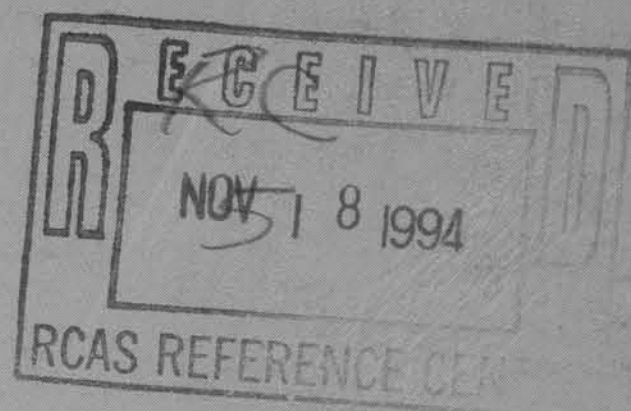FISCAL
YEAR
1993

ANNUAL

REVIEW

OF THE

CHIEF

NATIONAL
GUARD
BUREAU

FISCAL YEAR 1993

A N N U A L
National
R E V I E W
Guard
O F   T H E
Bureau
C H I E F

TO THE SECRETARIES OF THE ARMY AND THE AIR FORCE

The Annual Review of the Chief, National Guard Bureau for Fiscal Year 1993 is respectfully submitted.

Fiscal Year 1991, the year of Operation DESERT STORM, was characterized by the largest mobilization of the National Guard since the Korean War. In contrast, Fiscal Year 1993 was characterized by large numbers of personnel called to state active duty. Natural disasters, in particular the terrible Mississippi River flooding which devastated parts of the Midwest, brought the mobilization of thousands of National Guard men and women for disaster relief operations. Whether piling sandbags or purifying a city's drinking water, their presence had a significant impact on flood-ravaged communities.

The Air National Guard was part of the U.S. humanitarian mission to Somalia, and Air Guard medical personnel played an important role when violence erupted against U.S. troops. The Army National Guard instituted new outreach programs at home and overseas. The Army Guard started an exchange program in the states of the former Soviet Union which is intended to demonstrate the workings of a military reserve component in a democracy. Programs to help America's youth, particularly disadvantaged youth, were begun.

The nine directorates of the Army National Guard moved into their new headquarters, the Army National Guard Readiness Center, at Arlington Hall in Arlington, Virginia during January and February, 1993. The building's dedication on April 22 marked the beginning of a new era for the Army Guard, with consolidation of all functions under one roof.

The National Guard celebrated its 356th birthday in December 1992. Both Army and Air Guard remain ready and able to serve both state and nation, the Guard's mission since 1636.
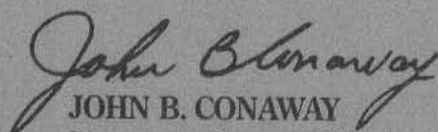
JOHN B. CONAWAY
Lieutenant General, USAF
Chief, National Guard Bureau

T A B L E
OF
CONTENTS

Army National Guard

Air National Guard

Appendices

T A B L E

OF

CONTENTS

Chief, National Guard Bureau

Reserve Component Automation System

Office of the Chief

Special Assistant and Counsel

Secretary to the Chief's Staff

Management Services

Administration Services

Acquisition

Counterdrug Task Force

General Officer Management

Inspector General

Internal Review & Audit Compliance

Judge Advocate

Human Resources

Executive Initiatives

Policy & Liaison

Public Affairs

Assistant for Property and Fiscal Affairs & Special Competition Advocate

International Initiatives

Director, Army National Guard

Chief of Staff

Support Services

Research & Staff Support

Chief Surgeon

Directorate of Engineering

Environmental Resources Management

Comptroller Directorate

Operations Directorate

Personnel Directorate

Force Management Directorate

Aviation & Safety Directorate

Logistics Directorate

Information Systems Directorate

Professional Education Center (N. Little Rock, Arkansas)

Staff Management Office

Director, Air National Guard

ANG Readiness Ctr, Andrews AFB

8201st Mission Support Sqdn

Directorate of Acquisition

The Civil Engineer

Directorate of Personnel

Directorate of Financial Mgmt/Comptroller

Directorate for Command Control, Communications and Computers

Directorate for Logistics

Office of the Air Surgeon

Directorate for Operations, Plans and Programs

Directorate of Productivity and Quality

Operations Directorate

Directorate of Personnel

Office of the Chaplain

Counterdrug Directorate

Directorate of Safety, Security & Inspections

Directorate of Training

Directorate of Plans, Programs & Manpower

Directorate of Medical Services

Army National Guard

Personnel

409,919 Personnel
27,084 Technicians
24,686 Active Guard/Reserve (AGR)

Major Units

8 Divisions (3 Inf, 1 Lt Inf, 1 Armd, 3 Mech)
19 Brigades (7 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

Personnel

117,162 Personnel
24,741 Technicians

Organization

1329 Units
24 Wings (Flying)
68 Groups (Flying)
93 Squadrons (Flying)
9 Training Units (Flying)
770 Support Units
116 Communications/Electronics Units
37 Air Control Units
212 Other Non-Flying Units

Mission, Organization and Administration

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

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

the Constitution empowered Congress to "provide for organizing, arming and disciplining the militia." However, recognizing the militia's state role, the Founding Fathers reserved the appointment of officers and training of the militia to the states.

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

Support of the active forces is on a worldwide basis, with training conducted in geographic areas associated with U.S. interest. Air National Guard fighter-interceptor units provide 24-hour air defense, 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-administrated 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. FY 93 saw large multi-state call-ups for disaster relief operations in response to the ravages of the unprecedented midwest floods of the summer and fall.

National Guard Bureau

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

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

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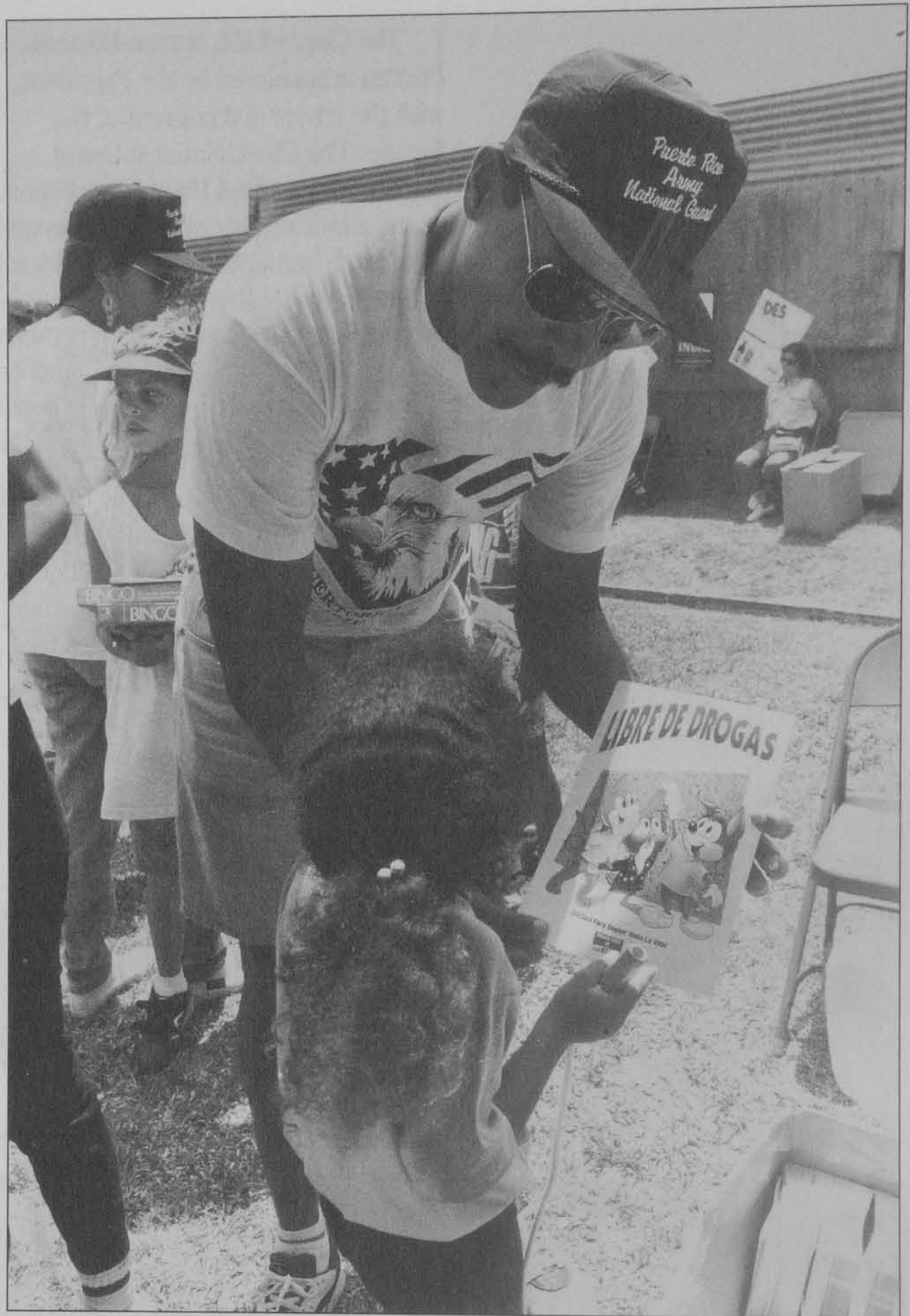
Army and Air Staffs in the development and coordination of programs pertaining to or affecting the National Guard. As an operating agency the National Guard Bureau formulates and administers the programs for the training, development and maintenance of the Army and Air National Guard and acts as the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

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

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

Reserve Component Automation System

The Reserve Component Automation System (RCAS) is an information system that supports the decision making needs of all commanders and staff responsible for the Army Reserve Components (RC). DESERT STORM demonstrated the continued need for timely and accurate information.

The RCAS program is in the development phase with Boeing Computer Services, Inc. as the prime contractor. Technical testing and development continues. Installation of the RCAS began in 1992. During August and September 1992, a successful Limited User Test (LUT) was conducted. The RCAS program is moving ahead on two fronts: installing office automation hardware

and software, and concurrently developing application software.

As part of FY 93 program activities, an additional 315 Guard and Reserve units in the 6th Army area, and the new US Army Reserve Command Headquarters in Atlanta, Georgia, received RCAS Local Area Networks (LANs). These units are able to communicate electronically across the RCAS e-mail Wide Area Network.

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 FY 93 the office coordinated National Guard support of European Command's joint military-to-military contact program. The National Guard provided team chiefs as well as other personnel for military liaison teams and traveling contact teams of functional experts from various US states and territories to Central and Eastern European countries, and initiated a state partnership program linking the National Guard of various states with the Ministries of Defense of these nations.

The office assisted in the establishment of a National Guard humanitarian

cargo inspection program to facilitate processing of donated supplies and materials destined for nations of the former Soviet Union. In conjunction with the Office of Policy and Liaison, the office represented the CNGB at various diplomatic activities and ceremonial occasions involving military attaches and diplomatic personnel.

Policy and Liaison

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

Congressional Liaison

The Congressional Liaison Branch serves as the point of contact between the Congress of the United States and the National Guard Bureau. This busy section responds to all requests from the Congress regarding National Guard issues and programs. Responses to requests range from arranging detailed information briefs by staff experts for Members of Congress and their staff to staffing and writing answers to constituent inquiries. In Fiscal Year 1993, the branch responded to 1960 written and 2325 telephonic inquiries from Congress and the White House.

The branch is also responsible for the Chief of the National Guard Bureau's Posture Statement, as well as preparing the National Guard leadership to testify at congressional hearings, attending those hearings, and preparing summaries. Additionally, the staff attends congressional hearings of interest to the National Guard and provides summaries for the NGB staff.

Association Liaison

The primary objective of Association Liaison is to work with both military and non-military associations to ensure accurate information is being disseminated concerning the National Guard. The branch works with numerous associations; however, primary emphasis is placed on the National Guard Association of the United States (NGAUS). Adjutants General Associations of the United States (AGAUS), and the Enlisted Association of the National Guard of the United States (EANGUS). Each year National Guard Bureau functional experts review numerous resolutions that are submitted from National Guard Associations for coordination and comment.

Foreign Liaison

The international community contin-

ues to be interested in how the National Guard is organized, trains, and functions. The number of visits to the Bureau, Army and Air National Guard facilities, training sites, and activities by foreign military personnel and other foreign dignitaries reached an all time high (over 130) in Fiscal Year 1993. This spring's National Guard military attache trip to Idaho, Washington, and Hawaii was the first ever combined National Guard/Regular Army trip. It included 53 representatives from dozens of countries. Also, for the first time, a fall military attache trip was conducted and included a tour of Western Maryland and Boston, Massachusetts. Over 30 foreign attaches and spouses participated.

Protocol

The Protocol Office was expanded to include two enlisted members, one Army National Guard and one Air National Guard. The office conducted numerous information and orientation briefings for a wide variety of general officers and civilian dignitaries, along with countless award ceremonies. Two significant events coordinated during Fiscal Year 1993 were the grand opening of the Army National Guard Readiness Center at Arlington Hall, and the outstanding employee with disabilities award ceremony.

Policy and Administration

The Policy and Administration section processed 347 information and 104 policy All States letters, and reviewed National Guard, Army, and Air Force for joint applicability prior to concur-

rence. This Section also coordinated NGB input to the Reserve Forces Policy Board's Annual Report and attended the quarterly meetings; coordinated briefings for the Army and Air Reserve Forces Policy Committees; and was responsible for preparing NGB General Officer leadership for the weekly Senior Staff Council and meetings of the Reserve Components Coordination Council.

Public Affairs

The Office of Public Affairs is divided into several functional areas. In addition to traditional public affairs activities, the office manages programs for historical services, drug demand reduction, youth fitness, and youth education and citizenship (funded for the first time this fiscal year).

Quality of Life

NGB-PA's Quality of Life Division continues to make progress in its Drug Demand Reduction program. In FY 93, all 54 states and territories effectively formulated Drug Demand Reduction strategies and action plans that supported over 500 programs nationwide. These programs are designed to reach out to families, schools, community coalitions, adult-supervised youth activity groups, and a wide range of other community partners committed to positive and healthy alternatives to substance abuse.

At the national level, the division has become involved as a task force advisory board member with the National Coalition for Drug-Free School Zones Program, and the Chief of Police National Drug Task Force. Program

materials can be utilized by a wide range of individuals involved with youth development and substance abuse prevention activities.

Quality of Life, along with the Center for Substance Abuse Prevention, "Join Together," Partnership for a Drug-Free America and the Newspaper Association of America combined efforts and resources to create the Community Anti-Drug Coalitions of America National Leadership Forum IV Conference in Washington, D.C. Over 800 coalition leaders from throughout the U.S. attended the conference, which offered more than 40 practical hands-on workshops. Dr. Lee P. Brown, Director, Office of National Drug Control Policy, and Attorney General Janet Reno were guest speakers.

The National Guard Drug Demand Reduction program has also combined forces with Youth to Youth International, which with the Nancy Reagan Foundation conducted "Voice your Choice" development training in Washington, D.C. Selected Youth to Youth members and adult leaders from across the country were present for the training, and NGB-PA provided a keynote speaker.

NGB's Drug Demand Reduction staff helped develop the course syllabus for the National Interagency Counterdrug Institute's Drug Demand Reduction Course. The 40-hour course was designed to enhance interoperability of the National Guard and other military, federal, state and local law enforcement agencies with civil, religious, and social entities.

