

ANNUAL
REVIEW
OF THE
CHIEF

NATIONAL
GUARD
BUREAU

1990



ANNUAL REVIEW OF THE CHIEF, NATIONAL GUARD BUREAU FISCAL YEAR 1990

Departments of the Army and the Air Force
National Guard Bureau
Washington, DC 20310



TO THE SECRETARIES OF THE ARMY AND THE AIR FORCE

The annual Review of the Chief, National Guard Bureau, for the fiscal year ending 30 September 1990 is respectfully submitted. This report details the National Guard's programs and accomplishments for FY 90.

This fiscal year ended with the first mobilization of the National Guard since the Postal Strike of 1970. In response to the Iraqi invasion of Kuwait, 6,900 members of the Army National Guard were on active duty by 30 September, 1990. Mobilized Air National Guard personnel included 386 men and women in three squadrons, but to this figure must be added the almost 4,000 Air Guard personnel supporting Operation DESERT SHIELD in a volunteer status, many of whom were deployed to the Arabian Peninsula. This use of volunteer military personnel is in sharp contrast to previous mobilizations, and the willingness of the men and women of the National Guard to volunteer exemplifies the finest tradition of Guard service to the nation.

The events of August and September 1990 have proven that the Army and the Air National Guard can and will respond when called. I am confident that National Guard units and personnel can and will respond to further challenges as events in the Middle East unfold. The Guard is ready, as it has been for more than 350 years, to fight this country's wars.



John B. Conaway

JOHN B. CONAWAY
Lieutenant General, USAF
Chief, National Guard Bureau

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By the authority vested in me as President by the Constitution and the laws of the United States of America, including sections 121 and 673b of title 10 of the United States Code, I hereby determine that it is necessary to augment the active armed forces of the United States for the effective conduct of operational missions in and around the Arabian Peninsula. Further, under the stated authority, I hereby authorize the Secretary of Defense...to order to active duty units...of the Selected Reserve.

George Bush

**Executive Order 12727—
Ordering the Selected Reserve of
the Armed Forces to Active Duty**

August 22, 1990





On 2 August 1990 Iraqi troops invaded the Sheikdom of Kuwait. The invasion was condemned by the UN Security Council, which demanded immediate, unconditional withdrawal from Kuwait.

On 4 August 1990, as the European community imposed broad sanctions against Iraq, Iraqis detained several hundred Westerners in Kuwait and Iraq. United States citizens were among those foreign nationals who were detained in Iraqi military installations as "human shields."

As Iraq positioned troops on the Kuwaiti border with Saudi Arabia, King Fahd of Saudi Arabia, after consultation with U.S. Secretary of Defense Richard Cheney, asked President Bush for military assistance. The U.S. began deploying troops to the Arabian Peninsula on August 7th, under the code name DESERT SHIELD.

On 22 August 1990, President Bush authorized the first call-up of reserve forces in twenty years. By 30 September 1990, 6,900 Army National Guard troops in 78 units were on active duty, many of them already deployed to Saudi Arabia and other countries on the Arabian Peninsula.

Air National Guard participation in Operation DESERT SHIELD began on 7 August, when Mississippi's 172d Military Airlift Group began flying its first of many missions.

Much of the initial Air National Guard participation was on a volunteer basis, with only the 136th Mobile Aerial Port Squadron, TX ANG, the 183d Military Airlift Squadron, MS ANG, and the 137th Military Airlift Squadron, NY ANG ordered into active federal service by 30 September 1990.*

*See appendices E and F for mobilization data.

MISSION, ORGANIZATION AND ADMINISTRATION

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

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

At the end of the Revolutionary War, it was recognized that the militia had played an important role in winning the nation's independence. The authors of the Constitution empowered Congress to "provide for organizing, arming and disciplining the militia." However, recognizing the militia's state role, the Founding Fathers reserved the appointment of officers and training of the militia to the states.

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

Support of the active forces is on a worldwide basis, with training conducted in geographic areas associated with U.S. interests. Air National Guard fighter-interceptor units provide 24-hour air defense, and Army National Guard units round out active Army divisions. Upon mobilization, both Army and Air National Guard units would be assigned to major commands of the Army and Air Force.

While its Federal reserve role has been strengthened, the National Guard of each state remains, constitutionally, a state-administered force. The state mission is to provide units trained and equipped to protect life and property and to preserve peace, order and public safety, under the order of state and Federal authorities. In FY 90, the Guard responded 2,160 times to help fellow citizens; more than 80% of these call-ups were to support anti-drug efforts of state and federal authorities.

NATIONAL GUARD BUREAU

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

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

The National Guard Bureau is both a staff and operating agency. As a staff agency, the Bureau participates with the Army and Air Staffs in the development and coordination of programs pertaining to or affecting the National Guard. As an operating agency the National Guard Bureau formulates and administers the programs for the training, development, and maintenance of the Army and Air National Guard and acts as the channel of communications between the states and the Departments of the Army and the Air Force.

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

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

NATIONAL GUARD BUREAU PERSONNEL STRENGTH

	Authorized	Assigned
MILITARY		
ARNG	50	50
Active Army	58	58
ANG	38	37
Active AF	55	50
TOTAL	201	195
CIVILIAN		
Army	132	125
Air force	91	61
TOTAL	223	186

ARMY NATIONAL GUARD

Personnel

444,224 Personnel
 54,621 Support Personnel
 (Technician and AGR)

Major Units

10 Divisions (5 Inf, 1 Lt Inf, 2 Armd, 2 Mech)
 20 Brigades (8 Inf, 6 Mech, 5 Armd, 1 Lt Inf)
 2 Armored Cavalry Regiments
 2 Special Forces Groups
 1 Infantry Group (Arctic Recon)
 18 Field Artillery Brigade
 Headquarters
 3 Medical Brigade Headquarters
 4 Engineer Brigade Headquarters

4 Military Policy Brigade Headquarters
 1 Transportation Brigade Headquarters
 1 Corps Artillery Headquarters
 1 Signal Command Headquarters
 1 Support Command Headquarters
 3 Air Defense Artillery Brigade Headquarters
 1 Aviation Brigade Headquarters
 1 Military Intelligence Brigade Headquarters
 1 Chemical Brigade Headquarters

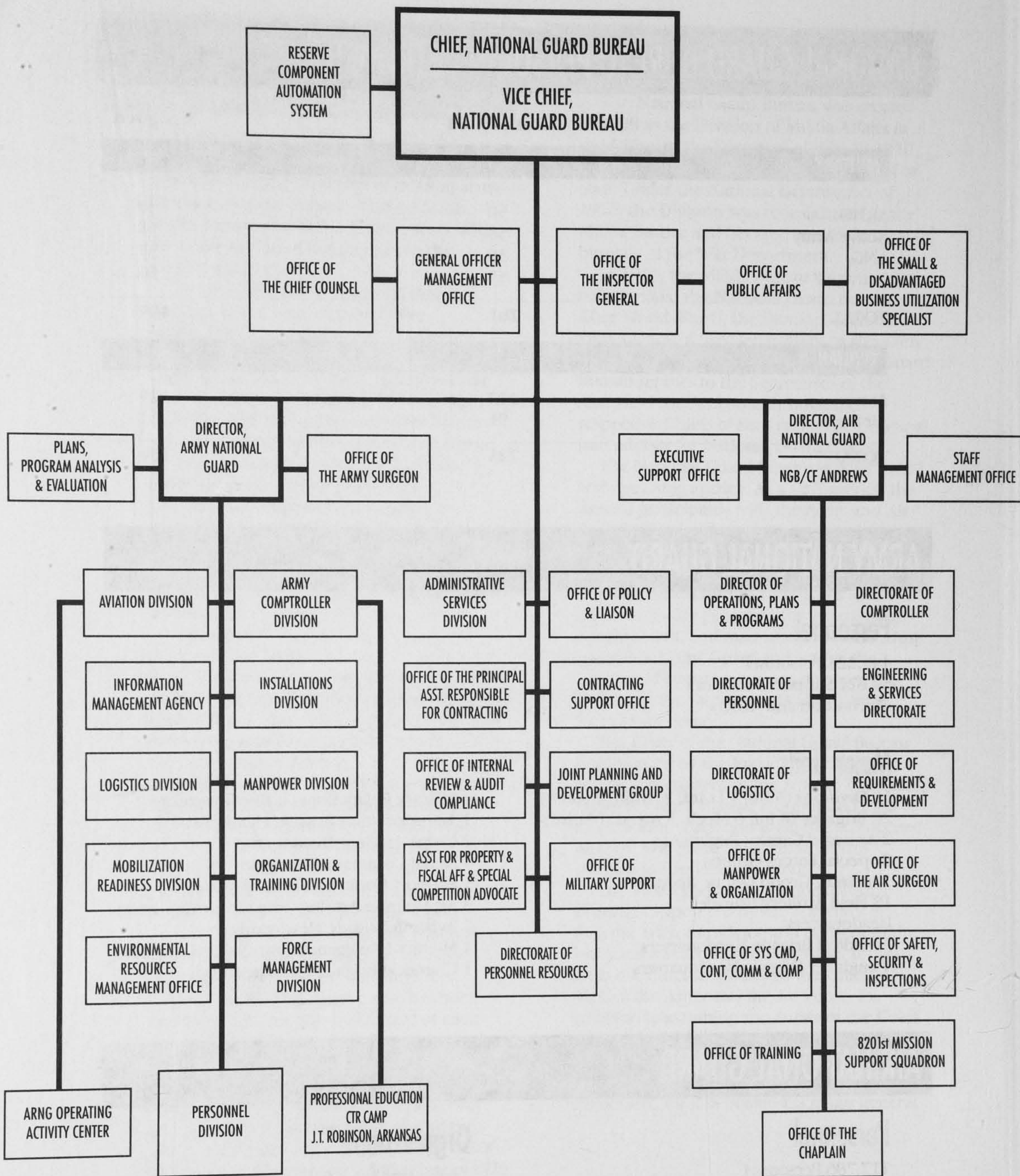
AIR NATIONAL GUARD

Personnel

117,786 Personnel
 24,119 Support Personnel (Technicians)

Organization

1339 Units
 24 Wings
 67 Groups
 92 Squadrons (Flying)
 743 Support Units
 112 Communications-Electronics Units
 5 Training Units (Flying)



JOINT PLANNING AND DEVELOPMENT GROUP

The purpose of the Joint Planning and Development Group (NGB-PD) is to provide executive-level support to the Chief, Vice Chief, and Directors on corporate National Guard initiatives and systems. The group focuses on systems analysis, organizational development, and innovative programs that add value to National Guard operations. NGB-PD works joint and combined planning actions and is an interface between the National Guard Bureau and OSD, Joint, and Service staffs.

NGB-PD is the lead office in supporting the Chief NGB's implementation of the philosophy and processes of Total Quality Management (TQM) in the Bureau. The Group sponsored a number of senior-executive training seminars for the Bureau staff on policy deployment and change management, and briefed the Adjutants General at their spring conference on the components of TQM empowerment, teamwork, and continuous improvement.

Additionally the Group supports the development of joint Army/Air National Guard strategic planning actions, and assisted the Chief NGB in the organization and presentation of the first National Guard joint Long-Range Planning Workshop in July 1990. The Workshop was attended by over 200 senior planners from the 54 states and territories, the District of Columbia, and the Bureau.

During FY 90 NGB-PD was tasked with coordinating and developing joint National Guard environmental policies. This tasking led to the development of the National Guard Environmental Policy Board.

The Joint Planning and Development Group interfaces with various academic, industry, and research groups on long-range strategies, technologies, and policies that may impact the National Guard. This has led to Guard participation in a number of academic studies and colloquiums, to include the Center for Strategic and International Studies' (CSIS) work on *Conventional Combat 2002* and the CSIS-NGAUS symposium on *The Future of the National Guard and Reserve*.

POLICY AND LIAISON

The Office of Policy and Liaison further refined the Bureau's approach to the publication of All States communications by separating the publications into Policy Documents and Information Documents. Additionally, the office reviewed and cleared over 100 new or revised regulations, office memoranda, and other official directives. The Policy and Liaison Team coordinated the Bureau's input to the Reserve Forces Policy Board's Annual Report and attended the quarterly meetings. In addition, the team coordinated the briefings for the Army and Air Reserve Forces Policy Committees at their scheduled meetings.

The International Liaison program increased its activity and involvement for the third consecutive year. The International Liaison Team coordinated over 250 visits to the Bureau and the states by foreign military attaches, foreign military ministers of defense, military members and other international dignitaries. In June, the Chief of the National Guard Bureau hosted the 3rd Annual ARNG Military Attache trip, this time touring National Guard units and installations in Alaska, Idaho and Minnesota. In Alaska, the attaches were briefed by the Alaska Army National Guard Scouts. In Idaho, they visited the Tank Commanders Course and maintenance facilities at Gowen Field. In Minnesota, the attaches visited Army and Air Guard training at Camp Ripley and Duluth. Fifty attaches from allied, non-aligned and Warsaw Pact countries attended.

The Congressional Liaison Team responded to more than 1,950 written and over 1,000 telephone inquiries from the White House and Members of Congress during FY 90. At the outset of Iraq's invasion of Kuwait, the office received and responded to an additional 168 telephone queries and 33 written queries from the White House and Members of Congress regarding DESERT SHIELD and its impact on varied National Guard subject areas. The Team also prepared the annual Posture Statement for the Chief and Vice Chief, National Guard Bureau. Additionally, the Team conducted preparatory sessions for Bureau general officers prior to their providing testimony at 11 congressional hearings. The association liaison team developed National Guard Bureau positions on over 206 resolutions submitted by the various military associations (122 NGAUS and 84 EANGUS). The team prepared for and supported the National Guard Bureau attendance at each national conference. Team members attended numerous executive council meetings and in coordination with each association, helped prepare their Legislative Action Plan.

PUBLIC AFFAIRS

The Office of Public Affairs is divided into several functional areas.

Public Information

The Public Information team is the principal point of contact for media queries on issues concerning more than 550,000 Army and Air National Guard personnel nationwide. The team provides public affairs counsel to Chief, NGB; the Adjutants General of 54 states and territories; the NGB staff; and state public affairs officers. Personnel coordinate with DOD, DA, and HQ USAF on public affairs issues concerning the National Guard; they also coordinate with major commands, unified and specified commands, and all subordinate agencies on joint public affairs programs involving the National Guard.

Public Information personnel develop, coordinate and disseminate public affairs guidance on sensitive media issues. They also produce and coordinate media releases, as well as administer joint service news media travel programs and the National Guard's news media orientation flight program.

At the beginning of the National Guard's participation in Operation DESERT SHIELD, Public Information personnel set up a 24-hour operations center to handle requests for information. The team also arranged for coverage of both Army and Air units deployed to Saudi Arabia by both National Guard public affairs personnel and hometown news media.

Community Relations

The Community Relations team responds to all requests for National Guard support and/or participation in public activities. Among the many types of actions handled by this office are flyovers, static displays, orientation flights, tours, use of equipment, commercial audio-visual production support, private organization support, and a speaker's bureau. Work on corporate image products this year included a "new image" video called "The Guard 2000: Into the 21st Century"; compiling of a special 4-page insert in *USA Today* newspaper; and assembly and distribution of 200 sets of generic 35mm color slides depicting the Guard.

The team also coordinates trips overseas for governors, civic leaders, and media representatives. In 1990 groups were airlifted to Europe and Latin America.

As in FY 89, deploying ARNG and ANG bands overseas was a very successful new program. In response to U.S. Embassy requests, some 20 bands toured foreign countries, including Greece, Norway, Australia, the United Kingdom, Morocco, Costa Rica, Jamaica, New Guinea, Italy, and the Dominican Republic.



Historical Services

The Historical Services team is responsible for matters dealing with history, heraldry, and museums. The office maintains historical files on each Army and Air National Guard unit, and undertakes historical research for the CNGB, the Army and Air directorates, the states, and individual units.

The National Guard Bureau's 14 September 1990 celebration of the 50th anniversary of the mobilization of the National Guard for World War II was coordinated by Historical Services. This major Pentagon ceremony involved troops of the 3rd U.S. Infantry, flag-bearers from 19 National Guard divisions and brigades, and the Air Force Band; it was attended by military and Congressional leaders, World War II veterans, and a crowd of several hundred.

The Historical Services team also deploys bands overseas. This year, the 132d (WT) and 188th Army Bands (ND), representing National Guard units which fought in the Pacific theatre during World War II, went to Australia to celebrate Army Week there. Pennsylvania's 28th Infantry Division Band deployed to Normandy, France to provide

ceremonial support for the 45th anniversary of D-Day, while the 560th USAF Band (WA ANG) performed in England as part of joint US-British celebrations of the centennial of President Dwight Eisenhower's birth.

This fiscal year saw the first workshop held specifically for National Guard historians and museum curators. Sponsored by the Florida National Guard, the 4-day conference covered such topics as researching and publishing histories, accessioning records to state archives and libraries, conducting staff rides, and funding museum and history programs.

Command Information

The Command Information (CI) team develops and implements internal information programs, as well as publishing the National Guard Bureau's nationally-distributed tabloid newspaper, "On Guard." It also monitors newspapers and other periodicals published by states and units, writes articles for military-related publications, and advises states and units on their internal information program.

The CI team administers the National Guard portion of Army and Air Force media contests. In FY 90, for the second year in a row, Nebraska's "Prairie Soldier" was selected as best newspaper in its category throughout the Army. Other Army National Guard print winners were SFC Joe Zambone and SP4 William Gregersen-Morash of Washington's 122nd Public Affairs Detachment. In the broadcast competition, ARNG winners were SGT Tom Talbert of Missouri and LTC Ronald Frank of Kansas.

Air National Guard media contest winners included a first place in its category for the New York ANG's "Stewart Flier." MAJ Charles Whitley, Jr. from Buckley ANG Base, Colorado, took a second place in a special achievement category.



OFFICE OF THE JUDGE ADVOCATE

During FY 1990 the Office of the Chief Counsel (NGB-JA) consisted of seven sections: General and Administrative Law; Labor and Federal Personnel Law; the Ethics Counselor; Litigation; Environmental Law; Legislation; and Contract Law/Contract Fraud Advisor. Effective 1 September 1990, the position of General Counsel was established, and the Office of Chief Counsel was redesignated as the Office of the Judge Advocate. Three Judge Advocate Detachments of the D.C. Army National Guard and one Air National Guard detachment perform their training with and are supervised by the Office of the Judge Advocate.

General and Administrative Law

During FY 90 the administrative law team provided legal advice in support of National Guard participation in Operation DESERT SHIELD, including such matters as volunteerism under 10 U.S.C. 672(d), ordering units to active duty under 10 U.S.C. 673b, disposition of property and equipment of units upon return to CONUS, and benefits and entitlements of personnel supporting the operation. A regulation on use of AGR judge advocates was published. The team reviewed numerous draft regulations and changes to regulations, report of survey appeals, line of duty investigations, military discrimination complaints, withdrawal of federal recognition boards, and petitions to the Boards of Correction of Military Records. The team also rendered many legal opinions on a variety of complex matters including some of first impression. Areas of particular concern included use of the National Guard for drug interdiction, support for private organizations, reemployment rights, promotions, retired pay, retired grade, separation pay, sanctuary, and retention of officers in active status past age 60.

Litigation

In FY 1990, NGB-JA continued to assist The Judge Advocates General of the Army and the Air Force in preparing the Department of Justice to defend the interests of the National Guard and its personnel. The U.S. Supreme Court decided a significant case involving the Montgomery Amendment, 10 U.S.C. 672(f), which provides that the consent of a state governor may not be withheld with respect to

overseas deployment of the National Guard because of any objection to location, purpose, type, or schedule of the duty. In *Perpich v. Department of Defense*, the Court found that the provisions of sections 672(b) and (d) requiring the consent of a governor for an order to active duty of National Guard personnel under those sections were not required by the Constitution, and that the limitation on that consent authority in the Montgomery Amendment was thus not an unconstitutional infringement on the governor's authority to train the militia. The Court held that the constitutional authority of the states to train the militia did not limit the Army's authority to train personnel on federal active duty as reserves of the Army, noting that the governor could withhold consent in cases where a state need for the National Guard existed.

Ethics

On 1 December 1990, NGB will implement the Procurement Integrity Act as set forth in Sec 814 of Pub. L. 101-189. It requires new certifications from individuals who will be performing procurement official activities on or after 1 December 1990. NGB-CP is the OPR for this project.

Contract Law

The NGB-JA contract law section is authorized three full time contract attorneys. Due to the current hiring freeze, two positions are vacant. Under the supervision of the Chief Counsel, a National Guard Contract Law Course was promulgated. It consists of five volumes and covers all aspects of NGB contract law. The National Guard Contract Law Course was structured to provide the National Guard Judge Advocates with practical information to assist them in their NGB contract law practice. The second presentation of the course was provided to 60 National Guard Judge Advocates on 21-26 February 1990. In FY 1990 over 252 contractual instruments (solicitations, contracts, modifications, etc.) and over 372 Federal/State Agreements and other legal documents were reviewed for legal sufficiency. The Contract Law section prepared opinions and rendered advice in response to both USPFO and Bureau-generated inquiries concerning matters of contract and fiscal law; prepared legal memoranda on ratification requests, Mistake in Bid administrative determinations submitted to the Judge Advocate General, Army and contract protests before the

General Accounting Office; assisted in the drafting of contract clauses; and conducted research drafted responses to Congressional Inquiries concerning contract and fiscal law.

Legislation

Several legislative initiatives were developed for proposal to Congress, and numerous bills and amendments were reviewed for their impact on the National Guard. During FY 1990, Congress enacted legislation authorizing VA GI Bill benefits for title 32 AGR personnel; a one-year provision expanding the scope of law enforcement leave to cover such duties as fire fighting, and allowing employees to use annual leave in lieu of law enforcement leave; exempting reserve personnel on duty for Operation DESERT SHIELD from certain restrictions on medical special pay, the Variable Housing Allowance, and cashing in unused annual leave; and extending the President's callup authority for National Guard combat units for operation DESERT SHIELD from 180 days to 360 days. The Legislation section prepared opinions and legal memoranda on a large number of legal issues with regard to the drug interdiction program, Congressional restrictions associated with RCAS, and interpreting a wide variety of recent changes to law.

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

The Principal Assistant Responsible for Contracting (PARC) oversees the federal contracting system in the National Guard. Consistent with this mission, it provides staff support not only to the National Guard Bureau, but also to the 54 United States Property and Fiscal Officers as well as the 92 Air Guard Base Contracting Offices. It develops contracting policies, procedures, and directives to best answer the Guard's mission within the framework of the DOD and larger federal government contracting community.

This year, a military construction moratorium directed by the Secretary of Defense was the big news. The moratorium began on 24 Jan 1990 and after several extensions encompassed all of FY 90. As a result the National Guard was unable to implement much of the FY 90 military construction program.

The PARC is the advocate for implementing the Base Contracting Automated System (BCAS)

throughout the Guard. BCAS is an automated system designed to reduce procurement action lead time, minimize backlog, and effectively track requisitions from cradle to grave. The PARC office had the primary responsibility for overseeing all sites and innovating techniques for the successful transition to the BCAS in all 92 sites.

Because the Guard contracting offices are chronically under-staffed and have a high personnel turnover ratio, the PARC took the lead in initiating manpower and personnel studies for both the Army and the Air Guard Contracting Offices. It is hoped that the study will become the basis for alleviating both these critical problems by identifying the need for additional personnel and confirming that contracting personnel are highly trained individuals that justify higher grade levels.

In addition to its other responsibilities, the PARC is the approving authority for various contracting actions. In this capacity, it reviewed approximately 350 federal contract actions both from the field and the NGB.

In FY 90, the PARC oversaw the expenditure of \$437 million in federal contract actions with a competitive rate of 97.4%. The National Guard Small and Disadvantaged Business Utilization (SADBU) program accounted for a total of \$45 million in awards.

The procurement training program, established in 1977, was continued in FY 90. Courses were offered exclusively to National Guard contracting personnel in contract law, cost and price analysis, and contract negotiation. Training the National Guard contracting workforce remained as one of the most important FY 90 initiatives for NGB-CP. DOD 5000.52M (September 1990) establishes new procedures for the career development of acquisition personnel (i.e., Army MOS 97, AFSC 65 and GS-1102, 1105 and 1106 civilian personnel). NGB-CP will continue its primary responsibility for overseeing current mandatory training requirements, as well as ensure that all field contracting offices implement the additional mandatory training requirements established in DOD 5000.52M.

The PARC is responsible for providing review and oversight through Procurement Management Reviews (PMRs). During FY 90, the PARC staff visited 10 States to review the procedures being followed by the contracting offices at the United States Property and Fiscal Offices and the Air Guard Bases.

This past year, this office continued to provide written guidance to the National Guard contracting offices by issuing NGB Contracting Information Letters and All States Letters.

OFFICE OF CONTRACTING SUPPORT

The Office of Contracting Support performs a central contracting function in support of mission requirements for the 50 United States Property and Fiscal Offices, the District of Columbia, Puerto Rico, Guam, the Virgin Islands and the 91 Air National Guard flying bases, the National Guard Bureau, and the directorates of the Army National Guard and the Air National Guard. During the year, six contracting officers completed approximately 968 procurement actions with obligations of approximately \$32 million.

Recruiting and Public Affairs

Each year since 1972, NGB has entered into a multi-million dollar recruiting and public affairs advertising contract with a full service advertising agency. The present contractor is Bozell, Inc., the 14th largest advertising agency in the United States and the 16th largest in the world. The concentrated advertising efforts for recruiting during the year generated more than 200,000 Army and Air Guard inquiries, materially assisting recruiting goals.

This year also saw a ramp-up of the NGB-PA "corporate" public awareness campaign, which has received many favorable comments. NGB-CS negotiated, issued and administered 197 new advertising requirements and changes, resulting in a total obligation of more than \$9 million.

Equipment

The F-16, T-10 Hush House Trust Frame Adaptor Assembly contract was awarded this fiscal year. The contract price of \$439,562 covers the delivery and installation of these assemblies at 13 ANG bases, plus four ANG options bases, as well as two Air Force Reserve bases. These latter two AFRES locations represent a first for NGB, insofar as our having been able to acquire major system components for an agency outside of NGB. This award to a small, woman-owned, minority, disadvantaged business materially assisted NGB in achieving important acquisition goals in these key areas. This acquisition also represented the first procurement in excess of \$25,000.00 to be solicited and awarded using the Standard Army Automated Contracting System (SAACONS), installed in NGB-CS during FY 90.

The F-15/F-16 Part Task Trainer contract was awarded in FY 90. It provides low-cost PC-based aircrew training devices previously unavailable for the F-15 and F-16 programs at the ANG unit level. Some 14 squadrons will be provided a part task trainer in order to improve the training and concurrency level of Air Guard pilots.

Environmental

NGB-CS is actively involved with the acquisition planning for the ANG environmental requirements since May 1990. The specifications and evaluation criteria are 98% complete and the solicitation should be advertised in the Commerce Business Daily in December 1990. The requirements cover the full scope of need within the ANG nationwide and the solicitation will result in the award of five IDIQ contracts to initiate action towards resolving issues of compliance with EPA regulations. Projected award for these actions is on or about 1 March 1991.

In direct support of Equal Employment Opportunities (EEO), purchase orders are awarded to small business to investigate complaints by technicians in the States. The majority of complaints are resolved at the State level, with only those more complicated forwarded to NGB for investigation.

Plans are being implemented to connect NGB-AD to the SAACONS system to allow immediate access for purchase request tracking and entering of receiving data, which will result in closer control and ensure closeout of all contractual instruments.

The Drug Interdiction program within the NGB has the direct support of NGB-CS. A total of 83 loran receivers were purchased in 1990 for a total of \$346,000 and shipped to Gulfport, Mississippi.

The procurement of 88 telephone (PBX) switchboards for 41 States is underway, and will include maintenance for a 3-year period after installation. In the last quarter of FY 90 approximately \$500,000 of computer hardware and software was acquired for the ARNG at Ft McPherson, Georgia.

Due to austere budgetary constraints, NGB-CS has been severely handicapped by not being able to hire permanent, experienced contracting personnel. To help mitigate this problem, the Active Duty Special Work (ADSW) program was successfully utilized to bring in experienced individuals from the states to support NGB tasks.

ASSISTANT FOR PROPERTY AND FISCAL AFFAIRS AND SPECIAL COMPETITION ADVOCATE

The Assistant for Property and Fiscal Affairs and Special Competition Advocate performs three major functions.

Manager of the United States Property and Fiscal Officer program

The United States Property and Fiscal Officers (USPFOs) work for the Chief, National Guard Bureau (CNGB). They are assigned to the National Guard Bureau and detailed to their respective state/territory. They are statutorily accountable for federal resources allotted to the National Guard of their respective state/territory and are responsible to look after federal interests in the state/territory.

The Assistant for Property and Fiscal Affairs manages USPFO appointments, retirements, officer evaluation reports, awards and other personnel matters; monitors Inspector General and other inspections of USPFO activities; coordinates on policy matters that impact on USPFO operations; plans and conducts annual USPFO conferences and USPFO workshops at ARNG Resource Management Conferences; advises the NGB, DA, DAF, and DOD levels; serves as the NGB member of the USPFO Advisory Council; publishes USPFO Items of Interest letters and USPFO reference library requirements; monitors NGB staff actions that impact on USPFO operations; oversees special studies of USPFO activities and organizations and performs special tasks assigned by the CNGB.

