

DESERT STORM Edition

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Annual Review of the Chief

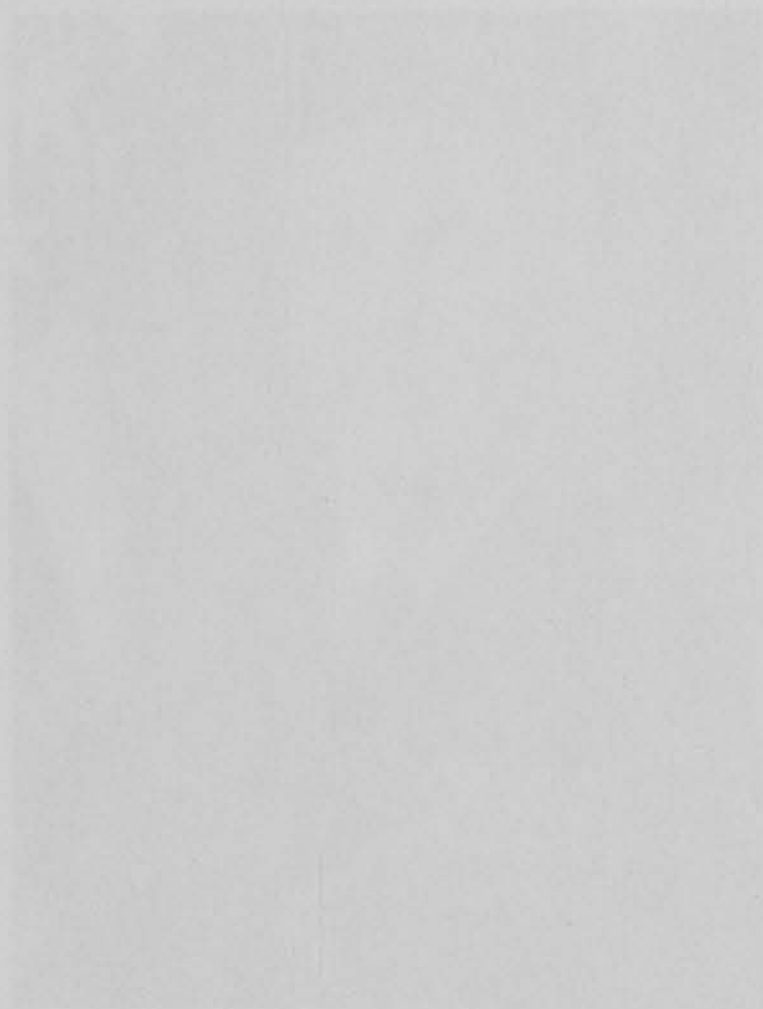
National Guard Bureau

1991

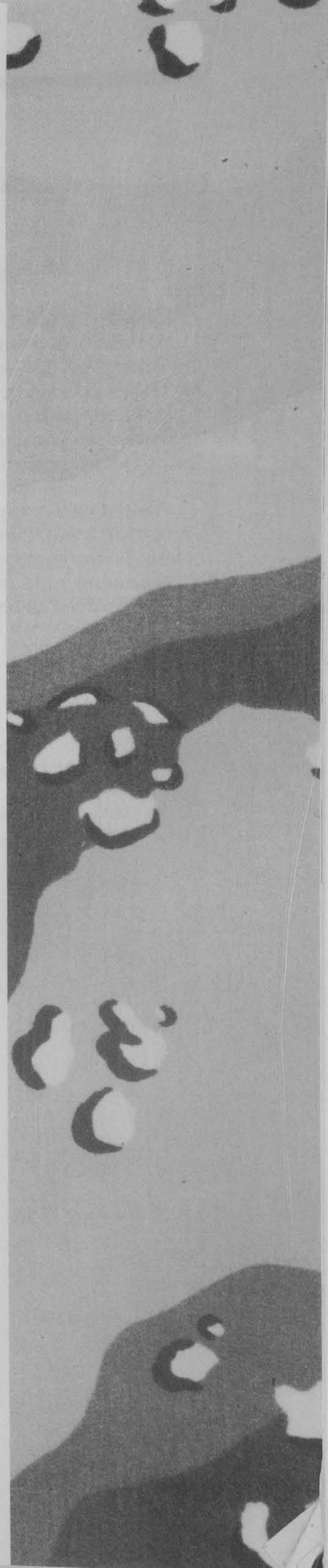


Annual Review of the Chief, National Guard Bureau Fiscal Year 1991

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



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Lieutenant General, USA
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To the Secretaries of the Army and the Air Force

The Annual Review of the Chief, National Guard Bureau for Fiscal Year 1991 is respectfully submitted.

This fiscal year marks the successful conclusion of Operation DESERT SHIELD/DESERT STORM. It was the largest mobilization of the National Guard since the Korean War some 40 years ago, and the first mobilization for a combat action since the Vietnam War. More than 75,000 Army and Air National Guard personnel were federalized. Their presence on active duty, and the fact that such a high percentage of them were serving on the Arabian Peninsula, helped to generate the overwhelmingly positive civilian response to our Armed Forces during this crisis—a response that was in such sharp contrast to the public mood during the last years of the Vietnam War.

But more than numbers mobilized, or the grassroots community support which their mobilization helped to foster, the performance of our Army and Air National Guard units and personnel is the ultimate validation of the Total Force Policy. Our units deployed quickly and arrived ready to do the jobs for which they had trained. I am proud of them. More important, they are proud of themselves, and their communities all across the U.S. and its territories share in that pride.



John B. Conaway

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Lieutenant General, USAF
Chief, National Guard Bureau

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All of the photographs in this Annual Review show Army and Air National Guard personnel during and after Operation DESERT SHIELD/DESERT STORM. Most of the photographs are of Guard men and women on duty in the Middle East.

The National Guard Bureau Office of Public Affairs would like to thank all the Guard members who sent us photographs. Thanks to their generosity, NGB historians now have a photographic file for this large and important mobilization.

Most of the photographers whose work appears in this issue are unknown to us. Special thanks to the following individuals, whose work appears as indicated:

SSgt Greg Kunkle, 139th MAG, MO	Pgs 6, 10, 11, 12
Lt. Col. Raymond Becker, 139th MAG, MO	Pg 1
SFC Craig Heathscott, 176th PAD, AR	Pgs vi, 23, 25

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By direction of the Secretary of the Army, the Army Superior Unit Award was awarded to the Chief, National Guard Bureau and his staff for meritorious service in performing difficult and challenging missions during peacetime, for the period 2 August 1990 to 30 June 1991.



Mobilization



On 2 August 1990 troops from Iraq invaded the Sheikdom of Kuwait. With Iraqi forces poised on the border between Kuwait and Saudi Arabia, the Saudis asked the U.S. for military assistance. U.S. troops began deploying to the Arabian Peninsula on August 7th under the code name DESERT SHIELD. National Guard involvement began on that day: Mississippi's 172d Military Airlift Groups flew one of the first airlift missions into the theater.

On 22 August 1990 President Bush, by Executive Order 12727, began the first call-up of U.S. reserve component forces in twenty years. As Fiscal Year 1991 began, 6,900 Army National Guard troops in 78 units were on active duty. While only three Air Guard squadrons had been federalized as of 1 October, almost 4,000 Air Guard men and women had volunteered for temporary active duty.

Operation DESERT SHIELD became Operation DESERT STORM as the Allied Coalition's air war against Iraq began on 16 January 1991. F-16's of South Carolina's 169th Tactical Fighter Group and New York's "Boys from Syracuse," the 174th Tactical Fighter Group, flew in the first waves of the attack. In the weeks to come these two Air National Guard fighter units would account for 3,645 missions.

61,855 men and women in 395 Army National Guard units had been mobilized by late February 1991*; 297 units with 37,848 personnel would serve on the Arabian Peninsula. When the Allied Coalition launched one of the largest ground offensives since World War II against the Iraqis on 23 February 1991, ARNG artillery units fired in support in U.S., French, and British commands; ARNG engineer units breached Iraqi minefields; and ARNG medical units cared for the wounded on both sides. ARNG combat service support units provided the logistical glue without which the operation could not have been undertaken.

When the ground offensive ended on 28 February 1991, National Guard units joined in the task of securing and cleaning up Kuwait, devastated by six months of Iraqi occupation and by the Allied air and ground offensives. Guard medical personnel helped to care for tens of thousands of Iraqi prisoners. And as civil war broke out in Iraq itself, both Army and Air Guard units joined in Operation DESERT CALM, the Allied effort to help the thousands of Iraqi Kurds who had fled to the mountains on the Turkish border.

Both Army and Air Guard units began returning home in April. By 30 September 1991, only a handful of Guard units remained on active duty.

* Final figures were 62,411 in 398 units.

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

Military

	Authorized	Assigned
ARNG	50	56
Active Army	58	54
ANG (Officer & Enlisted)	51	47
Active AF	56	53
TOTAL	215	210

Civilian

Army	132	110
Air Force	91	72
TOTAL	223	182

Army National Guard

Personnel

446,121 Personnel
54,720 Support Personnel
(Technician and AGR)

Major Units

10 Divisions (5 Inf, 1 Lt Inf, 2 Armd, 2 Mech)	4 Military Policy Brigade Headquarters
20 Brigades (8 Inf, 6 Mech, 5 Armd, 1 Lt Inf)	1 Transportation Brigade Headquarters
2 Armored Cavalry Regiments	1 Corps Artillery Headquarters
2 Special Forces Groups	1 Signal Command Headquarters
1 Infantry Group (Arctic Recon)	1 Support Command Headquarters
18 Field Artillery Brigade	3 Air Defense Artillery Brigade Headquarters
Headquarters	1 Aviation Brigade Headquarters
3 Medical Brigade Headquarters	1 Military Intelligence Brigade Headquarters
4 Engineer Brigade Headquarters	1 Chemical Brigade Headquarters

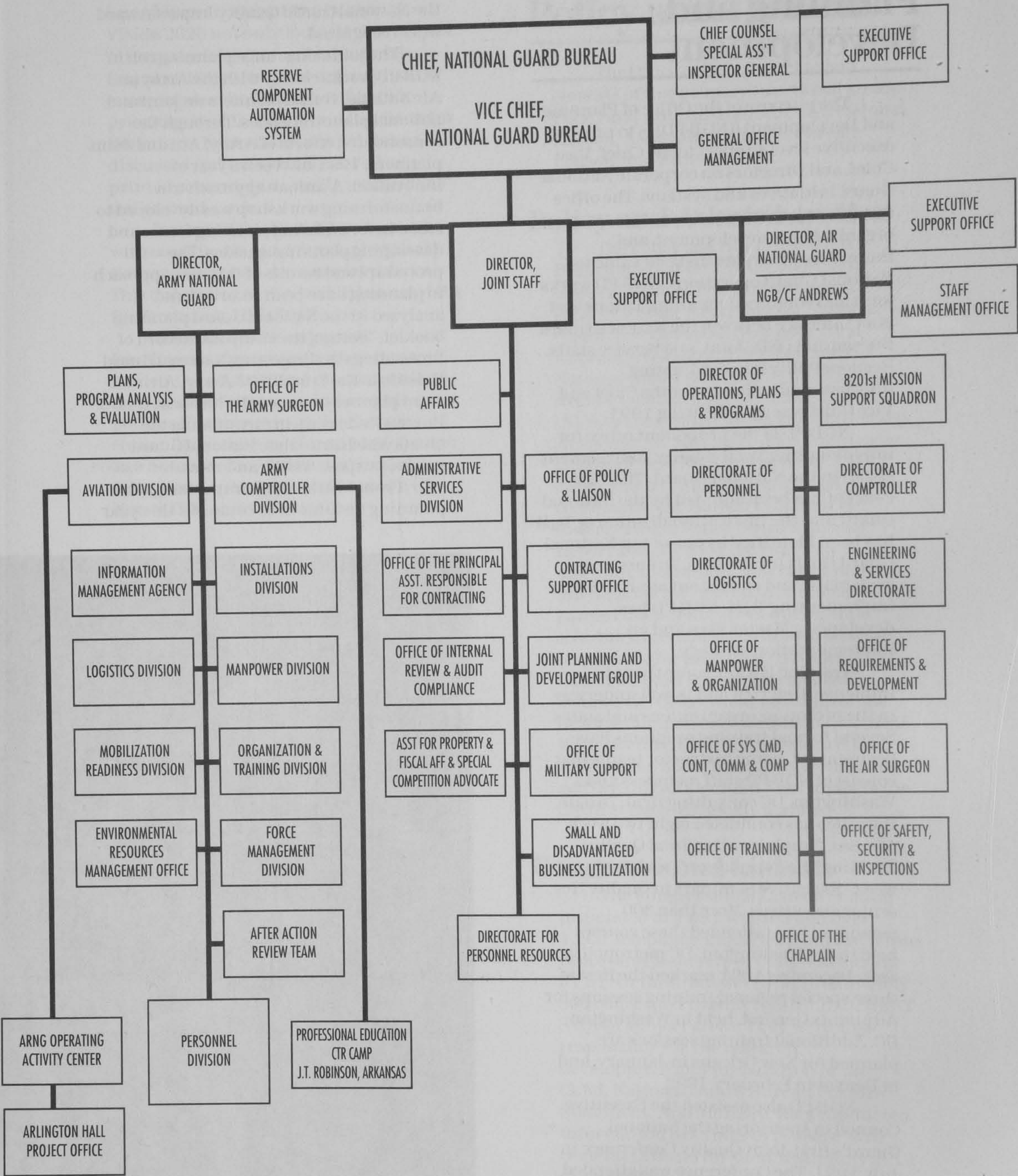
Air National Guard

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)



Planning and Development

The purpose of the Office of Planning and Development ((NGB-PD) is to provide executive-level support to the Chief, Vice Chief, and Directors on corporate National Guard initiatives and systems. The office 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. Responsibility for coordinating international activities for the Chief and Vice Chief was added during 1991.

NGB-PD is the proponent office for implementing Total Quality Management (TQM) in the National Guard. The TQM concept has been adopted by the National Guard and the institutionalization of TQM has been identified as one of ten National Guard Goals for the 90's. To ensure a systematic and consistent approach for implementing TQM, NGB-PD has developed a Master Plan and an implementation strategy.

Training is a key component to implementing TQM and is well underway in the prototype organizations and states. Several formal training programs have been started, using instructor teams that consist of NGB-PD staff members and a Washington, DC consulting firm. To date the office has conducted eight two-week courses, "Implementing Total Quality, Building The Foundation"; and four one-week "Executive Seminars in Quality" for senior executives. More than 300 personnel have attended these courses held in the Washington, DC metropolitan area. December 1991 marked the first of three special regional training sessions for Adjutants General, held in Washington, DC. Additional training sessions are planned for New Orleans in January, and in Denver in February 1992.

NGB-PD also assisted the Executive Council in sponsoring the National Guard's first Joint Quality Conference in July 1991. The Conference was attended by over 250 senior executives representing every state, territory, the District of Columbia, and the Bureau. The Chief NGB Quality Award was unveiled at the

Conference, and the first two winners of the National Guard Quality Impact Award were recognized.

The joint long-range planning cell in NGB-PD works closely with the Army and Air National Guard planners on joint and national planning issues. Through the consolidated efforts of Army, Air, and Joint planners, 1991 has been a year of innovation. A unique approach to a brainstorming workshop was developed to assist in formulating planning issues and developing planning agendas. The procedure and results of this new approach to planning have been recorded and analyzed in the National Guard planning booklet, "Setting the Compass: Record of Proceedings On Projecting National Guard Roles Into the Year 2020." Army, Air, and Joint planners assisted the National Guard Bureau leadership in formulating the tenets which articulate National Guard values, purpose, vision and roles.

Probably the most important joint planning document to come out this year



has been Vision 2020, the Chief, National Guard Bureau's planning guidance. Vision 2020 not only looks at the range of future possibilities for the National Guard well into the 21st century; it also encapsulates the Guard heritage, its priorities in this decade and its vision for the future. National Guard tenets are discussed in Vision 2020, as well as printed separately on easily usable 2"X3" wallet-sized cards.

During FY 91, NGB-PD was tasked with coordinating and developing joint National Guard environmental policies. This tasking led to the establishment of the Environmental Quality Board.

The Office of Planning and Development 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 colloquials, to include conferences with Xerox, IBM, and Corning Glass.



Policy and Liaison

The Office of Policy and Liaison consists of five primary functional areas: Policy and Administration, Congressional Liaison, Association Liaison, Foreign Liaison, and Protocol.

Policy and Administration

The Policy and Administration Branch advised the CNGB concerning issues affecting the organization and functions of the Army and Air National Guard. It reviewed all NGB policy and information letters (All States Letters), National Guard Regulations (NGR), Army Regulations (AR), Air Force Regulations (AFR) and any other publications affecting Army and Air National Guard Policy prior to issuing final NGB concurrence. The Policy and Administration Branch coordinated the Bureau's input to the Reserve Forces Policy Board's Annual Report and attended the quarterly meetings. In addition, they coordinated briefings for the Army and Air Reserve Forces Policy Committees during their scheduled meetings. The branch was also responsible for preparing the Chief, National Guard Bureau for the weekly Senior Staff Council and meetings of the Reserve Component Coordination Council. More recently, the Branch assumed the additional responsibility of consolidating and briefing all key Joint Staff topics to the CNGB at the NGB weekly update.

Congressional Liaison

The Congressional Liaison Section responded to 2,981 written and over 1,200 telephone inquiries from the White House and Members of Congress during FY 91. Of those answered, approximately 300 concerned DESERT SHIELD/DESERT STORM subject areas. They were also responsible for the research, development and preparation of the Chief, National Guard Bureau Posture Statement. Additionally, they conducted information briefings to prepare NGB General Officers for their testimony at 11 Congressional Hearings.

Association Liaison

In the Association Liaison Section, efforts were made throughout the year to establish and maintain a good rapport with all military associations and their staff representatives. To keep the lines of communication open, the Section, with assistance provided by NGB functional experts, developed National Guard positions on over 237 resolutions submitted by the States through the National Guard Officer and Enlisted Associations.

Additionally, team members worked directly with the National Guard Association of the United States (NGAUS) and the Enlisted Association of the National Guard of the United States (EANGUS) in creating their respective Legislative Action Plans for FY91. The Association Liaison representatives also coordinated the logistics for NGB personnel attending association conferences as part of the NGB delegation as well as other Department of Defense Dignitaries.

Foreign Liaison

This year the Foreign Liaison Section began a dynamic new venture called the International Training Activities Program (ITAP). ITAP took the experience and lessons learned by the Guard in Central and South American nation assistance operations and combined them into a joint Army and Air National Guard program. The goal is to allow National Guard units to deploy and operate in an isolated overseas environment while at the same time assisting the development of third world countries. The program moved rapidly from concept briefings in January of 1991 to putting a joint engineer and medical team on the ground in Senegal, Africa by November of 1991.

The Foreign Liaison program continued to increase its involvement and support to the international community. The Foreign Liaison Team processed over 60 requests for visits to the Bureau, Army and Air National Guard facilities, training sites, and activities by foreign military attaches, subministers of defense, reserve and active military members and other foreign dignitaries. The Chief, National Guard Bureau co-sponsored a Spring Military Attache Orientation Briefing in May 1991 with Army and Air Force Foreign Liaison Offices. Over 200 members of the Washington corps of military

attaches attended the briefing. The Army and Air Directorates presented an overview on DESERT SHIELD/DESERT STORM and the Guard's participation.

In June, the Chief hosted the 4th annual Military Attache Orientation Tour. Twenty-seven military attaches from 19 countries participated. The tour consisted of visits to Camp Roberts and Camp San Luis Obispo in California, the Northern Black Hills in South Dakota, the Combat Readiness Training Center and the Aviation Classification Repair Depot in Camp Shelby, Mississippi.

The year was highlighted by a keen interest from the international community on how the National Guard is organized, how it functions and how training contributes to readiness. The events surrounding DESERT SHIELD/DESERT STORM coupled with declining budgets abroad, focused a strong interest in a National Guard type organization as an alternative to large standing armies.

Protocol

Since its inception in 1989, the Protocol Office has become a vital and important part of the NGB organization. Through careful planning, attention to detail and expert orchestration, the NGB Protocol Office conducted 24 information and orientation briefings for a wide variety of general officers and civilian dignitaries as well as over 70 award ceremonies. Two significant events coordinated through the Protocol office during FY 91 were the 354th Birthday Celebration of the National Guard held at Ft. McNair in December 1990 and the DESERT SHIELD/DESERT STORM Victory Parades held in Washington, D.C. and New York City during June 1991.

Reserve Component Automation System

The Reserve Component Automaton System (RCAS) is an automated information system that supports the decision-making needs of all commanders, staffs and functional managers responsible for Reserve Component forces. The RCAS uses state-of-the-art office automation, application software, and telecommunications to provide timely and

accurate information to plan for and execute mobilization and to improve the accomplishment of routine administrative tasks. The RCAS is a self-sufficient system capable of exchanging data on a routine basis with related information systems.

The Baseline Functional Description (FD) was developed by system users and describes the functions the system is to perform. It forms the basis of the contractor developed application software. The Baseline FD was approved and released to the field and to the competing contractors on 4 February 1991.

The RCAS Competitive Demonstration (CD) began on 4 March 1991 and was conducted simultaneously by Boeing Computer Services and Computer Sciences Corporation. Identical teams, established by the Program Management Office, observed each of the contractor's demonstration. The eight-week demonstrations were conducted at contractor sites in Bellevue, Washington, and Moorestown, New Jersey. Soldiers of the Army National Guard and Army Reserve participated in contractor training and helped to observe each system's training, "user friendliness," and man-machine interfaces. In addition to providing an opportunity to observe each contractor's proposed RCAS, the CD assisted the contractors in improving their proposals before final system evaluation and selection. The demonstrations were concluded on 28 April 1991.

On 28 May 1991, both contractors submitted revised proposals for evaluation which included changes to the systems they originally proposed to improve capacity, response times and other areas such as functionality, training and user friendliness. Follow-on demonstrations were held in June and July to demonstrate these changes.

On 27 September 1991, the Chief, National Guard Bureau selected Boeing Computer Services as the prime contractor for the RCAS.

The Test Integration Working Group developed a Test and Evaluation Master Plan to test the RCAS comprehensively, operationally and technically, before being approved for deployment. The Operational Testing Command will conduct limited user and operational tests in the California Army National Guard and 63rd Army Reserve Command (USAR) units next year.

PMO RCAS has been leading the way for the Department of Defense in data element standardization. The data elements for personnel and force authorization management application software have been analyzed and the AR 25-9 formatted data elements are available to begin the RCAS development. These data elements have also been submitted to the Army's Automated Dictionary Support System for approval and use in future Department of Defense and Army information systems development.

The RCAS remains on schedule and budget to bring support to Army National Guard units starting in FY 92.

Office of the Judge Advocate

During FY 1991 the Office of the Judge Advocate (NGB-JA) consisted of eight branches: General and Administrative Law; Labor and Federal Personnel Law; Ethics and Standards of Conduct; Contract Law/Contract Fraud Advisor; Counterdrug Support; Litigation; Legislation; and Environmental Law. The Chief of the Office became a military position, and was filled by Colonel Brad Farber of Mississippi. In addition, three Judge Advocate Detachments of the D.C. Army National Guard and one Air National Guard detachment performed their training with and were supervised by the Office of the Judge Advocate.

General and Administrative Law

During FY 91 the Administrative Law Team provided legal advice in support of National Guard participation in DESERT SHIELD/STORM, 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 unit property and equipment upon return to operation. 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 for Correction of Military Records. The team also rendered many legal opinions on a variety of complex matters including some of first impression. Areas of concern included support for private organizations, reemployment rights, promotions, retired pay, retired grade, separation pay, sanctuary, and retention of officers in active status past age 60.

Desert Shield/Storm

In addition to administrative law issues regarding DESERT SHIELD/STORM, NGB-JA was deeply involved with the Legal Assistance Task Force set up by the Office of The Judge Advocate General of the Army (OTJAG). The Task Force coordinated the delivery of expanded legal assistance to soldiers and their families arising from DESERT SHIELD/STORM. NGB-JA attorneys worked closely with OTJAG to resolve many issues that affected deploying soldiers and their families. They prepared information papers on such issues as the Soldiers' and Sailors' Civil Relief Act, state and Federal taxation, casualty assistance, wills, guardianship, and reemployment rights of deployed National Guard members. These, as well as other papers prepared by OTJAG, were then disseminated to Guard Judge Advocates in the field by NGB-JA. NGB-JA attorneys, working with the Task Force, coordinated the recruitment of Special Legal Assistance Attorneys (SLAA's) from the ranks of National Guard Judge Advocates. SLAA's agreed to provide legal assistance to deploying soldiers and dependents on their own time, in addition to their normal duty. Hundreds of National Guard and Reserve Judge Advocates volunteered to participate in this program.

Litigation

In FY 1991, NGB-JA continued to assist The Judge Advocates General of the Army and the Air Force in supporting the Department of Justice to effectively represent and protect the interests of the National Guard and its personnel. During this year, there was a significant increase in the number of cases filed in Federal District Courts. An important 11th Circuit Court of Appeals case, *St. Vincent's Hospital v. Williams "Sky" King*, 901 F.2d 1068 (1990) was granted certiorari by the Supreme Court to decide whether 38 U.S.C. 2024 (d),

a provision of what is popularly known as the Veterans' Reemployment Rights Act, implicitly limits the length of military service after which a member of the Armed Forces no longer retains a right to return to his prior civilian employment position.

Contract Law

In FY 1991, over 308 contractual instruments (solicitations, contracts, modifications, etc.) and over 191 Federal/State Agreements and other legal documents were reviewed for legal sufficiency. The Contract Law section prepares legal opinions and rendered advice in response to both the USPFO's and National Guard Bureau generated inquiries concerning matters involving contract and fiscal law; prepared legal memoranda on ratification actions, mistakes in bids, and protests before the General Accounting Office; assisted in the



drafting of contract clauses and drafted responses to Congressional inquiries concerning contract and fiscal law matters.

Labor and Federal Personnel Law

The Labor and Federal Personnel Law section provided advice and reviewed numerous equal employment opportunity, civilian personnel, and labor relations administrative actions, proceedings, and cases. In a significant case decided in August 1991 (*Kostan v. Arizona National Guard*, 50 M.S.P.R. 182 (1991)), the United States Merit Systems Protection Board (MSPB) reversed a number of prior decisions by holding that the Board has jurisdiction to consider reemployment rights claims by National Guard technicians.

Environmental Law

Increase oversight on environmental matters by Federal and State Regulators, as well as the high priority given to such matters by the National Guard, led to an increase in activity in the area of environmental law. During FY 91, the number of compliance and cleanup agreements negotiated between the Environmental Protection Agency and the various states increased along with a rise in the number of sites identified for environmental investigation and cleanup. Special emphasis was not only being placed on addressing environmental problems caused by past practices, but also on preventing future contamination and environmental degradation. This has increased importance, in light of pending legislation, which will waive federal facilities sovereign immunity protection from civil penalties associated with environmental law violations. The new law called the Federal Facilities Compliance Act, will allow Federal and State Regulators to assess civil penalties on the National Guard for noncompliance with Federal and State environmental laws.

Legislation

The Legislation section contributed significantly to the development of legislative initiatives associated with DESERT SHIELD/STORM. Important changes to law were made to assure that



members of the National Guard and Reserves activated for the Persian Gulf conflict were eligible for needed benefits and allowances, such as variable housing, medical special pay, basic allowance for quarters, and accrual of and cashing in of annual leave, without regard to certain limitation normally applicable to relative short tours of duty. New or enhanced protections were provided through legislation such as expansion of the Soldiers' and Sailors' Civil Relief Act, protection for students receiving federal educational assistance who failed to complete a semester because of activation, protection from malpractice insurance claims during the period of service for medical and other professionals, and enhanced reemployment rights. Most of these benefits have now been made applicable by law to future operations of this type, designated as contingency operations, to avoid the need for corrective

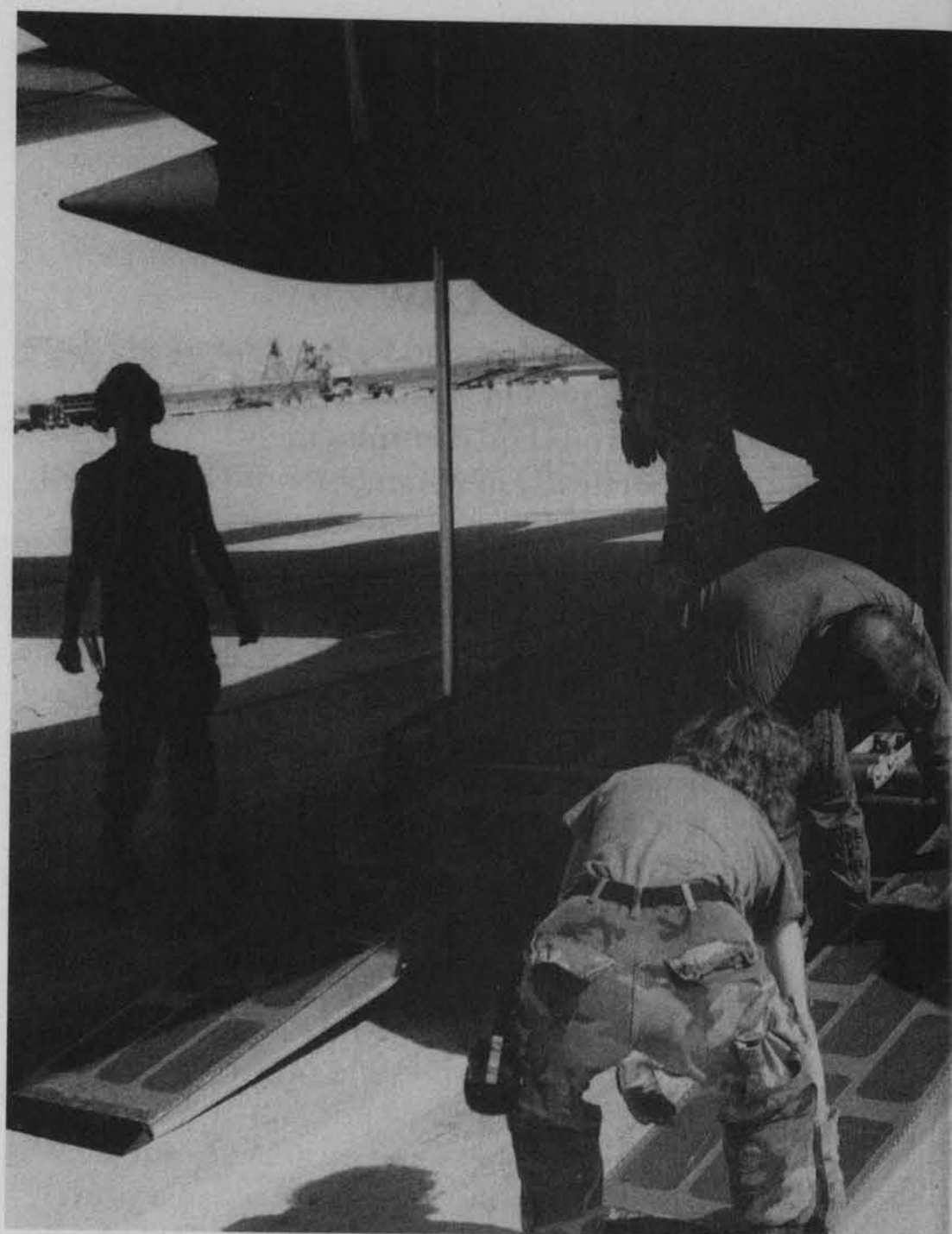
legislation after a mobilization is under way. Several additional legislative initiatives were developed for proposal to Congress and numerous bills and amendments were reviewed for their impact on the National Guard. The Legislation section also worked extensively with the Department of Labor and DOD on the development of a legislative proposal revising and updating the Veterans' Reemployment Rights Act, which was progressing through Congress at the end of the fiscal year. The bill, as proposed and as passed by the House of Representatives, would clarify that National Guard technicians are to be considered state employees for purposes of reemployment rights, thus nullifying the MSPBN's most recent decision in the Koston case.

Counterdrug Support

With the arrival of an AGR attorney for the Counterdrug Support program, NGB-JA took a greater part in providing legal services to the Counterdrug Support program. This program had a wide range of often unique and complex legal problems, which led NGB-JA to begin formulation of a legislative proposal to resolve many of these issues and to help the program run more smoothly. Interaction of the Military Support Branch and the states with NGB-JA increased greatly. Judge Advocates in the field began to receive training on the legal problem areas. Questions arose which involved fiscal law, contracts and procurement, international law, civilian and military personnel, criminal law and procedure, civil forfeitures, torts and litigation, constitutional law, and consultation with state military and civilian legal authorities regarding state law.

Public Affairs

Along with most offices of the National Guard Bureau, Operation DESERT SHIELD/STORM created an extra workload for the Office of Public Affairs. The Media Inquiries section handled a record number of inquiries, and NGB succeeded in getting its own reporter into Southwest Asia immediately after the end of hostilities in order to cover the activities



of mobilized National Guard units in the Theater of Operations.

For several months during FY 91 the Offices of Public Affairs and Policy and Liaison were combined into the "Directorate of Public, Legislative, Intergovernmental Affairs and Policy" before being returned to their original configurations. The Office of Public Affairs is presently divided into several functional areas.

Community Relations

The Community Relations Division responds to all requests for National Guard support to 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. The office coordinated some 200 orientation flights and 80 public-affairs airlifts of civil leaders between the 54 states and territories. Also, it coordinated overseas tours to Latin America to show governors, civic leaders and media representatives the Guard's training activities in foreign countries.

After their return from the Gulf War, National Guard DESERT STORM veterans were called upon to march in hundreds of homecoming parades or appear at testimonials in their honor. These homecoming activities took place all over the country, and were coordinated by the Community Relations Division. Other National Guard personnel and equipment were used to provide logistical support for these homecoming celebrations.

Work on corporate image products included a public-awareness announcement in video format; updating of the "image" video, "The Guard 2000: Into the 21st Century" and the Pentagon's Minuteman Hallway; compiling of a special 4-page promotional insert in *USA Today* newspaper commemorating the Guard's role in the Gulf War; completion of several state-mission posters as well as a DESERT STORM poster; and development of an interactive video display to be used at conventions.

The Guard's overseas band deployments continued successfully, with nine Army and Air National Guard bands visiting Europe, the Pacific, Africa, the Caribbean, and Latin America.

The Guard's involvement with youth increased substantially as special relationships were forged with the Boy Scouts, the Explorer Scouts, the 4-H Club, Boys and Girls Clubs, the YMCA, the YWCA, and the U.S. Olympic Committee. Once again, the National Guard helped the Boy Scouts collect and distribute canned food for the needy in the "Scouting for Food" drive in November. All told, 80 million cans were collected. Also, four new youth programs were begun or conceived during the year, including the Military Youth Corps Program, the National Guard Youth Physical Fitness Program, the National Guard Drug Demand Reduction Program. Discussions were initiated with the U.S. Chamber of Commerce to find ways to share the Guard's advanced training technology with the nation's schools.

Command Information

The Command Information (CI) Division develops and implements internal information programs, as well as publishing the National Guard Bureau's nationally-distributed tabloid newspaper,

"On Guard." In FY 91, "On Guard's" distribution was increased from 13,000 to 60,000. The CI Team 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 programs.

During FY 91, Command Information sent its own reporter to Southwest Asia to cover the aftermath of Operation DESERT STORM. Reporting for "On Guard," Master Sergeant Frank Jordan of the Maine ARNG covered the activities of Army and Air Guard units all over the theatre, from Kuwait City to the Kurdish refugee camps on the Iraq-Turkey border.

The CI Team administers the National Guard portion of Army and Air Force media contests. In FY 91, the 131st Public Affairs Detachment's "Alabama Guardsman" took first place in its category in the Army's Keith L. Ware contest, with Nebraska's "Prairie Soldier," a previous winner, garnering an Honorable Mention. The New York Air National Guard's "Stewart Flyer," entered by the 105th Military Airlift Group, won first place in its category in the Air Force Media Contest.

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, and Army and Air Directorates, the states, and individual units. The office produces the National Guard Heritage Painting series, and a variety of other public affairs products.

In response to DESERT SHIELD, a special section of temporary duty Air National Guard personnel was set up within the office. The section analyzed thousands of messages and other documents to produce a classified chronology of ANG participation in DESERT SHIELD.

Army National Guard historians also began the fiscal year collecting DESERT SHIELD documents and statistics, and their work increased when the conflict was over. Historians tasked returning DESERT STORM units to produce detailed reports, which are being analyzed and which will be used to write a history of the Army Guard's participation in the conflict. They also worked with State Public Affairs Officers in producing video interviews with commanders of mobilized ARNG units.

Historical Services held a class at the Professional Education Center, Little Rock, AR for ARNG force management officers on minimizing the impact of projected force structure cuts on historic National Guard units. Monitoring force structure actions will be a prime responsibility of NGB historians during the coming fiscal years.

The second annual workshop for National Guard historians and museum curators was hosted by the California Army National Guard in Sacramento in March. Topics included preservation of archival materials, design techniques for portable exhibits, and local publishing operations.

Personnel Resources

During FY 91 expansion of the Regional Personnel Centers' advisory roles continued in the areas of equal employment opportunity, equal opportunity, performance management, retirement, incentive awards, health and life insurance, and leave administration. Personnel services to the full-time work force continue to be

enhanced through the conversion of our former Classification Activities to Personnel Centers.

Labor and Employee Services Division

FEDERAL EMPLOYEES

COMPENSATION ACT (FECA) PROGRAM—

The nine NGB liaisons to the Department of Labor, in conjunction with the states they service, made a major move in 1991 toward reducing cost growth in spite of inflationary factors: 15% in medical costs, and 5% in compensation costs. Cost growth in the past four years has been: 24% in 1987; 13% in 1988; 8% in 1989; and 14% in 1990. Cost growth in 1991 was held at 4% primarily because of two major efforts on the part of the states and liaisons: light duty work, and reemployment of recovering injured workers. In 1991, cost to NGB was \$21.9 million, an increase of \$700,000. Cost analysis revealed hearing loss claims will prove costly and detrimental to efforts to contain and reduce future costs. There were over 350 claims filed with only about 70% adjudication at this time resulting in a cost of \$1.7 million.

Staffing and Recruitment

During 1990-1991, National Guard technicians played a large role in the success of Operation DESERT SHIELD/STORM. A total of 2,653 ARNG and 1,442 ANG technicians were called to active duty during the height of the war. The most representative occupational fields were skilled mechanical and supply/administrative specialties. Their performance in the Middle East proved the success of the technician program.

During FY 91, the Secretary of Defense and Chief of the National Guard Bureau (CNGB) reemphasized their support for employment of employees with disabilities. Secretary Cheney set an employment goal for Department of Defense of 2% disabled employees by 1992. The National Guard has met that goal through special recruitment programs and recognition of exceptional disabled employees. To encourage employment of disabled employees, CNGB presents the Outstanding Employee with Disabilities award to a deserving employee each year. In 1991, Ms. Joanne T. Grassie of the New York Air National Guard was selected for recognition at both the NGB and DOD level.