In FY 93, NGB established three Drug Demand Reduction liaison positions. Two are collocated with the Drug Enforcement Administration (DEA) and the third is with the Federal Bureau of Investigation (FBI).
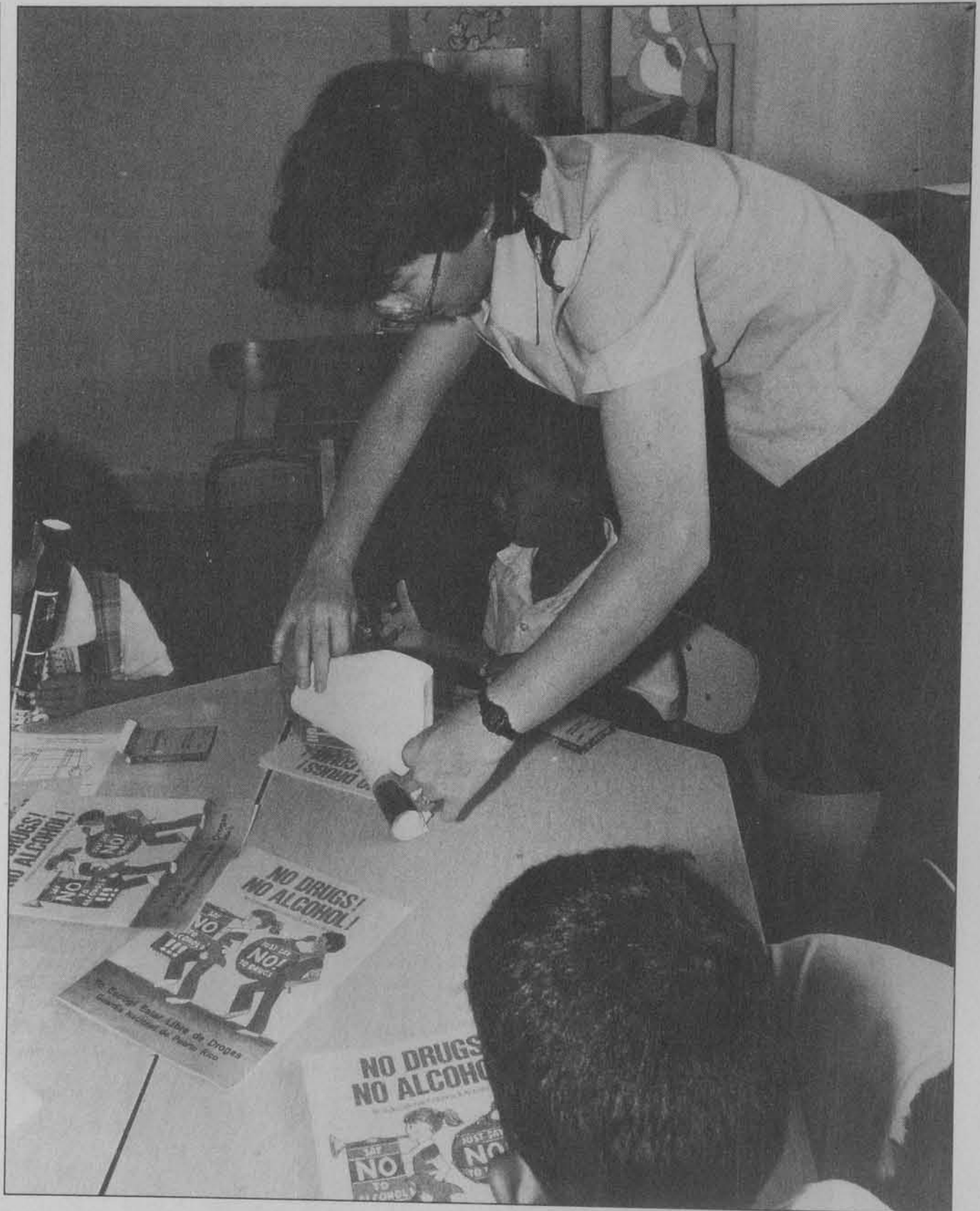
The National Defense Administration Act for FY 93 required the Secretary of Defense to conduct a pilot outreach program to reduce the demand for illegal drugs. The program was established to focus on youth in general, and inner-city disadvantaged youth in particular. The National Guard submitted eight programs for inclusion in the pilot programs; four were selected.

Media Relations

NGB-PA's Media Relations Division has become part of the National Guard Bureau's Crisis Action Team (CAT). The CAT deploys to various crises such as natural disasters and civil disturbances where the National Guard has been mobilized for duty. The team augments and provides assistance to local National Guard officials and is typically made up of Army and/or Air Guard aviation, logistics, operations, personnel management and now public affairs representatives. Since NGB-PA became part of the CAT, Media Relations personnel have deployed to the riots in Los Angeles, Hurricanes Andrew and Iniki relief operations in Florida, Louisiana, and Hawaii, and the Midwest floods of 1993.

Community Relations

The Community Relations Division coordinated 14 overseas band tours to Latin America, the Carribean, Europe, Africa, and the Pacific, including several that helped commemorate National Guard accomplishments 50 years earlier in World War II. In addition, the division coordinated 17 overseas civic leader/media representative visits to National Guard activities in Europe, the Middle East, Latin America, the Carribean, and Canada. Citizen-soldiers also supported the World University Games in Buffalo, New York; World Youth Day in Colorado (attended by the Pope and President Clinton); and the International Boy Scout Jamboree at Fort A.P. Hill, Virginia.

1993 also marked the second year that the Community Relations Division conducted National Guard youth physical fitness clinics in several states. Most importantly, the citizen-soldiers of the National Guard, the nation's grassroots military organization, once again demonstrated their service to country by conducting some 500 ongoing youth and community-support programs, at no additional cost to the government.

Command Information

The Command Information Division develops and implements internal information programs for the National
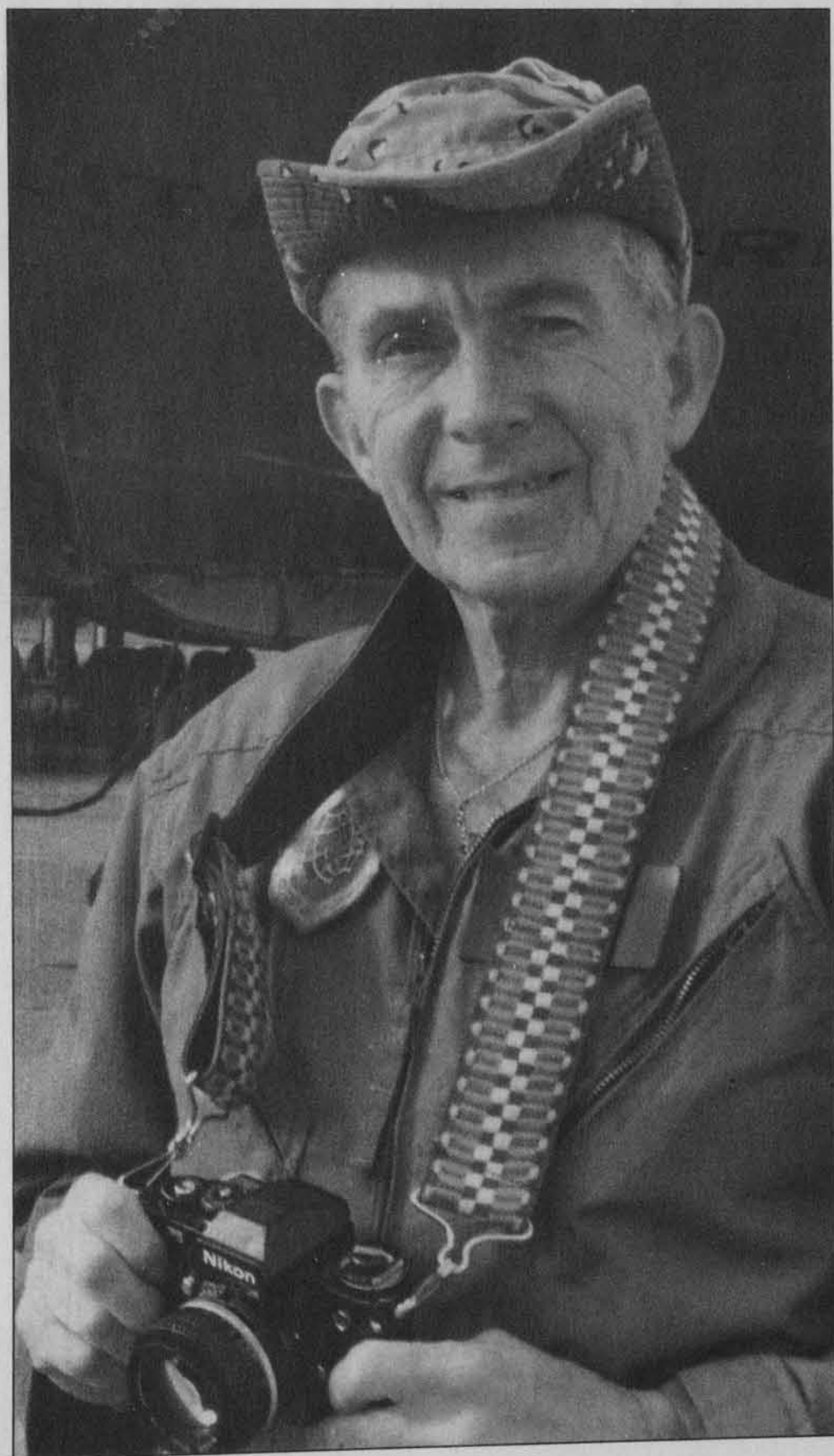
Guard Bureau and acts as an advisor for similar programs in the states. Most visible of the programs is the monthly tabloid newspaper "The On Guard." The paper (40,000 copies) is distributed to all Army and Air National Guard units in addition to key personnel throughout the Total Force. The publication received a first place award in the funded newspaper category of the Army's 1993 Keith L. Ware media contest.

The CI Division produces specialized publications for use by NGB and the states, including an annual four-page promotional edition of USA Today. Team members also write articles for military-related publications and monitor publications produced by the states and units.

The CI Team administers the National Guard portion of the Army and Air Force media contests. For 1993, units from 36 states submitted entries for the competition. First and second place finishers at the NGB level were forwarded to the Army and Air Force for additional evaluation; seven entries received awards from the Army.

Historical Services

The Historical Services Division is responsible for matters dealing with history, heraldry, and museums. The office maintains historical files on each Army and Air National Guard unit, and undertakes historical research for the CNGB, and Army and Air Directorates, the states, and individual units. The office produces the National Guard Heritage Painting series, and a variety of other public affairs products.

This fiscal year NGB historians worked to preserve the lineages of historic Army National Guard units during the downsizing of the ARNG. Most of the National Guard's oldest units are located in the Northeast, the region hardest hit by reductions in force structure. NGB-PAH taught several classes at the Professional Education Center, Little Rock, Arkansas to force structure personnel from NGB and the states on recognizing and preserving the military lineage of historic ARNG units.

In FY 93, NGB-PAH received a grant from the DOD Legacy Resources Management Program to help in the preservation of historic National Guard armories and installations. In partnership with three state National Guard organizations, through their State Historic Preservation Officers, work was begun to document and record historic armories for eventual inclusion on the National Register of Historic Place. Legacy program funding was used to produce an architectural history of armory buildings, a documentary video, and a video for facilities management personnel on proper care and maintenance of historic armories. This NGB project was selected as a DOD Legacy Program case study.

Inspector General

The National Guard Bureau Inspector General Program is a joint program and a primary element in the system of internal controls monitoring the outflow of approximately $8.5 billion annually in federal resources to the Army and Air National Guard. The program provides the Chief, National Guard Bureau with an ongoing assessment of the economy, efficiency, discipline, morale, esprit and readiness of the National Guard through an aggressive agenda of assistance, investigations and inspections. The program manages approximately 250 personnel with an

annual operating budget in excess of $11 million. The National Guard Bureau Inspector General is on the personal staff of, and reports directly to, the Chief, National Guard Bureau and, in his absence, to the Vice Chief. Both Army and Air National Guard issues are handled by Inspectors General.

The Office of the National Guard Bureau Inspector General in FY 1993 consisted of four divisions:

- Policy, Program and Evaluation;

- Army Assistance and Investigations;

- Air Complaints and Inquiries; and

- Inspections & Analysis.

The Office of the Inspector General also has oversight responsibility for the 49 Active Duty Inspectors General in the States and Territories. The States and Territories voluntarily participate in the Inspector General Program. One additional State has petitioned to participate in the Program starting in FY 1994. The Headquarters staff includes the Inspector General, the Deputy Inspector General, who is a retired Air Force colonel, and is the Inspector General for Air Guard issues, and a civilian administrative assistant position.

Policy, Program and Evaluation Division

This division evaluates and reports on the effectiveness of the National Guard Inspector General program in the various states and territories. Branch personnel monitor the effectiveness of IG functions within the National Guard; plan, program and budget for IG activities; develop internal policies and procedures pertaining to the utilization of IGs within the National Guard and train IGs regarding National Guard operational procedures. Twenty new IGs were assimilated into the program during FY 93.

Army Assistance and Investigation Division

The Army A & I Division processes requests for assistance that involve Army Guard issues. Requests for assistance that can be resolved at the State level are forwarded to the appropriate State IG for resolution. The division receives complaints from the Department of Defense Hot Line, Department of the Army Inspector General, State Inspectors General and individuals.

NGB investigations, under directive of the Chief, National Guard Bureau, are conducted by teams of Inspectors General made up of at least one officer and one Senior NCO. All general officer investigations are handled by the Department of the Army Inspector General Office. Army Inspector General results are not used for adverse actions unless the evidence is so compelling as to make any additional investigative work pointless. All reports of investigation are reviewed for legal sufficiency.

Historically, the types of cases han-

dled by the IG system have changed very little over time. Assistance cases involving finance and accounting, personnel management, command/management of the organization and personnel conduct have been and continue to be the four leading types of cases handled by the IG system. In FY 93 the National Guard Inspector General system handled over 10,000 cases. A large majority of these cases were requests for assistance that did not involve any violations of law or regulations.

Air Complaints and Inquiries Division

Due to differences in ANG unit structure, Inspector General equivalent assistance to airmen is usually available at the base level. Thus, at the National Guard Bureau the primary mission of this division is to serve as a confidential fact finder on sensitive issues involving fraud, waste and abuse; abuse of authority; and reprisal and personnel issues. The division receives complaints from the Department of Defense Hot Line, Air Force Hot Line, State Inspectors General and individuals.

Most cases involving lieutenant colonels and below are forwarded to the State Inspectors General for resolution. Unlike the Army A & I Division, this division has the responsibility to investigate allegations against senior officers (colonel selectees through general officer). Additionally, the findings may be used for adverse action against airmen. All reports of inquiry are put through an extensive legal review process which insures that airmen's rights are protected and that the standards of proof on each finding are properly met.

Inspections and Analysis Division

The Inspections Division has the primary mission of conducting National Guard special inspections and assessments of joint, systemic issues. The division also oversees National Guard intelligence functions and activities, coordinates DAIG visits to the states, reviews internal control programs, and analyzes the economy, efficiency, discipline, morale, and readiness of the National Guard through numerous data sources. In FY 1993, the division conducted special inspections and assessments of internal control systems, active duty special work (ADSW) and intelligence operations and oversight (follow-up). The division also assisted the National Guard Bureau, the USAR and State Inspectors General in fostering improvements in the Incapacitation Pay System.

Internal Review and Audit Compliance

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

- to provide senior National Guard leaders with professional in-house audits which are responsive to their needs, are problem oriented, and which stimulate immediate corrective actions.

- to provide guidance, assistance, and training for state and territory internal review elements.

- to provide coordination and liaison with external audit agencies conducting business with the National Guard.

With 15 authorized positions, manning consists of 4 professional auditors, one tour officer, and a civilian secretary. As a result of an Inspector General, Department of Defense (DOD) quality assurance review of the National Guard internal review program, the DOD auditors recommended AGR tour officer positions be converted to civilian auditors. Efforts to implement their recommendations, combined with normal turnover of AGR tour officers, resulted in 9 positions being unfilled for a large part of the year. Subsequently, much of the Fiscal Year 1993 schedule of internal reviews was not performed. As the year closed, civilian auditor positions were still not available and plans were being made to recruit qualified AGR tour officers as a temporary measure.

Internal Review Operations

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

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

This Branch also conducts "troubleshooting" audits. These are quick response audits of a known problem. Any NGB General Officer may request such an audit.

During Fiscal Year 1993, the following major audit projects were undertaken for the Army National Guard.

- Environmental Program Management
- Professional Education Center
- Productivity Capital Investment Program
- State Programs and Training

In accordance with Department of Defense policy, the State Programs and Training Branch conducts an internal review quality assurance program. It serves to ensure that State Adjutants General and US Property and Fiscal Officers receive competent internal review services.

Under the Quality Assistance (QA) program each state/territory internal review element is visited once every three to four years by NGB auditors. The program evaluates the local program against Comptroller General and Department of Defense audit standards and policies. NGB auditors are often accompanied on QA visits by members of the Office of the Assistant Secretary of the Army, who manage the Army's internal review program. Such visits enable them to evaluate the direction and capabilities of the National Guard Internal Review Program and to evaluate the competency of the QA program itself.