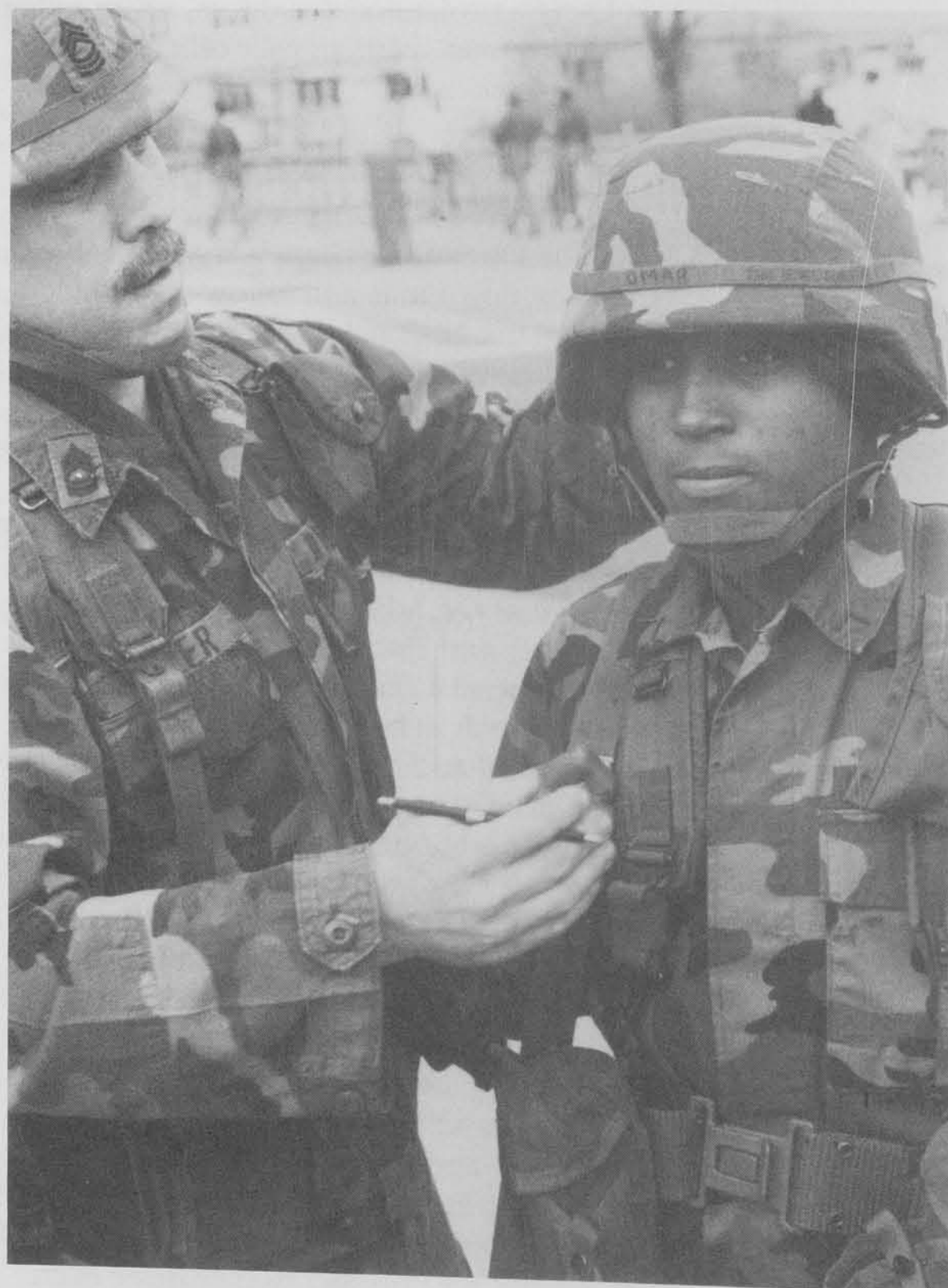
Special Competition Advocate for the National Guard

The incumbent is appointed by the Assistant Secretary of the Army (RDA) as Special Competition Advocate with the responsibility to insure that the provisions of the Competition in Contracting Act of 1984 (CICA-84) are complied with. The Special Competition Advocate develops the

Command Competition Plan, monitors command performance and submits quarterly and annual competition in contracting reports; approves/disapproves sole source procurements from \$100,000 to \$1,000,000; and provides recommendations to CNGB for approval/disapproval of sole source procurements above \$1,000,000.

Defense Regional Interservice Support (DRIS) Executive Coordinating Agent (ECA) for the National Guard

In this capacity the incumbent coordinates with the Office of the Deputy Secretary of Defense (Installations); the Installations Assistance Office, East; the Installations Assistance Office, West; various Joint Interservice Resource Study Groups (JIRSG) and the ECAs for other services (Army, Air Force, Navy, USMC, and DLA); and monitors NG interservice support agreements (ISSA).



INTERNAL REVIEW AND AUDIT COMPLIANCE

The Office of Internal Review and Audit Compliance provides National Guard Bureau leadership with in-house audit capability. It is a fundamental element of the Chief's internal control system and provides independent and objective information on which to base decisions. The mission of the Office of Internal Review and Audit Compliance is:

- To provide senior National Guard leaders with professional in-house audits which are responsive to their needs, are problem oriented, and which stimulate immediate corrective actions.
- To provide guidance, assistance, and training for state and territory internal review elements.
- To provide coordination and liaison with external audit agencies conducting business with the National Guard.

To accomplish these missions, the Office of Internal Review and Audit Compliance is staffed with 15 personnel. Manning consists of seven professional auditors, seven military auditing/management tour officers, and a civilian secretary.

Internal Review Operations

The Operations Branch is responsible for conducting audits and follow-up audits within the National Guard Bureau. As with any internal review activity, it supplements the audit coverage provided by the centralized audit organizations of the Army and Air Force.

Subjects for audit are submitted annually by the respective directors and their staffs, as well as the Adjutants General and US Property and Fiscal Officers. These recommendations are prioritized based on factors such as budget, risk, history, and number of auditor days available. This list is then briefed to the NGB General Officers for changes, additions, and deletions. Once the Chief, NGB approves the list, it is formalized and published as National Guard Bureau Annual Internal Review Schedule. The published schedule is evaluated several times during the year to ensure that it continues to meet the needs of Guard leadership.

This Branch also conducts "trouble-shooting" audits. These are quick response audits of a known problem. Any of the NGB General Officers may request such an audit. Normally, we conduct two or three each

year. In Fiscal Year 1990, we conducted two such quick reaction audits in the local procurement arena as an assistance to the NGB Inspector General.

During Fiscal Year 1990, the following major audit projects were undertaken:

Army National Guard

Training Site Utilization and Support
Unit Drill Attendance (Follow-up)
Training Site and Service Support Agreements (Follow-up)

Air National Guard

Professional Military Education Center
Internal Control Program
Incapacitation Payrolls

Joint Army and Air National Guard

Selected Reserve Incentive Program

The follow-up reviews listed above were accomplished as a follow-on to a previous audit. Department of Defense audit policy requires internal review offices to evaluate corrective actions taken as a result of audit findings and recommendations to ensure that reported problems are resolved.

State Programs and Training

In accordance with Department of Defense policy, the State Programs and Training Branch conducts an internal review quality assurance program. Entitled the Audit Management Appraisal and Assistance Program (AMAAP), it serves to ensure that State Adjutants General and US Property and Fiscal Officers receive competent internal review services. Under the AMAAP, each state/territory internal review element is visited once every three to four years by NGB auditors. The program evaluates the local program against Comptroller General and Department of Defense audit standards and policies. NGB auditors are often accompanied on AMAAP visits by members of the Office of the Assistant Secretary of the Army, who manage the Army's internal review program. Such visits enable them to evaluate the direction and capabilities of the National Guard Internal Review Program and to evaluate the competency of the AMAAP program itself.

During Fiscal Year 1990, sixteen AMAAP visits were made. Of the sixteen evaluations, Iowa, Rhode Island, Utah and Wyoming were recognized for their outstanding internal review program and received an Award of Audit Excellence.

This Branch also manages the National Guard Auditor Training Program (NGATP), taking advantage of auditor training courses conducted by both services. National Guard auditors are scheduled into the services courses based on quotas received at the State Programs and Training Branch; NGB further supplements that training with National Guard-unique training. The National Guard has received recognition for the quality of its in-house auditor training courses and has two of its primary courses accredited by the American Council on Education. The State Programs and Training Branch also contracts for computer training for auditors based on the educational requirements for all federal auditors prescribed by the President's Council on Integrity and Efficiency.

Below is a list of courses administered during 1990 by the Office of Internal Review and Audit Compliance. Identified following the course title is the proponent of the course.

COURSE TITLE	PROPONENT	COURSES CONDUCTED	ATTENDED FY 90
Basic Internal Auditing	NGB	1	29
Intermediate Internal Auditing	NGB	2	32
Trainee Auditor Course	USAAA	2	36
Intermediate Auditor Course	USAAA	4	50
Audit Report Writing	USAAA	2	38
Senior Auditor School	USAAA	4	30
Introduction to ADP for Auditors	USDA	2	47
Audit Refresher Course	NGB	1	24
Training School—Entry Level	USAFAA	1	1*
Audit Retrieval School	USAFAA	3	3*
Communications	USAFAA	1	1*
Introduction to Enable	NGPEC	1	1
TOTALS		24	292

* 1 NG auditor attended to evaluate course content for applicability within National Guard Internal Review.

Audit Liaison

The NGB Audit Liaison Officer serves as the Chief's central point of contact with external audit agencies. He facilitates agencies' audit efforts by arranging for briefings and conferences, notifying states/territories and activities of pending audits, ensuring that access to National Guard activities is granted, when appropriate, and staffing command replies to audit findings and recommendations. Counting all agencies, there are normally over one-hundred audits on-going within the National Guard at any one time.

INSPECTOR GENERAL

In 1990 we significantly expanded the National Guard Bureau Inspector General office in order to provide more timely, accurate, and professional responses to soldiers' and airmen's requests for assistance and inquiry into alleged improprieties. More importantly, we have fielded an Inspector General Inspection, Audit and Analysis Branch which will, for the first time, allow the Inspector General office to function proactively, identifying and solving functional problems within the National Guard-unique systems which supports soldiers and their families.

OFFICE OF ADMINISTRATIVE SERVICES

The Office of Administrative Services provides management, planning, and policy for Administrative programs and services of the National Guard at the National and State level.

Centralized Property Accountability/Acquisition

During the past fiscal year, the Support Services branch has implemented the Standard Property Book System-Revised (SPBS-R) to establish an automated means for property accountability for the Chief, NGB and the forty offices and divisions located in the National Capital Region (NCR).

Centralization of the funding programs utilized to support supplies and services required by NGB in the NCR has allowed NGB-AD to establish automated accounting methods to track and account how NGB resources are being utilized for day to day support of the Bureau.

Graphics

During FY 90, NGB Graphics completed the upgrading to the "State of the Art" computer systems utilized in the production of various presentation media. The Graphics office designed and produced 240 forms, 1633 signs, 174 cover designs and 12,235 vu-graphs for NGB offices.



Training

NGB-AD conducted a 5 day training workshop for the Support Services Supervisors of the 54 states and territories during FY 90. Blocks of instruction were taught on Mail Management, Publications Distribution Management, Records Management and the Modern Army Recordkeeping System, Publications Management, Freedom of Information/Privacy Acts, Government Printing Office Services, Printing and Copiers Management, Micrographics Management, Forms Management, and Automated Orders.

Approximately 494 Department of the Army Civilians were trained during FY 90, totalling over 5000 hours of job related training.

Freedom of Information/Privacy Act

ARNG and ANG Freedom of Information/Privacy Act requests increased again in FY 90 to a total of 401 requests.



Mail Management

For the first time ever, the States and Territories had to manage a pay-as-you-go budget for postage costs. The Army National Guard postage budget for FY 90 was \$11.5 Million. Official Mail Control Officers in the states and territories successfully found ways to save money and still get the mail out.

Publications and Printing Management

This year NGB-AD-PP has continued with the implementation of Command Publications. This series allows for command-level publications to be published by the Chief, National Guard Bureau. This change effected a change in the designation of current publications published by order of the Secretaries of the Army and the Air Force. The new designations are National Guard Regulations (Army) (NGR (AR)), National Guard Regulations (Air Force) (NGR (AF)), Army National Guard Regulations (ARNGR) and Air National Guard Regulations (ANGR). NGRs are published by authority of the Secretaries and establish new policy. ARNGRs and ANGRs are published under

the authority of the Chief, National Guard Bureau and implement current Army or Air Force policy. This new series allows us to co-write publications with our gaining commands (i.e., FORSCOM, MAC, etc.)

NGB-AD-PP also has continued implementing the Federal Printing Program as stipulated in AR 25-30. This year we have striven to educate the States on the budgetary process as it relates to printing to enable them to better manage the program. We have also researched ways to facilitate more expeditious and cost-effective means of printing. The inclusion of shipping and distribution of printed material in the printing contract was instituted to save the States money in the newly implemented pay-as-you-go mail.

NGB-AD-PP has implemented an audit of the States' pin-point accounts. We are currently being assessed 20% of the Army's cost in printing Army publications at a cost of approximately \$10 million. In the POM years we see a 50% budget cut in our publications budget. To be able to operate with these cuts, audits are required at the State level to ensure that only the required publications are being ordered from HQDA. These audits will evaluate both the number of titles ordered as well as the quantity of each title.

Advertising Distribution

The NGB Advertising Distribution Center has been established to receive, store and distribute Army and Air National Guard recruiting and retention advertising material and assorted NGB Public Affairs such as Heritage Prints, National Guard Almanacs. Additionally, this center supports NGB participation in the National Convention Program by supplying various exhibit material to conventions throughout the United States during the year.

Publications Distribution

The NGB Publications Distribution Center implemented the Automated Stockage System in FY 90. This system was installed to allow the Distribution Center to manage inventory levels of forms, publications and various other documents supplied to NGB and the 54 states and territories. This initiative was undertaken to ensure that inventory management techniques could be applied by the center, thus eliminating overstockage and shortages of inventory required by our various customers.

PERSONNEL RESOURCES

This is a new directorate which is comprised of Technician Personnel, family programs, total quality management (TQM) training, equal opportunity (EO), equal employment opportunity (EEO), civil rights, social actions, and military drug and alcohol abuse prevention. The unification of these "people programs" is designed to enhance support of the full-time programs through a unified approach and to maximize contributions to military programs and mission readiness.

The vitality of the technician force continued, with end-of-year strength at the highest level ever: ARNG 28,458 and ANG 24,119.

National Guard Personnel Data System-Civilian

Implementation of a National Guard version of the Air Force's automated Personnel Data System-Civilian was begun in earnest during the fiscal year. Thirty three of 53 sites have been converted to the new data system with completion projected for April 1991. The NGPDS-C will contain personnel records on 88,000 full-time Technician and AGR resources as well as produce automated standard personnel forms and many other suspense and management related products. Future plans are to augment NGPDS-C with SIDPERS interface and automated manpower capability.

Supervisory Development Program

The two-stage National Guard-specific supervisory development program began in 1989. To date 33 states have conducted the new supervisors orientation course and 38 states have conducted the basic supervisor training course. Approximately 15% of all supervisors have been trained. The aggressive training program of the states should result in the majority of the supervisors' participation in the development program by 1992. A study is under way to determine the feasibility of developing an advanced supervisory training course.

Labor Relations

During 1990, the Federal Labor Relations Authority (FLRA) issued numerous rulings on unfair labor practices, negotiability, and arbitration cases. Their decisions continue to recognize the unique character of the National Guard technician program, and the authority of the Adjutants General. The Association of Civilian Technicians (ACT) continues to unseat AFGE, NAGE, and NFFE locals, and now represents more technicians than any other labor organization. This is a trend which we expect to continue.

FEDERAL EMPLOYEES COMPENSATION ACT (FECA) PROGRAM—The nine NGB liaisons to the Department of Labor are really beginning to prove their worth. While there was an increase in actual dollar costs over the past year, a major portion of the increase came from an accounting adjustment which occurs every 13 years. In fact, without that accounting adjustment and inflation, the increase over 1989 is less than 1.5%. Still, we can improve, and reduce the outlay from the 1990 level of \$21,000,000. Two of the Liaisons developed a computer program which tracks the costs of the program to identify such problems as dual payments to health care providers and accounts which are incorrectly charged to the National Guard. That program has now been implemented, and should bear fruit during the next year. It is being studied by other agencies, some of which are not even in DOD, as a way of tracking and reducing their OWCP own costs.

Equal Opportunity

1990 was a year of National Guard commitment to a fresh new direction in Equal Opportunity. One of the major goals of the Chief, NGB is to make the National Guard a leader in Equal Opportunity.

The reorganization, which incorporates equal opportunity with other "people programs", while retaining EEO/EO program visibility and integrity is expected to provide excellent program results.

Inclusion of the three NGB Regional Personnel centers in implementing National Policies and providing support to local programs will prove a great assist.

MILITARY SUPPORT

During Fiscal Year 1990 requests were increased for National Guard support to civil authorities.

National Guard response for state emergency assistance requests from State Governors increased significantly. A total of 292 support missions were conducted in 38 states, by 23,171 National Guards personnel utilizing 207,187 Army and Air Guard mandays. In FY 90, the National Guard participated in six civil disturbances, 77 natural disasters, and 209 other emergency missions. Included in this total were civil disturbance and recovery operations following floods, tornados, hurricanes, earthquakes, forest fires, snow storms, and other natural disasters. The National Guard continues to provide humanitarian support by conducting search and rescue operations, supplying emergency power, potable water to communities, food distribution, providing shelter for the homeless, and evacuating the critically ill and injured.

Counter-Drug Activities

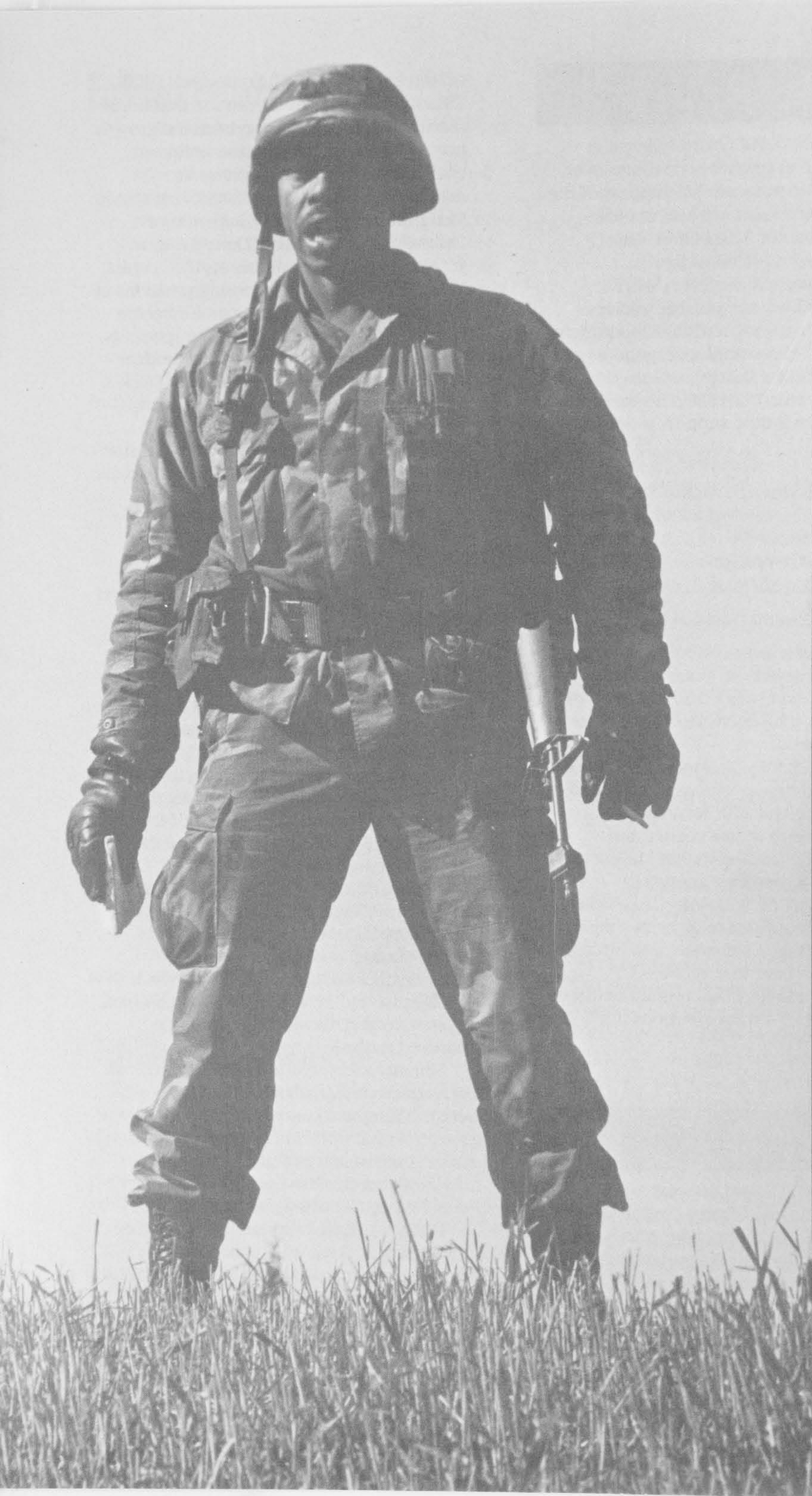
The role of the National Guard in the DOD counter-drug program for FY 90 dramatically increased in support of drug interdiction and counter-drug operations of federal, state and local law enforcement agencies. During FY 90, all states, territories, possessions and the District of Columbia utilized a total of 532,899 mandays/workdays in the execution of 5,155 separate support operations. During the peak marijuana eradication season, it was not uncommon to have 2,400 volunteer National Guard personnel on duty on a given day. As nearly as possible, Guard personnel were assigned duties that conformed to their individual occupational specialty. These duties included aerial and ground reconnaissance and/or surveillance operations and inspection of commercial cargo at land border entry points, seaports and international airports. The transport of law enforcement personnel and contraband, special training programs for law enforcement officers as well as National Guard personnel and numerous radar and imagery missions unique to National Guard capabilities were other support missions provided.

Equipment used in these missions included various tactical ground transport and cargo vehicles, communications equipment, tactical radars and night vision devices. Army National Guard (ARNG) rotary wing aircraft employed in counter drug operations include OH-6, OH-58, UH-1, and UH-60; ARNG fixed-wing aircraft include OV-1D, C-7, C-12 and U-21. Air National Guard aircraft employed included RF-4C reconnaissance; C-12, C-21, C-26 and C-130 transport; and the KC-135 tanker.

National Guard personnel provided support to various law enforcement agencies in eradicating 6,730,064 marijuana plants last year. They have assisted in confiscating over \$18,314,373 in cash. They also helped seize over 33,916 pounds of cocaine. Other Guard assisted seizures included 27,021 pounds of processed marijuana, 487 pounds of heroin, 466 vehicles (includes air and watercraft), 614 weapons and 63,480 rounds of ammunition. National Guard personnel supported operations that resulted in 1,318 arrests. With the assistance from the Guard, the United States Customs Service was able to inspect 14% of all containers arriving from cocaine source or transit countries, up from 4% prior to National Guard support.



**ARMY
NATIONAL GUARD**



MANPOWER

The Army National Guard full-time support program provides a cadre of over 55,000 full-time personnel in support of the overall ARNG mission, with an annual budget in excess of \$2.0 billion. The program includes ARNG Active Guard/Reserve (AGR) soldiers, ARNG technicians, active component soldiers assigned to the ARNG, and the Department of the Army civilian employees who work at the National Guard Bureau.

As of 30 September 1990, the breakdown of authorized full-time support positions was as follows:

Technicians	28,457
AGR	26,164
DA Civilians	406
Active Component	65
TOTAL	55,092

Growth is the most critical issue facing the full-time support program today. Although we experienced limited growth in FY 90 our shortfall continues to threaten overall readiness.

AGR PROGRAM - National Guard Bureau requested 900 new positions to be added in FY 90 and received 250. New force structure, mission requirements, and increasingly demanding training requires additional AGR manning in units.

TECHNICIAN PROGRAM - Technician requirements continue to grow at a rapid pace. Force structure changes and force modernization have intensified our maintenance and logistical requirements. We requested 1570 new positions in FY 90 and received 337.

PERSONNEL

DESERT SHIELD and the year 1990 ushered in a decade of new challenges for the Army National Guard. The ARNG was directed to reduce its paid end strength by 10,000 personnel prior to the end of FY90. This required the Full Time Recruiting Force (FTRF) to meet the challenges of a smaller force that integrated quality soldiers with higher levels of unit readiness to meet mission objectives. To accomplish this tasking, each State was assigned a strength

ceiling to be met by 30 September 1990. This sudden departure from the traditional recruiting mission of unconstrained growth presented the States with the unique challenge of force reduction while maintaining a recruiting posture that would foster future growth. The initiation of Operation DESERT SHIELD on 2 August 1990 will test the readiness of ARNG units. The global threat, the opposing positions of Congress and the Department of Defense (DOD) on the use of Reserve Components, Gramm-Rudman-Hollings defense budget reductions, the implementation of Quick Silver, the results of the Congressionally directed Force Mix Study and DESERT SHIELD all create uncertainty as to the size and mission of the ARNG in the next decade.

Strength

Fiscal Year 90 opened with an assigned end strength of 456,960, a record high attained during FY 89. Early in the second quarter of the new fiscal year, the ARNG was directed by DA to reduce end strength to a ceiling of 447,300. This reduction in strength allowed the ARNG to selectively retain qualified soldiers and improve readiness.

As a result of this directive, assigned strength continued to drop throughout the fiscal year and by 30 September 90 had reached the low of 444,224, 3,100 below and 99.3% of the objective, reflecting 94% of authorized. Officer strength of 50,164 was 100% of objective and 99.5% of authorized. For the first time in the past ten years, it was necessary to restrict officer accessions to meet end strength objective. Enlisted strength of 394,060 was 99% of objective and 93% of the ARNG authorized, again reflecting the recruiting constraints imposed earlier in the year.

Minority strength of 106,921 reflected 24% of assigned strength. Black enlisted strength declined for the second consecutive fiscal year to end at 68,258, 17% of enlisted strength while officers reflected a gain of 114 to end at 3,076, 6% of officer strength. Aggregate Black strength was 71,334, 16% of assigned strength for FY 90.

Female strength continued to gain during the fiscal year. A record number of 4,855 females were recruited. The fiscal year ended with 3,707 female officers, 7.4% of officer strength; 27,758 enlisted females made a total of 31,465, 7% of assigned strength.

Enlisted Personnel

Enlisted accessions were 76,605, 108.5% of the programmed objective for FY 90, approximately 5,500 over FY 89. The FY 90 accession mix was programmed at 50% nonprior and 50% prior service. This objective was to fill the large number of specialist and private first class positions, and to access the high quality members of the local community from the age groups which historically have had the best retention rates. The actual accession mix was 47.4% nonprior service and 52.6% prior service.

Enlisted Personnel Procurement

Nonprior Service (REP)	36,163
Prior Service	40,442
Total Enlisted Gains	76,605
Total Enlisted Losses	90,610
Enlisted Extensions	64,705

FY 90 enlistments reflect a higher quality of personnel than in FY 89. The ceiling objective for Category IV enlistments was established at 9.0% for the FY. At the beginning of the FY, as a seasonal trend, Category IV enlistments rose from the FY 89 level of 9.6%. Subsequently, further restrictions were imposed on this category. The FY ended with a 8.9% CAT IV rate. Nonprior service enlistments in Test Categories I-III were up to 91%, exceeding the objective. High School Diploma Graduates were 32,978, 89.3% of the nonprior service enlistments.

Enlisted losses of 90,600 were above the programmed objective due to the mandated reduction in strength. Expiration Term of Service (ETS) losses were 18,100, while Non-ETS losses were 72,500, 87% and 122% of their respective objectives. The loss ratio was 20% ETS to 80% Non-ETS.

Attrition Management

Attrition Management programs in the Army National Guard during FY 90 were greatly taxed by the second quarter budget decision to bring the end strength down by 10,000. Attrition was 2 percent higher in FY 90 than in FY 89; however, projected losses for FY 91 should return to a rate below 20%.

Incentive Programs

The Montgomery GI Bill has continued to provide educational benefits to Reserve Component members who are attending undergraduate college. To be eligible, soldiers must be high school graduates,

enlist or extend for 6 years and complete Initial Active Duty for Training. Benefits range from \$35 to \$140 a month up to a maximum of \$5,040. To date, over 76,000 members of the ARNG have used the benefits of the Montgomery GI Bill. The number of users is expected to reach 85,000 by 1992.

The Selected Reserve Incentive Program provides enlistment bonuses that may be either a \$2,000 critical skill or \$1,500 unit bonus. Additionally, the program offers a retention bonus, an affiliation bonus, the student loan repayment program and the health professionals loan repayment program.

Officer Personnel

FY 90 officer strength of 50,164 represented a net gain of 52 from FY 89. The attrition rate for officers was 11.2% in FY 90. ARNG initial commissioning accessions for FY 90 came from a variety of sources.

FY 90 Initial Accession Source

ROTC	48%
OCS (STATE)	37%
OCS (FED)	6%
DIRECT APPT	5%
OTHER	4%

Warrant Officer strength remained stable at 19% of the authorized officer strength for FY 90.

WO Strength (FY 90 vs FY 89)

Authorized	Assigned
FY 89 11,346	9,879
FY 90 11,494	9,619

The Army National Guard continued to improve the quality of the officer corps during FY 90 through increased civilian and military education requirements. The new military education requirements recently approved for the Reserve Component Officer Education System (RCOES) are scheduled to be implemented in the Army National Guard beginning in FY 92. The requirement to have 60 semester hours of college credit for appointment in the ARNG was effective beginning FY 90. The implementation of this requirement did not have a significant impact on officer accessions in FY 90 due to the six year transition beginning in FY 84.

Army Medical Department recruiting continued to improve ARNG officer fill in medical units to 92% of authorized. Surgeons are the only shortage area of concentration remaining in the AMEDD structure.

MOBILIZATION READINESS

Mobilization

A return on investment from the Army National Guard Mobilization and Deployment Exercise Program became clearly evident during FY90 as the process of federalizing units in support of Operation DESERT SHIELD began. Exercises conducted during the past five years have all been designed and executed specifically to prepare ARNG units for mobilization and deployment. In August 1990, the capability levels achieved through this exercised program resulted in ARNG units called to active service for Operation DESERT SHIELD being federalized within established time lines, fully prepared for validation and meeting the established deployability criteria.

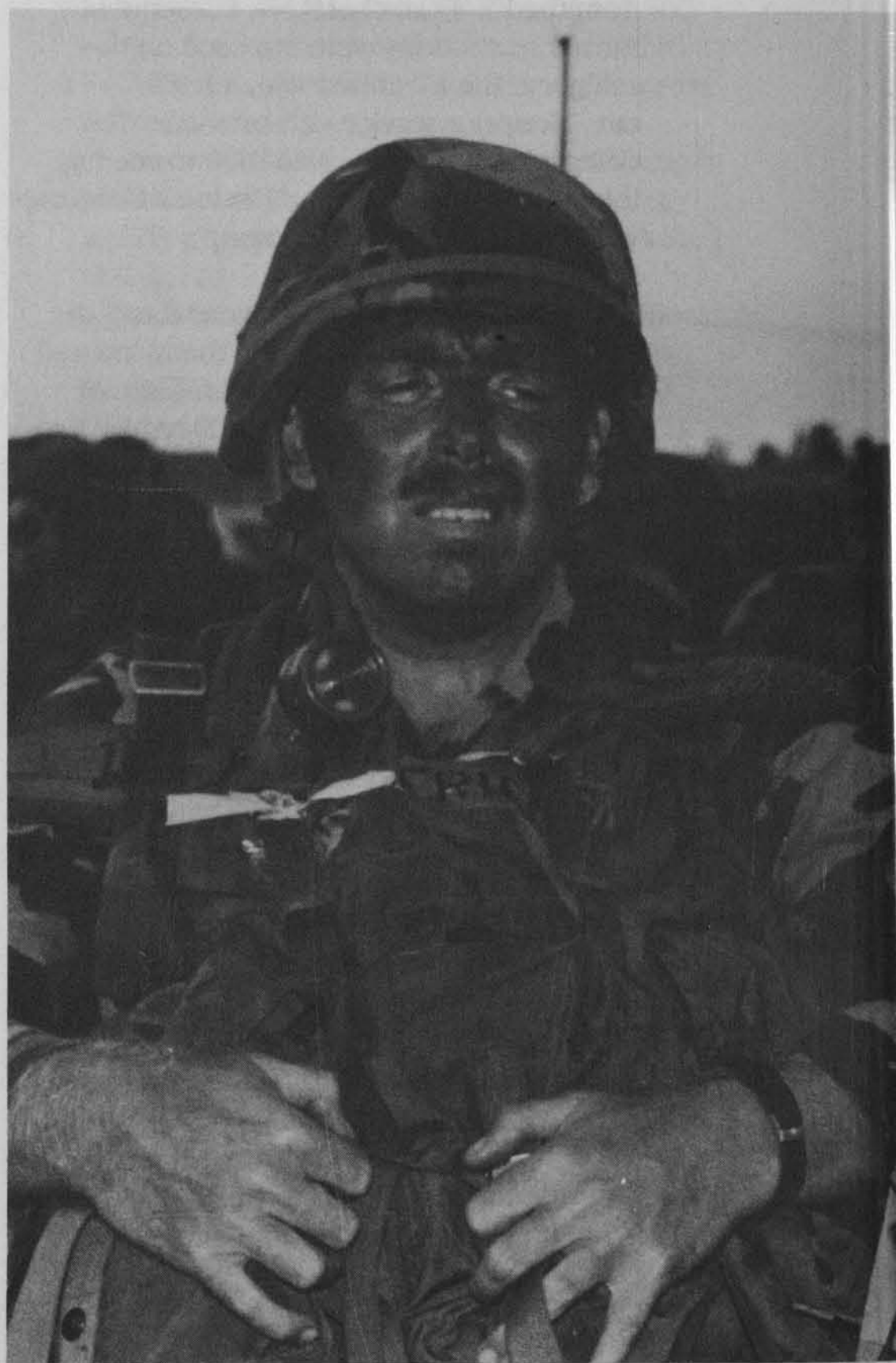
Mobilization exercises conducted by the Army National Guard, in addition to Department of the Army and Joint Chiefs of Staff directed mobilization exercises such as PROUD EAGLE, OPTIMAL FOCUS and CALL FORWARD, contributed directly to the efficient manner in which ARNG units were alerted and federalized. Among the FY 90 achievements, Operation DESERT SHIELD will go on record as having prompted the smoothest federalization in history. All ARNG units arrived at designated mobilization stations at unprecedented levels of preparedness which assured the deployment cycle would not be disrupted.

