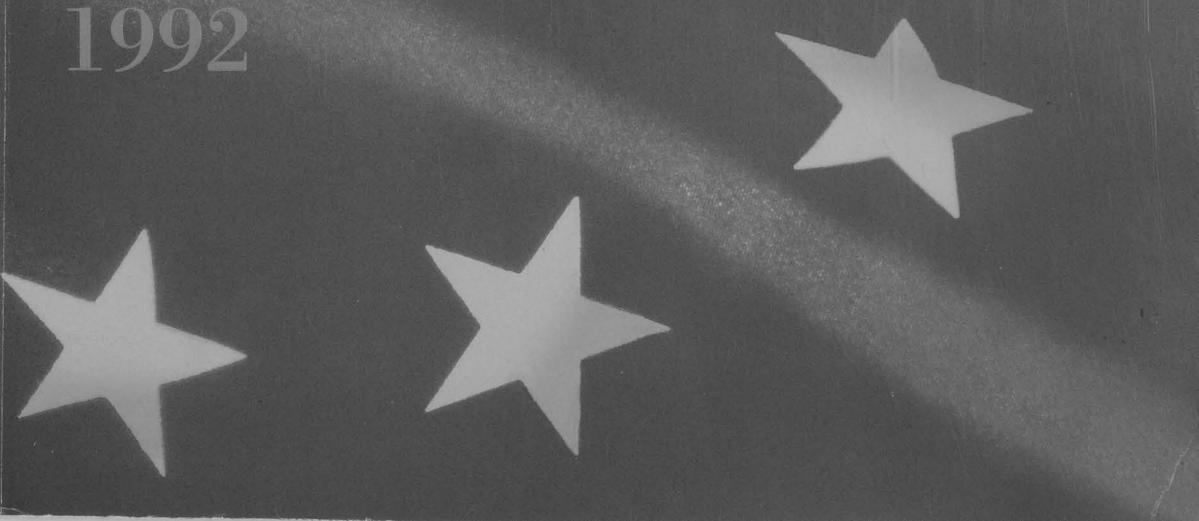
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# ANNUAL REVIEW OF THE CHIEF, NATIONAL GUARD BUREAU

NOB POLICY - 1992

# FISCAL YEAR 1992

# To the Secretaries of the Army and the Air Force:

The Annual Review of the Chief, National Guard Bureau for Fiscal Year 1992 is respectfully submitted.

Our nation's military continues to redefine its role in a changing world order, and this has brought change to the National Guard. The downsizing of the Army National Guard began this fiscal year. Strength declined by more than 20,000 as dozens of units, most of them from the combat arms, were cut from the Army National Guard's force structure. But this smaller Army Guard continued to deploy all over the world to train. Army Guard engineers aided U.S. nation-building efforts in Central America as their important road-building mission continued.

The Air National Guard, as it has for 30 years, flew missions all over the world. This fiscal year saw U.S. military forces heavily involved in an unprecedented number of domestic and overseas humanitarian relief missions, and the Air Guard flew missions into Sarajevo and Somalia.

Domestically it was a bad year for natural disasters, and National Guard personnel were on duty in the aftermath of major hurricanes and typhoons in Florida, Louisiana, Hawaii and Guam. Riots in Los Angeles brought thousands of National Guardsmen on urban riot control duty for the first time in more than 20 years.

As it has for more than 350 years, the National Guard continues to be ready to serve both state and nation.

John Blinaway

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

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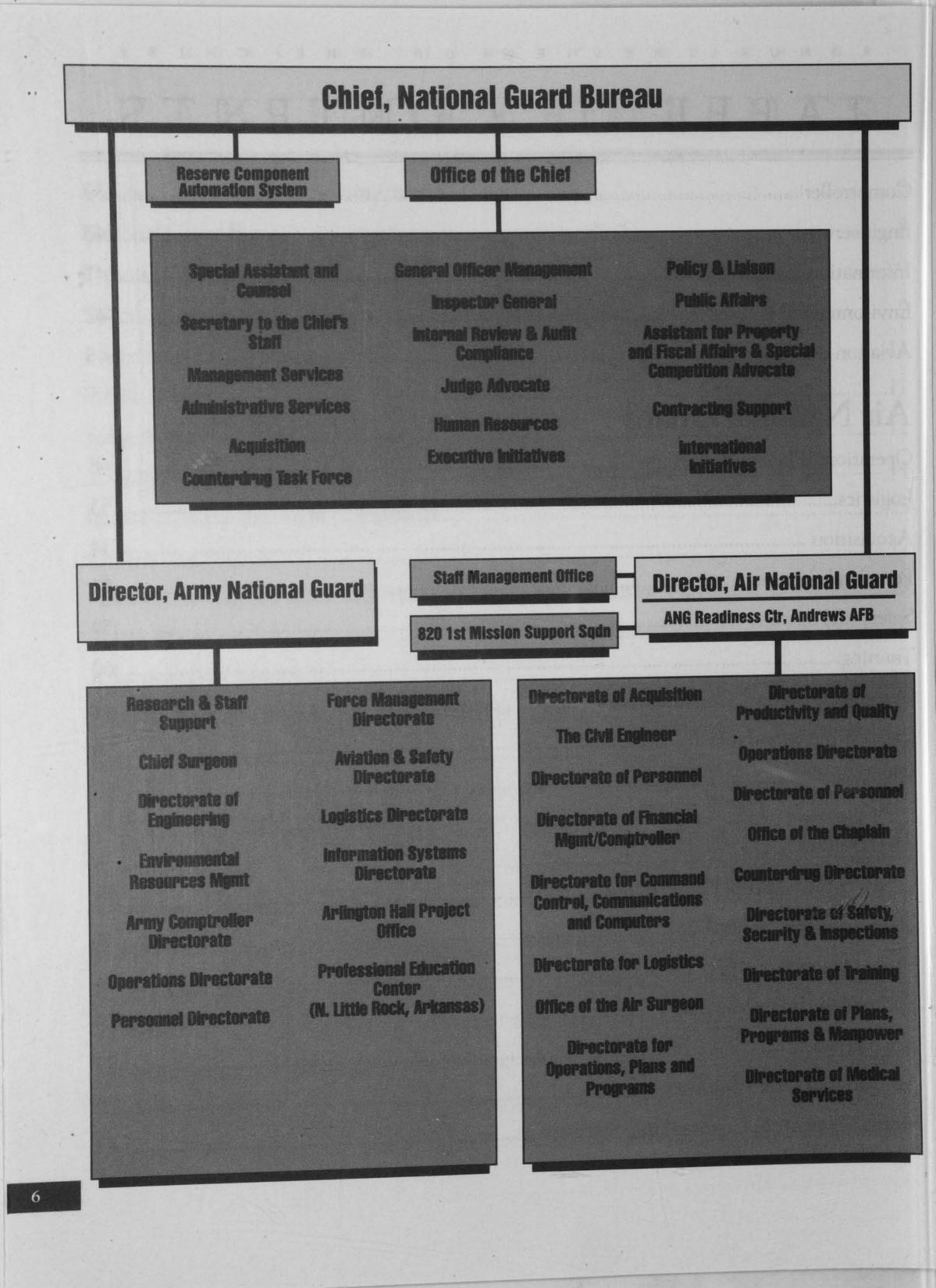
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## ARMY NATIONAL GUARD

#### 426,528 Personnel

#### 28,150 Technicians

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

4 Engineer Brigade Headquarters

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

#### AIR NATIONAL GUARD

	AIR MILLION		
	Perso	ineal and a second s	
	119,068 Personnel	24,741 Technicians	
	Organti	salien .	
328 Units	24 Wings 68 Gr	oups 100 Squadro	ons (Flying)
	1135 Non-fl	lying Units	
	NATIONAL GUARD B	UREAU PERSONNEL	
	Milli	ary	
		Authorized	Assigned
ARNG		50	56
Active Army		58	54
ANG (Officer & E	nlisted)	51	47
Active AF		56	53
TOTAL		215	210
	Civi	lian	
Army		121	113
Air Force		. 91	73
TOTAL		223	186

ANNUAL REVIEW OF THE CHIEF

# 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 comThe 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 pol-



mon 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

icy 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 FY92, 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 Cuard 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 partici-

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 DESERT STORM.

At the end of the Revolutionary War, it was recognized that the militia had played an important role in winning the nation's independence. pates 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 level support to the National Guard Bureau leadership on National Guard initiatives, systems, and planning. The office also serves as the interface between the National Guard Bureau and the Service staffs on corporate issues and as the proponent office for implementation of the Quality Guard initiative.

The Office of Planning and Development interfaces with various academic, industrial, and research groups on long-range strategies, technologies, and policies that may impact the National Guard. This provides the National Guard opportunities to participate in academic studies, workshops, seminars, and conferences.

During FY92 members of the office focused primarily on implementing and institutionalizing the Quality Guard initiative. They conducted Senior Executive training sessions and briefings, represented the Office of the Chief on Quality Improvement Teams, assisted in establishing Army and Air Directorate Quality Centers, and revised the NGB Quality Guard Master Plan and Strategy. They cooperated with the American Society for Quality Control in making "Quality in the Public Sector," a video that featured the National Guard as one of four public agencies involved in Total Quality Management. Also, they were instrumental in helping the National Guard Bureau leadership establish the Joint Executive Council, a forum for discussion of corporate issues.

Planning Workshop on the European Command at Ramstein Air Base, Germany, that resulted in a White Paper, "Setting the Compass Europe 2005," on potential future OCONUS missions for the National Guard. They were responsible for the National Guard Bureau's becoming a charter member of the Federal government Long Range Planning and Advanced Technology Work Group. Additionally, they served as the Chief, National Guard Bureau's point of contact for the RAND Study on force mix.

# Office of 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.

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

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#### general.

# Office of Planning and Development

The Office of Planning and Development provides executive Office members were also heavily involved in the National Guard's long-range planning efforts. They held the first National Guard Future 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.

#### Liaison Sections

The Congressional Liaison Section responded to 2,305 written and over 1,040 telephone inquiries from the White House and members of Congress during FY92. 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 numerous Congressional hearings.

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 from NGB functional experts, developed National Guard positions on over 200 resolutions submitted to 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 FY92. The Association Liaison representatives also coordinated the logistics for NGB personnel, as well as



Department of Defense dignitaries, to attend association conferences.

The Foreign Liaison section had a big year with a tremendous increase in foreign visits and interaction. There continues to be an expanding interest from the international community on the organization and functions of the National Guard. The state role of the Guard has received special notice this year, as counterdrug will probably in the future.

Numbers of visits to the Bureau, Army and Air National Guard facilities, training sites, and activities by foreign military attaches, active and reserve foreign military members, and other foreign dignitaries increased 100% from last year to over 120 requests processed in 1992. The spring National Guard military attache tour was again a big success as we visited Arkansas, the Virgin Islands, and Puerto Rico with representatives from 25 different countries.

Of final note is the progress of the International Training Activities Program (ITAP). With three successful deployments to Africa completed, ITAP proved itself as a vital part of the National Guard's international operations. The program moved to the Office of Planning and Development where it will continue

to grow.

#### Protocol

The Protocol Office has conducted numerous information and orientation briefings for a wide variety of general officers and civilian dignitaries, as well as numerous award ceremonies. Three significant events coordinated through the Protocol office during FY92 were the 355th Birthday celebration of the National Guard, held at the National Guard Memorial Building in Washington, D.C.; the promotion ceremony for Brigadier General Roberta Mills, the first female officer in the National Guard promoted to that rank; and the cornerstone ceremony for the Army National Guard Readiness Center at Arlington Hall, Virginia.

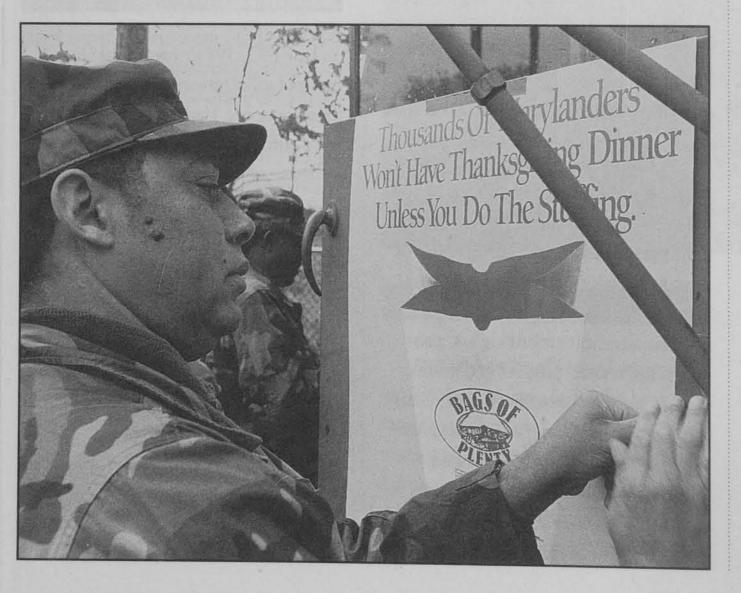
# International Initiatives

The International Initiatives Office provides support to the Chief, National Guard Bureau (CNGB) in developing joint international initiatives for the National Guard that enhance world peace and security while improving training and readiness of the National Guard. It also assists and advises Army and Air

National Guard Directorates and senior National Guard advisors to OCONUS CINCs to assure communication and coordination of National Guard international activities. During FY92 the office developed a U.S. National Guard -Latvian Home Guard cooperation proposal for the Office of the Secretary of Defense; opened dialogue with the U.S. Peace Corps for developing mutually supportive programs; and with the Office of Policy and Liaison, represented the CNGB at various diplomatic activities and ceremonial occasions involving military attaches and diplomatic personnel.

# **Public Affairs**

In addition to the ongoing programs in its media and community relations, command information, and historical services divisions, the



Office of Public Affairs acquired several new missions during FY92.

# **Drug Demand Reduction**

The Quality of Life Division was established in the Office of Public Affairs in January 1992. This division is responsible for the Drug Demand Reduction program, to develop and implement policy guidance for State community outreach programs.

At the State level, drug demand reduction Program Plans were approved by the governor and submitted to the National Guard Bureau by The Adjutants General. These plans identified organizations, agencies, and community coalitions that National Guard members supported as "force multipliers" on a daily basis. During FY92, the National Guard Bureau requested \$2.843 million in start-up funding for the various states.

As the Drug Demand Reduction Program evolves, the National Guard in the states and territories is actively reaching out to the youth of their local communities, as mentors, tutors, and role models. National Guard armories were used to support youth-oriented community events such as drug free social and sporting events during FY92. The 54 states and territories supported over 500 community relations and drug prevention programs throughout the year. Exceptional programs were begun in Arizona, California, District of Columbia, Georgia, Louisiana, New Mexico, New York, Oregon, South Carolina, Texas, and West Virginia.



#### **Youth Fitness**

With the addition of a new staff member, NGB-PA's Community Relations Division acquired a new mission: promoting physical fitness in the nation's high school-age population. In a pilot program, NGB-PA organized an athletic competition at Ft. Belvoir, Virginia for scholar-athletes from three states. It is hoped that the program can be 'expanded.

NGB-PA also arranged for National Guard support to the Olympic Trials, held this year in New Orleans, Louisiana, and for support to the Special Olympics. Contract Law/ Contract Fraud Advisor; Labor and Personnel Law; Ethics and Standards of Conduct; International Law; Environmental Law; Legislation; and Counterdrug Support. In addition to a full time staff of 15 attorneys, three Army and one Air Judge Advocate Detachments of the D.C. National Guard drilled with and were supervised by NGB-JA.

## General and Administrative Law

During FY92, the Administrative Law Team rendered hundreds of written legal opinions on a variety of pared answers to Congressional and other high level inquiries about actions and activities of the National Guard.

### Litigation

In FY92, the Litigation branch continued to assist the Judge Advocates General of the Army and the Air Force in supporting the Department of Justice attorneys representing the National Guard and its personnel. The Litigation branch became increasingly involved in the litigation process to ensure that National Guard interests are adequately represented. NGB-JA coordinated contact between U.S. Attorneys, the Litigation Divisions, and state National Guard commands and handled cases involving personal injury, military and civilian personnel challenges, and a variety of other issues.

## Contract Law

In FY92, 391 contractual instruments (solicitations, contracts, modifications, etc.) were reviewed for legal sufficiency, representing an increase of 83 over FY91. In addition, the Contract Law B ranch reviewed 166 Federal/State Agreements and other legal documents and prepared opinions and rendered advice in response across the gamut of contract and fiscal law matters. Members of one of the Detachments prepared and presented the first-ever fiscal law course presented to non-lawyer USP&FOs.

# **Judge Advocate**

- During FY92, the Office of the Judge Advocate consisted of nine branches: General and
- Administrative Law; Litigation;

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. The team also reviewed numerous draft regulations, board actions of various kinds, military discrimination complaints, and pre-

#### Labor and Personnel Law

The Labor and Federal Personnel law section provided legal advice and reviewed numerous equal employment opportunity, civilian personnel, and labor proceedings and cases. The section reviewed all EEO settlement agreements, offers of full relief, and Final Agency Decisions for NGB-PRE involving civilian technicians. The section also provided legal support to NGB-PRL in the areas of labor management relations and civilian technicians.

## Ethics and Standards of Conduct

The Ethics and Standards of Conduct Advisor implemented the program within NGB and provided advice and assistance to the AGR Judge Advocates across the country who are implementing it in the States. During FY92, the section insured that all required financial disclosure reports were filed nationwide, reviewed hundreds for conflicts of interest, and made detailed reports to the Departments of the Army and the Air Force. The Ethics and Standards of Conduct Advisor conducted numerous training sessions and provided written legal opinions on such topics as political activities of Government and military personnel, post Government employment restrictions, membership in private organizations, honoraria, and gratuities.



## International Law

As the National Guard received more overseas missions, the branch's have greatly increased. This section reviewed proposals and gave advice on such actions as ITAP activities, national building aid, humanitarian relief, and assistance to the CIS.

## Environmental Law

Increased 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 FY92,

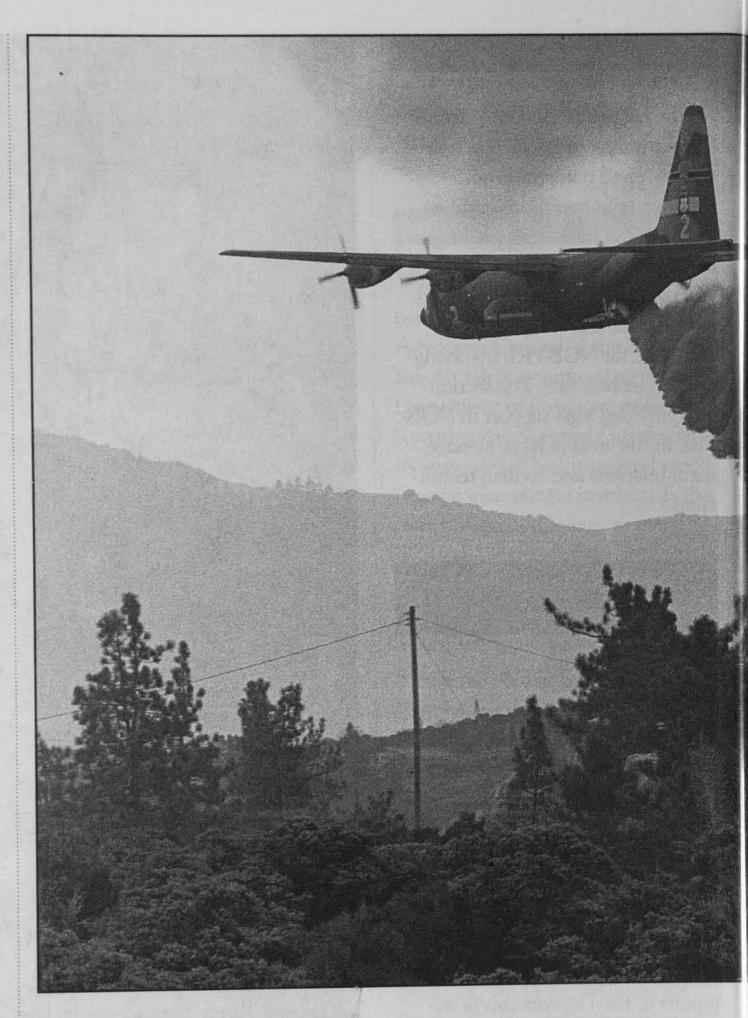
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ANNUAL REVIEW OF THE CHIEF

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 placed not only on addressing problems caused by past practices, but also on preventing future contamination and environmental degradation. This emphasis has increased importance in light of the Federal Facilities Compliance Act legislation, passed at the end of FY92, which will waive Federal sovereign immunity associated with environmental violations and allow civil penalties to be imposed on the National Guard.

#### Legislation

The Legislation Branch drafted proposed legislation, together with necessary analysis and language for DOD reports to Congress, to enable the National Guard to undertake an expanded counterdrug mission as well as additional youth support activities. The branch monitored over 350 bills in Congress and about 30 internal Department of Defense proposals in the l02nd Congress, providing periodic reports to the states and NGB on the status of each. In addition, the branch participated in DOD working groups on such legislative matters as ROPMA, amendments to the Soldiers and Sailors Civil Relief Act, DESERT STORM/SHIELD benefits for Reserve personnel, and the Veteran's Reemployment Rights Act.



# Counterdrug Support

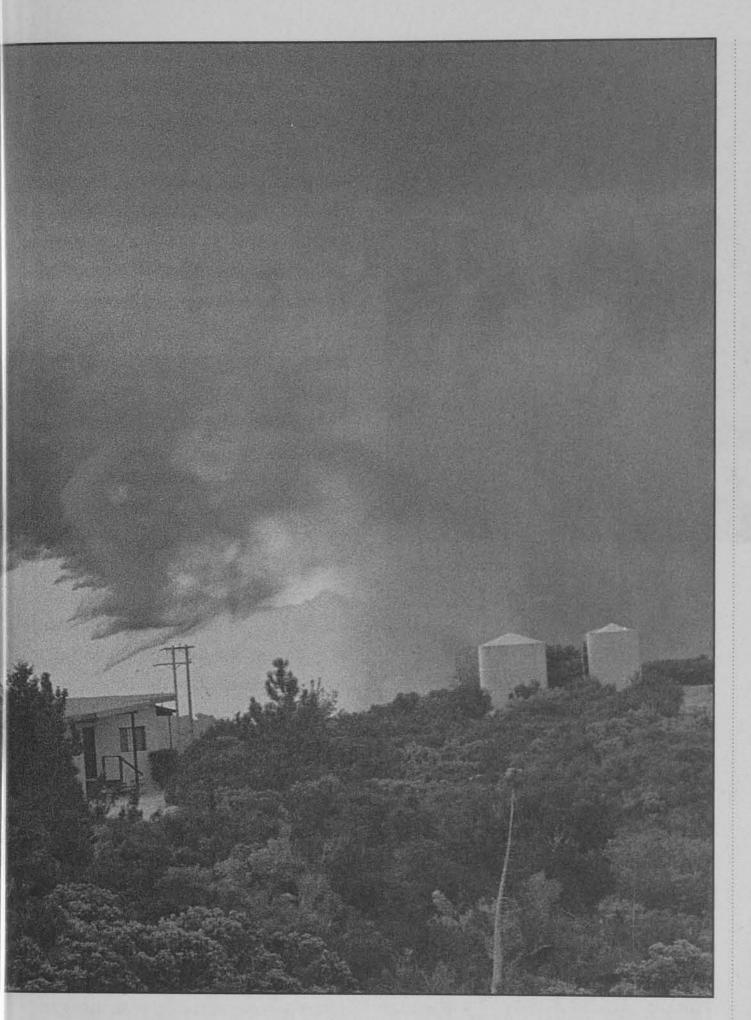
The Counterdrug Support

Army, Air Force, OSD, and with the staffs of state Attorneys General and the General Counsel of federal agencies such as the Drug Enforcement Agency and the United States Marshals Service.

Program produced a wide range of often unique and complex legal problems, and the Counterdrug Support Branch was called upon for opinions on such diverse issues as fiscal law, international law, criminal law and procedure, civil forfeitures, torts and litigation, and Constitutional law. The branch regularly dealt with legal officials of the

# **Inspector General**

In the fall of 1988, the Chief directed the expansion of the NGB-IG



office to provide timely support to soldiers and airmen and to provide a full-service IG program which would include a systemic inspections and analysis function. The number of all types of cases handled by the National Guard Inspector General system has steadily increased from 5,243 cases in FY88 to 10,298 cases in FY92. Title 32 AGR Health Care: Recommendations for NGB and State administrators to improve availability and quality of care.
Incapacitation Pay: Recommendations for DSCPER, NGB and States to streamline program and get funding to soldiers more quickly.
Intelligence Oversight and the Counter Drug Program: Recommendations to State Counter-Drug Administrators to improve operational efficiency. • Inactive Duty Training and Attendance: combined with DAIG assessment to address systemic fixes at Department of the Army and NGB.

• The National Guard Internal Control System: Recommendations for NGB and State Internal Control Systems and Material Weakness reporting to the Service Secretaries.

# Internal Review and Audit Compliance

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

The mission of the Office of Internal Review and Audit Compliance is

• To provide senior National Guard leaders with professional inhouse audits which are responsive to their needs, are problem oriented, and which stimulate immediate corrective actions.

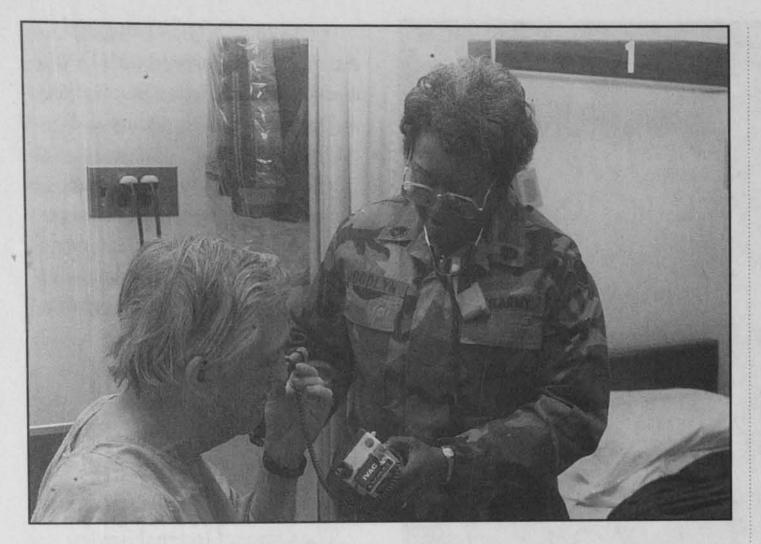
• To provide guidance, assistance,

The following special inspections were conducted during FY90 and FY91:

and training for state and territorial internal review elements.

• To provide coordination and liaison with external audit agencies conducting business with the National Guard.

To accomplish its mission, the office is staffed with 15 personnel.



### **Internal Review Operations**

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

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

response audits of known problems. Any NGB general Officer may request such an audit. In Fiscal Year 1992, two such quick reaction audits were conducted in the area of procurement and employee attendance and compensation. These were performed in support of the NGB Inspector General.

During Fiscal Year 1992, the Office of Internal Review and Audit Compliance undertook the following projects. These projects produced monetary benefits for the National Guard in excess of \$70 million, as indicated below.

#### • Army National Guard:

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

#### State Programs and Training

In accordance with Department of Defense policy, the State Programs and Training Branch conducts an internal review quality assurance program. Entitled the Audit Management Appraisal and Assistance Program (AMAAP), it serves to ensure that State Adjutants General and US Property and Fiscal Officers receive quality internal review services. Under the AMAAP, each state/territory is visited once every three to four years by NGB auditors. The program evaluates the local program against Comptroller General and Department of Defense audit standards and policies. NGB auditors are often accompanied by a member of the Office of the Assistant Secretary of the Army, who manage the Army's internal review program. Such visits enable them to evaluate the direction and capabilities of the National Guard Internal Review Program and to evaluate the effectiveness of the AMAAP itself. During Fiscal Year 1992, sixteen AMAAP visits were made. Of the sixteen evaluations, Kentucky, Alabama, and New Mexico were recognized for their outstanding internal review program and

This Branch also conducts 'troubleshooting' audits. These are quick

Acquisition and Utilization of Computer Hardware and Software

Aviation Logistics

Support and Utilization of Training Sites and Schools

Military Construction (Follow-Up)

Army and Air National Guard:

Environmental Contracting Marksmanship Programs

received an Award of Audit excellence.

This Branch also manages the National Guard auditor training program, taking advantage of auditor training courses conducted by both services. National Guard auditors are scheduled into service courses based on quotas received at the State Programs and Training Branch; NGB further supplements that training with Guard-unique auditor training. The National Guard has received recognition for the quality of its in-house auditor training courses and has two of its primary courses accredited by the American Council on Education.

In our continuing effort to keep our courses current, the National Guard Audit Advisory Committee completed a quality assessment of our basic and intermediate level schools during FY92. This assessment was used to make a number of changes to the curricula of the schools and should result in an even more effective training program. The State Programs and Training Branch also contracts for computer training for auditors based on the educational requirements for all federal auditors prescribed by the President's Council on Integrity and Efficiency.

Below is a list of the courses administered during 1992 by the Office of Internal Review and Audit Compliance. Identified following the course title is the proponent of the course.

Course Title	Proponent	Courses Conducted	Attended FY92
Basic Internal Review Course	NGB	2	57
Intermediate Internal Review Course	NGB	2	50
Trainee Auditor Course	USAAA	2	5
Intermediate Auditor Course	USAAA	2	10
Audit, Report Writing	USAAA	2	40
Senior Auditor School	USAAA	2	10
Introduction to ADP for Auditors	USDA	2	50
Advanced ADP for Auditors	USDA	2	50
Audit Refresher Course	NGB	1	24
Training School – Entry Level	USAFAA	1	1
Audit Retrieval School	USAFAA	1	7
Computer Literacy	NGB	1	14
Executive Internal Review Course	NGB	1	164
Environmental Concerns for Auditors	NGB	1	74
Investigative Techniques	NAS	1	1
	TOTALS	23	557

In 1992, the State Programs and Training Branch also began to conduct workshops comprised of highly qualified and experienced National Guard auditors. The purpose of the workshops was to develop handbooks designed to provide comprehensive, but easy to use, guidance concerning each mission of the internal review function, as well as on audit methodology. The handbooks will also be used in the basic and intermediate auditor training courses.

#### Audit Liaison

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

# **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, ANNUAL REVIEW OF THE CHIEF



and the directorates of the Army and the Air National Guard. During the year, six contracting officers completed approximately 1,600 procurement actions with obligations of approximately \$42 million.

Federal Information

Business Act, Section 8(a) for in excess of \$1.5 million for maintenance and executive support services.

Continuing the effort of manpower models and studies initiated in FY91 with STI, Inc., five delivery orders were awarded for environmental manpower studies, military personnel offices, robusting test proupgrade the contracting offices at NGB and state locations.

Significant support to the Program Manager, Reserve Component Automation System (RCAS) continued throughout FY92. Contracting support consisted of cost and schedule status report analysis, configuration management studies, quality assurance services, sustaining base information system, and optical disk imaging system maintenance, totaling more than \$3.1 million.

## Processing (FIP) Resources Procurement

NGB-CSI continues to provide the highest level of contractor support to maintain all of the hardware and software resources operating at peak performance within the National Guard Bureau. Contract award was made to Compex Corp in August 1992 under the Small gram, national interagency counterdrug institute study, and military academies studies, totaling over \$665,000.

