

ANNUAL REVIEW

NATIONAL GUARD BUREAU

2004



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REVIEW

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2004

The National Guard Bureau
Departments of the Army and the Air Force
Arlington, Virginia 22202

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THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

July 30, 2003

MEMORANDUM FOR CHIEF, NATIONAL GUARD BUREAU

SUBJECT: Guard Bureau Initiatives

Your initial steps to instill a greater joint focus into the National Guard Bureau (NGB) staff are on the mark. The fact that we will be prosecuting a war against terrorism (WOT) requires us to examine how we currently do business and make adjustments so that our Armed Forces, Active and Reserve Components (AC/RC), remain relevant. As you continue your efforts, there are a few areas into which I would like you to look.

First, in light of the fact that Congress has chartered NGB as a Bureau jointly administered under the Secretaries of the Army and the Air Force, I want you to develop proposals to forge a new relationship among the Office of the Secretary of Defense (OSD), the Joint Staff and the NGB that are more relevant to the current environment. Improving the Department's access to National Guard (NG) capabilities should be your principal focus. Develop, for my review, recommendations on how the NGB should interact with OSD and the Joint Staff. Identify any regulatory or statutory changes that might be required to facilitate this new relationship.

Second, the NGB should be the focal point for Guard matters at the strategic level. Title 10 clearly outlines NGB's role as the channel of communications between the Departments of the Army and Air Force and the states and territories. As you reorganize the Bureau, strengthen that statutory link with the Army and Air Force and intensify your efforts to ensure the NG remains an effective participant in our joint forces. All US forces and leaders must be trained and ready to operate in the joint environment to meet today's challenges.

Third, strive to adapt the NGB to better support the WOT, homeland defense and homeland security (HLS). Seek ways to strengthen NGB's relationship with the Joint Staff, USNORTHCOM, USPACOM and the OSD - Homeland Defense. My intent is to enhance our ability to employ forces to meet the Nation's homeland defense needs.

Fourth, I would like you to work with USJFCOM as it develops proposals to change and modernize the mobilization and demobilization process. Make recommendations to enhance the availability and accessibility of our NG forces.

Finally, work with the Services as they develop proposals to adjust their AC/RC mix. You must be a full player in these efforts if we are to take full advantage of our NG forces.

Nothing the military has been asked to do since World War II is as important as the task we face today - fighting and winning the war on terrorism. You and the Nation's citizen-soldiers are key to winning that war, at home and abroad.

Work with the Army and Air Force, and get back to me in the next 30 days with a proposal on how to proceed.

Copy to:
SecArmy
SecAF
CJCS



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September 30, 2003

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Guard Bureau Initiatives

In accordance with your 30 July 2003 memorandum, I have taken steps to transform the National Guard (NG). Below is a synopsis of the transformation that has taken place thus far, and our proposed way ahead.

On 1 July 2003, I completed the provisional reorganization of the National Guard Bureau (NGB). I merged three separate organizations into a joint bureau. On 1 October 2003, the state Adjutants General will consolidate 162 state headquarters organizations into 54 joint force state headquarters. The personnel and cost savings realized from this will be reinvested in unit readiness.

Under this plan, the Chief of the NGB would forge a new relationship in order to provide a more effective channel of communication among the Office of the Secretary of Defense (OSD), the Joint Staff (JS), the Departments of the Army and the Air Force, and the States, on matters relating to the NG. My staff is working with the Departments of the Army and the Air Force to strengthen the existing statutory links and to improve the Services' access to NG capabilities.

NGB is working closely with Joint Forces Command and the Services to accelerate the mobilization/demobilization processes, as well as to use individual NG volunteers more effectively. The 54 joint force state headquarters will play a significant role in these efforts.

In response to your 9 July 2003 Rebalancing the Forces Memorandum, my staff is actively working with OSD, NORTHCOM, PACOM and the Services to determine how NG capabilities can be best leveraged in support of the Global War on Terrorism. I have provided to the Army and Air Force Secretaries recommendations designed to relieve the stresses on high demand/low density career fields and to mitigate capability shortfalls.

I will present the National Guard Transformation Concept Plan to OSD, JS and the Departments of the Army and the Air Force for their inputs. In addition, I will submit to OSD for formal vetting within the FY2005 Unified Legislative Budget process the statutory changes that will be required as part of this transformation. I will plan to provide an update to you and the Chairman by the end of the year.

I am committed to taking whatever steps are necessary to enhance the readiness, relevance, and accessibility of the National Guard to the Department of Defense and our nation.

H STEVEN BLUM
Lieutenant General, US Army
Chief, National Guard Bureau

CF:
SecArmy
SecAF
CJCS

MISSION AND ORGANIZATION

The National Guard is rooted in the concept that able-bodied citizens have the privilege and responsibility of bearing arms for the common defense. This tradition of militia service began in 17th century America with the organization 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 13 December 1636. It has fought in every American conflict from the Pequot War of 1637 to the current Global War on Terrorism (GWOT). GWOT has involved citizen soldiers of the National Guard in Operations Noble Eagle (ONE), Enduring Freedom (OEF), and Iraqi Freedom (OIF).

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 function 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. This was effectively demonstrated in response to the terrorist attacks on the United States, 11 September 2001. The ensuing GWOT involved an average of over 100,000 National Guard personnel on a daily basis. They have been serving in various operations as an essential part of the Total Force.

Support of the active forces has been on a worldwide basis, with training being conducted in geographic areas associated with U.S. national interests. Air National Guard fighter interceptor units have also flown combat air patrols as an integral part of CONUS air defense. Army National Guard units affiliated and have trained with active Army divisions. Upon mobilization, both Army and Air National Guard units have been commonly assigned to joint commands and major commands of both the Army and the Air Force, a practice again followed since initiation of the GWOT.

While its Federal Reserve role has been strengthened, the National Guard of each State remains, constitutionally, a State-administered and commanded force. The State mission has been to provide units trained and equipped to protect life and property and to preserve peace, order, and public safety under State and Federal authorities.

The 21 January 1903 passage of the Militia Act of 1903, popularly known as the Dick Act, marked the beginning of a century of ever-increasing support for the National Guard of the various States and Territories. The act transformed all State and Territory militia units into the National Guard. 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 National Guard. Beginning with the 1903 Annual Report of the Acting Adjutant General of the Army, the progress and development of the National Guard as a Federal reserve force has been chronicled yearly, as directed by Congress. The Fiscal Year 2004 publication, *The Annual Review of the Chief*, continues the tradition of compliance with the annual reporting requirement.

In 1908, the duties of overseeing the expenditure of Federal funds by the National Guard of the States and Territories was 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 of Militia Affairs was placed under the Chief of Staff of the Army. Redesignated as the Militia Bureau by the National Defense Act of 1916, the organization became one of the bureaus of the War Department.

In 1933, the Militia Bureau was again redesignated, assuming its current title as the National Guard Bureau. After World War II, it became a joint agency of the Departments of the Army and the Air Force. The Chief, National Guard Bureau (CNGB) 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, it 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 programs for training, development and maintenance of the Army and Air National Guard and acts as a channel of communications between the States and the Departments of the Army and the Air Force.

The CNGB is appointed by the President with the advice and consent of the Senate. The appointment is made from a list of Army and Air National Guard officers recommended by the Governors of the respective states or, in the case of the District of Columbia, the Commanding General of the District of Columbia National Guard. Other applicable criteria includes a rank above brigadier general and the completion of at least 10 years active National Guard federally-recognized commissioned service. The CNGB, with the authorized rank of lieutenant general, serves at the pleasure of the President for a term of four years and may be reappointed, but may not serve beyond his or her 64th birthday.

The Vice Chief of the National Guard Bureau is appointed by the Secretary of Defense with the advice and consent of the applicable service secretaries, following a recommendation procedure similar to that used in selecting a Chief. The major difference being that recommended officers must have 10 years of federally-recognized active National Guard commissioned service in a rank above colonel. The Vice Chief, National Guard Bureau, with authorized rank of major general, serves with the CNGB as advisor to the Chiefs of Staff of the Army and the Air Force in addition to assuming the duties of the Chief, when required. The Vice Chief cannot, by law, be a member of the same service as the Chief.

A major impetus toward joint operations by the U.S. military resulted from passage of the Goldwater-Nichols Reform Act of 1986. Joint operational concepts were employed in the Gulf War (1990-1991), and further refined in the 1990s and in the early years of the 21st century. Still, the National Guard was not yet ready to fully operate in the joint Federal and State environments. As late as 1997, the Army Guard's eight combat divisions were characterized as an anachronistic strategic reserve, not ready to participate in a major theater war. After the 11 September terrorist attack, however, Guard support of campaigns in Afghanistan and Iraq, and its swift, massive response to Hurricane Katrina

clearly established it in the public mind as a domestic response asset and a Federal reserve force.

To better posture the National Guard for the new war on terror, and convinced that the Guard at all levels needed a joint focus, Lieutenant General H Steven Blum, Chief, NGB, began to put it on the road to transformation in May 2003. He directed initiation of the National Guard Transformation Campaign and targeted validation of full operational capability by the Office of the Secretary of Defense and the Joint Staff by Fiscal Year 2006. The bottom line was the Guard was to become a joint team at all levels with the other Services and their Reserve components.

The operative mission statement read:

The National Guard Bureau (NGB) serves as the strategic focal point in developing, managing and integrating employment of National Guard capabilities for the Office of the Secretary of Defense, the Joint Staff and the Departments of the Army and the Air Force in support of the Combatant Commanders. The NGB acts as the Department of Defense (DoD), Department of Army, and Department of Air Force channel of communications to and from the National Guard of the States and Territories. The NGB supports all Combatant Commanders, the States and Territories in developing military strategy and contingency plans for homeland defense and civil support operations. The NGB administers DoD, Joint, Army and Air Force Programs; acquires, distributes and manages resources; plans, coordinates and provides situational awareness and other support to the Joint Staff, Combatant Commanders, other DoD elements and additional agencies as directed.

By way of implementing the mission statement in Fiscal Year 2004, the National Guard Bureau's provisional joint staff supported the new U.S. Northern Command, U.S. Pacific Command, U.S. Strategic Command, and the States and Territories in the development of military strategy and contingency plans. Those plans were for homeland defense and military support to civil authorities while sustaining all Combatant Commanders in their developing joint operational requirements for Theater Security Cooperation, War and Contingency plans.



OFFICE OF THE
CHIEF

OFFICE OF THE CHIEF

J-STAFF

The Chief of the National Guard Bureau sent a memorandum to all TAGs on 1 July 2003 that announced effective immediately the NGB "will operate as a joint staff." The reorganization was broken down into two phases. Organized with the issuance of the memorandum were Joint Staff Principals; Secretariat of the Joint Staff; J-1 Directorate (Manpower and Personnel); J-5/J-7 Directorate (Plans, Policy, and Interoperability); J-8/Comptroller Directorate (Force Structure Resources and Assessment); and the Joint Directorate of Military Support (JDOMS).

Directed to organize no later than 1 October 2003 were other joint staff elements: Personal and Special Staff; Directorate of Management; J-2 Directorate (Intelligence); J-4 Directorate (Logistics); and the J-6 Directorate (Command, Control, Communications, and Computers).

By November 2004, the new joint staff was functioning as an integrated, single headquarters rather than three separate entities. A number of refinements has been made along the way. Foremost, was the conversion of the Vice Chief, NGB, position to that of Director, NGB Joint Staff. In addition, NGB worked with the other services to develop manning documents that recognized all personnel billets within the new organization. All together, the new joint staff numbered almost 750 personnel, an increase of 60 billets from the inception of the conversion. At the same time, the JCS staff in the Pentagon began the long process of recognizing the NGB as a joint organization within the Department of Defense (DoD).

JOINT STAFF (J-1)

The Manpower and Personnel Directorate (J-1) was given the primary responsibility to provide human resources oversight for the Chief, National Guard Bureau. This included accountability for strategic planning, integration, analysis, and manpower and personnel policy. J-1 received the mandate to further National Guard Bureau and Joint Force Headquarters initiatives, enhance personnel readiness, promote operational capabilities and sustain the entire National Guard Community.

Major General Ronald G. Young assumed duties as the Director, Manpower and Personnel (J-1), National Guard Bureau on 13 September 2004. The General's military career began in 1966. He was commissioned in 1968 as a Second Lieutenant through the West Virginia Officer Candidate School program. Prior to his assignment as the J-1, General Young served as the Assistant Adjutant General for the Ohio Army National Guard and as the Wartime G-1, Eighth United States Army, Korea. He is also a former Commander of the 16th Engineer Brigade, Ohio Army National Guard.

Employer Support. FY 2004 was a significant year for the Employer Support of the Guard and Reserve (ESGR) mission. 4,500 ESGR volunteers made a significant contribution to the support of mobilized service members and their employers in the face of major increases in National Guard and Reserve Forces utilization. This included both day-to-day military operations and peacekeeping and contingency operations. Such deployments were increasingly significant and lengthier. Recognizing both the importance of employer and local ESGR Committee support to the retention of quality men and women in the Reserve Components, the CNGB took the initiative to provide full-time assistance and liaison support to the Joint Forces Headquarters and the 54 ESGR Committees. This was accomplished via a Memorandum of Understanding (MOA) with the National Committee for ESGR. The basic mission of the Employer Support Branch (NGB-J1-ES) was to gain and maintain support from all public and private employers for the men and women of the National Guard, as defined by demonstrated employer commitment to employee military service. In addition, the CNGB committed the National Guard Bureau to providing employment opportunities for returning veterans, with an emphasis on those disabled. The goal was to ensure that uniformed ARNG and ANG men and women became fully integrated into the civilian workforce once they returned from full-time service.

Technician Personnel. Many external forces influenced the management and availability of the National Guard Technician workforce in FY 2004.

Early in the fiscal year, legislation was enacted that transformed Human Resource management of National Guard Technicians. Section 1101 of the National Defense Authorization Act 04, Public Law 108-136, gave the Secretary of Defense authority to establish a new personnel system for DoD employees. The new system was to be called the National Security Personnel System (NSPS) and was to enable DoD to create a modern, flexible and streamlined personnel system to more effectively and efficiently meet its national mission. The NGB supported this legislation and worked with DoD regarding the system design and development. It was considered important to define the aspects of the Technician Program that must be preserved so the Army National Guard (ARNG) and Air National Guard (ANG) could meet its mission. Design and implementation of the new system was to affect this program for years to come.

The deployment of large numbers of ARNG personnel continued to significantly influence the management of National Guard Technicians employed at the State and Territory levels, plus the District of Columbia. Technicians not only perform full-time work in support of the National Guard, but retain military membership and deploy with their National Guard unit when mobilized. In FY 2004, up to 18% of ARNG Technicians were on leave of absence due solely to mobilizations in support of Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and Operation Noble Eagle (ONE). In contrast, 2.7% of the ANG Technicians were deployed.

Temporary backfill of mobilized technicians created some challenges. Not only do vacated Technician positions require highly specialized skills and knowledge not readily available in the temporary employment labor market, but most of them require dual status (military membership and civilian status technician employment). Since much of the National Guard non-technician military membership was deployed or permanently employed elsewhere in the labor market, they were not available to fill the vacated technician positions in FY 2004. Consequently, language passed in the FY 04 National Defense Authorization Act (NDAA), PL 108-136, authorized reemployment of annuitants without offsetting their retirement compensation. This provided opportunities to acquire the highly specialized skills and knowledge, required on a temporary basis, by

targeting recent retirees. National Guard employment policies were also revised to enable management to temporarily fill dual status positions vacated, due to mobilization, with civilians who did not hold military membership. Additionally, Government-wide emergency hiring flexibilities were extended to simplify hiring processes and qualification requirements during the Global War on Terrorism (GWOT). These expanded authorities ameliorated, but did not end, employment challenges due to mobilizations.

During FY 2004, the deployment and return of troops from active duty was a regular occurrence. To secure employment protection of mobilized Technicians, and to inform both management and Technicians of reemployment rights after military service, a Guide to the Uniformed Services Employment and Reemployment Rights Act (USERRA) was published. With the average military deployment increasing from 18 to 24 months, legislative language was also pursued to extend the time of agency payment of the employee share of Federal Employees Health Benefits (FEHB) from 18 to 24 months (for eligible employees deploying on contingency operations).

Several automation initiatives were pursued in FY 2004. For the National Guard to remain competitive in the labor market, it became necessary to automate employment processes. Job seekers and employees increasingly preferred on-line application processes and expedient applicant notification. In FY 2004, funding was acquired to secure products and vendors for the nationwide automation of National Guard technician hiring processes, to include resume building and submission, applicant screening and assessment, and candidate referral and notification. Employed Technicians gained access to an automated on-line Retirement Benefits calculator. Also, the security of the Civilian Personnel Data System was scheduled to be enhanced through the use of a Common Access Card/Public Key-Enabling application initiative. The deployment of a state-of-the-art Electronic Official Personnel Folder was also projected.

Workers' Compensation costs for injuries rose again in FY 2004. Each year almost 2,800 injury compensation claims are submitted. In 2004, \$35 million in medical and compensation payments were paid

to more than 5,600 personnel. In order to reduce costs and support a Secretary of Defense initiative to reduce preventable work-related injuries by 50% in 2005, the Office of Workmen Compensation Program Regional Liaison Program was reestablished. Nine OWCP Regional Liaison representatives were employed to provide nationwide training, increase management oversight, and to facilitate reemployment of injured workers.

In FY 2004, in support of transformation of the National Guard Headquarters in all 50 states, territories, and the District of Columbia into a single, Joint Force (ARNG-ANG) State Headquarters (JFHQ) organization, the Office of Technician Personnel participated in workgroups convened to design and develop the full-time force structure models for the JFHQs and revise the official publication governing the Organization and Functions of the National Guard Bureau. Position descriptions for key positions in the JFHQs were established and classified.

Finally, with many changes having occurred in the past two years and with several more on the horizon, the Office of Technician Personnel accelerated development of education and information products to the States. Nationwide workshops and training were conducted for Human Resource Officers, Personnel Staffing and Pay Specialists, Employee Relations Specialists, Labor Relations Specialists, Position Classification Specialists, and Human Resource Development Specialists. Additionally, the office published a technician handbook, a guide to human resource development, guides to supervisors in the area of labor management relations, and continued to inform management via quarterly newsletters and informational updates.

JOINT STAFF (J-2)

Joint Intelligence (J-2), provisionally established in July 2003, promoted and supported joint, interagency, and JFHQ J-2 partnerships through information sharing solutions designed to optimize Army and Air National Guard capabilities. The aim was to respond to the full range of joint Homeland Defense and Defense Support to Civilian Authorities (HD/DSCA) mission requirements throughout the United States and Territories, as well as those joint mission taskings supporting worldwide Combatant Commander requirements.

Brigadier General Annette L. Sobel was appointed as the Director of Intelligence, National Guard Bureau in July 2003. Her work has emphasized Weapons of Mass Destruction information analysis, and technology transition to field operational environments and advanced tactical aircraft. Prior to her current assignment, she served as National Guard Assistant for Weapons of Mass Destruction and Civil Support to the Chief, National Guard Bureau, after entering the National Guard as state air surgeon, Headquarters New Mexico Air National Guard. General Sobel entered the United States Army in July 1986 as a second lieutenant and was assigned as the director of Undergraduate Medical Education in the Department of Family Medicine, Womack Army Community Hospital, Ft Bragg, North Carolina. She later served as commander, United States Army Medical Holding Company. She served as the officer-in-charge of the 44th Medical Brigade Field Hospital during Operation Just Cause, Panama. She subsequently joined the Air National Guard in 1991, where she was assigned as the chief, Aerospace Medicine, 178th Medical Squadron, Ohio Air National Guard, Ohio. She has also commanded the 178th Medical Squadron, Ohio Air National Guard and the 150th Medical Squadron, New Mexico Air National Guard, New Mexico.

The National Guard Chief Intelligence Officer (who also serves as the Deputy J-2) provided advice and other assistance to the CNGB and other senior leadership in FY 2004 to ensure that acquired information and other information resources were managed consistent with the Chief's policies and procedures. The Deputy J-2, with guidance from the J-2, established information-sharing policy and standards, coordinated and integrated information technology efforts within NGB, ensured interoperability, reduced duplication and redundancy, and enhanced the mission performance of the National Guard.

The J-2 took the lead in defining the National Guard joint intelligence role in supporting Homeland Security (HS) for both the DoD and the Department of Homeland Security (DHS). The office built partnerships with

USNORTHCOM, DHS, JFHQ-ST, and national intelligence agencies to foster information-sharing. That partnering allowed for Guard participation in a number of various DoD homeland security initiatives. Having embraced NGB priorities, the J-2 aggressively engaged in seeking creative ways the National Guard's joint intelligence structure could support NORTHCOM requirements. The emphasis was on CONUS HS situational awareness.

Homeland Security Information System (HSIN).

HSIN was established as a secure information management system to provide DHS, NGB, and all 54 JFHQ-ST a common operating system for the sharing of classified information. In FY 2004, HSIN supported daily operational, training, and administrative tasks at all Guard and Reserve echelons, providing timely and more accurate information for planning and supporting the Homeland Defense mission. HSIN linked JFHQ-JOC sites in all the states and territories with the NGB and DHS. By improving the information-sharing process, HSIN began to eliminate the need for multiple IT operating systems. Initial feedback evidenced a dramatic increase in the speed and ease of classified communication.

Open Source Information System (OSIS). OSIS was the system of choice in FY 2004 for the sharing of unclassified, but sensitive, information between NGB and the field. OSIS provided community-based, law-enforcement-sensitive information at the lowest possible cost. The project demonstrated the significant value-added concept of sharing installed technology with the communities in which the National Guard is based. OSIS impacts all 54 states, territories and the District of Columbia.

In September 2004 the OSIS program partnered with the Homeland Basic Information Library (HBIL) to join forces for further advancement of OSIS. HBIL is an information database, developed by Army and Air reservists at Fort Leavenworth, Kansas. This partnership was to guarantee that the JFHQ-ST OSIS remained tightly linked with HSIN ensuring interoperability, reliability, efficiency and economies of scale.

National Special Security Events (NSSE). Starting early in 2004, NORTHCOM identified high-visibility events that were to require an increased security presence for protection from terrorism. Each identified event was known as an "NSSE." In 2004, the G8

Summit, the Democratic National Convention, the Republican National Convention, the President Ronald Reagan funeral, and the upcoming Presidential Inauguration in January 2005 (for which planning began in FY 2004) were designated NSSEs. The events required National Guard involvement utilizing personnel from those states affected. Also involved were NGB members who were serving in a support role. NGB Joint Intelligence, in coordination with JFHQ-J2s, provided support to each NSSE and was to do same for the upcoming presidential inauguration.

JOINT STAFF (J-4)

The mission of the Logistics Directorate (J-4) was to participate in joint matters at the strategic level with the Office of Secretary of Defense, Joint Chiefs of Staff, other Defense agencies, and the Combatant Commands in support of national security and other strategies. The NGB J-4 served as the primary advisor to the CNGB for all joint logistics matters to include, but not limited to, supply, maintenance, transportation, acquisition logistics, installation/facility and environmental issues.

Major General David A. Sprynczynatyk was appointed the Director of Logistics (J-4), National Guard Bureau, on 1 November 2003. He serves as the primary advisor to the Chief, National Guard Bureau, for all logistics matters, to include mobilization; supply; maintenance; transportation; acquisition logistics; installation/facility; and environmental issues. The General's military service began in 1972, when he enlisted as a Still Photographer in the 116th Public Information Detachment. In 1978, he received a direct commission to First Lieutenant in the 164th Engineer Group. Prior to his current assignment, BG Sprynczynatyk was the Assistant Adjutant General, North Dakota Army National Guard.

Mobilization Process Reform. FY 2004 was an especially significant year for the development of the mobilization process and saw a further refinement of those recommendations devised to improve

it. Coordination with the United States Joint Forces Command (USJFCOM) resulted in several changes to the recommendations that were subsequently presented to the Joint Chiefs of Staff (JCS). Many of these recommendations have been adopted by the United States Army upon its own initiative and have resulted in significant improvements to this process.

Plans and Exercises. The NGB J-4 focused on exercises that involved logistical operations. After identifying several USNORTHCOM-sponsored exercises, J-4 took steps for inclusion of the National Guard Bureau and its attendant logistical operations. Prominent among these exercises was Determined Promise 2004 which included Guard units from Virginia and California. This 10-day exercise involved close coordination with the Virginia National Guard and NORTHCOM's Joint Task Force – Civil Support (JTF-CS). It was the proving ground for a new concept of logistical support for such exercises and events: the Joint Force Support Center (JFSC). The concept involved creation of a small logistical support element, co-located with or near the JTF-CS, to work closely with their logistical operational section. The goal was to provide information to the federal force and to help coordinate operations between the federal force and the National Guard in state service. The JFSC, composed of representatives from the state's logistical division and its United States Property and Fiscal Office, assisted and enabled the JTF-CS to evaluate courses of action which would not have been obvious to federal forces coming in from out-of-state. The concept was an unqualified success.

Funeral Operations for President Ronald Reagan. The Directorate of Logistics assumed a transportation support function during former President Ronald Reagan's funeral. This was the first time in 31 years that the National Guard was asked to support a presidential funeral operation. Transportation arrangements were provided for over 30 governors and their staff.

The Joint Warrior Interoperability Demonstration (JWID). The Joint Warrior Interoperability Demonstration (JWID), an annual event sponsored by the Chairman of the Joint Chiefs of Staff, is focused on conducting U.S. specific interoperability trails to test and evaluate technologies and capabilities for exchanging information among USNORTHCOM, the military services, our coalition partners, and national civil agencies. Coalition interoperability trails have

demonstrated technologies and capabilities to U.S. combatant commands, services, and multinational participants. JWID has also assessed capabilities and technologies that allow information sharing with Homeland Security and Homeland Defense (HLS/HLD) partners. Additionally, JWID has been a demonstration of technical solutions intended to resolve issues in Homeland Security and Homeland Defense with regard to Common Operating Picture, Information Management, Communication and Response to Management. In total, JWID has been the premier event for investigating coalition interoperability problems and defining new or improved operational capabilities. JWID took place 22 - 24 June 2004; NGB J-4 was a key participant in this event.

Homeland Defense Interagency Senior Logistician Council. NGB J-4 participated in, and was a key member of, the newly formed USNORTHCOM and FEMA-chaired Interagency Logician Council. This council developed the first Logistics Annex to the National Response Plan. The annex was further refined as a result of the follow-on Interagency Logistics exercise associated with Determined Promise 2004.

CBRNE Enhanced Response Force Package (CERFP). NGB J-4 in coordination with NGB J-3 (Domestic Operations Directorate), worked diligently to ensure that the initial 12 CERFPs were operational by October 2004. Working closely with both the ARNG and the ANG logistics and medical personnel, processes were developed to account for all equipment procured for the new CERFP activities. NGB J-4 and NGB J-3 coordinated with the National Guard Material Management Center to sustain the CERFP equipment. After attending the 1st and 5th Army after action review (AAR) conference, both Directorates established an Equipment Working Group to evaluate the equipment being utilized by the CERFP.

JOINT STAFF (J-5)

The Directorate of Plans, Policy & Interoperability, NGB J-5/7, led by BG John T. von Trott, Director, and Dr. John Spencer, Deputy Director, split into two distinct directorates in March 2004. BG von Trott, Director, and COL Michael Hersey, Deputy Director, assumed the leadership roles for the Directorate of Joint Force Development, Doctrine & Training, NGB J-7. MG Roger Combs, Director, and Dr. John

Spencer, Deputy Director, took the helm of the Directorate of Strategic Plans and Policy, NGB J-5. J-5 was organized into five divisions: Strategic Initiatives, Plans and Policy, International Affairs, Interagency/Intergovernmental Coordination, and Administration.

Major General Roger E. Combs was appointed the Director of Strategic Plans and Policy (J-5) for the National Guard Bureau in March 2004. He is responsible to the Chief, National Guard Bureau to develop, promulgate and implement policy, plans, concepts and strategy for the nearly half million citizen soldiers and airmen of the Army and Air National Guard. His duties touch and concern warfighting, peacetime international activities and aspects of the federal and state homeland security and civil support missions of both the National Guard Bureau and the corporate National Guard. Prior to his current assignment, General Combs was Assistant Adjutant General for Air and deputy commander of Joint Forces Headquarters, Missouri. He also served as the Air National Guard assistant to commander, First Air Force, Tyndall Air Force Base, Florida. The General began his military career by attending Officer Candidate School in the United States Marine Corps in 1968. After designation as a naval aviator, he served a tour in Vietnam as a combat helicopter pilot in 1969-70. While he holds no United States Air Force rating, he is an aircraft commander who has earned ratings as a Naval Aviator and a Senior Army Aviator. He has over 2,500 flying hours in four types of rotary wing aircraft including more than 500 hours of combat time in a CH-46. He then served a number of years as director of intelligence for a C-130 Airlift Wing.

Interagency/Intergovernmental Coordination Division (J5-II): Most activities of the Division in FY 2004 were centered upon the creation of the draft JFHQ Concept and Implementation Plan (C&IP), conducting interagency/intergovernmental coordination with the Department of Homeland Security and US Northern Command, and assisting the 54

JFHQ with transformation guidance. J-5-II produced the JFHQ-State C&IP during the spring and early-summer 2004, leveraging an experienced group of JFHQ-State representatives who were chartered as a JFHQ-State Transformation Steering Group. Members were hand-picked colonels from the provisional JFHQ of various sized states and regions of the country. The following positions were represented: US Property & Fiscal Officer (USPFO), Chief of Army Staff, Chief of Joint Staff, Public Affairs, Executive Staff Support Officer (ESSO), and a representative of Pacific Command. The JFHQ steering group met bi-monthly in 2004 and developed many key concepts and documents that were incorporated into the draft Plan that was submitted to the Army, Air Force, and ultimately to the Joint Chiefs of Staff J-1 in September 2004. The Plan's components included the following products and processes:

- The initial draft JFHQ-State Mission Statement
- The JFHQ draft transformation campaign planning milestones, plus the concept and implementation plan draft outline
- JFHQ draft Mission Analysis
- Formation of a JFHQ General Officer Review Group
- The draft "core" JFHQ Joint Mission Essential Tasks List (JMETL)
- Rules and procedures for Joint Table of Distribution (JTD) development
- Review of the draft "core" JTD
- The draft "core" JFHQ-State Organizational Model
- Review of the USPFO Statutes, Regulations, Organization and Functions

J-5-II also performed interagency/intergovernmental coordination on plans, policies, initiatives, concepts of operations, and memorandums of agreement/understanding (MOA/MOU). Some of the key planning and strategy documents of 2004 were: the NGB/NORTHCOM MOA, NORTHCOM Total Force Initiative, NORTHCOM Concept of Employment,

Initial/Provisional/Full Operational Capabilities Concept for the JFHQ, Joint Task Force-State Certification/Validation, and CONPLAN 2002.

J-5-II targeted transformation guidance to the 54 JFHQs via dedicated quarterly satellite television broadcasts, video teleconferences, and by using the Guard Knowledge Online web services to supplement routine phone and email communications. The Division measured transformation progress through quarterly surveys and "Transformation Dashboard" briefing slides. It routinely briefed transformation initiatives and issues to various JFHQ delegations, NGAUS, ARNG/ANG ARMY/AIR FORCE Council Meetings and Conferences.

International Affairs Division. The International Affairs Division advised the CNGB on a wide range of international initiatives and programs involving the National Guard. The principal program, the National Guard State Partnership Program (SPP), continued to capitalize on the unique capabilities of citizen-soldiers, while serving as a unique security cooperation tool for the Combatant Commander. The SPP provided the opportunity for the Guard to highlight its compelling example of military subordination to civilian authority, emphasizing the apolitical role of the military in a democracy.

FY 2004 saw forty-eight countries partnered with forty-two US states, two territories, and the District of Columbia. Six new partnerships established were: Florida-Guyana; Virginia-Tajikistan; Colorado-Jordan; Delaware-Trinidad & Tobago; North Dakota-Ghana; and Wyoming-Tunisia. State Partnership Program Training Seminars were conducted for the existing Oklahoma/Azerbaijan, Kansas/Armenia, Wyoming/Tunisia, and Utah/Morocco partnerships. The seminars provided a training base for the teams prior to going in-country.

In addition, the Division participated in attaché tours sponsored by the Secretaries of the Army and the Air Force, designed to introduce the foreign military attaches assigned to Washington to the Total Army and Total Air Force, as well as to expose them to the broad cultural spectrum of American society.

A comprehensive Web-based event tracking system for Partnership events was launched in January 2004. This system automated the functions of planning,

staffing, funding, and execution for all National Guard security cooperation events in all theaters. The system was web-based and password protected, and provided an excellent database for tracking mission performance and expenditures.

Adapting SPP to keep it relevant will continue to be a major transition objective. SPP is being aligned with the major drivers that are shaping the security environment to meet the needs and expectations of its stakeholders. SPP's ability to contribute to the strategic challenges of the time has been a central factor in the support and success it has enjoyed to date and will remain a key issue in the future. The strategic re-alignment of SPP began in 2004. There was an increased focus, for example, on new U.S. defense requirements related to support for the war on terrorism and the capabilities needed for coalition operations.

US Central Command (CENTCOM)

As mentioned, two new partnerships were approved; Virginia with Tajikistan in October 2003 and Colorado with Jordan in May 2004. The Jordan partnership was particularly significant as it was the first partnership in the Middle East. It was hoped that this new door would open many opportunities in a region that could significantly benefit from the National Guard citizen-soldier capabilities. Previous, partner countries in CENTCOM's AOR had been shown to benefit immensely from association with the National Guard, at the same time enhancing U.S. goals and objectives.

Among existent partnerships, that between Montana and Kyrgyzstan has been warmly embraced, not only by the Montana National Guard, but also by the citizens of Montana.

This relationship has developed into a strong professional and personal relationship. Key events in FY 2004 were: A visit by the Kyrgyzstan President, Askar Akayev, to Montana; a visit to Kyrgyzstan by the Adjutant General of Montana and the senior representative of the Montana Governor's staff; a ceremonial opening of the first NCO academy in Kyrgyzstan, developed with Montana National Guard assistance; and the ceremonial opening of the Farm in the Dell school for mentally handicapped children, conceived and nurtured to completion by Montana Guardsmen and its citizens.

The Arizona-Kazakhstan partnership continued to yield successful events and maintain its excellent relationship. Arizona supported not only their own program, but helped other states by acting as primary coordinator for border patrol and border security exchanges. Arizona served as a key partner in CENTCOM's 5-year plan with Kazakhstan. Planning began in 2004 for Arizona to host the 2005 Central Asia Disaster Preparedness Workshop. This workshop was to feature the joint efforts of five Central Asian nations (Kazakhstan, Kyrgyzstan, Turkmenistan, Tajikistan and Uzbekistan) along with their U.S. partner states. Over 200 people attended the FY 2004 conference in Uzbekistan.

The Nevada-Turkmenistan partnership had been re-energized over a two-year period by the leadership in both countries. The relationship became so strong that CENTCOM recognized Nevada as the key to its Security Cooperation plan with Turkmenistan.

The Louisiana-Uzbekistan partnership also developed into a strong relationship that capitalized on mutual interests and capabilities. Louisiana served as an essential force provider to the Combatant Commander to execute his Country plan with Uzbekistan. The highlight of FY 2004 was Louisiana and Uzbekistan co-hosting the 2004 International Workshop for Emergency Response (IWER).

US European Command (USEUCOM)

FY 2004 was an exceptionally successful year for the National Guard's European partnerships. New additional partnerships for FY 2004 were Morocco-Utah, Tunisia-Wyoming, and Ghana-North Dakota. Throughout the year citizen soldiers and airmen conducted a combination of funded National Guard security cooperation events using Minuteman Fellows (MMF), Warsaw Initiative Funds (WIF), Cooperative Threat Reduction (CTR) Joint Contact Team Program (JCTP), and Combatant Commander Activity (TCA). These events were all in support of the Theater Security Cooperation Plan, and the Country Campaign Plans for the respective countries. The National Guard activity was actually listed as an appendix to the Country Campaign Plan for the first time. The National Guard State Partners executed approximately 45% of all events for USEUCOM's JCTP; facilitated civic leader visits; and conducted a number of Bi-Lateral

Defense Consultations at the behest of the Office of the Secretary of Defense.

The National Guard once again used MMF funding to bridge the gaps between other U.S. engagement programs and to touch levels of society that those programs cannot reach. During the prosecution of Operation Iraqi Freedom, some coalition members specifically asked for their State Partners to go with them into Iraq to facilitate and provide liaison functions with Coalition Headquarters.

Also, the National Guard was asked by OSD and EUCOM to conduct African Contingency Operations and Training Assistance (ACOTA) missions to develop an African Security Response mechanism under the Global Peace Operations Initiative (GPOI).

US Pacific Command (USPACOM)

A key highlight of the Alaska-Mongolia partnership featured Alaska National Guardsmen embedded with the Mongolian Armed Forces in Iraq as they both participated in fighting the Global War on Terror (GWOT). Alaska established broad working relationships with the Mongolians and expanded their potential pool of subject matter exchanges to include not just military-to-military contacts, but military-to-civilian contacts and a growing number of purely civilian opportunities. Among this year's success, was inauguration of an aggressive schedule comprised of 15 bilateral and multi-national events. These included conducting military training engagements, exchanging political and diplomatic introductions, and pursuing numerous economic, educational and civic actions.

Hawaii and Guam shared a partnership with the Philippines. In FY 2004, Hawaii sent Combat Lifesaver certified personnel to augment US Army Pacific Command (USARPAC) training of the Armed Forces of the Philippines. Guam hosted a Counter-drug exchange with the Armed Forces of the Philippines. In addition, approximately 50 Guam Air Guard personnel assisted PACOM in reconstructing Fort Magsaysay's runway in the Philippines during a 30-day deployment.

The State of Washington's primary security cooperation interest for both the Kingdom of Thailand and the U.S. Government was terrorism response. It developed and executed seminars with the underlining theme of combating the GWOT. Many events targeted

improving security operations at the Port of Laem Chabang. Washington also began championing an Emergency 911 system for Thailand. Major General Lowenberg and the Joint United States Military Assistance Group (JUSMAG) senior leaders met with Homeland Defense Secretary Tom Ridge, Ambassador Johnson, and General Winai to discuss national homeland security planning initiatives.

US Southern Command (USSOUTHCOM)

The leading accomplishment for FY 2004 was the formation of two additional partnerships: Florida-Guyana and Delaware-Trinidad & Tobago. Of note during FY 2004, was the participation of six countries in LEAPFEST 04, an annual International Parachute Competition hosted by the Rhode Island Army National Guard (RIARNG). All participants were state partnership countries; three from Central America (Honduras, Guatemala, El Salvador) and three from South America (Ecuador, Uruguay, Paraguay). Honduras tied for first place with a Special Forces unit from the RIARNG out of 48 teams from around the world. USSOUTHCOM added their 16th partnership with the addition of Trinidad & Tobago/Delaware. Also during this fiscal year, the Commonwealth of the Bahamas requested a partnership and is currently under analysis for state/territory matching. In January, the CNGB held an SPP conference bringing Adjutants General from all fifteen partnerships to HQs USSOUTHCOM.

Medical State Partnership Programs

Air National Guard medicine played a significant role in the development of new and established relationships, and routinely demonstrated the use of medicine as an instrument of diplomacy and a tool to enhance military and civilian relationships. In May 2004 the ANG International Health Specialist team led the first Caribbean Advanced Disaster Medicine Symposium in Trinidad and Tobago. The instructor cadre was primarily composed of traditional Guardsmen who brought along not only their vast civilian expertise in emergency and disaster medicine, but also shared their experience as military members. Twenty-three participants from nine countries throughout the region met and reviewed disaster management planning and response plans. Several of the participants were key military and civilian officials in their country's respective emergency management agencies and were able

to use the information from the symposium in their response to the 2004 hurricane season. The Bahaman representatives felt the symposium was so valuable that they requested a repeat symposium and expansion of discussions prior to the 2005 hurricane season.

Strategic Initiatives Division. On 7 October 2003, the CNGB led an NGB delegation to NORTHCOM to discuss means to address the "transformational gap" that existed between NORTHCOM and NGB. As a result of CNGB guidance, an NGB Transformation Campaign Plan (NGBTCP) working group was conducted and its first working session took place in late October 2004. Subsequently, the first NGBTCP strategy was developed.

In February 2004, LTG Blum made a commitment to the governors of the states and territories that the National Guard would work to accomplish the following: 1) Provide sufficient National Guard capabilities under state control; 2) Ensure the appropriate capabilities / unit mix; and, 3) Provide a more predictable model for operational rotations. This endeavor launched the Joint Combined State Strategic Plan (JCSSP) in June 2004 which resulted in a JNGB Initial Operational Capability.

On 1 April 2004, and again on 27 May 2004, the Joint Force Headquarters – State mission statement was sent to the Secretaries of the Army and Air Force. This was followed with the establishment of an NGB "Red Team" on 13 May 2004. Its purpose was to assist in analyzing and researching alternative futures, and validating potential actions needed to maintain momentum for NGB initiatives.

In July 2004, the first series of JCSSP video teleconferences were conducted with all 54 states and territories. This was followed by the NGB Red Team publishing its findings on 13 August 2004. NGB-J5 representatives met with those of Army G3 where the phrase, "What's in it for the Army" was uttered several times. On 20 August 2004, LTG Blum, CNGB, presented a National Guard / Homeland Defense update briefing to the "tank". The following week, the JNGB and the JFHQ-State Concept and Implementation plans (C&IPs) were delivered to the Secretaries of the Army and Air Force. From 7 – 9 September, the 1st annual JCSSP workshop was conducted in St. Louis, Missouri. 52 out of 54 states and territories participated. LTG Blum presented the following briefings on NGB

transformation: 8 September 2004- to the Air Force Council; 23 September 2004- to the Vice Chief of Staff of the Army. On 24 September 2004, the JNGB and the JFHQ-State C&IPs were delivered to the Director, Joint Staff (Pentagon).

Plans and Policy Division. As reflected in NGB Memorandum 10-5/38-101, "Organizational Elements of the National Guard Bureau" that took effect on 31 January 2004, the NGB Office of Policy and Liaison was split in two, resulting in the Plans and Policy Division being assigned to the Directorate of Strategic Plans and Policy, NGB J-5.

In the on-going effort to transform the National Guard Bureau, the Plans and Policy Division led the effort to review and align all councils and committees established in NGB. The purpose of this joint advisory council alignment was to promote greater cooperation between the NGB, the ARNG, and the ANG Advisory Councils, allowing NGB advisory councils to more effectively and efficiently coordinate practices within the Bureau.

Another initiative where Plans and Policy took the lead was with a DoD Variable Participation of Reservists (VPR) concept. This initiative is one of a number of innovative force rebalancing and management initiatives being reviewed by the DoD in an effort to ease the unprecedented stress on the Reserve Components (RC) and more judiciously and prudently utilize the force. In 2003, Defense Forecast Incorporated (DFI) Government Services was tasked by the Office of the Assistant Secretary of Defense for Reserve Affairs (OSD/RA) with examining and validating the VPR concept at the unit level, a process continued in FY 2004. The specific purpose of DFI's work was to confirm Service needs for more accessible, responsive RC units, and to determine where and how VPR-U (at unit level) might be applicable and effective in meeting those needs, as well as enhancing volunteerism and reducing involuntary mobilization.

In addition, the CNGB directed the Division to oversee development and publication of a joint National Guard Posture Statement for Fiscal Year 2006. The posture statement has been provided to Congress annually, summarizing the legislative priorities of the National Guard. It has been distributed to every Member of Congress and other key decision makers prior to the start of the annual congressional posture hearing cycle, usually in February.

JOINT STAFF (J-6)

The National Guard Bureau Command, Control, Communications and Computers Directorate (J-6), was established to promote and support joint, interagency, and Joint Force Headquarters (JFHQ) Information Technology/Information Management (IT/IM) partnerships. Through the use of its IT and information sharing solutions designed to optimize Army and Air National Guard capabilities, the National Guard was able to respond to the full range of joint Homeland Defense/Defense Support to Civilian Authorities (HD/DSCA) mission requirements throughout the United States and Territories, as well as other designated joint mission taskings supporting Combatant Commander requirements worldwide.

The NGB Chief Information Officer (CIO), who also serves as the Deputy J-6, provided advice and other assistance to the CNGB and other senior management to ensure that information technology was acquired and information resources were managed in a manner that implemented the policies and procedures of the Clinger-Cohen Act (40 U.S.C. and 10 U.S.C. 2223). The CIO established information technology policy and standards, coordinated and integrated information technology efforts in the NGB, ensured interoperability, reduced duplication and redundancy, all in support of enhancing mission performance.

Major General Richard E. Spooner was appointed as the Director Command, Control, Communications, and Computer System Division (J-6) at the National Guard Bureau in June 2003. As the Director, NGB-J6, he is responsible for making recommendations to the CNGB, on all matters of policy, programs, operations, testing, fielding, and utilization of all communication networks being deployed within the National Guard Bureau and the 54 states, territories, and the District of Columbia. The assignment comes under the National Guard Assistant Program (NGAP). Major General Spooner attended the United States Air Force Preparatory School in 1965 and was commissioned as a second lieutenant in the

Air Force upon graduation from the U.S. Air Force Academy, Colorado Springs, Colorado in 1969. He was a navigator for an air refueling squadron in Louisiana, weapons systems officer stationed in California, Thailand, England, and a chief scheduler in Arizona. After joining the District of Columbia National Guard, he served as the wing electronic warfare officer for the F-105 and F-4, held a number of air operations staff assignments and commanded a support group within the unit. The general is a master navigator with more than 2,900 flying hours and 50 combat missions, primarily in the KC-135, F-105, and F-4 aircraft. Prior to becoming the Director, NGB-J6, Major General Spooner was assigned as the ANG Assistant to the Chief, NGB, for technology interaction, intelligence oversight, and information operations.

In 2004, The J-6/ CIO, in coordination with the Director, ARNG, and the Director, ANG, developed a joint integrated IT requirements process. This business process defined procedures that ensure several goals: integration of existing groups and boards into a single joint process; elimination of any duplication; interoperability, and best use of limited resources. The end state is to have a process in place to support a knowledge-based organization with measurable IT standards and defined business processes.

In the process of implementing the NGB's priorities, the J-6 supported NORTHCOM's requirements for situational awareness of homeland security activities, along with that of other federal agencies. The Directorate also established a state-federal network connectivity concept called Joint Continental United States (CONUS) Communications Support Environment (JCCSE). The JCCSE required the NGB to manage and to integrate long haul, tactical, and other service capabilities so as to provide NORTHCOM, PACOM and the National Guard JFHQ-State with connectivity to and through state networks to an incident site. The JCCSE included IT support to the NGB Joint Operations Center (JOC), each JFHQ JOC, Netcentric connectivity state-to-state, vertical connectivity to incident sites (to include wireless

capability), and a National Guard National Homeland Security Communications Capability. In 2004, JCCSE began fielding communications capabilities that facilitated vertical connectivity. Specifically, both a mobile radio and interim satellite capability were fielded in 12 states to test and demonstrate the potential to support incident site communications. These systems were later utilized in real world situations to support activities such as Florida's political conventions and hurricane relief efforts with outstanding results. J-6 continued to move ahead to fully meet the objective end-state of the JCCSE concept.

During the fiscal year the Directorate continued to expand electronic government and the application of e-learning within the National Guard and to other government agencies. The Distributive Training Technology distance-learning capabilities provided training to NG Civil Support Teams and Chemical, Biological, Radiological, Nuclear, or High Yield Explosive Enhanced Response Force Package (CERFP) units across the country. The 328 networked electronic classrooms also supported other federal agencies. In March 2004, National Guard resources aided the Department of Homeland Security (DHS) in the ongoing development of Buffer Zone Protection Plans, a vital component in the overall protection of the country. Use of this technology resulted in enormous travel cost savings, promoted sharing and collaboration among all senior homeland security coordinators and advisors, and helped standardize information and guidance being sent to the field.

These same resources were used to provide critical pre-deployment support for war fighters and their families. The National Guard kept pace with demand for elevated unit readiness status in compressed time frames by injecting distance learning into the mission preparation and execution process. The video teleconferencing infrastructure improved deployed soldier morale by linking them to their families back home. When appropriate, they will also receive training germane to resuming their civilian lives. In August and September alone, distance learning and teleconferencing logged in 33,500 operating hours in direct support of 42,000 troops.

National Guard IT resources also provided a platform for academic programs, including those leading to DHS certificates and training for first responders. Working relationships with institutions such as

Farleigh Dickinson University, Washington Jefferson College, and Carnegie Mellon Software Engineering Institute were established to develop distance-learning courseware and content. In addition, in support of the National Guard STARBASE program, in September 2004 the Distributive Training Technology Project's satellite linkages supported a three-hour, multi-point learning experience that linked middle-school students in four states with NASA educators. The event culminated in a 20-minute exchange between the students and astronauts aboard the International Space Station.

Another J-6 initiative was the development of the Virtual Mission Preparation (VMP) capability. VMP was being used as a prototype, providing a web-based, portal technology that was to deliver real-time status of units and their overall mobilization readiness down to the individual soldier level. It was developed in Pennsylvania in support of the 28th Division's rotation to Bosnia, and was in the process of being applied to Operation Iraqi Freedom with the stand up of the 56th Stryker Brigade (PA Army National Guard). VMP provides functionality that has application across the ARNG to meet Army, DoD, and emergency response mission requirements.

JOINT STAFF (J-7)

The Doctrine, Training, & Force Development Directorate (NGB-J7) continued interagency and intergovernmental efforts in FY 2004 with the goal of increased cooperation among the National Guard, the states, territories, District of Columbia and the Departments of Homeland Security and Defense. This was to be accomplished through participating in exercises and planning at state/territory and local levels, along with sharing the Automated Exercise and Assessment System (AEAS) with them. NGB-J7 also worked with national emergency responder and management associations.

Brigadier General John T. von Trott assumed duties as Director Plans, Policy and Force Development (J-5/7) for the National Guard Bureau, 1 July 2003. His responsibilities included both strategic initiatives and operational level planning, the

development and promulgation of NGB policy, joint doctrine, training and exercise programs, joint vision and transformation, and international affairs – principally the National Guard's State Partnership Program. BG von Trott's previous assignments include command of NATO's Multinational Division (North) and (US) Task Force Eagle in Bosnia-Herzegovina, 2002-2003, for the SFOR12 rotation. In the wake of 9-11, he was mobilized and served as Assistant Deputy Chief of Staff, Operations (ADCSOPS) and Director of Mobilization Forces for United States Army Forces Command in Atlanta, Georgia.

In non-federalized status, he served as Deputy Commanding General (Maneuver) for the 28th Infantry Div (Mechanized), PAARNG, from 1998-2003. The General's military career began with his commissioning a second lieutenant, Regular Army, in 1967, a Distinguished Military Graduate of Army ROTC. Initially assigned to the First Armored Division, he served as a platoon leader, executive officer and commander of Company C, 2d Battalion, 81st Armor. In 1969 he was reassigned to the 3rd Squadron, 11th Armored Cavalry, then stationed in the Republic of Vietnam, where he served as a platoon leader and squadron staff officer. Upon leaving active duty in 1971, he joined the U.S. Army Reserve as Operations Officer for the 157th Separate Infantry Brigade (Mechanized). In 1976, General von Trott transferred to the PAARNG. He was assigned first as Director of Services and then as Executive Officer of the 213th Area Support Group, which had a wartime mission, and provided command and control to the non-divisional elements of the PAARNG. From 1985 to 1988, he commanded the 213th Group and deployed it overseas numerous times for participation in NATO operations. In 1989 he was assigned as Chief of Mobilization and Readiness; 1991 to 1998, as Director of Plans, Operations, Training and Military Support (G3) for the PAARNG.

Automated Exercise and Assessment System. AEAS was established as an exercise and assessment tool to provide a means to train and assess emergency responders in response to incidents involving weapons of mass destruction (WMD). It can be operated in three modes: training, assessment and tutored training mode. J-7 oversaw the following FY 2004 accomplishments:

- Facilitated a full scale AEAS exercise with Arapahoe County, Colorado Sheriff's Department from 21 – 23 April. More than 40 emergency responders from the Arapahoe County and Denver areas participated with the event receiving full sanctioning by the Colorado State Training Officer.
- Conducted three Train the Trainer events involving a total of 88 personnel representing 44 Joint Force Headquarters to ensure states could receive expeditious support from in-state Guard personnel.
 - Camp Dawson, West Virginia, July 2004 (22 personnel trained)
 - Camp Edwards, Massachusetts, August 2004 (31 personnel trained)
 - Camp Murray, Washington, September 2004 (35 personnel trained)
 - NGB J-7 contracted for support for two additional Train the Trainer events and six AEAS exercise events during FY 2005

JOINT STAFF (J-8)

The Force Structure, Resources & Assessment Directorate (J-8) was responsible to the CNGB for financial oversight, guidance, policy, procedures, and performance metrics. J-8 was also charged to provide Joint Strategic Resource planning; capabilities-based planning and analysis; and overall program requirements analysis and validation. Such planning and analysis enhanced the CNGB's ability to influence key planning and programming processes within the DoD, and ensured financial resources would be available for security and defense of the homeland and

support for the GWOT. In addition, the Directorate took on the responsibility for monitoring the Guard's financial stewardship of its resources. This became more critical as the DoD continued financial transformation initiatives.

J-8 consisted of two Divisions: the Resource Management & Oversight Division (NGB-J8-FC) and the Capabilities Assessment & Requirements Analysis Division (NGB-J8-RO). FC was directed to provide resource oversight; fiscal guidance, policy and procedures; and NGB-related performance metrics. It is also charged with Joint Staff budget planning that meant inclusion of the Joint Staff in all Army and Air Force Planning, Programming, Budgeting and Execution processes. RO was tasked with linking National Guard strategy, force structure and resources. The Division saw to it that National Guard equities were incorporated into Army and Air Force strategic and planning documents, along the way providing policy and guidance for Guard modernization goals.

Fiscal Year Milestones. J-8 became operational on 1 July 2003. The accompanying financial transformation involved resourcing new capabilities from existing resources. In the last quarter of FY 2003, J-8 redirected funds to support the NGB's Inspector General in investigating issues associated with OCONUS Guard personnel. Also, the Directorate was able to fund the internal efforts that facilitated transforming the legacy NGB divisional structure to the provisional Joint Staff configuration. That meant the creation of financial accounts along with the allocation of appropriate resource levels for the new configuration. Directorate efforts allowed NGB staff to operate in a joint mode as regards financial transactions by 1 October 2004.

Several initiatives, accomplished in FY 2004, are worth noting:

- Acquisition of resources for continued support of the Employer Relations Program (began in the last quarter of FY 2003).
- Redirection of funds to cover the start-up cost for the CBRNE Enhanced Response Force Package.
- Creation of 12 teams trained, organized, equipped and ready to conduct personal decontamination, emergency medical services, and casualty search and extraction.

- Stewardship of Weapons of Mass Destruction (WMD) funds ensuring 100% execution, thereby assisting the program in meeting Congressional goals for an increase in Civil Support Teams (CST).
- Utilization of FY 04 impact funds to facilitate the move of the Joint Interagency Training Center from San Luis Obispo, California, to Naval Base Point Loma in San Diego, California. This established the foundation for joint training opportunities with the Navy and other agencies.
- Acquisition of mid-year resources to foster Homeland Security capabilities in communications, medical response, collective training and the vulnerability assessment program.
- Securing of funding (with assist from J-6) to start the Joint Communications Support Environment (JCCSE) initiative. Eventual 100% funding would provide senior officials with desired situational awareness and common operating picture.

Financial Transformation. J-8 continued to transform through the end of FY 2004. The Directorate facilitated an agreement between the Comptroller (ARNG), and the Director, Financial Management and Comptroller (ANG) in regard to the NGB Joint Staff budget execution requirements. Effective 1 October 2004, budget execution workload was transferred to the Air National Guard Comptroller. This transfer of budget execution workload facilitated the transformation effort by increasing efficiency and utilizing existing NGB resources. It eliminated the complicated two appropriation operating budget system, replacing it with a streamlined reimbursable system for Joint Staff Programs. For the first time, an Army Fiscal Station was placed in an air organization.

SPECIAL AND PERSONAL STAFF

The National Guard Bureau Special Staff assisted the Chief, NGB National Guard Bureau, and the joint

staff with technical, administrative, and tactical matters. The nature of their responsibilities, or statutory and regulatory requirements, has required them to have unimpeded access and a direct communication line to the Chief. In FY 2004, among the Special Staff offices were: Office of the Surgeon, Safety, Office of the Chaplain, and Equal Opportunity.

The National Guard Bureau Personal Staff was directly responsible to the Chief, National Guard Bureau. The Personal Staff handled matters requiring close personal control by the Chief. The nature of their responsibilities, or statutory and regulatory requirements, also required them to have unimpeded access and a direct communication line to the Chief. In FY 2004, among the Personal Staff offices were: Inspector General, Chief Counsel, General Officer Management, Legislative Liaison, and Public Affairs & Community Support.

Important to note are the offices that supported the Assistant to the Chief. In FY 2004, they were: Office of Internal Review, Principal Assistant for Contracting, Small and Disadvantaged Business Utilization, Property and Fiscal Affairs, Athletics and Youth Development, and Operational Contracting.

INSPECTOR GENERAL

The Office of the National Guard Bureau Inspector General (NGB-IG) played a primary role in the system of management controls monitoring the annual outflow of approximately \$10.5 billion in federal resources to the Army and Air National Guard. The IG office provided the CNGB with an ongoing assessment of the economy, efficiency, discipline, morale, esprit de corps, and readiness of the entire National Guard by way of an aggressive agenda of assistance, investigations, assessments, and inspections. On the personal staff of the CNGB, the IG reported directly to him and, in his absence, to the Vice Chief. The organization managed approximately 295 full and part-time soldiers and airmen with an annual operating budget in excess of \$2 million. As a result, it coordinated approval of all Inspectors General assigned to the National Guard (Active, Army Guard and civilian) through the Army Office of the Inspector General and monitored their subsequent attendance at the Army's Inspector General School. Regular Army officers serving as State or Territory Inspectors

General also completed a three-day supplemental course of instruction hosted by NGB-IG. Its purpose was to orient the new Inspectors General to unique missions of the Army and Air National Guard. The IG provided oversight for the 54 Inspector General offices in the states and territories. Those offices all voluntarily participated in the Active Duty State Inspectors General Program. Each had an Active Duty Army Colonel or Lieutenant Colonel serving as the State IG.

In FY 2004, NGB-IG consisted of six divisions: Operations and Support; Army Assistance, Army Investigations; Air Inspections; Army Inspections and Analysis; and Intelligence Oversight and Security. It also had a Headquarters element consisting of The Inspector General and the Deputy Inspector General (an Active Duty Army Colonel).

Operations Division. The Operations Division (NGB-IGP) supported the CNGB and GWOT by acting as a liaison between NGB-IG and the Combatant Commands, coordinating the assignment of Active Army Inspectors General to NGB-IG and the field, and managing the operations of the Office.

During FY 2004, NGB-IG conducted three staff assistance visits to the CENTCOM AOR. Force Protection, Equipping, and Quality of Life issues identified during these trips were resolved through coordination with HQDA, the ARNG Directorate, and other Army agencies.

The assignment of senior Active Duty officers as the Inspectors General to the 54 states and territories has been an invaluable program begun more than fifteen years ago by then Chief of Staff of the Army, General John A. Wickham, Jr. In 2004 each state/territory had an Active Component officer serving as its Inspector General. The program's intent has been to provide a high level of credibility and professional military expertise to the Adjutants General, subordinate commands, soldiers, and airmen of the National Guard. This program, one of the singularly most successful, long-term commitments by the Army leadership to the Total Army concept, has shown tremendous benefits and it is doubtful that any other program has evidenced a higher return on investment. The experience, expertise, and trust these Colonels and Lieutenant Colonels have brought to the National Guard have been invaluable.

Army Assistance Division. The Army Assistance Division (NGB-IGR) processed requests for assistance that involved Army National Guard issues. Approximately 75% of requests were able to be solved at the State level and were referred to appropriate State IGs for action. The Division received and acted upon complaints and requests for assistance from both the DoD's and Secretary of the Army's Office of the Inspector General (SAIG), State Inspectors General, Congressmen, military members and the general public. During FY 2004, it handled 300 cases, 283 of which were completed and closed; an increase in workload from the prior fiscal year.

Besides assistance related to the ARNG, the Assistance Division tasked and monitored investigations (DOD Hotline, SAIG, and NGB cases) of allegations of wrongdoing related to ARNG activities. As required by AR 20-1, *Inspector General Activities and Procedures*, it maintained 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. The Division also processed requests for IG records under the Freedom of Information Act (FOIA) and maintained detailed IG case files in accordance with appropriate regulations. Those ARNG personnel who had allegations substantiated against them as a result of NGB-IG initiated actions, were documented in a detailed database. Those complainants requesting assistance that fell outside IG's purview were referred to the appropriate redress procedure. Allegations against Senior Level Officials, field grade officers, senior NCOs (MSG, SGM or CSM) and FOIA requests to change IG records, were reported to SAIG. The Division conducted preliminary analysis (PA) on all requests for assistance, complaints or allegations of wrongdoing.

Executive and Legislative Branches requests and inquiries relating to Inspector General Activities were also handled on behalf of the CNGB. All such requests were coordinated with Office of the Inspector General of the Army. When necessary, State and Territory Inspectors General were involved in the drafting of responses.

Special Assistant Air. The Special Assistant Air Division conducted complaints resolution related to ANG members in Title 10 status and assigned to Jefferson Plaza 1, 201st MSS, or the National

Capital Region. Additionally, it worked closely with SAF/IGQ who functioned as the MAJCOM on cases that were referred from Secretary of the Air Force, the DOD IG, Congress, or from any of the TAGs.

Upon receipt of a complaint, the Division conducted a complaint clarification or complaint analysis to determine the best course of action. It would then determine the category of investigation (Category 1 or Category 2). If Category 2, an Investigating Officer was appointed to determine the facts of the matter and to make a report of the findings to the appointing authority. Having established the facts, the report was reviewed for legal sufficiency by the Staff Judge Advocate and submitted to SAF/IGQ for quality review under AFI 90-301. Pending the review by SAF/IGQ, the Report of Investigation (ROI) was forwarded to the Commander for possible disciplinary action.

During FY 2004, the Division reviewed changes to policies and guidelines in support of the Wing Inspector General Program under AFI 90-301. In concert with SAF/IGQ, a Memorandum of Agreement (MOA) was developed, defining the relationship of NGB-IGR and SAF/IGQ in conducting the complaints resolution program throughout the Air National Guard. The MOA further defined the relationship of the State IG in support of ANG investigations at the Wing level. Additionally, in September 2004 the Division completed defining the daily tasks of the Wing IG office with regard to meeting the requirements of AFI 90-301.

Air Inspections Division. The Air Inspections Division (NGB-IGD) acted as the primary liaison with Air Force Inspectors General to provide for responsive independent assessment of Air National Guard wartime readiness and critical compliance areas as mandated by 32 U.S.C. 105. Inspections were used to validate the ability of Air Guardsmen to meet and directly support critical national defense priorities such as homeland defense and the global war on terrorism. More specifically, the Air Inspections Division fulfilled the following responsibilities:

- 1) Acted as the NGB Gatekeeper to obviate inspection conflicts and assessment visits for all ANG units.
- 2) Formulated, disseminated, and enforced ANG unique inspection policies, procedures and criteria.

- 3) Analyzed inspection reports for the CNGB to identify issues that would affect wartime readiness or other management problems. Supervised the correction of all criteria deficiencies designated as findings.
- 4) Educated both Air Force and ANG "communities" on Guard-unique qualities, issues and inspection requirements.
- 5) Provided oversight of designated NGB Inspector General programs.

During FY 2004, NGB-ID made significant progress with long-range inspection programs. Within most MAJCOMs, the interval between inspections was realigned to match the rhythm of the Expeditionary Aerospace Force (AEF). This was to improve the unit's ability to focus their mission priorities by sequencing their steady-state AEF deployments with future inspections.

The Division also devoted more time to its working relationships with MAJCOM and ANG field organizations with the idea of providing better guidance regarding ANG unique qualities and inspection requirements. Periodic visits resulted in the resolution of many long-standing inspection issues.

Throughout the fiscal year, USAF MAJCOM Inspector Generals focused primarily on completing all overdue inspections. Many had been postponed or cancelled due to post 9/11 activities and contingency operations. With the settling into more steady state operations, a concerted effort was made to schedule or reschedule units within the required five-year inspection window. The Inspection backlog was to be eliminated by 2007. The Division sought and received approval from Air Combat Command to lengthen the inspection notification process from one to two years, thus allowing units added preparation and training time. In addition, to effectively administer the numerous and different types of inspections, NGB-IGD developed an automated scheduling tool.

Army Investigations Division. The Army Investigations Division (NGB-IGQ) conducted investigations and inquiries into allegations made against Title 10 soldiers assigned to the National Guard Bureau. Additionally, NGB-IGQ investigated allegations made against State Inspectors General and served as the

primary point of contact for all potential violations of the *Military Whistleblower Protection Act* as it related to the ARNG. Also, the Division provided expert investigative advice and guidance to 54 State Inspectors General and routinely coordinated with both the DoD and Army Inspector General Agencies.

During FY 2004, NGB-IGQ completed numerous sensitive investigations and inquiries. Upon receipt of an allegation, it conducted a *preliminary analysis* to determine if sufficient evidence existed to warrant investigation. If so, NGB-IGQ obtained a directive signed by CNGB and made proper notifications prior to gathering all pertinent evidence. Sworn, taped testimony had to be obtained, along with all pertinent documentary evidence. Consultation with the Staff Judge Advocate occurred throughout the investigative process and findings were documented in Reports of Investigation. All Reports of Investigation were reviewed for legal sufficiency by the Staff Judge Advocate prior to case closure. Typically, ten to twenty percent of allegations result in a finding of *substantiated*.

IG ROIs have not normally been used as the basis for adverse action. The IG can recommend that a commander initiate an investigation under Army Regulation 15-6, *Procedure for Investigating Officers and Boards of Officers*, so that adverse action can be taken – based upon the case findings. On rare occasions, The Inspector General of the Army, upon request from the commander, can grant release of IG records for adverse action when the evidence is so compelling as to make additional investigative work pointless.

Allegations against General Officers and Senior Executive Service employees were referred to the Department of the Army Inspector General Office as directed by Army Regulation 20-1, *Inspector General Activities and Procedures*. NGB-IGQ maintained Inspector General Action Requests (IGAR) cases on the Inspector General Network (IGNET) database to support trend analysis of systemic problems within the Regular Army and the ARNG. It also processed FOIA requests for IG records for those cases monitored by the Division and maintained detailed IG case files in accordance with appropriate regulations.

Army Inspections and Analysis Division. The Army Inspections Division's (NGB-IGI) primary mission was developing, coordinating, and executing all plans and actions pertaining to the NGB Two-Year

Inspection Plan. The goal was to ensure that the ARNG was ready, reliable, relevant, and accessible to support Homeland Defense, the Transformation to 21st Century Minutemen and the GWOT. Special or systemic inspection and assessments were an important part of that Plan. Within the mission were four important mandates: 1) Conduct inspections to determine compliance with regulatory guidance, to assess the capabilities of soldiers and units to perform assigned missions, and to identify optimum conditions in the support of transformation and the GWOT; 2) Conduct inspection follow-up to evaluate the degree of compliance and effectiveness of corrective actions taken, together with informing the CNGB on the status of the changes made; 3) Provide external agency inspection coordination and technical liaison for actions impacting the NGB and the field; and 4) Provide oversight of several CNGB special interest areas such as all USPFO offices.

In addition, NGB-IGI assessed the Guard's support to units as they annually rotated through the Combat Training Centers (CTC). Bureau leadership was concerned that the financial expenditure to train ARNG personnel adequately prepared them for mobilization and deployment in support of combatant commanders. Further, the Division participated in two inspections; one focusing on mobilization and deployment and the other on Line of Duty (LOD) processing. Both of these inspections focused on improving the ARNG's ability to support soldiers as they prepared to participate in global operations and NG transformation initiatives. The Division also assisted the Army's Inspector General (DAIG) with its assessments of ARNG units. 2004 DAIG assessments included examining the "Army Voting Assistance Officer Program" and the "Anti-terrorism/Force Protection program," started during FY 2002. Finally, NGB-IGI 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 (NGB-IGO) primary mission was to provide the CNGB and The Inspector General with the ability to conduct intelligence oversight and assess security of ARNG and ANG Intelligence components and activities IAW DoD Directives 5240.1R and 5200.27. The Division actively promoted training to ensure that NG Intelligence components understood the tenets of Intelligence Oversight (IO).

It also conducted inspections and investigations, while providing assistance to NG Intelligence components as needed.

Within these areas of responsibility, NGB-IGO supported the entire National Guard community, along with Army and Air Force Inspectors General. The Division also served as the National Guard point of contact to the Assistant Secretary of Defense for Intelligence Oversight (ATSD/IO). Additionally, it coordinated and assessed external agency IO inspection activity and forwarded problems that could not be fixed at the NGB or state level to the Departmental or Secretarial Inspectors General.

During FY 2004, the Division's main emphasis was on assisting 19 new state/territory Inspectors General. The 19 represented a 35% personnel turnover in one year. Actions to assist these new State IGs included familiarizing them with the appropriate DoD directives, providing sample IO inspection techniques and training packages, and introducing and reinforcing the role of the State IO Coordinator.

NGB-IGO also provided IO training at the Army Inspector General School and at all four of the Inspector General Training Workshops. In addition, Division members had the opportunity to make presentations at several conferences, workshops, and to the TAGs and Unit Commanders/Staffs at all levels. Conferences covered the issues of Intelligence Oversight, Security, Antiterrorism/Force Protection, Weapons of Mass Destruction, and Information Technology. Additionally, its members conducted two assistance visits, five inspections, and two investigations.

With the continued national emphasis on the GWOT and Homeland Security, NGB-IGO expected to continue to be significantly involved in assisting in the application of Intelligence Oversight and Security matters as it pertains to the protection of U.S. person rights.

OFFICE OF THE CHAPLAIN

The Office of the Chaplain's (NGB-OC) function was to advise and represent the CNGB on all aspects of the chaplain mission, while directing and overseeing the NG Chaplain Service organization, consisting of over 2,200 authorized ARNG/ANG

chaplain service personnel. The Office also provided advice on all spiritual, religious, ethical, and moral matters that pertained to the well-being of soldiers, airmen, and their families to the Director, Joint Staff, and all other levels of Command. It developed chaplain-related policies, strategic plans, programs, readiness and contingency plans, and defense-related requirements such as homeland security. In addition, NGB-OC implemented policies covering all aspects of chaplain service education, training, recruitment and accessions. It administered the Army and Air Guard ministry programs; acquired, distributed, and managed resources; planned, coordinated, and provided situational awareness and other chaplain support as required.

An historic first for NGB-OC was the Joint National Guard Chaplain's Conference held on 25-29 July 2004 in Baltimore, Maryland. Working under the theme, "It's a Whole New World," the purpose of the three-day conference was to update the field chaplains and their assistants on the Joint Force HQ transformation initiatives and the way ahead. Briefings were also given on the new Joint organization at NGB, plus USAF and USA chaplain issues. Over 550 Guard chaplain service personnel attended and received briefings from NGB senior leadership, the Joint Chiefs Staff Chaplain, and the Army Chief of Chaplains, among others. This strategic conference facilitated the grasping of the varied services cultures, teamwork, and the nuts and bolts of working together in a Joint environment.

Organization and Ministries. In FY 2004 the NG Chaplain Service witnessed a significant change in its organizational structure. The NG Joint Chaplain's Office was organized on 1 July 2003, consisting of two people. By March 2004 the office became fully joint and operational. This transformation placed the NG Chaplain Service at the forefront as the first-ever joint office for a military chaplaincy and enhanced the mission capability of the ARNG and ANG Chaplain Service. As a result, the two letter office symbol was revised from NGB-HC to NGB-OC to better reflect it as a joint activity. NGB-OC had restructured and retooled the way it operated as a result of Secretary of Defense guidance to the Chief, NGB, dated 30 July 2003.

In light of the fact that NGB-OC became a joint office, it conducted a Strategic Vision Offsite and developed a new mission and vision statement.

The mission statement read: "Provide Unsurpassed Spiritual Leadership and Care to National Guard Soldiers and Airmen and Families at Home and Abroad." The vision statement read: "To Be the Premier Chaplain Service...The Standard by Which Others Are Measured." This led to adjustment of Chaplain organizational structure and processes in order to effectively serve the needs of the Bureau, TAGs, and JFHQs.

In May 2004, NGB-OC deployed two Air Guard chaplains and two chaplain assistants to Landstuhl Regional Medical Center (LRMC), Germany, the largest U. S. military hospital outside the United States. Rotating every 90 days, the team was to ensure Guard troops and their families received spiritual care and support. Many of the patients were National Guard soldiers and airmen who had been injured in Iraq and Afghanistan. Chaplain personnel ministered to amputees, those badly burned, those suffering from battle fatigue, and cared for the deceased. ANG chaplains served Army Guard patients because so many ARNG chaplains were serving in other places. On most days there were 75 to 100 Guard soldiers at the Hospital. Family member feedback was positive and they viewed the chaplains as providing a needed National Guard "connection." This ministry impacted nearly 5,000 wounded and sick Guard citizen-soldiers.

NG chaplains met the air evacuation flights that arrived from LRMC at Andrews AFB three times a week. Chaplains and their assistants helped with the unloading of the wounded and sick as well as providing individual professional pastoral care. Chaplains also visited hospitalized soldiers and families twice a week and provided spiritual care to approximately 95 patients a week at Walter Reed Army Medical Center.

Suicide Prevention Initiatives. Air Force Instruction 44-154 provided basic guidelines for all Air Force personnel involving those community education programs on Suicide Intervention and Workplace Violence. Normally the responsibility of the Surgeon General's directorate, NGB placed the primary responsibility with the Chaplain Service. NGB-OC became responsible for directing ANG informational and programmatic resources for these programs, assigning this responsibility to the NG Chaplain Service Center of Excellence, the Academy for Innovative

Ministry (AIM) at McGhee Tyson ANG Base, TN. AIM created ANGI 52-154 to be the premier chaplain (Suicide Prevention and Violence Awareness Education and Training) to supplement the Air Force Instruction and developed a script with an accompanying annual PowerPoint briefing for all ANG personnel.

In cooperation with the Wing SG, each ANG Wing Chaplain presented the annual briefing at their unit. In conjunction with this initiative, AIM provided courses on Applied Suicide Intervention Skills Training (AS 1ST) for chaplain service personnel on a regular basis. Four ASIST courses were provided during the year, along with one Train-the-Trainer course. The Commandant of AIM was also responsible for maintaining statistics on all ANG suicides and conducted post-suicide reviews with the affected unit.

The Air National Guard experienced 14 suicides in CY 2004, representing a rate of 13.8 per a 100,000 population. The suicide rate for the United States for the same period was 11.0. To reduce ANG suicides, the Chaplain Service utilized community education and suicide prevention/workplace violence programs, conducted Casualty/Death Notification Training, and provided professional chaplain support to affected unit personnel. There was a site visit to the 116th ACW at Robins AFB, Georgia, after the unit experienced three suicides in one month.

Chaplain Teams. The NGCERFP (CBRNE Enhanced Response Force Package) is a capabilities-based force package of existing Guard units that can be employed along with a Civil Support Team in response to a domestic chemical, biological, radiological, nuclear and high-yield explosive (CBRNE) event. NGB-OC provided trained and ready chaplain teams to each of the 12 CERFP teams for critical incident stress management (CISM) and spiritual support. An eight mission essential task list (METL) was developed to ensure chaplain teams would all be trained to standard in order to perform specific tasks. For example, team members were required to demonstrate proficiency in Critical Incident Stress Management, Trained Crisis Responder Functions and Pastoral Crisis Intervention.

Another team was the Joint Chaplain Emergency Response Team (JCERT). This was an unfunded

NGB-OC initiative developed as a result of 9/11 to enhance chaplain support for Homeland Defense, Homeland Security, and Military Support to Civil Authorities. Its mission was to provide centralized, highly responsive, integrated command and control for chaplain crisis response and management. The JCERT concept, approved in June 2004 by the Director, Joint Staff (NGB-ZB), created a six-member team assigned to the DC HQ Mobilization Augmentee Command with attachment to the NGB-OC for operational control. The team was made up of traditional (M-day) personnel to provide the most cost effective way of ensuring timely chaplain support at the operational site. The JFHQ chaplains, in conjunction with the JCERT, were to serve as the POCs, providing chaplain coverage in their respective area of responsibility. Additionally, the JCHERT was to serve as the liaison and religious support cell for the Joint Operations Center (JOC) at the ARNGRC and within the National Capitol Region (NCR) Joint Task Force. This was to provide a direct link to the NGB leadership and unified commands (USNORTHCOM and USPACOM) during a crisis.

Strength and Recruitment. The wave of OIF deployments had a real impact on Chaplain strength, particularly for the ARNG. While ANG chaplains and assistants made up 32% of the active duty Air Force Aerospace Expeditionary Force (AEF) deployments in FY 2004, and even though they were assigned a greater role within Air Force operational requirements since 9/11, they did not suffer the shortages the ARNG experienced. Eventually, 14 states had no chaplains left to deploy. As a result, the decision was made to involuntarily mobilize ARNG chaplains nationwide to fill the requirements. The ARNG shortage of Roman Catholic chaplains was even more severe. During the fiscal year, 20% of the soldiers claimed a Catholic religious preference, but only 10% of the ARNG chaplains were Roman Catholic. In other words, the ARNG was twice as short of Catholic chaplains than chaplains as a whole. The shortfall became even more critical in relation to available Catholic chaplains who could deploy with Battalions. It was projected the ARNG would not be able to provide adequate Catholic coverage for future OIF deployments.

In FY 2004, the ANG chaplain force was manned at 90% of authorized strength while the ARNG chaplain force was manned at 55%, causing recruiting and

retention concerns. Since 1998 there had been a loss of an average of 61 chaplains per year from the ARNG, with accessions at an average of 22 chaplains per year. The result was a net loss of 39 chaplains for the ARNG per year. The attrition rate for the previous three training years averaged 13.3%. If trends persisted, in five years only 1/3 of the total ARNG chaplain positions were forecasted to be filled.

FORCE STRUCTURE

ARNG Chaplains		Assistants	
Auth	Asgn	Auth	Asgn
835	504	783	940
ANG Chaplains		Assistants	
Auth	Asgn	Auth	Asgn
297	264	270	269

MOBILIZED/DEPLOYED

Chaplains		Assistants
ARNG	178	170
ANG	82	74

EQUAL OPPORTUNITY

Army Guard Initiatives. With an increased and more visible role, the National Guard faced a continuing need to remain ready and relevant. This drove adding Equal Opportunity Advisors (EOAs) on to all ARNG deployments, accomplished with the support of the Mobilization and Deployments Branch (ARO-D). Accompanying each soldier was a Smart Card (a card that is embedded with either a microprocessor and a memory chip or only a memory chip with non-programmable logic). This pocket-sized card addressed the differences between the Active Component and National Guard complaint process upon mobilization.