Information Systems and Evaluation

A significant milestone has been met towards the goal for improved information management with the full implementation of the dynamic National Guard Personnel Data System-Civilian. Personnel processing and reporting have become more accurate and information will be more universally available. Manpower functions are being incorporated into the automated system, creating a comprehensive personnel/manpower reporting tool. With these accomplishments, NGPDS-C will be a dynamic information retrieval process providing unlimited management products.

Innovative changes are also occurring in Personnel Management Evaluations (PMEs) to improve the product and reduce administrative burdens on states. Technician, as well as ARNG and ANG AGR personnel programs, will be simultaneously evaluated within a State in a consolidated effort to reduce the administrative disruption created by separate schedules. Better crossover and use of information on full-time programs is also possible in the consolidated effort. Additionally, the on-site review portion of PMEs is being transferred to the three Regional Personnel Centers. NGB-PRI-E will continue to manage and provide staff advice and guidance.

Training and Development

The Office of Training and Development in conjunction with Military Education Branch, Principal Assistant Responsible for Contracting, and Office of Training established procedures to secure training quotas for DOD Acquisition Education & Training (ACE) mandatory courses. The recent change in DOD Directive 5000.52 requires technicians, AGRs, and M-Day personnel performing specific types of contracting and acquisition functions to complete mandatory courses. Travel, per diem and tuition costs are paid by the Departments of the Air Force or Army, not National Guard appropriations.

Working with the Military Education Branch and the Office of Training, we have set forth the policy and procedures for the individual states to obtain training quotas for service schools for technicians.

Equal Opportunity Division

Equal Opportunity has been designated by the Chief, NGB as a major goal of the National Guard in the 90s, second only to readiness. During FY 91, the NGB Equal Opportunity Division experienced a major new thrust in organization, energy, and program emphasis. As part of the Joint Staff reorganization, the former Office of Human Resources become the new Equal Opportunity Division of the Directorate for Personnel Resources. The new organization emphasizes teamwork between equal opportunity and personnel programs, while retaining the visibility and integrity of equal opportunity programs.

Major accomplishments during the year included selection of division chief; successful reorganization of the discrimination complaints process to place most complaint processing activities in the three new Regional Personnel Centers; comprehensive 4 week in-house training program for the personnel centers to facilitate the complaints transfer; development of a new one-week Equal Opportunity Management Course for State Equal Employment Managers; and development of a new training module on sexual harassment prevention for use in the states and at NGB.

NGB played a major role at several national minority organization conventions, including NAACP, Blacks in Government, Federally Employed Women, Tuskegee Airmen, and National Image. The Vice Chief, NGB, MG William A. Navas Jr., received awards from National Image and from Hispanic Magazine for his prominent role as a national Hispanic leader.

NGB also increased its level of involvement and coordination with the Defense Advisory Committee on Women in the Service (DACOWITS). Two new collateral duty positions were established as Army and Air Military Representatives to DACOWITS. The Chief, Equal Opportunity Division serves as the NGB DACOWITS Liaison for coordinating all Guard-related DACOWITS actions.

Coordination between NGB and the Defense Equal Opportunity Management Institute (DEOMI) was increased during FY 91. A new National Guard service specific course was developed and approved for the DEOMI Reserve Component Course. In addition, funding support was provided by NGB to develop a Guard-unique Military

Equal Opportunity Climate Survey for use in National Guard units.

During FY 91, minority and female representation showed slight increases in the military and technician workforces.

Office of Family Programs

The mission of the National Guard Family Program is to increase the overall well-being of the Guard family, and its ability to cope with the unique realities of Guard service. The Family Program contributes directly to improved readiness and retention.

The National Guard Family Program performed during Operation DESERT SHIELD/STORM with great success. During Operation DESERT SHIELD/STORM volunteers, State Family Program Coordinators, recalled retirees, and other personnel manned a total of 471 Family Assistance Centers. These Family Assistance Centers served over 250,000 families of *all* services, active and reserve, and responded to over 600,000 telephone inquiries. Our Family Program worked extremely well with community agencies, organizations, and members to support the Guard and their families as well as all other military families needing our services.

This positive interaction and experience with communities will provide a solid base for the future of our National Guard Family Program.

Administrative Services

Administrative Services provides administrative policy and services to the National Guard Bureau and administrative policy and guidance to the 54 States and Territories.

Realignment of Administrative Services—States

On 8 April 1991 the Deputy Director, Army National Guard, approved the reorganization of the Administrative Services Branch from the Military Personnel Management Office (MPMO) to

the Director of Information Management (DOIM) in the State Area Command (STARC) Headquarters. Reorganization of the Administrative Services Branch in the States will align the Army National Guard IAW AR 25-1 for improved mobilization readiness.

Freedom of Information/Privacy Act

ARNG and ANG Freedom of Information/Privacy Act requests remained stable during FY91, with 371 requests processed.

Mail Management

Since FY90 NGB and the Army National Guard has been operating under the pay-as-you-go postage budget. The Army National Guard postal budget for FY91 was \$11.3 million. Official Mail Control Officers in the States and territories



managed successfully through DESERT SHIELD/DESERT STORM to find ways to save money and still provide mail service even after incurring a 31% increase in postage rates in January 1991.

Training Workshop

Administrative Services conducted a most successful training workshop for the Directors of Information Management (DOIMs) and the Chief, Administrative Services Branch for the 54 States and territories. Primary focus of this year's workshop was directed at the reorganization of the Administrative Services Branch from the Military Personnel Management Offices (MPMO) to the Director of Information Management (DOIM) in the State Area Command (STARC). Additionally, the workshop provided instruction for the functions performed in the Administrative Services Branch.



Property Accountability

Implementation of the Standard Property Book System—Revised (SPBS-R) in the Property Book Office has allowed the National Guard Bureau to establish property accountability for the offices and divisions of the Bureau. Implementation of this automated system has provided the property book office the means for the tracking equipment during its life cycle.

Federal Printing Program

On 16 November 1990, Defense Management Report Decision (DMRD) 998, Consolidation of DOD Printing, was approved by The Deputy Secretary of Defense. The DMRD stipulated that all DOD assets (i.e., equipment and personnel) would be transferred to the Department of the Navy and that all procurement of printing would be through the Department of Navy's Defense Printing Service effective 1 October 1991.

After many meetings and correspondence with the Departments of the Army and Navy, it was clear that the DMRD was based upon the fact that the Navy could print more cost effectively than other DOD agencies. National Guard assets are both State and Federally owned and as such, the cost to the Federal Government for printing was less than that of other DOD agencies, including Navy. Based upon the cost that the Federal Government would incur rather than save, NGB-AD formally requested that the National Guard be exempt from the transfer of assets to the Department of the Navy. NGB agreed that all procurement of printing should be with the Department of the Navy's Defense Printing Service rather than the Government Printing Office.

On 27 September 1991, the Deputy Secretary of Defense approved the National Guard's request for exemption. At the same time the Joint Committee on Printing requested that the implementation be delayed to allow them to review study data. A deferment of 60 days was approved.

DA Publications and Blank Forms Audits

Based upon proposed budget cuts and evidence of waste in the Department of Army Publications and Blank Forms

accounts, NGB-AD-PP has been conducting audits in the States to validate requirements and review stockage levels.

During the past 10 months a decrease of an average of 26.5% has been realized in 36 accounts audited in 7 states.

The Chief, Administrative Services in the 54 States and Territories have been tasked to continue with the audits to help us realize a fifty percent savings by FY93.

Graphics

NGB Graphics enhanced its services during FY91 with the installation of color-supporting peripheral devices and 35mm production capabilities in support of the graphic requirements of the Bureau. Graphic production exceeded 14,000 jobs during FY91. These included vugraphs, 35mm slides and various other projects requiring development, design and production from the visual information specialist in the graphics branch. This increase in production was attributed to the increase in requirements shortly after the completion of DESERTSHIELD/ DESERT STORM.

Advertising Distribution

The NGB Advertising Distribution Center has continued to receive, store and distribute Army and Air National Guard recruiting and retention advertising and assorted NGB Public Affairs material. Additionally, this center supported NGB participation in the National Convention Program by supplying various exhibit materials to conventions during the year. Over 60 million pieces of material were shipped during FY91 and over 40 national conventions were supported by this Center.

Publications Distribution

The NGB Publications Distribution Center continued to provide forms, publications and other documents to NGB and the 54 States and Territories. Continued use of the automated stockage system provided the tool necessary to manage inventory levels of the assortment of materials and ensured overstockages and shortages would not occur allowing the Distribution Center to provide a high level of customer service.

Principal Assistant Responsible for Contracting

The Principal Assistant Responsible for Contracting (PARC) provides contract oversight for NGB's procurement operation via 54 United States Property and Fiscal Officers, 92 Air Guard Base Contracting Offices and the Bureau's Centralized Contracting Office. In FY 91, the PARC oversaw the expenditure of \$545 million in federal contract actions with a competitive rate of 97.9%. The National Guard Small and Disadvantaged Business Utilization (SADBU) program accounted for a total of \$40.4 million in awards.

During FY 91, the PARC faced several major challenges, including the implementation of the provisions of the Defense Acquisition Workforce Improvement Act (DAWIA) Authorization Act, which was signed by President Bush on 5 Nov 90. As a result of DAWIA, DOD has established education, training and experience requirements for individuals who perform acquisition duties. The PARC has taken an active role to implement these new requirements not later than 1 October 1993.

Warranting procedures have been revised to incorporate the revised standards set forth in DAWIA. In an effort to alleviate critical manpower shortages, the PARC completed a manpower review of its subordinate contracting activities; it is expected to be finalized and briefed at the Annual NGB Contracting Conference in December 1991. This has been a joint effort between the Army and Air National Guard.

Position descriptions for the individuals who are assigned in the contracting classification series 1102, 1105 and 1106 have been rewritten to more accurately reflect duties assigned. The PARC conducts contract management oversight via Procurement Management Reviews (PMRs). The purpose of the PMRs is to determine the efficiency and effectiveness in which the United States Property and Fiscal Office and the Air Guard Bases execute their contracting responsibilities. During FY 91, the PARC staff visits were reduced as a result of DESERT STORM and a critical vacancy on the staff. Five reviews were accomplished.

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 and the Air National Guard. During the year, six contracting officers completed approximately 1,566 procurement actions with obligations of approximately \$29 million.

ADP Procurement

A significant preliminary effort to field state of the art computers in support of PM-RCAS was accomplished during 4th quarter FY91. This included delivery of over eighty special PC systems to the field to ultimately support deployment of the Reserve Component Automation Systems and to perform critical testing.

In support of reorganization efforts and directions of OSD, models for future hardskill degradation is under way. In this effort, manpower standards are being analyzed and rewritten to reflect a: "leaner" Army National Guard. With the aid of sophisticated algorithms and computer models, the future Army National Guard will be brought into focus.

NGB-CSI continues to provide the highest level ever of contractor maintenance support base to maintain all of the hardware and software resource operating at peak performance within the National Guard. This requires significant effort to keep up with the technical changes being fielded by the ADP industry every day and in the most expensive service bought each year by the NGB.

Supplies/Services

NGB-CS is preparing to award the new multi-million dollar (estimated at \$60 million) recruiting and advertising contract with a full-service advertising agency. The concentrated advertising efforts in 1991 initiated new recruiting programs directed at historically black colleges and universities. These programs, as well as new goals for recruiting in the

professions have set the direction of the NGB advertising efforts for 1992.

Requirements for the new Army National Guard Center, presently under construction at Arlington Hall Station, will result in a variety of facilities support services contracts in support of the ARNG. Additionally, NGB-CS has solicited for proposals and will award a multi-million dollar furniture contract for the new ARNG Center early 1992.

Environmental

With the continued emphasis on environmental quality, NGB-CS has taken an active role in the Air National Guard's programs to ensure compliance with Federal, state and local environmental regulatory standards. Two contracts were awarded during FY91 to provide for studies, field investigations, corrective action plans and environmental impact statements for every state, the District of Columbia and the territories. The year ended with two solicitations near completion, one which will result in several multi-year awards with an anticipated value of up to \$20 million each. The second solicitation, for community relations support services is due out in January, 1992.

With the award of these contracts in 1992, procurement for all environmental compliance programs will be centralized in NGB-CS, resulting in enhanced customer support, quality control and cost effectiveness.

Counterdrug Support Actions

The counterdrug procurements include the \$20 million Thermal Imaging System contract. The thermal imaging systems will be utilized in support of the Reconnaissance And Interdiction Detachment (RAID) helicopters in direct support of local law enforcement counterdrug missions. The congressionally-mandated Wheeled Light Armored Vehicle (LAV) test project is to field test the LAVs in California, Oregon, New Mexico, and Florida. The testing is being monitored and evaluated through a \$300,000 test support agreement with the Defense Evaluation Support Agency agreement.

Other pending actions include the multi-million dollar multi-band radio contract anticipated for January 1992. A

multi-million dollar search light contract is anticipated during the early spring of 1992. Follow-on contracts for the LAV are required through March of 1993 and these requirements will total over one million dollars.

Office Improvements

NGB-CS ended FY 91 with the installation of a SEQUENT 2000/40 computer which replaced two INTEL 320's. This new system has increased the capacity and speed of operation for our SAACONS software. This new system should also decrease the amount of maintenance required since the INTEL's were aging. With the increased speed and anticipated decrease in system down-time, we will be better able to serve our customers.

Military Support

Among all the Service components the National Guard is unique because of its dual mission. In effect this means that the Guard serves two masters - the state government and the federal government. In its federal role, which is funded by the United States Congress, the National Guard provides a significant contribution to the national strategy of deterring war by maintaining trained units readily available to augment the Army and Air Force in time of war or national security emergency. In contrast, while serving in a state status, the Guard provides an organized and trained force capable of assisting our fellow citizens, as directed by the Governor, during times of domestic emergency or disaster. The National Guard historically provides the first increment of military response during domestic emergencies, capable of quickly reacting with a wide variety of assets.

During fiscal year 1991 the National Guard deployed in response to 337 domestic emergencies in 42 separate states. This represents 45 more deployments (although fewer actual Guardsmen were utilized) in 1991 than in the previous fiscal year. This is startling when compared with FY 1990 which produced such notable disasters as Hurricane Hugo, that devastated the Caribbean and the Carolina's, and the Loma Prieta Earthquake that befell

California (For a more specific comparison of FY 90 and FY 91 see Appendix I, Table 2).

In addition to a busy year in domestic military response, the role of the National Guard in Military Support also proved critical during DESERT SHIELD/DESERT STORM. National Guard interface, security surveys, and coordination proved critical for the success of the Department of Defense Key Asset Protection Program (KAPP). The National Guard, at both the state and national level, proved itself a major player in program achievement.

Whether civil disturbance, natural disaster, civil emergency, or support of national security emergency in time of hostilities, the National Guard has again demonstrated the intent and ability to support its dual oath to state and nation.

Counterdrug Support Activities

National Guard counterdrug support to local, state and federal drug law enforcement agencies continued to increase during FY91. Volunteers from each of the fifty states, the Commonwealth of Puerto Rico, Guam, the Virgin Islands and the District of Columbia provided support. These jurisdictions submitted Counterdrug Support Plans to the National Guard Bureau Directorate for Military Support for review and further submission to the Office of the Secretary of Defense for approval and finding.

During the course of the year, over 875,000 mandays/workdays were utilized in the completion of more than 5,800 support operations. Individual volunteers are assigned, as near as possible, to missions that conform to their military specialty. Thereby, members may enhance their military skills while providing valuable support to law enforcement counterdrug activities.

Approved missions are listed at Table 3, Appendix I.

Equipment used in the execution of these missions varies with specific requirements but includes a majority of the aircraft and rolling stock, communication equipment and night vision devices in the National Guard inventory.

While not considered a primary measurement of effectiveness, National Guard assisted seizures for the last three years are depicted at Table 2.

**Army
National
Guard**



Personnel

The Army National Guard began FY 91 fully engaged in Operation DESERT SHIELD (ODS). Over 62,000 ARNG soldiers in 398 units were called to active duty. These soldiers performed superbly and upon completion of their mission were demobilized and returned to their home station. The ARNG also deployed 2,357 volunteers in support of the Southwest Asia (SWA) residual forces as well as a Personnel Assistance Team of 17 Guard personnel. The ARNG continues to develop the lessons learned from ODS. By actively participating in HQDA and FORSCOM mobilization policy changes, the ARNG provided the know-how and specialization that led to new products for war, i.e., stop loss, stop loss reversal, cross-leveling after alert, new enlisted promotion system, CSM appointments for federalized units, deployment eligibility criteria to include medical fitness rules, redeployment and reconstitution policies, involvement in the casualty notification system, new individual award, decoration and uniform policies, OER/NCOER requirements, and recruiting for federalized units.

The ARNG faces a number of challenging new personnel issues. We will be required to bring strength down over the next few years, while simultaneously increasing the quality of our soldiers and maintaining the highest level of readiness.

Strength

The ARNG began FY 91 at a strength level of 444,224 with an end strength mission of 447,300. However, when passed by Congress, the FY 91 Authorization and Appropriations Acts restored the end strength to the 457,300 level. The opening strength of 444,224 was surpassed in October but then began a downward trend that continued into the second quarter. For the remainder of the fiscal year, strength fluctuated, reaching the FY high of 446,876 in May. By September strength had declined to 446,121, 96% of authorized, consisting of 50,133 commissioned and warrant officers and 395,988 enlisted members, a slight gain over FY 90. Only 5,500 active duty soldiers transferred to the ARNG due to AC stop loss policies during ODS, and this

contributed significantly to the FY strength shortfall.

Minority strength of 109,564 was an increase of 2,643 over FY 90, representing 24.6% of assigned strength. Black enlisted strength has steadily declined for the past three years, from 72,983 in FY 88 to 66,550 in FY 91 or a drop of 6,433. Black officer strength reflects a slight gain ending at 3,136, 6.3% of officer strength. Aggregate Black strength is 69,686, 15.6% of assigned strength.

Female strength fluctuated during FY 91 reaching a high of 31,823 as of 30 September, of which 3,839 were officers and 27,984 enlisted members. Female strength remains at 7% of assigned strength, reflecting a gain of 358 over FY 90.

Enlisted Personnel

Enlisted accessions were 68,150, 78.9% of the programmed objective. New enlistments were 33,081 nonprior service and 35,069 prior service.

Enlisted Personnel Status

Nonprior Service (REP)	33,081
Prior Service	35,069
Total Enlisted Gains	68,150
Total Enlisted Losses	66,222
Enlisted Extensions	57,154

Nonprior service accession quality of 65.7% high school diploma graduate, 15.8% alternate high school graduate, 43.4% test category I-III A and 8.5% test category IV were below FY 91 goals.

Enlisted losses of 66,222 were well below the programmed objective of 74,870 and reflected a loss rate of only 16.8%. Again, this is attributed somewhat to Operation DESERT SHIELD/STORM and the ARNG Stop Loss Program. Expiration Term of Service (ETS) losses were 13,030 and non-ETS losses of 53,192 were 19.7% and 80.3% respectively of the total losses. There were approximately 24,500 less losses this year than FY 90.

Attrition Management

The attrition rate for FY 91 was not only one of the highlights of the year but also our lowest attrition rate since 1969. Many factors contributed to this low loss rate: an excellent family assistance program, a highly effective retention program, post DESERT STORM patriotism, favorable ARNG DESERT STORM press coverage, and

an outstanding reception and reconstitution upon demobilization program.

Extensions of 57,154 exceeded programmed objectives. First term were up considerably and the number of careerists exceeded the original program by 45%. These increases may be attributed to the dedication to remain active and serve during Operation DESERT SHIELD/STORM.

Incentive Programs

The Selected Reserve Incentive Program (SRIP) provides enlistment bonuses that may be either a \$2000 critical skill or \$1500 unit bonus. These bonuses are offered to soldiers who fill units or skills which are critically short of personnel. All units mobilized for ODS were designated bonus units to ensure their continual personnel readiness. These units as well as other designated contingency units will remain bonus units to insure the highest levels of readiness are maintained and the highest quality soldiers are recruited.

During FY 91, the Montgomery GI Bill was enhanced to provide educational benefits, not only to National Guard soldiers attending college, but also to those

participating in other approved educational programs such as vocational training, apprenticeship programs and some types of flight training.

Officer Personnel

The ARNG aggregate officer strength for FY 91 was 50,133, 98.9% of authorized strength, and a slight decrease from the FY 90 end strength of 50,164. The attrition rate was 11.4%. The ARNG initial commissioning accessions for FY 91 were from a variety of sources:

FY 91 Initial Source of Commission

ROTC	24%
OCS (State)	61%
OCS (Federal)	6%
Direct Appt	5%
Other	4%

Warrant officer strength remained at 19% of the authorized officer strength for FY 91.

WO Strength FY 89 - 91

	Authorized	Assigned
FY 89	11,346	9,879
FY 90	11,494	9,619
FY 91	11,608	9,401



The ARNG continued to improve the quality of the officer corps during FY 91 through increased civilian and military education requirements. An example is the recent changes to the Reserve Component Officer Education Systems (RC-OES). These changes will provide the ARNG a more flexible system that aligns an officer's professional military education with his or her National Guard career. RC-OES will be a combination of resident attendance, nonresident correspondence studies, and Inactive Duty for Training (IDT) weekend instruction. This combination provides a well-rounded, flexible training system for our officers.

Retention and future recruiting of Reserve Component health care professionals was an area of concern after the mobilization of medical units and personnel for Operation DESERT SHIELD/STORM. Initial speculation was that there would be a substantial loss of medical personnel after demobilization because of their personal financial loss and the negative impact on medical practices resulting from their absence while mobilized or deployed. Our retention rate after demobilization has remained basically the same as it was prior to DESERT STORM.

FY 91 National Defense Authorization Act has directed the draw down of Army National Guard Title 10 assistant professor of military science positions (APMS). The draw down of ARNG participation in ROTC has had a negative impact in two areas. First, the ARNG Title 10 AGR program is no

longer providing individuals for liaison between schools and States to affect recruitment of new lieutenants. Secondly, GuardPERCEN, AGR Management Branch no longer has a pool of identified and qualified individuals for fill of vacant Title 10 AGR positions. (Individuals in APMS positions served in an entry level position for training and continuation into the Title 10 AGR program).

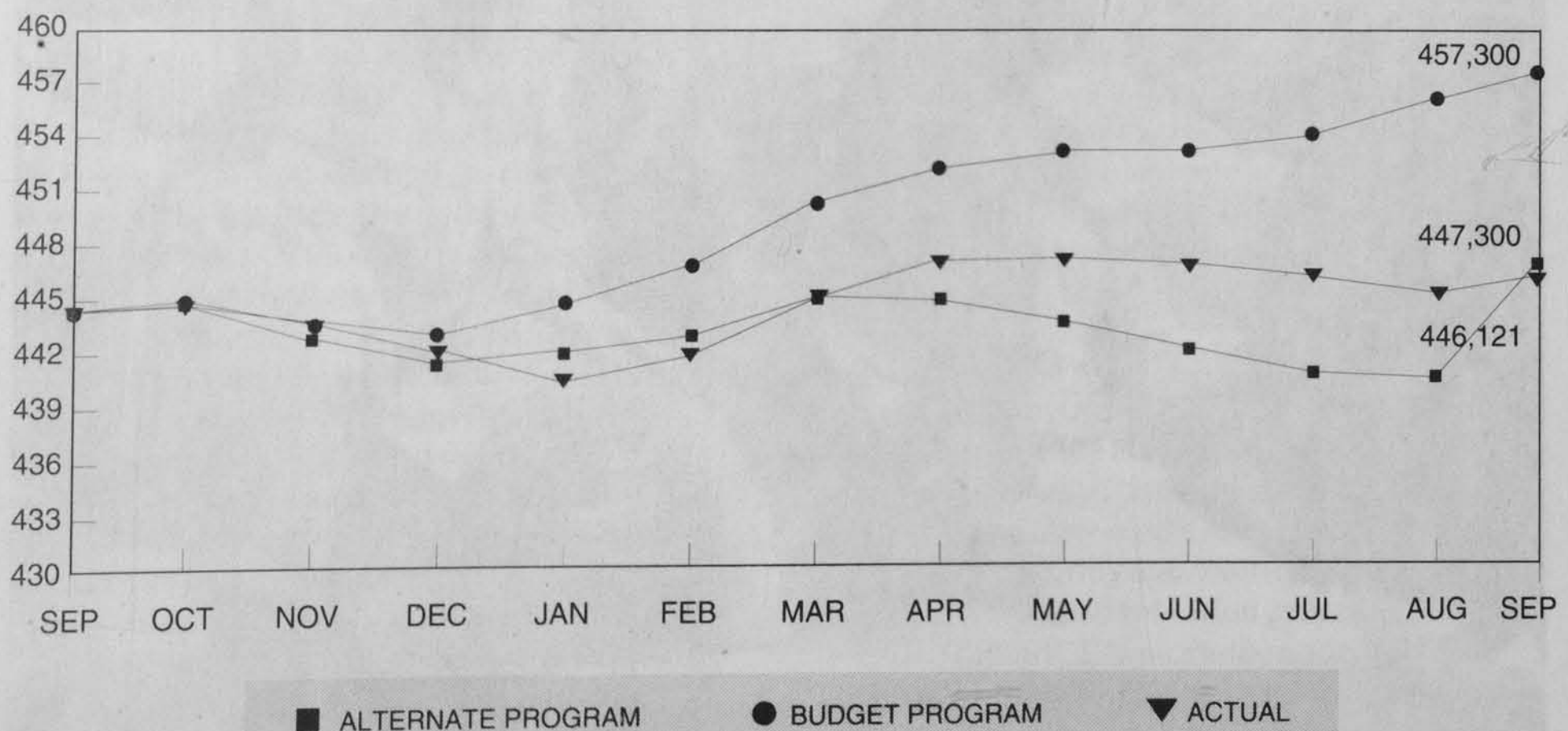
Manpower

Full-Time Support

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. The FY 91 full-time support personnel endstrengths are as follows:

Technicians	28,521
AGR	26,199
DA Civilians	405
Active Component	65
TOTAL	55,191

Army National Guard Monthly Strength FY 91



Growth in full-time support remains a critical issue. There has been no growth in unit support this past year, the only growth being a modest increase of 35 in the Drug Interdiction program.

AGR PROGRAM—Level of support (authorizations as a percent of requirements) is 60%. Minimum essential level of support is 70%, and will require an increase of 1,940 AGR personnel.

TECHNICIAN PROGRAM—A marginal increase for technicians in FY 91 has not kept up with increasing requirements. FY 91 level of support for technicians was just under 87%, and is projected to decrease in FY 92.

Given the current budget-constrained environment, the National Guard is facing a real challenge. We will have to "do more with less" in order to meet our commitment to field the most credible, ready force possible. A continuing commitment to the quality of our full-time support personnel will be the cornerstone of that effort and is essential if we are to meet our responsibilities.

Mobilization Readiness

Mobilization

Operation DESERT SHIELD was the first application of Title 10 USC 673b legislation allowing the President to activate up to 200,000 Reservists for 90 days to meet the requirements of an operational mission. If the 1971 Postal Strike in New York City is omitted, it was the first federalization of Army National Guard (ARNG) units since the Vietnam War.

A total of 398 ARNG units with 62,411 ARNG soldiers from 48 states, the District of Columbia, Guam, and Puerto Rico were mobilized for Operation DESERT SHIELD and DESERT STORM (ODS). These units arrived at their respective mobilization station within 72 hours of federalization. Sixty-seven percent (67%) of all ARNG units deployed within 45 days of federalization. Forty one percent (41%) deployed within 30 days and twenty eight percent (28%) within 20 days of federalization.

The Army directorate of the NGB interacted from the unit to the secretariat level preparing ARNG units and soldiers

for war. Critical items were transferred to increase equipment on hand ratings of many units. Soldiers were cross-leveled and volunteers joined units. ARNG force structure reacted to the requirements of the warfighting CINC, and reconfigured units to accomplish the wartime mission.

There were shortfalls. Medical readiness, in general, needs attention. The magnitude of dental problems indicated Reserve Component dental care is recommended to maintain Total Force health fitness. But the ARNG deployed 297 units and 37,848 soldiers to Southwest Asia, while 3,378 soldiers in 16 units deployed to West Germany and Turkey and 5,993 ARNG soldiers in 57 units were federalized to provide critical CONUS installation support in the absence of deployed Active Component units.

The ARNG Mobilization and Deployment Exercise Program was validated and proved its value during ODS. Exercising critical mobilization and deployment tasks during peacetime sustains skills required to prepare ARNG units to mobilize and deploy to the theater of operations. These mobilization exercises test units ranging in size from the large State Area Command (State Headquarters) to small two-man detachments. Some exercises are comprehensive evaluations



of unit mobilization files, administrative procedures, and personnel and logistical readiness, while other exercises test the ability of high priority ARNG units to assemble, process personnel records, load equipment, and depart for a mobilization station within 72 hours of federalization.

In FY 91, the ARNG conducted 659 mobilization exercises. Of these, 459 were Readiness for Mobilization Exercises, 152 were Mobilization and Deployment Readiness Exercises, 17 were State Area Command Exercises and 31 were a combination of two or more exercises. Another 142 exercises were scheduled but not conducted because of ODS. It is clear that the mobilization tasks we have practiced in peacetime exercises increased the ARNG capability to respond and execute upon alert and federalization. Continued funding of the ARNG Mobilization and Deployment Exercise Program is essential for maintaining the ARNG capability to rapidly respond to future crisis. These exercises will continue to be the cornerstone of ARNG mobilization preparedness.

Readiness

Resource and training levels in the Army National Guard have fluctuated during the past fiscal year, resulting in a nine percent overall decrease (Oct 90-Jul 91 USR) by the end of the FY. This downward trend is attributed to equipment shortages in units that returned from Southwest Asia and are awaiting their equipment which is still in transit. During this same period, the ARNG improved by one percent in available deployable personnel, available military occupational specialty qualification (MOSQ), and one percent in training.

The ARNG units federalized in support of ODS exceeded Department of the Army deployment criteria. These successes were evidence of ARNG's continued use of intensive management of ARNG resources, use of the Equipment Readiness Analysis (ERA) Program, ongoing modernization, and effective use of dedicated procurement funds.

During this period of uncertainty with the drawdown of the forces and the reshaping of the Army, the Army National Guard will undergo critical force structure changes. Challenges for the ARNG will be maintaining satisfactory unit resource and



training levels through continued use of intensive management tools currently in place and Congressional funds provided.

Redeployment and Demobilization

Redeployment and demobilization was never part of the deliberate planning process, but individual initiative overcame the initial absence of a redeployment and demobilization policy. Equipment accountability and equipment readiness are major concerns as redeployment and demobilization continues. Equipment is not being received at home station at acceptable maintenance levels as specified in the FORSCOM Demobilization Plan. Future ARNG equipment readiness may suffer because of Persian Gulf area wear and tear, and common carrier shipping damage. An unacceptable number of ARNG soldiers were not paid properly when demobilized, and discharge papers are plagued by administrative errors which could influence future employer hiring decisions, or qualification for Veterans Administration benefits. Medical



documentation required to substantiate service-connected disabilities may not be attainable due to the lack of continuing military medical care for Reservists.

All of the policy shortfalls and lessons learned are now being evaluated by NGB and the Army staff. However, resources to fix most of the issues for the future will require creative and intensive management.

In support of the SWA Residual Force, over 5,000 ARNG soldiers volunteered. A total of 2,357 soldiers were deployed to SWA to backfill ARNG units supporting the redeployment of soldiers, equipment, ammunition and providing local security.

Logistics

The Army National Guard remains committed to the prudent stewardship of our resources. The Army Logistics Division's most significant achievements for FY 91 include:

- Significant improvement in property accountability at organizational level.
- Fully mission capable rates above the Army standard for four quarters.
- Timely, responsive tactical logistics automation system training at Fort Hood for Operation DESERT STORM units.

Property Accountability

In 1987, the Army National Guard initiated an intensive property accountability management program. Its main emphasis has been to instill aggressive command involvement in property accountability management at all levels in the Army National Guard. This effort is evinced in the reduction of open reports of survey per 1000 members from an average of 17 in Fiscal Year 86 to 8 in Fiscal Year 91. Average cost to replace losses per member has also been reduced from \$6.60 in 1986 to \$3.64 in 1991. (60% of Army National Guard reports of surveys are for organizational clothing and individual equipment.) Since the inception of the Command Logistics Office, report of survey initiation and processing has been streamlined in the Army National Guard. Command emphasis is working. This is evident in the Management Analysis Profile (MAP) which shows that initiation and processing time goals for reports of survey were met consistently during all quarters in Fiscal Year 91; the latter is an unprecedented feat.

Equipment On Hand

The Army National Guard continued to receive equipment through 1991. The equipment inventory surpassed the \$29 billion record established in 1990 through receipts of equipment from Army procurement and Congressionally-mandated appropriations. This improved the Army National Guard equipment posture to its highest point, exceeding 75% of the dollar value of wartime equipment requirements.

The percentage of units deployable in equipment on hand at the end of Fiscal Year 91 dropped from a high of 91% to 80%. This drop in equipment on hand was the result of increased fill levels for high

priority units, increasing requirements due to force structure changes and equipment remaining under Active Army control from Operation DESERT STORM pending return to ARNG control. Equipment on hand status is expected to rise as equipment is returned from DESERT STORM and redistributed from force build down.

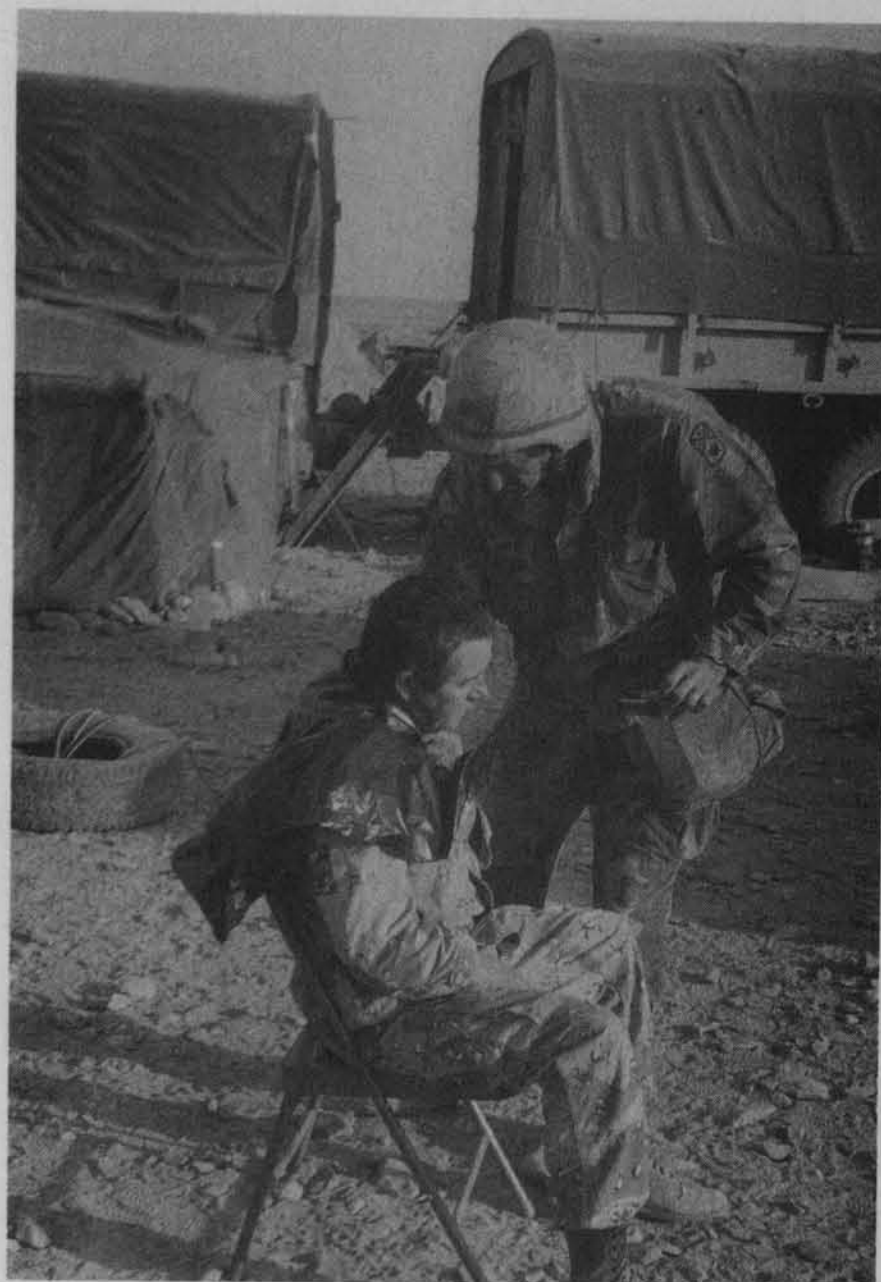
The Army National Guard units mobilized for service in Operation DESERT STORM met their authorized level of organization for equipment fill as a result of an aggressive equipment crossleveling program. This contributed to the success of deploying units as well as the total war effort.

The Army National Guard will continue to focus efforts on further improving equipment on hand readiness until critical shortages of tactical vehicles, tactical radios, and test measurement and diagnostic equipment (TMDE) are filled. Equipment shortages exceed \$10 billion. Army reshaping initiatives coupled with excess Southwest Asia equipment redistributions are expected to relieve much of the Army National Guard equipment shortages over the next five years.

Maintenance

Equipment modernization efforts of the past few years and the vital maintenance program funding support provided in Fiscal Year 90 resulted in a vastly improved Army National Guard capability to meet assigned materiel readiness goals. Fiscal Year 91 Army National Guard materiel readiness reports reveal an equipment readiness posture exceeding 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 Army National Guard's fighting equipment.

The Fiscal Year 91 surface equipment repair parts funding allocation of \$173.3 million provided a substantial increase of \$5.8 million above the Fiscal Year 90 funded level. The notable improvements were realized in the increased stockage levels of combat essential repair parts stocked at unit level to support mobilization and deployment. Efficient management of the Army National Guard maintenance program ensured that adequate resources were provided to fully



support Army National Guard day to day maintenance operations. The National Guard Bureau also initiated a maintenance training program designed to develop and sustain maintenance proficiency at the operator/crew and organizational maintenance levels.

Fleet management depot maintenance programs designed to enhance the fighting capability of the Army National Guard equipment sustained deep budget cuts in Fiscal Year 91. The Army National Guard Fiscal Year 91 depot overhaul program funding allocation for surface and aviation equipment totalled \$52.7 million. In Fiscal Year 91, the Army decided it would no longer fund the combat vehicle evaluation program nor fund a substantial portion of the contract logistics support program. This decision shifted an unfunded surface depot overhaul burden of \$8 million to the Army National Guard and eliminates Army funding of Army National Guard combat vehicle depot overhauls and some aircraft maintenance capability. The cooling and suspension upgrade of the M113 family of vehicles at Red River Army Depot was also cut as a result of the combat vehicle evaluation funding decision. The tactical wheeled vehicle depot overhaul program is absorbing the unfunded combat vehicle depot maintenance

requirements until adequate funding can be programmed. The Army National Guard surface depot maintenance expenditures on modernization and support of the major totalled \$35 million.