The ARNG Mobilization Exercise Program consists of four exercises designed to address all phases of the mobilization process. Three of these, the State Area Command Exercise (STARCEX), the Mobilization and Deployment Readiness Exercise (MODRE), and the Readiness for Mobilization Exercise (REMOBE) are executed as comprehensive evaluations of unit mobilization plans, administrative procedures and personnel preparedness. The Emergency Mobilization and Deployment Readiness Exercise (EMDREX), is an exercise designed to test the capability of selected high-priority ARNG units to assemble, prepare, outload and depart for the mobilization station within 72 hours of federalization. The EMDREX has become the cornerstone of the ARNG Mobilization Exercise program which insures that the first to be called upon sustain the high levels of preparedness required.

In FY90, the ARNG conducted 744 exercises. Prior to Operation DESERT SHIELD, 650 exercises were planned for FY91. The 94 exercise decrease from FY90 is due to budget constraints. It was quite evident during the execution of Operation DESERT SHIELD that the mobilization tasks practiced in exercises provides a solid foundation for executing well under actual call-up situations.

Exercising critical mobilization skills in peacetime such as crossleveling personnel and equipment, identifying non-deployable personnel, updating key personnel rosters and validation of unit records enabled ARNG units to arrive at mobilization stations fully prepared to immediately assume DESERT SHIELD missions. This preparedness considerably lessened the administrative processing load of the mobilization station, and improved the availability time for meeting the CINC needs.

The Army National Guard continues to provide personnel and units in support of Operation DESERT SHIELD as we enter FY91. The lessons learned will be of significant value in fine tuning the critical mobilization exercise program to ensure any future call for federalization can be executed with even greater precision.



Readiness

The aggressive ARNG intensive management program resulted in units being federalized in support of Operation DESERT SHIELD at readiness levels exceeding the Department of the Army's deployment criteria. Continuing improvements in Army National Guard unit resource and training levels resulted in a 7 percent increase in overall unit readiness during fiscal year 1990. These improvements are attributed to a 4 % enhancement in both military occupational specialty (MOS) qualification among personnel and the status of equipment systems.

These successes are evidence of the intensive management of ARNG unit resources at all levels, unit status improvement due to ongoing modernization, and the benefits derived from dedicated procurement funds provided by Congress. Though numerous personnel and equipment transfers were executed in preparing units to federalize in support of Operation DESERT SHIELD, October 1990 Unit Status Reports reflect that positive trends in resource and training levels continued into FY91.

As of October 1990, all major combat units in

the ARNG which had been undergoing Headquarters, Department of the Army-directed reorganizations, conversions and modernization returned to a fully mission capable status. Overall ARNG readiness will be further enhanced as the ARNG participates in the Department of the Army force reduction program. Virtually every state and territory will be affected by force reduction considerations.

Readiness in the ARNG has never been better; however, specific equipment shortages still exist which adversely impact on ARNG unit capabilities to sustain wartime missions.

LOGISTICS

Equipment

Equipment on Hand (EOH) readiness improvement continued to be a key goal for the Army National Guard in 1990. Record equipment receipts have continued throughout 1990. These deliveries increased the ARNG equipment inventory to over \$29.0 billion at the end of FY 90. These receipts of the equipment from Army procurement and from Congressionally- mandated appropriations improved the ARNG posture to an all time high, over 75%, of its wartime requirement for equipment. These deliveries, coupled with the ARNG aggressive equipment crossleveling program, have improved the equipment on hand readiness rate to 91.4%. These efforts surpassed the ARNG FY 90 goal by 1.4% and placed more ARNG units than even before in a deployable status for equipment.

However, the advent of DESERT SHIELD required extraordinary actions by the ARNG in equipping units identified for deployment. Those actions resulted in an overall decrease of 4% in the number of units maintaining a deployable status for equipment. This reduction resulted from crossleveling efforts which raised the equipment on hand status of selected units to their authorized level of organization as opposed to the minimally acceptable standard for deployment.

The ARNG remains critically short of many combat support equipment systems. The value of equipment shortages remains over \$10.0 billion. Among the critical shortages are tactical vehicles, tactical radios and test measuring and diagnostic equipment.



Matériel Maintenance

Equipment modernization efforts of the past few years and the vital maintenance program funding support provided in FY 90 resulted in a vastly improved ARNG capability to meet assigned matériel readiness goals. FY 90 ARNG matériel readiness reports reveal an equipment readiness posture that compares favorably with Active Army standards. Increased command emphasis, and the effective use of programs designed to improve maintenance training and operations, have greatly enhanced our capability to sustain the overall good condition of the ARNG's fighting equipment.

The FY 90 Surface Equipment Repair Parts funding allocation of \$174.5 million provided a substantial increase of \$5 million above the FY 89 funded level. The most notable improvements were realized in the increased stockage levels of vital combat essential repair parts stocked at unit level to support mobilization and deployment. Efficient management of the ARNG maintenance program ensured that adequate resources were provided to fully support ARNG day-to-day maintenance operations. NGB also initiated many successful maintenance training programs designed to improve both maintenance management and operations. These training programs were used to improve the effectiveness of supervisors in the conduct of maintenance programs. A series of fleet management depot maintenance programs designed to enhance the fighting capability of ARNG equipment were satisfactorily funded in FY 90. The ARNG FY 90 Depot Overhaul program funding allocation of \$58.5 million provided adequate funds to modernize and support the major overhaul of aircraft, combat vehicles, trucks, radios, communication equipment, and engineer construction equipment.

The most significant ARNG depot maintenance program improvements were provided by the increased use of Coordinated Logistics Support Programs (CLSP) that provided vastly improved "Maintenance turn around time" for the rebuild of ARNG equipment. The ARNG was the first MACOM to establish a CLSP program for communications security equipment. The CLSP-C program will ensure timely repair and return of a limited supply of COMSEC equipment.

Transportation

Travel agencies that support the Army National Guard, Scheduled Airline Ticket Office (SATO) and Ask Mr. Foster (AMF), have Leisure Travel Programs that offer rebates to the organization when unofficial travel is reserved through their travel agency. This program is designed to benefit morale support programs from the rebates generated and to increase the incentive to use contracted services for leisure travel.

The ARNG eagerly sought to obtain the authorized 3% and 5% leisure travel rebate funds for the States. These rebate funds have been going to Active Army installations located in the States. Through coordination with the Department of the Army, Community and Family Support Center, NGB has arranged for the States to have an option to receive the rebate funds they generate.

Food Service

Results of inspections and assistance visits indicate the overall ARNG Food Service Program has improved; however, work is still needed in the accountability and training areas. Training courses and assistance programs have been developed to enhance the technical expertise of food service personnel. For FY 90 the subsistence budget grew to \$58.3 million. Another \$691,000 was allocated for State Food Management Assistance Teams. The reduction of food service personnel and the implementation of the Army Field Feeding System into the Reserve Component will make the challenge of Food Service in the ARNG great.

Defense Movement Coordination

NGB and FORSCOM have been working together since 1984 to fully implement the Defense Movement Coordination (DMC) Program. This initiative will reduce mission training detractors at the unit level by providing unit movement training and assistance to ARNG commanders, and provide central control of military convoys in CONUS.

Full-time staffing requirements have been validated in 39 states. Full-time DMCs will be responsible for training unit movement officers and assisting with development, maintenance, and execution of movement plans. In addition, the DMCs will, using an automated system called "Mobilization Movement Control" (MOBCON), approve military convoys. Using MOBCON, the DMCs will "deconflict" convoys in CONUS and provide necessary coordination with the State Departments of Transportation.

ORGANIZATION AND TRAINING

The training goal of the Army National Guard for the 1990s is to train to be prepared to mobilize, deploy, fight, and win upon commitment with the gaining CAPSTONE command.

Training Aids

Numerous training aids and simulators are being delivered to the ARNG in order to support the individual and unit training goals in a realistic, quality, and economical manner.

The Electronic Information Delivery System (EIDS) was delivered to most ARNG units during FY 90. Fielding to remaining units will continue through FY 91. The ARNG has purchased approximately \$10 million for the procurement of approximately 1000 hours of interactive courseware from TRADOC service schools. Although only 100 hours has been delivered, NGB continues to coordinate with TRADOC to ensure that the development of interactive courseware gets a higher priority by the TRADOC service schools.

The Mobile Conduct of Fire Trainer (M-COFT) is designed to train tank commanders and gunners on target acquisition and gunnery skills. Presently, 23 M60A3 M-COFTs have been delivered along with 1 M1 and 4 M2/M3 trainers. One additional M60A3 is planned for FY 91 along with 8 M1 simulators.

The Multiple Integrated Laser System (MILES), which simulates individual and vehicle hits during tactical training, is currently being fielded to ARNG units. So far 3 platoon sets per battalion and squadron have been delivered.

Military Education

The Military Education Branch trained over 80,000 soldiers during FY 90. TRADOC service schools, VO-tech schools and individual readiness training schools were used along with Army area schools, USARF schools, Regional Training Sites - Maintenance and regional NCO academies. 6,204 soldiers were trained in Reserve Component Primary Leadership Development Course (RC-PLDC) at the regional NCO academies. 172 soldiers attended MOSQ training, 521 AGR soldiers completed active-component PLDC, and 235 AGR soldiers completed active-component Basic Non-Commissioned Officer Course

(BNOC). One of the most significant accomplishments for FY 90 was the coordination with FORSCOM/TRADOC for initial planning for a RC BNOC and Advanced Non-Commissioned Officer Course (ANCOC) to insure that these courses would be available for all MOSs.

The Regional Training Sites-Maintenance, (RTS-Maint), program provides hands-on direct support and general support maintenance training on current and force modernization systems. Transition and sustainment training for twenty-five (25) designated military occupational specialties (MOSs) is provided. FY 91 programs of instruction (POIs) will include MOSQ, BNOC (Phase II) and ANCOC (Phase II). NGB has proponentcy for thirteen (13) RTS-Maint sites, the latest of which is to be located in Pearl City, HI.

All but two states have been trained on the Army Training Requirements and Resources System (ATRRS), a major Department of the Army information system for support of institutional training missions, which provides training management information to training MACOMS or agencies and to Army schools and training centers. ATRRS maintains information at the course level of detail, produces reports, analyzes graphs, and selected data displays pertaining to requirements, entrance, graduates, training loads and associated information.

In FY 90 12 infantry and 2 engineer companies provided OPFOR support at the National Training Center. Seven brigades, three divisions and one troop command went through the Leader Training Program.

Change 3 to FORSCOM/ARNG REG 350-2 was completed during FY 90 and should be released soon. This change provides long range training guidance, describes four year training strategies, changes 1R and 2R training assessments, and defines brigade and division minimum force participation for field training exercises so that battlefield operating systems (including maneuver, fire, support, air defense, intelligence, mobility, command and control, and combat service support) are stressed.

FORCE MANAGEMENT

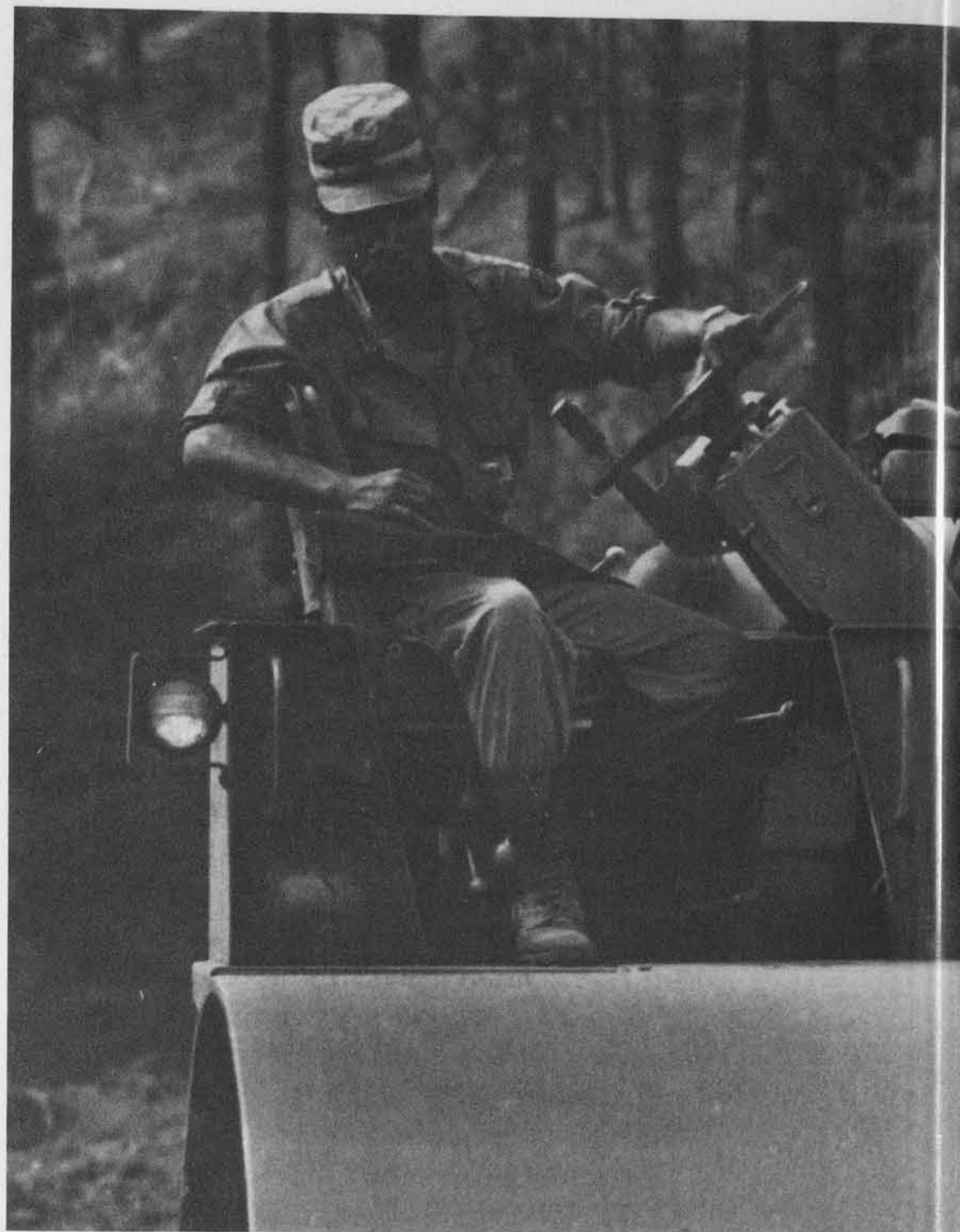
Recognizing the need to place additional emphasis on force structure matters, the Army Directorate, National Guard Bureau reorganized, creating the Force Management Division. The mission of the Force Management Division is to plan, introduce, integrate, and sustain across functional lines, the doctrine, force structure, modernization and equipment authorizations essential to fielding an Army National Guard combined arms team that can fight and win the Air Land Battle now and in the future.

Force Structure

During FY 90, force structure actions were centered on programming the Army's Quicksilver plan into the Army National Guard's command plan. This action required a total review of the entire Army National Guard force structure. Other significant actions during FY 90 included designing a force structure plan that will alleviate combat readiness problems of units located in hard to support areas and conversion of units to "Army of Excellence" design.

With the recent decision to add an Army National Guard Combat Brigade to the Active Army's 4th Infantry Division (Mechanized), the Army National Guard has once again proved its ability to be an equal partner in the Total Army. The 116th Cavalry Brigade located in Idaho, Oregon and Nevada, along with the 2nd Battalion, 120th Infantry located in North Carolina were selected for this important task.

In FY 90, the ARNG activated two Hawk Air Defense Artillery battalions, a Chaparral Air Defense Artillery battalion, a Mobile Army Surgical Hospital, a Chemical Brigade headquarters and numerous Military Intelligence units.



COMPTROLLER

Leisure Travel Rebate Program

The Army Comptroller and Logistics Divisions, in conjunction with the U.S. Army Community and Family Support Center, developed and implemented a program to provide funds generated from nonofficial travel arrangements made through contract travel agencies. The program provides the Adjutants General with direct control over funds for morale, welfare and recreation type activities. Thirty five states are currently participating in this rewarding program.

Cooperative Funding

The Comptroller Division is continuing to be the focal point in securing approval from the Secretary of the Army (Financial Management) for advance payments in ARNG cooperative funding agreements. This has resulted in more responsive service to the twenty states currently utilizing this method of funding.

Standard Army Technician Payroll System (STARTEPS)

The system is under contract with the Unisys Corporation for evaluation and revision. The goal is to modify and enhance the current system as well as to incorporate controls and checks to minimize human error. The revised system will result in a more efficient and effective payroll operation.

Electronic Funds Transfer (EFT) is now a reality in 90% of the states. Currently 44.4% of the technicians participate in EFT.

Incapacitation Pay

The concept of an Incapacitation Management Advisory Committee was developed to assist states to process incapacitation cases with more accuracy and success. Twenty-nine states have received authority to approve their own cases up to 6 months, a result of their having an active Incapacitation Pay Review Board and correct case submissions.

A handbook covering responsibilities of the unit commander in regard to incapacitation pay was published in February 1990. It addresses such issues as medical care, fiscal constraints, the fundamentals of incapacitation benefits, line of duty investigations, duty/drill status, and transportation. With this, commanders should ensure their soldiers are properly cared for. NG PAM 37-5, "Management of Incapacitation Pay and Allowances," is being revised.

Productivity Capital Investment Program (PCIP)

An additional source of funds is currently available to the Army National Guard under the Productivity Capital Investment Program. The objective of PCIP is to increase productivity, improve readiness, and reduce operating costs through timely investment for capital tools, equipment and facilities that amortize in 2-4 years. The program serves as an excellent means of funding worthwhile productivity projects that cannot be funded through the regular budget because of other priority requirements. During FY90, PCIP funded 125 projects for a total of almost \$2.5 million. With the addition of another position in the ARNG PCI Program, 101 Post

Investment Analyses (PIAs) were conducted in FY 90. These reviews are required to validate the savings estimated for the projects at the time of submission. The number of PIAs is a significant increase over the number accomplished in previous years.

Communities of Excellence

Another program recently introduced to the Army National Guard is the Army Communities of Excellence (ACOE) Program, which is closely related to the governing principles of Total Quality Management (TQM). ACOE is designed to instill pride by fostering excellence in services and facilities for the soldier, with an eye toward improved readiness.

Various standards of excellence have been developed covering ten functional areas by which states/territories will be evaluated. The first year of competition saw twenty-two states/territories vie for awards totalling \$500,000.00. The three winning states, North Carolina (\$250,000), Pennsylvania (\$150,000) and Louisiana (\$100,000), received their awards at a Pentagon ceremony in May 1990.



Military Construction

FY 90 appropriations were provided totaling \$237.1 million, including \$218.0 million for major construction, \$7.5 million for unspecified minor construction and \$11.6 million for planning and design. Congressional add-ons accounted for 64 projects totaling \$110.1 million. The FY 90 program includes 59 armories, 28 maintenance facilities, 11 aviation facilities, 33 projects at training sites, six USPFO-type facilities, four land acquisitions, one motor vehicle storage building and additional funding for the National Guard Center. On 24 January 1990, OSD imposed a moratorium on military construction. Because of the moratorium only 9 projects out of the 143 major construction projects were awarded during FY 90. These included two scout armories in Alaska; an armory addition in Arizona and a new armory in Minnesota; four training site projects and the National Guard Center. The moratorium has been extended until 15 April 1991. The unspecified minor program provides another 27 urgently needed requirements totaling \$7.5 million.

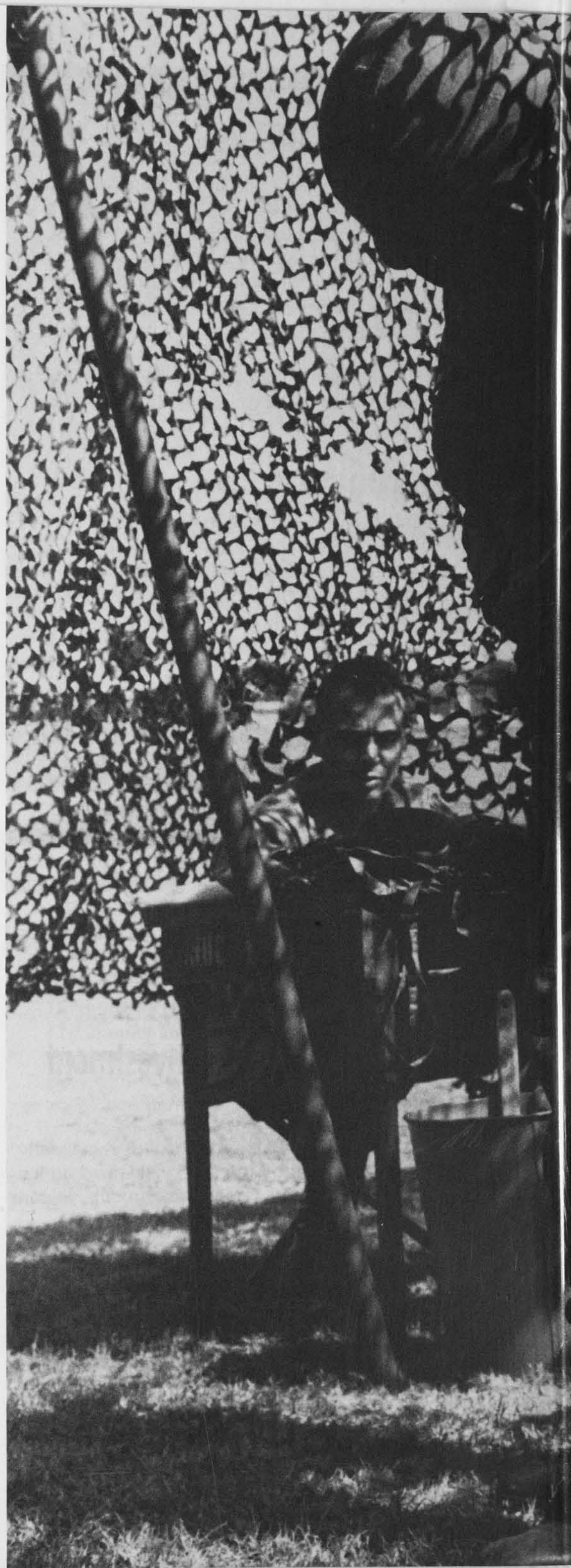
Training Site Support

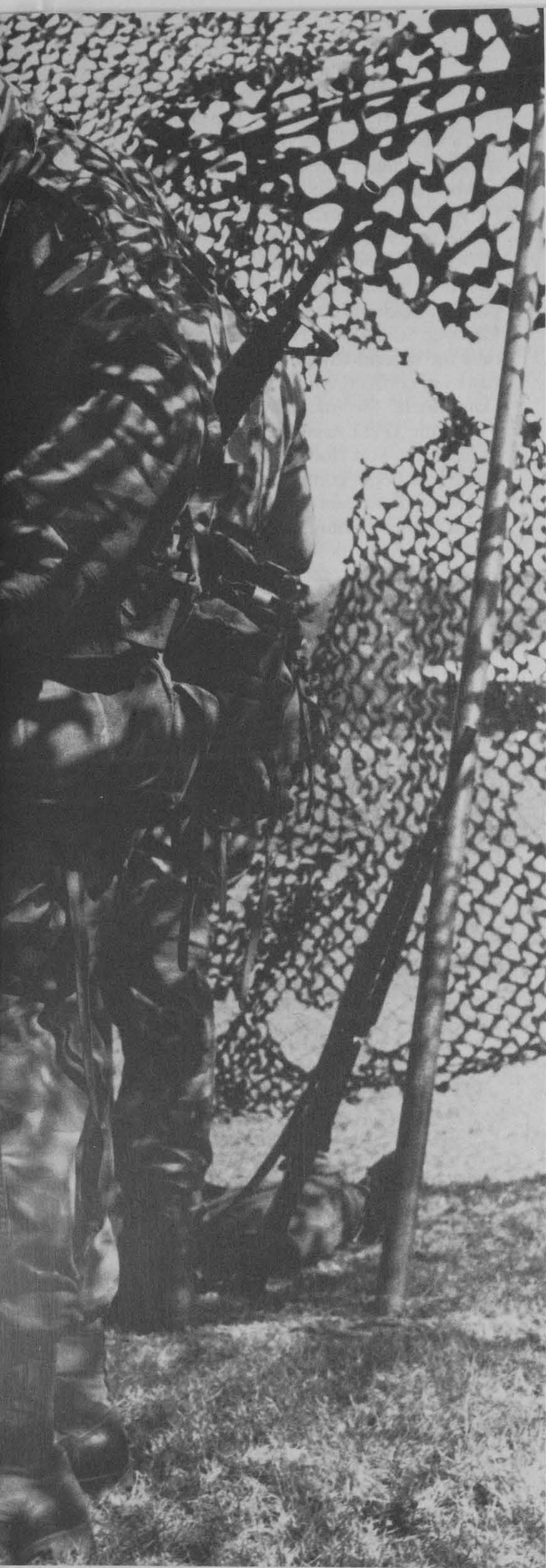
A total of \$80.0 million in FY 90 federal funds was allotted to support the year-round maintenance and operation of ARNG training sites. Federal reimbursement to the active Army for ARNG troops performing annual training at active locations amounted to \$6.7 million in FY 90. Training was also conducted at 275 state-operated training sites. During the period of this report, minor construction using OMARNG funds at these sites total \$5.1 million.

Federal funds in the amount of \$74.5 million for FY 90 were allotted to the states under 56 separate service funding agreements to operate, maintain, and repair the logistical support facilities of the ARNG. Included was \$6.2 million for facility leasing costs. These facilities are required for the care and safeguarding of federal equipment and property used by the states to perform their federal missions.

A program to counter the terrorist threat at armories located in high-risk areas was initiated in FY 85. In FY 90, \$11.5 million was allocated to this program.

The Armory Maintenance and Operations Program (AMOP) was initiated in FY 86 but no funding was available in FY 90.





AVIATION

The office of primary responsibility for both the Aviation and Safety Program in the ARNG is the ARNG Aviation Division. FY 90 was a stellar year for both programs.

Safety

The ARNG Safety Program is a success story. The Chief, National Guard Bureau established the unprecedented objective for aircraft accidents of zero. And year by year the aircraft accident rate in the National Guard Bureau steadily reduced. In FY 90 the ARNG, for the first time in the history of the Guard, for the first time ever in any major MACOM, recorded a "zero" Class A aircraft accident rate. Considering the scope of the ARNG aviation activities that operate from coast to coast, border to border and overseas, this is an incredible achievement.

The pursuit of excellence in the ARNG Safety Program was transferred to the ARNG at large when the responsibility of all safety was vested in the ARNG Aviation Division in the mid '70s. Throughout the Guard's many activities, all the programs that are measured; combat vehicles, POVs, soldier accidents, FECA, and health indicators have been steadily on a gradual downward glideslope. For example, the overall FY 90 ground accident rate was 38% below the FY 89 rate.

Jointly, State and ARNG efforts targeted the largest cause of ARNG mishaps - HUMAN ERROR. The achievements accomplished in the safety process in the ARNG are a result of a Total Quality Management philosophy that has existed for some years and the dedication at all Guard leadership levels to accident prevention. The Adjutants General and the Command Sergeant Majors of the several states deserve a special commendation for their personal involvement in the Safety Program.

Standardization and Training

This was also a year of monumental achievements for Aviation Standardization and Training. The ARNG Flying Hour Program recorded 437,690 hours, or 99.2% of the program, as adjusted, in FY 90. The initial budget provided for 431,700 flying hours. Support for the drug program and delays in fielding of new and displaced aircraft necessitated restructuring the program at midyear with further adjustments in 3rd Quarter. Included in the adjustments was a critical need to provide additional flying hours for counter-narcotics operations (CNOPS) for the several states. Counter-narcotics operations accounted for over 39,700 flying hours. Emphasis on this program resulted in over 23,000 CNOPS hours flown in 4th Quarter alone. More than 17% of the Flying Hour Program was accomplished at night; 6% was flown using night vision devices. In spite of safety of flight inspections with subsequent grounding of aircraft and repair parts shortages, the ARNG flew the most hours it has ever flown in its history.

The centralized Army National Guard Aviation Training Sites (AATS), located in Pennsylvania and Arizona, continued to provide standardization and specialized aviation training. These facilities are primarily missioned to "train the trainers." Flying hours logged at the Eastern AATS totaled 31,688, of which 11,316 were aircraft hours and 20,372 hours were in the simulator. The Eastern AATS trained 420 students in flight training courses, 141 students in simulator courses, 65 students in safety courses, 119 students in non-flying training courses, and provided 1,643 AH-IF Cobra Simulator and 3,185 UH-IR Huey Simulator Training sessions in support of regional simulator. The Western AATS logged 6,095 aircraft hours and 5,300 simulator hours for a total of 11,395 aircrew flying hours.

In FY 90 the Western AATS trained 256 students in flight training courses, 796 personnel in the Flight Weapons Simulator, 82 persons in Safety courses and 202 students in non-flying courses. These two training sites are the only Reserve Component training sites authorized to conduct helicopter instructor pilot qualification courses. They have the capability to provide an immediate expansion for the Army's aviation training base upon mobilization. Both installations

operate full time medical facilities, the only two in the ARNG. In FY 90, the Eastern AATS was second only to Ft. Rucker in the number of flight physicals performed.