The National Guard Bureau SEQUENT SAACONS computer contract with accompanying 34 delivery orders in the amount of \$1.24 million was awarded under the Small Business Act, Section 8(a) in late September. This program will

# Supplies and Services

NGB-CSS awarded two multimillion contracts during FY92. The first contract (estimated at \$66 million ) was awarded in January 92 for recruiting, retention, and advertising services for the National Guard Bureau, nation-wide. The second, estimated at \$25 million, was awarded in September 1992 for systems and office furniture for the National Guard Bureau.

Requirements for the new Army National Guard Readiness Center at Arlington Hall also have been initiated. To date, contracts have been initiated with the state of Virginia, Department of Visually Handicapped, for snack bar concessions, and with the National Industry for the Severely Handicapped (NISH) for facilities and grounds maintenance and mailroom/distribution services. Numerous other services contract requirements are being finalized and awards are expected in December 1992, concurrent with the ARNG relocation into the new facility.

NGB-CSS also has undertaken requirements for architect and engineering services for the Air National Guard at Andrews AFB, MD. The project design will encompass all requirements related to the new wing for the ANG Readiness Center at Andrews AFB. Contract award is expected early in the second quarter FY93.

#### Environmental

delivery orders were awarded during this period to provide for studies, assessments, and remediation designs for every state, the District of Columbia, and the territories. A significant savings of approximately \$1.69 million was realized during FY92 through the use of these centralized procurements.

Several contracts for environmental services and environmental community relations support services will be awarded in FY93, providing complete centralized contracting support, not only to the Air National Guard, but to the entire National Guard Bureau, which will provide cost-effective support.

#### Counterdrug Support Actions

This year, counterdrug contracting support actions include a wide range of procurements supporting both Air and Army National Guard programs, totaling over \$18.9 million. The procurement actions include supporting the Reconnaissance and Interdiction Detachments, (\$13.9 million for thermal imaging, multi-band radio communications, and high skid gear equipment); and F-16 counterdrug intercept missions with third generation night-vision goggles (\$2.2 million). In support of the ground actions, NGB-CSD has acquired and fielded cellular telephones for all 54 states and territories and Global Positioning Systems. In addition, the branch has acquired VHS Camcorders for almost all of the states and territories. The wheeled light armored vehicle test and evaluation was supported with technical

services and spare parts. These acquisitions, in most cases, represent "leading edge technology" for the National Guard Counterdrug program which are not available to the other services at this time.

# Assistant for Property and Fiscal Affairs and Special Competition Advocate

### Assistant for Property and Fiscal Affairs

The Assistant for Property and Fiscal Affairs manages the United States Property and Fiscal Officer program for the Chief, National Guard Bureau. The National Guard has 54 United States Property and Fiscal Officers (USPFO). They are assigned to the National Guard Bureau and detailed for duty in the 50 states, the District of Columbia, the Virgin Islands, Puerto Rico, and Guam. USPFOs are, by law, accountable for all federal resources allotted to the National Guard of their respective states. They perform the accountability function on behalf of the Chief, National Guard Bureau. During FY92 nine new USPFOs were appointed to replace USPFOs who retired or vacated the position for other reasons. At the end of FY92, nine USPFOs were Air National Guard Officers and 45 were Army National Guard Officers.

During FY92, NGB-CSE continued to aggressively pursue the transition of procuring environmental services through the Department of Energy and others to providing total, centralized acquisition support to the Air National Guard's Environmental Division. A second contract and several

Special Competition

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The National Guard Special Competition Advocate is responsible for ensuring that the National Guard complies with the provisions of the Competition in Contracting Act of 1984.

National Guard Bureau policy continues to require the use of full and open competition procedures whenever possible in contracting activities. During FY92 the National Guard achieved a competition in contracting rate of 98.14 percent versus a goal of 92 percent.

# **Human Resources**

During FY92 major changes were made to provide improved service to our customers and enhance efficiency at the staff level. Among these changes' were the continued implementation of a vital nationwide computer system and the enhancement of services provided by the two regional offices, who are the key advisors to our full-time personnel.

#### Information Systems

The National Guard has become

been included to provide management with much needed information. A strength reconciliation program has been developed and implemented to ensure that all strength information is correct. Information from NGPDS-C is being provided to the Defense Civilian Pay System. ANG technicians in four states are being paid by this new system. NGPDS-C continues to respond to the growing need for information by our managers.

Consolidated Personnel Management Evaluations (PMEs) involves a review of the total fulltime workforce to include technician, as well as ARNG and ANG AGR personnel programs. Ten consolidated reviews have been completed in the past year with excellent results. Complete consolidation of all reviews will be accomplished over the next two years. Future evaluations will be focused toward organizational reviews. The reviews will be facilitated with the use of information extracted from the recently implemented National Guard Personnel Data System-Civilian (NGPDS-C). Organizational reviews will provide a more in-depth picture of the health of specific organizations with regard to personnel management practices.

achieved the DOD goal at the end of FY89, two years ahead of its target year. The Chief was presented an award by the Secretary of Defense at the 1992 DOD Annual Awards Ceremony. The goal was met through emphasis on supervisory awareness of the potential of applicants with disabilities; creation of committee action groups and special emphasis programs; establishment of close working relationships with local vocational rehabilitation agencies; and publication of success stories in internal and external media. To encourage employment of disabled employees, the CNGB presents the Outstanding Employee with Disabilities award to a deserving employee each year. In 1992, Ms. Spiridoula Kalista of the Massachusetts National Guard was selected for recognition at both the NGB and DOD level.

An Affirmative Recruitment position was created to further affirmative employment efforts. Working closely with military recruiters and the Equal Employment Opportunity staff, this staff member will foster and expand opportunities for all people by developing recruitment strategies to attract qualified members of underrepresented groups.

In anticipation of downsizing within the National Guard technician work force, a nationwide training initiative was established in 1992. Approximately 120 employees were provided training to carry out a work force reduction. This proactive endeavor allowed local personnel managers to institute advance planning actions to lessen the impact of downsizing. A management planning guide was devel-

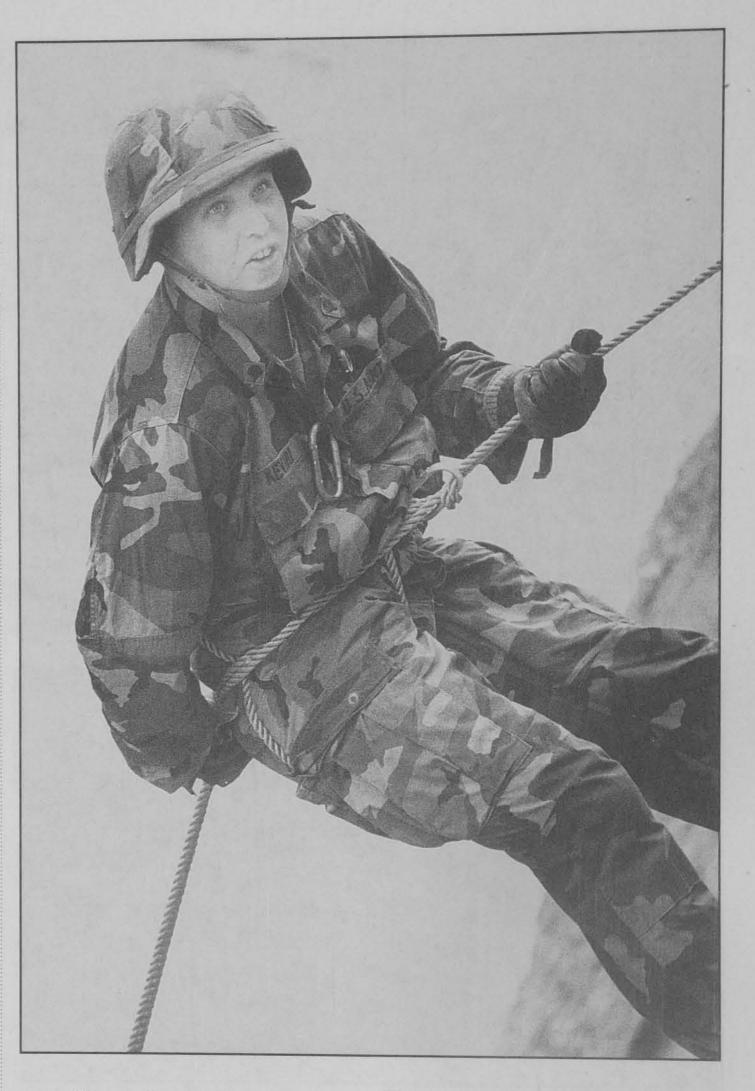
a full participant in the Department of Defense Civilian Personnel Data System (DCPDS). Data integrity has been the primary focus with strength accuracy of 99.6% and OPM reporting errors cut by 10%. An integrated full-time manpower system has been developed with full implementation expected by the end of FY93. AGR data items have Employment and Affirmative Recruitment

In 1992, the CNGB reemphasized his support for and commitment to equal opportunity. Secretary of Defense Cheney set an employment goal for Department of Defense of 2% disabled employees by 1992. The National Guard oped detailing advanced planning actions, actions to take during downsizing, and "recovery and revitalization" issues for the future productivity and success of each organization.

#### Equal Opportunity Division

Equal opportunity for all military members and civilian employees is a major goal of the National Guard in the 90's, second only to readiness. During FY92 the CNGB and the Adjutants General restated this firm commitment to equal opportunity and to an environment free of sexual harassment.

The Office of Human Resources has increased training in sexual harassment prevention and other equal opportunity areas, and introduced dispute resolution, including mediation and other techniques, to expedite settlements of discrimination complaints. Equal opportunity is also receiving close scrutiny as we conduct personnel management evaluations of National Guard organizations in our states and territories. In July 1992, the efforts of the National Guard were recognized by the NAACP, which gave its highest two awards to the Chief and Assistant Chief, National Guard Bureau for their roles in fostering equal opportunity. With the elevation of the first National Guard woman to the rank of Brigadier General in April 1992, we continue to pursue our goal of greater equality and participation of female members of the Guard. As part of the ANG Human Resources Quality Board, we have established a team to specifically address this



issue. We are also closely monitoring the number of women and minorities in the National Guard to ensure that their numbers and role in the Guard do not suffer during downsizing. While making great strides in providing equal opportunity in the Guard, we are also ensuring that discrimination complaints, to include any allegations of sexual harassment, are dealt with promptly, fairly, and expeditiously. To that affect during

FY92 we have revised our discrimi-

nation complaint policies and procedures in two new military and civilian regulations to provide a just and effective avenue of redress to all National Guard military members and civilian employees.



bers during local activations for firefighting, flood control and even for annual training. Our Family Program works with community agencies, organizations, and members to support the Guard and their families as well as all other military families needing services.

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

### Incentive Awards / Suggestion Program

The National Guard Incentive Awards Program is designed to motivate technicians and active military members of the National Guard to increase productivity, creativity and to achieve greater efficiency, economy, and improvement of Government operations.

During FY92, technicians, AGR members and drill status Guard personnel submitted a total of 392 suggestions. 180 were approved for adoption which resulted in total tangible savings to the Government of \$2,513,700.

Training and Development

# **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 responded regionally during the past year, as volunteers, State Family Program Coordinators, and other personnel manned Family Assistance Centers in Florida, Hawaii, and Guam in response to the hurricanes that devastated these areas. Family support groups are active at units throughout the country supporting Guard family mem-

The Office of Training and Development in conjunction with Military Education Branch, Contracting Support and Training and Education Division 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 Training and Education Division, we have set forth the policy and procedures for the individual states to obtain training quotas for service schools for technicians. Manpower Survey, Director of Information Management (DOIM) – States

During FY-92, NGB in conjunction with Standard Technology Incorporated, a contracted vendor, completed the first two phases of the DOIM manpower study. The study had been requested in part to ascertain the impact the realignment of the Administrative Service functions had upon the DOIM's office. The study was conducted in nine states and should be completed during the second quarter of FY93. was the reorganization of administrative services from the military personnel management office to the DOIM, and the upcoming Manpower Survey of the DOIM's. Additionally, the workshop provided instruction for the functions performed in the administrative services branch. Future administrative services workshops will now be held every other year.

# **Principal Assistant**

# Administrative Services

Administrative Services provides policy and services to the National Guard Bureau, and policy and guidance to the 54 states and territories.

# Training Workshop

Administrative Services conducted its fourth annual training workshop for chiefs of administrative services in the 54 states and territories. Primary focus of this year's workshop

# Responsible for Contracting

The Principal Assistant Responsible for Contracting (PARC) handles contract oversight of the National Guard Bureau's contract management operations performed by the United States Property & Fiscal Offices, Air National Guard Base Contracting Offices and the NGB Contract Support Office (CS). During FY92, the National Guard Bureau processes an unprecedented 412,378 award actions, obligating over \$701.8 million.

The PARC develops policies and procedures to ensure compliance with DoD contracting directives. The office establishes dollar goals for individual contracting activities to ensure NGB attainment of the minority business goals via the Small and Disadvantaged Business Utilization Program.

In 1992, the National Guard Bureau renewed its commitment to economic development and to improving opportunities for small and disadvantaged businesses in our communities with the selection of its first full-time civilian to serve as Associate Director for Small and Disadvantaged Business Utilization. Throughout the Guard's 147 contracting locations, increased emphasis on targeting requirements has resulted in our exceeding all FY92 small business goals. In the area of small disadvantaged business prime contracts, NGB awarded \$26.3 million or 8.1% vice its 5.5% goal. Additionally, \$11.8 million or 3.6% vice a 3% goal in prime contracts were awarded to women-owned small businesses. This trend is expected to continue for the remainder of the fiscal year. The PARC provided contract automation support upgrades for its field activities. Thirty-three contracting offices received SEQUENT 486s, a replacement for the outdated INTEL central processing unit. The remaining INTEL sites will be fielded for modernization during FY93.

# **Counterdrug Support**

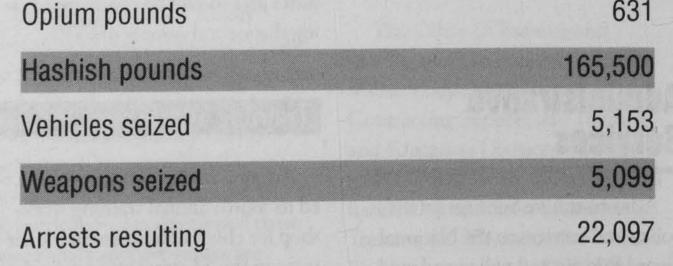
During Fiscal Year 1992, the National Guard provided well over a million mandays/workdays in support of local, state, and federal law enforcement agencies responsible for counterdrug activities. This support is provided "while not in federal status" and over and above normal training requirements by individual National Guard members who volunteer to be placed on Active Duty Special Work (ADSW). The states perform missions requested by law enforcement agencies.

While not considered to be a measure of support effectiveness,

National Guard-assisted seizures have increased dramatically over the years. These seizures and associated arrests are tracked by the states as reported by the supported agencies and are ultimately posted to the National Guard Bureau database. These figures are looked upon as an indicator that the flow of illicit drugs can be interrupted when adequate resources are made available. Seizure data for FY92 is listed at table one.

The primary measure of program effectiveness is customer satisfaction. Each after action report includes a survey that is completed by the senior law enforcement officer present during an operation. Of the thousands that have been submitted, 99 percent of the surveys rate National Guard support as being excellent.

Cash confiscated	\$61,784,709.00
Marijuana plants eradicated	83,433,586
Marijuana, processed pounds	445,248
Cocaine pounds	165,758
Heroin pounds	1,047





# The Army National Guard

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# Personnel

The FY92'ARNG strength mission was to achieve an end strength of 431,200 which included 48,324 commissioned and warrant officers and 382,876 enlisted personnel. Attainment of this goal was based on a program of 65,233 enlisted and 3,451 officer gains, 61,896 enlisted extensions, and 78,345 erdisted losses.

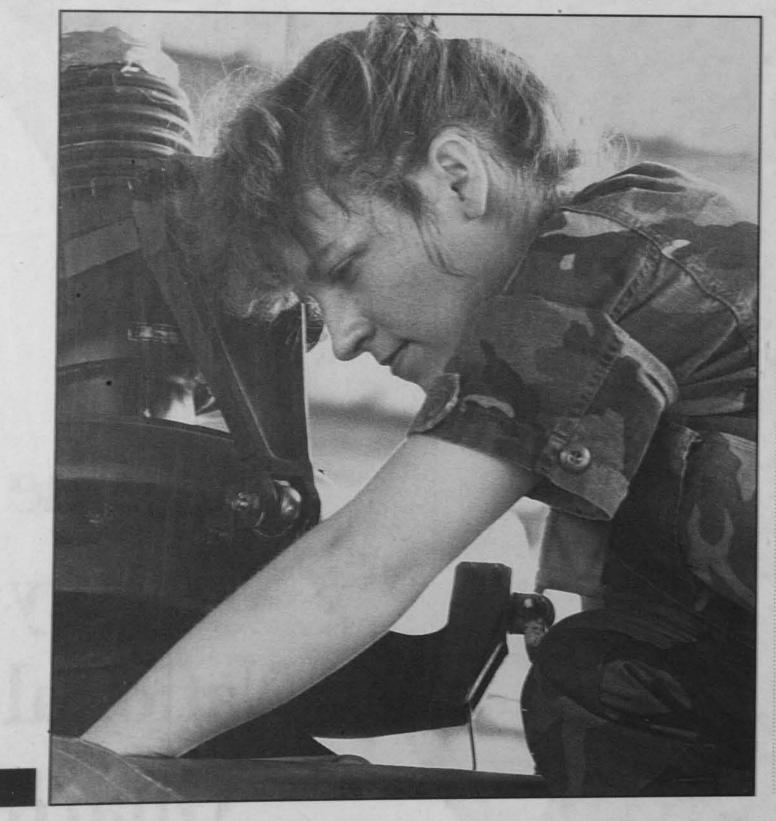
The Army National Guard began FY92 with a strength of 446,121, well below the FY91 strength mission of 457,300. Implementation of the strength drawdown had become a reality. FY92 end strength of 426,528 was almost 20,000 less than the actual opening strength. End

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strength mission for FY93 is programmed at 422,725, a further reduction of 3,800.

The ARNG is tasked with the challenge of bringing strength down over the ensuing years, while simultaneously increasing the quality of the force and maintaining the highest level of readiness. During FY92, the Guard accomplished this goal. Enlisted personnel qualification and readiness has been a major concentration for the National Guard Bureau and the Adjutants General during FY92.

This effort commenced with the establishment of higher quality enlistment goals, concentrating on enlisting more high school graduates as well as enlisting personnel with



higher entrance examination scores. The NGB long term goal is to parallel the active component quality goals by FY95.

The Army National Guard is playing a key role in developing, implementing and monitoring leader development programs for the Total Army. Policies are designed to ensure that Army National Guard officers receive military education, career development opportunities, and standards enforcement equal to their Active Component counterparts. The Reserve Component Officer Education system (RC-OES) continues to evolve, and will provide our officers with a combination of tools that will provide quality training and education.

We have implemented several policy changes that will produce qualified leaders at all levels within the Army National Guard, and standardize the qualification requirements for officer career progression. Results of those policies are already evident. Lieutenants are attending branch qualification courses earlier and the civilian education level of officers is going up.

#### Strength

The FY92 Army National Guard

end strength was programmed at 431,200. This was a decrease of 14,921 soldiers from the strength level at the end of FY91. Strength declined gradually for the first eight months of the fiscal year. However, at the end of June a steep decline was evidenced and continued through August when strength reached its lowest point of 423,583. In September, the strength grew by 2,495, finishing the year with an aggregate strength of 426,528: 47,624 officers and 378,904 enlisted personnel.

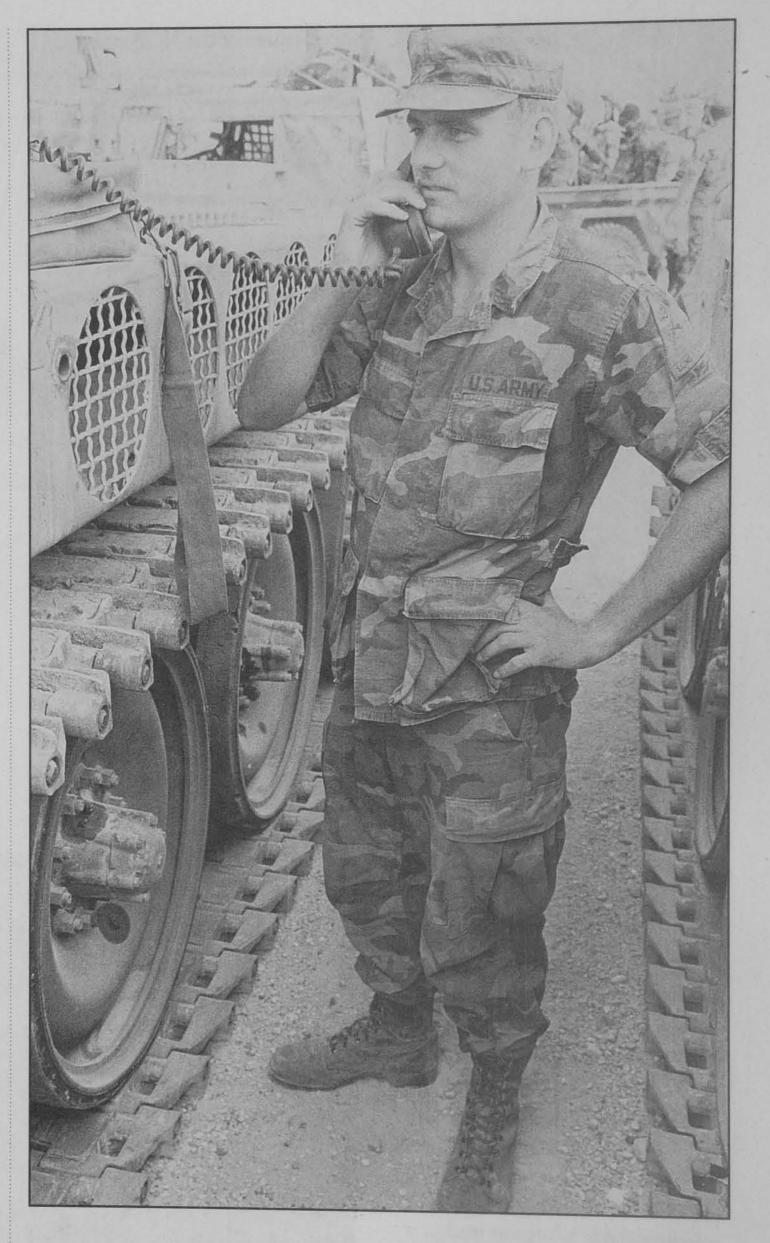
Minority strength of 104,568 was a decrease of 5,000 from FY91, reflecting 24.5% of assigned strength. Black strength was especially hard hit during this fiscal year with a loss of 3,104 officers and enlisted soldiers. This strength has been declining since FY88. Black strength for FY92 was 2,997 officers and 63,585 enlisted for an aggregate of 66,582, 15.6% of assigned strength.

Female strength remained relatively constant this fiscal year with the slight increase of 30 personnel. As of 30 September there were 3,718 officers and 28,135 enlisted personnel. Aggregate female strength was 31,853, 7.5% of total strength.

### **Enlisted Personnel**

Enlisted accessions of 71,700 were above the programmed objective by 6,500, with a mix of 41.5% (29,752) non-prior service and 58.5% (41,948) prior service.

The Army National Guard supports improvement of quality in accessions and set quality records in FY92. The goal of the Army National Guard is to have the same recruiting quality goals as the active component by FY95. Our non-prior service accession quality of 83.2% high school diploma graduate (HSDG) and 15.5% alternate high school graduate (AHSCH) reflects a total of 98.8% HSG, our highest quality marks. In



conjunction with the improvement of quality marks in recruiting the ARNG supports the reevaluation of GED and its placement in the Department of Defense tier system. Test Category I-IIIA enlistments

were 57.7%, exceeding the goal by 2.7%, while TC IV was 2.8%, well below the established 5% goal. Again, this was our highest recorded quality achievement. Quality goals for FY93 have been

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established at a new and higher level for the Army Guard in accordance with DA guidance. High School Diploma Graduates (HSDG): 94.0%.; Test Category I-IIIA: 60.0%.; category IIIB: 38%.; and Category IV: 2.O%. Considerable effort was made during the past year by ARNG to attain the 85% duty military occupational speciality qualifications (DMOSQ) goal established by Forces Command (FORSCOM). As a result of the untiring efforts and

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involvement of the NGB and the state Adjutant Generals, ARNG achieved the established goal.

Enlisted Personne	el Status
ACCESSIONS	71,700
Non-prior Service	29,752
Prior Service	41,948
LOSSES	88,784
ETS Losses	16,422
Non-ETS Losses	72,362
EXTENSIONS	58,370
First Term	20,403
Careerist	37,967

#### Attrition

Enlisted and officer losses were above their respective programs for the fiscal year, which resulted in below program end strength. The heavy losses in enlisted strength are reflected in non-ETS losses of 72,362, 81.5% of total, and attributed to the concerted effort by all states to eliminate non-performers wherever possible.

Extensions of enlisted personnel, specifically first-termers, were below the programmed objective at the end of the fiscal year. This can be attributed to the perceived uncertainty of career opportunities in light of the published ARNG strength reductions. Administration Education Fund in previous years. ARNG will resume payments in FY 93.

#### **Officer** Personnel

Accessions from OCS dropped 206 from the previous year, and ROTC accessions increased by 116.

Lieutenant accessions by source of commission are as follows:

USMA	4
ROTC	381
FED OCS	88
STATE OCS	919
DIRECT APPT	189
OTHER	9
TOTAL	1590

Reinstating the AGR assistant professor of military science program at colleges and universities should increase ROTC lieutenant accessions. Federal OCS allocation to the ARNG is projected to be 175 for the coming year.

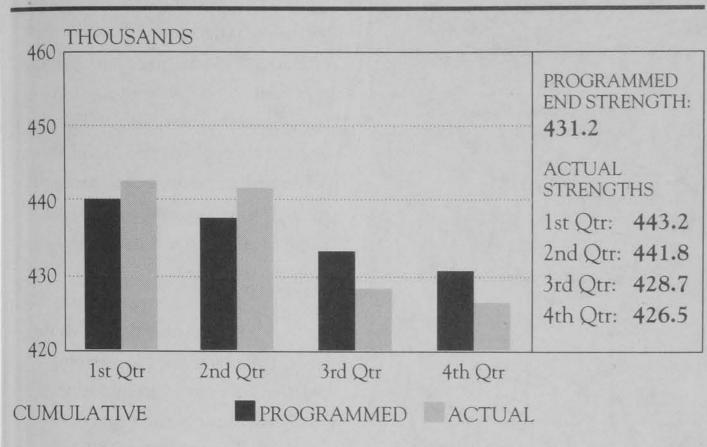
As a result of recent Congressional language, we may see more West Point and ROTC distinguished military graduates entering the ARNG to complete their initial military obligation.

Approval rates for warrant officer applicants have improved in the past year. To improve warrant officer strength, the number of applicants needs to be increased. Recent changes in promotion criteria to W2 and the addition of the CW5 grade should enhance our warrant officer recruiting. Additionally, the ARNG is formulating a program to recruit enlisted soldiers who are separating from the active component into our warrant officer programs.

#### **Incentive Program**

The ARNG was not required to fund the Montgomery GI Bill during FY 92. DOD computed ARNG cost for this fiscal year at zero. This was the result of excessive payments made to the Veterans

# **FY92 Strength**



Our officer accessions in FY92 exceeded our projections. While we still have shortages in warrant officer and captain positions, our trends indicate that we will make significant improvements in those areas as we actively recruit officers and enlisted being separated from the active components. Recent Congressional reinstatement of the assistant professor of military science program for the Army National Guard and the extension of the ROTC Reserve Force Duty scholarship program will greatly assist us in attracting junior officers. We are working several proposals to increase the exchange of officers between the components. The increased familiarization and exchange of knowledge



and resources that will result from that exchange will serve the Total Army well for many years to come.

# OPERATIONS DIRECTORATE

During FY92 a major reorganization of the Army National Guard Directorate combined several divisions with the Operations and Training Division to form a new Operations Directorate. Military Support, formerly a part of the Joint Staff, was moved — minus its Counterdrug Support function, which remains part of the CNGB's joint staff. The ARNG's Mobilization Readiness Division was also placed within the Operations Directorate.

# **Readiness Division**

# **Mobilization Plans**

During FY92, Army National Guard units were mobilized to sup-

port Operation Sudden Response during the Los Angeles riots in California and to provide hurricane disaster relief for Andrew in Florida, Omar in Guam, and Iniki in Hawaii. The ARNG mobilization and deployment exercise program has proved its value in both federal and state crises. Mobilization preparedness is a major objective of the ARNG. Training for and evaluation

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of mobilization preparedness is essential for improving unit and State Area Command (STARC) capabilities to execute mobilization and deployment responsibilities.

ARNG units participated in more than 890 local mobilization exercis-

specifically designed to enhance ARNG unit and individual preparedness for mobilization and deployment.

In addition to the ARNG exercises, all STARC headquarters participated in Headquarters, Department of the Army mobilization exercise OPTIMAL FOCUS 92. This was designed to evaluate the plans, policies, and procedures utilized during mobilization. Units conducted home stations activities to determine their capabilities to be prepared to move to the mobilization station within seventy two (72) hours. The exercise focused specifically on issues related to the actual simultaneous mobilization of multiple units to determine flaws or discrepancies in existing plans, policies, procedures, and systems. Lessons learned in the exercise are being applied throughout the mobilization community and are tested annually in Joint Chief of Staff (JCS) and Department of the Army (DA) directed exercises.

Through sound management, we have maximized our "dollars to exercises" ratio over the past several years. While our exercise funding level is declining, the number of exercises that require ARNG participation continues to rise.

#### **Readiness Improvement**

The Director, Army National Guard established Project Standard Bearer (PSB) on 1 November 1991. The primary charter and focus is to develop, coordinate and institutionalize policy and programs to ensure the ARNG is ready and fully capable of operating with the Active Army during the post-cold war era.

Project Standard Bearer is working several programs that will enhance the capability and readiness of Roundup Brigades, Roundout Brigades and Contingency Force Pool units. These are the highest priority units in the ARNG and must be resourced, trained and validated as Standard Bearers for all of the ARNG. Humanitarian Support Unit Program (HSU). In the winter of 1991, the Army Chief of Staff expressed the need for the ARNG to support short notice humanitarian missions. The HSU has been

es conducted by STARC headquarters throughout the United States. These exercises, Mobilization and Deployment Readiness Exercises (MDRE), Readiness For Mobilization Exercises (REMOBE), State Area Command Exercises (STARCEX), and Emergency Mobilization and Deployment Exercises (EMDREX), are each



developed to provide volunteer ARNG units to support worldwide humanitarian missions on a 72 hour notice for up to a 45 day rotation. Of the 89 units nominated by 27 states, 19 are identified as 72 hour deployers for a 12 month period. The remaining units are retained as follow-on/expansion units, per mission requirements.

BOLD SHIFT pilot program. During FY92 the state Adjutants General volunteered 102 high-priority ARNG units from 50 states and territories to participate in the BOLD SHIFT pilot program. BOLD SHIFT has greatly enhanced the training relationships between the Active Component and Reserve Component and will improve readiness of the Total Army. One of the cornerstones of the BOLD SHIFT program is the Operational Readiness Evaluation (ORE). Modeled after the Air Force **Operational Readiness Inspection** program, the mature ORE program is intended as the tool to validate the prealert or premobilization operational readiness of Army units. Using data compiled during the FY 92 BOLD SHIFT pilot year, the BOLD SHIFT initiatives are currently being analyzed to determine which provide the most payback in terms of resources and enhanced

readiness.