The Coordinated Logistics Support Programs remained the most significant Army National Guard depot maintenance program in Fiscal Year 91. It continued to provide an improved "maintenance turn around time" for the rebuild of Army National Guard equipment. The Army National Guard was the first major subordinate command to establish a coordinated logistics support program for communications security equipment. The Coordinated Logistics Support Program-Communication ensures timely repair and return the limited supply of communication security equipment.

In direct support of Operation DESERT STORM, the Army Logistics Division's Logistics Support Center 3 (LSC3) provided mobilized and deploying units from several states training on the Standard Army Retail Supply System for divisional and nondivisional direct support units. Mobilization site training support was provided on the Standard Army Maintenance System for soldiers from seven different Army National Guard, Army Reserve and Active Component units mobilized at Fort Hood.

Organization and Training

Military Education

The Military Education Branch was able to provide training spaces for over 83,000 soldiers during FY 91. Besides using traditional TRADOC service schools, soldiers were trained in Vocational-technical Schools, state military academies, US Army Reserve Forces schools, NGB regional NCO academies/schools and ARNG Regional Training Sites-Maintenance.

In FY 91, 8,491 soldiers graduated from the Reserve Component Primary Leadership Development Course (RC-PLDC) conducted at the NGB Regional NCO Academies/Schools. In addition, 8,213 soldiers also graduated from other courses conducted at these locations including

MOS qualification, Reserve Component Basic Noncommissioned Officer Courses (RC-BNCOC), Reserve Component Advanced Noncommissioned Officer Courses (RC-ANCOC), Senior NCO Battle Staff Course, Reserve Component Tank Commanders Course, and Army National Guard Battle Skills Course.

In addition to the Reserve Component Noncommissioned Officer Education System (RC-NCOES) courses, 3,302 Army National Guard soldiers graduated from the Active Component courses. The majority of these soldiers were Active Guard/Reserve (AGR).

The most significant accomplishment for FY 91 was the establishment and requirement of Phase II, MOS specific portion of RC-BNCOC and RC-ANCOC for training and promotion. Also, the realignment of student ranks attending NCOES was accomplished.

NGB has the propensity for thirteen Regional Training Sites-Maintenance (RTS-M) which provide hands-on direct support and general support maintenance training. Training conducted at these sites includes MOSQ, Phase II of RC-BNCOC/ANCOC, transition and sustainment courses. For FY 91, the RTS-Ms trained over 11,400 soldiers.



The Army Training Requirements and Resource System (ATRRS) is now operational in all states and territories, to include all State Military Academies. ATRRS is a major Department of the Army information system which provides training management information to training MACOMS or agencies and to Army schools and training centers. ATRRS maintains information at the course level, produces reports and selected data displays pertaining to student enrollments, entrance, graduates, and associated information. All courses and classes, conducted Army National Guard-wide, are now loaded on this system. Student reservation capabilities are currently down to state level for RC Courses with a test for electronic application for active component courses to begin in FY 92.

Overseas Deployment Training

Overseas Deployment Training (ODT) is one of the Army's most effective programs to train ARNG units in their wartime missions. This program has served to strengthen CAPSTONE relationships and has provided the opportunity to conduct wartime mission oriented training in overseas locations in support of JCS operation plans. Additionally, ARNG units have conducted mobilization, deployment, reception, mission essential task list (METL) and redeployment activities at OCONUS locations with gaining commands.

Over the past five years, ARNG has had between 19,000 and 34,000 soldiers participating in ODT annually. Slightly less than 19,000 ARNG soldiers took part in ODT in FY 91. This figure was lower due to Operation DESERT SHIELD/STORM. After action reports from DESERT SHIELD/STORM indicated that activated ARNG units benefited greatly from recent ODT experience.

For FY 92 approximately 29,000 ARNG soldiers are programmed to participate in ODT. These soldiers will support JCS exercises, METL training, engineer construction projects and nation assistance.

During 1991, the Army National Guard conducted Overseas Deployment Training which focused on mission training and exercise participation. Some of the highlights of mission oriented training included nine ARNG heavy equipment maintenance companies which conducted annual training at the Equipment Maintenance Center-Europe (EMC-E).

The Aviation Classification and Repair Activity Depot (AVCRAD) in Brussels was supported with 20 soldiers on a year-round rotational basis. Over 1,800 soldiers deployed to Panama to the Jungle Operations Training Battalion. The ARNG deployed fourteen 45-man MP platoons to Panama to conduct normal patrols and security operations.

In the SOUTHCOM theater the ARNG also conducted thirteen Medical Readiness Training Exercises (MEDRETE) as part of CINCSO's nation assistance program.



More than 11,000 soldiers participated in JCS exercises worldwide in FY 91. These included REFORGER, Display Determination, Fuertes Caminos Panama and Jamaica 91. Fuertes Caminos 91 Panama consisted of two task forces. The first was an all-ARNG task force which deployed 5,000 soldiers and 400 major end items to Panama. This task force constructed 25 kms and upgraded an additional 37 kms of road; constructed 5 bridges; repaired 15 schools and clinics; and conducted four medical exercises which treated over 8,000 Panamanians. The second task force with approximately 800 soldiers, repaired numerous schools, clinics and public facilities.

Overseas Deployment Training remains a critical part of the training program for the ARNG, and will continue to provide the ARNG with a significant role to play overseas.

Key Personnel Upgrade Program

The ARNG Key Personnel Upgrade Program (KPUP) made significant contributions to Mission Readiness. In FY 91, 1,275 soldiers deployed OCONUS and 3,800 within CONUS. Many of these ARNG soldiers were deployed in support of DESERT SHIELD/STORM.

KPUP in United States Army South increased significantly support of Operation FUERTES CAMINOS. Vertical and horizontal engineer training opportunities in this theater have offered and continue to offer ARNG soldiers training in an austere and environmentally hostile setting.

The KPUP program continues to support the Army Training Centers. Soldiers have been deployed as key participants with the force-on-force units, to include command and staff positions.

KPUP deployments have supported every major JCS-funded exercise in the past five fiscal years. From 1981 to the present KPUP has provided skill-enhancement training for over 48,000 ARNG soldiers at 92 locations worldwide.

Competitions

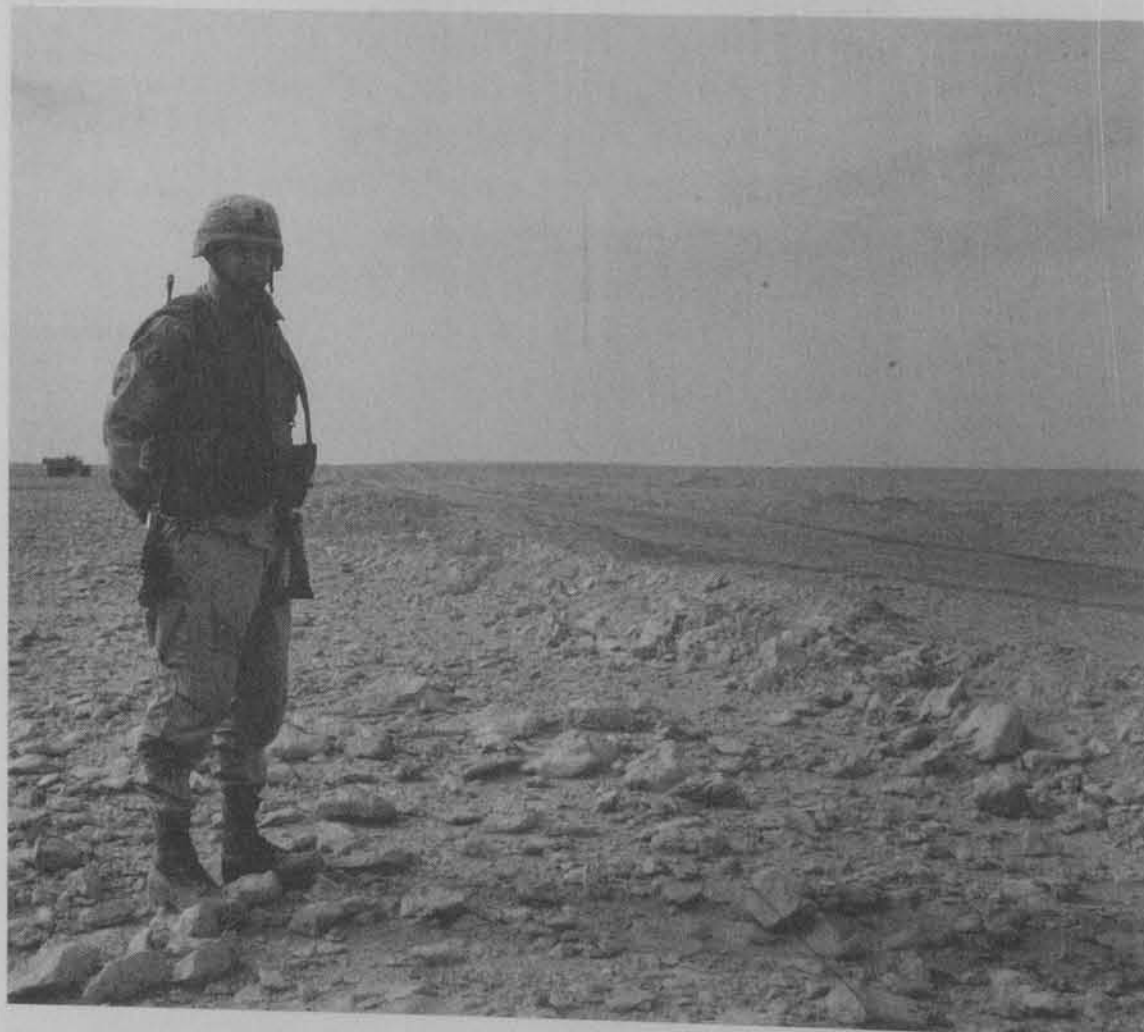
NGB sponsorship of the participation in the Winston P. Wilson Rifle, Pistol, and Machine-Gun Championships, the NGB Biathlon Championship and the

Interallied Confederation of Reserve Officers (CIOR) competitions stresses military skills and promoted physical fitness. To spur additional interest in fitness, the eighth National Guard Marathon was held in Lincoln, Nebraska, in conjunction with the Lincoln Marathon. Over 300 runners from 54 states and territories participated in the May race.

Post-Mobilization Training

A total of 398 ARNG units were federalized during Operations DESERT SHIELD and DESERT STORM. Without exception, these units demonstrated the ability of the Army National Guard units to alert, assemble, and rapidly deploy to a theater of operations.

The 20th Special Forces Group became the first reserve component Special Forces Group ever mobilized when activated for worldwide contingencies during the Persian Gulf Crisis. At Fort Bragg the Group and its three battalions from the states of Alabama, Mississippi, Florida, Maryland and Kentucky completed the U.S. Special Forces Command's new Intensive Training Cycle in half the time normally allotted to a single active component battalion. After their deployment and operations with active component counterparts in operation PROVIDE COMFORT, the Commander-in-Chief of the U.S. Special Operations Command stated: "20th Special Forces Group is the best trained Special Forces Group from either the National



Guard or Reserve Component in the history of our military".

Three Roundout Brigades and an Aviation Attack Battalion also mobilized and trained to the highest level of combat readiness. This training included establishing new standards through successful National Training Center (NTC) brigade rotations of four battalion task forces and daylight defensive live-fire target "kills" at a 93% success rate. A battalion from the 48th Brigade set an NTC live-fire record.

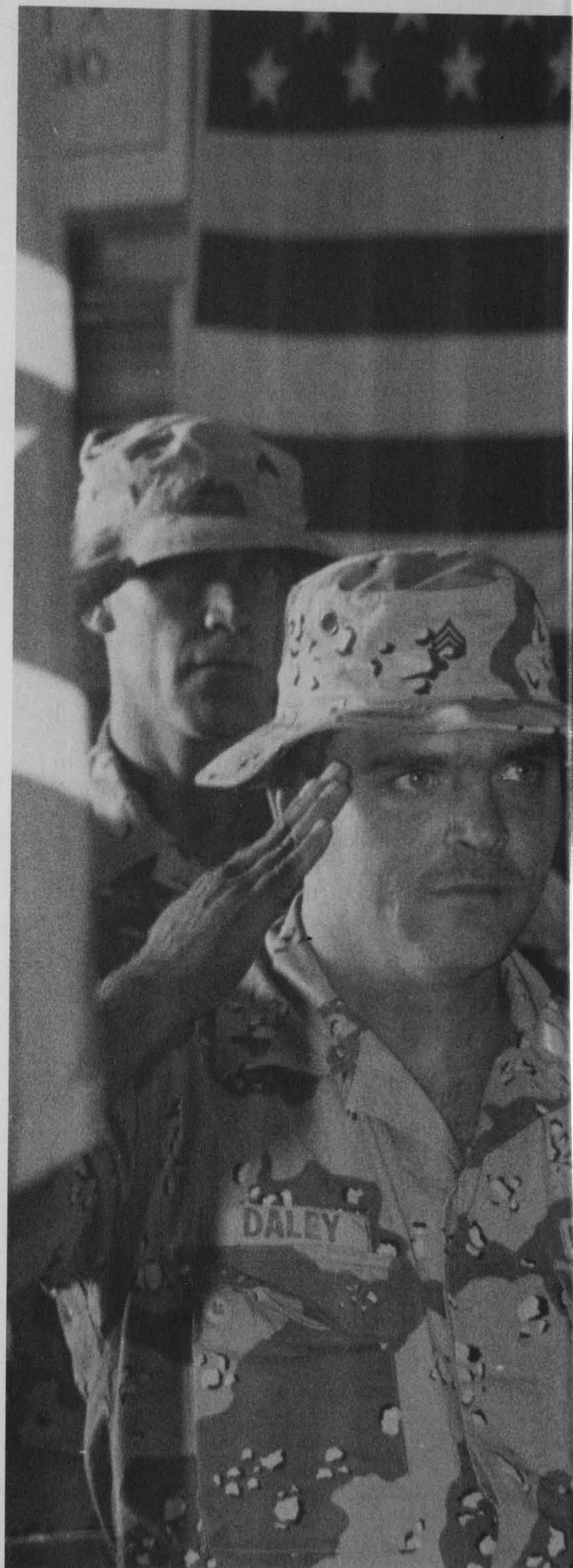
The Army National Guard's major successes include the deployment of Combat Field Artillery brigades and Combat Engineer groups. In Southwest Asia, these units successfully worked with and supported their active component counterparts and demonstrated that the ARNG is an integral part of the Army's warfighting capability.

Commanders of Army National Guard units attributed their success to many of the programs that support the Total Force Policy. These include the Army's implementation of the Total Army Policy, CAPSTONE programs, Overseas Deployment Training, Key Personnel Upgrade Program and the Army Training Management System.

Force Management

Organized in 1990, the mission of the Force Management Division is to plan, integrate, document 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 Airland Battle now and in the future. DESERT SHIELD and DESERT STORM tested the ability of the Total Army to field a Combined Arms team necessary to achieve victory on the battlefields of Iraq and Kuwait. The Army Directorate's Force Management Division assisted by coordinating necessary equipment authorization actions and unit conversion actions necessary to ensure that the warfighting Commander-in-Chief received the right unit, properly configured, with the proper equipment authorizations.

In addition to the actions supporting DESERT SHIELD and DESERT STORM, the



Force Management Division programmed the Headquarters, Department of the Army-directed reduction of approximately 136,000 force structure authorizations.

Force Structure

During FY 91, force structure actions centered on executing Headquarters, Department of the Army directed FY 91 force structure reductions and programming FY 92 and beyond reductions. The Army National Guard inactivated two divisional maneuver brigades and eight non-divisional units. This resulted in a loss of 11,744 force structure authorizations.

Other significant force structure initiatives included the reconfiguration of two Round-out brigades (an Active Component division's third maneuver brigade) to Round-up brigades (an additional maneuver brigade for an Active Component division of three brigades); the continued conversion of units to "Army of Excellence" design; and standard infantry division re-design.

In addition, during FY 91, The Chief of Staff of the Army directed that two "cadre divisions" be located in the Army National Guard. As part of the "cadre division" design effort, the Army Directorate continues to participate in all phases of the design process.

After Action Review Team

The After Action Review Team was created to produce a timely, accurate and objective After Action Report of the DESERT SHIELD/DESERT STORM mobilization.

An After Action Report covering the period 2 August 1990 to 28 February 1991 was completed, printed and distributed in June 1991 (See Appendix E for statistics). The report addressed missions, objectives and a strategic overview of the participation of the Army National Guard as well as the National Guard Bureau. Significant issues included deployment, training the force, channels of communication, automation, force structure, personnel, logistics, and mobilization planning.

The National Guard Bureau conducted Redeployment Army National Guard Commander's Debriefings on 20-21 May, 8-9 July and 30 September-1 October 1991. A debriefing for Adjutants General was conducted on 23 September 1991.

The After Action Review Team is currently collecting data, analyzing issues and writing an After Action Report on the redeployment, demobilization and reconstitution of Army National Guard units. The Team is coordinating actions with the Army Staff, Office of the Secretary of Defense and other agencies preparing After Action Reports for the Department of Defense and the Congress.

Comptroller

FY 91 President's Budget

The FY 91 President's Budget reflects appropriation requests of \$1,988.5 million (M) for Operations and Maintenance, Army National Guard (OMNG), and \$3,358.7M for National Guard Personnel, Army (NGPA).

The OMNG appropriation is used to finance the day-to-day operations of ARNG activities. Congressional action, transfers, and reprogrammings resulted in a net



increase of \$37M and a Total Obligation Authority (TOA) for the OMNG appropriation for FY 91 of \$2,025.5M.

The NGPA appropriation finances the pay, allowances, clothing, subsistence, travel, training, bonus payments and retired pay accrual costs of ARNG soldiers. Congressional action, transfers, and reprogrammings resulted in a net decrease of \$38.8M and a TOA for NGPA for FY 91 of \$3,319.9M.

Obligations incurred in FY 91, by State and by appropriation, are included in Appendix G.

Desert Shield/Storm

DESERT SHIELD/STORM operations mandated a great deal of timely funding flexibility between NGB and the States, Puerto Rico, Guam, and The District of Columbia. Funds transfers were effected from the NGPA and OMNG appropriations to support alert and mobilization of units/personnel.

Operations entailed supporting all ARNG mobilized units/personnel until arrival at mobilization station, at which time the Army assumed command and funding responsibilities. The reverse process was used during release from active duty. The equipment repair process will continue through FY 92. In addition, Army is releasing approximately 6,000 pieces of excess equipment to the ARNG to fill shortages.

Incapacitation Pay

Nationwide, in FY 91 the ARNG obligated \$11.4M for Officer and Enlisted ARNG soldiers' incapacitation pay, severance pay, death gratuities, and enlisted hospital meals. Some major changes in Incapacitation Pay policies and procedures occurred in FY 91.

Major initiatives were:

- Established an Incapacitation Management Advisory Committee (IMAC).
- Empowered 38 states with approval authority to process and approve Incapacitation claims up to six months.
- Coordinated with ARNG Surgeon's Office and Personnel Center to publish the INCAP

information effecting ARNG soldiers with DESERT STORM in mind.

- Added Incapacitation Pay as a block of instruction for Unit Administrator's Course at NG Professional Education Center.

Communities of Excellence

The winners of the 1991 competition were North Carolina (\$250,000), Louisiana (\$150,000) and Utah (\$100,000). In its third year, the Army Communities of Excellence (ACOE) Program continues to foster excellence within the States and Territories. Closely related to the governing principles of Total Quality Management (TQM), the program seeks to instill pride in providing excellent facilities and services to the soldier as a means to improve readiness.

The next competition ending in May 1992 will focus on excellence in customer service. The number of prize winners has been increased to five: \$200,000, \$125,000, \$100,000, \$50,000, and \$25,000 respectively.

Productivity Capital Investment Program (PCIP)

The objective of PCIP is to increase productivity through timely investment for equipment and facilities that amortize in 2-4 years. The program funds projects that cannot be funded through the regular budget because of other priority requirements. During FY 91, PCIP funded 100 projects for 25 of the States and Territories at a cost of over \$2.5M with projects savings of \$50.9M. Three hundred Post Investment Analyses were conducted in FY 91, which validated the savings estimated for the projects at the time of submission.

Standard Army Technician Payroll System (STARTEPS)

More than 20 STARTEPS messages were sent to the States in FY 91 dealing with DESERT SHIELD/STORM issues. These messages dealt with issues ranging from number of technicians activated, to pay adjustments, to military leave accrual, to health benefit premiums and leave

"bank" provisions and others. Information (and requests) helped to minimize pay problems for technicians mobilized for DESERT SHIELD/STORM.

Electronic Funds Transfer (EFT)

EFT is now a reality in 98% of the states with Alaska scheduled to participate in Nov 91. Currently 64% of the technicians participate in EFT.

Joint Uniform Military Pay System (JUMPS)

Operation DESERT STORM resulted in the activation of 398 Army National Guard units and 62,411 soldiers from 51 States and Territories. Activation policies and procedures relating to soldiers' pay were changed. JUMPS changes were made to authorization directives.

Joint Service Software (JSS)

The adaptation of the U.S. Air Force pay system was introduced into the U.S. Army in the summer of 1991. Initial

training for approximately 250 Army National Guard finance and accounting personnel was conducted at the Professional Education Center in preparation for fielding in FY 93. When fully implemented JSS will service over 540,000 Army and Air National Guard members.

Installations

Military Construction

FY 91 appropriations were provided totaling \$313.2 million, including \$296.1 million for major construction, \$4.0 million for unspecified minor construction projects and \$13.1 million for planning and design. Congressional add-ons accounted for 88 projects totaling \$222.1 million.

The FY 90 OSD-imposed construction moratorium expired November 1990, and a military construction prohibition was implemented until 15 April 1991. Special management of military construction controls were then implemented until 30



September 1991. The purpose of these controls was to continue to exercise careful stewardship by OSD of its military construction resources. This has resulted in revalidating of ARNG projects for bid advertisement or contract awards.

The Deputy Secretary of Defense, on 13 September 1990, implemented a prohibition, with no expiration, on land acquisitions over 1,000 acres or \$1 million. The purpose of this prohibition is to monitor additional acquisitions of land until base realignment and closure and other force reduction actions have been evaluated for excess facilities and land.

Primarily because of these prohibitions, only 78 of 130 major construction projects were awarded during FY 91.

Facilities Support

A total of \$77.5 million in FY 91 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 \$4.3 million in FY 91. Training was also conducted at 275 state-operated training sites. During the period of this report, minor construction using OMARNG (RPOM) funds at these sites total \$5.5 million.

Federal funds in the amount of \$71.6 for FY 91 were allotted to the states under 54 separate service funding agreements to operate, maintain, and repair the logistical support facilities of the ARNG. Minor construction at these facilities totaled \$6.5 million. Included was \$6.4 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 91 \$11.6 million was allocated to this program.

Mobilization for DESERT STORM substantially increased training site usage at selected National Guard installations. However, these increased utilities, maintenance and repair costs were offset by reimbursements by FORSCOM.

The Armory Maintenance and Operations Program (AMOP) was initiated in FY 86 but no funding was available in FY 91.

Aviation

Fiscal Year 1991 was a year of success and turmoil for the Army National Guard (ARNG) Aviation Division. Continued strides in the ARNG Safety Program were made as well as a continuation of the modernization of select aviation units. The events in the Persian Gulf area provided an opportunity for ARNG aviation units and the Aviation Division of the National Guard Bureau to prove their abilities to meet the mobilization challenges of this quick changing operation.

Safety

Safety is paramount to the successful accomplishment of all ARNG activities and operations. It is the single most effective approach to conserving personnel and materiel resources.

The ARNG Safety Program continues to be a success story. Although the ARNG did not sustain its unprecedented FY 90 "zero" Class A aviation accident rate, it experienced only one Class A aviation mishap for a rate of 0.3 per 100,000 flying hours. Ground accidents have steadily decreased in all major areas: privately owned vehicles (POVs), Army motor vehicles, personnel injury, and training. Accident prevention was achieved by training to standards; identifying and eliminating hazardous procedures, operations, and conditions; guarding against and controlling hazards that cannot be eliminated, and motivating and training individuals to perform safely the first time and every time.

Department of the Army recognized our achievements and continuing initiatives within the safety realm by awarding the prestigious Chief of Staff, United States Army, 1990 Major Command (MACOM) Safety Award to the Army National Guard. This award was presented by the Army Chief of Staff and "given in recognition of the Army National Guard's total commitment to conserving critical Army resources."

Southwest Asia

Ten new C-23 SHERPA aircraft joined the ARNG fleet during FY 91. These modern cargo aircraft replace the aging C-7 Caribou fleet in the logistical support role



provided by the ARNG Aviation and Classification Repair Activity Depots. Mobilized for service in Southwest Asia even as they were being delivered, the Sherpas quickly deployed with 15 aviators and 10 crewmen. These "Sand Sherpas" flew over 1200 hours covering 280,000 miles with 702,681 pounds of cargo.

Two C-12 aircraft and six volunteer aviators were also provided to Southwest Asia Theater Commander. Two States, Illinois and Pennsylvania provided their aircraft. These aircraft self deployed, flew 600 hours of operational support missions, and returned to home station without mishap.

Mobilization

Incrementally, aviation units from 20 States were called to active Federal service. This effort involved 2431 ARNG aviation personnel and 215 aircraft of various types. Significant among those mobilized were ARNG AH-64 Attack Helicopter battalions, 12 Aeromedical Evacuation units, and an Aviation Classification and Repair Activity Depot from Groton, CT.

The ARNG FY 91 Flying Hour Program (FHP) was severely impacted by Operations DESERT STORM and Provide Comfort. A

second quarter reduction of over 125,000 flying hours resulted in a reduction of the OPTEMPO from 8.8 to 6.9 hours per month. The Department of Army (DA) established priorities for the remaining flying hours were: (1) DESERT SHIELD/STORM, (2) Counter Drug Operations, and (3) Training. The Aviation Division employed stringent conservation measures to minimize the adverse impact to readiness on high priority units. Unfortunately, lower priority units were forced to curtail training activities and the fielding of some new and displaced equipment was delayed.

Following the cessation of hostilities, DA was able to return some flying hours to bring the fourth quarter OPTEMPO to 7.1. In some cases, the return of hours so late in the training year precluded the full execution of the allocated hours.

Additionally, repair parts continued in short supply as units redeployed home prior to the shipment of components and parts. Aircraft brought back from operations in the desert required higher than normal levels of maintenance to return them to training duty.

Overall, the ARNG flew 338,275 hours in FY 91 reflecting consumption of 95 percent of the adjusted total allocation. Within these hours, 38,700 were flown in support of Counter Drug Operations and over 60,000 hours were flown during periods of darkness. The year end OPTEMPO execution was 6.8.

The Occupational Safety and Health (OSH) component of our program was impacted by a broad package of legislative reform to the OSH Act of 1970. We are posturing to meet the challenge of this reform legislation and the proposed Federal Employee Safety and Occupational Health Act of 1991. This Act will significantly increase the demands upon all ARNG aviation activities in ensuring OSH compliance.

New Systems

In FY 91, the ARNG continued to successfully field AH-64 Apache battalions. Most significant was the combat ready certification of the 1st Battalion, 111th Aviation of the Florida Army National Guard. Passing a rigorous training program conducted at home station and Ft. Hood, TX, the 1/111th became the third ARNG AH-64 battalion to be certified by the Army as combat ready.

The ARNG continued to field UH-60 Blackhawk helicopters into selected high priority aviation units. At the close of FY 91, the ARNG had 94 Blackhawks in service in 13 separate units. Programming for 182 additional UH-60s was accomplished during the year with distributions to begin in early 1992.

Surgeon

Eighteen percent (6,812) of the total soldiers deployed to Southwest Asia from the ARNG were medical personnel. It is interesting to note that this represents more than three times the medical force content of the National Guard force structure. Throughout the presidential call-up Army National Guard units arrived at their respective mobilization stations within 72 hours of federalization. The Guard hospitals deployed to SWA had the mission to provide front-line medical support and host nation support.

The ARNG Army Nurse Corps (ANC) strength is 100%, with specialty nurse anesthetist and operating room nurse strength remaining at 79%. The total strength of the ANC is 1,419, and 689 nurses were mobilized to support Operation DESERT SHIELD/DESERT STORM. They served in SWA, Germany and in CONUS military hospitals.

Total Quality Management (TQM) has been implemented in the ARNG Office of the Army Surgeon. The long range plans for the Office of the Surgeon and ARNG ANC has been published as part of our TQM program. Utilization of these future plans will ensure that the office is doing our very best to deliver quality medical services.

The Eighth Annual National Guard Chief Nurse Training Seminar was held 6-9 June 1991 at the Professional Education Center (PEC), North Little Rock, Arkansas. The theme, "The Future Is Now", was the forum for the seventy-seven Chief Nurses in attendance. Presentations centered on Guard and FORSCOM issues as well as Nursing Quality Assurance information.

The Annual State Surgeon's Conference was held in San Antonio, TX during May. All fifty-four jurisdictions were represented. Educational and administrative updating was combined with participation in long range planning.

Shortly after the fielding of the Deployable Medical Systems (DEPMEDS) hospital equipment to the ARNG hospitals, 8 of the 12 hospitals deployed to SWA with DEPMEDS. DEPMEDS performed admirably during DESERT SHIELD/ DESERT STORM.

The Regional Training Sites-Medical located at Fort Indiantown Gap, Pennsylvania and Camp Shelby, Mississippi provided training for over 4,100 members of the Active Army, ARNG, ANG, USAR, Naval Reserves and DA Civilians during FY 91. The RTS-MEDS provides New Equipment Training (NET) and Sustainment Training for units. During DESERT SHIELD/STORM the RTS-MEDS provided train-up for deploying units. Cited as DOD's premier DEPMEDS trainers, RTS-MEDS Camp Shelby and Fort Indiantown Gap were asked to send teams to Korea to train the active components and to Kwajalein to train the civilian medical community which has been issued a DEPMEDS set for use during the renovation of the island's community hospital.

Processing of medical waivers and vouchers continued a downward trend. The turnaround time was reduced from 90 days to less than 15 days.

Operation DESERT STORM revealed that medical issues were far more central to mobilization than had previously been recognized. As a result four new job descriptions were approved for the NGB TDA, representing a 30% increase in staff. In addition, a position was approved and filled for an ARNG soldier at the FORSCOM Surgeon's office.

The following new policies and plans were written:

- A flexible training policy was implemented to allow commanders greater latitude in managing their health care professionals during IDT and AT.
- The Army Medical Department (AMEDD) led the way in leader development with the ARNG and USAR working in concert to formulate and publish an AMEDD Reserve Component Leader Development Action Plan.

The three-year HIV screening concluded July 1991. This left the ARNG without a contract for the remainder of FY 91. The ARNG had screened 90.1 percent of the force in the preceding 24 months at the conclusion of the contract.

Cardiovascular Phase II screening was funded to \$1.2M in FY 91. At year's end there was a backlog of approximately 5,000 M-day soldiers still requiring Phase II screening.

Environmental Resources Management

On July 1, 1990, the Army National Guard's Environmental Resource Management Office was officially established. With a current staff of 15 the office will staff up to 21 of the authorized strength of 31 by the end of FY 92.

The Army Guard's Environmental Resources Office oversees 17 program areas to include programs in air and water quality, noise and pollution abatement, hazardous waste management, and cultural and natural resources management. The Army Guard's environmental office assists all 50 states and the territories of Guam, Virgin Islands, Puerto Rico and the District of Columbia in meeting environmental requirements identified in the Environmental Pollution, Prevention Abatement and Control Report (OMB A-106 Report).

Environmental issues will continue to be of paramount concern throughout the decade as reflected in programmed funding through FY 97. Starting with \$8.1 million in FY 89, the Army National Guard's environmental budget has increased over five-fold, to over \$44 million programmed for FY 92. Programmed funding through FY 97 is as follows:

FY 89	—	\$8.1 m
FY 90	—	\$22.3 m
FY 91	—	\$30,373 m
FY 92	—	\$44,284 m
FY 93	—	\$45,548 m
FY 94	—	\$47,582 m
FY 95	—	\$47,460 m
FY 96	—	\$48,328 m
FY 97	—	\$49,687 m

Environmental Compliance

In FY 91, the Army Guard intensified its efforts in the environmental

compliance area and made full compliance with environmental laws a top goal for the nineties and beyond. U.S. Army regulations require major commands to perform comprehensive environmental assessments at all installations on a four-year cycle. By regulation, all federal or federally supported National Guard installations must conduct internal compliance assessments every two years.

As a way for the National Guard to meet this requirement, and to better achieve and maintain compliance with federal, state, local environmental laws and regulations at its facilities and armories throughout the United States, the Army National Guard has instituted the Environmental Compliance Assessment System (ECAS). ECAS is centrally managed by the Army Guard Environmental Resources Office, and is key to identifying past, current and long-term environmental threats resulting from the Guard's day-to-day activities. Through the institution of ECAS the Army Guard is better able to identify compliance deficiencies, develop corrective action plans, and plan, program and fund environmental needs to help achieve full compliance.

In FY 91, the Army Guard led the Total Army in fully implementing ECAS throughout the Guard. A four-year schedule was developed to accomplish the assessments at all 54 states and U.S. Territories where National Guard units are located.



The Army National Guard, with the assistance of the U.S. Army Construction Engineering Research Lab (CERL) in Champaign, IL, developed Guard-specific "draft protocols" or a series of procedural environmental "checklists" which will assist state environmental professionals and contractors in identifying and correcting any existing obstacles to compliance. These draft "protocols" have been tested at two Guard sites, Camp Ripley, Minnesota, and Camp Lincoln, Illinois. Also, field work tests for the remainder of Army National Guard facilities in those two states are complete. The first assessment cycle is scheduled for completion by 1995.

Hazardous Waste Management

Another area of growing concern among Americans is that of the generation, storage and disposal of hazardous waste throughout both the public and private sectors. The American public is becoming increasingly sensitive to the issue of hazardous waste management and is demanding that past disposal practices be changed in order to stop pollution at its source. Through staff-ups and better federal oversight at Bureau level, the Army National Guard is bolstering its efforts to identify and correct deficiencies in hazardous waste/materials management procedures. This is being achieved through improved guidance, expanded resourcing and broadened education and training programs for individual guardmembers.

The Army National Guard is placing top priority on fully complying with state and federal hazardous waste laws by using the best management practices and technology available to help stop pollution at its source while ensuring a cleaner, safer environment for the future. In an effort to go beyond merely complying, the Army National Guard's hazardous waste management and minimization programs focus on reducing the amount of waste being generated as well as finding new and better ways to substitute or recycle hazardous waste materials, whenever possible.

Environmental Protection

The Army Guard is also achieving better federal oversight of National

Environmental Policy Act (NEPA) projects and documentation by dedicating full-time environmental staff to assist the several states and territories in conducting more thorough analysis of the environmental consequences of proposed Guard actions.

The Army National Guard recently adopted the Army's Integrated Area Training Management (ITAM) program, which is, in many ways an outgrowth of the Guard's ongoing effort to go beyond compliance and to fully incorporate NEPA at the operational planning stages.

As protecting the nation's scarce natural resources continues to top the Guard's priorities for the nineties and beyond, ITAM, an umbrella title for a number of land management initiatives the Guard is undertaking, can help soldiers "peacefully coexist" with the fragile environments within which they must train.

ITAM can be used as an important planning tool by enabling Guard planners to be proactive in successful land management at the installation level. Data obtained through computer generated schematics and satellite mapping allow Guard leaders to monitor tank maneuver



damage and its effect on biodiversity, vegetation, and soil erosion. Information obtained through the Geographic Information System (GIS) and Land Condition Trend Analysis (LCTA), two tools of ITAM, can give commanders essential information which will help minimize the impact of Guard training on surrounding land and wildlife.

ITAM provides a holistic approach to achieving sound land management practices and careful stewardship of the nation's precious natural resources. By incorporating ITAM into the planning stages of operations and training, the Army Guard can seek out information which can determine the presence or absence of such vital natural resources as endangered plant and animal species, wildlife, and wetlands.

In FY 91, the Army Guard began implementing ITAM at fourteen training sites across the U.S. to include sites in Arizona, California, Florida, Georgia, Indiana, Massachusetts, Mississippi, Oklahoma, Puerto Rico, South Carolina and Utah. The GIS component of ITAM will be fielded at five Army Guard training sites in FY 92 with the goal of supporting

future GIS requirements at the remaining sites as funds become available.

To assist the Guard in better planning for and anticipating future training requirements with respect to the environment, the National Guard Bureau established an Environmental Quality Improvement Board which serves as a joint form that will examine long range corporate policy issues such as land and airspace management and training with respect to environmental concerns.

The National Guard is also forming an Environmental Advisory Council made up of representatives from both NGB and the field to help bring the field perspective to the Guard's longrange planning efforts. The council will advise the Bureau's Environmental Quality Improvement Board on issues and concerns that have long-term implications on National Guard planning.

Information Management Agency

Desert Storm

A combination of several NGB-IMA computer programs provided the bulk of the information needed for ARNG mobilization during DESERT STORM. The Standard Installation/Division Personnel System (SIDPERS-ARNG) provided personnel management information regarding such items as MOS qualification, grade, medical status, finance information and dependents. The logistics picture of ARNG units was provided through the Supply Accounting Management Information System (SAMIS) and the Equipment Readiness Analysis system (ERA). Aviation matters were reported through the Aviation Aircraft Inventory Status and Flying Time Report. The mobilization readiness of units, status of personnel and equipment was provided through the Status Resources and Training System (SORTS).

Systems Migration

The migration of the SIDPERS-ARNG from the Burroughs 1900 to the Sperry



5000 platform was completed in June 1991. Improvements to SIDPERS will continue. As the year ended IMA was testing a version that would operate on Oracle 6. An improved data base and expansion of the data base was also under development.

The migration of SAMIS will continue into 1992. Additional requirements were added Logistics Automated Purchase/Request System (LAPRS), use of manufacturers stock numbers and DODAC will provide a vastly improved means of tracking supplies.

The Retirement Points Accounting System (RPAS) conversion to the Sperry 5000 platform, started in FY 91, will be completed in 1992. New requirements and updates are included in the tasking. Concurrent work efforts have been provided to maintain the current system that is operating on the INTEL at state level. RPAS will become a module of SIDPERS-ARNG and will use much of that data more efficiently.

Computer Operations Support

Refinements to the Total Army Personnel Data Base - Guard (TAPDB-GUARD) continue on the AMDAHL computer system. A sophisticated query system was put in place and user access via dial-up capability was installed. Using National Guard Network (NGNET) and the SPERRY 5000, new procedures for distribution of application software changes for field activities were implemented. This new system replaces the previous Burroughs procedures at significant savings.

Detailed planning for facilities at Arlington Hall Station began. Efforts are underway to replace or transition applications on the Burroughs and Wang computers to other hardware prior to the move to Arlington Hall.