Apache fielding to the ARNG continued in FY 90. Of significance was the certification of the 1/151 Aviation (Advanced Attack Helicopter), South Carolina Army National Guard, as combat ready. This battalion passed a rigorous training program at Eastover, SC and Fort Hood, TX to become only the second advanced attack helicopter battalion certified within the Reserve Component. Two more were trained during FY 90: the 1/111 Aviation, Florida ARNG, deployed to Fort Hood, TX for annual training to begin company-level training, returning to Jacksonville, FL to continue home station training; and the 1/211, Utah ARNG, received its 18 AH-64s and 3 UH-60s and began home station training in Salt Lake City, UT.

Eight additional advanced attack helicopter battalions are scheduled for the ARNG through FY 95. Operation DESERT SHIELD could delay the assignment of AH-64s to Texas in FY 91.

During FY 90 ARNG aviation in most states exceeded EODA requirement that 25 percent of aviators be mission qualified and maintain currency in night vision goggles (NVGs). Nearly 90% of the ARNG aviator rotary wing population of 6,000 are qualified in NVGs. Additionally, the ARNG took receipt of the first 2,000 Guard Mount Six (GM-6) produced by the Army. GM-6 is a specially designed flip up helmet mounting system for AN/PVS-5 night vision goggles, developed, evaluated and adopted by the ARNG, then adopted Army-wide.

Centralized Scheduling

The Centralized Scheduling Section (CSS), responsible for scheduling missions for the ARNG Operational Support Airlift (OSA) aircraft, played a critical role in Operation DESERT SHIELD during August and September 1990. They provided mission scheduling support for 64 Priority 1 missions which transported 17 passengers and 39,704 pounds of cargo while flying 489 hours. The CSS received 8,780 total requests for support in FY 90. Cost avoidance realized from this program was \$5,552,800. Additionally, the ARNG OSA fleet received two C-26 aircraft in FY 90 capable of carrying 18 passengers each. CSS now schedules missions for 24 C-12, 2 C-26, and 14 C-7 aircraft stationed throughout the several states. Current programs and budgets will add 13 U-21, 22 C-23, and 7 C-26 aircraft to the ARNG OSA fleet.

Modernization

The Aviation Division recorded its best year ever in logistics support to the aviation systems of the aircraft in the ARNG aviation fleet.

Efforts to modernize the ARNG have progressed through FY 90. The ARNG received 10 UH-60L aircraft that displaced UH-60s previously assigned in the ARNG. California's 1140th Aviation Company most recently received UH-60s. Fielding of UH-60s will continue through FY 91.

The ARNG received 40 AH-1 Cobra aircraft in FY 90. Many required depot maintenance prior to MTOE assignment. The DA DCSOPS decision to purge AH-1S aircraft from the Active Component and not reassign to the ARNG requires the ARNG to retain UH-1M helicopters longer than anticipated. The assignment of 18 later-model AH-1J aircraft to the ARNG in FY 90 was negated by requirements of Operation DESERT SHIELD.

The ARNG program to paint MTOE aircraft via the utilization of contractor field teams is progressing well. This program, being conducted at the Aviation Classification Repair Activity Depots (AVCRAD), provides appreciable cost avoidance to the ARNG. The labor costs are less than 50% that of Corpus Christi Army Depot. The added ferry flight costs that would have been incurred to fly an aircraft to Corpus Christi have either been minimized or totally avoided. The cumulated cost avoidance has allowed the ARNG to paint additional aircraft.

Repairable Management (RM) which replaced the Direct Exchange Program, continues to provide Army Aviation with a one-for-one exchange of components. RM has a first day fill rate (average) of 60-70 percent and represents more than 11,000 transactions per year. Repair cost of RM items is approximately 10% of replacement cost.

The Aviation Intensive Management Items (AIMI) program continues to be reduced by the U.S. Army Aviation Systems Command by an infusion of dollars. Management at AVCRAD level provides customers with support at the average rate of 86 percent of requisitions filled within the first three days. Repairable AIMI assets within ARNG AVCRAD's capability are repaired with an average 90 percent cost avoidance. Approximately 10 percent of the assets meet this criteria.

Finally, in terms of aviation force structure changes implemented in FY 90, the ARNG finalized their portion of the Army Aviation Modernization Plan (AAMP). This required careful crossleveling and reorganization across the entire ARNG aviation force structure. The result was a reduction of 596 aircraft requirements without serious degradation of aviator or unit readiness and a retention of the training, maintenance and community infrastructures. The following restructuring actions were completed in FY 90:

- ARNG Aviation Medical Evaluation conversion from 4 Aero Medical Companies and 19 Detachments to 19 Aero Medical Companies. EDATES for these actions were 30 Sep 90.

- 14 of the 24 Combat Enhancing Capability Aviation Teams (CECATs) were activated, with EDATES of 1 Sep 90.

- The three Theater Defense Aviation Battalions (TDABS), SOUTHCOM (1/132d) Aleutians (1/137th) and LANTCOM (1/192d) were activated with EDATES of 1 Sep 90.

CH-47C to D and CH-54 to CH-47D conversions continue based on DA fielding plans.

INFORMATION MANAGEMENT AGENCY

The migration of SIDPERS-ARNG to the Sperry 5000 computers at state level was completed with field testing in October 1990. The system has been fielded to a total of 24 states. The final increment will be implemented in January 1991.

Conversion of SAMIS and field-level SIDPERS software was completed by a contractor. Contractor software services were redirected to maintenance and enhancement of documentation.

The SAMIS and SIDPERS-ARNG migrations will be followed by the following systems:

- State Accounting Budget Expenditures Reservation System (SABERS)
- Standard Army Maintenance Reporting System (SAMRS)
- Retirement Points Accounting System (RPAS)
- Drill Attendance Monitoring and Reporting System (DAMPRE)
- Standard Army Technician Payroll System (STARTEPS)

All systems noted are currently being redesigned to operate on the Sperry 5000. Migration for all systems has been targeted for completion in the 1st quarter of Fiscal Year 1992.

Computer Operations Support

An AMDAHL 5850 computer was brought on line in February. In March parallel testing of SIDPERS began, and the first Standard Installation/Division Personnel System (SIDPERS) production run was made in June. After an operating system upgrade, the Total Army Personnel Data Base (TAPDB) was loaded on the AMDAHL in October. In May, a SPERRY 5000 from Manassas, Virginia, was moved to IMA and was used for a Supply Accounting Management Information System (SAMIS) systems development test. The IMA Communication Concentrator and the eleven supported states were made operational for NGNET in October.

Information Center

The Information Center of NGB-IMA continues to furnish answers and provide solutions to problems which surface at state level. Hardware support is furnished to NGB divisions and field agencies in the National Capitol Region.

National Guard Network

NGNET became operational in October, 1990.

This system provides the capability of rapidly transmitting data and written communications throughout the world via the Defense Data Network (DDN), and provides connectivity to the active Army component through DDN access.

Supply Accounting and Management Information System (SAMIS)

Migration to the Sperry 5000 computers at state level is in the final phase of testing. Contractor reprogramming was completed in June. However, fielding was deferred for additional improvements and upgrades that will ensure increased efficiency and capability. SAMIS will be field tested in Iowa in February 1991. Implementation to four states will start in April 1991, followed by fifteen states in June 1991. The entire system is scheduled to be fielded to all states by September 1991.

Training Support

NGB-IMA provides ADP training support to the states and NGB directorates through contract training and training supported by both the General Services Administration and the Office of Personnel Management.

Visual Information Functions

33 states have been issued Defense Visual Information Authorizations. All states are now in compliance with AR 25-1 for performing Visual Information functions.

SURGEON

Deployable Medical Systems (DEPMEDS) continues to be fielded to the ARNG.

Currently, 16 of our hospital units have been fully trained and fielded. DESERT SHIELD may slip the remainder of the fielding by 6 months, but is expected to return to the original schedule by FY 92. The remainder of the units will be fielded between 2nd Quarter 92, and 2nd Quarter 96.

The Regional Training Sites-Medical became fully operational during FY 90. They are the nation's premier DEPMEDS training sites. Each site trains both Reserve and Active Component Soldiers. Twenty-eight Reserve and 5 Active Component medical units along with one contractor have been trained this year. Next year's schedule includes both Air Force and Navy units.

The revised ARNG cardiovascular screening program implemented in FY 89 provided Phase II testing for ARNG personnel who

failed Phase I screening. Most ARNG soldiers underwent Phase I and II screening as part of their routine periodic examinations. The majority of Phase I failures were cleared in Phase II. With funds allocated to the states, the program continued unabated in FY 90.

The biennial requirement for HIV testing for all ARNG soldiers continues and the civilian contract to accomplish the testing remains the primary method of accomplishing the mobilization requirement.

Medical Corps strength in the ARNG is 80% with shortages in all areas and specialties. Army Nurse Corps strength is 100% with specialty nurse anesthetist and operating room nurse strength remaining at 79%. Emphasis is placed on obtaining and retaining physicians and nurses for critical MOS shortages.

National Guard nurses and the US Army Biomedical Research and Development Laboratory are conducting a field medical study to assess the level of AMEDD satisfaction with efficiency of field medical equipment.



AIR
NATIONAL GUARD



OPERATIONS, PLANS, AND PROGRAMS

Tactical Airlift

FY 90 was the most challenging year for the tactical airlift community in the history of the ANG. Hurricane Hugo quite literally whirled in the new year causing widespread devastation. ANG C-130s were called upon to airlift medical teams, medicine, building materials, and many other needed relief supplies into St. Croix, St. Thomas, Puerto Rico, and Antigua.

Tactical airlift units provided substantial support to active forces in joint airborne and air transportability operations. In addition to supporting ANG and Air Force Reserve (AFRES) deployments, ANG C-130s conducted missions involving airdrop and airland delivery of troops, equipment, and supplies to support U.S. Army and Navy training activities.

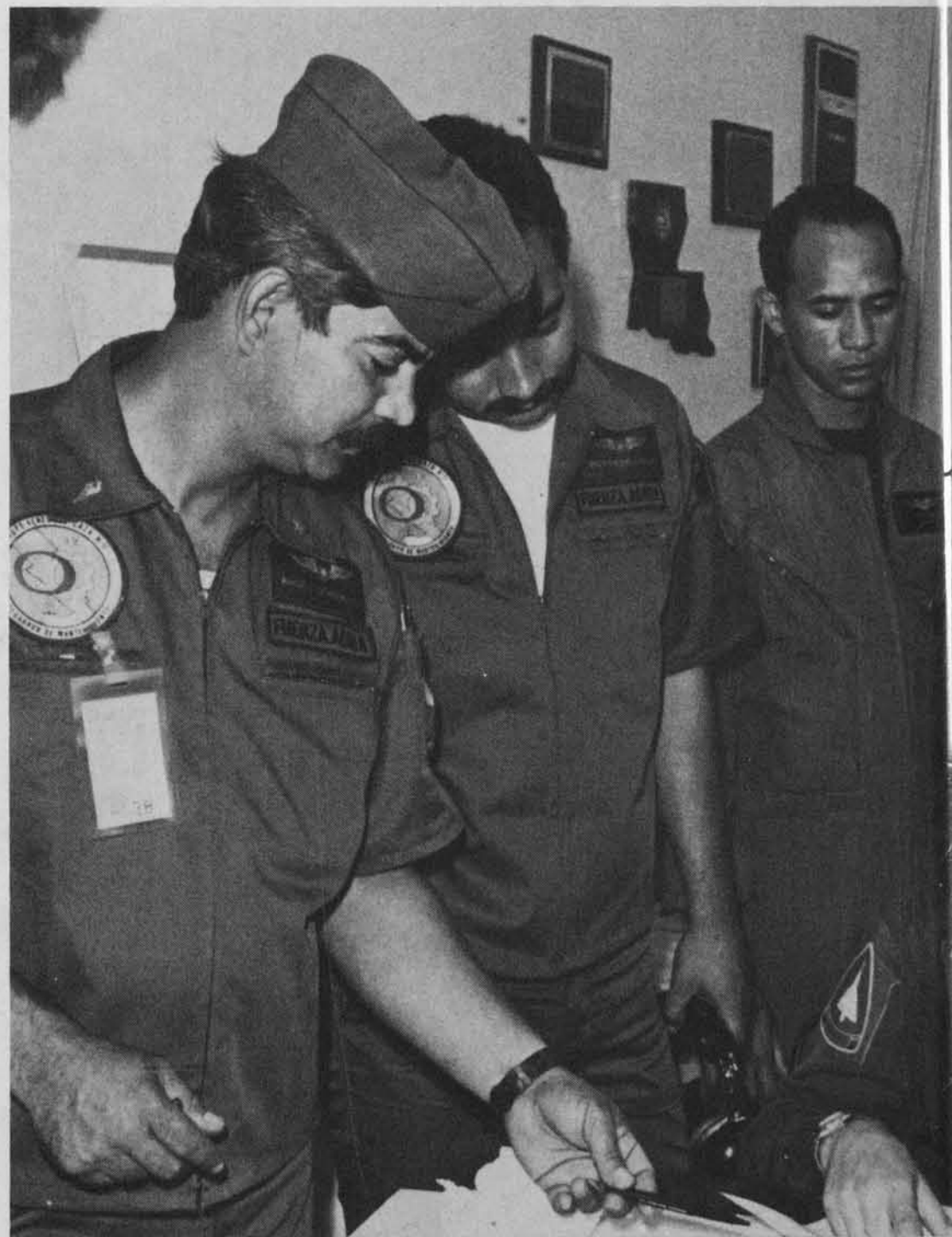
In response to major fires in California and Arizona, ANG C-130s from the 146th Tactical Airlift Wing, California ANG, the 145th Tactical Airlift Group, North Carolina ANG, and the 153rd Tactical Airlift Group, Wyoming ANG, dropped over 5.9 million pounds of fire retardant using the modular airborne fire fighting system. Using specially configured C-130 Aircraft, these crews are able to airdrop 27 thousand pounds of fire retardant per aircraft into non-accessible areas.

Volant Oak, a JCS directed deployment to Howard AFB Panama, has been ongoing since 1978. Volant Oak operations involve positioning six C-130 aircraft in Panama on a continuing basis, providing Southcom Theater Airlift. ANG units at Volant Oak participated in Operation Just Cause, the US ouster of Panamanian strongman Manuel Noriega. Units from the 146th Tactical Airlift Wing, California ANG, 136th Tactical Airlift Wing, Texas ANG, 139th Tactical Airlift Group, Missouri ANG, and the 166th Tactical Airlift Group, Delaware ANG contributed to the overall success of Operation Just Cause.

The 109th Tactical Airlift Group, New York Air Guard, continued to provide vital supplies to the Joint Services and Scientific Stations in Greenland. The unit transported cargo, fuel, and rations from Sondstrom AB and Thule AB Greenland, to the American and European ice drilling camps. In addition, 109th TAG C-130s supplied the Navy Warfare Systems

Command at Camp Ruby and Camp Crystal located on open ocean ice. 109th TAG C-130s are the vital link to the civilized world for the American and European science camps. The 109th TAG provides airlift to Antarctica and assisted the Greenland expedition society in recovering 2 B-17 and 6 F-38 World War II aircraft from the frozen ice on behalf of the Smithsonian Institute.

The closing of FY 90 brought on the largest challenge since Vietnam to the tactical airlift community. Operation DESERT SHIELD has proven once again that ANG C-130 units can be a key player in providing vital airlift. Our C-130s provided tactical airlift squadrons in United Arab Emirates as well as augmentation airlift for the Volant Pine Rotation in Europe, airlift for Mac Channel Missions and for Volant Oak during Operation DESERT SHIELD. Our aeromedical personnel were the first to deploy from tactical airlift units to DESERT SHIELD. These dedicated men and women continue to support DESERT SHIELD thru volunteerism and are backfilling active duty Air Force hospitals in the U.S. ANG C-130 units continue to respond when called upon. On any given day during Operation DESERT SHIELD 50% of our mission capable C-130 aircraft are flying missions.



Special Operations

The 193rd Special Operations Group, Pennsylvania ANG, is our only flying unit performing the special operations mission. The 193rd is gained by the newly-formed Air Force Special Operations Command. The unit's mission supports Comfy Levy, Volant Solo, and Electronic Security Command. The 193rd Special Operations Group is the most deployed unit in the ANG.

Air Rescue

ANG rescue units, to better align themselves with the active duty Air Rescue Service, have been redesignated as Air Rescue units. They are currently under the Air Rescue Service headquartered at McClellan AFB, California, which reports directly to Military Airlift Command.

All three ANG Rescue units (106th Air Rescue Group, New York ANG, 129th Air Rescue Group, California ANG, and the 210th Air Rescue Squadron, Alaska ANG) have converted or are converting to the MH-60G helicopter; these conversions are on schedule. The ANG Air Rescue Groups continue to be a vital part of the nation's space program through its support of the space shuttle.

Strategic Airlift

The two ANG strategic airlift units provide worldwide support for the National Guard Bureau and Military Airlift Command while continuing to meet individual unit training requirements. ANG strategic airlift units fly the C-5 Galaxy and the C-141 Starlifter; both provide vital parts of our nation's strategic airlift formula. These aircraft airlift personnel and equipment to support contingency operations worldwide. An integral part of the support for Operation Just Cause was provided by the 141st Military Airlift Group, Mississippi ANG and the 105th Military Airlift Group, New York ANG. Both units launched aircraft within 12 hours of notification. Operation DESERT SHIELD reaffirmed the value placed on these units when, once again, their immediate volunteer response to tasking provided critical airlift support during the initial deployment surge to Saudi Arabia. The 105th and 141st were (along with Texas' 136th Mobile Aerial Port Squadron) the first ANG units federalized during DESERT SHIELD.

Close Air Support

ANG F-16, A-7, A/OA-10, and OA-37 units provide close air support (CAS) to Army ground operations. During FY 90, ANG units flew over 1650 sorties in support of Ninth and Twelfth Air Force CAS requirements. These sorties reflect participation in Air Warrior exercises conducted at the National Training and Joint Readiness Training Centers. ANG CAS units routinely participate in numbered Air Force exercises in direct support of Army training exercises. The 174th Tactical Fighter Wing, New York ANG, became the first dedicated CAS F-16 unit in the USAF and continues to develop tactics for the total force in this aircraft/mission combination.

ANG Tactical Air Control Parties (TACP) provide liaison and ground forward air controller support to Army Reserve Component maneuver units. CAS support is integrated into Army ground operations by TACP elements providing terminal air strike control. During FY 90, ANG TACPs participated in numerous live and command post exercises world-wide.



Tactical Reconnaissance

The ANG provides 63% of the Air Force's tactical reconnaissance assets. The six ANG reconnaissance units are subject to worldwide tasking, a point emphasized by the deployment of the 117th Tactical Reconnaissance Wing, Alabama ANG, to Saudi Arabia as the initial theater reconnaissance asset. The addition of a sixth unit and the assumption of all Air Force reconnaissance training continue to highlight force structure changes that place an ever-larger share of reconnaissance capability in the ANG.

FY 90 saw continued employment of the Long Range Optical Photography System (LOROPS). Several units will be equipped with a newer version of the LOROPS in FY 91. This upgrade, coupled with the Advanced Tactical Reconnaissance System, will make the force viable well into the next decade. The RF-4C fleet has begun to receive the navigation weapons delivery system which increases reliability and capability.

ANG units deployed to the Reconnaissance Air Meet 90, a world-wide competition held at Bergstrom AFB TX, and claimed first place and three of the other top five finishing places. The year also saw continued efforts in the counter drug program and support of the National Forest Service.

Tactical Fighters

The ANG provides over 25% of the Air Force's tactical fighter assets. ANG assets include the F-4, A-7, A-10, F-15, and F-16, while major mission areas include close air support, air interdiction, air superiority, offensive counter air, and defensive counter air.

Three squadrons of the A-7D, which is unique to the ANG, have sophisticated equipment giving it a low altitude night attack capability. The F-4 has received the Navigation Weapons Delivery System modification making weapon delivery and navigation to/from the target area more accurate. The A-10, F-15, and F-16 all have extensive upgrade modification programs ongoing as well. ANG tactical fighter units regularly participate in CONUS and OCONUS deployments. Realistic, high-threat exercise scenarios, such as those provided at Red Flag, Maple Flag, and Air Warrior, increase survivability and combat effectiveness for all participating aircrews.

KC-135 Refueling Activities

The 13 ANG KC-135 units' primary mission is to provide strategic air refueling in support of the Strategic Air Command's Single Integrated Operational Plan (SIOP). During FY 90, ANG units provided 17 aircraft and crews to stand continuous, 24 hour SIOP alert. The alert crews and aircraft are capable of immediate response to short-term attack warnings.

In FY 90, ANG K-135 units also supported the European and Pacific tanker task forces. Tanker units deploy four aircraft and up to 200 support personnel to Moron AB, Spain; Anderson AB, Guam; Eielson AFB, Alaska; Solo AS, Norway; and RAF Upper Heyford, UK for two-week periods.

During FY 90, ANG units supported numerous higher headquarters deployments and exercises. In many cases, this support far exceeded the 20% pro rata share of the KC-135 fleet assigned to the ANG. Currently, all ANG tanker units are flying the reengined KC-135 aircraft, and supporting all taskings as required in support of DESERT SHIELD.

Aerospace Defense Forces

The ANG continued to carry the lion's share of the air defense of the Continental United States. With the scheduled deactivation of the last active duty Air Defense squadron, the ANG will soon assume sole responsibility in this area. FY 90 also marked the complete modernization of ANG air defense capability with the conversion of the final F-4D unit to the F-16.

F-16 units from the 125th Fighter Interceptor Group, Florida ANG, and the 158th Interceptor Group, Vermont ANG deployed to Howard AFB Panama in the inaugural rotations of the ANG's Sentry Nighthawk deployment program.

ANG air defense force have become increasingly involved in the drug interdiction program. Providing coverage through home station and alert detachments, the ANG has logged numerous sorties in support of suspected drug trafficker tracking.

Exercises and Deployments

ANG fighter, reconnaissance, and tactical air support units participate in CONUS and OCONUS exercises. Under the Tactical Air Command's tactical deployment program, these units deploy forces to overseas locations in support of theater exercises. Tactical deployment train units in theater operations and wartime employment roles.

Theater deployments such as Display Determination, Distant Hammer, Team Spirit, and Reforger allow ANG units to accomplish realistic wartime training while supporting JCS directed exercise objectives.

Airlift costs, which amount to more than 90% of the total deployment cost, range from \$.7 to \$1.3 million for the typical single-unit deployment. With the exception of JCS-sponsored exercises, NGB pays all airlift costs.



Pilot Training

Annually, the ANG receives 166 undergraduate pilot and 65 navigator training slots from Air Training Command. ANG pilot and navigator candidates attend training at USAF pilot and navigator training bases. Airlift specific follow-on training may be administered by the Active AF, ANG, or even the Air Force Reserve (AFRES). The ANG will normally see 140 pilots and 55 navigators complete this training and return to the units.

The 162d TFG, Arizona ANG, trains active, AFRES, and ANG F-16 and A-7 pilots. During FY 90, a total of 139 active duty and ANG pilots were trained in the A-7, while a total of 123 AFRES and ANG pilots were trained in the F-16. Additionally, supportive course work was taught in enemy defense penetration.

The 184th TFG, Kansas ANG, provides advanced flying training to active duty, AFRES, and ANG aircrews in the F-16. Initial flying training for inexperienced fighter pilots, as well as transition and instructor courses, are conducted.

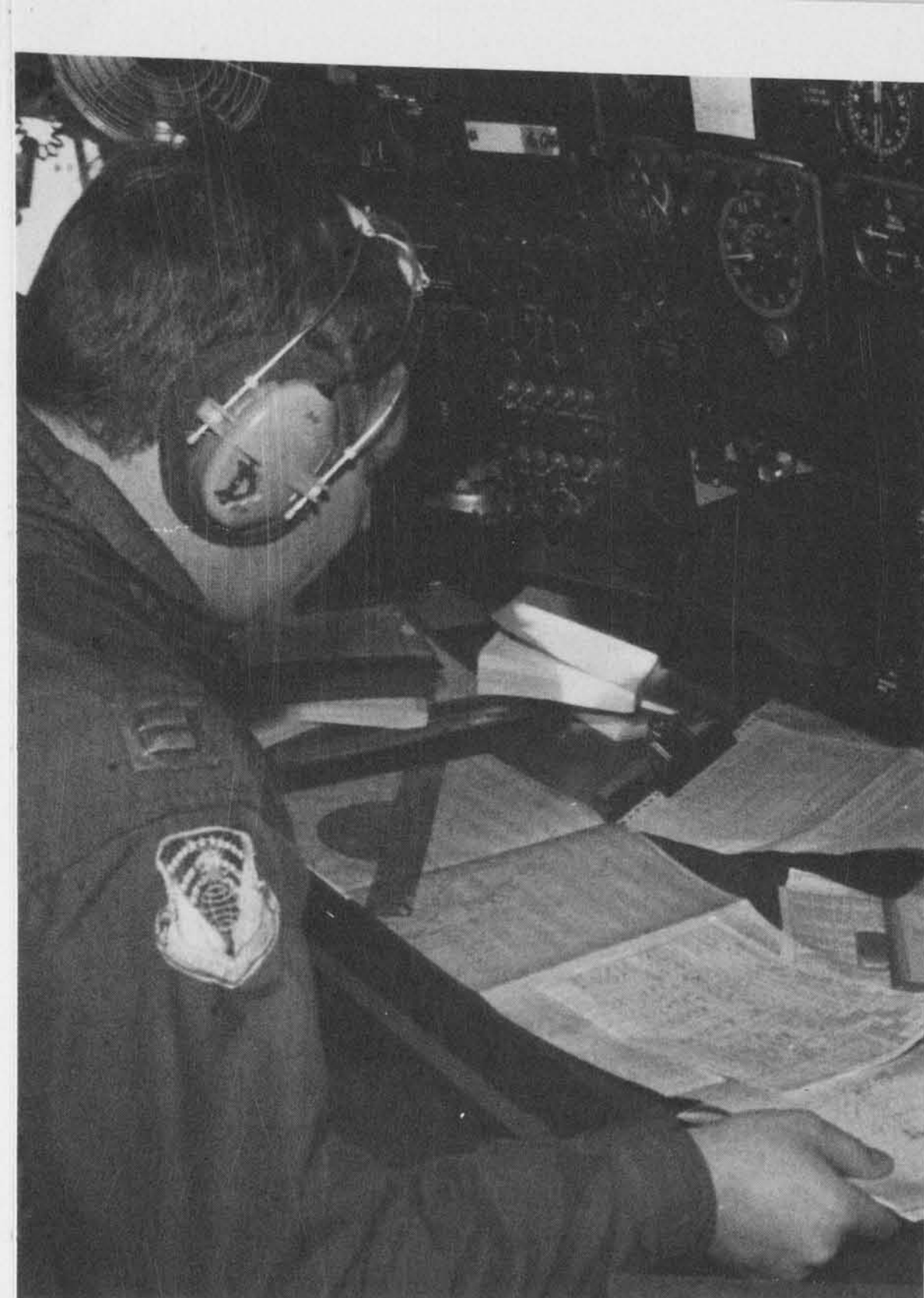
The 114th Tactical Fighter Training Squadron, Oregon ANG, provides advanced flying training for ANG pilots and WSOs in the F-4 and F-16 Air Defense mission.

The 124th TRG, Idaho ANG, is the ANG RF-4 training school. During FY 90, aircrews received training in basic, conversion, and instructor training in the RF-4. TOPOFF training was provided to active duty F-4 crews. The weapons school conducted courses in advanced air-to-air combat tactics and enemy defense penetration.

The 189th TAG, Arkansas ANG, teaches the broad spectrum of courses for multi-service users of the C-130. In FY 90, the 189th trained 83 active duty, 23 ANG, 12 AFRES, 13 Marine, 14 Navy, 10 Coast Guard, and 5 allied pilots in the C-130. Of the 50 navigators who completed training, 37 were active duty, 3 were ANG, and 10 were AFRES. Flight engineer and load master graduates included 48 active duty, 21 ANG, 16 AFRES, 2 Navy, 9 Coast Guard, and 4 allied personnel.

The 189th Basic Academic School provided 3-level AFSC academic instruction to 79 ANG, 2 AFRES, 34 Coast Guard loadmaster and flight engineer students.

The Advanced Airlift Tactics Training Center (AATTC) of the Missouri ANG provides advanced combat tactics training to active duty, ANG, AFRES, USMC, and NATO tactical airlift and special operations aircrew. In FY 90, AATTC trained 186 active duty, 168 ANG, 206 AFRES, 60 USMC, and 18 allied crew members.



Plans Division

The Plans Division has the responsibility to maintain a comprehensive operations planning program to include mobilization and readiness planning. This planning program responds to the needs of the Total Air Force by appropriately addressing long-range, force structure, deliberate, and mobilization planning as they pertain to the Air National Guard. The Plans Division maintains an active interface with HQ USAF, MAJCOM, NGB, and unit planners to ensure that ANG resources are wartime tasked within their authorized capability and included in the planning process.

The long-range planning process continues to guide us to the future, 15 to 20 years from now. During the first joint conference for the Guard the following Air Force initiatives relating to long-range planning were briefed and are scheduled to be included in the 1991 report: Volunteerism, future roles and missions for the Air National Guard, and methodology for force structure conducive to different types of

missions for the Air National Guard of the future. In addition, the Air National Guard participated with the Army National Guard in the Joint National Guard Long-Range Planning Scenario Building Seminar. During this workshop, the participants worked to create scenarios which will provide a basis for making efficient and effective decisions on the use of Guard resources in 20 to 30 years. The results, which will be shared with the states and the NGB staff, should be available in the spring of 1991.

A recent advance in the Plans Division is the installation of the Worldwide Military Command and Control System (WWMCCS). WWMCCS is a classified computer system which provides access to the Joint Operation Planning and Execution System (JOPES). Through JOPES the division personnel are able to retrieve realtime OPLAN data which will improve planning and execution of ANG forces. Information on Air Force OPLAN shortfalls can be provided to ANG Functional Managers for possible fill by Air Guard forces. During Operation DESERT SHIELD, the Plans Division has been an active participant in major teleconferences concerning the deployment of ANG forces. Use of the WWMCCS will help to streamline the planning process and enable us to better serve and support the Total Force.

Another advance involves management of Unit Type Codes (UTC). The UTC Management Information System (UMIS), formerly called the Contingency Logistics and Operations Database (CLOD), is a computerized database developed for functional managers and units to use in managing their resources. The UMIS was recently loaded onto a computer with a modem providing the functional managers with a more efficient way of updating their UTCs. Prior to this, functional managers were provided with a computer listing which they annotated and returned to the Plans Division for input into the system. With the addition of the modem, functional managers can now make changes to UTC information as soon as practical after receipt. All ANG units have also been provided with the same communications software package as the functional managers. With "Read-Only" privileges, the units cannot make changes within the database; however, they will have more immediate access to current data concerning their wartime tasking.