**Overstructure.** The goal for all Standard Bearer units is to achieve and maintain 95%, duty military occupational skill qualified (DMOSQ) in available personnel. Overstructure, in the form of additional authorized Modified Table of Organization and Equipment (MTOE) positions, is planned for all Standard Bearer units. The overstructure will be coupled with changes in personnel management and recruiting and retention policy and procedures.

Operational Unit Program. The letter of implementing guidance to states to organize high priority units for service in a volunteer status to support operational contingency missions was distributed to the 22 participating TAGS on 13 August 1992. This program will organize the 38 earliest deploying ARNG units in the CFP to be available for active federal service on a volunteer basis within 7 days of an alert to support a future Presidential deployment for contingency purposes. The Operational Unit program is not contingent on Title 10, 673b

Presidential selected reserve callup authority. This program will ensure the ARNG can provide high-priority units when needed.

## Unit Resources

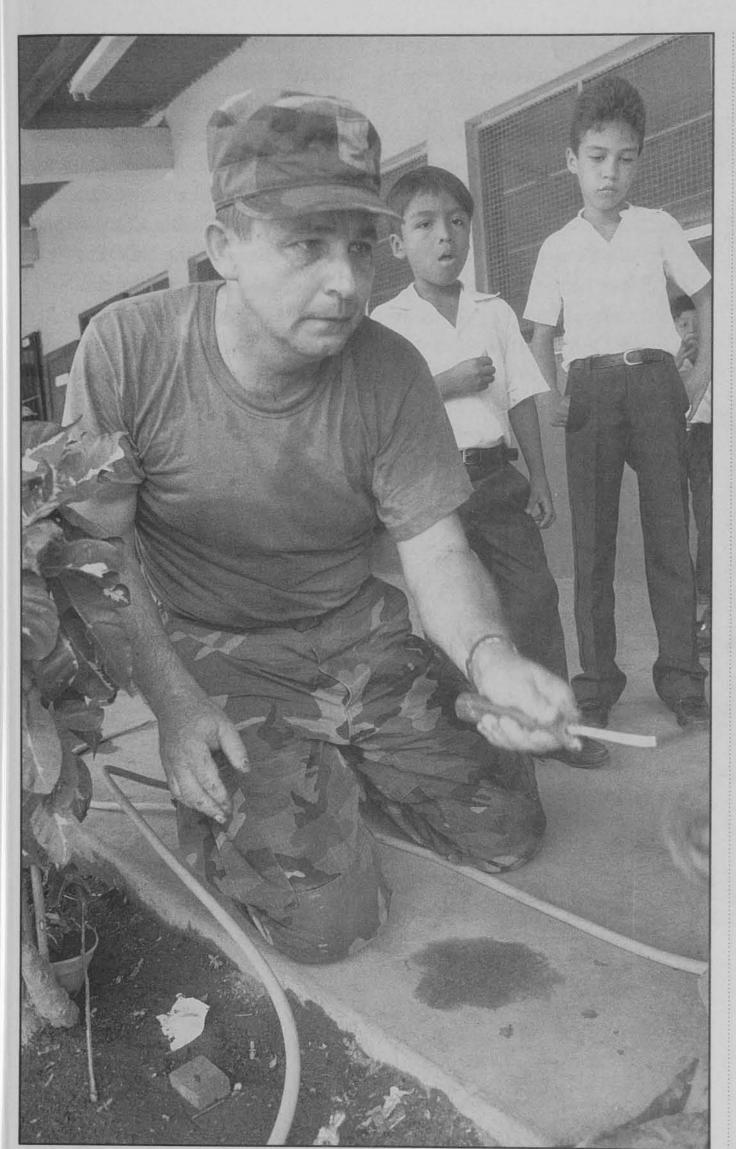
Between October 1991 and October 1992, the Army National Guard improved by 7% in receipt of equipment on hand and by 10% in equipment readiness. This is due to equipment that was returned from Operation DESERT STORM and returned to operational condition. Military occupational specialty (MOS) qualified personnel remained unchanged during this period. Long-term schools and hard to fill MOS's continue to present challenges for the ARNG.

# **Operations And Exercise Division**

## Overseas Deployment Training

Overseas Deployment Training (ODT) is one of the Army's most effective programs to train ARNG units in their wartime missions, provide a forward presence, conduct nation assistance operations and contribute to the regional CINC's strategic objectives. This program has served to strengthen CAP-STONE relationships and has provided the opportunity to conduct mission oriented training in overseas locations in support of JCS opera-





STORM indicated that activated ARNG units benefited greatly from recent ODT experience.

During 1992, 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.

In the SOUTHCOM theater, the ARNG participated in two CJCS *Fuertes Caminos* exercises: Task Force 105, led by NC ARNG, deployed over 4,000 soldiers from 18 states into Honduras to complete the final 8.2 kms of the Yoro Valley road. TF Badger, led by WI ARNG, deployed over 2,000 ARNG troops from six states to Panama to improve over 100 kms of farm-tomarket roads and repair and construct schools and clinics in six Panamanian provinces.

Over 600 soldiers deployed to Panama to the Jungle Operations Training Battalion. Additionally, over 1,100 infantry soldiers and 360 field artillerymen deployed to Honduras to conduct squad and platoon-level training with the Honduran Army. The ARNG also deployed twenty-four 45-man MP platoons to Panama to conduct security patrols with U.S. Army South MPs. The ARNG also conducted eleven Engineer Readiness Training Exercises (ENRETE) in Panama; six ENRETEs in Honduras; six ENRETEs in Costa Rica: and twelve Medical Readiness Training Exercises (MEDRETE) as part of

tion plans and exercises. Through the ODT program, ARNG units conduct mobilization, deployment, reception, mission essential task list (METL) and redeployment activities at OCONUS locations with gaining commands.

Over the past six years, the

ARNG has had between 19,000 and 34,000 soldiers participating in ODT. Slightly over 25,300 ARNG soldiers took part in ODT in FY92. The 1991 figure (19,000) was lower due to Operation DESERT SHIELD/ STORM. After action reports from DESERT SHIELD/ CINCSO's nation assistance program. In the LANTCOM theater, the Ohio and Indiana ARNG deployed over 1400 soldiers in support of both ENRETE and MEDRETE missions in Jamaica. These units reconstructed ten miles of critical road, added a major wing to a local mental health hospital and rebuilt the St. Mark's Basic School near St. Jago, in southern Jamaica.

Participation in the pacific theater was more limited in FY92 due to the cancellation of Team Spirit in Korea. However, Army Guardsmen continued to deploy for both the Ulchi Focus Lens and Yama Sakura JCS exercises, as well as various nation assistance missions throughout the Pacific and Indian Ocean areas.

# **Training Division**

# Individual Training

The Individual Training Branch was able to provide over 95,000 training seats for soldiers during FY92. Besides using traditional TRADOC service schools, soldiers were trained in vocational technical schools, individual readiness training schools, state military academies, US Army reserve academies/schools and ARNG Regional NCO Academies and training sites-maintenance. In FY92 10,457 soldiers graduated from the Reserve Component Primary Leadership Development Course (RC-PLDC) conducted by NGB Regional NCO Academies. In addition 7,620 soldiers graduated

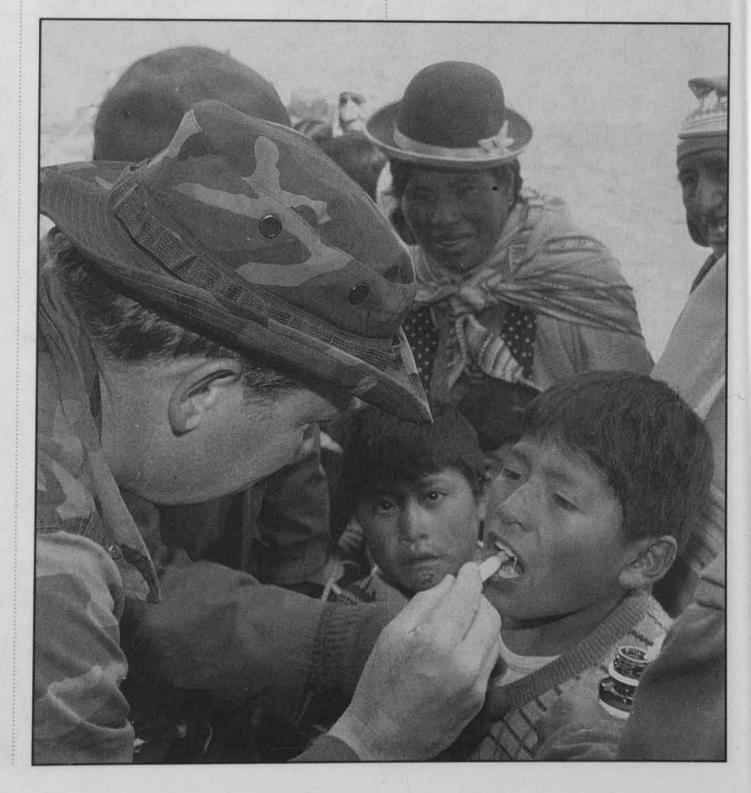
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from other courses at NGB Regional Academies which include Military Occupational Specialty qualification, RC-BNCOC, RC-ANCOC, Senior NCO Battle Staff Course, Reserve Component Tank Commanders Course, and ARNG Battle Skills Course.

NGB has the proponency for thirteen regional training sites-maintenance (RTS-M) that provides MOSQ, Phase II of RC-BNCOC/ ANCOC and sustainment/transition training. Additionally there are two regional training sites medical (RTS-MED) that conducted MOSQ training. These training institutions provide hands-on training for technical occupational specialties and graduated over 8,178 soldiers in FY92. Other NGB training institutions including the Professional Education Center, High Tech Training Center, Mountain Warfare School, Engineer School, ADA Training Activity, and the Puerto Rico Language Center trained over 10,800 soldiers.

In addition to the NCOES, MOSQ, and ASI training conducted at RC training institutions, the Individual Training Branch procured allocations at active component schools which graduated over 16,200 ARNG soldiers. This included officer, warrant officer, military technicians, M-day, and AGR soldiers.

The Individual Training Branch accomplished two major objectives for FY92. These significant accomplishments were the full implemen-



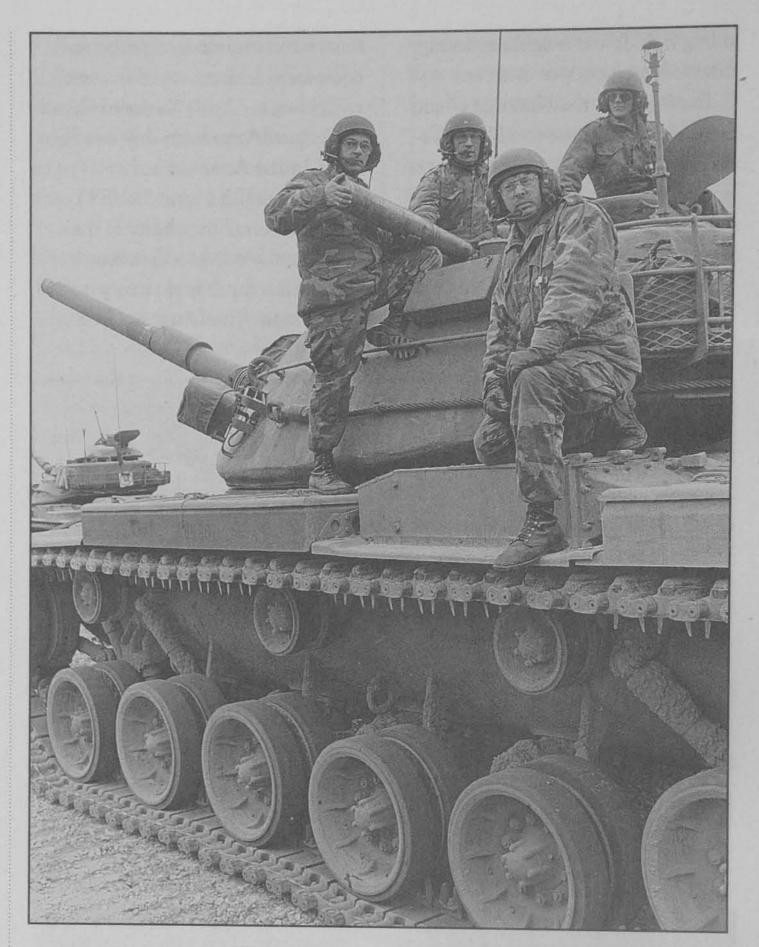
tation of the Army Training Requirements and Resources System (ATRRS) to include the Total Army Centralized Individual Training Solicitation (TACITS) and an establishment of the Reserve Component Leader Development Requirements.

ATRRS is a central database utilized by the Total Army to manage all individual military education and training. All state commands utilize ATRRS as well as all ARNG RCTIs. ATRRS provides the ARNG a means to manage training resources more efficiently and consolidate training. NGB will focus on better accessibility to ATRRS during FY93.

The training and personnel divisions at NGB established the Reserve Component Leader Development Requirement policy. This new policy aligns the training and promotion system to ensure the right soldier receives the right training at the right time. It also grants credit for previously attended NCOES courses.

The ARNG key personnel upgrade program (KPUP) made significant contributions to mission readiness. In FY92, 2,015 soldiers deployed OCONUS and 4,265 within CONUS.

KPUP in United States Army South increased significantly with support of *Fuertes Caminos* 93. 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 combat training centers. Soldiers have been deployed as key participants with the OPFOR and Blue Force units, to include command and staff positions. KPUP deployments have supported every major JCS funded exercise in the past six fiscal years. From 1981 to the present, KPUP has provided skill-enhancement training for over 50,000 ARNG soldiers at 100 locations worldwide.

# Military Support Operations

Over the past year the nation witnessed catastrophic natural disasters and a major civil disturbance. The National Guard is unique among the Armed Services Components because of its dual mission, that of a trained federal force ready to augment the Army and Air Force in time of war or national emergency; and that of a trained state force available to respond, at the direction of the Governor, in aiding friends and neighbors during times of emergency or disaster.

During FY92 the National Guard deployed in response to 322 domestic emergencies in 51 separate states or territories. This represents 15 fewer deployments in 1992 than in the previous fiscal year. Although fewer missions were completed, there was a tremendous increase in force structure, modernization and equipment authorizations essential to fielding an Army National Guard Combined Arms team that can fight and win the Airland Battle. DESERT SHIELD and DESERT STORM tested the ability of the Total Army to field a Combined Arms team capable of victory in Iraq and Kuwait. The Directorate coordi-



the number of personnel and mandays used due to the sizeable response to the Los Angeles riots, Hurricanes Andrew and Iniki, and Typhoon Omar. A complete list of state missions for this fiscal year can nated necessary equipment authorization and unit conversion actions that ensured the warfighting Commander-in-Chief received the right units, properly configured, with the proper equipment authorizawith 19,700 of this reduction occurring in combat force structure. Of primary importance is the continuing divisional reductions in the 26th Infantry Division, 42nd Infantry Division and the 50th Armored Division as they combine to form one ARNG division.

During FY92, the Chief of Staff of the Army directed the two "Cadre Divisions" in the ARNG would be structured at 11,500, as opposed to the 6,500 originally planned. The Force Management Directorate continues to convert ARNG units to the "Army of Excellence" design and Standard Infantry Division redesign. Significant equipment and modernization progress was made in FY92 as the roles and missions of the ARNG increase.

# Logistics

Since 1991 the Army National Guard has expanded its logistical automation. The ARNG has begun to acquire and field tactical logistics systems to all authorized units. Emphasis and focus is on Standard Army Management Information Systems (STAMIS) software using standardized hardware and the fielding of tactical and non-developmen-

be found at appendix H.

# **Force Management**

The mission of the Force Management Directorate is to plan, integrate, document and sustain across functional areas the doctrine, tions.

Additionally, the Force Management Directorate has programmed through FY95 the Headquarters, Department of the Army-directed reductions of approximately 136,000 force structure authorizations.

Headquarters, Department of the Army directed FY92 ARNG force structure reductions totaled 25,000, tal items to units will provide logistical automation through the 90s.

## Automation

During FY92, the ARNG implemented training and fielding of the Theater Army Medical Management Information System (TAMMIS) to all authorized Medical Force 2000 (MF2K) units. TAMMIS was partially fielded to ARNG hospital units activated during Operation DESERT STORM. TAMMIS provides automation for medical units at the separate brigade, division, medical battalions/groups and all hospital levels. TAMMIS uses common hardware and software for supply, maintenance, patient admitting and movement functions at all levels.

The ARNG is continuing the conversion and training of cadre teams required for the fielding of the Unit Level Logistics Systems -Ground (ULLS-G). The ULLS-G system automates the maintenance and supply operations within the unit motor pool. Currently the ARNG has fielded 688 ULLS-G systems. The acquisition of commercial or non-developmental systems for Force Package II & III is on schedule for ARNG.

Additionally, the development of the ULLS-Aviation (ULLS-A) and ULLS-S4 software has begun, with anticipated fielding in late FY94. The ULLS-A system automates the crew chief requirements within the aviation flight company and the maintenance and supply operations within the aviation maintenance activities. The ULLS-S4 will automate the supply operation of the Office (USPFO) will begin in 4th Quarter, FY93 and is scheduled to be completed in FY96.

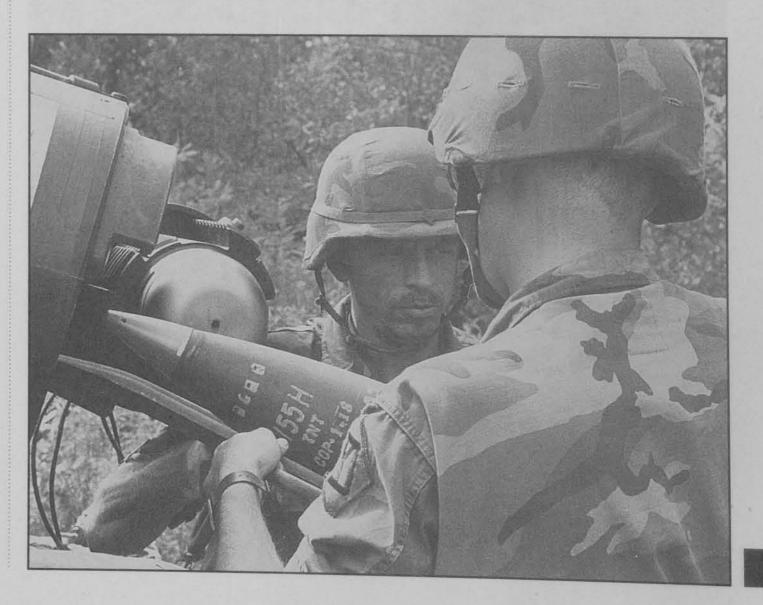
The ARNG is also in the process of fielding and converting the Direct Support Unit Standard Supply System (DS4) from the Decentralized Automated Service Support Computer System (DAS3), a semi-trailer with a Honeywell Level 6 computer, terminals, punch card readers and system printers, to a desktop-size personal computer. The conversion sites for all CONUS units (Active, Reserve and National Guard) is being provided by the ARNG. The replacement of the DAS3 van with the new DS4 desktop personal computer provides a model for future fieldings of systems and logistical automation.

The ARNG has initiated a program to reduce excess materials. The implementation of the modified version of the Objective Supply Capability (OSC) will give the ARNG a system to manage and control excess. Once the modified system is in place the ARNG will have a centralized data base to manage the redistribution of excess.

Other near term goals for ARNG logistical automation include the following: fielding of Standard Installation/ Division Personnel System (SIPERS) 3 to units; system upgrades to TACCS-E retrofit; and the redistribution of TACCS equipment from deactivated ARNG units to meet outstanding logistical automation requirements postponed during Operation DESERT STORM. The utilization of the Professional Education Center, Little Rock, AR, and the Logistics Support Center, Pryor, OK, as the automation training sites of the Guard will continue.

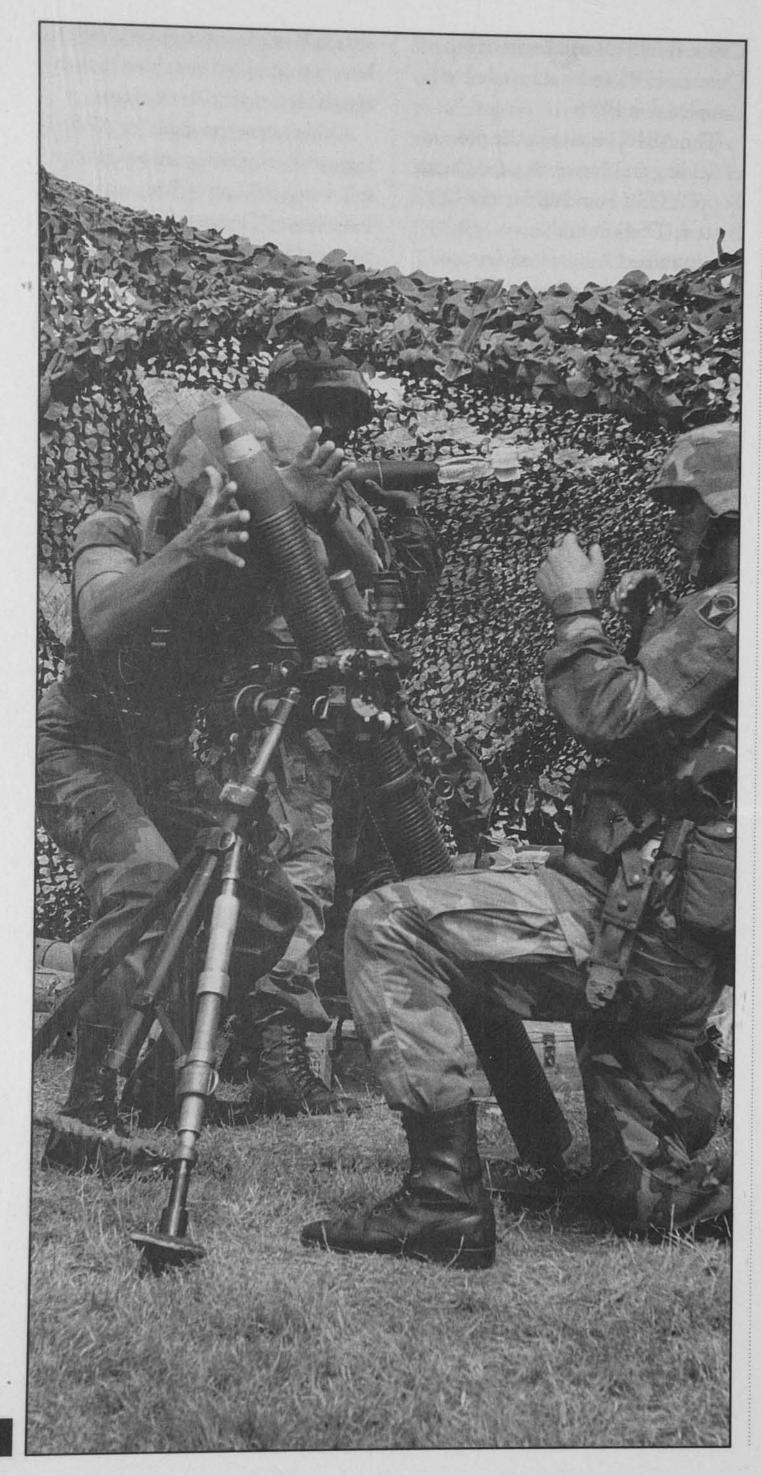
The development and fielding of the Reserve Component System (RCAS) for the day-to-day functions of our units is continuing. The fielding of RCAS modules to selected units in California and Nevada is scheduled to begin in 3rd Quarter FY93. Additional logistics modules

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Battalion S-4 and the unit supply room for separate numbered companies.

The ARNG has fielded the Standard Army Retail Supply System – Interim (SARSS-I), and anticipates receiving the software for the SARSS – Objective (SARSS-O). It is anticipated that the fielding of the SARSS-O system to the United States Property and Fiscal



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will be added when testing and development has been completed.

#### Equipment

The Army National Guard continued to receive equipment throughout 1992. Congressionallydirected procurement provided 5 ton trucks, M198 howitzers, tactical radios, night vision devices and multiple launch rocket systems (MLRS). Army procurement provided mobile subscriber equipment (MSE), UH-60 and AH-64 helicopters, HAWK air defense systems, and M1A1 tanks. Even so, the ARNG continues to maintain older generations of equipment into the foreseeable future. These include M101 howitzers, M60A3 tanks, M48A5 AVLBs, gasoline-powered medium trucks, and Vietnam-era helicopter and medical equipment sets.

The value of the ARNG equipment inventory increased by two billion dollars in 1992 to a total of \$30.5 billion. This still leaves a shortfall of \$10.2 billion which equates to an equipment fill level of 75%. It should be noted, however, that those numbers include the older types of equipment above and many substitute items, making the shortfall actually greater. Equipment loaned for DESERT STORM has yet to be returned. With the modest increase in equipment, the ARNG was able to increase the number of units ready in EOH by over two percent.

With several new initiatives and philosophies of support for future contingencies, priorities for equipping units have been adjusted to ensure the first to fight, high-priority Project Standard Bearer units are resourced at 100% of authorized, instead of minimum C-3 as in the past. This "loading" of selected units, and changes in readiness reporting rules, will serve to keep equipment-on-hand readiness down, but more in line with actual resourcing levels. Equipment types and quantities from force drawdowns are not fully identified, but should help the ARNG get "well" over the next several years.

## Comptroller

The FY92 President's Budget reflected appropriation requests of \$2,080.7 million for Operations and Maintenance, Army National Guard (OMNG), and \$3,336.7 million for National Guard Personnel, Army (NGPA).

The OMNG appropriation is used to finance the operations of ARNG activities. Congressional action, transfers, and reprogramming resulted in a net increase of \$140 million and a Total Obligation Authority (TOA) for the 0MNG appropriation for FY92 of \$2,220.7 million.

The NGPA appropriation finances the pay, allowances, clothing, subsistence, travel, bonus payments, and retired pay accrual costs of ARNG soldiers. Congressional actions, reprogramming actions resulted in a net increase of \$103.8 million and a TOA for NGPA for FY92 of \$3,440.5 million.

#### SABERS

The State Accounting Budget Expenditure Reservations System (SABERS) was converted from the Burroughs to the Sperry computer during 1992. The Sperry version of SABERS included significant changes in the "on-line" edit capabilities of the accounting system. Improvements to the system included accountability of depot-level repairable (DLR) credits and logistics creditable returns. SABERS was changed to accommodate "ALL" Department of Defense (DOD) appropriations and multiple limits.

#### **ARNG** Pay Programs

Since the adoption of the Sure-Pay program in 1987, participation by the Army National Guard has steadily risen from less than 10 percent to 90% by 30 September 1992. Operation DESERT STORM and the need to maintain a high state of readiness emphasized the necessity for all members of the ARNG to participate in the program. The dramatic increase in the Sure-Pay participation is primarily attributable to increased involvement by ARNG commanders.

Nationwide, the ARNG in FY92 obligated \$14.1 million 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 during the fiscal year. More than 69 Standard Army Technician Payroll System (STARTEPS) messages were sent to the States in FY92 dealing with major ARNG issues. These messages dealt with issues ranging from number of technicians activated, pay adjustments and military leave accrual, to health benefit premiums and "bank" provisions.

The Army National Guard will convert from the current JUMPS-RC (Joint Uniform Military Pay System - Reserve Component) to JUMPS-RC/Joint Service Software during fiscal year 1993. When fully implemented, the Active Army and Air Force, as well as the Army and Air Force Reserve Components will be using the same payroll systems. JSS is the ongoing implementation of payroll improvement initiatives begun by Active and Reserve components in the 1980's.

All states and territories are participating in the electronic funds transfers (EFT) program. Eighty-one percent of the technicians participate in EFT. The ARNG goal is 90% participation by the end of FY93.

#### **Communities of Excellence**

The award recipients of the 1992 competition were Louisiana (\$200,000), Utah (\$125,000), North Carolina (\$100,000), Connecticut (\$50,000), and Pennsylvania (\$25,000). In its fourth 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 1993 celebration on excellence with focus on customer service will culminate in an award ceremony at the Pentagon in May. The number of prize categories has again been increased, to seven, with the addition of the categories of "Most Improved" (\$10,000), and "Rookie of the Year" (\$5,000).

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#### 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 FY92, PCIP funded 129 projects for 25 states and territories at a cost of over \$2.6 million, with project savings of \$113 million. Two hundred sixty-five post investment analyzes were conducted in FY92, which validated the savings estimated for the projects at the time of submission.

#### **Military Construction**

FY92 appropriations provided totaling \$231 million, including \$211 million for major construction, \$8 million for unspecified minor construction projects, and \$12 million for planning and design. Congressional add-ons accounted for 75 projects totalling \$168 million.

#### **Diners Club Card Program**

The government-sponsored individual Diners Club charge card program is getting a lot of visibility. We have not met our overall goal of no more than 10% delinquency in timely payment. The Army National Guard started the year as the worst in timely payment of all DOD services, but we have been getting better. We started the year at a delinquency rate of 21.1% and dropped to 13.7% by year end. This decrease puts the ARNG in the middle of the services to which we compare ourselves. The breakout by state also shows a dramatic improvement. At the beginning of the year, only 13 states met the DOD goal mentioned above. Currently, 25 states have met or exceeded the 10% delinquency rate goal.

Diners Club was a major topic for the Resource Management Conferences held this year. A continued emphasis by the states to ensure timely payment by cardholders will ensure this privilege will be continued and possibly enhanced in the future.

#### **External Audit Liaison**

With the end of DESERT STORM and the restructuring/ downsizing of the force, the General Accounting Office (GAO) has taken increased interest in the Army National Guard. There were over two and one-half times as many audits conducted in FY92 which concern the ARNG as there were in FY91. They included such topics as extent of nondeployable Active & Reserve personnel deploying for Operation DESERT STORM, USAR & ARNG full-time support personnel in Operations DESERT SHIELD/STORM, substitution of active brigades for ARNG roundout brigades for Operation DESERT STORM, Army plans and timetable for reducing USAR/ ARNG forces, role of military services in providing humanitarian civic action & nation building assistance to foreign governments, and DOD involvement in disaster relief. Most of these were still being completed at year's end.

### Engineering

#### **Military Construction**

FY92 appropriations were provided totaling \$230,517 million, including \$210,717 million for major construction, \$7.5 million for unspecified minor construction projects and \$12.3 million for planning and design. Congressional add-ons accounted for 75 projects totaling \$168.0 million.

The Department of Defense special management of military construction controls are still in effect. The purpose of these controls is to continue to exercise careful stewardship by OSD of its military construction resources. This has resulted in revalidation by the Secretary of the Army 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 acquisition 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.

#### **Facilities of Excellence**

The Army National Guard has an obligation to provide adequate, safe, and cost efficient "Facilities of Excellence" to support the using units. Facilities which provide for the administration, training, maintenance, and storage of all assigned equipment are required in order to maintain the high levels of readiness and mission objectives. The Army National Guard's aging infrastructure and shrinking real property support provides real challenges that will continue to be conscientiously and prudently managed to provide the best facilities for the available resources.

## **Information Systems**

FY92 saw the ARNG's information managers change names and organization. The old Information Management Agency (NGB-IMA) became the Information Systems Directorate (NGB-AIS). Aided by a manpower survey the new Directorate is now divided into technical and systems divisions, plus resource management and executive support offices. The new organization seeks to separate day-to-day operations from long-range design and planning functions.

#### Systems Migration

FY92 saw three systems migrate from the older Burroughs 1900 to the Sperry 5000 platform. The Supply Accounting Management Information System (SAMIS) and the Standard Army Technician Payroll System (STARTEPS) are the only systems left on the Burroughs mainframe. In addition the SIDPERS system was upgraded to Oracle 6.0, increasing processing speed while reducing memory overhead. The directorate also began developing five new systems in Paradox, a PC-based language. When completed the systems will automate incapacitation pay, unit administrator tasks, mobilization functions, and aviation data.