In another effort to support the new mission requirements, the Equal Opportunity Office (NGB-EO) Civil Rights Branch created and developed two new equal opportunity programs, the Unit Climate Assessment

(UCA) and the Equal Opportunity Statistical Program. These two programs utilized the latest advancements in technology to provide an excellent tool for Commanders, Soldiers and EO practitioners.

The UCA was a web-based survey that replaced the old version of climate assessments. The UCA consisted of 40 questions that determined the existent human relation climate within the respective organization. Commanders and Soldiers were able to add questions or comments of their own that were kept confidential along with the personal code assigned to each Soldier, ensuring anonymity. Guardsmen were able to take it from home or wherever an Internet connection was available. IAW NGR 600-21 Chapter 2-9, commanders were to administer a UCA to all unit members 180 days from assumption of command and every year thereafter. The Equal Opportunity Statistical Program produced demographic statistical data that assisted TAGs in preparing the Annual Narrative and Statistical Report (ANSR). The ANSR was an enormously time consuming task for the EO practitioner as they attempted to compile demographics based on rank, gender, and race. As a result, the Branch created a user friendly database program allowing State EO practitioners to pull-up statistical data in correlation with the ANSR table requirements. They simply cut and paste State statistical data to the ANSR. This program also provided quick statistical data regarding each Command's composition and structure that assisted commanders in developing and implementing EO goals.

FY 2004 EO Statistical Program VTC training for the 54 States and Territories was a big success. It was projected to be offered again during the first quarter, FY 2005.

Air Guard Initiatives. To begin with, the ANG increased the rank for the enlisted member of the MEO team to MSgt, providing more stability and upward mobility for that position. Also, as an addition to the Smart Card program, the ANG developed an in-garrison Smart Card that provided steps to be taken if an individual sought to file a complaint. Once Title 32 and AGR in-garrison personnel became aware of the initial smart cards, they wanted one for their use. The Air Guard was the beneficiary of several Virtual Teams implemented by NGB-EO-CR to assist with various projects (i.e.

SMART cards, curriculum development, revision of instructions, etc.) Those teams held the knowledge needed to assist in responding to field requests.

ANG EO training was also integrated into the Active-duty Air Force training used at the Defense Equal Opportunity Management Institute (DEOMI) as a contribution to balanced training and jointness. Finally, the ANG began the development of a Human Relations Education curriculum. The purpose was to standardize a curriculum template, make MEO office transitions easier, improve existent curriculum and provide various resources that bases could customize.

Diversity/Special Emphasis Programs. Diversity remained a high priority during FY 2004 for the National Guard. As a key contributor to force readiness, the National Guard has emphasized reflecting the cultural values, norms, and racial/ethnic diversity of the communities it serves. Over a 30-year period it has embraced affirmative recruitment efforts, along with valuing diversity and equal opportunity. In 2004, the ARNG was made up of 26 percent minorities and the ANG, 20.7 percent. The continuing challenge was getting more minorities into the upper third of the enlisted and officer corps. With this "glass ceiling," the pipeline reflected under representation of minorities in most senior leader positions. This included ANG Wing Commanders and State Adjutants General. With the assistance of equal opportunity councils, the Guard continued to focus leadership energy on mentoring minority leaders for today and tomorrow.

Women represented 12.4 percent of the ARNG and 17.5 percent of the ANG. The opening of combat aircraft positions to qualified women greatly increased their career possibilities (97 percent of all ANG career fields open to women). In the Army Guard the ground combat restrictions, together with the large number of combat units, presented a special challenge to the maximum utilization of women. However, 58 percent of all ARNG positions were open to women. Senior leadership encouraged maximum opportunities for women in non-traditional career fields.

The Special Emphasis Program (SEP) Division advised and assisted South Dakota and Montana in placing SEP managers specifically within the

Native American communities to enhance the National Guard's Native American minority recruiting. Also, the Division developed and implemented the People With Disabilities Program initiative to support both soldiers and airmen returning with disabilities who desired to stay in the military, and those that were discharged because of their disability. In addition, it coordinated and developed partnerships with NGB ARNG and ANG recruiters, plus State SEPMs. Recruiters began to collaborate directly with SEPMs as a part of their recruiting and retention efforts that included State job fairs, conferences, and a liaison to minority schools. Finally, the Division oversaw Minority College Outreach Programs directed at Historically Black Colleges and Universities (HBCU's) and Minority Serving Institutions (MI's) geared to generate more successful recruitment and retention efforts in the National Guard. These programs were managed and supported within the 54 states and territories in collaboration with their Equal Employment Managers and recruiting offices.

Sexual Harassment. The prevention of Sexual Harassment continued to be one of the main focuses within NGB-EO. With the approach that education and training may ultimately decrease instances of sexual assault, NGB-EO-CR worked on an improved training program to increase the awareness of this sensitive and serious subject on the part of Guard soldiers and airmen. The CNGB issued a new policy and poster on the Prevention of Sexual Harassment which was made available through State Equal Employment Managers and Equal Opportunity officials. Every state and territory was required to provide equal opportunity training to each mobilized soldier and airmen, to include the program Prevention of Sexual Harassment.

ACQUISITIONS

The Office of the Principal Assistant Responsible for Contracting (OPARC) was responsible for oversight and administration of the National Guard contracting function and was the key Head of the Contracting representative for all delegated responsibilities described in the Army Federal Acquisition Regulation Supplement. By contracting functions was meant all contracting procedures associated with Federal contracts, cooperative agreements, and Small Business Programs throughout the 50 States, 3 territories and the District of Columbia.

Ombudsman/Acquisition Reform. The Acquisition Reform Advocate was responsible for developing, implementing, and institutionalizing regulatory and business practice reforms within the organization. The Ombudsman was also responsible for reviewing complaints from contractors and ensuring that all contractors were afforded a fair opportunity to be considered for award of task orders under multiple award task order contracts. In FY 2004, a comprehensive guide for the National Guard's Contractor Security Program was developed.

Contract/Acquisition Policy. The Acquisition Policy Division (PARC-P) provided guidance and policy direction/management to the 55 ARNG and 94 ANG field contracting offices. During FY 2004, the Division updated and re-issued the National Guard Federal Acquisition Regulation Supplement (NGFARS), amended the NGFARS twice and issued two contract policy letters. Also, it provided acquisition training to approximately 150 field contracting personnel through various courses, such as: Task Order Contracting, Source Selection for Construction Contracting, Design-Build Construction Contracting and Claims Avoidance.

The Division performed oversight and review of various contract actions, Architect-Engineer, construction and services for the field contracting offices in excess of \$1,419,120,539. This dollar volume represents a 6% increase (\$75,915,137) from FY 2003 (\$1,343,205,402). In addition, the National Guard successfully competed 90.8% of its contract dollars. The Policy Division conducted Procurement Management Assistance Visits at the United States Property and Fiscal Offices and associated ANG units in ten states.

For the Government Purchase Card (GPC) Program in FY 2004, the National Guard accomplished 813,930 credit card transactions totaling \$393,785,103. This dollar volume represents a \$36,290,025 dollar increase (or 10.15% gain) over FY 2003 (\$357,495,078).

The Guard's Standard Procurement System Program, which provided the automated contract writing tool and hardware and software backbone support, successfully implemented a major upgrade (version 4.2.1) and rebuilt 748 interfaces to other agencies (DFAS and HQDA). This was in coordination with the DoD SPS Program Office. In addition, preparations began for three DoD-mandated systems to be fielded in FY

2005: The Automated Business Services System (ABSS) and PR Web, that were the ANG and AF requirements writing systems, respectively, and Wide Area Workflow, that was the automated tool invoicing, receipt and acceptance of goods and services. Implementation of these tools will fulfill a DoD directive, dated 29 July 1997, requiring each Service to modernize and implement a paperless contracting process.

Grants and Agreements. The NGB Office of Grants and Agreements (NGB-PARC-A) was responsible for policy and compliance pertaining to the Cooperative Agreements, which supported and sustained the NG units in the states. The Office also provided policy and compliance guidance for Inter-Service Support Agreements between Active Components or other Federal Agencies and the National Guard Bureau. In FY 2004, NGB made cooperative agreement awards of \$1.1B that were reported to the DoD and Congress through affected United States Property and Fiscal Officers. NGB Cooperative Agreement awards accounted for one-third of the total DoD awards. The National Guard's Cooperative Agreement Operations and Maintenance Program (Catalog of Federal/Domestic Assistance Number 12.40 1) remained one of DOD's top five programs based on recent FY reporting.

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

SMALL AND DISADVANTAGED BUSINESS UTILIZATION (SADBU)

SADBU developed and administered the small business program for Army and Air National Guard units throughout the 50 States, three territories and the District of Columbia. The office ensured that small, small disadvantaged, woman-owned small businesses, Historically Underutilized Business Zone (HUBZone) concerns, service-disabled veteran-owned

small business concerns, including Historically Black Colleges and Universities and other minority institutions (HBCU/MI) were provided the maximum practicable opportunities to participate in the NGB's prime contracts and subcontracts.

During FY 2004, the dollar amounts of procurement awards by NGB were:

Total U.S. Business	\$ 1,491,049,175
Small Business	\$ 910,370,035
HUBZone	\$ 82,659,804
Small Disadvantaged Business	\$ 240,428,305
Woman-Owned	\$ 103,209,078
Service Disabled Veteran-Owned	\$ 8,282,696
HBCU/MI	\$ 81,831

The following reflected the NGB FY 2004 Small Business Targets, NGB actual achievement and Army actual achievement:

	NGB Target	NGB Actual	Army Actual
Small Business	60.0%	61.1%	27.9%
HUBZone	3.0%	5.5%	2.8%
Small Disadvantaged Business	14.2%	16.1%	9.0%
Woman-Owned	6.0%	6.9%	3.7%
Service-Disabled Veteran Owned	3.0%	0.6%	0.4%
HBCU/MI	10.0%	4.4%	11.4%

On 16 December 2003, President Bush signed H.R. 2297 "The Veterans Benefits Act of 2003". This new law created Service Disabled Veteran Owned Small Business Set-Asides. On 5 May 2004 DoD implemented the set-aside provisions. With those set-aside provisions, target achievement of 3.0% was to be achievable in FY 2005.

In FY 2004, increased emphasis was placed on reaching and increasing HBCU/MI participation in the acquisition process, an emphasis that was to continue in FY 2005. SADBUE worked closely with NGB-EO, the State Equal Employment Managers (SEEMs) and Equal Opportunity personnel to establish a working relationship with HBCU, minority institutions, and Tribal colleges and universities. The National Guard was also contemplating the feasibility of a set-aside for HBCU/MIs in accordance with DFARS 26.226.7003 in the environmental area. It was anticipated that FY 2005 obligations to HBCU/MIs would show a favorable trend.

ATHLETICS AND YOUTH DEVELOPMENT

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

"ChalleNGe" consisted of a five-month residential phase and a 12-month post-residential phase program for 16-18-year-old high school dropouts who were drug-free, not in trouble with the law, and unemployed. Twenty-three classes were conducted over an eleven-year period with the program expanding to 29 program sites in 24 states, plus the territory of Puerto Rico. "ChalleNGe" produced over 52,800 graduates seeking a solid chance for a better life. In FY 2004, 7,003 corps-members successfully completed the program, with 70% of them successfully completing requirements for a General Educational Development (GED) diploma.

STARBASE (Science and Technology Academies Reinforcing Basic Aviation and Space Exploration) was a program for grades K-12 that exposed teachers and students of mainly inner city schools to real-world applications of math and science. This was accomplished through hands-on learning, simulations, and experiments in aviation and space-related fields. The program grew to 31 program sites with the addition of a third program site in Oklahoma serving Native American youth. The NG STARBASE chain of command expanded to include The Office of the Secretary of the Air Force. All budget forecasts, program

funding, and exceptions-to-policy went through NGB-ZC-AY prior to forwarding to the Office of the Secretary of Defense for Manpower & Reserve Affairs (M&RA) for action.

Military Competitions offered National Guard soldiers and airmen the opportunity to participate in athletic and skill competitions along side their DoD and International counterparts. The specific programs offered were: the Marksmanship Training Unit run by the ARNG Professional Education Center in N. Little Rock, Arkansas; the Recruiting & Retention Marathon Program run by the Nebraska ARNG; the Leap-fest International Parachuting Competition administered by the Rhode Island ARNG; the National Guard Biathlon Program run by the Vermont ARNG; and the Best Ranger Competition at Fort Benning, Georgia. Approximately 2,000 participants competed in these events. That those programs were successful could be gauged by the medals won by National Guard athletes in the Olympics, World Cups, and other venues. In addition, the athletes provided the National Guard with a tremendous recruiting and retention tool.

All told, NGB-ZC-AY played a critical role in fostering development, athletics and patriotism. The Youth ChalleNGe program's ability to nurture a pro-military attitude began to yield recruits, as evidenced by the numerous graduates who enlisted in the National Guard or another branch of military service.

An 18th-century map of the city of London, showing the River Thames and the surrounding areas. The map is a detailed engraving, likely from a historical atlas or travel guide. It shows the city's layout, including the River Thames, the City of London, and the surrounding areas. The map is oriented with North at the top.

Continued from page 32. The map shows the River Thames and the surrounding areas. The map is a detailed engraving, likely from a historical atlas or travel guide. It shows the city's layout, including the River Thames, the City of London, and the surrounding areas. The map is oriented with North at the top.



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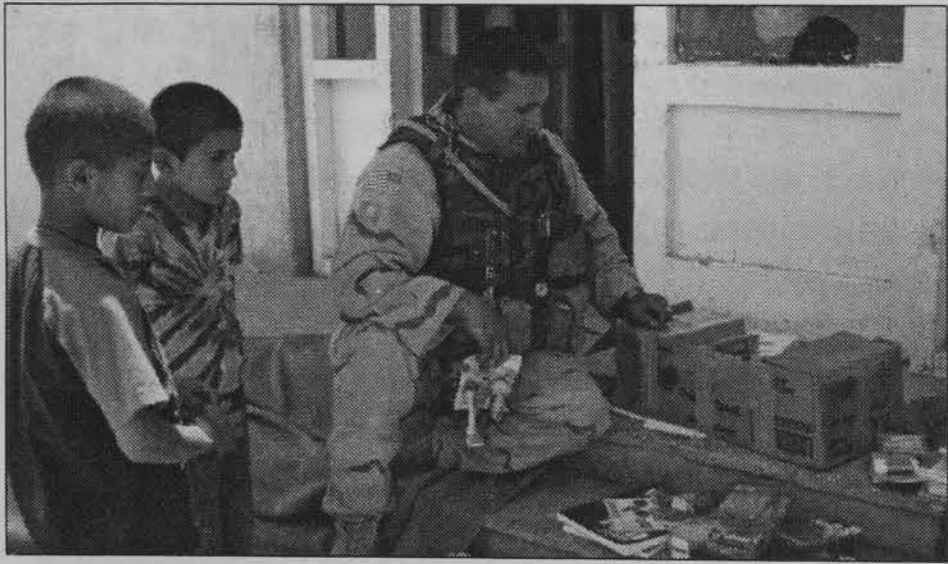
ARMY
NATIONAL GUARD



An Arkansas Army National Guard howitzer crew from the 1st Battalion, 206th Field Artillery, conducts a fire mission at Camp Cooke in Iraq in late September, 2004. They were members of the Army Guard's 39th Brigade Combat Team.



Members of the 1-211 the Aviation Battalion, Utah National Guard, unload donated supplies at Jegdalek, Afghanistan, on 28 Aug 04. The family-supported humanitarian organization, Angels for Afghanistan, collected items such as school supplies, shoes and winter clothing and sent the aid to Bagram Air Base. Seven pallets of supplies were unloaded.



Staff Sergeant Tim Wilkens from Sand Springs, OK, prepares to hand out toys and school supplies to children in Kabul, Afghanistan. Coalition Joint Task Force Phoenix soldiers traveled to a nearby orphanage to visit with local children and deliver donations sent by family and friends back home.



An Army soldier assigned to the 30th Heavy Separate Brigade, North Carolina Army National Guard, hugs and kisses his wife at the Lee Fitness Center, Fort Bragg, NC. The soldier had returned home from a year's deployment to Iraq in support of Operation IRAQI FREEDOM.

ARMY NATIONAL GUARD

G-STAFF

As part of the NGB transformation that led to the Guard becoming a joint team at all levels, the G-Staff became a reality early in FY 2004. The Director of the Army National Guard (DARNG) saw his role expand to serve as the Deputy Chief, NGB, for Army. It therefore, became obligatory that the DARNG's staff mirror the Joint Staff of the Chief, NGB. For example, as the J-1 Directorate oversaw Manpower and Personnel, so G-1 was given responsibility for five divisions: Personnel; Personnel, Programs, Manpower & Resources; Human Resources Policy and Programs; Strength Maintenance; and Chief Surgeon. This parallelism ran through the entire G-Staff structure (G-1 through G-8).

ARNG G-1

The mission of the G-1 was to effectively and efficiently develop and execute personnel policy and programs; to acquire, distribute, and manage personnel resources; and to develop and deliver personnel systems in order to meet ARNG readiness requirements. The vision was to team with Army counterparts to establish a comprehensive and integrated personnel system. The five division teams were to develop and disseminate policy and information to the 54 states and territories.

A Personnel Readiness and Deployments Branch within the Personnel Policy and Readiness Division was established in November 2002 in a response to unit mobilization driven personnel issues. The efforts of that Branch, later taken up by the Human Resources Policy and Programs Division (NGB-ARH), led to the establishment of policies having a direct impact on the well-being of soldiers and their family members. In addition, NGB-ARH completed manpower studies for the Information Technology Support Office of the Joint Force Headquarters State (JFHQ-ST) and for the logistics functions of the various CONUS ARNG Training Centers.

In the process of transforming the personnel strategic and operational policies, programs, and procedures for all members of the ARNG, G-1 identified the

Defense Integrated Military Human Resource System (DIMHRS) as critical to achieving its stated vision. When fully implemented, DIMHRS was to be the largest personnel and pay system in the world.

ARNG G-3

The G-3 was established to serve as the principal advisor to the DARNG and his Deputy Director on matters related to operations and training. The G-3 was given responsibility for unit structure, strength authorization, training, and monitoring readiness to ensure Guardsmen are well-trained in accordance with HQDA directives; the purpose being, to provide soldiers capable of augmenting the Active Component (AC) in time of war or national emergency.

Other responsibilities included execution of the operational portion of the Operations and Training budget for a fiscal year, plus management of Title 10 and other G3-assigned personnel. The G-3 also interfaced with the Department of Army (DA) on issues related to force structure, utilization, training, readiness, mobilization, demobilization and employment of the ARNG. In addition, the G-3 supported and assisted the DA in the development of war plans; provided support and guidance to MACOMs on utilization and employment of ARNG units with corresponding development of contingency plans.

During FY 2004, four divisions reported to the G3: Force Management Division (NGB-ARF), Operations Division (NGB-ARO), Training Division (NGB-ART), Aviation and Safety Division (NGB-AVS), Readiness Division (NGB-ARR), and a Missile Defense Division (NGB-MD) – dedicated to the ground-based ballistic missile defense system.

The national investment in the ARNG's training and readiness programs, beginning in the mid-1990s, continued to pay strong dividends in FY 2004 as the force provided robust support for the GWOT, Operation Enduring Freedom (OEF), Operation Iraqi Freedom (OIF), Homeland Defense, National Security Special Events (NSSE), and a variety of domestic support missions. This acquisition of war fighter experience gained by numerous Guardsmen resulted in units being manned with combat veterans who would provide the nation with an enhanced reserve component. One example of enhanced training for personnel deploying to

Iraq or Afghanistan, was the ARNG developed Virtual Convoy Operations Trainer (VCOT). This networkable trainer produced a collective multi-echeloned convoy training experience. It enabled the deployed soldier to respond appropriately when confronted by rocket-Propelled Grenade (RPG) ambushes, or by attacks utilizing stationary or vehicle-equipped Improvised Explosive Devices (IEDs).

Use of ARNG units in both domestic and foreign operations continued at unprecedented levels in FY 2004. G-3 oversaw participation in the areas of Defense Support to Civil Authorities, State Active Duty, Counter-drug Operations, and Force Protection. Also, 149,700 ARNG soldiers were deployed worldwide in FY 2004 supporting the GWOT. By the end of FY 2004, the ARNG was a major component of the Army force in OIF, with an expanded role to come in FY 2005. Its soldiers supported the major overseas commands. ARNG readiness, however, experienced an overall decline in FY 2004. This resulted from providing personnel and equipment to under-resourced units in order to bring them to a fully-manned and equipped deployment-ready status. Still, the ARNG successfully met all mission requirements.

On the domestic front, innovative readiness training (IRT) enhanced traditional ARNG involvement with community support projects. Over 7,000 ARNG soldiers from over half the States and Territories participated in such projects, earning community goodwill and furthering the image of the ARNG while acquiring relevant MOS-specific experience.

ARNG G-4

The mission of the G-4 was to provide oversight and guidance in installations, logistics, and environmental programs. The G-4 served as the principle advisor to ARNG leadership for facilities construction and sustainment, supplies and services, maintenance, equipment procurement and sustainment, along with environmental compliance, mitigation, and prevention. This was accomplished through three division teams: Installations Division (NGB-ARI); Logistics Division (NGB-ARL); and the Environmental Programs Division (NGB-ARE).

Those Divisions developed and disseminated policy and information in all the above; managed and

mentored personnel resources/positions to support functional areas; represented ARNG leadership in Installations and Sustainment program evaluation group (PEG) issues (requirements generation, validation, and resourcing); advised leadership on funds distribution and reallocation priorities; developed and monitored strategic plans, goals, objectives, and metrics to measure success; and represented ARNG leadership in various venues affecting ARNG soldiers, units, and missions.

The major accomplishments for 2004 involved successful equipping of all ARNG units participating in the GWOT, an increase in the Military Construction program to support a programmatic increase in facility readiness, and implementation of the Environmental Management Program at the national and state/territory levels.

ARNG G-5

The mission of the G-5 was to assist the DARNG in developing and implementing the vision, policy, plans, concepts and strategy necessary to providing ready forces for federal, state and homeland security missions. The G-5 represented the DARNG in Army Staff, Army Secretariat, and NGB Staff forums. Coordination was also required with the Office of the Secretary of Defense (OSD), the Joint Chiefs of Staff (JCS), the Combatant Commands and the States and Territories. In terms of the rest of the Army Guard G-staff, the G-5 was specifically involved with the annual financial report coordination and posture statements, and also interfaced regularly with the active Army Strategic Communications Staff. In addition, the G-5 advised and assisted the ARNG Directorate Staff with strategic plans and communications and took the lead for the Directorate in the implementation of key initiatives vital to future ARNG roles and missions.

ARNG G-6

As the proponent for Information Technology within the Army National Guard, the G-6's role was to provide the enterprise-wide information and infrastructure necessary to support readiness for Federal and State missions. FY 2004 successes contributed to a transformed ARNG with agile capabilities and adaptive processes, powered by world class net-centric

access to knowledge, systems, and services. By enabling effective communication among the 50 states and territories, District of Columbia, Department of Defense and other federal agencies, the G-6 evidenced its support for the CNGB's priorities. During the fiscal year, the ARNG G-6 facilitated and implemented many telecommunications and automation initiatives. These initiatives included 1) Infrastructure Modernization; 2) Continuity of Operations (COOP)/Disaster Recovery (DR); 3) Information Assurance/Network Security; 4) Network and Operating System Upgrades; and 5) Delivery of Classified and Unclassified Voice, Video and Data Services.

Infrastructure Modernization. As the National Guard was synchronizing its transformation efforts with the Department of the Army, the G-6 oversaw a modernization effort for the Guard's wide area network providing better redundancy and improved network security. The goal was to simplify the overall architecture through consolidation of both video and data traffic onto a single Internet Protocol network. Once implemented, it was to better support critical applications and video teleconferences from each JFHQ and the 320 distributed training centers by increasing the overall bandwidth across the backbone. At the state level, Morale Welfare and Recreation offices would benefit from the modernization effort by helping to keep families informed and in contact with deployed service members via Guard Knowledge On-line and other collaborative technologies.

Continuity of Operations (COOP)/Disaster Recovery (DR). The G-6 aggressively pursued the establishment of a COOP and DR capability for each JFHQ and the Army National Guard Readiness Center. This capability was seen as crucial in allowing the ARNG to continue to provide those essential automation services in the event the primary data centers are rendered inoperable.

Information Assurance/Network Security. The GWOT has made information security a top priority within the ARNG. In FY 2004, with G-6 support, the ARNG continued to incorporate Public Key Infrastructure and the Common Access Card technologies into the network access process to ensure adequate information assurance and network security.

Network and Operating System Upgrades. In FY 2004, the G-6 was also involved in the ARNG initiative to start migrating its servers and desktops from the older NT 4.0 operating system to the newer and more secure Windows 2003 Server and XP operating systems. Those upgrades leveraged the Department of the Army's Enterprise License Agreement with Microsoft. The ARNG also started migrating to a new Enterprise Directory Service, the Active Directory. Deploying Active Directory was a major step in moving toward the goal of a one Army network.

Delivery of Classified and Unclassified Voice, Video and Data Services. In support of Homeland Defense and Security, the G-6 assisted Homeland Defense in deploying a secure video teleconferencing system to each governor's office and State Emergency Operations Center. The ARNG also began to facilitate the deployment of an unclassified video solution that would allow family members to send short video clips, via electronic mail, to service members serving on active duty.

Other Key Initiatives. There was further cooperation with the Army on several key initiatives. The G-6 facilitated the deployment of technology to support the Community Based Health Care Initiative (CBHCI). This initiative allowed for medical hold over soldiers to receive treatment and recuperate at or near their homes using locally available health care providers. The G-6 also ensured that Guard units deploying to support the GWOT had the required information technology to perform their mission. ARNG units mobilizing received computers and Local Area Network equipment. In coordination with the Army, the Guard purchased 15 satellite systems and 32 data packages for designated Battalions. These packages and satellites allowed Guard units to train on the latest technology, enabling them to seamlessly integrate with their Active Duty counterparts.

OPERATIONS

In Fiscal Year 2004, the national investment in Army National Guard training and readiness programs continued to pay strong dividends. Congressional focus directly enhanced the ARNG's ability to robustly defend

the homeland and to provide trained and ready units to combatant commanders waging the war on terrorism.

Full partners in the Global War on Terrorism the U.S. Army and the Army National Guard embraced transformation as a means to meet the critical challenges of today and tomorrow. At the same time, the Guard moved forward with proven readiness and training programs to ensure success in FY 2004 and to build toward future accomplishment.

While preparing to transform at an unprecedented pace and continuing the war fight, the Army National Guard remained committed to its dual-role responsibility. This meant the ARNG still provided immediate support to local civilian authorities while maintaining relevant and ready forces to support the nation. A significant number of ARNG units/personnel participated in domestic and foreign affairs throughout FY 2004 with increased involvement in such areas as Military Support to Civilian Authorities, State Active Duty, Counterdrug operations, and Force Protection. While curtailed only slightly from previous years, the ARNG continued its ongoing support of combatant command-sponsored engagement programs in the form of multi-lateral exercises, peacekeeping operations, overseas humanitarian assistance programs, and medical readiness exercises. These were all conducted concurrently with operations in the Balkans, Iraq and Afghanistan.

Furthermore, after several hurricanes made landfall in the Southeastern United States, thousands of Army Guard men and women provided support to the civilian authorities, assisting in establishing law and order, conducting disaster relief operations, providing humanitarian assistance, and providing force protection.

Breakdown of mandays for all the above was as follows:

State Active Duty	549,868 Mandays
Counterdrug Operations	740,141 Mandays
Force Protection Operations	692,851 Mandays
Exercises/COCOM/ Service Support	2,684,781 Mandays
Mobilizations	29,909,725 Mandays

The Army National Guard executed an unprogrammed \$149 million of its annual budget to prepare, sustain, and reset mobilized units. These funds also supported requirements identified, but not covered, by the Active Component for ARNG units at mobilization stations. Additionally, the ARNG executed more than \$48 million programmed to support mobilizations of units deploying to the Balkans.

TRAINING FOR THE FEDERAL MISSION

Throughout FY 2004, the ARNG prepared its units for the missions identified above. Those units rotated through the Army's Combat Training Centers at Ft. Irwin, CA, and Ft. Polk, LA; participated in major Joint Chiefs of Staff-sponsored exercises at home and abroad; conducted deployments overseas for training and operational support; and performed myriad overseas and local, small-unit training exercises.

Combat Training Centers (CTC). Mobilized Brigade Combat Teams rotated through the Joint Readiness Training Center at Ft. Polk and the National Training Center at Ft. Irwin. In total, there were seven mobilized rotations. Army Guard divisions and brigades also participated in one mobilized and one standard Battle Command Training Program (BCTP) rotation while four brigades conducted standard Brigade Command and Battle Staff Training Program rotations. About 8% of the Army Guard's end strength (or 28,211 soldiers) conducted training at Army facilities at a cost of approximately \$32 million.

National Training Center (NTC), Ft. Irwin. Due to Operations Enduring Freedom and Iraqi Freedom, the normal brigade training rotation at the NTC was impacted by the mobilization of the 81st Brigade Combat Team (BCT), Washington National Guard, and the 256th BCT, Louisiana. Both units did conduct their Mobilization Rehearsal Exercise (MRX) there in 2004, though. The exercise served as the culminating event in the Teams' intensive training cycle preceding deployment to Iraq. Because of their preparation at Fort Irwin, the brigades successfully completed their rotations and deployed trained and ready for their missions in theater.

Joint Readiness Training Center (JRTC), Ft. Polk.

Likewise, the normal brigade rotation at the JRTC was impacted by the mobilization of the 30th Brigade (North Carolina), and 39th Brigade (Arkansas). A Virginia infantry battalion – 3-116 – was also mobilized. All three rotated through JRTC with a focus on stability and support operations prior to each unit's deployment to Iraq.

Combined Arms Center (CAC), Ft. Leavenworth.

In conjunction with the ARNG's Battle Command Training Center (BCTC), the U.S. Army's Combined Arms Center at Fort Leavenworth, KS, supported the 28th Infantry Division during their Battle Command Training Program rotation in FY 2004. The 42nd Infantry Division also conducted an MRX at the BCTC in preparation for its deployment. Six Brigade Command and Battle Staff Training Program seminars were also conducted throughout the nation. More than 15,500 ARNG soldiers participated in CAC-related training events throughout the fiscal year.

Force-on-Force Training. The ARNG Force-on-Force Training Program supported the readiness of the 33rd BCT and that of one Stryker Brigade by pitting them against maneuver task forces formed from elements of another BCT. Each gained valuable wartime training by deploying from traditional home station training sites. Free play force-on-force battles were conducted using laser-targeting systems to replicate live ammunition. More than 1,350 soldiers from Army Guard brigades participated in force-on-force training events during the year.

Intelligence. The ARNG has provided a ready and relevant Military Intelligence force and has ensured the security of that force, its equipment, and facilities through effective programming, planning, and policy implementation.

The General Purpose Intelligence Readiness (GPIR) Program provided additional military intelligence training opportunities designed to improve the operational readiness of intelligence units and soldiers. GPIR enhanced and sustained the low-density, perishable, high cost skills of intelligence professionals. This training supported both individual and collective preparation within peacetime scenarios. Emphasis was on intelligence production, collection, and analysis to meet operational requirements. In FY 2004, GPIR funding, along with 15-day statutory

annual training periods, amounted to \$3.7 million. In addition, during the fiscal year the ARNG received a combined \$4.8 million from the Defense Intelligence Agency, the National Security Agency, the U.S. Army Intelligence and Security Command, the Foreign Military Studies Office, the Defense Language Institute, and the U.S. Southern Command. This allowed for 103 soldiers to perform duty in support of real world intelligence missions for these organizations.

The Army Language Program (TALP) supported Command Language Programs by providing resources for the maintenance, sustainment, and enhancement of foreign language skills. During FY 2004, nine states received approximately \$575 thousand (under National Guard Personnel, Army Appropriation) that translated into 425 soldiers being trained in a foreign language sustainment program. Additionally, three language labs and study materials were provided for the instruction of 325 soldiers.

The Army National Guard Physical Security Program was designed to safeguard ARNG personnel, equipment, and facilities. This also included funds allocated to states for employment of Security Guard (not police officers) personnel. Physical Security funding accounted for \$126.3 million to support Force Protection with 1,944 soldiers accounting for 692,851 mandays.

ANTITERRORISM

The Army National Guard Antiterrorism Program was designed to protect ARNG soldiers, civilian employees, family members, information, facilities, and equipment in all locations and situations against terrorism. The emphasis has been on planning, training, exercising, and creating awareness. In FY 2004, Antiterrorism Program funding accounted for \$3.3 million, divided among full-time contract support, Vulnerability Assessments (70%) and Antiterrorism Training (30%).

INFORMATION OPERATIONS

The Army National Guard's Information Operations (IO) program continued to progress during FY 2004. Technically and tactically focused units supported the war fighting commanders and provided protection

for the nation's critical information infrastructure across the operational continuum. The IO program developed and delivered information operations training, deployed trained soldiers in support of Bosnia and Kosovo peacekeeping, and mobilized personnel to perform worldwide missions in support of Operations Noble Eagle (ONE), Enduring Freedom (OEF) and Iraqi Freedom (OIF). The ARNG IO program continued to provide operational support for III Corps, I Corps, US Pacific Command, US Northern Command, and US Strategic Command exercises.

DOMESTIC SUPPORT

Domestically, during FY 2004, the ARNG allocated 549,868 mandays in 48 states and 2 territories for emergency support missions for the purpose of assisting civil authorities. Like in the past, the ARNG responded to a wide variety of emergencies throughout the nation. The most notable were Hurricanes Charley, Frances, Ivan, Jeanne, and, last but not least, Isabel. Also, continuing western drought meant wildfires were an almost year-round challenge with action especially concentrated in the first and fourth quarters. Mandays devoted to dealing with wildfires totaled 4,746. Flooding, especially in states east of the Mississippi River, was a constant menace with 13,221 mandays used to assist citizens in time of need.

In June 2004, the Army National Guard provided both ceremonial and security support in the District of Columbia and in California for the burial of former President Reagan.

Homeland Security/Homeland Defense. In a major contribution to the GWOT, the ARNG secured key assets from attack throughout much of the nation. In terms of breaking new ground, an ARNG general officer commanded a joint task force to secure the G8 Summit in Sea Island, Georgia. The Georgia Army National Guard, along with National Guard units from other states, met every challenge. They logged 36,592 mandays in order to ensure a safe and well-ordered conference for the attending world leaders.

During the summer, the ARNG provided security support to the Democratic National Convention in Boston and the Republican National Convention in

New York. This was an exercise in joint leadership with use of 6,475 mandays.

DEPLOYMENTS/MOBILIZATIONS

As alluded to earlier, ARNG soldiers were deployed around the world in FY 2004 supporting the GWOT. 149,790 soldiers from the ARNG served on active duty and provided 29,909,725 mandays to the combatant commanders. Over half of the soldiers were mobilized in the areas of infantry (27,572), engineer (21,292), field artillery (18,168) or armor units (16,151). While OIF received the most support, it was not the only mission that was resourced. Mobilized ARNG soldiers also served in Europe, South America, Asia, Africa and the United States.

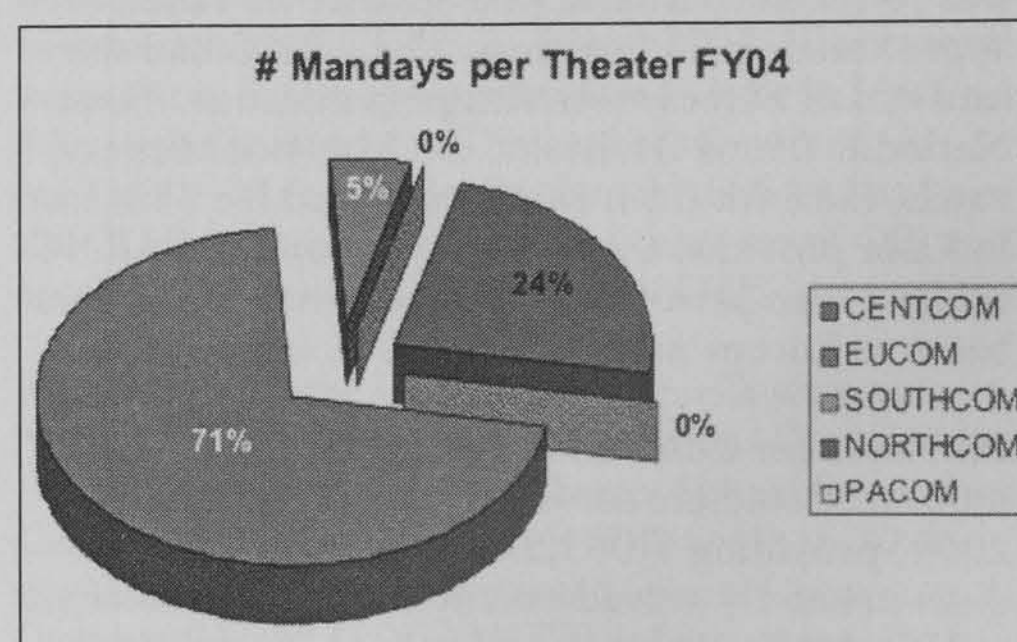


Figure 1 Percentage Mandays by Theater

US Central Command (CENTCOM). Of the nearly 30 million mandays provided by mobilized ARNG Soldiers, 71% were provided to the CENTCOM Commander in support of OEF and OIF. Specifically, during FY 2004, 94,851 ARNG soldiers served in support of OIF. In the first quarter, the ARNG mobilized three Brigade Combat Teams, the 30th from North Carolina, the 39th from Arkansas, and the 81st from Washington. These units deployed to Iraq in March 2004. In the third and fourth quarters, the Army National Guard mobilized an additional six Brigades; the 116th from Idaho, the 29th from Hawaii, the 256th from Louisiana, the 155th from Mississippi, the 56th Brigade of the 36th Division from Texas, and the 278th from Tennessee. These units were to deploy to Iraq in early FY 2005. In addition to the six

Brigades, the 42nd Infantry Division Headquarters mobilized for the next rotation of OIF. In addition to the brigades mobilized in support of OIF, the 45th Brigade from Oklahoma completed its mission helping to train the Afghan National Army; this mission was later assumed by Indiana's 76th Brigade.

US European Command (EUCOM). In Europe, the Guard mobilized 10,715 soldiers during FY 2004, translating to 1,536,154 mandays. These soldiers primarily served in Bosnia, Kosovo, and the Sinai. The Bosnia mission was nearing completion of its stabilization phase, and was to transition from a requirement of 1,500 soldiers down to approximately 100 in FY 2005. Likewise, the Kosovo mission having required another 1,500 soldiers, was to reduce to less than 1,000. The Sinai mission requirement was to remain stable at one infantry battalion of approximately 425 soldiers. The ARNG had the lead on all of these peacekeeping missions. Three National Guard Divisions, the 28th from Pennsylvania, the 34th from Minnesota, and the 38th from Indiana provided the necessary manpower. ARNG soldiers also performed security duties at Air Force bases in Europe and at several U.S. installations.

US Northern Command (NORTHCOM). 31,937 mobilized soldiers served in CONUS during FY 2004, providing 7,065,939 mandays. These soldiers primarily served on critical security missions at U.S. Air Force bases and other U.S. military installations. However, ARNG soldiers also served in critical staff positions supporting GWOT, and in so doing, expanded installation training and mobilization capacity.

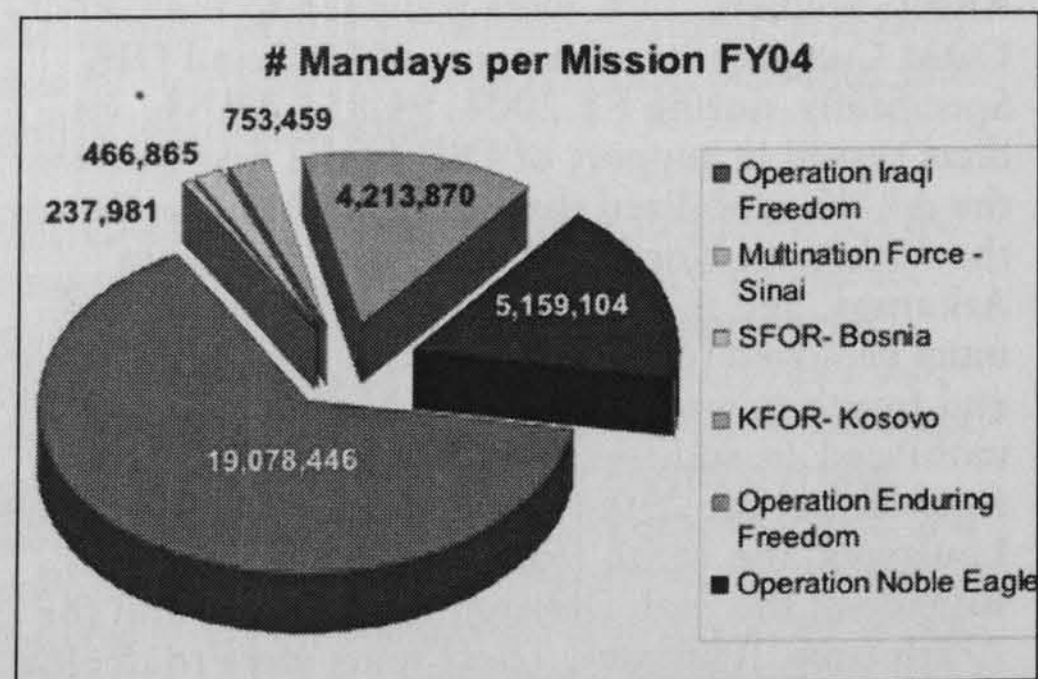


Figure 2 # of Mandays per Mission

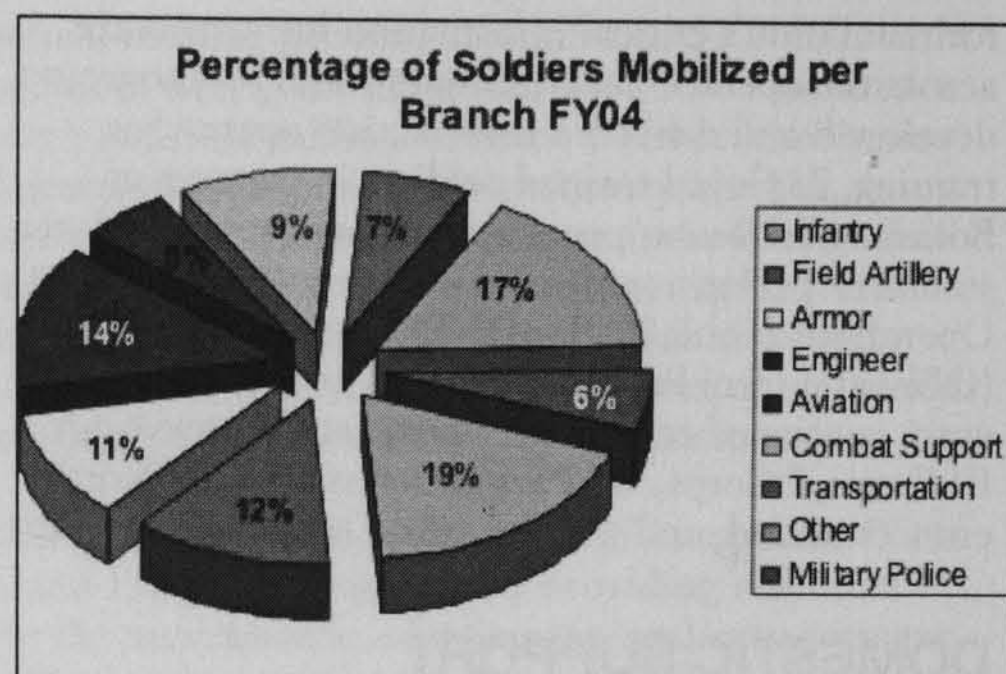


Figure 3 Percentage of Mobilized Soldiers by Branch

ADDITIONAL OVERSEAS MISSION SUPPORT

US European Command (USEUCOM). 5,100 Army Guardsmen deployed to Lithuania, Latvia, Estonia, Mali, Morocco, United Kingdom, Azerbaijan, Poland, Bulgaria, France, Belgium, South Africa, Ukraine, Norway, Italy, and various locations in Germany to support the Combatant Commander Europe. Missions ranged from military exercises and engineer troop construction projects to aviation maintenance support, direct and general support maintenance, finance & postal support, medical support, linguist & counter intelligence missions, and signal support. The ARNG provided 99,421 mandays and \$11.5M to support those USEUCOM missions during FY 2004.

US Southern Command (USSOUTHCOM). The ARNG deployed 2,569 Soldiers to the Caribbean, Central America, and South America throughout the fiscal year. The majority of these forces supported the SOUTHCOM Combatant Commander's continued long-held support and engagement relationships with United States Army South (2,030 personnel participated in New Horizons exercises). ARNG support to the region was projected to remain stabilized at that level in future years. The ARNG provided 51,218 mandays and more than \$3 million to support USSOUTHCOM.

US Pacific Command (USPACOM). The Army Guard was also active in supporting mission requirements in the U.S. Pacific. Participation was almost

twice that of the previous year with more than 3,170 ARNG soldiers participating in a variety of operations. These included JCS-sponsored exercises known as COBRA Gold, Yama Sakura, Foal Eagle, RSOI, Balikatan, and Ulchi Focus Lens (UFL). The ARNG provided 57,156 mandays, totaling \$6.7 million, to support USPACOM.

US Northern Command (USNORTHCOM). The ARNG supported USNORTHCOM through participation in two major exercises/training events in FY 2004. The multi-level command exercise, Unified Defense 04, was conducted in Texas. ARNG participation included 45 soldiers (state first responders, Emergency Operations Center, etc.). Another multi-level command exercise, Determined Promise 04, was conducted in Virginia and California. ARNG participation totaled 250 soldiers, including both state Emergency Operations Center and response cells.

US Central Command (USCENTCOM). Due to the cancellation of the biannual exercise Bright Star, that usually involved over 1,500 ARNG soldiers, fewer than 100 ARNG soldiers performed their annual training within the USCENTCOM area of operations. Support was primarily for exercise Regional Cooperation 04.

US Joint Forces Command (USJFCOM). The ARNG provided support to USJFCOM primarily through participation in CONUS based exercises. Over 1500 ARNG Combat Support and Combat Service Support soldiers conducted joint and combined arms training in such exercises as PATRIOT and CJTFEX. Their contribution directly supported Army integration, joint service training, and ultimately the National Military Strategy.

US Special Operations Command (USSOCOM). The nation's only reserve component Special Forces capability continued to reside in the ARNG's 19th and 20th Special Forces Groups (SFGs). The 19th SFG focuses its support on the PACOM and EU-COM theaters, while the 20th SFG focuses its support on the SOUTHCOM theater. The three battalions of the 19th SFG (A) and the three battalions of 20th SFG (A) each had a Directed Training Affiliation (DTA) with an Active Duty Special Forces Group. As part of the GWOT, both the 19th and 20th Groups provided forces in support of operations in Afghanistan and Iraq.

In spite of wartime mobilization and increased operational tempo in support of OEF and OIF, the 19th and 20th SFG (A) were able to conduct some of their Joint Combined Exchange Training (JCET) and Operation Mission Support in FY 2004. For FY 2004, 20th SFG (A) had A/3/20th SFG (A) & C/3/20th SFG (A) mobilized in support of OEF. 20th SFG (A) also had one Contingency Operations Temporary Tour of Active Duty (COTTAD) in support of OEF. The following JCETs were conducted by 19th SFG (A) in FY 2004: one Special Forces Operational Detachment-Alpha (SFODA) (12 personnel) to Thailand in July; one SFODA (12 personnel) to Philippines in July; one SFODA (12 personnel) to Nepal in April; one SFODA (12 personnel) to Malaysia in August; one SFODA (12 personnel) to Bangladesh in May.

The 19th SFG (A) provided personnel in a LNO role to several locations in support of JCS exercises. 8 personnel were sent to Korea (UFL) in August 2004; 10 personnel were sent to Korea in support of Foal Eagle in March; 3 personnel were sent to Thailand in support of Cobra Gold in May; and finally, the 19th SFG (A) had a COTTAD package (4 personnel) in support of OIF and another (50 personnel) in support of OEF.

Affiliated under the USSOCOM umbrella were six National Guard units (Special Operations Detachments - SODs) that augmented the Theater Special Operations Commands (TSOCs). Through SOD-South (SOD-S) the Mississippi Guard augmented Special Operations Command South (SOC SOUTH) at Homestead Air Reserve Base, Florida. Through SOD-Europe (SOD-E) the West Virginia Guard augmented Special Operations Command Europe (SOCEUR) at Vaihingen, Germany. Through SOD-Central (SOD-C) the Florida Guard augmented Special Operations Command Central (SOC-CENT) at MacDill Air Force Base, Florida. Through SOD-Pacific (SOD-P) the Washington Guard augmented Special Operations Command Pacific (SOCPAC) at Camp HM Smith, Hawaii. Through SOD-Korea (SOD-K) the Colorado Guard augmented Special Operations Command Korea (SOCKOR) at Yungson, Korea. Finally, through SOD-Joint Forces Command (SOD-JFCOM) the Maryland Guard augmented Special Operations Command Joint Forces Command (SOCJFCOM) at Norfolk, Virginia.

To summarize SOD activity in FY 2004, SOD-S had 17 personnel mobilized for OEF. 10 of those 17 personnel demobilized in November 2003. 6 more

demobilized in June 2004 and one soldier remained mobilized. SOD-E had 25 personnel mobilized for OIF. The unit demobilized in December of 2003. Following this demobilization, 18 personnel from SOD-E conducted a 30-day rotation to SOCEUR to participate with post-Olympic activities. Also, SOD-C was mobilized for OEF. The unit demobilized in November of 2003. Likewise for the SOD-P which demobilized in August 2004. SOD-K was mobilized for both OEF & OIF. The unit demobilized in September 2004. SOD-JFCOM was mobilized for OIF. The unit demobilized in November 2003. Following this demobilization, two soldiers from SOD-JFCOM participated with SOCKOR in Exercise UFL in August / September 2004.

INNOVATIVE READINESS TRAINING

Innovative Readiness Training continued to be one of the most valuable training opportunities the ARNG offered its soldiers. In the process, there were real benefits to the communities within which these projects occurred. As part of Task Force (TF) Grizzly, a U.S.-Mexican border fence construction project was established for California. Soldiers constructed fencing, built roads, and created drainage ditches to help U.S. Immigration officers more effectively patrol the border. In Alaska, as part of operation Alaska Road, ARNG soldiers continued work on a fifteen-mile road on Annette Island that was to eventually connect the indigenous Metlakatla Indians with a port. TF Douglas in Arizona continued to provide TF Grizzly-like training opportunities, while TF Benedum in West Virginia provided engineer training opportunities as it improved an airport and its runway. Smaller IRT projects included medical care to under-served Indian populations in the Western states and the building of roads, trails, bridges and parking areas to support the Lewis and Clark Trail. More than 7,000 ARNG soldiers from over half the states and territories have participated annually in missions that integrate required training into community support projects.

READINESS

As the Global War on Terrorism (GWOT) continued, the Army increased its reliance on the ARNG – a trend expected to continue in FY 2005. During

FY 2004, the Army Guard continued to manage its overall readiness by prioritizing resources in support of the National Military Strategy.

Since July 2002, overall ARNG unit readiness has decreased by 27.6% by virtue of personnel and equipment being shared with under-resourced units to enable them to be fully manned and equipped for deployment. Personnel, training, and equipment-on-hand have decreased between 14% and 22.6% over the past two years, while equipment readiness has declined by 6.4% during the same period. Despite those readiness declines due to increased mobilizations, deployments, and funding, the ARNG has successfully met all mission requirements and has continued to support the GWOT. Since 11 September 2001, the Army National Guard has deployed over 54% of its force while continuing to support the GWOT, Homeland Defense, and State missions.

To satisfy Army deployment requirements, all 54 States and Territories have deployed ARNG units in support of Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), Operation Noble Eagle (ONE), Stabilization Force, Bosnia (SFOR), Kosovo Force (KFOR), Horn of Africa (HOA), Multi-National Force Observers (MFO), Guantanamo Bay Operations (GTMO), Force Protection Europe and numerous other operations. While the Army Guard continued to support the requirements of the Combatant Commanders (COCOM), and expected to do so during FY 2005, some critical shortages in the ARNG force structure had not disappeared by the end of the fiscal year. This could create challenges in meeting COCOM requirements.

In FY 2004, the ARNG continued to develop, deploy, and implement the Strategic Readiness System (SRS), as mandated by Congress, to improve organizational readiness. This integrated strategic management and measurement system aligns operations to the vision, objectives, and initiatives of The Army Plan (TAP). Based upon performance feedback, leaders can evaluate success of TAP strategies and effectively monitor expenditure of resources to maximize organizational readiness. The Army National Guard had deployed the SRS program within the ARNG Directorate and continued to develop policies and programs to facilitate equipment cascading to the States and Territories. Over time, the SRS model was to allow the ARNG to provide more

accurate, timely, and objective readiness information to Congress.

As the GWOT continued, the ARNG supported the Army's requirements to protect U.S. national interests and prevent future acts of terrorism. This was not done, however, without concerns over Readiness in such areas as full-time manning, recruiting, retention, and modernizing the ARNG ground and air-fleets. Those issues were still to be a priority in FY 2005.

In addition, to meet the demands of modularity, the ARNG worked to ensure units were equipped, manned, and funded to meet national security transformation objectives.

AVIATION AND SAFETY

The Aviation and Safety Division (NGB-AVS) served as the proponent for the Director, Army National Guard, in regard to ARNG Aviation and Safety Programs. Additionally, the Division was the executive agent for the distribution and management of materiel and assets, providing regulatory interpretation and oversight for the safe and efficient use of acquired resources, enabling units to execute all assigned domestic or overseas missions. The Division accomplished its mission through four branches: Aviation Operations and Training; Aviation Systems and Logistics; Aviation Programs Integration; and Safety and Standardization. They collectively worked to maximize ARNG combat readiness by providing guidance, program funding, access to collective training events, individual schoolhouse training seats, logistics and materiel distribution controls, and support for administration of safety programs.

AVIATION OPERATIONS AND TRAINING

During FY 2004, the Aviation Operations and Training Branch conducted extensive Process Action Team (PAT) analyses and recommended 44 ARNG units and 118 additional individuals for mobilization and deployment to Operations Iraqi Freedom and Enduring Freedom. In some instances, combat certification of the selected ARNG units included

resourcing additional aircraft and flying hours for periods of post-mobilization training conducted by the host Continental U.S. Army (CONUSA) Headquarters, through their Training Support Battalions (TSB). Determining individual soldier availability for deployment as combat replacements or as position fillers was a new task for the Branch, but resulted in better coordination with State/Territory aviation leadership and State Mobilization Readiness Officers. In many cases, formalized training had to be developed, scheduled, funded and executed prior to the deployment of the selected soldiers. Besides the requirement to support combat operations in OIF and OEF, the ARNG provided a continual aviation presence in the Balkans. National Guard aviation continued to be a key exploitable capability for peacekeeping missions in Bosnia and Kosovo. The expected draw-down of the Bosnia Stabilization Forces (SFOR) mission supporting NATO was to release significant assets for future operations.

The Generating Force (GF) mission was another critical ARNG success in FY 2004 and was to continue in FY 2005. Both UH-1V and HH/UH-60 MEDEVAC platforms and crews were mobilized and deployed to stateside Army installations that had lost resident capability due to the mobilization of their own tenant Active Component (AC) MEDEVAC Units. All told, the ARNG has mobilized either GF MEDEVAC units or elements of every MEDEVAC unit in its inventory to support the Global War on Terrorism. In this the second calendar year of support, as many ARNG soldiers reached their maximum allowable mobilized duty service limits (24 months), the Army worked to replace them with contractors to fill the void at the supported installations. That fix was to be temporary until Guard forces could reconstitute and again be ready for deployment, or until the return of the AD resident unit from the war.

In FY 2004, as a result of enhanced intelligence-gathering capabilities at the national level, ARNG Counterdrug personnel were federalized and engaged in several Homeland Defense (HD) reconnaissance missions along the United States borders. These ARNG aviation assets, with their integral electronic surveillance and communications relay packages, played key supporting roles to Department of Homeland Security (DHS) agencies during several high-visibility events, including recurring 9/11 requirements and new missions for the U.S. Border Patrol. Also,

during this time, the Guard provided a multi-state aviation task force to execute antiterrorism support mission activities for the U.S. Secret Service during the National Security Special Event (NSSE) G-8 Sea Island Summit Meeting in Georgia.

Throughout this period of heightened operational tempo, ARNG aviation continued to provide task-force oriented attack, utility, cargo and MEDEVAC elements to Combat Training Center (CTC) rotations at Fort Irwin, California and Fort Polk, Louisiana; along with legacy utility elements overseas at the Combat Maneuver Training Center in Hohenfels, Germany. Additionally, ARNG aviation continued to be a key element in recurring nation-building exercises in Central and South America. ARNG cargo, utility and MEDEVAC assets provided critical support for construction initiatives with the goal to improve life-support infrastructure in those regions.

AVIATION SYSTEMS AND LOGISTICS

The Aviation Systems and Logistics Branch made significant progress in FY 2004 in sustaining, transforming and modernizing the ARNG fleet. Through cooperative efforts with Army Aviation Systems program managers at the Aviation and Missile Command, the Logistics Branch cascaded an additional nine AH-64D Apache Longbows to the 1-285th Aviation (Attack), Arizona National Guard. This greatly enhanced the equipment readiness of this unit and made it a very viable asset for deployment. Through successes in large-scale cascading of modernized AH-64A Apache helicopters from the Active Army, by January 2005 the last projected fielding to modernized ARNG attack aviation units will occur.

Ongoing warfighter logistics support requirements led to some innovation. The concept of "Stay-behind Equipment" or "SBE" was successfully implemented in the European and Central Command areas of responsibility. One FY 2004 example included keeping a North Carolina AH-64A aircraft assigned to the 1-130th Aviation (Attack) in-country. The identified aircraft was transferred to the gaining unit to fill out a shortage in the unit's inventory. This allowed the "Transfer of Authority" for the Afghanistan warfight mission to occur on schedule.

A significant increase in operational tempo for Counterdrug Directorate surveillance aircraft was accompanied by increased maintenance requirements

and a need for enhanced logistical support. Besides the normal demanding counterdrug mission, these aircraft and crews were increasingly utilized in the HD arena. FY 2004 HD deployments of these Table of Distribution and Allowance (TDA) counterdrug elements in support of HD Federal missions proved their relevance. Inception of the Security and Support (S&S) Battalion MTOE structure within the Army Guard included conversion of all TDA Counterdrug structure to MTOE S&S elements. Plans to select a future Light Utility Helicopter (LUH) showed continued progress.

AVIATION PROGRAMS INTEGRATION

In FY 2004, the Aviation Programs Integration Branch began to standardize business practices throughout the ARNG aviation force structure. Several policies were coordinated and internally implemented to enhance coordination with the field and ensure timeliness of funding actions. Standardization was initiated to improve readiness and deployability, to ensure maximum execution of funding for State flying hour programs, and to address concerns of Members of Congress and the Office of the Secretary of Defense (OSD). The concern stemmed from the history of migration of Army and ARNG Operational Tempo (warfight training) funding to other spendable accounts. The Branch implemented a program of performance-based resourcing to the States/Territories resulting in the execution of 105% of the Guard Flying Hour Program (FHP) and the achievement of a measurable Operating Tempo (OPTEMPO) of 9.2 flight hours per aircrew per month. That OPTEMPO was an average of the continental U.S. OPTEMPO of 8.5 flight hours per aircrew per month and the overseas OPTEMPO of 11.4 hours per aircrew per month. It was an accurate indicator of the commitment by the commanders and crews in the field to support their State aircrew training programs and all assigned missions. More than 3500 ARNG rotary wing aviators executed a total of 194,292 flight hours in FY 2004, of which 60,218 were flown in support of GWOT and other overseas missions.

Additionally, the Branch began extensive work with OSD and Headquarters, Department of the Army G-8, to develop a resourcing model more compatible with the Rotational Readiness Model (RRM). RRM was intended to be the predominant graphic depicter of

unit readiness and the viewable readiness stages of the Army at war.

SAFETY AND STANDARDIZATION

Aviation Safety. Despite numerous deployments of ARNG units in FY 2004, ARNG aviation successfully kept accident rates low. The NGB Aviation Safety office constantly monitored warfighter activities and accident trends to translate available data into "Lessons Learned" for sharing with the field. Aviation units, by analyzing the provided trend data, were then able to make adjustments to their training programs, allowing for inclusion of ever-safer procedural guidance to minimize risk.

In addition, the Aviation Safety office remained responsible for several externally-contracted safety courses and took real interest in their delivery. One result was that NGB Aviation Safety began to update Aviation Safety correspondence courses starting from the first phases of training. This initiative was to provide more modern applications and better and more current references to newly qualifying unit Aviation Safety Officers (ASO). Also, in conjunction with the ARNG Multi-Media Branch (located at the U.S. Army Aviation Center, Fort Rucker, Alabama), the NGB Aviation Safety Section worked on providing an "ASO Tool Kit". These ASO Tool Kits were designed to provide new safety officers with tools to help start or maintain a unit safety program in remote locations. Components included complete regulatory references, listings of required recurring sustainment training classes (and how to conduct them), plus information on the latest U.S. Army Safety Center topics for command emphasis.

Ground Safety. In FY 2004, ARNG personnel and their families continued to sustain injury and loss in privately-owned vehicle (POV) accidents. These typically contributed to decreased unit readiness. The ARNG recognized that units in the States and Territories needed to address this problem with service members and their families. However, Safety meetings held during monthly drill periods that focused on POV accidents did not reach all soldiers. Therefore, critical training and trend information was not reaching everyone to help save lives. As a result, NGB-AVS initiated the no-cost, on-line Defensive Driving Course (DDC) accessible at home, work, or unit by soldiers

or family members. This allowed for individuals to be informed expeditiously, while putting in place a method to track the reception of that information.

Soldier fatigue also caused POV accidents. In FY 2004, numerous POV fatalities/accidents resulted from a soldier falling asleep at the wheel to or from training locations. To combat this problem the Division developed a "Fatigue Management Program" model, with consideration of supporting initiatives such as providing low cost overnight accommodations for junior enlisted soldiers. If implemented, it would eliminate the need for long commutes to and from drill and duty locations (assuming cost is the only obstacle).

NGB-AVS was also concerned for the well being of a soldier, as it remained key to his or her successful service, retention and fulfillment in the profession-of-arms. Issues of depression, suicide or episodes of family violence must be recognized and addressed promptly. Several initiatives continued, such as the "Welcome Home Pamphlet" and the "Guardian Angel Program" to teach and inform about care and mentorship of peers, subordinates, fellow soldiers and family members.

MISSILE DEFENSE

NGB Missile Defense (NGB-MD) accomplishments in FY 2004 revolved around manning issues, to include force structure changes, recruitment, and issues related to the Title 10 and Title 32, U.S. Code pertaining to hired personnel. The focus was on the Ground-based Midcourse Defense (GMD) Battalion manning at Ft. Greeley, Alaska. Approval of Force Design Update 04-01 in June 2004 provided for 89 Army National Guard soldiers (85 military police/4 staff officers) with phase-in starting in FY 2005. Until their arrival, 85 Alaska Army National Guard (AKARNG) soldiers served as a security force.

In order to attract quality personnel to man the GMD, a recruiting team was brought on board to assist in loading the force structure. The team was located at the National Guard Bureau Readiness Center Missile Defense office and traveled the country extensively throughout FY 2004 looking for personnel with the requisite qualifications. This on-going national recruiting campaign for the GMD

program was specific to filling all vacancies in the 100th GMD Brigade and the 49th GMD Battalion. Five hiring boards were conducted in FY 2004. The hiring boards conducted in January and April 2004 considered applicants for all Military Occupational Specialties (MOS) listed on the Military Table of Organization and Equipment (MTOE) for both the 100th Brigade and the 49th BN. Boards were also conducted in July and September 2004, but only to fill vacancies at the 49th BN. The goal of the recruiting campaign for the 49th BN was to recruit for 40 military police positions in order to replace the mobilized force protection soldiers. The 100th GMD Brigade had only one vacancy at the close of FY 2004, with the 49th BN showing 9 vacancies.

Early in September 2004, the U. S. Army Space & Missile Defense Command (USASMDC) and the NGB provided a GMD manning update to the Acting Secretary of the Army (SecARMY). Assistant Secretary of the Army (ASA) Manpower & Reserve Affairs (M&RA), the Office of General Counsel (OGC), and the Office of The Judge Advocate General (OTJAG), all of whom expressed their opinion that no legal authority existed for the Title 32 manning model with a Title 10 trigger. The Acting SecARMY, in particular, had concerns that there was no clear legal authority for the GMD Title 32 manning model. All parties agreed that GMD soldiers must be in a Title 10 status to perform their Federal mission; the issue was the soldiers' status at all other times. Office of the Chief of Legislative Liaison (OCLL) and NGB briefed the provisions of the House and Senate bills modifying Title 32, and their impacts to the status issue. USASMDC and NGB clearly stated their preference to wait for the outcome of the FY05 National Defense Authorization Act prior to changing the manning model, and the Acting SecARMY concurred.

Later in September 2004, the USASMDC and NGB provided a GMD manning update to the Under Secretary of Defense-Personnel and Readiness (USD-PR), OSD, OGC and Army OGC, and the OTJAG. The USD-PR, while concerned about the legal authority issue, firmly believed that GMD was a logical mission for National Guard manning. SMDC and NGB stated the necessity for consistency and the need to avoid sending confusing messages to soldiers. The Under Secretary, Dr. David S.C. Chu, tasked NGB, SMDC and ASA (M&RA) to assess the

impacts of a change to Title 10. He further expressed his desire to maintain the State identity and to support GMD units.

The Acting SecARMY and the USD-PR also received a briefing on the Title 32 legal concerns. The Acting SecARMY decided to permanently transition the Title 32 AGRs to Title 10 AGR soldiers. The next day, 29 September 2004, the Governor of Alaska informed the Adjutant General of Alaska (TAG-AK) that he did not consent to GMD soldiers voluntarily transitioning to Title 10 AGR status. In a letter to both Senators from Alaska, the Governor asked for their support in passing legislation to keep GMD soldiers under Title 32. He further expressed concern about impacts to his Air National Guard units.

On 30 September, the Acting SecARMY tasked NGB to work with TAG-AK to identify the components of ADCON that could be legally delegated to the AKARNG in order to alleviate the Governor's concerns. The Acting SecARMY preferred to resolve the issue within approximately two weeks, but issued guidance not to link resolution to a specific timeframe.

COMPTROLLER

The mission needs of soldiers, both on and off the battlefield, has been the primary focus of the Operations and Maintenance (OMNG) and National Guard Personnel, Army (NGPA) Appropriations. Only with the necessary resources, has the ARNG been able to accomplish the mission and remain ready, reliable, relevant, and accessible.

ARMY NATIONAL GUARD APPROPRIATIONS

The FY 2004 OMNG Presidential Budget, congressional actions, provisions, and reprogramming actions resulted in a Total Obligation Authority of \$4.457 billion. During FY 2004, \$111,000 million was reprogrammed to OMNG from NGPA in support of Military Technician and other ARNG programs stemming from the GWOT and congressional interest.

The NGPA Presidential Budget, congressional actions, provisions, and reprogramming actions resulted in a Total Obligation Authority (TOA) of \$5.345 billion at the end of FY 2004. Included in the FY 04 TOA was additional funding for Innovative Readiness Training and the Counterdrug Program. The ARNG provided an offset of \$138,234 million for Department of Defense Health Care and \$150 million in an OMNIBUS reprogramming (providing for a number of miscellaneous enactments or appropriations) to support higher priorities of the Department.

The FY 2004 Military Construction, Army National Guard (MCNG) Appropriation funded the following major construction projects: 24 readiness centers, six maintenance facilities, seven fire stations, two armed forces reserve centers, a utilities replacement project, a training facility, a road project, a range, a levee project, four Army aviation facilities, and a working animal building. In addition to those 49 major projects, the \$311 million FY 04 appropriation included \$265 million for major construction, \$38 million for planning and design, and \$8 million for unspecified minor construction.

FINANCIAL COMMUNITY HIGHLIGHTS

As in FY 2003, the Department of Defense resourced requirements to sustain operations for the GWOT that required careful balance. While more alerted units had longer notification of their call-ups, they required significant resources to meet the readiness requirements directed by Combatant Commanders. This condition required the ARNG to assume risk and cash flow for many items normally provided by the Active Component. The situation was exacerbated by Department of the Army decision-making and by the failure of the FY 2004 GWOT supplemental to include any significant appropriations amounts for the National Guard. Because of higher Department priorities, the Army chose to withhold cost avoidance (peacetime operations funding that would not be used by a mobilized and deploying unit). In spite of these challenges, ARNG leaders at all levels successfully prepared units for GWOT mobilization. This was reflected in the outstanding record of service by ARNG soldiers in support of Operations Enduring Freedom and Iraqi Freedom.

Throughout FY 2004, the ARNG averaged approximately 81,000 soldiers mobilized at any one time. Though it recognized the significant personnel operating tempo (OPTEMPO), Congress funded the ARNG at normal peacetime levels, leaving any GWOT incremental increases to come from the supplemental appropriation act. This was an effective strategy for the Active Army; however, as virtually none of the supplemental was enacted for ARNG appropriations, the ARNG met GWOT requirements in two ways, one planned and the other serendipitous.

First, as noted previously, the Department of the Army (DA) decided early in FY 2004 to withhold from all organizations projected cost-avoidance funding based on planned mobilizations and deployments. This allowed DA to establish a central GWOT fund, against which validated GWOT bills were matched and funded. Some of the ARNG requirements, such as the family readiness program and funds for medical and dental readiness, were covered in this manner.

Second, impacts of the Stop Loss policy coupled with 1) a higher than expected personnel attrition rate (due in part to a relatively high unit and personnel OPTEMPO); and 2) a lower than expected recruitment effort; left the ARNG with an end-strength shortfall for much of the fiscal year (averaging about seven to eight thousand below planned levels). This resulted in a lower execution of NGPA which had been allocated based on an end-strength of 350,000. Once this excess funding became apparent, the ARNG initiated a request (subsequently approved by Congress) to reprogram the surplus from NGPA into OMNG. This action enabled the ARNG to fund more than \$111 million in critical GWOT needs, including force protection, family programs, Duty Military Occupational Skill Qualifications (DMOSQ) training, and organizational clothing and individual equipment procurement actions. Additionally, \$150 million was provided to the Army in the reprogramming action to ameliorate shortfalls in the Operations and Maintenance, Army (OMA) Appropriation.

The ARNG maximized the execution of its peacetime budget in a time of war and successfully supported the Department in providing units at a higher level of readiness than ever previously resourced. As opposed to requiring a supplemental appropriation, the ARNG exercised cost avoidance

to fix itself and support higher priorities. The FY 2004 execution reached an all time high in the history of the ARNG thanks to outstanding leadership.

PAY ISSUES FOR MOBILIZED ARNG SOLDIERS

In response to Congressional concern and the General Accountability Office's audit over the state of ARNG and reserve pay, the ARNG Financial Services Center spearheaded several initiatives in FY 2004. One was the establishment of a pay ombudsman for ARNG soldier pay challenges. Another was education of soldiers through the publication, "Citizen-Soldier's Guide to Mobilization Finance" (a copy of which is provided to every mobilizing soldier). These two cornerstone initiatives vastly improved the overall quality of ARNG pay support and reduced the time and effort required to resolve soldier pay account discrepancies and questions.

The ARNG Financial Services Center, along with the Defense Finance and Accounting Service (DFAS) Army military pay office in Indianapolis, Indiana, continued to support mobilized ARNG soldiers through the issuance of finance guidance and the monitoring of military pay accounts. A mobilization team, comprised of a mix of Finance soldiers, Department of Army civilians, and contract employees, provided online, telephonic, and on-site financial support. Services were provided to the 54 United States Property and Fiscal Offices (USPFOs), plus the thousands of mobilized ARNG soldiers deployed worldwide, together with their families stateside. Initiatives addressed both systemic and individual pay issues, and have been well received within the ARNG community.

STANFINS CONVERSION

Teaming with DFAS, the ARNG transitioned the accounting of \$11 billion of available funding for program years FY 1999 through FY 2004 from the ARNG's legacy system, State Accounting Budget Execution Reservation System, to the Army's Standard Financial System (STANFINS) accounting program. This affected all ARNG USPFOs. Combining the intellectual capital of both the ARNG Financial Services Center and DFAS ensured a smooth conver-

sion without any service interruption. The transition put the ARNG in position to move forward with the Active Component on future standard accounting system enhancements and conversions.

PROGRAM ANALYSIS AND EVALUATION

The Program Analysis and Evaluation Division (NGB-ARA) mission in FY 2004 was to develop and defend the Army National Guard funding strategy; ensure sufficient resources were programmed to meet ARNG strategic objectives throughout the Future Year Defense Plan; see to placement of ARNG resource requirements supporting its strategic objectives in a variety of military strategic planning documents; and through analysis, provide empirical data to support ARNG current and future programs [such as Homeland Defense (HLD), Homeland Security (HLS), GWOT, Stability and Support Operations, and Transformation]. During FY 2004, NGB-ARA successfully met ARNG strategic objectives within the FY 06-11 Program Objective Memorandum (POM 06-11) as supported by key OSD and DA strategic documents.

PLANS

The primary mission of the Plans Branch was to articulate ARNG requirements and senior leadership vision within top level OSD and DA strategic planning and resourcing documents. Those documents drove DA program requirements and priorities. In FY 2004, the Branch was successful in coordinating ARNG input to the FY 06-11 Strategic Planning Guidance, the FY 06-11 Joint Programming Guidance, the Army Plan (TAP) 2006-2023, the Combatant Commander's (COCOM) Integrated Priority Lists (IPLs) and other key documents.

ARA plans analysts worked with the ARNG and NGB leadership to ensure the Army Strategic Planning Guidance (ASPG), Section I of TAP, addressed critical ARNG programs and requirements. Within ASPG 06-23 was a diagram, commonly referred to as the "Iceberg Chart", which has guided the structuring of the force across the full spectrum of Army capabilities. The diagram identified the ARNG

as the first responder for Homeland Security missions and delineated the ARNG's role in providing depth to the Active Component for Joint and Expeditionary missions. Annex B to the ASPG specified P-1 readiness for Reserve Component (RC) units; established the limit for involuntary mobilizations to no more than one year in every six; and promoted/improved RC capabilities and dual purpose force structure for HLS, HLD, as well as Military Assistance to Civil Authorities. It also directed reduction in RC force structure in order to build a Trainees, Transients, Holdees, and Students account, and identified the need for sufficient RC infrastructure to allow units to train, alert, and deploy from home station.

The Plans Branch also coordinated the ARNG's input to Forces Command for the COCOM's IPLs for FY 07-11. This effort resulted in formal recognition of several critical National Guard unfunded requirements by the Combatant Commands. Among them were Joint Force Provider Equipping and Stationing (AC/ARNG); Command, Control, Communications, and Computer (C4) Modernization; RC Training and Mission Support; and Homeland Defense Training and Exercises.

Because planning, policy, and resources are closely tied, the Branch remained engaged with several Army and OSD level forums during FY 2004. Among them were the Army Reserve Forces Policy Committee (ARFPC), Reserve Components Coordination Council, Army Business Initiatives Council and the Reserve Forces Policy Board. At the direction of the Vice Chief of Staff of the Army, several task forces were formed to develop and help the ARFPC resolve major policy issues. ARA plan analysts participated on these task forces and provided input on important issues such as the Army Force Generation Model, Home Station Modified Direct Deployment, Title XI reductions, and Facilities Shortages at the Power Projection Platforms.

During FY 2004, the Analysis Section of the Plans Branch supported the Comptroller Division in developing the ARNG's request for FY 2005 supplemental funding. The Section also assisted the Training Division in analyzing its Distance Learning Program to determine areas for improvement. These analyses resulted in the ARNG receiving critical supplemental funding in FY 2004 and a recommendation to leverage existing training facilities and computer based

training programs rather than investing in satellite training facilities.

PROGRAMS

The ARNG funding posture, from the FY 05 President's Budget to the close of POM 06-11, resulted in an overall net increase. High priority programs that were fully funded included the Active Guard and Reserve (AGR) (724/yr) and military technician (487/yr) ramp, additional AGRs for Weapons of Mass Destruction – Civil Support Teams, Ground-Based Midcourse Defense, HLS, and transformation of Installation Management.

In FY 2004, nearly 28,000 Initial Entry Training (IET) seats were used as the ARNG prepares to meet the 85% Duty Military Occupational Specialty goal. Funding increased for FY 2005 to cover 32,132 IET seats at a duration of 114 days per seat. Unfunded requirements remained in the out years.

As of the POM 06-11 Lock position, OPTEMPO requirements and funding showed a slight increase over the POM years. This was subject to change, however, as bill payer drills for the FY 06 President's Budget were projected to result in a possible net loss for OPTEMPO for all components of the Army. The Flying Hour Program remained funded at historical execution levels reaching 6.6 of the 10.0 hrs/crew/month requirement.

With regard to Transformation, the ARNG continued to work initiatives to transform and modernize the 388K soldier force structure and supporting equipment:

- **Stryker Brigade Combat Team (SBCT) (56th BDE PAARNG).** To provide installation facilities and infrastructure to transform to an Interim Force - (SBCT). Funding included \$151K for Environmental, \$10.6M BA SOPS (Public Works), and \$224M in Military Construction (MILCON).
- **Aviation Transformation.** Funded projects included \$10M BASOPS (Public Works), \$2.4M for Environmental, and \$137.7M in MILCON. The projects supported the Army Aviation Military Training Plan, i.e., the fielding of modernized aircraft at a facility where

that aircraft type had not been previously stationed.

- **Modularity.** The objective of the Army's Modularity Program was to provide a more responsive, flexible, and lethal force. During FY 2004, the ARNG developed \$890M in Modularity requirements for FY 2005 and submitted them as part of the FY 2005 Supplemental request. Included in the ARNG request was approximately \$787M for new equipment, \$55.5M for stock funded items and MOS reclassification training, and \$7.5M for second destination transportation. Additionally, the Installations requirements and funding that were part of the Army National Guard Restructuring Initiative (AGRI) were reprogrammed to support the ARNG's Modularity Program (\$336M required and \$336M funded for FY 05-09).