Counter-Drugs Division

A new division was created in FY 90 for counter-drug activities. The Counter-Drug Division is responsible for the plans, programs and coordination and support requirements for all phases of ANG participation in support of the DOD drug interdiction and prevention operations.

This division develops ANG policy and planning guidance for support to OSD, Air Force, Supporting Commands and State Governors in the drug interdiction and prevention activities. The division maintains staffing of Liaison Officers at OSD, JCS, CINCLANT, Customs Service, JTF-4, and Air Staff to keep NGB abreast of the ANG drug interdiction and prevention program. Counter-Drugs additionally develops the ANG plan for review, staffing, and implementation process for states' and territories' drug interdiction and prevention plans between the supported organization and the law enforcement/drug prevention agency requesting Air National Guard assistance and/or support as required. Ensuring drug interdiction and prevention activity is programmed, staffed, budgeted and carried out in accordance with

Congressional guidance/OSD policies and procedures is paramount. The staff identifies and defines critical Air National Guard counter-drug program operations and plans issues requiring resolution.

Finally, the division coordinates with OSD, JCS, Army, Air Force, Joint Staffs, State Military Departments and other federal, state, or local government on support operations to integrate their expertise into problem solutions.

The ANG actively supported LEA's through reconnaissance flights, imagery processing and analysis, tactical radar deployments, cargo inspections, and management, administrative, and logistical support.

Presently, the ANG is actively involved in the development of the NGB Drug Demand Reduction Program, to be implemented utilizing Total Quality Management (TQM). Also, being developed is a highly mobile and short notice response concept, the "Hub". The Hub consists of ANG aircraft, TACS radar, and ANG/ARNG helicopters. Easily deployable, the Hub assets can be utilized together or independently to support LEA's in detection, monitoring, tracking and apprehension.

RESULTS OF DRUG SUPPORT OPERATIONS

FY 90	
Cash Confiscated	\$18.3Million
Marijuana Plants Eradicated	6.7Million
Marijuana Processed Pounds	27,000
Cocaine Pounds	34,000
Heroin Pounds	487
Opium Pounds	367
Vehicles Seized	466
Weapons Seized	614
Ammunition Rounds Seized	63,000
Arrests Resulting	1,318

LOGISTICS

Continued modernization increased the value of the ANG aircraft inventory from \$23.2 billion in assigned assets in FY 89 to \$25.2 billion in FY 90. Aircraft conversions continued with the ANG receiving additional F-16, C-26, C-130H, KC-135E, and MH-60G aircraft. Major modifications continue on the ANG fleet. These include the Multi Stage Improvement Program (MSIP) for the F-15, the 220 engine upgrade for the F-15 and F-16 engine, and Self Contained Navigation System (SCNS) for the C-130. F-16 aircraft continue to be modified as Air Defense fighters to replace the older F-4 aircraft.

Maintenance and Supply

Expenditures for depot level maintenance support of all ANG aircraft engines totaled \$325.4 million in FY 90. In addition to the basic repair and overhaul actions accomplished at depot and contract locations, funds were used for field team support to ANG flying units.

In FY 90, the ANG implemented the new MICAP asset sourcing system (MASS). MASS provides real-time inventory visibility essential for lateral redistribution of spare parts to support high priority requirements. We believe MASS will improve mission capability and sustainability of ANG weapon systems.

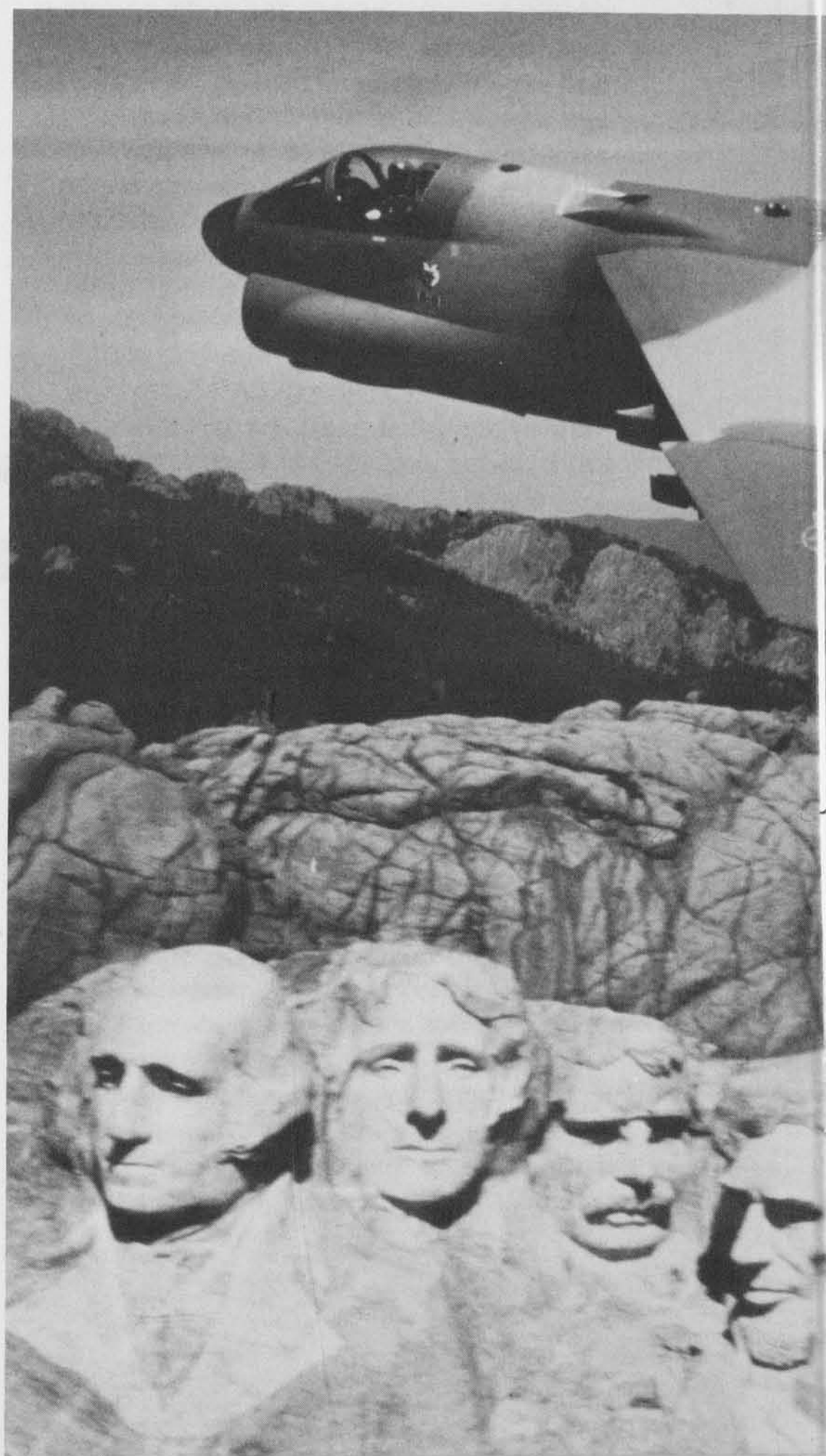
During FY 90, we implemented a plan to reduce spares levels in the ANG. Goals and objectives of the DOD Inventory Reduction Plan were successfully met resulting in a considerable cost avoidance of \$31.8 million. Additionally, close review and validation of overaged backorders resulted in an additional savings of \$1.9 million dollars.

In August 1990, the ANG established a quick response team within logistics supply for support of DESERT SHIELD. This logistics cell has located and redistributed millions of dollars of assets to support active Air Force and ANG units in the AOR as well as back-filling CONUS units to maintain readiness.

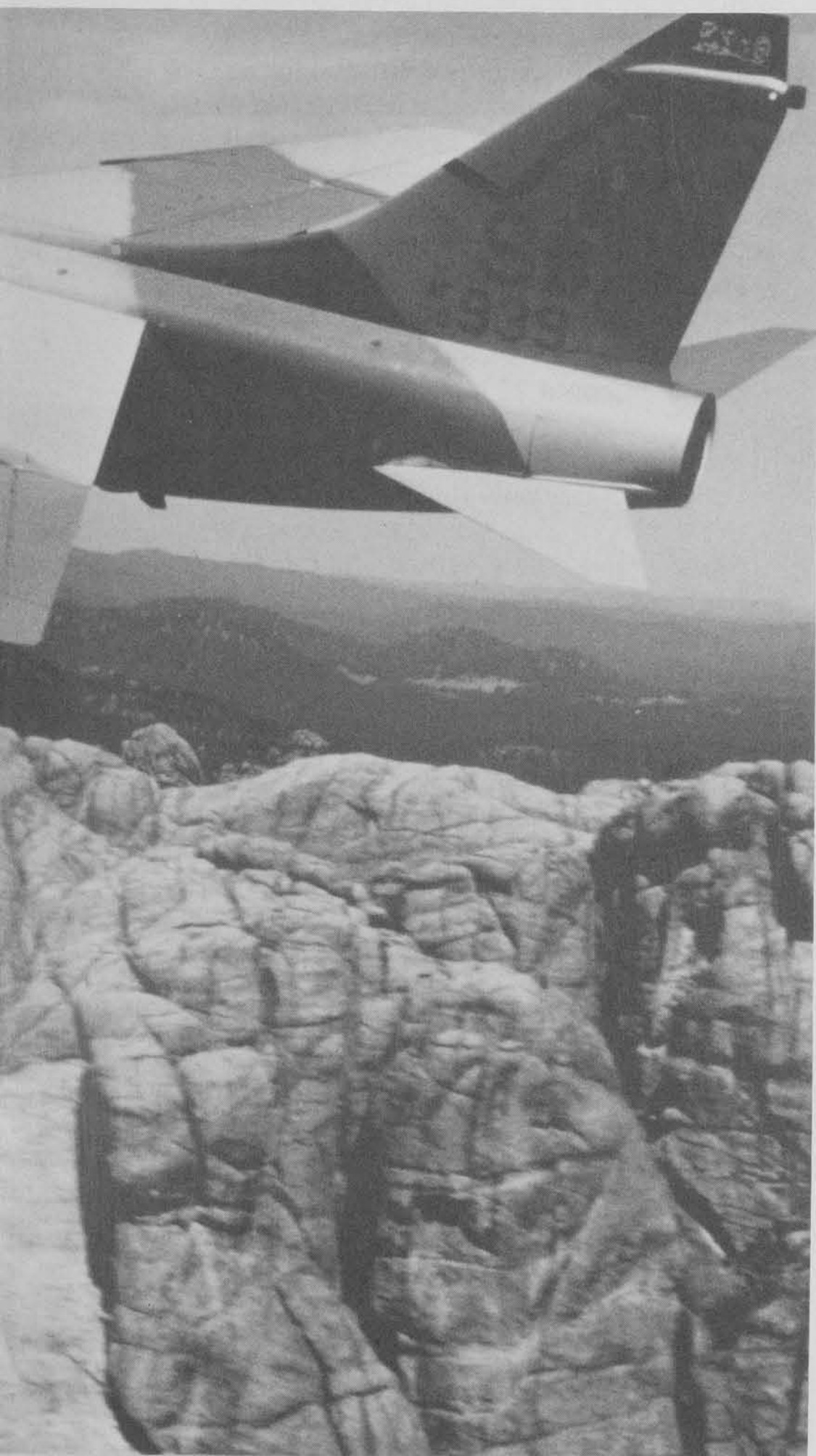
Logistics Automation

Automated capabilities in the ANG logistics communities continued to expand. 220 logistics plans offices have hardware in place to provide on-line connectivity of their office microcomputers with the standard Air Force computer system, the Sperry 1100-60. As a result, units have significantly expanded their ability to access the Air Force contingency operation and mobility planning execution system (COMPES). Unit level logistics planners now have the capability to rapidly plan and execute mobility-related operations. This has substantially improved Air Force contingency planner responsiveness in utilizing ANG forces for short-notice operations.

ANG fuels management sections were automated during FY 89. All flying units,



including the four training sites, are now equipped with microcomputers having both in-line and stand-alone capability. The systems function as terminals for processing fuels accounting transactions directly to the Sperry 1100-60 mainframe. In addition, the microcomputers are being configured to store and retrieve data for the Fuels Automated Management System (FAMS). The Air Force FAMS program will integrate three electronic data interchange projects: Automatic Tank Gauging (ATG), Automated Fuels Service Station (AFSS), and Automated Data Collection and Fuel Dispensing System (ADC/FDS). To further enhance FAMS implementation throughout the ANG, a FAMS "nuts and bolts" classroom course has been developed. Classes will be held in FY 91 on a quarterly basis at the Gulfport Combat Readiness Training Center.



Transportation

The Air Guard vehicle fleet remained in excellent shape. However, we are experiencing a decline in vehicle funding based on DOD budget cuts. This impact will be felt as the fleet deteriorates and replacement assets are not received. At the end of FY 90, the vehicle fleet consisted of 17,935 assets assigned against 18,193 vehicles authorized. The total value of our vehicle fleet was approximately \$535 million.

Air Force shortfalls in second destination transportation funds continue to present challenges in moving vehicles and equipment to Guard units. However, by taking advantage of available airlift resources and through judicious use of ANG transportation funds, all critical requirements were met during FY 90.

FY 90 has proven to be another active year for the ANG Aerial Port units. The Guard deployed 86 teams and over 1,700 personnel to Military Airlift Command ports world-wide where the ANG received valuable hands-on training on their wartime taskings. ANG Aerial Port units supported "VOLANT OAK" rotations to Panama with 90 personnel during FY 90. Additionally, aerial ports provided 120 volunteers in direct support of Operation DESERT SHIELD, and the 136th MAPS was one of the first three ANG units federalized.

In the airlift arena, we validated 62 MAC-operated special assignment mission (SAAMs) in support of exercises, logistics support requirements, unit moves, and federal drug interdiction missions.



REQUIREMENT AND DEVELOPMENT

During FY 90 the National Guard Bureau Office of Requirements and Development continued its efforts to improve the combat capability of Air National Guard weapons systems, with special emphasis on night operations capability. The program to provide an ejection-safe, long-duration-wear Night Vision Goggle (NVG) helmet which this office started last year is progressing well and providing valuable information. These helmets are scheduled to fly in the A-7K with an NVG-compatible cockpit. This will permit us to flight test the night vision helmet mentioned above. In addition, tests were conducted to determine the feasibility of using NVGs in the F-16B for air defense missions. Simple cost-effective methods to provide NVG compatible lighting for the F-16 were defined. As a result, the tests proved successful.

A contract award for an F-15/F-16 Part Task Trainer (PTT) was issued in late FY 90. This program, which was on time and under budget, provides a low-cost PTT that will permit home unit training. With the support of the Foreign Comparative Test funding,

testing was completed on a practice high drag munition. These tests revealed release and ballistics problems that make this off-the-shelf training ordnance suitable for release from fighter aircraft. We currently have no such training ordnance and efforts to fill this requirement are continuing. The process, begun last year, of formalizing a requirement for an Embedded Mission Debriefing System (EMDS) was completed with the validation of a formal Statement of Operational Need (SON) in early FY 90. It presents, for the first time, a need for recording home unit flight training for post flight reconstruction without the need for off-aircraft telemetry or tracking. This is greatly needed to improve training for our traditional ANG pilots. We have also increased our existing A-7 and F-15 training by adding low cost commercial 8mm video cameras and recorders to record the pilot's Head-Up Display (HUD). This allows better training on every A-7 flight at a fraction of the cost of comparable Mil Spec systems. Requirements definition for an F-16 8mm video system began in FY 90. In FY 91, we expect to acquire more systems for the F-15s and begin fielding systems for the F-16s.

The F-15 Multi-Staged Improvement Program (MSIP) continued for the Air National Guard with the Congressional add of \$42 million. This add allowed for the procurement of 25 more MSIP kits for modification of ANG F-15A/B aircraft. With this start into the program we intend to continue modifying ANG F-15s at the rate of their input into Programmed Depot Maintenance (PDM). The modification of all F100 engines to the 220E configuration was a priority set in 1988. The reliability and maintenance improvements realized through this modification is expected to save more than \$3 billion over the service life of the engine fleet.

During the 1988 ANG/AFRES Weapons and Tactics Conference the F-16 community identified survivability as the number one requirement. To meet this requirement we developed a phased approach to the improvement of electronic countermeasures across a spectrum of threats. The program is on track—providing new dispenser sequence switches that result in double the chaff and flare carriage capability, new expendable capability, and significantly increased reliability and maintenance. We have also identified a candidate for additional chaff and flare carriage and plan to certify this system in FY 91.

Airlift modernization continued in FY90 through over \$1 billion in acquisition and modification programs managed by NGB/RD. Fourteen C-130H aircraft were delivered to the 118th Tactical Airlift Wing at Nashville, Tennessee, the result of a FY 89 congressional appropriation. These were the first C-130 aircraft delivered with ground proximity warning system (GPWS) installed. This system helps prevent collisions with the ground using audible and visual aircrew warnings, even in the low-level combat environment. Also in FY 90 an additional two aircraft were appropriated for the 118th TAW and eight C-130Hs were appropriated for the 179th Tactical Airlift Group at Mansfield, Ohio. The Mansfield aircraft will be delivered complete with GPWS, Self-Contained Navigation System (SCNS), and wiring for defensive systems beginning in April 1991. These will be the first aircraft delivered from production with SCNS and provisions for defensive systems.

In FY 90 additional Mission Support Airlift (MSA) aircraft were delivered. Eleven Fairchild C-26A aircraft were bedded down in eleven states. All deliveries were on time and under estimated cost. These aircraft are used for economical, timely movement of state staff and aircraft parts and support of detached alerts and other unit mission requirements. The aircraft are capable of

moving 18 passengers or approximately 4,000 pounds of cargo or a combination of both a distance of 700NM. They can also be reconfigured and used in the aeromedical evacuation missions. A follow-on competitive program to the C-26 was begun in FY 90 to procure nine more aircraft with options for future ANG and ARNG requirements.

The ANG began to take deliveries of new combat rescue aircraft this year. Four MH-60G helicopters were delivered to Kulis ANG Base, Alaska as the first aircraft for the newly formed 210th Air Rescue Squadron. By mid-FY91, six helicopters each will be delivered to Suffolk County, New York and Moffett Field, California. Also, two HC-130 tanker-rescue aircraft will be delivered to Kulis with a third delivery in FY 92.

The ANG KC-135 fleet began installation of strobe lights to improve visibility and reduce the likelihood of mid-air collision in the busy civil airport traffic areas where our aircraft operate. Additionally, a separate VHF radio has been retained in the tanker aircraft as KC-135 modernization expands, and we are involved in a search for a replacement to the APN-59 radar.

Modification of the C-130 fleet made significant advances in FY 90. Self-Contained Navigation System (SCNS) began full-scale retrofit this year preceded by other long-awaited mods such as a new VOR/ILS, secure voice (Parkhill & VINSON), and ARC-190 radio. Other capability enhancing modification programs continuing in FY 90 included testing/installation of Combined Altitude Radar Altimeter (CARA), Enhanced Station Keeping Equipment (ESKE) for intra-formation positioning, Satellite Communications (SATCOM), High Frequency Auto Communications Processor (ACP), Microwave Landing System (MLS). Mission enhancing and self-protection modifications on the 193rd Special Operations Group EC-130 aircraft continued this year; and for the first time, a lead-in retrofit program began for installation of defensive systems on a few ANG tactical C-130s. A follow-on program is being planned for retrofit of the entire C-130 fleet.

NGB/RD has also been deeply involved in plans for procurement and modification of ANG aircraft, particularly C-26s, for counter-narcotics operations. Emphasis has been placed on economy in expanding capability of ANG aircraft for participation in this relatively new and important Department of Defense mission.



MANPOWER AND ORGANIZATION

In FY 90, change came in the form of reorganization and redefinition of ANG staff responsibilities. The former Manpower and Personnel Division became two separate functional areas: Personnel Directorate (NGB/DP) and Office of Manpower and Organization (NGB/MO). This reorganization formalized the distinct differences between personnel activities and manpower activities. More than a name change, this restructuring highlights the unique skills required in manpower and the lack of a trained recruiting base at unit level. Budget and force structure changes during FY 90 were keenly felt in all branches.

Despite these changes and substantial personnel turnover, NGB/MO set calendar year 90 goals with an eye to setting new high-water marks. By end of the fiscal year, nine out of ten goals had been met, with the tenth well within reach by end of the calendar year. Major accomplishments included 163 organizational actions processed; two manpower guides and two standards accomplished; 63 manpower planning documents developed and 33 SATAFs attended; complete rewrite & update of ANGR 26-4; completion of the ANG's first (and last) Commercial Activities (A-76) study which was successfully competed and remained in-house; negotiated conclusion of the A-76 program for the ANG; completion of a labor-intensive data base build of "Single File"; and, establishment of a lunchtime leadership-management self-development video program for NGB-Andrews.

NGB/MO services the largest MAJCOM level manpower population (141,000) with the smallest number of employees (53). Economically, our customer-to-employee ratio of 2,664:1 tracks very favorably with other MAJCOM activities: 1,682:1 (AFRES), 374:1 (SAC), 357:1 (ATC), 356:1 (TAC), and 339:1 (MAC).



PERSONNEL

The Air National Guard FY 90 end strength was 117,786. This record high strength exceeded the programmed strength of 116,900. Recruiting and Retention emphasis continues to be focused on marketing to, and accessing the right person for the job, and retaining those members whose performance warrants continuation.

Prior service personnel still account for the majority of our accessions, thus reducing training costs.

Prior Service	8,150 (66.1%)
Non-prior Service	4,173 (33.9%)
Total (enlisted)	12,323

ANG officer strength increased by 81, but fell 348 short of programmed strength. We accessed 1,188 officers, and lost 1,107.

Recruiting and Retention

On 1 January 1990, the Recruiting and Retention Division established a new Officer Recruiting Branch. The new branch is responsible for planning and coordinating all ANG officer recruiting activities including medical officers, JAG officers, and chaplains.

The ANG retention statistics continue to be the envy of other reserve components. We project a 10% loss of all members with less than 20 years satisfactory service at the beginning of the fiscal year. Our actual loss in this category was 8,793, or 9.25% during FY 90. Total losses in FY 90 equaled 11,775 or 10% of all members assigned at the beginning of the fiscal year.

Incentives are used to the maximum extent possible in recruiting and retaining ANG members, as we successfully justified, defended, and managed the \$11.8 million allocated to the ANG bonus program. The Montgomery GI Bill (MGIB) continues to be the single most effective inducement to recruit and retain ANG members. However, this vital program also continues to receive extremely close scrutiny as it must be defended before Congress each year. ANG participation in the MGIB was 18,157, or 33% of all eligible members. This program provides benefits to ANG members who are attending undergraduate college courses. The MGIB is further enhanced by changes which took effect in FY 91 to include the addition of vocational-technical training, flight training,

correspondence and independent study, and the ability to use benefits for undergraduate study after receiving a baccalaureate degree.

Marketing the ANG must be an on-going program, requiring consistency to insure the success of recruiting and retention. Keeping the ANG constantly in the eyes and on the minds of prospective applicants and centers of influence requires a steady, up-to-date advertising program that stays on the leading edge of today's marketing and demographic trends. The ANG succeeded in this area with revised literature, new advertising messages, and public service announcements produced during FY 90. New emphasis was placed on minority prospects and renewed weight given to health professionals and officer programs. The ANG received over \$3 million worth of free broadcast advertising time this fiscal year; the best of all the reserve components.

Overall, the ANG experienced an extremely successful year in recruiting and retention. The credit belongs to the 421 members wearing the ANG recruiter badge, the 93 Career and Education Managers, and the entire ANG recruiting/retention team which includes every member of the Air National Guard.

FY-90 ANG UNIT GAIN/LOSS RECAP 30 September 1990

OVERALL			
	Gain	Loss	Net
OFFICER	1,188	1,107	81
ENLISTED	12,323	10,668	1,655
TOTAL	13,511	11,775	1,736

FEMALE GAIN/LOSS DATA					
	Gain	%	Loss	%	Net
OFFICER	242	20.4%	131	11.8%	111
ENLISTED	2,208	17.9%	1,580	14.8%	628
TOTAL	2,450	18.1%	1,711	14.5%	739

FORCE ASSESSIONS MIX				
	Prior Service	%	Non-prior Service	%
OFFICER	1,075	90.5%	113	9.5%
ENLISTED	8,150	66.1%	4,173	33.9%

Personnel Data Systems

The Air National Guard Personnel Data Systems business in FY 1990 continued to center around the installation and conversion of the systems which were begun last year, National Guard Personnel Data System-Civilian and Personnel Concept III. Additionally, the level of interest in personnel management analysis information expanded into new areas.

The National Guard Personnel Data System-Civilian has now been installed at 26 Support Personnel Management Offices throughout the country, with the remaining locations scheduled for conversion by late spring 1991. This system provides heretofore unavailable personnel management information concerning all of the full time personnel resources, technician and AGR, both Army and Air, to the State Adjutants General and their staffs. A test of the interface with the Air Force Centralized Civilian Pay System has been successfully accomplished.

Personnel Concept III (PC-III), the newest base level personnel system, uses networking information technology to improve the quality and efficiency of personnel service to commanders, senior staff managers and unit orderly rooms, as well as the individual member. Although affected by delays due to contractual considerations as well as requirements to rejustify and reevaluate the necessity and efficiency of the program, installation and conversion began in earnest in FY 1990. A dynamic schedule is underway to install PC-III at the remaining ANG locations following the completion of nine locations as of the end of the fiscal year.

Extensive data gathering and analysis was conducted in support of the newly formed Human Resources Advisory Council in regard to their examination of the racial and ethnic distribution of the Air National Guard members. FY 1990 saw the Office of the Assistant Secretary of Defense for Reserve Affairs recognize the Air National Guard as having the most accurate critical data elements from among all seven guard and reserve components.

Military Personnel Actions

Since the congressional mandate to pre-enroll all members into the Defense Enrollment Eligibility Reporting System (DEERS), the Air National Guard is well ahead of schedule and expects to complete the pre-enrollment for the entire ANG before the June 1991 deadline. Operation DESERT

SHIELD is an excellent example of the importance of pre-enrollment.

The FY 91 Appropriations Act has authorized unlimited base exchange and MWR privileges and limited commissary privileges to those retired members who are eligible for pay at age 60, but who are not yet age 60.

The readiness capability of ANG Consolidated Base Personnel Offices has been put to the test in Operation DESERT SHIELD by utilizing the Combat Personnel Control System (CPCS). This system provides strength accountability to commanders. Also, to assist deployed commanders, the ANG has Personnel Support for Contingency Operations (PERSCO) Teams available. As of Dec 1990, ANG PERSCO Teams have not been deployed for DESERT SHIELD.

Emphasis on recognition of deserving ANG members and units continued. Senior Master Sergeant David M. Orange, Sr., 123d Tactical Airlift Wing, Kentucky Air National Guard was recognized as one of the USAF 12 Outstanding Airmen of the Year. Members of 34 ANG units were recognized for their direct participation in Hurricane Hugo Relief Operation through award of the Humanitarian Service Medal, and members of 58 ANG units were recognized for their direct participation in Operation JUST CAUSE through award of the Armed Forces Expeditionary Medal. The Aerial Achievement Medal became effective 1 January 1990 and is awarded to individuals in recognition of sustained peacetime operational activities while participating in aerial flight. Consequently, the Air Medal is now only awarded for specific extraordinary achievement while participating in aerial flight.

ANG Full-Time Manning

The actual technician end strength on 30 September 1990 was 24,119. This was 431 above the actual FY 90 level but was sixteen below the congressionally established floor of 24,135 and 191 below the funded level of 24,310. The primary reason for the under-execution was the call-up of selected units and individual volunteers participating in Operation DESERT SHIELD.

The Active Guard/Reserve (AGR) program continued to grow in FY 90, with the number of Air Guardsmen in the program increasing from 8,019 to 8,641. This strength was twelve over the funded program of 8,629.

COMPTROLLER

The FY 90 President's budget reflected appropriation requests of \$2,041.2 million for Operations and Maintenance (O&M), \$1,046.5 million for Military Personnel (MILPERS), and \$164.0 million for Military Construction (MILCON).

The O&M appropriation is used to finance the day to day operations of ANG activities. Congressional action increased the request by \$65.1 million, offset by a reduction of \$24.0 million. Additions included \$35.0 million transfer from Defense Stock fund to finance readiness, civilian pay raise additive (+1.6%), and additional KC-135 flying hours; \$14.2 million for reinstatement of FY 90 force structure reduction; and \$9.7 million for anti-drug programs. The reduction of \$24.0 million was included for Panama foreign aid, supply system efficiencies, and Coast Guard financing.

The MILPERS appropriation finances the pay, allowances, clothing, subsistence, travel, training, and retirement accrual costs of ANG members. Congressional action increased the request by \$4.5 million. Increases included \$6.5 million for force structure changes. There was a \$2.0 million reduction for strength utilization. The appropriation was also decreased \$15.4 for sequestration. Transfers to the appropriation included \$15.4 million to offset sequestration, \$4.3 million for BAS travel, \$2.3 million for ACIP increases and \$8.8 million for drug interdiction, \$6.5 million for CONUS and \$2.4 million for OCONUS.

The MILCON appropriation funds specific major and minor construction projects for ANG units in addition to the planning and design costs associated with ANG construction projects. Congress added the following major construction projects during FY 90: Martin AGS, Alabama, (\$3.0 million); Fort Huachuca, Arizona (\$2.35 million); Buckley ANGB, Colorado, (\$7.7 million); Sioux City, Iowa, (\$3.49 million); McConnell, Kansas, (\$8.9 million); Otis, Massachusetts, (\$5.2 million); Key Field, Mississippi, (\$12.0 million); Portland, Oregon, (\$6.0 million); Memphis, Tennessee, (\$16.7 million); and Truax Field, Wisconsin, (\$1.94 million). Additionally, Congress added \$5.95 million for planning and design and \$.5 million for unspecified locations for minor construction.

Other sources of funding for the ANG are Other Procurement, Air Force; Guard and Reserve Equipment; and Defense appro-

priations. The Other Procurement, Air Force, appropriation funds equipment items with a cost in excess of \$15,000. The ANG share of this appropriation was \$3.1 million during FY 90. The Guard Congressionally-directed appropriation provided \$236.66 million for the ANG. Funding included \$36 million for nine C-26A aircraft, \$42 million for F-15A/B MSIP, \$15.7 million for F-16 improvement programs, \$73.34 million for KC-135E modifications, \$23.11 million for counter-drug programs, \$42.95 million for modification installations, and \$3.66 million for base communications systems upgrades for the Air National Guard.

The Comptroller division became the focal point for NGB on coordination with the Active MAJCOMS for MPA workdays and dollars required to support DESERT SHIELD. The net cost of DESERT SHIELD to the ANG for FY 90 was \$33.7 million with 21.1 million of that amount reimbursed by the Airlift Industrial Stock Fund.

Obligations incurred during FY 90 appropriations and states are included in Appendix H.