Information and Communications Security

NGB-IMA distributed approximately 2,200 secure voice terminals (STU-III) throughout the ARNG. An ARNG COMSEC Inspectors workshop certified 130 ARNG members as inspectors.

NGB-IMA upgraded all ARNG AUTODIN facilities with more secure

cryptographic systems and implemented electronic over-the-air-rekeying (OTAR) to further enhance ARNG communications security.

Visual Information

In FY 91, NGB-IMA began staffing for the new National Guard Visual Information Support Center (VISC) in Nashville, TN. NGB-IMA obtained Visual Information Support Program money to provide additional tape reproduction equipment for the center that will begin supporting the ARNG in FY 92. Efforts to transition responsibility for the VISC from NGB-ARP-RRM to NGB-IMA are still in negotiation.

Communications Services

The National Guard Network (NGNET) became operational in 1st Quarter, FY 91. This network provides Electronic mail (Email) capability throughout the ARNG and into the Defense Data Network (DDN). Seven concentrator nodes serve NGNET in all 54 states and territories. In 4th QTR FY 91 the network links doubled their data rate to 19.2 kilobits per second (kbps). During FY 92 the ARNG backbone will be upgraded to 56kbps. These improvements provide the capability of rapidly transmitting data and record communications throughout the world to ARNG, active Army and DOD activities.

Desktop Interface to AUTODIN Host (DINAH)

DINAH is a replacement for the maintenance intensive Standard Remote Terminal (SRT) that provides secure record traffic in most States and territories. Since April 1991 DINAH has been installed at 23 USP&FO Telecommunication Centers. DINAH is a Personal Computer based software package that assists users in preparing, transmitting, and receiving messages. It is user-friendly and features on-screen menus. Complete installation for the remaining 18 TCCs will occur by 4th Quarter FY 92. When all 41 systems are installed maintenance savings will be about \$650,000 per year.

Information Center

The Information Center of NGB-IMA started the transition to become an

operations section for IMA in FY 91. In addition the branch began tracking Customer Service requests received at IMA. Once in place by January 92, completion will be greatly enhanced through the states, territories and NGB.

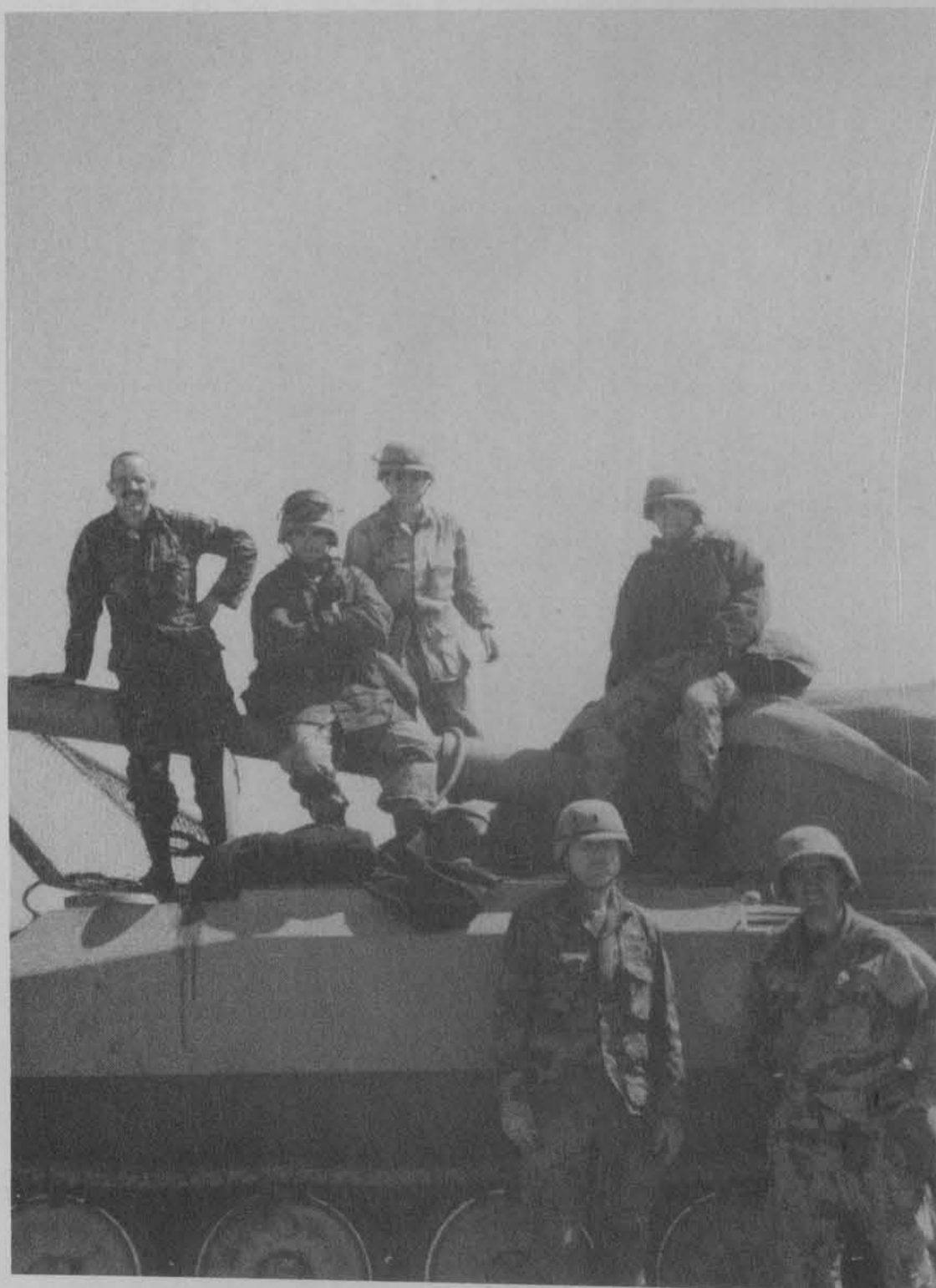
Chaplain

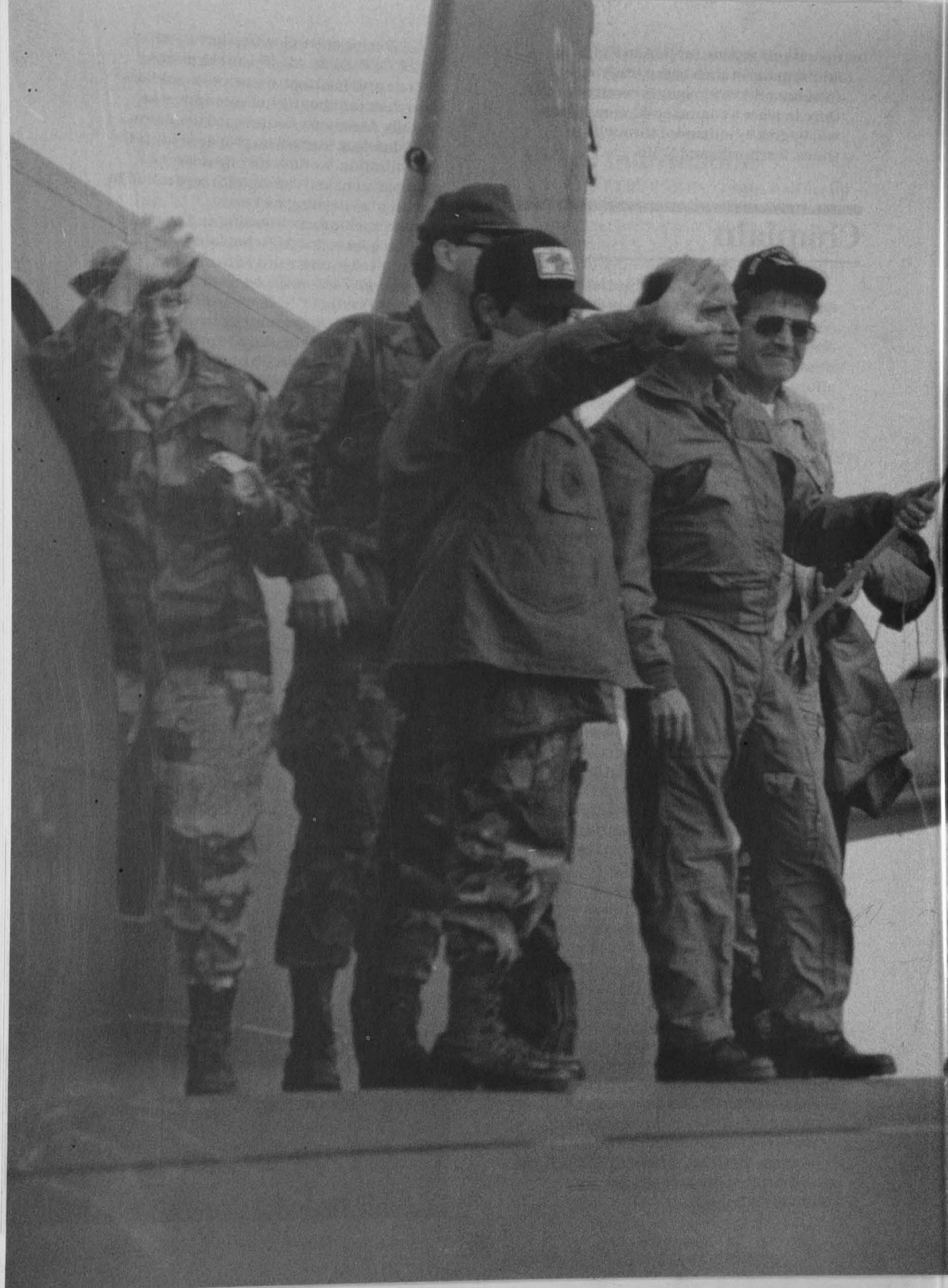
The mission of the Army National Guard Chaplain Branch is to provide the commander and his staff expertise concerning the impact of religion on the mission, to ensure that soldiers are afforded ample "free exercise" of religious opportunities, and provide personal, spiritual, and pastoral care and support to soldiers and their families. Unit Ministry Teams (chaplain and an enlisted chaplain assistant) are assigned to battalion size organizations and fully participate in the units training and mobilization. The Army National Guard provides 25.3% of the total number of Army chaplains available in active and reserve troop unit assignments.

In 1991, the Director, Army National Guard moved the ARNG Chaplain to his staff where he functions as the Director's principal advisor on the impact of religion, pluralism, and ethics on the mission of the ARNG and is the proponent for issues related to chaplains, chaplain candidates, and chaplain assistants. He coordinates and integrates policy between the Offices of the Director, Army National Guard and Chief of Chaplains, U.S. Army, and provides support to the state adjutants general in the area of accessioning, retention, and training of Unit Ministry Teams and Chaplain Candidates.

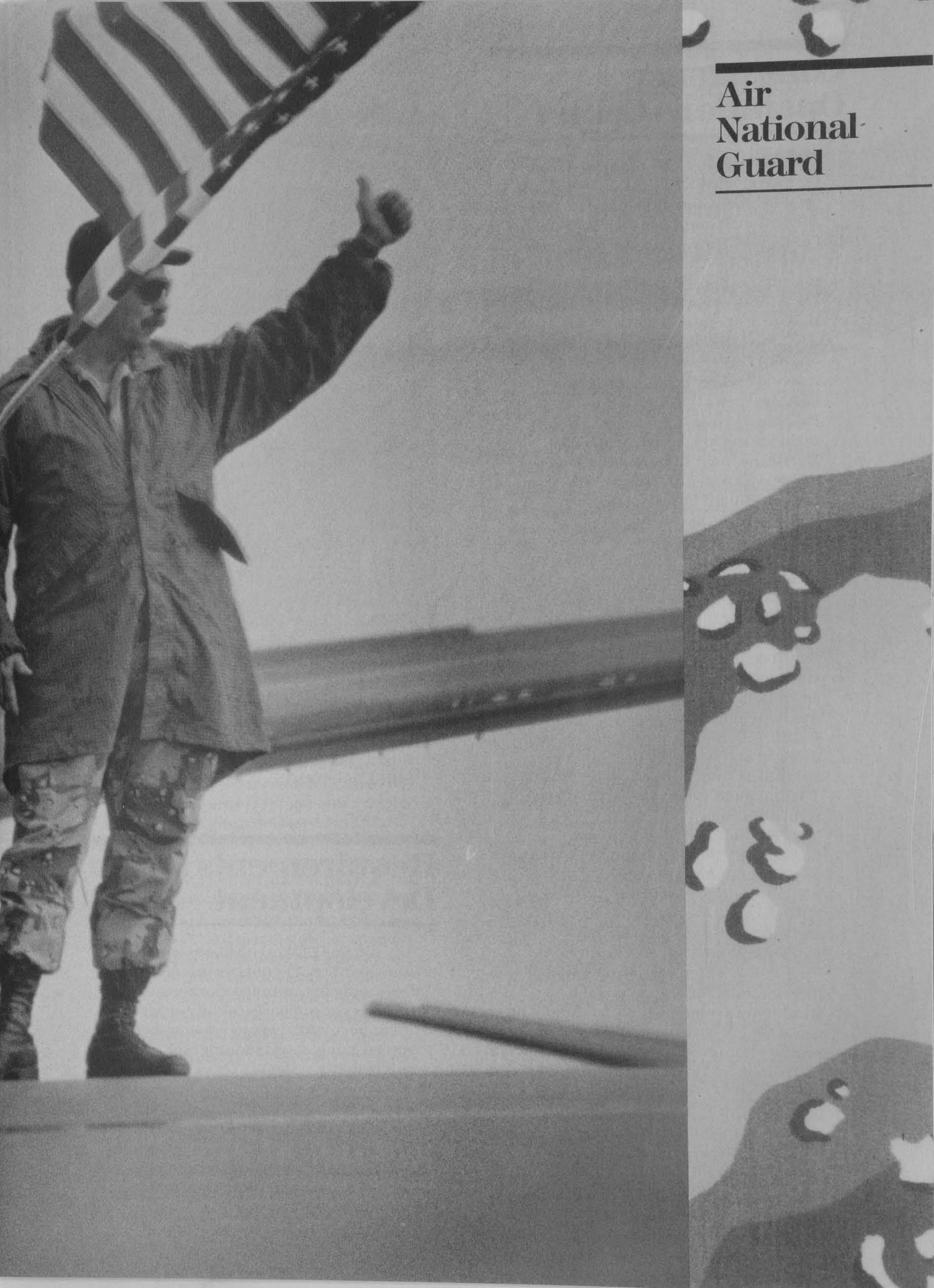
Chaplain year-end strength stood at 88% (764) of its 872 authorizations. Eighteen states have attained or exceeded their authorized strength. Chaplains come from more than eighty distinctive faith groups recognized by the Armed Forces Chaplains Board which is responsible for coordinating the endorsing agencies. In FY 91, thirty-seven chaplains and fourteen chaplain candidates were accessioned for assignment to units located in twenty-nine states/territories. Accessioning emphasis continues to focus on increasing the number of female and non-whites chaplains as well as attracting clergy from the shortage faith groups (Jews and Roman Catholics).

During and following Operation DESERT STORM, ARNG Unit Ministry Teams provided many services to soldiers and their families including support at Family Assistance Centers, participation with briefing teams who prepared units for mobilization, workshops on stress management and coping with separation in addition to meeting increased requirements for counseling and worship. 126 chaplains and 106 chaplain assistants were called to active duty during the Operation. 74 were deployed to SWA and 52 were utilized at CONUS and OCONUS installations. On the home front State Area Command Chaplains did a superb job ensuring that units with high priority for mobilization had chaplain positions filled. "Operation Family Shield" was North Carolina STARC Chaplain's innovative response to families of all service members in that state who found themselves in financial need as a result of the mobilization. The initiative raised over \$700,000 in voluntary contributions from sources as diverse as a homeless street person, National Basketball Association's All Star Game, and the Kuwait government.





**Air
National
Guard**



Contingency Operations Center

Of the many lessons learned from Operation DESERT SHIELD/STORM, the establishment and implementation of an Air National Guard Contingency Support Center (CSC) proved itself critical to the success of the ANG in contributing essential support that directly enhanced USCENTAF combat capabilities within the theatre of operations.

The Air National Guard Contingency Support Center was initially created to respond to short-notice contingency taskings such as Operation Just Cause in Panama and disaster relief efforts that included the Armenian Airlift and Hurricane Hugo. In those situations, the CSC was activated and staffed with assigned National Guard Bureau personnel.

However, as contingency requirements in Southwest Asia increased and other priority mission requirements escalated, assigned National Guard Bureau manpower resources were strained to the limit. Under these circumstances, a decision was made to staff the NGB Contingency Support Center with volunteers from the field within days of its activation. The response to our call for help was both immediate and overwhelming. Within a 12-month period the CSC was directed and staffed by over 180 field volunteers from 43 states, representing 13 functional areas, for short and long-term durations.

The National Guard Bureau Contingency Support Center served as the central command and control point for ANG forces deployed to the AOR and in CONUS. As an execution mechanism for the National Guard Bureau, the CSC parallels the structure of the Air Force Operations Center, with an operational director, functional area cells and an administrative support staff. It functions as a MAJCOM battlestaff, serving as the primary liaison between MAJCOMs, NAFs, NGB functional managers and deployed forces. The CSC was also tasked with tailoring Unit Type Codes, matching units and their capabilities with mission requirements, assigning personnel to critical skill positions in the AOR and stateside and addressing problems that



were time-critical in their resolution. They also took part in resolving after-action issues as they related to the Air National Guard's participation in DESERT SHIELD/STORM.

Requirements and Development

During FY 91 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 training and survivability systems.

The F-15/F-16 Part Task Trainer (PTT), on contract since late FY 90, will deliver the first system in early FY 92. These PTTs will provide previously unavailable home unit training in air-to-air, instruments, engine airstarts (F-16 only) and air-to-



ground procedures. A follow-on requirement was finalized and a program funded for similar trainers for the F-16C and F-15 Multi-Stage-Improvement Program (MSIP) conversions. A rapid flight plan capability for use on a Personal Computer is being developed for F-16 aircrews. This will allow the aircrew to flight plan a mission in 10 minutes or less, and transfer the data to the aircraft navigation and weapons release computers. After flight, the same system can be used to extract maintenance and failure data. We are working with the USAF to field an improved 8mm color airborne video system for the entire F-15 fleet. At the same time we are upgrading the F-16 Air Defense Aircraft to a dual 8mm color recorder to increase mission coverage and reduce maintenance costs. We continue to evaluate Night Vision Devices and compatible cockpit lighting to improve our night flying effectiveness, and we continue working with Air Force Systems Command (AFSC) and Strategic Air Command (SAC) in establishing

systems requirements for the next generation ejection safe Night Vision System for use in F-16 and the A-10.

The F-15 Multi-Staged Improvement Program (MSIP) continued for the Air National Guard with a Congressional add of \$42 million. This allowed the procurement of 25 more MSIP kits for ANG F-15A/B aircraft. With this start we intend to continue modifying ANG F-15s at the rate of their input to Programmed Depot Maintenance (PDM). The modification of all F100 engines to the 220E configuration was a priority set in 1988, and we continue to support this program. The reliability and maintenance improvements realized through this modification are expected to save more than \$3 billion over the service life of the engine fleet. During the 1990 ANG/AFRES Weapons and Tactics Conference the F-16 community identified *survivability* as their 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, and significantly increased reliability and maintenance.

During FY 91 NGB/RD handled the acquisition of eight new production C-130Hs for the 179th TAG, OH ANG which replaced their aging B-model aircraft. The new H-models were delivered with a ground proximity warning system, the wiring to accommodate incorporation of airlift defensive systems and installation of a self contained navigation system (SCNS) was begun shortly after the aircraft were delivered. At the end of FY 91 approximately 40% of the ANG tactical airlift C-130 fleet was retrofit with SCNS. This modification employs a keypad at the pilot's and navigator's crew stations for consolidating system control, navigation input/output, and radio management to reduce crew workload.

Twelve MH-60G combat rescue helicopters were delivered in FY 91 to complete activation of an air rescue unit at Kulis ANGB, AK (4 aircraft), and to complete conversion of units at Suffolk Co., NY (6 aircraft) and Moffet NAS, CA (6 aircraft). The fleet size will increase to 18 in FY 92 with delivery of two additional aircraft to Kulis. Several critical aircraft modifications are planned for FY 92 to

include the addition of Global Positioning System (GPS), an improved cabin heater, and external rescue hoist, a maritime band VHF radio, and incorporation of an extended range internal fuel tank system. Future planned enhanced capability modifications include adding a Forward Looking Infrared (FLIR) system, and External Stores Support System (ESSS) to provide external fuel capability allowing space for additional rescued personnel in the cabin when needed, and installation of a more powerful engine and hover-stabilization system.

Installation of strobe lights on ANG KC-135 aircraft was completed in FY 91. This added capability significantly improves aircraft visibility and reduces the likelihood of mid-air collisions. Other tanker modernization projects scheduled for FY 92 include adding an emergency auxiliary lighting system, standardized VHF radio installation, and research for replacement of the aging N-1 compass system.

FY 91 also brought completion of a follow-on competition for National Guard mission support airlift (MSA) aircraft. The C-26B, a newly certified Fairchild Metro 23, was the competition winner and will meet all of the expected needs of both the ANG and ARNG for MSA aircraft. In addition, a UC-26C was procured for the ANG. This aircraft is configured with an integrated inertial navigation system (INS), FLIR, F-16 radar, video recorder, satellite communication and secure voice radios, and aerial photographic equipment to be used in the DOD counternarcotics mission.

Operations, Plans and Programs

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 addressing long range, force structure, deliberate, crisis action and mobilization planning along with policy development as it pertains to the Air National Guard. The Plans Division



maintains an active interface with HQ USAF, MAJCOM, NGB, State, and unit planners to ensure the ANG resources are wartime tasked within their authorized capability and included in the entire planning process.

From the initial rumblings in the Persian Gulf through volunteerism, Presidential call-up, mobilization, and finally demobilization of Air National Guard personnel and resources, the Plans Division was actively involved as members of the Air Force Contingency Support Staff (AF/CSS). Acting as an interface between the contingency staff at the Air National Guard Readiness Center, Andrews AFB, and the Air Force CSS, the Plans Division provided advice, input, and clarification to the Air Staff on all aspects of Air Guard utilization from Volunteerism to Mobilization.

DESERT SHIELD/DESERT STORM highlighted numerous deficiencies in the current mobilization planning process. As part of an on-going effort, the Plans Division, in conjunction with other agencies, is attempting to capture the multitude of "Lessons Learned" and incorporate these changes into the future planning process. A few of the more important issues being worked include volunteerism, Command and Control of ANG forces, and force packaging. Each of these areas require considerable refinement and clarification in order to enhance accessibility of ANG capabilities by the Active Air Force.

The Plans Division interacted closely with Air Force planners in developing the FY 93-95 JCS Joint Strategic Capabilities

Plan (JSCP), and the USAF's War and Mobilization Plan (WMP) — the two most critical war planning documents. Soon after the Persian Gulf hostilities ceased, the Plans Division was "on the road," meeting with the various war-fighting CINCs' and MAJCOM planning staffs. The aim of these trips was two-fold: to foster a better understanding of Air National Guard accessibility, and to ensure maximum participation of ANG forces in future war plans. As a result, the JSCP and WMP planning documents reflect a 100 percent tasking of ANG combat forces.

On the support side, the Division's Resource Plans Branch assisted the Logistics Directorate with the development of the Logistics Strategic plan. This extensive plan was developed to support the war-fighting CINCs' logistic concept of operations by helping Air Material Command and the industrial base anticipate changes in the logistics support requirements before they become critical. Additionally, the Resource Branch developed an initiative, which was approved by Air Force, to better monitor manpower and resource data in future conflicts. This system will significantly enhance the mobilization process.

As the Air National Guard began the final decade of the twentieth century, the Plans Division looked forward to the twenty first. The publication entitled "... with an eye to the future," the Air National Guard's 1991 Long Range Plan, was the fourth annual edition. It maps out the 15-to-20 year projection of Air Guard objectives, and outlines necessary

strategies to attain them. The Long Range Plan consolidates the Air Guard's vision and goals into a roadmap that plots the future direction and collective interest of the Air National Guard as an integral part of the Total Force. This frank and honest assessment of needs will provide a coherent ANG strategy that can be integrated with future Air Force plans.

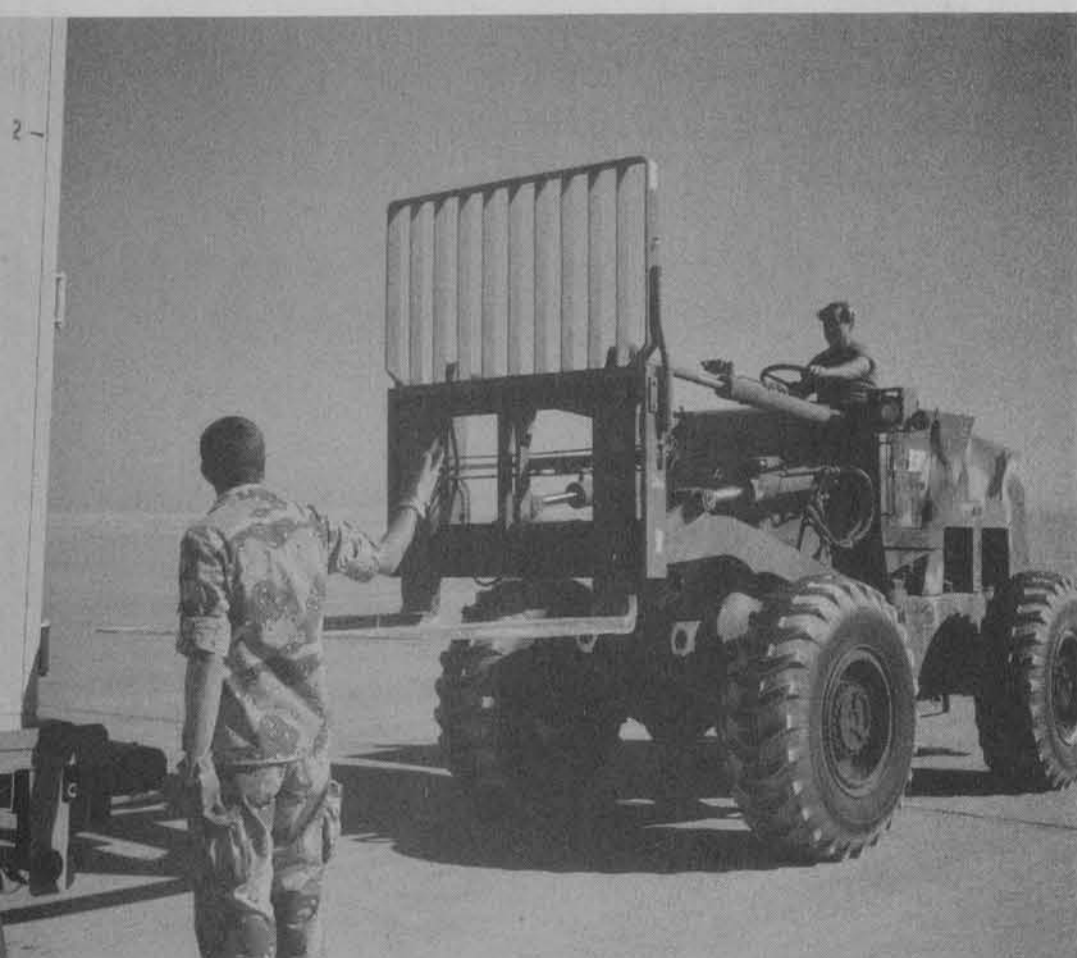
The following issues were chosen for further study by the Long Range Planning Committee:

- Assessment of future ANG personnel needs and availability
- Future of the Statutory tour program
- Organizing to operate in the future
- Impact of lowering readiness levels
- Role of ANG in formal training
- Future Involvement of the ANG in the R&D and acquisition process
- Future ANG role in education and training

Operations and Programs

The Operations and Programs Division has the responsibility to develop policy, provide guidance, and implement the Air National Guard portion of the Program Objective Memorandum (POM) submitted through the Air Staff to SECAF and SECDEF. To provide a viable fighting force, the ANG must equip the airlift, tanker, fighter, and support units with the most modern aircraft available. Changes in the active duty force structure have promoted the availability of new aircraft for modernization of ANG flying units. The Operations and Programs Division develops, evaluates, and administers guidance for ANG force structure projections to determine the capability and feasibility to modernize ANG units based on the availability of aircraft and related resources.

The fighter forces and the airlift and tanker forces branches are responsible for determining the mix and beddown of all ANG aircraft and related combat forces and to prepare and schedule ANG unit activations, inactivations, relocations, redesignations, realignments, and changes of gaining command actions. Additionally,



they provide budgetary information to Air Force to secure adequate funding for ANG aircraft operations.

The Programs/Support Branch consolidates, publishes, and submits all ANG POM programming actions for presentation to the Air Staff. Responsibilities include coordinating programming actions between the Air Staff and the ANG, directing the preparation of budgetary programming requests for consolidation into a concise ANG budget submission to the Air Force POM, serving as the focal point for force structure public announcements, and preparation of descriptions of Proposed Actions and Alternatives (DOPPAs) which describe the impacts of programmed actions.

Operations

CLOSE AIR SUPPORT— Close Air Support (CAS) continues as an integral part of the ANG mission. The CAS mission ranges from advising Army commanders on how to best utilize air assets, to actual fighter sorties for troops-in-contact. In FY 91 ANG units composed of A/OA-10, F-16, A-7 and OA-37 aircraft provided direct support of US Army units throughout the world. This past year saw ANG aircraft work with the Army in CONUS training exercises as well as "bombs on target" during the combat of DESERT STORM.

Ground support operations for the flying missions is paramount to the successful completion of the Air Land Battle. ANG ground support elements such as our Tactical Air Control Parties and Air Support Operations Centers are in the process of realignment and relocation in order to better support current and upcoming Army requirements. One such action in FY 91 was the activation of the 122d Tactical Air Control Party Flight in Camp Beauregard, Louisiana.

All the CAS elements of the ANG participate in numerous command post and field exercises in support of both the active and reserve components of the US Army.

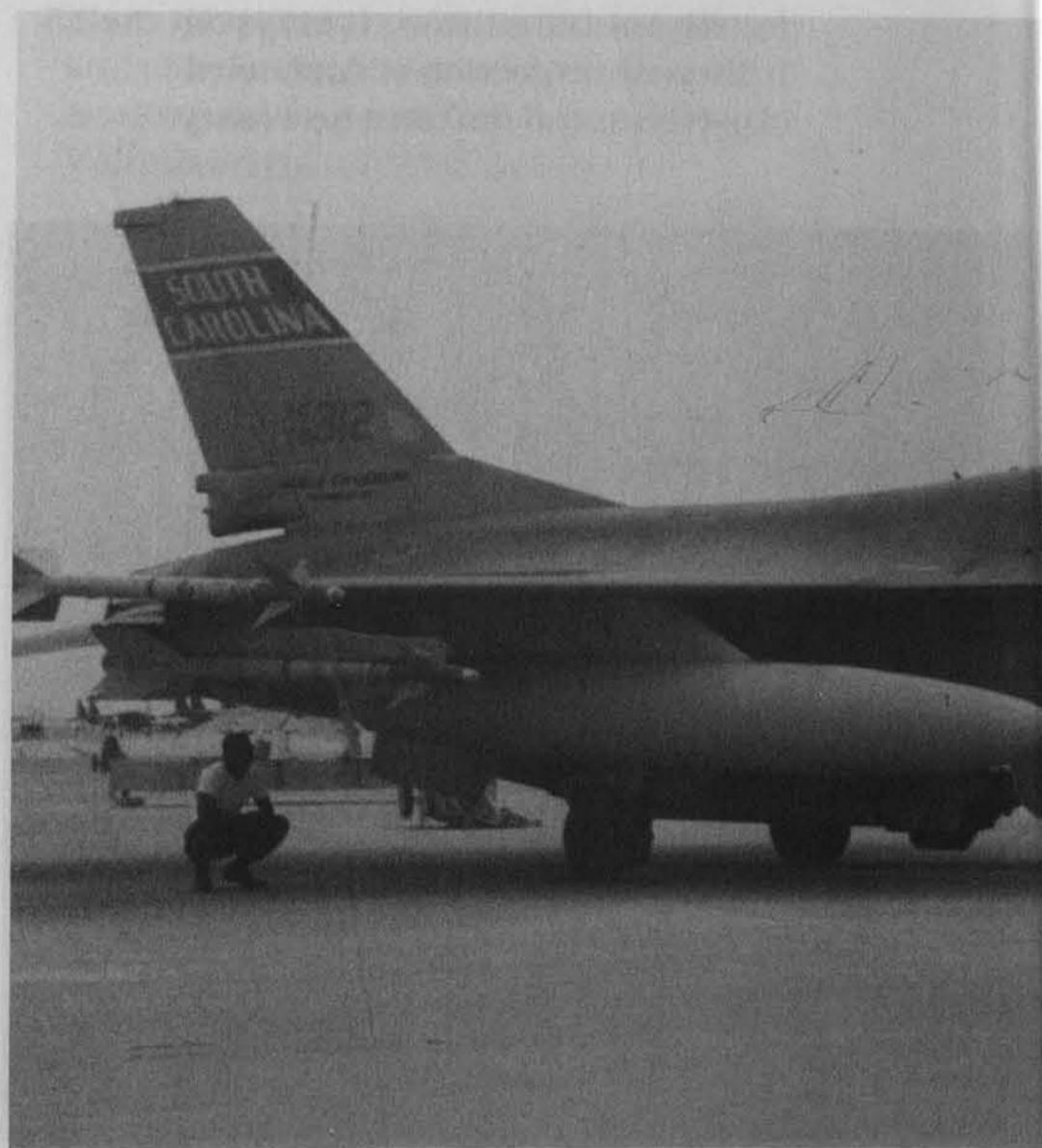
TACTICAL FIGHTERS — Approximately 40% of the tactical fighters in today's Total Force are in the ANG. The missions of our F-16s, A-7s, A/OA-10s and F-15s include close air support, air superiority, air interdiction, offensive and defensive counter-air, and suppression of enemy air defenses. In FY 91 these missions were taken from

training to employment by the 174th TFW (Syracuse, NY) and the 169th TFG (McEntire, SC) during the combat operations of DESERT STORM.

The ANG's tactical fighters are in a continuous state of upgrade. Ring laser gyros, hands-on chaff/flare and low altitude safety and targeting enhancements are but a few of the programs in place to improve the safety of flight and operational capabilities of our ANG fighter forces. Our forces participate in CONUS exercises such as Red Flag, Air Warrior and Gunsmoke competitions, as well as exercises like Display Determination and Central Enterprise in the international arena.

In conjunction with our increasing F-16 fleet, which will soon be the largest in the world, the ANG now conducts the nation's only F-16 A/B training. The ANG has also initiated training for several foreign countries. An F-16 "joint training program" with the Royal Netherlands Air Force is currently operating at the 162TFG, Tucson, AZ. In FY 91 the ANG continued preparations in anticipation of F-16 training for other foreign nations.

AEROSPACE DEFENSE FORCES— FY 91 saw the ANG assume 100% of the air defense of the Continental United States. The ANG continues in its modernization of our F-16 ADF fighters in order to most effectively meet this requirement. The F-16 now is capable of firing the AIM-7 missile



and has an improved IFF interrogation capability as well as several other modifications designed to improve the aircraft's capability as an air defense interceptor.

FY 91 saw numerous air defense units deploy to Howard AFB, Panama, in support of the ANG's Sentry Nighthawk program. This and other air defense operations continue to fly in support of the nation's drug interdiction program. Additionally, Jacksonville's 125th Fighter Interceptor Group air-launched the first AIM-7 from an operational F-16.

TACTICAL RECONNAISSANCE—

Presently, the Air National Guard provides 83% of the Air Force's tactical reconnaissance assets and it will soon be the sole source of this essential combat capability. The five ANG reconnaissance units are subject to worldwide tasking, a point emphasized by the deployment of six of the 117th Tactical Reconnaissance Wing's (Alabama ANG) aircraft to Southwest Asia in the initial response to operation DESERT SHIELD/STORM. The assumption of all Air Force tactical reconnaissance and associated training continues to highlight force structure changes that place an ever-larger share of capability in the ANG.

FY 91 saw wartime employment of six Air National Guard RF-4Cs in Operation DESERT STORM. The 152nd Tactical Reconnaissance Group, Nevada

ANG, performed admirably, flying nearly 300 combat sorties. The RF-4C fleet was able to perform so well because of new modifications being added to the fleet. The new Navigation and Weapons Delivery System is one such modification and it has dramatically increased capability as well as reliability.

The year also saw continued use of the Long Range Optical Photography System (LOROPS). These very capable cameras plus tactical stand-off sensors provide valuable resources in supporting the counter drug program. ANG RF-4Cs prove to be invaluable resources in countless other peacetime needs, such as providing photo coverage of state and federal emergencies.

STRATEGIC AIRLIFT—Both the C-141 and C-5 ANG strategic airlift units were instrumental in the recent Gulf War. They were among the first units called to active duty to backfill the shortfall of resources needed to move personnel and equipment to the AOR. The addition of air refueling to the training requirements of the ANG will greatly enhance the capabilities of the ANG crews and increase the wartime use of the aircraft.

A third ANG unit will begin conversion starting in FY 92. The Tennessee ANG's 164th TAG, from Memphis, will convert from C-130A aircraft to the mainstay airlifter of the military world, the C-141B.

TACTICAL AIRLIFT—FY 90 finished with tactical airlift units actively employed in OPERATION DESERT SHIELD. FY 91 saw these units totally employed in OPERATION DESERT STORM.

C-130 crews were called upon to airlift medical, combat troops and equipment, airdrop supplies to the combat troops, and in one case to drop the 15,000 pound bomb used to clear mine fields in the desert.

Tactical airlift crews from the ANG also participated in OPERATION PROVIDE COMFORT upon termination of the hostilities. These crews provided airlift of supplies and equipment for humanitarian support to Iraqi refugees.

During OPERATION DESERT STORM, ANG C-130 units actively supported "Volant Pine," the European rotation normally performed by active duty C-130 units. Despite active duty crews heavy involvement in the Gulf War, the normal support flights of the European community



remained. ANG C-130 units performed this operation using mostly volunteers from the 15 non-mobilized units.

"Volant Oak" continued to support the Commander, Southern Command out of Panama. This ongoing mission provides airlift of supplies and equipment throughout Central and South America.

The 179th Tactical Airlift Group at Mansfield, OH and the 123rd Tactical Airlift will modernize with new congressionally appropriated C-130H aircraft. Wing at Louisville, KY 12 C-130H aircraft were appropriated in FY 91 for delivery in FY 92.