During Fiscal Year 1993, fifteen QA visits were made. One state, West Virginia, was recognized for its outstanding internal review program and received an award.

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 for courses based on quotas received at the State Programs and Training Branch; NGB further supplements that training with National Guard-unique training. The National Guard has received recognition for the quality of its in-house auditor training courses and two of its primary courses have been accredited by the American Council of Education. The State Programs and Training Branch also contracts for computer training for auditors based on the educational requirements for all federal auditors prescribed by the President's Council on Integrity and Efficiency.

The chart below lists courses administered during 1993 by the Office of Internal Review and Audit Compliance. Identified following the course title is the proponent of the course.

Administrative Services

Administrative Services (NGB-AD) provides policy and operational support to the National Guard Bureau and policy and guidance to the 54 states and territories for their administrative services programs.

Accounting Classification

For FY 93, NGB-AD, in conjunction with NGB-ARC, NGB-ARL and NGB-AIS, established the Administrative Services AMSCOs for the program managers at the state level. The AMSCOS were developed to support the realignment of the Administrative Services functions to the Director of Information Management (DOIM). These AMSCOs will enable the Chief, Administrative Services of the DOIM's office to manage funding requirements and obligations.

Manpower Survey, Director of Information Management (DOIM) — States

During FY 93, NGB-AD, NGB-AIS and NGB-ARP-FM completed the final phase of the manpower study of the DOIM's office. The study had been requested to gauge the impact of the realignment of the administrative ser-

COURSE TITLE	PROPONENT	COURSES CONDUCTED	ATTENDED
Fiscal Law	DA	1	147
Basic Internal Auditing	NGB	2	56
Intermediate Internal Auditing	NGB	2	29
Trainee Auditor	USAAA	1	1
Audit Report Writing	USAAA	2	36
Introduction to ADP for Auditors	USDA	1	18
Audit Refresher	NGB	1	21
Executive Internal Review	NGB	1	134
Supervisory Internal Review	NGB	1	29
Environmental Concerns	NGB	1	50
Informix	AMEC	4	101
TOTALS		17	622

vices functions from the military personnel management offices. In August, 1993, NGB-ARP-FM published Change 1 to NGB Pam 570-1, Volume 1, 1 April 1992, Full Time Support Manning Staffing Guide for Army National Guard. This change was published to reflect the findings of the study and provide the guidance outlining work center descriptions and distribution of positions based on authorized strength of the state/territory.

Audit Liaison

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

Acquisition

Principal Assistant 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 Contracting Offices and the NGB Acquisition Contracting Division (NGB-AQC). During FY 93, the National Guard Bureau processed $703.6 million in contract award actions.

The PARC develops policies and procedures to ensure compliance with DOD contracting directives and to ensure the National Guard Bureau is committed to economic development and improved opportunities for small and disadvantaged businesses via the Office of Small and Disadvantaged Business Utilization (SADBU). The Guard placed $582.9 million in prime contract awards with U.S. business firms, $450.5 million or 77.2% of which were placed with small businesses vice a goal of 62.5%. Small business set-aside awards amounted to 30.8% vice a goal of 27.2%. In the area of small disadvantaged business prime contracts and 8 (a) awards, the Guard achieved 12.2%, more than double its goal of 6%. Additionally, the Guard achieved 5.2% vice a goal of 3.5% in prime contracts to women-owned small business concerns. This overall outstanding performance

reflects the Guard's commitment to add value to America in yet another way.

Contracting

The Acquisition Contracting Division supports the National Guard Bureau (National Capitol Region) in procurement requirements and national buys for the 50 United States Property and Fiscal Offices, Puerto Rico, Guam, and the Virgin Islands. During the year, seven contracting officers completed approximately 1,900 procurement actions with obligations over $55 million. Total awarded dollars exceeded $238 million.

Federal Information Processing (FIP) Resources Procurement

The support being provided by NGB-AQC increased tenfold during FY 93 in quality of support as well as com-

plexity and numbers of contracts. Two major awards under the Small Business Act, Section 8 (a) were made: Virus/Forms Software ($3.2M) and LAN/WAN equipment support ($15M). Both were in support of ANG flying units.

In March 93 contracting responsibility was assumed from the Air Force District of Washington for seven Air Traffic Control contracts ($16M) and a contract to support LAN/WAN maintenance and repair at Andrews AFB.

Major contracts issued during the year included Computer Programming Training Services ($500K), manpower study ($2.5M), three manpower study orders ($369K), business process improvement plan studies ($2.5M), newsservice contract ($350K), and STARC equipment ($1.9M).

RCAS support continued with significant efforts throughout FY 93. Contractual actions with Audit Service totaled over $31M. The Audit Service requirement is being resolicited for FY 94.

Supplies and Services

NGB-AQC assumed responsibility for the ANG's "Contracted Training Flight Services" (CTFS/FAKER) contract for FY 93 from Air Combat Command. The contract is valued at $73.4 million over a five year period. The mission of the CTFS/FAKER program is to provide aircraft, aircrews, and electronic countermeasures (ECM) equipment to aircrews, and to act as airborne targets for either surveillance or fighter intercept radars. The program provides drug interdiction training for the ANG; non-ECM training for ANG and PACAF units; and ECM target

training for ANG, ACC, and PACAF units.

Under the ARNG recruiting, retention, and advertising contract, $1.6 million was obligated for two new major programs aimed at reaching high school student audiences through the nation.

In addition, contract award was made for architect and engineering services for the new ANG building addition at Andrews AFB, with an estimated construction cost for this project is $15-20 million.

A contract for food services was awarded at the new ARNG Readiness Center under a "profit-share" concept which affords the ARNG a monthly cash return. To date, approximately $3,500 has been deposited into the ARNG Readiness Center Unit Fund. The contract also provides for a reimbursement to the ARNG for utilities used in the performance of services under the contract.

Environmental

This fiscal year, Environmental Acquisition sought and received approval from Secretary of the Army for Research, Development and Acquisition, for waiver of the Federal Acquisition Regulation requirement that limits the contract amount and contract period of environmental contracts. This approval enables the transition of contract support for the entire National Guard from the Department of Energy and others to the NGB's Environmental Acquisitions Branch. The Branch successfully completed the pre-

liminary steps in the process to award nine multi-million dollar, broad-scoped environmental engineering and technical support services contracts. Negotiations are due to begin in December 1993, with award of the contracts beginning in February 1994.

Branch personnel solicited and awarded a contract for Environmental Community Relations Support Services for the National Guard. Under this contract, a DOD prototype, the contractor is responsible for providing support for the various community relations activities mandated by federal law.

The Branch awarded two contracts totaling $44.5 million for environmental engineering/professional and technical support services for the Air National Guard at various locations throughout the United States.

The Environmental Acquisitions Branch awarded 68 individual delivery orders, totaling $9.64 million, and four contracts with a total capacity of $21.4 million. These awards were made to small business or small disadvantaged business firms, and all awards were made without protest, dispute, legislative or any other form of inquiry!

Counterdrug Support Actions

This year, NGB-AQC provided administrative support for the delivery of most of NGB's $18.9 million of high tech equipment. The new items being fielded include: Reconnaissance and Interdiction Detachment (RAID) aircraft; RAID aircrew body armor; Handheld Thermal Imaging (Wasps); Wheeled Light Armored vehicle maintenance support; handheld Global Positioning Systems (GPS); and Search Lights for the non-RAID counterdrug support aircraft.

Human Resources

Fiscal year 1993 brought about increased challenges for Human Resources. In order to conserve resources and manpower, the three regional personnel centers were consolidated to two, and downsizing of the technician force necessitated implementation of Separation Pay Incentive

Programs. NGB leadership emphasis continued on discrimination and sexual harassment prevention, and the Guard family program.

Information Systems and Evaluation

The Guard's Defense Civilian Personnel Data System (DCPDS) standard base-level automated data processing operations are being consolidated as the U.S. Air Force regionalizes into five data processing centers. Prior to regionalization, National Guard base-level operations were supported by 40 USAF host activities for data processing. The objective of the consolidation is to reduce costs while continuing to provide acceptable mission support. Completion is scheduled for FY 95.

Software subsystem conversion is underway to implement the National Guard full-time support manpower documentation and Defense civilian pay systems; projected completion dates are January 94 and FY 95, respectively. The Guard is participating with other DOD agencies in the development of system modules to automate all civilian personnel procedures to include writing position descriptions, training, reduction in force, etc. Automation of the Office of Workers Compensation Program (OWCP) is in progress with full reporting capability expected by midyear 1994. Discussions are proceeding with RCAS PMO to develop required data/software interfaces with DCPDS. NGB Central Personnel Data File (CPDF) submissions improved another 5% over last year, bringing the overall accuracy rate to 96%.

During FY 93, two changes occurred in personnel management evaluation:

consolidation of technician evaluations with ARNG and ANG Active Guard Reserve (AGR) evaluations, and decentralization of on-site evaluation work from headquarters to the NGB Personnel Centers. The consolidation of evaluations has resulted in significant savings, produced closer working relationships with the States, and facilitated personnel center advisory services.

Equal Opportunity Division

Equal Opportunity is a priority commitment of the National Guard as evidenced in the Guard's top ten goals for the 90s. During FY 93, the Chief, NGB continued to play a strong leadership role as an Equal Opportunity advocate, strong new policy statements were reissued by NGB on equal opportunity and sexual harassment prevention.

The NGB adopted the policy of "zero tolerance — 100% trained." During the year, virtually all members of the NGB staff received training on sexual harassment prevention, as did a large percentage of the National Guard force throughout the states.

Consistent with nationwide trends, the National Guard experienced increases in discrimination and sexual harassment complaints. We responded with new dispute resolution techniques including advanced mediation, which were successful in solving over half of the complaints registered. In addition, in response to changes in complaints management spawned by the Civil Rights

Act of 1991 and new EEOC regulations and directives, we published a new National Guard complaints regulation for technicians, with significant changes in time limits and internal procedures.

With the promotion of the First Army National Guard woman to the rank of Brigadier General in April 93, and selection of two more Air Guard women for the promotion to general officer rank, the Guard continues to work to expand opportunities for women in the Guard. Implementation of DoD's new policy to open combat pilot positions to women resulted in the selection of the first women to train for pilot positions in Air Guard fighter aircraft and Army Guard attack helicopters.

In an effort to improve rapport and communication with key leaders of minority communities, the National Guard continued to work closely with major national minority organizations. The Chief, NGB was honored by the Tuskeegee Airman of World War II for this strong advocacy of equal opportunity in the National Guard. Likewise, the Chief of Equal Opportunity for NGB was among national awardees honored by the NAACP at their annual convention. In addition, NGB played a prominent role at a number of national level organization conferences including National IMAGE, Federally Employed Women, Blacks in Government, National Urban League, Organization of Black Airline Pilots, National Association for Equal Opportunity in High Education, and Hispanic Association of Colleges and Universities.

Family Programs

The mission of the National Guard Family Program is to increase the over-all well-being of Guard families, and their 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 provided extensive family assistance in Iowa, Missouri, Illinois, and Kansas in response to the floods that devastated the midwest support groups are active throughout the country supporting Guard family members during local activations for firefighting, flood control, public safety, OCONOUS deployments and annual training exercises. The Family Program provides education, information and continuous support to the extended family and the community.

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 FY 93, States were given authority to grant "Time-Off-Awards". The Award is defined as an excused absence granted to employees (technicians) without charge to leave or loss of pay, for recognition of a special act/service or other personal effort, that contributes to the quality, efficiency, or economy of Government operations. The act/service may or may not be within the technician's normal job requirements.

To best serve our customers and ensure that suggestions are promptly processed, the Directorate for Human Resources (NGB-HR) has transferred

the responsibility for administering the program to the ARNG and ANG Directorates.

Staffing and Classification

Reorganizations, budget cuts, and changes in force structure created turbulence in the technician force of the Army National Guard in FY 93. The ARNG was faced with widespread reductions in technician strength to meet reduced target levels. Eleven states, mostly in the eastern section of the country, were impacted.

To meet the challenge of accomplishing work force reductions while minimizing adverse impact of the current force, DoD established the Civilian Separation Pay Incentive Program. This program allows agencies to offer monetary incentives (either severance pay or $25,000, whichever is less) to encourage voluntary resignations and retirements. Three states used separation pay incentives to avoid the involuntary separations of 33 ARNG technicians in FY 93.

Counterdrug Support

Under provisions of Section 112, Title 32, United States Code, the Secretary of Defense is authorized to provide funds to the governors of states that submit and receive approval of the counterdrug support plans in support of counterdrug efforts. For FY 93, the Secretary provided in excess of $207 million to the fifty states, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, and the District of Colombia (hereafter referenced as states) to provide that support.

The Counterdrug Support Division

Counterdrug Conference in February 1993 for counterdrug coordinators, plans operations military support officers, state army aviation officers and executive staff support officers from the states. Several other federal and local agencies were involved. The Plans Branch also conducted an intensive eight-week counterdrug support plan

review for the states, which analyzed, coordinated and verified budgets, logistics, flying hours, and legal matters. Following the review, the plans were sent to the Office of the Secretary of Defense for approval.

Approved Counterdrug Missions

Mission #1, Surface Reconnaissance.

Guard members reconnoiter an area for cultivated marijuana or other drug operations. Marijuana may be eradicated if requested by the law enforcement agency (LEA).

Mission #2, Surface Surveillance.

Members maintain surveillance of an area suspected as a site for drug smuggling or production activity.

Mission #3, Surface Transportation Support.

Members transport law enforcement officers, evidence, or persons in their custody for operational purposes.

Mission #4, Aerial Reconnaissance.

Members reconnoiter an area by air for cultivated marijuana or other drug operations.

Mission #5, Aerial Surveillance.

Members maintain aerial surveillance of an area suspected as a site for drug smuggling or productions activity. Also includes Reconnaissance And Interdiction Detachment (RAID).

Mission #6, Aerial Transportation Support.

Members transport law enforcement officers, evidence, or persons in their custody for operational purposes.

Mission #7, Ground Radar Support.

Members establish and operate ground radar sites capable of providing air intercept control.

Mission #8, Cargo Inspection.

Members assist law enforcement in inspecting cargo, unoccupied vehicles, containers, aircraft, watercraft, baggage, suspect mail, etc.

Mission #9, Training Program (NG and LEA).
Members and LEAs provide training on selected subjects specific to counterdrug activities.

Mission #10, Aerial Photo Reconnaissance.

National Guard aircraft are used to generate information about specific areas. Supporting element provides photo analysis as required.

Mission #11, Coordination, Liaison, and Management.

States establish coordination and liaison with supported law enforcement and manage all aspects of their counterdrug program.

Mission #12, Greenhouse/Drug Laboratory Detection.

Mission may involve surveillance or monitoring, eradication, destruction, or dismantling of greenhouses. Hazardous materials will not be handled by National Guard personnel. Supporting element provides film processing, photo analysis, and interpretation as required.

Mission #14, Admin/Info/ADP/Log and Maintenance Support.

Members conduct various approved operations in direct support of law enforcement counterdrug activities.

Mission #15, Engineer Support.

States use engineer personnel and assets to provide approved engineer support to law enforcement.

Mission #16, Aerial Interdiction.

Resources from various units/states may support a joint ARNG/ANG "HUB" effort to detect, track, monitor, and transport law enforcement officers to effect arrest of suspect smugglers/traffickers.

Approved Missions

In order to facilitate the approval of state supply reduction plans, the DOD Office of Drug Enforcement Policy and Support issued a list of pre-approved missions that the states could perform in support of law enforcement. Specific guidance and limitations are detailed by National Guard Regulation (AR) 500-2/ANGI 10-801 and National Guard Pamphlet (AR) 500-2/ANGP 10-801. The states perform missions that are requested by law enforcement, support the national strategy, and best suit the state's priorities as perceived by the Governor and the Adjutant General. These 16 missions are listed below.

Support to Law Enforcement Agencies

During Fiscal Year 1993, the National Guard conducted 6,311 operations and provided over 1.4 million mandays/workdays in support of local, state, and federal law enforcement agencies (LEA) 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).

While not considered to be a measure of 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 FY 93 is listed at right.

Estimated street value of drugs seized is $148.4 billion.

After Action Reports include surveys that are 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.