TRAINING AND EDUCATION

The Office of Training (NGB/TE) is responsible for formal school training, enlisted specialty training and professional military education for Air National Guard members. During FY 90, NGB/TE responded to over 38,000 requests for school quotas. In addition, TE distributes all forms of Special Training workdays including workdays for the drug interdiction program.

The desire to establish a one-stop training shop, along with the recognition of unique training challenges as the Active Forces restructure, led TE to reorganize during FY 1990. As a result of this reorganization, a Methods and Development Branch (TEM) was created, whose function is to determine the most efficient and effective methods of training the ANG of the future. This branch will analyze methods of obtaining training in an environment where the active Air Force may no longer be able to support the training requirements of the ANG.

The Air National Guard continues to expand the innovative Consolidated Training Office (CTO) concept to several additional bases. This organizational concept is intended to improve the quality of unit-conducted training while making the most cost-effective use of available resources. The CTO provides for skill development of ANG

members through combinations of formal training and practical experience which will qualify members to perform more effectively in their duty positions in the coming years.

In conjunction with these technical training programs, formal education programs, both military and civilian, provide ANG members with the management, leadership, and technological skills necessary to enhance their military and civilian occupations.

The interface provided by TE and the Community College of the Air Force has encouraged more than 32,000 ANG members to enroll in this Associate Degree granting institution. In addition, TE has established an outreach program designed to assist units in developing their own education programs in conjunction with local colleges and universities. Professional Military Education opportunities continue to increase due to the expansion of the ANG Professional Military Education Center at Knoxville, Tennessee and additional quotas for our members at PME programs operated by the Air Force and other services. The largest PME program operated by the ANG, with over 1,200 graduates per year, continues to be the noncommissioned officer preparatory course for our young airmen which is now taught at over 40 cities throughout the nation.



COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER SYSTEMS

Combat Communications

Combat communications continues to be the mainstay of the tactical communications force structure within the USAF. The year was a fast-paced period culminating with the deployment of ANG personnel and equipment in support of Operation DESERT SHIELD. The high percentage of volunteerism was almost overwhelming and as the requirements became more defined, the full capabilities of the units were realized. Equipment and personnel have been located in every major beddown location in the DESERT SHIELD area of operations (AOR) with volunteers coming from over 50% of the units. The 228th Combat Communications Squadron, TN ANG, a supporting unit of the 226th Combat Communications Group, AL ANG, was able to sustain the entire communications requirements at a bare base operation in the theater, supporting multiple types of weapons systems. In addition to supporting tactical air forces, ANG communicators deployed in support of Joint Service requirements. The 281st CCGP was called upon to support the Defense Communications Agency by expanding the capacity of fixed systems, allowing an increased capacity in voice, data, and facsimile services required by the forces in the AOR.

The ANG initiative to modify old, insupportable telecommunications relay centers with state of the art equipment was accomplished on time and under budget. A total of 11 systems have been fielded to units and are currently available for world-wide deployment. Satellite equipment shortfalls at Keesler AFB, MS was the chokepoint that prevented members of ANG units from obtaining school quotas. Through a cooperative effort that included the NGB, HQ STC, Keesler AFB, and field units, a program was established to loan equipment to the technical training center, dedicated for use in training Guardsmen in this specialty. This program was highly successful and established quotas needed to provide trained personnel to staff satellite terminal weapons systems.

Combat communications units have always supported the active forces in real-world interim mission support and exercises. In

addition to the yeoman's job done by the units in providing air traffic control services during periods of scheduled airfield upgrades, the ANG communicators took an active role in the NGB counter-narcotics efforts. Participation in the ANCHORMARK series of exercises was only one of the counter-narcotics related operations that the communicators participated in, providing communications links with deployed forces and providing critical command and control circuitry. Two National Emergency Telecommunications Agency-sponsored exercises demonstrated the need for ANG's communications equipment and personnel. The 252d CCGP, WA ANG, supported scenarios that restored National Command Authority communications and Federal Aviation Agency data links in support of reconstitution and recovery missions resulting from natural disasters or damage caused by aggressive actions against fixed communications in the U.S.

Overseas deployments were also the work of the day, as PACAF, USAFE, CENTCOM, and LANTCOM were supported by ANG combat communicators. The 281st CCGP and their three supporting units were the lead agency in BRIGHT STAR 90, held in Egypt. This realistic training was a precursor to the real world operations of DESERT SHIELD. The 252d CCGP was the lead ANG unit for TEAM SPIRIT 90 and ULCHI FOCUS LENS. The 162d CCGP, CA ANG, was the lead group for all the communications network planning for DISPLAY DETERMINATION 90. In addition, the 162d CCGP was instrumental in establishing and supporting an exercise and evaluation team for the European series of exercises whose primary purpose is to provide the wartime management structure needed for enhanced operational tempos in times of contingencies and crises. This team also provides the core memory of lessons learned and provides the continuity from year to year. The 251st CCGP was instrumental in the successful OCEAN VENTURE exercise as well as SENTRE VIGILANCE. SENTRE VIGILANCE is the NGB-sponsored joint air traffic control support for flying unit ORE/ORI events in support of active, ANG, and Reserve flying units.

The 226th CCGP was awarded the HQ TCD large unit achievement award as well as the NGAUS mission support trophy. Distinguished mission support recognition was awarded to the 254th CCGP, TX ANG and the 290th JCSS, FL ANG. The 226th CCGP was the recipient of the ANG Outstanding Combat Communications Units award.

Communications Flights (COB) Units

All 40 communications flights received their new DOC statements reflecting their new SB-3614 (switchboards) and URC-119 (radio) equipment that replaced their antiquated SB-86 (switchboard) and FRC-153 (radios). In order to maintain their proficiency in this equipment, the 149th CF, 148th CF, 187th CF, 108th CF, 183d CF, 163d CF, 165th CF, 180th CF, 136th CF, 1565th CF, 122d CF, 114th CF, 1821st CF, 118th CF, and the 189th CF attended CONUS COB training at one of three CONUS COB training locations (Myrtle Beach AFB, SC; Bergstrom AFB, TX; and George AFB, CA). With the recent base closures of George AFB, the CONUS COB training at that site will be closing next year. This school will not be relocated because the two remaining training sites can accommodate current ANG and Reserve training requirements.

The COB ORI criteria is closer to final publication and implementation. In September 1990, the 149th CF, Duluth, Minnesota was the ANG unit represented during the validation of the COB ORI criteria at Bergstrom AFB, TX. The unit performed well and provided the HQ AFCC inspection team the scenario they needed to identify and resolve criteria deficiencies identified during the validation period.

NATO Air Base Satellite (NABS)

The most significant event in the NABS program was the delivery of three NABS terminals to the NABS units. The 114th CS was the first NABS unit to receive the NABS terminal on 12 September 1990; the 118th CS received their NABS terminal 14 September 1990; and the 223d CS received their NABS terminal 17 September 1990. While the terminals are not logistically supportable until FY 92, this marks an important step in completing unit training programs. In addition, all units will be involved in the NABS Electronic Systems Command (ESD) satellite communications test that will involve NATO satellites, other guard units, and overseas USAFE locations. This test will provide an excellent opportunity for the units to train.

Engineering Installation Units

The 19 ANG Engineering Installation units maintain tasked UTC packages in the highest possible state of readiness in support of their wartime mission. The units are prepared to provide combat EI teams, complete with personnel and support equipment, in support of USAF communications requirements worldwide. ANG EI units continued to make excellent progress in manning, training and equipping. In FY 90, all 19 units obtained the highest overall readiness levels in their history, accomplishing training objectives and real world productivity which combine to make EI a unique and valuable Air Force resource. Designed Operational Capability (DOC) statements were reworked in response to redefined operations plans requirements, bringing the percentage of tasked resources to 96.6%.

ANG EI units (130th and 216th EISs) participated in TEAM SPIRIT and a European Theater Unique Communications Training exercise was conducted with ANG engineers from the 210th, 211th, 219th and 241st EISs participating.

Numerous honorable distinctions and awards for excellence were received by EI unit personnel as well as by individual units as a whole. Among these, the 205th EIS, OK ANG and 243d EIS, ME ANG, earned the Air Force Outstanding Unit Award. The 217th EIS, IL ANG, received the AFCC Commanders Achievement Award, and the 205th EIS also received an award for Outstanding ANG EI Squadron.

Among the many accomplishments in CONUS by ANG EI personnel were several major cable and antenna installations and engineering projects at Air Force bases, and the installation of secure voice telephones and LANs. ANG EI personnel also assisted in upgrade of mobile communications vans at Combat Communications units and mobile control towers for the use by ANG tactical and weather observation units. These work accomplishments in most cases result in considerable cost savings to the Air Force.

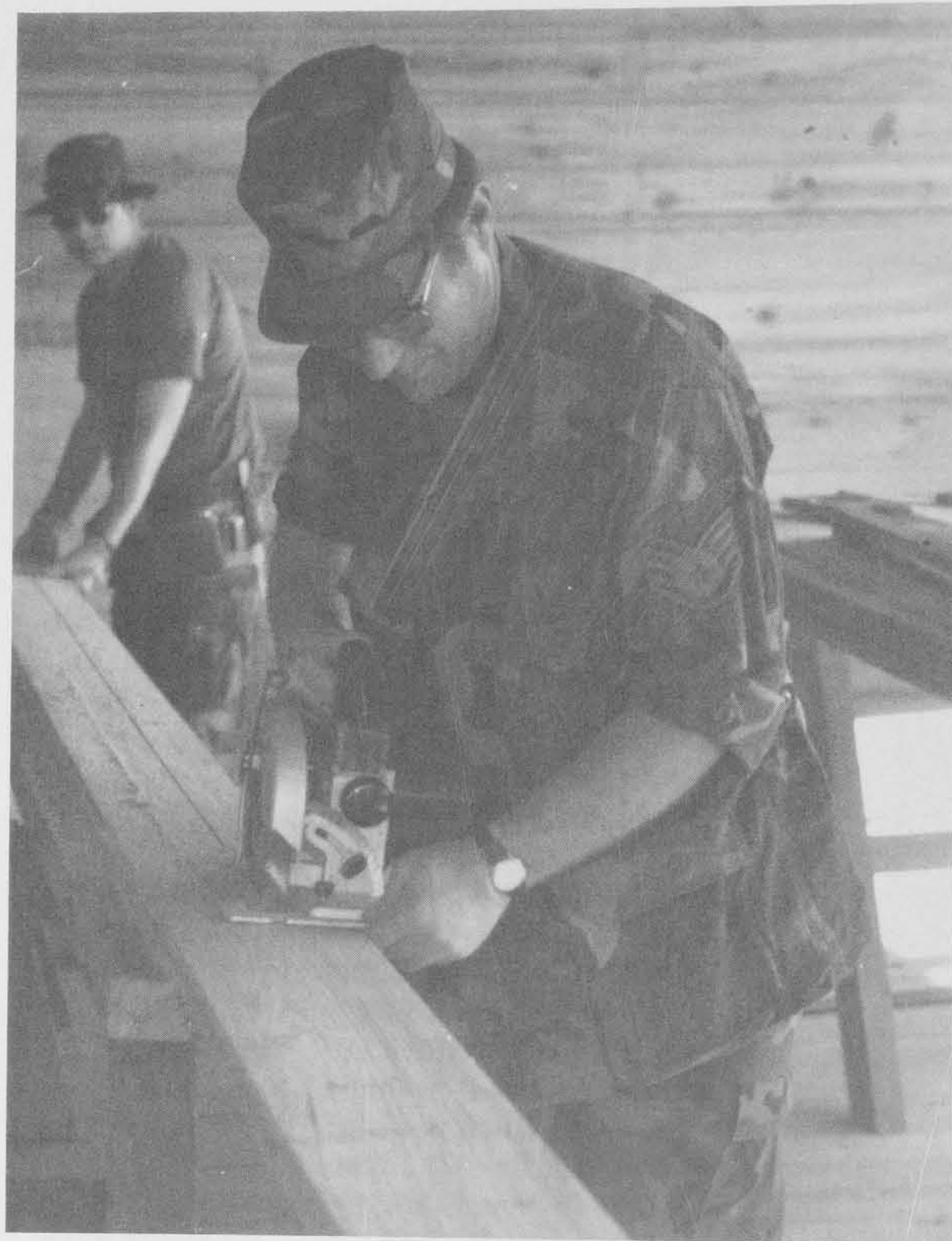
Mission Support Flights

Several significant developments have occurred during FY 90 which broadened the capabilities of the ANG Mission Support Flights. Among these are the local area network (LAN) installations and DDN connectivity. Additionally, several Guard unique systems have been fielded which will greatly enhance unit productivity.

FY 90 brought significant advances in the ANG mission support flight's ability to provide quality information processing services to ANG flying units through the continuing implementation of LANs. By the end of the fiscal year, a total of ten unit level LANs were installed and operational. Each LAN provides electronic mail, electronic calendars, and a LAN version of ENABLE. The LAN improves communications between offices and eliminates the need to pass diskettes of data.

In addition, all flying units and GSUs were connected to DDN through their System 11s, thereby providing host base support for payroll processing and workday control accounting capabilities utilizing the Integrated Military Personnel System (IMPS). The Integrated Automated Orders System (IAOS) was implemented, which in conjunction with IMPS, provides all ANG units the capability to process orders while strict workday accounting is maintained. DDN also provides connectivity for Personnel Concepts III (PC III) and the Small Installation Real-Estate System (SIREs).

In mid-1990, a study involving the structure, mission, and manning of the Mission Support Flights began. The goal is to better define the unit's wartime role and to better support its host flying unit.



ENGINEERING AND SERVICES

FY 90 saw several significant developments in Engineering and Services (E&S):

- The ANG Air Base Operability (ABO) program entered a new phase with the first Exercise SENTRY ENDURANCE at Volk Field, WI in April and May 1990.

- The Deployment for Training Program continued to provide realistic training opportunities with engineering forces of allied nations and actively supported the NGB and ANG goals of nation building, humanitarian/civic action, and drug interdiction actions.

- The Airspace Management Branch within the Environmental Division was formed to support environmental actions required to acquire and hold adequate ground and air maneuver training areas to support our training.

- The ANG E&S Professional Development Program matured with over 600 students participating in several courses.

- The FY 90 RPM program was the largest ever, topping \$67 million dollars.

Deployments

During FY 90, over 8,600 E&S personnel were deployed within the U.S. and Europe, Central America, Caribbean, South America, Pacific, and the Middle East. E&S teams include Prime BEEF, RED HORSE, Firefighters, and Prime RIBS. The 155th Civil Engineering Squadron, Lincoln, NE deployed to Israel in July to receive Israeli Rapid Runway Repair (RRR) and Operability/Survivability training. Exchange programs continue to provide ANG E&S personnel with theater specific training while giving foreign personnel training in U.S. procedures. However, due to airlift commitments for Operation DESERT SHIELD, exchanges with the Norwegians, Danish, the United Kingdom, and RRR training in PACAF were postponed.

Nation Building and Humanitarian/Civic action continues to be a top priority of the NGB/DE DFT program. In FY 90, E&S personnel deployed to Costa Rica, Honduras, Bolivia, and Panama to provide construction support of various facilities, including schools and clinics. ANG E&S also provided much needed support in St. Croix and Jamaica which were devastated by hurricanes. ANG engineering personnel showed increased support to other government agencies in FY 90. Prime BEEF teams provided construction support to Border Patrol facilities in Texas and a drug interdiction radar/communications site in the Bahamas. In addition, 20 Prime BEEF funded units attended Base Recovery After Attack Training (BRAAT) located at Eglin AFB, FL, providing crucial wartime skills such as RRR, command and control, and various survivability/operability concepts.

Air Base Operability

During FY 90, NGB/DE initiated the Air Base Operability (ABO) training exercise program, SENTRY ENDURANCE, at the Combat Readiness Training Center, Volk Field, WI. SENTRY ENDURANCE 90-1 was conducted from 25 April to 6 May. Personnel from the 155th Tactical Reconnaissance Group acted as lead agents and cadre for the exercise. The realistic, integrated flying and mission support training included deployment and force beddown, ground and air attacks with live aggressor play and actual aircraft fly overs, conventional, chemical, and nuclear environments.

Desert Shield

Personnel from the Engineering and Services world - to include engineering, services, firefighters, disaster preparedness, and air base operability personnel - have been involved in dedicated support to DESERT SHIELD since its beginning. As soon as DESERT SHIELD was initiated, NGB/DEOS manned a 24-hour a day disaster preparedness cell to assist units with chemical warfare matters. This cell was augmented by engineering, services, and firefighters as the NGB involvement increased. Volunteers from the field manned many of these positions, as well as volunteering for duty in the Middle East. Although several ANG air base operability, disaster preparedness, and services personnel have been in the Middle East, the majority of ANG volunteers called to active duty have been firefighters. To date, there have been over 500 firefighter volunteers and over 350 deployed from 50 units to 19 locations. These volunteer firefighters have been used to backfill positions in the CONUS created by deploying regular Air Force firefighters. In addition, Prime BEEF engineers have staffed the HQ USAF Desert Facility Design teams at Bolling AFB.

Military Construction

The FY 90 ANG military construction program, which consisted of \$238.3 million for projects and \$12.4 million for design, provided for major facility construction to support conversions, new mission beddowns, modernizations, and facilities replacement needed for training and readiness. In January 1990, a construction moratorium was imposed by the Secretary of Defense. As a result, only two projects were granted waivers and awarded in FY 90.

Real Property Maintenance and Repair

Maintenance and repair projects, as well as minor construction projects costing up to \$200,000 each, are accomplished under this program. \$67.1 million was expended in FY 90. The program to develop comprehensive ANG base master plans continued with 13 additional bases funded.

Professional Development

Since 1986, Engineering and Services has been responding to the professional development needs of our 16,000 plus personnel by developing and teaching courses covering ANG E&S specific information not available elsewhere. In 1990, the ANG E&S Professional Development Program matured, reaching over 500 students through courses developed and taught by the NGB/DE staff and field personnel at the ANG Professional Military Education Center under their Continuing Education Program.

NGB/DE continues to pursue other means of insuring an informed and knowledgeable field force. AFIT School of Civil Engineering and Services (AFIT SOCES) taught two Mortuary Affairs classes for ANG personnel. This was the first time that SOCES has taught a course for Reservists using a curriculum developed by the ANG. NGB/DE and AFIT SOCES are exploring other courses that can be taught at the SOCES using an ANG curriculum.

Environmental

Over 400 Air and Army National Guard Senior Commanders attended the Executive Environmental Leadership Seminar held in Maryland. This made possible the creation of an Environmental Advisory Council made up

of Adjutants General for various regions. This council was developed to address legislation, liability, training, hazardous waste management, air space/land use, and several other environmental issues facing the Guard Bureau.

Within the Air Guard, a new Airspace Management Branch was established to provide long-range airspace planning and to work the environmental requirements with the Federal, State, and local communities. This branch coordinated seven regional Airspace Planning Conferences and worked several route/airspace issues. Within the Environmental Planning Branch, ten Environmental Compliance Assessment and Management Program (ECAMP) audits were conducted. Over \$1 million was obligated for Environmental Assessment/ Environmental Impact Statement work. This work covered 19 aircraft conversions, 10 special use airspace actions, and several real estate investigations. \$1.2 million was issued to ANG units for hazardous waste disposal and analysis costs. To support the ANG units with hazardous waste and spill prevention, a slide and tape training program was developed and sent to each unit. The installation Restoration Program Branch obligated \$16 million for clean-up and survey of past waste practices through the Defense Environmental Restoration Account. In this program, 77 ANG installations have separate activities and there have been 557 total sites identified for action.



SAFETY, SECURITY AND INSPECTIONS

The Office of Safety, Security and Inspections has continued to move forward to implement Total Quality Management through staff assistance visits, improvement of communications, and the enhancement of training and education for people in both field units and within the office. The ultimate goal is maximum combat readiness of the ANG.

Safety

The ANG flew 431,791 hours from 1 Oct 89 to 30 Sep 90 and experienced 6 Class "A" aircraft mishaps, 6 crew fatalities and 7 aircraft destroyed. The Class "A" mishap rate was 1.38 per 100,000 flying hours. This marks the lowest Class A mishap rate in ANG history and the tenth consecutive year the ANG has remained below a 3.0 mishap rate. Recognition of the Air National Guard's contributions to the USAF Safety Program compares with previous years, as evidenced by 9 ANG units being nominated for USAF Flight Safety awards, two units for the Explosives Safety award and 2 units for the Missile Safety award.

Inspections

The Air National Guard history of excellence reached a pinnacle in FY 90. 99 major inspections were conducted by 5 different gaining major commands with a 100% pass rate! One unit was rated Outstanding in a Unit Effectiveness Inspection and 46% of all units were rated Excellent or above. These inspection results are one strong indication that the ANG has reached its highest state of combat readiness ever.

Security

This year, ANG security police were called upon to provide protection for USAF resources worldwide in support of anti-drug operations and Operation DESERT SHIELD. ANG security forces are comprised of traditional Guardsmen, AGRs, security police technicians, and O & M contract guards. Conversions to newer, more sophisticated weapons systems challenged ANG security police to improve procedures and use available resources to the utmost advantage. Efforts continue to bring ANG security protection up to USAF standards.

During FY 90, 232 security police full-time AGR positions were distributed to 28 units to improve ANG aircraft security. Also, O & M Cooperative Security Funding Agreements were used to their maximum extent to provide the best possible security and resource protection within budget constraints. Continuous improvement of security police equipment, training and education are vital to the successful protection of USAF assets in ANG custody.

AIR SURGEON

The medical service of the Air National Guard continued to increase readiness training capability during the fiscal year. Previous planning and programming of resources to operate the Medical Readiness Training Site (MRTS) located at Alpena, Michigan, were fully implemented. This initial year of MRTS availability included the training of instructors, final preparation of facilities as well as the implementation of the first training schedule. The first year's training included in excess of six hundred medical personnel from 14 ANG and 2 AFRES medical units. The attendees fulfilled all of their triennial continuing medical readiness training requirements while performing their Annual Training at the MRTS. The site is open to all active Air Force and Air Reserve Component (AFRES/ANG) medical personnel having ongoing continuing medical readiness training requirements. The highly successful initial year of training at the MRTS has given the Air Reserve Components the capability to respond to their medical readiness training needs without being dependent upon the active force.

Unit effectiveness has been a constant focus throughout the ANG Medical Service. Indicative of this is the "pass" rate of the Health Services Readiness Inspection (HSRI). Performed by the IG, located at Norton AFB CA, the pass rate for ANG medical units was extremely noteworthy at ninety-six percent; 22% of these were rated as "Excellent". The ANG Dental MAJCOM Assistants have played a key role in the enhancement of HSRI results in that arena.

Exercises

The opportunity to participate in both medical readiness and JCS sponsored exercises was extended to several ANG medical and aeromedical evacuation units during FY 90. Although many of these exercises were reduced in scope due to fiscal

constraints, a number of opportunities were still extended to the ANG, and included deployments that spanned the globe.

The aeromedical evacuation capability of the ANG was tested when HQ MAC requested aeromedical evacuation crews to provide real world coverage in support of operation JUST CAUSE in Panama, during December 1989. Aeromedical evacuation crews from Delaware, Minnesota and New York were requested to respond, and did so in an outstanding fashion. Again, in August of 1990, aeromedical evacuation assets of the ANG were provided to evacuate patients from Saudi Arabia in support of Operation DESERT SHIELD. Effective 1 Oct 1990, over 500 volunteers from all 10 ANG aeromedical evacuation units had been directly involved in the movement of over 1,300 patients. ANG hospitals and clinics were simultaneously assisting the medical treatment facilities (MTF) of Tactical Air Command (TAC). The ANG, between 17 Aug and 31 Sep 1990, sent six medical units to assist in the replacement of medical personnel shortages at several TAC MTFs. The ANG units were the 176th USAF Clinic (Alaska), 108th TAC Clinic (New Jersey), 106th TAC Clinic (New York), 132d TAC Hospital (Iowa), 193d TAC Hospital (Pennsylvania), and the 143d TAC Hospital (Rhode Island).

New Programs

The era of the microcomputer has enabled the medical service of the ANG to communicate with the National Guard Bureau with direct computer linkage. Three new such programs became operational in FY 90 within the medical community. The first of these, Nyteline, allow the medical units to communicate directly with the Office of the Air Surgeon via computer terminal, and is currently operational in one third of the ANG medical units. The second is the Automated Medical Inspection System (AMIS) which is designed to track all HSRI items. This system, managed within the medical unit, gives the executive management committee easy access to inspection item status and trend information. The third, the Medical Readiness Training Program (MRTP), provides an easy means to monitor both medical readiness and ancillary training within the medical unit, on an individual by individual basis. Each of these new programs has allowed for the enhancement of what had been a time intensive manual program.

New square footage requirements for ANG medical and aeromedical evacuation units

were successfully validated after many years of effort. These changes will be reflected in the new NGR (AF) 86-2 (Civil Engineering Programming and Planning Factors) upon release to the field. The new standards (beginning with FY 93 construction) will represent the first expansion of ANG medical training facilities in many years.

The independent duty medical technician (IDMT) program is now fully operational at both of the ANG remote schools, located at Kingsley Field, Oregon, and at Knoxville, Tennessee. This program supports the "Top Knife" program at Kingsley, and the ANG Professional Military Education Center at Knoxville.

All ANG personnel that deploy in support of Operation DESERT SHIELD have been supplied with a medical threat assessment information from NGB/SG, through either an "in person" briefing or video tape. The first State Air Surgeon's Conference was held in 1990. The after conference critiques were overwhelmingly favorable.

Medical Recruiting

During FY 90 an aggressive recruitment program was carried forward by the National Guard Bureau. The statistics indicate the recruitment of 307 health care professionals, a net gain of 114. Of these, 143 were nurses, a net gain of 52 over the previous year. Also, during FY 90, a position for a full-time Nurse Corps recruiting officer was established at the Air Directorate of the National Guard Bureau.

Environmental Health

Significant strides were made in the area of bioenvironmental engineering and environmental health. The funding of sixty-eight full-time environmental health technicians was approved by the National Guard Bureau Program Review Committee. These positions, validated in 1987, had been authorized in an unfunded status. Funding was approved for distribution in early FY 91. Also, a newly developed BEE/EH inspection check list was developed by NGB/SG, and readily adopted by the IG team, for utilization in the HSRI process.

New Medical Unit

The ninety-second ANG medical unit was created at Eielson AFB, Alaska. This unit, the 168th USAF Clinic, will be SAC-gained.

OFFICE OF THE CHAPLAIN

The mission of the ANG chaplain service is to provide opportunities for religious expression; pastoral care; and personal, moral, and spiritual growth. Unit pastoral ministry teams made up of chaplains and chapel managers conduct or provide for worship opportunities for all major faith groups at each installation during Unit Training Assemblies and Annual Training. Chapel teams regularly accompany personnel on deployments and exercises. Chaplains provided assistance in all major accidents during FY 90. In support of this ongoing ministry, NGB/HC and TAC/HC conducted two Combat Ministry Courses at Seymour Johnson AFB, NC and George AFB, CA. Among the many areas covered, pastoral ministry teams received training in mass casualty ministries and post traumatic stress disorders.

In FY 90, Air National Guard Chaplains came from 40 Christian denominations, plus the Jewish faith. Faith balance needs were addressed; nine denominations had 1% or

more of the total ANG membership. This group of 78,507 persons, or 67.1% of all ANG members, also provided 68.1% of the chaplains on board.

FY 90 saw 91% of all chaplain positions filled with no Protestant vacancies, the highest in ANG history. There continues to be a shortage of Roman Catholic priests throughout both the civilian and military communities. The ANG chaplain service enjoys an excellent ratio of Catholic chaplains to total Catholic membership, even though 18 additional priests are needed. Currently, the Roman Catholic Church numbers 29% of our total membership and 27% of our chaplains.

Air National Guard Chaplains and Chapel Managers have responded with true professionalism in support of operation DESERT SHIELD. During FY 90 three chaplains saw duty in the AOR as volunteers. One was identified by CENTAF as having the best program in the Theater. Additionally, an extensive list of volunteers is being maintained at NGB/HC. All 102 chapel sections saw increased activity, especially in support of family programming.