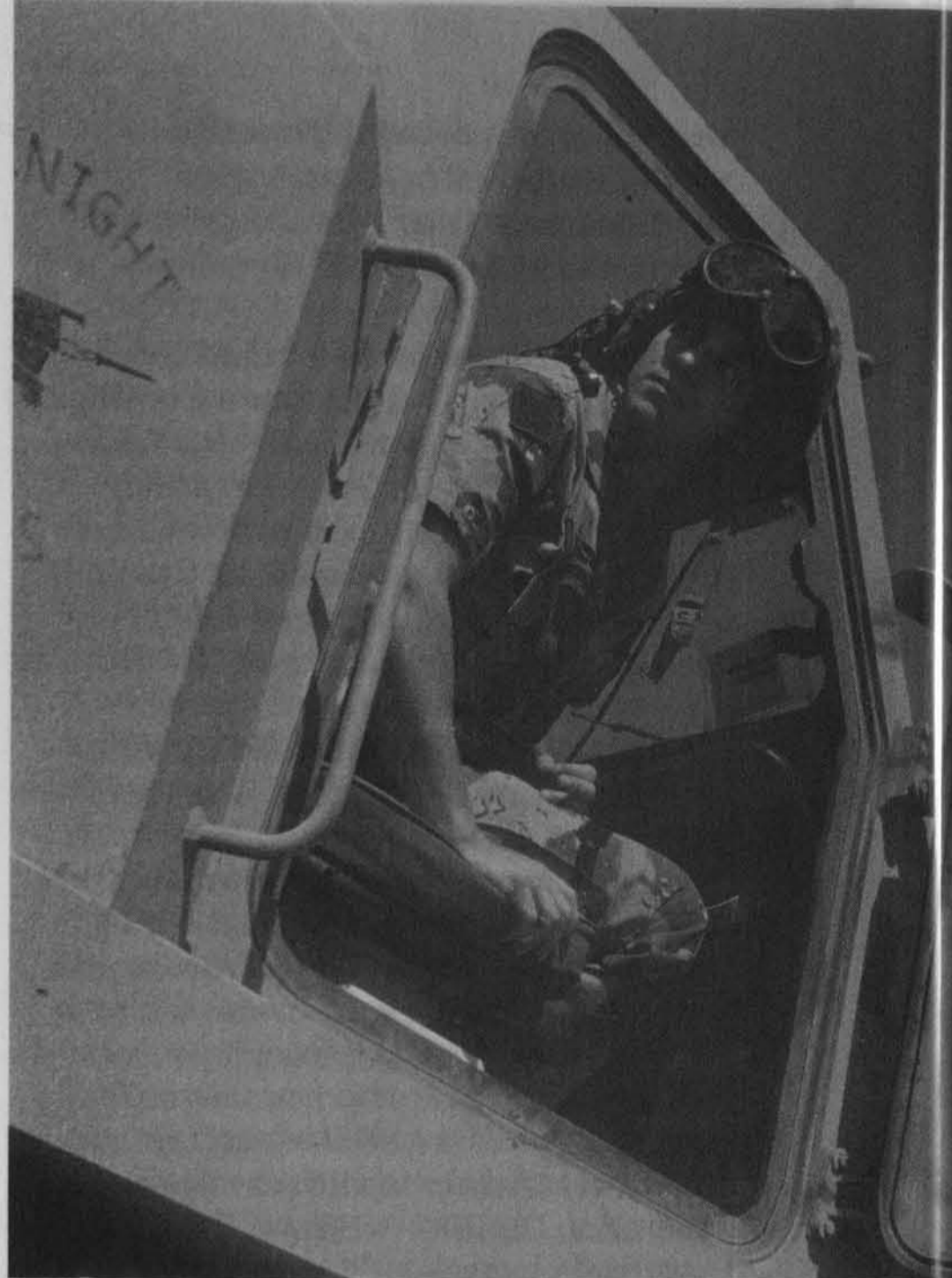
SPECIAL OPERATIONS—The 193rd Special Operations Group, Pennsylvania ANG is the only airborne Psychological Operations unit in the ANG. The 193rd is gained by the Air Force Special Operations Command at Hurlburt Fld, FL. The units' mission supports the Senior Scout, Volant Solo (special operations), and the Air Force Information Command. The 193rd Special Operations Group is the most deployed combat unit in the ANG.

During Operation DESERT SHIELD/STORM, the 193rd deployed 100% of its available special operations assets. They flew every day the unit was in theatre without one maintenance delay or cancelation. The unit performed on a purely volunteer basis until asked to perform a dual location operation, forcing activation of the unit.

AIR RESCUE—ANG Air Rescue units are gained by the Military Airlift Command through the Air Rescue Service. There are three Air Rescue units within the ANG. All have the HC-130 tanker aircraft and the HH-60G helicopters. All three units are in some stage of continued conversion and will come out of conversion in FY 92.

The 210th Air Rescue Squadron at Kulis Alaska began performing rescue alert on 1 April 1991. Since then, the unit has saved over 50 lives as a result of the professional airmanship and lifesaving techniques of the aircrews.

KC-135 AERIAL REFUELING—The ANG provides approximately 23% of the Air Force's KC-135 air refueling assets. 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). Additionally, these tanker units also have a secondary mission to support global contingency operations. Most recently,



100% of the ANG tanker force was tasked directly or indirectly in support of DESERT SHIELD/DESERT STORM. Ultimately, 12 of the 13 ANG tanker units were mobilized in support of this campaign. The demands placed on the KC-135 during this conflict reaffirmed the value of this asset in contingency operations.

In FY 91, all but one of the remaining eight PAA KC-135 units robusted to 10 PAA each. Additionally, the first two ANG KC-135 units initiated their conversion from the E-model to re-engined KC-135 R-model. Tentative plans include re-engining all of the KC-135E units in the future.

Support Forces

The National Defense Authorization Act for Fiscal Year 1991 (Title XXIX of Public Law 101-510) established new procedures for closing or realigning military installations inside the United States. The Act established an independent Defense Base Closure and Realignment Commission. The Commission was charged with reviewing the base closure and realignment recommendations of the Secretary of Defense during calendar years 1991, 1993, and 1995.

Each Military Department was tasked by the Secretary of Defense to evaluate

their force structure and facility requirements and forward recommendations for inclusion in the DOD Base Closure and Realignment Report. As part of Department of the Air Force review, all active duty facilities and a portion of Air National Guard facilities were evaluated under eight criteria. The criteria included:

- Current and future mission requirements and the impact on operational readiness of the DOD's Total Force
- Availability and condition of land, facilities, and associated airspace at both the existing and potential receiving locations
- The ability to accommodate contingency, mobilization, and future force requirements at both the existing and potential receiving locations
- The cost and manpower implications
- The extent and timing of potential cost savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the cost
- The economic impact on communities
- The ability of both the existing and potential receiving communities infrastructure to support forces, missions, and personnel
- The environmental impact

After completing the analysis of the Air National Guard locations under consideration, the Air Force recommended that Rickenbacker Air National Guard Base be closed in FY 94 and all Air National Guard and Air Force Reserve units be relocated to Wright-Patterson Air Force Base. This recommendation was accepted by the Secretary of Defense and the Defense Base Closure and Realignment Commission. The President and Congress has approved the Commission's recommendations. Therefore, Rickenbacker Air National Guard Base will close in FY 94 and all Air National Guard units located on this installation will relocate to Wright-Patterson Air Force Base, Ohio.

Personnel

Operation DESERT SHIELD/STORM demonstrated the reason why our systems are developed, and their utility. Our experiences demonstrated that some work well, while others did not stand up to the test and require revision.

Volunteers from 87 Air National Guard (ANG) units were utilized during Operation DESERT SHIELD/STORM. The peak, or one day high for volunteerism occurred on 23 Aug 90, when 4,036 members provided assistance. We have estimated that volunteerism exceeded a cumulative total of 10,000 ANG members. In the months of Jan 91 through Mar 91, which included the period of actual combat, volunteers numbered 1,850 on a daily average. Upon cessation of hostilities



(Jun 91 through Aug 91), volunteerism averaged 240 ANG members a day. Involuntary call ups began on 23 Aug 90 with four ANG MAC units. By the time Partial Mobilization was effected on 1 Feb 91, 121 ANG units had members who were in an involuntary status. The single day peak for involuntary participation was 12 Mar 91, when 11,365 ANG troops were on involuntary active duty that day. The daily average for involuntary participation Jan-Mar 91 was 10,273.

Operation DESERT SHIELD/DESERT STORM put the wartime aspects of the Personnel Data System (PDS) to the test. The programmed personnel call-up and mobilization procedures available conflicted with the actual need. Available procedures dictated personnel be called-up or mobilized by Unit Identification code (UIC) (i.e., whole units); however, reality saw a process by Unit Type Codes (UTCs) (i.e., separate individuals or pieces of units). Quick modifications to the PDS were necessary for the system to be responsive. In recognition of the need to be prepared for the future, initiatives are now being planned to ensure the PDS is an effective wartime, as well as peacetime, system.

Defense Enrollment Eligibility Reporting System (DEERS) was flooded with pre-eligibility updates for our Air National Guard members and their dependents. The congressionally mandated issue has resulted in more than 192,000 eligible dependents within the DEERS database. (This figure reflects over 95% of our eligible dependents.) During DESERT STORM, activated members and their dependents were transferred from the inactive status to an active eligibility status within DEERS which extended medical, CHAMPUS, and commissary benefits to eligible members and dependents.

Recognition is vital in helping members of the Air National Guard realize their contributions are important and appreciated. In recognition of the Reserve Components extensive support during the Persian Gulf conflict and of the success of

the Total Force Concept, the President authorized the National Defense Service Medal (NDSM) for all members of the National Guard and Reserve who were part of the Selected Reserve in good standing during the period 2 August 1990 to a date yet to be determined. Prior to this, the NDSM was only awarded for active military service.

Sergeant Joe A. Dessenberger, 184th Consolidated Aircraft Maintenance Squadron, Kansas Air National Guard, was selected as one of the eight 1991 Air National Guard Outstanding Airmen of the Year and also recognized as one of the 1991 United States Air Force 12 Outstanding Airmen of the Year. In recognition of meritorious service the Air Force Outstanding Unit Award was presented to 28 Air National Guard units and the Air Force Organizational Excellence Award was presented to eight Air National Guard organizations. Also during FY 91, Air National Guard wing and group commanders were delegated award authority for the Air Force Commendation Medal and Air Force Achievement Medal.

Recruiting and Retention

FY 91 posed some unique challenges to Air National Guard recruiting and retention. With the beginning of Operation DESERT SHIELD came reports from our recruiters that the market was drying up. Surveys indicated the same consequence, with new accessions running at an all-time low. This trend continued until mid-March, at which time all indications were that patriotism was resurgent across the nation as a result of our Operation DESERT STORM air offensive. The result was an upswing of interest and an improved recruiting climate, leading to the successful accomplishment of our mission to meet our end-strength goal. The Air National Guard FY 91 end-strength was 117,786 assigned.

Prior service accessions still account for the majority of our gains, with the subsequent reduction in training costs.

FY 91 ANG Unit Gain Recap

	Prior Service Gains		Non-Prior Service Gains		Total
Officer	1,017	95.9%	43	4.1%	1,060
Enlisted	6,766	65.0%	3,637	35.0%	10,403
TOTAL	7,783		3,680		11,463



The Air National Guard retention statistics continue to be the envy of the other reserve components. We project a 10% loss of all members with less than 20 years of satisfactory service at the beginning of the fiscal year. Based on our 30 September 91 data, our actual loss in this category was 7,818 or 8.9% during FY 91. Total losses in FY 91 equaled 11,101 or 9.4% of all members assigned at the beginning of the fiscal year.

Incentives are used to the maximum effective extent possible in recruiting and retaining ANG members, as we successfully justified, defended, and executed the \$10 million allocated for the ANG bonus program. The Montgomery GI Bill continues to be the single most effective inducement to recruit and retain ANG enlisted members. However, this vital program also continues to receive close congressional scrutiny. ANG participation in the MGIB was 20,452 or 34% of all eligible members.

Full-Time Manning

The ANG's full-time manning was critical in 1991 to support the increased mission of the many units not mobilized for Operation DESERT SHIELD/STORM. The actual technician end-strength on 30 Sep 91 was 24,723. This was 266 above

the congressionally established floor of 24,457. This over-execution was primarily the result of hiring temporary personnel to assist in preparing for early FY 92 aircraft conversions.

The Active Guard/Reserve (AGR) program remained stable with the number of Air Guardsmen in this program going from 8,642 in FY 90 to 8,630 in FY 91. The FY 91 budget contained a request for 8,468 which is the number which was shown in the FY 91 Authorization Act. The Appropriations Act funded a figure of 8,662 based on additional force structure changes which were not contained in the budget. The Office of the Secretary of Defense approved an end-strength of 8,638 for the Air Guard, excluding those participating in the drug interdiction program.

Comptroller

FY 91 began with the President's budget and quickly changed as Operation DESERT SHIELD/STORM (ODS) grew in intensity. Funding levels fluctuated as the call-up of Air National Guard forces continued into March.

The FY 91 Operations and Maintenance (O&M) appropriation for the ANG was \$2,272 million. Sources included \$2,175.4 million from the president's budget, \$12.6 million in counter narcotics funds, \$71.8 million in Congressional actions, and \$12.2 million in a transfer from the Special Operations Force budget. As Operation DESERT SHIELD/STORM progressed, ANG O&M appropriations were increased when the Office of the Secretary of Defense (OSD) used the Defense Cooperative fund to supplement ANG O&M funds by \$55 million to pay for ODS-related costs. In addition, \$15.8 million for ODS costs was made available from training funds not utilized due to ANG personnel being activated.

The FY 91 Military Personnel (MILPERS) appropriation for the ANG started out at \$1,119 million. Sources for that authority included \$1,089 million from the President's budget, \$9.4 million in Congressional actions, and \$21.9 million in counter narcotics funding. In actions related to the call-up of ANG personnel for ODS, the ANG returned \$15 million in MILPERS authority which was the result of non-participation in training due to mobilization.

The Military Construction (MILCON) appropriation funds specific major and minor construction projects at ANG units. In the President's FY 91 budget, the ANG received \$40.6 million. Congressional action added an additional \$140 million, bringing the total ANG MILCON FY 91 appropriation to \$180.6 million.

In the Guard and Reserve Equipment appropriation, the ANG received \$647.5 million in FY91. Major purchases included \$324 million for 12 C-130H aircraft, \$34.5 million for C-130 modifications, \$25.6 million for six C-26 aircraft, \$32 million for F-16 improvement programs, \$18.6 million for two MH-60 helicopters, \$39 million for F-15 MSIP kits, \$56.5 million for communication equipment (TRI-TAC), \$75 million for TAC Air Control improvement, \$2.8 million for F-16 support equipment, and \$15 million for miscellaneous equipment.

The ANG also received \$24.5 million in Guard and Reserve Equipment money for anti-drug activities. Among the funded items were \$15 million for C-26 modifications and upgrades for counter drug patrols, \$6 million for MH-60 modifications and upgrades, \$2.5 million

for radar site communication upgrades, and \$1 million for F-16 night vision goggles.

Financial Management personnel were very active during Operation DESERT SHIELD/STORM. Countless financial management specialists volunteered for backfill operations at active duty bases, and the Military Airlift Command requested financial management personnel for the huge demobilization effort that followed the war. In all cases, ANG personnel met the challenge, demonstrating their proficiency in a wide range of skills.

Manpower and Organization

Air National Guard manpower requirements change very frequently, almost daily, and the vast changes occurring presently throughout the Department of Defense exponentiate the changes in ANG manpower.

Establishment of valid manpower baselines is essential in managing the ever-changing requirements and cost models. Servicing the largest MAJCOM level manpower population (159,192 authorizations) with the smallest number of employees (49), the ANG continues to demonstrate the most efficient and effective means of accomplishing any mission. The breakout of ANG authorizations is as follows:

Full-Time	35,038
Mobilization	124,154
	159,192

In FY 91, the ANG Management Engineering Branch completed five multi-location standards and eight single-location standards—an all-time high for the ANG in terms of standards development. This record-breaking level of productivity was facilitated in part by the establishment of a new four-person operating location of the Management Engineering Branch at McGhee Tyson Airport, Knoxville, TN. Resources for establishing this new operating location were made available through the deactivation of our manpower offices at Selfridge, Rickenbacker, and Otis ANG bases (a result of the ANG A-76 Cost Comparison program conclusion.)

The Office of Manpower and Organization (NGB/MO) participated in 30 SATAFs during FY 91. It produced the 60 resulting planning documents, reorganized the bio-environmental function at all ANG flying units, and developed a new model for the unique ANG mission in Hawaii.

As the structure of our country's defense continues to change, so will the structure of the Air National Guard. At DANG direction, NGB/MO initiated and formulated the ANG Structure Review Group (SRG) to determine the future structure of ANG flying units. Brigadier General Broman currently serves as Chairman of the SRG, and although the new structure will not be known for several months, the group is making considerable progress (utilizing the total quality process) in structuring our units to meet the challenges and requirements for deterring or fighting future wars.



Logistics

Aircraft conversions continued with the ANG receiving additional F-16, C-130H, F-15, A/OA-10 and KC-135R aircraft. One unit began conversion to F-4G Wild Weasel, and a UC-26B was delivered specifically for counter-drug missions. Major modifications to increase reliability and operational enhancements continued in the F-16 fleet. An operational capability upgrade began and the Close Air Support and Air Defense fighter modifications continued for the F-16. Modifications continued on the F-15 multi-stage improvement program and the C-130 self-contained navigation system. For the KC-135 aircraft, final engineering and planning for a major rewire program was completed. Also, the KC-135 fleet was re-engined with the TF-33 engine. Additionally, the Air National Guard embarked on a program to provide all TAC gained fighter units with Electronic Counter Measure Capability within the next two years. Finally, the Air National Guard continued to support a safety modification, the installation of the F-100-PW220E engine in the F-16 aircraft.

Depot Maintenance

Expenditures for depot-level maintenance support of all ANG aircraft, engines and related equipment totaled \$385.8 million in FY 91. In addition to the basic repair and overhaul action accomplished at depot and contract locations, funds were used for depot and contractor field teams to support repair efforts at the unit level.

Supply

A comprehensive review and validation of depot level reparable assets special levels was implemented to further efforts in inventory reduction and cost savings.

Automated capabilities within the ANG Supply communities continue to grow at a rapid rate. During FY 91, eighteen ANG units were selected to implement the Combat Supply Support for Maintenance (CSSM) system. This system improves supply support effectiveness to aircraft maintenance. The ANG continued

and active duty for training days. TE also establishes implementation policies and procedures for administering and controlling base workday programs.

The ANG used approximately 7,500,000 ANG-funded workdays in FY 1991, of which close to 70,000 active duty days were earmarked for use in support of Operations DESERT SHIELD and STORM. An unquantifiable number of unit-owned work-days were used by nearly all ANG units for accelerated wartime readiness training in preparation for possible federalization in support of the Gulf War. The AF reserve components used over one million MPA (AF-funded) mandays to support volunteer players whether providing homestation support, deployed backfill, or direct operational support.

New Approaches

The directorate recognizes the unique training challenges as the Active Forces restructure. Decreased force structure in the Active Air Force will result in a downsizing of the Air Training Command. For example, Chanute Air Force Base, one of the primary training bases, is scheduled to close in FY 1993 and Lowry Air Force Base is scheduled to close in FY 1994.

As the Air National Guard begins to feel the effects of these closures, we will need to look for alternative methods of training. As a result, we have tasked our Methods and Development Division to determine the most efficient and effective methods of training the ANG of the future. This branch is involved in analyzing emerging training technology for possible use in the ANG and in exploring alternative methods of training such as contracting with local community colleges. For example, we recently identified several courses which we had difficulty obtaining from Air Training Command (ATC) and then examined alternative ways to accomplish this training. We selected the Welder from Machinist Course, which is two weeks long, and asked Hinds Community College to develop a course which covered all course objectives. Using our criteria, Hinds successfully designed and conducted a one-week course in August at a 40% savings in travel costs. We will continue to explore other possible courses in both technical and continuing education areas to keep our personnel at the highest state of readiness.

Consolidated Training

The Air National Guard continues to expand the innovative consolidated Training Office Concept (CTO) 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 33,000 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 newest enlisted PME program for FY 1992 is the Airman Leadership School for young Senior Airmen which will be taught at several ANG bases around the country and at the PMEC.

Command, Control, Communications and Computers

HQ AFCC Restructure

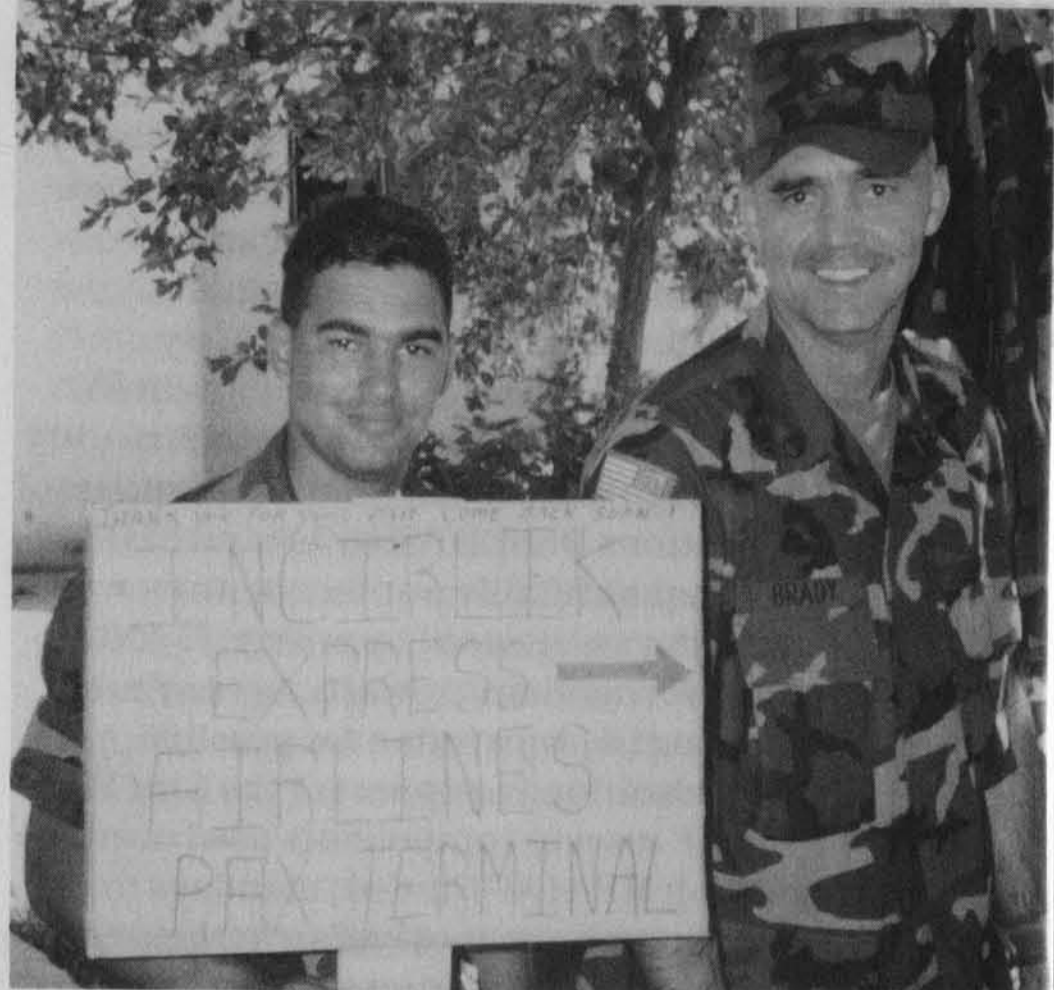
One of the most significant events of this year for both the Air National Guard

and active duty communications units was the restructuring of Communications Command. This resulted in the transfer of all operations and maintenance responsibilities from HQ AFCC to their gaining MAJCOM with the exception of Engineering Installation units. Seven ANG combat communications groups, 32 combat communications squadrons, 6 air traffic control flights, 2 Joint Communications Support Squadrons, 40 communications flights (COB mission), three NATO Air Base Satellite System (NABS) units and 53 mission support flights were transferred from HQ AFCC to HQ Tactical Air Command (TAC). For HQ Military Airlift Command (MAC), it meant the transfer of 24 mission support flights; HQ Strategic Air Command (SAC) gained 13 mission support flights, Pacific Air Forces (PACAF) gained 1 combat communications group as well as 3 combat communications squadrons, 2 air traffic control flights and 1 mission support flight; and HQ Air Force Special Operations Command (AFSOC) gained 1 mission support flight.

These transfers took place 1 October 1990. This major reorganization within the communications world has led to significant changes in the way we do business and will have a lasting impact throughout the 1990's.

Tactical Communications Events

ANG combat communications continues to be the mainstay of the tactical communications force structure although some changes will result as the tactical flying forces draw down. As the previous year closed with ANG combat communicators supporting DESERT SHIELD/STORM, this year saw continuation of the communications requirements in the Kuwaiti Theater of Operations. Although the Gulf War ended in February, the need for communications did not and units that had been mobilized remained until June 91. Critical command and control as well as air traffic services were still required, and ANG communicators remained to meet the need. Volunteers were required to meet the continuing communications/air traffic services requirements and remain in the theater today, supporting operational requirements. While most of the units are



now home, critical equipment remains in the theater, staffed by ANG combat communicators.

The equipment modernization effort for the communicator was well served this past year, with the increased delivery of TRI-TAC, digital equipment. The Congressional reallocation of funds allowed the ANG to purchase the remaining requirements of the AN/TRC-170 digital wideband radios, ensuring ANG units would not be left out of the modernization effort. Funds were also made available to purchase satellite simulators for our units so that maintenance and operations could realistically train when satellite access is not available.

The first AN/MPN-14 modified radar was delivered to the ANG in FY 91. This sustainability modification, although behind schedule, will provide our units with a reliable, solid state air traffic radar that will provide relief for the currently unsupportable, difficult to maintain models. While funding for spares continues to be a problem, funds were allocated to support both the modified radars and upgrade for the communications nodal control element (CNCE) systems control vans.

Involvement in exercises and real-world operations maintained a hectic pace, notwithstanding the communicators participation in the Gulf War. Support to the active component was strong, as they required our participation in both counter-narcotics operations and real-world operations as they recovered from the war. The evolving National Communications

Service emergency restoration exercises strengthened the role of the ANG and proved the need to ensure the ANG is modernized in order to support this critical emergency mission. The ANG sponsored Sentre Vigilance exercise provided ANG air traffic control support for active and reserve component flying activities, to include several highly successful operational readiness inspections.

Overseas deployments, in addition to DESERT SHIELD, included PACAF and USAFE support in meeting training objectives. Display Determination in Europe was a highly successful integration of the ANG ground TACS and combat communications units, both supporting USAFE flying tactical evaluation criteria. The joint service nation building exercise, Fuertes Caminos 91, was supported by ANG communicators, providing communications for Army, Air Force, Marine, and host nation customers. Engineering Installation units undertook a highly successful wartime scenario exercise, Southern Challenge 91, that proved the wartime need for EI units and at the same time accomplished 'real-world' cable and switching installations vital to the U.S. Army. NABS units provided the only field level capability for the Air Force Systems Command in order to prove the USAFE concept of operations, allow for a full operational and test evaluation, and prove the capability of the anti-jam equipment.

Fixed Base Events

Our mission support flights have made significant progress in the past year, both in terms of capabilities and level of service to the flying units. The local area network program has continued at a fast paced with 17 bases completed this year and the program for next year expected to cover an additional 30 bases. The replacement of old telephone switches with new BIDDS digital switches is on track and next year promises to see at least two more switches installed. Funding in this area remains a critical issue. A top-to-bottom study of mission support flight wartime requirements and manning was completed this year and economies of scale coupled with customer service will be the result of this restructuring effort. Implementation will occur in FY 92.

Field level support has changed in a number of ways. Units now comply with

the Air Staff initiative to decentralize official mail programs and allow the units to manage the funds required to support the postage costs commensurate with the mail volume at each base. The first stages of the host base computer support migration were planned this year and a test program conducted at Maxwell AFB, AL. This program will allow ANG bases direct access to their active duty host base computer system for all computer transaction support, resulting in a near-real time transaction capability and economies of scale in communications costs.

The Federal Telephone System 2000 (FTS 2000) is a program designed to standardize long haul communications circuitry and provide for a government/DOD wide system allowing government-wide interoperability. Seventy percent of ANG installation switches have been upgraded to allow FTS 2000 connectivity. We continued to support field customers with software computer support, establishing a small computer technical center that gives field customers a single point of contact for software/hardware problem resolution.



Our communications-electronics units continued to excel throughout the year. The best Air Force communications-electronics unit award for this year was awarded to the 226th CCGP, AL ANG.

Safety, Security and Inspections

Safety

The ANG flew 493,086 hours from 1 Oct 90 to 30 Sep 91 and experienced 12 Class "A" aircraft mishaps, 4 crew fatalities, and 13 aircraft destroyed. The Class "A" mishap rate was 2.43 per 100,000 flying hours. This marks 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 seven ANG units being nominated for USAF Flight Safety Awards, one unit for the Explosives Safety Award and one unit for the Missile Safety Award.

Security

The year 1991 was a high water mark for ANG security. In response to Operation DESERT STORM, 71 ANG security police units were mobilized to serve their nation. Ten security units were deployed to Saudi Arabia and as the war erupted, gaining MAJCOMS became concerned with the protection of USAF assets under the custody of the ANG. In an unprecedented action, the MAJCOMS mobilized 61 ANG security police flights in place to provide security for weapon systems still at home.

Efforts to improve ANG security protection are ongoing. Units converting to newer, more sophisticated weapon systems provided a challenge to improve aircraft security for the ANG. A regulation establishing the Physical Security Program for ANG was developed. It set requirements for physical security aids, the use of intrusion detection systems, restricted areas and manpower requirements.

A manpower engineering study was conducted for security police and a standard for the ANG was developed.

Within budget constraints the O&M Cooperative Security Funding Agreements will be used to the maximum extent to provide protection for other priority resources.

Inspections

The Air National Guard tradition of excellence continued into FY 91. Due to Operation DESERT STORM, there was a smaller number of MAJCOM inspections conducted during the FY. However, many units were given credit (non-rated inspection credit) due to their outstanding performance during this conflict. Only 82 inspections were conducted in FY 91 with a 100% pass rate achieved. Ninety-five percent of the inspections were rated Satisfactory or above with 50% rated Excellent or above. Eighty-six percent of all ANG flying unit inspections were given a rating of Excellent.



Air Surgeon

Operation Desert Shield/Storm

During FY 91 the ANG medical service played a vital role in the Total Force medical mission of Operation DESERT SHIELD and DESERT STORM. Over 4,400 ANG medical and aeromedical personnel were deployed in support of medical operations which included deployments to both overseas and state-side locations. Aeromedical evacuation personnel, from all 10 ANG air evac units, deployed 1,404 personnel to support critical aeromedical evacuation missions at overseas locations. ANG aeromedical evacuation crews were some of the first medical personnel to arrive in support of Operation DESERT SHIELD.



Virtually every ANG medical unit was involved in the mobilization of their parent unit personnel and in daily reporting of readiness status. Direct medical support for overseas contingency hospitals and state side hospital support involved 3,108 ANG medical personnel from 56 of 92 medical units.

Volunteerism

Volunteerism and flexibility were key issues in the success of the ANG medical service response to medical taskings. Of the over 4,400 medical and aeromedical personnel deployed, 2,212 were volunteers, with a large waiting list of volunteers who stated their willingness to be deployed. The ANG medical service showed that volunteerism works on a short-term basis. Although it may not have been the ideal method of choice, it did show that it is a most expeditious way of responding to Total Force medical mission requirements. It was also assumed that at the end of Operation DESERT SHIELD and DESERT STORM the Reserve Component Medical Forces would witness a mass exodus of medical personnel. This has not been evident in the ANG medical service; recruiting and retention rates of medical personnel have remained at previous-year levels.

New Issues

There were several issues raised in the mobilization of ANG medical personnel to support DESERT SHIELD and DESERT STORM. The active duty medical personnel who were deployed overseas were not originally to be replaced at their home station. In order to provide health care to remaining patient populations, the ANG medical service responded with volunteers for this "back-fill" medical mission. When mobilization call ups occurred, many of the ANG medical persons required were already being used in a volunteer status. In addition, the call-up of ANG units did not require entire unit populations to be mobilized. This presented several challenges with respect to both mobilization of medical personnel, and the need to maintain world-wide medical standards on not-yet-mobilized ANG unit personnel. The end result was fragmented ANG medical service requirements (a remain-at-home force and a deployment force) which required specific medical AFSC's to be used versus

the entire medical unit. Unit integrity could not be maintained. These and other issues are being examined by Total Force medical planners to arrive at future war time medical taskings.

Unit Changes and Effectiveness Ratings

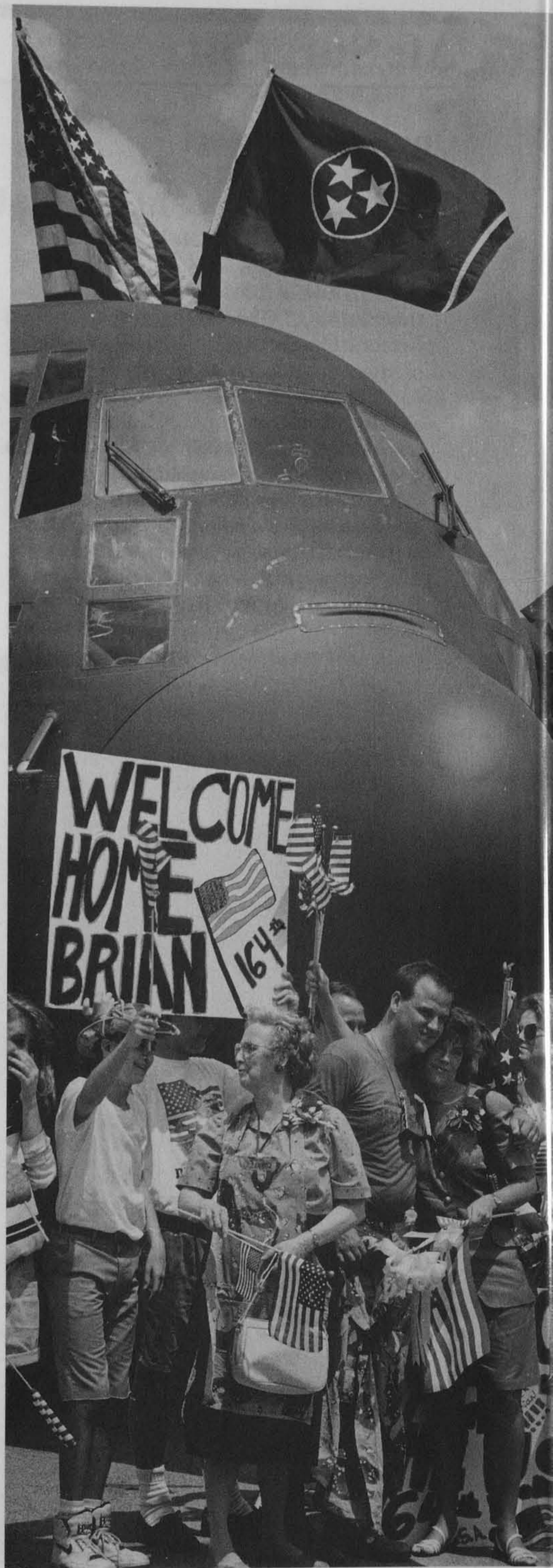
Three ANG medical units achieved the status of Medical Squadrons (MS) during FY 91. These units are wartime tasked to provide 72 medical personnel to meet Second Echelon wartime requirements. These units were the 133d MS, MN ANG; 179th MS, OH ANG; and the 162d MS, AZ ANG. The 108th (NJ), 112th (PA), 121st (OH), and the 186th Medical Squadrons were selected for conversion from Tactical Air Command to Strategic Air Command control due to home unit aircraft conversions.

The approval process was completed in FY 91 for the designation of eight aeromedical evacuation flights to aeromedical evacuation squadrons. The mission, wartime tasking and span of control of the units justified the conversion and places the ANG aeromedical evacuation community on equal footing with their squadron counterparts and other Air Reserve aeromedical components. A standardized Unit Manning Document and Unit Type Code was developed for all SAC and First Air Force gained ANG medical clinics. This standardized medical package of 55 personnel will allow ANG medical units with similar war time and peacetime requirements to be staffed with adequate medical personnel for mission accomplishment.

Health Services Readiness Inspections for FY 91 were postponed, for up to one year, for many medical units due to Operation DESERT SHIELD and DESERT STORM support. 13 ANG medical units were inspected and four units received an overall "Excellent" rating.

Honduras Deployments

An ongoing challenge to the ANG medical service has been to provide advanced field training to units. Joint Task Force Bravo, Soto Cano, and other Hondura areas have been identified as primary locations due to the resources available, the potential for military airlift, and medical support taskings.



ANG medical units have integrated into U.S. Army clinics and medical support teams to provide medical care and immunizations to remote country locations. In FY 91 the 104th Tactical Clinic, MA ANG and the 109th Tactical Clinic, NY ANG, received this unique field training experience and provided critical nation-building medical support.

Medical Readiness Training Site

The ANG medical service training site for Second Echelon training is located at the Combat Readiness Training Center, Alpena, MI. During FY 91 the site trained 30 ANG medical units in comprehensive medical readiness training requirements. The training courses provided are now recognized by the Community College of the Air Force for six credit hours and the Michigan Medical Association for 84 continuing education units for each student completing the course. This outstanding program now provides ANG medical personnel with critical training and Continuing Medical Education. In addition, the first NGB/SG sponsored Aeromedical Evacuation Orientation Course (AEROC) was conducted at the Medical Readiness Training Site. Aeromedical Evacuation crewmembers and ground support personnel from 10 ANG and 5 AFRES units received this critical didactic and hands-on field training simulating movement of patients in a tactical wartime environment.

ANG Fighter Surgeon (Top Knife) Course

During FY 91 the ANG Fighter Surgeon Course at Kingsley Field, OR provided human factors training, flight experience, and required Continuing Medical Education for Flight Surgeons. This one-of-a-kind course not only provides flight surgeon training, but provides base medical support for assigned ANG personnel, while at the same time improving physician recruiting and retention. This ANG developed course has supported USAF, AFRES, USN, and Canadian Air Force Flight Surgeon training requirements by providing training quotas for their flight surgeons. The course is being placed in the formal Air

Force Regulation 50-5 course listings. Popularity of the course has resulted in all FY 91 and FY 92 training quotas being filled, with a waiting list of applicants.