PERSONNEL

OFFICER ACCESSIONS AND RETENTION

In FY 2004 the ARNG continued to benefit from the Officer Strength Maintenance Branch's formulation of policies, development of programs, and validation of attrition trends.

The shortage of company grade officers continued to be a challenge across the entire Army. In an attempt to decrease company grade officer losses, the ARNG continued its effort to introduce legislation that would offer a student loan repayment program incentive. Congress did authorize bonus payments for company grade officers who joined the Guard either through initial appointment or transfer from another component of the Army (USAR or active Army).

A large percentage of ARNG lieutenants remained non-selects for promotion to captain due to the 4-year baccalaureate degree requirement. As a result, the ARNG established the National Guard Education Support Center (ESC) at the National Guard Professional Education Center in North Little Rock, Arkansas. The ESC worked with officers and enlisted personnel to develop

individual educational roadmaps, geared to degree completion. ESC was specifically targeted at lieutenants. Another option for them was to take advantage of a two-year waiver of the degree requirement for promotion to captain that was authorized by Congress. The Assistant Secretary of the Army (Manpower and Reserve Affairs) approved initial requests for waiver; it was expected such waivers would provide some amelioration of the ARNG company grade officer shortage.

WARRANT OFFICER PERSONNEL

In FY 2004, the Army National Guard continued to address challenges in warrant officer management. Current and projected vacancies continued to outpace the ability to access qualified personnel. Though the ARNG continued to pursue other alternatives to mitigate the shortfall in warrant officer strength, FY-04 warrant officer strength was 75.9% fill of authorized. Aviation warrant strength was at 92.8% fill and not the main problem. Rather, Technical Service (TS) warrants were at 65.5% fill, and TS warrant vacancies remained a critical issue, impacting operational readiness.

ENLISTED PERSONNEL MANAGEMENT

Because the Enlisted Policy section continually staffed personnel management issues through the Military Personnel Management Offices, State Command Sergeants Major, and subject matter experts from the field, draft policy and programs were created to improve enlisted soldiers' professional development and opportunities within the Army Guard.

Policy revisions for ARNG personnel procurement were updated and published in FY 2004, but enlisted personnel management policies remained under revision. Staffing continued through the fiscal year with anticipated publication in FY 2005.

The Section was intimately involved in the Army initiative for restructuring military occupational specialties (MOS) to align with officer Army occupational codes (AOC), and the elimination of the MOS 71L (Administrative Specialist). In the process, the ARNG developed soldier and career management policies to minimize turbulence for the affected individuals. The

OPTEMPO of increased mobilizations and pending demobilizations resulted in the need to formulate deployment-related policies concerned with benefits, rights, health, and family member issues. Therefore, the Section was actively involved with all mobilization and demobilization issues and successfully resolved many of the problems of deployed ARNG soldiers.

PERSONNEL REGULATION

In 2004 the Personnel Policy and Readiness Division stood up the Personnel Regulation Branch. That Branch was tasked with updating National Guard Regulations (NGRs) pertaining to personnel matters, as well as writing and reviewing policy letters and memoranda. Additionally, the Branch began to work with members of the DA Staff on the incorporation of applicable portions of NGRs into Army Regulations (ARs). The Army initiated that program.

PERSONNEL READINESS AND DEPLOYMENTS

The Personnel Readiness and Deployments Branch (RD) was established in November 2002 in response to personnel issues resulting from Army National Guard unit mobilizations. It has consisted of two sections: the Personnel Readiness Section and the Mobilization Policy Section. The Branch's mission has been to promote personnel readiness in order to meet mobilization requirements.

RD was very busy working on mobilization policy and readiness issues in FY 2004. Some of the many policies and programs that the Branch was instrumental in drafting, revising, coordinating and establishing, included the ARNG Personnel Policy Guidance (PPG) and the ARNG Replacement Policy. RD was also the focal point for many mobilization policies. Subjects included ARNG replacements in Theater, RC Unit Stop Loss, Mobilization and Demobilization, Contingency Operations Temporary Tours of Active Duty (COTTAD), Individual Ready Reserve (IRR) utilization for the ARNG, Rear Detachment Operations, the Civilian Employer Information Program, and the Patient Tracking System website. These policies/executions had a direct impact on the well-being of ARNG Soldiers and their family members.

In response to the many personnel mobilization issues that surfaced during unit deployments, the Readiness Section analyzes those issues and the effect on NG soldiers. The Section also worked hand-in-hand with the Operations and Readiness Divisions, providing timely personnel readiness information/assistance and cross-leveling recommendations/guidance to units to fulfill mission requirements. With the growing number of ARNG unit mobilizations, the Branch remained committed to personnel readiness and strove to provide the latest policy and personnel readiness information.

FULL-TIME REQUIREMENTS

The Requirements Branch, ARH-R, supported ARNG readiness by determining valid Full-Time Support requirements through management engineering initiatives. It also published an up-to-date and valid Manpower Staffing Guide, plus the ARNG Blue Book. During the fiscal year ARH-R completed manpower studies for both the Information Technology Support office of the Joint Force Headquarters State (JFHQ-ST) and the logistic functions of the various ARNG Training Centers across the country. The manpower study methodology, as well as an improved final report format, was updated and approved by the USA Manpower Analysis Agency. Many new initiatives were started in FY 2004 to be concluded in FY 2005. Attention was given to MTOE force requirement adjustment by the specificity of modular unit structure, to JFHQ-ST medical support functions, to an update to the Regional Training Centers algorithms methodology, and to a revalidation of the base MTOE requirements model.

STRENGTH MAINTENANCE

END-STRENGTH

Due to extended ARNG mobilizations, deployments, the continuing Global War on Terrorism, and the personnel impact of stability operations associated with Operation Iraqi Freedom, FY 2004 proved to be a challenging year as regards end strength and accession goals. The ARNG finished the year at 98% of the manpower program end strength objective of 350,000, with 342,918 assigned as of 30 September 2004.

ACCESSIONS

The Army Guard's FY 2004 recruiting production was 88% of goal (56,000) or 49,210 enlistments with a 55%/45% Non-Prior Service/Prior Service (NPS/PS) split. Based on the FY 2004 trends, the ARNG projected to finish FY 2005 slightly below the programmed accessions, though enlistments were forecasted to be sufficient to offset losses and meet the congressional directed end strength of 350,000. For comparison purposes, the FY 2005 ARNG programmed NPS and PS accessions at 63,000 based on a 60%/40% split. Numerous high school and college programs were developed to assist Recruiting and Retention Non-Commissioned Officers (RRNCO) in penetrating the non-prior service recruiting market. The principal two programs were:

Guard and Educators Achieving Results (GEAR). This program, aimed at secondary schools, was designed to provide RRNCOs with greater access. It consisted of twenty 45-minute interactive power point presentations covering a wide range of subjects such as Violence Prevention, Map Reading, Drugs and Alcohol, and Conflict Resolution. By the end of FY 2004, two of the twenty presentations were also available in Spanish. With its own website, "youcanschoolprogram.com," RRNCOs, Educators, and Students could all review valuable information about these dynamic presentations; a helpdesk was available to answer any technical questions.

Career Direction. This is an ARNG high school program that RRNCOs can also use to gain access to the schools. Career Direction is a workbook that is presented mainly to 11th – 12th grade high school students about how to choose a career, look for a job and create a resume. The Strength Maintenance Division (NGB-ASM) has sent out Career Direction workbooks to all 54 states and territories. Fourteen 2-day workshops were given in FY 2004 to train RRNCOs in the newest changes in the workbooks.

As regards officer accessions, the ARNG found itself critically short of company grade officers. NGB-ASM was the Officer Strength Manager (OSM) proponent. There were several options available to soldiers who wished to become commissioned officers:

State Officer Candidate School: All eligible enlisted soldiers were provided with information

pertaining to the benefits, responsibilities, and opportunities to attend the State OCS program. States/Territories identified soldiers for State OCS processing only after board approval of those personnel seeking to become officer candidates.

Federal OCS/NGB Accelerated OCS: Candidates were selected by the states and processed for the Federal OCS program and the NGB Accelerated OCS program. Each of those programs was available to all qualified enlisted soldiers.

Direct Commission Program: This remained a very selective program of awarding Direct Commissions to the "best-of-the-best" NCOs.

OCS Enlistment Option: States were able to recruit individuals through the Officer Candidate School (OCS) Enlistment Option. These individuals attended the State OCS program upon completion of basic combat training.

Prior-Service Officer Accessions: States established prior-service company grade officer recruiting goals once they received the NGB mission memorandum. Leads generated by the Full-Time Recruiters were provided to the state OSM for follow-up.

RETENTION

The ARNG exceeded its retention goals for career soldiers during the first nine months of the fiscal year and nearly exceeded the goals for first term re-enlistments. At the end of FY 2004, the reenlistments for ARNG career soldiers numbered 334,178, or just under of the goal of 334,522 (99%). ARNG first-term re-enlistees numbered 12,834, or 98.9% of the goal of 12,978 soldiers. The reduced loss rates, together with success in retaining quality, trained soldiers, enhanced the ARNG's overall readiness posture in FY 2004.

The Director's Strength Readiness Overview (DSRO). This was a web-based visibility tool providing State and Unit leaders with an up-to-date overview of their strength readiness posture and deployability, as well as tailored briefings from State/Territory to division to battalion level, an e-mail subscription service for proactive leadership "push" reports, historical data, and other information lead-

ers could utilize to enhance their retention programs. The DSRO was available for use in FY 2004.

Retention Now/Leadership Education and Development (LEAD) Training. LEAD was another program available in FY 2004. This was a comprehensive, hands-on approach to promoting retention that gave unit leaders the cutting-edge tools they needed to assess unit retention issues, develop a focused retention strategy, and conduct sustainment training targeted at their unit's needs.

Trust Empowerment Attitude and Motivation (TEAM) Mobilization. Extensively used in FY 2004, TEAM was a dynamic multi-echelon training program that provided field senior unit leadership and first line leaders with the skills and awareness to retain soldiers from pre-mobilization to reintegration. It promoted enhanced deployment leadership and family readiness. TEAM also set the conditions for the successful implementation of the LEAD Mobilization Modules by way of leader training and certification. This program was a highly effective modular training package.

LEAD Mobilization Modules. Another tool used in FY 2004 consisted of a comprehensive series of unit-delivered, customizable modules: Pre-deployment Leadership Training, Deployable Sustainment Training, and Unit Reintegration Training. The modules encompassed essential mobilization leadership factors and soldier/family care issues based upon lessons learned from ARNG post-mobilization studies and corresponding feedback.

Attrition and Retention Feedback Surveys. Easy-to-administer, web-based feedback tools, the surveys allowed state and unit leadership in FY 2004 to assess their command climate, recruit preparation, and Recruit Sustainment Program (RSP) effectiveness. The surveys also identified soldier and family member issues during mobilization that contributed to attrition and retention. In addition, the surveys helped with program development to enhance unit readiness, deployability, and family care.

ATTRITION

The ARNG had one of the lowest attrition rates of the reserve components, 17.7% at the end of September 04 (the goal being not more than 18%). Success

was attributed to an increased command emphasis on using existing attrition programs and the awareness placed on attrition management at all levels within the ARNG. This focus, coupled with special programs specifically designed to target possible attrition caused by deployments, was used to assist in reducing unprogrammed losses in FY 2004. Programs, training and advertising all contributed to keep ARNG attrition as one of the lowest among the reserve components.

Recruit Sustainment Program (RSP). The Recruit Sustainment Program continued to be used in FY 2004. It was intended to prepare newly enlisted soldiers for the rigors of Initial Entry Training (IET) and keep them motivated for their service in the ARNG. States utilized the RSP to train and prepare soldiers for their basic combat training (BCT) and advanced individual training (AIT), to reduce losses, and to monitor recruits from oath of enlistment to acquisition of Duty Military Occupational Specialty Qualification (DMOSQ). The Soldier Empowerment and Readiness (SEAR) curriculum was used to enhance RSP training. High-quality soldiers were used to fill key RSP cadre positions, and unit interaction was encouraged with the RSP. The goal was to instill pride and esprit de corps all the way through IET.

Unit Attrition Awareness Training. ARNG attrition training was integrated into unit Yearly Training Calendars (YTC) in FY 2004 to ensure standard execution with maximum participation. States and territories utilized the LEAD train-the-trainer process to certify Recruiting and Retention commands (RRC) and unit instructors. The aim was to integrate LEAD training into Professional Development Programs, Annual Strength Maintenance Training and other unit training programs. States/Territories ensured all RRC personnel and key leaders understood the components of the LEAD program and employed it with the appropriate target audience during the sponsorship, mentoring, and new soldier indoctrination process.

ADVERTISING

In FY 2004, the ARNG launched a new advertising and marketing campaign entitled "American Soldier." America's war on terrorism had changed the focus and tone of recruiting. With the onset of com-

bat in the Middle East and the deployment of Army National Guard units to the front, previous long-used Guard incentives such as part-time service or educational benefits were no longer the appropriate prime motivators for service. Potential recruits had become aware that activation and deployment are a fact of life. The new recruiting message emphasized the soldiering side of the Citizen-Soldier role, tapping patriotic motivation and centering on the Soldier's Creed. In fact, the recruiting and retention message used the words of the Soldier's Creed.

TRAINING

The Army Guard's Training Division (NGB-ART) continued to meet the ARNG DMOSQ target for readiness. In FY 2004 the ARNG achieved 83% DMOSQ with a projection of 85% DMOSQ for FY 2005. The FY 2004 achievement was particularly noteworthy considering the demands generated by Operation Iraqi Freedom and Operation Enduring Freedom. In support of the DMOSQ goal, the Training Division implemented the Army National Guard Readiness Improvement Program (ARIP). The ARIP team was comprised of retired soldiers embedded nationwide to ensure all states worked with the correct policies, procedures, and training to maintain the level of soldier readiness needed during the Global War on Terrorism.

NGB-ART, in coordination with the United States Army Reserve (USAR) and the United States Army Training and Doctrine Command (TRADOC), initiated The Army School System (TASS) Transformation in FY 2004. TASS was projected to undergo its first overhaul in reaction to the training demands generated by GWOT and modularity. Traditional roles of the USAR (operating the majority of the combat support and combat service support training lanes) and the ARNG (operating the combat arms training lanes) were assessed and determined to be incapable of meeting the wartime demands generated by GWOT. Once transformed, TASS will be defined by geographic location and density for both the USARC and ARNG, along with the Active Component. TASS was also to be designed to meet the training demands as the Army transforms through Modularity.

VIRTUAL CONVOY OPERATIONS TRAINER (VCOT)



U.S. Army and ARNG units deployed to OIF and OEF in FY 2004 conducted combat patrols

and convoy operations in Up-Armored High-Mobility Multipurpose Wheeled Vehicles (HMMWV's) as they became available. This flew in the face of using the assigned Bradley Fighting Vehicles and Abrams Main Battle Tanks as prescribed in the MTOEs of many units. In response, the Division developed and began fielding the Virtual Convoy Operations Trainer (VCOT). Concept development to government acceptance was accomplished in less than six months, allowing the ARNG to field a training capability to mobilizing units during the fiscal year. By replicating what soldiers can expect to encounter during convoy operations in Iraq and Afghanistan through a virtual environment, the VCOT simulator was able to train convoy operations tasks. During training exercises, soldiers in the VCOT encountered ambushes, Rocket Propelled Grenade (RPG) attacks, and Improvised Explosive Devices (IED) events occurring in a simulated urban setting. The networkable VCOT produced a collective, multi-echeloned convoy training event. Significant functionality included: an interactive driver's station, a weapons station with ring-mounted heavy weapon (selectable), 360-degree engagement capability and Head Mounted Display (HMD) technology. The system also incorporated a commander's station and an additional riflemen's station both with M-16 engagement capability and an HMD. The VCOT came with a virtual terrain database of Baghdad providing the driver and gunner with geo-specific dynamic terrain features. Since June 2004, several thousand Army Guardsmen have trained using the VCOT at their respective mobilization stations.

Subsequent to the ARNG's VCOT development, FORSCOM developed an Operational Needs Statement (ONS) and through the Army Strategic Planning Board (ASPB) process received funds to procure and deploy the Mobile Virtual Combat Convoy Trainer (VCCT). [The VCCT is similar to the ARNG's VCOT except it is mobile]. The procurement was performed by PEO-STRI through a Request for Information (RFI) to industry. Lockheed-Martin and the Raydon Corporation were each selected from a group of over 10 contractors to produce two VCCTs each. The Op-

erations Maintenance-Army (OMA) budget to lease and support the systems for one year came to \$15.4M. After a one year fielding and sustainment period, PEO STRI was to conduct a full and open competition based on lessons learned and available funding. By year's end, there was one Lockheed Martin system at Ft. Bragg and Ft. Campbell, and one Raydon system at Ft. Hood and Camp Shelby.

SUSTAINABLE RANGE PROGRAM

The Army National Guard Sustainable Range Program (SRP) was integral to the success of its Training Center support of pre-deployment training and involved modernization of twelve ranges to meet the emerging needs of First and Fifth Armies. Deploying units and soldiers of all components were able to train with assigned weapons on Convoy Live Fire Ranges, providing commanders with relevant realism and feedback for mission preparation. The Army Guard SRP also responded to the increased maneuver OPTEMPO of deploying units at ARNG Training Centers by increasing the Land Rehabilitation efforts. Two mobile Urban Operations (UO) training facilities were purchased to support soldiers conducting pre-deployment training at two mobilization stations: Camp Atterbury, Indiana and Camp Shelby, Mississippi. These facilities were to provide ARNG and USAR soldiers the opportunity to conduct realistic UO training prior to deployment. Also, the SRP hosted a workshop at Camp Blanding, Florida, that provided hands-on training to over 300 Training Center personnel in the areas of range management best practices.

FORCE MANAGEMENT

During Fiscal Year 2004 the Force Management Division (NGB-ARF) demonstrated mission accomplishment in the following areas:

TABLE OF DISTRIBUTION AND ALLOWANCE (TDA) AND SERVICES

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

(JTD) was a work in progress. The NGB-J1 and the TDA & Services Branch (NGB-ARF-T) crafted a plan for the conversion. Also, the NGB J1/J5/J7 and NGB-ARF-T hosted several national-level conferences to gain the support of States, Territories and the District of Columbia in creating a draft JFHQ-ST Template from existing requirements. On their part, the States and Territories continued to prepare for the NGB Joint Initiative of obtaining an approved Joint Table of Distribution and Allowances from the Joint Chiefs of Staff (JCS). The NGB J5/J7 Staffs formed the JFHQ-ST Working Group (with NGB-ARF as a voting member) and produced the JFHQ-ST Concept and Implementation Plan with accompanying staffing products for NGB leadership approval. The Plan was then staffed with the JCS.

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

The Augmentation TDAs continued to be managed by the Force Management Division's Standard Requirements Code (SRC) managers as a result of the U.S. Army Force Management Support Agency (FMSA) reorganization. The FMSA Document Integrators managed all Augmentation TDAs associated with their SRC, as did the NGB managers.

Due to ongoing short time lead times in mobilizing ARNG units in FY 2004, ARF-T continued streamlining the Federal Recognition process for units requiring recognition prior to mobilization. The Branch continued to work closely with the NGB and HQDA Personnel Transformation Working Group to minimize turbulence in the conversion of MOS 71L to the MOS 42 series within ARNG TDA units. It also continued working the Ground Missile Defense (GMD) initiatives as regards TDA structure for Colorado and Alaska. In addition, the Branch responded to Congressional Directives to publish forty-four out-of-cycle TDAs to stand-up a full-time Civil Support Team (CST) in all States and Territories.

COMBAT SERVICE SUPPORT INTEGRATION

The Combat Service Support Integration Branch (NGB-ARF-L) managed all of the ARNG's Combat Service Support (CSS) units during FY 2004. Based on

the analysis performed by this Branch, many Medical, Quartermaster, Ordnance, Transportation, Personnel Service Support, and Composite Logistics units were alerted, mobilized and deployed to support Operation Iraqi Freedom and several other ongoing missions. The Branch was instrumental in identifying "in lieu of units" to fill the many shortages in CSS units for OIF and OEF rotations.

The ARNG's CSS force structure was projected to undergo future dramatic changes due to modularity and force design updates. As a part of this process, Logistics Headquarters, Medical, Adjutant General, and Finance units were totally redesigned. ARF-L was a key player in the requirements and resourcing phase of TAA-11.1 (MSFA – Modular Support Force Analysis). It worked the on-going effort to synchronize the implementation of these new units, critical to future ARNG CSS force structure.

COMBAT FORCES

A May 2004 decision by United States Special Operations Command (USSOCOM) disapproved Bands I and II of the Enhanced Special Forces Group (ESFG) Redesign for the two ARNG Special Forces Groups (SFGs). That decision degraded organizational capability below that of the five Active Component SFGs. This was followed by a USSOCOM decision in November 2004 not to submit the ESFG Redesign Band I and Band II requirements for the ARNG to the Office Secretary of Defense as over-guidance. That only served to further exacerbate the situation.

FUTURE FORCES

The Division's major challenge during FY 2004 was implementing the initial phases and follow-through planning of the Army's transformation into modularity. Observing the early active duty army unit transformation (i.e. 3rd and 10th Infantry, 4th Mechanized and 101st Airborne Divisions) provided partial answers to questions about modularity.

Substantial work was undertaken to determine how the ARNG would downsize from 388,000 to 342,000 personnel spaces, achievable by having all requirements equal authorizations. Not previously necessary in the history of the ARNG, this

amounted to a huge challenge. NGB-ARF analyzed how to equitably distribute the smaller sized structures based upon the ability of States and Territories to recruit and fill units. Plans developed included the methodology for downsizing and the troop strength/force structure allowance that was going to be assigned by State and Territory.

The Division Chief received numerous inquiries from the States and Territories about the type of structures to be assigned. They acquired a clearer picture of upcoming changes as the new Units of Action (UA), the Support Units of Action (SUA) and the Units of Execution (UEX) were defined. Throughout, the Division tried to minimize classification-based turmoil.

FULL-TIME SUPPORT

The National Defense Act of 1916 provided for the first Full-time Support (FTS) within units of the Organized Militia. Since then, the FTS program has evolved and entering the 21st century, today's full-time personnel are major contributors across the full spectrum of Army National Guard operations. Fighting the GWOT has only served to underscore the vital role FTS personnel have in preparing ARNG units for the multitude of missions both at home and abroad. In FY 2004, FTS remained a vital component for achieving soldier and unit-level readiness. FTS personnel were essential for the successful transition of units from peacetime to wartime, and critical links to the integration of the Army's components. To meet readiness requirements, the Chief, National Guard Bureau, in concert with the State Adjutants General, placed increasing FTS authorizations as the number-one priority for the ARNG. While progress had been made in recent years to increase FTS, obstacles remained to obtaining acceptable FTS levels. It became evident that emerging and expanding ARNG missions had to receive resources above those identified in the FTS ramp to prevent diversion of manpower necessary to achieve acceptable unit readiness.

The FY 2004 National Defense Authorization and Appropriations Acts authorized end strengths of 25,599 Active Guard/Reserve (AGR) and 26,189

Military Technician personnel. In FY 2004, the ARNG achieved those end strengths at a cost of approximately \$3.2 billion. Those end strengths provided approximately 61 percent of Department of the Army-validated peacetime FTS manpower requirements for the ARNG. From a 1997-98 analysis of wartime deployment scenarios, the Army determined that the minimum FTS level necessary to support an acceptable level of unit readiness is 60,589 (approximately 71 percent of validated requirements). Obtaining sufficient FTS manning levels remained a top priority for the ARNG throughout the fiscal year.

In an attempt to reach the minimum unit readiness, Congress had begun to provide funding and authorizations by FY 2001 for additional AGRs and Military Technicians. In the FY 04-09 Program Objective Memorandum build, the Army programmed funding for incremental increases of approximately 724 AGRs and 487 Military Technicians in each year of the Future Year Defense Plan. If implemented, those annual increases would be steps towards achieving minimum levels by FY 2012. Well into a third year of supporting the GWOT, while simultaneously executing the Army Campaign Plan (Modularity), the ARNG has relied on FTS unit manning as a vital piece for such support and transformation. Looking ahead, the projected FTS Ramp constitutes the minimum level at which the ARNG must be resourced to successfully complete established missions.

With readiness goals in mind, the Personnel Programs, Manpower and Resource Division was focused on attaining authorizations and resources for the FY 2006 growth of 739 AGRs and 487 Military Technicians. By the end of the fiscal year, there existed an unfinanced requirement of \$68M in the AGR program for FY 2006.

OFFICE OF THE CHIEF SURGEON

In FY 2004, the Office of the Chief Surgeon, Army National Guard (NGB-ARS), experienced an expanded workload due to pressing requirements for ensuring the medical mobilization readiness of increasing numbers

of ARNG personnel. Guard personnel were increasingly slated for deployments associated with the Global War on Terrorism, and particularly in support of Operation Iraqi Freedom and Operation Enduring Freedom. Also having an effect were a plethora of other issues and actions including, but not limited to, identifying and sourcing medical support units for GWOT, tracking wounded ARNG soldiers returning to the U.S. for treatment, processing medical waivers and line of duty requests, and coordinating provision of air ambulance medical evacuation (MEDEVAC) support to numerous active component installations and training areas throughout the continental United States.

The Acting Surgeon, Colonel Nancy Fortuin, Medical Service Corps, reverted to her assignment as Deputy Surgeon late in FY 2004 with the arrival of Colonel Craig Urbauer, Medical Corps, as Surgeon. It was the second NGB tour as Surgeon for Colonel Urbauer. The Army Surgeon also served as the National Guard Bureau Chief Surgeon.

MEDICAL READINESS

NGB-ARS worked throughout FY 2004 to improve the medical readiness of National Guard soldiers. This was accomplished by way of tracking modules, the Federal Strategic Health Alliance (FEDS_HEAL), and dental treatment.

Medical Non-Deployable Tracking Module (MND-TM). Scheduled for implementation by May 2005, this module was to track ARNG soldiers with a temporary or permanent medical condition that rendered them non-deployable. Components of the MND-TM were to include an automated profile form, MOS Medical Retention (MMRB) status tracking, Medical Evaluation (MEB) status tracking, Physical Evaluation Board (PEB) status tracking and a statistical reporting system of all medically non-deployable components. The aim was to automate and template wherever possible and to eliminate duplicate system entry. The Medical Evaluation Board Internal Tracking Tool (MEBITT), the Physical Disability Computer Aided Processing System (PDCAPS) and Medical Protection System (MED-PROS) were to be integrated into MDN-TM. Its profile component was 90% completed by fiscal year's end. Beta-testing was scheduled for the first quarter of FY 2005, with full fielding projected for the second quarter.

Dental Classification Module (DenClass) Tracking Module. In FY 2004, ARS developed an electronic dental record software program to assist with soldier dental readiness, dental record tracking, and dental treatment plans to improve soldiers dental health, a key element of deployment readiness. The DenClass Tracking Module, a web-based program within the MODS architecture, was scheduled for State use in the first quarter, FY 2005. The module was to provide the States/Territories with an automated solution for tracking the full spectrum of dental readiness to include: creating rosters of soldiers in need of annual oral exams (by unit, dental class, etc.), creating and printing a dental class III treatment plan, documenting an external exam or treatment plan, documenting and tracking a dental record audit, capturing and reporting dental workload, and calculating the cost of class III dental treatment. ARS coordinated the beta testing of the DenClass Module with ARNG dentists and dental technicians from Arkansas, Florida, Oklahoma and Pennsylvania. The trial run of the software was successful. Once in place, the internet-based DenClass software will create a uniform method of tracking dental readiness throughout the ARNG.

FEDS_HEAL Program. FEDS_HEAL was initiated as a contract service program aimed at providing medical and dental readiness services for Reserve Component (RC) soldiers. The program has been accessible to the ARNG through a Memorandum of Understanding with FOH (Federal Occupational Health). The ARNG has used FEDS_HEAL to improve medical and dental readiness for the States and Territories. During FY 2004, it was an additional tool for those States and Territories that needed assistance, either because they were deploying medical staff, or were overwhelmed with the task of mobilizing and deploying assigned units forward for overseas missions.

The components of FEDS_HEAL have provided for: 1) over-age 40 and under age 40 physicals; 2) immunizations; 3) HIV draw; 4) comprehensive dental exams with bite wings and Panographic X-rays; 5) SPRINT (hearing) Test; and 6) dental restoration for personnel of alerted units. Those services were provided collectively or as an à-la-carte system. The Army National Guard spent approximately \$11M in FY 04 on FED_HEAL.

NG6H Medical Readiness Funding. Medical Readiness funding to the field was allocated based on the ARNG soldier strength within each State and Territory. The FY 2004 Medical Readiness Funding was provided in four

quarterly allocations. To maximize State and Territory resources, NGB-ARS did not retain additional funding in reserve. Funding for the use of the FEDS_HEAL was not charged against the quarterly medical readiness allocation, but was provided to the States/Territories separately, managed via the Automated Voucher System. States/Territories were required to schedule and monitor their obligations accordingly.

MEDPROS Reporting and Tracking. The Medical Protection System (MEDPROS) was developed by the Army to track all immunization, medical readiness, and deployability data for all Active and Reserve components of the Army as well as for DA Civilians, contractors and others. It has been a powerful tool allowing the chain of command to determine the medical and dental readiness of individuals, units, and task forces. Commanders and Medical leaders at various echelons were given responsibility for the use and implementation of MEDPROS to measure their unit/individual medical readiness status.

In FY 2004, the Army Guard posted National ARNG Soldier Individual Medical Readiness (IMR) reports per unit, State, or Territory for review and analysis on Guard Knowledge Online (GKO). The IMR reports were also e-mailed to the State/Territory MEDPROS at least quarterly. ARS coordinated and scheduled quarterly MEDPROS/Medical Operational Data System (MODS) Management Workshop/Training Course iterations at the National Guard Professional Education Center (PEC).

Dental Treatment Funding. The FEDS_HEAL contractor provided Dental treatment for alerted soldiers in FY 2004 via the Automated Voucher System. NGB-ARS worked with NGB-ARC to obtain Management Decision Package (MDEP) VFRE 2020 contingency funds in order to continue providing the States/Territories with funding for that dental treatment. NGB was projected to initially receive an award of \$5 million in the way of dental treatment funds.

Based on States' reports, 8,598 soldiers received dental treatment from November 2003 through September 2004. \$6.485 M was spent on treatment to bring soldiers from Class 3 to Class 2 (at an average cost of \$732 per soldier treated).

State Dental Officer Coordination. In FY 2004, NGB established an Active Duty for Special Work (ADSW)

position for the Chief Dental Officer position at the national level. National teleconferences were coordinated by the NGB-ARS Chief Dental Officer in order to disseminate dental readiness information and policy. That enabled this forum to develop a uniform approach to resolving dental readiness and Dental Corps deployment issues with the benefit of State input.

Clinical Clerkships. In FY 2004, NGB-ARS coordinated with NGB-ART to reinvigorate ARNG participation in the Clinical Clerkship Training Program that allowed medical and dental students an opportunity to participate in Army Medical Department (AMEDD) training programs.

MEDICAL MOBILIZATION/ DEPLOYMENT

Medical personnel were no strangers to GWOT support and rotated to OCONUS theater locations in support of Army requirements. There was also CONUS support for MEDEVAC missions, along with concern with health care for returning ARNG soldiers.

GWOT Sourcing. NGB-ARS, in coordination with the Operations Division, continually analyzed available ARNG medical force structure to support projected OIF, OEF, ONE, SFOR, KFOR and other ongoing Forces Command (FORSCOM)-directed wartime requirements. NGB-ARS participated in multiple HQDA hosted formal OIF/OEF Sourcing Conferences at U.S. Forces Command throughout 2004. It also participated in the Joint Operations and Exercise Synchronization (JOES) Conference at PEC. There was coordination with Medical Command (MEDCOM), FORSCOM, and the Office of the Surgeon General (OTSG), along with the associated State POCs to identify and source the medical support units for GWOT requirements. Every ARNG Area Support Medical Battalion, ARNG MEDEVAC Company and Evacuation Battalion Headquarters had been sourced for a GWOT mission since 9/11.

90-Day Rotations for Medical Professionals.

The Assistant Secretary of the Army for Manpower and Reserve Affairs established a 90-day "boots on the ground" (BOG) requirement for all reserve component Medical Corps, Dental Corps, and Nurse Corps certified registered nurse anesthetists deploying to the CENTCOM theater of operations (OEF and OIF). Through FY 2004, approximately 430/600 (70%) of

the ARNG Medical Corps officers had been mobilized since 11 September 2001. For ARNG physicians mobilized during 2004 in support of OIF/OEF, actual mobilization time was approximately 120 days to accommodate the BOG requirement.

Community Based Health Care Organization (CB-HCO) Mobilization. CBHCOs were established to expeditiously provide redeploying soldiers the best and most appropriate health care; to locate RC soldiers as close to home as possible while retained on Active Duty in order to provide benefits to the Soldier and the soldier's family; and to expand available resources to serve medical holdover soldiers. The CBHCOs have allowed soldiers to access medical care near their home of record instead of more remote locations. During 2004, DA alerted 13 CBHCOs. Five organizations were initially established in Massachusetts, Arkansas, Florida, Wisconsin, and California. Three additional CBHCOs were scheduled to activate in 2005 in Virginia, Alabama, and Utah, making a total of eight CBHCOs throughout the continental U.S. NGB-ARS participated in multiple teleconferences with FORSCOM, MEDCOM and OTSG to discuss the progress of the CB-HCO program. The NGB Surgeon, Colonel Urbauer, personally visited the CBHCO sites late in the fiscal year to observe operations and coordinate performance improvement actions.

CONUS Installation MEDEVAC Support. Two generating force ARNG air ambulance MEDEVAC Companies and elements of two ARNG operating force MEDEVAC units were mobilized to provide 24hour/7 day a week on-site MEDEVAC support to 14 active component installations and training areas throughout the continental United States in FY 2004.

AR 40-501 (Standards of Medical Fitness) Update.

A Rapid Action Revision to AR 40-501 that included Medical Fitness Standards for deployment in certain geographical areas was in final staffing with the OTSG at the end of FY 2004. AR 40-501 (Standards of Medical Fitness) historically had addressed only accession and retention standards. Inclusion of generic deployment standards in this revision was to be very helpful to units conducting SRPs.

MEDICAL PERSONNEL

FY 2004 saw the transition to electronic handling of medical action requests which was well received by

states and territories. This was useful in such areas as medical waivers, Line of Duty (LOD) processing, and Inpatient/Outpatient reports.

Guard Electronic Medical Record (GEMR). The GEMR application provided the States/Territories with an automated means to submit, receive, manage, track, and maintain medical action requests and any related documentation pertaining to soldier medical actions that were submitted to the Office of the Chief Surgeon for review. It also provided a means to monitor the status of those medical actions on a real-time basis. Using GEMR in FY 2004 significantly reduced the NGB-ARS turn-around time for processing and completing all types of medical action requests and inquiries. This was accomplished by re-engineering and automating all the related NGB-ARS business processes. It allowed ARS to maintain a single integrated WEB-based application (with simple and user-friendly interfaces) that enabled all field users to electronically enter, submit, track, and receive results of their medical action requests (including all related documentations, forms, memos, signatures, etc). Users were able to electronically receive, store, manage, process, complete, and provide access to all types of medical action requests and inquiries. GEMR significantly increased NGB-ARS' effectiveness and efficiency (in- processing, issuing results, and providing follow-on status information). GEMR also fully supported HIPAA (Health Insurance Portability and Accountability Act) compliance.

Medical Waivers and LOD Processing. A total of 6,000 actions were processed by the ARS waivers section (including LODs), 4,200 of them through GEMR that came on board in early April 2004. On average, ARS received over 400 medical actions (waiver requests or LODs) to process monthly. With the inception of GEMR (web based/paperless) the processing time was reduced significantly, and will continue to decrease with the addition of two new medical officers in early 2005. The goal was to have a disposition on every action within seven days of submission.

ARNG Inpatient and Outpatient Report. During the fiscal year, the ARNG Inpatient and Outpatient Report was compiled for distribution on Monday and Thursday of each week. The data was mined by ARS from existing AMEDD systems [Patient Accounting and Reporting Real-Time System (PARRTS),

and Deployed Warrior Medical Management Center (DWMMC)], along with existing AMEDD Reports (OTSG LN 12, Walter Reed Army Medical Center Report and Military Treatment Facility Verification). The report included mobilized ARNG inpatients and outpatients. ARS ensured that the format and data within the report was in compliance with HIPAA and Privacy Act requirements. The ARNG G1 provided a secure means for distribution of the ARNG Inpatient and Outpatient Report.

NATIONAL DEFENSE AUTHORIZATION ACT (NDAA) 2004/2005

Several improvements in health care for reserve component soldiers were authorized by Congress in the National Defense Authorization Act 2005. Significant changes which were to benefit ARNG Soldiers and families included:

- **Section 521:** A Reserve Component member ordered to AD for less than 30 days, and released from AD during the first 30 days, due to failure to meet physical standards for retention/deployment because of a preexisting condition, not aggravated during period of AD, shall be treated as serving on AD for a period of less than 31 days.
- **Section 701:** Extended TRICARE Standard premium share coverage to RC members & family when the service member is mobilized in support of a contingency operation and agrees to continue in the Select Reserve (Sel Res) Program.
 - One year for release due to injury/illness incurred in LOD during first 90 days
 - One year for each 90-day consecutive period
 - Termination upon release from Sel Res Program
 - Implementation within 180 days of enactment
- **Section 702:** Directed a feasibility study of providing a stipend to offset cost of continuing private health insurance coverage for family members.

- **Section 703:** Established a permanent earlier eligibility date for TRICARE benefits for RC members & family up to 90 days prior to mobilization report date.
- **Section 704:** Established waiver of certain deductibles under TRICARE for RC members on AD less than 30 days.
- **Section 705:** Created authority for payment by the U.S. Government of additional amounts billed by healthcare providers to an activated RC member's family.
- **Section 706:** Provided for permanent extension of 180 day TAMP benefit AND permanent requirement for a physical exam immediately prior to separation.

PROGRAM AND PUBLICATION CHANGES

There were several noteworthy changes to programs and publications during the fiscal year effecting how the Chief Surgeon's office did business.

Transfer of Occupational Health and Industrial Hygiene Programs to Office of the Chief Surgeon. Although actual transfer of responsibility was not to take place until 23 November 2004, preparations were made to transfer the ARNG Occupational Health (OH) and Industrial Hygiene (IH) Programs (including Radiation Protection) from NGB-AVS to NGB-ARS. Following the transfer, NGB-ARS was then to assume responsibility for all elements of the OH/IH programs in accordance with AR 40-5, Preventive Medicine.

Standardized National Medical Surveillance Program - Federal Strategic Health Alliance (FEDS_HEAL). NGB established an Interservice Support Agreement (ISSA) with USHHS-Federal Occupational Health to provide military and civilian pre-placement/baseline, job-transfer, and retirement/termination exams nationwide. Utilizing the FEDS_HEAL system, the ISSA made it possible for States and Territories to obtain standardized occupational health exams which meet AR 40-501, Chapter 3 and AR 40-5, Chapter 5 requirements.

Occupational Health (OCCHEALTH) Module. In FY 2004, NGB also established an OCCHEALTH Module and Automatic Voucher System (AVS) within the Army Medical Operational Data Systems (MODS) for scheduling Occupational Health exams and tracking budget expenditures.

Compatibility Table Update for PD 40004000, Occupational Health Specialist (OHS), GS-0601. The NGB Dual Status Technician Qualification Standard for the "GS-0601, OHS" position description was revised in FY 2004 to state, "to be considered qualified/eligible for placement in the position the applicant must be an AMEDD Officer, e.g., Medical Corps (AOC 60-62); Dental Corps (AOC 63); Veterinary Corps (AOC 64); Army Medical Specialist Corps (AOC 65); Army Nurse Corps (AOC 66); or Medical Service Corps (AOC67)."

Change to DA PAM 611-21, Military Occupational Classification & Structure (MOCS). Effective 21 April 2004, two National Guard "Chief, Occupational Health" 05A AMEDD Branch Immaterial position titles were added to DA PAM 611-21, MOCS, Table 2-2. The titles read, "Chief, Occupational Health (NGB)" and "Chief, Occupational Health (Joint Forces HQ-State)."

CONFERENCES

Association of Military Surgeons of the United States (AMSUS). NGB-ARS hosted the NGB Break-out at the 2004 AMSUS meeting in Denver, CO, 12-19 November 2004. Over 200 ARNG medical personnel participated in AMSUS and the associated ARNG Breakout. Several ARNG medical professionals also participated in the OTSG-sponsored Medical Management of NBC Casualties Short Course which was conducted in conjunction with AMSUS. State participants obtained continuing medical education credit toward maintenance of professional licenses and certifications.

Pre-Deployment Commanders Conference. NGB-ARS participated in this meeting hosted by the 44th Medical Command at Fort Bragg, NC, 28-29 August 2004. Those States attended that had units which were to be assigned to the 44th Medical Brigade. Attendance allowed for establishment of initial contact with gaining wartime higher headquarters.

INFORMATION MANAGEMENT

The Automation, Plans, Policy and Programs Division (NGB-AIP) was formally organized as one of the newest divisions in the Army National Guard Directorate, on 1 October 2003. During the fiscal year, it operated under the ARNG G-6 as a provisional division. The division was organized around four program managers (PMs) and three branches: PM Telecom, PM Information Services, PM Automation, PM Information Assurance, Plans and Policy Branch, Enterprise Architecture Branch and Network Plans Branch.

The Division's stated mission was to implement effective information management (IT) strategic goals. The Director, ARNG, also chartered NGB-AIP to implement a sound investment process to select, control, and evaluate IT spending for costs, risks and benefits. The goal was to have 100% of all Army National Guard soldiers using Army Knowledge Online to communicate, share knowledge, access information, and carry out tasks through on line applications. In FY 2004, usage also increased on NGB's internal portal, Guard Knowledge Online (GKO).

A major focus of the new Division was to improve formal management processes to enhance the configuration control of Guardnet and upgrade the security of Guardnet XXI. NGB-AIP undertook a Guardnet modernization program to align the National Guard with the Army Enterprise Initiative and the Department of Defense Global Information Grid program. This was accomplished by transitioning GuardNet to an Internet Protocol-based network. The contract for this initiative was awarded in September 2003.

Another important initiative of NGB-AIP was the baseline project started by PM Telecom. Upon completion the ARNG was to have a complete accounting of its IT assets and requirements. This comprehensive database would then allow the ARNG to present a clear picture to the Army during the budgeting process. It would also allow the ARNG to make decisions on how to efficiently spend appropriated IT funding.

Led by the Enterprise Architecture branch, the ARNG was influential in transforming the Army's Knowledge Infrastructure into a tri-component network supporting

Army, Army Guard, and the Army reserve network services through the activation of Army's Network Command (NETCOM). The Army National Guard began migrating its Network Operating System environment from Microsoft NT 4.0 to Microsoft Windows 2003, which included the Active Directory enabling technology. This initiative supported Army Knowledge (AKO) Management transformation goal 3: "Manage the Infostructure as an enterprise to enhance capabilities and efficiencies." Active Directory was to provide the Army National Guard the means to better manage the allocation of network resources enterprise-wide, and thus enabled it to more efficiently service the networking needs of every ARNG mission, unit, and soldier. It was also seen as providing the ARNG with better tools to defend the network, support the future force and reduce total cost of ownership.

There was a sense of urgency to this in-progress migration because the Microsoft NT 4.0 operating system product would not be supported after December 2004. There also was a desire to enable the Army Guard enterprise to sustain a secure network environment as soon as possible. To support AKM Goal 3 and to better control costs, the Army National Guard entered into an enterprise software licensing agreement that ensured Microsoft Windows and Office would be available to the entire Army National Guard full-time force through FY 2006. This agreement made possible desktop migration from the NT 4.0 baseline, employing commercial best practices for centralized administration, funding, tracking and ordering procedures for desktop software.



AIR
NATIONAL GUARD



Members of the 138th Fighter Wing, Oklahoma Air National Guard, board a USAF C-130 Hercules cargo aircraft during Operation CORONET WHITE, involving deployment to Gulfport, MS.



Air National Guard units/states represented at Exercise NORTHERN EDGE 04 are denoted by the tail markings on the KC-135 Stratotankers parked at Eielson AFB, AK. More than 9,000 Airmen, Soldiers, Sailors, Marines and Coast Guardsmen participated in NORTHERN EDGE.



Passengers depart from a 139th Airlift Wing C-130H aircraft at Camp Snoopy, Doha International Airport. The Missouri Air National Guard aircraft and crews were supporting Operations ENDURING FREEDOM and IRAQI FREEDOM in Qatar.

AIR NATIONAL GUARD

AIR AND SPACE OPERATIONS

Throughout FY 2004, the Air and Space Operations Directorate provided essential Air National Guard war fighting capability to combatant commanders; ensured training opportunities were maximized, provided proponentcy of combat enhancing systems, and integrated and tested new capabilities. The Directorate also deployed trained personnel, aircraft, and mobility and support equipment into multiple combat environments.

SECURITY FORCES

FY 2004 marked the introduction of Integrated Base Defense (IBD) Tactical Doctrine. Air Force IBD is the integrated application of offensive and defensive action, both active and passive, across the dimension of the battle space to achieve local and area dominance in support of force protection. The Air Force relies on the ability of personnel from all service components, to include Service members and support staff, along with civilian agencies, to contribute to IBD while executing their primary functions, thereby ensuring the continuance of air and space operations.

Air National Guard Bases were able to implement the IBD Doctrine by utilizing the Air Reserve Component (ARC) Force Protection (FP) Augmentee volunteer program. It was established to offset the loss of 2,500 Army National Guard members supporting the FP mission. Covering all ANG installations, 1,800 personnel volunteered for active duty mandays as FP augmentees, lessening the impact of the loss of ARNG FP providers.

ANG Bases also used technology wherever appropriate to close the gap in ANG ground capabilities. To date, all ANG technology installations have only served as a force enhancement and not a force multiplier. Many ANG bases have constructed new entry gates and installed barrier systems to lessen the threat. The barrier emplacements will be an on-going project through FY 2005.

In March 2004, the Chief of Staff of the Air Force directed 100 percent ID checks for all persons entering Air Force/ANG installations, plus a search of all entering commercial vehicles, creating increased ANG manpower shortfalls. The end-of-year shortfall stood at 2,348 personnel which was confirmed by a manpower study conducted from May through September 2004. The ANG Security Forces manpower shortfall represented 33 percent of the total force shortfall requirements. A full-time military technician position, Anti-terrorism Officer (ATO) was approved for 83 installations. The ATO was to be the commander's subject matter expert and advisor on all antiterrorism-related issues.

In FY 2004, the ANG procured level 3A body armor for 1,116 personnel, plus 1,909 ballistic helmets. That translated to 53 percent of SF personnel being equipped with Level 3A body armor and 43 percent with the new ballistic helmets. Procurement of helmets and body armor was to be a priority until 100 percent of ANG SP personnel were equipped.

SPACE, INTELLIGENCE, AND INFORMATION WARFARE

Space Operations. In FY 2004, Space Operations continued to develop a Space Exercise Control Squadron in Arizona that will research, prepare, operate, and study lessons learned from space exercises, building upon the information from past exercises to help develop future iterations. Space Operations also made its initial move into missile operations. A flight of nine security forces personnel began providing additional missile fields security at Minot AFB, North Dakota. A potential requirement for 150 ANG personnel was identified. In addition to security forces, Space Operations began working to expand its presence in missile operations by adding operational and maintenance personnel at all three of the active duty missile wings. Space Operations supported the continuing transition of active duty manning to the Alaska ANG at Clear Air Station, with completion to take place in FY 2006. The 213th Space Warning Squadron provided round-the-clock tactical warning and attack assessment of a ballistic missile attack against North America, plus space surveillance operations. The transition at the 119th Command and Control Squadron (CACS) in Knoxville, Tennessee, also continued, with a projected fully-operational date of September 2005. During this year,

the U.S. Strategic Command (USSTRATCOM) defined its wartime tasking needs for the 119th CACS, which enabled Space Operations to help determine the unit's manning composition. The 119th currently provides surge capability in support of the USSTRATCOM Space Operations Center at Offutt AFB, Nebraska.

Information Operations. During FY 2004, XOIW moved into the transformational mission area of Information Operations. The 262nd Information Warfare Aggressor Squadron successfully completed conversion, the 101st Information Warfare Flight (101 IWF) participated in that unit's Site Activation Task Force, and XOIW continued working with Air Combat Command (ACC) to establish the Maryland ANG 175th Information Operations Squadron in support of Air Force and National information operations (IO) planning efforts. Also, XOIW coordinated establishment of the Kansas ANG's 177th Information Aggressor Squadron to support the Air Force Information Warfare Center (AFIWC), obtained AFIWC approval for the Aggressor Squadron UTCs, and helped the Delaware ANG establish a new detachment. The intent there was to get Delaware an IO squadron as manpower became available. Finally, for the first time in ANG history, XOIW equipped 88 flying wings with mission essential military deception program equipment using Air Staff funding. A number of State ANGs expressed interest in assuming an IO mission when manpower and programming allowed for it.

Intelligence. XOIW provided programmatic and functional support to intelligence, surveillance and reconnaissance (ISR) operations at five ANG intelligence squadrons (IS), as well as functional support for intelligence personnel assigned to 88 flying units, 1st Air Force, air control squadrons, and two air operations groups. Five intelligence and intelligence support units were converted/activated in five states. Three units directly supported distributed common ground station (DCGS) missions. DCGS is a family of systems that provides distributed reachback, multi-site, multi-intelligence collection and processing operations for U-2, unmanned aerial vehicles, Theater Airborne Reconnaissance System (TARS), and other ISR systems. The ISR Branch assumed the key role in the development, testing, and employment of the F-16 TARS and "ScatheView." TARS provides near-real-time imagery intelligence (IMINT) support to warfighter operations in all weather conditions, day and night. "ScatheView" employs a pod-mounted sensor and

palletized airborne sensor control equipment aboard C-130 aircraft to provide worldwide real-time IMINT. The system combines forward-looking infrared radar (FLIR) and daylight TV with full-motion video capability, spotter scope, and laser rangefinder to image targets of interest.

OPERATIONAL READINESS

In FY 2004, the Current Operations Division ensured ANG unit readiness for success in current and future combat and mobility operations by guiding the organization, training, and equipping of 88 ANG flying units in all 54 states and territories. The Division viewed operational warfighters as its primary customer and focused its efforts on shaping ANG forces to meet the operational requirements of theater commanders in OIF, OEF, and ONE. It managed operational policy for A-10s, F-15s, F-16s, E-8 JSTARS, C-26, C-130, KC-135, C-5, C-17, C-21, C-38, C-40 and Aeromedical Evacuation Mission Design Series (MDS). Current Operations also managed operational support activities and career fields including Airfield Management, Aerial Ports, Tanker Airlift Control Element, Weather, Life Support and Aircrew Resource Management. The division set ANG policy for current operations and training through Air Force and ANG Instructions, supplements and messages including the revision of ANGI 10-203, Alert Resource Management, which guides the resourcing and execution of the homeland air defense mission.

Current Operations was the lead division for maintaining on-going communications with operational flying units through semi-annual Operations Group Council meetings. To further facilitate communication between ANG flying units, the Division created a series of Web portals tailored to each weapon system. Finally, to meet the demand for greater IT expertise in ANG flying units, it created and managed the System Support Representative program which supplies mission planning technical support contractors to all 88 ANG flying units. This critical program enables ANG units to benefit from the latest developments in computer-aided mission planning.

Combat Forces. XOOOC worked closely with ACC and Central Command Air Forces (CENTAF) to establish policy for managing the air component's most critical combat asset – Advanced Targeting

Pods (ATP). The Branch continued to highlight the need for additional ATPs. Averaging three advanced LITENING targeting pods per combat unit, the ANG fell well short of its requirements for training all of its AEF-tasked F-16 and A-10 combat units. In fact, the ANG lent its own pods to active Air Force units to help them meet active duty unit shortfalls. To maintain readiness and combat effectiveness despite this scarcity of equipment, the Branch mastered an innovative targeting pod management plan that involved unprecedented coordination between widely-separated units whose success led to ACC adoption.

Combat Forces provided critical weapon system expertise throughout ANG and Air Force staff agencies by transforming the A-10 attack aircraft. This was done by integrating advanced targeting pods with the Precision Engagement program. The branch was also instrumental in the development of Future Total Force initiatives such as the Virginia ANG assignment at Langley AFB to fly the F/A-22 and the stationing of active forces at ANG locations.

In FY 2004, XOOOC expanded its purview beyond the core combat missions to take on command and control (C2) and ISR missions. The Branch continued to resolve issues that arose in the blended wing JSTARS operation, negotiating and allocating the staff responsibilities between Air Combat Command and NGB. Combat Forces worked to standardize operations of the C-26 aircraft which had been primarily used as an NGB Counterdrug surveillance aircraft. Finally, the Branch headed the expansion of the MQ-1 Predator mission into the ANG by leading a cross-functional working group planning the creation of new units in Nevada, Texas, and Arizona.

Mobility Forces. The Branch continued to manage challenges such as the realignment of Aeromedical Evacuation (AE) involving integration of work functions and personnel into mobility forces. XOOM also secured two temporary technicians for AE support with placement in the XOX and XOT divisions. Also, Mobility Forces continued to develop and refine the concept of operations for ANG AE forces in support of the Homeland Defense mission. The Branch played a central role in the conversion of Pennsylvania and Arizona ANG KC-135 units from E-model to R-model aircraft, facilitating aircraft delivery and helping to organize aircrew training. It also took the lead for Operational Support Airlift

(OSA) assets flown by the ANG. FY 2004 saw an increase of ANG C-40C VIP airlift and associated high-level policy changes to the C-40C mission tasking process. XOOM ensured NGB and TAG support would not be degraded during this transition and was the operational leader for C-17 conversions in Mississippi and Hawaii, C-5 conversion in Tennessee and C-130 conversions in Idaho and Illinois. ANG direction for C-130J flying procedures facilitated getting the J model active in OIF/OEF operations. The Branch authored a multiple MAJCOM C-130J inter-fly agreement for AMC, AETC, AFRC and ANG.

Mobility Forces coordinated all Guard mobility inputs into the new AFTTP Vol 3-3s and captured critical ANG- source information to help develop these tactical procedures and techniques manuals. In addition, the Branch coordinated essential OPLAN 8044 aircrew/controller training for new 8044 tanker units and secured the funding for critical command post technologies that provide nuclear deterrence support. In FY 2004, the Branch's action officers were key members of Strategic Air Integrated Product Teams (IPTs) that found cross-functional solutions to critical needs throughout the ANG mobility community. Accomplishments included providing analysis to senior leadership on USAF-directed reallocation of ANG tanker assets to the AF Reserves; establishment of an ANG requirement for an in-flight moving map display to dramatically improve crew situational and tactical awareness; and inclusion of the potted yoke switch on KC-135s—a key safety requirement of the gaining MAJCOM. The branch AE representative was a voting member on the AF IPT for the realignment of AE forces between AMC, AFRC and ANG. XOOM also continued to provide critical support to the Nebraska KC-135R unit, enabling them to be one of AMC's Block 40/Global Air Traffic Management (GATM) test units.

Operations Support. In FY 2004, two Tactical Airlift Control Elements (TALCE) and six Aerial Ports were activated involving approximately 254 personnel. An additional 6,000 days were utilized for volunteers supporting the ongoing deployment efforts.

Life Support Functional Managers secured and executed over \$7M in necessary equipment funding and doubled the graduation rate of the life support instructor course by designing and implementing an ANG supported training course (with Air Force

approval). They also conducted multiple night vision goggle (NVG) user/maintainer courses. Implementation of the ANG life support Staff Assistance Program led to four life support units receiving "Outstanding" ratings during Inspector General visits.

In Airfield Management, Air Traffic System Evaluations (ATSE) were launched for all ANG flying units. A total of 16 ATSEs were conducted in FY 2004. Contingency training opportunities were created for wartime commitment requirements to ensure active duty personnel received quality products during mobilization of airfield management assets.

Weather assets were extensively tasked to support the Air Force and Army in FY 2004. ANG Weather program transformation moved to the implementation stage after several months of detailed planning, and resulted in the movement of positions and equipment from state to state. This resulted in dispersed weather assets for their more effective use by both the Air Force and the Army.

The Aviation Resource Management (ARM) career field was upgraded with authorization for GS-9 technician positions in recognition of the substantial increases in workload and expertise required of the incumbents. Ten Career Progression Grade (CPG) Senior Master Sergeant stripes were obtained for the ANG career field and distributed to the most outstanding ARM members. A web-based training program was initiated to assist with Guard-specific pay tracking issues for operational support fliers.

PERSONNEL RECOVERY/ SPECIAL MISSIONS

The Personnel Recovery/Special Missions Division is comprised of two branches: Battlefield Airmen Branch (XOPB) and the Special Missions Branch (XOPG) which work issues of training, force structure, policy, and current operations for Personnel Recovery, Combat Search and Rescue, Special Tactics, and Special Missions.

In FY 2004 the Division addressed the need for a new Personnel Recovery Vehicle (PRV), the introduction of the Battlefield Airmen initiative, and support for the Global War on Terrorism. Functional managers were direct contributors to the working group that is

shaping the PRV requirements and defining the future Battlefield Airmen. XOP continued to refine and develop concepts and relationships with Air Force Special Operations Command (AFSOC) and the Combat Search and Rescue (CSAR) mission.

It also continued to support the initiative for two new officer career fields: Combat Rescue Officer (CRO) and Pararescuemen (PJ). This initiative, approved by the Air Force Chief of Staff, continued to grow with the deployment of the first CRO-led Rescue Squadron in the ANG (131st RQS at Moffett FAF, California). The Division continued work to activate two more CRO-led squadrons in FY 2004 (103rd RQS in New York and the 212th RQS in Alaska).

Associated with activation of the CRO Squadrons, the Division completed the split of the existing HH-60G and MC-130P composite rescue squadrons and stood up the 101st RQS HH-60 squadron in New York and the 211th RQS HH-60 squadron in Alaska. This completed the ANG reorganization of Combat Rescue to more closely mirror the active duty force structure. The Division also worked extensively with the Contingency Action Team (CAT) coordinating mobilization, deployment, and demobilization issues of low density/high demand CSAR and Special Tactics units to support OEF, OIF and GWOT. The Division supported the demobilization of that force once it returned and ensured a rapid reconstitution in preparation for the next AEF rotation.

The Special Missions Branch provided extensive support to the 193rd Special Operations Wing (SOW) and the 227th Special Operations Flight (SOF) in FY 2004. The 193rd SOW continued to move forward with its conversion to EC-130J models to replace aging E-model C-130s. During conversion, Functional Managers and the 193rd continued the operational tempo by flying the Commando Solo mission and fulfilling other one-of-a-kind tasking requirements. The 227th SOF also completed its conversion from a C-135B to two C-32B (B-757) aircraft and saw a MAJCOM change from Air Materiel Command (AMC) to AF Special Operations Command (AFSOC) in 2004. The 227th SOF conversion was complicated and a drain on resources draining due to the requirement to minimize downtime to three months. All Air National Guard fixed and rotary winged assets under operational control of AFSOC fall under this division.

OPERATIONAL REQUIREMENTS

The Operational Requirements Division (ANG/XOR) was responsible for establishing and supporting current and future operational requirements for the ANG fleet of aircraft and non-flying weapons systems. Annually, the Division has built the modernization program based on prioritized combat capability requirements set by the warfighters, effects-based capabilities requirements and the Integrated Priority Lists (IPLs) of the Combatant Commanders. The modernization program was established to manage funding, monitor acquisition programs, and analyze emerging technologies of the ANG's fleet of 1,100 aircraft and weapons systems. An important tool in the ANG's planning effort has been the annual Weapons Systems Modernization Requirements Book. ANG/XOR was responsible for developing and distributing this critical and comprehensive modernization tool for industry, congress, and all other interested parties. In FY 2004, the Division frequently interfaced with the Air Force and Department of Defense regarding modernization priorities and requirements issues. The Division consisted of two branches: Combat Forces (XORC) and Global Mobility (XORM).

Combat Forces. The Combat Forces Branch was responsible for the modernization requirements for ANG combat aircraft and weapons systems, to include the A-10, F-15, F-16, HH-60, Pararescue, HC/MC-130, Air & Space Operations Centers (ASOC), and simulator and training devices. Operational requirements were addressed as quickly as possible utilizing the latest tested and most effective solutions available. During ONE, OEF, and OIF in FY 2004, the ANG proved the viability of previous modernization programs. For example, A-10s used the newly integrated Litening II targeting pod to support combat operations in Iraq. The pods were made to be used as intelligence, surveillance and reconnaissance (ISR) assets. With Litening, it was possible to monitor oil pipeline, highways, and other facilities that were frequently targeted by insurgents. The Litening II pods were purchased as a direct result of previous modernization efforts and continued to be a high procurement priority. Because of the utility and effectiveness of these new pods, both A-10s and F-16s equipped with them quickly became the commander's weapon of choice for Close Air Support (CAS) during OIF urban operations. In the past year, the A-10 program received increased emphasis, including an aircraft modification to house the personal locator system. Further research continued into adequate engine replace-

ment, there was additional acquisition of targeting pods for precision-guided munitions, and progress was made toward upgrade of aircraft avionics, capabilities development and integration via the Precision Engagement Program. One A-10 Full Mission Trainer simulator system was procured to meet the demands of "Precision Engagement" modification. The continued modernization of the F-15 fleet included the procurement of a Joint Helmet Mounted Cueing System (JHMCS), continued delivery of upgraded engine kits, and the installation of the night vision imaging system. Final testing of the new Very High Frequency (VHF) radios for F-15s was completed with installation scheduled to begin in 2005.

During the last year, ANG F-16s provided crucial combat capabilities for all the ongoing combat operations. This was made possible through the use of advanced targeting pods for precision-guided munitions and advanced avionics upgrades funded by the ANG's Modernization Program. Funding for additional F-16 Block 42/229 engine upgrades was also secured. The Theater Airborne Reconnaissance System (TARS) continued its spiral development to bolster a manned tactical reconnaissance shortfall. The HH-60 program started the procurement process for the Lightweight Airborne Radio System (LARS) AN/ARS-6 V12 that included integration of a new universal emergency locator beacon frequency (406MHz) and patient simulators procurement. The latter allowed ANG PJs and CROs to increase critical combat emergency room training at home station.

Global Mobility. The Global Mobility Branch was responsible for overseeing ANG's fleet of AMC-gained mobility and aerial refueling aircraft, including the C-130, JSTARS, KC-135, C-5, C-17, and Operational Support Aircraft (OSA) aircraft, as well as Space, Command and Control Weapons Systems. FY 2004's focus was again on the GWOT. Theaters of operation were both domestic, such as fire-fighting, and overseas, involving full partnering within OIF and OEF.

The C-130 program worked with AMC in FY 2004 to ensure continuing progress on the Avionics Modernization Program. Additionally, the ANG's continued acquisition of the AN/APN-241 Low Power Color Radar, installation of the Night Vision Imaging System, and Scathe View development (with technological spin-offs), had a myriad of military applications. Procurement of a Distributed Common Ground System

(DCGS) added to the ANG's ability to provide reach-back intelligence capability. Other initiatives included the AN/AAQ-24 (V) large Aircraft Infrared Countermeasures system (LAIRCM), propulsion upgrades – such as the Electronic Propeller Control System and NP2000 eight-bladed propeller – plus continued integration efforts on a second generation upgraded Modular Airborne Fire Fighting System. Installation of the Forward Looking Infrared (FLIR) system in the HC-130 was completed, an essential capability during combat rescue operations.

The OSA Modernization Program received its third C-40C aircraft, the military version of the Boeing Business Jet, to support replacement of the aging C-22 aircraft fleet. That fleet had been used for VIP transport and to support tasking from the Joint Operations Support Airlift Center (JOSAC). Also, several modifications were initiated in FY 2004 that improved the overall layout of the aircraft's interior.

SAFETY

The ANG concluded FY 2004 with an excellent aviation safety record. The ANG Class A flight mishap rate was approximately one loss per 100,000 flight hours, bettering the Air Force's rate for the seventh consecutive year. Only two ANG aircraft were destroyed due to a mishap. One mishap resulted in a pilot fatality, the first in four years. These impressive numbers were achieved even with a large number of ANG members deployed in support of combat operations in Iraq and Afghanistan.

The ANG ground safety record was also noteworthy with only one on-duty fatal ground mishap and only seven off-duty reportable fatal ground mishaps. Additionally, there were no major weapons safety mishaps. ANG supported the Secretary of Defense's goal of reducing mishaps by 50% and continued efforts to achieve a target of zero mishaps. The strategy for mishap prevention included seasonal campaigns, safety seminars and training, and leadership emphasis from the Director of the ANG through local commanders and supervisors.

OPERATIONAL TRAINING

The Operational Training Division is comprised of two

branches, one devoted to Officer Training (XOTO) and the other to Enlisted Training (XOTE). XOTO included action officers for all Mobility Air Forces, Combat Air Forces, and Operational Support Aircraft. XOTE included the Career Enlisted Aviator Career Field Manager and five Functional Managers providing oversight to nine Career Enlisted Aviator (CEA) Air Force Specialties (AFS). The two branches oversaw Crew Resource Management/Physiology training, ANG Weapons Instructor Course (WIC) selection boards, ANG Formal Training Unit (FTU) operations, and five unique CEA schoolhouse syllabi. They also were responsible for Mission Design Series (MDS) training/operational regulations, and significant resource accounts covering Special Training Days, Military Personnel, and Operations funding.

The branches provided the war fighters with training support to include multiple unit weapon system conversions; WIC spin-up training for selected personnel; training quota procurement within an austere budgetary climate; C-130J model aircrew training program development involving coordination between AETC, ANG, and AFRC; restructuring of the Enlisted Aircrew Undergraduate Course (EAUC); significant revisions to multiple weapon system Air Force Instruction MDS-specific Volumes 1, 2, and 3; and the rewrite of multiple formal flying training syllabi.

Flying Training. The Division lent its operations training and aircrew management expertise to the ANG Ready Team and units undergoing airframe conversions. It was a key player in numerous Site Action Task Forces. ANG locations converting in FY 2004 included: Hickam AFB, HI (C-130 to C-17); Jackson, MS (C-141 to C-17); Peoria, IL (C-130E to C-130H); Boise, ID (C-130E to C-130H); Memphis, TN (C-141 to C-5); Martinsburg, WV (C-130H to C-5); and Charleston, WV (C-130H2 to C-130H3). The fiscal year also marked the completion of the Sioux City, Iowa, conversion from F-16s to KC-135Es. The Mississippi ANG received all authorized C-17s and continued to build valuable experience as their crews flew operational missions. On the other hand, the Arizona ANG began conversion from KC-135E to 135R models. Also, Hawaii's C-17 conversion continued into FY 2004 with aircrew members attending formal training at Altus AFB, Oklahoma. To facilitate the conversion at Memphis, Tennessee, the Division coordinated for ANG crews to fly the C-5 with the 105 AW (NY ANG); the active duty at Dover AFB, Delaware and Travis AFB,

California; and with the AFRC C-5 unit at Kelly AFB, Texas. XOT also coordinated formal C-5 training for numerous crews at Altus AFB, Oklahoma.

The ANG operates multiple Flying Training Units (FTUs) at Tucson, Arizona; Springfield, Ohio; Kelly Field, Texas; Little Rock, Arkansas; Klamath Falls, Oregon; Harrisburg, Pennsylvania; Salt Lake City, Utah; Reno, Nevada; McGuire AFB, New Jersey; MacDill AFB, Florida; and the JSTARS FTU at Robins AFB, Georgia. In FY 2004 Operational Training worked closely with those FTUs to conduct annual syllabus reviews, coordinate syllabus updates, and provide appropriate training waivers. The Division also secured additional programmed flying training quotas for the ANG. To ameliorate shortages due to the "aging" of the ANG loadmaster community, XOTE acquired additional quotas through coordination with AETC and the 154 TRS at Little Rock AFB.

Enlisted Training. XOTE played a critical role in standing up the formal training course for Senior Scout, an airborne C3I platform. The Branch received its first Airborne Linguist Functional Manager in FY 2004, enhancing the staff's ability to support Senior Scout and Host Nation Rider Escort linguists performing critical missions.

Another area of significant XOTE involvement was the operational testing of the C-130J model. This testing included airdrop, airborne firefighting, tactical, low-level, and formation operations. The Branch also provided oversight of aircrew training in conjunction with the development of the C-130s (E, H, and J-models) new Airborne Fire Fighting System.

XOTE continued to work with the regular Air Force as a "Total Force" partner to facilitate ANG enlisted aircrew member attendance at the Enlisted Aircrew Undergraduate Course (EAUC), Lackland AFB, Texas (FY 06). Another Total Force initiative was the ongoing effort to integrate all enlisted aircrew formal 3-Level training courses into a new Center of Excellence (CoE), which was to include physiological training and all survival training.

A CSAF initiative, the CoE, was scheduled to begin operating in FY 2008.

Additional Training. Operational Training partnered with Personnel Force Development to provide resources for numerous out-of-cycle or "pop up"

requirements, especially mandays, in support of enhanced and uninterrupted training, ranging from WIC spin-up to C-130J upgrade training. XOT reworked numerous contracts for the ANG, including the C-38/C-40 aircrew training contract, the Crew Resource Management training contract, and a new C-130 simulator contract at Tampa, Florida. XOT, in partnership with XOO, recently assumed responsibility for the training and operational management of ANG Aeromedical Evacuation (AE) personnel.

In April 2004, XOT hosted an ANG/XO Training & Standardization Evaluation Conference in Phoenix, Arizona. This successful conference addressed training and standardized evaluations for both combat delivery and transport aircraft aviators. This was the first ANG conference that combined Mobility Air Forces (MAF), Combat Air Forces (CAF), and Low Density/High Demand (LD/HD) platforms, and included both officer and enlisted aviator attendees. It will be held biennially.

DEPLOYMENTS

In FY 2004, the Deployments Division monitored the activities of several branches and the Crisis Action Team (CAT). Responsibilities included deployments, air refueling, exercise planning, execution, technological support, and readiness assessment. Utilizing some 50,000 workdays, Deployment Division personnel were able to increase training effectiveness through constant communication with gaining major commands (GMAJCOMs). Also, \$4.5 million in Operations and Maintenance funds were expended to ensure proper training to allow the use of units, or portions of units, as a force multiplier.

Deployments. The Deployments Branch (XOXA) utilized a cross-functional centralized management team, designed to facilitate Air and Space Expeditionary Force operations within the ANG. During these FY 2004 cycles, the team prepared force packages for integrated trained aerospace forces involved in contingency and steady-state rotations in order to meet theater Combatant Commanders' requirements for the GWOT. The Branch deployed a total of 14,378 Air Guard members to 52 countries around the world in support of ONE, OEF, and OIF.

Exercise Patriot 04 was held from 5-26 June 2004 at Ft. Drum, New York, and Dugway Proving Grounds,

Utah. Over 3,100 National Guardsmen, more than 200 servicemen from six nations, and 38 Naval Reservists, deployed. Over 610 sorties were flown during and in support of the exercise, including 408 fighter sorties, 180 airlift sorties, 20 tanker sorties, 8 bomber sorties, and 4 JSTARs sorties. Army National Guard units from Utah and Maryland accomplished a variety of training in the areas of urban warfare, noncombatant evacuation operation (NEO), airfield seizure, air assaults and airdrops, small unit tactics, call for fire, live fire ops, convoys, sling-load and RAID, as well as participating in unit level ancillary training. The Utah ARNG also participated in the Homeland Defense scenario "Electric Storm" with civilian authorities that involved establishing a defensive perimeter around a power plant at Delta, Utah. Fighter and bomber aircraft dropped live and training munitions directed by Ground Terminal Air Controllers, while ANG and Royal Canadian Air Force (RCAF) C-130s, in conjunction with active duty Special Operations Forces, conducted assault landings and take-offs on a dirt strip airfield. Patriot participants had restored the airfield to service after over four years of inactivity and disrepair. National Guard medical personnel concurrently conducted a large patient handling and movement exercise that involved airlift, staging units, emergency medical facilities, and aero-medical personnel. Communications personnel established over 170 phone lines and 260 network computer terminals while fielding the newest Theater Deployable Communications equipment for the first time in an integrated joint communications environment.

ANG Crisis Action Team (CAT). From the 108,286 personnel assigned to the ANG in FY 2004, the ANG/CAT processed 17,387 Title 10 Mobilizations, and 6,517 Voluntary Mobilizations (MOB). The CAT also supervised and processed 21 HQ USAF MOBs and 14 HQ USAF Demobilizations (DEMOB). 345 Force List to Mobilize ANG forces were also processed by the CAT. Along with processing all MOB and DEMOB messages pertaining to the ANG, the CAT was also responsible for the processing of all Rescission and Extension messages. It also completed 1,306 taskers on the SIPR and NIPR systems which came not only from within the ANG, but from HQ USAF and all MAJCOMS. There was coordination on hundreds of EXORDS, DEPOORDS, PLANORDS, and Request For Forces. On a daily basis the ANG/CAT updated classified and unclassified slides which

tracked and showed ANG troop locations. ANG personnel deployed were tracked on a custom built Database Tracking System. To accomplish its duties the CAT established a hand-in-hand working relationship with ANG Functional Area Managers (FAMs) that helped in handling the daily urgent priority actions that occurred within the ANG and its deployed forces.

Aviation Deployment and Exercise Planning. This Branch (XOXP) continued to provide planning and execution for fighter, airlift, and tanker exercises. During FY 2004, ANG fighters units provided direct support to Operation Iraqi Freedom through the deployment of 10 Fighter units, involving 58 F-16s. The ANG was the first to utilize the Target Attack Radar (TARs) POD in theater. On the other side of the world the ANG provided protection for the Icelandic region, performing Alert operations at Keflavik with three units (13 F-15s). The ANG's role was not just limited to OCONUS operations; the ANG supported Homeland Defense through ASA operations and over 34 President of the U.S. (POTUS) Combat Air Patrol (CAP) events, utilizing over 74 jets. All told, ANG fighters participated in 135 training events utilizing over 600 fighter aircraft to maintain mission training requirements and Weapon Evaluation programs.

The 116th ACW's Joint Surveillance Target Attack Radar System (JSTARS) continued to provide ongoing support for real-world overseas contingencies while at the same time supporting 20 CONUS and OCONUS training exercises, plus two International Air Shows in Dubai, UAE, and Fairford, UK. The ANG's 11 C-26 aircraft, located in multiple states, also supported CONUS and OCONUS operations. ANG units were instrumental in formal training unit (FTU) support for the RQ-1 and F/A 22 aircraft.

The Airlift Deployments Section provided 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. This included the mobilization of all 19 CONUS-based tactical C-130 units in support of CENTCOM, NORTHCOM, EUCOM and SOUTHCOM contingency operations, in addition to volunteer efforts to PACOM and Antarctica. The ANG C-130 community provided well over half of the theatre airlift within the CENTCOM AOR in FY 2004. Also, the Airlift Deployments Team helped introduce the newest strategic airlifter, the C-17 Globe-

master III, and the newest tactical airlifter, the C-130J, to the ANG fleet. The Team supported and coordinated deployments of Low Density/High Demand assets such as EC-130 Commando Solo and Combat Search and Rescue aircraft to various worldwide "hot spots." The 105 AW, Stewart ANGB, New York, volunteered two C-5 aircraft and four aircrews daily to support the Tanker Airlift Control Center (TACC) missions involving ongoing operations in Southwest Asia. The 105 AW flew 3600 hours in support of Air Mobility Command (AMC), hauling 9,000 passengers and 15,000 tons of cargo. The 172 AW in Jackson, Mississippi, continued converting from the C-141 to the C-17. Even while in conversion, the 172 AW regularly supported TACC missions that directly supported the warfighter. The 172 AW flew 1,900 hours in support of AMC, hauling 2,300 passengers and 1,500 tons of cargo.

The Air Refueling Section managed an aging fleet of 240 KC-135 aircraft, totaling more than 48 percent of the nation's air refueling capability. This fleet was organized into 24 squadrons under 21 wings. In FY 2004, the Section utilized over 35,000 workdays and almost \$2,500,000 in matching funds while training and deploying ANG KC-135 aircrews. ANG KC-135s provided over 75 percent of the air refueling for ONE and 35 percent for OEF and OIF. ANG KC-135s also provided 100 percent of the refueling capability to NATO to support their mission readiness training at Geilenkirchen, Germany. A highlight for FY 2004 was the JCS exercise Northern Edge. ANG KC-135s were the sole source of air to air refueling for the US Navy, Marine Corps, and Air Force participants. The ANG deployed 11 tankers and 175 personnel to support the exercise.

ANG aircraft participated in numerous operations and exercises during FY 2004. These missions included contingencies and cooperative training exercises with active duty, reserve and international forces. Examples of these missions were:

AIR WARRIOR

NORTHERN EDGE

ANNUAL FIELD TRAINING

OPERATION NOBLE EAGLE
COMBAT ARCHER

OPERATION ENDURING FREEDOM

COMBAT HAMMER

NORAD AMALGAM EXERCISE

COPE THUNDER

OPERATION IRAQI FREEDOM

FIGHTER WEAPONS SCHOOL

WINTERBASING

MAPLE FLAG

SENTRY ALOHA & SNOWBIRD

RED FLAG

F/A 22 SUPPORT

POLAND PARTNERSHIP FOR PEACE

RQ-1 FTU SUPPORT

CHILE PARTNERSHIP FOR PEACE

JOINT EXPEDITIONARY FORCE EXPERIMENT

JOINT TASK FORCE EXERCISE

The ANG's airlift deployment management team provided 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. 29 Air Guard C-130 units (250 aircraft) supported 54 percent of Total Force C-130 operations. From those units, 13 were mobilized to support contingency operations in Southwest Asia. The C-141 fleet was earmarked for replacement with the newest strategic Air Force airlifter, the C-17. The C-5 unit in Stewart, New York volunteered up to seven aircraft with supporting crews for Tanker Airlift Control Center missions. The ANG continued to provide more than one-third of the airlift requirement for quick and rapid reaction forces, and as much as 50 percent of the required airlift for ongoing operations in Southwest Asia.

Execution. In FY 2004, the "Guardlift" Execution Team, which coordinated movement for ANG units requiring airlift to meet annual training, enabled 5,343

Mission Readiness Airlift missions in support of National Guard, MAFF, SAR, Humanitarian, Emergency, and AMC training. Coordinating the resources of the C-130, C-17, C-5 and KC-135 Air Guard Airlift/Tanker units, the ANG supported over 68 percent of the total requested missions despite having many assets deployed in support of the GWOT. The ARNG realized a transportation cost avoidance of more than \$49 million dollars through this ANG support.