APPENDIX A — CHIEFS OF THE NATIONAL GUARD BUREAU

Colonel Erasmus M. Weaver	1908-1911
Brigadier General Robert K. Evans	1911-1912
Major General Albert L. Mills	1912-1916
Major General William A. Mann	1916-1917
Major General Jessie McL. Carter	1917-1918
Brigadier General John W. Heavey (acting)	1918-1919
Major General George C. Rickards	1921-1925
Major General Creed C. Hammond	1925-1929
Colonel Ernest R. Redmond (acting)	1929-1929
Major General William G. Everson	1929-1931
Major General George E. Leach	1931-1935
Colonel Herold J. Weiler (acting)	1935-1936
Colonel John F. Williams (acting)	1936-1936
Major General Albert H. Blanding	1936-1940
Major General John F. Williams (acting)	1940-1944
Major General Butler B. Miltonberger	1944-1946
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	1959-1959
Major General Donald W. McGowan	1959-1963
Major General Winston P. Wilson	1963-1971
Major General Francis S. Greenlief	1971-1974
Lieutenant General La Vern E. Weber	1974-1982
Lieutenant General Emmett H. Walker, Jr.	1982-1986
Lieutenant General Herbert R. Temple, Jr.	1986-1990
Lieutenant General John B. Conaway	1990-

APPENDIX B — STATE ADJUTANTS GENERAL

AL	Major General Ivan F. Smith	MT	Major General Gary C. Blair
AK	Major General John W. Schaeffer, Jr.	NE	Major General Stanley M. Heng
AZ	Major General Donald L. Owens	NV	Major General Drennan A. Clark
AR	Major General James A. Ryan	NH	Major General Lloyd M. Price
CA	Major General Robert C. Thrasher	NJ	Major General Vito Morgano
CO	Major General John L. France	NM	Major General Edward D. Baca
CT	Major General John T. Gereski	NY	Major General Lawrence P. Flynn
DE	Major General Arthur V. Episcopo	NC	Major General Nathaniel H. Robb, Jr.
DC	Major General Calvin G. Franklin (CG)	ND	Major General Alexander P. MacDonald
FL	Major General Robert F. Ensslin	OH	Major General Richard A. Alexander
GA	Major General Joseph W. Griffin	OK	Major General Donald F. Ferrell
GU	Brigadier General Edward G. Perez	OR	Major General Raymond F. Rees
HI	Major General Alexis T. Lum	PA	Major General Gerald T. Sajer
ID	Major General Darrell V. Manning	PR	Major General William Miranda-Marin
IL	Major General Harold G. Holesinger	RI	Major General N. Andre Trudeau (CG)
IN	Brigadier General Charles W. Whitaker	SC	Major General T. Eston Marchant, Jr.
IA	Major General Warren G. Lawson	SD	Brigadier General Harold J. Sykora
KS	Major General Philip B. Finley	TN	Major General Carl D. Wallace
KY	Brigadier General Michael W. Davidson	TX	Major General William C. Wilson
LA	Major General Ansel M. Stroud, Jr.	UT	Major General John L. Matthews
ME	Major General Ernest C. Park	VT	Major General Donald E. Edwards
MD	Major General James F. Fretterd	VA	Major General John G. Castles
MA	Major General Wayne F. Wagner	VI	Major General Charles M. Hood
MI	Major General Vernon J. Andrews	WA	Major General Gregory P. Barlow
MN	Brigadier General Eugene R. Andreotti	WV	Major General Joseph J. Skaff
MS	Governor	WI	Major General Jerald P. Slack
MO	Major General Charles M. Kiefner	WY	Major General Charles J. Wing

APPENDIX C – UNITED STATES PROPERTY AND FISCAL OFFICERS

AL	Col Max S. Bowdoin	MT	Col Leon G. Schneider
AK	Col Edward M. Johnson	NE	Col Stephen R. Robinson
AZ	Col Jimmie J. Carpenter	NV	Col Charles W. Fulkerson
AR	Col Bobby D. Wilson	NH	Col John E. Blair
CA	Col John R. Alexander	NJ	Col Kenneth W. Whilden
CO	Col Salvatore Villano, Jr.	NM	Col Isaac A. Alvarado
CT	Col David W. Gay	NY	Col Frank Polis
DE	Col Anthony J. Quattro	NC	Col Frank B. Fuller, Jr.
DC	Col Robert B. Kirkconnell	ND	Col Edward J. Ehrmantraut
FL	Col Donald E. Power	OH	Col Robert P. Orr
GA	Col David S. Kenemer	OK	Col James M. Bullock, Jr.
GU	Maj Arthur A. Jackson	OR	Col Hugh B. Nelson
HI	Col Melvin M. Ida	PA	Col Allen L. Kifer
ID	Col Rex T. Young	PR	Col Jose Maldonado
IL	Col Gene W. Blade	RI	Col John B. Altieri
IN	Col Thomas R. Woods	SC	Col Donald K. Meetze
IA	Col Franklin D. Peterson	SD	Col Joseph T. Murphy
KS	Col Dennis L. Elliott	TN	Col Jerry R. Wyatt
KY	Col Paul T. Ryan	TX	Col Fred R. Jones
LA	Col James D. Flick	UT	Col Bart O. Davis
ME	Col Dennis D. Lunney	VT	Col William C. Wilson
MD	Col Walter R. Mueller	VA	Col Horace Mann, III
MA	Col Anthony C. Spadorcia	VI	Col James P. Adams
MI	Col George E. Higginson	WA	Col Robert W. Norris
MN	Col Donald G. Jensen	WV	Col Kenneth A. Shaw
MS	Col James E. Williamson	WI	Col Howard D. Miller
MO	Col Allen L. Stark	WY	Col Richard D. Sherman

APPENDIX D – NATIONAL GUARD BUREAU STAFF

JOINT OFFICES

Conaway, John B., Lieutenant General, ANGUS, Chief, National Guard Bureau
Navas, William A. Jr., Major General, ARNGUS, Vice Chief, National Guard Bureau
Van Fleet, Frank, Colonel, ARNGUS, Executive Officer
Helbert, Gregory J., Lieutenant Colonel, USA, Executive Officer
Davis, William W., Lieutenant Colonel, ARNGUS, Assistant Executive Officer
Baines, E. Darden, Chief, Office of Administrative Systems and Services
Barnhart, Robert W., Chief, Office of Internal Revenue and Audit Compliance
Bray, Francis J., Chief, Office of Military Support
Carroll, Michael G., Lieutenant Colonel, Principal Assistant Responsible for Contracting
Donohue, Daniel, Chief, Office of Public Affairs
Hise, James C., Chief, Office of the Chief Counsel
Link, Thomas L., Chief, Office of Technician Personnel
Mackert, William C., Assistant for Property and Fiscal Affairs
Olsen, Douglas M., Colonel, ANGUS, Chief, Joint Planning and Development Group
Patrick, David M., Colonel, USA, Inspector General
Pool, Robert H., Colonel, ARNGUS, Chief, Office of Policy and Liaison

DIRECTOR, ARMY NATIONAL GUARD

Burdick, Donald, Major General, ARNGUS, Director
D'Araujo, John R., Jr., Brigadier General, ARNGUS, Deputy Director
Shaw, Robert S., Jr., Colonel, USA, Executive Officer
James, Robert B., Lieutenant Colonel, ARNGUS, Assistant Executive Officer
Blackwood, George S., Command Sergeant Major, ARNGUS, Senior Enlisted Advisor
Aron, Fred W., Chief, Installations Division
Carlsen, Theodore T., Colonel, ARNGUS, Chief, Logistics Division
Carter, Richard O., Colonel, USA, Chief, Manpower Division
Delaney, Russell J., Lieutenant Colonel, USA, Chief, Comptroller Division
Hughes, William D., Colonel, USA, Chief, Personnel Division
Janssen, Wayne G., Colonel, ARNGUS, Chief, Mobilization Readiness Division
Jones, Shirley, Colonel, ARNGUS, Chief Nurse
Norman, Edward C., Colonel, ARNGUS, Chief, Force Management Division
O'Keefe, James, Colonel, ARNGUS, Chief, Organization and Training Division
Powers, John T., Colonel, ARNGUS, Chief, Information Management Agency
Starke, John J., Jr., Chief, Aviation Division
Urbauer, Craig L., Colonel, USA, Army National Guard Surgeon
Wood, Morris W., Colonel, ARNGUS, Chief, Office of Plans, Program Analysis and Evaluation

DIRECTOR, AIR NATIONAL GUARD

Killey, Philip G., Major General, ANGUS, Director
Shepperd, Donald W., Brigadier General, ANGUS, Assistant Director
Wear, William C. III, Colonel, USA, Chief, Deputate Staff
Hartman, Gene, Special Assistant to the Director
Speer, Stephen C., Major, ANGUS, Executive Officer
Green, Richard M., Chief Master Sergeant, ANGUS, Senior Enlisted Advisor
Arnold, Larry K., Colonel, ANGUS, Assistant Director, Readiness Support
Bryan, John M., Lieutenant Colonel, ANGUS, Chief, Office of Manpower and Organization
Burda, Lawrence J., Colonel, USAF, Chief, Office of Safety, Security, and Inspections
Corea, A. N., Colonel, USAF, Deputy Director, Comptroller
Garrell, Thomas C., Colonel, ANGUS, Deputy Director, Personnel
Gilbertson, G.R., Colonel, ANGUS, Air National Guard Chaplain
Harrison, Larry G., Colonel, ANGUS, Deputy Director, Engineering and Services
Looke, William F., Colonel, USAF, Deputy Director, Operations, Plans, and Programs
Monforte, Thomas J., Colonel, ANGUS, Chief, Office of Requirements and Developments
Parrish, Robert J., Colonel, USAF, Chief, Office of Command, Control, and Communication Systems
Scobey, David L., Colonel, ANGUS, Chief, Office of Training
Self, Robert G., Colonel, USAF, Air National Guard Surgeon
Timko, Andrew, Colonel, USAF, Deputy Director, Logistics

APPENDIX E — ARMY NATIONAL GUARD MOBILIZATION STATISTICS

ARNG UNITS MOBILIZED FOR DESERT SHIELD, FY 90

Unit	Location	Date Federalized	Assigned Strength
ALABAMA			
1207th Quartermaster Det	Wetumpka	27 Aug 90	16
1241st Adjutant General Co	Montgomery	27 Aug 90	88
1659th Transportation Det	Troy	12 Sep 90	18
1208th Quartermaster Co	Lineville	12 Sep 90	145
123d Quartermaster Co	Goodwater	12 Sep 90	173
715th Maintenance Co	Birmingham	12 Sep 90	235
1167th Transportation Det	Troy	20 Sep 90	5
HHC, 226th Support Gp	Mobile	27 Sep 90	125
638th Ordnance Co	Brewton	27 Sep 90	238
778th Maintenance Co	Jackson	27 Sep 90	252
HHC, 731st Maintenance Bn	Tallahassee	27 Sep 90	60
1128th Transportation Co	Clayton	27 Sep 90	160
ARKANSAS			
1122d Transportation Co	Monticello	20 Sep 90	141
ARIZONA			
2220th Transportation Co	Phoenix	20 Sep 90	136
2221st Quartermaster Co	Tucson	20 Sep 90	205
CALIFORNIA			
224th Transportation Co	Los Alamitos	20 Sep 90	8
2668th Transportation Co	Fresno	20 Sep 90	129
1113th Transportation Co	Sacramento	27 Sep 90	177
COLORADO			
1158th Transportation Det	Cp George West	27 Aug 90	6
1157th Transportation Det	Cp George West	20 Sep 90	5
DISTRICT OF COLUMBIA			
547th Transportation Co	Washington	20 Sep 90	119
GEORGIA			
190th Military Police Co	Atlanta	20 Sep 90	154
1148th Transportation Co	Augusta	20 Sep 90	177
IOWA			
1133d Transportation Co	Mason City	27 Sep 90	162
ILLINOIS			
1244th Transportation Co	Cairo	20 Sep 90	135
1544th Transportation Co	Paris	27 Sep 90	134

Unit	Location	Date Federalized	Assigned Strength
INDIANA			
838th Transportation Det	Indianapolis	27 Sep 90	4
KENTUCKY			
137th Transportation Det	Danville	27 Aug 90	9
217th Quartermaster Det	Danville	27 Sep 90	14
LOUISIANA			
1090th Transportation Det	Cp Beauregard	27 Aug 90	12
MASSACHUSETTS			
704th Transportation Det	Cp Curtis Guild	12 Sep 90	8
1058th Transportation Co	Hingham	20 Sep 90	129
MAINE			
3620th Transportation Co	Augusta	27 Aug 90	13
MICHIGAN			
460th Quartermaster Co	Midland	20 Sep 90	171
1009th Transportation Det	Lansing	20 Sep 90	12
1461st Transportation Co	Jackson	27 Sep 90	163
MISSISSIPPI			
114th Military Police Co	Clinton	12 Sep 90	148
193d Transportation Det	Laurel	20 Sep 90	15
HHD, 112th MP Bn	Jackson	27 Sep 90	62
162d Military Police Co	Crystal Spgs	27 Sep 90	133
NORTH CAROLINA			
139th Support Center	Morrisville	27 Aug 90	166
382d Public Affairs Det	Raleigh	30 Aug 90	14
210th Military Police Co	Sylva	12 Sep 90	158
1454th Transportation Co	Concord	20 Sep 90	171
211th Military Police Co	Clyde	20 Sep 90	149
121st Transportation Det	Raleigh	20 Sep 90	4
HHD, 540th Quartermaster Bn	Lenoir	27 Sep 90	56
NORTH DAKOTA			
132d Quartermaster Co	Cando	12 Sep 90	19
134th Quartermaster Det	Camp Grafton	12 Sep 90	146
131st Quartermaster Det	Grafton	20 Sep 90	61
NEW JERSEY			
328th Transportation Det	Pemberton	27 Sep 90	4
253d Transportation Det	Cape May	27 Sep 90	132
NEW YORK			
10th Transportation Det	Latham	27 Aug 90	5
719th Transportation Co	New York City	20 Sep 90	176

Unit	Location	Date Federalized	Assigned Strength
OKLAHOMA			
2120th Supply & Service Co	Wewoka	20 Sep 90	157
OREGON			
206th Transportation Det	Portland	27 Aug 90	35
PENNSYLVANIA			
228th Transportation Det	Allentown	20 Sep 90	5
PUERTO RICO			
219th Quartermaster Det	Juanadiaz	27 Sep 90	18
SOUTH CAROLINA			
265th Quartermaster Det	Allendale	27 Aug 90	14
132d Military Police Co	Florence	12 Sep 90	158
SOUTH DAKOTA			
57th Transportation Det	Brookings	27 Aug 90	14
747th Transportation Det	Rapid City	12 Sep 90	4
TENNESSEE			
130th Support Center	Smyrna	27 Aug 90	84
HHD, 176th Maintenance Bn	Johnson City	27 Aug 90	63
776th Maintenance Co	Elizabethton	12 Sep 90	272
1175th Quartermaster Co	Carthage	20 Sep 90	202
251st Support Co	Lewisburg	20 Sep 90	190
TEXAS			
1104th Transportation Det	Austin	20 Sep 90	4
UTAH			
120th Quartermaster Det	American Fork	27 Aug 90	14
Co A, 142d Military Intelligence Bn (part)	Draper	27 Aug 90	20
VIRGINIA			
986th Medical Det	Sandston	20 Sep 90	57
WASHINGTON			
1444th Transportation Det	Tacoma	27 Aug 90	7
WISCONSIN			
1122d Transportation Det	Madison	20 Sep 90	4
107th Maintenance Co	Sparta	20 Sep 90	221

FY 90 TOTAL MOBILIZED

6,900

APPENDIX F — AIR NATIONAL GUARD MOBILIZATION STATISTICS

TABLE 1.

AIR NATIONAL GUARD UNITS FEDERALIZED FOR OPERATION DESERT SHIELD, FY 90

Unit		Location	Personnel	Deployed to
136	Mobile Aerial Port Squadron	Kelly AFB, TX	93	Dover AFB, DE
183	Military Airlift Squadron (C-141)	Jackson, MS	148	AOR*
137	Military Airlift Squadron (C-5A)	Stewart ANGB, NY	145	AOR

FY 90 TOTAL MOBILIZED 386

TABLE 2.

AIR NATIONAL GUARD DESERT SHIELD VOLUNTEERS, FY 90

MILITARY AIRLIFT COMMAND

Unit	Location	Personnel	Deployed to
123 TAW	Standiford Fld, KY	9	
118 TAW	Nashville, TN	68	AOR
133 TAW	Mpls/St Paul, MN	14	
136 TAW	Dallas, TX	65	AOR; McGuire AFB
137 TAW	Oklahoma City, OK	6	
146 TAW	Van Nuys, CA	14	
109 TAG	Schenectady, NY	8	
130 TAG	Charleston, WV	61	AOR
135 TAG	Baltimore, MD	121	
139 TAG	St. Joseph, MO	58	AOR
143 TAG	Quonset Point, RI	15	
145 TAG	Charlotte, NC	21	
153 TAG	Cheyenne, WY	9	
164 TAG	Memphis, TN	8	
165 TAG	Savannah, GA	16	
166 TAG	Wilmington, DE	42	AOR
167 TAG	Martinsburg, WV	121	AOR
179 TAG	Mansfield, OH	10	
189 TAG	Little Rock, AR	8	
105 MAG	Stewart ANGB, NY	153	
172 MAG	Jackson, MS	100	
193 SOG	Middletown, PA	150	AOR
154 Comp Gp	Hickam AFB, HI	6	

TOTAL 1,083

*Area of Operations

TACTICAL AIR COMMAND

Unit	Location	Personnel	Aircraft
162 TFG	Tucson, AZ	9	C-130 B
192 TFG	Sandston, VA	2	C-26
128 TFW	Truax Fld, WI	8	C-130 B
103 TFG	Bradley, CT	6	
149 TFG	Kelly AFB, TX	2	
163 TFG	March AFB, CA	5	
158 TFG	Burlington, VT	60	F-16
117 TRW	Birmingham, AL	115	RF-4C (AOR)
TOTAL			207

AEROMEDICAL EVACUATION

Unit	Location	Personnel
139 Aeromed Evac Flt	Schenectady, NY	140
156 Aeromed Evac Flt	Charlotte, NC	36
118 Aeromed Evac Flt	Nashville, TN	17
167 Aeromed Evac Flt	Martinsville, WV	33
142 Aeromed Evac Flt	New Castle, DE	30
109 Aeromed Evac Flt	Minneapolis, MN	9
137 Aeromed Evac Flt	OK City, OK	5
146 Aeromed Evac Flt	Channel Islands, CA	18
187 Aeromed Evac Flt	Cheyenne, WY	18
183 Aeromed Evac Flt	Jackson, MS	15
TOTAL		321

STRATEGIC AIR COMMAND

Unit	Location	Personnel	Deployed Site
101 AREFW	Bangor, ME	570	AOR
126 AREFW	Chicago, IL	289	AOR
141 AREFW	Fairchild, WA	144	AOR; Forbes Fld KS
171 AREFW	Pittsburgh, PA	12	AOR; Pease AFB NH
128 AREFG	Milwaukee, WI	69	AOR
134 AREFG	Knoxville, TN	31	AOR; Bangor ME
151 AREFG	Salt Lake City, UT	14	AOR; Forbes Fld, KS
157 AREFG	Pease AFB, NH	16	AOR; Pease AFB, NH
160 AREFG	Rickenbacker ANGB, OH	43	AOR; Pease AFB, NH
161 AREFG	Phoenix, AZ	15	AOR; Phoenix
170 AREFG	McGuire AFB, NJ	8	Bangor, ME
190 AREFG	Forbes Fld, KS	198	AOR; Forbes Fld
168 AREFS	Eielson, AK	7	AOR; Phoenix, AZ
TOTAL			1,416

As of 28 Sep 90, SAC had tasked 21 aircraft and 25 aircrews, a total of 814 volunteers, in tanker activities. A total of 788 sorties, 3069.9 hours, were flown with offloads totaling 38,345.9 pounds of fuel to 1650 receivers. SAC airlift included 48 sorties, 451.5 hours, 218.1 tons of cargo, and 830 passengers.

COMBAT COMMUNICATIONS

Unit	Location	Personnel	Deployed Site
290 Jnt Comm Spt Sqdn	Macdill AFB, FL	11	AOR
224 Jnt Comm Spt Sqdn	Brunswick, GA	6	AOR
232 Cbt Comm Sqdn	Montgomery, AL	70	AOR; CONUS
231 Cbt Comm Sqdn	Andrews AFB, MD	4	AOR; Langley AFB
225 Cbt Comm Sqdn	Gadsden, AL	17	AOR; Patrick AFB
267 Cbt Comm Sqdn	Wellesley, MA	8	AOR; Tinker AFB
162 Cbt Comm Gp	N. Highlands, CA	14	Patrick AFB
234 Cbt Comm Sqdn	Hayward, CA	44	AOR; Travis AFB
228 Cbt Comm Sqdn	McGhee Tyson, TN	70	AOR; McGhee-Tyson
280 Cbt Comm Sqdn	Montgomery, AL	6	AOR; McGhee-Tyson
148 Cbt Comm Sqdn	Ontario, CA	5	Travis AFB
222 Cbt Comm Sqdn	Costa Mesa, CA	1	Travis AFB
201 Cbt Comm Sqdn	Van Nuys, CA	11	Travis AFB
149 Cbt Comm Sqdn	N. Highland, CA	18	Travis & Patrick
271 Cbt Comm Sqdn	Ft I'town Gap, PA	11	AOR
281 Cbt Comm Gp	Coventry ANG, RI	1	MacDill AFB

TOTAL	297
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TACTICAL HOSPITALS

Unit	Location	Personnel	Deployed Site
143 TAC Hospital	Quonset Point, RI	43	Langley AFB, VA
132 TAC Hospital	Des Moines, IA	11	Myrtle Bch, SC
176 USAF Clinic	Anchorage, AK	31	Shaw AFB, SC
108 TAC Clinic	McGuire AFB, NJ	50	Shaw AFB, SC
132 TAC Hospital	Des Moines, IA	24	Langley AFB, VA
106 TAC Clinic	Suffolk, NY	20	Langley AFB, VA
193 Med Sqdn	Middletown, NY	50	S Johnson AFB, NC
103 TAC Clinic	Bradley, CT	26	Homestead AFB, FL

TOTAL	255
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ELECTRONIC SURVEILLANCE

169 Elec Surv Sqdn	Salt Lake City, UT	3	AOR
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TOTAL	3
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CIVIL ENGINEERS

159 Personnel

TOTAL	159
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MISCELLANEOUS

69 Personnel

TOTAL	69
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MOBILE AERIAL PORTS

Unit	Location	Personnel	Deployed Site
189 Mob Aer Port Sqdn	Little Rock, AR	30	
109 Aer Port Flt	Schenectady, NY	18	AOR
118 Mob Aer Port Sqdn	Nashville, TN	10	AOR; Pope AFB, NC
123 Mob Aer Port Sqdn	Louisville, KY	8	AOR
164 Mob Aer Port Sqdn	Memphis, TN	7	AOR
165 Mob Aer Port Sqdn	Savannah, GA	40	AOR; Pope AFB, NC
179 Mob Aer Port Sqdn	Mansfield, OH	13	AOR, Pope AFB, NC
166 Mob Aer Port Flt	Wilmington, DE	1	AOR
135 Mob Aer Port Flt	Baltimore, MD	20	Dover AFB, DE

TOTAL	156
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FY 90 AIR NATIONAL GUARD VOLUNTEERS 3,966

APPENDIX G — ARMY NATIONAL GUARD STATISTICS

TABLE 1.
ARNG OBLIGATIONS —1990
(Dollars in Thousands)

	NGPA	OMNG	MCNG	TOTAL
ALABAMA	40,120	65,066	0	105,186
ALASKA	6,791	25,839	5	32,635
ARIZONA	11,688	29,075	1,505	42,268
ARKANSAS	30,702	35,967	0	66,669
CALIFORNIA	44,665	97,983	6,779	149,427
COLORADO	8,432	18,605	0	27,037
CONNECTICUT	7,546	25,838	0	33,384
DISTRICT OF COLUMBIA	4,376	9,750	0	14,126
DELAWARE	4,728	12,149	0	16,877
FLORIDA	29,728	43,770	0	73,498
GEORGIA	21,645	52,833	0	74,478
GUAM	1,502	1,490	0	2,992
HAWAII	6,879	18,151	0	25,030
IDAHO	10,190	26,604	0	36,794
ILLINOIS	16,635	34,714	586	51,935
INDIANA	21,405	38,159	0	59,564
IOWA	13,705	28,653	13	42,371
KANSAS	12,237	28,026	0	40,263
KENTUCKY	15,411	25,112	0	40,523
LOUISIANA	23,111	38,613	0	61,724
MAINE	6,265	14,759	0	21,024
MARYLAND	14,354	29,323	0	43,677
MASSACHUSETTS	17,244	38,583	0	55,827

	NGPA	OMNG	MCNG	TOTAL
MICHIGAN	22,203	47,137	2,822	72,162
MINNESOTA	20,680	39,285	3,116	63,081
MISSISSIPPI	27,664	66,327	0	93,991
MISSOURI	17,843	40,056	0	57,899
MONTANA	7,468	16,885	0	24,353
NEBRASKA	10,571	18,558	0	29,129
NEVADA	3,722	12,419	0	16,141
NEW HAMPSHIRE	3,970	9,790	0	13,760
NEW JERSEY	17,340	41,459	0	58,799
NEW MEXICO	7,803	17,194	0	24,997
NEW YORK	31,849	65,584	0	97,433
NORTH CAROLINA	20,651	43,573	0	64,224
NORTH DAKOTA	7,794	16,602	0	24,396
OHIO	22,075	43,393	0	65,468
OKLAHOMA	18,902	34,004	607	53,513
OREGON	15,666	28,592	0	44,258
PENNSYLVANIA	28,355	57,788	0	86,143
PUERTO RICO	21,141	29,442	0	50,583
RHODE ISLAND	5,172	12,388	0	17,560
SOUTH CAROLINA	25,347	40,452	0	65,799
SOUTH DAKOTA	7,734	16,760	1,836	26,330
TENNESSEE	25,732	42,189	0	67,921
TEXAS	42,810	71,825	0	114,635
UTAH	17,934	26,592	0	44,526
VERMONT	6,379	14,394	0	20,773
VIRGINIA	14,282	31,336	7,414	53,032
VIRGIN ISLANDS	1,850	6,465	0	8,315
WASHINGTON	12,437	29,283	2,515	44,235
WEST VIRGINIA	7,032	16,167	0	23,199
WISCONSIN	14,956	32,246	0	47,202
WYOMING	3,999	11,366	0	15,365
STATES TOTAL	860,720	1,718,613	27,198	2,606,531
GRAND TOTAL	3,294,678	1,864,037	29,131	5,187,846

TABLE 2.
MAJOR UNITS OF THE ARMY NATIONAL GUARD

DIVISIONS

HQ, 26th Infantry Division
Generals Boulevard Building 102
Camp Edwards, MA 02542-5003

HQ, 28th Infantry Division
14th and Calder Streets
Harrisburg, PA 17103-1297

HQ, 29th Infantry Division (Light)
Williams Hall—Bldg 2247 (Stop 876)
Ft. Belvoir, VA 22060-5876

HQ, 34th Infantry Division
600 Cedar Street
St. Paul, MN 55101-2587

HQ, 35th Infantry Division (Mech)
Ft. Leavenworth, KS 66048-0667

HQ, 38th Infantry Division
P.O. Box 41326
Indianapolis, IN 46241-0326

HQ, 40th Infantry Division (Mech)
Bldg 16—Armed Forces Reserve Ctr
Los Alamitos, CA 90720-5001

HQ, 42d Infantry Division
Glenmore Road
Troy, NY 12180-8398

HQ, 49th Armored Division
Box 5218, Camp Mabry
Austin, TX 78763-5218

HQ, 50th Armored Division
Building 3650
Ft. Dix, NJ 08640-5225

SEPARATE COMBAT BRIGADES

HQ, 29th Infantry Brigade
3949 Diamond Head Road
Honolulu, HI 96816

HQ, 30th Armored Brigade
P.O. Box 2347
Jackson, TN 38302

HQ 32d Infantry Brigade (Mech)
4108 N. Richards Street
Milwaukee, WI 53212-1012

HQ, 39th Infantry Brigade
4700 W. 8th
Little Rock, AR 72204

HQ, 27th Infantry Brigade (Light)
1055 E. Genessee Street
Syracuse, NY 13210-1893

HQ, 48th Infantry Brigade (Mech)
475 Shurling Drive
Macon, GA 31201

73d Infantry Brigade
4094 Sullivant Avenue
Columbus, OH 43228-2194

HQ, 30th Infantry Brigade (Mech)
701 Truck Lane
Clinton, NC 28328

HQ, 31st Armored Brigade
2505-09 44th Avenue
Northport, AL 35476-3635

HQ, 33d Infantry Brigade
1551 N. Kedzie Avenue
Chicago, IL 60651

HQ, 41st Infantry Brigade
6700 S.W. Oak Street
Portland, OR 97223

HQ, 45th Infantry Brigade
P.O. Box 707
Edmond, OK 73034

HQ, 53d Infantry Brigade
514 N. Howard Avenue
Tampa, FL 33606-1245

HQ, 81st Infantry Brigade (Mech)
1601 W. Armory Way
Seattle, WA 98119

HQ, 92d Infantry Brigade
Ft. Allen, Bldg. 212
Juana Diaz, PR 00665

HQ, 116th Cavalry Brigade
1111 S. Orchard Street
Boise, ID 83707-0045

HQ, 218th Infantry Brigade (Mech)
P.O. Box Drawer 280
Newberry, SC 29108-0280

HQ, 155th Armored Brigade
Tupelo MAP, P.O. Box 62
Tupelo, MS 38801-0062

HQ, 163d Armored Bde
P.O. Box 878—24 West Mendenhall
Bozeman, MT 59715-0878

HQ, 256th Infantry Brigade
1806 Surrey Street
Lafayette, LA 70508-2016

SPECIAL FORCES GROUPS

HQ, 19th Special Forces Group
1523 Sunnyside Avenue
Salt Lake City, UT 84105-0900

HQ, 20th Special Forces Group
5601 Oporto-Madrid Boulevard
Birmingham, AL 35210-1499

ARMORED CAVALRY REGIMENTS

HQ, 107th Armored Cavalry Regiment
4303 Green Road
Cleveland, OH 44128-4884

HQ, 278th Armored Cavalry Regiment
3330 Sutherland Avenue
Knoxville, TN 37919-0167

MAJOR SEPARATE HEADQUARTERS

HQ, I Corps Artillery
1543 Sunnyside Avenue
Salt Lake City, UT 84105

HQ, 16th Engineer Bde
2170 Howey Road
Columbus, OH 43211-2098

HQ, 30th Engineer Bde
Wilmont & Terminal Road
Charlotte, NC 28219

HQ, 35th Engineer Bde
27 Sherman Road
Jefferson Barracks, MO 63125

HQ, 43d Military Police Bde
Armory, Cranston Street
Providence, RI 02909

HQ, 49th Military Police Bde
2295 Mariner Sq Loop
Alameda, CA 94501

HQ, 111th Air Defense Artillery Bde
P.O. Box 11396, Station E
Albuquerque, NM 87112

HQ, 112th Medical Bde
2815 W. Granville Road
Columbus, OH 43235-2712

HQ, 167th Support Command
P.O. Box 10225
Birmingham, AL 35202-0225

HQ, 175th Medical Bde
3250 Meadowview Road
Sacramento, CA 95832

HQ, 177th Military Police Bde
15000 W. Eight Mile Road
Detroit, MI 48237-3007

HQ, 184th Transportation Bde
P.O. Box 2428
Laurel, MS 39442-2428

HQ, 194th Engineer Bde
3041 Sidco Drive
Nashville, TN 37204

HQ, 213th Medical Bde
1420 Raymond Road, Box G
Jackson, MS 39204-4334

HQ, 207th Infantry Group
4902 Jewel Lake Road
Anchorage, AK 99502

HQ, 260th Military Police Bde
2001 E. Capitol Street
Washington, DC 20003-1719

HQ, 142d Signal Bde
1848 Beltline Road, SW
Decatur, AL 35601-8609

HQ, 164th ADA Bde
P.O. Box 620728
Orlando, FL 32862-0728

HQ, 66th Aviation Bde
Camp Murray
Tacoma, WA 98430-5000

HQ, 261st Signal Command
P.O. Box 699
Dover, DE 19903-0699

HQ, 53d Signal Bde
1225 Easterwood Drive
Tallahassee, FL 32301-3955

HQ, 228th Signal Bde
P.O. Box 5286
Spartanburg, SC 29304

HQ, 187th Signal Bde
1402 Eighth Avenue
Brooklyn, NY 11215-5194

HQ, 263d ADA Bde
P.O. Box 713
Anderson, SC 29621

APPENDIX H — AIR NATIONAL GUARD STATISTICS

Table 1.
ANG OBLIGATIONS, FY90

	O&M	MIL PERS	MIL CON	PROC	TOTAL
Alabama	34,153,730	1,476,959	201,383	39,823	35,871,895
Alaska	30,714,118	1,029,823	661,277	0	32,405,218
Arizona	43,873,574	1,204,702	0	116,339	45,194,615
Arkansas	21,864,921	945,779	0	0	22,810,700
Calif	61,132,865	3,518,361	0	83,619	64,734,845
Colorado	31,497,555	967,821	0	0	32,465,376
Connecticut	12,321,504	745,173	0	63,000	13,129,677
Delaware	9,112,634	684,400	0	174,853	9,971,887
D.C.	19,266,397	575,396	330,954	0	20,172,747
Florida	15,188,876	606,435	0	41,509	15,836,820
Georgia	32,124,489	2,225,901	0	53,500	34,403,890
Guam	243,100	135,399	0	0	378,499
Hawaii	29,841,381	796,559	87,325	0	30,725,265
Idaho	17,209,849	525,844	0	30,360	17,766,053
Illinois	35,566,396	1,686,183	56,892	333,841	37,643,312
Indiana	27,637,654	934,557	1,706	0	28,573,917
Iowa	26,110,466	1,442,488	384,246	77,803	28,015,003
Kansas	46,884,228	1,212,480	293,275	58,850	48,448,833
Kentucky	11,463,955	607,685	0	0	12,071,640
Louisiana	15,259,500	587,499	0	0	15,846,999
Maine	15,252,648	607,167	0	45,000	15,904,815
Maryland	17,288,100	1,119,699	0	0	18,407,799
Mass	45,136,600	1,135,203	2,652,038	20,191	48,944,032
Michigan	65,629,989	1,993,106	3,019,666	75,947	70,718,708