During FY 93, the Air National Guard began to modify its C-26 Operational support aircraft to be flown in support of LEAs conducting counterdrug activities under state plans. In Title 10 Federal status, personnel continue to fulfill a National Guard Bureau commitment at several radar sites in the Caribbean and in South America in support of both USCINCLANT and USCINCSOUTH. Air National Guard air defense forces continued their rotational deployments to Panama in Title 10 Federal status to conduct counterdrug activities in support of operation Coronet Nighthawk.

The Office of Counterdrug Review and Evaluation conducted periodic

Seizure Data - Fiscal Year 1993

Cash confiscated	$170,360,318.00
Marijuana plants eradicated	206,035,207
Marijuana, processed pounds	891,693
Cocaine pounds	180,351
Heroin pounds	3,320
Opium pounds	2,668
Hashish pounds	69,349
Vehicles seized	6,433
Weapons seized	12,205
Arrest resulting	69,173

reviews of 35 state counterdrug operations in FY 93. The branch evaluates management and execution of programs at the state level, in order to prevent fraud and waste, and to influence implementation of internal controls. State responses to issues raised by the review and evaluation process have resulted in significant improvement in budget management, administration and effective use of resources of all kinds.

Training

The NGB-directed training programs include those at the Western Army Aviation Training Site, which conducts training for RAID as well as counterdrug simulation devices in support of flight maintenance, weapons systems, aircraft survivability, academic, night vision, and instrument training. Three federally funded programs (National Interagency Counterdrug Institute, Regional Counterdrug Training Academy and Multi-Jurisdictional Task Force Academy) are designed for law enforcement and military managers/planners of joint-counterdrug operations. These programs provide a comprehensive understanding of both the law enforcement and military organizations' capabilities and limitations in support of counterdrug operations. Instructional objectives are achieved through a series of lectures, discussion, and practical exercise.
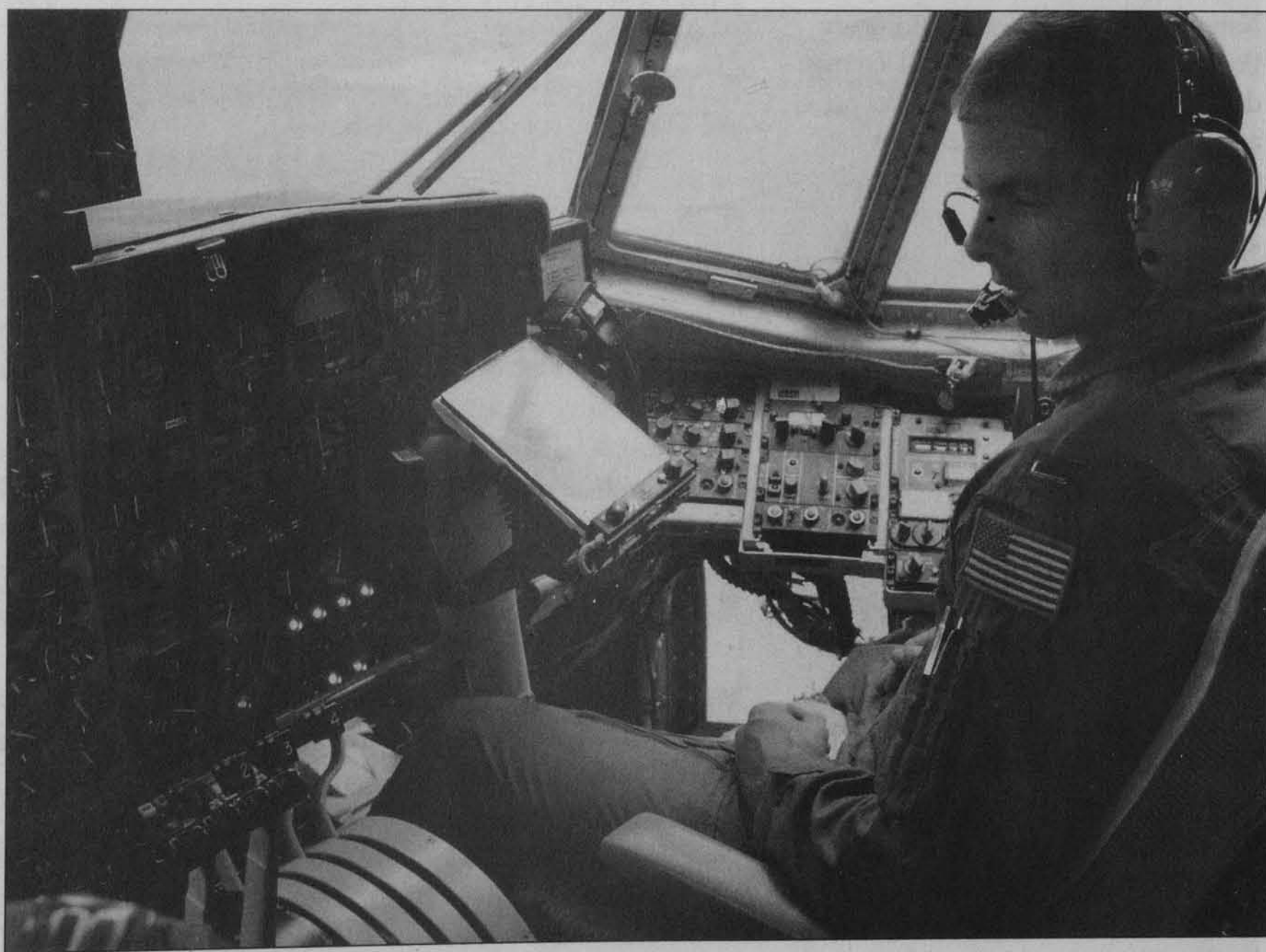
The Army National Guard

Operations, Training, and Readiness

Overseas Deployment Training

Overseas Deployment Training (ODT) is one of the Army's most effective programs to train ARNG units in wartime missions, provide forward presence, conduct national assistance operations and contribute to regional U.S. strategic objectives. This program strengthens the bonds of "America's Army" and provides live environment training in overseas locations in support of JCS operations, plans and exercises. Through the ODT program, ARNG units conduct mobilization, deployment, reception, mission essential task list events, and deployment activities.

Over the last six years the ARNG has deployed between 19,000 and 28,000 soldiers each year via the ODT program. Slightly over 26,000 soldiers took part in ODT in FY 93. These soldiers trained in all of the OCONUS theaters and in over 40 different countries. The training focused on mission training and exercise participation.

SOUTHCOM

ARNG support to U.S. Southern Command is unprecedented. Task Force Rushmore completed two "Fuertes

Caminos" exercises in Panama; the deployment included 4,000 ARNG soldiers from 14 states. Task Force Jaguar deployed over 1,500 soldiers to Guatemala and Task Force 203 completed "Caminos de la Paz" in Costa Rica. The ARNG completed 37 kilometers of road, dug 36 wells, constructed 52 schools, 7 medical clinics and various bridges and culverts.

Direct support of military operations in theater was provided by the ARNG in the form of public affairs, maintenance, and military police support. The ARNG deployed twenty-two 45-man MP platoons to Panama and six 45-man platoons to Honduras to augment existing forces.

Over 800 soldiers deployed to Panama to attend the Jungle Operations Training Center. Additionally, 1,300 infantrymen and 450 field artillerymen conducted deployments for training to work with the Honduran Army.

Eastern Europe

The National Guard became involved in the Joint Military to Military Program in June of 1993. The National Guard supports this program by providing Eastern European countries with non-lethal military training. Using the National Guard as a role model of a military which is subject to civil authority, we demonstrate the National Guard's strength in peace time emergencies and our role in a strong defense. Partnerships were established between 14 Eastern European countries and an equal number of states.

In the European theater, over 3,900 ARNG soldiers supported the retrograde of equipment from U.S. Army Europe (RETROEUR) program. Another 1,600 soldiers supported the establishment and maintenance of Theater Reserve Unit Sets, Army

Readiness Package South (TRU/ARPS) facilities in Italy.

Other soldiers participated in JCS exercises REFORGER, DYNAMIC HAMMER and DYNAMIC GUARD. The ARNG supported the Combat Maneuver Training Center with maintenance, military police, engineer and infantry units. Special activities include the joint ARNG/ANG humanitarian and

civil assistance training exercise conducted in Mali, West Africa. In total, almost 8,900 soldiers deployed to the European theater to train for approximately 160,000 mandays.

Pacific

The ARNG deployed over 3,400 soldiers to the Pacific in support the ten JCS exercises, including COBRA GOLD, FOAL EAGLE, TEAM SPIRIT, ORIENT SHIELD and etc. Numerous national-assistance missions were conducted in concert with other US and host nation forces. Our involvement in the Atlantic Command was limited to two deployments totaling 237 soldiers conducting a humanitarian action program, which included a medical readiness exercise.

The ARNG participates in individual and unit exchanges with our allies in Europe and the Atlantic Command Theater of Operations. These exchanges increase readiness and promote a common bond via training.

Individual Training

1993 was a year of considerable change in the areas of individual training resources management. The Army Training Requirements and Resources System (ATRRS) was fully implemented in the 54 states and territories. Along with this full implementation came the ability for all states to see and manage much of the individual training processes through the use of automation. ATRRS is now authorized at all levels down to company and team.

A prototype course to train ARNG state OCS Phase III students with ROTC advanced camps was successfully conducted in July 93. The intent was to consolidate separate State programs,

and to use highly resourced ROTC advanced camp to improve standardization, efficiency, effectiveness, provide quality training and conserve resources. Training was conducted at the ROTC advanced camp facilities at Fort Lewis, WA, and was attended by 116 ARNG State OCS Phase III students from nine western states. The consolidation prototype provided effective training and was resourced far beyond the ability of the States, even when acting in concert.

The ARNG is currently supporting a prototype test of Future Army Schools - Twenty-First Century (FAST), Region C to examine the validity/effectiveness of the proposed individual training changes outlines by FAST. The purpose is to standardize institutional training throughout the total Army to increase readiness of both Army National Guard and US Army Reserve combat, combat support and combat service support units.

A test of the Professional Military Education (PME) program is being conducted in selected states within the First Army region. The purpose of the test is to determine if officer professional competency and quality will improve by making attendance at the Reserve Component Combined Arms and Services Staff School (RC-CAS3) and Non-Resident Command and General Staff Officer Course (CGSOC) the primary duty for reserve component troop program unit officers. Army National Guard (ARNG) officers will remain assigned to their current organization and attached to their STARC, with duty at the USARF school for training.

Development of the "Select, Train, Promote and Assign" (STPA) methodology, which will affect the Army National Guard non-commissioned officer education system (NCOES), continued in FY

93. The STPA methodology selects the best-qualified soldiers through a centralized promotion process. As soldiers progress to the top of the list, they are offered reassignments and promotion when all NCOES requirements are met. Training will be reserved for soldiers selected for promotion. A draft Chapter 6 of NGR 600-200 (Test) and a centralized selection process have been developed. In October 93, selected states will begin a one-year pilot program. Implementation is expected in FY 95.

Training Aids

Training Aids, devices, simulators, and simulations (TADSS) has been proven to provide relief to the ARNG's shrinking training budget. The TADSS Team is charged with fielding, administering, and maintaining the equipment that supports the ARNG's combined arms training strategy. There has been a steady demand for training simulation devices to counter training resources constraints, and today's National Guard soldier is likely to be training with some type of simulations device. These devices have not only maintained our high state of readiness but they are a fraction of the cost it would take to perform the actual training events that they simulate. TADSS technologies are being fielded to support the areas of battlefield coordination, collective & individual training. The conduct of fire trainer and engagement skills trainer are two such examples.

Progam Design

The Program Design Team provides strategies, concepts, and contingency plans that provide ARNG units with the means for obtaining the highest level of combat readiness. This team is also responsible for coordinating

New/Displaced Equipment Training (NET/DET) for all major weapons systems and associated items of equipment. The goal of Program Design is to improve mobilization and wartime planning and training, mission capability and force deployability. The Reserve Component training regulation (FORSCOM/ARNG Reg 350-2) is currently being revised to support all the Reserve Components.

In support of new strategies, the Program Design Team is currently con-

ducting and supervising several tests. The RC tank gunnery training program (ST 17-12-RC) test was devised to define a tank gunnery strategy that recognizes the time and resource constraints under which ARNG armor units must train. The Bradley fighting vehicle training strategy implementation test should produce a Brigade Training Plan with associated costs, support items, and a post-mobilization strategy.

Training Facilities

Training Facilities oversees ARNG training sites and runs the range modernization automation program. Range prioritization strategy, as well as environmental issues and land acquisitions and leases, are also coordinated through this team.

The Automated Target System (ATS) was created in 1993 as an outgrowth of the Remote Target Systems (RETS) account. Modification was needed to ensure the continued viability of the ARNG to modernize its range training base to meet Army standard weapons qualification on up-to-date ranges. ATS expanded a state's ability to directly affect their modernization program within their state. The weapon systems location and orientation

system (WSLOCS) is planned for development at Gowen Field, ID as a prototype system to monitor and control firing vehicles on armor ranges. Currently a national "Lead Recovery Program" is in the planning process which would both benefit the environment and generate funds for state training.

Other major projects include the Range Facility Management Support System, an Army-wide system which will allow computerized remote scheduling of facilities and help resolve safety issues; the Range Prioritization Board, which details ranges to be built within the Army; and the Armor Mover Target Carrier, a centralized system of repair and supply in the ARNG. The team is proponent for the publications NGB 5-3, ARNG Training Areas and Organization, which establishes the training site sizing formula and NGB PAM 25-1, Training Site General Information Summary.

Training Management

The Training Management Team responsibilities include providing funds to the 54 states and territories for Inactive Duty Training (IDT), the Army Training Management System (ATMS), New/Displaced Equipment Training (NET/DET), and training support. It also provides supervision and guidance on the Physical Fitness, Biathlon, Marathon, and other fitness programs. Furthermore, coordination is furnished on the International Competitions and Athletic Events. The team is the proponent for National Guard Regulations 350-1 and 672-1.

Readiness

The Army National Guard's number one priority is providing fully mission

capable units for America's Army. The measured levels of personnel, equipment and training continue to increase in spite of an uncertain force structure. Project Standard Bearer, and ARNG initiative, has focused our efforts on improving and sustaining the readiness of the Roundup/Roundout Brigades and the Contingency Force Pool units. Additionally, we have taken a hard look at units chronically unable to maintain minimum personnel readiness standards. Once identified, these units are candidates for force reduction actions.

Each month the Director, ARNG (DARNG), briefs ARNG readiness to the Army's decision makers at the Chief of Staff of the Army's Monthly Readiness Review, and quarterly to the Commander-in-Chief, Forces Command. Key readiness issues and/or problems are presented for discussion and resolution.

Consistent with ARNG readiness goal objectives, the DARNG, along with NGB proponent directorates, reviews ARNG readiness quarterly, identifying readiness issues for either internal or higher headquarters solution. Other intensive management efforts include monthly readiness review via video teleconferences (VTC) with a major combat unit or high priority unit.

Unit Resources and Training Levels

Overall increases were made in the Army National Guard unit resources and training levels between October 1992 and October 1993. This is a result of a 2% improvement in available personnel strength and 1% in equipment readiness. Equipment and training each decreased by 1%. During this time of downsizing and restructuring the force, together with equipment reporting policy changes, drove the 1% decrease in equipment. Throughout the year 72 Unit Status Reporting (USR) units were activated and 106 units inactivated. A 4% increase in MOS qualification was made during the past two quarters, which is at the end of the annual training season. In spite of the many significant changes within the ARNG force structure, the ARNG continues to move forward in unit resources and training levels.

• **"Project Standard Bearer."**
This project continues to enhance the readiness and mission capability of the Army National Guard through management programs devoted to prioritizing resources for early-deploying units. Volunteer unit initiatives and programs continue to be instituted within the framework of Project Standard Bearer, to ensure that Army National Guard units are available to support Army missions when needed.

• **Contingency Force Pool Units.** Round Up and Round Out brigades are the highest priority units in the Army National Guard. Contingency Force Pool unit readiness and mission capability has significantly

increased since the inception of Project Standard Bearer. When implemented, 84% of Contingency Force pool units were deployable. Today the deployability rate is 97% and mission capability continues to be enhanced. Round Up and Round Out brigades are undergoing extensive modernization to improve mission capability.