As the new systems arrived on the Sperry they challenged the machine's capacity and efficiency. Therefore, Sperry capacity testing began in FY92 to determine the future of the equipment and outline future architecture requirements. Further migrations are being held back pending the decisions produced by the testing.

#### Modernization Plan

As FY92 closed, ARNG NGB-AIS completed the information mission area modernization plan. This describes planning considerations and assumptions associated with the ARNG mission, purpose, goals, and objectives while incorporating the Chief, NGB's Vision 2001 concepts. The plan, developed by a team made up of personnel from various directorates and the states, also provides a summary of baseline target architecture, and a baseline for modernization of the programs.

#### Integrated Electronic Support

Anticipating the FY93 opening of the ARNG Readiness Center at Arlington Hall, NGB-AIS moved the ARNG closer to a paperless environment with a variety of electronic systems. Pathways now link the various electronic mail systems of the Army, Air, and Joint staffs. NGB-AIS began moving thousands of files from paper to optical disc to save hundreds of square feet of space in the new facility. The network control center came on line in FY92, providing management and integration of the myriad of electronic services such as e-mail, data nets, and video throughout the headquarters and the 54 states and territories. As the new building was erected, NGB-AIS supervised the installation of vertical and horizontal fiber optic lines that will provide voice, data and video links for all work stations plus multimedia audiovisual service to 115 locations.

#### Information and Communications Security

More than 200 STU-III secure telephones were procured in FY92 for the ARNG and joint staff, upgrading their secure voice capability. In addition, an updated STU-III implementation plan was published to catch up with the accelerated pace of that program. ARNG instructors used Ft.

Huachuca for the last time to train

ARM

80 communications security custodians. In a move that will save money in the states, this training moved to the ARNG Professional Education Center at the end of FY92. PEC will also pick up courses in command COMSEC inspector certification and recertification to replace the biannual COMSEC inspectors workshops.

The Army authorized the use of two security software packages in support of the PC based computer systems used in the ARNG. These packages included "virus protection" software, and media cleansing software to remove classified files that were created during Operation DESERT STORM. Virus protection software will protect the MS-DOS systems until they are replaced by the Reserve Component Automation System (RCAS) hardware provided by the Boeing contractor. The classified data cleansing software will be terminated at the end of FY93.

#### **Visual Information**

The Visual Information Support Center (VISC) opened in Nashville, TN at the beginning of FY92. The nine-person operation provides video and audio tape duplication for the ARNG plus post-production facilities and travelling production teams to record National Guard activities around the world. The VISC tackles missions beyond the scope or capabilities of the Public Affairs Detachments. During the year the VISC duplicated more than 29,000 hours of video tape and accomplished 56 taping missions, requiring 178 days of TDY at 26 dif-

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ferent locations.

• As FY92 drew to a close NGB-AIS was preparing for the first ARNG video teleconferences between the Director, ARNG and the state Adjutants General. The first video teleconferences were held over the Defense telecommunications network (DTCN) on existing DOD equipment. The ARNG's first video teleconference facility will be delivered with the opening of the Army National Guard Readiness Center at Arlington Hall Station in the second quarter of FY93.

#### DINAH

NGB-AIS completed installation of the desktop interface to the AUTODIN host (DINAH) during FY92, replacing maintenance intensive standard remote terminals (SRT) at 41 locations. DINAH is a personal computer-based software package that assists users in preparing, transmitting and receiving secure messages. Completion of the installations saves approximately \$650,000 annually in communications maintenance funds.

#### **Communication Services**

National Guard Network

in Arkansas, Florida, Idaho, Kansas and Texas. These upgrades included improved telephone switching, improved cabling, or both. Defense Switched Network access was provided to selected ARNG facilities to provide communications in support of ARNG Overseas Deployment Training.

## ENVIRONMENTAL Resources Management

Environmental compliance is one of the National Guard's top goals for the nineties and beyond, and significant progress has been made over the past year to lead the way in achieving this goal.

Since the Army National Guard's Environmental Resource Management Office was established in July 1990, 17 environmental law or regulatory areas were developed and are managed. All 54 states and territories have implemented environmental officers to ensure that environmental goals are met.

Today's environmental requirements pose many challenges to management. The specialized personnel disciplines to accomplish the jobs at hand range from archeologists to zoologists and have become an intricate element in the National Guard's environmental program. One of the biggest challenges is hiring these professionals in light of the military's downsizing.

(NGNET) continued to support ARNG electronic mail (e-mail) requirements for messages and file transfers within the National Guard and world wide through the Defense Data Network (DDN). All 54 States, the U.S. territories and National Guard Bureau have DDN and NGNET access. Major communications upgrades were completed

#### Training

Environmental training must be integrated into all Army National Guard training. In this regard, a comprehensive and effective training program has been established. This program addresses three basic areas: (1) awareness, (2) technical, and (3) management training. The Army National Guard's version of the Total Army's Environmental Master Plan will emphasize the train-the-trainer concept. Therefore, state environmental specialists will be the focal point of this plan. Once they are trained, they will become the trainer for their respective states. They will emphasize environmental awareness down to the lowest level to ensure that soldiers understand the concept and implement care and concern for the environment.

In an effort to fully comply with the National Environmental Policy Act (NEPA), the Army National Guard has developed and distributed new and more comprehensive guidance to the states. This guidance will better assist environmental professionals in the field in complying with both the spirit and intent of the law, especially in the public involvement aspect. ally-supported Army National Guard facility is surveyed in 17 different environmental arenas to identify compliance deficiencies, develop corrective action plans, and plan, program and fund environmental needs to help achieve full compliance. ECAS has made great progress in FY92. Twenty-eight states have begun the ECAS nine-step, eightmonth process. The first cycle of external ECAS will be completed by close of FY94.

The Army National Guard's Installation Restoration Program (IRP) has had unique funding constraints created by the Defense Environmental Restoration Program (DERP) legislation. The current wording of this legislation allows the use of DERP funds at federallyowned properties only. A legislative amendment is being pursued to make DERP funding available to state-owned facilities. This effort will enable all Guard installations to identify and remediate hazardous waste release sites.

#### Conservation

Increased demands on Army National Guard training areas have made natural resource conservation a critical land management issue. To address this issue in a proactive manner, the Integrated Training Area Management (ITAM) program, developed by the U.S. Army Corps of Engineers Research laboratory for the Department of the Army, is in various stages of implementation in 14 states on Army National Guard training areas. This program provides for the monitoring of training impacts and their effects on vegetation, soils, and small mammal populations; the survey of lands for endangered or sensitive plant and animal species; the delineation of wetlands; biodiversity inventories; and the rehabilitation of land previously impacted by training activities.

The Army National Guard's commitment is exemplified by the Idaho Army National Guard. In FY92, they received the Department of the Army's Natural Resource Conservation Award for their natural resource program at their Orchard Training Area. This was the first National Guard installation to implement the ITAM program in FY89, and the first time a National Guard installation has ever won this award. The Army National Guard has also taken a leading role in a research project in Idaho on habitat alteration in the Snake River Birds of Prey Area.

The Army National Guard is surveying endangered species on all of their one million acres to formulate a proactive strategy to maintain a trained and ready force while meeting their responsibilities under the Endangered Species Act. This is largely being done under a Department of Defense Memorandum of Agreement with The Nature Conservancy. These biodiversity inventories are addressing identification and inventory of (1) rare, endangered, and sensitive species (2) representation of indigenous species and (3) supporting habitat available. In June 1992, the Army National Guard initiated their environmental communication training program to provide special training for their environmental professionals. This training enables scientists and engi-

#### Assessment

The Environmental Compliance Assessment System (ECAS) is the Army National Guard's initiative to better achieve and maintain compliance with federal, state, and local environmental laws and regulations at its facilities and armories throughout the United States. In this program, each federally-owned or feder-



neers to communicate with the public on complex environmental issues. Training courses are scheduled throughout the U.S.

## **Aviation**

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This fiscal year saw many changes in aviation operations and training. ARNG aviators flew 418,000 hours, or 99.6% of the adjusted flying hour program. Increased demand for counterdrug aviation support necessitated adjustments at midyear and in the third quarter. Counterdrug support accounted for 45,000 hours, over 5,000 hours more than in any previous year. Fielding of the Reconnaissance and Interdiction Detachments (RAID) to selected states began. Training accounted for 373,300 hours, or 99.7% of the program.

#### **Aviation Training Sites**

The centralized Army National Guard Aviation Training Sites (AATS) continued to provide standardization, qualification courses, and specialized aviation training for ARNG aviators and for many active component aviators. The Eastern AATS, Ft Indiantown Gap, PA continued to support regional simulator requirements as well as utility and cargo helicopter training. The Western AATS, Marana, AZ also supported regional simulator training as well as attack, scout, and RAID training. Two satellite bases have been established to accomplish specialized training. The High Altitude AATS, a satellite of the Western AATS, is located at the Eagle County Airport, Gypsum, CO and serves as the rotary wing mountain training site. The Fixed Wing AATS, Clarksburg, WV specializes in ARNG fixed wing training.

In FY92, the Eastern AATS trained 330 students in flight training courses, 114 students in simulator courses, 115 students in safety courses, 190 in non-flight training courses, and provided 1,734 AH-1F Cobra simulator and 3,066 UH-1H Huey simulator regional training periods.

FY92 was a year of transition and accomplishment for the Eastern AATS. CH-47D aircraft training was validated, certified, and implemented. UH-6OA training is in the validation process and will become operational in FY93. During August 1992, fixed wing operations were shifted from Ft Indiantown Gap, PA to Benedum Airport in Clarksburg, WV. The fixed wing AATS remains a part of the Eastern AATS and is currently conducting training in C-26, C-23, C-12, and U-21 turbine airplanes. All of these transition milestones were accomplished while continuing to train in mature systems with no degradation of institutional training standards. The Western AATS trained 310 students in flight training courses, 66 students in simulator courses, 62 students in safety courses, 211 students in non-flight aviation related courses. 460 aviators were provided regional simulator support. The Western AATS also facilitated the conduct of two NGB-ARP SQL Plus (SIDPERS) courses of instruction, graduating 19 students during FY92.

The Western AATS continues to build for the future and provide critical modernized and mature aircraft training for ARNG units. The combat mission simulator complex heralds a new era for the training site as a regional training resource, as a basis for AH-64 refresher/qualification training, and as a linchpin to support mobilization operations under the TRADOC umbrella.

#### **Attack Helicopters**

The Army National Guard is scheduled to receive 11 AH-64 advanced attack helicopter battalions (AAHB) through FY95, the first three (North and South Carolina and Florida) having been fielded in FY88-91. A fourth AAHB, the 1/211th Aviation (Utah), was certified in FY92 as combat ready, fully equipped, following a rigorous training program at Salt Lake City, UT, and Fort Hood, TX. This continues to confirm that the ARNG can perform on an equivalent basis with their active component counterparts.

Three more AAHBs trained during FY92. The 1/149th Aviation (Texas) deployed to Fort Hood, TX, for annual training to accomplish crew gunnery qualifications and begin company level training, returning to Houston, TX to continue home station training. The 1/285th Aviation (Arizona) and I/183rd Aviation (Idaho) each received 18 AH-64s and 3 UH-60s, and began home station training in



Marana, AZ, and Boise, ID.

#### Night Vision

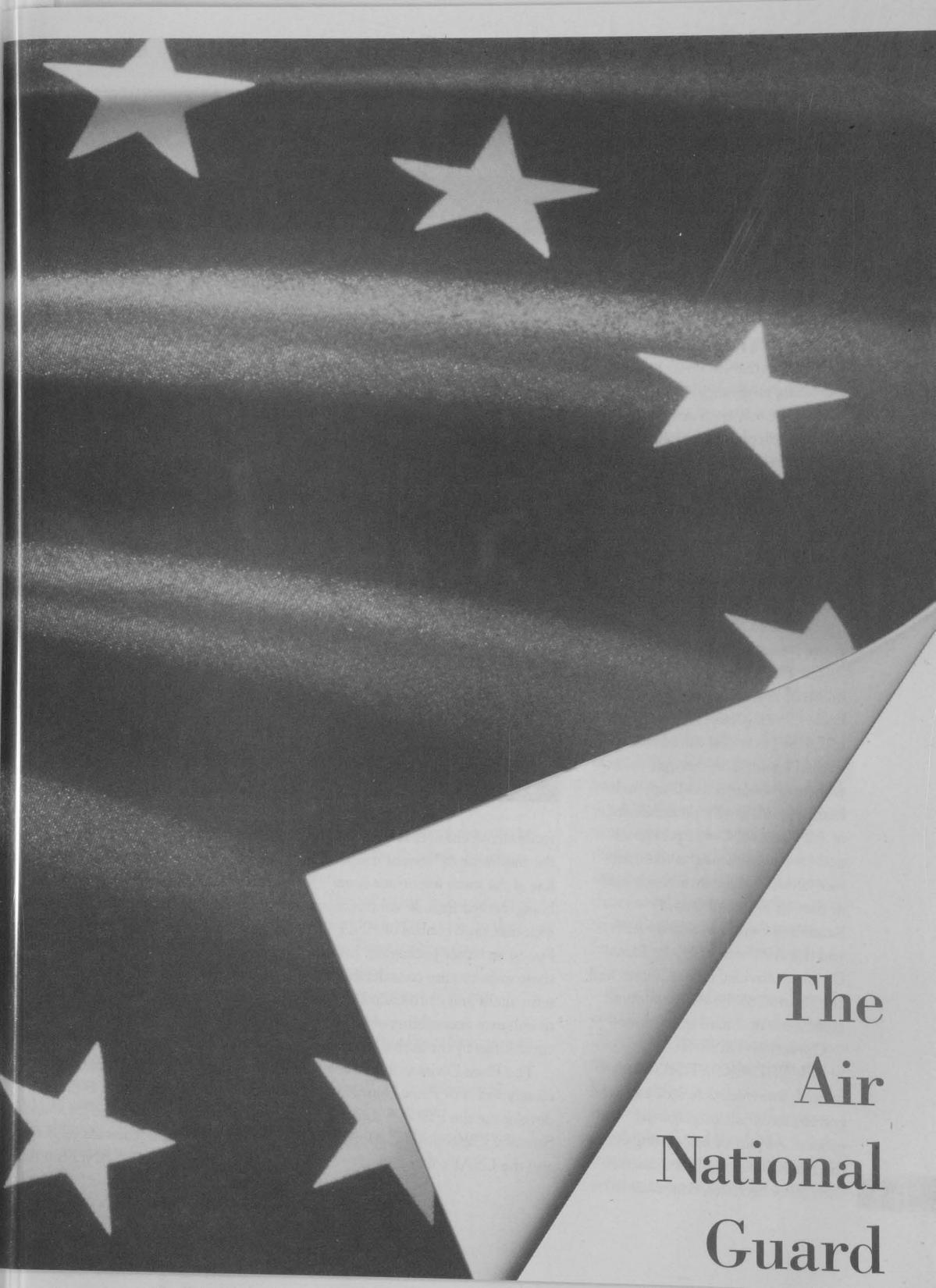
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(ANVIS). This achieves minimum fill of 40% or more of MTOE requirements for nearly all ARNG aviation units. ANVIS is a flip up helmet mounting system and lightweight image intensifier tubes, specially designed for aviation use. craft were added to the inventory bringing the on hand totals to nine C-26, 27 C-12, 16 C-23 and 31 U-21. Seventy-three older piston powered airplanes were retired to reduce costs and increase efficiency. The ARNG no longer will operate C-7, T-41, OV-1 or U-8 aircraft. This modernization greatly improves the capability of ARNG operational support airlift and provides a turbine powered airplane in every state.

The ARNG has approximately 6000 rotary wing aviators with nearly 90% qualified in night vision goggles. During FY92, ARNG aviation in most states exceeded the HQDA requirement to have 25% of aviators mission qualified and maintaining currency. ARNG also took receipt of more than 3000 AN/AVS-6 aviator night vision imaging systems

#### Modernization

FY92 saw an unprecedented level of change and modernization in the ARNG fixed wing aircraft fleet. Seven Fairchild C-26, six Shorts C-23 and 12 Beechcraft U-21 air-

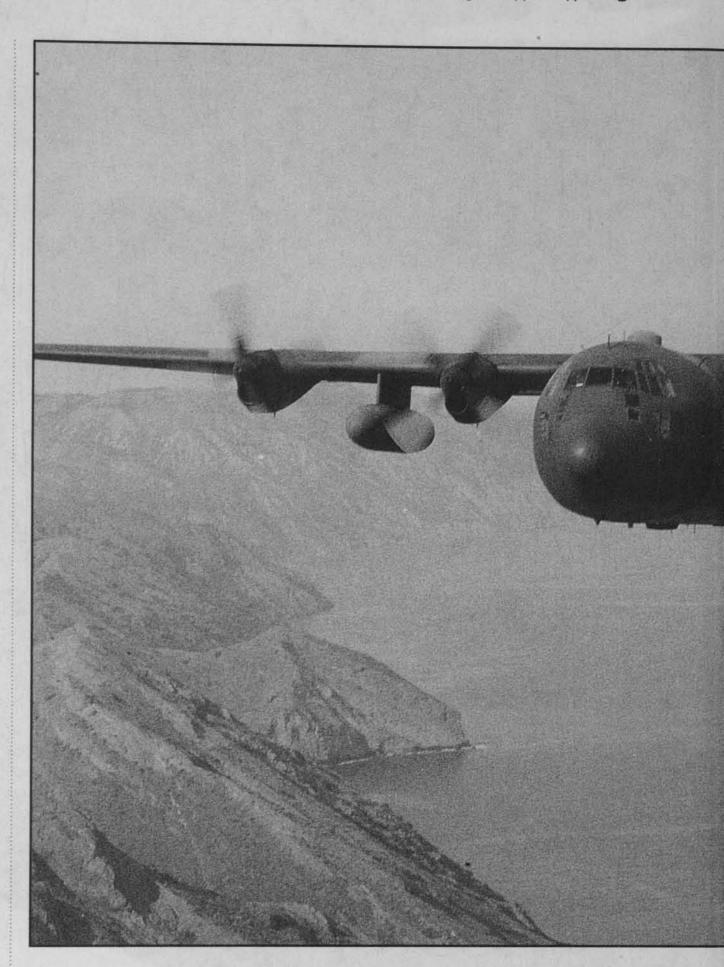


## **Operations, Plans** and **Programs**

#### **Plans Division**

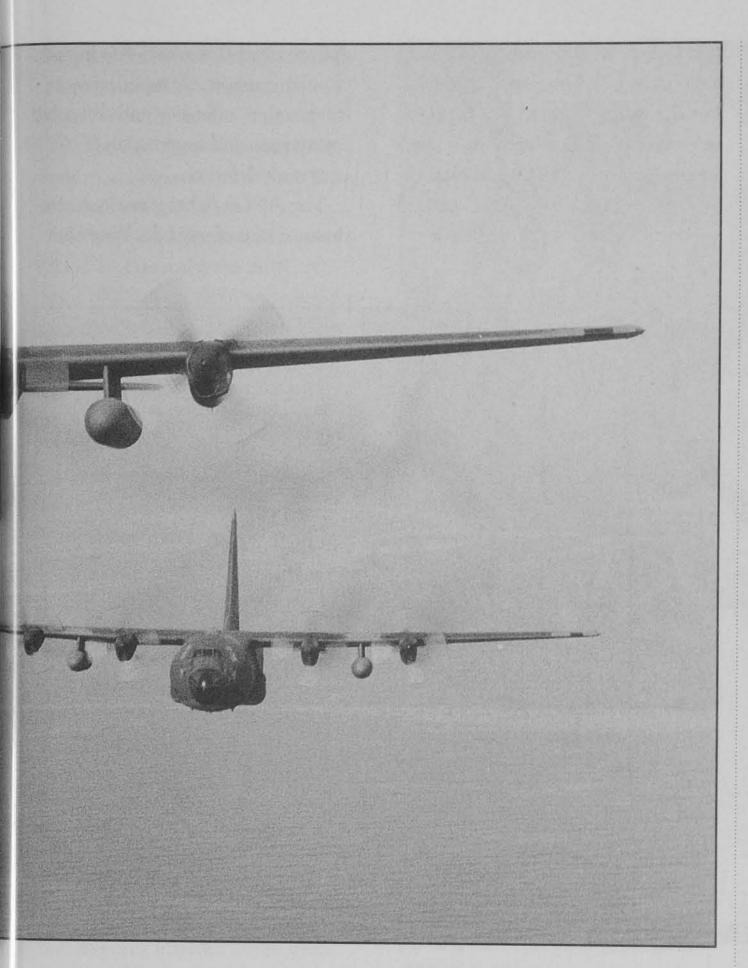
The Plans Division maintains a comprehensive operations planning and analysis program, to include mobilization and readiness planning. This planning program responds to the needs of the Total Air Force by addressing long range, force structure, deliberate, crisis action, and mobilization planning along with -policy development, as they pertain to the Air National Guard. The Plans Division maintains an active interface with HQ USAF, MAJ-COM, NGB, state, and unit planners to ensure ANG resources are wartimetasked within their authorized capability and included in the entire planning process.

The Plans Division was actively involved as members of the Air Force Contingency Support Staff (AF/CSS) from the initial rumblings in the Persian Gulf through volun-. teerism, Presidential call-up, mobilization, and, finally, demobilization of Air National Guard personnel and resources. Acting as the interface between the contingency staff at the Air National Guard Readinesa 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. **Operations DESERT** SHIELD/DESERT STORM highlighted numerous deficiencies in the current mobilization planning process. As part of an ongoing effort, the Plans Division, in conjunction with other agencies, continues to



recommend changes as a result of the multitude of "lessons learned". 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 FY93-95 JCS Joint Strategic Capabilities Plans (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 flying and support forces in future war plans. As a result, the JSCP and WMP planning documents reflect a 100 percent tasking of ANG combat forces.



The Plans Division, as executive agent for the ANG Long Range Planning Committee, acted as the primary catalyst as the Air National Guard looked forward to the twentyfirst century with the publication of the 1992 Long Range Plan, the fourth annual edition. The Long Range Plan consolidates the Air Guard's vision, goals and collective interest into a roadmap for the future direction of the Air National Guard as an integral part of the Total Force. This frank and honest assessment of needs provides a con-

sistent ANG strategy that can be integrated with future Air Force plans.

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

#### **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 the Secretaries of the Air Force and Defense. 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 Combat Forces and Mobility 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 Program Integration 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 consolida-

- Development of Senior Leadership

- Managing Force Structure Change

- The Role of Professional Military Education

- Adding Value to America

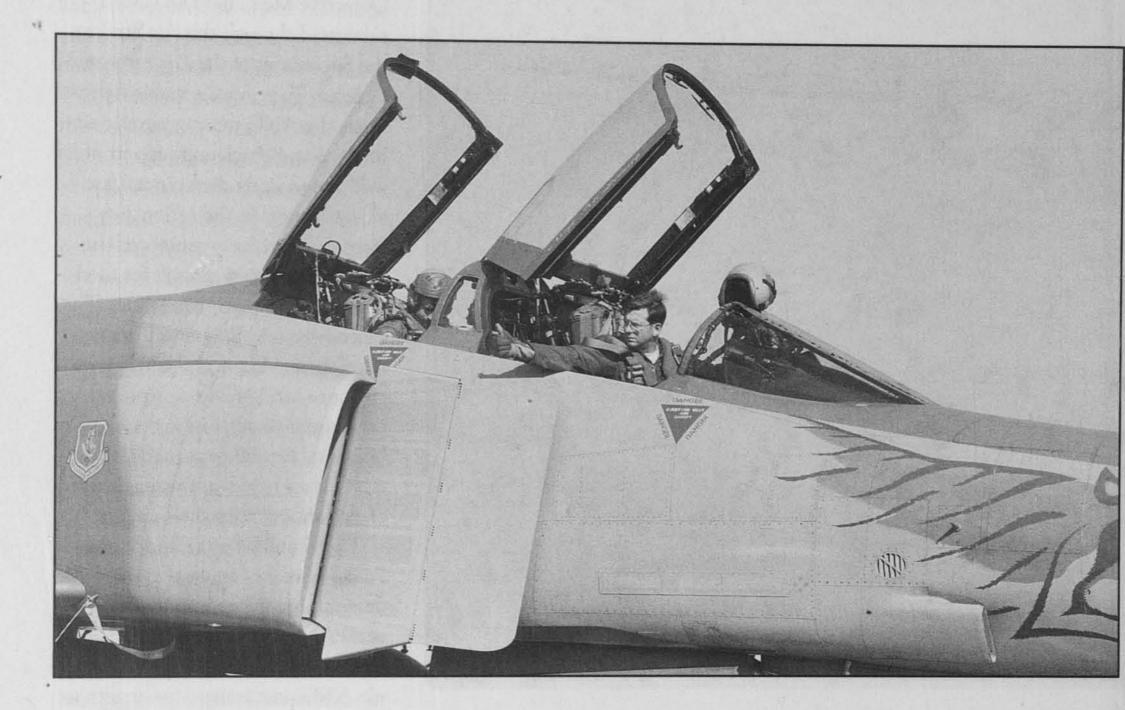
tion into a concise ANG budget submission to the Air Force POM, serving as the focal point for force structure public announcements, preparation of Descriptions of Proposed Actions and Alternatives (DOPAAs) which describe the

and OA-37 aircraft provided direct support to US Army units throughout the world. Ground support operations for the flying missions is paramount to the successful completion of the AirLand Battle. ANG ground support elements such as our Air

A/OA-10s, F-15s and F-4Gs include close air support, air superiority, air interdiction, offensive and defensive counter-air, and suppression of enemy air defenses.

D

The ANG's fighters are in a continuous state of upgrade. Ring laser



impacts of programmed actions, and publishing the annual ANG Facts and Figures book. Control Party Flights and Air Support Operations Centers are in the process of realignment and relocation in order to better support current and upcoming Army requiregyros, 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.
ANG 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.
The ANG conducts the nation's only F-16A/B training. The ANG

#### Operations

**Close Air Support** - Close Air Support (CAS) remains an integral part of the ANG mission. CAS ranges from advising Army commanders on how to best utilize their assets, to actual fighter sorties for troops in contact. In FY92, ANG units composed of A-10, F-16, A-7 ments.

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. *Fighters* - Approximately 40% of the general purpose fighters in today's Total Force are in the ANG. The missions of our F16s, A-7s, also provides F-16 training for several foreign countries, such as the Royal Netherlands Air Force. In FY92 the ANG continued preparations in anticipation of F-16 training for other foreign nations.

Aerospace Defense Forces (ADF) - Presently, the ANG provides 100% of the fighters tasked for air defense of the continental United States. Guard F-15s and F-16s maintain round the clock alert at sites throughout the US, providing NORAD a quick reaction force to maintain control of the airspace. Modernization of our F-16 ADF fighters continues in order to most effectively meet this requirement. The F-16 now is capable of firing the AIM-7 and has improved IFF interrogation, as well as several other modifications designed to improve the aircraft's capability as an air defense interceptor.

Numerous air defense units were deployed to Howard AFB, Panama to support the ANG Sentry Nighthawk program in FY92. This and other air defense operations continue to fly in support of the nation's drug interdiction program. Additionally, the destruction caused by Hurricane Andrew required relocation of an alert site. Jacksonville's 125th Fighter Group Det 1 sustained considerable damage to its alert facilities at Homestead AFB. The



DESERT SHIELD/DESERT STORM. The RF-4C fleet continues to receive aircraft modifications to improve service life and combat capability. The continued use of the Long Range Optical Photography System (LOROPS) and preparations to receive the first electro-optical LOROPS occurred in FY92. These very capable cameras, together with the use of tactical stand-off sensors, provide valuable resources in supporting the counter-drug program. ANG RF-4C's prove to be invaluable resources in countless other peacetime needs, such as providing photo coverage for state and federal emergencies.

**Airlift** - Air National Guard airlift continues to be an active participant in worldwide relief efforts. During FY92, the ANG C-5 and C-141 units provided airlift for supplies and personnel to southern Florida following Hurricane Andrew. They maintained a Guard presence in the Southwest Asian theater through resupply and Medevac missions. The breakup of the Soviet Union created a demand for food and supplies in eastern Europe; Guard airlift was there. Famine also found the Guard in Africa. Air Guard C-5 aircraft helped in Central America by lifting men and equipment into Honduras.

ANG airlift was also used in the domestic area in FY92. As an example, Guard units airlifted equipment and manpower to support the military presence in Los Angeles during the riots.

C-130 aircraft are flown throughout the world by Air Guard men and women. The on-going mission in Panama (Volant Oak) continues as an important mission in Central and South America. Relief missions are being flown by ANG members into African and Eastern European areas. These missions require a well equipped and thoroughly trained crew. The ANG continues to modernize its C-130 forces by replacing the aging C-130B with newer C-130H aircraft provided by Congress. These new aircraft allow the Air National Guard to participate as an equal member in the Total Force.

detachment has relocated to NAS Key West where they have resumed 24 hour air defense alert.

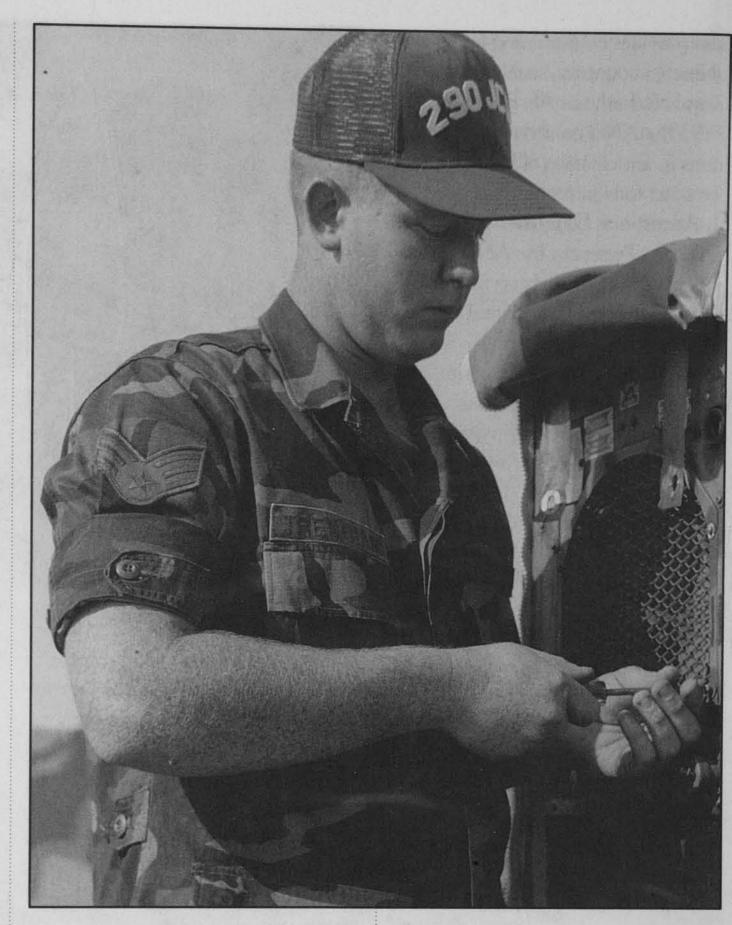
**Reconnaissance** - The ANG provides 100% of the Air Force tactical reconnaissance capability. The four ANG units are subject to worldwide tasking, a point emphasized by the deployment of 12 aircraft in support of Operation

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 Field, FL. The unit's mission supports the Senior Scout, Volant Solo (special operations), and the Air Force Information Command. During FY92, the 193rd received the first Volant Solo II aircraft. The 193rd Special Operations Group is the most deployed combat unit in the ANG.