	O&M	MIL PERS	MIL CON	PROC	TOTAL
Minnesota	30,739,633	1,774,473	4,408,075	159,633	37,081,814
Mississippi	29,023,315	2,001,438	89,695	39,194	31,153,642
Missouri	31,808,751	2,041,435	0	144,457	33,994,643
Montana	16,452,789	548,551	0	0	17,001,340
Nebraska	11,755,618	631,136	0	80,537	12,467,291
Nevada	12,406,871	589,485	0	42,761	13,039,117
New Hampshire	10,224,539	408,312	1,838,917	0	12,471,768
New Jersey	36,484,419	1,282,765	0	0	37,767,184
New Mexico	12,302,379	459,165	0	18,401	12,779,945
New York	76,225,258	4,297,895	0	58,841	80,581,994
North Carolina	12,758,136	1,034,031	0	0	13,792,167
North Dakota	18,992,664	777,513	14,643	0	19,784,820
Ohio	70,930,530	2,966,661	243,637	69,953	74,210,781
Oklahoma	23,441,802	1,297,208	152,659	120,500	25,012,169
Oregon	37,498,234	1,155,751	6,061,678	92,270	44,807,933
Pennsylvania	34,089,326	2,298,363	52,064	68,348	36,508,101
Puerto Rico	17,621,600	599,441	0	0	18,221,041
Rhode Island	15,321,136	751,682	0	0	16,072,818
South Carolina	13,585,124	843,972	2,095,488	0	16,524,584
South Dakota	11,020,300	603,127	1,318,434	0	12,941,861
Tennessee	42,388,165	3,022,789	0	197,000	45,607,954
Texas	43,083,614	2,733,000	1,050,000	65,499	46,932,113
Utah	15,680,792	1,103,341	0	45,905	16,830,038
Vermont	14,503,423	594,602	0	0	15,098,025
Virginia	12,925,000	586,642	0	63,882	13,575,524
Washington	20,555,549	1,686,448	449,085	0	22,691,082
West Virginia	20,295,203	1,513,993	2,740,041	0	24,549,237
Wisconsin	28,685,918	1,303,797	0	19,178	30,008,893
Wyoming	10,286,700	707,299	0	0	10,993,999
ANGSC	622,290,218	1,712,722	0		624,002,940
HQ USAF/ALC'S	12,549,160				12,549,160
EQUIPMENT	111,898,293				243,366,765
TOTALS	2,142,598,988	68,091,656	28,203,178	2,500,994	2,372,863,288*

*plus 995,822,344 for MIL PAY

TABLE 2.
AIRCRAFT, UNIT AND LOCATION BY GAINING COMMAND

MILITARY AIRLIFT COMMAND		
Aircraft	Unit/Sqdn	Location
C-130A	164 TAG/155	Memphis, TN
C-130B	123 TAW/165	Standiford Fld, KY
	145 TAG/156	Charlotte, NC
	153 TAG/187	Cheyenne, WY
C-130E	133 TAW/109	Minn/St Paul, MN
	135 TAG/135	Baltimore, MD
	143 TAG/143	Quonset Pt, RI
	146 TAW/115	Channel Island, CA
	167 TAG/167	Martinsburg, WVA
	189 TAG/154	L. Rock AFB, AR (TATS)
C-130H	118 TAW/105	Nashville, TN
	136 TAW/181	Dallas NAS, TX
	137 TAW/185	Will Rogers, OK
	139 TAG/180	St. Joseph, MO
	109 TAG/139	Schenectady, NY
	130 TAG/130	Charleston, WV
	165 TAG/158	Savannah, GA
	166 TAG/142	Wilmington, DE
	176 CG/144	Anchorage, AK
	179 TAG/164	Mansfield, OH
HC-130/	106 ARRG/102	Suffolk, NY
MH-60	129 ARRG/129	Moffett NAS, CA
	210 ARS	Elmendorf, AK
C-141B	172 MAG/183	Jackson, MS
C-5A	105 MAG/137	Stewart, NY
STRATEGIC AIR COMMAND		
Aircraft	Unit/Sqdn	Location
KC-135E	176 CG/168 ARG	Eielson AFB, AK
	101 ARW/132	Bangor, ME
	126 ARW/108	Chicago, IL
	141 ARW/116	Fairchild AFB, WA
	171 ARW/147	Gtr Pittsburgh, PA
	128 ARB/126	Milwaukee, WI
	134 ARG/151	Knoxville, TN
	151 ARG/191	Salt Lake City, UT
	157 ARG/133	Pease AFB, NH
	160 ARG/145	Rickenbacker AFB, OH
	161 ARG/197	Phoenix, AZ
	170 ARG/150	McGuire AFB, NJ
	190 ARG/117	Forbes, KS

TACTICAL AIR COMMAND

F-4D	191 FIG/171	Selfridge ANGB, MI
F-4E	108 TFW/141 122 TFW/163 131 TFW/110 181 TFG/113	McGuire AFB, NJ Ft. Wayne, IN St. Louis, MO Terre Haute, IN
RF-4C	117 TRW/106 124 TRG/190 /189 TRTS 152 TRG/192 155 TRG/173 163 TRG/196 186 TRG/153	Birmingham, AL Boise, ID Boise, ID (RTU) Reno, NV Lincoln, NE March AFB, CA Meridian, MS
A-7 D/K	121 TFW/166 127 TFW/107 132 TFW/124 140 TFW/120 112 TFG/146 114 TFG/175 138 TFG/125 150 TFG/188 156 TFG/198 162 TFG/195 178 TFG/162 180 TFG/112 185 TFG/174 192 TFG/149	Rickenbacker ANGB, OH Selfridge ANGB, MI Des Moines, IA (LANA) Buckley ANGB, CO Gtr Pittsburgh, PA Sioux Falls, SD Tulsa, OK (LANA) Kirtland AFB, NM (LANA) San Juan, PR Tucson, AZ (RTU) Springfield, OH Toledo, OH Sioux City, IA Richmond, VA
A-10	128 TFW/176 103 TFG/118 104 TFG/131 175 TFG/104	Truax Fld, WI Bradley, CT Westfield, MA Baltimore, MD
F-15A/B	102 FIW/101 116 TFW/128 142 FIG/123 159 TFG/122	Otis ANGB, MA Dobbins AFB, GA Portland, OR New Orleans, LA
F-16A/B	107 FIG/136 113 TFW/121 114 Tfts 119 FIG/178 120 FIG/186 125 FIG/159 144 FIW/194 147 FIG/111 148 FIG/179 149 TFG/182 162 TFG/148/152 Tfts 184 TFG/161/177/127 Tfts 158 FIG/134 169 TFG/157 174 TFW/138 177 FIG/119 183 TFG/170	Niagara Falls, NY Andrews AFB, MD Kingsley Fld, OR (RTU) Fargo, ND Great Falls, MT Jacksonville, FL Fresno, CA Houston, TX Duluth, MN Kelly AFB, TX Tucson, AZ (RTU) McConnell, KS (RTU) Burlington, VT McEntire AFB, SC Syracuse, NY Atlantic City, NJ Springfield, IL

	187 TFG/160	Montgomery, AL
	188 TFG/184	Ft. Smith, AR
OA-37	110 TASG/172	Kellogg, MI
	111 TASG/103	Willow Grove NAS, PA
	182 TASG/169	Gtr Peoria, IL

PACIFIC AIR FORCES

F-15A/B	154 CG/199	Hickam AFB, HI
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AIRLIFT SUPPORT

C-21A/C-22	Det 1, HQ DC ANG	Andrews AFB, MD
T-43	Det 1, HQ CO ANG	Buckley ANGB, CO

TABLE 3.
ACTIVATIONS AND REDESIGNATIONS

ACTIVATIONS

ALASKA **Kulis AFB**

210th Air Rescue Squadron, 4 April 1990

ALABAMA **Abston ANG Station**

OLCT (Communications Test Facility), 280th Combat Communications Squadron, 1 April 1990

DISTRICT OF COLUMBIA Detachment 1, HQ DC Air National Guard, 1 July 1990

HAWAII **Barking Sands** 154th Tactical Control Squadron, 16 July 1990

KENTUCKY **Louisville** 123d OLCT (Combat Control Team), 123d Tactical Airlift Wing, 1 May 1990

NEW YORK **Stewart ANG Base** 105th Avionics Maintenance Squadron, 21 March 1990 105th Organizational Maintenance Squadron, 21 March 1990

ANG COMBAT READINESS TRAINING CENTERS 15 June 1990

Gulfport, Mississippi
Alpena, Michigan
Savannah, Georgia
Volkfield, Wisconsin

REDESIGNATIONS

ALASKA

176th Tactical Clinic to 176th USAF Clinic, 1 April 1990

CALIFORNIA

163d Tactical Fighter Group to 163d Tactical Recon Group, 1 April 1990

196th Tactical Fighter Squadron to 196th Tactical Recon Squadron, 1 April 1990

MISSISSIPPI

172d USAF Clinic to 172d Tactical Clinic, 1 April 1990

NEW YORK

105th Consolidated Maintenance Squadron to 105th Field Maintenance Squadron, 15 March 1990

PENNSYLVANIA

201st Civil Engineering Flight (Heavy Repair) to 201st Civil Engineering Flight (Red Horse),
15 October 1988

Appendix I — MILITARY SUPPORT MISSIONS

State/Location	Dates	Mission	Personnel ARNG/ANG
ALABAMA			
Marengo County	12Sep-31Dec	Water Haul	12
Greene County	22-23 Sep	Putting up Bridge	97
Marengo County	1 Oct	Water Haul	2
Tuscaloosa County	10Oct-15Dec	Food Haul	29
Greene County	20-22 Oct	Putting up Bridge	97
Geneva County	8 Nov	Flooding	2
Macon County	23 Nov	Wind Damage	2
Madison County	15-30 Nov	Tornado Damage	80
Walker County	40ct-20Dec	Food Haul	38
Washington County	20-29 Dec	Water Haul	12
Cullman County	22-24 Dec	Armory Opening	2
Tuscaloosa County	1Feb-16Mar	Food Haul	24
Marengo County	1Jan-28Feb	Water Haul	3
Walker County	3Jan-27Mar	Food Haul	40
Elmore County	24Dec-2Jan	Equipment Usage	2
Chambers County	11 Jan	Water Haul	2
Elmore County	24Dec-2Jan	Equipment Usage	2
Fayette County	24Dec-5Jan	Water Haul	2
Mobile County	25 Dec	Armory Opening	2
Elmore County	26-28 Dec	Water Haul	2
Randolph County	26Dec-2Jan	Equipment Usage	4
Walker County	26Dec-5Jan	Water Haul	1
Marion County	27Dec-5Jan	Equipment Usage	6
Chilton County	27Dec-2Jan	Water Haul	5
Walker County	27Dec-1Jan	Water Haul	3
Jackson County	28Dec-4Jan	Water Haul	4
Randolph County	29Dec-1Jan	Water Haul	2
Bibb County	10-11 Feb	Generator Spt	4
Talladega County	10-11 Feb	Storm Clean-up Spt	30
Tuscaloosa County	10-11 Feb	Generator Spt	2
Shelby County	10-12 Feb	Generator Spt	4
Tuscaloosa County	10-17 Feb	Storm Damage	30

State/Location	Dates	Mission	Personnel ARNG/ANG
Shelby County	11-12 Feb	Generator Spt	2
Shelby County	16-17 Feb	Water Haul	5
Talladega County	12-14 Feb	Water Haul	3
Dallas County	12-20 Feb	Law Enforcement Spt	184
Selma	12-23 Feb	Civil Disturbance	189
Shelby County	15 Feb	Flooding Evac	5
Sumter County	16 Feb	Open Armory	1
DeKalk County	16 Feb	Emergency Vehicle Spt	4
Marengo County	18-21 Feb	Flooding Evac	26
Covington County	22-26 Feb	Armory Security	8
Several Locations	23-26 Feb	Armory Openings	3
Dekalb County	27-28 Feb	Engineer Spt	3
Marengo County	1Mar-30Jun	Water Haul	7
Walker County	14Mar-27Jun	Food Haul	38
Conecuh County	16-17 Mar	Armory Opening	2
Tuscaloosa County	22Mar-30May	Food Haul	27
Elmore County	8Jun-2Jul	Water Haul	5
DeKalb County	29Jun-2Jul	Water Haul	3
Jackson County	29Jun-2Jul	Water Haul	4
Marengo County	1Jul-31Aug	Water Haul	8
Elmore County	5-6 Jul	Water Haul	5
Tuscaloosa County	6Jul-27Aug	Food Haul	28
Elmore County	10Aug-7Sep	Water Haul	11
DeKalb County	27Aug-6Sep	Water Haul	1
St Clair County	2Sep-3Sep	Armory Opening	2
Walker County	11Jul-26Sep	Food Haul	28
Autauga County	8-12 Jul	Water Haul	2
DeKalb County	9-13 Jul	Water Haul	3
Jackson County	9-13 Jul	Water Haul	4
Coffee County	21-24 Jul	Building Landfill	7
Dale County	4-17 Mar	Flood Clean up	138
Autauga County	16-17 Mar	Armory Opening	2
Dale County	16-20 Mar	Equip Utilization	3
Escambia County	16-25	Equip Spt	50
Coffee County	16-26 Mar	Flood Spt	43
Coffee County	17-18 Mar	Armory Opening	1
Geneva County	18 Mar	Armory Opening	2
Barbour County	17-19 Mar	Armory Opening	3
Elmore County	17-23 Mar	Evac Spt&Sec&Water	14
Geneva County	17-24 Mar	Armory Opening	55
Barbour County	17-26 Mar	Flood Evac	7
Montgomery County	24 Mar	Equipment Spt	2
Houston County	26-28 Mar	Equipment Spt	20
Henry County	17-30 Mar	Flood Evac	8
Crenshaw	17-30 Mar	Water Haul & Road Blks	28
Montgomery	18Mar-12Apr	Hay Haul	11
Centerville	18Mar-12Apr	Food Haul	10
Selma	18Mar-12Apr	Aviation Spt	10
Covington County	19Mar-1Apr	Water & Flood Clean Up	24
Covington County	23Mar-6Apr	Armory Opening	29
Autauga County	19-31 Mar	Security Spt	13
Greene County	26-28 Jul	Bailey Bridge	97
Elmore County	12-30 Sep	Water Haul	16

State/Location	Dates	Mission	Personnel ARNG/ANG
ARKANSAS			
Statewide	3-25 May	Flood Recovery Sp	2590/44
ARIZONA			
Yavapai County	3 Nov	Search & Rescue	2
Yavapai	17 Nov	Search & Rescue	2
Pima County	21 Nov	Search & Rescue	4
Yavapai	1 Jan	Search for Hiker	3
Yavapai County	18 Jan	Search & Rescue Mission	3
Safford	29 Jan	Search & Rescue Mission	2
Clifton	29 Jan	Search & Rescue Mission	2
Graham	29 Jan	Search & Rescue Mission	2
Yuma County	11 Feb	Search & Rescue Mission	6
Maricopa County	20 Feb	Search & Rescue Mission	3
Yavapai County	20 Mar	Search & Rescue Mission	3
Yavapai County	23-26 Mar	Search & Rescue Mission	5
Graham County	6 Apr	Flood Recovery Spt	7
Yavapai County	28 Apr	Search & Rescue Mission	4
Several Locations	5Dec-31Mar	Homeless Shelters	632/93
Gila County	4-6 Jan	Weather Emergency	12
Greenlee County	27 Oct	Search & Rescue	2
Pima County	19-20 Mar	Search & Rescue	3
Graham County	5-12 Apr	Fuel Support	7
Yavapai County	1 Jun	Aerial Search	2
Maricopa County	4 Jun	Search & Rescue	3
Maricopa County	4 Jun	Search & Rescue	3
Pima County	28Jun-8Jul	Forest Fire Spt	174/44
Gila County	27Jun-8Jul	Forest Fire Spt	152/38
Gila County	27Jun-3Jul	Security Spt	104/25
Gila County	27Jun-3Jul	Emergency Gen Spt	24
Graham County	29Jun-3Jul	Water Haul	16
EOC	28Jun-3Jul	Coordinated 5 missions abv	114/28
Yavapai County	2-3 Jul	Aerial Search	5
Yavapai County	29 Jul	Search & Rescue	4
Mohave County	5 Sep	Aerial Search	6
Coconino County	5-10 Sep	Flood Recovery	117/20
Yavapai County	6 Sep	Search & Rescue	2
ALASKA			
Anchorage	16Jan-1Feb	Air Crash	10
Anchorage	15-22Jan	Search & Rescue	6
Anchorage	20 Apr	Mass exercise	62
Anchorage to Juneau	12 Jun	Aerial Transportation	5
Statewide	5-15 Jul	Wild Land Fires	20

State/Location	Dates	Mission	Personnel ARNG/ANG
CALIFORNIA			
Supai Village	13Jun-18 Nov	Aviation Support	13
Monterey	1 Sep	Evacuation	/3
Solano	7 Sep	Evacuation	/5
Monterey	12-16Oct	Medevac	4
Placer County	24-25Oct	Search & Rescue	8
Inyo	7 Oct	Search & Rescue	4
Alameda	1 Aug	Search & Rescue	/5
Pacific Ocean	14-15 Aug	Search & Rescue	/9
Pacific Ocean	23-24 Aug	Search & Rescue	/11
Santa Clara	3 Oct	Medevac	/3
Tuolumne	26Oct-26Sep	Aviation Support	4
Tulare	14-16Jan	Search & Rescue	4
Dep of Corrections	24-26 Oct	Tng Exercise	8
El Dorado	28 Nov	Evacuation	4
San Francisco	5Oct-12Feb	Earthquake	16,112/16,599
COLORADO			
Mesa County	13-14 Oct	Search for Murderer	8
Broomfield—Boulder	6-7 Mar	Blizzard Rescue Mission	10
Statewide	29Jun-4Jul	Forest Fire Spt	15
Lincoln County	6-20 Jun	Tornado Recovery	429
CONNECTICUT			
DELAWARE			
DIST OF COL			
FLORIDA			
North Central	23-25Dec	Storm Recovery	20
Alachua County	12-13 Sep	Ground Search	25
Northeast	19-22 Sep	Ground Search	19
GEORGIA			
Atlanta	5-6Jan	Civil Disturbance	1,500
Fulton County	19-20Jan	Civil Disturbance	1,597
GUAM			
Various Villages	14-18Jan	Water Outage	28
HAWAII			
Hawaii County	5-6 Oct	Helicopter Spt	2
Hawaii County	19-20 Oct	Helicopter Spt	2
Aloha County	29 Oct	Air Crash	15
Hawaii County	5 Feb	Helicopter Spt	3
Hawaii County	26 Feb	Helicopter Spt	3
Honolulu	25 Mar	Helicopter Spt	/12
IDAHO			
ILLINOIS			
Champaign	19Feb-2Mar	Ice Storm Damage	130
Northern IL	28Aug-3Sep	Tornado Recovery	1,284
INDIANA			

State/Location	Dates	Mission	Personnel ARNG/ANG
IOWA			
Dubuque County	16-18Mar	Tornado Cleanup	69
Woodbury County	19May-27May	Flood Recovery	65
Statewide	16Jun-15Jul	Flood Recovery	315/10
KANSAS			
Douglas County	5 Dec	Search	6
Statewide	25-26 Dec	Water Haul	3
Leavenworth County	14-15 Dec	Heat Support	5
Coffey County	26-28 Dec	Water Hauling	20
Shawnee County	6-7 Mar	Generator Spt	2
Harvey County	13-15 Mar	Tornado	58
Statewide	2May-8Jun	Aerial Recon	18
KENTUCKY			
LOUISIANA			
Jefferson	7-10 Nov	Flooding	51
St. Charles	7-10 Nov	Flooding	51
Baton Rouge	24-26 Dec	Oil refinery explosion	113
Pollock, La	25Dec-11Jan	Water Haul	36
Allen Parrish	24-28 Jan	Flood Recovery	13
Grambling	25-27 Jan	Tornado Recovery	104
Washington Parrish	25-27 Jan	Flood Recovery	6
Terrebonne Parrish	31Mar-3Apr	Tornado Damage	23
MAINE			
Piscataquis	4-5 Nov	Search & Rescue	3
Penobscot	3 Mar	Medevac	4
Hancock	12 Feb	Medevac	4
Washington County	3 Feb	Medevac	5
Hancock County	16 Jul	Medevac	4
Somerset County	26 Jul	Medevac	4
Penobscot	27-28 Aug	Medevac	6
Penobscot	13 Sep	Medevac	4
MARYLAND			
MASSACHUSETTS			
Worcester County	2 May	Forest Fire	8
Statewide	28 Nov	Joint Review	75
Various Communities	16 Apr	Marathon Crowd Control	179/63
Boston	23 Jun	Mandela's Visit	13
MICHIGAN			
MINNESOTA			
Stearns County	27-30Oct	Search & Rescue	230
MISSOURI			
MISSISSIPPI			
Jackson	24-29 Dec	Water Haul	51
MONTANA			
Red Lodge County	9 Aug	Forest Fire Spt	10

State/Location	Dates	Mission	Personnel ARNG/ANG
NEBRASKA			
Fairbury	17-18 Dec	Life Saving Neonatal	4
Lawrence & Sutton Co	14-16 Mar	Tornado Recovery	7
Platte			
Dodge			
Colfax	18-20 Jun	Flood Recovery	12
Central City	28 Aug	Life Saving Neonatal	4
Platte County	19Jun-31Aug	Flood Recovery	248
Rogers County			
Colfax County			
Ames County			
Dodge County			
Lake Park County			
NEVADA			
Douglas County	13 Apr	Wildfire Support	2/1
Plumas County	17 Feb	Ski Rescue Mission	6
NEW HAMPSHIRE			
NEW JERSEY			
NEW MEXICO			
Guadalupe	18-19 Jan	Snow Emergency	5
Cibola County	28-29 Jan	Aerial Support	4
Rio Arriba	6 Sep	Water Haul	6
Quay	8Sep-5Oct	Water Haul	2
NEW YORK			
Orange County	16-19 Dec	Search & Rescue	2
Massena	1May-30 Sep 90	Indian Civil Disturbance	24
NORTH CAROLINA			
Rowan	12-12 Jan	Chemical Hazard	1
Burke County	29-30 Jan	Aviation Spt	4
Western Counties	16-19 Feb	Flooding	20
Cumberland	30 Sep	Shelter Spt	1
Buncombe County	3 Oct	Aviation Spt	3
Randolph County	18 Oct	Generator Spt	2
Randolph County	1Nov-15Dec	Water Support	6
Hertford County	10-12 Dec	Provide Shelter	2
Eastern NC	24-27 Dec	Snow Storm	74
Nash County	27-29 Dec	Water Support	4
Robeson	11 Dec	Aviation Spt	2
Wake County	2 Mar	Aviation Support	2
Burke County	15 Dec	Generator Spt	1
Madison County	29Dec-4Jan	Water Spt	1
Raleigh	1 Sep	Repatriation Opns	35
Wake County	13 Sep	Repatriation Opns	35
Pasquotank County	27-28 Aug	Water Haul	8
Franklin	24 Jul	Water Haul	1
Moore	5Feb-13Mar	Water Haul	2
NORTH DAKOTA			
Burleigh & Emmons	18-19 Apr	Forest Fire	29

State/Location	Dates	Mission	Personnel ARNG/ANG
OHIO			
Perry	18Dec-17Jan	Water Emergency	4
Ashtabula	15-17 Feb	Snow Emergency	17
Knox County	16 Feb	Generator Spt	3
Ross County	2 Jun	Flood Recovery	20/20
OKLAHOMA			
McAlester	1-5 Feb	Missing Aircraft	2
Ardmore	2-4 Feb	Mission Aircraft	4
OREGON			
PENNSYLVANIA			
Camp Hill	25Oct	Prison Disorder	65
PUERTO RICO			
RHODE ISLAND			
Cranston	6-8Mar	Power Outage	12
SOUTH CAROLINA			
Charleston	26-28 Dec	Winter Storm	7
SOUTH DAKOTA			
Black Hills	13-20 Sep	Forest Fires	86/86
Custer State Park			
TENNESSEE			
TEXAS			
Houston	20Sep	Rescue Emergency Tng	3
Dallas	21 Mar	Emergency Rescue	4
UTAH			
VERMONT			
VIRGINIA			
Richmond	21-22 Sep	Hurricane Hugo Standby	10/1
Staunton	21-22 Sep	Hurricane Hugo Standby	10
Roanoke	21-22 Sep	Hurricane Hugo Standby	10
Lynchburg	21-22 Sep	Hurricane Hugo Standby	10
Danville	21-22 Sep	Hurricane Hugo Standby	10
Va Beach	28Aug-6Sep	Logistical Support	143
VIRGIN ISLANDS			
Island-wide	16Sep89-30Apr90	Hurricane Hugo Recovery	954/29
WASHINGTON			
Whatcom County	10-11 Nov	Flooding	14
Lewis County	10-11 Feb	Flooding	37
Lewis County	10-12 Jan	Flooding	10
Thurston	10-12 Jan	Flooding	10
Grays	10-12 Jan	Flooding	9
Support CA forest fire	12-18 Aug	Forest Fires	47
WEST VIRGINIA			
Statewide	1-31 Mar	Food Distribution	87

State/Location	Dates	Mission	Personnel ARNG/ANG
WISCONSIN			
Washburn County	16-19 Nov	Search & Rescue	5
Washington County	24 Apr	Search & Rescue	6
Tomah & Monroe County	18 Aug	Flood Recovery	60
Norther WI	9Apr-6May	Logistical Spt	88
WYOMING			
Laramie County	8-9 Mar	Snow Emergency	3
Laramie County	7-8 Mar	Snow Emergency	6

APPENDIX J – COUNTER-DRUG SUPPORT TO LAW ENFORCEMENT AGENCIES

APPROVED COUNTER-DRUG OPERATIONS, FY 90

Explanation of number code

- Operation # 1—Ground reconnaissance
- Operation # 2—Ground surveillance
- Operation # 3—Ground transport of law enforcement officers
- Operation # 4—Ground transport of seized property/contraband
- Operation # 5—Aerial reconnaissance
- Operation # 6—Aerial surveillance
- Operation # 7—Aerial transport of law enforcement officers
- Operation # 8—Aerial transport of seized property/contraband
- Operation # 9—Ground radar monitoring
- Operation #10—Cargo inspection and search at border entry points
- Operation #11—Search of aircraft/watercraft/motor vehicles
- Operation #12—Training program for soldiers or airmen
- Operation #13—Training program for law enforcement officers
- Operation #14—Aerial reconnaissance/surveillance (OV-1D)
- Operation #15—Aerial photo reconnaissance (RF-4C)
- Operation #16—Liaison/planning/coordination/reporting
- Operation #17—Search for, collect and remove contraband
- Operation #18—Film processing for photo reconnaissance
- Operation #19—Transport DEA fuel and tanks to outer islands
- Operation #20—Aerial reconnaissance and transport
- Operation #21—Security for radar sites
- Operation #22—Transportation of seized watercraft
- Operation #23—Admin/intel/ADP/logistics support
- Operation #24—Engineer support
- Operation #25—Maintenance support

States	Operations Supported	Mandays ARNG	Workdays ANG
ALABAMA	2,5,7,10,11,12,15,16	7,233	1,460
ALASKA	5,6,7,8,10,11,12,16,17	1,804	2,195
ARIZONA	5,6,7,8,10,12,16	16,958	114
ARKANSAS	7,12,16,18	6,058	895
CALIFORNIA	2,5,6,7,10,16	79,050	2,874
COLORADO	2,5,6,7,8,11,12,16	1,102	482
CONNECTICUT	5,10,12,16	551	0
DELAWARE	5,6,11,16	316	120

States	Operations Supported	Mandays ARNG	Workdays ANG
DIST OF COL	6,8,12,23	6,740	1,951
FLORIDA	2,5,6,7,8,10,11,12,16	37,187	7,187
GEORGIA	5,10,12,14,16	8,026	20
GUAM	2,5,10,16	3,238	0
HAWAII	2,5,7,10,11,16,19	4,625	473
IDAHO	5,7,8,12,15,16	313	341
ILLINOIS	5,7,8,12,16	1,890	0
INDIANA	5,7,8,12,16	1,939	0
IOWA	5,7,16	1,789	16
KANSAS	5,6,7,12,16	2,081	149
KENTUCKY	2,5,7,11,16,17	23,811	0
LOUISIANA	2,5,6,7,8,10,16,17,23	23,005	1,550
MAINE	2,5,6,7,10,11,16	5,226	0
MARYLAND	2,5,7,10,16	6,208	0
MASSACHUSETTS	2,5,6,7,8,10,11,12,16	7,907	0
MICHIGAN	2,5,10	4,665	0
MINNESOTA	5,6,7,10,12,16	3,503	0
MISSISSIPPI	2,5,7,8,10,11,12,15,16	5,403	438
MISSOURI	5,6,7,10,12,16	2,305	250
MONTANA	5,7,8,12,16	1,191	0
NEBRASKA	2,6,7,8,12,15,16	904	1,280
NEVADA	5,6,7,8,12,15,16	460	178
NEW HAMPSHIRE	5,7,8,10,16	399	0
NEW JERSEY	5,7,8,10,16	9,652	2,190
NEW MEXICO	2,6,7,12,16	8,096	0
NEW YORK	2,5,6,7,8,10,11,12,16	41,833	375
NORTH CAROLINA	5,7,8,10,11,12,16	9,434	0
NORTH DAKOTA	5,6,7,8,10,11,12,16	948	0
OHIO	5,7,8,12,16,20	2,137	355
OKLAHOMA	2,5,7,8,16,17	3,572	64
OREGON	5,6,7,8,11,12,14,16,23	6,307	4,823
PENNSYLVANIA	2,5,6,7,8,10,12,16	7,108	2,007
PUERTO RICO	2,5,6,7,8,10,16,17	7,545	665
RHODE ISLAND	2,5,6,10,12,16	725	114
SOUTH CAROLINA	5,6,7,8,10,12,16	11,163	0
SOUTH DAKOTA	5,7,12,16	362	0
TENNESSEE	2,5,7,8,12,16	5,474	115
TEXAS	2,5,6,10,16,23	75,051	19,158
UTAH	5,7,12,16,17	2,238	496
VERMONT	5,6,10,12,16	455	0
VIRGINIA	2,5,10,16	5,456	0
VIRGIN ISLANDS	2,5,7,10,12,16	1,760	0
WASHINGTON	2,5,7,11,16,17	10,790	1,086
WEST VIRGINIA	5,7,16	589	0
WISCONSIN	5,6,8,11,12,16	2,327	480
WYOMING	5,16	89	0
TOTAL		478,998	53,901

NATIONAL GUARD TOTAL

532,899