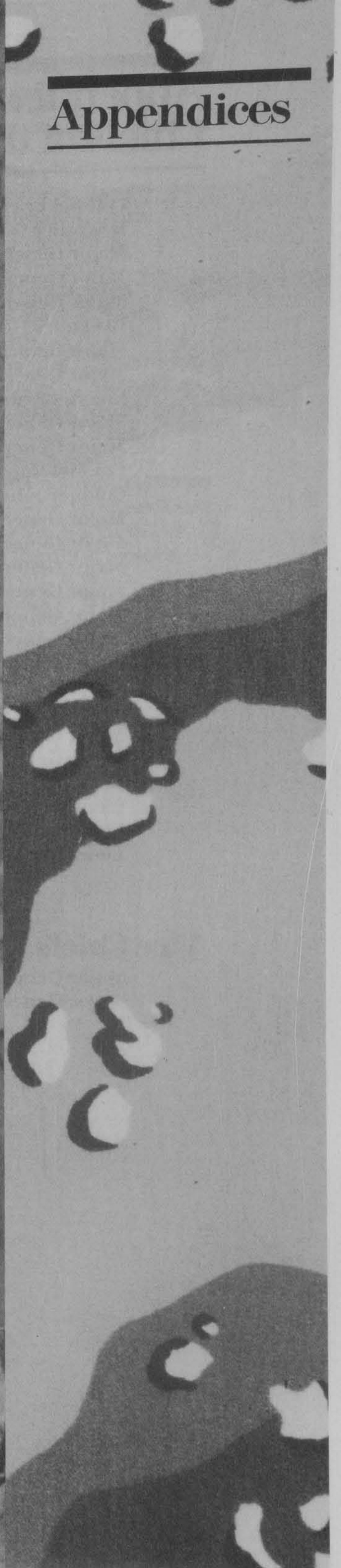
Health Promotion Program

Health Promotion is a vital aspect of readiness for all ANG personnel. The program promotes healthy lifestyles to improve the fitness, health, and wellness of ANG personnel to increase the availability of world-wide qualified members. The program has been a special interest item during Health Services Readiness Inspections and the ANG has done an outstanding job at achieving results. During 50 ANG medical unit inspections, 44% have been rated outstanding or excellent with no ANG medical unit receiving less than a satisfactory rating. The 184th TAC Clinic, KS ANG, won the USAF Outstanding ANG Health Promotion Program Award in FY 91.

New Military Public Health Positions

In FY 91 new Military Public Health Technicians were placed at all ANG flying units. This technician provides services to the flying units in the areas of food inspection, facility sanitation, communicable disease surveillance and occupation medicine. The Military Public Health Technician will provide extremely valuable assistance to commanders in achieving total compliance with numerous and complicated Federal, State, and local occupational/environmental laws/regulations while ensuring the highest state of readiness by maintaining a healthy ANG work force.

Appendices



Appendix A— Chiefs of the National Guard Bureau

Colonel Erasmus M. Weaver	1908 – 1911
Brigadier General Robert K. Evans	1911 – 1912
Major General Albert L. Mills	1912 – 1916
Major General William A. Mann	1916 – 1917
Major General Jessie McL. Carter	1917 – 1918
Brigadier General John W. Heavey (acting)	1918 – 1919
Major General George C. Rickards	1921 – 1925
Major General Creed C. Hammond	1925 – 1929
Colonel Ernest R. Redmond (acting)	1929 – 1929
Major General William G. Everson	1929 – 1931
Major General George E. Leach	1931 – 1935
Colonel Harold J. Weiler (acting)	1935 – 1936
Colonel John F. Williams (acting)	1936 – 1936
Major General Albert H. Blanding	1936 – 1940
Major General John F. Williams (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 –

Vice Chiefs

Major General John B. Conaway	1989 – 1990
Major General William A. Navas, Jr.	1990 –

Appendix B—State Adjutants General

AL	Major General Ivan F. Smith	MT	Major General Gary C. Blair
AK	Major General Hugh L. Cox III	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 William P. Bland	OK	Major General Tommy G. Alsip
GU	Brigadier General Edward G. Perez	OR	Brigadier General Gene A. Katke
HI	Major General Edward V. Richardson	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 James F. Reuger	TN	Major General Jerry R. Wyatt
KY	Major General Tebbs S. Moore	TX	Major General William C. Wilson
LA	Major General Ansel M. Stroud, Jr.	UT	Major General John L. Matthews
ME	Brigadier General Nelson E. Durgin	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 E. Gordon Stump	WA	Major General Gregory P. Barlow
MN	Brigadier General Eugene R. Andreotti	WV	Major General Joseph J. Skaff
MS	Brigadier General Arthur J. Farmer	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

ST	SVC	Name	ST	SVC	Name
AL	AR	Col Marion W. Reese	MT	AF	Col George E. Donnelly
AK	AR	Col Russell E. Gillaspie	NE	AR	Col Stephen R. Robinson
AZ	AR	Col Jimmie J. Carpenter	NV	AF	Col Giles E. Vanderhoof
AR	AR	Col Bobby D. Wilson	NH	AR	Col John E. Blair
CA	AR	Col John R. Alexander	NJ	AR	Col Kenneth W. Whilden
CO	AF	Col Salvatore Villano, Jr.	NM	AR	Col Isaac A. Alvarado
CT	AR	Col David W. Gay	NY	AR	Col Frank Polis
DE	AR	Col Anthony J. Quattro	NC	AR	Col Frank B. Fuller, Jr.
DC	AF	Col Robert B. Kirkconnell	ND	AR	Col Edward J. Ehrmantraut
FL	AR	Col Donald E. Power	OH	AR	Col Richard J. Dreiman
GA	AR	Col David S. Kenemer	OK	AR	Col James M. Bullock, Jr.
GU	AR	LTC Arthur A. Jackson	OR	AR	Col Hugh B. Nelson
HI	AR	Col Melvin M. Ida	PA	AR	Col Allen L. Kifer
ID	AR	Col Rex T. Young	PR	AR	Col Jose Maldonado
IL	AR	Col Gene W. Blade	RI	AR	Col John B. Altieri
IN	AR	Col Thomas R. Woods	SC	AR	Col Donald K. Meetze
IA	AF	Col Franklin D. Peterson	SD	AR	Col Jerry F. Hoenke
KS	AR	Col Dennis L. Elliott	TN	AR	Col Homer E. Davis
KY	AR	Col Paul T. Ryan	TX	AR	Col Fred R. Jones
LA	AF	Col James D. Flick	UT	AR	Col Bart O. Davis
ME	AR	Col Dennis D. Lunney	VT	AR	Col William C. Wilson
MD	AR	Col Walter R. Mueller	VA	AR	Col Horace Mann III
MA	AR	Col Anthony C. Spadorcia	VI	AR	Col James P. Adams
MI	AF	Col George E. Higginson	WA	AF	Lt Col Curtis N. Pintler
MN	AF	Lt Col James R. Buxton	WV	AR	Col Kenneth A. Shaw
MS	AR	Col James L. Elmore	WI	AR	Col Howard D. Miller
MO	AR	Col Allen L. Stark	WY	AR	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
Stemley, Gary A., Brigadier General, USAR, Program Manager, Reserve Component Automation System
Van Fleet, Frank, Colonel, ARNGUS, Executive Officer
Gonzales, Kenneth A., Major, ARNG, Assistant Executive Office
Spahr, David K., Major, USAF, Assistant Executive Officer
Link, Thomas L., Director, Joint Staff
Stilley, Kenneth L., Colonel, ARNGUS, Assistant Director, Joint Staff
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
Cable, Vincent L., Colonel, ARNGUS, Chief, Office of Policy and Liaison
Carroll, Michael G., Lieutenant Colonel, ARNGUS, Principal Assistant Responsible for Contacting
Donohue, Daniel, Chief, Office of Public Affairs

Farber, Charles B., Colonel, ARNGUS, Chief, Office of the Judge Advocate
Gardner, Paul L., Chief, Office of Contracting Support
Garrell, Thomas P., Colonel, ANGUS, Chief, Office of Planning and Development
Hise, James C., Chief Counsel
Lusk, Kermit R., Acting Chief, Office of Personnel Resources
Mackert, William C., Assistant for Property and Fiscal Affairs
Patrick, David M., Colonel, USA, Inspector General

Director, Army National Guard

Rees, Raymond F., 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, Information Management Agency
Carter, Richard O., Colonel, USA, Chief, Manpower Division
Delaney, Russell J., Colonel, USA, 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
Stanko, John J., Jr., Chief, Aviation Division
Tipa, Ronald J., Colonel, ARNGUS, Chief, Manpower Division
Urbauer, Craig L., Colonel, USA, Army National Guard Surgeon
Wampler, Dennis, Colonel, ARNGUS, Chief, Organization and Training Division
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
Hartman, Gene, Special Assistant to the Director
Olsen, Donald M., Colonel, USAF, Chief, Directorate Staff
Jones, Edward C., Lieutenant Colonel, ANGUS, Executive Officer
Ray, Leon, Captain, USAF, Assistant Executive Officer
Moon, Richard A., 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
Gilbertson, G.R., Colonel, ANGUS, Air National Guard Chaplain
Harrison, Larry G., Colonel, ANGUS, Deputy Director, Engineering and Services
Henderson, Harris R., Colonel, USAF, Chief, Office of Command, Control,
and Communication Systems
Khare, Frank C., Colonel, ANGUS, Deputy Director, Personnel
Looke, William F., Colonel, ANGUS, Deputy Director, Operations, Plans, and Programs
Scobey, David L., Colonel, ANGUS, Chief, Office of Training
Self, Robert G., Colonel, USAF, Air National Guard Surgeon
Williford, James V., Colonel, ANGUS, Chief, Office of Requirements and Developments

Appendix E—ARNG Mobilization Statistics

Table 1.

ARNG Units Mobilized for Desert Shield/Desert Storm, FY 90-91

Unit	Home Station	Federalized
Alabama		
1128th Transportation Co	Clayton	09/27/90
1167th Transportation Det	Troy	09/20/90
1241st AG Company	Montgomery	08/27/90
HHD, 731st Maintenance Bn	Tallassee	09/27/90
778th Combat Support Co	Jackson	09/27/90
638th Ordnance Co	Brewton	09/27/90
715th Maintenance Co	Birmingham	09/12/90
123rd Maintenance Co	Goodwater	09/12/90
1208th Quartermaster Co	Lineville	09/12/90
1207th Quartermaster Det	Wetumpka	08/27/90
HHC, 226th Theater Spt Gp	Mobile	09/27/90
1659th Transportation Det	Troy	09/12/90
2d Bn, 152nd Armor	Oneota	11/30/90
1135th Gen Spt Co	Selma	11/17/90
781st Transportation Co	Fort Deposit	11/17/90
1206th Quartermaster Det	Wetumpka	11/17/90
127th Medical Det	Ashland	11/17/90
129th Medical Co	Mobile	11/21/90
109th Medical Hospital	Birmingham	11/21/90
1165th Military Police Co	Butler	11/21/90
946th Quartermaster Co	Reform	11/21/90
214th Military Police Co	Alexander	11/21/90
644th Ordnance Co	Bessemer	12/06/90
666th Ordnance Det	Jacksonville	12/06/90
HHD, 1103rd Transportation Co	Eufaula	12/11/90
HHC, 440th Ordnance Bn	Camden	11/29/90
900th Maintenance Co	Brundidge	11/29/90
1209th Quartermaster Det	Wetumpka	11/29/90
HHD, 111th Ordnance Gp	Opelika	01/31/91
1st Bn, 20th Special For Gp	Huntsville	02/20/91
Spt Co, 20th Special For	Pell City	02/20/91
HHC, 20th Special Forces	Birmingham	02/20/91
Arkansas		
1122nd Transportation Co	Monticello	09/20/90
296th Medical Detachment	Charleston	11/17/90
216th Medical Co	Lake Village	11/17/90
2nd Bn, 142nd Field Arty	Fort Smith	11/21/90
HHB, 142nd Field Arty Bde	Fayetteville	11/21/90
1st Bn, 142nd Field Arty	Harrison	11/21/90
148th Medical Hospital	N. Little Rock	11/21/90
224th Maintenance Co	Mount Home	11/21/90
204th Medical Det	Little Rock	12/06/90
25th Combat Support Ctr	Little Rock	12/06/90
HHB, 217th Maintenance Bn	Russellville	11/29/90

Unit	Home Station	Federalized
119th Adj Gen Co	Camp Robinson	01/22/91
212th Signal Battalion	N. Little Rock	01/25/91
Arizona		
2220th Transportation Co	Phoenix	09/20/90
2221st Quartermaster Co	Tucson	09/20/90
2222nd Transportation Co	Douglas	11/17/90
222nd Transportation Co	Tucson	11/17/90
363rd Ordnance Det	Mesa	11/21/90
855th Military Police Co	Phoenix	12/06/90
259th Engineer Co	Phoenix	12/07/90
1404th Transportation Co	Show Low	12/11/90
416th Aviation Platoon	Phoenix	01/17/91
356th Signal Co	Phoenix	02/06/91
California		
224th Transportation Det	Los Alamitos	09/20/90
2668th Transportation Co	Fresno	09/20/90
1113th Transportation Co	Sacramento	09/27/90
126th Medical Co	Mather AFB	11/21/90
980th Medical Detachment	Sacramento	12/06/90
970th Military Police Co	San Mateo	12/06/90
870th Military Police Co	Pittsburg	12/06/90
270th Military Police Co	Sacramento	12/06/90
649th Military Police Co	Alameda	01/03/91
HHD, 185th Transportation Bn	Fresno	11/29/90
HHD, 185th Military Police Bn	Pittsburg	01/17/91
143rd Military Police Det	San Mateo	01/17/91
Colorado		
1158th Transportation Det	Camp George West	08/27/90
1157th Transportation Det	Camp George West	09/20/90
928th Medical Co	Cortez	11/17/90
947th Medical Co	Las Animas	11/21/90
220th Military Police Co	Camp George West	01/03/91
104th Public Affairs Det	Denver	01/07/91
HHD, 217th Medical Bn	Pueblo	11/29/90
193rd Military Police Det	Camp George West	01/17/91
Connecticut		
142nd Medical Co	New Haven	11/21/90
143rd Military Police Co	Windsor Locks	01/03/91
HHC, 213th Med Bde (HSLD)*	New Haven	02/01/91
1109th Avn Class & Rep Dep	Groton	02/13/91
District of Columbia		
547th Transportation Co	Washington DC	09/20/90
115th Medical Hospital	Washington DC	11/21/90
273rd Military Police Co	Washington DC	01/03/91
276th Military Police Co	Anacostia	01/03/91
274th Military Police Co	Washington DC	01/03/91
HHD, 372nd Military Police Bn	Anacostia	01/07/91

*Health Services Liaison Detachment

Unit	Home Station	Federalized
Delaware		
HHD, 736th Supply & Service Bn	Delaware City	11/21/90
249th Engineer Det	New Castle	11/21/90
Florida		
743rd Maintenance Co	Fort Lauderdale	10/11/90
325th Maintenance Co	Lake Wales	10/11/90
221st Ordnance Det	Camp Blanding	11/21/90
269th Engineer Co	Live Oak	11/21/90
705th Military Police Co	Cocoa	12/06/90
653rd Signal Company	Perry	12/06/90
HHD, 202nd Medical Gp	Jacksonville	11/29/90
153rd Finance Spt Unit	St Augustine	01/22/91
710th Composite Svc Co	Apalachicola	01/25/91
213th Medical Bde (HSLD)	St Augustine	02/01/91
199th Medical Co (Air Amb)	Lakeland	02/01/91
3rd Bn, 20th Special Forces	Camp Blanding	02/20/91
144th Transportation Co	Marianna	02/15/91
Georgia		
190th Military Police Co	Atlanta	09/20/90
166th Combat Support Co	Hinesville	11/28/90
1148th Transportation Co	Augusta	09/20/90
165th Quartermaster Co.	Savannah	10/11/90
HHC, 48th Infantry Bde	Macon	11/30/90
848th Engineer Co	Douglas	11/30/90
Trp E, 348th Armor	Griffin	11/30/90
1st Bn, 230th Field Arty	Waycross	11/30/90
148th Combat Spt Bn	Forsyth	11/30/90
1st Bn, 108th Armor	Calhoun	11/30/90
1st Bn, 121st Infantry	Dublin	11/30/90
2nd Bn, 121st Infantry	Albany	11/30/90
HHC, 265th Engineer Gp	Marietta	11/21/90
122nd Combat Support Ctr	Lawrenceville	11/21/90
138th Medical Co	Atlanta	11/17/90
202nd Ordnance Det	Atlanta	12/06/90
124th Public Affairs Det	Atlanta	01/07/91
HHC, 213th Medical Bde (HSLD)	Atlanta	02/01/91
Guam		
731st Military Police Co	Anderson	01/03/91
Iowa		
1133rd Transportation Co	Mason City	09/27/90
1187th Medical Co	Waterloo	11/21/90
1034th Supply & Service Co	Camp Dodge	11/21/90
134th Medical Co	Washington	11/17/90
209th Medical Co	Iowa City	11/17/90
1168th Transportation Co	Red Oak	12/06/90
186th Military Police Co	Camp Dodge	01/03/91
34th Military Police Det	Camp Dodge	01/17/91

Unit	Home Station	Federalized
224th Engineer Bn	Fairfield	01/25/91
3654th Combat Support Co	Knoxville	01/25/91
Idaho		
148th Public Affairs Det	Gowen Field	12/07/90
Illinois		
1544th Transportation Co	Paris	09/27/90
1244th Transportation Co	Cairo	09/20/90
1644th Transportation Co	Riverside	11/21/90
233rd Military Police Co	Springfield	11/21/90
HHD, 108th Medical Bn	Chicago	11/17/90
933rd Military Police Co	Chicago	01/17/91
Indiana		
838th Transportation Det	Indianapolis	09/27/90
1015th Adjutant Gen Co	Michigan City	10/16/90
1438th Transportation Co	Camp Atterbury	12/11/90
138th Finance Spt Unit	Indianapolis	03/15/91
Kansas		
170th Combat Support Co	Hays	11/29/90
Kentucky		
137th Transportation Det	Danville	08/27/90
217th Quartermaster Det	Danville	09/27/90
2123rd Transportation Co	Bowling Green	10/11/90
475th Medical Hospital	Frankfort	11/21/90
133rd Public Affairs Det	Frankfort	12/07/90
623rd Field Artillery Bn	Glasgow	12/09/90
438th Military Police Co	Louisville	01/07/91
223rd Military Police Co	Louisville	01/03/91
Det 1, 199th Medical Co	Frankfort	02/01/91
Louisiana		
1083rd Transportation Co	Jonesville	10/11/90
1090th Transportation Det	Camp Beauregard	08/27/90
3673rd Maintenance Co	New Orleans	10/16/90
HHC, 256th Infantry Bde	Lafayette	11/30/90
256th Engineer Co	Opelousas	11/30/90
Troop E, 256th Armor	Natchitoches	11/21/90
1st Bn, 141st Field Arty	Jackson Barracks	11/30/90
199th Combat Support Co	Alexandria	11/30/90
1st Bn, 156th Armor	Shreveport	11/30/90
2nd Bn, 156th Infantry	Abbeville	11/30/90
3rd Bn, 156th Infantry	Lake Charles	11/30/90
812th Medical Co	Pineville	11/21/90
39th Military Police Co	Jackson Barracks	12/06/90
527th Engineer Bn	Bossier City	12/06/90
1087th Transportation Co	Vidalia	11/29/90
159th Medical Hospital	Jackson Barracks	12/08/90
1086th Transportation Co	Jena	10/11/90

Unit	Home Station	Federalized
Maine		
3620th Transportation Det	Augusta	08/27/90
HHC, 286th Supply & Svc Bn	Gardiner	11/17/90
112th Medical Co	Bangor	12/06/90
HHC, 213th Med Bde (HSLD)	Augusta	02/01/91
Maryland		
290th Military Police Co	Towson	11/15/90
200th Military Police Co	Salisbury	11/15/90
1229th Transportation Co	Crisfield	11/17/90
HHD, 29th Aviation	Edgewood	12/11/90
Massachusetts		
1058th Transportation Co	Hingham	09/20/90
704th Transportation Det	Camp Curtis Guild	09/12/90
972nd Military Police Co	Newton	11/21/90
181st Engineer Co	Whitman	12/06/90
772nd Military Police Co	Taunton	01/07/91
HHC, 213th Med Bde (HSLD)	Camp Curtis Guild	02/01/91
Michigan		
1461st Transportation Co	Jackson	09/27/90
460th Quartermaster Co	Midland	09/20/90
1009th Transportation Det	Lansing	09/20/90
1073rd Maintenance Co	Greenville	11/17/90
1439th Engineer Det	Camp Grayling	11/21/90
1440th Engineer Det	Camp Grayling	11/21/90
207th Medical Hospital	Detroit	11/21/90
210th Military Police Bn	Detroit	12/06/90
745th Ordnance Det	Camp Grayling	12/06/90
144th Military Police Co	Owosso	01/03/91
1072nd Maintenance Co	Sturgis	01/07/91
1776th Military Police Co	Detroit	01/07/91
146th Military Police Det	Owosso	01/17/91
Minnesota		
257th Military Police Co	White Bear Lake	12/06/90
109th Maintenance Co	Duluth	10/09/90
Missouri		
1138th Military Police Co	W. Plains	11/15/90
1221st Transportation Co	Dexter	11/17/90
1139th Military Police Co	Pleasant Home	11/21/90
HHC, 35th Support Cmd	Jefferson City	12/06/90
1137th Military Police Co	Kennett	01/03/91
1267th Medical Company	Jefferson City	11/29/90
3175th Military Police Co	Warrenton	01/17/91

Unit	Home Station	Federalized
Mississippi		
114th Military Police Co	Clinton	09/12/90
193rd Transportation Det	Laurel	09/20/90
HHD, 112th Military Police Bn	Jackson	09/27/90
162nd Military Police Co	Crystal Springs	09/27/90
HHC, 155th Armored Bde	Tupelo	12/07/90
134th Engineer Co	Carthage	12/07/90
Troop A, 98th Cav	Louisville	12/07/90
2nd Bn, 114th Field Arty	Starkville	12/07/90
HHD, 106th Support Bn	Monticello	12/07/90
1st Bn, 198th Armor	Amory	12/07/90
2nd Bn, 198th Armor	Greenville	12/07/90
1st Bn, 155th Infantry	Mc Comb	12/07/90
1355th Supply Co	Ocean Springs	11/17/90
786th Transportation Co	Lucedale	11/17/90
624th Quartermaster Co	Waynesboro	11/17/90
623rd Service Co	Collins	01/07/91
210th Finance Det	Jackson	11/29/90
750th Adjutant Gen Co	Jackson	01/25/91
113th Military Police Co	Brandon	02/06/91
367th Maintenance Co	Philadelphia	11/28/90
2nd Bn, 20th Special Forces	Jackson	02/20/91
Inst Spt Unit, Cp Shelby	Shelby	11/29/90
Montana		
103rd Public Affairs Det	Helena	12/07/90
North Carolina		
382nd Public Affairs Det	Raleigh	08/30/90
211th Military Police Co	Clyde	09/20/90
HHD, 540th Quartermaster Bn	Lenoir	09/27/90
210th Military Police Co	Sylva	09/12/90
1454th Transportation Co	Concord	09/20/90
139th Support Ctr	Morrisville	08/27/90
HHD, 690th Maint Bn	Kinston	11/17/90
691st Maintenance Co	Fremont	11/21/90
731st Maintenance Co	Reidsville	11/21/90
213th Military Police Co	Washington	12/06/90
130th Mil History Det	Raleigh	12/06/90
1451st Transportation Co	Boone	11/29/90
514th Military Police Co	Greeneville	11/29/90
HHC, 30th Support Gp	Durham	11/29/90
130th Finance Det	Morrisville	01/25/91
1450th Transportation Co	Jefferson	10/11/90
HHC, 213th Med Bde (HSLD)	Raleigh	02/01/91
1st Bn, 130th Aviation	Morrisville	02/12/91
North Dakota		
131st Quartermaster Det	Grafton	09/20/90
132nd Quartermaster Co	Cando	09/12/90
134th Quartermaster Det	Camp Grafton	09/12/90
818th Medical Detachment	Bismark	11/17/90
191st Military Police Co	Mandan	12/06/90

Unit	Home Station	Federalized
133rd Quartermaster Det	Cando	11/29/90
HHD, 136th Quartermaster Bn	Camp Grafton	11/29/90
842nd Medical Det	Bismarck	01/25/91
Nebraska		
24th Medical Co	Lincoln	11/17/90
New Hampshire		
1159th Medical Co	Concord	11/21/90
744th Transportation Co	Claremont	11/17/90
New Jersey		
328th Transportation Det	Pemberton	09/27/90
253rd Transportation Co	Cape May	09/27/90
144th Quartermaster Co	Hammonton	11/21/90
HHC, 213th Med Bde (HSLD)	Sea Girt	02/01/91
New Mexico		
720th Transportation Co	Las Vegas	11/17/90
Det 1, 812th Medical Co	Santa Fe	11/21/90
Air Defense Arty Tng Activity	Las Cruces	01/22/91
Nevada		
72nd Military Police Co	Fallon	12/06/90
New York		
719th Transportation Co	New York City	09/20/90
10th Transportation Det	Latham	08/27/90
102nd Combat Support Co	Brooklyn	11/21/90
145th Maint Co	Fort Drum	11/21/90
HHD, 244th Medical Gp	Brooklyn	11/21/90
134th Maintenance Co	Rochester	11/21/90
206th Military Police Co	Buffalo	12/06/90
1569th Transportation Co	New York	12/06/90
107th Military Police Co	Utica	01/03/91
369th Transportation Co	New York	12/11/90
HHC, 213th Med Bde (HSLD)	Latham	02/01/91
Ohio		
5694th Engineer Det	Shreve	11/21/90
1487th Transportation Co	Eaton	11/17/90
1486th Transportation Co	Ashland	11/17/90
323rd Military Police Co	Toledo	12/06/90
324th Military Police Co	Youngstown	01/03/91
1485th Transportation Co	Mansfield	12/11/90
838th Military Police Co	Youngstown	01/07/91
641st Quartermaster Det	Covington	11/29/90
337th Adjutant Gen Co	Worthington	01/22/91

Unit	Home Station	Federalized
Oklahoma		
2120th Combat Support Co	Wewoka	09/20/90
HHD, 120th Medical Bn	Midwest City	11/17/90
145th Medical Co	Broken Arrow	11/21/90
1st Bn, 158th Field Arty	Fort Sill	11/21/90
745th Military Police Co	Oklahoma City	12/06/90
245th Medical Company	Midwest City	12/06/90
1245th Transportation Co	Tishomingo	12/11/90
1345th Transportation Co	Ardmore	12/11/90
445th Military Police Co	McAlester	01/07/91
1120th Maintenance Co	Sulphur	01/02/91
1045th Ordnance Det	Fort Sill	11/29/90
Oregon		
206th Transportation Det	Portland	08/27/90
2186th Combat Support Co	Clackamas	11/21/90
Pennsylvania		
228th Transportation Det	Allentown	09/20/90
131st Transportation Co	Williamston	10/11/90
3623rd Maintenance Co	Bethlehem	11/21/90
121st Transportation Co	Lebanon	11/29/90
28th Finance Co	Lebanon	03/15/91
Puerto Rico		
219th Quartermaster Det	Juanadiaz	09/27/90
201st Medical Hospital	Juanadiaz	11/21/90
544th Military Police Co	Yauco	11/21/90
162nd Fld Service Co	Juanadiaz	11/21/90
1467th Medical Det	Ft Allen	12/06/90
1600th Ordnance Co	Arroyo	12/06/90
225th Military Police Co	Ponce	01/03/91
240th Military Police Co	Penuelas	01/03/91
755th Military Police Co	Arecibo	01/03/91
480th Military Police Co	San Juan	01/03/91
3678th Ordnance Co	Toa Baja	01/07/91
Rhode Island		
HHD, 118th Military Police Bn	Providence	11/21/90
119th Military Police Co	Providence	01/03/91
115th Military Police Co	Pawtucket	01/07/91
South Carolina		
132nd Military Police Co	Florence	09/12/90
265th Quartermaster Det	Allendale	08/27/90
1st Bn, 263rd Armor	Mullins	11/30/90
1052nd Transportation Co	Kingstree	11/17/90
264th Engineer Det	Allendale	11/21/90
251st Medical Hospital	Columbia	12/27/90
251st Support Ctr	Columbia	12/06/90
218th Adjutant Gen Co	Columbia	01/22/91

Unit	Home Station	Federalized
742nd Maint Co	Columbia	11/28/90
HHC, 213th Med Bde (HSLD)	Columbia	02/01/91
108th Public Affairs Det	Columbia	01/03/91

South Dakota

57th Transportation Det	Brookings	08/27/90
747th Transportation Det	Rapid City	09/12/90
740th Transportation Co	Milbank	11/17/90
1742nd Transportation Co	Watertown	11/17/90
730th Medical Co	Winner	11/21/90
HHC, 109th Engineer Gp	Rapid City	11/21/90

Tennessee

HHD, 176th Maintenance Bn	Johnson City	08/27/90
1175th Quartermaster Co	Carthage	09/20/90
251st Supply & Svc Co	Lewisburg	09/20/90
130th Support Ctr	Smyrna	08/27/90
776th Maintenance Co	Elizabethton	09/15/90
212th Engineer Co	Tracy City	10/11/90
1174th Transportation Co	Dresden	11/17/90
663rd Medical Det	Nashville	11/21/90
268th Military Police Co	Ripley	11/21/90
300th Medical Hospital	Smyrna	12/06/90
155th Engineer Co	Waverly	12/07/90
1st Bn, 181st Field Artillery	Chattanooga	12/09/90
HHC, 196th Field Artillery Bde	Chattanooga	12/09/90
775th Engineer Det	Camden	12/07/90
269th Military Police Co	Dyersburg	01/03/91
118th Public Affairs Det	Nashville	01/07/91
568th Adjutant Gen Co	Nashville	01/22/91
HHC, 213th Med Bde (HSLD)	Nashville	02/01/91

Texas

1104th Transportation Det	Austin	09/20/90
149th Adjutant Gen Co	Austin	10/11/90
3rd Bn, 141st Infantry	Mc Allen	12/07/90
149th Aviation	Grand Prairie	12/06/90
1836th Medical Det	San Antonio	12/27/90
217th Medical Hospital	San Antonio	12/27/90
49th Aviation Platoon	San Antonio	01/17/91
49th Finance Co	Austin	01/22/91

Utah

120th Quartermaster Det	American Fork	08/27/90
TM B, 142nd Mil Intel Bn	Draper	08/27/90
TM D, 142nd Mil Intel Bn	Draper	08/27/90
TM A, 142nd Mil Intel Bn	Draper	08/27/90
TM C, 142nd Mil Intel Bn	Draper	08/27/90
144th Medical Hospital	Salt Lake City	11/21/90
625th Military Police Co	Murray	12/06/90
1457th Engineer Bn	American Falls	01/25/91
Co A, 142d Mil Intel Bn	Draper	01/03/91

Unit	Home Station	Federalized
Virginia		
986th Medical Det	Sandston	09/20/90
1033rd Transportation Co	Gate City	10/11/90
1032nd Transportation Co	Big Stone Gap	11/17/90
HHC, 176th Engineer Gp	Richmond	11/21/90
HHC, 1030th Engineer Bn	Gate City	11/21/90
116th Mil History Det	Manassas	12/06/90
183rd Adjutant Gen Co	Sandstone	01/03/91
229th Military Police Co	Chesapeake	01/07/91
HHC, 213th Med Bde (HSLD)	Richmond	02/01/91
Co B, 2nd Bn, 224th Avn	Sandston	02/12/91
Vermont		
131st Engineer Co	Burlington	11/29/90
150th Air Trf Con Platoon	South Burlington	01/17/91
103rd Aviation Company	South Burlington	01/17/91
172nd Adjutant Gen Co	Winooski	01/25/91
213th Med Bde (HSLD)	Winooski	02/01/91
Washington		
1444th Transportation Det	Tacoma	08/27/90
241st Transportation Co	Tacoma	11/17/90
116th Support Ctr	Tacoma	12/06/90
541st Adjutant Gen Co	Camp Murray	01/25/91
Wisconsin		
1122nd Transportation Det	Madison	09/20/90
107th Maintenance Co	Sparta	09/20/90
1158th Transportation Co	Monroe	11/17/90
13th Medical Hospital	Madison	11/21/90
1157th Transportation Co	Oshkosh	12/06/90
229th Engineer Co	Prairie Du Chien	12/06/90
132nd Mil History Det	Madison	12/06/90
32nd Military Police Co	Milwaukee	01/03/91
West Virginia		
146th Medical Co	Parkersburg	11/21/90
157th Military Police Co	Martinsburg	12/06/90
1st Bn, 201st Field Artillery	Fairmont	12/09/90
152nd Military Police Co	Moundsville	01/03/91
Wyoming		
1022nd Medical Co	Cheyenne	11/21/90

Note: In addition to the 62,411 ARNG personnel in 398 units which were federalized, 1,132 ARNG soldiers volunteered as individuals and were placed on active duty. Of the 398 total units federalized, 297 units with 37,848 soldiers were validated and deployed to Southwest Asia (SWA), 16 units containing 3,378 personnel were deployed to Europe and Turkey, and 56 units with 5,980 personnel were employed as CONUS support. Additionally, two units with 761 soldiers were validated for deployment, but remained at mobilization stations when the war itself ended quickly. The 27 units of the Roundout brigades which did not deploy conducted intensive training in preparation for deployment.

Of the ARNG soldiers called up, 99.99%, or all but three individuals, reported for active duty. 94% of these soldiers were deployable. 4-1/2% were undeployable because they were in the training pipeline, and 1-1/2% for medical and other reasons.

Throughout the call-up, ARNG units and

soldiers arrived at their designated mobilization stations within the 72-hour period after alert. Crossleveling of personnel and equipment was accomplished by states, and 67% of all ARNG units deploying to SWA and Europe did so within 45 days of mobilization, 41% deploying within 30 days and 28% within 20 days.

After the war was over bringing troops home as quickly as possible became a priority. Plans were developed to employ a Residual Force of volunteers on Temporary Tours of Active Duty to replace units being returned from SWA. The individual states provided 4,953 volunteers to support the ARNG's Residual Force requirement of 2,260. These volunteers began returning in November 1991. The last originally-deployed ARNG unit, HHD, 111th Ordnance Group, AL ARNG, returned from SWA on 17 September 1991.

The ARNG suffered 21 casualties in Southwest Asia during Operation DESERT SHIELD/DESERT STORM.

Table 2.

Selected ARNG Units' Time to Reach Theater of Operations				
ARNG Commands	Number	Mean Average	Median Average	Range
Field Artillery Brigades	2	55 days	55 days	55-56
Combat Support/ Service Support Groups	9	25 days	22 days	15-56
Hospitals	11	39 days	46 days	15-55
Battalions	30	33 days	27 days	14-71
RAOCs	7	34 days	43 days	14-65

One Combat Heavy Engineer and three Field Artillery Battalions took over sixty days to deploy because their equipment took five weeks to reach the theater of operations from

the port of embarkation. Two Engineer Battalions deployed to Europe without equipment in fourteen to sixteen days.

Appendix F— ANG Mobilization Statistics

Table 1.

ANG Personnel Mobilized, by Gaining Command		
As of 25 Feb 91		
Command	Personnel	CONUS/OCONUS
MAC	3,383	1,444/1,939
TAC	4,149	2,244/1,905
SAC	2,830	1,095/1,735
AFSOC	94	94/0
TOTAL	10,456	4,877/5,579

OCONUS	
*AOR	NON-AOR
4,887**	692

*Area of Responsibility (Southwest Asia)

** 2 casualties

Unit Type	No. Units Represented	OFF/ENL
Mobile Aerial Ports	9	13/374
Airlift Units (TAC/STRAT)	7	314/919
Aeromed Evac Units-MAC	10	256/474
Mac Gained Medical Units	16	156/341
TAC Gained Medical Units	23	197/518
SAC Gained Medical Units	12	37/172
TAC Gained Fighter Units	3	132/1,028
TAC Gained Gun Maintenance	9	0/29
SAC Gained Air Refueling Units	12	630/1,471
ANG Combat Comm Units (Sqdns)	25	9/262
ANG Security Police Units	70	20/1,628
ANG Services Units	46	11/535
ANG Engineer Units	5	4/244
ANG Firefighters	35	0/420
ANG EOD Units	8	0/15
ALO/TACP/ESI/Radio Maint	10	18/49
ANG Disaster Preparedness	3	0/4
ANG Chaplain Assistant	2	0/2
TAC Gained Transportation	7	0/21
MAC Gained Transportation	16	0/48
AFSOC Gained Unit	1	16/78
Weather Unit	1	3/8
TOTALS	330	1,816/8,640

Table 2.

Mobilized MAC-Gained Units					
Unit	AC/Aircrew	Location	Auth	Mob	Final Dest
136 MAPS		Dallas, TX	101	93	Tinker AFB, OK
133 MAPS		Minn-St Paul, MN	2	2	King Khalid City, SA
130 MAPS		Charleston, WV	105	92	Dover AFB, DE
146 MAPS		Channel Is., CA	54	50	King Khalid City, SA
164 MAPS		Memphis, TN	105	88	AOR (6 Locations)
165 MAPS		Savannah, GA	1	1	King Khalid City, SA
135 MAPF		Baltimore, MD	68	56	Dover AFB, DE
145 MAPS		Charlotte, NC	1	1	Mcguire AFB, NJ
139 MAPF		St. Joseph, MO	4	4	Al Ain, UAE
137 MAS	12 C-5/12	Stewart ANGB, NY	148	145	In Stage
183 MAS	8 C-141B/17	Jackson, MS	150	149	In Stage
136 TAW	8 C-130H/12	Dallas, TX	230	218	Al Ain/King Fahd
130 TAG	8 C-130H/12	Charleston, WV	230	230	Al Ain/King Fahd
139 TAG	8 C-130H/12	St. Joseph, MO	232	229	Al Ain, UAE
166 TAG	8 C-130H/12	Wilmington, DE	301	261	Al Kharj, SA
179 TAG		Mansfield, OH	1	1	Al Kharj, SA
*193 SOG	1 EC-130/2	Harrisburg, PA	95	94	Incirlik, TU
TOTALS			1,733	1,714	

* AFSOC Gained

MAC-Gained Aeromedical Units				
Unit	Location	Auth	Mob	Destination
109 AEF	Minneapolis, MN	59	59	AOR/USEUCOM
118 AEF	Nashville, TN	99	99	AOR/USEUCOM
137 AEF	Oklahoma City, OK	60	60	AOR/USEUCOM
139 AEF	Schenectady, NY	96	94	AOR/USEUCOM
142 AEF	New Castle, DE	54	53	AOR/USEUCOM
146 AES	Channel Island, CA	69	69	AOR/USEUCOM
156 AEF	Charlotte, NC	68	68	AOR
167 AEF	Martinsburg, WV	96	95	AOR
183 AEF	Jackson, MS	61	61	USEUCOM
187 AEF	Cheyenne, WY	72	72	AOR/USEUCOM
TOTAL		734	730	

MAC-Gained Medical Units				
Unit	Location	Auth	Mob	Destination
118 TAC Clnc	Nashville, TN	37	34	Andrews AFB, MD
123 TAC Clnc	Louisville, KY	43	40	Andrews AFB; Bicester, UK
129 TAC Clnc	Moffett Fld, GA	31	28	Travis AFB; Bicester, UK
130 TAC Clnc	Charleston, WV	43	35	Andrews AFB; Bicester, UK
135 TAC Clnc	Baltimore, MD	12	9	Andrews AFB, MD
136 TAC Hosp	NAS Dallas, TX	32	27	Travis AFB; Nocton Hall, UK
137 TAC Hosp	Oklahoma City, OK	29	28	Travis AFB; Nocton Hall, UK
139 TAC Clnc	St Joseph, MO	41	38	Travis AFB; Nocton Hall, UK
145 TAC Clnc	Charlotte, NC	48	43	Andrews AFB, MD

Unit	Location	Auth	Mob	Destination
146 TAC Hosp	Channel Islands, CA	39	31	Travis AFB; Nocton Hall, UK
153 TAC Cln	Cheyenne, WY	35	30	Travis AFB; Nocton Hall, UK
164 TAC Cln	Memphis, TN	37	33	Andrews AFB; Bicester, UK
166 TAC Cln	New Castle, DE	48	36	Andrews AFB; Bicester, UK
172 TAC Cln	Jackson, MS	13	10	Charleston AFB, SC
179 Med Sqdn	Mansfield, OH	57	51	Andrews AFB; Bicester, UK
189 TAC Hosp	Little Rock, AR	28	24	Travis AFB; Nocton Hall, UK
TOTAL		573	497	

MAC-Gained Transportation Units				
Unit	Location	Auth	Mob	
106 RMS	Suffolk County ANGB, NY	3	3	
109 RMS	Stratton ANGB, NY	5	5	
129 RMS	Moffett Field, CA	3	3	
133 RMS	Minn-St. Paul, MN	4	4	
135 RMS	Martin State Arpt, MD	4	4	
136 RMS	Hensley Field, TX	3	3	
137 RMS	Will Rogers Arpt, OK	2	4	
139 RMS	St Joe, MO	2	2	
143 RMS	Quonset State Arpt, RI	1	No Report	
143 RMS	Quonset State Arpt, RI	1	No Report	
145 RMS	Charlotte Douglas IAP, NC	4	4	
146 RMS	Channel Islands ANGB, CA	2	2	
153 RMS	Cheyenne Muni Arpt, WY	2	2	
164 RMS	Memphis IAP, TN	4	4	
165 RMS	Savannah IAP, GA	2	2	
167 RMS	Shepherd Field, WV	4	4	
189 RMS	Little Rock AFB, AR	2	2	
TOTAL		50	48	

Table 3.