**Rescue** - ANG rescue units will be gained by Air Combat Command or theater command on 1 Jan 93. There are three air rescue units within the ANG; all have the HC-130 tanker aircraft and the HH-60G helicopter. Conversion to the HH-60G has been completed by all three units.

The 210th Rescue Squadron at Kulis, Alaska has been performing rescue alert since 1 April 91. During November 1991, unit members were involved in an international rescue of a downed Canadian C-130 at Alert, Canada, the northernmost occupied post. The unit participated with former Soviet states in an international rescue exercise in May 1992.

Aerial Refueling - The ANG



demands placed on the KC-135 during DESERT SHIELD/DESERT STORM reaffirmed the value of this asset in contingency operations. With the on-going shift in tanker force structure to the reserve components, Air Guard tankers will be required at the onset of all but the smallest contingencies. In FY92, the Air National Guard accepted delivery of the first KC-135R aircraft. Thirty KC-135Rs were transferred from the active Air Force in FY92 and an additional 34 KC-135Rs will be transferred in FY93. These aircraft will be used to

convert several ANG fighter and KC-135E units. Additionally, the Air National Guard established a Southern Regional Training Center, complete with an MB-26 KC-135R flight simulator, at the 186th Air Refueling Group, Meridian, MS. Plans are underway to establish a similar training facility at a northern ANG XC-135R location. Finally, a contract was negotiated in FY92 with Flight Safety International to provide all KC-135E and R units with a state-of-the-art computer based training system.

provides approximately 29% of the Air Force KC-135 air refueling assets. The 16 ANG KC-135 units' primary mission is to provide air refueling in support of the Strategic Command's Single Integrated Operational Plan (STOP). Additionally, these tanker units have a secondary mission to support global contingency operations. The

## Logistics

Two long term initiatives that will dramatically change the way ANG logisticians have worked in the past were addressed during this past fiscal year: stock funding of Depot Level Reparables (DLR) and the testing of Two Level Maintenance (2LM).

#### **Depot Level Reparables**

As a result of the Defense Management Report Decision (DMRD) 904, the Air Force, including the ANG, was directed to begin buying aircraft parts which are reparable at the depot level through the Air Force Stock Fund management concept. This dramatic change to our historical procedures challenged all to train, fund, and prepare for the 1 October 1992 implementation of the DLR program.

#### **Two Level Maintenance**

Two Level Maintenance is the Secretary of the Air Force's initiative to reduce the amount of logistics "tail" required to mobilize and deploy to a combat theater. Instead of the Air Force's traditional three level of complexity of aircraft repair - organizational level (servicing, inspecting, and simple repair); field level (on-base specialized aircraft and component repair); and depot level (complex, centralized inspections and repairs of aircraft and parts), — this initiative does away with the field level capability in some systems. Avionics "black boxes" and engine components which fail on an aircraft are no

longer to be repaired in an air base's back shops, but rather sent to one of five Air Force depots, for a cost savings. The Air National Guard is testing this program first. Three ANG F-16 units are simulating daily flying operations without using their field level repair capability in avionics or jet engine maintenance.

#### Vehicle Fleet

The Air Guard vehicle fleet provides excellent support, even though there is a decline in vehicle funding due to DOD budget constraints. At the end of FY92 the ANG will have a replacement requirement of approximately 36% of the 18,000 vehicles assigned. The Vehicle Priority Buy Program had \$20 million allocated. The total value of our vehicle fleet was approximately \$546 million.



FY92 has proven to be another active year for the ANG Aerial Ports. The Guard deployed 53 teams and over 1,000 personnel to Air Mobility Command ports worldwide where the ANG received valuable hands-on training for their wartime taskings. Twenty aerial port personnel supported "Volant Oak" rotations to Panama. Additionally over 50 aerial port personnel volunteered to provide direct support in hurricane relief efforts in both Florida and Hawaii.

In the airlift arena, we validated 95 AMC-operated special assignment missions (SAAMs) in support of exercises, logistics support requirements, unit moves and federal drug interdiction missions. The total cost of these missions was over \$4.8 million.

#### **Aircraft Conversions**

Aircraft conversions continued with the ANG receiving F-15, F-16, KC-135R, C-141 and A-10 aircraft. One unit fully converted to the F-4G Wild Weasel and two RF-4C units anticipate a smooth conversion to KC-135 aircraft. The ANG, which manages the world's largest fleet of C-130 aircraft, continued modifications on the self-contained navigation system as well as other integrated systems. The F-15 fleet continued through the multi-stage improvement program (MSIP) modification line with 100 kits/installations funded through FY93. For the KC-135 aircraft, conversions continue on schedule with satisfactory progress. Also, the Corrosion Preventative Compound (CPC) TCTO has begun at the

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organizational and depot level. Within the A-10 community, one unit completed its conversion to A-10's and two A-10 units prepare for conversion to F-16 aircraft. Additionally, the F-16 fleet has grown with eight units converted. Five units converted from A-7 aircraft, two from F-4 and one unit from OA-37. Finally, the Air National Guard continued to support a safety modification, the installation of the F-100PW220E engine in the F-16 aircraft.

## Acquisition

To more adequately reflect the responsibilities of the Office of Requirements and Development, the name has been changed to Directorate of Acquisition. The function, however, remains the same.

#### Part Task Trainer

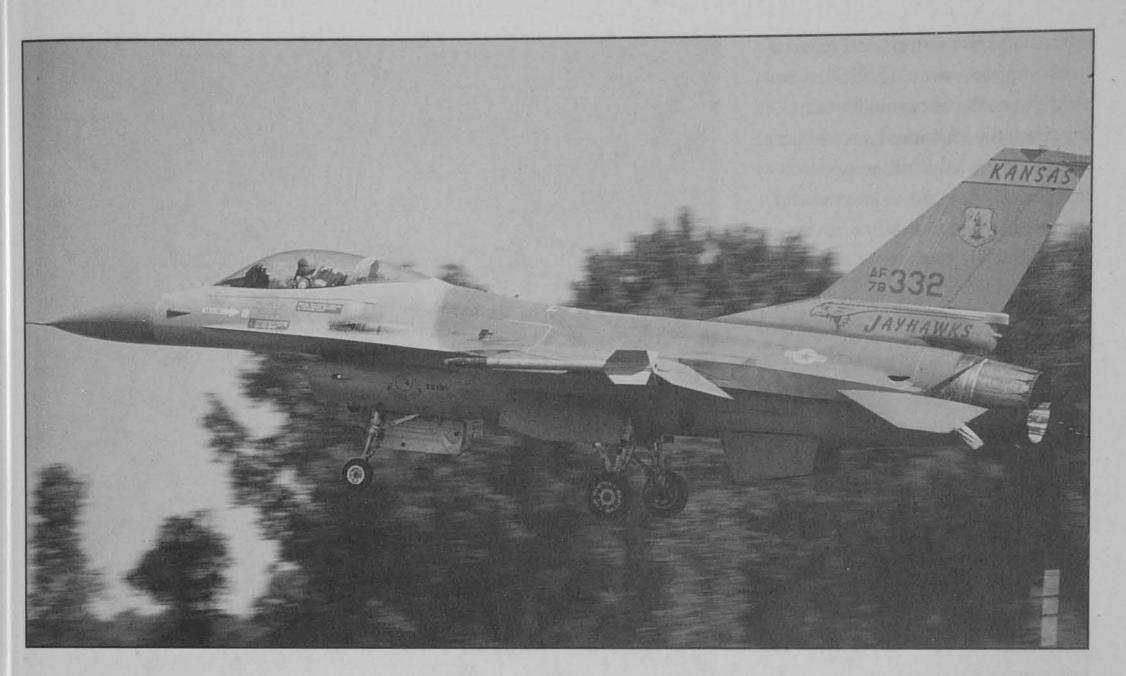
The F-15/F-16 Part Task Trainer (PTT) completed delivery in the second quarter of FY93. These PTTs are providing previously unavailable home unit training in air-to-air, instruments, engine airstarts (F-16 only) and air-to-ground procedures. Additional emergency procedure training capability will be added during FY93. A follow-on program to provide similar low cost trainers for the ANG F-16C and F-15 MSIP, but with increased tactical and emergency procedures capability, is also being procured with planned delivery in FY94. A rapid flight planning capability

for personal computers developed and fielded in FY92 permits aircrews to flight plan a mission and transfer the data to the aircraft navigation and mission computers in a matter of minutes. After flight, the system can be used to extract failure data from the aircraft for maintenance purposes. This system has been so successful that it has been adopted for use with the USAF and will be used with all F-16s.

Our efforts with the USAF to upgrade the F-16 airborne video system will result in fielding this capability during FY93. At the same time we are upgrading the entire F-15 fleet with the same capability. These new 8MM systems will provide increased mission coverage and lower maintenance costs. We have improved our ADF fighter night vision capability with the acquisition of the latest night vision goggles (NVGs). We continue to work with Air Combat Command to evaluate NVGs for use with the F-16 Lantirn and plan to acquire NVGs to enhance the safety and capability of those aircraft. We are also working with the USAF on a program for the next generation, ejection-safe night vision system.

#### Fighters

The F-15 Multi-Staged Improvement Program (MSIP) continued for the Air National Guard with a Congressional add of \$20 million. This allowed for the procurement of 10 more MSIP kits for a total of 69 MSIP kits for ANC F-15 A/B aircraft. These kits combined with the aircraft transferred from the active duty will almost complete



conversion to the MSIP configuration for four ANG units. This ongoing modification is accomplished in conjunction with programmed depot maintenance. The conversion of all ANG F100 engines to the 220E engine configuration is the highest safety priority modification for the ANG. For the F-15 aircraft the 220E engine modification is the number one reliability and maintainability modification for the ANG. The modification is expected to save a least two F-16s per year due to engine problems and to pay for itself The program provides increased capability through such modifications as improved radar warning, hands on chaff/flare dispense, increased chaff/flare carriage capability, integration of all capability for increased pilot situational awareness, and improved reliability and maintainability.

#### New C-130s

During FY92 NGB/AQ managed the acquisition of twelve new production C-130Hs for the 123d Airlift Wing, Kentucky ANG which replaced their aging B-model aircraft. The new H-models were delivered with a ground proximity warning system, airlift defensive systems and self contained navigation system (SCNS) installed. At the end of FY92 approximately 60% of the ANG C-130 tactical airlift fleet was retrofit with SCNS. This modification employs a keypad at the pilots and navigator's crew stations for consolidating system control, navigation input/output, and radio management to reduce crew workload.

#### **Rescue Helicopters**

Three HH-60G combat rescue helicopters were input in FY92 to begin modification of the helicopters to make them mission capable. Several critical aircraft modifications are planned for FY92 to these aircraft 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

in 4-5 years because of reduced maintenance costs.

Survivability continues to be the number one capability requirement for the ANG F-l6s. To meet this requirement a phased approach as been developed. This phased approach provides improvements to the electronic combat capability of the F-l6 across a spectrum of threats. 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. Also, the procurement of five additional HH-60 helicopters was began. Four will be delivered in FY 94 to activate a rescue unit in Hawaii and one will deliver to Suffolk County, NY, also in FY94.

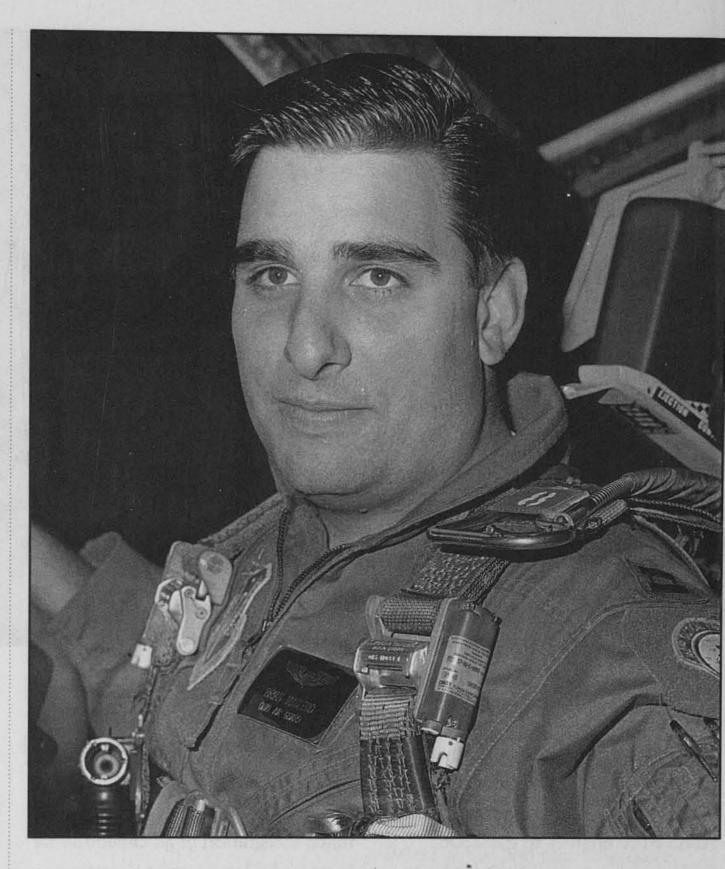
#### Tankers

Tanker modernization projects begun in FY92 include adding an emergency auxiliary lighting system, standardized VHF radio installation, color radar indicators, and research for replacement of the aging N-1 compass system. In addition NGB/AQ began a program to replace the current auxiliary power unit with a more capable and supportable system.

#### Mission Support Airlift

In FY92 an additional fourteen C-26Bs were delivered to ANG and ARNG units as mission support airlift (MSA) aircraft. The C-26B certified in 1992 as the Fairchild Metro 23, will meet all of the expected needs of both the ANG and ARNG for MSA aircraft. In addition, a test program was competed using an ANG UC-26C. 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

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to be used in the DOD counternarcotics mission. Test results were promising for use of C-26 aircraft in this role.

Also in FY92, NGB/AQ began programs which will deliver two LC-130s and one HC-130 to ANG units. The LC-130 aircraft will be built capable of takeoff and landing on icecaps in the polar regions using skis as an integral part of the landing gear. The HC-130 is a Search and Rescue aircraft capable of inflightrefueling rescue helicopters.

## Personnel

The activity level of the Air National Guard has subsided only slightly since our extensive efforts in support of Operations DESERT SHIELD and DESERT STORM. The ANG continues to support the Southwest Asian area of operations by filling active duty rotation shortfalls in such areas as security police, communications, and firefighters. The ANG also currently supports the SOUTHERN WATCH "No Fly Zone" by providing combat communication and joint communications assistance.

#### **Relief Operations**

The ANG has continued to reinforce its role as a formidable global force by aiding in numerous relief operations during 92. In addition, natural disasters and foreign civil unrest presented themselves as primary challenges during the year. Several operations required ANG assistance in contrasting theaters around the world.

The largest relief effort during this period tasked volunteers from eighteen ANG units from Alaska to Florida. Hurricane Andrew drew the Air Force family together in an unprecedented display of Total Force support for the community and our fellow airmen. Over 2,000 ANG volunteers deployed to disaster areas in Florida and Louisiana to assist in rebuilding. ANG airlift units transported 2,359 passengers and 1,925 tons of cargo to these ravaged areas. A total of 110 ANG aircraft, consisting of C-5s, C-141's and C-130s accumulated more than 500 sorties, and exceeded 1,200 flying hours. The ANG supported sustainment operations with functions such as communications, security, and medical.

The second major hurricane to strike the United States soil in the same year also required extensive ANG airlift support. Nine ANG units from as far away as West Virginia supported Hurricane Iniki relief efforts beginning the day prior to the hurricane coming ashore in Hawaii. The aftermath found 13 ANG C-130s and 4 KC-135s flying generation missions from the Continental United States to the Hawaiian Islands. By the end of September, 739 ANG sorties had transported an astonishing 8,418 passengers, and 2,932 tons of cargo. In the exceptionally brief window of operations for Hurricane Iniki, supporting units airlifted more passengers and cargo than originally thought possible. Functions such as mobile aerial port, air logistics control, maintenance, security and communications also played vital roles in the success of this effort.

A new and perilous operation



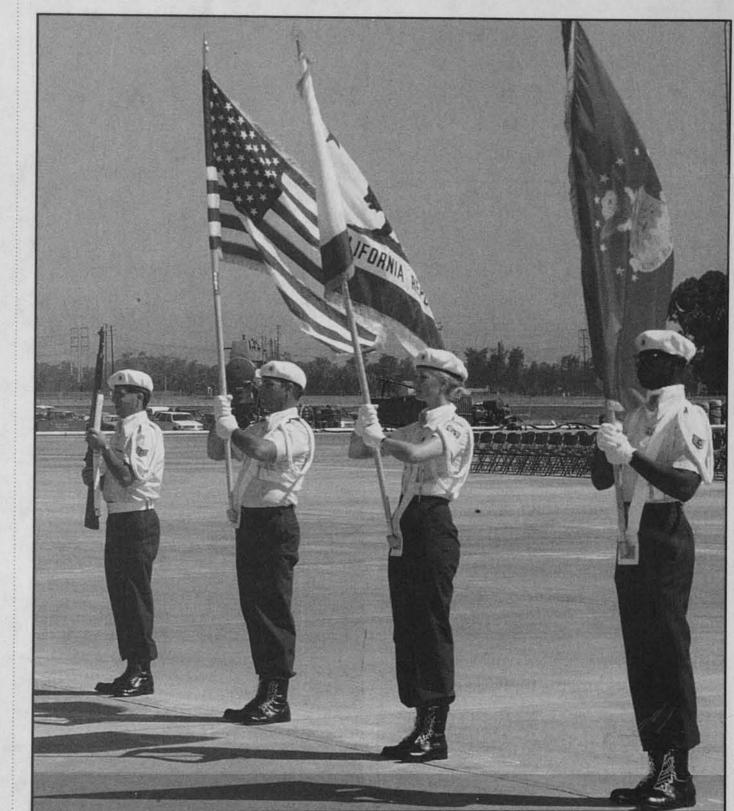
erupted from the unrest in the Baltic region: PROVIDE PROMISE. Yugoslavian authorities required medical supplies and food for stranded civilians in the war-torn town of Sarajevo. The 167th Airlift Group, Martinsburg, WV, was chosen to fly their C-130s into the town of Sarajevo 38 times. After 200 hours of flying time, and airlifting 106 passengers and 580 tons of cargo in-theater, the 167th was forced to cancel a mission due to continued fighting near the designated landing site. The 167th AG continues to provide voluntary sustainment operations.

PROVIDE RELIEF missionessential support was drawn from four ANG units. The 123d Airlift Wing, KY; 133d Airlift Wing, MN; 135th Airlift Group, MD; and the 146th Airlift Wing, CA responded with 247 sorties to Somolia, flying over 600 hours in the theater alone. Over 250 passengers and 1,327 tons of food and medical supplies were delivered during these operations. A host of medical, maintenance, and communications personnel were deployed to assist in this starving 'nation's recovery efforts.

In a concerted, joint-agency effort to increase the effectiveness of the drug interdiction mission, the ANG has deployed members of their security force to locations in South America for the first time. lized Army National Guardsmen to help maintain the peace. This assistance consisted primarily of several hundred security policemen, communications personnel, extensive airlift efforts, and equipment such as M-16s, tear gas, and bullet-proof vests.

Other ANG involvement continues in the Commonwealth of cussed support operations, the ANG continues a vigorous exercise and deployment schedule to include regular rotations to countries such as Panama, Costa Rico, and Honduras.

All of the support discussed previously was successfully and effectively executed under the auspices of "volunteerism", the backbone of the Total Force rapid response capability.



Civil unrest at home, following the acquittal of 4 policemen on assault charges, necessitated the show of military force. Although Joint Task Force Los Angeles (JTFLA) was named for the city where the trial took place and eventual violence erupted, strife prevailed in a dozen cities. ANG volunteers from 15 units assisted mobi-

Independent States (CIS, formerly the USSR) under the operation named PROVIDE HOPE. Additionally, PROVIDE HOPE relief efforts are on-going in the northern region of Iraq. In addition to the previously dis-

#### Awards

An important part of empowering personnel in a Total Quality Air National Guard is to ensure they are recognized for their outstanding contributions and service. ANG members were recognized for their degree of participation and outstanding contributions in the Defense of Saudi Arabia (Operation DESERT SHIELD), Liberation and Defense of Kuwait (Operation DESERT STORM), and the Cease Fire Campaign through award of the Southwest Asia Service Medal, Kuwait Liberation Medal, National Defense Service Medal or United States military decorations.

Master Sergeant Sharon B. Page, 224th Joint Communications Support Squadron, Georgia Air National Guard was selected as one of the eight 1992 Air National Guard Outstanding Airmen of the Year and also recognized as one of the 1992 United States Air Force 12 Outstanding Airmen of the Year. In recognition of meritorious service the Air Force Outstanding Unit Award was presented to 22 Air National Guard units and the Air Force Organizational Excellence Award was presented to six Air National Guard organizations.

#### **Recruiting and Retention**

The Air National Guard experienced a banner year in FY92, finishing the year with an assigned end strength of 119,068. The year presented some unique opportunities, vious year which can be attributed to the active draw-down. The remaining 35% non-prior service accessions are also extremely valuable, adding to the viability of the force and helping to maintain those community ties.

As always, the ANG experienced an outstanding year retaining quality members. Total losses for FY92 were 11,991, or approximately 10% of assigned. This can be attributed to the "real world" mission members perform daily. It can also be attributed to the Montgomery G.I. Bill, with 32% of all eligible ANG members participating in FY92.

#### Full-Time Manning

The ANG's full-time manning in FY92 was in support of force structure and missions assigned to the guard. The actual technician and strength on 30 September 92 was 24,741. This was 102 above the congressionally established floor of 24,639, primarily the result of hiring temporary personnel to assist in preparing for early FY93 aircraft conversions.

The Active Guard/Reserve (AGR) program remained stable with the number of Air Guardsmen in this program going from 8,630 in FY91 to 9,042 in FY92. The FY92

## **Safety and Security**

The Directorate of Safety and Security continues to adopt the principles of Total Quality through staff education, new and better communications methods to the field and staff assistance visits. Inspections, previously part of this directorate, has been moved to operations. Within a year, Security will become a separate stand-alone directorate as we reorganize to parallel USAF organization.

The ANG flew 427,755 hours in FY92 and experienced 14 Class "A" aircraft mishaps, 13 crew fatalities and 15 aircraft destroyed. The Class "A" mishap rate was 3.2 per 100,000 flying hours. While this rate was higher than recent previous years, five of the mishaps are attributed to engine or engine-related failures. The ANG ground safety mishap rate has remained about the same for the past three years, with two on-duty fatalities and one total disability. A new electronic bulletin board based at the 137th Airlift Wing, OK ANG, has been established to link all ANG flying units with on-line communications capability.

#### Security

This year ANG Security Police were called upon to provide protection for USAF resources in support of counter-drug operations, nation building projects (*Fuertes Caminos* in Panama), and hurricane relief. ANG security forces which are comprised of traditional Guardsmen, AGR's, technicians, and O&M contract guards, deployed both CONUS and OCONUS in support of these missions.

with the ANG accessing qualified individuals leaving the active forces due to the draw-down.

The ANG accessed a total of 1302 officers and 11,931 enlisted personnel in FY92. Approximately 65% of these accessions were prior service, a little higher than the prebudget contained a request for 9,081 which is the number that was shown in the FY92 Authorization Act. The Appropriations Act funded a figure of 9,136 based on additional missions that were not contained in the budget. N

To upgrade security police training we have entered into a partnership with Air Combat Command to establish Silver Flag Apha as the Combat Skills Training Center for ANG security police. This center will provide essential training for security police to fight and survive in their wartime environment. Silver Flag Alpha is located at Indian Springs Air Force Auxiliary Field, Nevada.

Conversions to newer, more sophisticated weapons systems continue to be a major concern as we develop and improve our procedures in protecting these assets. However, the loss of many alert missions will result in the reallocation of some security personnel. We have developed a security standard for all flying units to ensure that ANG weapons systems are protected consistently and adequately.

## Training

The Training Directorate is responsible for formal school training, enlisted specialty training and professional military education for Air National Guard members. During FY92, the directorate responded to over 40,000 requests for school quotas. In addition ANGRC/TE is responsible for the management of Air National Guard workdays, to include programming, budgeting, and execution of inactive duty and active duty for training days. TE also establishes implementation policies and procedures for administering and controlling base workday programs.

The ANG used approximately 8,000,000 ANG-funded workdays in FY92, of which close to 256,000 active duty days were earmarked for state and federal counter-narcotics support.

FY92 was the "Year of Training" in the Air Force, and several task groups were established to examine Air Force training programs and organization and to make recommendations to improve the quality and rigor of Air Force training. TE actively participated in these task groups and offered substantial input to recommendations to ensure that ANG concerns were considered.

#### Base Closure

ANGRC/TE 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 (ATC). For example, Chanute Air Force Base, one of the primary training bases is scheduled to close in FY93 and Lowry Air Force Base is scheduled to close in FY 1994. ATC has carefully considered its customers' training requirements as it prepares to transfer the courses currently taught at Chanute to other bases with as little disruption as possible.

means of training the ANG of the future. This division 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.

In addition to the community college program, the ANG is participating in the Air Force test program of "distance learning," which involves the transmission of the instruction via satellite to various locations. We have briefed ANGRC/SC on the hardware requirements to insure total interoperability with the equipment being used by the USAF.

#### **Formal Training Programs**

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.

ANG enlisted members are automatically enrolled in the Community College of the Air Force (CCAF), an associate degreegranting institution. Calendar year 1992 saw 694 ANG graduates. 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

#### **Alternative Training**

In addition to placing ANG students in ATC courses, our Methods and Development Division is tasked with examining innovative alternative training methods to determine the most efficient and effective



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 is the Airman Leadership School (ALS), which is designed for senior airmen and taught at unit level. Interest in the in-resident ALS experience is evident by the 33 local ANG programs which will be offered in FY93 in addition to the coursers at PMEC.

## Command, Control, Communications and Computers

force structure decisions. ANGRC/SC, at Andrews, became the current year execution agency with direct field contact in working the programs and execution of resources available for 1992.

The reorganization of ANG flying units in concert with the HQ USAF 'objective wing structure' created an opportunity to analyze the mission support flights in terms of their mission and overall responsibilities in support of the flying unit commander. Planning began for the implementation of changing the mission support flight to a communications squadron and refocusing in some areas the types of support needed to perform their functions and to ensure that as technology races ahead, our organizations are shaped to provide the maximum support possible. Furthermore, the revamping of the Air Force and the creation of two new commands, once again saw the combat communications community change gaining commands. As Air Combat Command stood up in June of 1992, nearly 70% of the Air Force's tactical communications capability transferred to Air Combat Command. Our SAC-gained mission support flights either became ACC or Air Mobility Command gained, as the Air Force proceeded to implement the "one base-one boss-one wing" philosophy in meeting the Global Reach/Global Power mission.

This past year was one of remarkable change within the Directorate for Command, Control, Communications and Computers. The National Guard Bureau, Air National Guard Readiness Center reorganization saw the 'SC' community return to the Pentagon. The primary role of NGB/SC is planning, programming, budgeting, policy and

#### **Tactical Communications**

After a two-year effort, interrupted by DESERT SHIELD /DESERT STORM, the reorga-



nization of deployable communications was finally accomplished. Two significant events impacted this reorganization. HQ USAFE, in response to the changing events in Europe, canceled the Collocated Operating Base (COB) mission and the NATO Airbase Satellite System program was significantly downsized. USAFE's new requirements reflected a highly mobile, increased capability package to support initial communications requirements and the NABS program assets became available to fill not only USAFE requirements but also combat communications requirements, by providing common assets that would replace non-interoperable systems within the ANG. The result was a change in mission for the three ANG NABS communications squadrons and the assignment of a combat communications mission in support of USAFE.

Five other ANG units will also re-mission to USAFE initial communications support. In recognizing the new Air Mobility Command and Air Combat Command force structure, the available combat communications resources were allocated to support not only tactical fighter wing equivalents, but also tanker and tactical lift wing equivalents. The lessons of DESERT SHIELD/STORM continued to have an impact in the reorganization, as the ACC and AMC communications planners revamped the initial communications and initial beddown missions and realigned this mission to the active duty communications squadrons, forming the Wing Initial Communications Package (for ACC) and the Mobilit Command Initial Communications Kit (for AMC). These mobility resources embedded within the flying organization provide the wing commander direct controlover

his/her initial communications capability and organic to the flying organization.

Combat communicators have remained in Southwest Asia since the day the war ended. Two locations are staffed by ANG volunteers from a number of different units, with a combat communications group headquarters taking the lead for each location, ensuring all required manning is sourced and that the ANG is meeting its volunteer commitment in providing USCENTCOM support.

One of the largest nation building exercises, *Fuertes Caminos* (Strong Road) 92 saw ANG combat communicators in Honduras from November 1991 through July 1992. All eight combat communications groups provided personnel and equipment in support of this multilocation communications support requirement. Communications requirements in support of both active and other reserve component forces included intra and inter country voice and data services and air traffic control and landing services.

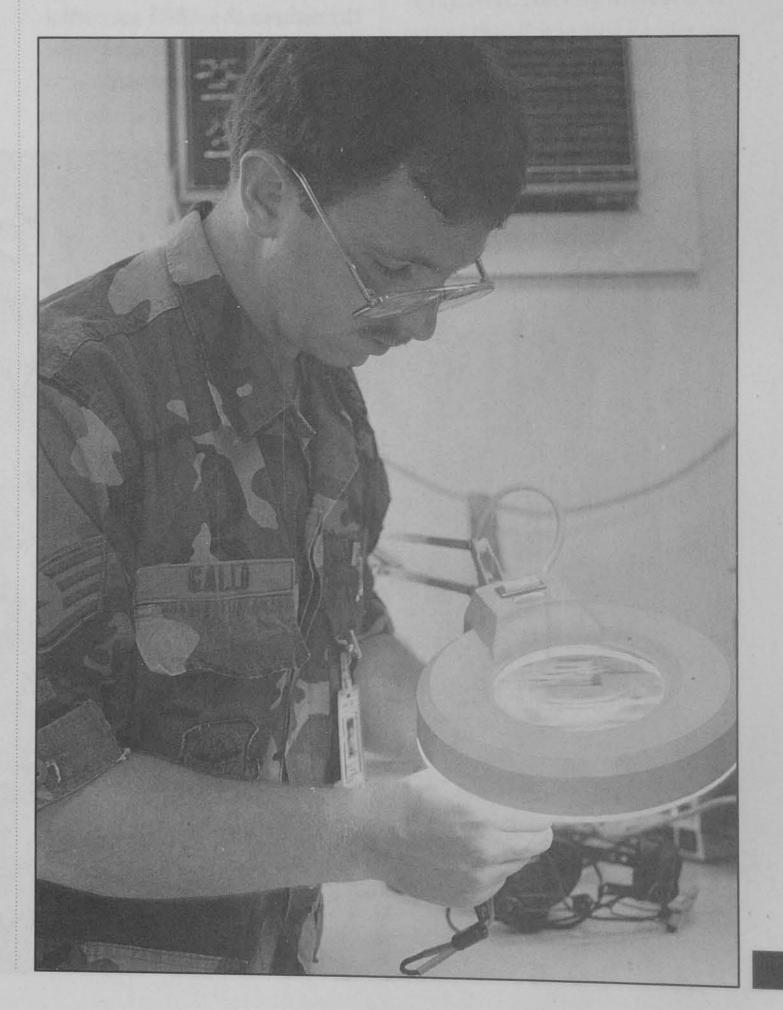
Engineering Installation (EI) units also participated in *Fuertos Caminos*, combining their skills with those of the tactical communicator—a new direction for the EI wartime mission.