Accessibility of these high priority units is enhanced by the following programs.

- **Operational Unit Program:**
  The 55 earliest deploying Army National Guard units in the Contingency Force Pool are available for deployment, in a volunteer federal status within 7 days of an alert. The Operational Unit program is not contingent on Title 10, 673b Presidential Selected Reserve Call-up authority. This program provides fully mission capable units, when needed for short notice Army contingency operations.

- **Humanitarian Support Unit Program:**
  This program will provide volunteer units to support short notice worldwide humanitarian missions. Twenty-seven states and territories have nominated 90 units to participate. Nineteen ARNG units are available to support Army humanitarian missions in a volunteer status within 72 hours of notification, for up to 45 days.

- **Operational Integration Program:**
  Based on the Canadian Legion Model, this volunteer program will provide a mix of Active Component and Reserve Component volunteers organized, trained and deployed as provisional units to perform forward presence and peacekeeping missions. The Operational Integration concept is being implemented by the Multinational Force Observer (MFO), Sinai Initiative. This initiative,

approved by the Chief of Staff, Army, will organize, train and deploy a battalion sized task force consisting of 80% Reserve Component and 20% Active Component soldiers. This task force will conduct a six month MFO mission in the Sinai Peninsula. The Army National Guard is currently designated to provide 442 of 483 required Reserve Component soldiers. The Commander, 29th Infantry Division (Light), in coordination with the Adjutants General of Maryland and Virginia, has accepted sponsorship of the mission. This initiative will be evaluated for future applications on a regular rotational basis.

Bridging Concept: This program provides selected elements of Army National Guard units to support Corps operations in a crisis. An example of the bridging concept is the 269th Signal Detachment, South Carolina Army National Guard, which provides volunteers to support XVIII Airborne Corps communication requirements in crisis situations. The bridging concept is also being utilized by I Corps.

Mobilization Readiness:

Mobilization preparedness is a major objective of the Army national Guard (ARNG). Training for and evaluation of mobilization preparedness are essential for improving unit and State Area Command (STARC) capabilities to execute mobilization and deployment responsibilities.

During the second quarter of FY 93, most of the STARC headquarters participated in a Headquarters, Department of the Army mobilization exercise OPTIMAL FOCUS 93 (OF93). Units conducted home station activities to

determine their capabilities to be prepared to move to the mobilization station within 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.

Call Forward 93 (CF93) was the second in a series of exercises designed to surge an installation with Reserve Component units to evaluate mobilization station plans, procedures, systems, and organization. Four ARNG units participated in a simulated partial mobilization to assess their capability to accomplish assigned missions. Mobilized units executed Phases I-IV and portions of Phase V of the mobilization process. Participating units conducted up to two days of post-mobilization operations at their home station and then moved to Ft. Leonard Wood, Missouri. Soldier readiness processing was accomplished during the first two days, then units conducted their normal annual training. Lessons learned have already been incorporated into CF94 and CF95 exercise planning.

In addition to the above-mentioned exercises, ARNG units participated in more than 970 local mobilization exercises conducted by STARC headquarters throughout the United States. These exercises, Mobilization and Deployment Readiness Exercises (MODRE), Readiness for Mobilization Exercises (REMOVE), and State Area Command Exercises (STARCEX), are each specifically designed to enhance ARNG unit and individual preparedness for mobilization and deployment.

Tied to mobilization preparedness and more specifically to MODREs, is the Army's CAPSTONE program. Previous CAPSTONE wartime alignments were designed to support the Cold War era force apportionments. Changes to the national military strategy emphasizing regional contingencies, combined with military downsizing requires many RC units to be dual apportioned to support multiple regional contingency OPLANS. Many wartime alignments established earlier under the CAPSTONE program are no longer valid.

In August 1992, Forces Command undertook an examination of the utility of the CAPSTONE program, based on the changes stated above, and determined that modifications of the program is warranted to support the changing environment, FORSCOM developed a draft program based on training relationships rather than strict wartime alignments. In June 1993, Commander, FORSCOM directed that further work on revising the CAPSTONE program would be held in abeyance until completion of the Total Army Training Study staffing and final implementation.

Currently, CAPSTONE continues to be the correct term to indicate wartime alignments. This is based on the continued existence of the Joint Chief's of Staff Deliberate Warplans. As a result, Overseas Deployment Training programs
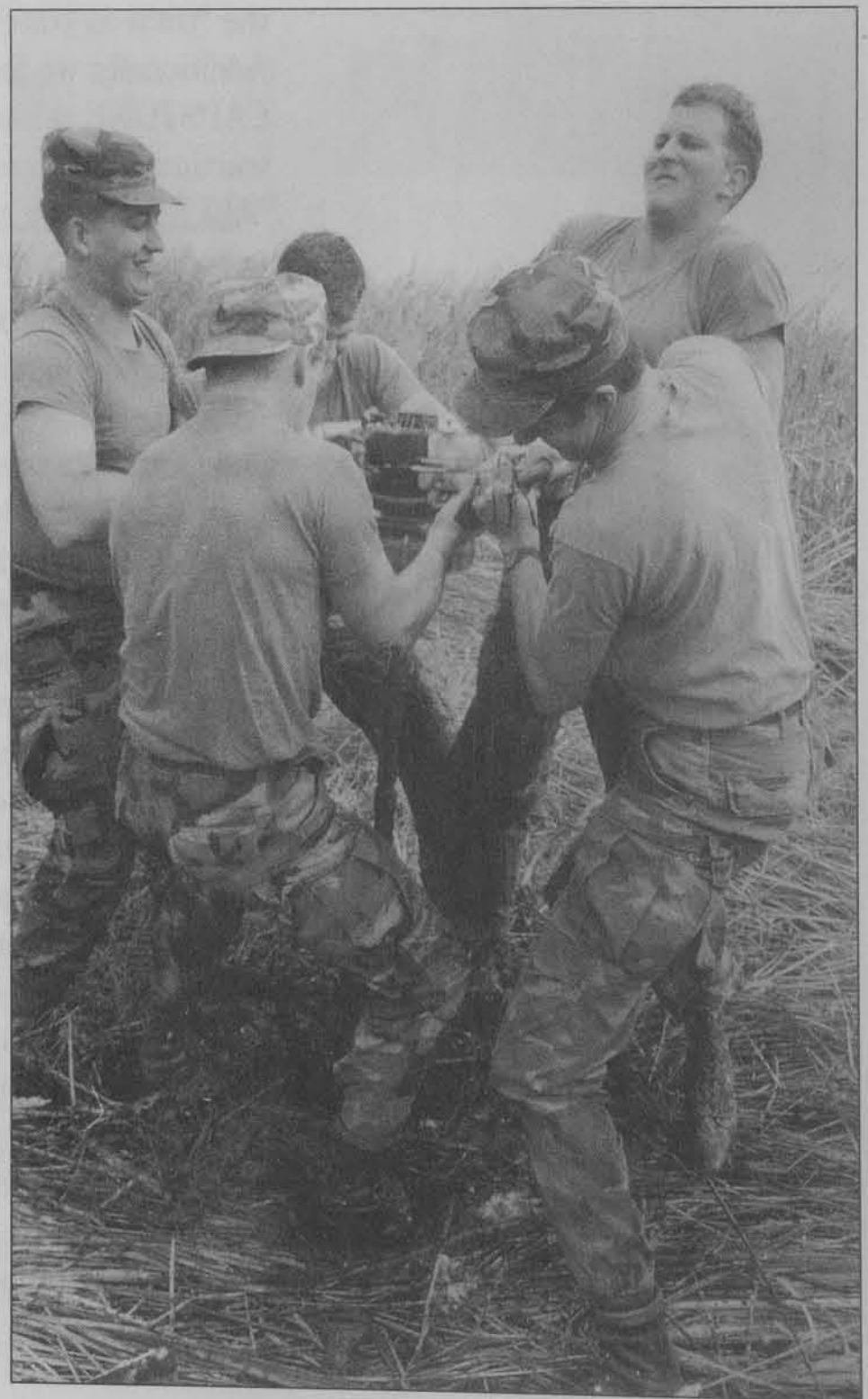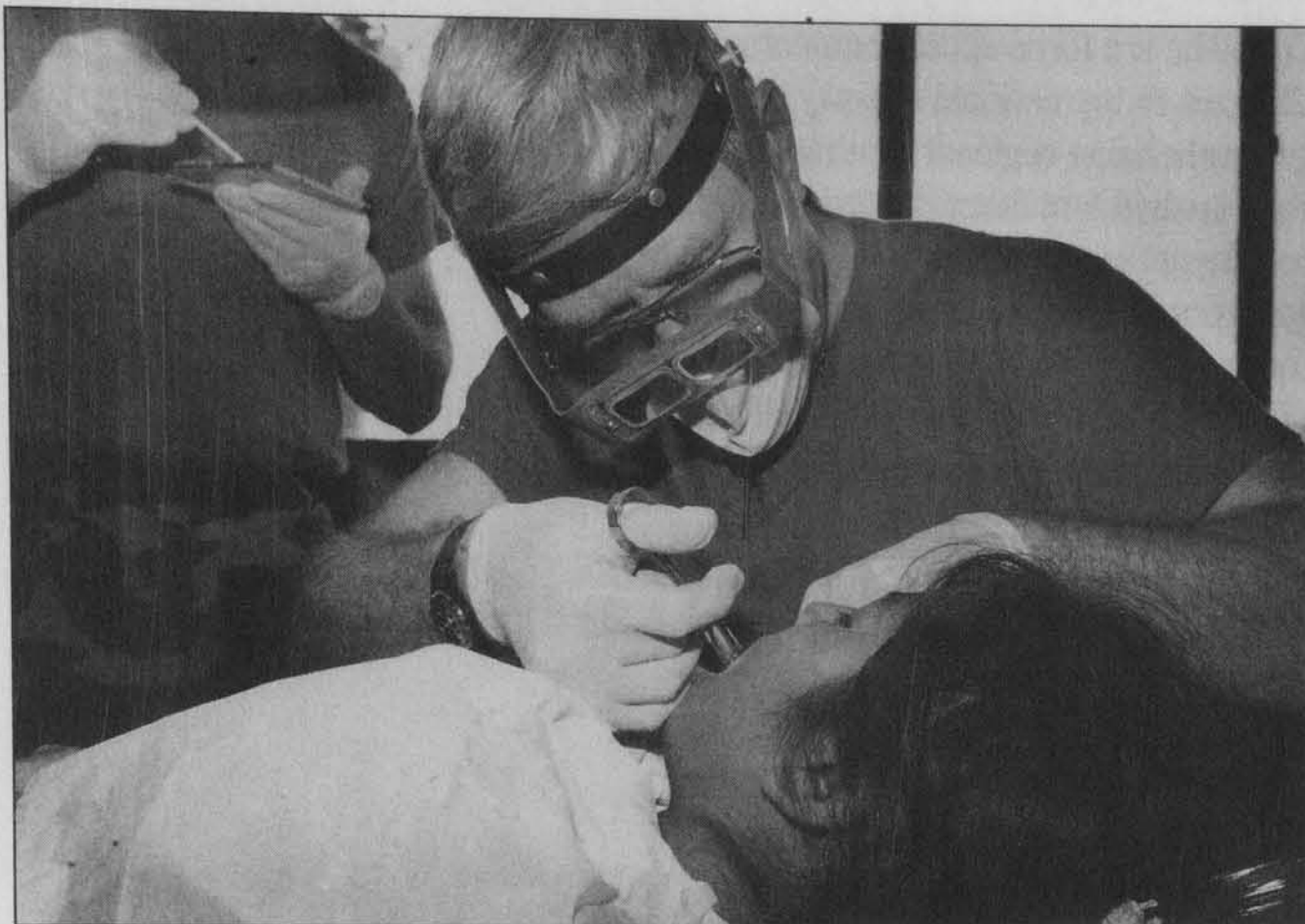
are still viable training plans focused on the "train-as-you-fight" philosophy. Additionally, we have recommended CAPSTONE remain associated with wartime alignments and the name "ALLIANCE" be associated with the new directed training alignments.

In conclusion, continued funding and participation in both the JCS/DA and ARNG exercise programs, both CONUS and OCONUS, are imperative if our units are to sustain an acceptable level of readiness and deployability. Through sound management and consolidation of The Family of Mobilization Exercises, we have maximized our dollars to exercises ratio over the past several years. While our exercise funding level has remained constant, the number of exercises conducted has risen consistently. Any reduction would inhibit our ability to reach a goal of having all units participate in a mobilization exercise at least once very five years. Achieving this goal has become extremely critical as inspections and exercises indicate the degeneration of a unit's mobilization capability begins toward the later part of a three-year period.

Contingency Force Pool

The Contingency Force Pool (CFP) concept was first developed by FORSCOM War Plans Division under the direction of the Department of the Army in October 1990. With the completion of sourcing for CFP II in 1994, both CFP I and CFP II will be known as the Contingency Force Pool. Currently we have 192 units in Support Package one through four of CFP I and 197 units in Support Package five through seven of CFP II.

The CFP I Support Packages one through four are designed to provide echelons above division (EAD) and echelons above corps (EAC) combat, combat support and combat service support units to the employment of the Crisis Response Force (CRF). The CRF is the 5-1/3 division force specified by the Army Plan, including combat support and combat service support at EAD and EAC that provides the National Command Authority a crisis response and power projection capability.

The CFP II Support Package five through seven is designed to provide EAD and EAC CS and CSS units to support the employment of the Early Reinforcing Force (ERF). The ERF consists of 3 1/3 divisions, to support worldwide contingencies to be used as a follow-on force to the CRF or as the lead force in a separate contingency.

Military Support

Fiscal Year 1993 proved to be another challenging year in military support to civil authorities. The men and women of the National Guard answered the call for emergency missions in 47 states and territories during FY 93. These emer-

gency missions involved the use of 34,052 Army and Air National Guard personnel, expending a total of 460,828 State active duty mandays.

The midwest flooding in Illinois, Iowa, Kansas, Missouri, and Wisconsin accounted for the largest number of domestic disaster mission personnel and mandays expended in FY 93. National Guard troop strength reached 10,963 at the mission's operational peak, expending 276,410 mandays.

In addition to the midwest flooding, some of the other domestic call-ups in FY 93 that drew national media coverage were Operation Overpass in Florida, involving incidents of rock throwing and gunshots fired along Interstate 295; the Rodney King trial verdict in California, where National Guard personnel were prepared to assist in population control in the event of a civil disturbance; an inmate insurrection at the Southern Ohio Correction Facility, where approximately 410 inmates seized control, took hostages and murdered seven inmates; law enforcement support to combat the rise in crime in Puerto Rico; and providing equipment to assist the Bureau of Alcohol, Tobacco, and Firearms (ATF) and Federal Bureau of Investigation (FBI) in operations at the Branch Davidian sect compound in Waco, Texas.

National Guard mission support in other areas included providing communications, potable water, search and rescue, medical evacuation, damage assessment, levee and dike repair, road clearance, debris removal, security/patrolling of devastated areas, emergency shelter, fire fighting, ground/surface transportation, and general aviation support.

These and other domestic operations demonstrated, once again, that our role as a viable resource in domestic emergency operations is expected to continue to increase in the future.

A complete listing of state missions for this fiscal year can be found at Appendix G.

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 still remains on Standard Army Management Information Systems (STAMIS) software using standardized hardware. The fielding of tactical and Non-Developmental Items (NDI) to ARNG units will provide logistical automation through the 90's.

Accountability

During FY 93 the ARNG continued to modernize and expand in the area of tactical automation. Standard Property Book System-Redesign (SPBS-R) is a means of centralizing property book accounting and providing asset visibility to battalion and larger sized tactical units. Ninety percent of the ARNG authorized SPBS-R systems have been fielded in Force Packages II and III. Conversion from the Tactical Army Combat Service Support Computer System (TACCS) to NDI systems began in 4th Quarter FY 93. Conversion and training for SPBS-R in ARNG tactical units should be completed in the 3rd Quarter FY 94.

SPBS-R I/TDA is a multi-user system that replaces the Equipment Status Report (ESR) module of the Supply Accounting Management Information System (SAMIS) at the United States Property and Fiscal Office (USPFO).

This conversion will commence in 2nd Quarter FY 94 and should be completed in 1st Quarter FY 95. SPBS-R I/TDA training will be conducted on site or at nearby Active Army installations.