Technological Support. The Technological Support team provided electronic interaction within the Deployments Branch, working within the technology community and via military networks. Major challenges met by the Technological Support Branch in FY 2004 included the 100 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.

Readiness Assessment. The Readiness Assessment Branch enhanced combat readiness by providing the architecture and resources to collect, display, and analyze reported combat readiness data by means of two vital programs. The Branch managed unit readiness data in the Status of Resources and Training System (SORTS) and maintained Designed Operational Capability (DOC) statements for 1075 ANG units. Unit Type Code (UTC) readiness data was also maintained for over 15,000 ANG UTCs in the AEF UTC Status Reporting Tool (ART). Technical assistance and detailed reporting guidance were provided in a quarterly newsletter to commanders and data handlers to ensure timely, accurate readiness data.

READY TEAM

The Ready Team served as the executors for the Air National Guard planning and programming process. They acted as the liaison between the Air National Guard Directorate and the field units, implementing new programs and facilitating changes to existing ones. They provided process expertise and guidance to field units involved in the "conversion" process. In FY 2004, the Ready Team managed approximately 50 conversions, ranging from weapon system upgrades to new weapon systems beddown.

Also, The Ready Team was instrumental in the execution of several important program areas; reworking

the ANG weather forecasting force structure; continuing significant improvements to the ANG tanker fleet; fostering high-profile programs in the heavy lift arena; and re-rolling legacy combat systems to state-of-the-art war-fighting capabilities.

The Team continued to provide the Air National Guard "Vanguard" program critical oversight, to manage projects at several AF and ANG locations, and to monitor new weapon systems. The Ready Team began planning for the FY 2005 Base Realignment and Closure (BRAC) program, leading survey teams for the purpose of data verification and cost modeling.

LOGISTICS

The Logistics Directorate of the Air National Guard was responsible for the management of a diverse combat forces fleet, an intensely utilized airlift/tanker fleet, and storage and dispersal of munitions, while providing oversight for maintenance funding, supply and transportation management.

COMBAT AIR FORCES (CAF)

The Air National Guard managed a combat forces fleet that included 512 F-16A/B/C/D, 126 F-15A/B/C/D, 102 A-10, and 16 E-8C, Joint STARS aircraft. This comprised 40 percent of the F-16, 24 percent of the F-15, 37 percent of the A-10, and 100 percent of the E-8C fleets for the Total Air Force. ANG combat forces continued to play the major role in the defense of air sovereignty of the United States in support of ONE, a support role in OEF, and a significant role in OIF.

Guard F-15 and F-16 units flew at unusually high ops tempos during FY 2004, continuing a trend that began with the events of September 11, 2001. Units had provided 24-hour Combat Air Patrol over tasked locations for all of FY 2002 and into FY 2003. That continued into FY 2004 when necessary, in addition to increased alert taskings. During the fiscal year, the E-8C Joint STARS fleet maintained a constant deployment posture in every Aerospace Expeditionary Force (AEF), contributing over 3,000 flying hours in support of Operation Iraqi Freedom. Homeland Defense taskings continued to have a significant impact on aircraft availability, yet ANG fighter units also played a role in reducing the CAF operations tempo through their support of the

AEFs. The latter included involvement in the areas of offensive counter air, defensive counter air, precision guided munitions, interdiction, suppression/destruction of enemy air defenses, and other missions areas. ANG F-16s, A-10s, and E-8Cs provided a valuable presence in Operation Iraqi Freedom.

Although the A-10 continued with AEF mission support of Operation Enduring Freedom, the ANG "warthog" units were not tasked in FY 2004, as they continued to recover from extensive deployments. During the fiscal year, the A-10s completed the fleet-wide inspection of Wing Station 23 that revealed 48 percent of the ANG aircraft would require extensive repairs of wing cracks. Although Air Force Logistics Command (AFLC) continued the "SLEP" (aka Hog Up) program to eventually extend the wing lifespan for an additional 8,000 hours, in FY 2004 the program only allowed for a 1,500-hour wing extension.

Modifications. A series of dynamic modifications got underway in order to secure the continued reliability and relevance of the ANG F-15 fleet. The ANG led the CAF with the procurement and installation of the robust ALE-58 countermeasures dispenser that used a new-technology material to dispense a covert countermeasure device in order to defeat infrared-based threats. The fleet-wide installation, unique to the Air Guard, began in June 2003 at a "Queen Bee" location, the 173d FW, Kingsley Field, Oregon, with completion in March 2004. Active duty units had not yet been funded for this capability.

Another FY 2004 initiative meant to improve combat capability and sustainability was the transition from the legacy F100-PW-100 engine to the more powerful and reliable F100-PW-220 model. By way of reclaiming 44 F-16 F100-PW-220 engines, the ANG managed to convert 35 F100-PW-100 engines. The F-16 reclamation was to save taxpayers some \$69.5 million in procurement costs.

Also, the ANG significantly expanded the combat capabilities on F 16 Block 25/30/32 aircraft by purchasing Precision Attack Targeting Pods (PATs - Litening II) and modernizing the the fleet's avionics systems. Having awarded the contract in FY 2002 for an even more sophisticated targeting pod system, the Sniper XR Pod, the Air Force began fielding it in January 2004. 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 units assisted both Air Force Reserve and Active Duty units in training and temporary modification of aircraft for PATs - Litening II that provided precision engagement capability during OEF and OIF.

Regarding the same Block aircraft, the ANG pursued the Advanced Identification Friend or Foe (AIFF) system, APX-113. APX-113 kit purchases began in FY 2004. This system will allow interrogation and identification of both friendly and unknown airborne vehicles, a benefit for all mission applications of the F-16 C/D fleet.

To improve its F-16 Block 42 fleet, the ANG continued to pursue the F100-PW-229 engine. This engine provides 20-30 percent improved thrust, better reliability, and significantly enhanced combat capability for these all-weather precision targeting-equipped assets. By the end of FY 2004, 18 ANG Block 42 F-16 had been modified with the PW-229 engine. To totally re-engineer these aircraft, 63 new production F100-PW-229 engines will be required. The potential impact of the new engine was evidenced during the deployment of 12 F100-PW-229 modified Block 42 aircraft to Operation Northern Watch in FY 2002. 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.

To modernize the F-15 cockpit, plans were made to install a triple deck recorder system making it possible for the Operations community to record action occurring on the multi-purpose color display during all flight activities. In addition, the ANG began to modify their F-15 aircraft with the Apache Night Vision Illumination System (NVIS). This system was identified as a requirement during Desert Storm to provide the ANG commonality with the Active Duty Forces for deployments and day-to-day operations.

The Logistics Directorate also coordinated 27 depot inductions in FY 2004. These inductions included five Wing Station 23 and Wing Station 90 Inspections, 15 SLEP1s, and nine Plastic Media Blast and Paints maintenance actions. Survivability of the A-10 fleet was enhanced by the completion of the ALQ-213 Countermeasures Management System (CMS). This system dramatically increased survivability by automatically dispensing countermeasures in response to

a vastly improved threat detection system. Through acceleration efforts by the ANG and ACC, the ANG began installation of the Integrated Flight/Fire Control Computer (IFFCC). The accelerated installation was to modify the entire ANG A-10 fleet by the 1st Quarter of FY 2005, 18 months ahead of schedule. The ANG also funded acceleration of the replacement Central Air Data Computer (CADC) that will be installed in the ANG fleet in FY 2005.

E-8C Joint Surveillance and Target Attack Radar System (Joint STARS) Fleet. With completion nearing for the last scheduled production aircraft, the Joint STARS fleet has grown to 17. The E-8C was deployed before the start of combat operations supporting OIF and has remained in-theater as a constant presence and critical warfighting capability. Joint STARS has proved extremely valuable in generating ground-moving-target intelligence day or night and in any weather, while providing command and control to strike aircraft. The Joint STARS weapon system has evolved from its Cold War-era Command and Control role as crews learned to adapt its capabilities to current combat situations. The operators have developed new techniques to fuse intelligence with other resources and sensors. When combined with a robust theater data link network, Joint STARS becomes an especially formidable battle-field asset. However, true optimization of this platform will require several key upgrades, the need for which was evidenced by recent deployment and combat operations; upgrades such as: Re-engining to enhance reliability, maintainability, and operational availability; and installation of the Traffic Alert Collision Avoidance System (TCAS) to comply with Global Air Traffic Management (GATM) standards.

Of the numerous modification initiatives conducted this year to enhance the future sustainment of the E-8C, the three major completed ones were the wing structural integrity program, fuel cell reseal, and digital weather radar upgrade. The wing structural integrity program was an extensive inspection and addition of wing planks to ensure airworthiness of this aircraft during its lifetime. The fuel cell reseal consisted of completely lining each and every fuel cell on each aircraft with a revolutionary sealant. The benefits of the reseal were immediately realized through a drastic decrease in fuel leaks, performing better than anticipated. Finally, the digital weather radar upgrade solved an overall weather radar reliability problem and increased the ability to provide combat forces in support of OIF.

GLOBAL MOBILITY

The Air National Guard airlift/tanker fleet included 240 C-130 E/H/J/Special Purpose aircraft, 238 KC-135D/E/R, 15 C-5A, 8 C-17, and 20 Operational Support Aircraft (OSA). This comprised 36 percent of the C-130, 43 percent of the KC-135, 13 percent of the C-5, and 15 percent of the OSA Total Force fleets. The ANG Mobility Air Force (MAF) fleet continued to shoulder a heavy load in supporting on-going inter- and intra-theater airlift and air refueling operations in Southwest Asia, plus homeland defense, along with counter drug operations and humanitarian operations around the globe. Those forces also continued their unparalleled support to various special missions by way of uniquely equipped C-130 aircraft. These missions included support of the National Science Foundation's ongoing Antarctica research, using LC-130 "Ski-bird" aircraft, as well as support for the demanding Low Density, High Demand (LDHD) Combat Search and Rescue (CSAR) missions worldwide. In addition to supporting an unprecedented airlift/air refueling workload throughout FY 2004, the ANG MAF prepared for its debut as the first U.S. C-130J aircraft in OIF, with deployment on track for early FY 2005.

The increased operational tempo of FY 2004 and the ensuing Global War on Terrorism was evidence that the ANG MAF fleet will continue to play a critical role in national security and the defense of U.S. national interests abroad. In order to meet these future challenges, the ANG MAF fleet was scheduled to undergo several aircraft modifications and aircraft acquisitions within a ten-year period. Some of these modifications would ensure structural airworthiness of the air vessels themselves, while others would outfit ANG MAF aircraft with avionics suites to meet future Federal Aviation Administration (FAA) requirements and provide aircrews with enhanced survivability, capability and situational awareness.

FY 2004 saw the ANG C-130 fleet in the middle of a tumultuous period of aircraft retirements, acquisitions, and upgrades projected to extend well into the next decade. To replace the aging fleet of C-130Es (averaging 40 years old), the ANG continued to receive far more capable C-130J aircraft. That acquisition alleviated some "aging aircraft" anomalies plaguing the C-130E fleet, while providing increased intra-theater tactical airlift capability to the com-

batant commands. In contrast, the ANG C-130H fleet, relatively young from an airframe standpoint (averaging 14 years old), concentrated on replacing obsolete avionics. This was complicated by the fact the three recognized variants of C-130H aircraft each required specific logistics tails. To bring the avionics suite up to date on these aircraft and to shrink the logistics tail of the three variants, the C-130 Avionics Modernization Program (AMP) was scheduled to begin in FY 2008 and continue until all ANG C-130H aircraft were upgraded.

The ANG KC-135R fleet continued its major avionics upgrade, the Block 40 Global Air Traffic Management (GATM) modification, not to be completed until 2014. As for the older KC-135E, over the years structural issues have taken a significant toll, with 24 aircraft removed from flying because of engine strut corrosion. Two years ago the KC-135 SPD had conducted an analysis of this program and concluded corrosion repairs would only add, at the very most, five years of structural life to the engine pylons. This analysis prompted establishment of a strut replacement program for the KC-135E fleet, to begin in FY 2006.

The ANG C-141C fleet was retired in FY 2004, and replaced by the C-17A at the 172AW, Jackson, Mississippi, and by the C-5A at the 164AW, Memphis, Tennessee. By the end of the fiscal year, the conversion effort was well underway at both units. The ANG C-5A fleet was poised to undergo several major modifications designed to enhance systems reliability, upgrade the avionics suite, and improve survivability with the Large Aircraft Infrared Counter-Measures (LAIRCM) system. The C-5 Avionics Modernization Program (AMP), similar to the C-130 AMP, was scheduled to begin in FY 2007 for the C-5A fleet.

ARMAMENT SYSTEMS

The entire ANG munitions community continued to work extremely hard at putting long-standing strategic Air Force initiatives in motion. This included ensuring that personnel were properly trained, organized, and equipped with the latest technological advantages available to meet and defeat an adversary, regardless of place or time. The ANG continued to be involved in the full integration of armament systems planning, directing, controlling and execution.

Air Force Munitions Strategic Plan (AFMSP). At the forefront was the AFMSP, a forward-looking roadmap focused on achieving continual improvements in Air Force munitions processes through the year 2025. This was to be implemented by way of collaborative efforts between ANG airmen and other Total Force community (active duty, ANG, and AFRC) professionals. Along the way personnel have and will employ the best business practices available for optimization of unit munitions operations. The process began by educating ANG senior leaders on the advantages of the AFMSP, along with the necessity of successfully executing the Air Force Munitions Performance Plan. The ANG began to refine its books, changing checklists, maintenance practices, and training plans, in the process challenging, redefining, or eliminating "archaic" business practices, as needed.

ANG Munitions Accountability. During the year, the ANG implemented major changes to procedures that were necessary to reverse old and ineffective operational unit paradigms and systemic trends. The AF/IG had identified those procedures related to bad inventory management, accounting, and control procedures at many ANG units. LG revised the guidance in AFI 21-201 and AFMAN 23-111 governing the appointment, duties, and responsibilities of the base Munitions Accountable Systems Officer (MASO). The previous guidance governing the MASO was designed for an active duty unit, with the entire responsibility residing in the Maintenance Group (MXG). In the ANG, Mission Support Group (MSG) and MXG Commanders benefited from sharing the responsibility resulting in successful inventory management and control of all munitions. The guidance also had to incorporate duties and responsibilities delineated in NGR 130-6, and Title 32, Chapter 7, Section 708 [relevant to the Assistant United States Property and Fiscal Officers (USP&FO)]. After clarifying the guidance, the next challenge was to convince ANG leadership everywhere (particularly at airlift and tanker units) of the distinct advantages gained from this new shared workload. The MASO was to handle all daily maintenance transactions and function as the Responsible Officer or Senior NCO on all munitions maintenance matters affecting the base account, working in unison with the USP&FO who is accountable for all base commodities. This was to ensure total asset accountability. Even then, the task wasn't over. LG next sent a letter to the MAJCOM Inspector General, explaining the new rules, and soliciting their incorporation into the

evaluation of Air National Guard units. In addition, the Directorate revised all applicable Compliance and Standardization Requirement List (C&SRL) checklists, and facilitated essential qualification training (formal and informal) to eliminate long-standing backlogs. The training ensured that ANG personnel could properly execute their newly-founded duties in a peacetime or contingency environment. ANGRC has submitted this subject area to the Munitions, Missiles, Space Plans & Policy Division (AF/ILMW) as a candidate for Lean Aircraft Initiative (LAI) study/improvement.

Surface Launched Missile (SLM) Program. In October 2004, LG began to work with the following agencies to successfully provide advanced logistics planning, execution, and the seamless beddown of a complex missile defense system vital to the security of the Washington, D.C. area: The SAF/Rapid Capabilities Office; the Warner-Robins Air Logistics Center Weapons Systems Program Office (SPO); the Advanced Medium-Range Air-To-Air Missile (AMRAAM) SPO at Eglin AFB; members of the 113th Wing (DC ANG); the ACC Directorate of Requirements – Logistics; 1st Air Force (CONR)/NORAD; the Air Force Safety Center (e.g., local and base safety offices); the U.S. Army; the Raytheon Corporation, and regional Explosive Ordnance Disposal agencies. This classified system, sanctioned by the Chairman, Joint Chiefs of Staff, mandated immediate acquisition, deployment, systems integration and functional operation. The goal was for SLM to be up and running on short notice. SLM will have to integrate fully and seamlessly with all currently deployed federal communications, defense, and air traffic control systems.

New Weapons Systems Integration. Operations Enduring Freedom/Iraqi Freedom placed an ever-increasing demand on the need for state-of-the-art technological systems advantages that could successfully search and destroy advanced enemy targets. ANG stood on the leading edge of this technology, procuring and deploying our forces to the battle field with the latest in aircraft weapons systems technology.

Low Altitude Navigation and Targeting Infrared for Night (LANTIRN). This Targeting Pod was originally designed for deployment on Block 40 F-16 aircraft only. However, an expanded mission change led to a greater demand for LANTIRN, which was then quickly configured for flight on Blocks 25/30 and 50. To meet the immediate demand, the ANG led the

way in developing and implementing a sound logistics plan strategy for LANTIRN procurement and sustainment. LG also worked with several units to develop a logistics repair capability to keep parts moving and aircraft flying with the latest technology. The 138th Fighter Wing (Tulsa, Oklahoma) became the initial managing partner for LANTIRN, with maintenance participation provided by the 180th Fighter Wing (Toledo, Ohio), and the 132nd Fighter Wing (Des Moines, Iowa). The ANGRC brokered a Memorandum of Agreement (MOA) between the wings for total logistics support. By the end of FY 2004, the ANG had 34 LANTIRN Targeting Pods at two units - the 150th Fighter Wing (Albuquerque, New Mexico) and the 138th. However, advances in technology began to reduce the once feverish demand for LANTIRN; in the future it faces dramatic draw down as more LITENING and SNIPER XR pods become available.

LITENING®. ANG deployed 101 LITENING pods to 29 units for deployment on F-16 and A-10 aircraft. LITENING is a precision targeting pod system used with a wide variety of combat air forces aircraft. Northrop-Grumman, which teamed with Rafael Corporation, has been the primary contractor. The total ANGRC demand objective was to outfit each unit with eight each, equaling 232 LITENING pods. In FY 2004, 80 percent of the LITENING fleet was in the Advanced Technology (AT) configuration, while the remaining 20 percent were of the older LITENING II variety. The objective was to modify all pods to the AT configuration by the end of FY 2005. 12 LITENING AT were to be delivered to ANG units by June 2005, with eight more not yet on contract to be paid with FY 2005 money. Twelve more will be placed on contract for development/delivery shortly thereafter to meet the shortfall; available funding will ultimately determine the total procurement objective.

SNIPER® XR. The “Cadillac” of the targeting pod family, SNIPER XR (eXtended Range) is the USAF’s Advanced Targeting Pod (ATP). It had its share of difficulties in the test phase, which delayed fielding by 10 months. For this reason, SNIPER remained in Operational and Qualification Test and Evaluation (OT&E/QT&E) and on contract for 92 pods. 60 of 92 pods have been delivered, with the remainder projected for the second quarter of FY 2005. The Air Force planned to withhold 25 percent payment on every delivered SNIPER XR pod until OT&E/QT&E was complete.

New Test Equipment/Aircraft Pylon Upgrades. The sheer number of significant upgrades precludes giving individual attention to each one. What is profound is the sheer power, consistency, reliability and flexibility offered in these new test set technologies, equipped for rugged handling, optimal tracking, and greater mean time between failures (MTBF). The Logistics Directorate remained in lock step with CAF-ACC, the Air Staff, engineering, and others to take advantage of this new technology when implemented for field use. This new technology promised to improve the employment, tracking, testing, and reliability of the latest family of weapons systems and munitions.

New Munitions Beddown. In FY 2004, ANG began to train, organize, and properly equip our units to beddown the AIM-9X missile. As a result, four ANG F-15 aircraft units were to receive their full complement of All-Up-Round (AUR), Captive Training (CATM), and weapons load training (DATM) missiles. Sheppard AFB (AETC) provided mobile field generation training to each unit for certification. Provided is a list of each unit, the munitions they will receive, and the status of training.

Jacksonville (125 FW): 4 - AUR, 4 - CATM, 1 - DATM; field training scheduled to begin 17 Jan 2005

Otis (102 FW): 4 - AUR, 4 - CATM, 1 - DATM; munitions personnel received field training with certificates by the mobile team (AETC) in Nov 2004; weapons load crews were certified

New Orleans (159 FW): 4 - AUR, 4 - CATM, 1 - DATM; munitions personnel received field training with certificates by the mobile team (AETC) in Dec 2004; weapons load crews were certified

Portland (142 FW): 4 - AUR, 4 - CATM, 1 - DATM; munitions personnel received field training with certificates by the mobile team (AETC) in Dec 2004; weapons load crews were certified

In FY 2004, the Air Staff Installations and Logistics Directorate and the Air-to-Surface Munitions Directorate at Ogden Air Logistics Center also requested the ANG participate in a "beta" test of the Web-Based Agile Munitions Support Tool (AMST), designed to completely automate the munitions forecasting process. This test was to lay the ground work for additional improvements needed after implementation of AMST in FY

2003. Specifically, this test would lead to improvements in forecast processing times, reduce errors, and foster a better mechanism to track munitions requirements, allocations, transfers, movements, and out-of-cycle requests.

LOGISTICS RESOURCES

Fiscal support of the ANG Fly Funding Office in FY 2004 facilitated accomplishment of the flying mission. During initial commodity distribution, the ANG received \$1,267,918,000 to fund the flying operations of 88 flying wings with approximately 1,300 assigned aircraft. Those funds supported 343,673 programmed flying hours. Due to ongoing operations, ONE and OIF, the ANG in reality flew over 403,754 hours during the fiscal year, or 17 percent over the planned Presidential Budget flying hour program. That raised the ANG fly funding obligation to a cost of over \$1,531,276,400. As a result of funding reimbursement from contingency hours flown, the ANG was able to fund many flying hour program-related items. In addition, the ANG used reprogrammed funding to meet other of its operational needs.

Approximately one-sixth of ANG aircraft have required depot overhaul each year. In addition, there has been reoccurring depot level maintenance for aircraft engines and major items of communications equipment. In FY 2004 the total monies expended for depot-purchased equipment maintenance (DPEM) exceeded \$1.053 Billion. Because of the OIF effort and an increase in the E-8 JSTARS engine inventory (+11), the ANG engine maintenance requirement was understated by over \$20M. Funding for 240 percent of ANG Sustaining Engineering (SE) requirements also contributed to increased expenditures. That assisted the Total Force in meeting its overall sustaining engineering shortfalls. Within ANG Contractor Logistics Support (CLS) expended funding, a \$40M E-8 JSTARS shortfall was reprogrammed and supported with the transfer of the JSTARS program from ACC to a Total Force blended wing.

During FY 2004, LGY personnel encountered a myriad of funding problems caused by price increases of 15 percent or more for aircraft parts beyond the funded levels. The resulting \$100 million shortfall could have severely jeopardized the ANG's ability to execute its flying program. However, through careful reprogramming

of logistics resources, and innovative reprioritization of aircraft maintenance requirements, the Resource Section was still able to ensure over 100 percent in Depot Equipment Maintenance (DPEM) executions with no long-term negative impact.

PLANS AND PROGRAMS

There was a real emphasis in FY 2004 on transformational and strategic planning, planning for Air Guard integration into BRAC, and ensuring that the ANG competed successfully in the Air Force Corporate Structure (AFCS) budget process.

ANALYSIS

The Analysis Division (ANG/XPY) was created late in FY 2003 to provide multi-functional, cross-division analytical capability to the Directorate of Plans, Programs and Manpower (ANG/XP), as well as the Director of the Air National Guard (NGB/CF). In FY 2004 XPY managed to: (1) develop force structure plans based on capabilities-based planning and transformational initiatives such as "VANGUARD"; (2) lead the ANG integration into the Air Force 2005 Base Realignment and Closure (BRAC) process; and (3) ensure accurate and timely ANG programming inputs through detailed cost analysis and by management of both the internal ANG Corporate Process for resource management, as well as the external ANG participation in the Air Force Corporate Structure for program/budget decisions. Those accomplishments were handled by the Strategic Analysis Branch, the BRAC Support Branch, and the Program Integration Branch, respectively. A fourth branch, Manpower Resources, was re-assigned back to the Manpower Division on 1 March 2004 to consolidate manpower requirements and resource management under one division chief. Important to note, however, while under XPY the first half of FY 2004, Manpower Resources played an integral role in resolving discrepancies between the full-time manpower data in the Manpower Database System (MDS) and the Manpower Resource Vouchers (MRVs) that allocate full-time resource authorization to the states. The Branch staff also proved invaluable in working out a process to accurately identify and clean up records in the MDS database that were missing Unit Tasking Codes (UTCs), ultimately facilitating a linkage between requirements data and capabilities-based planning.

Strategic Analysis. The Strategic Analysis Branch (ANG/XPYA) was tasked with applying analytical rigor to ANG transformational and strategic planning, in order to turn future mission plans into programmable actions. The Branch was also the primary source of "outreach" documents and briefings that communicated ANG force structure plans and programs to Headquarters Air Force Staff (HQ USAF) as well as to The Adjutants General (TAGs) and ANG Wing leadership.

XPYA staff spent the year focused on developing a detailed and comprehensive force structure plan for the ANG. They created a state-by-state force structure lay-down utilizing the ANG Director's "VANGUARD" planning strategy as a baseline, coupled with future USAF force structure plans, to prepare the ANG for impending Department of Defense studies such as BRAC and the Quadrennial Defense Review (QDR). This structure codified the course of action for ANG Senior Leadership and poised the ANG for the 2025 time-frame. The "VANGUARD" state-by-state proposal created by the Branch was particularly relevant to BRAC scenario development and data analysis; the focus for the remainder of FY 2004.

BRAC Support. For purposes of the 2005 Base Realignment and Closure (BRAC) process, the Air National Guard was to be treated like an Air Force Major Command (MAJCOM). It was the responsibility of the BRAC Support Branch (ANG/XPYB) to act as the MAJCOM focal point for the collection and management of ANG base-level BRAC data and to coordinate all ANG input to BRAC scenario development. The Chief of the BRAC Support Branch was officially designated as the ANG "MAJCOM Trusted Agent," responsible for certifying the accuracy of all ANG data submitted. Strategic Analysis staff assisted the Branch Chief when the workload required it.

XPYB conducted data collection training on the Air Force's web-based data collection system, "WIDGET," for more than 150 base-level Trusted Agents and ANG Headquarters functional area Subject Matter Experts (SMEs). Once data collection began, an ANG BRAC team of functional area representatives was created to assist in data collection, review, and certification. These team members, in conjunction with the Branch, worked very closely with HQ USAF functional teams to resolve any data inconsistencies. This effort was essential to ensure that the ANG units and facilities were accurately

portrayed in the BRAC process. ANG BRAC support was to continue throughout 2005 as the Air Force proceeds through the deliberative phase to develop a consolidated AF BRAC proposal which will then be included in the Department of Defense version.

Program Integration Branch. The Program Integration Branch (ANG/XPYI) had a very challenging year in FY 2004 as they incorporated Department of Defense-driven changes into the ANG programming process. One of the Branch's primary responsibilities has been managing the ANG Corporate Process to build the ANG Program Objective Memorandum (POM) submission. XPYI also continually provided cost modeling, analytical and administrative support (to defend the ANG POM submission through the Air Force Corporate Structure and Office of the Secretary of Defense (OSD) program) and budget reviews.

Changing Planning, Programming, Budgeting and Execution (PPBE) Process

The ANG has witnessed constant changes in the way it competes for funding with other MAJCOMs; the AF, likewise, with other services. During the past three years, the Air Force has transferred the responsibility for building balanced Program Objective Memoranda to the MAJCOMs, and, for POM purposes, designated ANG as an Operations and Maintenance (O&M) command like AETC, USAFE, PACAF, and AFRC. With that authority has come both an increased ability to realign resources within the ANG's \$7 billion Total Obligation Authority (TOA), and the responsibility to pay a "fair share" of AF corporate bills.

In May 2003, the OSD approved Management Initiative Decision (MID) 913, implementing a two-year cycle for the PPBE Process. By extending the cycle, the Department of Defense hoped to allow time to integrate strategic planning into the programming and budgeting processes, and for evaluation of how the resources were executed. The FY05-11 Amended Program Objective Memorandum (APOM) was the first exercise conducted under the new rules. Instead of passing a database to OSD for the Program and Budget Review to be used in the creation of the FY 2005 President's Budget (PB), the Air Force Corporate Structure (AFCS) had to package its APOM submission in Program Change Proposals (PCP) and Budget Change Proposals (BCP). The approved

program changes were entered into the Future Years Defense Program (FYDP) database, "ABIDES," by way of Decision Memoranda (PDM) and Program Budget Decisions (PBD).

FY 05-09 President's Budget

From October-December 2003, XPYI provided data and analysis in support of the ANG issues that the AFCS sent forward in its PCPs and BCPs. The top ANG issues during the 2005 PB exercise were Depot Procured Equipment Maintenance (DPEM) shortfall, Air Sovereignty Alert, JSTARS blended Wing programming completion, unit conversion shortfalls (Jackson, Memphis and Martinsburg), and the security forces shortfall. The major source of funding for DPEM, ANG TOA, grew by \$261M in FY 2005, largely due to Air Sovereignty Alert and JSTARS. In addition, ANG realigned funding internally, taking a risk with the flying hour program by basing projected reimbursements from contingencies to fund major DPEM bills in the KC-135E program.

FY 06-11 Program Objective Memorandum

In December 2003, as the 2005 PB was finishing up, XPYI revived the "PEM Parade" wherein Program Element Monitors (PEM) conducted a top-to-bottom program scrub and briefed it to the ANG Corporate Process in preparation for the FY 06-11 POM. The "PEM Parades" were enhanced by a host of new Excel and Access-based tools that enabled PEMs to more quickly analyze ABIDES data in detail. In addition, the Branch conducted several rounds of PEM training with emphasis on the "ANG POM Build" as opposed to the traditional PPBS and AFCS overviews.

From January-April 2004, the ANG Corporate Process (ANG CP) built the FY 06-11 POM submission. In February, NGB/CF, along with other MAJCOM leadership, briefed CSAF and SECAF for a 2006 POM "Vector Check." At the "Vector Check," ANG briefed that its three priorities for the FY 2006 POM were to maintain readiness, to transform to stay relevant, and to realign manpower to "balance the books." In addition, XPYI identified a major database error that occurred during the 2005 PB flying hour reprice that would require AFCS correction. During the AFCS Review in April, ANG was successful in convincing the AFCS to restore those dollars. In April 2004, ANG/XP briefed an ANG FY 06-11

POM submission to the AFCS that partially funded shortfalls in DPEM, the flying hour program, and contract logistics support. ANG/XPP worked with ACC to extend funding for Air Sovereignty Alert. ANG was also successful in securing AFCS funding for several key initiatives from its unfunded priority list to include C-5 Support Equipment, Martinsburg and Memphis conversion shortfalls, Hickam flying hour delta, and Distributed Common Ground System (DCGS) sustainment. Though ANG TOA increased from FY 07-11, it decreased by \$89M in FY 2006 as a result of facilities sustainment and modernization (FSRM) and DPEM offsets in the POM. In August 2004, the AFCS forwarded the AF FY 06-11 POM to OSD for the Program and Budget Review.

STRATEGIC PLANNING

During FY 2004, major Strategic Planning Division activities included producing and disseminating the new Air National Guard "VANGUARD Engagement Strategy" and hosting the annual Integrated Planning Process (IPP) Conference.

Lt. Gen. Daniel James III, Director of the Air Guard, initiated the "VANGUARD Engagement Strategy." It was his vision for transforming the ANG so it would remain "out in front" while the Department of Defense addressed current realities and planned for an uncertain future. "VANGUARD" described the environment facing the United States and stressed the need to focus on the most valuable national asset – people. After stressing relevancy, "VANGUARD" strategy described how ANG transformation would require a balanced approach, weighing the commitment to current missions while managing the risks inherent with the future. Finally, it identified some Transformational Focus Areas and Transformational Organizational Constructs, spelling out the need for the ANG to define its presence for the 21st century by way of outlining a strategic direction. As a result, the ANG was to (1) become a full participant in Department of Defense Transformation; (2) divest itself of redundant missions and equipment while embracing new transformational concepts and ideas; and (3) maintain ANG core values, community linkage, and unique Guard culture during transformation.

The FY 2004 Integrated Planning Process Conference convened at the Combat Readiness Training Cen-

ter (CRTC), Gulfport, Mississippi from 10-12 May 2004. The theme of the conference was "Operationalizing VANGUARD" ... enabling field-based planning efforts to support the overall goal of continued relevance. The agenda included presentations from the Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) and MAJCOM Assistants, along with several Future Total Force breakout sessions designed to help frame the future of the Air National Guard. The goal of the conference was to give the attendees the tools required to appreciate the issues, understand what the Air Force and Air National Guard require to ensure continued relevance, and how to introduce specific plans into the process.

FINANCIAL MANAGEMENT

The Directorate of Financial Management (FM) and Comptroller is responsible for budget development, analysis, execution, and stewardship of Air National Guard financial resources. The organization directed financial services for 107,030 personnel located at 175 locations worldwide. Also, the Directorate interfaced with the Air Force, the Department of Defense, and congressional staffs regarding budget, fiscal policy and financial services issues. It encompassed two divisions, Financial Analysis (FMA) and Financial Services (FMF), along with a separate branch, Financial Systems, that reported directly to the Comptroller.

FINANCIAL ANALYSIS

The FY 2004 Department of Defense Appropriations Act adequately supported ANG requirements in the amount of \$7.0 billion. This broke out to \$4.5 billion in Operation and Maintenance, \$2.3 billion in National Guard Personnel, Air Force (MilPers) and \$229.9 million in Military Construction (MilCon). The ANG made up 7% of Air Force total budget authority. The Budget Formulation Branch produced a budget that supported 88 flying units, 248 mission support units, and 1,146 primary aircraft. It fully funded 316,294 flying hours for air defense, tactical air, air refueling, strategic/tactical airlift, and rescue/recovery. The budget also provided for 15-day annual training tours, 48 drills, and other special training for 95,650 traditional Guardsmen and supported an average strength of 11,548 Active Guard/

Reserve personnel. The FY 2004 ANG reimbursement program of \$448 million included \$307 million for flying hours. The remainder went to travel, per diem, non-fly supplies and equipment. An important highlight of FY 2004 budget execution was the return to Air Sovereignty Alert as a "steady state" ANG peacetime mission after over two years of Noble Eagle contingency operations (funded by the Active Air Force). An \$84 million program change request realigned Air Force O&M funding to ANG MilPers funding in support of 17 ANG fighter wings now performing that mission.

The O&M Appropriation financed daily operation of ANG activities including civilian pay, flying hours, depot maintenance, travel, utilities, supplies, equipment, and miscellaneous service contracts. Significant "real world" operations tempo resulted in incomplete execution of the training flying hour program and its associated positions. Due to flying hour reimbursements for contingency operations and reduced costs per flying hour associated with high operations tempo, the ANG was able to contribute \$209 million to offset Department of Defense expenses for the Global War on Terrorism. The ANG made available \$121 million for an Omnibus reprogramming action and mitigated a Department of Defense shortage of "General Transfer Authority" by absorbing \$88 million worth of expenses normally borne by the Active Air Force.

The MilPers Appropriation funded payroll costs for military duty performed by ANG members, as well as travel, subsistence, clothing, and bonus and educational benefits. As previously indicated, Congressional action and program transfers resulted in Total Obligation Authority exceeding \$2 billion in FY 2004.

The Military Construction appropriation financed major and minor construction projects along with planning and design of future year construction requirements.

During FY 2004 the Budget Formulation Branch implemented two new mechanized budget justification programs for automated preparation of the President's Budget submission to Congress. This resulted in dramatically reduced data entry time and substantially more refined and precise calculations. These efficiencies led to the best ANG analysis and decision making demonstrated during an annual program budget review exercise.

FINANCIAL SERVICES

FMF established policy, created accounting processes, directed payment procedures, oversaw pay operations, and deployed forces in order to provide a broad range of financial services to personnel throughout the world and in every State and Territory. The Division consisted of three branches-the Field Support Branch, the Accounting Branch, and the Plans and Programs Branch.

The Field Support Branch was responsible for overseeing ANG pay operations and field accounting operations. A significant challenge in FY 2004 was the ANG accounting workload transfer (capitalization) to the Defense Accounting and Finance Service (DFAS). The ANG was the last AF entity to engage in a "full accounting" process at base level; i.e., process all transactions through the obligation state of accounting. With the advent of new, mandated Department of Defense-wide financial management systems, the ANG had to become more "main stream" in its accounting practices in order to consistently support leadership's vision of *Ready, Reliable and Relevant*.

The Accounting Branch had the responsibility for the proper accounting of funds assigned to NGB on behalf of the Air National Guard. This Branch was the first ANG accounting organization to transition under the previously mentioned accounting workload transfer to DFAS.

The Plans and Programs Branch was responsible for mobilizing ANG financial management personnel. Dozens of wing level and NGB-FM personnel deployed around the world in support of the GWOT, other contingency operations, and the Air Expeditionary Force (AEF). This branch had the FM lead for the ANG Director's "VANGUARD" strategy. One of the first publicly discussed initiatives involved integrating the 192nd Fighter Wing, Virginia ANG, with the Air Combat Command's 1st Fighter Wing as the F/A-22 came into the USAF inventory. The Branch's contribution to the initiative's ANG/XOZ Integration Assessment exercise became the functional standard for all other ANG directorates.

FINANCIAL SYSTEMS

The Financial Systems Branch completed operational testing and implementation of the Reserve Travel System (RTS) throughout the ANG in FY 2004. RTS puts the ANG on the leading edge of travel computa-

tion technology. The Branch also developed the ANG Reserve Orders Writing System (AROWS). This new capability was to replace a 20-year-old legacy system with a modern, Chief Financial Officer Act-compliant vehicle and assist immensely in the Air Force's and Department of Defense's quest for clean and auditable financial statements.

CIVIL ENGINEERING

In FY 2004, deployed ANG engineering units, an integral part of total Air Force mission capability, took the lead in maintaining two air bases in Iraq (OIF) while Staff Augmentation (S-Teams) provided heavy design capability to the U.S. Army. At the same time, the ANG civil engineers did not neglect their state and territory mission. CE units were integral to clean up efforts in Florida and Louisiana which were struck by three major hurricanes – all within the month of September.

Operations NOBLE EAGLE (ONE)/ ENDURING FREEDOM (OEF)/IRAQI FREEDOM (OIF)

The ANG provided volunteers to cover numerous contingency requirements for the GWOT. Over 1,500 personnel (volunteer and non-volunteers) mobilized to overseas locations supporting wartime requirements in FY 2004. Air National Guard civil engineers were among the first Air Force personnel into Iraq in OIF, being the lead engineering element. Two ANG Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers (RED HORSE) teams deployed to the Horn of Africa in support of theater operations. Many additional personnel including power production specialists, fire fighters and explosive ordnance disposal technicians served at stateside locations supporting 1st Air Force alert missions for continental air defense.

DEPLOYMENTS FOR TRAINING

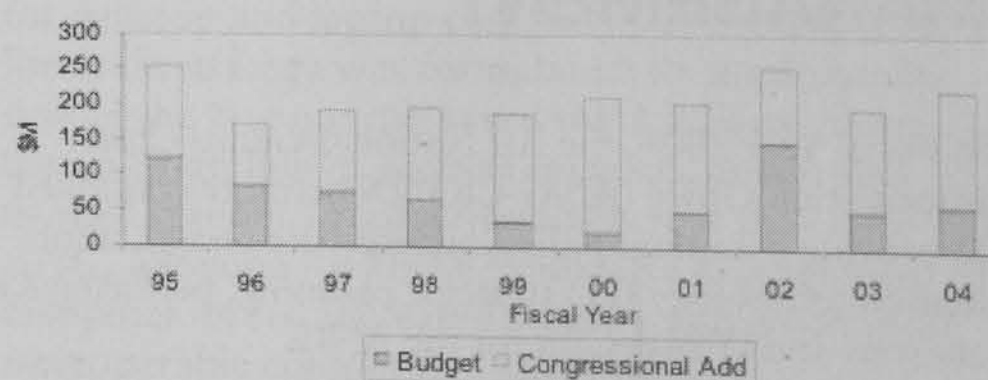
Air National Guard engineering personnel completed a tremendous amount of wartime and contingency training through deployments in addition to the heavy load of mobilizations supporting real world contingencies. Prime Base Engineer Emergency Force (Prime BEEF) and RED HORSE teams sent approximately 2,500

people on 81 deployments for training during 2004 in support of USAF Major Commands, the Air and Army National Guard, and the Coast Guard. Such deployments included exchanges with Canada, the United Kingdom, Norway and Israel, typically involving 40-50 people on two weeks of annual training. Guard personnel completed construction and renovation projects that tested wartime force beddown and base sustainment skills. ANG engineers also had over 900 personnel participate in 18 separate Silver Flag deployments to certify their wartime skills.

MILITARY CONSTRUCTION

A long awaited upturn in facilities and support characterized FY 2004. The MILCON program was \$223 million, the historic average. The sustainment, restoration, and modernization program that funds all the smaller maintenance and repair type base work was appropriated at \$187 million, but fund migration increased the total end of year obligation to \$218 million. While less than the FY 2003 obligation of \$243 million, it was double the historic funding level (\$90-100 million).

Maintaining a viable facility investment level allows for sustainment of quality work spaces and contributes to readiness, training, quality of life, plus recruiting and retention. Much of the budgeted resources in FY 2004 were targeted at new mission or anti-terrorism and force protection requirements. Still, Congressional interest and support was more than adequate to take care of current mission needs.



ANG MILCON appropriations for the 1995-2004 period is shown in the above graphic

FY 04 MILCON program included \$56.3 million for new mission projects, \$137.4 million for current mission projects, \$8.6 million for unspecified minor construction, and \$23.3 million for planning and design. Supported new missions included beddown of the KC-135 at Sioux City, Iowa; the C-5 at Martinsburg,

West Virginia; and the C-17 at Jackson, Mississippi; along with the stand up of a new intelligence mission at McConnell AFB, Kansas. Current mission projects spanned the full scope of facilities to include fire stations, maintenance hangars, communications facilities, and other support structures. Important to note were two joint ANG/AFRC projects, both located at Selfridge ANGB, Michigan.

The ANG continued to maintain a high project execution rate. By the close of FY 2004, 87 percent of projects in the construction program for that fiscal year were awarded. One project was delayed when contamination was discovered on the site. Two other projects were delayed by high bids.

Maintenance and repair work, as well as minor construction projects costing up to \$750,000, continued to be accomplished under the sustainment, restoration and modernization (SRM) program. The substantial upturn in SRM funding in FY 2004 allowed the ANG to fund nearly \$30 million in antiterrorism and force protection measures, \$16 million in air sovereignty alert support, and nearly \$3 million in demolition of old and outdated facilities, in addition to major repairs and upgrades to the full range of other facilities. The SRM focus for coming years will continue to be on airfield pavements and roofs that are reaching the end of their useful life, requiring a significant capital investment to upgrade and repair.

INFORMATION MANAGEMENT

In Fiscal Year 2004, the Air National Guard Chief Information Office (ANG-CIO) Directorate continued to provide planning, policy, architecture design, information technology (IT) strategic planning, performance analysis and IT oversight for the ANG.

DIRECTORATE ORGANIZATION

ANG-CIO was manned with 12 military and civilian personnel, along with 10 contractors, split among three divisions (Architecture, Consultancy, and Plans & Policy), the Directorate Chief, the deputy and an executive staff called the Chief's Action Group (CAG).

Architecture Division. The Division developed the IT architecture necessary for the ANG to be responsive to federal, state/territory, and local missions. It also coordinated on applicable Department of Defense, Air Force and NGB directives for potential impact, interpreted guidance to the field and clarified compliance issues. In addition, this Division reviewed emerging technologies with the mandate to develop long-range plans for leveraging them. It represented ANG-CIO on various IT-related councils, committees and working groups to ensure ANG input on the development of IT-related plans.

Plans and Policy Division. The Division was responsible for strategic planning, writing and coordinating of policy, e-business initiatives, management of the ANG's IT Portfolio, and measuring the ANG's IT Total Cost of Ownership. In FY 2004, it promoted the ANG's use of IT programs like "Air Force Way" and the IT Commodity Council (ITCC).

Consultancy Division. The Division provided the critical link between the customer and the IT communications community, serving as the first stop for IT issue assistance. The Division's consultants represented the directorates, working to improve mission processes and integrate IT requirements in support of the field.

Office of the Chief. The Directorate developed a vision and mission statement to provide a common foundation for the CIO staff. They read as follows:

Vision: "The center of excellence for providing the Air National Guard unsurpassed Information Technology capability in fulfilling its evolving roles and missions."

Mission Statement: "We lead the future of Information Technology for the Air National Guard by providing architecture, strategy, policy and governance with a focus on leadership, customer service and professionalism to maximize the efficiency and effectiveness of ANG missions."

It also published the first ANG-CIO Standards Handbook. The vision and mission statement underscored realistic customer expectations of ANG-CIO, an organization that emphasized customer service. To further assist customers during FY 2004, the Directorate began publishing two IT-focused tools, the

ANG-CIO *Integrator* and *E-Points*. The ANG-CIO *Integrator* was published quarterly and provided updates on timely IT issues affecting the ANG. Supplementing the *Integrator* was *E-Points*, a short monthly publication on topics of interest from the ANG-CIO staff. These publications facilitated the information flow from CIO to customers and provided readers with insight into the daily working of IT issues.

ACCOMPLISHMENTS

In FY 2004, ANG-CIO completed the extensive architecture document for ANG units co-located on USAF or AF Reserve Command bases outlining the solutions for overcoming dramatic latency issues. Mission essential computer applications were coming to a halt due to many problems and standardization issues in the complex network path they were utilizing. The new architecture created a more streamlined pathway and assisted with local access to mission essential applications, such as vital financial and personnel systems. The ultimate solution involved its full coordination within ANG and its submission to the AF Infostructure Architecture Council (IAC) and the AF Communications Agency for approval.

The ANG continued the nationwide IT network improvement effort by building the ANG Enterprise-wide Active Directory Architecture. Active Directory, a new Microsoft technology, was to significantly enhance network security, facilitate more comprehensive network management and allow all ANG personnel more efficient access to the network and internet. This effort capitalized on the latest Microsoft software capabilities. The ANG became the first MAJCOM to propose complete consolidation to a single domain. Potentially the largest-ever Active Directory consolidation to a single domain in any sector, this initiative was the most ambitious within the Department of Defense. It was to require significant coordination with the Air Directorate, the field units and the ANG Network Operations and Security Center (NOSC), and, once completed, to constitute a major accomplishment.

FY 2004 was a year in which the Directorate made significant progress in managing IT policy and IT spending. It identified and justified the ANG's \$443 million total IT expenditures by successfully completing the Office of Management and Budget's (OMB)

mandated Capital Investment Reports (CIRs). Ability to produce strong business cases, or CIRs, to support IT expenditures directly, has been shown to effect the number of IT dollars provided by the AF to the ANG. Due to the ANG's outstanding CIRs, a proposed FY 2005 withhold was avoided, saving the ANG \$7.7 million.

In addition to CIRs, ANG-CIO created the first IT portfolio management construct in the ANG. Working internally, along with NGB-J6 (CIO) and corporate partners, the Directorate evaluated IT portfolio management processes and capabilities, devised a portfolio management strategy, created portfolio governance processes, and tied IT portfolio management processes to those of ANG resource management, as well as to those of the NGB-J6 Joint Requirement Integration and Consolidation Group. This portfolio management process was projected to enhance visibility of critical IT mission requirements in the ANG corporate process, ensure alignment of IT initiatives with ANG strategy, permit analysis (i.e. risk and return on investment) and prioritization of ANG IT initiatives, and facilitate holistic management of ANG IT capabilities and resources.

During the fiscal year, ANG-CIO proved the value of the AF IT Commodity Council's (ITCC) Quarterly Enterprise Buy for the ANG. The ITCC was chartered by the AF-CIO and SAF-AQC to develop the USAF's buying, acquisition, and life cycle management strategy, transitioning the USAF from tactical to strategic buying of information technology. The first effort of the ITCC was to develop these strategies for desktop and laptop computers. A comprehensive life cycle strategy was formulated; its implementation in the first quarter saved the Air Force more than \$15 million in acquisition costs, and implemented standard configurations across the USAF and ANG, allowing for USAF Enterprise management of computer assets, increased security and a common interoperable computing platform.

MEDICAL SERVICES

During the fiscal year the Medical Services Directorate again demonstrated its ability to effect meaningful changes in medical readiness, operations, organization and training in order to address the threat environment both at home and abroad. The most notable

changes included redesignation of medical squadrons as medical groups; capabilities realignment based on Federal Emergency Management Agency (FEMA) regions; enhanced state-level medical response through acquisition and exercises; and improved force health protection by exploiting new technologies.

MEDICAL READINESS FOR HOMELAND SECURITY

Within its revolutionary transformation from the Air Transportable Hospital to Expeditionary Medical Support (EMEDS), the Office of the Air Surgeon, Air National Guard (ANG/SG) instituted many policy improvements. ANG Medical Service (ANGMS) efforts resulted in the new EMEDS capability receiving the highest validation at all command levels (the Chief, National Guard Bureau; the Air Force Surgeon General (AF/SG); the Northern Command (NORTHCOM) Combatant Commander; and the NORTHCOM Air Component Surgeon).

In May 2004, all ANG Medical Squadrons were elevated to Group status in line with the Chief of Staff of the Air Force Combat Wing Organization. This redesignation allowed for the same leadership status as other Groups and placed the Medical Group Commander on the Wing Commander's staff. Each ANG Medical Group (MDG) was tasked with refocusing the ANGMS culture, and taking the steps to provide a major "new operational mission" for each Wing. The result was to be continual institutional improvement with added relevance to the Aerospace Expeditionary Force and Homeland Security.

In August 2004, the Director, Air National Guard, realigned all those MDGs with an AEF assignment to an alignment based on FEMA regions. This regional focus ensured that such "buckets of capability" translated to more predictable and effective support due to the simultaneous support for both homeland security events and AEF deployments. The regional alignment also better supported State and Territory Governors, as they developed State-to-State Compacts and furthered institutionalizing the ANGMS.

Working jointly with NGB-J3, the ANG/SG staff assisted in the planning and development of the draft Concept of Operations (CONOPS) for the National

Guard Chemical, Biological, Radiological, Nuclear, and High-yield Explosives (CBRNE) Enhanced Response Force Package (CERFP). Because of this major planning and teaming effort, the Chief, National Guard Bureau selected the EMEDS Concept of Operations, its Small Portable Expeditionary Aerospace Rapid Response (SPEARRR) team equipment allowance standard, and the EMEDS-Basic and Patient Decontamination Unit Type Code (UTC) personnel packages to support the "Medical" element of the NG CERFP. This has led to the nearly \$12 million purchase of 12 NGB CERFP SPEARRR equipment sets and a complete EMEDS+25 equipment package. The Air National Guard supported three National Security Special Events (NSSE) in FY 2004, the G8-Summit in Georgia and the Democratic and Republican National Conventions in Boston and New York City.

In order to exercise regional medical response capabilities, ANG/SG through AF/SG supported policy (AFI 41-106, Medical Readiness Planning and Training) to require ANGMS-led Regional Medical Response Exercises. Two exercises were held during this period. The first of these exercises was the Community Assistance Response Exercise (CARE 04) held in FEMA Region 7 from 7 to 24 May 2004. This exercise included participation by: 1) all ANG units within the region; 2) the Weapons of Mass Destruction (WMD) Civil Support Team (CST); 3) NG CERFP leadership; 4) local civilian hospitals and Emergency Management System command and control; 5) the Missouri Disaster Medical Assistance Team (DMAT); 6) Army Guard rotary lift for patient evacuation; and 7) ANG C-130 aircraft for air-drop of critical supplies. Prior to the exercise, 264 ANG medical personnel received EMEDS training on a test basis from the Alpena Combat Readiness Training Center (CRTC) and Medical Readiness Training Site (MRTS) instructors. The success of this exercise and training by the CRTC/MRTS instruction team solidified the ANGMS proposal to request support from AF/SG to establish Formal Course Numbers for the Alpena In-Garrison EMEDS training, and the Alpena EMEDS Mobile Training Team. Approval was expected by the summer 2005 (another contribution to the ANG/SG transformation).

The second regional exercise, Great Lakes Region (GLR 04), was held from 24 to 29 September 2004 and included the first full EMEDS+25 wartime platform, with participants for all States within Region 5, the WMD Civil Support Team (CST), the Michigan-led Incident

Command System and Emergency Operations Center, plus local civilian hospitals, fire department, and EMS ambulance system. Approximately 168 ANG medical personnel received EMEDS+25 and Patient Decontamination training. This exercise attracted the attention of civilian and military leaders from the local community, the region, and from NORTHCOM. Besides regional TAG/AAG attendance, the National Guard Assistant to the NORTHCOM Combatant Commander and the NORTHCOM Surgeon General attended and were provided briefings and demonstration on the ANGMS EMEDS Homeland Security mission, configurations, and its tie to the NG CERFP teams. This event led to the scheduling of a full-NORTHCOM Joint Staff briefing on the NG CERFP teams.

FORCE HEALTH PROTECTION

Both occupational health and initial medical response programs were significantly enhanced in 2004. Base level offices began using a single comprehensive information management system to maintain permanent longitudinal exposure records of occupational and environmental exposures. For Guardsmen, this greatly contributed to prevention of occupational illnesses and provided the medico-legal documentation for post-employment illnesses. Initial medical response capabilities were thoroughly tested during ten medical consequence management exercises (Code Silvers) at five installations. Entire communities, county and federal agencies were actively involved in scenarios coordinating and responding to biological and chemical weapons of mass destruction.

An \$11 million central procurement of 39 decontamination team packages and 10 CBRNE Identification and Detection packages, accompanied with personnel training, meant a giant step forward in initial ANG response deployment efforts. This was complemented with a comprehensive water vulnerability survey at more than 60 bases, which was expected to reduce the risk of attack to the drinking water supply.

INDIVIDUAL MEDICAL AND DENTAL READINESS FOR MOBILIZATION

The Preventive Health and Individual Medical Readiness (PIMR II) computer software tracking mod-

ule was installed at all ANG medical units in FY 2004. This gave each wing the ability to determine a member's medical readiness for deployment by documenting physical health assessment, immunizations, select laboratory tests, dental classification and deployment-limiting conditions. This new electronic entry capability also eliminated the need to complete hardcopy pre- and post-deployment medical surveillance tracking forms on each member. An automated forwarding capability eliminated the requirement for each ANG base to manually forward completed forms to the Army Medical Surveillance Activity (AMSA) data repository. This technology also advanced the ANG capability to conduct automated data reviews by deployed location, date of deployment, etc., which was to provide an earlier indication of members experiencing health problems.

A centrally funded contract for annual dental examinations (ADE) was activated on 4 August 2004. This allowed for all ANG personnel to have easier access to a network of dental providers. Commanders also became more readily aware of their members' actual dental health status. This was expected to lead toward improved force health protection and operational mission accomplishment by reducing poor dental health.

NEW TECHNOLOGY

By the end of FY 2004, ANG/SG physically controlled the Provider Credentials Files (PCF) for ANG Assistants/Advisors State Air Surgeons. The advent and continued development of the Centralized Credential and Quality Assurance System (CCQAS) enabled the ANG to centrally monitor and validate all other ANG PCFs. The Air Surgeon's introduction of quarterly training and regional training opportunities were indicative of the commitment to improve and enhance the ANG Credentialing and Privileging program at the unit level. These efforts were to result in more timely and thorough maintenance of ANG PCFs that would ensure a medically-ready and deployable force, along with improving unit Health Services Inspection (HSI) results.

The Aeromedical Information Management Waiver Tracking System (AIMWTS) instituted to document and manage all flying and Worldwide Duty (WWD) medical waivers via the AF PORTAL, was introduced in March 2003, beta tested in December 2003 and

fully implemented by April 2004. The electronic review of WWD dispositions has significantly expedited deployment processing by reducing mail delays and lost packages. With respect to flying waivers, AIMWTS provided immediate return to the units. Its availability through the AF Portal has given providers tremendous flexibility in viewing and acting on cases from various locations (home, office or deployed site), lessening potential work-stoppages.

In addition to AIMWTS, the Physical Examination Processing Program (PEPP) was implemented in FY 2004. This web-based program has provided efficient electronic processing of physical examinations once done on paper. It allowed for an interface to AIMWTS that meant waivers could be processed without providers logging in and out of the program—a “one-stop shop,” virtually paperless.

NATIONAL GUARD BUREAU
APPENDICES

APPENDIX A.

CHIEFS OF THE NATIONAL GUARD BUREAU

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

Lieutenant General Russell C. Davis
 Major General Raymond F. Rees (Acting)
 Lieutenant General H. Steven Blum

August 1998-August 2002
 August 2002-April 2003
 April 2003-

VICE CHIEFS

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

APPENDICES

APPENDIX B.

STATE ADJUTANTS GENERAL

AL	MG Crayton M. Bowen (Ret)	MT	MG John T. Prendergast
AK	Brig Gen Craig E. Campbell	NE	Maj Gen Roger P. Lempke
AZ	MG David P. Rataczak	NV	Maj Gen Giles E. Vanderhoof
AR	MG Don C. Morrow	NH	MG John E. Blair
CA	MG Paul D. Monroe, Jr. (Ret)	NJ	BG Glenn K. Rieth
CO	Maj Gen Mason C. Whitney	NM	BG Kenny C. Montoya
CT	MG William A. Cugno	NY	Maj Gen Thomas P. Maguire, Jr.
DE	MG Francis D. Vavala	NC	MG William E. Ingram, Jr.
DC	Maj Gen David F. Wherley, Jr.	ND	Maj Gen Michael J. Haugen
FL	Maj Gen Douglas Burnett	OH	Maj Gen John H. Smith
GA	Maj Gen David B. Poythress	OK	Maj Gen Harry M. Wyatt
GU	Brig Gen Robert M. Cockey	OR	BG Raymond C. Byrne, Jr. (Acting)
HI	MG Robert G.F. Lee	PA	BG Jessica Wright (Acting)
ID	MG John F. Kane	PR	BG Francisco A. Marquez
IL	BG Randal E. Thomas	RI	MG Reginald A. Centracchio
IN	MG George A. Buskirk, Jr.	SC	MG Stanhope S. Spears (Ret)
IA	Maj Gen Gilbert R. Dardis	SD	MG Michael A. Gorman
KS	Maj Gen Tod M. Bunting	TN	MG Gus L. Hargett, Jr.
KY	MG Donald C. Storm	TX	MG Wayne D. Marty
LA	MG Bennett C. Landreneau	UT	MG Brian L. Tarbet
ME	MG John W. Libby	VT	Maj Gen Martha T. Rainville
MD	Maj Gen Bruce F. Tuxill	VA	MG Claude A. Williams
MA	Maj Gen George W. Keefe (Ret)	VI	BG Cleave A. McBean
MI	Maj Gen Thomas G. Cutler	WA	Maj Gen Timothy J. Lowenberg
MN	MG Larry W. Shellito	WV	MG Allen E. Tackett
MS	Maj Gen Harold A. Cross	WI	Maj Gen Albert H. Wilkening
MO	BG George D. Shull	WY	MG Edward L. Wright

APPENDIX C.

UNITED STATES PROPERTY AND FISCAL OFFICERS

AK	COL Bradley Jorgensen (ARNG)	MT	Col Gary Shick (ANG)
AL	COL Wayne A. Pratt (ARNG)	NC	COL Rodney Thomas (ARNG)
AR	COL Norman J. Cox (ARNG)	ND	Col Terrence L. Thilmony (ANG)
AZ	COL Richard M. DeVille (ARNG)	NE	COL Stephen R. Robinson (ARNG)
CA	COL Charles E. Bourbeau (ARNG)	NH	COL David R. Holtgrieve (ARNG)*
CO	COL Donna Nuce (ARNG)	NJ	COL James W. Lovas (ARNG)
CT	COL Michael J. Tuohy (ARNG)	NM	COL James R. Morgan (ARNG)
DC	COL Evelyn M. Wilson (ARNG)	NV	COL Louis A. Cabrera (ARNG)
DE	COL David R. Ham (ARNG)	NY	COL James H. Lamback (ARNG)
FL	Col Jesse D. Kinghorn, Jr. (ANG)	OH	COL William L. Zieber (ARNG)
GA	Col William H. Cleland (ANG)	OK	COL Danny G. Marler (ARNG)
GU	Col David M. Cruz (ANG)	OR	COL Robert H. Rhen (ARNG)
HI	COL Michael E. Rawlins (ARNG)	PA	COL Richard A. Baylor (ARNG)
IA	COL Michael A. Gardner (ARNG)	PR	COL David A. Carrion (ARNG)
ID	Col Mark S. Funaiole (ANG)	RI	Col James J. D'Agostino (ANG)
IL	Col John W. Newman (ANG)	SC	LTC William R. Clark (ARNG)
IN	COL Michael A. James (ARNG)	SD	Col Arthur F. Schaefer (ANG)
KS	Col Terry L. Fritz (ANG)	TN	COL Donald H. Glover (ARNG)
KY	COL Michael A. Jones (ARNG)	TX	Col Sheila F. Hooten (ANG)
LA	COL Lloyd M. Lacoste (ARNG)	UT	COL Ted H. Frandsen (ARNG)
MA	COL Frank P. Barn (ARNG)	VA	Col Jeffrey R. Allen (ANG)
MD	Col Carl Nagel III (ANG)	VI	COL Marion Y. Petersen (ARNG)
ME	COL Joseph A. Wannemacher (ARNG)	VT	Col George E. Pigeon (ANG)
MI	COL Steven R. Barner (ARNG)	WA	COL David F. Shaw (ARNG)
MN	COL Patricia R. O'Connell (ARNG)	WI	COL Robert G. Treland (ARNG)
MO	COL Calvin P. Broughton (ARNG)	WV	COL Richard L. Dillon (ARNG)
MS	COL Michael D. Gilpin (ARNG)	WY	COL Francis M. Henrich (ARNG)

* Acting

APPENDIX D.

NATIONAL GUARD BUREAU STAFF

OFFICE OF THE CHIEF

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

JOINT STAFF

Young, Ronald G., Brigadier General, ARNGUS, Dir, Manpower and Personnel (J-1)
Sobel, Annette, Brigadier General, ANGUS, Director, Intelligence (J-2)
Nesbitt, William T., Brigadier General, ARNGUS, Director, Domestic Operations (J-3)
Sprynczynatyk, David A., Brigadier General, ARNGUS, Director, Logistics (J-4)
Combs, Roger E., Major General, ANGUS, Director, Strategic Plans and Policy (J-5)

Spooner, Richard E., Major General, ANGUS, Director, CIO, C4CS (J-6)
Saunders, Steven D., Colonel, ARNGUS, Director, Doctrine, Training, and Force Development (J-7)
von Trott, John T., Brigadier General, ARNGUS, Director, Force Structure, Resource and Assessment (J-8)

ARMY NATIONAL GUARD DIRECTORATE

Schultz, Roger C., Lieutenant General, USA, Director, Army National Guard
Grass, Frank J., Brigadier General, ARNGUS, Deputy Director
Payne, Renwick, Colonel, ARNGUS, Executive Officer
Nuttall, James W., Colonel, ARNGUS, Chief of Staff
Trevino, Jose M., Lieutenant Colonel, ARNGUS, Secretary of the General Staff
Lever, Frank A., Command Sergeant Major, Enlisted Advisor
DeBlois, Ross B., Colonel, ARNGUS, G-1
Murphy, Matthew L., Colonel, ARNGUS, G-3
Walker, Glenn W., Colonel, ARNGUS, G-4
Renaud, John, Colonel, ARNGUS, G-5
McKinnon, Bobby L., Colonel, ARNGUS, G-6
Morgan, Ms. Frankie, G-8
Owens, Gary S., Colonel, ARNGUS, Chief, ARNG Staff Management Office
Guzzetta, Richard R., Lieutenant Colonel, ARNGUS, Chief, Resource Mgt Office
Trexler, Michael, Facility Manager, Installation Support Office
Miracle, Tammy, Colonel, ARNGUS, Chief, Human Resources Policy & Programs
Altdorfer, Jefferey, Lieutenant Colonel, ARNGUS, Chief, Information Systems Div
Audino, Ernest, Colonel, ARNGUS, Chief, Training Division
Barrineau, James A., Jr., Colonel, ARNGUS, Chief, Force Management Division
Baxter, James B., Colonel, ARNGUS, Chief, Comptroller Division
Curell, Douglas J., Lieutenant Colonel, ARNGUS, Chief, Program Analysis & Evaluation
Froehlich, Rory, Colonel, ARNGUS, Chief, Full Time Support Division
Geary, Reginald B., Colonel, ARNGUS, Chief, Personnel Division
Guzzetta, Richard, Lieutenant Colonel, ARNGUS, Chief, Strength Maintenance Division
Kadavy, Timothy, Colonel, ARNGUS, Chief, Readiness Division
Kelly, Paul M., Lieutenant Colonel, ARNGUS, Chief, Aviation and Safety Division
Larkin, Terry M., Lieutenant Colonel, ARNGUS, Chief, Office of the Chaplains
Lenoir, James W., Colonel, ARNGUS, Chief, Logistics Division
Leppert, Martin A., Colonel, ARNGUS, Chief, Operations Division
Sainz, Michael, Colonel, ARNGUS, Chief, Missile Defense
Sweeney, Edward D., Colonel, ARNGUS, Chief, Installations Division

Urbauer, Craig, Colonel, ARNGUS, Chief, Office of the Chief Surgeon

Walter, Gerald I., Lieutenant Colonel, ARNGUS, Chief, Environmental Programs Division

AIR NATIONAL GUARD DIRECTORATE

James III, Daniel, Lieutenant General, USAF, Director, Air National Guard

Brubaker, David A., Brigadier General, ANGUS, Deputy Director

Ickes II, Charles, Brigadier General, ANGUS, Chief Operating Officer

Hillestad, Michael E., Colonel, ANGUS, Chief of Staff

Pope, Christopher L., Colonel, ANGUS, Executive to the Director

Smith, Richard A., Chief Master Sergeant, ANGUS, Command CMSgt

Wassermann, Susan A., Lieutenant Colonel, ANGUS, Commander, 201st Mission Support Sq

Lemieux, Robert P., Lieutenant Colonel, ANGUS, Chief, Director's Action Group

Brown, Craig, Colonel, ANGUS, Chief, Command & Control, Communications & Computers

Burris, Richard W., Colonel, ANGUS, Commander, Training and Education Center, TN

Carbonaro, Nancy, Chief, Directorate of Organizational Management

Charbonneau, William R., Lieutenant Colonel, ANGUS, Deputy Chief, ANG Chaplain Service

Falk, Randy, Colonel, ANGUS, The Air Surgeon

Fick, Donald R., Colonel, ANGUS, Chief, Directorate of Plans, Programs & Manpower

Headrick, Randall, Chief, ANG Chief Information Officer

Kelly, Virginia S., Colonel, ANGUS, Chief Financial Officer

Stritzinger, Janice M., Colonel, ANGUS, The Civil Engineer

Strom, Brock T., Colonel, ANGUS, Director, Air and Space Operations

Vincent, Edwin, Colonel, ANGUS, Director, Directorate of Personnel and Training

Worcester, Elliott W., Jr., Colonel, ANGUS, Director, Directorate of Logistics

APPENDIX E.

ARMY NATIONAL GUARD FUNDING SUMMARY

DATA AS OF: 30 SEPTEMBER 04

SOURCE OF FUNDS: DIRECT

STATE	NGPA	OMNG	MILITARY CONST	TOTAL
AL	74,938,930	92,907,274	5,284,233	173,130,437
AR	50,032,126	82,974,660	3,244,954	136,251,740
AZ	30,459,984	60,836,902	162,709	91,459,595
CA	126,569,848	253,381,179	28,719,306	408,670,333
CO	22,559,950	33,696,571	3,000,000	59,256,521
CT	18,358,932	93,517,679	4,616,884	116,493,495
DC	9,050,623	18,224,523		27,275,146
DE	12,930,669	19,104,129		32,034,798
FL	60,209,560	78,378,334	16,510,501	155,098,395
GA	55,202,232	77,647,851	142,509	132,992,592
GU	8,343,287	4,326,187		12,669,474
HI	26,353,752	35,913,036	12,183	62,278,971
IA	39,240,657	60,909,058	2,203,303	102,353,018
ID	25,984,494	55,977,734		81,962,228
IL	50,600,464	56,345,757	259,847	107,206,068
IN	64,327,629	75,629,248	8,116,435	148,073,312
JCS		79,799,530		79,799,530
KS	39,269,952	91,603,919	2,889,040	133,762,911
KY	43,466,019	114,582,178	8,961,854	167,010,051
LA	57,058,965	81,849,396	18,173,250	157,081,611
MA	38,191,032	62,788,290	2,406,754	103,386,076
MD	39,923,698	42,685,573		82,609,271
ME	14,401,280	71,077,059	13,311,014	98,789,353
MI	50,316,767	86,429,670	9,903,678	146,650,115
MN	52,569,197	77,793,133	1,231,000	131,593,330
MO	42,263,982	155,146,265	9,417,321	206,827,568
MS	62,244,139	189,146,509	5,862,296	257,252,944
MT	19,668,031	35,871,403	10,498,149	66,037,583
NC	43,362,200	60,069,004	6,591,368	110,022,572

STATE	NGPA	OMNG	MILITARY CONST	TOTAL
ND	20,583,437	33,715,489	11,145,968	65,444,894
NE	21,509,072	31,742,380	11,007,254	64,258,706
NGB-2	21,203,550	691,607,972		712,811,522
NH	9,182,380	18,798,797		27,981,177
NJ	32,749,425	50,952,871	2,000,000	85,702,296
NM	20,440,132	31,516,209		51,956,341
NV	18,192,440	29,037,637	43,143	47,273,220
NY	71,797,241	87,091,084	10,172,881	169,061,206
OH	66,900,018	66,554,024	6,720,309	140,174,351
OK	34,789,913	57,781,510		92,571,423
OPEN ALLOT	3,079,471,407	64,000		3,079,535,407
OR	43,269,635	74,655,422		117,925,057
OSACOM		126,466,200		126,466,200
PA	91,832,524	135,976,398	5,482,500	233,291,422
PR	47,725,312	42,068,223		89,793,535
RI	15,637,918	23,541,940		39,179,858
SC	49,569,616	77,062,936	1,322,750	127,955,302
SD	18,440,437	28,501,669	1,555,190	48,497,296
TN	68,696,256	85,673,591		154,369,847
TX	96,372,031	147,934,895	1,211,908	245,518,834
UT	39,493,291	47,966,440	204,171	87,663,902
VA	47,867,034	73,169,955	61,430	121,098,419
VI	5,962,888	11,854,376		17,817,264
VT	22,873,602	30,199,008	22,624,326	75,696,936
WA	33,849,380	52,450,312	170,264	86,469,956
WI	40,661,168	54,518,965		95,180,133
WV	27,667,825	33,849,578	1,340,171	62,857,574
WY	13,921,764	21,996,237		35,918,001
OTHER	16,058,905	47,049,831	68,698,310	131,807,046
STATION	5,254,617,000	4,462,410,000	305,279,163	10,022,306,163

APPENDIX F.