Equipment modernization continues to remain high on the priority list. As technology develops and capability is no longer a function of size, the ANG in conjunction with HQ USAF has embarked upon a program of evaluation of commercial offthe-shelf equipment, sized to meet the stressful communications demands of all the customers in a tactical environment. Air Traffic Controllers welcomed the arrival of almost all MPN-14K digital radar systems; the continuation of ATC support to the Combat **Readiness Training Centers** (CRTC's) again demonstrated the hand-in-hand support of radar operations and the flying communities.

Fixed Base Events

printed' sample ANG bases, showing current communications requirements and those planned for the future.

Local Area Network installation continued at a fast pace, aided in part by ANG EI installation teams. This saved resources so that the available dollars could extend further down into the field-level units. Defense Data Network (DDN) connectivity was increased throughout the ANG community, allowing immediate E-mail message transmission from writer to reader. The removal of the host base processing system and the migration to regionalized processing was all but complete by the end of FY92. This centralization of processing ensured that maintenance-intensive, older technology systems were removed and that ANG processing support for the base level functional areas



The fixed base community made significant progress as the System Telecommunications Engineering Manager (STEM) program was introduced. This pilot program for the ANG, conducted by ANG EI and mission support flight personnel, 'bluewould be done at larger, more economical regional centers. Small compute replacement programs, centrally managed by ANGRC, moved ahead to ensure field level units were receiving the current technology machines, bought under the umbrella of a centralized contract and ensuring standardization of platforms and associated software.

## **Engineering** and Services

FY92 saw several significant developments in Engineering and Services (E&S):

• Exercise SENTRY ENDURANCE at Volk Field, Wisconsin continues to be the training cornerstone of the Air Base Operability (ABO) Program.

• Civil Engineering Squadrons throughout the ANG are preparing to functionally integrate the Disaster Preparedness and, where applicable, the Explosive Ordnance Disposal (EOD) programs.

• The Deployment for Training Program continued to provide realistic training opportunities with engineering forces of allied nations and actively supported the NGB and ANG goals of nation building and drug interdiction actions. Involvement in humanitarian/civic activities reached a new height largely as a result of the devastation of Hurricane Andrew.

• Forty million dollars were expended under the FY92 Real



Property Management (RPM) Program, a 60% reduction compared to last year's highest-ever expenditures for this program.

#### Air Base Operability

The ABO Program in the Air National Guard continues to meet the challenges presented in our changing environment.

The Sentry Endurance program at Volk Field, Wisconsin, remains the training cornerstone for ABO. The programs emphasize realistic hostile scenarios. In an effort to improve the ABO training, unit personnel often attend classroom/field or hands on training for one or two days and then put this training to work during practical exercises. The current activity involving Disaster Preparedness is to smoothly integrate this function into Civil Engineering Squadrons. Additionally, Disaster Preparedness personnel are assuming the ABO function. Finally, we continue to emphasize mobility and personal training. This enables Disaster Preparedness specialists to be deployable on a world wide basis. Lastly, the ABO program is preparing for Explosive Ordnance Disposal (EOD) to be integrated into Civil Engineering Squadrons. We are also trying to establish training programs for all ANG units, should the EOD function

expand and should be made a part of all ANG units.

#### Deployments

ANG Civil Engineering Prime BEEF and RED HORSE teams accomplished 150 deployments, involving over 8600 personnel, to 15 countries in FY92. Eighteen teams participated in Base Recovery After Attack (BRAAT) training at Eglin AFB. This training is crucial for Engineering & Services personnel to learn wartime base support operations and to practice rapid runway repair techniques. ANG teams hosted British and Canadian engineers at BRAAT. Several projects were accomplished directly supporting the active Air Force including renovation of the AMC Tanker Operations Center and renovation of facilities in Korea. Exchanges with our allies continued in FY92, including joint exercises with Britain, Canada, Norway and Israel.

Humanitarian/civic action projects played a significant role in the FY92 deployment program. These deployments not only provide much needed support to friendly countries, they also give ANG E&S personnel an opportunity to practice expedient construction in an austere environment. Thirteen teams supported *Fuertas Caminos* 92 in Honduras. Other prominent nation-building projects were accomplished in Belize, Costa Rica, Bolivia and St. Kitts. Finally, several teams built a large U.S. Border Patrol facility near El Paso. During FY92, over 1200 firefighters deployed to active duty bases in the U.S., Europe and the Pacific.

Nearly 200 firefighters attended BRAAT at Eglin AFB. Nearly 800 ANG Services personnel participated in 94 deployments, including BPAAT. Services teams were actively involved in supporting Prime BEEF units on the humanitarian and civic action projects in remote locations.

#### Military Construction

The FY92 ANG military construction program, which consisted of \$195.5 million for projects and \$20.2 million for design, provided for major facility construction to support conversions, new mission beddowns, modernizations and facilities replacement needed for training and readiness. In January 1990, a construction moratorium was imposed by the Secretary of Defense. With some restrictions the moratorium continued. It was necessary to clear all projects through the Secretary of the Air Force. Even with this administrative impediment, we were able to award 234 projects for over \$500 million, one of the best execution rates in the Department of Defense.

#### Real Property Maintenance and Repair

Maintenance and repair projects, as well as minor construction projects costing up to \$300,000 each, are accomplished under this program. \$40 million was expended in FY92. The program to develop comprehensive ANG base master plans continued with only one additional base funded. Personnel cuts, workload associated with the aircraft conversions and lack of funds put a temporary freeze on master plans.

#### **Professional Development**

Since 1986, Engineering and Services has been responding to the professional development needs of our 16,000plus personnel by developing and teaching courses covering ANG E&S~specific information not · available elsewhere. Since 1990, the ANG E&S professional development program has matured, reaching over 2,000 students through courses developed and taught by the NGB/CE staff and field personnel at the ANG Professional Military Education Center under their continuing education program. NGB/CE continues to pursue other means of insuring an informed and knowledgeable field force. AFIT School of Civil Engineering and Services (AFIT SOCES) continues to develop

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courses with the Guard to be taught to the reserve forces. In 1992, AFIT SOCES developed the Readiness Management Course with the ANG. The course critiques were so positive that AFIT SOCES decided to utilize this lesson plan for the active duty Readiness Management Course. Since 1990, AFIT SOCES has developed 5 courses for the Guard and Reserves.

#### Environmental

As environmental concerns continue to mount, the National Guard has made environmental compliance a top goal for the nineties and beyond. Significant strides have already been made toward achieving this goal.

In FY92, the Guard continued training its personnel on environmental programs and responsibilities. More than 100 Army and Air Guard Adjutants General and commanders completed the National Guard's **Executive Environmental** Leadership Seminars, bringing the total attendance to more than 300 senior officers. The Air Guard has begun an environmental communication training program for its senior commanders and environmental officials to improve their ability to relay sensitive, technical information to the public. The program has served as a model for similar programs in the

Department of Energy and other federal agencies.

During FY92, the ANG continued to hire full time environmental coordinators at bases throughout the country. The environmental coordinator serves to improve environmental management, and helps, establish an environmental management office to administer all base level environmental programs. We have also continued to rely on the Environmental Advisory Council. This national level board of general officers develops initiatives to keep the National Guard in the forefront of national environmental management.

Assessments-The Air Guard accomplished more than \$1.5 million worth of environmental assessments and environmental impact statements last year in support of aircraft conversions, special use airspace actions, and several real estate investigations. In FY92, the Air Guard obligated over \$128 million in environmental projects in the Installation Restoration Program and class one priority category. Air Guard actions last year included funding of more than \$2 million of hazardous waste disposal and analysis work. Also, \$33.2~ million was obligated to our investigations and cleanup of former waste sites under the Installation Restoration Program. As part of the restoration effort, the Air Guard continued honing the use of a rapid

response program. This program allows the Air Guard to respond quickly to contamination emergencies where health threats are evident. Although the Air Guard has more than \$126 million in Installation Restoration Program requirements for FY93, the current allocation is only \$43 million.

The ANG is aggressively continuing the upgrade and replacement of underground storage tanks at our facilities. In FY 91, the National Guard Bureau committed more than \$15 million to this effort at Army Guard and Air Guard installations. Currently \$59 million for the Air Guard and \$14 million for the Army Guard in Military Construction (MILCON) funds has been earmarked for this purpose.

Compliance-The Air Guard has been developing several Spill Prevention and Response Plans. In FY92 a contract was awarded for this work involving 11 bases. In FY93, the number of bases with these plans is expected to increase to 20. Additional efforts include the use of the Air National Guard Environmental Compliance Assessment and Management Program (ECAMP), and a pollution prevention program. Under the ECAMP plan, compliance reporting and tracking is used to validate environmental projects and provides the bases for realistic budgeting and programming.

The pollution prevention program identifies opportunities for reducing waste, evaluates chemicals and recommends using chemicals that are more compatible with the environment, studies air emissions and recommends solutions and alternatives for air discharges.

#### Services

The Services career field in the ANG remained extremely dynamic in FY92. The fourth quarter of FY 91 saw the demobilization of the last of the 650 ANG Service members (nearly 25% of ANG Services personnel) from DESERT STORM and led directly into a reevaluation of the way Services is mobilized during wartime.

Identified as a critical manpower shortfall during DESERT STORM, levels of required strength to support standard flying units were examined and increased. Multiple UTCs were reduced to two primary formats. The UTCs are deployed in the two phases of a conflict, deterrent posture and war fighting posture. Another significant change for the Services career field is the Air Force Chief of Staffdirected merger of Services with Morale, Welfare, and Recreation (MWR). The resultant MWRs career field will merge the existing two AFSCs for officers (62XX, 74XX) and enlisted personnel (623XX, 741XX) into one single AFSC, (78XX, 781XX respectively). As a result of the merger, the mobility UTCs were increased in size to provide a wartime readiness MWR capability to forwarddeployed personnel. This capability proved extremely important to troops deployed to Southwest Asia.

Over 350 ANG Services personnel formed thirteen 25-plus person teams and deployed in support of the joint Air/Army Guard nation building project *Fuertos Caminos* in Honduras. The ANG teams provided field feeding, lodging, and laundry needs for over 800 Army and Air Guard heavy construction engineers involved in mountain road building.

ANG Services, becoming MWRs in FY93, continues to be a significant contribution to the Total Force. The Air National Guard offers over 40 percent of the worldwide deployable capability. With significant shortfalls of Services manpower on active duty and continued conversions to contract dining facilities, the role of the ANG Services community to the Total Force can only be expected to expand further.

## The Air Surgeon

The ANG Medical Service expanded and reorganized its Headquarters staff, along with the assistants and advisor positions. In addition, a review of the State Air Surgeon program was begun. As a result of the reorganization, The Air Surgeon's office separated from the Directorate of Medical Services. The Air Surgeon is responsible for policy; the Medical Services Directorate focuses on execution and is currently composed of six divisions: Aerospace Medicine and Professional Affairs, Readiness, Resources Management, Nursing, Bioenvironmental Engineering, and Executive Support. With the realignments of Air Mobility and Air Combat Command, new Assistants were assigned to the major command's Surgeon offices and an Advisor position was established. At each major command and the USAF Surgeon General's office, a team approach (medical, nursing, and dental assistants) was developed to provide a coordinated ANG presence at each interface with the active duty force.

people and refined processes, the ANG began to identify the additional manpower needs and to continue to improve guidance to the field units. A manpower study was completed for the Military Public Health section and started for the bioenvironmental engineering function. Separate reviews are scheduled for the ECS bases. Position descriptions were updated to reflect the increased scope and responsibilities of the jobs.

The ANG actively participated in the development of an Air Force master plan for environmental education and training, as well as the utilization and training workshops for the career field.

#### **Medical Plans**

While new wartime taskings remain undefined, plans were developed to restructure and reestablish the priorities of our medical units. ANG medical personnel participated in real world missions, both in the United States and in Central and South America, Europe, and Africa. Because of lessons learned from Operations DESERT SHIELD/ STORM, medical units are being restructured so that a part of the unit (a stay-athome force with its own unit type code) can remain and continue to provide parent unit medical support.

This restructure process has also allowed the ANG Medical Service to develop a prioritized approach to developing the medical mission. The first priority is operational unit support, which would be the first tasking of medical personnel. Second and third priorities will include both "State" and "Federal" taskings, based on major command affiliation and situational characteristics of medical units. This restructuring would also identify a "build-down" process if personnel resources are drawn down.

Restructuring development of new Squadron Medical Elements (SME) were also focuses during the year. During Operations DESERT SHIELD/STORM, refueling squadron commanders did not have medical personnel tasked to deploy. While medical personnel at these locations were taken from the supporting USAF Clinics, we learned that tanker units need to have at least one SME. We reevaluated and redefined the SME personnel AFSCs, training, preparation and deployment, and developed a new concept of operations. The new SME UTCs include a Flight Surgeon, two medical technicians, and one military public health or bioenvironmental health technician.

#### **Environmental Concerns**

Federal and state regulations in these areas are tough and growing exponentially. Since compliance requires well-trained

#### Deployments

During FY92, the National Guard performed two joint missions to Africa in conjunction with the International Training Activities Program (ITAP). These missions supported civil engineering projects and provided medical care to the indigenous population, which added value to the countries of Senegal and Guinea. These missions are a true test of the medical elements' capabilities to perform under austere conditions, with severe time constraints.

The ANG Medical Service stepped up its involvement in Central and South America by providing medical support to ANG civil engineers deployed to Belize, Costa Rica, and Bolivia. These deployments offered an opportunity to hone medical readiness training skills. We also had several medical deployments to Soto Cano, Honduras, where ANG medics integrated with the U.S. Army, providing health care to the base populace and conducting medical visits to the surrounding communities.

The aeromedical evacuation (AE) units began Southern Spirit, an on-going, bimonthly rotation into Panama in conjunction with the Volant Oak schedule. The ANG AE units gained both clinical and aeromedical evacuation experience with the 24th Medical Group, Howard AB, Panama. Each deploying package consists of one flight nurse and two aeromedical evacuation technicians. The ANG AE units were heavy participants in the JCS exercises, including Reforger in Germany, Ulchi Focus in Korea, and Blue Flag at Hurlbert Fld., FL. Exercise Ocean Venture had aeromedical evacuation components at three locations. Ocean Venture was used to validate performance based criteria for use in inspecting AE units concurrently with their base Operational Readiness Inspections (ORIs).

#### SWA Mission

This mission provides retrograde airlift for patient movement from Daharan, Saudi Arabia, to Germany, with additional patient movement from Germany to Andrews AFB, DC. The 183rd Aeromedical Evacuation Squadron, Jackson MS, provides a C-14l airframe, a standard flight crew, and an aeromedical evacuation crew once a month. As of 1 Oct 92, the 183rd AES had flown four missions, with a total patient census of 41 litter patients, 93 ambulatory patients, and 21 attendants.

#### Contingency Operations Pilot Course (AECOT)

As a result of lessons learned in DESERT SHIELD and DESERT STORM, AECOT was developed to provide a standardized training platform for aeromedical evacuation missions support personnel in all areas of the aeromedical evacuation system. This Total Force pilot initiative was held 26 Sep - 10 Oct 92 at the Gulfport MS Combat Readiness Training Center, in conjunction with the ANGsponsored C-130 Aeromedical **Evacuation Crew Member** Qualification Course.

The training portion of these two courses climaxed with a joint field training exercise which employed all facets of the WASS and utilized both rotary and fixed wing aircraft. Twentyfive sorties were flown, with a total of 350 simulated patients moved. This program was the first step in developing a Total Force Aeromedical Evacuation School House.

#### **Residency Program**

The goal is to obtain more operational missions and expand crewing these missions to biqualified (C-130/C-141) crews. Plans call for annual training opportunities at both the 2nd AES, Germany, and 9th AES, Japan.

During fiscal year 1992, the ANG Medical Service gained its first Residency in Aerospace Medicine position for a Guard physician. After completing this program, the graduate assumes duties at the Readiness Center as the Chief of Professional Services and Aerospace AIR

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Medicine for a standard 10 USC 678 tour. This program will allow the ANG to overcome a longstanding problem of recruiting a physician for the Chief of Professional Services and Aerospace Medicine position. It will also provide additional support to the TOP KNIFE: ANG Fighter Surgeons Course, which continues to be a resounding success at Klamath Falls,

#### Oregon.

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## **Office of the Chaplain**

The mission of the ANG Chaplain Service is to provide for the "free exercise" of religion (a Constitutional mandate) within the Air National Guard. This is accomplished through worship, pastoral care, religious education and visitation. Chaplain Readiness Teams (CRT) consisting of chaplains and enlisted support personnel maintain a constant state of readiness and respond to emergencies at both the state and national level. In addition to a full range of ministry during Unit Training Assemblies and Annual Training, CRT's provide essential ministry during deployments, exercises and contingencies. Training to accomplish this mission is conducted at the **USAF** Chaplain Services Institute, ANG Chaplain

Service conference/ Workshops, and MAJCOM Combat Ministry Courses.

In FY92 Air National Guard Chaplains were provided by 35 Christian denominations and the Jewish faith. Faith balances needs were met; nine denominations had 1% or more of the total ANG membership. This group represented a total of 65% of all ANG members and provided 67.3% of all chaplains, a ratio equal to any active duty component. For Roman Catholics, the total ANG membership is 29.4% and they provide 26.3% of the chaplains. This is an excellent proportion of Catholic chaplains to membership. In the general population Roman Catholic priests are in short supply, and the ANG is actively pursuing recruitment. Minority and female chaplains continued to increase. This includes two Hispanic, seven Afro-American, one Japanese-American and two others.

Forty percent of the ANG Chaplains have earned a second Master's degree and one out of five has earned a Doctorate. Fifty % of the Enlisted Support personnel of the Chaplain Service have earned a college degree. Eight percent of the chaplains serve as pastors in their civilian position and all are ready to respond as needed.



# Appendices

## Appendix A – Chiefs of the National Guard Bureau

Colonel Erasmus M. Weaver		1908-1911
Brigadier General Robert K. Evans		1900-1911
Major General Albert L. Mills	***************************************	1912-1916
Major General William A. Mann	•••••••••••••••••••••••••••••••••••••••	1916-1917
Major General Jessie McI. Carter		1910-1917
Brigadier General John W. Heavey (acting)		1917-1910
Major General George C. Rickards		1910-1919
Major General Creed C. Hammond		1925-1929
Colonel Ernest R. Redmond (acting)	•••••••••••••••••••••••••••••••••••••••	1929-1929
Major General William G. Everson		1929-1929
Major General George E. Leach		1929-1931
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
<sup>•</sup> 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**

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Major General John B. Conaway

Major General William A. Navas, Jr.

Major General Raymond F. Rees

1989-1990

1990-1992

1992-

## Appendix B – State Adjutants General

AL	Major General James E. Moore	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
СО	Major General John L. France	NM	Major General Edward D. Baca
CT	Major General David W. Gay	NY	Brigadier General Michael S. Hall
DE	Major General Arthur V. Episcopo	NC	Major General Nathaniel H. Robb, Jr.
DC	Major General Russell C. Davis	ND	Major General Alexander P. MacDonald
FL	Major General Ronald O. Harrison	OH	Major General Richard A. Alexander
GA	Major General William P. Bland	OK	Major General Gary D. Maynard
GU	Brigadier General Edvardo R. Duenas	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 Donald W. Lynn	RI	Major General N. Andre Trudeau (CG)
IN	Major General Charles W. Whitaker	SC	Major General T. Eston Marchant, Jr.
IA	Major General Warren G. Lawson	SD	Major General Harold J. Sykora
KS	Major General James F. Reuger	TN	Major General Jerry R. Wyatt
KY	Major General Robert L. Dezarn	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	Major General Eugene R. Andreotti	WV	Major General Joseph J. Skaff
MS	Major General James H. Garner	WI	Major General Jerald P. Slack

MO Major General Charles M. Kiefner

WY Major General Charles J. Win

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## Appendix C – United States Property and Fiscal Officers

AL	Colonel Marion W. Reese	МТ	Colonel George E. Donnelly
AK	Colonel Russell E. Gillaspie	NE	Colonel Stephen R. Robinson
AZ	Colonel Jimmie J. Carpenter	NV	Colonel Giles E. Vanderhoof
AR	Colonel Bobby D. Wilson	NH	Colonel John E. Blair
CA	Colonel John R. Alexander	NJ	Colonel Kenneth W. Whilden
" CO	Colonel Conrad A. Johnson	NM	Colonel Isaac A. Alvarado
CT	Colonel Robert B. Devoe	NY	Colonel Frank Polis
DE	Colonel Anthony J. Quattro	NC	Colonel Ronnie D. Creasman
DC	Colonel Robert B. Kirkconnell	ND	Colonel Donald M. Huber
FL	Colonel Donald E. Power	OH	Colonel Richard J. Dreiman
GA	Colonel David S. Kenemer	OK	Colonel Robert C. Armstrong
GU	Lieutenant Colonel Arthur A. Jackson	OR	Colonel Gary L. Pedersen
HI	Colonel Melvin M. Ida	PA	Colonel Allen L. Kifer
ID	Colonel Rex T. Young	PR	Colonel Jose Maldonado
IL	Colonel Gene W. Blade	RI	Colonel John B. Altieri
IN	Colonel Allan W. Pierce	SC	Colonel Donald K. Meetze
IA	Colonel Franklin D. Peterson	SD	Colonel Jerry F. Hoenke
KS .	Colonel Dennis L. Elliott	TN	Colonel Homer E. Davis
KY	Colonel Paul T. Ryan	TX	Colonel Fred R. Jones
LA	Colonel James D. Flick	UT	Colonel Bart O. Davis
ME	Colonel Dennis D. Lunney	VT	Colonel Joseph A. Fiarkoski
MD	Colonel Walter R. Mueller	VA	Colonel David L. Bishop
MA	Colonel Anthony C. Spadorcia	VI	Colonel James P. Adams
мі	Colonel George E. Higginson	WA	Colonel Curtis N. Pintler
MN	Colonel James R. Buxton	WV	Colonel Kenneth A. Shaw
MS	Colonel James L. Elmore	WI	Colonel Howard D. Miller

1.1

MO Colonel Allen L. Stark

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WY Colonel Richard D. Sherman

### Appendix D – National Guard Bureau Staff

### **Office of the Chief**

Conaway, John B., Lieutenant General, USAF, Chief, National Guard Bureau Rees, Raymond F., Major General, USA, Vice Chief Van Fleet, Frank C., Colonel, ARNG, Executive Bryan, John M., Colonel, ANG, Executive Lennert, Phillip J., Major, ARNG, Assistant Executive Spahr, David K. Major, USAF, Assistant Executive Link, Thomas L., Assistant Chief Stilley, Kenneth J., Colonel, ANG, Deputy Assistant Chief Czarnecki, Jonathan C., LTC, ARNG, Secretary to the Chief's Staff Baines, E. Darden, Chief, Administrative Services Barnhart, Robert W., Chief, Internal Review and Audit Compliance Bray, Francis J., Director, Counterdrug Task Force Brown, Cheryl A., Colonel, ARNG, Chief, Executive Initiatives Cable, Vince L., Colonel, ARNG, Chief, Office of Policy and Liaison Carroll, Michael G., LTC, ARNG, Principal Assistant Responsible for Contracting Donohue, Daniel, Chief, Office of Public Affairs Farber, Brad, Colonel, USA, Judge Advocate Mackert, William C., Special Assistant for Property and Fiscal Affairs and Special Competition Advocate Nelson, Steve, Director, Office of Human Resources

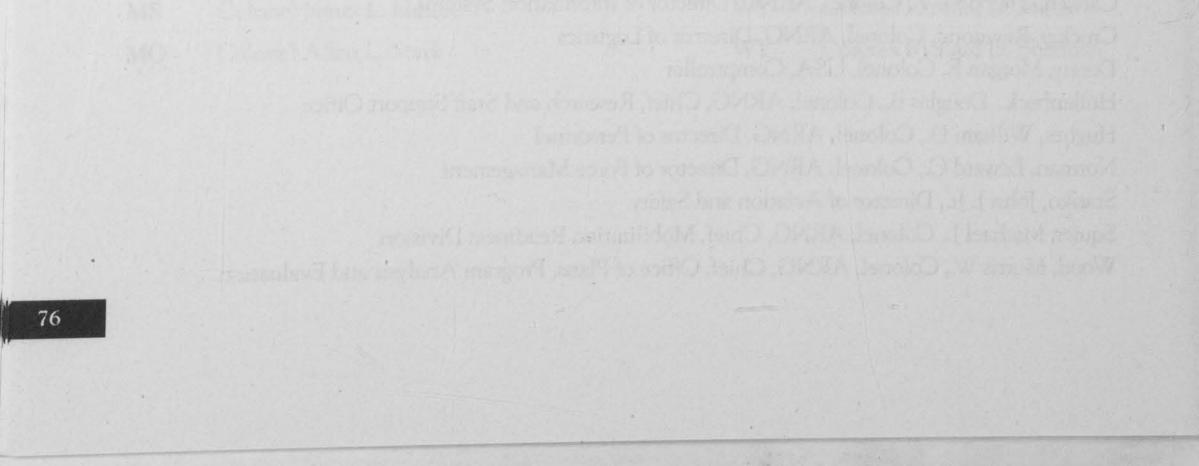
### **Army National Guard**

D'Araujo, John R. Jr., Brigadier General, ARNG, Acting Director, Army National Guard Shaw, Hubert S., Colonel, USA, Executive Anderson, Richard F., LTC, ARNG, Assistant Executive Blackwood, George S., Command Sergeant Major Aron, Fred W., Director of Engineering Braman, Eric W., Colonel, ARNG, Director of Operations Carlsen, Theodore T., Colonel, ARNG, Director of Information Systems Crocker, Raymond, Colonel, ARNG, Director of Logistics Denny, Morgan F., Colonel, USA, Comptroller Hollenbeck, Douglas B., Colonel, ARNG, Chief, Research and Staff Support Office Hughes, William D., Colonel, ARNG, Director of Force Management Stanko, John J. Jr., Director of Aviation and Safety Squier, Michael J., Colonel, ARNG, Chief, Mobilization Readiness Division Wood, Morris W., Colonel, ARNG, Chief, Office of Plans, Program Analysis and Evaluation

### **Air National Guard**

Killey, Philip G., Major General, ANG, Director Shepperd, Donald W., Brigadier General, ANG, Deputy Director Sparks, William T., Colonel, USAF, Chief, Air Directorate Staff Hartman, Gene, Special Assistant to the Director Childress, John S., Lieutenant Colonel, ANG, Executive Moon, Richard A., CMSgt, Senior Enlisted Advisor Arnold, Larry K., Colonel, ANG, Commander, ANG Readiness Center Athas, William J., Colonel, USAF, Director of Financial Management/Comptroller Baker, David E., Director for Operations, Plans and Programs Bryan, John M., Colonel, ANG, Director of Plans, Programs and Manpower Bullman, George T., Colonel, USAF, Director of Engineering and Services Harrison, Larry G., Colonel, ANG, The Civil Engineer Khare, Franc C., Colonel, ANG, Director of Personnel Lavender, Henry, Colonel, USAF, Director of Logistics Lesjak, Kathleen, Colonel, ANG, Director of Training Leslie, James D. III, Colonel, USAF, Director of Medical Services Lofink, William, Colonel, USAF, Director of Logistics McNamara, Robert, Colonel, USAF, Director of Command, Control Communications and Computers Navin, Dan, Colonel, ANG, Director of Operations Nielson, Dennis, Lieutenant Colonel, USAF, Director of Safety, Security and Inspections Priddle, John A., Lieutenant Colonel, ANG, Director of Personnel Scobey, David L., Colonel, ANG, Director, Staff Management Office

Williford, James V., Colonel, ANG, Director of Acquisition



## **Appendix E – Appropriations**

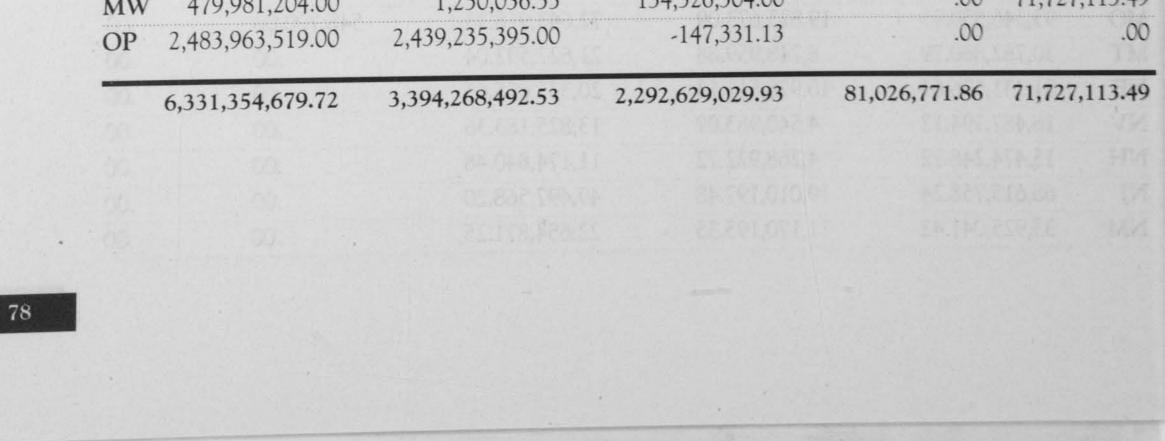
## Table 1Army National Guard

	Total Funds Available	NGPA	OMARNG	MCNG	DOD Procurement
PS	873,900.00	.00	873,900.00	.00	.00
AL	123,578,257.74	43,497,417.94	77,405,721.38	656,701.15	.00
AZ	65,187,496.62	15,801,856.88	42,866,105.90	6,087,697.02	.00
AR	77,023,445.92	30,621,294.89	45,862,283.93	6,445.55	.00
CA	187,941,822.38	50,061,341.46	136,924,035.80	254,616.38	.00
CO	36,076,557.31	10,266,634.10	21,736,406.62	2,500,000.00	.00
CT	62,455,437.68	8,598,753.03	53,622,607.41	.00	.00
DE	17,801,700.00	4,508,817.89	13,277,423.05	.00	.00
FL	101,140,956.82	29,882,101.04	68,053,325.36	1,834,918.44	.00
GA	80,520,158.75	22,180,984.07	58,270,850.09	.00	.00
ID	67,826,980.01	13,186,404.03	36,265,353.52	12,628,216.00	.00
IL	59,189,888.70	20,541,663.59	38,144,823.53	430,140.85	.00
IN	68,538,928.88	23,257,543.80	44,652,599.54	597,221.00	.00
IA	54,111,719.59	14,880,142.23	37,610,283.63	1,208,056.05	.00
KS	56,230,801.64	15,359,628.88	33,485,184.44	7,349,163.00	.00
KY	49,724,279.62	17,135,952.80	31,339,448.42	820,746.00	.00
LA	79,811,691.98	24,765,192.64	54,062,694.86	536,244.80	.00
ME	24,701,432.59	7,724,160.08	16,461,497.96	513,473.52	.00
MD	52,987,006.32	18,877,394.17	32,968,770.47	.00	.00
MA	61,648,263.48	18,079,003.93	41,207,348.85	672,213.00	.00
MI	79,376,368.15	22,811,825.92	56,482,590.73	.00	.00
MN	73,957,892.59	20,278,392.92	48,237,959.40	5,398,160.04	.00
MS	144,965,400.97	31,084,166.20	111,421,439.17	981,435.00	.00
MO	93,346,550.95	19,823,673.09	72,643,918.33	548,700.00	.00
MT	30,782,880.79	8,748,959.88	21,622,592.04	.00	.00
NE	31,331,576.63	10,978,511.13	20,335,055.63	.00	.00
NV	18,487,194.12	4,540,983.09	13,825,183.36	.00	.00
NH	15,474,248.12	4,268,922.72	11,174,840.48	.00	.00
NJ	68,615,758.24	19,010,197.48	49,497,568.20	.00	.00
NM	33,925,041.42	11,170,195.35	22,654,871.25	.00	.00
					NAMES OF TAXABLE PARTY AND ADDRESS OF TAXABLE PARTY.