The ARNG is continuing the conversion and training of cadre teams required for the fielding of the Unit Level Logistics System - Ground (ULLS-G). The ULLS-G system automates the maintenance and supply operations within the unit motor pool. Currently, the ARNG has fielded 2273 ULLS-G systems. The acquisition of commercial or non-developmental (NDI) systems for Force Packages II and III is on schedule for the ARNG and is expected to be completed in the 4th Quarter of FY 94.

Material Management

The ARNG is completely revamping calibration management with the introduction and fielding of Test, Measurement and Diagnostic Equipment Integrated Material Management System (TIMMS). Ancillary hardware consisting of smart terminal, printer, CD-Rom player and modem are being prepared for immediate fielding. All 58 ARNG Calibration Sites will receive the entire TIMMS package. Fielding is expected to be completed in FY 94.

Additionally, the development of the ULLS-Aviation (ULLS-A) and ULLS-S4 software has begun with anticipated fielding in mid FY 95. 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 ARNG currently operates the Standard Army Retail Supply System - Interim (SARSS-I). The fielding of SARSS - Objective (SARSS-O) system to the United States Property and Fiscal Office (USPFO) will begin in the 4th Quarter FY 96 and is scheduled to be completed in FY 98.

The ARNG completed the fielding and converting of the Direct Support Unit Standard Supply System (DS4) from the Decentralized Automated Service Support Computer System (DAS3), a semi-trailer with Honeywell computer, to a desktop personal computer. The conversion sites for all CONUS units, (Active, Reserve and National Guard) were provided by the ARNG.

The ARNG has completed the required modification and prototype testing of a modified version of the Objective Supply Capability (OSC) System. OSC allows NGB to manage and make redistribution of serviceable excess (Classes II, IV, VIII non perishable/non controlled, and IX) within ARNG from a centralized data base. Fielding of OSC began in the 4th Quarter 93 and will be completed by the end of the 2nd Quarter 94 for all states and territories except for Guam and Hawaii.

Other near term goals for ARNG logistics automation include fielding of Standard Installation/Division Personnel System (SIDPERS) 3 on commercial NDI hardware in FY 95 and FY 96; migrating SARSS from the Tactical Army Combat Service Support Computer System (TACCS) to NDI hardware; and migrating the Standard Army Maintenance Systems (SAMS) from TACCS to NDI in FY 95 and FY 96.

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, Nevada and Arizona began in FY 93 and continues in FY 94. Logistics modules will be added to RCAS when testing and development has been completed.

Force Management

The mission of the Force Management Directorate is to plan, integrate, document and sustain across functional lines, the doctrine, force structure, modernization, and equipment authorizations essential to fielding an Army National Guard Combined Arms team that can fight and win the Airland Battle. The directorate consist of five primary branches: Force Integration, Combat Integration, Support Integration , Systems Integration, and Documentation, TDA & Analysis.

Force Structure

The Force Integration Branch integrates change in the ARNG force resulting from new doctrine, organizations, equipment, or modification of the Total Army force structure. The branch is also responsible for long range force structure planning and issuance of organizational authorities and federal recognition of ARNG units.

During FY 93 the Army National Guard experienced force structure reductions of approximately 19,000 spaces. Due to congressional intervention, this reduction was significantly less than the 58,000 spaces originally planned in order to reach the Army's Base Force target. This year, elements of the 26th and 42nd Infantry Divisions

and the 50th Armored Division were consolidated into the 42nd Infantry Division.

Current force structure plans reduce the Army National Guard from 425,000 spaces of force structure and 422,000 spaces of end strength in FY 93 to 405,000 spaces of force structure and 367,000 spaces of end strength by FY 99. This plan includes 8 Divisions and 15 Enhanced Brigades.

Modernization

The Combat and Support Integration Branches continue to actively evaluate, coordinate and manage the planning, programming, documentation guidance and execution of Department of the Army directed modernization. These actions ensured a totally integrated transition characterized by minimal disruption of readiness and mission capability.

During FY 93 both branches continued the modernization of the ARNG force to include M1A1 Tanks, Bradley Fighting Vehicles, Interim Fire Support

System (IFSAS), UH-60 Blackhawks, AH-64 Apaches, Multiple Launch Rocket System (MLRS), HAWK Phase III transition, and Mobile Subscriber Equipment (MSE). Major restructuring initiatives such as Engineer Restructure Initiative (ERI), Aviation Restructure Initiative (ARI), and Medical Force 2000 (MF2K) are well under way or approved for implementation.

Documentation

The Documentation, TDA, & Analysis Branch continues to provide timely documentation of personnel and equipment for MTOE and TDA units within the Army National Guard. This branch also provided ADP equipment and programming support for manage- ment of pertinent databases for the management of change. During FY 93 the Documentation, TDA, & Analysis Branch programmed 555 documents effecting 709 ARNG units.

System Integration

The System Integration Branch has responsibility for management of numerous equipment distribution programs that affect multiple type units within the Army National Guard. Examples of these systems include are Night Vision Devices, small arms weapons, test equipment and track and wheeled vehicles.
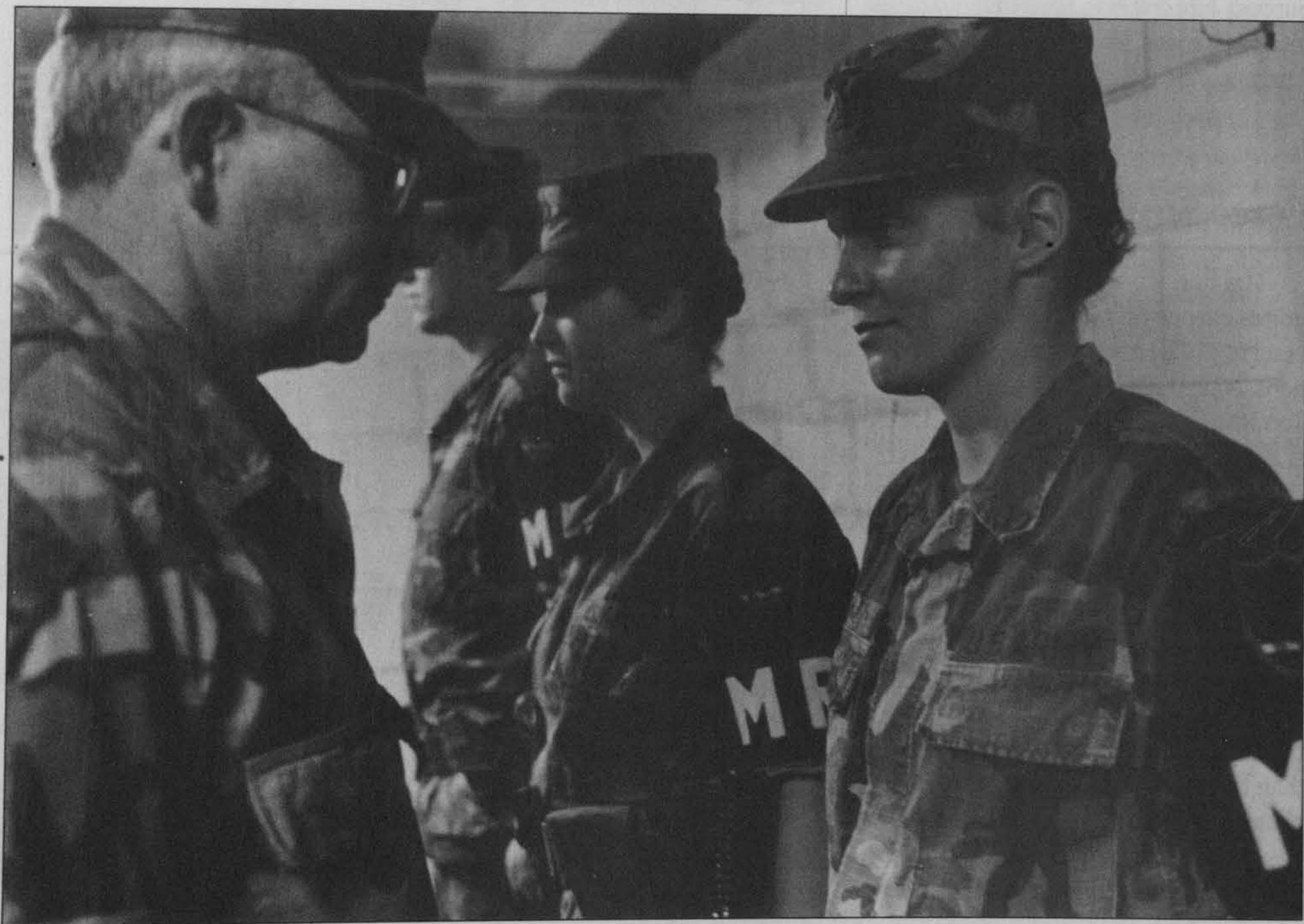
Engineering

FY 93 appropriations were provided totaling $215 million, including $204.5 million for major construction, $5.5 million for unspecified minor construction projects and $5.0 million for planning and design. Congressional add-ons accounted for 89 projects totaling $200 million.

The Army National Guard is currently working with other affected Base Realignment and Closure organizations to retain areas and facilities currently used and acquire facilities and land to satisfy our current needs.

Because of an internal realignment of funds and the application of Department of Defense funds, FY 93 saw a slight increase in Real Property Operations and Maintenance from $157.8 million to $158.6 million. During the year, the States completed 131 repair and maintenance projects at a combined cost of $91 million. Over 2,300 Federally reimbursed State employee positions were maintained. During the year, however, the number of facilities (Separate structures) grew from 16,690 to 17,385 and Federally supported square footage grew from 62.2 million to 64.8 million. Without increased resources to support the growth in supported facilities, the backlog of maintenance and repair grew to an all time high of $98.0 million.

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, and stroage 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.

European Retrograde (RETROEUR)

The ARNG began developing RETROEUR plans in FY 92 at the request of the VCSA. Original plans provided the capability to establish up to 22 sites to receive excess Condition Code E and F equipment from USAREUR, repair it to TM -10/-20 standards, and redistribute it to claimants in America's Army.

FY 93 saw four sites become operational. The sites and designated commodities of equipment for repair are: Sante Fe, NM for repair of tactical wheeled vehicles and trailers; Camp Shelby, MS and Ft. Riley, KS for repair of track and wheeled combat vehicles; and Piketon, OH for repair of tactical engineer equipment. Future plans call for the establishment of a site in Oregon to repair communications and electronic equipment, and a site in KY to receive, identify, classify, and redistribute excess Class II, IV, and VII (non-rolling stock) items.

Projections are that the estimated 7600 pieces of equipment returning will keep the current active sites workloaded for up to four years. The total volume of CE and excess Class II, IV, and VII (NRS) has not been verified. If the volume of equipment returning increases, the ARNG has the capability to activate additional sites as required.

When the repair sites reach full maturity and workload, they will employ as many as 84 personnel each. This pro-

gram will not only increase the readiness of America's Army through fielding of badly needed equipment in CONUS, but it also is improving the readiness posture of the ARNG through enhancement of the maintenance and maintenance management skills of ARNG soldiers.

Equipment

During 1993, the Army National Guard continued to take advantage of the downsizing of the Active Component to receive transfers of much needed equipment. From radios to tanks, the ARNG continued to improve its readiness.

The fielding of the High Mobility Multipurpose Wheeled Vehicles (HMMWVs) progressed at a steady rate, as did the modernization process for the M1A1. Many of these fieldings were directed at the ARNG Round-Up and Round-Out units.

The Congressionally sponsored Dedicated Procurement Program (DPP) has helped the ARNG overcome limitations imposed by Army procurement. DPP provides additional funding above and beyond planned purchases with Army procurement funds, permitting the ARNG to fill key mission required equipment shortages adversely affecting day-to-day operations, training, and wartime readiness that remain unfilled due to funding restraints. Much of the equipment is low cost, such as generators, night vision goggles, forklifts, radios, light weight computer units, and trucks. Procurement usually does not represent major equipment line items such as aircraft and combat equipment. Congress has provided DPP funds of approximately $3.5 billion for the ARNG

over the past 11 years. This has helped the ARNG to fill equipment shortages and modernize some ARNG units faster than might have occurred if they were fully dependent on the Army's regular procurement budget and equipping strategy.

Support was provided to various Task Forces with missions throughout the world. This was also an active year due to the flooding in the Mid-West and the threats of civil disturbances following major judicial trails in California and Michigan. Priorities had to be adjusted to provide the greatest impact in the States affected by these disturbances. The ARNG was also called upon to support the Somalia Relief efforts. Ninety percent of the equipment loaned to the 10th Mountain Division for this operation has been returned.

One initiative that proved beneficial to the ARNG was the Depot Level Maintenance Repair and Return Program. This program repaired approximately 200 pieces of equipment at a cost of $10 million. Two-thirds of the workload was repaired at Tooele Army Dept; the remainder was repaired at U.S. Marine Corps logistics bases under a pilot program.

$28 milion in excess organizational clothing and individual equipment was made available through the item manager in Europe. Coordination through FORSCOM ensured that any assets not used by the ARNG were made available to the U.S. Army Reserve units. All ARNG units were able to fill shortages with these items.

The ARNG continually seeks new ideas and initiatives to provide the support necessary for future contingencies. Emphasis continues to be place on the first-to-first, high priority Project Standard Bearer units.

Information Systems

FY 93 saw NGB-AIS move to its new home at the Army National Guard Readiness Center in Arlington, VA. This new center features state-of-the-art technology in three high-tech locations. The first is the Network Control Center (NCC) which is a sophisticated network monitoring room that controls the local area network (LAN), electronic mail and telecommunications via fiber optic cable. The second is the 6,600 square foot computer center with the latest in power, air conditioning and fire protection to control the National Guard's six mainframe systems. Third is a high-tech fiber-optic based video teleconferencing center that has the capability to link up with any other fiber-optic based (non-microwave) VTC in the world.

Visual Information

The Visual Information Support Center (VISC) in Nashville, TN and the Aviation Division Multi-Media Branch (AVN-MMB), in Ft. Rucker, AL, continued to expand services well beyond their projections. Work orders doubled at the VISC to 1,126, which includes more than 2 million minutes of video tape reproduction, 4200 hours of video editing and 73 video missions. Proper manning and funding for these two organizations is a major issue for FY 94.

As the year closed, the ARNG purchased 56 Video Teleconferencing (VTC) units, one per state and training centers. These low bit rate units will be installed in FY 94 and operate over the improved Defense Telecommunications Network (DCTN), under DoD management. The DCTN will eventually provide connectivity with 144 military CONUS organizations including 55 Army bases and other sites.

Information Security

FY 93 saw a significant improvement in the Army National Guard Information Security (INFOSEC) program. Improved emphasis on the Communications Security (COMSEC) program has reduced the number of COMSEC accounts from 804 in 1990 to 370 in 1993. Security awareness and training has significantly reduced the number of security incidents throughout the community. Virus protection has increased via the installation of standard Army-contracted software.

In 1989 NGB began the Command COMSEC inspector certification and recertification training program. This training has increased the number of satisfactory audits from 47% in 1990 to 70% in 1993 and the program is continuing with additional classes scheduled at the Professional Education Center (PEC).

So far, a total of 4100 secure (STU-III) telephones and 40 secure data devices have been provided throughout the ARNG. Additionally, the Information Security Branch has provided 82 user representative registrations to the National Security Agency and programmed security support for the Reserve Component Automation System (RCAS).