Mobilized ANG TAC-Gained Units					
Unit	AC/Aircrew	Location	Auth	Mob	Final Dest
169 TFG	24/37	McEntire ANGB, SC	664	579	Al Kharj, SA
174 TFW	18/26	Hancock Fld, NY	592	447	Al Kharj, SA
152 TRG	6 RF-4C/10	Reno, NV	150	134	Shaikh Isa, BA
112 TFG		Pittsburgh, PA	1	1	Al Kharj, SA
114 TFG		Joe Foss Field, SD	1	1	Al Kharj, SA
121 TFW		Rickenbacker ANGB, OH	2	2	Al Kharj, SA
127 TFW		Selfridge ANGB, MI	4	4	Al Kharj, SA
140 TFW		Buckley ANGB, CO	3	3	Al Kharj, SA
150 TFG		Kirtland AFB, NM	2	2	Al Kharj, SA
162 TFG		Tucson IAP, AZ	10	10	Al Kharj, SA
178 TFG		Springfield, OH	6	5	Al Kharj, SA
185 TFG		Sioux City, IA	1	1	Al Kharj, SA
TOTALS			1,436	1,189	

TAC-Gained Medical Units				
Unit	Location	Auth	Mob	Destination
102 USAF ClnC	Otis ANGB, MA	38	27	Andrews AFB, MD
107 USAF ClnC	Niagara Falls, NY	22	18	Plattsburgh AFB, NY
113 TAC Hosp	Andrews AFB, MD	39	34	Andrews AFB, MD
116 TAC Hosp	Dobbins AFB, GA	30	30	Luke AFB, AZ
117 TAC Hosp	Birmingham, AL	32	31	Eglin AFB, FL
119 USAF ClnC	Fargo, ND	23	19	Grand Forks, ND
120 USAF ClnC	Great Falls, MT	26	26	Grand Forks, ND
125 USAF ClnC	Jacksonville, FL	22	17	Eglin AFB, FL
132 TAC Hosp	Des Moines, IA	49	46	Offutt AFB, NE
138 TAC ClnC	Tulsa, OK	15	15	Tinker AFB, OK
140 TAC Hosp	Buckley ANGB, CO	47	47	Holloman AFB, NM
142 USAF ClnC	Portland, OR	34	33	March AFB, GA
144 USAF ClnC	Fresno, CA	30	26	Mather AFB, GA
147 USAF ClnC	Ellington AFB, TX	30	30	Lackland AFB, TX
149 TAC ClnC	Kelly AFB, TX	54	47	Lackland AFB, TX
158 USAF ClnC	Burlington, VT	18	17	Plattsburgh AFB, NY
162 Med Sqdn	Tucson, AZ	48	39	Davis-Monthan AFB, AZ
177 USAF ClnC	Atlantic City, NJ	29	25	Keesler AFB, MS
178 TAC Hosp	Springfield, OH	28	28	Cannon AFB, NM
181 TAC ClnC	Terre Haute, IN	39	39	Lackland AFB, TX
182 TAC ClnC	Peoria, IL	41	41	Macdill AFB, FL
184 TAC ClnC	McConnell AFB, KS	40	36	Tinker AFB, OK
188 TAC ClnC	Ft. Smith, AR	45	44	Myrtle Beach AFB, SC
TOTAL		779	715	

TAC-Gained Transportation Units			
Unit	Location	Auth	Mob
144 RMS	Fresno ANGB, CA	4	4
112 RMS	Pittsburgh, PA	2	2
178 RMS	Springfield ANGB, OH	3	3
150 RMS	Albuquerque, NM	2	2
192 RMS	Byrd Fld, VA	4	4
113 RMS	Andrews AFB, MD	2	2
162 RMS	Tucson Iap, AZ	4	4
TOTAL		21	21

Table 4.

Mobilized ANG SAC-Gained Units				
Unit	Location	Auth	Mob	Destination
126 AREFW	Chicago, IL	271	255	Abu Dhabi/Jeddah
128 AREFG	Milwaukee, WI	281	282	Cairo
134 AREFG	McGhee Tyson, TN	130	130	Dubai/Alert
101 AREFW	Bangor, ME	97	97	Alert/Jeddah/Dubai
151 AREFG	Salt Lake City, UT	98	87	Alert/Cairo
157 AREFG	Pease AFB, NH	101	99	Alert/Dubai

Unit	Location	Auth	Mob	Destination
161 AREFG	Phoenix, AZ	116	108	Alert/Abu Dhabi
170 AREFG	McGuire, NJ	78	77	Alert/Dubai
141 AREFW	Spokane, WA	227	226	Jeddah/Cairo
160 AREFG	Rickenbacker, OH	275	272	Abu Dhabi/Dubai/Jeddah
171 AREFW	Pittsburgh, PA	216	200	Dubai/Jeddah/Cairo
190 AREFG	Forbes, KS	284	268	Jeddah
TOTAL		2,174	2,101	

SAC-Gained Medical Units

Unit	Location	Auth	Mob	
101 Clnc	Bangor ANGB, ME	23	22	Whiteman, Barksdale, Minot
126 Clnc	O'Hare IAP, IL	18	18	Multiple Locs CONUS
128 Clnc	Gen Mitchell ANGB, WI	14	14	Minot, F.E. Warren
134 Clnc	McGhee-Tyson Arpt, TN	21	21	Multiple Locs CONUS
141 Clnc	Fairchild AFB, WA	23	23	Multiple Locs CONUS
151 Clnc	Salt Lake City, UT	15	14	Carswell
157 Clnc	Pease AFB, NH	21	19	Carswell
160 Clnc	Rickenbacker AFB, OH	18	14	Multiple Locs CONUS
161 Clnc	Sky Harbor IAP, AZ	14	14	Carswell
170 Clnc	McGuire AFB, NJ	18	18	Multiple Locs CONUS
171 Clnc	Gr Pittsburgh IAP, PA	16	16	Plattsburgh
190 Clnc	Forbes Fld ANGB, KS	17	16	Offut, Dyess
TOTAL		218	209	

Table 5.

Mobilized ANG Combat Communications Units

Unit	Location	Auth	Mob	Final Dest
114 CS	Patrick AFB, FL	3	3	Tabuk, SA
118 CS	Badin, NC	1	1	Tabuk, SA
147 CCSQ	San Diego ANG, CA	4	4	Tabuk, SA
148 CCSQ	Ontario, CA	4	4	Tabuk, SA
149 CCSQ	N. Highlands, CA	22	22	Tabuk, SA
162 CCGP	N. Highlands, CA	5	5	Tabuk, SA
221 CCSQ	Garland, TX	1	1	Tabuk, SA
222 CCSQ	Costa Mesa, CA	9	8	Tabuk, SA
224 JCSS	Brunswick, GA	18	18	Riyahd, SA
224 JCSS	Brunswick, GA	3	3	MacDill AFB, FL
225 CCSQ	Gadsden, AL	4	4	Riyahd, SA
231 CCSQ	Andrews AFB, MD	1	1	Al Dhafra, SA
232 CCSQ	Dannelly Fld, AL	4	4	Riyahd, SA
234 CCSQ	Hayward, CA	15	15	Tabuk, SA
238 CCSQ	Meridian, MS	1	1	Tabuk, SA
239 CCSQ	St. Louis, MO	2	2	Tabuk, SA
240 CCSQ	McEntire, SC	107	107	Al Kharj, SA
242 CCSQ	Spokane, WA	1	1	Tabuk, SA
256 CCSQ	Tacoma, WA	3	3	Tabuk, SA
261 CCSQ	Van Nuys, CA	9	9	Tabuk, SA

Unit	Location	Auth	Mob	Final Dest
263 CCSQ	Badin, NC	12	12	Al Jubayl, SA
264 CCSQ	Chicago, IL	1	1	Tabuk, SA
267 CCSQ	Wellesley, MA	1	1	Tabuk, SA
274 CGSQ	Roslyn, NY	6	6	Ascension Island
282 CCSQ	Coventry, RI	15	15	Riyahd, SA
290 JCSS	Macdill AFB, FL	17	17	Riyahd, SA
290 JCSS	Macdill AFB, FL	3	3	MacDill AFB, FL
TOTALS		272	271	

Table 6.

Mobilized ANG Security Police Units				
Unit	Location	Auth	Mob	
112 SPF	Pittsburgh, PA			
121 SPF	Rickenbacker ANGB, OH	44	44	
121 SPF	Rickenbacker ANGB, OH	11	10	
122 SPF	Fort Wayne MAP, IN	44	44	
127 SPF	Selfridge ANGB, MI	44	44	
128 SPF	Milwaukee, WI	13	13	
128 SPF	Milwaukee, WI	13	13	
128 SPF	Madison, WI	17	17	
131 SPF	St Louis, MO	44	44	
131 SPF	St Louis, MO	7	7	
140 SPF	Buckley ANGB, CO	44	44	
141 SPF	Fairchild AFB, WA	13	13	
150 SPF	Kirtland AFB, NM	45	45	
157 SPF	Pease AFB, NH	26	26	
160 SPF	Rickenbacker ANGB, OH	13	13	
160 SPF	Rickenbacker ANGB, OH	13	13	
169 SPF	McEntire ANGB, SC	44	44	
171 SPF	Pittsburgh, PA	13	13	
174 SPF	Syracuse, NY	44	44	
186 SPF	Meridian ANGB, MS	44	44	
190 SPF	Forbes Fld, KS	13	13	
190 SPF	Forbes Fld, KS	30	30	
102 SPF	Otis ANGB, MA	13	13	
126 SPF	Chicago, IL	44	44	
134 SPF	Knoxville, TN	15	15	
151 SPF	Salt Lake City, UT	26	26	
161 SPF	Phoenix, AZ	16	16	
170 SPF	McGuire AFB, NJ	44	44	
107 SPF	Niagara Falls ANGB, NY	6	6	
119 SPF	Fargo, ND	6	6	
120 SPF	Great Falls, MT	13	13	
125 SPF	Jacksonville, FL	6	6	
142 SPF	Portland, OR	26	26	
144 SPF	Fresno, CA	13	13	
147 SPF	Houston, TX	13	13	
148 SPF	Duluth, MN	13	13	
158 SPF	Burlington, VT	13	13	
177 SPF	Atlantic City, NJ	13	13	
191 SPF	Selfridge ANGB, MI	44	44	

Unit	Location	Auth	Mob
103 SPF	Bradley Field, CT	17	17
110 SPF	Battle Creek, MI	26	26
111 SPF	Willow Grove, PA	26	26
114 SPF	Sioux Falls, SD	17	17
117 SPF	Birmingham, AL	17	17
116 SPF	Dobbins AFB, GA	17	17
124 SPF	Boise, ID	17	17
132 SPF	Des Moines, IA	44	44
138 SPF	Tulsa, OK	17	17
149 SPF	Kelly AFB, TX	17	17
152 SPF	Reno, NV	17	17
156 SPF	San Juan, PR	17	17
162 SPF	Tucson, AZ	17	17
175 SPF	Baltimore, MD	17	17
178 SPF	Springfield, OH	17	17
180 SPF	Toledo, OH	17	17
181 SPF	Terre Haute, IN	17	17
182 SPF	Peoria, IL	44	44
183 SPF	Springfield, IL	44	43
184 SPF	McConnell AFB, KS	14	14
187 SPF	Montgomery, AL	17	17
188 SPF	Fort Smith, AR	17	17
109 SPF	Schenectady, NY	13	13
118 SPF	Nashville, TN	44	44
123 SPF	Standiford, KY	13	13
133 SPF	Minn-St. Paul, MN	13	13
135 SPF	Baltimore, MD	8	8
136 SPF	Dallas, TX	13	13
139 SPF	St. Joseph, MO	13	13
145 SPF	Charlotte, NC	13	13
153 SPF	Cheyenne, WY	13	13
164 SPF	Memphis, TN	26	26
165 SPF	Savannah, GA	13	13
172 SPF	Jackson, MS	25	25
176 SPF	Anchorage, AK	13	13
179 SPF	Mansfield, OH	13	13
TOTAL		1,650	1,648

Table 7.

Mobilized ANG Services Units			
Unit	Location	Auth	Mob
102 SVS	Otis ANGB, MA	9	9
107 SVS	Niagara Falls IAP, NY	9	9
110 SVS	Battle Creek ANGB, MI	9	9
112 SVS	Grtr Pittsburgh IAP, PA	9	9
117 SVS	Birmingham Muni Arpt, AL	9	9
120 SVS	Great Falls IAP, MT	9	9
121 SVS	Rickenbacker ANGB, OH	9	9
125 SVS	Jacksonville, FL	9	9
132 SVS	Des Moines IAP, IA	9	9
138 SVS	Tulsa, OK	9	9
142 SVS	Portland IAP, OR	9	9
144 SVS	Fresno ANGB, CA	9	9

Unit	Location	Auth	Mob
150 SVS	Kirtland AFB, NM	9	9
158 SVS	Burlington IAP, VT	9	9
159 SVS	NAS New Orleans, LA	9	9
169 SVS	McEntire ANGB, SC	27	27
174 SVS	Hancock Field, NY	18	18
177 SVS	Atlantic City ANGB, NJ	9	9
178 SVS	Springfield, OH	9	9
182 SVS	Grtr Peoria Arpt, IL	9	9
183 SVS	Capital Muni Aprt Spfld, IL	9	9
192 SVS	Richmond Iap, VA	9	9
240 SVF	Buckley, CO	3	3
147 SVS	Ellington ANGB, TX	9	9
191 SVS	Selfridge ANGB, MI	9	9
119 SVS	Hector Field, ND	18	18
162 SVS	Tucson IAP, AZ	18	18
134 SVS	McGhee-Tyson, TN	10	10
134 SVS	McGhee-Tyson, TN	9	9
161 SVS	Sky Harbor Intl Arpt, AZ	9	9
161 SVS	Sky Harbor Intl Arpt, AZ	9	9
141 SVS	Fairchild AFB, WA	10	10
126 SVS	O'Hare Arpt, IL	10	10
126 SVS	O'Hare Arpt, IL	9	9
101 SVS	Bangor ANGB, ME	9	9
128 SVS	Gen Mitchell ANGB, WI	9	9
128 SVS	Gen Mitchell ANGB, WI	9	9
151 SVS	Salt Lake City IAP, UT	18	18
190 SVS	Forbes ANGB, KS	9	9
170 SVS	Mgguire AFB, NJ	18	18
160 SVS	Rickenbacker AFB, OH	9	9
160 SVS	Rickenbacker AFB, OH	9	9
171 SVS	Grtr Pittsburgh, PA	18	18
137 SVS	Will Rogers, OK	18	18
172 SVS	Jackson, MS	9	9
123 SVS	Louisville, KY	9	9
163 SVS	March AFB, CA	9	9
187 SVS	Dannelly Fld, AL	9	9
116 SVS	Dobbins AFB, GA	9	9
124 SVS	Boise, ID	18	18
186 SVS	Key Fld, MS	9	9
Total		546	546

Table 8.

Mobilized ANG Engineer Units			
Unit	Location	Auth	Mob
119 CES	Fargo, ND	50	50
144 CES	Fresno, CA	48	48
172 CES	Jackson, MS	50	50
189 CES	Little Rock AFB, AR	50	50
191 CES	Selfridge, MI	50	50
TOTAL		248	248

Table 9.

Mobilized ANG Firefighter Units			
Unit	Location	Auth	Mob
102 CES	Otis ANGB, MA	12	12
107 CES	Niagara Falls, NY	12	12
109 CES	Schenectady, NY	12	12
110 CES	Battle Creek, MI	12	12
119 CES	Fargo, ND	12	12
120 CES	Great Falls, MT	12	12
125 CES	Jacksonville, FL	12	12
132 CES	Des Moines, IA	12	12
135 CES	Baltimore, MD	12	12
137 CES	Oklahoma City, OK	12	12
138 CES	Tulsa, OK	12	12
142 CES	Portland, OR	12	12
144 CES	Fresno, CA	12	12
147 CES	Ellington, TX	12	12
148 CES	Duluth, MN	12	12
151 CES	Salt Lake City, UT	12	12
158 CES	Burlington, VT	12	12
161 CES	Phoenix, AZ	12	12
162 CES	Tucson, AZ	12	12
164 CES	Memphis, TN	12	12
167 CES	Martinsburg, WV	12	12
177 CES	Atlantic City, NJ	12	12
178 CES	Springfield, OH	12	12
180 CES	Toledo, OH	12	12
185 CES	Sioux City, IA	12	12
191 CES	Selfridge, MI	12	12
114 CES	Sioux Falls, SD	12	12
156 CES	Muniz, PR	12	12
128 CES	Milwaukee, WI	12	12
123 CES	Louisville, KY	12	12
145 CES	Charlotte, NC	12	12
192 CES	Sandston, VA	6	6
192 CES	Sandston, VA	6	6
173 CES	Gulfport, MS	12	12
188 CES	Ft. Smith, AR	12	12
182 CES	Peoria, IL	12	12
TOTAL		420	420

Table 10.

Mobilized ANG Explosive Ordnance Disposal Units			
Unit	Location	Auth	Mob
102 FIW	Otis ANGB, MA	2	2
107 FIW	Niagara Falls IAP, NY	2	2
120 FIG	Great Falls, MT	1	1
125 FIG	Jacksonville IAP, FL	2	2
144 FIW	Fresno ANGB, CA	1	1

Unit	Location	Auth	Mob
148 FIG	Duluth IAP, MN	2	2
158 FIG	Burlington IAP, VT	2	2
177 FIG	Atlantic City, NJ	3	3
TOTAL		15	15

Table 11.

Mobilized ANG ALO/TACP/Radio Maint/ESI Units			
Unit	Location	Mob	Army Unit Assigned
169 TASS	Peoria, IL	6	48 Bde, GA ARNG
169 TASS	Peoria, IL	14	155 Bde, MS ARNG
182 CES	Peoria, IL	11	48 Bde, GA ARNG
111 TACPF	Brunswick, GA	11	48 Bde, GA ARNG
172 TASS	Battle Creek, MI	12	256 Bde, LA ARNG
HQ SC ANG	SC	1	48 Bde, GA ARNG
HQ LA ANG	LA	4	256 Bde, LA ARNG
HQ AL ANG	AL	1	256 Bde, LA ARNG
HQ MS ANG	MS	1	155 Bde, MS ARNG
HQ TX ANG	TX	1	155 Bde, MS ARNG
169 ESS	Salt Lake City, UT	5	N/A
TOTAL		67	

Table 12.

Mobilized ANG Units - Miscellaneous			
Unit	Location	Auth	Mob
DISASTER PREPAREDNESS			
147 MSS	Houston, TX	1	1
149 MSS	San Antonio, TX	1	1
162 MSS	Tucson, AZ	1	No-report
180 MSS	Toledo, OH	2	2
TOTAL		4	4
CHAPLAIN ASSISTANT			
156 TFG	San Juan, PR	1	1
177 TFG	Atlantic City, NJ	1	1
TOTAL		2	2
WEATHER			
165 WXFLT	Standiford Fld, KY	13	11
TOTAL		13	11

Appendix G—Army National Guard Statistics

Table 1.

ARNG Obligations				
(Dollars In Thousands)				
	NGPA	OMNG	MCNG	TOTAL
Alabama	38,669	65,058	756	104,483
Alaska	7,417	26,875	1,466	35,758
Arizona	15,512	32,095	2,491	50,098
Arkansas	30,576	38,554	10,782	79,912
California	53,182	107,359		160,541
Colorado	9,733	19,826		29,559
Connecticut	8,169	28,058	2,019	38,246
District Of Columbia	4,488	10,057		14,545
Delaware	4,631	12,106		16,737
Florida	33,150	46,568	1,401	81,119
Georgia	20,114	51,127		71,241
Guam	2,004	1,396		3,400
Hawaii	7,814	20,130	4,730	32,674
Idaho	13,003	29,985		42,988
Illinois	18,664	36,515	1,351	56,530
Indiana	25,696	41,779	572	68,047
Iowa	14,607	29,183	16,005	59,795
Kansas	15,183	30,005	1,609	46,797
Kentucky	16,947	27,655		44,602
Louisiana	21,097	37,552	5,573	64,222
Maine	7,655	15,097	299	23,051
Maryland	18,233	33,358	4,959	56,550
Massachusetts	20,035	39,870		59,905
Michigan	22,458	51,243	2,386	76,087
Minnesota	21,327	41,810	1,752	64,889
Mississippi	25,905	68,438	245	94,588
Missouri	20,798	42,284	16,568	79,650
Montana	8,808	18,505		27,313
Nebraska	10,823	19,103	303	30,229
Nevada	4,665	13,379	3,190	21,234
New Hampshire	3,921	9,633		13,554
New Jersey	17,085	44,458		61,543
New Mexico	11,098	20,476	3,314	34,888
New York	34,998	68,176		103,174
North Carolina	20,249	45,904	2,764	68,917
North Dakota	8,436	19,142	1,914	29,492
Ohio	23,836	46,677		70,513
Oklahoma	18,974	36,473	3,948	59,395
Oregon	17,624	32,348	7,287	57,259
Pennsylvania	29,844	59,626		89,470
Puerto Rico	22,683	32,002	492	55,177
Rhode Island	5,773	13,685		19,458
South Carolina	27,977	41,426		69,403
South Dakota	8,706	17,722	822	27,250
Tennessee	27,336	45,812	294	73,442
Texas	41,618	75,599	18,329	135,546
Utah	17,588	32,128	9,665	59,381

(Dollars In Thousands)

	NGPA	OMNG	MCNG	TOTAL
Vermont	8,002	15,669		23,671
Virginia	15,574	33,108	4,855	53,537
Virgin Islands	2,471	7,393		9,864
Washington	15,330	34,477		49,807
West Virginia	7,845	17,693		25,538
Wisconsin	15,705	33,842	3,705	53,252
Wyoming	4,302	12,534	1,285	18,121
STATE TOTALS	928,338	1,830,973	137,131	2,896,442
GRAND TOTAL	3,266,379	2,015,132	137,131	5,418,642

Appendix H—Air National Guard Statistics

Table 1.

Air National Guard Obligations, FY 91						
State	ANG O&M	AF O&M	ANG Milper	Investment	Milcon	Total by State
AK	32,771.0	0.0	1,408.7	42.7	6,766.7	40,989.1
AL	33,661.0	73.4	1,959.8	160.3	814.7	36,669.2
AR	24,428.1		1,381.1	222.2	1,741.6	27,773.0
AZ	49,915.3		1,777.6	95.8	3,413.9	55,202.6
CA	67,515.0		4,030.7	179.0	3,881.1	75,605.8
CO	32,432.8	100.5	1,180.6	0.0	828.5	34,542.4
CT	14,564.0		1,003.6	0.0	714.6	16,282.2
DC	22,046.3	0.0	819.1	0.0	0.0	22,865.4
DE	10,306.6	73.0	653.0	0.0	0.0	11,032.6
FL	16,893.5	12.7	915.2	88.6	6,026.0	23,936.0
GA	37,924.1		3,094.8	175.6	211.2	41,405.7
GM	289.8		135.0	0.0	0.0	424.8
HI	34,249.0		1,017.9	15.0	196.7	35,478.6
IA	35,058.1	99.0	1,908.3	83.9	2,869.9	40,019.2
ID	27,025.0		670.3	56.6	0.0	27,751.9
IL	43,262.0		2,027.0	362.5	4,287.6	49,939.1
IN	36,362.6		1,712.8	150.7	695.7	38,921.8
KS	45,241.2	44.0	1,625.2	220.8	865.1	47,996.3
KY	12,681.9		1,004.3	0.0	0.0	13,686.2
LA	17,111.5		785.0	108.2	0.0	18,004.7
MA	52,059.7	352.0	1,745.6	0.0	3,379.0	57,536.3
MD	20,388.4		1,510.6	54.5	4,880.1	26,833.6
ME	15,367.8		809.6	16.0	0.0	16,193.4
MI	68,753.5		2,061.4	74.9	1,031.1	71,920.9
MN	36,670.3	112.9	2,086.9	70.2	8,819.8	47,760.1
MO	45,059.5	21.9	2,192.0	94.6	881.5	48,249.5
MS	35,477.8	15.0	1,756.6	182.0	8,188.3	45,619.7
MT	17,050.1		814.2	0.0	0.0	17,864.3
NC	14,916.8		1,296.4	46.8	11,132.3	27,392.3
ND	19,717.2	13.0	881.3	0.0	7,104.3	27,715.8

State	ANG O&M	AF O&M	ANG Milper	Investment	Milcon	Total by State
NE	13,481.3		669.5	0.0	0.0	14,150.8
NH	13,379.3		481.1	18.3	45.8	13,924.5
NJ	41,346.0	13.0	1,496.7	18.2	1,378.8	44,252.7
NM	13,557.0		610.3	0.0	131.1	14,298.4
NV	14,025.9	202.5	550.3	46.9	3,400.0	18,225.6
NY	85,321.5	245.4	4,446.2	243.5	4,166.2	94,422.8
OH	87,198.3	112.8	3,228.4	70.8	3,899.6	94,509.9
OK	28,502.0		1,743.9	113.5	517.0	30,876.4
OR	36,191.8	164.3	1,451.9	44.8	540.5	38,393.3
PA	49,202.6		2,433.6	90.3	1,205.2	52,931.7
PR	18,195.5	14.0	922.9	0.0	261.3	19,393.7
RI	13,467.1		847.4	69.1	52.8	14,436.4
SC	14,676.5	15.5	671.0	56.6	420.6	15,840.2
SD	14,530.5	727.1	746.9	20.2	94.6	16,119.3
TN	46,209.7		3,454.9	178.8	721.6	50,565.0
TX	45,416.1	108.1	3,098.5	23.5	2,616.7	51,262.9
UT	17,222.7		1,348.7	128.0	3,400.0	22,099.4
VA	19,640.1	0.0	1,052.1	0.0	6,320.9	27,013.1
VT	15,816.8		798.4	0.0	2,231.3	18,846.5
WA	23,299.9		1,930.7	0.0	0.0	25,230.6
WI	38,229.5	3.0	1,444.2	215.3	8,888.2	48,780.2
WV	21,347.8	7.5	1,360.2	30.0	12,388.2	35,133.7
WY	11,848.9	0.0	877.0	0.0	0.0	12,725.9

TOTAL ALL STATES

1,601,306.7 2,530.6 79,929.4 3,868.7 131,410.1 1,819,045.5

CENTRAL MANAGEMENT ACCOUNTS

739,269.9 79,011.4 1,025,847.6

GRAND TOTALS

2,340,576.6 81,542.0 1,105,777.0 3,868.7 131,410.1 1,819,045.5

Table 2.

Aircraft Conversions, Activations, Inactivations, Redesignations					
MILITARY AIRLIFT COMMAND					
Aircraft			Unit	Location	Qtr
From	To	#			
C-130A	C-141B	8	164 TAG	Memphis, TN	4/91
TACTICAL AIR COMMAND					
F-4D	F-16A/B	18	107 FIG	Niagara Falls, NY	1/91
F-4D	F-16C/D	24	122 TFW	Fort Wayne, IN	3/91
ACTIVATIONS					
Unit			Location	Eff Date	
168 Air Refueling Group			Eielson AFB, AK	1 Oct 90	
168 Consol Arcft Maint Sqdn			Eielson AFB, AK	1 Oct 90	
168 Resource Mangt Sqdn			Eielson AFB, AK	1 Oct 90	

Unit	Location	Eff Date
168 Mission Support Sqdn	Eielson AFB, AK	1 Oct 90
168 Mission Support Flt	Eielson AFB, AK	1 Oct 90
168 USAF Clinic	Eielson AFB, AK	1 Oct 90
210 Consol Arcft Maint Sqdn	Anchorage, AK	1 Jan 91
OLMTNG Mksmnshp Tng Unit	Little Rock AFB, AR	1 Oct 90
Det 1, 148 FIG	Tyndall AFB, FL	1 Apr 91

INACTIVATIONS

110 Comm Elect Maint Sqdn	Battle Creek, MI	15 Aug 91
110 Dir Air Supt Ctr Sqdn	Battle Creek, MI	15 Aug 91

REDESIGNATIONS

From: 162 Tactical Clinic		
To: 162 Medical Squadron	Tucson IAP, AZ	15 Nov 90

Source: Report (U), "Air National Guard Facts and Figures", ANG Directorate of Plans, Programs and Operations, 15 July 1991, pp 9-10

Table 3.

Aircraft, Unit, Location by Gaining Command		
Aircraft	Unit	Location
MILITARY AIRLIFT COMMAND		
C-130H	118 TAW	Nashville, TN
	136 TAW	Dallas NAS, TX
	137 TAW	Will Rogers IAP, OK
	109 TAG	Schenectady, NY
	139 TAG	St Joseph, MO
	166 TAG	Wilmington, DE
	130 TAG	Charleston, WV
	165 TAG	Savannah, GA
	176 TAG	Anchorage, AK
	133 TAW	Minneapolis/St Paul, MN
C-130E	146 TAW	Pt Mugu NAS, CA
	143 TAG	Quonset Pt, RI
	189 TAG	Little Rock AFB, AR
	167 TAG	Martinsburg, WV
	135 TAG	Baltimore, MD
C-130B	123 TAW	Louisville, KY
	153 TAG	Cheyenne, WY
	179 TAG	Mansfield, OH
	145 TAG	Charlotte, NC
C-141B	164 MAG	Memphis, TN
	172 MAG	Jackson, MS
C-5A	105 MAG	Stewart ANGB, Newburgh, NY
HC-130	106 ARRG	Suffolk County APT, NY
	129 ARRG	Moffett NAS, CA
EC-130	193 SOG	Harrisburg, PA
STRATEGIC AIR COMMAND		
KC-135E	101 ARW	Bangor, ME
	126 ARW	Chicago, IL
	171 ARW	Gtr Pittsburgh APT, PA

Aircraft	Unit	Location
	141 ARW	Fairchild AFB, WA
	157 ARG	Pease AFB, NH
	134 ARG	Knoxville, TN
	128 ARG	Milwaukee, WI
	151 ARG	Salt Lake City, UT
	160 ARG	Rickenbacker ANGB, OH
	170 ARG	McGuire AFB, NJ
	161 ARG	Phoenix, AZ
	190 ARG	Forbes Field, Topeka, KS
	168 ARS	Eielson AFB, AK
TACTICAL AIR COMMAND		
F-4E	108 TFW	McGuire AFB, NJ
	131 TFW	St Louis, MO
	181 TFG	Terre Haute, IN
RF-4C	163 TRG	March AFB, CA
	117 TRW	Birmingham, AL
	186 TRG	Meridian, MS
	155 TRG	Lincoln, NE
	152 TRG	Reno, NV
	124 TRG	Boise, ID (RTU)
F-15	116 TFW	Dobbins AFB, GA
	159 TFG	New Orleans NAS, LA
F-16	113 TFW	Andrews AFB, MD
	122 TFW	Ft Wayne, IN
	127 TFW	Selfridge ANGB, MI
	187 TFG	Montgomery, AL
	169 TFG	McEntire ANGB, SC
	188 TFG	Ft. Smith, AR
	149 TFG	Kelly AFB, TX
	183 TFG	Springfield, IL
	174 TFW	Syracuse, NY
	162 TFG	Tucson, AZ (RTU)
	184 TFG	McConnell AFB, KS (RTU)
A-7D	121 TFW	Rickenbacker ANGB, OH
	132 TFW	Des Moines, IA (FLIR)
	140 TFW	Buckley ANGB, CO
	192 TFG	Richmond, VA
	178 TFG	Springfield, OH
	180 TFG	Toledo, OH
	150 TFG	Kirtland AFB, NM (FLIR)
	112 TFG	Greater Pittsburgh APT, PA
	114 TFG	Sioux Falls, SD
	185 TFG	Sioux City, IA
	138 TFG	Tulsa, OK (FLIR)
A-7 D/K	156 TFG	San Juan, PR
	162 TFG	Tucson, AZ (RTU)
A-10	175 TFG	Baltimore, MD
	128 TFW	Truax Field, Madison, WI
	103 TFG	Bradley ANGB, E. Granby, CT
	104 TFG	Barnes MAP, Westfield, MA
OA-10	111 TASG	Willow Grove NAS, PA
OA-37	110 TASG	Kellogg Field, Battle Creek, MI
	182 TASG	Greater Peoria IAP, IL

Aircraft	Unit	Location
STRATEGIC DEFENSE-TAC		
F-15	102 FFW	Otis ANGB, MA
	142 FIG	Portland, OR
F-16	144 FIW	Fresno, CA
	177 FIG	Atlantic City, NJ
	125 FIG	Jacksonville, FL
	191 FIG	Selfridge ANGB, MI
	107 FIG	Niagara Falls, NY
	158 FIG	Burlington, VT
	120 FIG	Great Falls, MT
	147 FIG	Ellington AGS, TX
	148 FIG	Duluth, MN
	119 FIG	Fargo, ND

PACIFIC AIR FORCES

F-15	154 Comp Gp	Hickam AFB, HI
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Source - Rpt (U) "Air National Guard Facts and Figures", ANG Directorate of Plans, Programs, and Operations (NGB/XO), 20 Jun 1990, pp 15-16.