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## **Appendix E - Appropriations (Cont.)**

	* Total Funds Available	NGPA	OMARNG	MCNG	DOD Procurement
NY	105,724,390.17	31,577,694.76	70,008,964.26	3,959,182.35	.00
NC	82,132,473.02	24,691,706.28	52,996,349.57	4,385,754.84	.00
ND	30,316,828.09	8,830,620.72	20,197,980.57	1,130,753.43	.00
OH	74,599,596.45	24,008,748.90	49,468,530.39	.00	.00
OK	60,891,290.76	20,125,049.54	37,608,501.25	14,332.50	.00
OR	52,908,696.42	17,612,430.13	34,882,090.08	379,730.58	.00
PA	99,057,834.33	32,847,578.53	63,561,336.59	2,563,275.29	.00
RI	21,096,483.58	5,714,419.88	14,844,511.23	.00	.00
SC	72,549,364.56	27,961,683.11	44,510,238.64	.00	.00
SD	31,455,797.48	9,626,327.29	20,670,479.71	960,570.00	.00
TN	81,008,037.13	28,029,272.47	52,972,725.88	.00	.00
TX	136,096,537.64	40,661,007.93	82,154,499.94	11,930,516.11	.00
UT	55,467,368.68	19,684,633.96	31,722,207.76	2,225,314.92	.00
VT	26,600,112.76	8,349,206.64	17,611,250.89	483,881.00	.00
VA	51,898,164.71	15,748,761.10	36,135,252.93	.00	.00
WA	56,889,960.06	16,248,290.68	40,247,913.13	386,678.60	.00
WV	30,079,132.93	9,337,760.90	20,140,665.77	.00	.00
WI	64,601,028.37	17,810,605.66	37,382,586.71	9,353,279.04	.00
WY	19,558,224.18	5,710,862.40	13,558,286.21	229,355.40	.00
DC	16,317,346.41	4,814,022.90	11,499,223.13	.00	.00
NG	.00	.00	.00	.00	.00
UN	144,610.500.05	.00	.00	.00	.00
GU	4,213,000.00	2,274,899.91	1,936,654.58	.00	.00
HI	29,495,840.70	7,514,196.16	21,867,638.70	.00	.00
A'K	35,286,487.53	7,088,252.12	28,112,143.10	.00	.00
PR	56,527,822.70	23,228,061.57	33,202,856.96	.00	.00
VI	10,394,000.00	2,344,652.21	7,970,485.73	.00	.00
MW	479,981,204.00	1,250,036.55	134,526,304.00	.00	71,727,113.49



## Table 2Air National Guard

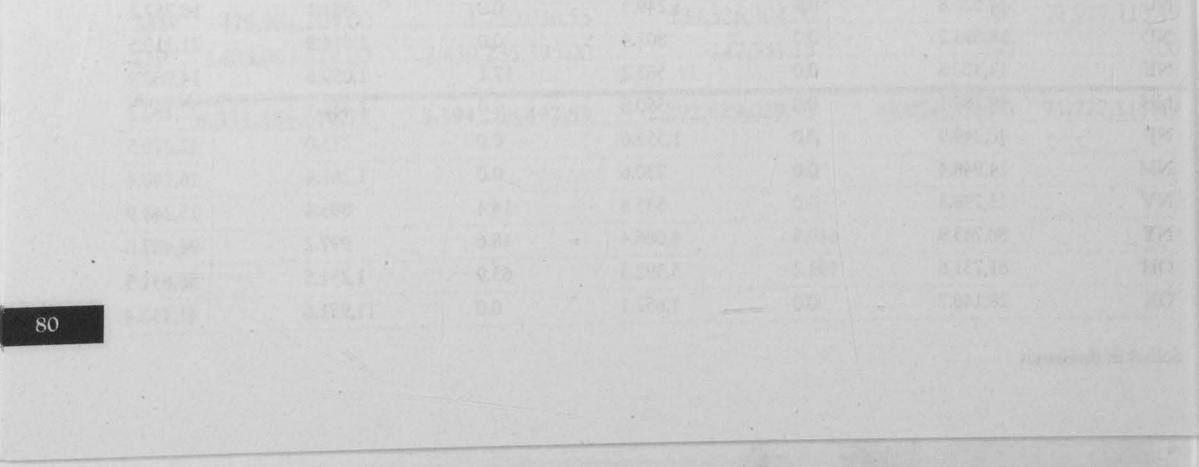
State	ANG O&M	AF O&M	ANG MILPERS	ANG Investment	MILCON	Total State
AK	35,409.9	0.0	1,691.4	130.2	11,234.7	48,466.2
AL	34,561.9	4.0	1,604.0	63.3	5,400.2	41,633.4
AR	22,843.7	0.0	1,319.2	0.0	68.3	24,231.2
AZ	52,632.7	300.0	1,631.7	110.0	6,975.2	61,649.6
CA	38,089.0	30.0	3,586.90	122.8	488.3	72,317.0
СО	29,353.1	27.7	1,481.2	77.0	10,078.2	41,017.2
CT	15,433.9	0.0	994.1	0.0	11,434.2	27,862.2
DC	37,737.6	891.7	541.8	0.0	153.3	39,324.4
DE	10,632.9	28.0	886.1	76.1	2,508.4	14,131.5
FL	20,749.5	101.7	825.5	20.0	599.8	22,296.5
GA	36,422.4	0.0	3,071.6	0.0	345.8	39,839.8
GUAM	317.2	0.0	123.8	0.0	34.8	475.8
HI	34,374.2	0.0	906.4	347.5	3,946.7	39,574.8
IA	35,139.5	135.3	1,936.3	0.0	2,595.0	39,806.1
ID	20,629.7	0.0	9,04.8	29.0	1,364.5	22,928.0
IL	42,938.6	0.0	1,910.5	55.5	2,946.8	47,851.4
IN	29,857.8	0.0	1,432.3	0.0	3,177.7	34,467.8
KS	46,878.5	60.5	1,476.2	0.0	935.6	49,350.8
KY	12,696.6	0.0	924.6	0.0	5946.2	19,567.4
LA	18,644.2	0.0	848.1	0.0	0.0	19,492.3
MA	49,538.6	2,606.3	1,472.0	0.0	5,657.3	59,274.2
MD	28,828.7	0.0	1,480.5	0.0	0.0	30,309.2
ME	16,501.0	0.0	830.9	33.9	6,756.8	24,122.6
MI	64,645.7	622.4	1,821.0	17.6	8,335.1	75,441.8
MN	30,830.3	410.3	2,001.5	52.1	200.6	33,494.8
МО	36,413.9	103.0	2,278.3	128.0	1,915.8	40,839.0
MS	35,181.8	0.0	2,378.0	47.9	18,238.6	55,846.3
MT	16,835.7	0.5	822.2	0.0	186.5	17,844.9
NC	14,626.8	0.0	1,249.3	0.0	881,1	16,757.2
ND	18,893.2	0.0	802.4	0.0	1,614.9	21,310.5
NE	13,320.8	0.0	563.2	17.1	1,059.8	14,960.9
NH	19,287.1	0.0	550.8	0.0	2,442.3	22,280.2
NJ	40,249.9	0.0	1,555.6	0.0	273.0	42,078.5
NM	14,948.4	0.0	730.6	0.0	1,261.4	16,940.4
NV	13,798.3	0.0	535.8	14.4		15 743 9
NY	88,765.9	619.5	4,086.4	18.6	997.2	94 487 6
OH	81,731.6	192.2	3,392.3	63.9	1,251.5	86 631 5
OK	28,146.7	0.0	1,652.1	0.0	11.951.6	41 750 4

dollars in thousands

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## Table 2Air National Guard (Cont.)

State	ANG O&M	AF O&M	ANG MILPERS	ANG Investment	MILCON	Total State
OR	35,882.7	12.0	1,202.5	0.0	4,537.4	41,634.6
PA	40,567.7	65.2	2,900.1	27.0	17,764.3	61,324.2
PR	20,811.9	0.0	932.1	0.0	336.5	22,080.5
RI	14,696.7	0.0	919.0	0.0	255.9	15,871.6
SC	14,885.6	7.2	702.4	17.9	798.9	16,412.0
SD	15,202.0	253.1	1,085.5	0.0	4,624.1	21,164.7
TN	46,949.9	139.9	3,505.7	439.6	0,694.7	61,729.8
TX	43,527.4	19.6	2,699.7	24.7	1,199.6	47,471.0
UT	17,470.1	0.0	1,367.9	0.0	144.1	18,982.1
VA	14,804.6	62.5	680.9	0.0	1,158.9	16,706.9
VT	16,523.7	0.0	683.3	0.0	2,555.9	19,762.9
WA	26,281.0	0.0	1,869.3	0.0	2,236.4	30,386.7
WI	33,168.1	32.3	1,526.5	0.0	6,294.5	41,021.4
WV	22,524.2	0.0	1,485.3	0.0	3,592.1	27,601.6
WY	11,023.1	0.0	750.9	0.0	8,458.8	20,232.8
TOTALS	1,592,206.0	6,724.9	78,610.5	1,933.8	198,804.7	1,878,279.9
CENTRAL						
ACCOUNTS	788,364.0	28,245.1	1,107,109.7	11.4	9,123.4	1,932,853.5



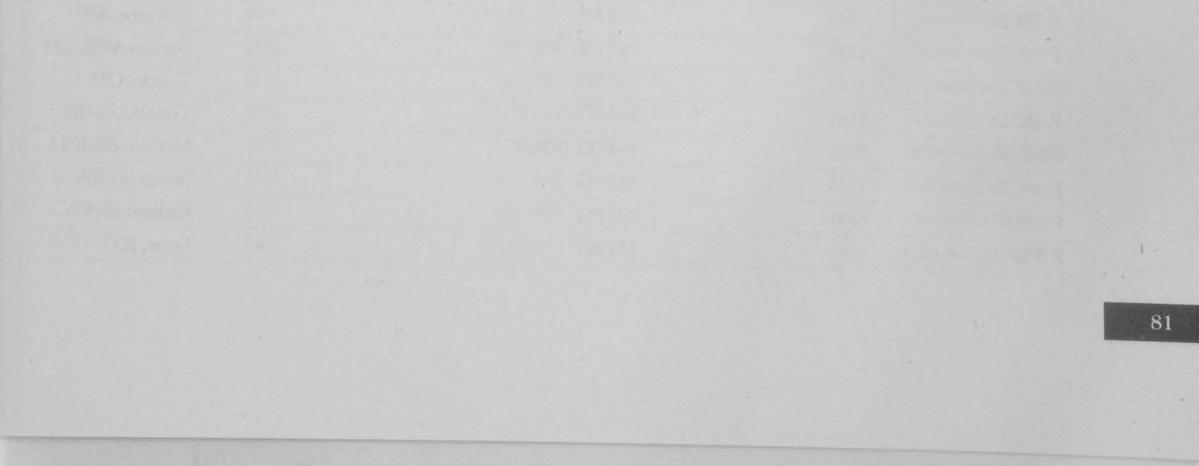
## **Appendix F – Race/Ethnic Statistics**

### **Army National Guard**

	щ	Officer	# E1	nlisted %
	#	%	##	/0
Black	2997	6.3	63,585	16.8
Hispanic	1700	3.6	24,410	6.4
Asian	610	1.3	4,415	1.2
Amer. Native	160	.3	2,283	.8

### **Air National Guard**

	Officer		Enli	Enlisted		
	#	%	#	%		
Black	530	3.7	9,019	8.6		
Hispanic	335	2.3	4,883	4.7		
Asian	213	1.5	1,980	1.9		
Amer. Native	94	.7	858	5.4		



## Appendix G – Air National Guard Statistics

# Table 1. Aircraft, Number of Aircraft, Unit, Location - by Gaining Command

	Number		
Aircraft	of Aircraft	Unit	Location
AIR COMBAT	COMMAND (ACC)		
A-10A	(18)	103 FG	Bradley, CT
A-IOA	(18)	104 FG	Barnes, MA
A-lOA	(12)	110 FG	Kellogg, MI
A-IOA	(18)	128 FW	Truax, WI
A-IOA	(18)	175 FG	Baltimore, MD
A-7D	(24)	121 FW	Rickenbacker , Ol
A-7DK	(24)	132 FW	DesMoines , IA
A-7DK	(18)	138 FG	Tulsa , OK
A-7DK	(24)	150 FG	KirtlandAFB , NN
A-7DK	(18)	156 FG_	SanJuan , PR
A-7DK	(18)	178 FG	Springfield , OH
F-15AB	(24)	116 FW	DobbinsAFB, GA
F-15AB	(18)	131 FW	StLouis, MO
F-15AB	(24)	159 FG	NewOrleans, LA
F-16AB	(24)	113 FW	AndrewsAFB, DC
F-16AB	(24)	127 FW	Selfridge, MI
F-16AB	(18)	149 FG	KellyAFB, TX
F-16AB	(46)	162 FG (FTU)	<ul> <li>Tucson, AZ</li> </ul>
F-16AB	(24)	169 FG	McEntire, SC
F-16AB	(18)	174 FW	Syracuse, NY
F-16AB	(18)	182 FG	Peoria, IL
F-16AB	(24)	183 FG	Springfield, IL
F-16AB	(18)	187 FG	Montgomery, AL
F-16AB	(18)	188 FG	FtSmith, AR
F-16CD	(18)	114 FG	SiouxFalls, SD
F-16CD	(24)	122 FW	FtWayne, IN
F-16CD	(24)	140 FW	BuckleyAGB, CO
F-16CD	(18)	180 FG	Toledo, OH
F-16CD	(18)	181 FG	TerreHaute, IN
F-16CD	(54)	184 FG (FTU)	McConnell, KS
F-16CD	(18)	185 FG	SiouxCity ,IA
F-16CD	(24)	192 FG	Richmond ,VA
- 10	(10)	124 FG	Boise, ID

Aircraft	Number of Aircraft	Unit	Location
F-4G	(06)	189 FF (FTU)	Boise, ID
OA-IOA	(06)	110 FG	Kellogg, MI
OA-IOA	(18)	lll FG	Willow Grove, PA
RF-4C	(18)	117 RW	Birmingham, AL
RF-4C	(18)	152 RG	Reno, NV
RF-4C	(18)	155 RG	Lincoln, NE
RF-4C	(18)	163 RG	March AFB, CA
RF-4C	(18)	186 TRG	Meridian, MS
RF-4C	(12)	189 FF (FTU)	Boise, ID
AIR DEFENSE	3		
F-15AB	(18)	102 FW	Otis AFB, MA
F-15AB	(18)	142 FG	Portland, OR
F-16AB	(18)	107 FG	Niagara Falls, <b>NY</b>
F-16AB	(18)	114 FS (FTU)	Klamath Fa, OR
F-16AB	(18)	ll9 FG	Fargo, ND
F-16AB	(18)	120 FG	GreatFalls, MT
F-16AB	(18)	125 FG	Jacksonville, FL
F-16AB	(18)	144 FW	Fresno, CA
F-16AB	(18)	147 FG	Ellington, TX
F-16AB	(18)	148 FG	Duluth, MN
F-16AB	(18)	158 FG	Burlington, VT
F-16AB	(18)	177 FG	Atlantic City, NJ
F-16AB	(18)	191 FG	Selfridge, MI

#### AIR MOBILITY COMMAND (AMC)

C-130A	(04)	164 AG	Memphis, <b>TN</b>
C-13OB	(12)	145 AG	Charlotte, NC
C-130B	(08)	153 AG	Cheyenne, WY
C-130E	(08)	133 AW	Minn St.Paul, MN
C-130E	(08)	135 AG	Baltimore, MD
C-130E	(08)	143 AG	Quonset Pt., <b>RI</b>
C-130E	(16)	146 AW	Channells, CA
C-130E	(12)	167 AG	Martinsburg, WV
C-130E	(08)	189 AG (FTU)	Little Rock, AR
C-130H	(08)	109 AG	Schenectady, NY
C-130H	(16)	118 AW	Nashville TN
C-130H	(09)	123 AW	Louisville, KY
C-130H	(08)	130 AG	Charleston, WV
			A REAL PROPERTY AND A REAL

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Aircraft	Number of Aircraft	Unit	Locatio
С-130Н -	(08)	136 AW	Dallas NAS, <b>TX</b>
C-130H	(08)	137 AW	Will Rogers, OK
C-130H	(08)	139 AG	St. Joseph, MO
C-130H	(08)	165 AG	Savannah, GA
C-130H	(08)	166 AG	Wilmington, DE
C-130H	(08)	179 AG	Mansfield, OH
C-141B	(04)	164 AG	Memphis, TN
C-141B	(08)	172 AG	Jackson, MS
C-5A	(11)	105 AG	Stewart, NY
HC130P   HH60	(4 5)	106 RG	Gabreski, NY
HC130P   HH60	(4 5)	129 RG	Moffet NAS, CA
HC130M   HH6	(2 4)	176 CG	Anchorage, AK
KC-135E	(10)	101 ARW	Bangor, ME
KC-135E	(10)	108 ARW	McGuire AFB, NJ
KC-135E	(10)	112 ARG	Pittsburgh, PA
KC-135E	(10)	126 ARW	Chicago, IL
KC-135E	(10)	134 ARG	Knoxville, TN
KC-135E	(10)	141 ARW	Fairchild AFB, WA
KC-135E	(10)	151 ARG	Salt Lake City, UT
KC-135E	(10)	157 ARG	Pease, NH
KC-135E	(10)	161 ARG	Phoenix, AZ
KC-135E	(10)	170 ARG	McGuire AFB, NJ
KC-135E	(10)	171 ARW	Pittsburgh, PA
KC-135E	(10)	190 ARG	- Forbes, KS
KC-135R	(10)	128 ARG	Milwaukee, WI
KC-135R	(10)	160 ARG	Rickenbacker, OH
KC-135R	(06)	186 ARG	Meridian, MS

#### PACIFIC AIR FORCES (PACAF)

C-130H	(08)	176 CG	Anchorage, AK
F-15AB	(24)	154 CG	Hickam, <b>HI</b>
KC-135E	(08)	168 ARG	Eielson AFB, AK

Lost Williams

KC-155E (00)

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### SPECIAL OPERATIONS COMMAND (AFSOC)

EC-130E (06) 193 SOG

Harrisburg, PA

### Table 2. Activations, Redesignations, and Changes in Gaining Command

### ACTIVATIONS

116 Air Control Party Flight, McChord AFB, WA (1 Jul 92)

122 Tactical Air Control Party Flight, Camp Beauregard, LA (1 Oct 91)

159 Weather Flight, Camp Blanding, FL (1 Apr 92)

169 Air Control Party Flight, Grtr Peoria Apt, IL (1 Jul 92)

182 Air Support Operations Center Squadron, Grtr Peoria Apt, IL (1 Jul 92)

200 Airlift Squadron, Buckley ANGB, CO from Det 1, HQ Colorado ANG (15 Mar 92)

201 Airlift Squadron, Andrews AFB, MD from Det 1, HQ District of Columbia ANG (15 Mar 92)

### INACTIVATIONS

101 Weather Flight, Otis ANGB, MA (15 Dec 91)

119 Weather Flight, McGuire AFB, NJ (15 Dec 91)

155 Weather Flight, Memphis IAP, TN (1 Jan 92)

163 Weather Flight, Fort Wayne MPT, IN (1 Jan 92)

182 Comm-Electronics Maintenance Squadron, Grtr Peoria Apt, IL (1 Jul 92)

182 Direct Air Support Center Squadron, Grtr Peoria Apt, IL (1 Jul 92)

182 Weather Flight, Kelly AFB, TX (1 Jan 92)

201 Weather Flight, Suffolk Cnty Apt, NY (15 Dec 91)

### REDESIGNATIONS

Air National Guard Readiness Center from Air National Guard Support Center (1 Jun 92) Eight Aeromedical Evacuation Squadrons from Aeromedical Evacuation Flights (1 Oct 91) 108 Air Refueling Wing, McGuire AFB, NJ from 108 Tactical FighterWing (1 Oct 91) 110 Fighter Group, Battle Creek, MI from 110 Tactical Air Support Group (1 Oct 91) 112 Air Refueling Group, Pittsburgh, PA from 112 Tactical Fighter Group (1 Oct 91) 122 Air Control Party, Camp Beauregard, LA from 122 Tactical Air Control Party Flight (1 Jul 92) 124 Fighter Group, Boise, ID from Tactical Reconnaissance Group (1 Oct 91) 131 Medical Squadron, Lambert-St Louis, MO from 131 Tactical Hospital (1 Jul 92) 133 Medical Squadron, Minn/St Paul, MN from 133 Tactical Hospital (1 Jul 92) 141 Air Refueling Squadron, McGuire AFB, NJ from 141 Tactical Fighter Squadron (1 Oct 91) 146 Air Refueling Squadron, Pittsburgh, PA from 146 Tactical Fighter Squadron (1 Oct 91) 153 Air Refueling Squadron, Key Field, MS from 153 Tactical Reconnaissance Squadron (1 Apr 92) 155 Military Airlift Squadron, Memphis, TN from 155 Tactical Airlift Squadron (1 Apr 92) 164 Military Airlift Group, Memphis, TN from 164 Tactical Airlift Group (1 Apr 92) 165 Air Control Party Flight, Glynco ANGS, GA from 111 Tactical Air Conrol Party Flight (1 Jul 92) 169 Fighter Squadron, Peoria, IL from 169 Tactical Air Support Squadron (1 Jul 92) 172 Fighter Squadron, Battle Creek, MI from 172 Tactical Air Support Squadron (1 Oct 91) 179 Medical Squadron, Mansfield-Lahm MAP, OH from 179 Tactical Clinic (1 Jul 92) 182 Fighter Group, Peoria, IL from 182 Tactical Air Support Group (1 Jul 92) 186 Air Refueling Group, Key Field, MS from 186 Tactical Reconnaissance Group (1 Apr 92) 190 Fighter Squadron, Boise, ID from 190 Tactical Reconnaissance Squadron (1 Oct 91) 193 Medical Squadron, Harrisburg IAP, PA from 193 Tactical Hospital (1 Jul 92)

ANG flying units (15 Mar 92, as stated on State orders)

- Tactical Fighter, Fighter Interceptor, Tactical Air Support, and Tactical Fighter Training to Fighter
- Air Rescue to Rescue.
- Military and Strategic Airlift to Airlift.
- Tactical Reconnaissance to Reconnaissance.
- Tactical Control to Air Control (1 Jun 92, as stated on State orders)

### GAINING COMMAND CHANGES

- Air Force reorganization to Air Combat Command (ACC) and Air Mobility Command (AMC) from TAC, SAC and MAC (1 Jun 92).
  - Air Refueling to AMC from SAC except the 168 Air Refueling Group, Eielson AFB, AK to PACAF.
  - TAC units to ACC.

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 MAC units to AMC except the 176 CG, Kulis, AK (excluding the 210 Rescue Squadron and the 176 Mobile Aerial Port Flight) to PACAF.

All Weather Flights to TAC from AWS except 199 Weather Flight, Hickam AFB, HI which transfers to PACAF (1 Oct 91)

108 Air Refueling Wing, McGuire AFB, NJ to SAC from TAC (1 Oct 91)

112 Air Refueling Group, Pittsburgh, PA to SAC from TAC (1 Oct 91)

141 Air Refueling Squadron, McGuire AFB, NJ to SAC from TAC (1 Oct 91)

146 Air Refueling Squadron, Pittsburgh, PA to SAC from TAC (1 Oct 91)

153 Air Refueling Squadron, Key Field, MS to SAC from TAC (1 Apr 92)

169 Electronic Security Squadron, Salt Lake, UT to AFIC from ESC (1 Oct 91)

186 Air Refueling Group, Key Field, MS to SAC from l'AC (1 Apr 92)

193 Communications Flight, Harrisburg IAP, PA to SOC from TAC (1 Mar 92)

299 Range Control Squadron, Hill AFB, UT to AF Materiel Command from Systems Command (1 July 92)

#### **RELOCATIONS / OPERATING LOCATIONS/ DETACHMENTS**

· Activate - OL-DI, Counter Drug UC-26, Texas ANG, 147 FIG, Ellington Field, TX (15 Jun 92)

Inactivate - OL-WA, 111 ASOC, McChord AFB, WA (1 Jul 92) [see activate 116 ACPF]

Redesignate - Det 1, 108 ARW, Warren Grove, NJ from OL-GR, 108 ARW (1 Jan 92) Det 1, 193 SOG, Ft Indiantown Gap, PA from OL-GR, 112 TFG (1 Jan 92) Det 1, 131 FW, Ft Leonard Wood, MO from OL-GR, 131 TFW (1 Jan 92) Det 1, 140 FW, Peterson AFB, CO from OL-GR, 140 TFW (1 Jan 92)

Det 1, 140 F w, Feterson Air D, CCO noni OL-OR, 140 TFW (1 Jun 92) Det 1, 149 FG, Tilden, TX from OL-GR, 149 TFG (1 Jan 92) Det 1, 156 FG, Camp Santiago, Salinas, PR from OL-GR, 156 TFG (1 Jan 92) Det 1, 174 FW, Ft Drum, Antwerp, NY from OL-GS, 174 TFW (1 Jan 92) Det 1, 181 FG, Camp Atterbury, IN from OL-GR, 181 TFG (1 Jan 92) Det 2, 181 FG, Jefferson Proving Ground, IN from OL-GS, 181 TFG (1 Jan 92) Det 1, 188 FG, Ft Chaffe, AR from OL-GR, 188 TFG (1 Jan 92)

Relocate- Det 1, 158 Fighter Interceptor Group to Langley AFB, VA from Bangor IAP, ME (1 Oct 91) Det 1, 144 Fighter Interceptor Wing to March AFB, CA from George AFB, CA (15 Jun 92)

### Appendix H – Military Support Missions

				PER	SON	VEL	MA	NDA	YS
State	Date	End Date	MISSION	ARNG	ANG	Total	ARNG	ANG	Total
AK	12 OCT 91	14 OCT 91	OFFSHORE AIRLIFT	1	0	1	1	0	1
AL	01 JAN 92	30 APR 92	WATER HAUL	15	0	15	120	0	120
AL	22 MAY 92	01 JUN 92	WATER HAUL	1	0	1	2	0	2
AL	01 JAN 92	30 APR 92	FOOD HAUL	26	0	26	82	0	82
AL	01 OCT 91	31 JAN 92	WATER HAUL	78	0	78	209	0	209
AL	01 OCT 91	30 APR 92	FOOD HAUL	25	0	25	154	0	154
AL	10 OCT 91	11 OCT 91	EMERGENCY SHELTER	1	0	1	1	0	1
AL	01 OCT 91	O6 OCT 91	GROUND SEARCH	241	.0	241	617	• 0	617
AL	21 NOV 91	22 NOV 91	WATER HAUL	2	0	2	4	0	4
AL	14 DEC 91	15 DEC 91	EQUIPMENT USAGE	2	0	2	3	0	3
AL	09 MAR 92	11 MAR 92	EQUIP SPT	2	0	2	0	0	0
AL	22 APR 92	22 APR 92	AERIAL SEARCH	1	0	1	1	0	1
AL	22 MAY 92	22 MAY 92	WATER HAUL	· 2	0	2	2	0	2
AL	17 JUN 92	17 JUN 92	SEARCH AND RESCUE	16	0	16	16	0	16
AL	23 JUL 92	23 JUL 92	ROAD CLEARING	2	0	2	7	0	2
AL	01 MAY 92	31 JUL 92	FOOD HAUL	19	0	19	33	0	33
AL	12 AUG 92	21 AUG 92	WATER HAUL	3	0	3	6	0	6
AL	11 MAY 92	26 MAY 92	WATER HAUL	1	0	1	2	0	2
AL	16 SEP 92	*************************************	WATER HAUL	2	0	2	2	0	2
AR	10 MAR 92	13 MAR 92	DAMAGE ASSESSMENT	9	0	9	0	0	0
AR	15 JUN 92	17 JUN 92	STORM RECOVERY	24	0	24	72	0	72
AZ	01 DEC 92	31 MAR 92	EMERGENCY SHELTER	4	0	4	685	0	685
AZ	02 DEC 91	31 MAR 92	EMERGENCY SHELTER	3	0	3	685	0	685
AZ	02 DEC 91	03 DEC 91	SEARCH AND RESCUE	9	0	9	18	0	18
AZ	04 DEC 91	05 DEC 91	STORM/AERIAL SUPPORT	6	0	6	12	0	.12
AZ	06 DEC 91	06 DEC 91	SEARCH AND RESCUE	2	0	2	2	0	7
AZ	08 JAN 92	08 JAN 92	SEARCH AND RESCUE	3	0	3	3	0	3
AZ	12 JAN 92	12 JAN 92	SEARCH AND RESCUE	6	0	6	6	0	6
AZ	16 FEB 92	21 FEB 92	ENVIRONMENTAL SPT	15	0	15	47	0	47
AZ	05 MAR 92	05 MAR 92	SEARCH AND RESCUE	4	0	4	5	0	5
AZ	11 MAR 92	11 MAR 92	SEARCH AND RESCUE	3	0	3	3	0	3
AZ	19 MAR 92	19 MAR 92	SEARCH AND RESCUE	4	0	4	4	0	4
AZ	27 MAR 92	27 MAR 92	SEARCH AND RESCUE	4	0	4	4	0	4
AZ	28 MAR 92	29 MAR 92	SEARCH AND RESCUE	7	0	7	7	0	7
AZ	13 APR 92	13 APR 91	SEARCH AND RESCUE	4	0	4	4	0	A
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State	Date	E ID		PERSONNEL			MA	NDA	DAYS	
Suite	Date	End Date	MISSION	ARNG	ANG	Total	ARNG	ANG	Total	
AZ	03 ÅPR 92	03 APR 92	SEARCH AND RESCUE	3	0	3	3	0	3	
AZ	14 APR 92	14 APR 92	TRAINING SUPPORT	3	0	3	3	0	3	
AZ	21 APR 92	21 APR 92	TRAINING SUPPORT	6	0	6	6	0	6	
AZ	23 APR 92	23 APR 92	TRAINING 5UPPORT	5	0	5	5	0	5	
AZ	25 MAY 92	25 MAY 92	SEARCH AND RESCUE	3	0	3	3	0		
AZ	26 MAY 92	26 MAY 92	SEARCH AND RESCUE	3	0	3	3	0	3	
AZ	13 MAY 92	13 MAY 92	SEARCH AND RESCUE	3	0	3	3	0	3	
AZ	05 AUG 92	05 AUG 92	SEARCH AND RESCUE	3	0	3	3	0	3	
AZ	24 AUG 92	24 AUG 92	SEARCH AND RESCUE	3	0	3	3	0	3	
AZ	25 JUL 92	26 JUL 92	EVACUATION	7	0	7	7	0	7	
AZ	10 SEP 92	10 SEP 92	AERIAL SEARCH	3	0	3	3	0	3	
AZ	07 SEP 92	07 SEP 92	AERIAL SEARCH	3	0	3	3	0	3	
-	*******	***************************************								
CA	01 OCT 91	19 NOV 91	FOOD DISTRIBUTION	13	0	13	260	0	260	
CA	02 OCT 91	07 OCT 91	SEARCH AND RESCUE	3	11	14	5	11	16	
CA	05 OCT 91	05 OCT 91	EMERGENCY SHELTER	3	0	3	3	0	3	
CA	20 OCT 91	20 OCT 91	SEARCH AND RESCUE	0	18	18	0	18	18	
CA	20 OCT 91	22 OCT 91	WILD FIRE SUPPORT	7	0	7	21	0	21	
CA	21 OCT 91	21 OCT 91	TRANSPORT VIP	0	3	3	0	3	3	
CA	22 OCT 91	22 OCT 91	TRANSPORT VIP	6	0	6	6	0	6	
CA	21 OCT 91	18 NOV 91	WILD FIRE SUPPORT	12	0	12	164	0	164	
CA ·	27 OCT 91	27 OCT 91	TRANSPORTATION SPT	4	0	4	4	0	4	
CA	28 OCT 91	2 80CT 91	SEARCH AND RESCUE	3	0	3	3	0	3	
CA	29 OCT 91	09 NOV 91	WILD FIRE SUPPORT	4	0	4 *	52	0	52	
CA	08 NOV 91	08 NOV 91	AERIAL SURVEY (FIRE)	3	12	15	3	5	8	
• CA	11 NOV 91	11 NOV 91	AERIAL SRVY/TRNSPRT	6	0	6	6	0	6	
CA	20 OCT 91	21 OCT 91	PROVIDE TEMP SHELTER	2	0	2	4	0	4	
CA	30 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	148	0	148	
CÅ	09 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	0	0	0	
CA	02 DEC 91	31 MAR 92	SHELTER HOMELESS	2	0	2	176	0	176	
CA	25 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	198	0	198	
CA	19 NOV 91	31MAR92	SHELTERHOMELESS	2	0	2	218	0	218	
CA	19 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	202	0	202	
CA	10 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	160	0	160	
CA	19 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	226	0	226	
CA	15 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	226	0	226	
CA	29 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	228	0	228	
CA	27 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	178	0	178	
CA	27 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	208	0	208	
CA	17 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	304	0	304	
CA	18 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	Z	194	0	194	