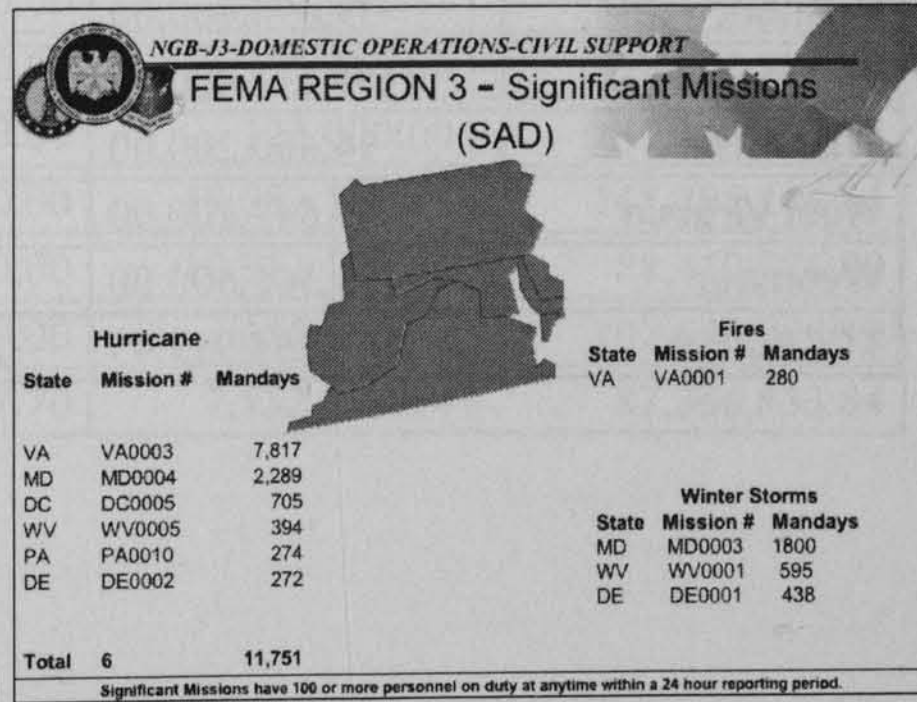
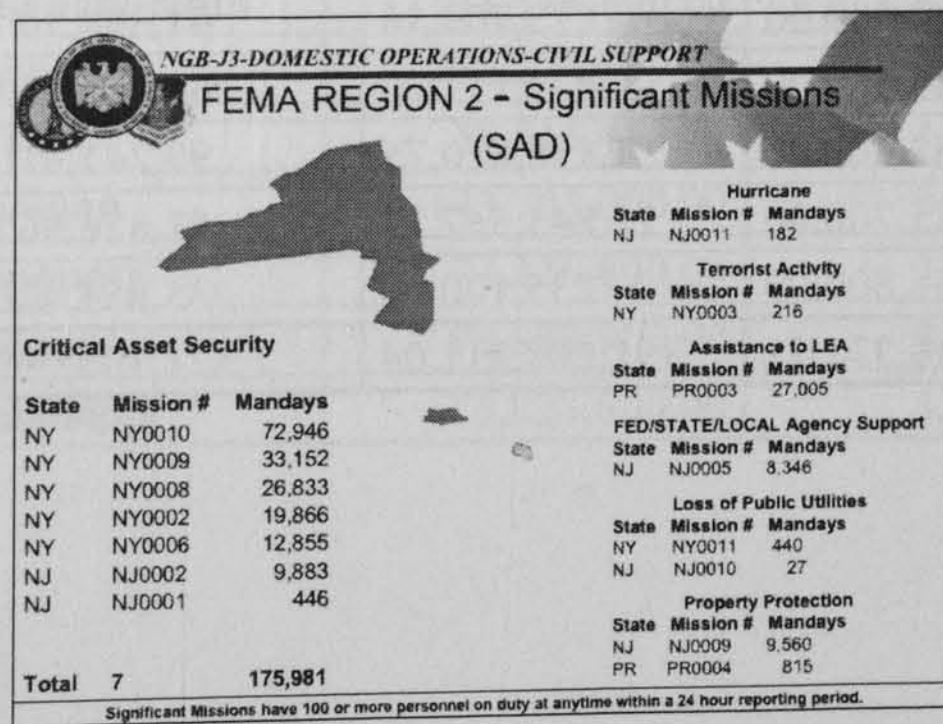
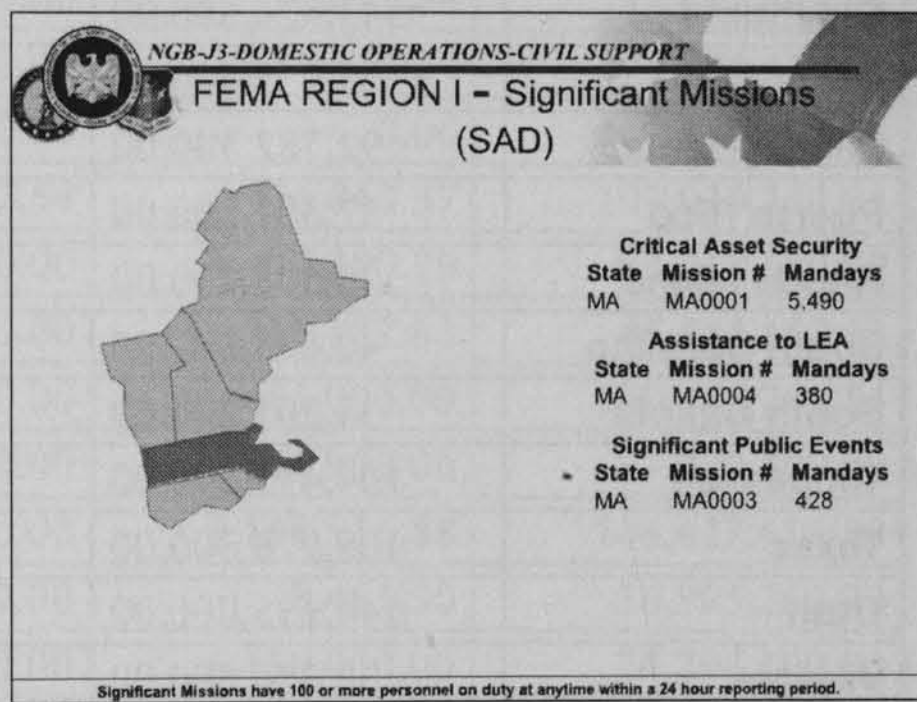
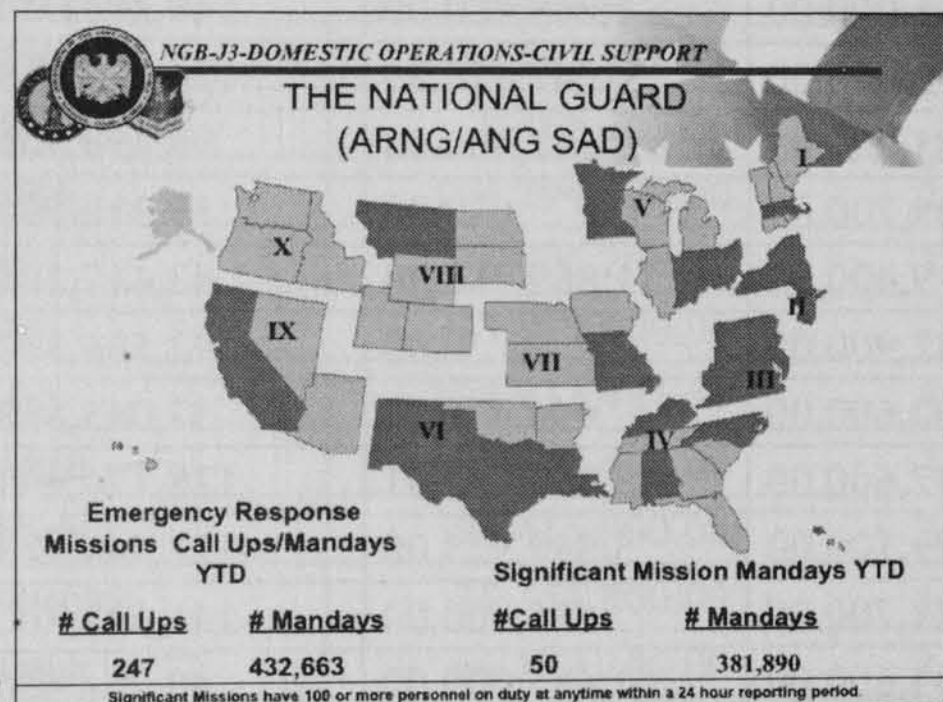
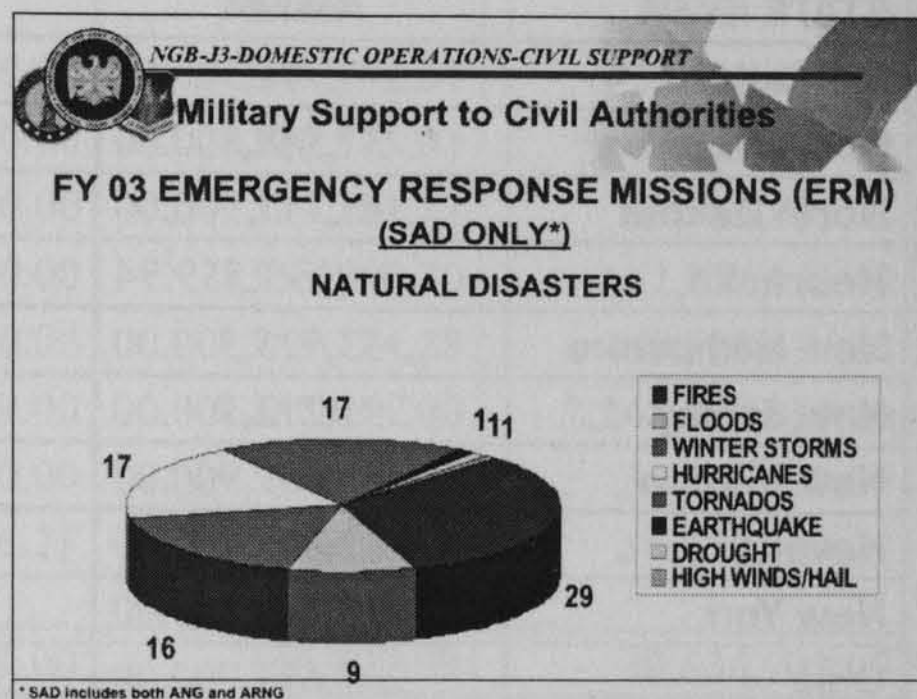
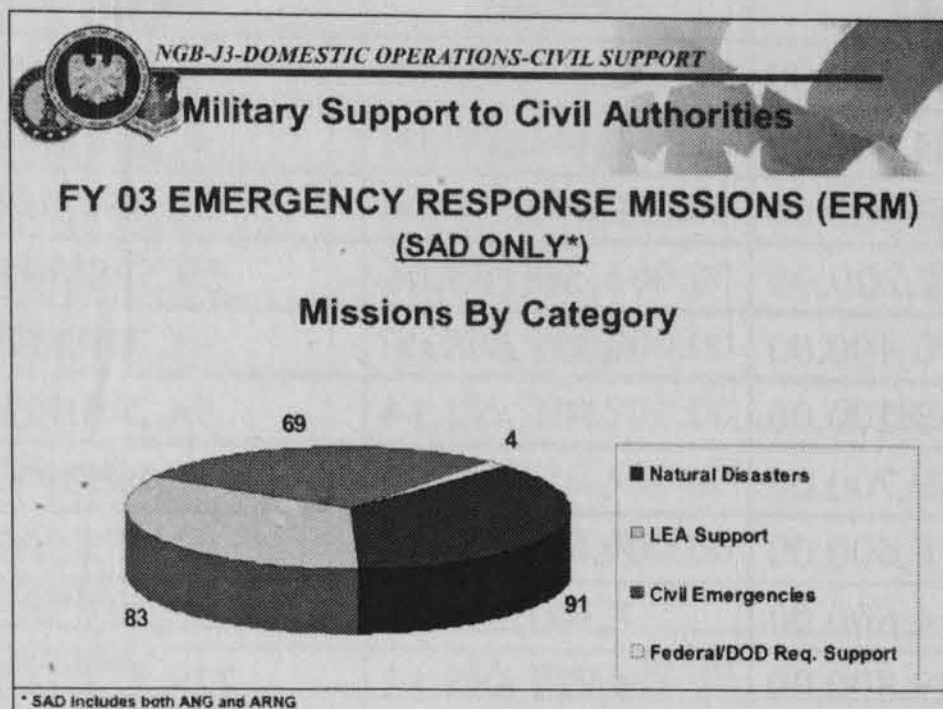
AIR NATIONAL GUARD FUNDING SUMMARY

STATE FY 04	O&M	MilPers	MilCon	Total
Alaska	68,704,120.42	4,166,000.00	347,772.07	73,217,892.49
Alabama	57,094,700.00	2,923,400.00	570,575.01	60,588,675.01
Arkansas	37,294,700.00	1,256,000.00	373,281.73	38,923,981.73
Arizona	157,166,600.00	2,148,800.00	3,555,856.30	162,871,256.30
California	160,599,600.00	7,424,500.00	1,749,774.28	169,773,874.28
Colorado	56,794,900.00	2,183,835,900.00	8,262,031.00	2,248,892,831.00
Connecticut	33,526,500.00	1,291,400.00	0.00	34,817,900.00
District of Columbia	48,982,600.00	1,768,266.27	0.00	50,750,866.27
Delaware	29,567,300.00	929,300.00	140,303.09	30,636,903.09
Florida	90,061,245.00	2,383,500.00	237,885.18	92,682,630.18
Georgia	470,513,836.11	4,246,200.00	1,144,083.21	475,904,119.32
Guam	1,498,703.66	681,700.00	0.00	2,180,403.66
Hawaii	104,794,200.00	2,119,917.54	116,043.37	107,030,160.91
Iowa	74,006,200.00	3,305,200.00	6,407,280.79	83,718,680.79
Idaho	43,919,900.00	1,402,400.00	119,157.62	45,441,457.62
Illinois	104,932,481.54	4,319,300.00	405,000.00	109,656,781.54
Indiana	74,445,400.00	2,484,200.00	140,900.00	77,070,500.00
Kansas	95,415,000.00	3,044,100.00	8,168,516.88	106,627,616.88
Kentucky	35,354,800.00	1,632,000.00	8,461.30	36,995,261.30
Louisiana	66,102,200.00	2,041,900.00	6,150,000.00	74,294,100.00
Massachusetts	122,553,800.00	3,047,200.00	11,650,982.53	137,251,982.53
Maryland	290,274,159.00	2,173,600.00	4,755,215.00	297,202,974.00
Maine	39,515,453.78	1,506,000.00	123,000.00	41,144,453.78
Michigan	143,705,000.00	3,502,600.00	18,087,556.61	165,295,156.61
Minnesota	74,226,800.00	3,272,300.00	10,911,776.00	88,410,876.00
Missouri	98,882,900.00	3,562,700.00	250,406.12	102,696,006.12
Mississippi	75,823,800.00	3,990,747.70	7,552,286.14	87,366,833.84

STATE FY 04	O&M	MilPers	MilCon	Total
Montana	44,785,500.00	1,513,600.00	177,508.00	46,476,608.00
North Carolina	37,548,800.00	2,084,600.00	1,443,857.00	41,077,257.00
North Dakota	47,711,900.00	1,683,900.00	1,470,769.00	50,866,569.00
Nebraska	28,133,559.94	1,345,200.00	50,105.06	29,528,865.00
New Hampshire	33,925,500.00	1,370,400.00	6,031,608.00	41,327,508.00
New Jersey	91,212,300.00	2,563,100.00	501,522.14	94,276,922.14
New Mexico	43,039,900.00	859,700.00	0.00	43,899,600.00
Nevada	32,077,300.00	1,348,600.00	8,349,300.00	41,775,200.00
New York	228,078,500.00	7,814,600.00	7,340,267.00	243,233,367.00
Ohio	217,611,700.00	5,779,800.00	4,721,665.15	228,113,165.15
Oklahoma	543,374,600.00	4,661,000.00	1,248,480.00	549,284,080.00
Oregon	133,739,600.00	2,870,000.00	47,658.39	136,657,258.39
Pennsylvania	92,782,500.00	6,585,000.00	131,400.00	99,498,900.00
Puerto Rico	37,301,200.00	1,909,700.00	0.00	39,210,900.00
Rhode Island	30,508,200.00	1,219,400.00	11,889,786.90	43,617,386.90
South Carolina	40,633,600.00	1,932,900.00	0.00	42,566,500.00
South Dakota	35,201,200.00	1,400,600.00	444,068.73	37,045,868.73
Tennessee	104,415,800.00	5,377,600.00	18,383,099.01	128,176,499.01
Texas	109,976,300.00	9,199,100.00	3,369,523.00	122,544,923.00
Utah	144,135,000.00	2,321,700.00	65,000.00	146,521,700.00
Virginia	36,316,800.00	1,434,600.00	2,485,000.00	40,236,400.00
Vermont	39,893,100.00	1,732,500.00	73,700.56	41,699,300.56
Washington	54,231,400.00	3,344,500.00	7,471,711.00	65,047,611.00
Wisconsin	94,680,200.00	3,362,600.00	1,198,870.75	99,241,670.75
West Virginia	56,547,100.00	2,485,700.00	22,843,567.12	81,876,367.12
Wyoming	33,566,500.00	2,056,800.00	235,100.00	35,858,400.00
TOTAL	5,047,184,959.45	2,332,716,331.51	191,201,711.04	7,571,103,002.00

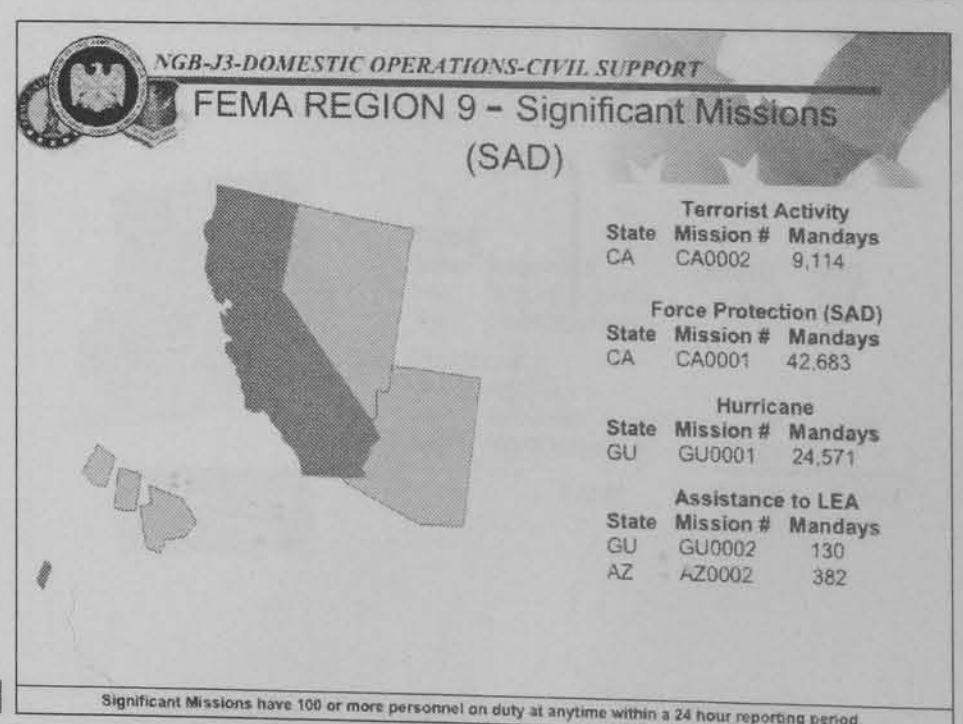
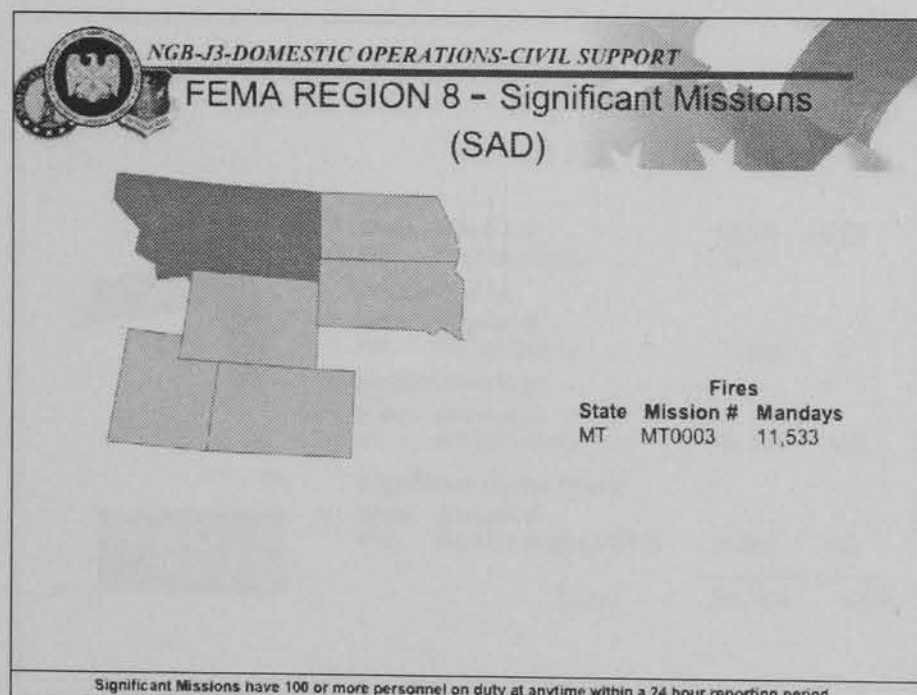
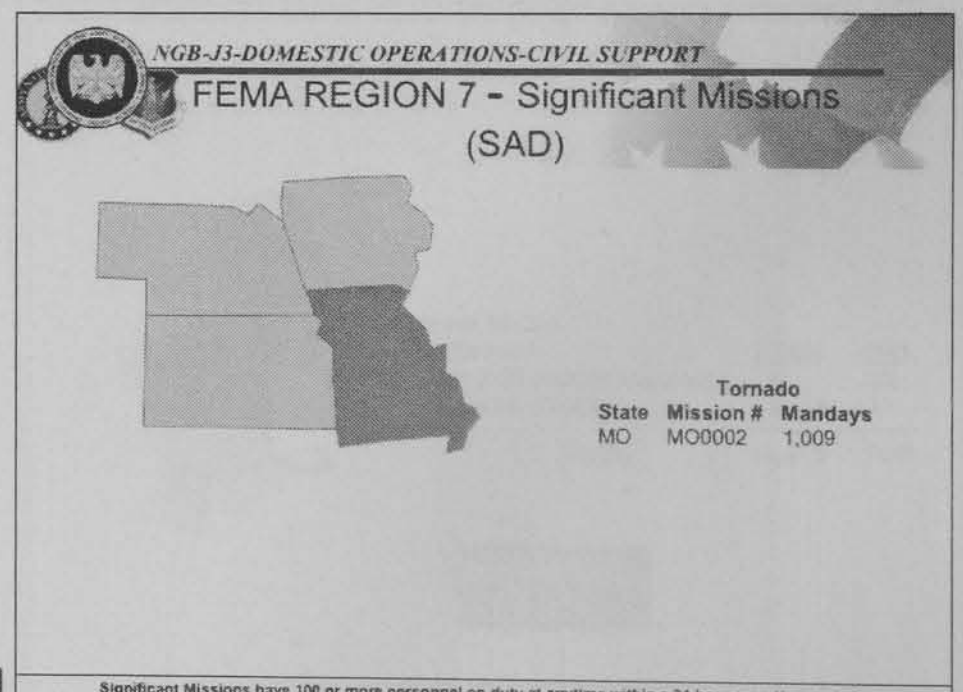
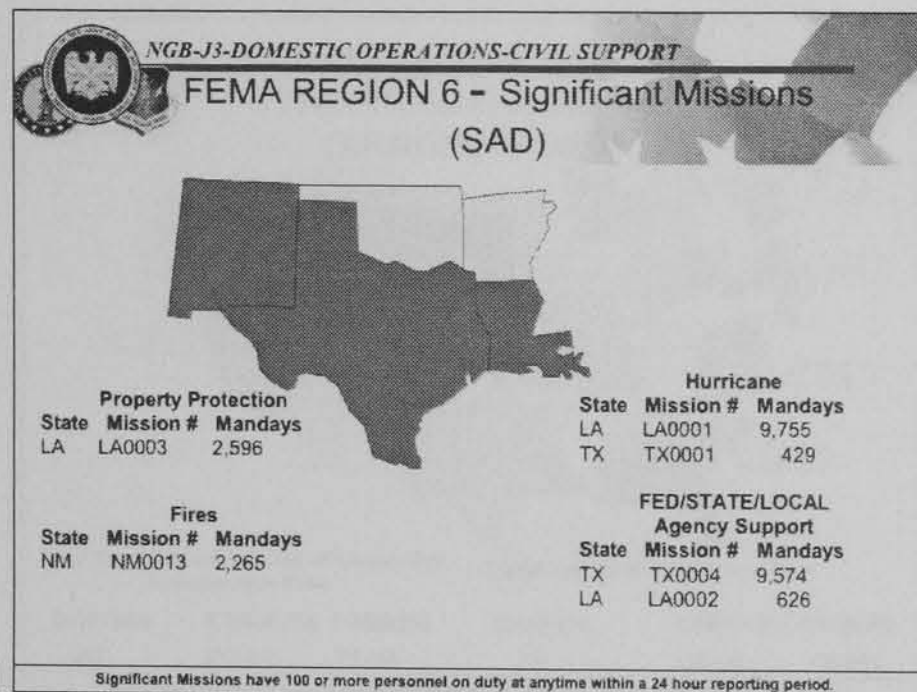
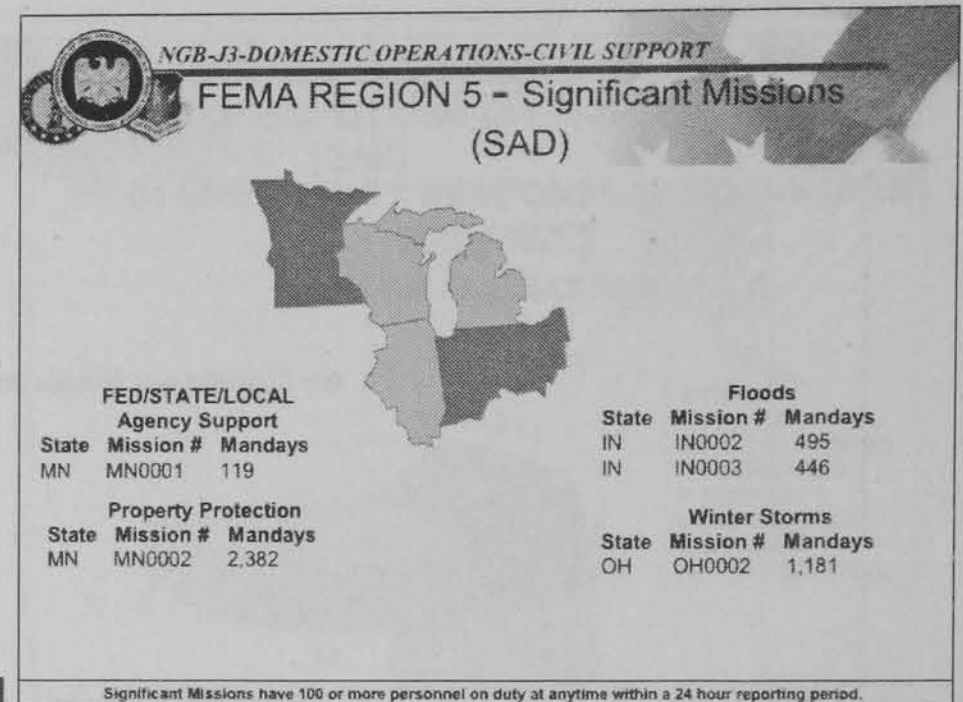
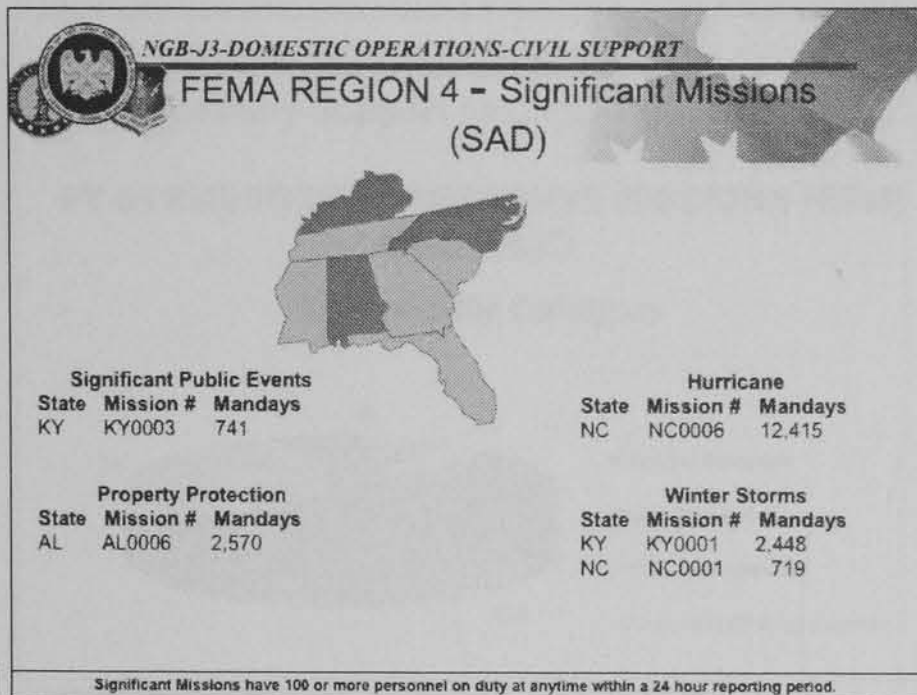
APPENDIX G.

EMERGENCY RESPONSE MISSIONS FY 03 WRAP-UP (as of 30 Sep 2003)



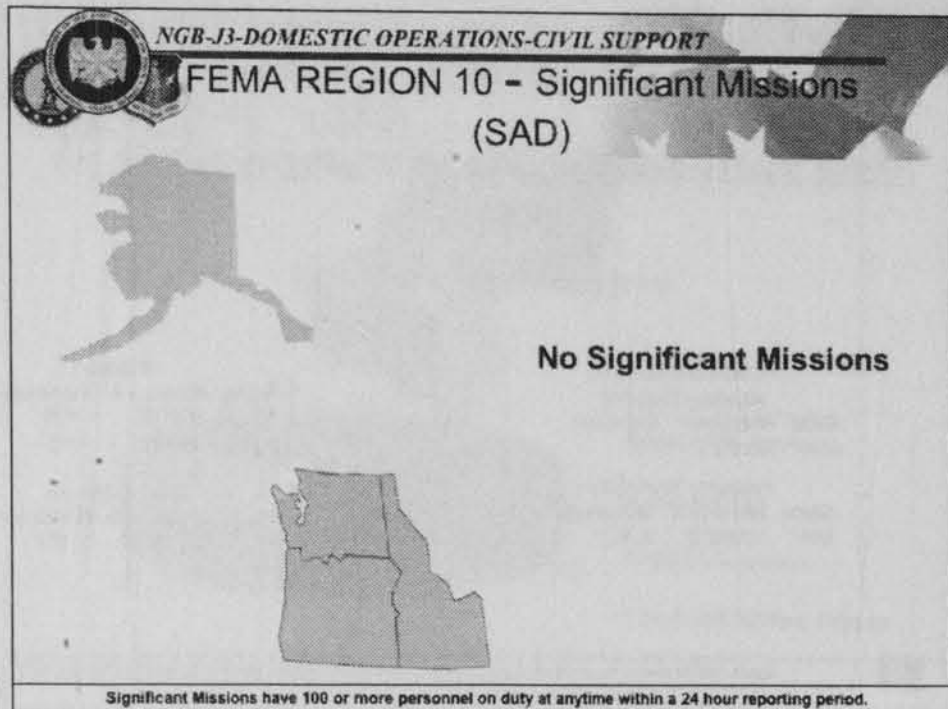
EMERGENCY RESPONSE MISSIONS

FY 03 WRAP-UP (as of 30 Sep 2003)



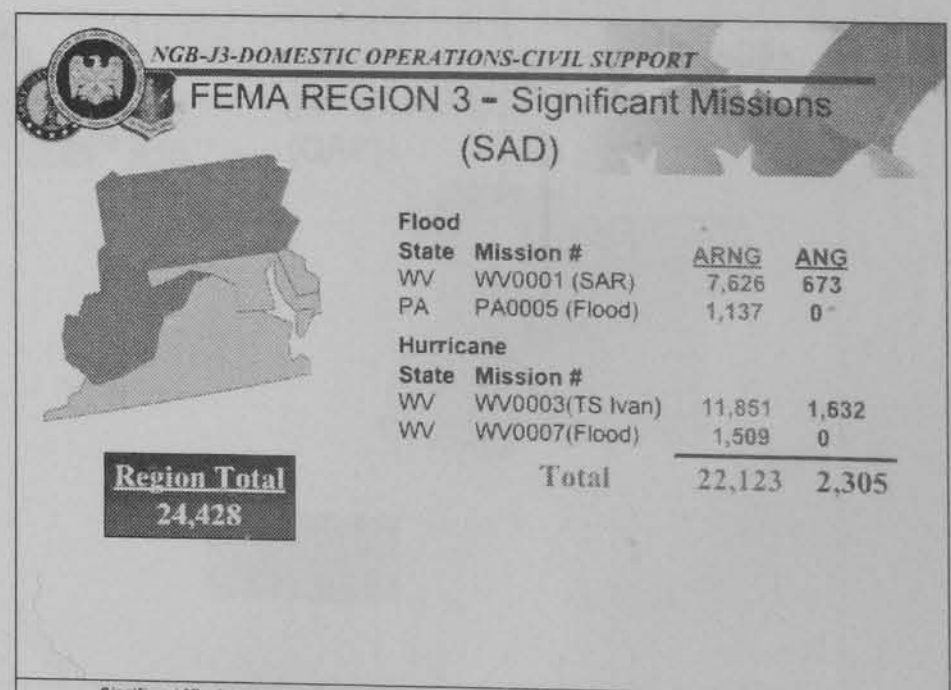
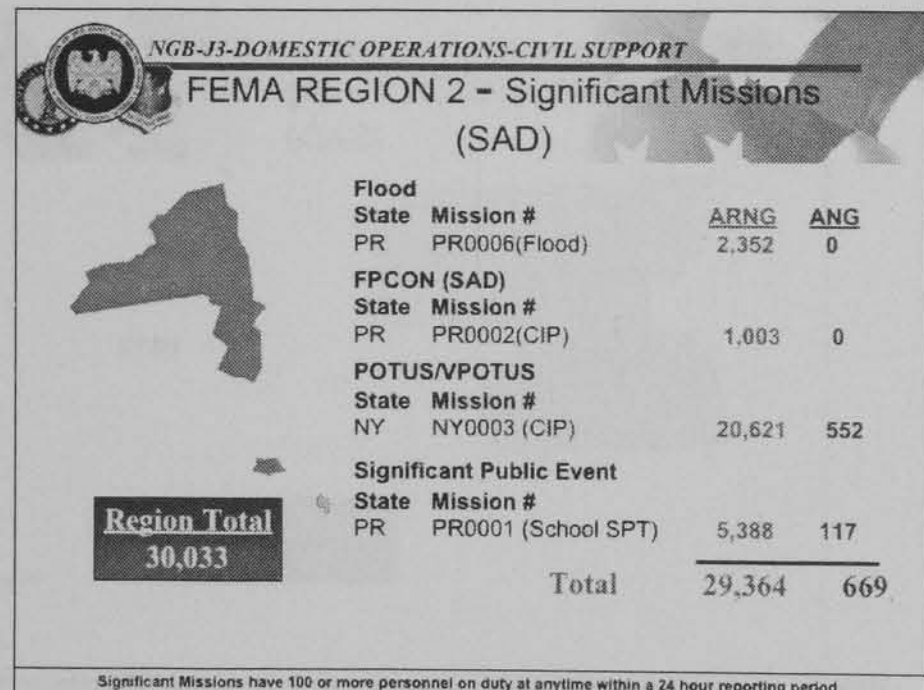
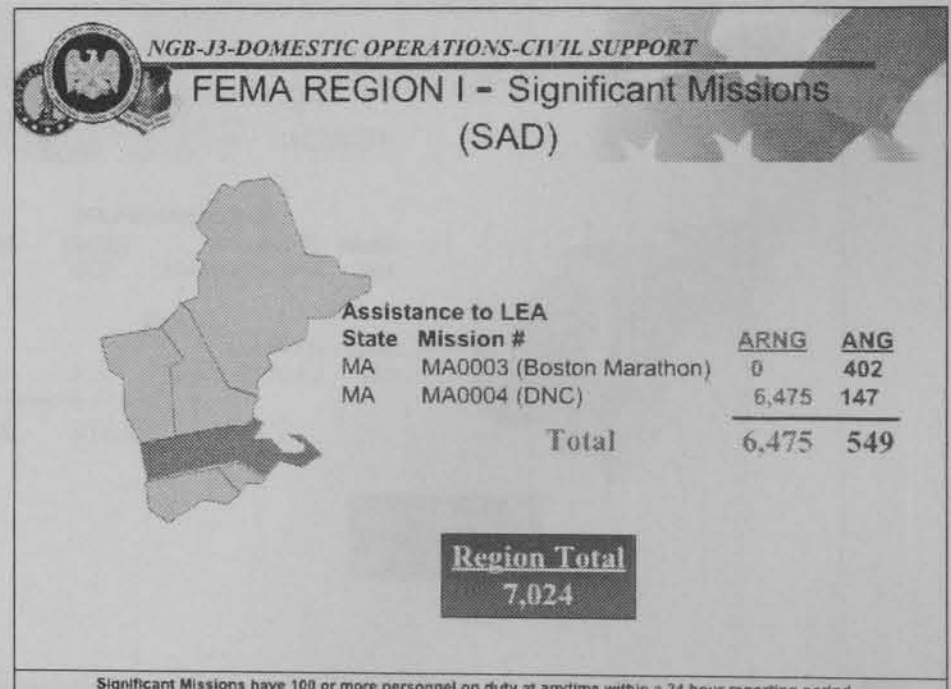
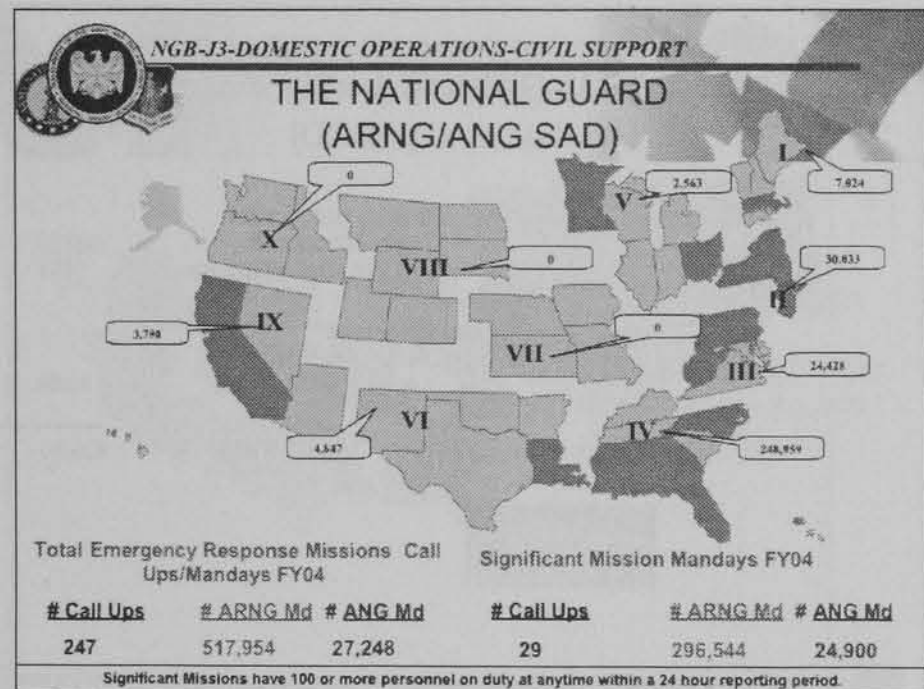
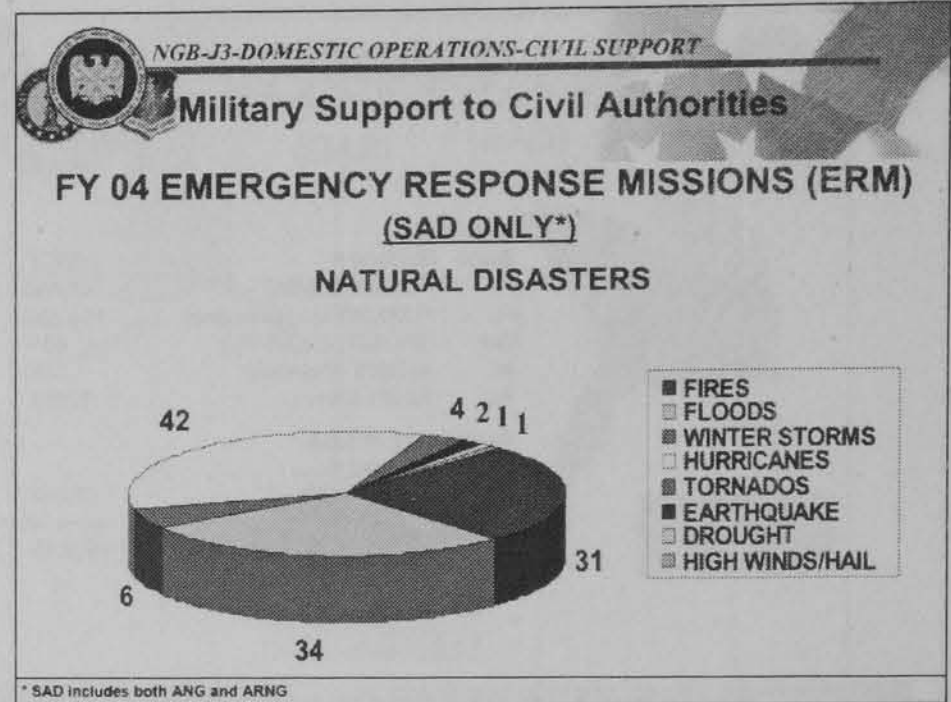
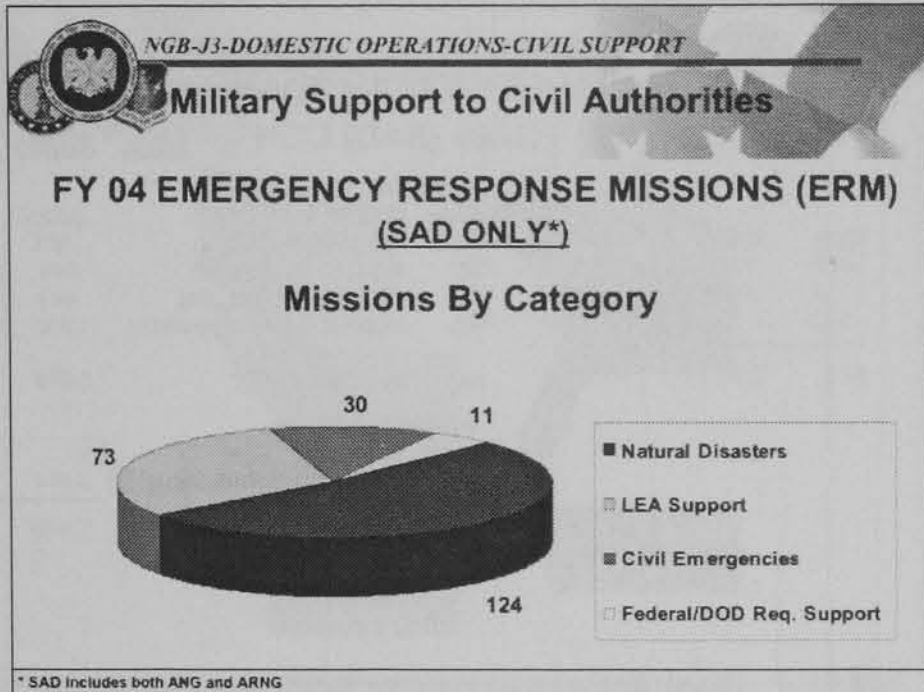
EMERGENCY RESPONSE MISSIONS

FY 03 WRAP-UP (as of 30 Sep 2003)

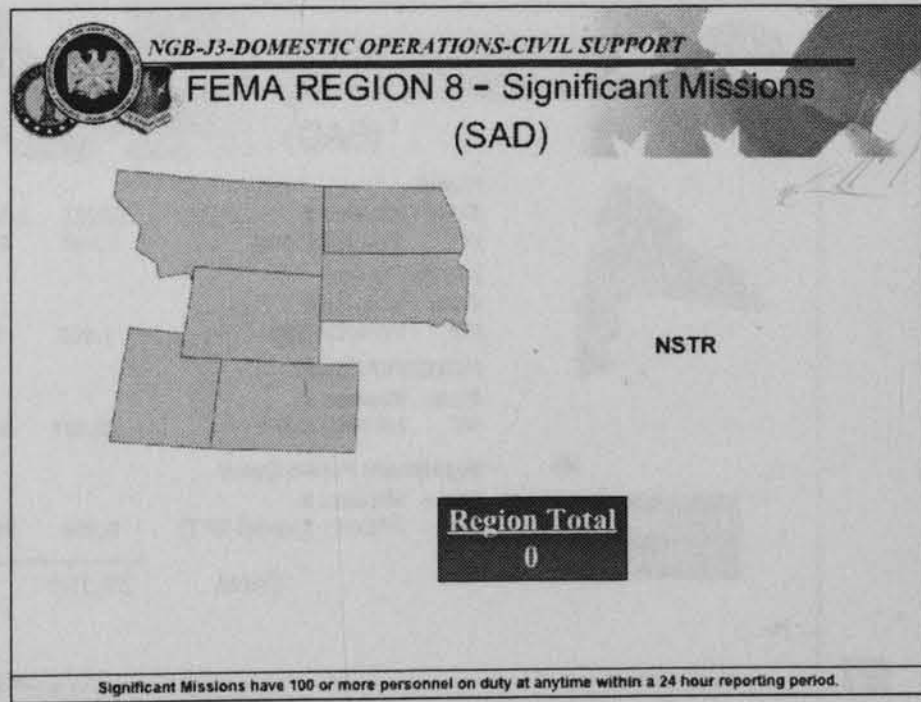
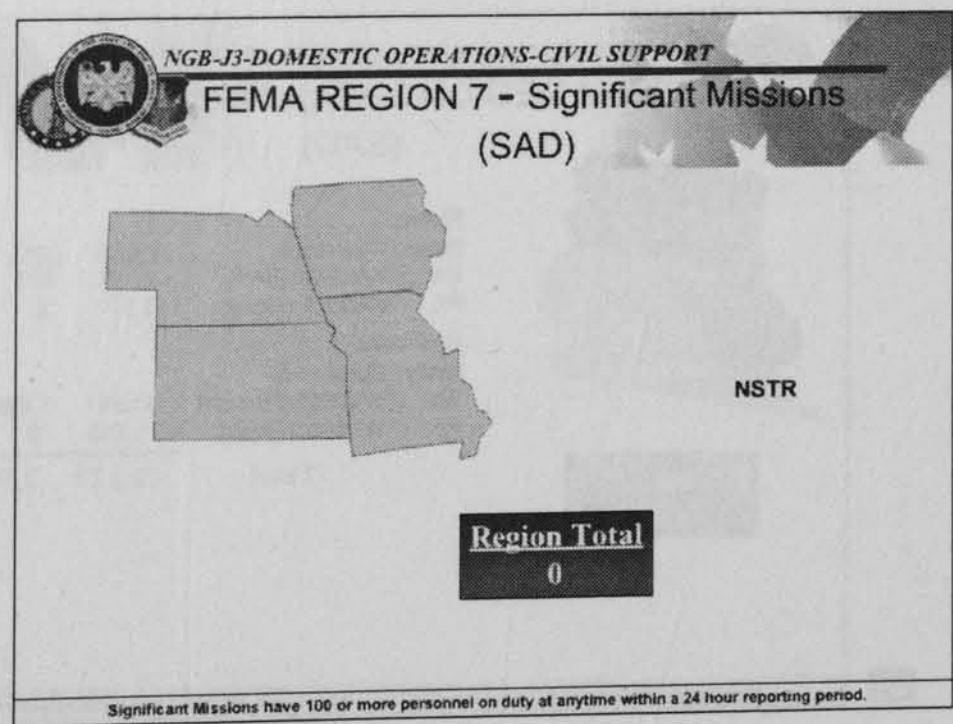
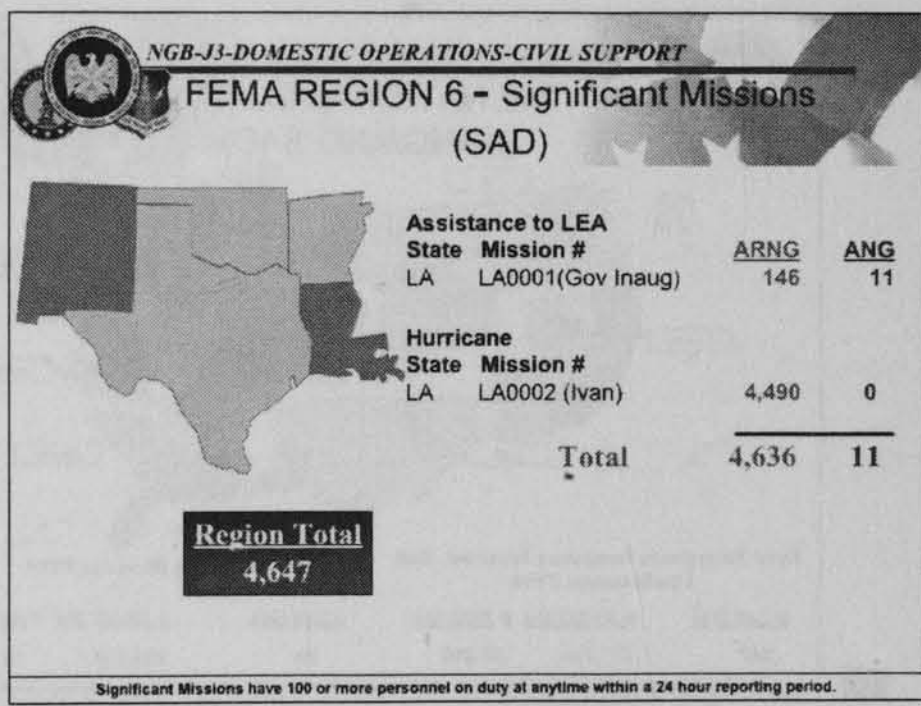
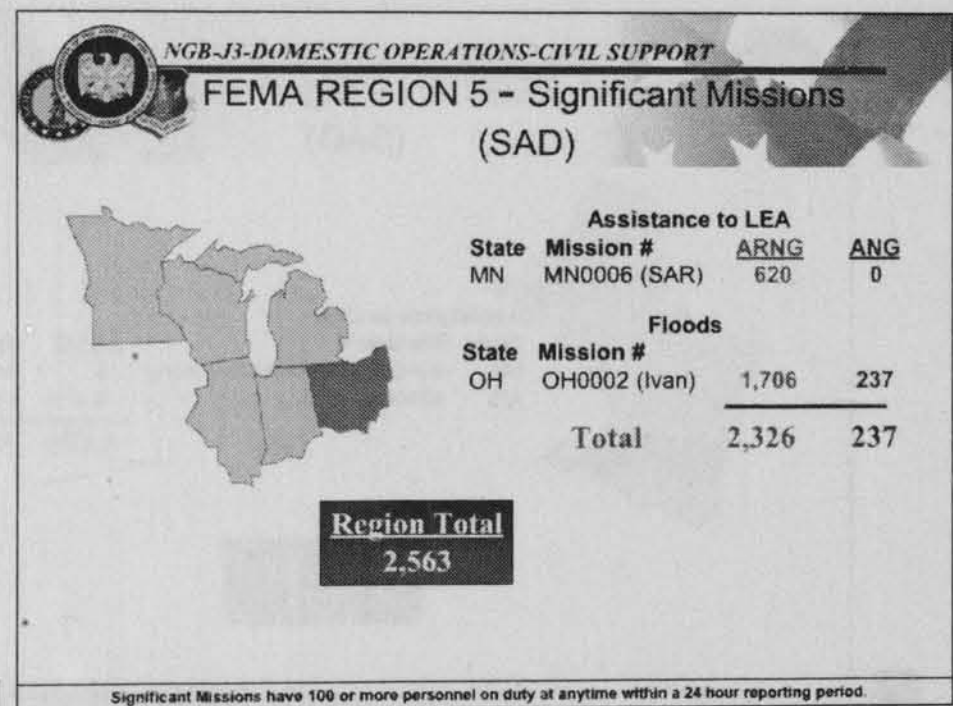
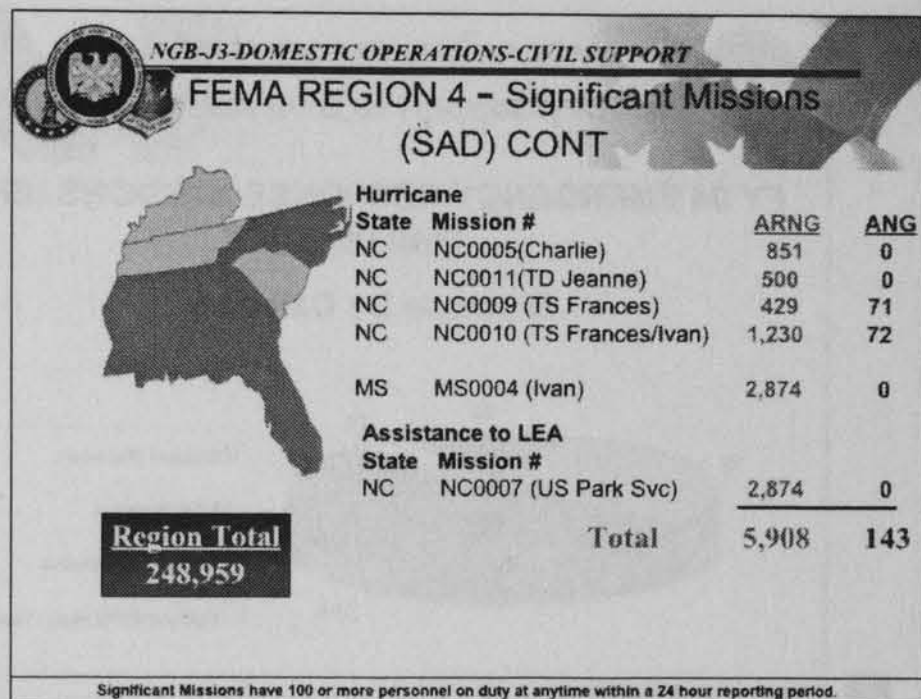
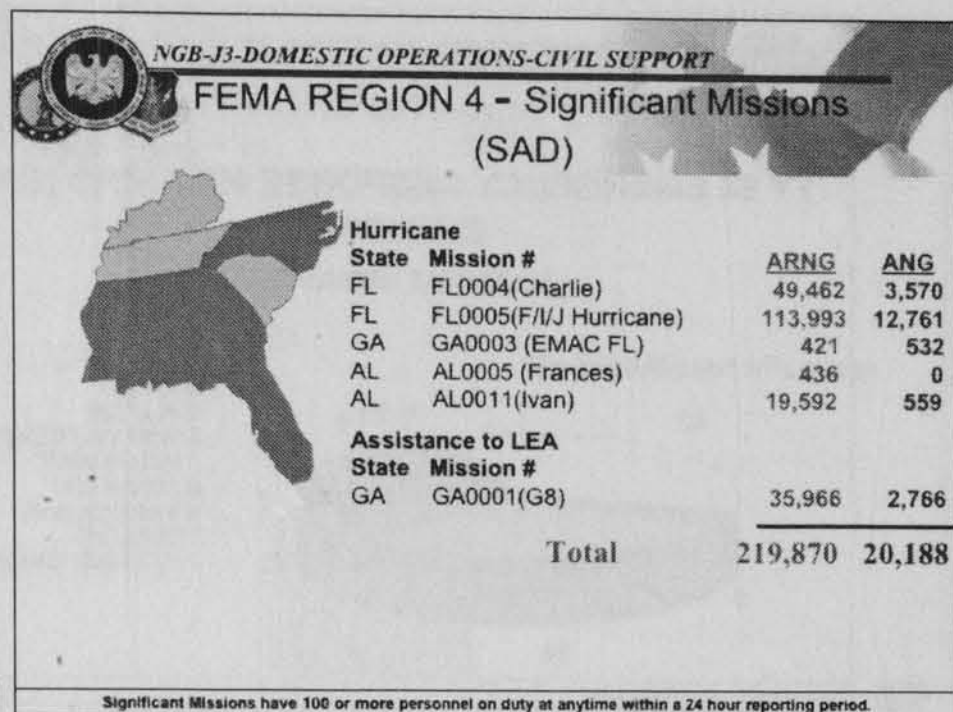


APPENDIX G.

EMERGENCY RESPONSE MISSIONS FY 04 WRAP-UP (as of 30 OCT 2004)

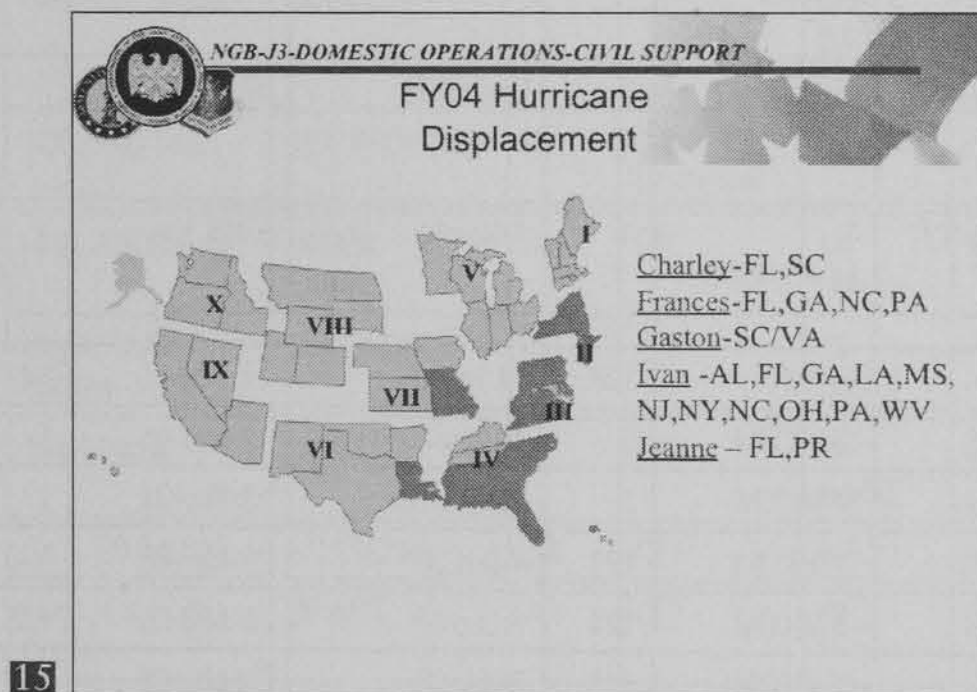
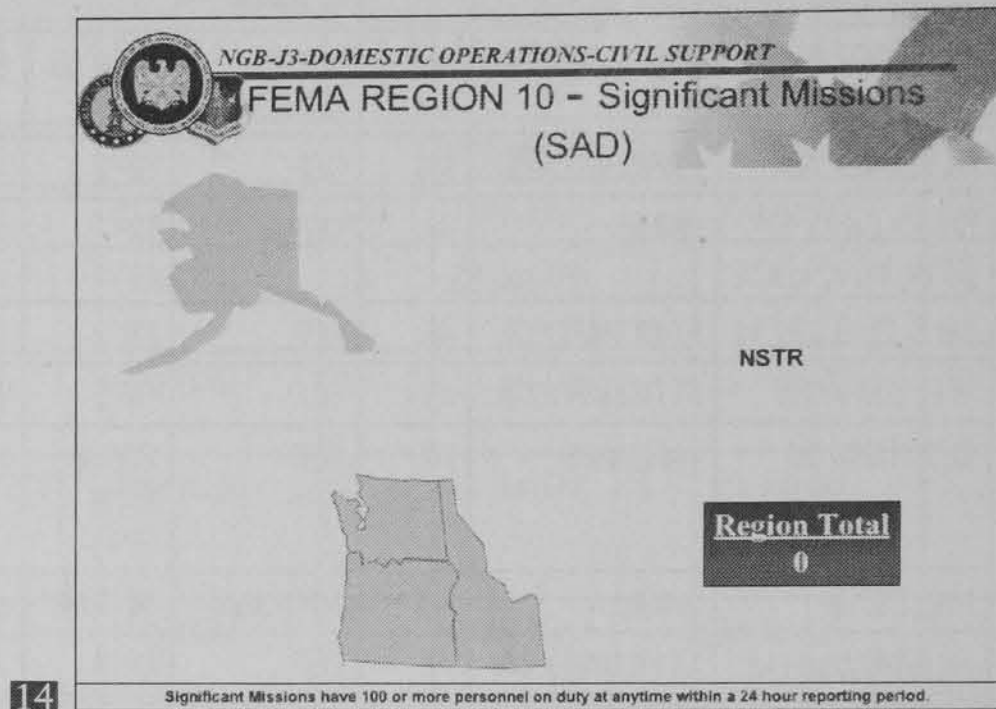
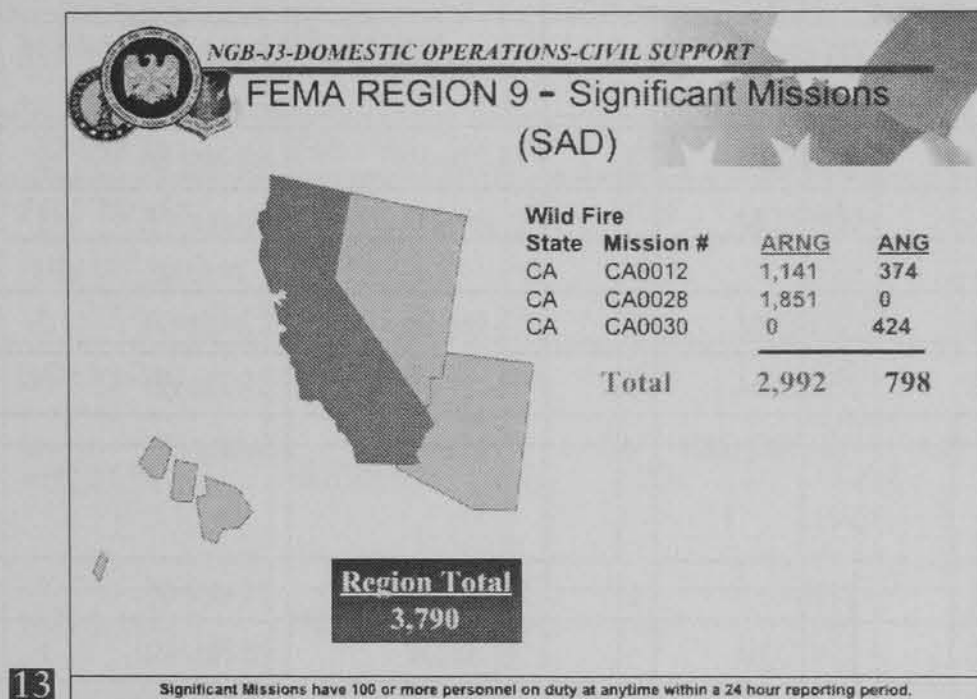


EMERGENCY RESPONSE MISSIONS FY 04 WRAP-UP (as of 30 OCT 2004)



EMERGENCY RESPONSE MISSIONS

FY 04 WRAP-UP (as of 30 OCT 2004)



APPENDIX H.

FY 04 ARNG MOBILIZATIONS BY STATE

Sheet by State	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHC, 1/207 Avn	FT RICHARDSON	AK	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	66	10-Oct-03	9-Oct-04	70
Co E, 1/207 Avn	FT RICHARDSON	AK	OEF	OIF 2	OCONUS	CENTCOM	3	14-Nov-03	13-Nov-04	3
Det 10, Co A, 3/297 Inf	HAINES	AK	OEF	OIF 2	OCONUS	CENTCOM	1	2-Jan-04	30-Jun-05	1
Det 3, Co B, 297 Inf	FT RICHARDSON	AK	OEF	OIF 2	OCONUS	CENTCOM	3	13-Mar-04	13-Mar-05	3
HHC, 207 Inf Gp	FT RICHARDSON	AK	OEF	OIF 2	OCONUS	CENTCOM	2	16-Apr-04	12-Oct-05	2
Co B, 1/297 Inf	FAIRBANKS	AK	OEF	CONUS BASE SPT	5th Army AOR	FORT GREENLY	40	15-May-04	9-May-05	40
HHC, 297 Inf	WASILLA	AK	MFO-SINAI	MFO #47	OCONUS	SINAI	2	21-Jun-04	21-Jun-05	2
AK ARNG Med Det	FT RICHARDSON	AK	OEF	OIF 2	OCONUS	CENTCOM	1	29-Jul-04	25-Nov-04	1
1204 Engr Co	SLOCOMB	AL	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	4	13-Oct-03	9-Oct-04	4
HHC, 167 Spt Cmd	BIRMINGHAM	AL	ONE	CONUS BASE SPT	1st Army AOR	NORFOLK	1	31-Oct-03	30-Oct-04	7
HHC, 167 Spt Cmd	BIRMINGHAM	AL	OEF	CONUS BASE SPT	1st Army AOR	FT MCPHERSON	4	5-Nov-03	5-Nov-04	4
Co B, 279 Sig Bn	GUNTERSVILLE	AL	OEF	OIF 2	OCONUS	KIRKUK	108	14-Nov-03	12-May-05	142
Co B, 279 Sig Bn	GUNTERSVILLE	AL	OEF	OIF 2	OCONUS	CENTCOM	5	14-Nov-03	12-May-05	5
HHC, 226 Spt Gp	MOBILE	AL	OEF	OIF 2	OCONUS	CENTCOM	1	15-Nov-03	13-Nov-04	1
Co A, 115 Sig Bn	FLORENCE	AL	OEF	OIF 2	OCONUS	CENTCOM	121	7-Dec-03	29-May-05	138
Co B, 115 Sig Bn	RUSSELLVILLE	AL	OEF	OIF 2	OCONUS	CENTCOM	121	7-Dec-03	29-May-05	138
Co C, 115 Sig Bn	SHEFFIELD	AL	OEF	OIF 2	OCONUS	CENTCOM	119	7-Dec-03	29-May-05	119
HHC, 115 Sig Bn	FLORENCE	AL	OEF	OIF 2	OCONUS	CENTCOM	84	7-Dec-03	29-May-05	87
115 Sig Bn	FLORENCE	AL	OEF	OIF 2	OCONUS	CENTCOM	0	7-Dec-03	29-May-05	0
1206 QM Det	WETUMPKA	AL	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	46	7-Dec-03	29-May-05	48
1209 QM Det	WETUMPKA	AL	OEF	OIF 2	OCONUS	TALLIL	43	7-Dec-03	29-May-05	48
1303 Engr Det	NEW BROCKTON	AL	OEF	OIF 2	OCONUS	AL ASAD	7	7-Dec-03	29-May-05	7
1302 Engr Det	NEW BROCKTON	AL	OEF	OIF 2	OCONUS	TIKRIT SOUTH	3	18-Dec-03	15-Jun-05	6
1306 Engr Det	NEW BROCKTON	AL	OEF	OIF 2	OCONUS	TIKRIT SOUTH	3	18-Dec-03	15-Jun-05	6
1310 Engr Det	NEW BROCKTON	AL	OEF	OIF 2	OCONUS	TIKRIT SOUTH	4	18-Dec-03	15-Jun-05	6
HHD, 231 MP Bn	PRATTVILLE	AL	OEF	OIF 2	OCONUS	BAGHDAD	59	2-Jan-04	23-Jun-05	70
Co A, 711 Sig Bn	ATMORE	AL	OEF	OIF 2	OCONUS	CENTCOM	130	3-Jan-04	2-Jul-05	140
Co B, 711 Sig Bn	GROVE HILL	AL	OEF	OIF 2	OCONUS	CENTCOM	118	3-Jan-04	2-Jul-05	140

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Co C, 711 Sig Bn	FOLEY	AL	OEF	OIF 2	OCONUS	CENTCOM	118	3-Jan-04	2-Jul-05	140
Co D, 711 Sig Bn	MOBILE	AL	OEF	OIF 2	OCONUS	CENTCOM	140	3-Jan-04	2-Jul-05	167
711 Sig Bn	MOBILE	AL	OEF	OIF 2	OCONUS	CENTCOM	0	3-Jan-04	2-Jul-05	0
HHC, 711 Sig Bn	MOBILE	AL	OEF	OIF 2	OCONUS	CENTCOM	80	3-Jan-04	2-Jul-05	102
131 Avn Co	BIRMINGHAM	AL	OEF	OEF 04-06	OCONUS	CENTCOM	104	18-Jan-04	17-Jul-05	124
167 Engr Co	DEMOPOLIS	AL	OEF	OIF 2	OCONUS	CENTCOM	1	27-Feb-04	25-Feb-05	1
2101 Trans Co	CAMDEN	AL	OEF	OIF 2	OCONUS	CENTCOM	164	7-Jun-04	30-Dec-05	166
HHC, 167 Spt Cmd	BIRMINGHAM	AL	OEF	OEF 04-06	OCONUS	CENTCOM	16	22-Jun-04	19-Dec-05	16
2/62 Trp Cmd	MONTGOMERY	AL	OEF	OEF 04-06	OCONUS	CENTCOM	16	22-Jun-04	19-Dec-05	16
HHC, 31 Bn	ENTERPRISE	AL	OEF	CONUS BASE SPT	1st Army AOR	PENTAGON	1	25-Jun-04	25-Jun-05	1
HHB, 1/117 FA	ANDALUSIA	AL	OEF	OIF 04-06	OCONUS	CENTCOM	1	1-Aug-04	28-Jan-06	1
HHC, 226 Spt Gp	MOBILE	AL	OEF	CONUS BASE SPT	1st Army AOR	CP SHELBY	0	6-Aug-04	6-Aug-05	1
1003 Engr Det	NEW BROCKTON	AL	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	3	12-Aug-04	12-Aug-05	3
HHD, 200 Engr Bn	LINDEN	AL	OEF	OIF 04-06	OCONUS	CENTCOM	14	1-Sep-04	28-Feb-06	14
Btry A, 1/203 Air Def Arty	SCOTTSBORO	AL	OEF	OIF 04-06	OCONUS	CENTCOM	1	10-Sep-04	9-Mar-06	1
128 Med Co	ASHLAND	AL	OEF	OIF 04-06	OCONUS	CENTCOM	48	25-Sep-04	15-Apr-06	48
Co A, 39 Spt Bn	STUTTGART	AR	OEF	OIF 2	OCONUS	BAGHDAD	66	12-Oct-03	11-Mar-05	76
Det 1, Co A, 39 Spt Bn	DE WITT	AR	OEF	OIF 2	OCONUS	CENTCOM	43	12-Oct-03	11-Mar-05	53
Det 2, Co A, 39 Spt Bn	PINE BLUFF	AR	OEF	OIF 2	OCONUS	CENTCOM	86	12-Oct-03	11-Mar-05	108
Det 1, Co B, 39 Spt Bn	HEBER SPRINGS	AR	OEF	OIF 2	OCONUS	CENTCOM	61	12-Oct-03	11-Oct-04	68
Co B, 39 Maint Bn	CONWAY	AR	OEF	OIF 2	OCONUS	BAGHDAD	77	12-Oct-03	11-Mar-05	90
Co C, 39 Med Bn	LONOKE	AR	OEF	OIF 2	OCONUS	BAGHDAD	101	12-Oct-03	11-Mar-05	102
HHC, 39 Spt Bn	HAZEN	AR	OEF	OIF 2	OCONUS	BAGHDAD	70	12-Oct-03	11-Mar-05	77
Det 1, HHC, 39 Spt Bn	CP ROBINSON	AR	OEF	OIF 2	OCONUS	CENTCOM	44	12-Oct-03	11-Mar-05	48
39 Spt Bn	HAZEN	AR	OEF	OIF 2	OCONUS	CENTCOM	0	12-Oct-03	11-Mar-05	0
Det 1, HHC, 39 Inf	BEEBE	AR	OEF	OIF 2	OCONUS	CENTCOM	40	12-Oct-03	11-Mar-05	43
HHC, 39 Inf Bde	LITTLE ROCK	AR	OEF	OIF 2	OCONUS	BAGHDAD	242	12-Oct-03	11-Mar-05	242
HHC, 39 Inf Bde	LITTLE ROCK	AR	OEF	OIF 2	OCONUS	CENTCOM	1	12-Oct-03	11-Mar-05	1

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Trp E, 151 Cav	MARIANNA	AR	OEF	OIF 2	OCONUS	SADDAM INTL	42	12-Oct-03	11-Mar-05	58
Trp E, 151 Cav	W HELENA	AR	OEF	OIF 2	OCONUS	CENTCOM	35	12-Oct-03	11-Mar-05	50
1/153 Inf Bn	MALVERN	AR	OEF	OIF 2	OCONUS	CENTCOM	0	12-Oct-03	11-Mar-05	0
Co A, 1/153 Inf Bn	PRESCOTT	AR	OEF	OIF 2	OCONUS	BAGHDAD	66	12-Oct-03	11-Mar-05	68
Det 1, Co A, 1/153 Inf Bn	ARKADELPHIA	AR	OEF	OIF 2	OCONUS	CENTCOM	69	12-Oct-03	11-Mar-05	69
Co B, 1/153 Inf Bn	TEXARKANA	AR	OEF	OIF 2	OCONUS	BAGHDAD	66	12-Oct-03	11-Mar-05	68
Det 1, Co B, 1/153 Inf Bn	HOPE	AR	OEF	OIF 2	OCONUS	CENTCOM	65	12-Oct-03	11-Mar-05	69
Fwd Det, Co C 1/153 Inf Bn	MENA	AR	OEF	OIF 2	OCONUS	BAGHDAD	71	12-Oct-03	11-Oct-04	71
Det 1, Co C, 1/153 Inf Bn	DE QUEEN	AR	OEF	OIF 2	OCONUS	CENTCOM	65	12-Oct-03	11-Mar-05	66
Co D, 1/153 Inf Bn	SHERIDAN	AR	OEF	OIF 2	OCONUS	BAGHDAD	92	12-Oct-03	11-Mar-05	92
HHC, 1/153 Inf Bn	MALVERN	AR	OEF	OIF 2	OCONUS	BAGHDAD	167	12-Oct-03	11-Mar-05	175
2/153 Inf Bn	SEARCY	AR	OEF	OIF 2	OCONUS	CENTCOM	0	12-Oct-03	11-Mar-05	0
Co A, 3/153 Inf Bn	EL DORADO	AR	OEF	OIF 2	OCONUS	BAGHDAD	52	12-Oct-03	11-Mar-05	93
Co D, 3/153 Inf Bn	MAGNOLIA	AR	OEF	OIF 2	OCONUS	BAGHDAD	83	12-Oct-03	11-Mar-05	92
3/153 Inf Bn	WARREN	AR	OEF	OIF 2	OCONUS	CENTCOM	0	12-Oct-03	11-Mar-05	0
Det 1, Co A, 3/153 Inf Bn	CROSSETT	AR	OEF	OIF 2	OCONUS	CENTCOM	45	12-Oct-03	10-Mar-05	51
Det 1, Co B, 3/153 Inf Bn	CAMDEN	AR	OEF	OIF 2	OCONUS	CENTCOM	64	12-Oct-03	11-Mar-05	85
Co B, 3/153 Inf Bn	FORDYCE	AR	OEF	OIF 2	OCONUS	BAGHDAD	49	12-Oct-03	11-Mar-05	94
Co C, 3/153 Inf Bn	DUMAS	AR	OEF	OIF 2	OCONUS	BAGHDAD	78	12-Oct-03	11-Mar-05	92
Det 1, Co C, 3/153 Inf Bn	MC GEHEE	AR	OEF	OIF 2	OCONUS	CENTCOM	47	12-Oct-03	11-Mar-05	47
HHC, 3/153 Inf Bn	WARREN	AR	OEF	OIF 2	OCONUS	BAGHDAD	81	12-Oct-03	11-Mar-05	131
Det 1, HHC, 3/153 Inf Bn	MONTICELLO	AR	OEF	OIF 2	OCONUS	CENTCOM	97	12-Oct-03	11-Mar-05	97
1/206 FA	RUSSELLVILLE	AR	OEF	OIF 2	OCONUS	CENTCOM	0	12-Oct-03	11-Oct-04	0
Bty A, 1/206 FA	MORRILTON	AR	OEF	OIF 2	OCONUS	BAGHDAD	52	12-Oct-03	11-Mar-05	67
Bty B, 1/206 FA	PARIS	AR	OEF	OIF 2	OCONUS	BAGHDAD	62	12-Oct-03	11-Oct-04	67
Bty C, 1/206 FA	DARDANELLE	AR	OEF	OIF 2	OCONUS	BAGHDAD	58	12-Oct-03	11-Mar-05	67
HHS, 1/206 FA	RUSSELLVILLE	AR	OEF	OIF 2	OCONUS	BAGHDAD	116	12-Oct-03	11-Mar-05	130
Det 1, HHS, 1/206 FA	NO LITTLE ROCK	AR	OEF	OIF 2	OCONUS	CENTCOM	122	12-Oct-03	11-Mar-05	122
Det 1, 239 Engr Co	BOONEVILLE	AR	OEF	OIF 2	OCONUS	CENTCOM	80	12-Oct-03	11-Oct-04	81
239 Engr Co	CLARKSVILLE	AR	OEF	OIF 2	OCONUS	BAGHDAD	73	12-Oct-03	11-Mar-05	74
239 MI Co	PERRYVILLE	AR	OEF	OIF 2	OCONUS	SADDAM INTL	45	12-Oct-03	11-Mar-05	45
Co D, 1/114 Avn	CP ROBINSON	AR	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	19	12-Oct-03	9-Oct-04	19

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHC, 2/114 Avn	CP ROBINSON	AR	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	49	5-Dec-03	2-Jun-05	59
Det 1, 149 Med Co	LITTLE ROCK	AR	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	2	2-Feb-04	2-May-05	2
Det 1, 149 Med Co	LITTLE ROCK	AR	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	22	2-Feb-04	1-Feb-05	22
AR ARNG Medical CBHCO	CAMP ROBINSON	AR	OEF	CONUS BASE SPT	5th Army AOR	CAMP ROBINSON	30	23-Feb-04	21-Feb-06	34
HHS, 1/142 FA	HARRISON	AR	ONE	CONUS FP	5th Army AOR	PINE BLUFF ARSENAL	122	13-Mar-04	4-Mar-05	124
Co C, 875 Engr Bn	JONESBORO	AR	OEF	OIF 04-06	OCONUS	CENTCOM	1	13-Aug-04	9-Feb-06	1
Co C, 1/114 Avn	CP ROBINSON	AR	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Sep-04	7-Mar-06	1
Det 1, Co C, 935 Spt Bn	NO LITTLE ROCK	AR	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Sep-04	7-Mar-06	1
HHS, 2/180 FA	PHOENIX	AZ	ONE	AOC CAT	1st Army AOR	MDW - PENTAGON	1	15-Nov-03	13-Nov-05	1
HQ, 852 Spt Ctr	TUCSON	AZ	OEF	OIF 2	OCONUS	TALLIL	27	5-Dec-03	29-Jun-05	27
160 Finance Det	PHOENIX	AZ	OEF	OIF 2	OCONUS	AL ASAD	21	7-Dec-03	29-May-05	21
257 Engr Det	PHOENIX	AZ	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	9	7-Dec-03	29-May-05	10
258 Engr Co	PHOENIX	AZ	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	162	7-Dec-03	29-May-05	162
3666 Maint Co	PHOENIX	AZ	OEF	OIF 2	OCONUS	SADDAM INTL	180	7-Dec-03	29-May-05	198
AZ ARNG MED DET	PHOENIX	AZ	OEF	OEF 04-06	OCONUS	CENTCOM	3	20-Feb-04	18-Feb-05	3
Det 31, AZ Op Spt Arlft Cmd (OSAC)	PHOENIX	AZ	OEF	OIF 2	OCONUS	CENTCOM	12	11-Mar-04	11-Mar-05	6
Det 1, Co D, 140 Avn Co	PHOENIX	AZ	OEF	OEF 04-06	OCONUS	CENTCOM	3	17-Mar-04	12-Sep-05	3
HHC, 1/285 Avn	MARANA	AZ	OEF	OEF 04-06	OCONUS	CENTCOM	3	17-Mar-04	12-Sep-05	3
123 Public Affairs Det	PHOENIX	AZ	OEF	OIF 2	OCONUS	CENTCOM	7	7-Jul-04	3-Jan-06	7
123 Public Affairs Det	PHOENIX	AZ	OEF	OIF 2	OCONUS	CENTCOM	3	7-Jul-04	3-Jan-06	3
HHC, 385 Avn	PHOENIX	AZ	OEF	OIF 2	OCONUS	BASRA	1	19-Jul-04	14-Apr-05	1
HHC, 385 Avn	PHOENIX	AZ	OEF	OIF 2	OCONUS	BASRA	1	19-Jul-04	14-Apr-05	1
HHD, 158 Spt Bn	PHOENIX	AZ	OEF	OIF 04-06	OCONUS	CENTCOM	54	9-Aug-04	5-Feb-06	59
Co C, 1/189 Avn	PHOENIX	AZ	OEF	OIF 04-06	OCONUS	CENTCOM	42	6-Sep-04	5-Mar-06	50
AZ ARNG ELE JFHQ	PHOENIX	AZ	MFO-SINAI	MFO #47	OCONUS	SINAI	1	7-Sep-04	7-Sep-05	1

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159 Finance Det	BELLEMONT	AZ	OEF	OIF 04-06	OCONUS	CENTCOM	21	11-Sep-04	10-Mar-06	21
HHS, 2/180 FA	PHOENIX	AZ	OEF	OIF 04-06	OCONUS	CENTCOM	6	15-Sep-04	14-Mar-06	6
Det 3, Co B, 181 Spt Bn	SAN BER-NARDINO	CA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	25	15-Nov-03	15-Mar-05	25
Det 1, Co A, 1/185 Armor	INDIO	CA	OEF	OIF 2	OCONUS	CENTCOM	16	15-Nov-03	30-Mar-05	16
Co A, 1/185 Armor	CORONA	CA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	47	15-Nov-03	30-Mar-05	47
Co B, 1/185 Armor	PALMDALE	CA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	63	15-Nov-03	30-Mar-05	63
Co C, 1/185 Armor	APPLE VALLEY	CA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	63	15-Nov-03	30-Mar-05	63
Det 1, HHC, 1/185 Armor	BANNING	CA	OEF	OIF 2	OCONUS	CENTCOM	62	15-Nov-03	30-Mar-05	62
HHC, 1/185 Armor	SAN BER-NARDINO	CA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	250	15-Nov-03	30-Mar-05	250
1/185 Armor	SAN BER-NARDINO	CA	OEF	OIF 2	OCONUS	CENTCOM	0	15-Nov-03	30-Mar-05	0
Co B, 898 Engr Bn	SAN DIEGO	CA	OEF	OIF 2	OCONUS	CENTCOM	92	15-Nov-03	15-Mar-05	95
133 Trans Det	YUBA CITY	CA	OEF	OIF 2	OCONUS	SADDAM INTL	7	7-Dec-03	29-May-05	7
1072 Trans Co	FRESNO	CA	OEF	OIF 2	OCONUS	BAGHDAD	120	7-Dec-03	29-May-05	142
Co E, 540 Med Bn	POMONA	CA	OEF	OIF 2	OCONUS	CENTCOM	1	13-Dec-03	10-Jun-05	1
HHC, 40 Armor	LOS ALAMITOS	CA	OEF	OIF 2	OCONUS	CENTCOM	1	2-Jan-04	30-Jun-05	1
Co B, 223 MI Bn	FORT ORD	CA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	12	2-Jan-04	1-Jul-05	12
Co A, 250 MI BN	LONG BEACH	CA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	19	2-Jan-04	1-Jul-05	20
223 Finance Det	COMPTON	CA	OEF	OIF 2	OCONUS	BAGHDAD	21	3-Jan-04	2-Jul-05	21
233 Engr Det	ROSEVILLE	CA	OEF	OIF 2	OCONUS	TALLIL	6	3-Jan-04	2-Jul-05	6
Co C, 223 MI Bn	GLENDALE	CA	OEF	OIF 2	OCONUS	CENTCOM	7	13-Jan-04	11-Jul-05	7
Co A, 250 MI Bn	LONG BEACH	CA	OEF	OIF 2	OCONUS	CENTCOM	12	13-Jan-04	10-Jul-05	13
Co B, 40 Maint Bn	BARSTOW	CA	OEF	OIF 2	OCONUS	CENTCOM	16	17-Jan-04	14-Jul-05	17
Co B, 540 Spt Bn	BELL	CA	OEF	OIF 2	OCONUS	CENTCOM	15	17-Jan-04	15-Jul-05	15
Co A, 579 Engr Bn	PETALUMA	CA	OEF	OIF 2	OCONUS	CENTCOM	92	17-Jan-04	15-Jul-05	95
Co B, 250 MI Bn	SAN RAFAEL	CA	OEF	OIF 2	OCONUS	CENTCOM	6	18-Jan-04	16-Jan-06	6
118 Maint Co	STOCKTON	CA	OEF	OIF 2	OCONUS	CENTCOM	2	19-Jan-04	17-Jul-05	2
Co B, 223 MI Bn	SEASIDE	CA	OEF	OIF 2	OCONUS	CENTCOM	12	19-Jan-04	17-Jul-05	12
HHD, 746 QM	VICTORVILLE	CA	OEF	OIF 2	OCONUS	CENTCOM	1	19-Jan-04	18-Jun-05	1
540 Spt Bn	BELL	CA	OEF	OIF 2	OCONUS	CENTCOM	49	20-Jan-04	18-Jul-05	50
Co B, 1/160 Inf	ORANGE	CA	OEF	OIF 2	OCONUS	CENTCOM	135	9-Feb-04	7-Aug-05	135