Appendix I. Military Support and Counterdrug Statistics

Table 1. State Military Support Missions

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Alabama									
Etowah County	90/10/01	91/09/30	Water Haul	24	0	24	198	0	198
Marengo County	90/10/01	91/03/18	Water Haul	12	0	12	215	0	215
Tuscaloosa Co	90/10/01	91/09/30	Food Haul	82	0	82	272	0	272
Walker County	90/10/01	91/09/30	Food Haul	72	0	72	243	0	243
Marshall County	90/10/08	90/10/12	Water Haul	26	0	26	77	0	77
Elmore County	90/10/09	90/10/10	Water Haul	16	0	16	36	0	36
Hamilton County	90/12/22	90/12/24	Flood Support	4	0	4	1	0	1
Marengo County	91/02/22	91/02/26	Flood Evacuation	25	0	25	37	0	37
Marengo County	91/03/91	91/09/30	Water Haul	19	0	19	217	0	217
Fayette County	91/04/05	91/04/07	Water Haul	2	0	2	6	0	6
Lauderdale Co	91/05/27	91/05/29	Water Haul	5	0	5	14	0	14
Winston County	91/06/11	91/06/14	Water Haul	4	0	4	13	0	13
Pickens County	91/06/21	91/07/02	Water Haul	2	0	2	14	0	14
Montgomery Co	91/07/09	91/07/09	Aerial Search	1	0	1	0	0	0
Marengo County	91/07/19	91/07/26	Water Haul	2	0	2	18	0	18
Jackson County	91/07/24	91/08/22	Water Haul	2	0	2	60	0	60
Coosa County	91/08/01	91/08/01	Aerial Search	1	0	1	0	0	0
Marshall County	91/08/22	91/09/30	Water Haul	2	0	2	40	0	40
Talledega Co	91/08/23	91/08/24	Law Enforcement Supt	5	0	5	6	0	6
						306	1,467		

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Alaska									
McGrath County	91/07/02	91/07/19	Wild Land Fire Supt	16	12	28	118	24	142
						28	142		
Arizona									
Yavapai County	90/11/09	90/11/09	Aerial Search	3	0	3	3	0	3
Gila County	90/12/14	90/12/14	Aerial Search	15	0	15	15	0	15
Armory	90/12/17	91/03/31	Shelter Homeless	2	0	2	160	0	160
NG Armory	90/12/17	91/03/31	Shelter Homeless	2	0	2	160	0	160
Yavapai County	90/12/22	90/12/22	Aerial Search	3	0	3	3	0	3
ARNG Armory	91/01/01	91/01/09	Shelter Homeless	2	0	2	13	0	13
Yuma Armory	91/01/03	91/03/31	Shelter Homeless	2	0	2	137	0	137
Gila County	91/03/25	91/04/13	Aerial Grnd Search	44	0	44	89	0	89
Yavapai County	91/03/28	91/03/28	Aerial Search	3	0	3	3	0	3
Pinal County	91/03/29	91/03/29	Aerial Search	15	0	15	20	0	20
Pinal County	91/04/29	91/04/30	Aerial Search	9	0	9	9	0	9
Gila County	91/06/18	91/07/21	Aerial Survey	5	0	5	8	0	8
Gila County	91/07/26	91/07/26	Aerial Search	3	0	3	3	0	3
Yavapai County	91/07/30	91/07/30	Aerial Search	3	0	3	3	0	3
Phoenix Yuma Co	91/08/15	91/08/16	Aerial Search	6	0	6	6	0	6
						117	632		
Arkansas									
Greene County	90/12/21	90/12/21	Flood Recovery	20	0	20	20	0	20
Garland/Benton Co	90/12/27	90/12/28	Ice Storm Relief	3	7	10	3	14	17
Quachita County	91/05/01	91/05/10	Flood Support	5	0	5	40	0	40
						35	77		
California									
Siskyou County	90/10/07	90/10/07	Search And Rescue	4	0	4	4	0	4
Inyo County	90/10/15	90/10/15	Search And Rescue	4	0	4	4	0	4
Santa Barbara	90/10/16	90/10/16	Move Rad Teams	4	0	4	4	0	4
Monterey Co	90/10/18	90/10/21	Medevac Support	4	0	4	17	0	17
Placer County	90/10/19	90/10/21	Aerial Search	4	0	4	12	0	12
State Wide	90/10/25	90/10/26	Food Haul	2	0	2	4	0	4
Placer County	90/10/26	90/10/26	Search And Rescue	4	0	4	4	0	4
Pacific Ocean	90/10/29	90/10/29	Medevac	0	10	10	0	10	10
Butte County	90/11/15	91/04/09	Shelter Homeless	2	0	2	266	0	266
Sacramento Co	90/11/15	91/04/30	Shelter Homeless	2	0	2	815	0	815
Los Angeles Co	90/11/16	91/01/01	Shelter Homeless	2	0	2	40	0	40
Los Angeles Co	90/11/16	91/04/01	Shelter Homeless	2	0	2	104	0	104
Sonoma County	90/11/16	91/04/30	Shelter Homeless	2	0	2	262	0	262
Sonoma Co	90/11/16	91/04/30	Shelter Homeless	2	0	2	234	0	234
Santa Cruz Co	90/11/16	91/04/30	Shelter Homeless	2	0	2	250	0	250
Santa Cruz Co	90/11/16	91/04/01	Shelter Homeless	2	0	2	28	0	28
Los Angeles Co	90/11/19	91/04/01	Shelter Homeless	2	0	2	44	0	44
Los Angeles Co	90/11/19	91/04/01	Shelter Homeless	2	0	2	52	0	52
Los Angeles Co	90/11/19	90/12/06	Shelter Homeless	2	0	2	0	0	0
Santa Barbara	90/11/19	91/04/01	Shelter Homeless	2	0	2	154	0	154
Los Angeles Co	90/11/20	91/04/01	Shelter Homeless	2	0	2	20	0	20

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Riverside Co	90/11/20	91/04/02	Shelter Homeless	2	0	2	70	0	70
Riverside Co	90/11/20	91/04/02	Shelter Homeless	2	0	2	184	0	184
Riverside Co	90/11/20	91/04/02	Shelter Homeless	2	0	2	154	0	154
San Diego Co	90/11/20	91/04/01	Shelter Homeless	2	0	2	60	0	60
San Diego Co	90/11/20	91/04/01	Shelter Homeless	2	0	2	26	0	26
San Diego Co	90/11/20	91/04/01	Shelter Homeless	2	0	2	4	0	4
Santa Barbara	90/11/20	91/04/03	Shelter Homeless	2	0	2	174	0	174
Los Angeles Co	90/11/21	91/04/01	Shelter Homeless	2	0	2	54	0	54
Los Angeles Co	90/11/21	91/04/01	Shelter Homeless	2	0	2	46	0	46
Santa Clara Co	90/11/21	91/04/01	Shelter Homeless	2	0	2	252	0	252
Santa Clara Co	90/11/21	91/04/01	Shelter Homeless	2	0	2	262	0	262
Santa Clara Co	90/11/21	91/04/01	Shelter Homeless	2	0	2	228	0	228
Imperial Co	90/11/28	91/04/01	Shelter Homeless	2	0	2	130	0	130
Imperial Co	90/11/28	91/04/01	Shelter Homeless	2	0	2	60	0	60
Riverside Co	90/11/28	91/04/01	Shelter Homeless	2	0	2	168	0	168
Ventura County	90/11/28	91/04/01	Shelter Homeless	2	0	2	104	0	104
Marin County	90/12/03	91/04/30	Shelter Homeless	2	0	2	316	0	316
Placer County	90/12/03	91/04/01	Shelter Homeless	2	0	2	206	0	206
Shasta County	90/12/04	91/04/03	Shelter Homeless	2	0	2	228	0	228
Merced County	90/12/08	91/04/01	Shelter Homeless	2	0	2	162	0	162
San Mateo Co	90/12/12	91/04/04	Shelter Homeless	2	0	2	194	0	194
Orange County	90/12/15	91/04/01	Shelter Homeless	2	0	2	66	0	66
Orange County	90/12/15	91/04/01	Shelter Homeless	2	0	2	60	0	60
Santa Cruz	90/12/24	90/12/31	Water Haul	12	0	12	73	0	73
Santa Cruz Co	90/12/24	90/12/31	Water Haul	8	0	8	73	0	73
Sacramento Co	91/01/15	91/03/08	Building Security	21	0	21	426	0	426
Butte County	91/01/21	91/01/25	House Fire Crews	2	0	2	3	0	3
Pacific Ocean	91/02/14	91/02/15	Medevac	0	10	10	0	11	11
Tulare County	91/03/28	91/09/30	Food Distribution	6	0	6	1,059	0	1,059
Nevada County	91/03/31	91/03/31	Search And Rescue	3	0	3	4	0	4
Fresno County	91/04/01	91/04/01	Eod	0	1	1	0	1	1
Mono County	91/04/02	91/04/02	Search And Rescue	4	0	4	4	0	4
Amador County	91/04/04	91/04/06	Search And Rescue	5	0	5	7	0	7
Los Angeles Co	91/04/05	91/05/05	Vip Flight	3	0	3	3	0	3
San Joaquin Co	91/04/05	91/04/06	Food Transport	2	0	2	4	0	4
Nevada County	91/05/02	91/05/03	Search And Rescue	3	0	3	3	0	3
Pacific Ocean	91/06/02	91/06/03	Search And Rescue	0	13	13	0	24	24
Trinity County	91/06/18	91/06/18	Search And Rescue	4	0	4	4	0	4
Siskiyou Co	91/07/15	91/07/20	Hazmat Spill	2	11	13	12	17	29
Plumas County	91/07/20	91/07/20	Search And Rescue	0	3	3	0	3	3
Sacramento Co	91/07/26	91/07/26	Medevac	0	3	3	0	3	3
San Bernadino	91/07/31	91/08/04	Aerial Search	4	0	4	20	0	20
Sacramento Co	91/08/12	91/08/14	Medevac Support	0	5	5	0	15	15
Humbolt County	91/08/21	91/08/22	Aerial Survey	0	2	2	0	4	4
Tuolumne County	91/08/21	91/08/21	Search And Rescue	4	0	4	4	0	4
Nevada County	91/08/30	91/08/30	Aerial Search	3	0	3	0	0	0
Plumas County	91/09/18	91/09/18	Law Enforcement Supt	2	0	2	2	0	2
						244	7,315		

Colorado

Boulder County	90/11/24	90/11/26	Forest Fire Support	17	0	17	51	0	51
						17	51		

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Connecticut									
Connecticut	No Missions Conducted								
Delaware									
Sussex County	91/08/18	91/08/19	Hurricane Support	42	0	42	33	0	33
						42	33		
District of Columbia									
No Missions Conducted									
Florida									
Alachua County	90/10/01	90/11/11	Law Enforcement Supt	17	0	17	215	0	215
						17	215		
Georgia									
Columbia Co	90/10/12	90/10/16	Water Haul	6	0	6	6	0	6
North Georgia	90/10/18	90/10/18	Aerial Survey	3	0	3	3	0	3
						9	9		
Guam									
Island Wide	90/12/20	91/01/06	Typhoon Support	108	107	215	825	442	1,267
Anderson AFB	91/06/18	91/06/28	Evacuation Support	12	32	44	64	252	316
						259	1,583		
Hawaii									
Maui County	91/01/24	91/01/28	Forest Fire Support	23	7	30	67	13	80
Oahu Island	91/03/20	91/03/20	Flood Evacuation	10	0	10	10	0	10
Hawaii & Maui	91/07/10	91/07/12	Est Commo Station	42	0	42	130	0	130
Hawaii County	91/08/14	91/08/14	Crash Site Support	4	0	4	4	0	4
						86	224		
Idaho									
Elko County Nv	91/08/21	91/08/24	Forest Fire Support	2	0	2	10	0	10
						2	10		
Illinois									
Jefferson Co	90/12/27	90/12/28	Snow Storm Support	2	0	2	4	0	4
						2	4		

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Indiana									
State Wide	90/12/30	91/01/07	Flood Support	284	0	284	2,556	0	2,556
N Central IN	91/03/12	91/03/25	Ice Storm Support	107	0	107	1,391	0	1,391
						391	3,947		
Iowa									
Clayton County	91/06/19	91/06/19	Hazmat Spill	2	0	2	2	0	2
Clayton County	91/07/01	91/09/27	Hazmat Spill Supt	5	0	5	376	0	376
						7	378		
Kansas									
Cloud County	90/12/29	90/12/30	Ice Storm Support	2	0	2	4	0	4
Reno County	91/03/28	91/03/30	Tornado/Security Spt	15	0	15	45	0	45
Sedgwick & Butler Co	91/04/26	91/04/29	Tornado Support	290	0	290	680	0	680
Cherokee County	91/09/13	91/09/13	Law Enforcement Supt	4	0	4	4	0	4
						311	733		
Kentucky									
State Wide	90/11/11	90/11/11	Vet Day Parade Supt	321	24	345	321	24	345
Franklin/ McCrackn Co	90/12/01	90/12/20	Earthquake Exercise	40	24	64	80	50	130
East Part Of State	90/12/06	91/01/22	Search And Rescue	22	0	22	67	0	67
Breckinridge Co	91/02/11	91/02/28	Water Haul	4	0	4	75	0	57
Simpson County	91/04/09	91/04/28	Wind Storm Support	19	0	19	144	0	144
Fayette County	91/04/25	91/04/29	Rolex Ceremony	4	0	4	12	0	12
Jefferson County	91/04/30	91/05/05	Derby Security/Supt	310	60	370	914	160	1,074
State Wide	91/05/01	91/06/01	Armed Forces Day	237	50	287	811	131	942
Fayette County	91/06/01	91/06/15	Special Olympics	30	0	30	230	0	230
Bell County	91/06/28	91/07/05	Water Haul	6	0	6	53	0	53
Floyd County	91/07/03	91/07/10	Water Haul	4	0	4	32	0	32
Fayette/ Franklin Co	91/07/20	91/08/03	Blue Grass Games	100	8	108	360	16	376
Campbell County	91/08/30	91/09/03	Law Enforcement Supt	82	0	82	164	0	164
						1,345	3,644		
Louisiana									
Natchitoches Ph	90/10/17	90/10/18	Water Haul	2	0	2	4	0	4
W Feliciana Ph	90/12/15	90/12/20	Levee Repair	10	0	10	60	0	60
Terrebonne Par	91/02/01	91/02/27	Flood Support	5	0	5	138	0	138
Union Ouachita	91/04/28	91/06/03	Flood Tornado Supt	114	0	114	1,683	0	1,683
						131	1,885		

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Maine									
Franklin County	91/04/08	91/04/08	Search And Rescue	4	0	4	4	0	4
Aroostook County	91/04/11	91/04/12	Flood Support	5	0	5	10	0	10
Somerset County	91/07/01	91/07/01	Medevac	4	0	4	4	0	4
Penobscot	91/08/09	91/08/10	Forest Fire Support	3	0	3	7	0	7
Cumberland/ York Co	91/08/19	91/08/22	Hurricane Support	5	0	5	20	0	20
						21	45		
Maryland									
Worcester Co	90/10/12	90/10/12	Eoc Activation	1	0	1	0	0	0
Baltimore Co	90/10/19	90/10/19	Tornado Support	1	2	3	0	0	0
Baltimore Co	91/02/07	91/04/02	Stump Dump Fire Supt	4	0	4	10	0	10
New York State	91/05/17	91/05/20	Humanitarian Support	7	0	7	15	0	15
Anne Arundel Co	91/06/07	91/06/07	Law Enforcement Supt	3	0	3	3	0	3
Baltimore Co	91/07/09	91/07/09	Eoc Activation	3	0	3	0	0	0
Baltimore Co	91/07/17	91/07/17	Eoc Activation	2	0	2	0	0	0
Baltimore Co	91/07/18	91/07/23	Police Support	6	0	6	6	0	6
						29	34		
Massachusetts									
Middlesex Co	90/10/01	90/10/18	Homeless Shelter	4	0	4	61	0	61
Berkshire Co	91/01/03	91/01/03	Funeral Support	27	0	27	27	0	27
Suffolk County	91/01/03	91/01/03	Inaugural Support	16	0	16	16	0	16
Plymouth County	91/01/05	91/01/06	Exercise Support	101	0	101	101	0	101
Plymouth County	91/02/02	91/02/03	Exercise Support	21	0	21	21	0	21
Mdlsex/Norflk /Suffk	91/04/15	91/04/15	Marathon Support	265	67	332	265	67	332
Midlsx Essx Sfk	91/07/03	91/07/05	Holiday Ceremony	59	0	59	59	0	59
Suffolk County	91/08/19	91/08/26	Hurricane Support	455	0	455	2,398	0	2,398
						1,015	3,015		
Michigan									
No Missions Conducted									
Minnesota									
Winona County	91/07/22	91/07/28	Security/Water Haul	6	0	6	36	0	36
Wabasha County	91/08/09	91/08/09	River Rescue	4	0	4	4	0	4
McLeod County	91/09/10	91/09/12	Engineer Support	13	0	13	39	0	39
						23	79		
Mississippi									
Warren County	91/05/03	91/05/14	Flood Support	214	0	214	2,782	0	2,782
						214	2,782		

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Missouri									
No Missions Conducted									
Montana									
Cascade County	90/11/14	90/11/19	Forest Fire Support	48	6	54	272	30	302
State Wide	91/04/24	91/05/01	Strike Support	671	124	795	4,065	744	4,809
						849	5,111		
Nebraska									
Merrick County	90/11/16	90/11/16	Life Saving Neonatal	3	0	3	3	0	3
Boone County	91/01/17	91/01/17	Life Saving Neonatal	3	0	3	3	0	3
White River Area	91/05/11	91/05/16	Flood Support	48	2	50	102	2	104
Maple Creek Dike	91/06/05	91/06/14	Flood Support	33	0	33	170	0	170
						89	280		
Nevada									
Eldorado County	90/07/23	91/07/27	Water Haul	2	0	2	4	0	4
Nye County	90/12/13	91/04/23	Water Haul	2	0	2	8	0	8
Washoe County	91/07/13	91/07/13	Forest Fire Support	3	0	3	3	0	3
Washoe County	91/07/19	91/07/22	Forest Fire Support	6	0	6	15	0	15
Washoe County	91/07/27	91/07/29	Forest Fire Support	9	0	9	11	0	11
Washoe & Eldorado Co	91/07/31	91/07/31	Aerial Search	3	0	3	0	0	0
Humbolt County	91/08/09	91/08/16	Water Haul	2	0	2	7	0	7
Elko County	91/08/21	91/08/24	Forest Fire Support	4	0	4	16	0	16
Humbolt County	91/09/25	91/09/30	Water Haul	1	0	1	1	0	1
						32	65		
New Hampshire									
Rockingham Co	90/10/27	90/10/27	Nuclear Exercise	23	0	23	23	0	23
Carroll County	90/11/25	90/11/25	Search And Rescue	4	0	4	4	0	4
Rockingham Co	90/11/28	90/11/28	Nuclear Exercise	19	0	19	19	0	19
Rockingham Co	90/12/12	90/12/12	Nuclear Exercise	14	0	14	14	0	14
Rockingham Co	90/12/13	90/12/13	Nuclear Exercise	18	0	18	18	0	18
Hillsborough Co	91/05/01	91/05/02	Search And Rescue	3	0	3	7	0	7
Carroll County	91/05/27	91/05/27	Medevac	4	0	4	4	0	4
Grafton County	91/06/10	91/06/10	Search And Rescue	3	0	3	3	0	3
Sullivan County	91/09/14	91/09/16	Aerial Search	3	0	3	6	0	6
Rockingham Co	91/09/20	91/09/22	Aerial Search	3	0	3	6	0	6
Coos County	91/09/30	91/09/30	Search And Rescue	4	0	4	4	0	4
						98	108		

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
New Jersey									
Monmouth County	90/12/17	90/12/17	Fuel Set Up Support	1	0	1	1	0	1
Sexton Falls	91/03/20	91/03/20	Water Haul	1	0	1	1	0	1
Burlington Co	91/05/17	91/05/17	Water Hual	1	0	1	1	0	1
Middlesex Co	91/05/29	91/05/29	Water Haul	1	0	1	1	0	1
Middlesex Co	91/05/31	91/05/31	Law Enforcement Supt	1	0	1	1	0	1
Ocean County	91/07/19	91/07/19	Bridge Crossing	8	0	8	16	0	16
						13	21		
New Mexico									
Dona Ana County	90/10/01	90/10/05	Water Haul	6	0	6	30	0	30
Quay County	90/10/01	90/10/05	Water Haul	2	0	2	10	0	10
Rio Arriba County	90/10/01	90/11/05	Water Haul	6	0	6	180	0	180
Rio Arriba County	90/10/01	90/10/05	Water Haul	4	0	4	20	0	20
Dona Ana County	90/10/24	90/11/01	Water Haul	2	0	2	18	0	18
Guadalupe County	90/10/25	90/10/25	Search And Rescue	4	0	4	4	0	4
Taos County	90/12/28	91/01/03	Haul Animal Feed	30	0	30	210	0	210
Rio Arriba County	91/05/11	91/05/11	Search And Rescue	3	0	3	3	0	3
Rio Arriba County	91/05/12	91/05/12	Search And Rescue	3	0	3	3	0	3
Mora County	91/05/19	91/05/21	Forest Fire Support	10	0	10	30	0	30
Rio Arriba County	91/05/21	91/05/21	Search And Rescue	3	0	3	3	0	3
Taos County	91/05/22	91/05/27	Flood Support	30	0	30	180	0	180
Quay County	91/06/06	91/06/07	Flood/Tornado Supt	15	0	15	30	0	30
Rio Arriba County	91/07/03	91/07/12	Water Haul	6	0	6	60	0	60
Chaves County	91/07/15	91/07/31	Water Haul	6	0	6	96	0	96
Colfax County	91/08/01	91/08/02	Water Haul	3	0	3	6	0	6
Santa Fe County	91/08/02	91/08/02	Aerial Survey	3	0	3	3	0	3
Rio Arriba County	91/08/07	91/08/25	Water Haul	5	0	5	95	0	95
Rio Arriba County	91/08/15	91/09/23	Water Haul	3	0	3	114	0	114
						114	1,095		
New York									
Essex County	90/10/01	91/09/30	Law Enforcement Supt	15	7	22	1,360	183	1,543
Suffolk County	90/10/13	90/10/14	Ndms Aviation Supt	3	0	3	6	0	6
Essex County	91/02/08	91/02/17	Medical Support	11	0	11	73	0	73
Oswego County	91/08/13	91/08/13	Transportation Supt	2	0	2	2	0	2
						38	1,624		
North Carolina									
State Wide	90/10/12	90/10/13	Hurricane Support	9	0	9	13	0	13
Dare County	90/10/26	90/11/08	Storm Support	79	0	79	440	0	440
Union County	90/11/02	90/11/20	Water Haul	4	0	4	4	0	4
Montgomery Co	90/11/11	90/11/11	Aerial Search	3	0	3	3	0	3
Wake County	90/12/12	90/12/13	Repatriation Opns	64	12	76	168	25	193
Scotland Co	91/04/25	91/06/11	Water Haul	2	0	2	4	0	4
Alexander Co	91/04/29	91/05/01	Water Haul	11	0	11	15	0	15
Burke County	91/05/08	91/05/28	Water Haul	2	0	2	2	0	2
Person County	91/05/13	91/05/14	Aerial Search	4	0	4	4	0	4
Greene County	91/05/19	91/06/16	Water Haul	2	0	2	2	0	2

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Franklin County	91/07/02	91/07/02	Aerial Search	2	0	2	2	0	2
Wake County	91/08/18	91/08/23	Hurricane Support	13	0	13	65	0	65
Wake County	91/08/20	91/08/21	Nuclear Exercise	2	0	2	4	0	4
Lenoir County	91/08/30	91/09/06	Water Haul	4	0	4	16	0	16
Richmond County	91/09/03	91/09/03	Aviation Supt	2	0	2	2	0	2
Richmond County	91/09/04	91/09/04	Transportation Supt	2	0	2	2	0	2
Burke County	91/09/06	91/09/06	Water Haul	2	0	2	1	0	1
Watauga County	91/09/09	91/09/09	Water Haul	2	0	2	2	0	2
Vance County	91/09/13	91/09/13	Water Haul	2	0	2	2	0	2
				223			776		

North Dakota

Emmons County	91/08/06	91/08/06	Aerial Search	1	0	1	1	0	1
				1			1		

Ohio

Licking	90/10/13	90/10/29	Water Haul	4	0	4	10	0	10
Monroe County	91/07/29	91/08/02	Haul Pipe	11	0	11	55	0	55
Tuscarawas Co	91/01/04	91/01/12	Pipe Haul	15	0	15	145	0	145
				30			210		

Oklahoma

Oklahoma County	91/02/19	91/03/08	Security	2	0	2	66	0	66
Pontotoc County	91/03/21	91/03/24	Tornado Recovery	20	0	20	40	0	40
Oklahoma County	91/04/18	91/04/22	Museum Security	1	0	1	5	0	5
Rogers County	91/04/27	01/04/27	Aerial Survey	4	0	4	4	0	4
Rogers County	91/04/27	91/04/28	Tornado Survey	2	0	2	2	0	2
Rogers County	91/04/27	91/05/02	Tornado Support	42	0	42	234	0	234
Osage County	91/04/28	91/04/28	Tornado Survey	1	0	1	1	0	1
Pawnee County	91/04/30	91/05/02	Tornado Support	14	0	14	42	0	42
Pawnee County	91/05/02	91/05/06	Tornado Security	0	10	10	0	50	50
Rogers County	91/05/04	91/05/04	Aerial Survey	4	0	4	4	0	4
State Wide	91/07/04	91/07/04	Tornado Survey	4	0	4	4	0	4
Pittsburg Co	91/08/04	91/08/05	Water Haul	109	0	109	218	0	218
Pushmataha County	91/09/25	91/09/25	Law Enforcement Supt	4	0	4	0	0	0
Marshall County	91/09/26	91/09/26	Aerial Search	6	0	6	6	0	6
				223			676		

Oregon

No Missions Conducted

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Pennsylvania									
Philadelphia County	90/11/01	90/11/01	Water Haul	4	0	4	4	0	4
Philadelphia County	90/11/01	90/11/01	Water Haul	4	0	4	4	0	4
Allegheny County	90/11/28	90/11/28	Search And Rescue	3	0	3	3	0	3
Philadelphia County	90/12/11	90/12/11	Haul Pipe	8	0	8	8	0	8
Schylkill County	91/05/28	91/05/28	Water Haul	0	0	0	0	0	0
Wyoming County	91/05/28	91/05/28	Water Haul	2	0	2	2	0	2
Lycoming County	91/06/26	91/06/26	Water Haul	0	0	0	0	0	0
Cambria County	91/07/08	91/07/08	Water Haul	0	0	0	0	0	0
Cambria County	91/07/09	91/07/09	Water Haul	0	0	0	4	0	4
Clinton County	91/07/18	91/07/19	Water Haul	2	0	2	2	0	2
Clinton County	91/07/19	91/07/129	Water Haul	2	0	2	2	0	2
Clinton County	91/07/25	91/07/25	Water Haul	2	0	2	2	0	2
Cambria County	91/07/26	91/07/26	Water Haul	2	0	2	2	0	2
Montgomery County	91/07/28	91/07/28	Water Haul	2	0	2	2	0	2
Scheylkill County	91/07/31	91/07/31	Equipment Haul	2	0	2	2	0	2
Cameron County	91/08/05	91/08/05	Water Haul	2	0	2	2	0	2
Butler County	91/08/08	91/08/08	Water Haul	2	0	2	2	0	2
Luzerne County	91/08/13	91/08/18	Search And Rescue	3	0	3	3	0	3
Wyoming County	91/08/13	91/08/23	Water Haul	4	0	4	4	0	4
Cambria County	91/08/15	91/08/15	Water Haul	2	0	2	2	0	2
Fayette County	91/08/23	91/08/23	Water Haul	2	0	2	2	0	2
Washington Co	91/08/29	91/08/29	Aerial Search	1	0	1	1	0	1
Butler County	91/09/03	91/09/03	Water Haul	2	0	2	2	0	2
Cambria County	91/09/06	91/09/06	Water Haul	2	0	2	2	0	2
Wyoming County	91/09/09	19/09/09	Water Haul	2	0	2	2	0	2
Somerset County	91/09/11	91/09/11	Water Haul	2	0	2	2	0	2
Somerset County	91/09/11	91/09/11	Water Haul	2	0	2	2	0	2
Luzerne County	91/09/15	91/09/15	Equipment Haul	8	0	8	8	0	8
Armstrong County	91/09/16	91/09/16	Water Haul	2	0	2	2	0	2
Schuylkill County	91/09/16	91/09/16	Water Haul	2	0	2	2	0	2
Armstrong County	91/09/20	91/09/20	Water Haul	2	0	2	2	0	2
Bedford County	91/09/21	91/09/21	Water Haul	2	0	2	2	0	2
Cambria County	91/09/25	91/09/25	Water Haul	2	0	2	2	0	2
Lawrence County	91/09/25	91/09/25	Water Haul	2	0	2	2	0	2
Cambria, Butler, Miffl	91/09/26	91/09/30	Water Haul	5	0	5	17	0	17
Huntington County	91/09/26	91/09/26	Water Haul	2	0	2	2	0	2
						86	102		

Puerto Rico

No Missions Conducted

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Rhode Island									
Washington Co	91/06/07	91/08/07	Search And Rescue	2	0	2	2	0	2
Washington Co	91/08/08	19/08/08	Search And Rescue	2	0	2	2	0	2
Providence Co	91/08/19	91/08/23	Hurricane Support	465	47	512	1,501	111	1,612
Providence County	91/09/30	91/09/30	Law Enforcement Supt	54	0	54	54	0	54
						570	1,670		
South Carolina									
No Missions Conducted									
South Dakota									
Bennington County	91/04/05	91/04/09	Forest Fire Support	64	0	64	166	0	166
Fall River Co	91/08/26	91/08/26	Forest Fire Support	7	0	7	7	0	7
Lawrence County	91/06/08	91/06/27	Flood Support	23	0	23	154	0	145
						94	327		
Tennessee									
No Missions Conducted									
Texas									
Cameron County	91/04/06	91/04/12	Flood Support	8	0	8	56	0	56
Dallas County	91/04/30	91/04/30	Law Enforcement Supt	1	0	1	1	0	1
						9	57		
Utah									
Garfield County	90/10/03	90/10/04	Water Haul	2	0	2	4	0	4
Wayne County	90/10/06	90/10/10	Water Haul	3	0	3	15	0	15
Salt Lake Co	90/10/17	90/10/18	Emergency Support	2	0	2	4	0	4
Garfield County	90/11/08	90/11/08	Water Haul	2	0	2	2	0	2
Si Juab County	91/04/24	91/04/24	Search And Rescue	4	0	4	4	0	4
Si Tooele Co	91/06/06	91/06/06	Emerg Route Recon	1	0	1	1	0	1
Si Tooele Co	91/06/11	91/06/11	Cseep Exercise	4	0	4	4	0	4
Utah County	91/06/13	91/06/13	Emergency Support	2	0	2	12	0	12
Weber County	91/09/10	91/09/10	Aerial Survey	4	0	4	0	0	0
						24	46		
Vermont									
Franklin County	91/05/13	91/05/13	Water Haul	2	0	2	2	0	2
Chittenden Co	91/06/28	91/06/30	Water Haul	2	0	2	2	0	2
Washington Co	91/08/19	91/08/19	Storm Support	1	0	1	1	0	1
Chittenden Co	91/08/20	91/08/20	Medevac	2	0	2	2	0	2
						7	7		

Location	Mission Began	Mission Terminated	Mission Description	Personnel			Mandays		
				ARNG	ANG	Total	ARNG	ANG	Total
Virginia									
Virginia Beach	91/08/28	91/09/04	Law Enforcement Supt	23	0	23	142	0	142
Sussex County	91/03/21	91/03/21	Tire Fire Support	8	0	8	8	0	8
						31	150		
Virgin Islands									
No Missions Conducted									
Washington									
Pierce County	90/10/27	90/10/27	Law Enforcement Supt	9	0	9	9	0	9
NW Washington	90/11/10	90/11/18	Flood Support	110	0	110	933	0	933
Puget Sound	90/11/24	91/01/24	Flood Support	275	35	310	1,954	118	2,072
Louis County	90/12/15	91/01/11	Law Enforcement Supt	15	0	15	307	0	307
Whatcom County	90/12/18	90/12/24	Storm Support	12	0	12	72	0	72
King County	90/12/19	90/12/12	Water Haul	3	0	3	18	0	18
Kitsap County	90/12/29	90/12/31	Storm Support	1	6	7	3	12	15
Lewis County	91/04/05	91/04/06	Flood Support	22	0	22	22	0	22
						488	3,448		
West Virginia									
Tucker County	91/08/30	91/08/31	Water Haul	4	0	4	4	0	4
						4	4		
Wisconsin									
N Part Of State	91/04/12	91/05/06	Law Enforcement Supt	91	6	25	299	98	397
S Central WI	91/05/24	91/05/27	Medevac Support	31	0	31	76	0	76
S Central WI	91/07/04	91/07/07	Medevac Support	29	0	28	56	0	56
Jefferson Co	91/07/07	91/07/10	Storm Support	17	0	17	43	0	43
South Central Wis	91/08/30	91/09/02	Medevac Support	31	0	31	74	0	47
						132	646		
Wyoming									
Park County	91/08.24	91/08/30	Forest Fire Support	10	0	10	70	0	70
Bighorn Mountains	91/08/26	91/08/28	Forest Fire Support	2	0	2	6	0	6
						12	76		
TOTAL				7,135	713	7,848	42,150	2,654	44,804

Table 2.

Military Support, FY 90 and 91			
FY1990		FY1991	
38 states conducted missions		42 states conducted missions	
TOTAL MISSIONS: 292		TOTAL MISSIONS: 337	
Personnel: 23,171		Personnel: 7,848	
Mandays: 207,187		Mandays: 44,805	
Civil Disturbances:	6	Civil Disturbances:	1
Natural Disasters:	77	Natural Disasters:	76
Earthquake:	1	Drought:	1
Fire:	10	Earthquake:	1
Flood:	30	Fire:	16
Hurricane:	7	Flood:	22
Storm:	21	Hurricane:	6
Tornado:	8	Mudslide:	1
		Storm:	14
		Tornado:	13
		Typhoon:	1
		Volcano:	1
Other Emergencies:	209	Other Emergencies:	260
Law Enforcement		Law Enforcement	
Support:	28	Support:	28
Medical Assistance:	13	Medical Assistance:	15
Miscellaneous:	17	Miscellaneous:	18
Search & Rescue:	60	Search & Rescue:	53
Shelters:	12	Shelters:	42
Transportation:	22	Transportation:	21
Water Haul:	57	Water Haul:	83

Table 3. Counterdrug Support Activities

National Guard Counterdrug Support Missions, FY 91	
#	Description
1	Ground Reconnaissance
2	Ground Surveillance
3	Surface Transportation Support
4	Aerial Reconnaissance
5	Aerial Surveillance
6	Aerial Transportation Support
7	Ground Radar Support with Security
8	Cargo Inspection (All POE Support)
9	Training Program (NG & LEA)
10	Aerial Photo Reconnaissance
11	Coordination/Liason/Management
12	Marijuana/Drug Lab Erad/Detection
13	Film Processing for Photo Recon
14	Admin/Info/ADP/Log/Maint Support
15	Engineer Support
16	Aerial Interdiction Support

State	Missions Supported	ARNG Mandays	ANG Workdays
AL	2, 3, 4, 5, 6, 8, 9, 10, 11, 13	8,535	2,331
AK	1, 2, 4, 5, 6, 8, 9, 11, 12, 13	2,257	2,451
AZ	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 14, 16	46,212	7,422
AR	1, 2, 3, 4, 8, 9, 14	9,027	1,553
CA	2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 14, 15	133,227	7,582
CO	4, 5, 6, 11, 14	2,091	601
CT	1, 2, 4, 5, 6, 8, 12, 14	1,102	0
DE	1, 4, 5, 6, 8, 9	246	61
DC	1, 5, 6, 8, 9, 10, 11, 14, 15, 16	4,982	1,217
FL	1, 2, 3, 4, 5, 6, 8, 9, 11, 12, 14, 15	37,905	6,126
GA	4, 5, 6, 7, 8, 10, 11, 14, 15	12,287	5,952
GU	8, 11	6,120	1,300
HI	2, 3, 4, 6, 8, 9, 11	5,444	2,098
ID	2, 4, 9, 10, 11, 13	488	526
IL	2, 3, 4, 5, 6, 8, 9, 11, 12, 14	7,603	0
IN	4, 8, 11, 14	2,365	0
IA	4, 11	1,263	14
KS	1, 2, 4, 5, 6, 8, 9, 11, 12, 13, 14, 15	3,249	0
KY	1, 2, 3, 4, 5, 8, 9, 11, 12	33,111	793
LA	2, 4, 6, 8, 9, 11, 14	26,458	10,180
ME	1, 3, 4, 5, 6, 8, 9, 10, 12, 14, 15, 16	7,389	0
MD	2, 4, 5, 6, 7, 8, 10, 11, 12, 14	8,821	186
MA	1, 2, 5, 6, 7, 8, 9, 10, 11, 12, 14, 15	10,293	1,356
MI	2, 4, 5, 8, 15	5,276	0
MN	2, 4, 5, 8, 9, 10, 14	5,186	130
MS	1, 2, 4, 5, 6, 8, 9, 10, 11, 12, 14	12,417	496
MO	1, 4, 8, 11	15,419	488
MT	2, 4, 5, 6, 8, 11, 14, 15	1,682	355
NE	2, 4, 5, 9, 10, 11, 14	976	1,061
NV	1, 3, 5, 10, 11, 14	1,214	652
NH	1, 4, 9, 10, 11	409	200
NJ	2, 3, 4, 5, 8, 10, 11, 14	11,504	2,325
NM	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 14	37,323	10
NY	1, 2, 3, 4, 5, 6, 8, 9, 11, 12, 14, 15, 16	57,641	2,001
NC	1, 2, 4, 5, 8, 10, 14	12,923	174
ND	1, 4, 5, 6, 8, 9, 11, 12, 14	1,525	0
OH	1, 4, 8, 11	3,473	21
OK	1, 2, 4, 5, 6, 8, 9, 10, 11, 12, 16	4,727	639
OR	1, 2, 3, 4, 5, 8, 9, 10, 11, 12, 14, 15	14,524	5,516
PA	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 14, 15	19,314	2,105
PR	1, 5, 7, 8, 14, 16	25,315	1,760
RI	1, 2, 4, 5, 6, 7, 8, 9	638	1,376
SC	1, 2, 4, 8, 11, 14	11,051	10
SD	4, 9, 11, 12	454	50
TN	4, 5, 9, 10, 12, 14	10,307	336
TX	2, 4, 5, 8, 11, 12, 14, 16	77,623	35,241
UT	2, 4, 5, 10, 11, 12, 14	7,089	2,190
VT	4, 8, 9, 11, 15	1,911	0
VA	2, 4, 5, 6, 8, 9, 11, 14	7,991	250
VI	3, 5, 8, 11	2,687	0
WA	2, 5, 8, 14	36,315	3,501
WV	2, 4, 6, 9, 11, 12	2,724	0
WI	1, 2, 3, 4, 5, 9, 11, 14	2,574	0
WY	4, 14	205	0
SERVICE TOTALS		762,897	112,616
NATIONAL GUARD PROGRAM TOTAL		875,513	

Table 4.

National Guard Assisted Seizures FY 89-91

	FY 89	FY 90	FY 91
Cash Confiscated	\$ 1.735M	\$18.314M	\$ 47.489M
Marijuana Eradicated	4.076M	6.730M	20.798M
Marijuana Proc Pounds	46,917	27,021	116,864
Cocaine Pounds	10,887	33,916	63,890
Heroin Pounds	39.5	487	1,610
Opium Pounds	0	367	921
Vehicles Seized	95	466	2,083
Weapons Seized	111	614	1,636
Arrests Resulting	915	1,318	6,152

Table 3. Counterdrug Support Activities

State	Activity	FY 89	FY 90	FY 91
AL	Aerial Support	1,000	1,000	1,000
AK	Aerial Support	1,000	1,000	1,000
AR	Aerial Support	1,000	1,000	1,000
CA	Aerial Support	1,000	1,000	1,000
CO	Aerial Support	1,000	1,000	1,000
CT	Aerial Support	1,000	1,000	1,000
DE	Aerial Support	1,000	1,000	1,000
FL	Aerial Support	1,000	1,000	1,000
GA	Aerial Support	1,000	1,000	1,000
HI	Aerial Support	1,000	1,000	1,000
IL	Aerial Support	1,000	1,000	1,000
IN	Aerial Support	1,000	1,000	1,000
IA	Aerial Support	1,000	1,000	1,000
KS	Aerial Support	1,000	1,000	1,000
KY	Aerial Support	1,000	1,000	1,000
LA	Aerial Support	1,000	1,000	1,000
MA	Aerial Support	1,000	1,000	1,000
MD	Aerial Support	1,000	1,000	1,000
ME	Aerial Support	1,000	1,000	1,000
MI	Aerial Support	1,000	1,000	1,000
MN	Aerial Support	1,000	1,000	1,000
MO	Aerial Support	1,000	1,000	1,000
MT	Aerial Support	1,000	1,000	1,000
NE	Aerial Support	1,000	1,000	1,000
NH	Aerial Support	1,000	1,000	1,000
NJ	Aerial Support	1,000	1,000	1,000
NM	Aerial Support	1,000	1,000	1,000
NY	Aerial Support	1,000	1,000	1,000
NC	Aerial Support	1,000	1,000	1,000
ND	Aerial Support	1,000	1,000	1,000
OH	Aerial Support	1,000	1,000	1,000
OK	Aerial Support	1,000	1,000	1,000
OR	Aerial Support	1,000	1,000	1,000
PA	Aerial Support	1,000	1,000	1,000
RI	Aerial Support	1,000	1,000	1,000
SC	Aerial Support	1,000	1,000	1,000
SD	Aerial Support	1,000	1,000	1,000
TN	Aerial Support	1,000	1,000	1,000
TX	Aerial Support	1,000	1,000	1,000
UT	Aerial Support	1,000	1,000	1,000
VT	Aerial Support	1,000	1,000	1,000
VA	Aerial Support	1,000	1,000	1,000
VI	Aerial Support	1,000	1,000	1,000
WA	Aerial Support	1,000	1,000	1,000
WV	Aerial Support	1,000	1,000	1,000
WI	Aerial Support	1,000	1,000	1,000
WY	Aerial Support	1,000	1,000	1,000
TOTAL		1,000	1,000	1,000