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				PERSONNEL			MANDAYS		
State	Date	End Date	MISSION	ARNG	ANG	Total	ARNG	ANC	G Total
						2	196	0	196
CA	18 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2		0	212
CA	27 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	L	212	0	240
CA	25 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	240	0	
CA	25 NOV 91	31 MAR 92	SHELTER HOMEI.ESS	2	0	2	226	0	226
CA	26 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	232	0	232
CA	09 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	258	0	258
CA	24 NOV 91	31 MAR 92	SHELTER HOMELESS	2	0	2	146	0	146
CA	12 FEB 92	31 MAR 92	EOC OPERATIONS	2	0	2	2	0	2
CA	13 FEB 92	20 FEB 92	PROVIDE SHELTER	6	0	6	36	0	36
CA	14 FEB 92	18 FEB 92	FLOOD SUPPORT	21	0	21	64	0	64
CA	14 FEB 92	15 FEB 92	FLOOD SUPPORT	19	0	19	34	0	34
CA	14 FEB 92	14 FEB 92	FLOOD SUPPORT	0	60	60	0	60	60
CA	14FEB92	14FEB92	FLOOD SUPPORT	8	0	8	7	0	7
CA	17 MAR 92	17 MAR 92	SEARCH AND RESCUE	0	5	5	0	5	5
CA	25APR92	25APR92	AERIAL RECON	0	6	5	0	6	6
CA	27APR92	28APR92	AERIAL SURVEY	1	10	11	2	20	22
CA	27APR92	28APR92	AERIAL SURVEY	1	11	12	2	22	24
CA	25 APR 92	23 APR 92	EMERGENCY SHELTER	7	0	7	16	0	16
CA	28 APR 92	28APR 92	VIP VISIT	1	0	1	1	0	1
CA	28 APR 92	28 APR 92	TEMP STORAGE	2	0	2	18	0	18
CA	26 APR 92	06 MAY 92	WATER HAUL	11	0	11	121	0	121
CA	28 APR 92	06 MAY 92	EMERGENCY SHELTER	20	0	20	180	0	180
CA	29 APR 92	15 MAY 92	CIVIL CONTROL	10,336	60	10,396	101,000	1,325	101,000
CA	03 JUN 97	06 JUN 92	OPEN ARMORY	1	0	1	4	0	4
CA	14 FEB 92	31 MAR 92	EMERGERCY SHELTER	2	0	2	0	0	0
CA	01 DEC 91	31 MAR 92	EMERGENCY SHELTER	2	0	2	0	0	0
CA	02 DEC 91	31 MAR 92	EMERGENCY SHELTER	2	0	2	0	0	0
CA	13 DEC 91	31 MAR 92	EMERGENCY SHELTER	2	0	2	0	0	0
CA	02 DEC 91	31 MAR 92	EMERGENCY SHELTER	2	0	2	0	0	0
CA	15 DEC 91	31 MAR 92	EMERGENCY SHELTER	2	0	2	0	0	0
CA	12 FEB 92	16 FEB 92	COMMAND CONTROL SP	T 20	0	20	0	0	0
CA	13 FEB 92	10 FEB 92	EMERGENCY SHELTER	6	0	6	0	0	0
CA	12 JUN 92	12 JUN 92	SEARCH AND RESCUE	0	6	6	0	6	6
CA	23 JUN 92	24 JUN 92	SEARCH AND RESCUE	8	0	8	12	0	12
DE	31 OCT 91	31 OCT 91	STORM SUPPORT	8	0	8	8	0	8
DE	04 JAN 92	07 JAN 92	EVACUATION	78	0	78	252	0	252
DE	25 SEP 92	26 SEP 92	EVACUATION SUPPORT	22	0	22	44	0	44
FL	23 AUG 92		STORM RECOVERY	6,000	250	6,250	190,000	5,700	195,700

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			ISMMORAL STREET		PERSONNEL			MANDAYS			
State	Date	End Date MISSION		ARNG							
GA	02 DEC 91	03 DEC 92	WATER HAUL	2	0	2	4	0	4		
GA	01 JAN 92	02 JAN 92	WATER HAUL	1	0	1	· · · · · · · · · · · · · · · · · · ·	0	т ?		
GA	30 APR 92	03 MAY 92	CIVIL CONTROL	1,035	27	1,072	3,596	81	3,677		
GU	27 NOV 91	08 DEC 91	TYPHOON YURI SUPPORT	38	14	52	295	61	270		
GU	29 AUG 92		STORM RECOVERY	240	88	328	4,800	64 1,920	379 6,720		
HI	10 NOV 91	20 DEC 91	SEARCH AND RESCUE	0	10	10		400	100		
HI	14 DEC 91	16 DEC 91	FLASH FLOODING	12		10	0	400	400		
HI	23 FEB 92	28 FEB 92	LIAISON AERIAL RECON	12	12	24	20	44	64		
HI	12 SEP 92		STORM RECOVERY	990	0 377	1,367	12,000	5,000	1 17,000		
IA-	01 NOV 91	10 NOV 91	BLIZZARD SUPPORT	50		<i>(</i> )					
IA	29 APR 92	01 MAY 92	***************************************	59	4	63	156	20	176		
IA	04 JUL 92	*******	GENERATOR SUPPORT	3	0	3	3	0	3		
	04 JOL 92	04 JUL 92	EMERGENCY OPNS	16	0	16	16	0	16		
ID	21 OCT 91	22 OCT 91	WILD FIRE SUPPORT	4	0	4	8	0	8		
ID	06 AUG 92	16 AUG 92	FIRE FIGHTING SPT	4	0	4	44	0			
ID	07 AUG 92	16 AUG 92	FIRE FIGHTING SPT	34	0	34	300	0	300		
ID	22 AUG 92	29 AUG 92	FIRE FIGHTING SPT	72	0	72	400	0	400		
ID	22 AUG 92	31 AUG 92	LAW ENFORCEMENT SPT	51	0	51	400	0	400		
ID	. 22 AUG 92	28 AUG 92	FIRE FIGHTING SPT	18	0	18	140	0	140		
ID	24 AUG 92	09 SEP 92	FIRE FIGHTING SPT	55	0	55	900	0	900		
IL	20 NOV 91	20 NOV 91	AERIAL SURVEY	3	0	3	3	0	3		
.IL	13 APR 92	21 APR 92	GENERATOR SUPPORT	22	0	22	114	0	114		
IN	19 JUN 92	21 JUN 92	ELECTRICAL SUPPORT		0	1	3	0	3		
IN*	19 JUN 92	21 JUN 92	ELECTRICAL SUPPORT	2	0	2	6	0	6		
IN	19 JUN 92	19 JUN 92	ELECTRICAL SUPPORT	1	0	1		0	1		
IN	13 JUL 92	19 JUL 92	FLOOD RECOVERY	243	0	243	267	0	262		
IN	08 AUG 92	13 AUG 92	FLOOD RECOVERY	76	0	76	95	0	95		
VO	03 OOT 01	20 OCT 01	WATER HAUL	2	0	2		0	12		
KS	03 OCT 91	30 OCT 91	STORM SUPPORT	2	0	2	12	0	12		
KS	01 NOV 91	05 NOV 91	STORM SUPPORT SHELTER/EMER SUPPORT	3	0	3	10	0	10		
KS	01 NOV 91	02 NOV 91	DEBRIS REMOVAL	2	0	2	7	0	7		
KS	01 NOV 91	01 NOV 91	EMERGENCY SHELTER	1	0	1	2	0	2		
KS	07 JAN 92	08 JAN 92	SEARCH AND RESCUE	3	0	3	3	0	3		
KS	20 FEB 92	20 FEB 92	AERIAL OVERFLIGHT	3	0	3	3	0	3		
KS	28 JUL 92	28 JUI. 92	AERIAL OVERTLIGITI								

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				PERSONNEL		JEL	MANDAYS		
State	Date	End Date	MISSION	ARNG	ANG	Total	ARNG	ANG	Total
KS	08 JUL 92	15 JUL 92	STORM RECOVERY	38	30	68	38	30	68
KY	28 OCT 91	09 NOV 91	WILD FIRE SUPPORT	100	0	100	953	0	953
KY	01 NOV 91	03 NOV 91	LAW ENFORCEMENT	155	25	180	155	25	180
KY	18 NOV 91	24 NOV 91	DERAILMENT SUPPORT	44	0	44	294	0	294
KY	06 DEC 91	10 DEC 91	WATER HAUL	4	0	4	20	0	20
KY	09 DEC 91	11 DEC 91	LAW ENFORCEMENT SUPT	241	34	275	723	102	825
KY	09 JAN 92	14 JAN 92	WATER HAUL	4	0	4	24	0	24
KY	08 MAR 92	09 MAR 92	WATER HAUL	4	0	4	.4	0	4
KY	29 APR 92	03 MAY 92	LAW ENFORCE SPT	225	50	275	360	50	410
LA	14 OCT 91	16 OCT 91	WATER LINE REPAIR	4	0	4	12	0	12
LA	24 FEB 92	24 FEB 92	ROAD CLEARING	3	0	3	0	0	0
LA	12 MAR 92	18 MAR 92	DEBRIS REMOVAL	25	0	25	175	0	175
LA	30 MAY 92	30 MAY 92	MEDICAL SUPPORT	13	0	13	13	0	13
LA	02 JUN 92	04 JUN 92	MEDICAL SUPPORT	1	0	1	0	0	0
LA	05 JUN 92	05 JUN 92	MEDICAL SUPPORT	10	0	10	10	0	10
LA	05 JUN 92	07 JUN 92	MEDICAL SUPPORT	2	0	2	0	0	0
LA	12 JUN 92	12 JUN 92	MEDICAL SUPPORT	5	0	5	5	0	5
LA	12 JUN 92	14 JUN 92	MEDICAL SUPPORT	6	0	6	18	0	18
LA	19 JUN 92	19 JUN 92	MEDICAL SUPPORT	8	0	8	0	0	0
LA	19 JUN 92	20 JUN 92	MEDICAL SUPPORT	1	0	1	0	0	0
LA	19 JUN 92	21 JUN 92	ME:DICAL SUPPORT	0	0	0	0	0	0
LA	26 JUN 92	26 JUN 92	MEDICAL SUPPORT	0	0	0	0	0	0
LA	26 JUN 92	28 JUN 92	MEDICAL SUPPORT	0	0	0	0	0	0
LA	30 JUN 92	30 JUN 92	FLOOD RECOVERY	7	0	7	7	0	7
LA	25 AUG 92		STORM RECOVERY	450	80	530	15,200	1,900	17,100
LA	30 OCT 91	03 NOV 91	STORM SUPPORT	296	0	296	540	0	540
MA	26 MAY 92	29 MAY 92	AERIAL SEARCH	8	2	10	30	8	38
MD	02 NOV 91	08 NOV 91	WILD FIRE SUPPORT	4	0	4	8	0	8

ME	20 FEB 92	20 FEB 92	SEARCH AND RESCUE	4	0	4	4	0	4
ME	09 JUN 92	09 JUN 92	MEDEVAC	4	0	4	4	0	4
ME	02 SEP 92	02 SEP 92	MEDEVAC	4	0	4	4	0	4
MI	15 JUL 92	17 JUL 92	EMERGENCY SHELTER	0	0	0	0	0	0
MN	17 DEC 91	18 DEC 91	WATER HAUL	6	0	6	8	0	Q
MN	03 DEC 91	04 DEC 91	PUMP FLOODED WATER	8	0	8	8	0	Q
MIN	14 DEC 91	14 DEC 91	RESCUE MISSION	6	0	6	2	0	2

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E				PER	SONN	VEL	MA	NDA	YS
State	Date	End Date	MISSION	ARNG		Total	ARNG	ANG	
MN	02 NOV 91	11 NOV 91	SNOWSTORM RECOVERY	54	0	54	205	0	275
MN	16 JUN 92	21 JUN 92	TORNADO RECOVERY	153	0	153	285	0	375
MN	30 JUN 92	30 JUN 92	TRAIN ACCIDENT REC	115	10	125	505	10	505
MN	29 AUG 92	04 SEP 92	EMERGENCY TRANSPORT	115	0	125	115	10	125
MN	30 JUN 92	30 JUN 92	EVACUATION	115	10	11	11	0	11
1111111111111				115	10	125	115		125
MT	10 OCT 91	28 OCT 91	WILD FIRE SUPPORT	6	0	6	20	0	20
MT	17 OCT 91	21 OCT 91	WILD FIRE SUPPORT	51	0	51	279	0	20
MT	17 OCT 91	28 OCT 91	WILD FIRE SUPPORT	20	4	24	89	0	279
MT	01 FEB 92	03 FEB 92	SEARCH AND RESCUE	13	т 0	13	24	16	105
MT	01 FEB 92	03 FEB 92	SEARCH AND RESCUE	13	0	13		0	24
MT	20 AUG 92	20 AUG 92	FIRE FIGHTING SPT	4	0	15		0	0
•	*****					т т	т т	0	
NC	16 OCT 91	17 OCT 91	POWER RESTORATION	2	0	2	2	0	2
NC	01 NOV 91	02 NOV 91	AERIAL SEARCH	5	0	5	6	0	6
ŃC	31 OCT 91	02 NOV 91	STORM/FLOOD SUPPORT	9	0	9	57	0	57
NC	04 NOV 91	05 NOV 91	BACK-UP POWER SUPT	3	0	3	6	0	6
NC	08 NOV 91	09 NOV 91	WATER HAUI.	10	2	12	20	4	24
NC	18 NOV 91	22 NOV 91	WATER HAUL	3	0	3	15	0	15
NC	20 NOV 91	20 NOV 91	WATER HAUL	4	0	4	4	0	4
NC	03 DEC 91	05 DEC 91	WATER HAUL	2	0	2	6	0	6
NC .	20 DEC 91	20 DEC 91	AERIAL SURVEY	2	0	2	6	0	6
NC	28 JAN 92	28 JAN 92	GENERATOR SPT	3	0	3	2	0	2
NC	03 MAR 92	18 MAR 92	WATER HAUL	2	0	2 •	2	0	2
NC	25 MAR 92	03 APR 92	WATER HAUL	1	0	1	8	0	8
.NC	14 APR 92	14 APR 92	WATER HAUL	2	0	2	2	0	2
NC	21 APR 92	22 APR 92	GENERATOR SUPPORT	0	2	2	0	4	4
NC	22 APR 92	22 APR 92	AERIAL SURVEILLANCE	6	0	6	6	0	6
NČ	27 APR 92	27 APR 92	AVN SPT MISSION	3	0	3	3	0	3
NC	25 APR 92	06 JUN 92	WATER HAUL	2	0	2	4	0	4
NC	28 APR 92	29 APR 92	TRANS SPT	1	0	1	1	0	1
NC	01 OCT 91	01 OCT 91	WATER HAUL	0	0	0	0	0	0
NC	11 MAY 92	01 JUN 92	WATER HAUL	2	0	2	4	0	4
NC	03 JUN 92	03 JUN 92	SEARCH AND RESCUE	2	0	2	4	0	4
NC	22 APR 92	22 APR 92	SURVEY	6	0	6	6	0	6
NC	13 JUN 92	10 JUL 92	WATER HAUL	2	0	2	4	0	4
NC	16 JUL 92	05 AUG 92	WATER HAUL	2	0	2	40	0	40
NC	30 JUL 92	30 JUL 92	SEARCH AND RESCUE	2	0	2	2	0	2
NC	03 AUG 92	03 AUG 92	SEARCH AND RESCUE	3	0	3	3	0	3
NC	19 AUG 92	20 AUG 92	FLOOD RECOVERY	6	0	6	12	0	12
NC	23 AUG 92	24 AUG 92	AVIATION SUPPORT	1	23	24	1	23	24
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				PERSONNEL			MANDAYS		
State	Date	End Date	MISSION	ARNG		Total	ARNG		
				2	0	3	0	0	Ő
NC	11 SEP 92	11 SEP 92	AERIAL SURVEY	3	0	) 2	3	0	3
NC	11 SEP 92	11 SEP 92	AERIAL TRANSPORT	3	0	3		0	6
NC	19 AUG 92	19 AUG 92	AERIAL TRANSPORT	6	0	6	6	0	- 0
NC	28 AUG 92	20 SEP 92	STORM RECOVERY	0	0	0	0	0	0
NE	07 JAN 92	08 JAN 92	EMERGENCY SHELTER	2	0	2	4	0	4
NE	09 MAY 92	09 MAY 92	LIFE SAVING NEONATAL	4	0	4	4	0	4
NE	07 MAR 92	07 MAR 92	LIFE SAVING MSN	4	0	4	4	0	4
NE	09 MAR 92	09 MAR 92	EMERGENCY SHELTER	1	0	1	1	0	1
NH	22 OCT 91	22 OCT 91	AERIAL SEARCH	4	0	4	4	0	4
NH	12 JAN 92	12 JAN 92	SEARCH AND RESCUE	4	0	4	0	0	0
NH	30 JAN 92	30 JAN 92	AVIATION SUPPORT	4	0	4	4	0	4
NH	26 JAN 92	26 JAN 92	SEARCH AND RESCUE	4	0	4	4	0	4
NH	27 APR 92	27 APR 92	SEARCH AND RESCUE	2	0	2.	0	0	0
NH	09 JUL 92	09 JUL 92	AIRCRAFT RECOVERY	4	0	4	0	0	0
NJ	04 JAN 92	05 JAN 92	EVACUATION	24	0	24	36	0	36
1 N J	07 J/ II 72	05 JAIN 92	EVACOATION	21	Ŭ	21			
NM	17 OCT 91	18 OCT 91	TRANSPORTATION SPT	15	0	15	30	0	30
NM	13 NOV 91	15 NOV 91	GROUND SEARCH	55	0	55	165	0	165
NM	17 NOV 91	18 NOV 91	GROUND/AERIAL SEARCH	H 9	0	9	18	0	18
NM	23 DEC 91	24 DEC 91	SNOW EMERGENCY	22	0	22	44	0	44
NM	31 MAR 92	31 MAR 92	WATER HAUL	2	0	2	2	0	2
NM	03 APR 92	11 APR 92	WATER HAUL	5	0	5	30	0	30
NM	17 APR 92	23 APR 92	WATER HAUL	5	0	5	35	0	35
NM	02 MAY 92	22 MAY 92	WATER HAUL	5	0	5	105	0	105
NM	24 MAY 92	25 MAY 92	EMERGENCY ASSIST	8	0	8	16	0	16
NM	22 MAY 92	26 MAY 92	FLOOD RECOVERY	26	0	26	130	0	130
NM	17 JUN 92	17 JUN 92	MEDEVAC	4	0	4	4	0	4
NM	29 JUN 92	13 JUL 92	WATER HAUL	5	0	5	75	0	75
NM	25 JUN 92	26 JUN 92	WATER HAUL	2	0	2	4	0	4
NM	04 JUL 92	05 JUL 92	SEARCH AND RESCUE	50	0	50	100	0	100
NM	31 JUL 92	12 AUG 92	WATER HAUL	2	0	2	4	0	4
NV	01 OCT 91	01 NOV 91	WATER HAUL	3	0	3	76	0	26
NV	28 OCT 91	31 OCT 91	EMERGENCY SHELTER	5	0	5	20	0	20
NV	23 DEC 91	26 DEC 91	WATER HAUL	2	0	) )	14	0	14
NV	24 JAN 92	25 JAN 92	AERIAL SEARCH	2	0	2	8	0	8
NV	16 FEB 92	21 FEB 92	SEARCH AND RESCUE	) 2	0	2	0	0	0
NV	01 MAY 92	02 MAY 92	CIVIL SUPPORT	5	12	3	10	0	10
NV	20 AUG 92	30 AUG 92	FIRE SUPPRESSION	000	12	662	1,300	12	1,312
1 4 4	201100 92	50 1100 92	TIKE SOLTKESSION	4	0	4	4	0	4

(cont.)

State	Date	Endo	A CLOSED A		SON		MANDAYS		
ouuc	Dute	End Date	MISSION	ARNG	ANG	Total	ARNG	ANG	Tot
NV	08 AUG 92	16 AUG 92	FIRE FIGHTING SPT	19	0	19	180	0	18
NV	08 AUG 92	12 AUG 92	FIRE FIGHTING SPT	2	0	2	10	0	]
NV	15 AUG 92	16 AUG 92	FIRE FIGHTING SFT	5	0	5	10	0	]
NV	16 AUG 92	16 AUG 92	AIRCRAFT RECOVERY	5	0	5	5	0	
NY	01 OCT 91	05 JUN 92	LAW ENFORCEMENT SUPT	2	0	2	489	0	48
NY	03 JAN 92	04 JAN 92	WATER HAUL	3	0	3	0	0	
NY	24 DEC 91	28 DEC 91	HUMANITARIAN RELIEF	65	285	350	50	0	
NY	27 FEB 92	27 FEB 92	MEDICAL TRANSPORT	0	8	8	0	0	
OH	13 JAN 92	13 JAN 92	TRANSPORT WATER EQPT	9	0	9	0	0	
OH	27 JUL 92	31 JUL 92	FLOOD RECOVERY	0	0	0	0	0	
OK	12 MAY 92	12 MAY 92	AERIAL SURVEY	3	0	3	3	0	
OK	14 JUL 92	14 JUL 92	SEARCH AND RESCUE	2	0	2	2	0	
ÓK	05 AUG 92	07 AUG 92	WATER HAUL	3	0	3	6	0	
OR	11 OCT 91	17 OCT 91	FIRE FIGHTING SPT	75	0	75	540	0	54
OR	11 OCT 91	18 OCT 91	FIRE FIGHTING SPT	74	0	74	527	0	52
PA	06 OCT 91	18 APR 92	DROUGHT SUPPORT	504	0	504	504	0	50
PR •	13 NOV 91	15 NOV 91	AERIAL SRVY/LOG SUPT	3	0	3		0	
PR	05 JAN 92	29 FEB 92	FLOOD RECOVERY	286	0	286	2,719	0	2,71
PR	01 JUN 92	15 JUN 92	TRANSPORTATION	235	0	235 -	2,382	0	2,38
RI	04 AUG 92	20 SEP 92	WATER HAUL	0	0	0	0	0	
SC	21 DEC 91	23 DEC 31	HAUL PIPE	7	0	7	15	0	1
SĊ	21 DEC 91	22 DEC 91	WATER HAUL	11	0	11	8	0	
SD	05 APR 92	05 APR 92	FIRE FIGHTINGSET	41	0	41	41	0	
SD	15 MAY 92	15 MAY 92	MEDEVAC	4	0	4	4	0	
SD	19 MAY 92	19 MAY 92	AERIAL SURVEY	2	0	2	2	0	
ГХ	20 DEC 91	22 DEC 91	FLOOD RECOVERY	12	0	12	36	0	
ГХ	04 JAN 91	15 JAN 92	EVACUATION	28	0	28	664	0	66
JT	25 JUL 92	28 JUL 92	FIRE FIGHTING SPT	11	0	11	38	0	3
.7Δ	02 NOV 91	08 NOV 91	FIRE FIGHTING SPT	10	0	10	67	0	6

PERSONNEL MANDAYS

State	Date	End Date	MISSION	ARNG	ANG		ARNG	ANG	Total
VA	29 APR 92	29 APR 92	AERIAL SURVEY	3	0	3	3	0	3
				71	0	71	142	0	147
/1	05 JAN 92	06 JAN 92	FIRE FIGHTING SPT	/1	0	/ 1 	142		172
VT	11 MAR 92	24 MAR 92	FLOOD CONTROL	30	0	30	72	0	72
VT	12 MAY 92	14 MAY 92	EQUIP AND RESCUE	20	0	20	33	0	33
VT	05 AUG 92	08 AUG 92	STORM RECOVERY	8	0	8	17	0	17
WA	16 OCT 91	29 OCT 91	TRANSIT FIRE FIGHTER	263	77	328	1,878	457	2,335
	05 JAN 92	05 JAN 92	SEARCH AND RESCUE	3	0	3	0	0	0
WA	01 FEB 92	01 FEB 92	FLOOD SPT	5	0	5	5	0	5
WA	08 AUG 92	04 AUG 92	FIRE FIGHTING SPT	3	0	3	6	0	6
WA	05 AUG 92	09 AUG 92	FIRE FIGHTING SPT	32	11	43	115	42	157
	21 AUG 92	21 AUG 92	LAW ENFORCEMENT SPT	12	0	12	12	0	12
WA		10 AUG 92	FIRE FIGHTING SPT	30	0	30	151	0	151
W1	11 NOV 91	11 NOV 91	SEARCH AND RESCUE	2	0		2	0	2
WI	06 DEC 91	06 DEC 91	AERIAL SURVEY		0	3	3	0	3
WI	21 APR 92	21 APR 92	SEARCH AND RESCUE	3	0	3	1	0	1
WI	06 APR 92	06 APR 92	SURVEILLANCE	3	0	3	3	0	3
WI	27 MAR 92	27 MAR 92	SEARCH AND RESCUE	3	0	3	3	0	3
WI	22 MAY 92	26 MAY 92	LOAN EQUIPMENT	0	0	0	0	0	0
WI	22 MAY 92	25 MAY 92	MEDICAL SUPPORT	35	0	35	75	0	75
WI	17 JUN 92	18 JUN 92	EMERGENCY SUPPORT	4	1	5	8		10
WI	16 JUN 92	01 JUL 92	EMERGENCY SHELTER	0	0	0	0	0	0
WI	03 JUL 92	05 JUL 92	LAW ENFORCEMENT SPT	31	0	31	0	0	0
WI	03 JUL 92	03 JUL 92	TRANSPORT EQUIPMENT	2	0	2	2	0	7
WI	24 AUG 32	26 AUG 92	SEARCH AND RESCUE	3	0	3	9	0	9
WI	30 JUN 92	02 JUL 92	TRAIN SPILL RECOVERY	121	0	121	277	0	277
WI	30 AUG 92	03 SEP 92	TORNADO RECOVERY	15	0	15	145	0	145
WI	04 SEP 92	07 SEP 92	FRIEND IN THE SKY	20	0	20	60	0	60
WI	14 SEP 92	***********	FLOOD RECOVERY	1	0	1	4	0	4
WI	16 SEP 92	23 SEP 97	FLOOD RECOVERY	200	0	200	558	0	558
WI	30 SEP 92	30 SEP 92	CONVOY SURVEY	3	0	3	3	0	3
WI	15 SEP 92	15 SEP 92	HUNTSMAN	4	0	4	4	0	4
WI	16 SEP 92	16 SEP 92	HUNTSMAN	4	0	4	4	0	4
WV	23 OCT 91	14 NOV 91	FIRE FIGHTING SPT	183	0	183	1 310	0	1 3 1 0
WV	02 DEC 91	02 DEC 91	FLOOD RECOVERY	2	0	2	2	0	1,519
WY	17 OCT 91	23 OCT 91	FIRE FIGHTING ODT	1.5					***********
W/Y	27 FEB 92	01 MAR 92	FIRE FIGHTING SPT	15	0	15	105	- 0	105
vv 1	2112092	01 WIAR 92	CACHE HAUL	1	0	7	. 26	0	26

## Appendix I – National Guard State CounterDrug Funding, FY 89 - FY 92

## **FINAL OBLIGATIONS (in millions)**

State	FY 89	FY 90	FY 91	FY 92
AK	\$0.359	\$0.604	\$0.626	\$1,118
AL	1,249	1,934	2,475	2,744
AR	0.523	0.987	1,454	.097
AZ	0.545	1,948	6,302	7,747
CA	2,361	9,783	17,865	18,596
CO	0.221	0.208	0.495	0.886
СТ	0.072	0.062	0.179	0.487
,DC	0.263	1,136	0.721	1,360
DE	0.045	0.057.	0.078	0.115
FL	2,264	4,379	4,439	4,755
GA	0.365	1,715	2,512	2,788
GU	0.010	0.210	0.695	0.742
HI ·	0.254	0.688	0.970	1,159
IA	0.195	0.298	0.292	0.514
ID	0.152	0.144	0.231	0.362
. IL	0.335	0.243	0.998	1,697
IN	0.339	0.397	0.619	0.885
KS	0.399	0.463	0.483	0.897
КҮ	0.833	3,454	5,234	5,518
LA	0.863	1,820	3,155	4,779
MA	0.066	0.805	1,258	1,066
MD	0.218	0.758	1,381	2,050
ME	0.433	0.663	0.934	1,419
Ml	0.333	0.503	0.734	0.865
MN	0.054	0.477	0.805	0.968
	0.552	0.437	1,824	2,672

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State	FY 89	FY 90	FY 91	FY 92
MS	0.330	1,002	1,939	3,326
MT	0.424	0.236	0.357	0.691
NC	1,127	1,658	2,157	2,613
ND	0.016	0.112	0.239	0.449
NE	0.151	0.773	0.721	0.352
NH	0.005	0.074	0.090	0.168
NJ	0.357	1,050	1,506	2,368
NM	0.199	1,008	4,242	4,634
NV	0.232	0.202	0.328	0.612
NY	1,786	4,556	5,666	6,521
OH	0.620	0.380	0.507	0.786
OK	0.407	0.597	0.798	2,143
OR	1,120	1,406	2,235	3,083
PA	0.104	1,253	2,261	3,346
PR	0.505	0.729	2,830	4,457
Rl	0.063	0.141	0.275	0.211
SC	0.693	1,458	1,538	2,025
SD	0.100	0.087	0.159	0.395
TN	0.541	1,029	1,598	2,642
TX	4,003	11,024	13,621	16,804
UT	0.443	0.353	0.991	1,685
VA	0.515	0.739	1,110	1,202
Vl	0.015	0.113	0.259	0.327
VT	0.005	0.061	0.256	0.240

SUBTOTALS	\$27,630	\$65,864	\$107,135	\$135,212
WY	0.004	0.025	0.029	0.115
WV	0.083	0.145	0.466	0.510
WI	0.278	0.411	0.451	0.904
WA	0.201	1,069	3,747	4,416

dollars in thousands

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