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HQ STARC CA ARNG	SACRAMENTO	CA	OEF	OIF 2	OCONUS	CENTCOM	0.5	19-Feb-04	16-Aug-05	0.5
CA Medical CBHCO	MATHER AFB	CA	OEF	CONUS BASE SPT	5th Army AOR	SACRAMENTO	33	23-Feb-04	21-Feb-06	33
Bty F, 144 FA	LOS ANGELES	CA	OEF	OEF 04-06	OCONUS	CENTCOM	34	5-Mar-04	29-Nov-05	35
HHT, 1/18 Cav	ONTARIO	CA	OEF	OIF 2	OCONUS	CENTCOM	1	5-Mar-04	2-Jul-04	1
Co E, 540 Spt Bn	POMONA	CA	OEF	OIF 2	OCONUS	CENTCOM	1	12-Mar-04	8-Sep-05	1
HQ STARC CA ARNG	SACRAMENTO	CA	OEF	OIF 2	OCONUS	CENTCOM	1	16-Mar-04	12-Sep-05	1
Co C, 223 MI Bn	FUNSTON	CA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	5	29-Mar-04	28-Mar-05	35
Co G, 140 Avn	STOCKTON	CA	OEF	OEF 04-06	OCONUS	CENTCOM	6	1-May-04	27-Oct-05	6
Co A, 640 Maint Bn	LOS ALAMITOS	CA	OEF	OEF 04-06	OCONUS	CENTCOM	16	1-May-04	27-Oct-05	16
HHB, 40 FA	LOS ANGELES	CA	OEF	CONUS BASE SPT	5th Army AOR	FT IRWIN	1	22-May-04	22-May-05	1
CA ARNG Med Det	MATHER AFB	CA	OEF	OIF 2	OCONUS	CENTCOM	1	10-Jun-04	10-Jun-05	1
HQ 223 Regt	SAN LUIS OBISPO	CA	OEF	ANA TRAINUP	OCONUS	CENTCOM	22	16-Jun-04	30-Nov-05	22
HHB, 1/143 FA	WALNUT CREEK	CA	OEF	OEF 04-06	OCONUS	CENTCOM	37	6-Jul-04	2-Jan-06	37
ARNG ELE JFHQ CA	SACRAMENTO	CA	OEF	OIF 2	OCONUS	CENTCOM	1	10-Jul-04	8-Sep-05	1
HHSC, 223 MI Bn	FT FUNSTON	CA	OEF	CONUS BASE SPT	5th Army AOR	FT HUACHUCA	1	1-Aug-04	1-Aug-05	1
HHC, 3 Bde, 40 Armor	MODESTO	CA	OEF	OIF 04-06	OCONUS	BASRA	1	2-Aug-04	21-Jan-06	1
Co B, 40 Maint Bn	BARSTOW	CA	OEF	OIF 04-06	OCONUS	BASRA	1	2-Aug-04	21-Jan-06	3
140 Chem Co	LONG BEACH	CA	OEF	OIF 04-06	OCONUS	BASRA	2	2-Aug-04	21-Jan-06	2
HHC, 240 Sig Bn	COMPTON	CA	OEF	OIF 04-06	OCONUS	BASRA	2	2-Aug-04	21-Jan-06	2
Co D, 540 Spt Bn	VENTURA	CA	OEF	OIF 04-06	OCONUS	BASRA	3	2-Aug-04	21-Jan-06	3
Co E, 540 Spt Bn	POMONA	CA	OEF	OIF 04-06	OCONUS	BASRA	2	2-Aug-04	21-Jan-06	2
Co B, 640 Maint Bn	EL CAJON	CA	OEF	OIF 04-06	OCONUS	BASRA	4	2-Aug-04	21-Jan-06	6
HHC, 640 MI Bn	LOS ALAMITOS	CA	OEF	OIF 2	OCONUS	CENTCOM	1	6-Aug-04	2-Feb-06	1
Det 1, Bty C, 1/143 FA	BAKERSFIELD	CA	OEF	GWOT-GTMO	OCONUS	NORTHCOM	45	8-Aug-04	8-Aug-05	45

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HHC, 579 Engr Bn	SANTA ROSA	CA	OEF	OIF 2	OCONUS	CENTCOM	1	13-Aug-04	9-May-05	1
HHC, 2 Bde, 40 Inf Div	SAN DIEGO	CA	OEF	CONUS BASE SPT	1st Army AOR	FT MCPHERSON	1	15-Aug-04	15-Aug-05	2
Det 1, Co B, 29 Spt Bn	MODESTO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	5	16-Aug-04	12-Feb-06	6
1/184 Inf Bn	MODESTO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	0	16-Aug-04	12-Feb-06	0
Co A, 1/184 Inf	FULLERTON	CA	OEF	OIF 04-06	OCONUS	CENTCOM	130	16-Aug-04	12-Feb-06	131
Co B, 1/184 Inf	DUBLIN	CA	OEF	OIF 04-06	OCONUS	CENTCOM	125	16-Aug-04	12-Feb-06	131
Co C, 1/184 Inf	AUBURN	CA	OEF	OIF 04-06	OCONUS	CENTCOM	128	16-Aug-04	12-Feb-06	131
Co D, 1/184 Inf	OAKDALE	CA	OEF	OIF 04-06	OCONUS	CENTCOM	67	16-Aug-04	12-Feb-06	87
HHC, 1/184 Inf	MODESTO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	99	16-Aug-04	12-Feb-06	190
Det 1, HHSB, 1/487 FA	MODESTO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	17	16-Aug-04	12-Feb-06	39
Co A, 223 MI Bn	FT FUNSTON	CA	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	2	16-Aug-04	11-Feb-06	2
Co B, 223 MI Bn	SEASIDE	CA	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	2	16-Aug-04	11-Feb-06	2
Co C, 223 MI Bn	GLENDALE	CA	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	2	16-Aug-04	11-Feb-06	2
Co A, 250 MI Bn	LONG BEACH	CA	JOINT GUARDIAN	KFOR 6A	OCONUS	USEUCOM	1	16-Aug-04	11-Feb-06	1
Co B, 250 MI Bn	SAN RAFAEL	CA	JOINT GUARDIAN	KFOR 6A	OCONUS	USEUCOM	6	16-Aug-04	11-Feb-06	6
Co C, 40 Spt Bn	MONTEBELLO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	18-Feb-06	1
118 Maint Co	STOCKTON	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	18-Feb-06	1
Co D, 1/184 Inf	OAKDALE	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	18-Feb-06	1
HHC, 2/185 Armor	SAN DIEGO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	18-Feb-06	1
Co B, 223 MI Bn	SEASIDE	CA	OEF	OIF 04-06	OCONUS	CENTCOM	2	23-Aug-04	18-Feb-06	2
Co A, 540 Spt Bn	BELL	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	18-Feb-06	1
HHC, 578 Engr Bn	MANHATTAN BCH	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	18-Feb-06	1

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Bty F, 144 FA	LOS ANGELES	CA	OEF	OIF 04-06	OCONUS	BASRA	2	25-Aug-04	20-Jan-06	2
251 Finance Det	COMPTON	CA	OEF	OIF 04-06	OCONUS	CENTCOM	20	25-Aug-04	21-Feb-06	21
CA ARNG Med Det	MATHER AFB	CA	OEF	OIF 2	OCONUS	CENTCOM	1	26-Aug-04	25-Aug-05	1
HHD, 79 Personnel Svc Bn	SACRAMENTO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	3	1-Sep-04	28-Feb-06	16
2668 Trans Co	FRESNO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	61	1-Sep-04	28-Feb-06	61
1106 AVCRAD	FRESNO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	116	1-Sep-04	28-Feb-06	120
CA ARNG Med Det	MATHER AFB	CA	OEF	OIF 2	OCONUS	CENTCOM	1	2-Sep-04	2-Sep-05	1
118 Maint Co	STOCKTON	CA	OEF	OIF 2	OCONUS	CENTCOM	1	4-Sep-04	3-Sep-05	1
Svc Btry, 1/144 FA	BURBANK	CA	OEF	OIF 2	OCONUS	CENTCOM	1	4-Sep-04	3-Sep-05	1
Co B, 2/185 Armor	EL CENTRO	CA	OEF	OIF 2	OCONUS	CENTCOM	1	4-Sep-04	3-Sep-05	1
Co B, 340 Maint Bn	ATASCADERO	CA	OEF	OIF 2	OCONUS	CENTCOM	1	4-Sep-04	4-Sep-05	1
625 Spt Det	FRESNO	CA	OEF	OIF 2	OCONUS	CENTCOM	1	4-Sep-04	3-Sep-05	1
HHD, 749 Maint Bn	BENICIA	CA	OEF	OIF 2	OCONUS	CENTCOM	1	4-Sep-04	3-Sep-05	1
Bty A, 1/143 FA	LODI	CA	OEF	GWOT-GTMO	OCONUS	NORTHCOM	111	7-Sep-04	7-Sep-05	111
Bty C, 1/143 FA	SANTA MARIA	CA	OEF	GWOT-GTMO	OCONUS	GTMO	66	7-Sep-04	7-Sep-05	66
Co D, 540 Spt Bn	VENTURA	CA	OEF	OIF 04-06	OCONUS	CENTCOM	40	7-Sep-04	6-Mar-06	40
126 Med Co	MATHER AFB	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Sep-04	7-Mar-06	2
Co G, 140 Avn	STOCKTON	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Sep-04	7-Mar-06	1
HHD, 340 Spt Bn	SAN LORENZO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	60	8-Sep-04	7-Mar-06	100
HHD, 340 Spt Bn	SAN LORENZO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	4	8-Sep-04	7-Mar-06	4
HHD, 40 Finance Bn	COMPTON	CA	OEF	OIF 04-06	OCONUS	CENTCOM	26	11-Sep-04	10-Mar-06	27
Co A, 1/140 Avn	MATHER AFB	CA	OEF	OIF 04-06	OCONUS	CENTCOM	34	11-Sep-04	10-Mar-06	35
Co B, 1/140 Avn	LOS ALAMITOS	CA	OEF	OIF 04-06	OCONUS	CENTCOM	35	11-Sep-04	10-Mar-06	35
Co C, 1/140 Avn	LOS ALAMITOS	CA	OEF	OIF 04-06	OCONUS	CENTCOM	68	11-Sep-04	10-Mar-06	70
1/140 Avn	LOS ALAMITOS	CA	OEF	OIF 04-06	OCONUS	CENTCOM	0	11-Sep-04	10-Mar-06	0
217 Finance Det	SAN LUIS OBISPO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	20	11-Sep-04	10-Mar-06	21

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HHC, 40 Spt Bn	LONG BEACH	CA	OEF	OIF 04-06	OCONUS	CENTCOM	39	13-Sep-04	6-Mar-06	39
HHC, 40 Spt Bn	LONG BEACH	CA	OEF	OIF 04-06	OCONUS	CENTCOM	7	13-Sep-04	11-Mar-06	14
HHC, 240 Sig Bn	COMPTON	CA	OEF	OIF 04-06	OCONUS	CENTCOM	3	13-Sep-04	11-Mar-06	7
HHC, 240 Sig Bn	COMPTON	CA	OEF	OIF 04-06	OCONUS	CENTCOM	9	13-Sep-04	11-Mar-06	14
Co D, 540 Spt Bn	VENTURA	CA	OEF	OIF 04-06	OCONUS	CENTCOM	1	13-Sep-04	11-Mar-06	1
Co B, 223 MI Bn	SEASIDE	CA	ONE	CONUS BASE SPT	5th Army AOR	FT LEWIS, WA	1	20-Sep-04	19-Sep-05	1
Co A, 250 MI Bn	LONG BEACH	CA	OEF	OIF 04-06	OCONUS	CENTCOM	31	21-Sep-04	19-Mar-06	31
Co B, 250 MI Bn	SAN RAFAEL	CA	OEF	OIF 04-06	OCONUS	CENTCOM	27	21-Sep-04	20-Mar-06	27
HHS, 250 MI Bn	SAN RAFAEL	CA	OEF	OIF 04-06	OCONUS	CENTCOM	77	21-Sep-04	20-Mar-06	79
1106 AVCRAD	FRESNO	CA	OEF	OIF 04-06	OCONUS	CENTCOM	138	21-Sep-04	20-Mar-06	140
HHC, 40 Armor Div	LOS ALAMITOS	CA	OEF	OIF 2	OCONUS	CENTCOM	1	30-Sep-04	30-Sep-05	1
Co C, 40 Spt Bn	MONTEBELLO	CA	OEF	OIF 2	OCONUS	CENTCOM	1	30-Sep-04	30-Sep-05	1
Co C, 297 Spt Bn	SAN FRANCISCO	CA	OEF	OIF 2	OCONUS	CENTCOM	1	30-Sep-04	30-Sep-05	1
CO ARNG Special Ops Det	AURORA	CO	OEF	OIF 2	OCONUS	CENTCOM	8	20-Nov-03	18-Nov-04	8
1157 Engr Det	COLORADO SPRINGS	CO	OEF	OIF 2	OCONUS	TALLIL	16	7-Dec-03	29-May-05	16
143 Sig Co	GRAND JUNCTION	CO	OEF	OIF 2	OCONUS	KUWAIT INTL	52	13-Dec-03	10-Jun-05	65
128 Public Affairs Det	AURORA	CO	OEF	GWOT-GTMO	OCONUS	GTMO	10	20-May-04	20-May-05	10
CO ARNG Space Spt Bn	COLORADO SPRINGS	CO	OEF	CONUS BASE SPT	5th Army AOR	COLORADO SPRINGS	1	19-Jul-04	19-Jul-05	1
HCB, 2/157 FA	COLORADO SPRGS	CO	OEF	OIF 04-06	OCONUS	CENTCOM	2	20-Sep-04	19-Mar-06	2
Co B, 5/19 Special Ops	PUEBLO	CO	ONE	CONUS BASE SPT	1st Army AOR	WASHINGTON, DC	1	30-Sep-04	29-Sep-05	1
118 Med Bn	NEWINGTON	CT	OEF	OIF 2	OCONUS	CENTCOM	0	7-Dec-03	29-May-05	0
HSC, 118 Med Bn	NEW HAVEN	CT	OEF	OIF 2	OCONUS	BAGHDAD	103	7-Dec-03	29-May-05	137
Co C, 1/102 Inf Bn	BRISTOL	CT	OEF	OIF 2	OCONUS	CENTCOM	36	5-Jan-04	3-Jul-05	40
CT ARNG STARC	NEW HAVEN	CT	OEF	OIF 2	OCONUS	CENTCOM	1	30-Jan-04	28-Jul-05	1
ARNG ELE JFHQ CT	NEW HAVEN	CT	OEF	OIF 04-06	OCONUS	BASRA	1	2-Aug-04	28-Jan-06	1

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
ARNG ELE JFHQ CT	NEW HAVEN	CT	OEF	OIF 04-06	OCONUS	BASRA	1	2-Aug-04	28-Jan-06	1
Co B, 1/189 Avn	WINDSOR LOCKS	CT	OEF	OIF 04-06	OCONUS	CENTCOM	19	6-Sep-04	5-Mar-06	19
Det 1, Co D, 1/189 Avn	WINDSOR LOCKS	CT	OEF	OIF 04-06	OCONUS	CENTCOM	8	6-Sep-04	5-Mar-06	24
CT ARNG ELE JFHQ	NEW HAVEN	CT	OEF	GWOT-SOUTH-COM	OCONUS	SOUTHCOM	1	17-Sep-04	16-Sep-05	1
HHC, 143 Spt Bn	NEWINGTON	CT	OEF	OIF 04-06	OCONUS	CENTCOM	79	17-Sep-04	19-Mar-06	100
DC ARNG ELE JFHQ	WASHINGTON	DC	OEF	OIF 2	OCONUS	CENTCOM	1	1-Jun-04	1-Jun-05	1
140 Trans Co	WASHINGTON	DC	OEF	OIF 04-06	OCONUS	CENTCOM	1	9-Aug-04	5-Feb-06	1
74 Trp Cmd	WASHINGTON	DC	OEF	OIF 04-06	OCONUS	CENTCOM	1	9-Sep-04	8-Mar-06	1
Det 1, 832 Med Co	NEW CASTLE	DE	ONE	CONUS BASE SPT	5th Army AOR	FT LEWIS	17	14-Dec-03	11-Jun-05	19
DE ARNG Med Det	WILMINGTON	DE	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	16-Jan-04	12-Oct-04	1
DE ARNG Med Det	WILMINGTON	DE	OEF	OEF 04-06	OCONUS	CENTCOM	1	4-Apr-04	30-Sep-05	1
Co B, 1/150 Avn	NEW CASTLE	DE	OEF	OIF 04-06	OCONUS	CENTCOM	32	24-May-04	19-Nov-05	35
Det 1, Co C, 1/150 Avn	NEW CASTLE	DE	OEF	OIF 04-06	OCONUS	CENTCOM	18	24-May-04	19-Nov-05	27
Det 1, HHC, 1/150 Avn	NEW CASTLE	DE	OEF	OIF 04-06	OCONUS	CENTCOM	25	24-May-04	19-Nov-05	32
153 MP Co	DELAWARE CITY	DE	OEF	OIF 04-06	OCONUS	CENTCOM	1	9-Aug-04	5-Feb-06	1
HHC, 261 Sig Bn	SMYRNA	DE	OEF	OIF 04-06	OCONUS	CENTCOM	2	9-Aug-04	5-Feb-06	2
HHC, 280 Sig Bn	GEORGETOWN	DE	OEF	OIF 04-06	OCONUS	CENTCOM	2	9-Aug-04	5-Feb-06	2
945 Ord Co	MILFORD	DE	OEF	OIF 04-06	OCONUS	CENTCOM	108	7-Sep-04	6-Mar-06	120
Det 1, 832 Med Co	NEW CASTLE	DE	OEF	OIF 04-06	OCONUS	CENTCOM	1	15-Sep-04	15-Mar-06	1
253 MI Co	TAMPA	FL	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	3	10-Oct-03	9-Oct-04	2
HHSC, 260 MI Bn	MIAMI	FL	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	22	10-Oct-03	9-Oct-04	30
HHSC, 260 MI Bn	MIAMI	FL	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	10-Oct-03	9-Oct-05	1

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FL ARNG Med Det	ST AUGUSTINE	FL	OEF	OIF 2	OCONUS	CENTCOM	3	14-Oct-03	13-Oct-04	5
HHC, 50 Spt Gp	HOMESTEAD ARB	FL	OEF	OIF 2	OCONUS	ARIFJAN	131	7-Dec-03	29-May-05	133
HHD, 153 Finance Bn	ST AUGUSTINE	FL	OEF	OIF 2	OCONUS	ARIFJAN	30	7-Dec-03	29-May-05	30
Det 1, Co H, 171 Avn Co	BROOKSVILLE	FL	OEF	OIF 2	OCONUS	CENTCOM	8	7-Dec-03	29-May-05	8
53 Spt Bn	ST PETERSBURG	FL	OEF	OIF 2	OCONUS	CENTCOM	1	10-Dec-03	7-Jun-05	1
Co D, 2/124 Inf	EUSTIS	FL	OEF	OIF 2	OCONUS	CENTCOM	1	10-Dec-03	7-Jun-05	1
653 Sig Co	CRESTVIEW	FL	OEF	OIF 2	OCONUS	CENTCOM	88	15-Dec-03	12-Jun-05	94
Det 1, Co C, 1/171 Avn	BROOKSVILLE	FL	OEF	OIF 2	OCONUS	CENTCOM	30	18-Dec-03	15-Jun-05	30
Det 1, Co C, 1/171 Avn	BROOKSVILLE	FL	OEF	OIF 2	OCONUS	CENTCOM	30	18-Dec-03	15-Jun-05	264
Co B, 1/171 Avn	BROOKSVILLE	FL	OEF	OIF 2	OCONUS	CENTCOM	30	12-Jan-04	10-Jul-05	33
HHSC, 260 MI Bn	MIAMI	FL	OEF	OIF 2	OCONUS	CENTCOM	4	13-Jan-04	11-Jul-05	5
Co B, 1/111 Avn	JACKSONVILLE	FL	OEF	OIF 2	OCONUS	CENTCOM	32	22-Jan-04	22-Jun-05	32
Det 12, HHB, 32 Air Def Arty	ORLANDO	FL	ONE	CLEAR SKIES	1st Army AOR	MDW	16	25-Jan-04	24-Mar-05	17
Det 12, HHB, 32 Air Def Arty	ORLANDO	FL	ONE	CLEAR SKIES	1st Army AOR	MDW	10	25-Jan-04	24-Jan-06	10
HHB, 1/265 Air Def Arty	DAYTONA BEACH	FL	ONE	CLEAR SKIES	1st Army AOR	WASHINGTON	3	30-Jan-04	28-Nov-06	20
HHB, 1/265 Air Def Arty	DAYTONA BEACH	FL	ONE	CLEAR SKIES	1st Army AOR	WASHINGTON	19	30-Jan-04	28-Nov-05	20
HHB, 2/265 Air Def Arty	W PALM BEACH	FL	ONE	CONUS BASE SPT	1st Army AOR	WASHINGTON	10	30-Jan-04	29-Jan-05	20
HHB, 2/265 Air Def Arty	W PALM BEACH	FL	ONE	CONUS BASE SPT	1st Army AOR	WASHINGTON	4	30-Jan-04	29-Jan-06	20
HHB, 3/265 Air Def Arty	SARASOTA	FL	ONE	CONUS FP	1st Army AOR	WASHINGTON	5	30-Jan-04	29-Jan-06	43
HHB, 3/265 Air Def Arty	SARASOTA	FL	ONE	CONUS FP	1st Army AOR	WASHINGTON	43	30-Jan-04	29-Jan-05	43
FL Medical CBHCO	ST AUGUSTINE	FL	OEF	CONUS BASE SPT	1st Army AOR	CONUS	35	1-Feb-04	31-Jan-06	35
HHC, 1/111 Avn	JACKSONVILLE	FL	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	8	2-Feb-04	2-May-05	8
HHC, 1/111 Avn	JACKSONVILLE	FL	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	36	2-Feb-04	1-Feb-05	36
Co B, 1/111 Avn	JACKSONVILLE	FL	OEF	OEF 04-06	OCONUS	CENTCOM	1	5-Feb-04	2-Aug-05	1
HHB, 2/265 Air Def Arty	W PALM BEACH	FL	OEF	OEF 04-06	OCONUS	CENTCOM	182	11-Mar-04	6-Sep-05	184

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HHB, 2/265 Air Def Arty	W PALM BEACH	FL	OEF	OEF 04-06	OCONUS	CENTCOM	183	11-Mar-04	6-Sep-05	184
ARNG ELE JFHQ FL	ST AUGUSTINE	FL	OEF	OIF 2	OCONUS	CENTCOM	1	16-Apr-04	11-Oct-04	1
Det 1, Co B, 642 Spt Bn	JACKSONVILLE INTE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	27	24-May-04	19-Nov-05	27
Det 2, HHC, 642 Spt Bn	JACKSONVILLE INTE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	11	24-May-04	19-Nov-05	15
144 Trans Co	MARIANNA	FL	OEF	OIF 2	OCONUS	CENTCOM	151	7-Jun-04	4-Dec-05	167
HHSB, 2/265 Air Def Arty	W PALM BEACH	FL	OEF	ANA TRAINUP	OCONUS	CENTCOM	7	17-Jun-04	13-Dec-05	7
HHSB, 3/116 FA	PLANT CITY	FL	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	22-Jul-04	21-Jul-05	1
HHC, 50 Spt Gp	HOMESTEAD ARB	FL	OEF	OIF 04-06	OCONUS	CENTCOM	2	2-Aug-04	28-Jan-06	2
253 MI Co	TAMPA	FL	OEF	OIF 04-06	OCONUS	CENTCOM	2	8-Aug-04	4-Feb-06	2
Co A, 260 MI Bn	HOMESTEAD	FL	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Aug-04	4-Feb-06	1
Co B, 260 MI BN	HIALEAH	FL	OEF	OIF 04-06	OCONUS	CENTCOM	7	8-Aug-04	4-Feb-06	7
Det 1, Co A, 642 Spt Bn	JACKSONVILLE INTE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	15	9-Aug-04	5-Feb-06	15
Det 13, HHB, 32 Air Def Arty	ORLANDO	FL	OEF	CONUS BASE SPT	5th Army AOR	FT BLISS, TX	1	10-Aug-04	10-Aug-05	1
HHC, 146 Sig Bn	JACKSONVILLE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	1	28-Aug-04	23-Feb-06	1
Co A, 1/111 Avn	JACKSONVILLE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Sep-04	7-Mar-06	1
Det 1, Co A, 642 Spt Bn	JACKSONVILLE INTE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	40	8-Sep-04	6-Mar-06	40
HHB, 1/265 Air Def Arty	DAYTONA BEACH	FL	OEF	OIF 04-06	OCONUS	CENTCOM	1	11-Sep-04	9-Mar-06	1
269 Engr Co	LIVE OAK	FL	OEF	OIF 04-06	OCONUS	CENTCOM	1	11-Sep-04	10-Mar-06	2
HHC, 1/111 Avn	JACKSONVILLE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	22	13-Sep-04	11-Mar-06	32
HHC, 1/111 Avn	JACKSONVILLE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	5	13-Sep-04	11-Mar-06	5
HHC, 1/111 Avn	JACKSONVILLE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	5	13-Sep-04	11-Mar-06	5
1153 Finance Det	ST AUGUSTINE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	21	21-Sep-04	20-Mar-06	21
3153 Finance Det	ST AUGUSTINE	FL	OEF	OIF 04-06	OCONUS	CENTCOM	20	21-Sep-04	20-Mar-06	21

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Co H, 171 Avn	DOBBINS AFB	GA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	10	7-Dec-03	29-May-05	10
1/171 Avn	DOBBINS AFB	GA	OEF	OIF 2	OCONUS	ARIFJAN	192	18-Dec-03	15-Jun-05	199
Det 1, Co F, 131 Avn	SAVANNAH	GA	OEF	OEF 04-06	OCONUS	CENTCOM	93	18-Jan-04	17-Jul-05	102
GA ARNG JFHQ	ELLENWOOD	GA	OEF	CONUS BASE SPT	1st Army AOR	FT MCPHERSON	1	30-Mar-04	30-Mar-05	1
GA ARNG JFHQ Avn	ATLANTA	GA	OEF	CONUS BASE SPT	1st Army AOR	FORSCOM	1	19-Jun-04	18-Jun-05	1
GA ARNG JFHQ Avn	ATLANTA	GA	OEF	CONUS BASE SPT	1st Army AOR	FT MCPHERSON	1	23-Jul-04	22-Jul-05	1
HHC, 48 Inf Bde	MACON	GA	OEF	OIF 04-06	OCONUS	CENTCOM	1	16-Aug-04	12-Feb-06	1
GU ARNG MED DET	FT JUAN MUNA	GU	OEF	OIF 2	OCONUS	CENTCOM	1	20-Nov-03	19-Nov-04	1
294 MI Det	FT JUAN MUNA	GU	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	3	4-Jan-04	2-Jul-05	4
Co A, 1/294 Inf	FT JUAN MUNA	GU	OEF	GWOT-HOA	OCONUS	DJIBOUTI	153	19-Apr-04	15-Oct-05	156
105 Trp Cmd	FT JUAN MUNA	GU	OEF	CONUS BASE SPT	1st Army AOR	WDM	1	17-Jul-04	17-Jul-05	1
105 Trp Cmd	FT JUAN MUNA	GU	OEF	OIF 04-06	OCONUS	CENTCOM	3	15-Sep-04	13-Mar-06	3
HHC, 1/294 Inf	FT JUAN MUNA	GU	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Sep-04	23-Sep-05	1
294 MI Det	FT JUAN MUNA	GU	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Sep-04	23-Sep-05	1
Co C, 193 Avn	WHEELER AAF	HI	OEF	OIF 2	OCONUS	CENTCOM	226	5-Jan-04	1-Jul-05	226
25 Info Ctr	PEARL CITY	HI	ONE	CONUS BASE SPT	5th Army AOR	PACOM	20	26-Jan-04	25-Jan-05	20
Co B, 193 Avn	WHEELER AAF	HI	OEF	OEF 04-06	OCONUS	CENTCOM	62	15-Mar-04	11-Sep-05	62
Co C, 29 Spt Bn	FT RUGER	HI	OEF	OEF 04-06	OCONUS	CENTCOM	1	1-Apr-04	5-Jul-04	1
HHC, 29 Inf Bde	KAPOLEI	HI	OEF	OIF 04-06	OCONUS	CENTCOM	1	15-Aug-04	11-Feb-06	1
Co A, 29 Spt Bn	KAPOLEI	HI	OEF	OIF 04-06	OCONUS	CENTCOM	237	16-Aug-04	12-Feb-06	237
Co B, 29 Spt Bn	FT RUGER	HI	OEF	OIF 04-06	OCONUS	CENTCOM	151	16-Aug-04	12-Feb-06	151
Co C, 29 Spt Bn	FT RUGER	HI	OEF	OIF 04-06	OCONUS	CENTCOM	108	16-Aug-04	12-Feb-06	108
HHC, 29 Spt Bn	FT RUGER	HI	OEF	OIF 04-06	OCONUS	CENTCOM	121	16-Aug-04	12-Feb-06	121

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29 Spt Bn	FT RUGER	HI	OEF	OIF 04-06	OCONUS	CENTCOM	0	16-Aug-04	12-Feb-06	0
HHC, 29 Inf Bde	KAPOLEI	HI	OEF	OIF 04-06	OCONUS	CENTCOM	251	16-Aug-04	12-Feb-06	251
227 Engr Co	PEARL CITY	HI	OEF	OIF 04-06	OCONUS	CENTCOM	155	16-Aug-04	12-Feb-06	155
229 MI Co	KAPOLEI	HI	OEF	OIF 04-06	OCONUS	CENTCOM	39	16-Aug-04	12-Feb-06	39
2/299 Inf	HILO	HI	OEF	OIF 04-06	OCONUS	CENTCOM	0	16-Aug-04	12-Feb-06	0
Co A, 2/299 Inf	HANAPEPE	HI	OEF	OIF 04-06	OCONUS	CENTCOM	131	16-Aug-04	12-Feb-06	131
Co B, 2/299 Inf	KAPOLEI	HI	OEF	OIF 04-06	OCONUS	CENTCOM	131	16-Aug-04	12-Feb-06	131
Co C, 2/299 Inf	KEALAKEKUA	HI	OEF	OIF 04-06	OCONUS	CENTCOM	131	16-Aug-04	12-Feb-06	131
Co D, 2/299 Inf	WAHIAWA	HI	OEF	OIF 04-06	OCONUS	CENTCOM	87	16-Aug-04	12-Feb-06	87
HHC, 2/299 Inf	HILO	HI	OEF	OIF 04-06	OCONUS	CENTCOM	190	16-Aug-04	12-Feb-06	190
1/487 FA	WAHIAWA	HI	OEF	OIF 04-06	OCONUS	CENTCOM	0	16-Aug-04	12-Feb-06	0
Bty A, 1/487 FA	WAHIAWA	HI	OEF	OIF 04-06	OCONUS	CENTCOM	67	16-Aug-04	12-Feb-06	67
Bty B, 1/487 FA	WAHIAWA	HI	OEF	OIF 04-06	OCONUS	CENTCOM	67	16-Aug-04	12-Feb-06	67
Bty C, 1/487 FA	WAHIAWA	HI	OEF	OIF 04-06	OCONUS	CENTCOM	67	16-Aug-04	12-Feb-06	67
HHSB, 1/487 FA	WAHIAWA	HI	OEF	OIF 04-06	OCONUS	CENTCOM	214	16-Aug-04	12-Feb-06	214
103 Trp Cmd	PEARL CITY	HI	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-Sep-04	10-Mar-06	1
HHC, 2/34 Bde	BOONE	IA	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	35	10-Oct-03	9-Oct-04	39
1/113 Armd Cav	SIOUX CITY	IA	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	0	10-Oct-03	9-Oct-04	0
HHT, 1/113 Armd Cav	SIOUX CITY	IA	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	107	10-Oct-03	9-Oct-04	111
Trp A, 1/113 Armd Cav	CP DODGE	IA	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	50	10-Oct-03	9-Oct-04	51
Trp B, 1/113 Armd Cav	CP DODGE	IA	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	100	10-Oct-03	9-Oct-04	101
HHD, 185 Spt Bn	CP DODGE	IA	OEF	OIF 2	OCONUS	TALLIL	57	7-Dec-03	29-May-05	59
HHD, 1088 Personnel Svs bn	CP DODGE	IA	OEF	OIF 2	OCONUS	KUWAIT INTL	44	7-Dec-03	29-May-05	47
767 Engr Det	CP DODGE	IA	OEF	OIF 2	OCONUS	AL ASAD	16	18-Dec-03	15-Jun-05	16

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Info Ops Spt Ctr	CP DODGE	IA	OEF	OIF 2	OCONUS	CENTCOM	5	2-Jan-04	1-Jan-05	5
194 Inf Det	CP DODGE	IA	OEF	OIF 2	OCONUS	MOSUL	58	3-Jan-04	1-Jul-05	59
Co D, 109 Avn	BOONE	IA	OEF	OIF 2	OCONUS	CENTCOM	1	3-Feb-04	1-Aug-05	1
Det 34, IA OSA	BOONE	IA	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	12-Feb-04	8-Nov-04	1
Det 1, HHB, 34 FA	STORM LAKE	IA	OEF	OEF 04-06	OCONUS	CENTCOM	19	4-Mar-04	31-Aug-05	19
Co B, 334 Spt Bn	CEDAR RAPIDS	IA	OEF	OEF 04-06	OCONUS	CENTCOM	15	4-Mar-04	31-Aug-05	15
HHD, 334 Spt Bn	DAVENPORT	IA	OEF	OEF 04-06	OCONUS	CENTCOM	4	4-Mar-04	31-Aug-05	5
834 Engr Co	DAVENPORT	IA	OEF	OEF 04-06	OCONUS	CENTCOM	29	4-Mar-04	31-Aug-05	29
Co A, 1/168 Inf	CARROLL	IA	OEF	OEF 04-06	OCONUS	CENTCOM	128	5-Mar-04	31-Aug-05	131
Co B, 1/168 Inf	GLENWOOD	IA	OEF	OEF 04-06	OCONUS	CENTCOM	128	5-Mar-04	31-Aug-05	131
Co C, 1/168 Inf	DENISON	IA	OEF	OEF 04-06	OCONUS	CENTCOM	128	5-Mar-04	31-Aug-05	131
Co D, 1/168 Inf	COUNCIL BLUFFS	IA	OEF	OEF 04-06	OCONUS	CENTCOM	14	5-Mar-04	31-Aug-05	20
HHC, 1/168 Inf	COUNCIL BLUFFS	IA	OEF	OEF 04-06	OCONUS	CENTCOM	197	5-Mar-04	31-Aug-05	197
JFHQ IAARNG	CP DODGE	IA	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	11-Mar-04	6-Dec-04	1
HHC, 1/168 Inf	COUNCIL BLUFFS	IA	OEF	OEF 04-06	OCONUS	CENTCOM	4	25-Mar-04	11-Sep-05	7
Co C, 334 Spt Bn	CP DODGE	IA	OEF	OEF 04-06	OCONUS	CENTCOM	8	4-Apr-04	1-Oct-05	8
Co A, 109 Med Bn	IOWA CITY	IA	OEF	CONUS BASE SPT	1st Army AOR	FORT BRAGG	1	12-Apr-04	11-Apr-05	1
IA ARNG Med Det	CP DODGE	IA	OEF	OIF 2	OCONUS	CENTCOM	1	25-Jun-04	25-Jun-05	1
IA ARNG Med Det	CP DODGE	IA	OEF	OIF 2	OCONUS	CENTCOM	1	9-Jul-04	7-Oct-04	1
Det 1, 3655 Ord Co	CP DODGE	IA	OEF	OIF 04-06	OCONUS	CENTCOM	1	10-Aug-04	6-Feb-06	1
2168 Trans Co	SHELDON	IA	OEF	OIF 04-06	OCONUS	CENTCOM	157	25-Aug-04	21-Feb-06	172
Det 1, 3655 Ord Co	CP DODGE	IA	OEF	OIF 04-06	OCONUS	CENTCOM	2	31-Aug-04	27-Feb-06	2
Det 1, IAARNG JFHQ	CP DODGE	IA	OEF	OEF 04-06	OCONUS	CENTCOM	1	3-Sep-04	1-Mar-06	1
67 Trp Cmd	CP DODGE	IA	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Sep-04	23-Sep-05	1
Trp F, 1/113 Armd Cav	WATERLOO	IA	OEF	OIF 04-06	OCONUS	CENTCOM	1	25-Sep-04	23-Mar-06	1

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HHC, 2/116 Armd Cav	TWIN FALLS	ID	OEF	OIF 04-06	OCONUS	BASRA	13	12-May-04	12-May-05	13
HHC, 2/116 Armd Cav	TWIN FALLS	ID	OEF	OIF 04-06	OCONUS	BASRA	4	12-May-04	29-Nov-05	4
HHC, 116 Armd Cav	BOISE	ID	OEF	OIF 04-06	OCONUS	BASRA	10	12-May-04	12-May-05	10
116 Engr Bn	LEWISTON	ID	OEF	OIF 04-06	OCONUS	BASRA	8	12-May-04	12-May-05	8
HHC, 145 Spt Bn	CALDWELL	ID	OEF	OIF 04-06	OCONUS	BASRA	5	12-May-04	12-May-05	5
HHB, 1/148 FA	POCATELLO	ID	OEF	OIF 04-06	OCONUS	BASRA	14	12-May-04	12-May-05	14
216 MI Co	BOISE	ID	OEF	OIF 04-06	OCONUS	BASRA	5	12-May-04	24-Dec-05	5
HHC, 116 Armd Cav	BOISE	ID	OEF	OIF 04-06	OCONUS	BASRA	12	14-May-04	11-Dec-05	12
HHC, 116 Engr Bn	LEWISTON	ID	OEF	OIF 04-06	OCONUS	BASRA	8	14-May-04	12-Dec-05	10
HHC, 145 Spt Bn	CALDWELL	ID	OEF	OIF 04-06	OCONUS	BASRA	8	15-May-04	25-Nov-05	8
HHC, 116 Armd Cav	BOISE	ID	OEF	OIF 04-06	OCONUS	CENTCOM	1	20-May-04	12-Dec-05	1
HHB, 1/148 FA	POCATELLO	ID	OEF	OIF 04-06	OCONUS	BASRA	13	21-May-04	11-Dec-05	13
HHC, 2/116 Armd	TWIN FALLS	ID	OEF	OIF 04-06	OCONUS	BASRA	1	24-May-04	11-Dec-05	3
HHC, 116 Engr Bn	LEWISTON	ID	OEF	OIF 04-06	OCONUS	BASRA	17	24-May-04	11-Dec-05	18
HHC, 2/116 Armor	TWIN FALLS	ID	OEF	OIF 04-06	OCONUS	CENTCOM	25	7-Jun-04	30-Dec-05	25
HHC, 116 Armd Cav	BOISE	ID	OEF	OIF 04-06	OCONUS	CENTCOM	5	7-Jun-04	4-Dec-05	6
HHC, 116 Armd Cav	BOISE	ID	OEF	OIF 04-06	OCONUS	CENTCOM	237	7-Jun-04	30-Dec-05	238
HHC, 116 Engr Bn	LEWISTON	ID	OEF	OIF 04-06	OCONUS	CENTCOM	18	7-Jun-04	30-Dec-05	18
145 Spt Bn	BOISE	ID	OEF	OIF 04-06	OCONUS	CENTCOM	88	7-Jun-04	30-Dec-05	93
Co A, 145 Spt Bn	NAMPA	ID	OEF	OIF 04-06	OCONUS	CENTCOM	40	7-Jun-04	30-Dec-05	40
Det 1, Co A, 145 Spt Bn	PAYETTE	ID	OEF	OIF 04-06	OCONUS	CENTCOM	17	7-Jun-04	30-Dec-05	18
Det 2, Co A, 145 Spt Bn	WILDER	ID	OEF	OIF 04-06	OCONUS	CENTCOM	17	7-Jun-04	30-Dec-05	18
Co B, 145 Spt Bn	BOISE	ID	OEF	OIF 04-06	OCONUS	CENTCOM	132	7-Jun-04	30-Dec-05	195
Det 1, Co B, 145 Spt Bn	MOUNTAIN HOME AFB	ID	OEF	OIF 04-06	OCONUS	CENTCOM	23	7-Jun-04	30-Dec-05	26

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Det 4, Co B, 145 Spt Bn	RIGBY	ID	OEF	OIF 04-06	OCONUS	CENTCOM	8	7-Jun-04	30-Dec-05	12
HHC, 145 Spt Bn	CALDWELL	ID	OEF	OIF 04-06	OCONUS	CENTCOM	19	7-Jun-04	30-Dec-05	25
Det 2, HHC, 145 Spt Bn	WILDER	ID	OEF	OIF 04-06	OCONUS	CENTCOM	19	7-Jun-04	30-Dec-05	19
145 Spt Bn	CALDWELL	ID	OEF	OIF 04-06	OCONUS	CENTCOM	0	7-Jun-04	30-Dec-05	0
HHB, 1/148 FA	POCATELLO	ID	OEF	OIF 04-06	OCONUS	CENTCOM	32	7-Jun-04	30-Dec-05	32
216 MI Co	BOISE	ID	OEF	OIF 04-06	OCONUS	CENTCOM	40	7-Jun-04	30-Dec-05	48
2/116 Armd Cav	TWIN FALLS	ID	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Jun-04	12-Dec-05	0
Co A, 2/116 Armd	EMMETT	ID	OEF	OIF 04-06	OCONUS	CENTCOM	63	15-Jun-04	12-Dec-05	63
Co B, 2/116 Armd Cav	BURLEY	ID	OEF	OIF 04-06	OCONUS	CENTCOM	118	15-Jun-04	12-Dec-05	135
HHC 2/116 Armd Cav	TWIN FALLS	ID	OEF	OIF 04-06	OCONUS	CENTCOM	100	15-Jun-04	12-Dec-05	101
Det 1, HHC, 2/116 Armd Cav	BUHL	ID	OEF	OIF 04-06	OCONUS	CENTCOM	27	15-Jun-04	12-Dec-05	31
Det 2, HHC, 2/116 Armd Cav	HAILEY	ID	OEF	OIF 04-06	OCONUS	CENTCOM	37	15-Jun-04	12-Dec-05	45
Det 3, HHC, 2/116 Armd Cav	JEROME	ID	OEF	OIF 04-06	OCONUS	CENTCOM	46	15-Jun-04	12-Dec-05	53
Det 1, Co B, 116 Engr Bn	OROFINO	ID	OEF	OIF 04-06	OCONUS	CENTCOM	26	15-Jun-04	12-Dec-05	28
Det 2, Co B, 116 Engr Bn	GRANGEVILLE	ID	OEF	OIF 04-06	OCONUS	CENTCOM	25	15-Jun-04	12-Dec-05	28
Co B, 116 Engr Bn	MOSCOW	ID	OEF	OIF 04-06	OCONUS	CENTCOM	41	15-Jun-04	12-Dec-05	41
Det 1, Co C, 116 Engr Bn	BONNERS FERRY	ID	OEF	OIF 04-06	OCONUS	CENTCOM	23	15-Jun-04	12-Dec-05	28
Co C, 116 Engr Bn	POST FALLS	ID	OEF	OIF 04-06	OCONUS	CENTCOM	63	15-Jun-04	12-Dec-05	69
HHC, 116 Engr Bn	LEWISTON	ID	OEF	OIF 04-06	OCONUS	CENTCOM	76	15-Jun-04	12-Dec-05	76
116 Engr Bn	LEWISTON	ID	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Jun-04	12-Dec-05	0
1/148 FA	POCATELLO	ID	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Jun-04	12-Dec-05	0
Btry C, 1/148 FA Bn	RIGBY	ID	OEF	OIF 04-06	OCONUS	CENTCOM	60	15-Jun-04	12-Dec-05	63
HHB, 1/148 FA	POCATELLO	ID	OEF	OIF 04-06	OCONUS	CENTCOM	118	15-Jun-04	12-Dec-05	121
Svc Btry, 1/148 FA	IDAHO FALLS	ID	OEF	OIF 04-06	OCONUS	CENTCOM	80	15-Jun-04	12-Dec-05	87

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Det 1, Btry C, 1/148 FA	ST ANTHONY	ID	OEF	OIF 04-06	OCONUS	CENTCOM	40	28-Jun-04	24-Dec-05	43
Btry G, HHSB, 202 Air Def Arty	MARSEILLES	IL	OEF	OIF 2	OCONUS	KIRKUK	151	1-Oct-03	28-Mar-05	155
Btry F, 202 Air Def Arty	GALVA	IL	OEF	OIF 2	OCONUS	SADDAM INTL	119	12-Oct-03	11-Mar-05	122
Btry B, 2/122 FA	CRESTWOOD	IL	OEF	PROVI-SIONAL MP	OCONUS	BAMBERG	123	16-Nov-03	14-May-05	124
Btry C, 2/122 FA	SYCAMORE	IL	ONE	PROVI-SIONAL MP	5th Army AOR	FT CARSON	124	16-Nov-03	14-May-05	124
139 Public Affairs Det	SPRINGFIELD	IL	OEF	OIF 2	OCONUS	SADDAM INTL	19	7-Dec-03	2-Jun-05	20
HHD 232 Spt Bn	SPRINGFIELD	IL	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	56	7-Dec-03	29-May-05	59
1544 Trans Co	PARIS	IL	OEF	OIF 2	OCONUS	SADDAM INTL	158	7-Dec-03	29-May-05	167
1/106 Avn Bn	PEORIA	IL	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	200	15-Dec-03	12-Jun-05	334
3625 Ord Co	RIVERSIDE	IL	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	203	3-Jan-04	1-Jul-05	217
Co C, 341 MI Bn	CHICAGO	IL	OEF	OIF 2	OCONUS	CENTCOM	4	13-Jan-04	11-Jul-05	5
HQ STARC IL ARNG	SPRINGFIELD	IL	ONE	AOC CAT	1st Army AOR	MDW - PENTA-GON	1	16-Jan-04	14-Jul-04	1
HHC, 33 Area Spt Cmd	CHICAGO	IL	OEF	OEF 04-06	OCONUS	CENTCOM	116	29-Jan-04	28-Jul-05	133
341 MI Bn	CHICAGO	IL	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	3	2-Feb-04	1-Feb-05	3
HHD, 733 QM Bn	DELAVAL	IL	OEF	OIF 2	OCONUS	CENTCOM	1	5-Feb-04	2-Aug-05	1
Co C, 341 MI Bn	CHICAGO	IL	OEF	OEF 04-06	OCONUS	CENTCOM	5	22-Feb-04	20-Aug-05	6
HQ STARC IL ARNG	SPRINGFIELD	IL	ONE	CONUS USAF FP	1st Army AOR	SPRINGFIELD ANG BASE	0	15-Mar-04	15-Mar-05	1
Btry H, 202 Air Def Arty	CRESTWOOD	IL	OEF	OIF 04-06	OCONUS	CENTCOM	54	22-Jun-04	18-Dec-05	56
ARNG ELE JFHQ IL	SPRINGFIELD	IL	OEF	OIF 2	OCONUS	CENTCOM	11	23-Jun-04	20-Dec-05	11
38 Info Ctr	CHICAGO	IL	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	17	5-Jul-04	5-Jul-05	17
1/131 Inf	JOLIET	IL	OEF	CONUS BASE SPT	5th Army AOR	FT POLK	0	6-Jul-04	4-Sep-05	0
Co A, 1/131 Inf	BARTONVILLE	IL	OEF	CONUS BASE SPT	5th Army AOR	FT POLK	120	6-Jul-04	4-Sep-05	131
Co B, 1/131 Inf	BLOOMINGTON	IL	OEF	CONUS BASE SPT	5th Army AOR	FT POLK	120	6-Jul-04	4-Sep-05	131

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Co C, 1/131 Inf	KANKAKEE	IL	OEF	CONUS BASE SPT	5th Army AOR	FT POLK	131	6-Jul-04	4-Sep-05	131
Co D, 1/131 Inf	PONTIAC	IL	OEF	CONUS BASE SPT	5th Army AOR	FT POLK	84	6-Jul-04	4-Sep-05	87
HHC, 1/131 Inf	JOLIET	IL	OEF	CONUS BASE SPT	5th Army AOR	FT POLK	190	6-Jul-04	4-Sep-05	190
IL ARNG Med Det	SPRINGFIELD	IL	OEF	OIF 2	OCONUS	CENTCOM	3	9-Jul-04	8-Jul-05	3
708 Med Co	CHICAGO	IL	OEF	OIF 04-06	OCONUS	CENTCOM	17	9-Aug-04	4-Feb-06	19
1644 Trans Co	ROCK FALLS	IL	OEF	OIF 04-06	OCONUS	CENTCOM	159	9-Aug-04	5-Feb-06	169
HHD, 404 Chem Bde	CHICAGO	IL	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	7-Sep-05	1
Co C, 341 MI Bn	CHICAGO	IL	OEF	OIF 04-06	OCONUS	CENTCOM	1	7-Sep-04	6-Mar-06	1
IL ARNG Med Det	SPRINGFIELD	IL	OEF	OIF 04-06	OCONUS	CENTCOM	2	7-Sep-04	7-Sep-05	4
Co C, 634 Spt Bn	SPRINGFIELD	IL	OEF	OIF 04-06	OCONUS	CENTCOM	1	16-Sep-04	15-Sep-05	1
HSC, 138 Personnel Svc Bn	INDIANAPOLIS	IN	OEF	OIF 2	OCONUS	SADDAM INTL	27	7-Dec-03	29-May-05	28
Co A, 38 Spt Bn	TERRE HAUTE	IN	ONE	CONUS BASE SPT	1st Army AOR	CHARLESTON	120	20-Jan-04	18-Jul-05	120
Co B, 38 Spt Bn	BRAZIL	IN	ONE	CONUS BASE SPT	1st Army AOR	CHARLESTON	116	20-Jan-04	18-Jul-05	120
38 DISCOM	INDIANAPOLIS	IN	ONE	CONUS BASE SPT	1st Army AOR	CHARLESTON	96	20-Jan-04	18-Jul-05	99
HHD, 38 Spt Bn	TERRE HAUTE	IN	ONE	CONUS BASE SPT	1st Army AOR	CHARLESTON	38	20-Jan-04	18-Jul-05	40
38 Spt Bn	TERRE HAUTE	IN	ONE	CONUS BASE SPT	1st Army AOR	CHARLESTON	0	20-Jan-04	18-Jul-05	0
38 Spt Bn	SEYMOUR	IN	ONE	CONUS BASE SPT	1st Army AOR	CHARLESTON	90	20-Jan-04	18-Jul-05	90
Co G, 238 Avn	INDIANAPOLIS	IN	OEF	OIF 2	OCONUS	CENTCOM	3	25-Jan-04	1-Feb-05	3
Det 1, 1256 Med Co	SHELBYVILLE	IN	OEF	CONUS BASE SPT	5th Army AOR	FT HOOD	5	30-Jan-04	28-Jul-05	5
HHC, 38 DISCOM	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	9	2-Feb-04	2-May-05	9

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HHC, 38 DISCOM	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	10	2-Feb-04	1-Feb-05	15
HHB, 38 DIVARTY	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	8	2-Feb-04	2-May-05	8
HHB, 38 DIVARTY	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	19	2-Feb-04	1-Feb-05	19
HHC, 38 Inf DIV	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	19	2-Feb-04	2-May-05	19
HHC, 38 Inf DIV	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	53	2-Feb-04	1-Feb-05	53
HHC, 38 Inf DIV	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	2-Feb-04	30-Jul-04	1
38 MP Co	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	15	2-Feb-04	2-May-05	15
38 MP Co	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	17	2-Feb-04	1-Feb-05	17
Co A, 2/152 Inf	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	28	2-Feb-04	2-May-05	28
Co A, 2/152 Inf	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	87	2-Feb-04	1-Feb-05	87
Co C, 2/152 Inf	NEW CASTLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	19	2-Feb-04	2-May-05	19
Co C, 2/152 Inf	NEW CASTLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	96	2-Feb-04	1-Feb-05	96
HHC, 2/152 Inf	MARION	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	6	2-Feb-04	1-Feb-05	6
2/152 Inf	MUNCIE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	27	2-Feb-04	2-May-05	27
2/152 Inf	MUNCIE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	88	2-Feb-04	1-Feb-05	88
177 Finance Det	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	8	2-Feb-04	2-May-05	8
177 Finance Det	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	9	2-Feb-04	1-Feb-05	9
Co A, 2/238 Avn	SHELBYVILLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	2-Feb-04	2-May-05	1
Co A, 2/238 Avn	SHELBYVILLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	14	2-Feb-04	1-Feb-05	14
Co B, 2/238 Avn	SHELBYVILLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	8	2-Feb-04	2-May-05	8
Co B, 2/238 Avn	SHELBYVILLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	23	2-Feb-04	1-Feb-05	24
Co C, 2/238 Avn	SHELBYVILLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	2	2-Feb-04	2-May-05	2
Co C, 2/238 Avn	SHELBYVILLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	24	2-Feb-04	1-Feb-05	24
HHC, 2/238 Avn	SHELBYVILLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	7	2-Feb-04	2-May-05	7

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HHC, 2/238 Avn	SHELBYVILLE	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	29	2-Feb-04	1-Feb-05	29
Co G, 238 Avn	CAMP ATTERBURY	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	14	2-Feb-04	1-Feb-05	14
638 MI Bn	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	6	2-Feb-04	2-May-05	6
638 MI Bn	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	15	2-Feb-04	1-Feb-05	15
HHS, 1/163 FA	EVANSVILLE	IN	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	6	3-Feb-04	1-Aug-05	6
HQ STARC IN ARNG	INDIANAPOLIS	IN	OEF	CONUS BASE SPT	1st Army AOR	CP ATTERBURY	10	9-Feb-04	8-Feb-05	10
251 Ord Det	BEDFORD	IN	OEF	OIF 2	OCONUS	CENTCOM	2	16-Feb-04	14-Aug-05	2
1413 Engr Det	CP ATTERBURY	IN	OEF	OEF 04-06	OCONUS	CENTCOM	55	4-Mar-04	4-Sep-05	57
HQ STARC IN ARNG	INDIANAPOLIS	IN	OEF	CONUS BASE SPT	1st Army AOR	PENTAGON	1	5-Mar-04	5-Mar-05	1
881 Ground LNO Det	CP ATTERBURY	IN	OEF	OIF 2	OCONUS	CENTCOM	2	16-Apr-04	26-Apr-05	2
882 Ground LNO Det	CP ATTERBURY	IN	OEF	OIF 2	OCONUS	CENTCOM	2	16-Apr-04	26-Apr-05	2
38 MP Co	INDIANAPOLIS	IN	OEF	GWOT - HOA	OCONUS	DJIBOUTI	9	27-Apr-04	23-Oct-05	9
Det 1, HHC 76 Inf	INDIANAPOLIS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	1-May-04	1-Nov-05	1
HHC, 76 Inf Bde	INDIANAPOLIS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	223	1-May-04	28-Oct-05	223
Co A, 113 Spt Bn	MUNCIE	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	250	1-May-04	30-Apr-05	250
Co B, 113 Spt Bn	BEDFORD	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	78	1-May-04	30-Apr-05	158
Co C, 113 Spt Bn	INDIANAPOLIS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	58	1-May-04	30-Apr-05	139
HHC, 113 Spt Bn	COLUMBUS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	58	1-May-04	30-Apr-05	153
113 Spt Bn	COLUMBUS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	0	1-May-04	30-Apr-05	0
1/151 Inf	NEW ALBANY	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	0	1-May-04	28-Oct-05	0
Co A, 1/151 Inf	NEW ALBANY	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	120	1-May-04	28-Oct-05	141
Co B, 1/151 Inf	SCOTTSBURG	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	128	1-May-04	28-Oct-05	141
Co C, 1/151 Inf	SALEM	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	130	1-May-04	28-Oct-05	141

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Co D, 1/151 Inf	MADISON	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	86	1-May-04	28-Oct-05	94
HHC, 1/151 Inf	NEW ALBANY	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	184	1-May-04	28-Oct-05	221
HHC, 38 Inf Bde	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	25	26-May-04	17-Jan-05	25
HHC, 38 Inf Bde	INDIANAPOLIS	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	0	26-May-04	19-Feb-05	8
HHB, 1/138 Air Def Arty	DELPHI	IN	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	11	26-May-04	20-Feb-05	11
HHC, 76 Inf Bde	INDIANAPOLIS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	14	10-Jun-04	28-Oct-05	15
HHC, 76 Inf Bde	INDIANAPOLIS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	15	10-Jun-04	28-Oct-05	15
ARNG ELE JFHQ IN	INDIANAPOLIS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	17-Jun-04	14-Dec-05	1
ARNG ELE JFHQ IN	INDIANAPOLIS	IN	OEF	OEF 04-06	OCONUS	CENTCOM	14	22-Jun-04	19-Dec-05	15
IN ARNG JFHQ	INDIANAPOLIS	IN	OEF	OEF 04-06	OCONUS	CENTCOM	15	22-Jun-04	19-Dec-05	15
38 MP Co	INDIANAPOLIS	IN	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	23	5-Jul-04	5-Jul-05	24
1/138 Air Def Arty	DELPHI	IN	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	42	5-Jul-04	5-Jul-05	42
HHD, 138 Finance	INDIANAPOLIS	IN	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	20	5-Jul-04	5-Jul-05	25
HHD, 433 Personnel Svc	INDIANAPOLIS	IN	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	10	5-Jul-04	5-Jul-05	10
HHC, 38 Inf	INDIANAPOLIS	IN	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	23	15-Jul-04	14-Jul-05	23
INARNG JFHQ	INDIANAPOLIS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	13	25-Jul-04	21-Jan-06	15
INARNG JFHQ	INDIANAPOLIS	IN	OEF	ANA TRAINUP	OCONUS	CENTCOM	12	25-Jul-04	21-Jan-06	12
276 MI Co	INDIANAPOLIS	IN	OEF	OIF 04-06	OCONUS	CENTCOM	2	27-Jul-04	22-Jan-06	2
38 Maint Bn	SEYMOUR	IN	OEF	OIF 04-06	OCONUS	CENTCOM	1	16-Aug-04	11-Feb-06	1
Co D, 638 MI Bn	LAFAYETTE	IN	OEF	OIF 04-06	OCONUS	CENTCOM	1	16-Aug-04	11-Feb-06	1
276 MI Co	INDIANAPOLIS	IN	OEF	OIF 04-06	OCONUS	CENTCOM	5	20-Aug-04	16-Feb-06	5
139 FA	INDIANAPOLIS	IN	OEF	OIF 04-06	OCONUS	CENTCOM	29	1-Sep-04	28-Feb-06	29
938 MP Det	INDIANAPOLIS	IN	OEF	OIF 04-06	OCONUS	CENTCOM	15	1-Sep-04	28-Feb-06	15

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438 Chem Co	TERRE HAUTE	IN	OEF	OIF 04-06	OCONUS	CENTCOM	16	4-Sep-04	2-Mar-06	16
IN ARNG JFHQ	INDIANAPOLIS	IN	OEF	OIF 2	OCONUS	CENTCOM	1	11-Sep-04	11-Sep-05	1
HHC, 138 Sig Bn	ANDERSON	IN	OEF	OIF 04-06	OCONUS	CENTCOM	12	27-Sep-04	26-Mar-06	12
Det 3, Co F, 192 Avn Co	INDIANAPOLIS	IN	OEF	OIF 04-06	OCONUS	CENTCOM	2	27-Sep-04	26-Mar-06	2
IN ARNG JFHQ	INDIANAPOLIS	IN	OEF	OIF 2	OCONUS	CENTCOM	1	30-Sep-04	30-Sep-05	1
HQ STARC KS ARNG	TOPEKA	KS	OEF	OIF 2	OCONUS	CENTCOM	1	15-Nov-03	14-May-05	1
2/130 FA	HIAWATHA	KS	OEF	OIF 2	OCONUS	CENTCOM	351	18-Dec-03	15-Jun-05	351
KS ARNG Med Det	LENEXA	KS	OEF	OIF 2	OCONUS	CENTCOM	4	9-Jan-04	7-Jan-05	4
HHB, 130 FA	TOPEKA	KS	OEF	OIF 2	OCONUS	CENTCOM	1	28-Jan-04	26-Jul-05	1
Btry E, 161 FA	LARNED	KS	OEF	OIF 2	OCONUS	CENTCOM	6	3-Feb-04	1-Aug-05	6
105 Public Affairs Det	TOPEKA	KS	OEF	OEF 04-06	OCONUS	CENTCOM	11	21-Feb-04	29-Nov-05	11
Btry E, 161 FA	LARNED	KS	OEF	OIF 2	OCONUS	CENTCOM	16	25-Feb-04	23-Aug-05	16
KS ARNG Med Det	LENEXA	KS	OEF	OIF 2	OCONUS	CENTCOM	1	5-Mar-04	1-Sep-05	1
HHC, 35 Armor Bde	FT LEAVENWORTH	KS	OEF	OEF 04-06	OCONUS	CENTCOM	2	4-Apr-04	1-Oct-05	2
35 MP Co	TOPEKA	KS	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	70	5-Jul-04	5-Jul-05	71
ARNG ELE JFHQ KS	TOPEKA	KS	OEF	OIF 04-06	OCONUS	CENTCOM	11	16-Aug-04	11-Feb-06	11
ARNG ELE JFHQ KS	TOPEKA	KS	OEF	OIF 04-06	OCONUS	CENTCOM	36	16-Aug-04	11-Feb-06	38
778 Trans Co	KANSAS CITY	KS	OEF	OIF 04-06	OCONUS	CENTCOM	166	27-Aug-04	22-Feb-06	189
KS ARNG ELE JFHQ	TOPEKA	KS	OEF	OIF 04-06	OCONUS	CENTCOM	1	6-Sep-04	5-Mar-06	1
74 QM Co	TOPEKA	KS	OEF	OIF 04-06	OCONUS	CENTCOM	93	8-Sep-04	6-Mar-06	105
Btry E, 161 FA	LARNED	KS	OEF	OIF 04-06	OCONUS	CENTCOM	47	20-Sep-04	19-Mar-06	47
Co A, 891 Engr Bn	PITTSBURG	KS	OEF	OIF 04-06	OCONUS	CENTCOM	112	21-Sep-04	20-Mar-06	141
Co B, 891 Engr Bn	COFFEYVILLE	KS	OEF	OIF 04-06	OCONUS	CENTCOM	119	21-Sep-04	20-Mar-06	123
Co C, 891 Engr Bn	FT SCOTT	KS	OEF	OIF 04-06	OCONUS	CENTCOM	141	21-Sep-04	20-Mar-06	141
891 Engr Bn	IOLA	KS	OEF	OIF 04-06	OCONUS	CENTCOM	0	21-Sep-04	20-Mar-06	0

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HHC, 891 Engr Bn	IOLA	KS	OEF	OIF 04-06	OCONUS	CENTCOM	185	21-Sep-04	20-Mar-06	233
HQ STARC KY ARNG	FRANKFORT	KY	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	10-Oct-03	9-Oct-04	1
HQ STARC KY ARNG	FRANKFORT	KY	OEF	ANA TRAINUP	OCONUS	CENTCOM	2	16-Oct-03	15-Oct-04	1
HQ STARC KY ARNG	FRANKFORT	KY	JOINT FORGE	SFOR 14	OCONUS	BOSNIA	1	28-Nov-03	24-Aug-04	1
Det 3, Co H, 171 Avn Co	FRANKFORT	KY	OEF	OIF 2	OCONUS	CENTCOM	6	7-Dec-03	29-May-05	8
2123 Trans Co	RICHMOND	KY	OEF	OIF 2	OCONUS	ARIFJAN	289	7-Dec-03	29-May-05	299
1103 MP Det	HARRODSBURG	KY	OEF	OIF 2	OCONUS	ARIFJAN	43	3-Jan-04	15-Jul-05	45
HQ STARC KY ARNG	FRANKFORT	KY	OEF	ANA TRAINUP	OCONUS	CENTCOM	5	8-Jan-04	7-Jan-05	5
Co F, 135 Avn	FRANKFORT	KY	OEF	OIF 2	OCONUS	CENTCOM	0	12-Jan-04	10-Jul-05	4
Co F, 135 Avn	FRANKFORT	KY	OEF	OIF 2	OCONUS	CENTCOM	1	12-Jan-04	7-Oct-05	1
Co F, 135 Avn	FRANKFORT	KY	OEF	OIF 2	OCONUS	CENTCOM	1	25-Jan-04	22-Jul-05	1
207 Maint Co	FRANKFORT	KY	OEF	OEF 04-06	OCONUS	CENTCOM	1	29-Jan-04	27-Jul-05	1
207 Maint Co	LOUISVILLE	KY	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	7	2-Feb-04	2-May-05	7
HHC, 149 Inf	LOUISVILLE	KY	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	16	2-Feb-04	1-Feb-05	23
Det 11, Op Spt Alft Cmd (OSAC)	FRANKFORT	KY	OEF	OEF 04-06	OCONUS	CENTCOM	8	21-Mar-04	21-Mar-05	8
Det 1, HHB, 623 FA	GLASGOW	KY	OEF	OEF 04-06	OCONUS	CENTCOM	1	4-Apr-04	1-Oct-05	1
HHB, 623 FA	LEXINGTON	KY	OEF	OIF 04-06	OCONUS	CENTCOM	4	21-Jun-04	18-Dec-05	5
206 Engr Co	PRESTONBURG	KY	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	89	5-Jul-04	5-Jul-05	97
1163 Med Co	LOUISVILLE	KY	OEF	CONUS BASE SPT	1st Army AOR	FT KNOX	1	7-Aug-04	7-Jul-05	1
940 MP Co	WALTON	KY	OEF	OIF 04-06	OCONUS	CENTCOM	25	1-Sep-04	28-Feb-06	64
Det 1, Co B, 189 Avn	FRANKFORT	KY	OEF	OIF 04-06	OCONUS	CENTCOM	24	6-Sep-04	5-Mar-06	24
135 Avn Co	FRANKFORT	KY	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Sep-04	8-Sep-05	1
63 Avn Gp	FRANKFORT	KY	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Sep-04	22-Mar-06	1
HHC, 201 Engr Bn	ASHLAND	KY	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Sep-04	22-Mar-06	1

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LA ARNG Med Det	JACKSON BAR-RACKS	LA	OEF	OIF 2	OCONUS	CENTCOM	1	25-Oct-03	24-Oct-04	1
1/244 Avn	NEW ORLEANS	LA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	0	7-Dec-03	29-May-05	0
Co A, 1/244 Avn	NEW ORLEANS	LA	OEF	OIF 2	OCONUS	CENTCOM	23	7-Dec-03	29-May-05	35
Co C, 1/244 Avn	NEW ORLEANS	LA	OEF	OIF 2	OCONUS	CENTCOM	25	7-Dec-03	29-May-05	35
Co D, 1/244 Avn	NEW ORLEANS	LA	OEF	OIF 2	OCONUS	CENTCOM	60	7-Dec-03	2-Jun-05	64
HHC, 1/244 Avn	NEW ORLEANS	LA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	125	7-Dec-03	29-May-05	125
Co B, 415 MI Bn	BATON ROUGE	LA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	8	7-Dec-03	29-May-05	8
Co A, 415 MI Bn	BATON ROUGE	LA	OEF	OIF 2	OCONUS	CENTCOM	10	13-Jan-04	11-Jul-05	16
LA ARNG Med Det	JACKSON BAR-RACKS	LA	OEF	OIF 2	OCONUS	CENTCOM	5	29-Jan-04	28-Jan-05	5
Det 38, Op Spt Alft Cmd (OSAC)	NEW ORLEANS	LA	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	12-Feb-04	8-Nov-04	1
HHD, 209 Personnel Svc Bn	JACKSON BAR-RACKS	LA	OEF	OIF 2	OCONUS	KUWAIT INTL	41	20-Feb-04	9-Aug-05	47
528 Engr Bn	MONROE	LA	OEF	OEF 04-06	OCONUS	CENTCOM	0	1-Mar-04	29-Nov-05	0
Co A, 528 Engr Bn	WINNSBORO	LA	OEF	OIF 2	OCONUS	CENTCOM	141	1-Mar-04	29-Nov-05	144
Co C, 528 Engr Bn	OAK GROVE	LA	OEF	OIF 2	OCONUS	CENTCOM	141	1-Mar-04	29-Nov-05	144
HHSC, 528 Engr Bn	MONROE	LA	OEF	OIF 2	OCONUS	CENTCOM	208	1-Mar-04	29-Nov-05	210
1/141 FA	JACKSON BAR-RACKS	LA	OEF	OIF 04-06	OCONUS	CENTCOM	0	1-Apr-04	28-Sep-05	0
Co A, 199 Spt Bn	JONESBORO	LA	OEF	OIF 04-06	OCONUS	CENTCOM	54	1-Apr-04	28-Sep-05	54
Det 1, Co B, 199 Spt Bn	ALEXANDRIA	LA	OEF	OIF 04-06	OCONUS	CENTCOM	105	1-Apr-04	28-Sep-05	105
Det 2, Co B, 199 Spt Bn	FT POLK	LA	OEF	OIF 04-06	OCONUS	CENTCOM	68	1-Apr-04	28-Sep-05	68
HHC, 256 Inf Bde	LAFAYETTE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	106	1-Apr-04	28-Sep-05	235
HHC, 199 Spt Bn	ALEXANDRIA	LA	OEF	OIF 04-06	OCONUS	BASRA	48	23-Apr-04	13-Nov-05	50
HHB, 1/141 FA	JACKSON BAR-RACKS	LA	OEF	OIF 04-06	OCONUS	CENTCOM	7	26-Apr-04	13-Nov-05	36
HHC, 1/156 Inf	SHREVEPORT	LA	OEF	OIF 04-06	OCONUS	CENTCOM	39	26-Apr-04	14-Nov-05	39
HHC, 2/156 Inf	ABBEVILLE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	7	26-Apr-04	15-Nov-05	8
HHC, 3/156 Inf	LAKE CHARLES	LA	OEF	OIF 04-06	OCONUS	CENTCOM	12	26-Apr-04	13-Nov-05	14
Co B, 199 Spt Bn	WINNFIELD	LA	OEF	OIF 04-06	OCONUS	BASRA	225	26-Apr-04	15-Nov-05	236

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Co C, 199 Spt Bn	ST MARTINSVILLE	LA	OEF	OIF 04-06	OCONUS	BASRA	79	26-Apr-04	15-Nov-05	86
199 Spt Bn	ALEXANDRIA	LA	OEF	OIF 04-06	OCONUS	CENTCOM	0	26-Apr-04	15-Nov-05	0
HHC, 199 Spt Bn	ALEXANDRIA	LA	OEF	OIF 04-06	OCONUS	BASRA	1	26-Apr-04	15-Nov-05	1
HHC, 256 Inf	LAFAYETTE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	1	26-Apr-04	15-Nov-05	1
HHC, 256 Inf	LAFAYETTE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	12	26-Apr-04	14-Nov-05	14
256 MI Co	LAFAYETTE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	32	26-Apr-04	15-Nov-05	42
256 MI Co	LAFAYETTE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	5	26-Apr-04	13-Nov-05	5
HHC, 1088 Engr Bn	PLAQUEMINE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	38	26-Apr-04	14-Nov-05	38
HHC, 2/156 Inf	ABBEVILLE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	5	11-May-04	10-Nov-05	6
HHC, 1088 Engr Bn	PLAQUEMINE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	3	13-May-04	10-Nov-05	3
Btry B, 1/141 FA	JACKSON BARRACKS	LA	OEF	OIF 04-06	OCONUS	CENTCOM	83	15-May-04	11-Nov-05	100
HHB, 1/141 FA	JACKSON BARRACKS	LA	OEF	OIF 04-06	OCONUS	CENTCOM	150	15-May-04	11-Nov-05	182
Svc Btry, 1/141 FA	JACKSON BARRACKS	LA	OEF	OIF 04-06	OCONUS	CENTCOM	76	15-May-04	11-Nov-05	89
Co A, 1/156 Inf	COUSHATTA	LA	OEF	OIF 04-06	OCONUS	CENTCOM	61	15-May-04	10-Nov-05	63
Co B, 1/156 Inf	SHREVEPORT	LA	OEF	OIF 04-06	OCONUS	CENTCOM	56	15-May-04	10-Nov-05	63
Co C, 1/156 Inf	SHREVEPORT	LA	OEF	OIF 04-06	OCONUS	CENTCOM	60	15-May-04	10-Nov-05	63
HHC, 1/156 Inf	SHREVEPORT	LA	OEF	OIF 04-06	OCONUS	CENTCOM	224	15-May-04	10-Nov-05	232
1/156 Inf	SHREVEPORT	LA	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-May-04	11-Nov-05	0
Co A, 2/165 Inf	BREAUX BRIDGE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	130	15-May-04	10-Nov-05	135
Co B, 2/156 Inf	NEW IBERIA	LA	OEF	OIF 04-06	OCONUS	CENTCOM	131	15-May-04	10-Nov-05	135
HHC, 2/156 Inf	ABBEVILLE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	230	15-May-04	11-Nov-05	280
2/156 Inf	ABBEVILLE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-May-04	11-Nov-05	0
Co A, 3/156 Inf	DE QUINCY	LA	OEF	OIF 04-06	OCONUS	CENTCOM	87	15-May-04	10-Nov-05	100

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Co B, 3/156 Inf	CP BEAUREGARD	LA	OEF	OIF 04-06	OCONUS	CENTCOM	89	15-May-04	10-Nov-05	100
Co C, 3/156 Inf	CROWLEY	LA	OEF	OIF 04-06	OCONUS	CENTCOM	115	15-May-04	10-Nov-05	121
Co B, 1088 Engr Bn	NEW ROADS	LA	OEF	OIF 04-06	OCONUS	CENTCOM	90	15-May-04	10-Nov-05	94
Co C, 1088 Engr Bn	NAPOLEONVILLE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	76	15-May-04	10-Nov-05	94
Co A, 1088 Engr Bn	OPELOUSAS	LA	OEF	OIF 04-06	OCONUS	CENTCOM	87	15-May-04	10-Nov-05	94
HHC, 1088 Engr Bn	PLAQUEMINE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	85	15-May-04	11-Nov-05	98
1088 Engr Bn	PLAQUEMINE	LA	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-May-04	11-Nov-05	0
Co A, 118 Med Bn	CONCORD	MA	OEF	OIF 2	OCONUS	BAGHDAD	62	7-Dec-03	29-May-05	73
126 Avn Co	CP EDWARDS	MA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	34	15-Dec-03	15-Jun-05	61
HHC, 1/181 Inf	WORCHESTER	MA	OEF	GWOT-GTMO	OCONUS	GTMO	10	2-Jan-04	1-Jan-05	10
42 Div Arty	REHOBOTH	MA	OEF	OIF 2	OCONUS	CENTCOM	1	5-Jan-04	3-Jul-05	1
2d Plt, Co E, 223 MI Bn	CAMBRIDGE	MA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	4	13-Jan-04	1-Jul-05	4
Btry E, 101 FA	REHOBOTH	MA	OEF	OIF 2	OCONUS	CENTCOM	1	29-Jan-04	27-Jul-05	1
MA ARNG Med Cmd	BEDFORD	MA	OEF	CONUS BASE SPT	1st Army AOR	HANSCOM AFB	33	23-Feb-04	21-Feb-06	33
HHB, 42 Div Arty	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	10	12-May-04	23-Nov-05	10
42 MP Co	CHICOPEE	MA	OEF	OIF 04-06	OCONUS	BASRA	8	12-May-04	22-Nov-05	8
Btry E, 101 FA	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	4	12-May-04	23-Nov-05	4
272 Chem Co	READING	MA	OEF	OIF 04-06	OCONUS	CENTCOM	7	12-May-04	23-Nov-05	7
Det 1, Co C, 50 Spt Bn	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	3	15-May-04	10-Nov-05	3
Co C, 1/182 Inf	BRAINTREE	MA	MFO-SINAI	MFO #47	OCONUS	SINAI	87	18-May-04	18-May-05	94
Det 3, HHC, 42 DISCOM	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	3	24-May-04	19-Nov-05	5
Btry E, 101 FA	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	28	14-Jun-04	11-Dec-05	34
HHSB, 101 FA	NEW BEDFORD	MA	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	14	15-Jun-04	14-Jun-05	14
HHSB, 101 FA	NEW BEDFORD	MA	OEF	CONUS BASE SPT	5th Army AOR	CENTCOM	14	15-Jun-04	15-Jun-05	14