DINAH

DINAH is a computer based software package that assists users in

preparing, transmitting, and receiving secure messages. Last year only 75% of these AUTODIN hosts were installed. Through FY 93, 53 States and territories have the system and the 54th will be completed soon. This system has priority because it is estimated that once fully operational, it will save approximately $650,000 annually in communications maintenance funds.
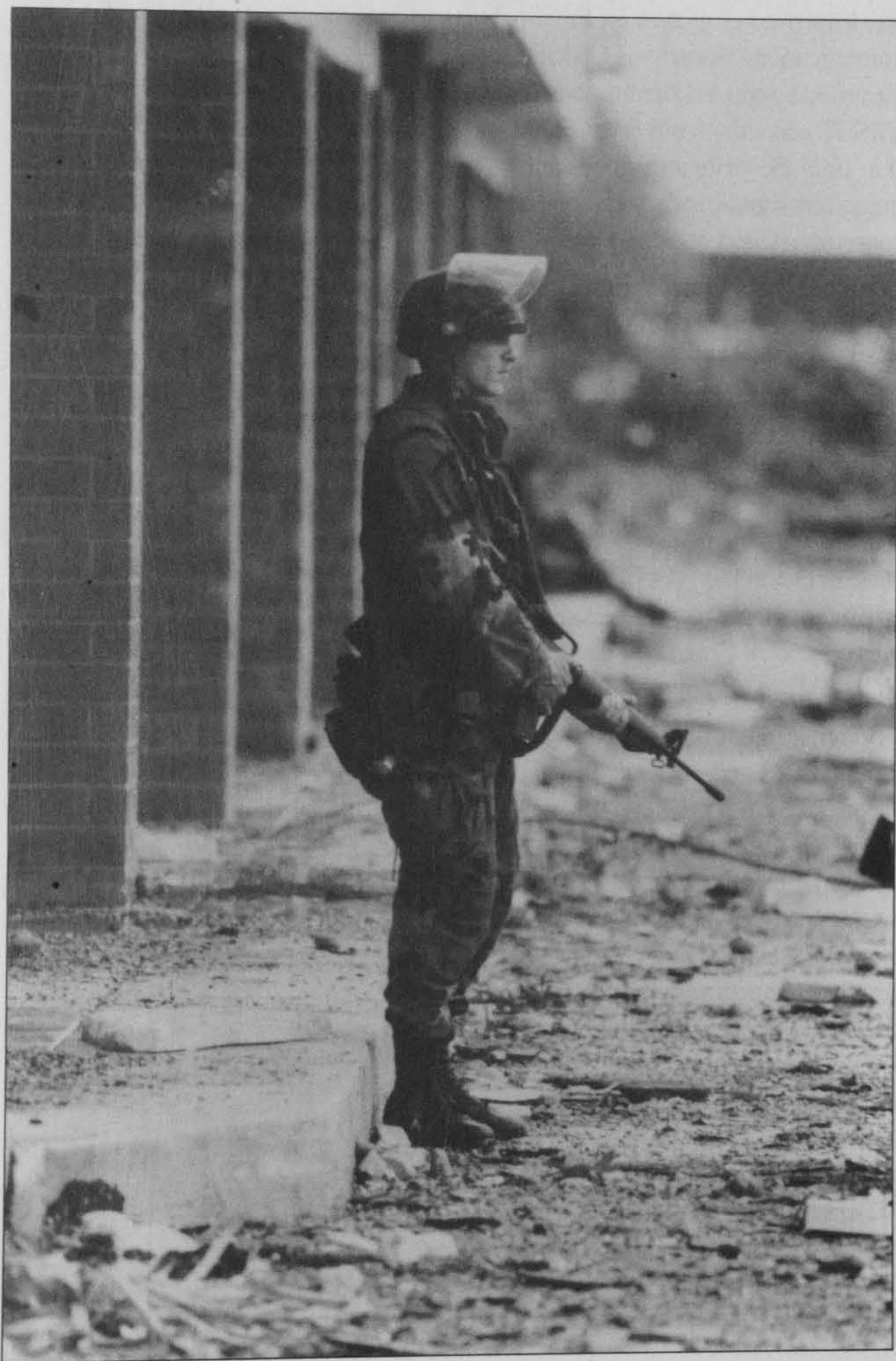
System Migration

Three ARNG-unique systems — the Supply Accounting Management Information System(SAMIS), the Standard Army Technician Payroll System (STARTEPS) and the Retirements Points Accounting System — will migrate to the U5000 ARNG Computer Standard Hardware Architecture in Fiscal Year 1994. Systems Acceptance Tests (SAT) for each of the ARNG systems will be completed during the second quarter of FY 94. Fielding will begin in April 1994 for STARTEPS, in June for RPAS and SAMIS if the SATs are successful. The BURROUGHS mainframe and the Intel 310/20 mini-computers replaced by the SPERRY U5000 platform will provide maintenance cost savings in excess of 2.5 million dollars.

The four ARNG information systems previously migrated to the U5000 ARNG Computer Standard Hardware Architecture — ARNG Standard Installation/Division Personnel System (SIDPERS), State Accounting Budget Expenditure Reservation System (SABERS), Drill Attendance Monitoring Procedures Reporting system (DAMPRE), and the Standard ARNG Maintenance Reporting System (SAMRS) continue to be upgraded and maintained as requirements are verified and approved.

The problems associated with capacity and response time for the U5000 ARNG Computer Standard Hardware Architecture have been identified. Requirements can be met by a combination of additional funding and identification of U5000s that are excess to DOD and DA elements as a result of downsizing.

Manpower

The Army National Guard Full-Time Support Program provides a cadre of over 52,000 full-time personnel, with an annual budget in excess of $3 billion. The program includes 24,686 Active Guard Reserve (AGR) soldiers and 27,084 Military Technicians (MTs). Also included are Active Component soldiers assigned to the ARNG and Department of the Army civilian employees who work at the National Guard Bureau.

Full-time support for FY 93 (AGR, MT, and DA Civilians) was authorized at 66.5% of workload based requirements. Achieving adequate levels of full-time support is critical during a period of increasing missions, expanding roles, modernizing and changing priorities that dominate the future of the Army National Guard.

AGR Program

FY 93 level of support (authorizations as a percent of requirements) was 71.8% (includes 4358 technicians serving in AGR authorized requirements). Programmed reductions in the AGR force during FY 93 affected training, administration and overall readiness at the unit level. From FY 91 to FY 93 Congressional authorizations for AGR soldiers decreased 1513. An AGR hiring freeze, established in December 1991, was continued in FY 93 to meet the Congressionally-directed authorization level. AGR Job Fairs were conducted to cross-level the AGR force by voluntarily transferring soldiers from states that exceed their AGR authorization to understrength states.

FY 93 AGR job fairs were successfully conducted in Massachusetts, New Jersey, New Mexico, and Rhode Island. 230 soldiers agreed to move to understrength states, allowing for significant savings in transition benefits and separation costs while continuing soldiers' careers. As Congress continues to require the AGR Program to downsize, AGR Job Fairs will play an important role in cross-leveling the force.

AGR transition benefits, such as the 15 Year Early Retirement, variable separation incentive, and special separation benefit, lacked adequate funding for implementation in FY 93. This had a detrimental effect on the leadership's ability to manage the AGR force. Limited funding is projected for FY 94.
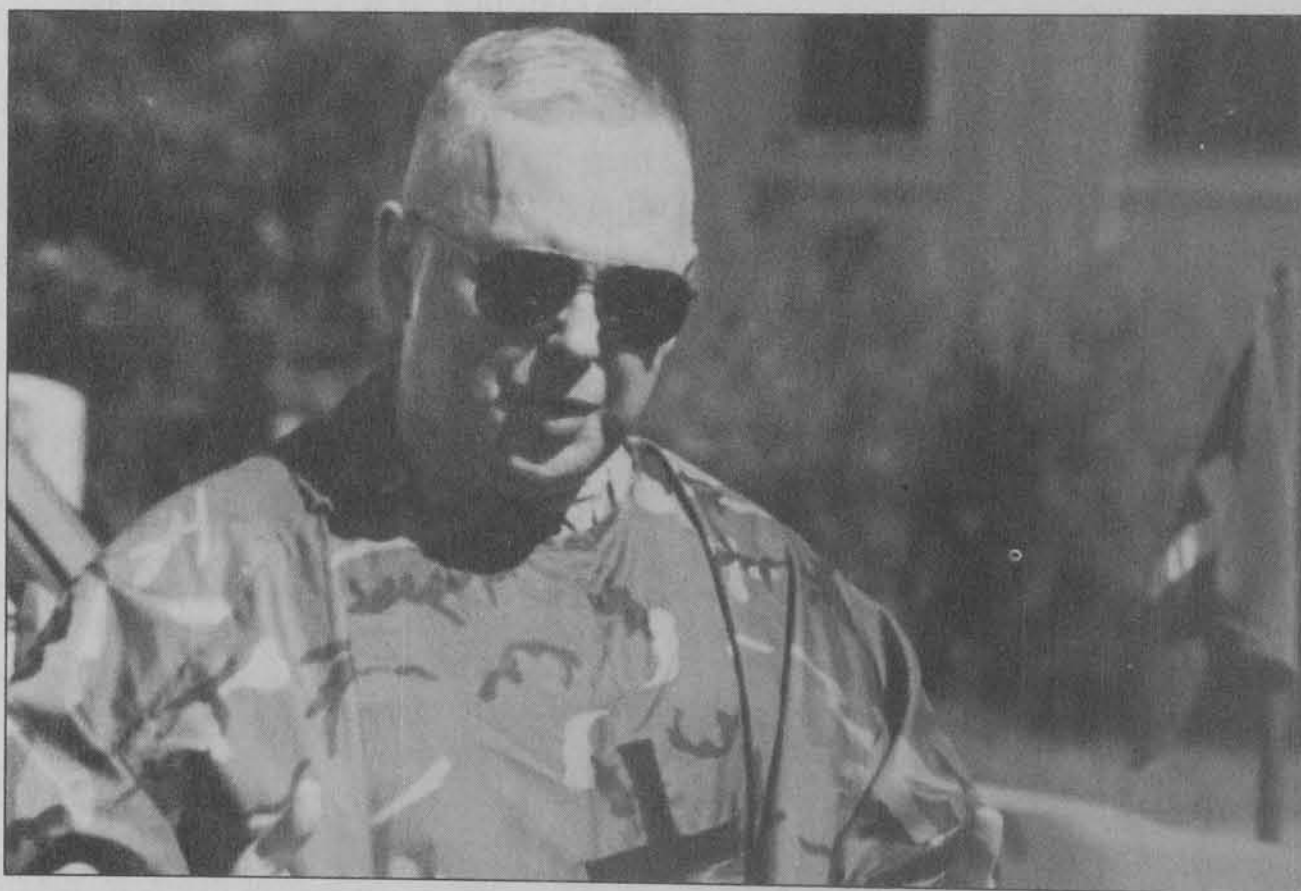
Technician Program

In FY 93, requirements for military technicians continued to increase while the technician force decreased by 855 authorizations. This shortfall impacted specifically within the maintenance field, due to the large amount of incoming modernized equipment. The FY 93 level of support for technicians was slightly

less than 60.6% of requirements, and is projected to be even lower in FY 94.

The goal of the Army National Guard is to have 100% of the military technicians in a compatible military position. In FY 93, a decrease in non-compatibility from 839 personnel to 771 took place, placing compatibility at 97%. This will continue to be an area of emphasis in FY 94.

The objective of the Army National Guard is to maintain the current level of AGR and MT authorizations while continuing to provide justification to ensure Congressionally mandated missions are adequately supported by increased FTS personnel. As a minimum, the ARNG will continue to strive for additional FTS authorizations until all valid requirements are filled at 100%. The near-term goal is to achieve full-time support at no lower than 80% of recognized FTS requirements.

Surgeon

The National Defense Authorization Act for FY 93 authorized the Chief of the National Guard Bureau to enter into an agreement with the governors of one or more states to conduct a pilot program using National Guard personnel and equipment to provide health care to medically underserved communities. The program, titled "Operation GuardCare," is also known as "MEDRETES USA" because of its similarities to the medical readiness training exercises (MEDRETES) which have been conducted as overseas deployment training for several years. The authorization act required a cooperative agreement between the Governor and the CNGB, supervised by the Secretary of Defense. During Fiscal Year 1993, the program was conducted in a State Active Duty status with the Governor providing Tort claims coverage. Five states (AL, AR, MD, TN, WA) participated in the program, conducting nine exercises. Approximately 1800 patients were screened and more Army and Air National Guard personnel received realistic training.

Medical ODTs continued, with MEDRETEs being conducted in Central and South America, and in the Atlantic and Pacific Command regions. ARNG medical personnel also participated in the International Training Assistance Program (ITAP) exercise in the African country of Mali.

The ARNG Army Nurse Corps (ANC) strength stood at 1,266 as of the end of FY 93. Of significance to specialty nurses was the discontinuation of the Reserve Component Operating Room Nurse Course at Fitzsimmons Army Medical Center. ARNG nurses will now attend the active component perioperative nurse center, which has one seat allocated during each course iteration.

The Chief Surgeon was very active in the development of plans to meet the

medical requirements of the Army National Guard Combat Reform Initiative, or Title XI. Title XI requires that soldiers who are nondeployable for medical reasons be placed in a nondeployable personnel account until their problems are resolved or they are separated from the Guard. It requires each soldier to receive a medical screen and dental screen annually. Soldiers over age 40 must receive a complete physical examination every two years, as opposed to every four years. Title XI also required the Army to develop a plan to provide dental care to early deploying soldiers to keep them in a high state of readiness.

The Director of the Army National Guard approved the concept of the State/Installation Health and Dental Clinic for development as part of the STARC TDA. The programmed loss of medical force structure in the future, coupled with the drawdown of active component medical facilities, is a potential threat to our readiness for deployment. The proposed TDA structure would provide medical staff in each state to maintain ARNG soldiers in a high state of readiness.

The Army National Guard Surgeon conducted the Annual State Surgeons/State Chief Nurses Training Seminar, May 11-16 at Offutt Air Force Base, Omaha, Nebraska. Representatives from all 54 states and territories received updates on new policies and programs within the Department of Defense and the Army Medical Department. The theme was "Air and Army Guard Medicine: The Future is Teamwork."

The Army HIV screening program successfully completed the second year of a two year contract. In the 24 months from 1 October 1991 through 31 October 1993, 374,828 ARNG soldiers were tested. The annualized percent tested nationally for FY 93 was 89.425%. The option year of the contract was exercised on 1 November 1992.

Personnel

The FY 93 end strength objective for the Army National Guard was to achieve a selected reserve strength of 422,725 consisting of 46,500 commissioned and warrant officers and 376,225 enlisted personnel. To attain this goal, enlisted gains were programmed at 68,177, officer gains at 4,202 and enlisted extensions 70,856. Enlisted losses would not be greater than 70,856.

The fiscal year ended with ARNG strength at 409,919, 97% of the objective and reflecting a decline of 16,609 from opening strength. Total strength included 46,656 officers and 363,263 enlisted personnel. Minority strength was 101,575, 24.8% of assigned strength. There were 2,964 Black officers, 6.4% of officer strength and 61,415 enlisted personnel, 16.9% of enlisted strength. Total Black strength was 64,379, 15.7% of assigned strength, a decline of 2,203 from FY 92. This continues the decline in this minority group from FY 88.

Female strength of 31,386 was 7.7% of assigned strength and remained relatively constant throughout the fiscal year. Strength is comprised of 3,694 officers, 7.9% officer strength and 27,692, 7.6% of enlisted strength.

Enlisted Personnel

Enlisted accessions of 67,366 were slightly below the programmed objective at 98.8%. Non-prior service accessions of 24,697 were 90.6% of objective,

while prior service accessions were 42,669, 104.3%. Accession mix reflects 36.7% non-prior service and 63.3% prior service. Fielding of the automated unit vacancy system helped in increasing prior service gains. Replacing recruiters on a one for one basis and fielding the concurrent admissions program had a positive impact on both prior and non-prior service gains.

ARNG accession quality was maintained within the established goals of DOD, with the exception of high school diploma graduates (HSDG) at 85.4%. However, inclusion of AHSCH (GEDs) in this category (14.6%) raises the percentage to 100.0%. Breakout of non-prior service accession quality for FY 93 is as follows:

Non-Prior Service Accession Quality
Fiscal Year 1993

HSDG	21,082	85.4%
AHSCH	3,612	14.6%
Test Category I-IIIA	14,855	60.0%
Test Category IV	486	2.0%

Enlisted Personnel Status

ACCESSIONS	67,366
Non-Prior Service	24,697
Prior Service	42,669
LOSSES	83,007
ETS	15,894
NON-ETS	67,113
EXTENSIONS	53,391
First Term	19,522
Careerist	33,869

Enlisted extensions of 53,391 was 95.5% of the programmed objective. Again this year, First Termers at 19,522,

was 84.4% of objective while Careerist at 33,869 was 103.2% of objective.

Attrition

FY 93 enlisted losses of 83,007 represented a 21% attrition rate. The attrition management plan developed for State strength managers will decrease non-ETS losses and also focus on soldiers approaching ETS. Non-ETS losses were a continuing problem, contributing to the decline in strength. Scheduled force structure reductions created a climate of uncertainty and fueled the perception that career opportunities would be limited. Our goal is to reduce attrition to an overall officer and enlisted combined rate of 18%.