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HHB, 42 DIVARTY	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	107	16-Jun-04	11-Dec-05	138
272 Chemical Co	READING	MA	OEF	OIF 04-06	OCONUS	CENTCOM	107	16-Jun-04	29-Nov-05	107
HHB, 42 DIVARTY	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	6	22-Jun-04	19-Dec-05	6
Btry E, 101 FA	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	8	22-Jun-04	18-Dec-05	8
Btry E, 101 FA	CHICOPEE	MA	OEF	OIF 04-06	OCONUS	BASRA	53	6-Jul-04	6-Jul-05	58
ARNG ELE JFHQ MA	MILFORD	MA	OEF	GWOT-GTMO	OCONUS	NORTHCOM	3	25-Jul-04	24-Jul-05	3
ARNG ELE JFHQ MA	MILFORD	MA	OEF	OIF 04-06	OCONUS	CENTCOM	1	16-Aug-04	11-Feb-06	1
ARNG ELE JFHQ MA	MILFORD	MA	OEF	OIF 04-06	OCONUS	CENTCOM	9	8-Sep-04	7-Mar-06	9
704 QM Det	NATICK	MA	OEF	OIF 04-06	OCONUS	CENTCOM	48	10-Sep-04	9-Mar-06	48
Btry E, 101 FA	REHOBOTH	MA	OEF	OIF 04-06	OCONUS	CENTCOM	5	27-Sep-04	26-Mar-06	6
HHC, 29 Spt Bn	TOWSON	MD	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	13-Oct-03	9-Oct-04	1
29 Public Affairs Det	BALTIMORE	MD	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	15	13-Oct-03	9-Oct-04	15
HSC, 229 Spt Bn	REISTERSTOWN	MD	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	13-Oct-03	9-Oct-04	1
HHC, 629 MI Bn	LAUREL	MD	OEF	OIF 2	OCONUS	CENTCOM	24	15-Dec-03	12-Jun-05	25
HHC, 629 MI Bn	LAUREL	MD	OEF	OIF 2	OCONUS	CENTCOM	19	3-Jan-04	1-Jul-05	20
2729 Trans Det	HAVRE DE GRACE	MD	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	5	13-Jan-04	12-Jul-05	7
Btry C, 2/110 FA	PIKESVILLE	MD	ONE	AOC CAT	1st Army AOR	MDW - PENTAGON	1	16-Feb-04	15-Feb-05	1
253 Engr Det	GLEN ARM	MD	OEF	OEF 04-06	OCONUS	CENTCOM	53	19-Feb-04	29-Nov-05	56
Co C (Med) 229 Spt Bn	REISTERSTOWN	MD	OEF	OIF 2	OCONUS	CENTCOM	1	5-Mar-04	3-Jul-04	1
HHC, 3d Bde, 29 Inf Div	PIKESVILLE	MD	ONE	CONUS FP	1st Army AOR	ABERDEEN, PG	57	6-Mar-04	6-Mar-05	59
HHC, 3d Bde, 29 Inf Div	PIKESVILLE	MD	ONE	CONUS FP	1st Army AOR	ABERDEEN, PG	78	6-Mar-04	6-Mar-05	78
HHC, 3d Bde, 29 Inf Div	PIKESVILLE	MD	ONE	CONUS FP	1st Army AOR	ABERDEEN, PG	61	6-Mar-04	6-Mar-05	61
Co D, 629 MI Bn	LAUREL	MD	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-May-04	3-Nov-05	1
W77M TRP CMD	REISTERSTOWN	MD	OEF	CONUS BASE SPT	1st Army AOR	FT EUSTIS	1	22-May-04	22-May-05	1

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MD Info Ops Fld Spt	LAUREL	MD	OEF	OIF 2	OCONUS	BASRA	2	24-May-04	20-Nov-05	2
MD ARNG Medical Cmd	REISTERSTOWN	MD	OEF	OIF 2	OCONUS	CENTCOM	3	10-Jun-04	9-Jun-05	3
629 MI Bn	LAUREL	MD	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	44	5-Jul-04	5-Jul-05	44
HHC, 629 MI Bn	LAUREL	MD	JOINT GUARDIAN	KFOR 5A	OCONUS	KOSOVO	3	8-Jul-04	7-Jul-05	3
HHSB, 2/110 FA	PIKESVILLE	MD	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	25-Jul-04	21-Jan-06	1
HHC, 3d Bde, 29 Inf Div	PIKESVILLE	MD	OEF	GWOT-GTMO	OCONUS	NORTHCOM	2	25-Jul-04	24-Jul-05	2
Co A, 129 Sig Bn	BRANDYWINE	MD	OEF	OIF 04-06	OCONUS	CENTCOM	50	10-Aug-04	6-Feb-06	50
Co B, 129 Sig Bn	PIKESVILLE	MD	OEF	OIF 04-06	OCONUS	CENTCOM	2	10-Aug-04	6-Feb-06	2
HHC, 629 MI Bn	LAUREL	MD	OEF	OIF 2	OCONUS	CENTCOM	1	16-Aug-04	12-Feb-06	1
HHC, 1/175 Inf	DUNDALK	MD	MFO-SINAI	MFO #47	OCONUS	CENTCOM	1	16-Aug-04	15-Aug-05	1
Co D, 629 MI Bn	LAUREL	MD	OEF	OIF 04-06	OCONUS	CENTCOM	1	22-Aug-04	17-Feb-06	2
Co D, 629 MI Bn	LAUREL	MD	OEF	OIF 04-06	OCONUS	CENTCOM	3	22-Aug-04	17-Feb-06	5
HHT, 1/158 Cav	ANNAPOLIS	MD	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	18-Feb-06	1
Co A, 129 Sig Bn	BRANDYWINE	MD	OEF	OIF 04-06	OCONUS	CENTCOM	2	4-Sep-04	2-Mar-06	2
HHD, 1297 Spt Bn	HAVRE DE GRACE	MD	OEF	OIF 04-06	OCONUS	CENTCOM	54	9-Sep-04	8-Mar-06	59
HHSB, 2/110 FA	PIKESVILLE	MD	OEF	OIF 04-06	OCONUS	CENTCOM	1	13-Sep-04	11-Mar-06	1
HHT, 1/158 Cav	ANNAPOLIS	MD	OEF	OIF 04-06	OCONUS	CENTCOM	3	13-Sep-04	11-Mar-06	4
Co A, 226 Spt Bn	ABERDEEN P-GND-EA	MD	OEF	OIF 04-06	OCONUS	CENTCOM	2	22-Sep-04	21-Mar-06	2
133 Engr Bn	SO PORTLAND	ME	OEF	OIF 2	OCONUS	CENTCOM	0	7-Dec-03	29-May-05	0
Co A, 133 Engr Bn	BELFAST	ME	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	108	7-Dec-03	29-May-05	144
Co B, 133 Engr Bn	SANFORD MUNICIPAL	ME	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	98	7-Dec-03	29-May-05	144
Co C, 133 Engr Bn	LEWISTON	ME	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	112	7-Dec-03	29-May-05	144
HSC, 133 Engr Bn	SO PORTLAND	ME	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	169	7-Dec-03	29-May-05	210
HHS, 1/152 FA	WATERVILLE	ME	OEF	OIF 2	OCONUS	BAGHDAD	123	3-Jan-04	15-Jul-05	124
ME Medical CBHCO	AUGUSTA	ME	OEF	CONUS BASE SPT	1st Army AOR	HANSCOM AFB	1	10-Mar-04	10-Mar-06	1

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
ME ARNG Med Det	AUGUSTA	ME	OEF	OIF 2	OCONUS	CENTCOM	1	21-May-04	15-Jul-05	1
Btry C, 1/152 FA	FT KENT	ME	OEF	GWOT-GTMO	OCONUS	NORTHCOM	1	25-Jul-04	24-Jul-05	1
ME ARNG JFHQ	BANGOR	ME	OEF	OEF 04-06	OCONUS	CENTCOM	1	15-Aug-04	11-Feb-06	1
ME ARNG JFHQ	BANGOR	ME	OEF	OIF 2	OCONUS	CENTCOM	1	2-Sep-04	29-May-05	1
HHS, 1/152 FA	CARIBOU	ME	OEF	OEF 04-06	OCONUS	CENTCOM	1	4-Sep-04	3-Mar-06	1
Det 1, 1085 Med Co	GRAND LEDGE	MI	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	4	10-Oct-03	9-Oct-04	4
Co A, 1/125 Inf	DETROIT	MI	MFO-SINAI	MFO #46	OCONUS	SINAI	30	29-Oct-03	28-Oct-04	107
Co C, 1/125 Inf	CHEBOYGAN	MI	MFO-SINAI	MFO #46	OCONUS	SINAI	105	29-Oct-03	28-Oct-04	107
Co D, 1/125 Inf	WYOMING	MI	MFO-SINAI	MFO #46	OCONUS	SINAI	106	29-Oct-03	28-Oct-04	107
HHC, 1/125 Inf	FLINT	MI	MFO-SINAI	MFO #46	OCONUS	SINAI	123	29-Oct-03	28-Oct-04	129
1/125 Inf	FLINT	MI	MFO-SINAI	MFO #46	OCONUS	SINAI	0	29-Oct-03	28-Oct-04	0
1/119 FA	LANSING	MI	OEF	GWOT-GTMO	OCONUS	GTMO	0	1-Dec-03	29-Nov-04	0
Btry B, 1/119 FA	ALMA	MI	OEF	GWOT-GTMO	OCONUS	GTMO	111	1-Dec-03	29-Nov-04	111
Btry C, 1/119 FA	CHARLOTTE	MI	OEF	GWOT-GTMO	OCONUS	GTMO	110	1-Dec-03	29-Nov-04	111
HQ 163 Personnel Svc	LANSING	MI	OEF	OIF 2	OCONUS	KUWAIT INTL	25	7-Dec-03	29-May-05	28
Co F, 250 MI Bn	PONTIAC	MI	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	0	7-Dec-03	15-Jun-05	159
1439 Engr Det	CP GRAYLING	MI	OEF	OIF 2	OCONUS	AL TAQADDUM	23	7-Dec-03	29-May-05	24
1440 Engr Det	CP GRAYLING	MI	OEF	OIF 2	OCONUS	AL TAQADDUM	22	7-Dec-03	29-May-05	24
1462 Trans Co	HOWELL	MI	OEF	OIF 2	OCONUS	BAGHDAD	164	18-Dec-03	15-Jun-05	169
MI ARNG Med Det	DETROIT	MI	OEF	OIF 2	OCONUS	CENTCOM	3	26-Dec-03	25-Dec-04	3
Det 1, Co G, 185 Avn Co	SELFIDGE ANGB	MI	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	65	3-Jan-04	2-Jul-05	87
MI ARNG Med Det	DETROIT	MI	OEF	OIF 2	OCONUS	CENTCOM	1	9-Jan-04	8-Jan-05	1
HHC, 1/125 Inf	FLINT	MI	MFO-SINAI	MFO #46	OCONUS	SINAI	1	9-Jan-04	7-Jan-05	1
HHC, 38 Inf	WYOMING	MI	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	4	2-Feb-04	2-May-05	4
HHC, 38 Inf	WYOMING	MI	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	13	2-Feb-04	1-Feb-05	13
HHC, 1/126 Armor	THREE RIVERS	MI	OEF	CONUS BASE SPT	1st Army AOR	NORTHCOM	51	19-Feb-04	28-Jan-05	51
ARNG ELE JFHQ MI	LANSING	MI	OEF	CONUS BASE SPT	1st Army AOR	NORTHCOM	1	7-Mar-04	6-Mar-05	1

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MANEUVER TNG SITE	CP GRAYLING	MI	OEF	GWOT-GTMO	OCONUS	GUANTANAMO BAY	2	22-May-04	22-May-05	2
HHC, 46 Inf Bde	WYOMING	MI	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	6-Jun-04	2-Mar-05	1
MI ARNG Med Det	DETROIT	MI	OEF	OIF 2	OCONUS	CENTCOM	1	14-Jun-04	14-Jun-05	1
HHB, 1/119 FA	LANSING	MI	OEF	OIF 04-06	OCONUS	CENTCOM	0	8-Jul-04	3-Jan-06	1
HHD, 210 MP Bn	TAYLOR	MI	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Jul-04	4-Jan-06	1
HHC, 177 MP Bde	TAYLOR	MI	OEF	OIF 2	OCONUS	CENTCOM	1	12-Jul-04	11-Jul-05	1
ARNG ELE JFHQ MI	LANSING	MI	OEF	OIF 2	OCONUS	CENTCOM	1	18-Jul-04	18-Jul-05	1
147 Avn Bn	ST PAUL	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	3	10-Oct-03	9-Oct-04	14
HHC, 34 Armor	ROSEMONT	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	123	10-Oct-03	9-Oct-04	134
HHC, 34 Armor	ROSEMONT	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	2	10-Oct-03	9-Oct-05	2
HHC, 34 Armor	ROSEMONT	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	10-Oct-03	10-Oct-04	1
HHC, 34 Spt Cmd	BLOOMINGTON	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	39	10-Oct-03	9-Oct-04	41
Co C, 134 Spt Bn	COTTAGE GROVE	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	10	10-Oct-03	9-Oct-04	11
HHC, 134 Sig Bn	INVERGROVE	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	6	10-Oct-03	9-Oct-04	6
2/135 Inf Bn	MANKATO	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	0	10-Oct-03	9-Oct-04	0
2/135 Inf Bn	MANKATO	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	52	10-Oct-03	9-Oct-04	52
Co A, 2/135 Inf Bn	ST PAUL	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	100	10-Oct-03	9-Oct-04	101
Co B, 2/135 Inf Bn	ROCHESTER	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	100	10-Oct-03	9-Oct-04	101
Co C, 2/135 Inf Bn	WINONA	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	99	10-Oct-03	9-Oct-04	101
Co A, 2/136 Inf Bn	ALEXANDRIA	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	99	10-Oct-03	9-Oct-04	101
Co E, 434 Spt Bn	COTTAGE GROVE	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	9	10-Oct-03	9-Oct-04	10
HHC, 634 MI Bn	ROSEMONT	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	5	10-Oct-03	9-Oct-04	5
Co C, 682 Engr Bn	REDWOOD FALLS	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	96	10-Oct-03	9-Oct-04	101
HHC, 682 Engr Bn	WILLMAR	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	10-Oct-03	9-Oct-04	2

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HHC, 34 Spt Cmd	BLOOMINGTON	MN	JOINT FORGE	SFOR 14	OCONUS	BOSNIA	1	13-Oct-03	12-Jul-04	1
147 HQ Personnel Svc Bn	ST PAUL	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	11	13-Oct-03	9-Oct-04	11
HHD, 147 Finance Bn	ROSEVILLE	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	25	13-Oct-03	9-Oct-04	31
Btry D, 216 Air Def Arty	MONTICELLO	MN	OEF	OIF 2	OCONUS	CENTCOM	150	15-Nov-03	15-Mar-05	151
HHD, 434 Spt Bn	CP RIPLEY	MN	JOINT FORGE	SFOR 14	OCONUS	BOSNIA	1	3-Dec-03	2-Sep-04	1
Btry E, 151 FA	ANOKA	MN	OEF	OIF 2	OCONUS	SADDAM INTL	72	7-Dec-03	29-May-05	76
HHC, 34 Armor	ROSEMONT	MN	JOINT FORGE	SFOR 14	OCONUS	BOSNIA	1	10-Dec-03	9-Sep-04	1
Co C, 1/194 Armor	SAUK CENTER	MN	OEF	USAFE FP		SOTO CANO	35	14-Dec-03	13-Dec-04	35
Co A, 682 Engr Bn	LITCHFIELD	MN	OEF	OIF 2	OCONUS	CENTCOM	35	15-Dec-03	12-Jun-05	35
Co E, 434 Spt Bn	COTTAGE GROVE	MN	OEF	OIF 2	OCONUS	CENTCOM	1	26-Dec-03	24-Dec-04	1
Co E, 434 Spt Bn	COTTAGE GROVE	MN	OEF	OIF 2	OCONUS	CENTCOM	3	9-Jan-04	7-Jan-05	3
1256 Med Co	ST PAUL	MN	OEF	CONUS BASE SPT	5th Army AOR	FT HOOD	93	13-Jan-04	11-Jul-05	99
Co A, 682 Engr Bn	LITCHFIELD	MN	OEF	OIF 2	OCONUS	CENTCOM	28	16-Jan-04	14-Jul-05	28
HHC, 34 Armor	ROSEMONT	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	16-Jan-04	8-Apr-05	1
1151 Ord Det	APPLETON	MN	OEF	OEF 04-06	OCONUS	CENTCOM	11	29-Jan-04	28-Jul-05	11
Co E, 434 Spt Bn	COTTAGE GROVE	MN	OEF	OIF 2	OCONUS	CENTCOM	1	20-Feb-04	18-Aug-05	1
Co B, 134 Sig Bn	HASTINGS	MN	OEF	OIF 2	OCONUS	CENTCOM	137	26-Feb-04	27-Aug-05	140
Co D, 2/135 Inf	WINONA	MN	OEF	OEF 04-06	OCONUS	CENTCOM	87	5-Mar-04	31-Aug-05	89
HHC, 34 Armor	ST PAUL	MN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	11-Mar-04	6-Dec-04	1
434 Spt Bn	ST PAUL	MN	OEF	OIF 2	OCONUS	CENTCOM	1	15-Mar-04	14-Mar-05	1
HHC, 2/194 Armor	DULUTH	MN	OEF	OIF 2	OCONUS	CENTCOM	1	24-Mar-04	19-Sep-05	1
Co B, 434 Spt Bn	AUSTIN	MN	OEF	OIF 04-06	OCONUS	CENTCOM	192	1-Jun-04	28-Nov-05	252
147 Avn Bn	ST PAUL	MN	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	1	5-Jul-04	5-Jul-05	1
ARNG ELE JFHQ MN	ST PAUL	MN	OEF	OIF 04-06	OCONUS	CENTCOM	16	16-Aug-04	11-Feb-06	16
ARNG ELE JFHQ MN	ST PAUL	MN	OEF	OIF 04-06	OCONUS	CENTCOM	6	16-Aug-04	11-Feb-06	6
ARNG ELE JFHQ MN	ST PAUL	MN	OEF	OIF 04-06	OCONUS	CENTCOM	3	16-Aug-04	11-Feb-06	3

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Btry E, 216 Air Def Arty	CLOQUET	MN	OEF	OIF 04-06	OCONUS	CENTCOM	94	20-Aug-04	16-Feb-06	122
HHB, 1/216 Air Def Arty	BLOOMINGTON	MN	OEF	OIF 04-06	OCONUS	CENTCOM	9	1-Sep-04	28-Feb-06	9
HHD, 434 Spt Bn	CP RIPLEY	MN	OEF	OIF 04-06	OCONUS	CENTCOM	27	1-Sep-04	28-Feb-06	53
434 Spt Bn	CP RIPLEY	MN	OEF	OIF 04-06	OCONUS	CENTCOM	0	1-Sep-04		0
ARNG ELE JFHQ MN	ST PAUL	MN	OEF	OIF 04-06	OCONUS	CENTCOM	1	5-Sep-04	4-Mar-06	1
ARNG ELE JFHQ MN	ST PAUL	MN	OEF	OIF 04-06	OCONUS	CENTCOM	2	8-Sep-04	7-Mar-06	2
MN ARNG Op Spt Aft Cmd	ST PAUL	MN	OEF	OIF 2	OCONUS	CENTCOM	6	12-Sep-04	11-Sep-05	6
434 Chem Co	NORTHFIELD	MN	OEF	OIF 04-06	OCONUS	CENTCOM	54	13-Sep-04	12-Mar-06	55
Btry A, 1/151 FA	MARSHALL	MN	OEF	OIF 04-06	OCONUS	CENTCOM	152	17-Sep-04	19-Mar-06	152
ARNG ELE JFHQ MN	ST PAUL	MN	OEF	OIF 2	OCONUS	CENTCOM	1	23-Sep-04	22-Sep-05	1
Btry A, 1/129 FA	ALBANY	MO	OEF	PROVI-SIONAL MP	OCONUS	HANAU	118	16-Nov-03	14-May-05	124
Btry A, 1/128 FA	JEFFERSON BARRACK	MO	ONE	PROVI-SIONAL MP	5th Army AOR	FT POLK	117	16-Nov-03	14-May-05	124
Btry C, 1/128 FA	MARSHALL	MO	ONE	PROVI-SIONAL MP	1st Army AOR	FT BRAGG	124	16-Nov-03	14-May-05	124
Btry D, 1/129 FA	INDEPENDENCE	MO	ONE	PROVI-SIONAL MP	5th Army AOR	FT LEWIS	114	16-Nov-03	14-May-05	124
711 Trans Det	JEFFERSON CITY	MO	OEF	OIF 2	OCONUS	UMM QASR	7	7-Dec-03	29-May-05	7
HHD, 835 Spt Bn	JEFFERSON CITY	MO	OEF	OIF 2	OCONUS	TIKRIT EAST	59	15-Dec-03	12-Jun-05	59
1107 AVCRAD	SPRINGFIELD	MO	OEF	OIF 2	OCONUS	ARIFJAN	229	18-Dec-03	15-Jun-05	230
Co C, 1/106 Avn	JEFFERSON CITY	MO	OEF	OIF 2	OCONUS	CENTCOM	42	21-Dec-03	14-Jul-05	0
Det 1, Co D, 1/106 Avn	JEFFERSON CITY	MO	OEF	OIF 2	OCONUS	CENTCOM	24	21-Dec-03	15-Jul-05	24
Co A, 1140 Engr Bn	FARMINGTON	MO	OEF	OIF 2	OCONUS	TIKRIT SOUTH	110	3-Jan-04	2-Jul-05	122
Co B, 1140 Engr Bn	PERRYVILLE	MO	OEF	OIF 2	OCONUS	TIKRIT SOUTH	112	3-Jan-04	2-Jul-05	122
Co C, 1140 Engr Bn	SIKESTON	MO	OEF	OIF 2	OCONUS	TIKRIT SOUTH	118	3-Jan-04	2-Jul-05	122
1140 Engr Bn	CAPE GI-RARDEAU	MO	OEF	OIF 2	OCONUS	CENTCOM	0	3-Jan-04	2-Jul-05	0

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HHC, 1140 Engr Bn	CAPE GI-RARDEAU	MO	OEF	OIF 2	OCONUS	TIKRIT SOUTH	137	3-Jan-04	2-Jul-05	156
Btry B, 1/128 FA	KIRKSVILLE	MO	ONE	CONUS BASE SPT	1st Army AOR	FT EUSTIS, VA	151	19-Jan-04	17-Jan-05	152
HQ STARC MO ARNG	JEFFERSON CITY	MO	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	29-Jan-04	10-Oct-04	1
HHB, 135 FA Bde	SEDALIA	MO	ONE	CONUS USAF FP	5th Army AOR	FT SAM HOUSTON	54	13-Mar-04	5-Mar-05	55
1/128 FA	COLUMBIA	MO	ONE	PROVI-SIONAL MP	5th Army AOR	DUGWAY PROVING GROUNDS	0	13-Mar-04	4-Mar-05	0
HHS, 1/128 FA	COLUMBIA	MO	ONE	PROVI-SIONAL MP	5th Army AOR	DUGWAY PROVING GROUNDS	58	13-Mar-04	4-Mar-05	0
1/129 FA	MARYVILLE	MO	ONE	PROVI-SIONAL MP	5th Army AOR	PINE BLUFF ARSENAL	0	13-Mar-04	15-Nov-05	0
HHSB, 1/129 FA	MARYVILLE	MO	ONE	PROVI-SIONAL MP	5th Army AOR	PINE BLUFF ARSENAL	58	13-Mar-04	12-Mar-05	0
MO ARNG Info Ops Fld Spt	JEFFERSON CITY	MO	OEF	OIF 2	OCONUS	BASRA	3	24-May-04	20-Nov-05	3
Co A, 735 Spt Bn	NEVADA	MO	OEF	OIF 04-06	OCONUS	CENTCOM	141	1-Jun-04	28-Nov-05	153
Co D, 735 Spt Bn	JEFFERSON CITY	MO	OEF	OIF 04-06	OCONUS	CENTCOM	134	1-Jun-04	28-Nov-05	175
ARNG ELE JFHQ MO	JEFFERSON CITY	MO	OEF	OIF 04-06	OCONUS	CENTCOM	16	22-Jun-04	19-Dec-05	16
1438 Engr Co	ROLLA	MO	OEF	OIF 04-06	OCONUS	CENTCOM	182	25-Jul-04	21-Jan-06	187
ARNG ELE JFHQ MO	JEFFERSON CITY	MO	OEF	OIF 04-06	OCONUS	CENTCOM	49	9-Aug-04	5-Feb-06	49
ARNG ELE JFHQ MO	JEFFERSON CITY	MO	OEF	OIF 04-06	OCONUS	CENTCOM	23	9-Aug-04	5-Feb-06	25
ARNG ELE JFHQ MO	JEFFERSON CITY	MO	OEF	OIF 04-06	OCONUS	CENTCOM	10	9-Aug-04	5-Feb-06	11
ARNG ELE JFHQ MO	JEFFERSON CITY	MO	OEF	OIF 04-06	OCONUS	CENTCOM	2	9-Aug-04	5-Feb-06	3
MO ARNG Med Det	JEFFERSON CITY	MO	OEF	OIF 04-06	OCONUS	CENTCOM	1	19-Aug-04	7-Oct-05	1
HHC, 20 Avn Div	WARRENSBURG	MO	OEF	OIF 04-06	OCONUS	CENTCOM	10	8-Sep-04	7-Mar-06	10
MO ARNG ELE JFHQ	JEFFERSON CITY	MO	OEF	OIF 04-06	OCONUS	CENTCOM	0	8-Sep-04	7-Mar-06	0
HHC, 20 Avn Div	WARRENSBURG	MO	OEF	OIF 04-06	OCONUS	CENTCOM	23	13-Sep-04	11-Mar-06	23

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HHD, 112 MP Bn	CANTON	MS	OEF	OIF 2	OCONUS	TIKRIT SOUTH	61	7-Dec-03	29-May-05	70
HHC, 114 Spt Gp	HATTIESBURG	MS	OEF	OIF 2	OCONUS	ARIFJAN	117	7-Dec-03	29-May-05	133
HHC, 185 Avn Gp	JACKSON	MS	OEF	OIF 2	OCONUS	SADDAM INTL	88	7-Dec-03	29-May-05	99
HHD, 298 Spt Bn	PHILADELPHIA	MS	OEF	OIF 2	OCONUS	SADDAM INTL	56	7-Dec-03	29-May-05	59
114 Liason Det	LAUREL	MS	OEF	OIF 2	OCONUS	BAGHDAD	22	15-Dec-03	12-Jun-05	23
JOINT FORCES MS ARNG	JACKSON	MS	OEF	OIF 2	OCONUS	CENTCOM	2	26-Dec-03	24-Dec-04	2
JOINT FORCES MS ARNG	JACKSON	MS	OEF	OIF 2	OCONUS	CENTCOM	1	2-Jan-04	1-Jan-05	1
Co G, 185 Avn	MERIDIAN	MS	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	124	3-Jan-04	2-Jul-05	124
1 Armor Det	TUPELO	MS	OEF	OIF 2	OCONUS	BAGHDAD	21	8-Jan-04	12-Jul-05	22
JOINT FORCES MS ARNG	JACKSON	MS	OEF	OIF 2	OCONUS	CENTCOM	2	9-Jan-04	7-Jul-05	2
JOINT FORCES MS ARNG	JACKSON	MS	OEF	OIF 2	OCONUS	CENTCOM	1	19-Jan-04	7-Jan-05	2
JOINT FORCES MS ARNG	JACKSON	MS	OEF	OIF 2	OCONUS	CENTCOM	2	19-Jan-04	14-Jan-05	2
CP SHELBY DET MS ARNG	CP SHELBY	MS	OEF	CONUS BASE SPT	1st Army AOR	CP SHELBY	216	7-Jun-04	7-Jun-05	219
CP SHELBY DET MS ARNG	CP SHELBY	MS	OEF	CONUS BASE SPT	1st Army AOR	CP SHELBY	260	7-Jun-04	7-Jun-05	265
Det 1, 628 Spt Bn	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	13	7-Jun-04	4-Dec-05	47
220 Finance Det	JACKSON	MS	OEF	CONUS BASE SPT	1st Army AOR	CP SHELBY	21	13-Jun-04	12-Jun-05	21
3656 Ord Co	CP SHELBY	MS	OEF	CONUS BASE SPT	1st Army AOR	CP SHELBY	172	14-Jun-04	14-Jun-05	195
HHC, 155 Armor Bde	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	0	21-Jul-04	11-Feb-06	1
ARNG ELE JFHQ MS	JACKSON	MS	OEF	OIF 2	OCONUS	CENTCOM	1	22-Jul-04	21-Jul-05	1
Trp A, 98 Armor Sqdn	LOUISVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	13	25-Jul-04	20-Feb-06	19
Trp A, 98 Armor Sqdn	LOUISVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	14	25-Jul-04	15-Feb-06	15
HHC, 106 Spt Bn	MONTICELLO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	39	25-Jul-04	20-Feb-06	45
HHC, 106 Spt Bn	MONTICELLO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	63	25-Jul-04	15-Feb-06	64

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHB, 2/114 FA	STARKVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	39	25-Jul-04	20-Feb-06	57
HHB, 2/114 FA	STARKVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	54	25-Jul-04	20-Feb-06	60
HHC, 150 Engr Bn	MERIDIAN	MS	OEF	OIF 04-06	OCONUS	CENTCOM	32	25-Jul-04	20-Feb-06	45
HHC, 150 Engr Bn	MERIDIAN	MS	OEF	OIF 04-06	OCONUS	CENTCOM	42	25-Jul-04	15-Feb-06	42
HHC, 155 Armor Bde	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	20	25-Jul-04	20-Feb-06	26
HHC, 155 Armor Bde	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	40	25-Jul-04	20-Feb-06	42
HHC, 1/155 Inf	MCCOMB	MS	OEF	OIF 04-06	OCONUS	CENTCOM	37	25-Jul-04	15-Feb-06	64
HHC, 1/155 Inf	MCCOMB	MS	OEF	OIF 04-06	OCONUS	CENTCOM	62	25-Jul-04	15-Feb-06	68
HHC, 1/198 Armor	AMORY	MS	OEF	OIF 04-06	OCONUS	CENTCOM	42	25-Jul-04	20-Feb-06	49
HHC, 1/198 Armor	AMORY	MS	OEF	OIF 04-06	OCONUS	CENTCOM	44	25-Jul-04	15-Feb-06	46
HHC, 2/198 Armor	SENATOBIA	MS	OEF	OIF 04-06	OCONUS	CENTCOM	20	25-Jul-04	15-Feb-06	20
255 MI Co	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	7	25-Jul-04	20-Feb-06	16
255 MI Co	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	7	25-Jul-04	15-Feb-06	7
Co K, 185 Avn	CP SHELBY	MS	OEF	OIF 04-06	OCONUS	CENTCOM	21	2-Aug-04	28-Jan-06	21
HHC, 155 Armor	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	4	9-Aug-04	5-Feb-06	4
HHC, 155 Armor	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	174	9-Aug-04	5-Feb-06	193
Co A, 2/198 Armor	OXFORD	MS	OEF	OIF 04-06	OCONUS	CENTCOM	46	9-Aug-04	5-Feb-06	45
255 MI Co	TUPELO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	15	9-Aug-04	5-Feb-06	43
Co A, 106 Spt Bn	MAGEE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	37	13-Aug-04	9-Feb-06	37
Co B, 106 Spt Bn	CP SHELBY	MS	OEF	OIF 04-06	OCONUS	CENTCOM	168	13-Aug-04	9-Feb-06	187
Co C, 106 Spt Bn	CRYSTAL SPRINGS	MS	OEF	OIF 04-06	OCONUS	CENTCOM	67	13-Aug-04	9-Feb-06	72
HHC, 106 Spt Bn	MONTICELLO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	19	13-Aug-04	9-Feb-06	22
106 Spt Bn	MONTICELLO	MS	OEF	OIF 04-06	OCONUS	CENTCOM	0	13-Aug-04	9-Feb-06	0

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Trp A, 98 Armor Sqdn	LOUISVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	100	17-Aug-04	13-Feb-06	116
Co A, 1/198 Armor	PONTOTOC	MS	OEF	OIF 04-06	OCONUS	CENTCOM	41	17-Aug-04	13-Feb-06	45
Co B, 1/198 Armor	BOONEVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	39	17-Aug-04	13-Feb-06	42
HHC, 1/198 Armor	AMORY	MS	OEF	OIF 04-06	OCONUS	CENTCOM	201	17-Aug-04	13-Feb-06	233
1/198 Armor	AMORY	MS	OEF	OIF 04-06	OCONUS	CENTCOM	0	17-Aug-04	13-Feb-06	0
ARNG ELE JFHQ MS	JACKSON	MS	OEF	OIF 04-06	OCONUS	CENTCOM	1	19-Aug-04	19-Aug-05	1
HHC, 1/155 Inf	MCCOMB	MS	OEF	OIF 04-06	OCONUS	CENTCOM	212	21-Aug-04	17-Feb-06	223
1/155 Inf	MCCOMB	MS	OEF	OIF 04-06	OCONUS	CENTCOM	0	21-Aug-04	17-Feb-06	0
HHC, 1/155 Inf	TYLERTOWN	MS	OEF	OIF 04-06	OCONUS	CENTCOM	100	21-Aug-04	17-Feb-06	109
1/155 Inf	POPLARVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	96	21-Aug-04	17-Feb-06	108
1/155 Inf	MENDENHALL	MS	OEF	OIF 04-06	OCONUS	CENTCOM	97	21-Aug-04	17-Feb-06	107
2/114 FA	STARKVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	0	25-Aug-04	21-Feb-06	0
Btry A, 2/114 FA	COLUMBUS	MS	OEF	OIF 04-06	OCONUS	CENTCOM	68	25-Aug-04	21-Feb-06	80
Btry B, 2/114 FA	ACKERMAN	MS	OEF	OIF 04-06	OCONUS	CENTCOM	76	25-Aug-04	21-Feb-06	80
Btry C, 2/114 FA	DURANT	MS	OEF	OIF 04-06	OCONUS	CENTCOM	74	25-Aug-04	21-Feb-06	84
HHB, 2/114 FA	STARKVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	149	25-Aug-04	21-Feb-06	177
Svc Btry, 2/114 FA	GREENVILLE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	65	25-Aug-04	21-Feb-06	68
Co A, 150 Engr Bn	CARTHAGE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	62	29-Aug-04	25-Feb-06	78
Co B, 150 Engr Bn	LUCEDALE	MS	OEF	OIF 04-06	OCONUS	CENTCOM	67	29-Aug-04	25-Feb-06	67
Co C, 150 Engr Bn	HOUSTON	MS	OEF	OIF 04-06	OCONUS	CENTCOM	75	29-Aug-04	25-Feb-06	82
HHC, 150 Engr Bn	MERIDIAN	MS	OEF	OIF 04-06	OCONUS	CENTCOM	101	29-Aug-04	25-Feb-06	109
150 Engr Bn	MERIDIAN	MS	OEF	OIF 04-06	OCONUS	CENTCOM	0	29-Aug-04	25-Feb-06	0
Co C, 2/20 Sp Forces	CP MCCAIN	MS	ONE	CONUS BASE SPT	1st Army AOR	WASHINGTON, DC	1	21-Sep-04	21-Sep-05	1

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
639 Spt Co	KALISPELL	MT	OEF	OIF 2	OCONUS	TALLIL	117	7-Dec-03	29-May-05	117
Det 1, Co L, 151 Avn	HELENA	MT	OEF	OIF 2	OCONUS	CENTCOM	36	18-Dec-03	17-Jun-05	59
1049 Engr Det	FT WM HARRISON	MT	OEF	OIF 2	OCONUS	CENTCOM	2	3-Jan-04	1-Jul-05	2
Det 1, 1022 Med Co	HELENA	MT	OEF	OIF 2	OCONUS	CENTCOM	26	4-Jan-04	2-Jul-05	70
Co H, 189 Avn	HELENA	MT	OEF	OIF 2	OCONUS	CENTCOM	1	28-Feb-04	27-Feb-05	1
MT ARNG Med Det	HELENA	MT	OEF	OIF 2	OCONUS	CENTCOM	3	22-Apr-04	22-Jul-04	3
HHC, 1/163 Inf	BELGRADE	MT	OEF	OIF 04-06	OCONUS	CENTCOM	9	12-May-04	12-May-05	10
ARNG ELE JFHQ MT	HELENA	MT	OEF	OIF 2	OCONUS	CENTCOM	5	1-Jun-04	1-Jun-05	5
Det 3, Co B, 145 Spt Bn	BOZEMAN	MT	OEF	OIF 04-06	OCONUS	CENTCOM	11	7-Jun-04	30-Dec-05	11
HHC, 1/163 Inf	BELGRADE	MT	OEF	OIF 04-06	OCONUS	CENTCOM	34	7-Jun-04	30-Dec-05	34
Det 1, HHB, 1/148 FA	BOZEMAN	MT	OEF	OIF 04-06	OCONUS	CENTCOM	4	15-Jun-04	12-Dec-05	5
Co B, 1/163 Inf	GREAT FALLS	MT	OEF	OIF 04-06	OCONUS	CENTCOM	90	15-Jun-04	12-Dec-05	94
Det 1, Co B, 1/163 Inf	ANACONDA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	41	15-Jun-04	12-Dec-05	41
Co C, 1/163 Inf	MISSOULA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	88	15-Jun-04	12-Dec-05	94
Det 1, Co C, 1/163 Inf	HAMILTON	MT	OEF	OIF 04-06	OCONUS	CENTCOM	35	15-Jun-04	12-Dec-05	41
HHC, 1/163 Inf	BELGRADE	MT	OEF	OIF 04-06	OCONUS	CENTCOM	141	15-Jun-04	12-Dec-05	141
Det 1, HHC, 1/163 Inf	LIVINGSTON	MT	OEF	OIF 04-06	OCONUS	CENTCOM	90	15-Jun-04	12-Dec-05	90
1/163 Inf	BOZEMAN	MT	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Jun-04	12-Dec-05	0
MT ARNG Med Det	BILLINGS	MT	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	17-Jun-04	14-Dec-05	1
ARNG ELE JFHQ MT	HELENA	MT	OEF	OEF 04-06	OCONUS	CENTCOM	16	22-Jun-04	19-Dec-05	16
Trp E, 163 Armor	HELENA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	67	28-Jun-04	24-Dec-05	76
Det 1, Trp E, 163 Armor	MISSOULA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	57	28-Jun-04	24-Dec-05	59
ARNG ELE JFHQ MT	HELENA	MT	OEF	OEF 04-06	OCONUS	CENTCOM	1	15-Jul-04	11-Jan-06	1
ARNG ELE JFHQ MT	HELENA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	1	4-Sep-04	2-Mar-06	1

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Co A, 1/189 Avn	HELENA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	36	6-Sep-04	5-Mar-06	43
Co D, 1/189 Avn	HELENA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	46	6-Sep-04	5-Mar-06	46
Co D, 1/189 Avn	HELENA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	24	6-Sep-04	5-Mar-06	24
1/189 Avn	HELENA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	0	6-Sep-04	5-Mar-06	0
HHC, 1/189 Avn	HELENA	MT	OEF	OIF 04-06	OCONUS	CENTCOM	124	6-Sep-04	5-Mar-06	125
HHC, 30 Armor	CLINTON	NC	OEF	OIF 2	OCONUS	CENTCOM	4	1-Oct-03	28-Mar-05	4
HHC, 30 Armor	CLINTON	NC	OEF	OIF 2	OCONUS	CENTCOM	1	1-Oct-03	30-Sep-05	1
HHC, 30 Armor	CLINTON	NC	OEF	OIF 2	OCONUS	KIRKUK	259	1-Oct-03	28-Mar-05	275
Co A, 105 Engr Bn	ROCKINGHAM	NC	OEF	OIF 2	OCONUS	KIRKUK	73	1-Oct-03	28-Mar-05	95
Co B, 105 Engr Bn	LAURINBURG	NC	OEF	OIF 2	OCONUS	KIRKUK	85	1-Oct-03	28-Mar-05	95
Co C, 105 Engr Bn	ST PAULS	NC	OEF	OIF 2	OCONUS	KIRKUK	76	1-Oct-03	28-Mar-05	96
HHC, 105 Engr Bn	RAEFORD	NC	OEF	OIF 2	OCONUS	KIRKUK	129	1-Oct-03	28-Mar-05	133
105 Engr Bn	RAEFORD	NC	OEF	OIF 2	OCONUS	CENTCOM	0	1-Oct-03	28-Mar-05	0
1/113 FA	CHARLOTTE	NC	OEF	OIF 2	OCONUS	CENTCOM	0	1-Oct-03	28-Mar-05	0
Btry A, 1/113 FA	BELMONT	NC	OEF	OIF 2	OCONUS	KIRKUK	109	1-Oct-03	28-Mar-05	119
Btry B, 1/113 FA	MONROE	NC	OEF	OIF 2	OCONUS	KIRKUK	117	1-Oct-03	28-Mar-05	127
Btry C, 1/113 FA	LINCOLNTON	NC	OEF	OIF 2	OCONUS	KIRKUK	91	1-Oct-03	28-Mar-05	118
HHB, 1/113 FA	CHARLOTTE	NC	OEF	OIF 2	OCONUS	KIRKUK	144	1-Oct-03	28-Mar-05	161
Svc Btry, 1/113 FA	HIGH POINT	NC	OEF	OIF 2	OCONUS	KIRKUK	59	1-Oct-03	28-Mar-05	79
Co A, 1/120 Inf	JACKSONVILLE	NC	OEF	OIF 2	OCONUS	KIRKUK	143	1-Oct-03	28-Mar-05	147
Co B, 1/120 Inf	LUMBERTON	NC	OEF	OIF 2	OCONUS	KIRKUK	146	1-Oct-03	28-Mar-05	147
Co C, 1/120 Inf	WHITEVILLE	NC	OEF	OIF 2	OCONUS	KIRKUK	145	1-Oct-03	28-Mar-05	147
HHC, 1/120 Inf	WILMINGTON	NC	OEF	OIF 2	OCONUS	KIRKUK	234	1-Oct-03	28-Mar-05	259
1/120 Inf	WILMINGTON	NC	OEF	OIF 2	OCONUS	CENTCOM	0	1-Oct-03	28-Mar-05	0
Trp E, 196 Armor	ELIZABETHTOWN	NC	OEF	OIF 2	OCONUS	CENTCOM	141	1-Oct-03	28-Mar-05	171
Co B, 230 Spt Bn	DUNN	NC	OEF	OIF 2	OCONUS	KIRKUK	204	1-Oct-03	28-Mar-05	288
Co A, 230 Spt Bn	DURHAM	NC	OEF	OIF 2	OCONUS	KIRKUK	129	1-Oct-03	28-Mar-05	177
Co C, 230 Spt Bn	GOLDSBORO	NC	OEF	OIF 2	OCONUS	KIRKUK	93	1-Oct-03	28-Mar-05	118
HHC, 230 Spt Bn	GOLDSBORO	NC	OEF	OIF 2	OCONUS	KIRKUK	98	1-Oct-03	28-Mar-05	133
230 Spt Bn	GOLDSBORO	NC	OEF	OIF 2	OCONUS	CENTCOM	0	1-Oct-03	28-Mar-05	0
230 MI Co	BURLINGTON	NC	OEF	OIF 2	OCONUS	KIRKUK	37	1-Oct-03	28-Mar-05	41
1/252 Armor Bn	FAYETTEVILLE	NC	OEF	OIF 2	OCONUS	CENTCOM	0	1-Oct-03	28-Mar-05	0

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Co A, 1/252 Armor	PARKTON	NC	OEF	OIF 2	OCONUS	KIRKUK	70	1-Oct-03	28-Mar-05	75
Co C, 1/252 Armor	SOUTHERN PINES	NC	OEF	OIF 2	OCONUS	KIRKUK	69	1-Oct-03	28-Feb-05	75
HHC, 1/252 Armor	FAYETTEVILLE	NC	OEF	OIF 2	OCONUS	KIRKUK	248	1-Oct-03	28-Mar-05	272
1/252 Armor	SANFORD	NC	OEF	OIF 2	OCONUS	KIRKUK	70	1-Oct-03	28-Mar-05	75
HQ STARC NC ARNG	RALEIGH	NC	OEF	OIF 2	OCONUS	CENTCOM	1	1-Oct-03	28-Mar-05	1
NC ARNG Med Det	MORRISVILLE	NC	OEF	OIF 2	OCONUS	CENTCOM	3	23-Oct-03	22-Oct-04	3
HQ STARC NC ARNG	RALEIGH	NC	OEF	OIF 2	OCONUS	CENTCOM	1	10-Dec-03	7-Jun-05	1
HQ STARC NC ARNG	RALEIGH	NC	OEF	OIF 2	OCONUS	CENTCOM	2	19-Dec-03	16-Jun-05	2
HQ STARC NC ARNG	RALEIGH	NC	ONE	CONUS BASE SPT	1st Army AOR	PENTAGON	1	9-Jan-04	8-Jan-06	1
1450 Trans Co	JEFFERSON	NC	OEF	OIF 2	OCONUS	ARIFJAN	165	15-Jan-04	13-Jul-05	169
1452 Trans Co	WINSTON SALEM	NC	OEF	OIF 2	OCONUS	BAGHDAD	120	17-Jan-04	2-Jul-05	299
ARNG ELE JFHQ NC	RALEIGH	NC	OEF	OEF 04-06	OCONUS	NORTHCOM	1	1-Mar-04	28-Feb-05	1
HHC, 105 MP Bn	ASHEVILLE	NC	OEF	OIF 04-06	OCONUS	CENTCOM	164	15-Aug-04	11-Feb-06	177
Co B, 1/126 Avn	SALISBURY	NC	OEF	OIF 04-06	OCONUS	CENTCOM	10	15-Sep-04	14-Mar-06	0
HHD, 34 ID	BISMARCK	ND	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	5	10-Oct-03	9-Oct-04	5
141 Engr Bn	VALLEY CITY	ND	OEF	OIF 2	OCONUS	CENTCOM	480	18-Dec-03	15-Jun-05	522
Co A, 1/112 Avn	BISMARCK	ND	OEF	OIF 2	OCONUS	CENTCOM	2	22-Jan-04	20-Jul-05	2
HHC, 164 Engr Bn	BISMARCK	ND	OEF	OIF 2	OCONUS	CENTCOM	1	26-Jan-04	24-Jul-05	1
HSB, 188 Air Def Arty	GRAND FORKS	ND	OEF	OIF 04-06	OCONUS	CENTCOM	6	7-Jun-04	30-Dec-05	6
ND ARNG Med Det	BISMARCK	ND	OEF	OIF 2	OCONUS	CENTCOM	2	10-Jun-04	10-Jun-05	1
HSB, 188 Air Def Arty	GRAND FORKS	ND	OEF	OIF 04-06	OCONUS	CENTCOM	94	15-Jun-04	12-Dec-05	94
ARNG ELEMENT JFHQ ND	BISMARCK	ND	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	1	5-Jul-04	5-Jul-05	1
ARNG ELEMENT JFHQ ND	BISMARCK	ND	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	1	5-Jul-04	5-Jul-05	1
ND ARNG Med Det	BISMARCK	ND	OEF	OIF 2	OCONUS	CENTCOM	1	3-Sep-04	3-Sep-05	1
ND ARNG Med Det	BISMARCK	ND	OEF	OIF 2	OCONUS	CENTCOM	1	3-Sep-04	3-Dec-05	1
Det 42, ND Op Spt Aftt Cmd (OSAC)	BISMARCK	ND	OEF	OEF 04-06	OCONUS	CENTCOM	8	12-Sep-04	11-Sep-05	8

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192 MP Det	OMAHA	NE	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	44	10-Oct-03	9-Oct-04	45
267 Ord Co	LINCOLN	NE	OEF	OIF 2	OCONUS	TIKRIT EAST	165	7-Dec-03	29-May-05	198
Co B, 735 Spt Bn	KEARNEY	NE	OEF	OIF 2	OCONUS	TALLIL	120	13-Jan-04	11-Jul-05	126
NE ARNG Med Det	LINCOLN	NE	OEF	OIF 2	OCONUS	CENTCOM	1	26-Mar-04	25-Mar-05	1
HQ STARC NE ARNG	LINCOLN	NE	OEF	CONUS BASE SPT	5th Army AOR	FT HOOD	1	15-Apr-04	9-Feb-05	1
NE Medical CBHCO	LINCOLN	NE	OEF	CONUS BASE SPT	1st Army AOR	MAARNG CBHCO	1	13-May-04	13-May-06	1
ARNG ELE JFHQ NE	LINCOLN	NE	OEF	CONUS BASE SPT	1st Army AOR	FT EUSTIS	1	22-May-04	22-May-05	1
1075 Trans Co	COLUMBUS	NE	OEF	OIF 04-06	OCONUS	CENTCOM	167	9-Aug-04	5-Feb-06	169
NE ARNG Med Det	LINCOLN	NE	OEF	OIF 2	OCONUS	CENTCOM	1	24-Sep-04	23-Sep-05	1
744 Trans Co	HILLSBORO	NH	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	148	7-Dec-03	29-May-05	169
HHB, 197 FA	MANCHESTER	NH	OEF	OIF 2	OCONUS	BAGHDAD	102	3-Jan-04	15-Jul-05	121
1/172 FA Bn	MANCHESTER	NH	OEF	OIF 2	OCONUS	CENTCOM	0	5-Jan-04	1-Jul-05	186
HHS, 1/172 FA Bn	MANCHESTER	NH	OEF	OIF 2	OCONUS	CENTCOM	181	5-Jan-04	4-Jul-05	186
2/197 FA	BERLIN	NH	OEF	OIF 2	OCONUS	CENTCOM	0	5-Jan-04	1-Jul-05	0
HHS 2/197 FA	LITTLETON	NH	OEF	OIF 2	OCONUS	CENTCOM	178	5-Jan-04	4-Jul-05	186
210 Engr Det	PETERBOROUGH	NH	OEF	OIF 2	OCONUS	CENTCOM	49	17-Jan-04	15-Jul-05	57
Co C, 3/172 Inf	MANCHESTER	NH	OEF	OIF 2	OCONUS	BAGHDAD	160	20-Jan-04	18-Jul-05	182
ARNG ELE JFHQ NH	CONCORD	NH	OEF	OEF 04-06	OCONUS	CENTCOM	17	22-Jun-04	19-Dec-05	17
ARNG ELE JFHQ NH	CONCORD	NH	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	23-Aug-04	19-Feb-06	1
1159 Med Co	CONCORD	NH	OEF	OIF 04-06	OCONUS	CENTCOM	14	1-Sep-04	28-Feb-06	52
1159 Med Co	CONCORD	NH	OEF	OIF 04-06	OCONUS	CENTCOM	0	1-Sep-04	28-Feb-06	0
1/172 FA	MANCHESTER	NH	OEF	OIF 04-06	OCONUS	CENTCOM	24	14-Sep-04	12-Mar-06	27
HHD, 50 Finance Bn	LAWRENCEVILLE	NJ	OEF	OIF 2	OCONUS	MOSUL	28	7-Dec-03	29-May-05	30
HHD, 50 Spt Bn	TEANECK	NJ	OEF	OIF 2	OCONUS	CENTCOM	9	15-Dec-03	12-Jun-05	9
HHB, 3/112 FA	MORRISTOWN	NJ	OEF	OIF 2	OCONUS	BAGHDAD	1	15-Dec-03	12-Jun-05	1
3/112 FA	MORRISTOWN	NJ	OEF	OIF 2	OCONUS	CENTCOM	0	5-Jan-04	4-Jul-05	0
Btry B, 3/112 FA	TOMS RIVER	NJ	OEF	OIF 2	OCONUS	CENTCOM	175	5-Jan-04	4-Jul-05	184

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HQ STARC NJ ARNG	FT DIX	NJ	OEF	OIF 2	OCONUS	CENTCOM	3	9-Jan-04	7-Jan-05	3
Det 19, NJ Op Spt Aft Cmd (OSAC)	W TRENTON	NJ	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	16-Jan-04	12-Oct-04	1
Co B, 50 Spt Bn	DOVER	NJ	OEF	OIF 2	OCONUS	CENTCOM	47	20-Jan-04	18-Jul-05	50
Co E, 50 Spt Bn	JERSEY CITY	NJ	OEF	OIF 2	OCONUS	CENTCOM	2	26-Feb-04	24-Aug-05	2
HQ STARK NJ ARNG	FT DIX	NJ	OEF	OEF 04-06	OCONUS	CENTCOM	1	12-Mar-04	11-Mar-05	1
HQ STARC NJ ARNG	FT DIX	NJ	OEF	CONUS BASE SPT	1st Army AOR	NORTHCOM	1	24-Mar-04	23-Mar-05	1
HHC, 113 Inf Bn	RIVERDALE	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	97	11-Apr-04	10-Apr-05	108
Co A, 2/102 Armor	SOMERSET	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	50	12-Apr-04	12-Apr-05	55
Co B, 2/102 Armor	W ORANGE	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	52	12-Apr-04	12-Apr-05	55
HHC, 50 Bde, 42 Inf Div	FT DIX	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	48	16-Apr-04	16-Apr-05	72
HQ STARC NJ ARNG	FT DIX	NJ	OEF	OIF 2	OCONUS	CENTCOM	4	16-Apr-04	15-Apr-05	2
Co C, 2/102 Armor	NEWTON	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	51	20-Apr-04	19-Apr-05	55
Co D, 2/102 Armor	HACKETTSTOWN	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	55	27-Apr-04	26-Apr-05	55
Det 2, HHC, 42 Armor	FT DIX	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	1	1-May-04	2-Nov-05	1
Co A, 2/113 Inf	NEWARK	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	60	11-May-04	11-May-05	60
Co B, 2/113 Inf Bn	NEWARK	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	81	11-May-04	11-May-05	81
HHC, 2/113 Inf	WOODBIDGE	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	78	11-May-04	11-May-05	78
HHC, 2/113 Inf	RIVERDALE	NJ	OEF	GWOT-GTMO	OCONUS	GTMO	24	11-May-04	11-May-05	25
HHC 42 Spt Cmd	SOMERSET	NJ	OEF	OIF 04-06	OCONUS	BASRA	22	12-May-04	24-Nov-05	27
HHC 42 Spt Cmd	SOMERSET	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	12	12-May-04	23-Nov-05	1
Det 2, 42 MP Co	FT DIX	NJ	OEF	OIF 04-06	OCONUS	BASRA	2	12-May-04	12-Dec-05	2
Co A, 50 Spt Bn	TEANECK	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	23-Nov-05	1
Co C, 50 Spt Bn	W ORANGE	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	2	12-May-04	23-Nov-05	2

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHD, 50 Spt Bn	TEANECK	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	5	12-May-04	23-Nov-05	5
Det 1, HHD, 50 Bn	TEANECK	NJ	OEF	OIF 04-06	OCONUS	BASRA	11	12-May-04	27-Nov-05	13
1/150 Avn	W TRENTON	NJ	OEF	OIF 04-06	OCONUS	BASRA	2	12-May-04	27-Nov-05	2
HHC, 1/150 Avn	W TRENTON	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	10	12-May-04	23-Nov-05	11
250 Sig Bn	WESTFIELD	NJ	OEF	OIF 04-06	OCONUS	BASRA	7	12-May-04	24-Nov-05	8
350 Finance Det	LAWRENCEVILLE	NJ	OEF	GWOT- GTMO	OCONUS	GTMO	3	16-May-04	16-May-05	4
HHC, 250 Sig Bn	WESTFIELD	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	73	16-May-04	11-Nov-05	127
Co A, 1/150 Avn	W TRENTON	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	29	17-May-04	13-Nov-05	35
HHC, 1/114 Inf	WOODBURY	NJ	MFO-SINAI	MFO #46	OCONUS	CENTCOM	81	18-May-04	11-Feb-05	81
Co A, 1/114 Inf	MT HOLLY	NJ	MFO-SINAI	MFO #47	OCONUS	SINAI	81	18-May-04	11-Feb-05	83
Co B, 1/114 Inf	FREEHOLD	NJ	MFO-SINAI	MFO #47	OCONUS	SINAI	81	18-May-04	11-Feb-05	83
Co C, 1/114 Inf	BURLINGTON	NJ	MFO-SINAI	MFO #47	OCONUS	SINAI	81	18-May-04	11-Feb-05	83
Co A, 250 Sig Bn	CHERRY HILL	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	4	20-May-04	12-Dec-05	7
Det 2, HHC, 42 Armor	FT DIX	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	1	24-May-04	19-Nov-05	10
HHC, 42 Spt Cmd	SOMERSET	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	97	24-May-04	19-Nov-05	163
Co C, 1/150 Avn	W TRENTON	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	35	24-May-04	19-Nov-05	43
1/150 Avn	W TRENTON	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	0	24-May-04	19-Nov-05	0
HHC, 1/150 Avn	W TRENTON	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	78	24-May-04	19-Nov-05	78
Co C, 250 Sig Bn	SOMERSET	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	32	24-May-04	19-Nov-05	52
250 Sig Bn	WESTFIELD	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	0	24-May-04	19-Nov-05	0
Co B, 642 Spt Bn	FT DIX	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	73	24-May-04	19-Nov-05	94
Det 1, HSC, 642 Spt Bn	FT DIX	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	6	24-May-04	19-Nov-05	19
Co E, 50 Spt Bn	JERSEY CITY	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	86	1-Jun-04	19-Nov-05	128
HHD, 50 Spt Bn	TEANECK	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	54	1-Jun-04	19-Nov-05	60

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50 Spt Bn	TEANECK	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	0	1-Jun-04	28-Nov-05	0
Co A, 50 Spt Bn	TEANECK	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	101	6-Jun-04	19-Nov-05	152
Co C, 50 Spt Bn	W ORANGE	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	105	6-Jun-04	19-Nov-05	135
Co B, 250 Sig Bn	FLEMINGTON	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	139	7-Jun-04	30-Dec-05	139
Co A, 250 Sig Bn	CHERRY HILL	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	89	15-Jun-04	6-Jan-06	132
2/113 Inf	RIVERDALE	NJ	OEF	GWOT-GTMO	OCONUS	GUANTANAMO BAY	0	16-Jun-04	15-Jun-05	0
1/114 Inf	WOODBURY	NJ	MFO-SINAI	MFO #47	OCONUS	SINAI	0	18-Jun-04	17-Jun-05	0
Det 2, 42 MP Co	FT DIX	NJ	OEF	OIF 04-06	OCONUS	BASRA	18	6-Jul-04	22-Nov-05	23
ARNG ELE JFHQ NJ	FT DIX	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	1	16-Aug-04	11-Feb-06	1
ARNG ELE JFHQ NJ	FT DIX	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	1	16-Aug-04	11-Feb-06	1
150 Finance Det	LAWRENCEVILLE	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	20	27-Aug-04	23-Feb-06	21
350 Finance Det	LAWRENCEVILLE	NJ	OEF	OIF 04-06	OCONUS	CENTCOM	20	18-Sep-04	17-Mar-06	21
HHD, 515 Spt Bn	SPRINGER	NM	OEF	OIF 2	OCONUS	SADDAM INTL	57	7-Dec-03	29-May-05	59
642 Ord Co	LAS CRUCES	NM	OEF	OIF 2	OCONUS	CENTCOM	92	5-Jan-04	3-Jul-05	215
1115 Trans Co	TAOS	NM	OEF	OIF 2	OCONUS	CENTCOM	114	5-Jan-04	3-Jul-05	166
HQ STARC NM ARNG	SANTA FE	NM	OEF	OIF 2	OCONUS	CENTCOM	1	18-Jan-04	16-Jul-05	1
ARNG ELE JFHQ NM	SANTA FE	NM	OEF	GWOT-GTMO	OCONUS	GUANTANAMO BAY	1	11-Jun-04	11-Jun-05	1
Det 1, 123 Public Affairs Det	SANTA FE	NM	OEF	OIF 2	OCONUS	CENTCOM	3	7-Jul-04	3-Jan-06	3
NM ARNG Med Det	ALBUQUERQUE	NM	OEF	OIF 2	OCONUS	CENTCOM	1	9-Jul-04	8-Jul-05	1
NM ARNG Med Det	ALBUQUERQUE	NM	OEF	OIF 04-06	OCONUS	CENTCOM	1	24-Aug-04	19-Feb-06	1
Btry A, 1/200 Air Def Arty	HOBBS	NM	ONE	ONE 3	1st Army AOR	WASHINGTON	152	9-Sep-04	7-Mar-05	177
126 MP Co	ALBUQUERQUE	NM	OEF	OIF 04-06	OCONUS	CENTCOM	1	24-Sep-04	22-Mar-06	1
321 Sig Co	RENO	NV	OEF	OIF 2	OCONUS	KUWAIT INTL	91	9-Dec-03	6-Jun-05	91
Det 1, 126 Med Co	CARSON CITY	NV	OEF	CONUS BASE SPT	5th Army AOR	FT HOOD	15	13-Jan-04	11-Jul-05	15
ARNG ELE JFHQ NV	CARSON CITY	NV	OEF	GWOT-GTMO	OCONUS	GTMO	1	22-May-04	22-May-05	1

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NV ARNG Med Det	RENO	NV	OEF	OIF 2	OCONUS	CENTCOM	1	8-Jul-04	8-Jul-05	1
HHT, 1/221 Armd Cav	LAS VEGAS	NV	OEF	CONUS BASE SPT	5th Army AOR	NORTHCOM	355	16-Aug-04	11-Feb-06	355
1/221 Armd Cav	LAS VEGAS	NV	OEF	CONUS BASE SPT	5th Army AOR	NORTHCOM	0	16-Aug-04	11-Feb-06	0
Trp E, 1/221 Armd Cav	LAS VEGAS	NV	OEF	CONUS BASE SPT	5th Army AOR	NORTHCOM	63	16-Aug-04	11-Feb-06	63
Trp A, 1/221 Armd Cav	YERINGTON	NV	OEF	CONUS BASE SPT	5th Army AOR	NORTHCOM	63	16-Aug-04	11-Feb-06	63
Trp B, 1/221 Armd Cav	LAS VEGAS	NV	OEF	CONUS BASE SPT	5th Army AOR	NORTHCOM	63	16-Aug-04	11-Feb-06	63
Trp C, 1/221 Armd Cav	LAS VEGAS	NV	OEF	CONUS BASE SPT	5th Army AOR	NORTHCOM	63	16-Aug-04	11-Feb-06	63
1864 Trans Co	HENDERSON	NV	OEF	OIF 04-06	OCONUS	CENTCOM	148	16-Aug-04	12-Feb-06	169
2/108 Inf	UTICA	NY	OEF	OIF 2	OCONUS	CENTCOM	0	1-Oct-03	28-Mar-05	0
Co A, 2/108 Inf	WHITEHALL	NY	OEF	OIF 2	OCONUS	KIRKUK	125	1-Oct-03	28-Mar-05	131
Co B, 2/108 Inf	MORRISONVILLE	NY	OEF	OIF 2	OCONUS	KIRKUK	122	1-Oct-03	28-Mar-05	131
Co C, 2/108 Inf	GLOVERSVILLE	NY	OEF	OIF 2	OCONUS	KIRKUK	120	1-Oct-03	28-Mar-05	131
Co D, 2/108 Inf	ROME	NY	OEF	OIF 2	OCONUS	KIRKUK	81	1-Oct-03	28-Mar-05	87
HHC, 2/108 Inf	UTICA	NY	OEF	OIF 2	OCONUS	KIRKUK	177	1-Oct-03	28-Mar-05	190
NY ARNG Med Det	WATERVLIET	NY	OEF	OIF 2	OCONUS	CENTCOM	1	20-Nov-03	19-Nov-04	1
249 Med Co	ROCHESTER	NY	OEF	CONUS BASE SPT	1st Army AOR	FT BRAGG	92	21-Nov-03	19-May-05	92
HHD, 369 Spt Bn	NEW YORK	NY	OEF	OIF 2	OCONUS	TALLIL	55	7-Dec-03	29-May-05	59
HQ, 56 Personnel Svcs Bn	LATHAM	NY	OEF	OIF 2	OCONUS	KUWAIT INTL	27	12-Dec-03	9-Jun-05	28
HHS, 1/156 FA	KINGSTON	NY	OEF	OIF 2	OCONUS	KIRKUK	45	14-Dec-03	12-Jun-05	45
HHC, 427 Spt Bn	SYRACUSE	NY	OEF	OIF 2	OCONUS	KIRKUK	13	14-Dec-03	12-Jun-05	14
827 Engr Co	BUFFALO	NY	OEF	OIF 2	OCONUS	KIRKUK	29	14-Dec-03	12-Jun-05	37
Co B, 1/108 Inf	TONAWANDA	NY	OEF	OIF 2	OCONUS	CENTCOM	78	29-Dec-03	26-Jun-05	78
HHD, 1/142 Avn Bn	ROCHESTER	NY	OEF	OIF 2	OCONUS	CENTCOM	57	3-Jan-04	1-Jul-05	58
Btry B, 1/258 FA	BRONX	NY	OEF	OIF 2	OCONUS	BAGHDAD	171	20-Jan-04	18-Jul-05	182
Btry C, 1/258 FA	BROOKLYN	NY	OEF	OIF 2	OCONUS	BAGHDAD	174	20-Jan-04	18-Jul-05	182
Co A, 204 Engr Bn	WALTON	NY	OEF	OIF 2	OCONUS	CENTCOM	38	22-Feb-04	20-Aug-05	39
Co A, 204 Engr Bn	RIVERHEAD	NY	OEF	OIF 2	OCONUS	CENTCOM	37	22-Feb-04	20-Aug-05	39

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Co B, 204 Engr Bn	HORSEHEADS	NY	OEF	OEF 04-06	OCONUS	CENTCOM	141	1-Mar-04	28-Aug-05	141
133 Ord Co	PEEKSKILL	NY	OEF	OIF 2	OCONUS	CENTCOM	129	1-Mar-04	28-Feb-05	130
102 Ord Co	BROOKLYN	NY	ONE	CONUS FP	1st Army AOR	FT HAMILTON	33	5-Mar-04	5-Mar-05	33
HHC, 42 Inf. Div.	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	1	1-May-04	2-Nov-05	1
0000 Avn Bde	PATCHOGUE	NY	OEF	OIF 04-06	OCONUS	CENTCOM	4	12-May-04	23-Nov-05	6
0000 Avn Bde	PATCHOGUE	NY	OEF	OIF 04-06	OCONUS	BASRA	6	12-May-04	23-Nov-05	7
0000 EN HHD HHD BDE FWD3	BUFFALO	NY	OEF	OIF 04-06	OCONUS	CENTCOM	5	12-May-04	23-Nov-05	5
42 Inf Div Band	FREEPORT	NY	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	22-Nov-05	1
42 Inf Div Band	FREEPORT	NY	OEF	OIF 04-06	OCONUS	BASRA	1	12-May-04	15-Nov-05	1
HHC, 42 Armor Div	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	31	12-May-04	22-Nov-05	31
HHC, 42 Inf. Div.	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	22-Dec-06	1
HHC 42 Inf. Div.	TROY	NY	OEF	OIF 04-06	OCONUS	BASRA	3	12-May-04	13-Nov-05	7
Det 2, HHC, 42 Spt Bn	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	23-Nov-05	2
Det 2, HHC, 42 Spt Bn	TROY	NY	OEF	OIF 04-06	OCONUS	BASRA	2	12-May-04	15-Nov-05	2
Det 1, HHB, 42 FA	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	23-Nov-05	1
42 Info Ctr	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	23-Nov-05	1
Det 4, 42 MP Co	TROY	NY	OEF	OIF 04-06	OCONUS	BASRA	1	12-May-04	22-Nov-05	1
HHC, 1/69 Inf	NEW YORK	NY	OEF	OIF 04-06	OCONUS	CENTCOM	15	12-May-04	23-Nov-05	15
HHC, 1/69 Inf	NEW YORK	NY	OEF	OIF 04-06	OCONUS	BASRA	4	12-May-04	15-Nov-05	4
HHC, 1/101 Armor	STATEN ISLAND	NY	OEF	OIF 04-06	OCONUS	BASRA	16	12-May-04	23-Nov-05	17
Det 1, 272 Chem Co	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	23-Nov-05	1
HSC, 642 Spt Bn	BROOKLYN	NY	OEF	OIF 04-06	OCONUS	CENTCOM	15	12-May-04	23-Nov-05	20
HSC, 642 Spt Bn	BROOKLYN	NY	OEF	OIF 04-06	OCONUS	BASRA	3	12-May-04	23-Nov-05	6

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HHC, 642 MI Bn	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	9	12-May-04	23-Nov-05	10
HHC, 642 MI Bn	TROY	NY	OEF	OIF 04-06	OCONUS	BASRA	6	12-May-04	15-Nov-05	8
Co A, 1/69 Inf	NEW YORK	NY	OEF	OIF 04-06	OCONUS	BASRA	125	15-May-04	11-Nov-05	135
Co B, 1/69 Inf	BAY SHORE	NY	OEF	OIF 04-06	OCONUS	BASRA	132	15-May-04	10-Nov-05	135
Det 1, HHC, 1/69 Inf	FARMINGDALE	NY	OEF	OIF 04-06	OCONUS	BASRA	67	15-May-04	10-Nov-05	76
HHC, 1/69 Inf	NEW YORK	NY	OEF	OIF 04-06	OCONUS	BASRA	152	15-May-04	11-Nov-05	181
1/69 Inf	NEW YORK	NY	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-May-04	11-Nov-05	0
Co D, 1/101 Armd Cav	NEWBURGH	NY	OEF	OIF 04-06	OCONUS	CENTCOM	110	15-May-04	10-Nov-05	117
Trp E, 101 Armd Cav	GENEVA	NY	OEF	OIF 04-06	OCONUS	CENTCOM	92	15-May-04	11-Nov-05	94
Det 2, Co B, 642 Spt Bn	BROOKLYN	NY	OEF	OIF 04-06	OCONUS	CENTCOM	44	17-May-04	13-Nov-05	44
642 MI Bn	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	0	17-May-04	13-Nov-05	0
Co C, 642 MI Bn	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	3	17-May-04	13-Nov-05	7
HHC, 152 Engr Bn	BUFFALO	NY	MFO-SINAI	MFO #47	OCONUS	SINAI	16	18-May-04	11-Feb-05	16
0000 Avn Bde	PATCHOGUE	NY	OEF	OIF 04-06	OCONUS	CENTCOM	63	24-May-04	19-Nov-05	99
HHC, 42 Inf Div.	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	168	24-May-04	19-Nov-05	198
Det 2, HHC, 42 Spt Bn	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	8	24-May-04	19-Nov-05	15
Co D, 1/101 Armor	NEWBURGH	NY	OEF	OIF 04-06	OCONUS	CENTCOM	2	24-May-04	4-Dec-05	2
Det 1, HHC, 250 Sig Bn	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	1	24-May-04	19-Nov-05	1
642 Spt Bn	BROOKLYN	NY	OEF	OIF 04-06	OCONUS	CENTCOM	0	24-May-04	19-Nov-05	0
HHC, 642 MI Bn	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	116	24-May-04	19-Nov-05	164
HSC, 642 Spt Bn	BROOKLYN	NY	OEF	OIF 04-06	OCONUS	CENTCOM	35	1-Jun-04	28-Nov-05	45
HHC, 42 Armor	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	6	7-Jun-04	30-Dec-05	6
250 Sig Bn	WESTFIELD	NY	OEF	OIF 04-06	OCONUS	BASRA	1	7-Jun-04	4-Dec-05	1

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NY ARNG Med Det	WATERVLIET	NY	OEF	CONUS BASE SPT	1st Army AOR	USMA - WEST POINT	1	14-Jun-04	13-Jun-05	1
0000 Engr Bde 42 Inf. Div.	BUFFALO	NY	OEF	OIF 04-06	OCONUS	CENTCOM	47	14-Jun-04	11-Dec-05	55
Det 1, HHB, 42 DIVARTY	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	10	15-Jun-04	11-Dec-05	22
Det 1, 272 Chem Co	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	8	16-Jun-04	29-Nov-05	13
Det 4, 42 MP Co	TROY	NY	OEF	OIF 04-06	OCONUS	CENTCOM	4	6-Jul-04	11-Jan-06	5
42 Inf Div Band	FREEPORT	NY	OEF	OIF 04-06	OCONUS	CENTCOM	39	14-Jul-04	10-Jan-06	39
1569 Trans Co	NEW YORK	NY	OEF	OIF 04-06	OCONUS	CENTCOM	48	9-Aug-04	5-Feb-06	48
53 HQ Liason	LATHAM	NY	OEF	OIF 04-06	OCONUS	CENTCOM	8	1-Sep-04	28-Feb-06	8
145 Ord Co	BRONX	NY	OEF	OIF 04-06	OCONUS	CENTCOM	0	1-Sep-04	28-Feb-06	75
145 Ord Co	BRONX	NY	OEF	OIF 04-06	OCONUS	CENTCOM	0	1-Sep-04	28-Feb-06	0
Co A, 1/107 Armor	NEWTON FALLS	OH	OEF	OIF 2	OCONUS	CENTCOM	16	1-Oct-03	28-Mar-05	16
Co B, 1/107 Armor	CLEVELAND	OH	OEF	OIF 2	OCONUS	CENTCOM	61	1-Oct-03	28-Mar-05	63
Co C, 1/107 Armor	STOW	OH	OEF	OIF 2	OCONUS	CENTCOM	63	1-Oct-03	28-Mar-05	63
HHC, 1/107 Armor	STOW	OH	OEF	OIF 2	OCONUS	CENTCOM	12	1-Oct-03	28-Mar-05	12
OH ARNG Med Det	COLUMBUS	OH	OEF	OIF 2	OCONUS	CENTCOM	1	20-Nov-03	19-Nov-04	1
Co C, 118 Med Bn	WESTERVILLE	OH	OEF	OIF 2	OCONUS	BAGHDAD	62	7-Dec-03	29-May-05	70
HHD, 512 Engr Bn	CINCINNATI	OH	OEF	OIF 2	OCONUS	BALAD SOUTH- EAST	38	7-Dec-03	29-May-05	40
216 Engr Bn	HAMILTON	OH	OEF	OIF 2	OCONUS	CENTCOM	643	18-Dec-03	17-Jun-05	645
1486 Trans Co	ASHLAND	OH	OEF	OIF 2	OCONUS	ARIFJAN	167	26-Dec-03	23-Jun-05	169
196 Public Affairs Det	COLUMBUS	OH	OEF	OIF 2	OCONUS	SADDAM INTL	12	2-Jan-04	16-Jun-05	13
1484 Trans Co	AKRON	OH	OEF	OIF 2	OCONUS	BAGHDAD	164	2-Jan-04	1-Jul-05	167
1484 Trans Co	EATON	OH	OEF	OIF 2	OCONUS	ARIFJAN	152	2-Jan-04	23-Jun-05	169
HHD, 337 Person- nel Svc Det	COLUMBUS	OH	OEF	CONUS BASE SPT	1st Army AOR	ALEXANDRIA	8	15-Jan-04	14-Jan-06	10
137 Avn Co	COLUMBUS	OH	OEF	OEF 04-06	OCONUS	CENTCOM	27	18-Jan-04	15-Jul-05	27
1/134 FA	COLUMBUS	OH	OEF	USAFE FP	OCONUS	EUCOM	0	10-Feb-04	9-Feb-05	0

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Btry A, 1/134 FA	MARION	OH	OEF	USAFE FP	OCONUS	EUCOM	68	10-Feb-04	9-Feb-05	70
Btry B, 1/134 FA	ALLIANCE	OH	OEF	USAFE FP	OCONUS	EUCOM	80	10-Feb-04	9-Feb-05	75
Btry C, 1/134 FA	PIQUA	OH	OEF	USAFE FP	OCONUS	EUCOM	84	10-Feb-04	9-Feb-05	80
HHB, 1/134 FA	COLUMBUS	OH	OEF	USAFE FP	OCONUS	EUCOM	104	10-Feb-04	9-Feb-05	110
Svc Btry, 1/134 FA	MEDINA	OH	OEF	USAFE FP	OCONUS	EUCOM	61	10-Feb-04	9-Feb-05	58
Btry F, 1/134 FA	CLEVELAND	OH	OEF	USAFE FP	OCONUS	EUCOM	66	10-Feb-04	9-Feb-05	81
Det 3, Co E, 106 Avn	CANTON	OH	OEF	OIF 2	OCONUS	CENTCOM	4	12-Feb-04	10-Aug-05	4
HQ 145 Regt RTI	COLUMBUS	OH	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	2	15-Jun-04	14-Jun-05	2
HHC, 37 AR Bde	CANTON	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	89	5-Jul-04	5-Jul-05	89
Det 2, HHC, 38 Inf	COLUMBUS	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	1	5-Jul-04	5-Jul-05	1
2/107 Armd Cav	KETTERING	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	0	5-Jul-04	5-Jul-05	0
HHT, 2/107 Armd Cav	KETTERING	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	39	5-Jul-04	5-Jul-05	39
Trp A, 2/107 Armd Cav	CINCINNATI	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	92	5-Jul-04	5-Jul-05	96
Trp B, 2/107 Armd Cav	LEBANON	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	91	5-Jul-04	5-Jul-05	95
Trp C, 2/107 Armd Cav	GREENVILLE	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	91	5-Jul-04	5-Jul-05	95
1/137 Avn Bn	COLUMBUS	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	0	5-Jul-04	5-Jul-05	0
Co A, 1/137 Avn Bn	COLUMBUS	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	42	5-Jul-04	5-Jul-05	44
Co D, 1/137 Avn Bn	COLUMBUS	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	44	5-Jul-04	5-Jul-05	44
HHC, 1/137 Avn Bn	COLUMBUS	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	68	5-Jul-04	5-Jul-05	70
Co E, 1/148 Inf	URBANA	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	50	5-Jul-04	5-Jul-05	51
HHC, 1/148 Inf	LIMA	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	78	5-Jul-04	5-Jul-05	83
1/148 Inf	LIMA	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	0	5-Jul-04	5-Jul-05	0
1/148 Inf	HILLSBORO	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	92	5-Jul-04	5-Jul-05	95
237 Spt Bn	SPRINGFIELD	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	39	5-Jul-04	5-Jul-05	39

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
ARNG ELE JFHQ OH	COLUMBUS	OH	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	127	5-Jul-04	4-Jul-05	127
Co C, 118 Med Bn	COLUMBUS	OH	OEF	OIF 2	OCONUS	CENTCOM	4	9-Aug-04	7-Nov-05	4
HHD, 337 Personnel Svc Det	COLUMBUS	OH	OEF	CONUS BASE SPT	1st Army AOR	CP SHELBY	19	26-Aug-04	26-Aug-05	19
HHC, 1/179 Inf	STILLWATER	OK	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	1	3-Nov-03	2-Nov-04	1
HHC, 1/279 Inf	TULSA	OK	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	1	3-Nov-03	2-Nov-04	1
HHC, 700 Spt Bn	OKLAHOMA CITY	OK	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	1	3-Nov-03	2-Nov-04	1
HHC, 45 Inf	OKLAHOMA CITY	OK	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	3	13-Nov-03	12-Nov-04	6
120 Engr Bn	OKMULGEE	OK	OEF	OIF 2	OCONUS	CENTCOM	0	7-Dec-03	29-May-05	0
Co A, 120 Engr Bn	TAHLEQUAH	OK	OEF	OIF 2	OCONUS	AL ASAD	135	7-Dec-03	29-May-05	141
Co B, 120 Engr Bn	WAGONER	OK	OEF	OIF 2	OCONUS	AL ASAD	133	7-Dec-03	29-May-05	141
Co C, 120 Engr Bn	OKEMAH	OK	OEF	OIF 2	OCONUS	CENTCOM	100	7-Dec-03	29-May-05	141
HSC, 120 Engr Bn	OKMULGEE	OK	OEF	OIF 2	OCONUS	AL ASAD	208	7-Dec-03	29-May-05	269
Co A, 1/279 Inf	TULSA	OK	OEF	ANA TRAINUP	OCONUS	CENTCOM	130	20-Jan-04	19-Jun-05	130
Co D, 1/279 Inf	TULSA	OK	OEF	ANA TRAINUP	OCONUS	CENTCOM	53	20-Jan-04	19-Jun-05	53
HHC, 1/279 Inf	TULSA	OK	OEF	ANA TRAINUP	OCONUS	CENTCOM	129	20-Jan-04	19-Jun-05	152
Det 1, 105 Public Affairs Det	OKLAHOMA CITY	OK	OEF	OEF 04-06	OCONUS	CENTCOM	9	21-Feb-04	19-Aug-05	9
OK ARNG Med Det	OKLAHOMA CITY	OK	OEF	OEF 04-06	OCONUS	CENTCOM	1	12-May-04	11-May-05	1
HHC, 1/245 Avn	TULSA	OK	OEF	OIF 04-06	OCONUS	CENTCOM	49	2-Aug-04	28-Jan-06	52
Co E, 245 Avn	LEXINGTON	OK	OEF	OIF 04-06	OCONUS	CENTCOM	47	2-Aug-04	28-Jan-06	61
OK ARNG Med Det	OKLAHOMA CITY	OK	OEF	OEF 04-06	OCONUS	CENTCOM	1	13-Aug-04	12-Aug-05	1
245 MI Co	OKLAHOMA CITY	OK	OEF	OIF 04-06	OCONUS	CENTCOM	37	6-Sep-04	5-Mar-06	66
Co D, 245 Avn Co	TULSA	OK	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Sep-04	7-Mar-06	1
2/162 Inf	COTTAGE GROVE	OR	OEF	OIF 2	OCONUS	CENTCOM	0	12-Oct-03	11-Oct-04	0

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Co A, 2/162 Inf	EUGENE	OR	OEF	OIF 2	OCONUS	SADDAM INTL	120	12-Oct-03	11-Mar-05	131
Co B, 2/162 Inf	CORVALLIS	OR	OEF	OIF 2	OCONUS	SADDAM INTL	120	12-Oct-03	11-Mar-05	131
Co C, 2/162 Inf	EUGENE	OR	OEF	OIF 2	OCONUS	SADDAM INTL	124	12-Oct-03	11-Mar-05	131
Co D, 2/162 Inf	COOS BAY	OR	OEF	OIF 2	OCONUS	SADDAM INTL	82	12-Oct-03	11-Mar-05	87
HHC, 2/162 Inf	COTTAGE GROVE	OR	OEF	OIF 2	OCONUS	SADDAM INTL	190	12-Oct-03	11-Mar-05	190
HHSB, 2/218 FA	PORTLAND	OR	OEF	OIF 2	OCONUS	BAGHDAD	35	12-Oct-03	11-Mar-05	35
Det 2, Co L, 151 Avn	PENDLETON	OR	OEF	OIF 2	OCONUS	CENTCOM	13	18-Dec-03	17-Jun-05	32
OR ARNG Med Det	SALEM	OR	OEF	OEF 04-06	OCONUS	CENTCOM	1	6-Feb-04	12-Feb-05	1
1186 MP Co	SALEM	OR	OEF	GWOT-GTMO	OCONUS	GTMO	46	24-May-04	12-Dec-05	46
HSB, 82 Armd Cav	REDMOND	OR	OEF	OIF 04-06	OCONUS	CENTCOM	9	7-Jun-04	30-Dec-05	9
HHC, 3/116 Armd Cav	LA GRANDE	OR	OEF	OIF 04-06	OCONUS	CENTCOM	22	7-Jun-04	30-Dec-05	24
Det 2, Co B, 145 Spt Bn	BAKER CITY	OR	OEF	OIF 04-06	OCONUS	CENTCOM	9	7-Jun-04	30-Dec-05	11
Det 1, HHC, 145 Spt Bn	CLACKAMAS	OR	OEF	OIF 04-06	OCONUS	CENTCOM	4	7-Jun-04	30-Dec-05	4
HSB, 82 Armd Cav	REDMOND	OR	OEF	OIF 04-06	OCONUS	CENTCOM	116	15-Jun-04	12-Dec-05	118
Det 1, Trp G, 82 Armor	WOODBURN	OR	OEF	OIF 04-06	OCONUS	CENTCOM	23	15-Jun-04	12-Dec-05	23
Co A, 3/116 Armd Cav	ONTARIO	OR	OEF	OIF 04-06	OCONUS	CENTCOM	42	15-Jun-04	12-Dec-05	42
Det 1, Co A, 3/116 Armd Cav	BAKER	OR	OEF	OIF 04-06	OCONUS	CENTCOM	21	15-Jun-04	12-Dec-05	21
Co B, 3/116 Armor Cav	HERMISTON	OR	OEF	OIF 04-06	OCONUS	CENTCOM	62	15-Jun-04	12-Dec-05	63
Det 1, HHC, 3/116 Armd Cav	PENDLETON	OR	OEF	OIF 04-06	OCONUS	CENTCOM	42	15-Jun-04	12-Dec-05	42
HHC, 3/116 Armd Cav	LA GRANDE	OR	OEF	OIF 04-06	OCONUS	CENTCOM	205	15-Jun-04	12-Dec-05	205
3/116 Armd Cav	LA GRANDE	OR	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Jun-04	12-Dec-05	0
Det 2, HHB, 1/148 FA	LA GRANDE	OR	OEF	OIF 04-06	OCONUS	CENTCOM	3	15-Jun-04	12-Dec-05	5
HHC, 41 Inf Bde	PORTLAND	OR	OEF	OEF 04-06	OCONUS	CENTCOM	16	22-Jun-04	19-Dec-05	16

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ARNG ELE JFHQ OR	SALEM	OR	OEF	OIF 04-06	OCONUS	CENTCOM	1	4-Aug-04	31-Jan-06	2
Trp F, 82 Armd Cav	LEBANON	OR	OEF	OIF 04-06	OCONUS	CENTCOM	67	16-Aug-04	12-Feb-06	94
241 MI Co	PORTLAND	OR	OEF	CONUS BASE SPT	1st Army AOR	FT MEADE	1	19-Aug-04	18-Aug-05	1
Co A, 28 Sig Bn	PITTSBURGH	PA	OEF	OIF 2	OCONUS	BAGHDAD	127	14-Nov-03	12-May-05	142
HHC, 28 Sig Bn	CORAOPOLIS	PA	OEF	OIF 2	OCONUS	CENTCOM	4	14-Nov-03	12-May-05	5
Det 40, PA ARNG Med	FT INDIANTOWN GAP	PA	OEF	OIF 2	OCONUS	CENTCOM	2	20-Nov-03	19-Nov-04	2
HHD, 281 Personnel Svcs	FT INDIANTOWN GAP	PA	OEF	OIF 2	OCONUS	CENTCOM	4	15-Dec-03	12-Jun-05	4
HQ STARC PA ARNG	FT INDIANTOWN GAP	PA	ONE	CONUS BASE SPT	1st Army AOR	FT BELVOIR	1	15-Dec-03	11-Jun-04	1
1/107 FA	NEW CASTLE	PA	OEF	OIF 2	OCONUS	CENTCOM	0	18-Dec-03	15-Jun-05	0
Btry A, 1/107 FA	HERMITAGE	PA	OEF	OIF 2	OCONUS	ARIFJAN	117	18-Dec-03	15-Jun-05	125
Btry B, 1/107 FA	PITTSBURGH	PA	OEF	OIF 2	OCONUS	ARIFJAN	121	18-Dec-03	15-Jun-05	125
Btry C, 1/107 FA	OIL CITY	PA	OEF	OIF 2	OCONUS	ARIFJAN	122	18-Dec-03	15-Jun-05	125
1/109 FA	WILKES BARRE	PA	OEF	OIF 2	OCONUS	CENTCOM	0	18-Dec-03	15-Jun-05	0
Btry A, 1/109 FA	WILKES BARRE	PA	OEF	OIF 2	OCONUS	ARIFJAN	123	18-Dec-03	15-Jun-05	125
Btry B, 1/109 FA	NANTICOKE	PA	OEF	OIF 2	OCONUS	CENTCOM	122	18-Dec-03	15-Jun-05	125
828 Finance Det	LEBANON	PA	OEF	OIF 2	OCONUS	MOSUL	21	18-Dec-03	15-Jun-05	21
HHC, 28 Inf	HARRISBURG	PA	ONE	AOC CAT	1st Army AOR	MDW - PENTAGON	1	26-Dec-03	10-Mar-05	1
Co B, 2/103 Armor	TAMAQUA	PA	OEF	OIF 2	OCONUS	CENTCOM	184	9-Jan-04	7-Jul-05	184
Co C, 2/103 Armor	BERWICK	PA	OEF	OIF 2	OCONUS	CENTCOM	184	9-Jan-04	7-Jul-05	184
728 Spt Bn	LOCK HAVEN	PA	OEF	OIF 2	OCONUS	CENTCOM	49	20-Jan-04	18-Jul-05	50
PA STARC 2 /104 Cav	FT INDIANTOWN GAP	PA	OEF	OIF 2	OCONUS	CENTCOM	23	26-Jan-04	17-Jul-05	25
Co H, 104 Avn	INDIANTOWN GAP	PA	OEF	OIF 2	OCONUS	CENTCOM	7	10-Feb-04	8-Aug-05	7
28 MP Co	JOHNSTOWN	PA	OEF	GWOT-JFCOM	1st Army AOR	FT BELVOIR	1	20-Feb-04	19-Feb-05	1
HHC, 28 Spt Bn	HARRISBURG	PA	OEF	OEF 04-06	OCONUS	STUTTGART	1	15-Apr-04	15-Apr-05	1
HHD, 728 Spt Bn	LOCK HAVEN	PA	OEF	OEF 04-06	OCONUS	CENTCOM	33	19-Apr-04	16-Oct-05	33
ARNG ELE JFHQ PA	FT INDIANTOWN GAP	PA	OEF	CONUS BASE SPT	1st Army AOR	FT BRAGG	1	22-May-04	22-May-05	1
Co A, 628 Spt Bn	FT INDIANTOWN GAP	PA	OEF	OIF 04-06	OCONUS	CENTCOM	166	7-Jun-04	30-Dec-05	167

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHC, 28 Inf Div	HARRISBURG	PA	OEF	OEF 04-06	OCONUS	CENTCOM	14	22-Jun-04	19-Dec-05	14
HHC, 28 Inf Div	HARRISBURG	PA	OEF	OEF 04-06	OCONUS	CENTCOM	15	22-Jun-04	19-Dec-05	15
Co B, 1/103 Armor	CONNELLSVILLE	PA	OEF	OIF 04-06	OCONUS	CENTCOM	59	28-Jun-04	24-Dec-05	63
HHC, 1/103 Armor	JOHNSTOWN	PA	OEF	OIF 04-06	OCONUS	CENTCOM	243	28-Jun-04	24-Dec-05	275
1/103 Armor	JOHNSTOWN	PA	OEF	OIF 04-06	OCONUS	CENTCOM	0	28-Jun-04	24-Dec-05	0
103 Engr Bn	PHILADELPHIA	PA	OEF	OIF 04-06	OCONUS	CENTCOM	79	28-Jun-04	24-Dec-05	97
Co A, 1/111 Inf	PHILADELPHIA	PA	OEF	OIF 04-06	OCONUS	CENTCOM	134	28-Jun-04	24-Dec-05	135
HHC, 1/111 Inf	PLYMOUTH	PA	OEF	OIF 04-06	OCONUS	CENTCOM	4	28-Jun-04	24-Dec-05	4
Co A, 1/112 Inf	FORD CITY	PA	OEF	OIF 04-06	OCONUS	CENTCOM	131	28-Jun-04	24-Dec-05	135
HHC, 1/112 Inf	ERIE	PA	OEF	OIF 04-06	OCONUS	CENTCOM	4	28-Jun-04	24-Dec-05	4
HHC, 2/112 Inf	LEWISTOWN	PA	OEF	OIF 04-06	OCONUS	CENTCOM	4	28-Jun-04	24-Dec-05	4
HHC, 28 Inf	HARRISBURG	PA	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	1	6-Jul-04	6-Jul-05	1
HHC, 28 Inf	HARRISBURG	PA	OEF	OEF 04-06	OCONUS	CENTCOM	2	10-Jul-04	6-Jan-06	2
Co E, 728 Spt Bn	LANCASTER	PA	OEF	OEF 04-06	OCONUS	CENTCOM	1	15-Jul-04	10-Jan-06	1
HHC 28 Sig Bn	CORAOPOLIS	PA	OEF	GWOT-GTMO	OCONUS	NORTHCOM	1	25-Jul-04	24-Jul-05	1
HHC, 1/112 Inf	ERIE	PA	OEF	OIF 04-06	OCONUS	CENTCOM	1	25-Jul-04	21-Jan-06	1
ARNG ELE JFHQ PA	FT INDIANTOWN GAP	PA	OEF	OIF 04-06	OCONUS	BASRA	1	25-Jul-04	21-Jan-06	1
HHD, 128 Spt Bn	PITTSBURGH	PA	OEF	OIF 2	OCONUS	CENTCOM	26	26-Jul-04	5-Feb-06	26
Co B, 128 Spt Bn	PITTSBURGH	PA	OEF	OIF 04-06	OCONUS	CENTCOM	11	8-Aug-04	4-Feb-06	11
HHC, 628 MI Bn	HARRISBURG	PA	JOINT GUARDIAN	KFOR 6B	OCONUS	KOSOVO	18	16-Aug-04	11-Feb-06	18
Det 22, PA ARNG (OSAC)	FT INDIANTOWN GAP	PA	OEF	OIF 2	OCONUS	CENTCOM	6	12-Sep-04	11-Sep-05	6
Det 1, Co F, 192 Avn	FT INDIANTOWN GAP	PA	OEF	OIF 04-06	OCONUS	CENTCOM	2	27-Sep-04	26-Mar-06	2
Btry B, 1/162 FA	HATO REY	PR	OEF	TF MARINER	1st Army AOR	FT BRAGG	101	27-Oct-03	26-Oct-04	104

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Btry C, 1/162 FA	HATO REY	PR	OEF	TF MARINER	1st Army AOR	FT BRAGG	100	27-Oct-03	26-Oct-04	103
3/162 FA	PONCE	PR	OEF	TF MARINER	1st Army AOR	FT BRAGG	0	27-Oct-03	26-Oct-04	0
Btry A, 3/162 FA	YAUCO	PR	OEF	TF MARINER	1st Army AOR	FT BRAGG	105	27-Oct-03	26-Oct-04	115
Btry B, 3/162 FA	PENUELAS	PR	OEF	TF MARINER	1st Army AOR	FT BRAGG	105	27-Oct-03	26-Oct-04	115
Btry C, 3/162 FA	JUANADIAZ	PR	OEF	TF MARINER	1st Army AOR	FT BRAGG	99	27-Oct-03	26-Oct-04	115
HHS, 3/162 FA	PONCE	PR	OEF	TF MARINER	1st Army AOR	FT BRAGG	90	27-Oct-03	26-Oct-04	118
HQ STARC PR ARNG	SAN JUAN	PR	OEF	GWOT - HOA	OCONUS	SOUTHCOM	1	12-Nov-03	11-Nov-04	1
HHD, 125 MP Bn	SAN JUAN	PR	OEF	OIF 2	OCONUS	ARIFJAN	66	7-Dec-03	29-May-05	70
215 Engr Det	CP SANTIAGO	PR	OEF	OIF 2	OCONUS	SADDAM INTL	9	7-Dec-03	29-May-05	10
HQ STARC PR ARNG	SAN JUAN	PR	OEF	OEF 04-06	OCONUS	CENTCOM	1	6-Feb-04	11-Feb-05	1
PR ARNG Med Det	SAN JUAN	PR	OEF	OIF 2	OCONUS	CENTCOM	2	24-Apr-04	15-Jul-04	2
Det 2, 313 Postal HQ	PONCE	PR	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	23	5-Jul-04	5-Jul-05	23
HHC, 92 Inf	SAN JUAN	PR	OEF	GWOT-GTMO	OCONUS	NORTHCOM	4	25-Jul-04	24-Jul-05	4
ARNG ELE JFHQ PR	SAN JUAN	PR	OEF	OIF 04-06	OCONUS	CENTCOM	1	23-Aug-04	18-Feb-06	1
ARNG ELE JFHQ PR	SAN JUAN	PR	OEF	OIF 04-06	OCONUS	CENTCOM	2	25-Aug-04	21-Feb-06	2
ARNG ELE JFHQ PR	SAN JUAN	PR	OEF	OIF 04-06	OCONUS	CENTCOM	12	25-Aug-04	21-Feb-06	12
ARNG ELE JFHQ PR	SAN JUAN	PR	OEF	OIF 04-06	OCONUS	CENTCOM	1	25-Aug-04	21-Feb-06	1
HQ 243 Regt RTI	NARRAGANSETT	RI	OEF	ANA TRAINUP	OCONUS	CENTCOM	24	17-Nov-03	20-Mar-04	24
HQ 243 Regt RTI	NARRAGANSETT	RI	OEF	ANA TRAINUP	OCONUS	CENTCOM	25	17-Nov-03	15-Nov-05	1
Det 1, 249 Med Co	NO KINGSTOWN	RI	OEF	CONUS BASE SPT	1st Army AOR	FT BRAGG	36	21-Nov-03	19-May-05	38
Btry A, 1/103 FA	PROVIDENCE	RI	OEF	OIF 2	OCONUS	CENTCOM	84	3-Jan-04	1-Jul-05	85
RI ARNG Medical CBHCO	WARWICK	RI	OEF	CONUS BASE SPT	1st Army AOR	HANSCOM AFB	1	10-Mar-04	18-Sep-04	1
Btry B, 1/103 FA	PROVIDENCE	RI	OEF	OIF 2	OCONUS	BAGHDAD	138	11-Mar-04	21-Aug-05	140
173 Inf Det	E GREENWICH	RI	OEF	OIF 04-06	OCONUS	BASRA	6	12-May-04	20-Nov-05	7

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HQ 243 Regt RTI	NARRAGANSETT	RI	OEF	ANA TRAINUP	OCONUS	CENTCOM	3	16-Jun-04	12-Dec-05	4
173 Inf Det	E GREENWICH	RI	OEF	OIF 04-06	OCONUS	CENTCOM	49	14-Jul-04	10-Jan-06	49
ARNG ELE JFHQ RI	CRANSTON	RI	OEF	WIAS FILL	OCONUS	CENTCOM	10	16-Jul-04	15-Jul-05	13
HHB, 103 FA	PROVIDENCE	RI	OEF	OIF 04-06	OCONUS	CENTCOM	49	9-Aug-04	5-Feb-06	49
HHB, 103 FA	PROVIDENCE	RI	OEF	OIF 04-06	OCONUS	CENTCOM	0	9-Aug-04	5-Feb-06	0
Det 2, Co F, 192 Avn	NO KINGSTOWN	RI	OEF	OIF 04-06	OCONUS	CENTCOM	2	27-Sep-04	26-Mar-06	2
228 Sig Det	SPARTANBURG	SC	OEF	OIF 2	OCONUS	CENTCOM	16	14-Nov-03	20-Nov-04	16
792 QM Det	GOOSE CREEK	SC	OEF	OIF 2	OCONUS	CENTCOM	4	20-Nov-03	19-Nov-04	4
51 RAOC	FLORENCE	SC	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	27	7-Dec-03	29-May-05	27
268 Engr Det	EASTOVER	SC	OEF	OIF 2	OCONUS	MOSUL	6	7-Dec-03	29-May-05	24
1052 Trans Co	KINGSTREE	SC	OEF	OIF 2	OCONUS	TIKRIT SOUTH	143	7-Dec-03	29-May-05	168
Co L, 151 Avn	EASTOVER	SC	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	172	18-Dec-03	17-Jun-05	191
3/178 FA	LANCASTER	SC	OEF	OIF 2	OCONUS	CENTCOM	364	27-Dec-03	24-Jun-05	395
111 Sig Bn	GREENWOOD	SC	OEF	OIF 2	OCONUS	CENTCOM	0	3-Jan-04	2-Jul-05	0
Co A, 111 Sig Bn	ABBEVILLE	SC	OEF	OIF 2	OCONUS	BAGHDAD	69	3-Jan-04	2-Jul-05	140
Co B, 111 Sig Bn	NORTH CHARLESTON	SC	OEF	OIF 2	OCONUS	CENTCOM	87	3-Jan-04	2-Jul-05	107
Co B, 111 Sig Bn	NORTH CHARLESTON	SC	OEF	OIF 2	OCONUS	CENTCOM	33	3-Jan-04	2-Jul-05	33
Co C, 111 Sig Bn	MYRTLE BEACH	SC	OEF	OIF 2	OCONUS	BAGHDAD	33	3-Jan-04	2-Jul-05	33
Co C, 111 Sig Bn	MYRTLE BEACH	SC	OEF	OIF 2	OCONUS	BAGHDAD	107	3-Jan-04	2-Jul-05	107
Co D, 111 Sig Bn	HODGES	SC	OEF	OIF 2	OCONUS	CENTCOM	114	3-Jan-04	2-Jul-05	181
HHC, 111 Sig Bn	GREENWOOD	SC	OEF	OIF 2	OCONUS	CENTCOM	83	3-Jan-04	2-Jul-05	93
ARNG ELE JFHQ SC	COLUMBIA	SC	OEF	OEF 04-06	OCONUS	CENTCOM	17	22-Jun-04	19-Dec-05	17
Co C, 1/118 Inf	WALTERBORO	SC	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	96	5-Jul-04	5-Jul-05	96
1/178 FA	GREER	SC	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Jul-04	11-Jan-06	0
Btry A, 1/178 FA	LYMAN	SC	OEF	OIF 04-06	OCONUS	CENTCOM	186	15-Jul-04	11-Jan-06	186
Btry B, 1/178 FA	CLINTON	SC	OEF	OIF 04-06	OCONUS	CENTCOM	184	15-Jul-04	11-Jan-06	185
Btry C, 1/178 FA	CLINTON	SC	OEF	OIF 04-06	OCONUS	CENTCOM	184	15-Jul-04	11-Jan-06	187

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHB, 1/178 FA	GREER	SC	OEF	OIF 04-06	OCONUS	CENTCOM	76	15-Jul-04	11-Jan-06	77
HHC, 218 Armor	NEWBERRY	SC	OEF	CONUS BASE SPT	1st Army AOR	FT BELVOIR, VA	1	23-Jul-04	23-Jul-05	1
Co A, 1/151 Avn	EASTOVER	SC	OEF	OIF 04-06	OCONUS	CENTCOM	20	10-Aug-04	6-Feb-06	29
Co B, 1/151 Avn	EASTOVER	SC	OEF	OIF 04-06	OCONUS	CENTCOM	24	10-Aug-04	6-Feb-06	29
Co D, 1/151 Avn	EASTOVER	SC	OEF	OIF 04-06	OCONUS	CENTCOM	83	10-Aug-04	6-Feb-06	93
HHC, 1/151 Avn	EASTOVER	SC	OEF	OIF 04-06	OCONUS	CENTCOM	126	10-Aug-04	6-Feb-06	146
SC ARNG ELE JFHQ	COLUMBIA	SC	OEF	OIF 04-06	OCONUS	CENTCOM	2	12-Aug-04	12-Aug-05	2
Co C, 1/126 Avn	EASTOVER	SC	OEF	OIF 04-06	OCONUS	CENTCOM	5	15-Sep-04	14-Mar-06	12
1085 Med Co	RAPID CITY	SD	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	30	10-Oct-03	9-Oct-04	32
Co A, 153 Engr Bn	WAGNER	SD	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	83	7-Dec-03	29-May-05	111
Co B, 153 Engr Bn	MADISON	SD	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	92	7-Dec-03	29-May-05	111
Co C, 153 Engr Bn	PARKSTON	SD	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	87	7-Dec-03	29-May-05	111
153 Engr Bn	HURON	SD	OEF	OIF 2	OCONUS	CENTCOM	0	7-Dec-03	29-May-05	0
HHC, 153 Engr Bn	HURON	SD	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	35	7-Dec-03	29-May-05	152
216 Engr Det	STURGIS	SD	OEF	OIF 2	OCONUS	TIKRIT SOUTH	9	7-Dec-03	29-May-05	10
2/147 FA	WATERTOWN	SD	OEF	OIF 2	OCONUS	BAGHDAD	364	18-Dec-03	15-Jun-05	409
HHC, 109 Engr Grp	RAPID CITY	SD	OEF	OEF 04-06	OCONUS	CENTCOM	75	8-Apr-04	1-Apr-06	76
HHB, 147 FA Bde	SIOUX FALLS	SD	OEF	OIF 04-06	OCONUS	CENTCOM	3	23-Jul-04	19-Jan-06	3
HHT, 4/278 Avn	SMYRNA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	42	10-Oct-03	9-Oct-04	42
Det 1, HHT, 4/278 Avn	ALCOA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	25	10-Oct-03	9-Oct-04	25
Det 1, HHT, 4/278 Avn	ALCOA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	10-Oct-03	9-Oct-05	1
4/278 Avn	SMYRNA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	0	10-Oct-03	9-Oct-04	0
Trp N, 4/278 Avn	SMYRNA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	2	10-Oct-03	9-Oct-04	2

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Trp O, 4/278 Avn	ALCOA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	25	10-Oct-03	9-Oct-04	30
Trp O, 4/278 Avn	ALCOA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	10-Oct-03	9-Oct-05	1
Det 1, Trp T, 4/278 Avn	SMYRNA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	3	10-Oct-03	9-Oct-04	4
Trp T, 4/278 Avn	ALCOA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	34	10-Oct-03	9-Oct-04	34
Trp T, 4/278 Avn	ALCOA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	2	10-Oct-03	9-Oct-05	2
Det 1, Trp D, 4/278 Avn	SMYRNA	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	3	10-Oct-03	9-Oct-04	3
Trp D, 278 Spt Bn	JACKSON	TN	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	1	10-Oct-03	9-Oct-04	1
Btry A, 2/115 FA	LEXINGTON	TN	OEF	PROVI-SIONAL MP	OCONUS	MANHIEM	122	16-Nov-03	14-May-05	124
Btry C, 2/115 FA	BOLIVER	TN	ONE	PROVI-SIONAL MP	5th Army AOR	HAWAII	112	16-Nov-03	14-May-05	124
TN ARNG Med Det	SMYRNA	TN	OEF	OIF 2	OCONUS	CENTCOM	1	20-Nov-03	19-Nov-04	1
1171 Trans Co	TIPTONVILLE	TN	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	167	18-Dec-03	15-Jun-05	169
HCB, 196 FA	CHATTANOOGA	TN	OEF	OIF 2	OCONUS	CENTCOM	1	16-Jan-04	14-Jul-05	1
HHS, 2/115 FA	HENDERSON	TN	ONE	CONUS BASE SPT	1st Army AOR	ABERDEEN	64	13-Mar-04	5-Mar-05	23
2/115 FA	HENDERSON	TN	ONE	CONUS BASE SPT	1st Army AOR	FT MCPHERSON, GA	21	13-Mar-04	5-Mar-05	64
2/115 FA	HENDERSON	TN	ONE	PROVI-SIONAL MP	1st Army AOR	CP SHELBY	0	13-Mar-04	12-Mar-05	0
190 Engr Co	MORRISTOWN	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	12-May-04	12-May-05	3
278 Air Def Arty	CLARKSVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	12-May-05	1
HHT, 278 Armd Cav	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	12-May-04	12-May-05	2
HHT, 278 Armd Cav	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	1	12-May-04	12-Dec-05	1
HHT, 1/278 Armd Cav	ATHENS	TN	OEF	OIF 04-06	OCONUS	CENTCOM	9	12-May-04	12-May-05	10
HHT, 1/278 Armd Cav	ATHENS	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	12-May-04	12-May-05	2

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
HHT, 2/278 Armd Cav	KINGSPORT	TN	OEF	OIF 04-06	OCONUS	CENTCOM	7	12-May-04	12-May-05	7
HHT, 3/278 Armd Cav	COOKEVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	9	12-May-04	12-May-05	10
HHT, 3/278 Armd Cav	COOKEVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	4	12-May-04	12-May-05	4
HHT, 2/278 Armd Cav	KINGSPORT	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	12-May-04	12-Dec-05	2
278 Chem Co	OAK RIDGE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	0	12-May-04	12-Dec-05	1
HHT, 278 Spt Bn	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	22	12-May-04	12-May-05	28
HHT, 278 Spt Bn	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	12-May-04	12-May-05	2
278 MI Co	NASHVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	12-May-04	12-May-05	2
HHT, 278 Armd Cav	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	1	24-May-04	12-Dec-05	1
HHT, 1/278 Armd Cav	ATHENS	TN	OEF	OIF 04-06	OCONUS	CENTCOM	5	24-May-04	12-Dec-05	6
HHT, 3/278 Armd Cav	COOKEVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	3	24-May-04	12-Dec-05	4
HHT, 278 Spt Bn	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	24-May-04	12-Dec-05	2
278 Air Def Arty	CLARKSVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	3	25-May-04	12-Dec-05	3
190 Engr Co	MORRISTOWN	TN	OEF	OIF 04-06	OCONUS	CENTCOM	9	7-Jun-04	30-Dec-05	9
278 Air Def Arty	CLARKSVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	7-Jun-04	30-Dec-05	11
HHT, 278 Armd Cav	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	39	7-Jun-04	30-Dec-05	40
HHT, 1/278 Armd Cav	ATHENS	TN	OEF	OIF 04-06	OCONUS	CENTCOM	61	7-Jun-04	30-Dec-05	65
HHT, 2/278 Armd Cav	KINGSPORT	TN	OEF	OIF 04-06	OCONUS	CENTCOM	59	7-Jun-04	30-Dec-05	65
HHT, 3/278 Armd Cav	COOKEVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	63	7-Jun-04	30-Dec-05	65
278 Chem Co	OAK RIDGE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	5	7-Jun-04	30-Dec-05	6
HHT, 278 Spt Bn	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	42	7-Jun-04	30-Dec-05	44
278 MI Co	NASHVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	6	7-Jun-04	30-Dec-05	10
HHT, 278 Armd Cav	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	90	11-Jun-04	12-Dec-05	122

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
278 Chem Co	OAK RIDGE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	27	11-Jun-04	8-Dec-05	31
HHT, 278 Spt Bn	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	0	11-Jun-04	8-Dec-05	0
Co C, 278 Spt Bn	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	75	11-Jun-04	12-Dec-05	80
Det 1, Trp B, 278 CS SQ	ONEIDA	TN	OEF	OIF 04-06	OCONUS	CENTCOM	17	11-Jun-04	12-Dec-05	20
Det 2, Trp B, 278 CS SQ	LAFAYETTE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	54	11-Jun-04	12-Dec-05	56
HHT, 278 Spt Bn	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	96	11-Jun-04	12-Dec-05	96
Det 1, 278 Spt bn	NEW TAZEWELL	TN	OEF	OIF 04-06	OCONUS	CENTCOM	15	11-Jun-04	12-Dec-05	21
Det 1, Trp A, 278 Spt Bn	JACKSBORO	TN	OEF	OIF 04-06	OCONUS	CENTCOM	47	11-Jun-04	12-Dec-05	30
Det 3, Trp B, 278 Spt Bn	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	17	11-Jun-04	12-Dec-05	20
Trp B, 278 Spt Bn	CLINTON	TN	OEF	OIF 04-06	OCONUS	CENTCOM	36	11-Jun-04	12-Dec-05	28
278 MI Co	NASHVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	41	11-Jun-04	8-Dec-05	52
278 MI Co	NASHVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	11-Jun-04	13-Dec-05	2
Det 1, 278 MI Co	JACKSON	TN	OEF	OIF 04-06	OCONUS	CENTCOM	16	11-Jun-04	8-Dec-05	24
3/278 Armor	SPARTA	TN	OEF	OIF 04-06	OCONUS	CENTCOM	111	14-Jun-04	12-Dec-05	123
3/278 Armor	COOKEVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	0	14-Jun-04	12-Dec-05	0
Co M, 3/278 Armor	ASHLAND CITY	TN	OEF	OIF 04-06	OCONUS	CENTCOM	63	14-Jun-04	12-Dec-05	66
Det 1, Trp K, 3/278 Armor	LIVINGSTON	TN	OEF	OIF 04-06	OCONUS	CENTCOM	27	14-Jun-04	12-Dec-05	27
Det 1, Trp L, 3/278 Armor	GALLATIN	TN	OEF	OIF 04-06	OCONUS	CENTCOM	40	14-Jun-04	12-Dec-05	42
HHT, 3/278 Armd Cav	COOKEVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	98	14-Jun-04	12-Dec-05	86
Det 1, HHT, 3/278 Armd Cav	GORDONSVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	42	14-Jun-04	12-Dec-05	44
Trp I, 3/278 Armd Cav	MCMINNVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	89	14-Jun-04	12-Dec-05	95
Trp K, 3/278 Armd Cav	JAMESTOWN	TN	OEF	OIF 04-06	OCONUS	CENTCOM	70	14-Jun-04	12-Dec-05	70
Trp L, 3/278 Armd Cav	SPRINGFIELD	TN	OEF	OIF 04-06	OCONUS	CENTCOM	53	14-Jun-04	12-Dec-05	53

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HHT, 278 Armor	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Jun-04	14-Jun-05	4
278 Armd Cav	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Jun-04	12-Dec-05	0
278 MI Co	NASHVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	16-Jun-04	12-Dec-05	2
278 Air Def Arty	CLARKSVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	50	17-Jun-04	12-Dec-05	50
Det 1, 278 Air Def Art	NASHVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	23	17-Jun-04	12-Dec-05	23
Det 1, Trp C, 1/278 Armd Cav	CROSSVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	39	17-Jun-04	12-Dec-05	43
Trp C, 1/278 Armd Cav	ROCKWOOD	TN	OEF	OIF 04-06	OCONUS	CENTCOM	19	17-Jun-04	12-Dec-05	19
2/278 Armd Cav	KINGSPORT	TN	OEF	OIF 04-06	OCONUS	CENTCOM	0	17-Jun-04	12-Dec-05	0
Co H, 2/278 Armd Cav	ERWIN	TN	OEF	OIF 04-06	OCONUS	CENTCOM	50	17-Jun-04	12-Dec-05	41
Det 1, HHT, 2/278 Armd Cav	ROGERSVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	46	17-Jun-04	12-Dec-05	48
HHT, 2/278 Armd Cav	KINGSPORT	TN	OEF	OIF 04-06	OCONUS	CENTCOM	109	17-Jun-04	12-Dec-05	101
Trp E, 2/278 Armd Cav	NEWPORT	TN	OEF	OIF 04-06	OCONUS	CENTCOM	59	17-Jun-04	12-Dec-05	65
Trp F, 2/278 Armd Cav	BRISTOL	TN	OEF	OIF 04-06	OCONUS	CENTCOM	72	17-Jun-04	12-Dec-05	72
Trp G, 2/278 Armd Cav	GREENEVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	51	17-Jun-04	12-Dec-05	59
HHT, 278 Armd Cav	KNOXVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	2	22-Jun-04	18-Dec-05	4
1/278 Armd Cav	MARYVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	48	22-Jun-04	19-Dec-05	50
HHT, 1/278 Armd Cav	ATHENS	TN	OEF	OIF 04-06	OCONUS	CENTCOM	0	22-Jun-04	19-Dec-05	0
Co D, 1/278 Armd Cav	LENIOR CITY	TN	OEF	OIF 04-06	OCONUS	CENTCOM	51	22-Jun-04	19-Dec-05	57
1/278 Armd Cav Det	DAYTON	TN	OEF	OIF 04-06	OCONUS	CENTCOM	32	22-Jun-04	19-Dec-05	33
Det 1, Trp B, 1/278 Armd Cav	HARRIMAN	TN	OEF	OIF 04-06	OCONUS	CENTCOM	31	22-Jun-04	19-Dec-05	39
HHT, 1/278 Armd Cav	ATHENS	TN	OEF	OIF 04-06	OCONUS	CENTCOM	100	22-Jun-04	19-Dec-05	104
Trp A, 1/278 Armd Cav	CLEVELAND	TN	OEF	OIF 04-06	OCONUS	CENTCOM	93	22-Jun-04	19-Dec-05	98
Trp B, 1/278 Armd Cav	SWEETWATER	TN	OEF	OIF 04-06	OCONUS	CENTCOM	25	22-Jun-04	19-Dec-05	28

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2/278 AR	SEVIERVILLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	96	22-Jun-04	19-Dec-05	105
TN ARNG Med Det	SMYRNA	TN	OEF	OEF 04-06	OCONUS	CENTCOM	2	24-Jun-04	21-Dec-05	2
190 Engr Co	MORRISTOWN	TN	OEF	OIF 04-06	OCONUS	CENTCOM	58	26-Jun-04	23-Dec-05	59
Det 1, 190 Engr Co	MOUNT EAGLE	TN	OEF	OIF 04-06	OCONUS	CENTCOM	22	26-Jun-04	23-Dec-05	23
Trp P, 4/278 Avn	ALCOA	TN	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	27	5-Jul-04	5-Jul-05	28
Det 1, Trp T, 4/278 Avn	SMYRNA	TN	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	17	5-Jul-04	5-Jul-05	17
TN ARNG Med Det	SMYRNA	TN	OEF	OIF 2	OCONUS	CENTCOM	1	8-Jul-04	8-Jul-05	1
1128 Finance Det	SMYRNA	TN	OEF	ANA TRAINUP	OCONUS	CENTCOM	21	25-Jul-04	21-Jan-06	21
HHC, 230 Spt Gp	DYERSBURG	TN	OEF	OIF 04-06	OCONUS	CENTCOM	132	9-Aug-04	5-Feb-06	133
Trp N, 4/278 Avn	SMYRNA	TN	OEF	OIF 04-06	OCONUS	CENTCOM	35	10-Aug-04	6-Feb-06	10
Trp T, 4/278 Avn	ALCOA	TN	OEF	OIF 04-06	OCONUS	CENTCOM	24	26-Aug-04	21-Feb-06	24
HQ STARC TN	NASHVILLE	TN	OEF	CONUS BASE SPT	5th Army AOR	FT. BLISS	8	28-Aug-04	23-Feb-05	8
HHC, 649 MI Bn	AUSTIN	TX	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	53	10-Oct-03	9-Oct-04	59
HHC, 649 MI Bn	AUSTIN	TX	JOINT GUARDIAN	KFOR 5B	OCONUS	KOSOVO	4	10-Oct-03	9-Oct-05	3
Btry A, 1/133 FA	NACOGDOCHES	TX	ONE	PROVI-SIONAL MP	1st Army AOR	FT STEWART	121	16-Nov-03	14-May-05	124
Btry B, 1/133 FA	PORT ARTHUR	TX	ONE	PROVI-SIONAL MP	1st Army AOR	FT CAMPBELL	118	16-Nov-03	14-May-05	124
HQ 136 Regt CA	AUSTIN	TX	OEF	ANA TRAINUP	OCONUS	CENTCOM	31	17-Nov-03	15-Nov-04	34
HQ 136 Regt CA	AUSTIN	TX	OEF	ANA TRAINUP	OCONUS	CENTCOM	3	17-Nov-03	16-Nov-05	31
1113 QM Det	GATESVILLE	TX	OEF	OIF 2	OCONUS	CENTCOM	1	20-Nov-03	19-Nov-04	1
HQ 136 Regt CA	AUSTIN	TX	OEF	CONUS BASE SPT	5th Army AOR	AUSTIN	2	24-Nov-03	23-Nov-05	2
Det 2, Co H, 171 Avn	AUSTIN	TX	OEF	OIF 2	OCONUS	CENTCOM	9	7-Dec-03	29-May-05	9
1104 Trans Det	AUSTIN	TX	OEF	OIF 2	OCONUS	SADDAM INTL	6	7-Dec-03	29-May-05	7

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HHC, 1 Armd Cav	FT HOOD AAF	TX	OEF	OIF 2	OCONUS	CENTCOM	51	14-Dec-03	11-Jul-05	51
Det 2, 149 Avn Co	SAN ANTONIO	TX	OEF	OIF 2	OCONUS	CENTCOM	16	3-Jan-04	1-Jul-05	16
Btry A, 2/131 FA	SAN ANTONIO	TX	OEF	OIF 2	OCONUS	SADDAM INTL	57	19-Jan-04	8-Jul-05	73
HHT, 1/124 Armd Cav	WACO	TX	OEF	OIF 2	OCONUS	SADDAM INTL	181	20-Jan-04	18-Jul-05	182
1836 Trans Co	FT BLISS	TX	OEF	OIF 2	OCONUS	ARIFJAN	299	20-Jan-04	29-May-05	299
Info Ops Spt	AUSTIN	TX	OEF	OIF 2	OCONUS	BAGHDAD	5	20-Jan-04	18-Jul-05	5
TX ARNG STARC	AUSTIN	TX	OEF	OIF 2	OCONUS	CENTCOM	24	17-Feb-04	15-Aug-05	24
HHSC, 111 Med Bn	SAN ANTONIO	TX	OEF	OIF 2	OCONUS	CENTCOM	8	20-Feb-04	18-Aug-05	8
HHSC, 111 Med Bn	SAN ANTONIO	TX	OEF	OIF 2	OCONUS	CENTCOM	1	5-Mar-04	31-Aug-05	1
ARNG ELE JFHQ TX	AUSTIN	TX	OEF	GWOT-SOUTH-COM	OCONUS	COLUMBIA	1	12-Mar-04	12-Mar-05	1
ARNG ELE JFHQ TX	AUSTIN	TX	OEF	WIAS FILL	OCONUS	COLUMBIA, SOUTH AMERICA	1	27-Mar-04	27-Mar-05	1
HQ 136 Regt	AUSTIN	TX	OEF	ANA TRAINUP	OCONUS	CENTCOM	43	16-May-04	19-Nov-05	44
TX ARNG Med Det	AUSTIN	TX	OEF	CONUS BASE SPT	5th Army AOR	FT POLK	1	22-May-04	21-May-05	1
INFO OPS SPT	AUSTIN	TX	OEF	OEF 04-06	OCONUS	CENTCOM	5	24-May-04	24-May-05	5
HHC, 386 Engr Bn	CORPUS CHRISTI	TX	OEF	OIF 04-06	OCONUS	CENTCOM	40	7-Jun-04	30-Dec-05	43
143 Inf Det	AUSTIN	TX	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	25-Jun-04	22-Dec-05	1
Co A, 386 Engr Bn	KINGSVILLE	TX	OEF	OIF 04-06	OCONUS	CENTCOM	80	26-Jun-04	23-Dec-05	86
Co C, 386 Engr Bn	PASADENA	TX	OEF	OIF 04-06	OCONUS	CENTCOM	84	26-Jun-04	23-Dec-05	86
386 Engr Bn	CORPUS CHRISTI	TX	OEF	OIF 04-06	OCONUS	CENTCOM	0	26-Jun-04	23-Dec-05	0
HHC, 386 Engr Bn	CORPUS CHRISTI	TX	OEF	OIF 04-06	OCONUS	CENTCOM	110	26-Jun-04	23-Dec-05	112
HHC, 636 MI Bn	AUSTIN	TX	OEF	OIF 2	OCONUS	CENTCOM	2	30-Jun-04	25-Jan-06	2
HHC, 36 Inf Div	FT WORTH	TX	OEF	OIF 04-06	OCONUS	CENTCOM	28	2-Aug-04	27-Feb-06	40
HHC, 111 Engr Bn	ABILENE	TX	OEF	OIF 04-06	OCONUS	CENTCOM	9	2-Aug-04	27-Feb-06	26
HHC, 2/112 Armor	FT WORTH	TX	OEF	OIF 04-06	OCONUS	CENTCOM	3	2-Aug-04	27-Feb-06	22
HHC, 3/112 Armor	BROWNWOOD	TX	OEF	OIF 04-06	OCONUS	CENTCOM	10	2-Aug-04	27-Feb-06	26

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Trp H, 124 Armor	DALLAS	TX	OEF	OIF 04-06	OCONUS	CENTCOM	2	2-Aug-04	27-Feb-06	4
HHB, 3/133 FA	EL PASO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	25	2-Aug-04	27-Feb-06	26
HHC, 2/142 Inf	LUBBOCK	TX	OEF	OIF 04-06	OCONUS	CENTCOM	7	2-Aug-04	27-Feb-06	34
HHC, 36 Inf Div	FT WORTH	TX	OEF	OIF 04-06	OCONUS	CENTCOM	58	15-Aug-04	11-Feb-06	58
HHC, 36 Inf Div	FT WORTH	TX	OEF	OIF 04-06	OCONUS	CENTCOM	54	15-Aug-04	11-Feb-06	54
Det 1, Co A, 111 Engr Bn	SNYDER	TX	OEF	OIF 04-06	OCONUS	CENTCOM	21	15-Aug-04	11-Feb-06	24
111 Engr Bn	ABILENE	TX	OEF	OIF 04-06	OCONUS	CENTCOM	72	15-Aug-04	11-Feb-06	72
111 Engr Bn	MINERAL WELLS	TX	OEF	OIF 04-06	OCONUS	CENTCOM	95	15-Aug-04	11-Feb-06	100
111 Engr Bn	IRVING	TX	OEF	OIF 04-06	OCONUS	CENTCOM	90	15-Aug-04	11-Feb-06	100
111 Engr Bn	ABILENE	TX	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Aug-04	11-Feb-06	0
Co A, 2/112 Armor	HILLSBORO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	69	15-Aug-04	11-Feb-06	69
Co B, 2/112 Armor	ARLINGTON	TX	OEF	OIF 04-06	OCONUS	CENTCOM	69	15-Aug-04	11-Feb-06	69
Co C, 2/112 Armor	WEATHERFORD	TX	OEF	OIF 04-06	OCONUS	CENTCOM	69	15-Aug-04	11-Feb-06	69
HHC, 2/112 Armor	FT WORTH	TX	OEF	OIF 04-06	OCONUS	CENTCOM	270	15-Aug-04	11-Feb-06	272
2/112 Armor Bn	FT WORTH	TX	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Aug-04	11-Feb-06	0
Co A, 3/112 Armor	SAN ANGELO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	69	15-Aug-04	11-Feb-06	69
Co B, 3/112 Armor	STEPHENVILLE	TX	OEF	OIF 04-06	OCONUS	CENTCOM	69	15-Aug-04	11-Feb-06	69
HHC, 3/112 Armor	BROWNWOOD	TX	OEF	OIF 04-06	OCONUS	CENTCOM	218	15-Aug-04	11-Feb-06	218
3/112 Armor	BROWNWOOD	TX	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Aug-04	11-Feb-06	0
Co T, 3/112 Armor	TEMPLE	TX	OEF	OIF 04-06	OCONUS	CENTCOM	69	15-Aug-04	11-Feb-06	69
Det 1, HHC, 3/112 Armor	COLEMAN	TX	OEF	OIF 04-06	OCONUS	CENTCOM	50	15-Aug-04	11-Feb-06	50
Trp H, 124 Armd Bde	FT WORTH	TX	OEF	OIF 04-06	OCONUS	CENTCOM	46	15-Aug-04	11-Feb-06	46
3/133 FA	EL PASO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Aug-04	11-Feb-06	0

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Btry A, 3/133 FA	EL PASO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	88	15-Aug-04	11-Feb-06	89
Btry B, 3/133 FA	ODESSA	TX	OEF	OIF 04-06	OCONUS	CENTCOM	87	15-Aug-04	11-Feb-06	89
Btry C, 3/133 FA	EL PASO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	89	15-Aug-04	11-Feb-06	89
HHB, 3/133 FA	EL PASO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	173	15-Aug-04	11-Feb-06	189
Svc Btry, 3/133 FA	EL PASO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	109	15-Aug-04	11-Feb-06	114
Co A, 2/142 Inf	AMARILLO	TX	OEF	OIF 04-06	OCONUS	CENTCOM	136	15-Aug-04	11-Feb-06	142
Det 1, Co B, 2/142 Inf	PAMPA	TX	OEF	OIF 04-06	OCONUS	CENTCOM	37	15-Aug-04	11-Feb-06	37
Co B, 2/142 Inf	WELLINGTON	TX	OEF	OIF 04-06	OCONUS	CENTCOM	101	15-Aug-04	11-Feb-06	101
Det 1, Co C, 2/142 Inf	BIG SPRING	TX	OEF	OIF 04-06	OCONUS	CENTCOM	37	15-Aug-04	11-Feb-06	37
Co C, 2/142 Inf	MIDLAND	TX	OEF	OIF 04-06	OCONUS	CENTCOM	101	15-Aug-04	11-Feb-06	101
Det 1, HHC, 2/142 Inf	PLAINVIEW	TX	OEF	OIF 04-06	OCONUS	CENTCOM	61	15-Aug-04	11-Feb-06	61
HHC, 2/142 Inf	LUBBOCK	TX	OEF	OIF 04-06	OCONUS	CENTCOM	187	15-Aug-04	11-Feb-06	187
2/142 Inf	LUBBOCK	TX	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Aug-04	11-Feb-06	0
ARNG ELE JFHQ TX	AUSTIN	TX	OEF	OIF 04-06	OCONUS	CENTCOM	13	25-Aug-04	20-Feb-06	19
ARNG Med Det TX	AUSTIN	TX	OEF	OIF 2	OCONUS	CENTCOM	4	3-Sep-04	3-Sep-05	4
HQ 136 Regt	AUSTIN	TX	ONE	CONUS BASE SPT	1st Army AOR	FT MONROE	1	16-Sep-04	15-Sep-05	1
ARNG ELE JFHQ TX	AUSTIN	TX	OEF	OIF 04-06	OCONUS	CENTCOM	4	23-Sep-04	20-Feb-06	8
Co C, 1/19 Special Forces	DRAPER	UT	OEF	OEF 04-06	OCONUS	CENTCOM	2	5-Dec-03	4-Dec-04	2
HHC, 19 Special Forces	DRAPER	UT	OEF	OEF 04-06	OCONUS	CENTCOM	2	5-Dec-03	4-Dec-04	2
HHC, 115 Engr Gp	DRAPER	UT	OEF	OIF 2	OCONUS	AL ASAD	80	18-Dec-03	15-Jun-05	82
116 Engr Co	SPANISH FORK	UT	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	160	18-Dec-03	15-Jun-05	161
1/211 Avn	W JORDAN	UT	OEF	OEF 04-06	OCONUS	CENTCOM	0	2-Jan-04	5-Jul-05	0
Co A, 1/211 Avn	W JORDAN	UT	OEF	OEF 04-06	OCONUS	CENTCOM	33	2-Jan-04	1-Jul-05	33

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Co B, 1/211 Avn	W JORDAN	UT	OEF	OEF 04-06	OCONUS	CENTCOM	33	2-Jan-04	1-Jul-05	33
Co C, 1/211 Avn	W JORDAN	UT	OEF	OEF 04-06	OCONUS	CENTCOM	20	2-Jan-04	1-Jul-05	33
Co D, 1/211 Avn	W JORDAN	UT	OEF	OEF 04-06	OCONUS	CENTCOM	78	2-Jan-04	1-Jul-05	92
HHC, 1/211 Avn	W JORDAN	UT	OEF	OEF 04-06	OCONUS	CENTCOM	132	2-Jan-04	1-Jul-05	135
HHS, 141 MI Bn	PROVO	UT	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	28	2-Jan-04	1-Jul-05	28
HHS, 141 MI Bn	PROVO	UT	OEF	OIF 2	OCONUS	CENTCOM	16	13-Jan-04	11-Jul-05	17
HHS, 142 MI Bn	OGDEN	UT	OEF	OIF 2	OCONUS	CENTCOM	7	13-Jan-04	11-Jul-05	7
Det 2, Co F, 135 Avn	WEST JORDAN	UT	OEF	OIF 2	OCONUS	CENTCOM	1	22-Jan-04	21-Jul-05	1
UT ARNG Med Det	RIVERTON	UT	OEF	OEF 04-06	OCONUS	CENTCOM	1	6-Feb-04	5-Feb-05	1
HHC, 211 Avn	W JORDAN	UT	OEF	OIF 2	OCONUS	CENTCOM	4	10-Feb-04	8-Aug-05	6
HQ STARC UT ARNG	DRAPER	UT	OEF	OIF 2	OCONUS	CENTCOM	1	10-Feb-04	5-Aug-05	1
HHS, 142 MI Bn	W JORDAN	UT	OEF	CONUS BASE SPT	5th Army AOR	SCHOFIELD BARRACKS	1	16-Feb-04	15-Feb-05	4
HHS, 142 MI Bn	W JORDAN	UT	OEF	CONUS BASE SPT	5th Army AOR	DRAPER	3	17-Feb-04	14-Feb-05	3
HHC, 300 MI Bde	DRAPER	UT	OEF	CONUS BASE SPT	1st Army AOR	FT BELVOIR	5	22-Feb-04	21-Feb-05	5
ARNG ELE JFHQ UT	WEST JORDAN	UT	OEF	OIF 2	OCONUS	CENTCOM	1	25-Mar-04	24-Mar-05	1
Det 50, Op Spt Arlft Cmd	W JORDAN	UT	OEF	OIF 2	OCONUS	CENTCOM	5	25-Mar-04	25-Mar-05	5
Co C, 142 MI Bn	JORDAN	UT	ONE	CONUS BASE SPT	5th Army AOR	DRAPER	1	2-Apr-04	1-Apr-05	1
Co C, 142 MI Bn	DRAPER	UT	OEF	OIF 04-06	OCONUS	CENTCOM	11	8-May-04	12-Dec-05	11
128 Public Affairs Det	DRAPER	UT	OEF	GWOT-GTMO	OCONUS	GTMO	8	20-May-04	20-May-05	0
UT ARNG Med Det	CP WILLIAMS	UT	OEF	OIF 2	OCONUS	CENTCOM	1	3-Jun-04	4-Jun-05	1
Btry B, 1/148 FA	LOGAN	UT	OEF	OIF 04-06	OCONUS	CENTCOM	5	7-Jun-04	30-Dec-05	5
Det 3, HHB, 1/148 FA	CP WILLIAMS	UT	OEF	OIF 04-06	OCONUS	CENTCOM	2	7-Jun-04	30-Dec-05	2
Btry B, 1/148 FA	LOGAN	UT	OEF	OIF 04-06	OCONUS	CENTCOM	50	15-Jun-04	12-Dec-05	50

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Det 3, HHB, 1/148 FA	CP WILLIAMS	UT	OEF	OIF 04-06	OCONUS	CENTCOM	29	15-Jun-04	12-Dec-05	31
Det 1, Svc Btry, 1/148 FA	LOGAN	UT	OEF	OIF 04-06	OCONUS	CENTCOM	1	15-Jun-04	12-Dec-05	2
Det 1, Btry B, 1/148 FA	BRIGHAM CITY	UT	OEF	OIF 04-06	OCONUS	CENTCOM	35	28-Jun-04	25-Dec-05	39
Co C, 142 MI Bn	DRAPER	UT	OEF	CONUS BASE SPT	5th Army AOR	DRAPER	1	27-Aug-04	27-Aug-05	2
HHS, 142 MI Bn	OGDEN	UT	OEF	OIF 2	OCONUS	CENTCOM	2	1-Sep-04	27-Feb-06	4
3647 Ord Co	BLACKSTONE	VA	OEF	OIF 2	OCONUS	TALLIL	178	7-Dec-03	29-May-05	198
Co A, 276 Engr Bn	POWHATAN	VA	OEF	OIF 2	OCONUS	TALLIL	110	18-Dec-03	15-Jun-05	123
Co B, 276 Engr Bn	RICHLANDS	VA	OEF	OIF 2	OCONUS	TALLIL	107	18-Dec-03	15-Jun-05	123
Co C, 276 Engr Bn	W POINT	VA	OEF	OIF 2	OCONUS	TALLIL	109	18-Dec-03	15-Jun-05	123
276 Engr Bn	RICHMOND	VA	OEF	OIF 2	OCONUS	CENTCOM	0	18-Dec-03	15-Jun-05	0
HHC, 276 Engr Bn	RICHMOND	VA	OEF	OIF 2	OCONUS	TALLIL	139	18-Dec-03	15-Jun-05	159
HQ STARC VA	FT PICKETT	VA	OEF	OEF 04-06	OCONUS	CENTCOM	1	6-Feb-04	11-Feb-05	1
HHB, 54 FA	VIRGINIA BEACH	VA	OEF	OEF 04-06	OCONUS	CENTCOM	25	29-Feb-04	28-Aug-05	25
HQ STARC VA ARNG	FT PICKETT	VA	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	29-Feb-04	25-Nov-04	1
3/116 Inf	WINCHESTER	VA	OEF	OEF 04-06	OCONUS	CENTCOM	0	1-Mar-04	28-Aug-05	0
Co A, 3/116 Inf	MANASSAS	VA	OEF	OEF 04-06	OCONUS	CENTCOM	129	1-Mar-04	28-Aug-05	129
Co B, 3/116 Inf	WOODSTOCK	VA	OEF	OEF 04-06	OCONUS	CENTCOM	59	1-Mar-04	28-Aug-05	59
Co C, 3/116 Inf	LEESBURG	VA	OEF	OEF 04-06	OCONUS	CENTCOM	124	1-Mar-04	28-Aug-05	129
Det 1, Co B, 3/116 Inf	WARRENTON	VA	OEF	OEF 04-06	OCONUS	CENTCOM	70	1-Mar-04	28-Aug-05	70
HHC, 3/116 Inf	WINCHESTER	VA	OEF	OEF 04-06	OCONUS	CENTCOM	178	1-Mar-04	28-Aug-05	183
VA ARNG Med Det	FT PICKETT	VA	OEF	OIF 2	OCONUS	CENTCOM	3	27-May-04	27-May-05	3
ARNG DATA PROC UNIT	MANASSAS	VA	OEF	OIF 2	OCONUS	CENTCOM	1	31-May-04	31-May-05	1
HQ 183 Regt	FT PICKETT	VA	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	1	15-Jun-04	14-Jun-05	1
ANRG ELE JFHQ VA	FT PICKETT	VA	OEF	OEF 04-06	OCONUS	CENTCOM	9	22-Jun-04	19-Dec-05	11

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Co A, 229 Engr Bn	FREDERICKS-BURG	VA	OEF	OEF 04-06	OCONUS	CENTCOM	30	2-Aug-04	1-Aug-05	30
HHD, DC ARNG AREA MOB CMD	ARLINGTON HALL ST	VA	OEF	CONUS BASE SPT	1st Army AOR	WASHINGTON	1	10-Aug-04	23-Jul-05	1
HHC, 29 Inf	FT BELVOIR	VA	OEF	OEF 04-06	OCONUS	CENTCOM	1	1-Sep-04	28-Feb-06	13
HHD, 183 Personnel Svc	RICHMOND	VA	OEF	OIF 04-06	OCONUS	CENTCOM	12	1-Sep-04	28-Feb-06	12
VA ANRG ELE JFHQ	FT PICKETT	VA	OEF	OIF 04-06	OCONUS	CENTCOM	1	4-Sep-04	3-Sep-05	1
ARNG JFC	VIRGINIA BEACH	VA	OEF	CONUS BASE SPT	1st Army AOR	FT MCPHERSON	1	25-Sep-04	24-Sep-05	1
HHS, 2/111 FA	PETERSBURG	VA	OEF	OIF 04-06	OCONUS	CENTCOM	1	25-Sep-04	23-Mar-06	1
129 FA Det	SANDSTON	VA	OEF	OIF 04-06	OCONUS	CENTCOM	16	27-Sep-04	26-Mar-06	16
VA ARNG Med Det	FT PICKETT	VA	OEF	OIF 2	OCONUS	CENTCOM	1	30-Sep-04	30-Sep-05	2
661 MP Co	ST CROIX	VI	OEF	GWOT - GTMO	OCONUS	GTMO	1	9-Jan-04	7-Jan-05	1
HQ 210 Regt	ST CROIX	VI	OEF	OIF 2	OCONUS	CENTCOM	1	9-Jan-04	7-Jul-05	1
VI ARNG ELE JFHQ	ST CROIX	VI	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	24-Jun-04	21-Dec-05	1
620 QM Det	ST CROIX	VI	OEF	OIF 04-06	OCONUS	CENTCOM	16	8-Sep-04	6-Mar-06	16
Det 5, Co F, 192 Avn Co	ST CROIX	VI	OEF	OIF 04-06	OCONUS	CENTCOM	2	27-Sep-04	26-Mar-06	2
HHC, 3/172 Inf	JERICO	VT	OEF	ANA TRAINUP	OCONUS	CENTCOM	1	15-Nov-03	14-Nov-04	1
HHC, 3/172 Inf	JERICO	VT	OEF	ANA TRAINUP	OCONUS	CENTCOM	2	24-Nov-03	23-Nov-04	2
HQ STARC VT ARNG	COLCHESTER	VT	OEF	OIF 2	OCONUS	CENTCOM	1	13-Dec-03	11-Apr-04	1
1/86 FA	WILLISTON	VT	OEF	OIF 2	OCONUS	CENTCOM	0	20-Jan-04	18-Jul-05	184
HQ STARC VT ARNG	COLCHESTER	VT	OEF	OIF 2	OCONUS	CENTCOM	8	20-Jan-04	18-Jul-05	8
HHC, 3/172 Inf	JERICO	VT	OEF	OIF 2	OCONUS	CENTCOM	1	23-Feb-04	21-Aug-05	1
VT ARNG Med Det	COLCHESTER	VT	OEF	OIF 2	OCONUS	CENTCOM	1	22-Apr-04	22-Apr-05	1
Det 1, HHC, 42 Armor	NORTHFIELD	VT	OEF	GWOT-GTMO	OCONUS	GUANTANAMO BAY	1	1-May-04	30-Apr-05	1
Det 1, HHC, 42 Armor	NORTHFIELD	VT	OEF	OIF 04-06	OCONUS	CENTCOM	6	24-May-04	19-Nov-05	10

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Det 1, HHC, 42 CS	NORTHFIELD	VT	OEF	OIF 04-06	OCONUS	CENTCOM	2	24-May-04	19-Nov-05	5
Det 1, 42 MP Co	NORTHFIELD	VT	OEF	OIF 04-06	OCONUS	CENTCOM	1	7-Jun-04	30-Dec-05	1
Det 1, 42 MP Co	NORTHFIELD	VT	OEF	OIF 04-06	OCONUS	CENTCOM	22	11-Jun-04	7-Dec-05	23
VT ARNG Med Det	COLCHESTER	VT	OEF	OEF 04-06	OCONUS	CENTCOM	1	19-Jul-04	18-Jul-05	1
ARNG ELE JFHQ VT	COLCHESTER	VT	OEF	CONUS BASE SPT	1st Army AOR	COLCHESTER	1	6-Aug-04	5-Aug-05	1
ARNG ELE JFHQ VT	COLCHESTER	VT	OEF	OIF 04-06	OCONUS	CENTCOM	1	9-Aug-04	5-Feb-06	1
86 Trp Cmd	JERICHO	VT	OEF	OIF 04-06	OCONUS	CENTCOM	1	16-Aug-04	11-Feb-06	1
HHC, 81 Armor	SEATTLE	WA	OEF	OIF 2	OCONUS	CENTCOM	1	15-Nov-03	15-Mar-05	1
HHC, 81 Armor	SEATTLE	WA	OEF	OIF 2	OCONUS	CENTCOM	4	15-Nov-03	15-Mar-05	4
HHC, 81 Armor	SEATTLE	WA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	237	15-Nov-03	15-Mar-05	277
2/146 FA	OLYMPIA	WA	OEF	OIF 2	OCONUS	CENTCOM	0	15-Nov-03	30-Mar-05	0
Btry A, 2/146 FA	MONTESANO	WA	OEF	OIF 2	OCONUS	ARIFJAN	100	15-Nov-03	30-Mar-05	100
Btry B, 2/146 FA	SPOKANE	WA	OEF	OIF 2	OCONUS	ARIFJAN	100	15-Nov-03	30-Mar-05	100
Btry C, 2/146 FA	LONGVIEW	WA	OEF	OIF 2	OCONUS	ARIFJAN	100	15-Nov-03	30-Mar-05	100
HHB, 2/146 FA	OLYMPIA	WA	OEF	OIF 2	OCONUS	ARIFJAN	100	15-Nov-03	30-Mar-05	222
Svc Btry, 2/146 FA	CENTRALIA	WA	OEF	OIF 2	OCONUS	ARIFJAN	80	15-Nov-03	30-Mar-05	84
Co A, 1/161 Inf	KENT	WA	OEF	OIF 2	OCONUS	BAGHDAD	113	15-Nov-03	30-Mar-05	135
Co B, 1/161 Inf	KENT	WA	OEF	OIF 2	OCONUS	BAGHDAD	135	15-Nov-03	30-Mar-05	135
Co C, 1/161 Inf	MOSES LAKE	WA	OEF	OIF 2	OCONUS	BAGHDAD	135	15-Nov-03	30-Mar-05	135
HHC, 1/161 Inf	SPOKANE	WA	OEF	OIF 2	OCONUS	BAGHDAD	276	15-Nov-03	30-Mar-05	295
1/161 Inf	SPOKANE	WA	OEF	OIF 2	OCONUS	CENTCOM	0	15-Nov-03	30-Mar-05	0
Co A, 181 Spt Bn	SEATTLE	WA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	177	15-Nov-03	15-Mar-05	177
Co A, 181 Spt Bn	YAKIMA	WA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	263	15-Nov-03	15-Mar-05	263
Co B, 181 Spt Bn	SEATTLE	WA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	120	15-Nov-03	15-Mar-05	120
HHC, 181 Spt Bn	SEATTLE	WA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	133	15-Nov-03	15-Mar-05	133
181 Spt Bn	SEATTLE	WA	OEF	OIF 2	OCONUS	CENTCOM	0	15-Nov-03	15-Mar-05	0
281 MI Co	KENT	WA	OEF	OIF 2	OCONUS	CENTCOM	39	15-Nov-03	15-Mar-05	41
Co A, 1/303 Armor	PASCO	WA	OEF	OIF 2	OCONUS	BAGHDAD	63	15-Nov-03	30-Mar-05	63
Co B, 1/303 Armor	BREMERTON	WA	OEF	OIF 2	OCONUS	BAGHDAD	63	15-Nov-03	30-Mar-05	63

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Co C, 1/303 Armor	PORT ORCHARD	WA	OEF	OIF 2	OCONUS	BAGHDAD	63	15-Nov-03	30-Mar-05	63
HHC, 1/303 Armor	KENT	WA	OEF	OIF 2	OCONUS	BAGHDAD	235	15-Nov-03	30-Mar-05	309
1/303 Armor	KENT	WA	OEF	OIF 2	OCONUS	CENTCOM	0	15-Nov-03	30-Mar-05	0
Trp E, 303 Armor	PUYALLUP	WA	OEF	OIF 2	OCONUS	ARIFJAN	143	15-Nov-03	14-Mar-05	171
Co A, 898 Engr Bn	SNOHOMISH	WA	OEF	OIF 2	OCONUS	CENTCOM	95	15-Nov-03	15-Mar-05	95
Co E, 898 Engr Bn	BELLINGHAM	WA	OEF	OIF 2	OCONUS	CENTCOM	55	15-Nov-03	15-Mar-05	95
HHC, 898 Engr Bn	EVERETT	WA	OEF	OIF 2	OCONUS	CENTCOM	100	15-Nov-03	15-Mar-05	139
898 Engr Bn	EVERETT	WA	OEF	OIF 2	OCONUS	CENTCOM	0	15-Nov-03	15-Mar-05	0
248 HQ Ctr	PORT ORCHARD	WA	OEF	OIF 2	OCONUS	BAGHDAD	27	5-Dec-03	29-May-05	27
116 HQ RAOC	ELLENSBURG	WA	OEF	OIF 2	OCONUS	TIKRIT SOUTH	27	7-Dec-03	29-May-05	27
122 Public Affairs Det	CP MURRAY	WA	OEF	OIF 2	OCONUS	SADDAM INTL	10	3-Jan-04	16-Jun-05	20
Co A, 341 MI Bn	SPOKANE	WA	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	4	13-Jan-04	11-Jul-05	4
Co A, 341 MI Bn	SPOKANE	WA	OEF	OIF 2	OCONUS	CENTCOM	4	13-Jan-04	11-Jul-05	4
Co A, 341 MI Bn	SPOKANE	WA	OEF	OIF 2	OCONUS	CENTCOM	7	13-Jan-04	11-Jul-05	10
Spt Info Ops	CP MURRAY	WA	OEF	OIF 2	OCONUS	CENTCOM	4	20-Jan-04	18-Jul-05	5
Co A, 341 MI Bn	SPOKANE	WA	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	1	2-Feb-04	2-May-05	1
Co A, 341 MI Bn	SPOKANE	WA	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	3	2-Feb-04	1-Feb-05	3
Co B, 341 MI Bn	CP MURRAY	WA	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	4	2-Feb-04	1-Feb-05	4
HHSC, 341 MI Bn	POULSBO	WA	JOINT FORGE	SFOR 15	OCONUS	BOSNIA	4	2-Feb-04	1-Feb-05	4
Co A, 341 MI Bn	SPOKANE	WA	OEF	OEF 04-06	OCONUS	CENTCOM	12	22-Feb-04	20-Aug-05	12
Co B, 341 MI Bn	TACOMA	WA	OEF	OEF 04-06	OCONUS	CENTCOM	1	22-Feb-04	20-Aug-05	1
HHSC, 341 MI Bn	POULSBO	WA	OEF	OEF 04-06	OCONUS	CENTCOM	1	22-Feb-04	20-Aug-05	1
HHC, 1/168 Avn	FT LEWIS	WA	OEF	OEF 04-06	OCONUS	CENTCOM	1	26-Feb-04	20-Aug-05	1
Co C, 1/168 Avn	FT LEWIS	WA	OEF	OEF 04-06	OCONUS	CENTCOM	1	26-Feb-04	23-Aug-05	1
Co A, 935 Spt Bn	FT LEWIS	WA	OEF	OEF 04-06	OCONUS	CENTCOM	4	26-Feb-04	20-Aug-05	4
Co E, 168 Avn Co	CP WILLIAMS	WA	OEF	OEF 04-06	OCONUS	CENTCOM	7	1-Mar-04	27-Jul-05	7
Co E, 168 Avn Co	FT LEWIS	WA	OEF	OIF 2	OCONUS	CENTCOM	1	18-Mar-04	18-Mar-05	1
Co A, 935 Spt Bn	FT LEWIS	WA	OEF	OIF 2	OCONUS	CENTCOM	3	18-Mar-04	18-Mar-05	3
ARNG ELE JFHQ WA	CP MURRAY	WA	ONE	CONUS FP	1st Army AOR	PENTAGON	1	11-Apr-04	2-Aug-04	1

Unit Description	Home Station	State	Operation Name	Mission	Deployment AOR	Mission Location	Mob Pax	Mob Date	Refrad Date	Pax
Co B, 341 MI Bn	CP MURRAY	WA	OEF	OIF 04-06	OCONUS	CENTCOM	12	8-May-04	10-Nov-05	12
Co A, 341 MI Bn	SPOKANE	WA	OEF	OIF 04-06	OCONUS	CENTCOM	1	8-Aug-04	4-Feb-06	5
HQ 941 Personnel Svc	CP MURRAY	WA	OEF	OIF 04-06	OCONUS	CENTCOM	10	1-Sep-04	28-Feb-06	10
HHD, 541 Personnel Svc Bn	CP MURRAY	WA	OEF	OIF 04-06	OCONUS	CENTCOM	0	15-Sep-04	14-Mar-06	0
319 Ord Co	TACOMA	WA	OEF	OIF 04-06	OCONUS	CENTCOM	16	21-Sep-04	20-Mar-06	22
HQ STARC WI ARNG	MADISON	WI	OEF	OIF 2	OCONUS	CENTCOM	5	18-Oct-03	17-Oct-04	6
Co B, 118 Med Bn	WAUKESHA	WI	OEF	OIF 2	OCONUS	BAGHDAD	57	7-Dec-03	29-May-05	70
HHD, 232 Personnel Svc	MADISON	WI	OEF	OIF 2	OCONUS	KUWAIT INTL	41	7-Dec-03	29-May-05	47
HHC, 264 Engr Grp	CHIPPEWA FALLS	WI	OEF	OIF 2	OCONUS	TIKRIT SOUTH	82	7-Dec-03	29-May-05	82
832 Med Co	W BEND	WI	OEF	CONUS BASE SPT	5th Army AOR	FT LEWIS	41	14-Dec-03	11-Jun-05	41
JFHQS WI ARNG	MADISON	WI	OEF	OIF 2	OCONUS	CENTCOM	1	9-Jan-04	7-Jan-05	2
WI ARNG Medical CBHCO	MADISON	WI	OEF	CONUS BASE SPT	1st Army AOR	MADISON, WI, USA	32	23-Feb-04	21-Feb-06	35
ARNG ELE JFHQ WI	MADISON	WI	OEF	OIF 2	OCONUS	CENTCOM	2	16-Apr-04	15-Jul-04	2
HHC, 1/128 Inf	EAU CLAIRE	WI	OEF	OIF 04-06	OCONUS	CENTCOM	54	7-Jun-04	30-Dec-05	65
HHC, 1/128 Inf	EAU CLAIRE	WI	OEF	OIF 04-06	OCONUS	CENTCOM	95	7-Jun-04	12-Dec-05	95
HQ 426 Regt	FT MC COY	WI	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	5	15-Jun-04	14-Jun-06	5
Co A, 1/128 Inf	MENOMONIE	WI	OEF	OIF 04-06	OCONUS	CENTCOM	107	20-Jun-04	17-Dec-05	111
Co B, 1/128 Inf	NEW RICHMOND	WI	OEF	OIF 04-06	OCONUS	CENTCOM	62	20-Jun-04	17-Dec-05	62
Co C, 1/128 Inf	ARCADIA	WI	OEF	OIF 04-06	OCONUS	CENTCOM	61	20-Jun-04	17-Dec-05	62
Det 1, Co B, 1/128 Inf	RICE LAKE	WI	OEF	OIF 04-06	OCONUS	CENTCOM	15	20-Jun-04	16-Dec-05	51
Det 1, Co C, 1/128 Inf	NEILLSVILLE	WI	OEF	OIF 04-06	OCONUS	CENTCOM	13	20-Jun-04	16-Dec-05	51
HHC, 1/128 Inf	EAU CLAIRE	WI	OEF	OIF 04-06	OCONUS	CENTCOM	127	20-Jun-04	16-Dec-05	133
Det 1, HHC, 1/128 Inf	ABBOTSFORD	WI	OEF	OIF 04-06	OCONUS	CENTCOM	19	20-Jun-04	16-Dec-05	50

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1/128 Inf	EAU CLAIRE	WI	OEF	OIF 04-06	OCONUS	CENTCOM	0	20-Jun-04	17-Dec-05	0
WI ARNG ELE JFHQ	MADISON	WI	OEF	OEF 04-06	OCONUS	CENTCOM	11	22-Jun-04	19-Dec-05	10
HQ 426 Regt	FT MC COY	WI	OEF	CONUS BASE SPT	5th Army AOR	FT SILL	6	7-Jul-04	7-Jul-05	6
WI ARNG Med Det	MADISON	WI	OEF	OIF 2	OCONUS	CENTCOM	1	8-Jul-04	8-Jul-05	1
ARNG ELE JFHQ WI	MADISON	WI	OEF	OIF 04-06	OCONUS	CENTCOM	13	8-Aug-04	4-Feb-06	16
ARNG ELE JFHQ WI	MADISON	WI	OEF	OIF 04-06	OCONUS	CENTCOM	2	8-Aug-04	4-Feb-06	2
Btry B, 1/126 FA	OAK CREEK	WI	OEF	OIF 04-06	OCONUS	CENTCOM	80	4-Sep-04	2-Mar-06	80
Co A, 1/150 Armor	WILLIAMSON	WV	OEF	OIF 2	OCONUS	KIRKUK	62	1-Oct-03	28-Mar-05	63
Co C, 1/150 Armor	BECKLEY	WV	OEF	OIF 2	OCONUS	KIRKUK	60	1-Oct-03	28-Mar-05	63
HHC, 1/150 Armor	BLUEFIELD	WV	OEF	OIF 2	OCONUS	KIRKUK	304	1-Oct-03	28-Mar-05	312
1/150 Armor	BLUEFIELD	WV	OEF	OIF 2	OCONUS	CENTCOM	0	1-Oct-03	28-Mar-05	0
Det 28, WV ARNG Op Spt Arlft Cmd	PARKERSBURG	WV	OEF	OIF 2	OCONUS	CENTCOM	5	9-Nov-03	16-Feb-05	5
3664 Ord Co	POINT PLEASANT	WV	OEF	OIF 2	OCONUS	BALAD SOUTH-EAST	164	7-Dec-03	29-May-05	198
1/201 FA	FAIRMONT	WV	OEF	OIF 2	OCONUS	CENTCOM	409	18-Dec-03	15-Jun-05	409
Det 1, 196 Public Affairs Det	CHARLESTON	WV	OEF	OIF 2	OCONUS	CENTCOM	7	2-Jan-04	16-Jun-05	7
WV ARNG Medical CBHCO	CHARLESTON	WV	OEF	CONUS BASE SPT	1st Army AOR	NORTHCOM	0	26-Feb-04	24-Feb-05	1
WV ARNG Medical CBHCO	CHARLESTON	WV	OEF	CONUS BASE SPT	5th Army AOR	NORTHCOM	2	26-Feb-04	25-Feb-06	2
WV ARNG Med Det	CHARLESTON	WV	OEF	OIF 2	OCONUS	CENTCOM	1	14-May-04	14-May-05	1
146 Med Co	WILLIAMSTOWN	WV	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	35	5-Jul-04	5-Jul-05	35
WY ARNG Med Det	CHARLESTON	WV	JOINT GUARDIAN	KFOR 6A	OCONUS	KOSOVO	1	5-Jul-04	5-Jul-05	1
WY ARNG Med Det	CP GUERNSEY	WY	OEF	OIF 2	OCONUS	CENTCOM	1	20-Nov-03	19-Nov-04	1
HHB, 115 FA	CHEYENNE	WY	OEF	OIF 2	OCONUS	CENTCOM	58	3-Jan-04	1-Jul-05	65
1022 Med Co	CHEYENNE	WY	OEF	OIF 2	OCONUS	CENTCOM	37	4-Jan-04	2-Jul-05	70
2/300 FA	SHERIDAN	WY	OEF	OIF 2	OCONUS	CENTCOM	182	11-Mar-04	21-Aug-05	182
WY ARNG Med Det	CHEYENNE	WY	OEF	OIF 2	OCONUS	CENTCOM	4	9-Jul-04	8-Jul-05	3
WY ARNG ELE JFHQ	CHEYENNE	WY	OEF	OIF 04-06	OCONUS	CENTCOM	9	25-Jul-04	21-Jan-06	9
WY ARNG Med Det	CP GUERNSEY	WY	OEF	GWOT-GTMO	OCONUS	NORHTCOM	1	10-Sep-04	10-Sep-05	1
1022 Med Co	CHEYENNE	WY	OEF	OIF 2	OCONUS	CENTCOM	2	30-Sep-04	29-Sep-05	2

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