Incentive Programs

The Selected Reserve Incentive Program (SRIP) provides enlistment bonuses that may be either a $2,000 Standard Bearer critical unit bonus or $1,500 for other selected units. A $1,500 critical skill enlistment bonus may be given to applicants applying for skills designated as severely short in personnel.

The Student Loan Repayment Program (SLRP) is still in effect for soldiers qualifying for federal student loans. This program will repay up to $10,000 in student loans over the service career of a soldier. Payments not to exceed $1,500 are made on an annual basis after verification of eligibility.

The Montgomery GI Bill was a primary incentive program of the Army National Guard initiated in FY 93. Also, the Army National Guard, working with Servicemembers Opportunity Colleges (SOC) developed a new program called

SOCGuard to encourage non-member colleges to join SOC and support their local Army National Guard community with post-secondary education. The SOCGuard program was expanded to include the fielding of laptop computers with educational assessment software and the training of recruiting and retention personnel to access and retain quality ARNG soldiers.

Enlisted Personnel Management

The Army National Guard is currently testing the "Select, Train, Promote, and Assign" program for the Non-Commissioned Officer promotion and education system. The focus is to maximize available training resources and increase overall readiness. Several states have volunteered to participate in the test phase. Changes will be incorporated from the test phase with full implementation expected by February 1995.

As a result of Operation Desert Storm, the Director, Army National Guard has established an age policy for promotion to Sergeant Major and appointment to Command Sergeant Major. The new policy requires soldiers to be promoted to SGM and appointed to CSM prior to reaching their 54th birthday. Reducing the age of the senior non-commissioned officer corp will increase the readiness of the force. Future considerations include setting an age limit for promotion to Master Sergeant.

A Department of the Army policy change implemented by the Army National Guard has opened most Combat Aviation positions to women. This includes officer, warrant officer, and enlisted positions. The immediate

effect was to open in excess of 2,400 positions to females in the aviation field.

The Army National Guard is seeking a reevaluation of the GED in the recruiting criteria. The goal is to have the GED holder awarded the same tier status as the High School Diploma Graduate which would entitle them to certain enlistment incentives.

A major detractor to the continued success of the Army National Guard is the lack of training seats. This has impact across the board in initial entry accessions and overall readiness of the Army Guard. Constant negotiations are being conducted with Training and Doctrine Command to resolve this critical issue.

Officer Personnel

Aggregate officer strength at the end of FY 93 was 46,656, which was 156 above program. That strength represents a 968 decrease from the previous year. Attrition rate for the year was 11.2%. The attrition rate compares favorably with historical attrition, but it was below program.

The commissioning sources for FY 93 ARNG lieutenant accessions were as follows:

Initial Source of Commission - FY 93

ROTC	24%
OCS (State)	60%
OCS (Federal)	4%
Direct Appt.	10%
Other	2%

Warrant officer strength as a percentage of total officer strength remained virtually unchanged at 19.3% for FY 93.

Warrant Officer Strength - FY 91-93

	Authorized	Assigned
FY 91	11,524	9,401
FY 92	11,040	8,982
FY 93	9,853	9,011

Warrant officer percent of fill has increased due to force structure changes. However, warrant officer accessions remain below desirable levels, and accessions remain a high priority.

Full-Time Support to ROTC

The Assistant Professor of Military Science (APMS) program was reinstituted in the Reserve Components in the FY 92 National Defense Authorization Act. The Army National Guard received 100 positions at selected universities for this valuable program. Within the 100 positions, a pilot program has allocated three Professor of Military Science (Lieutenant Colonel) positions to the ARNG. At the end of FY 93, 82 of the 100 positions have been filled and all of the Professor of Military Science positions will be filled by the end of FY 94.

Combat Reform Initiative (Title XI). Title XI includes several provisions that impact on personnel management. The ARNG is fully committed to compliance with the provisions of Title XI and the development of one America's Army

standard for deployability, readiness and quality. Several programs are being considered to increase the active duty experience of our soldiers and officers and to access quality individuals separating from active duty into the ARNG. Programs to increase the interaction between the Active Army and the ARNG have been and will continuously be implemented.

Officer Education.

Significant advancements in the officer education posture of the ARNG have been realized in the past year. The number of college hours required for commissioning has increased to eighty for FY 94 and will be ninety in FY 95. The percentage of lieutenants with more than one year of service who have completed Officer Basic Course (OBC) has increased six percentage points to 72 percent. Policy now states that OBC must be completed within two years of commissioning. Command and General Staff College is now required for battalion and higher command assignments and for assignment to brigade and higher executive officer and operations officer positions. Additionally, branch-specific Pre-Command Course attendance is required for assignment to battalion and higher command positions effective 1 April 1994.

Comptroller

The FY 93 President's Budget reflected appropriation requests of $2,134.1 million for Operations and Maintenance, Army National Guard (OMNG), and $3,157.2 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 $191.1 million and a Total Obligation Authority (TOA) for the OMNG appropriation for FY 93 of $2,325.2 million.

The NGPA appropriation finances the pay, allowances, clothing, subsistence, travel, bonus payments, and retired pay accrual costs of ARNG soldiers. Congressional actions, transfers and reprogramming actions resulted in a net increase of $199.5 million and a TOA for NGPA for FY 93 of $3,366.6 million.

SABERS

The State Accounting Budget Expenditure Reservations System (SABERS) is the accounting system used by the USPFO to account for and control federal funds. SABERS was upgraded in FY 93 to enhance productivity by automating labor intensive operations. The latest additions to SABERS are the automation of dis-

bursements processed by the servicing Finance & Accounting Office and an automated interface has been added to adjust obligations for final payments made by the Integrated Automated Travel System (IATS) and the Computerized Accounts Payable System (CAPS).

ARNG Pay Programs

One of the biggest success stories for FY 93 was the Army National Guard conversion from the Joint Uniform Military Pay System-Reserve Component (JUMPS-RC) to Joint Service Software (JSS). As a result, the Army and Air Force are now using the same core software to process military pay and allowances. This is a beginning step into the next century when the Defense Joint Military Pay System (DJMS) will be used to process military pay and allowances for all services using the same software.

Another success story for FY 93 was the test of the USPFO's capability to process AGR military pay input. Processing AGR input at the USPFO

has eliminated the travel time for soldier trips to the Defense Accounting Office/Finance Office and provides better pay service to AGR soldiers.

Commanders continue to place emphasis on SURE Pay bringing the ARNG participation rate to nearly 93% by 30 September 1993. This is especially good news since SURE Pay helps assure the soldier of continuance pay support for his family in case of mobilization.

Seventy (70) Standard Army Technician Payroll System (STARTEPS) messages were sent to the States in FY 93 dealing with major ARNG issues. These messages dealt with pay and policy issues and procedures regarding pay, leave, system changes, and impacts of changes in policy or law.

STARTEPS continues to undergo major changes to enhance time and attendance input. Preparation for conversion to DoD's Defense Civilian Pay System (DCPS) began in FY 93. The projected completion date for conversion to DCPS is FY 96.

All States, territories and the District of Colombia are participating in the Electronic Funds Transfer (EFT) program. The ARNG goal of 90% participation for our technician force was reached in October 1993.

Ideas for Excellence

The Army National Guard suggestions program has been merged with the Army National Guard Ideas for Excellence Program. NGB-ARC acquired the suggestions program on 19 August 1993 from the Human Resources Directorate. The program is regulated by AR 5-17.

An automated tracking system has

been developed; currently, it tracks and stores approximately 780 proposals. The recorded savings for FY 93 to date is $1.2 million.

Communities of Excellence

The award recipients of the 1993 competition were Louisiana ($200,000), Utah ($125,000), Arkansas ($100,000), Connecticut ($50,000), and Maryland ($25,000). Arkansas received an additional $10,000 for most improved and Puerto Rico received $5,000 as the Rookie of the Year. Now in its fifth year, the Army Communities of Excellence 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.

Quality Guard Performance Measures

These measures are the replacement for the Management Analysis Profile (MAP) and Quality Force 1996 (QF96) indicators and became effective as of 1 October 1993. The consolidated program consists of 25 performance measures falling within five areas of focus: soldier support, force structure, a trained force, infrastructure, and accessibility. They reflect functions from a cross section of all ARNG directorates, and measure progress against predetermined goals, as well as improvements toward these goals.

A complete booklet which includes a

memo from the Director, Army National Guard as well as the program definition and function will be available in mid-December 1993.

External Audit Liaison

Audits conducted by the General Accounting Office (GAO) continue to outnumber those conducted by the Army Audit Agency (AAA). Principal audits conducted during FY 93 for

which the Comptroller Directorate was responsible for staffing included (Audits by AAA) equipment management; special ARNG repair programs; morale, welfare and recreation activities and Louisiana and Washington State audits. GAO audits included force readiness, officer pre-commissioning training, rotations of active and reserve forces, army process for identifying RC units for inactivation, internal controls over retail level small arms parts, and officer candidate training site consolidation.

Army Charge Card Program

During the past year, the Army National Guard significantly improved our timely payment of bills. We achieved the DOD standard of less than 10% delinquency in timely payment in March 1993. This is the first time we have achieved the goal since the inception of the program. Further, the ARNG has led the comparable DOD services five months out of the year with the lowest delinquency rate. The ARNG had more than 30 States achieve the DOD goal numerous times in the past year.

The Army Charge Card program

continues to be a topic of discussion at the Resource Management Conference. A continued emphasis by the States to enforce timely payment ensures this program's continuance.

Environmental

The dominant approach of the Environmental Directorate during this fiscal year has been prevention. We also continued our ambitious ongoing program in compliance and restoration.

Waste Minimization

Utah initiated a demonstration project on alternatives to traditional solvent-based machine parts cleaning and reduction in steam cleaning. The purpose of the project is to minimize the solvent from solveant vats and the contents of oil/water separators from steam cleaning. Five locations in Utah were monitored to establish a baseline; analysis consisted of usage hours for solvent vats and steam cleaners. A jet pressure washer was installed at the combined support maintenance shop and an operational maintenance shop. Since the installation of the washer at the combined support maintenance shop, three of seven solvent vats were determined to be excess, yielding a 42% reduction in hazardous waste generation.

Texas initiated a demonstration project utilizing a portable distillation unit to target solvents, thinners, and ethylene glycol (anti-freeze). A solvent recovery system was installed to recycle solvents on-site, and portable distillation units were installed at two combined support maintenance shops, one mobilization and training equipment site, and one Army Aviation support facility. Installation of these units resulted in

significant hazardous waste volume reduction.

The Mississippi ARNG initiated a demonstration project to evaluate the effectiveness of using filter systems on solvent and thinner vats. The filter systems allowed the Mississippi ARNG to eliminate waste diesel fuel statewide. Solvent filters resulted in a four-fold increase in solvent life.

Environmental Compliance Assessment System (ECAS)

The ECAS system identifies areas of non-compliance with environmental requirements, suggest alternative corrective action, and helps to identify the resources needed to implement the correction. Funding for corrective action from ECAS assessments are requested and tracked. Assessments are conducted by a team of environmental experts from outside the ARNG.

To date, the ARNG has completed 31 assessments. All ARNG facilities within each state are assessed to include armories, maintenance shops, training areas, and aviation support facilities. Thousands of facilities within the 31 states have been assessed, and the ECAS findings have alerted the ARNG leadership to areas of concern. Sixteen final ECAS reports have been completed. All states will be assessed by the end of FY 1995.

Conservation

The Environmental Directorate and state environmental staff work to locate

potentially destructive operations such as tank maneuver training on overgrazed or eroded land, and non-intensive training in natural areas such as forests, prairies, and rare species refuges. Twenty-six environmental assessments were completed in 31 natural and cultural resources projects in 19 states were funded through the DOD Cultural Resources Legacy Program. These projects are preventive but non-compliance in nature.

The Nature Conservancy is surveying about 70% of our land in 26 states

for biodiversity, and Integrated Training Area Management (ITAM) is fielded in 15 states encompassing over 50,000 acres. Idaho's Orchard Training Area received the Department of Defense annual award as the top natural resources management program.

In addition, Kentucky won the Governor's environmental excellence award for its program of rehabilitation and stewardship of the formerly strip-mined Western Kentucky Training Site. Army planners at Ft. Knox and Ft. Campbell are using the Guard's pro-

gram as a model for improving the management of their sites.

Installation Restoration

Using the services of Argonne National Laboratory, 21 Installation Restoration Program (IRP) preliminary assessments at facilities nationwide were conducted in FY 93. The Argonne team conducted record searches and interview with current and former employees as well as discussions with local and state regulatory agencies to complete this work. This provides the basis for future IRP work, assuring ARNG compliance with toxic and hazardous waste management requirements.

Aviation

Past accomplishments in aviation operations and training were put to use in 1993 as Army National Guard aviation was called to action to perform numer-

ous State Active Duty missions. Army National Guard aviators flew over 3500 hours in direct support relief missions relating to the floods in Illinois, Iowa, and Missouri. Additionally, over 25000 hours were flown in support of Hurricanes Andrew and Iniki, and 135 hours in support to the State of California during the Rodney King trial and battling wild fires. Counterdrug support also saw an increase this past year, with a total of 46,000 hours flown, an increase of 1,000 hours from last year. All in all, the Army National Guard flew over 363,000 hours in 1993. These hours equated to 98.5% of the projected flying hour program for the fiscal year.

Readiness

The ARNG certified its 5th AH-64 Apache helicopter battalion in 1993. Each of these battalions has met and exceeded the requirements in training, personnel, equipping, and readiness to include an external evaluation to the Active Army standards. The ARNG started training programs on modernized aircraft (UH-60, CH-47D, AH-1F) at the ARNG Aviation Training Sites in both Pennsylvania and Arizona. In 1993 the ARNG also began a full-up training program for fixed wing aircraft (C-12, C-26, C-23, and U-21) at the Fixed Wing Training Facility in Clarksburg, WV. 1993 also saw the ARNG beginning the fielding process for the OH-58D Kiowa Warrior in the state of Mississippi.

Modernization

1993 saw the beginning of a modernization initiative that will restructure the entire Army National Guard aviation program. This plan, the Aviation Restructure Initiative (ARI), is an

aggressive modernization plan that will take aviation into the next century. The plan will fix most, if not all, known Army of Excellence (AOE) force structure deficiencies. However, the impact on the ARNG aviation program is dramatic in terms of reduced force structure. The level of modernization will increase from the current 10% to nearly 70% o f the remaining force. Our goal is to maintain 60% of today's utility aircraft per state. Other areas of concern and interest that are being worked as an integral part of ARI are non-standard Table of Organization and Equipment (TOE), unit locations, number of aviation support facilities, enhanced warfighting through unit integrity, and upward mobility within the branch. The earliest ARNG conversions are planned for 1996 extending through 2004.

Safety

The most dramatic change in 1993 in safety for the Army National Guard was the continued improvement in overall ground accidents. Fiscal year 1993 saw a 27% reduction in ground accidents (all), and a 12% reduction in aircraft accidents (Class A-C). Personal injuries resulting from these accidents also decreased in 1993 by 31% The Army National Guard moved forward with Safety 2000 initiatives in 1993, to include increased training, for supervisors and managers. These programs and the increased emphasis placed on aircraft safety during the last six months resulted in FY 93 being the third best year on record for the ARNG in Class A aircraft accidents.

The Air National Guard

Operations, Plans and Programs

Plans Division

The National Guard Bureau Plans Division (NGB/XOX) is responsible for developing, integrating and maintaining a comprehensive operations planning and analysis program for the Air National Guard. This planning program responds to the needs of the Total Air Force by addressing long range, force structure, deliberate, crisis action, mobilization, and readiness planning and policy development as they pertain to the Air National Guard. The Plans Division maintains an active interface with HQ USAF, MAJCOM, NGB, state and unit planners and is the primary advisor to CJCS, NGB, and HQ USAF on Total Force Policy, force mix, deliberate planning, access and mobilization.

During all stages of a contingency, from volunteerism through Presidential call-up, mobilization, and finally demobilization of Air National Guard personnel and resources, the primary wartime task of NGB/XOX is the role it plays manning the Air National Guard desk on the Air Force Crisis Action Team (CAT). As the primary interface between the Air Force CAT and the contingency staff at the Air National Guard Readiness Center, the Plans Divisions provides advice and information to the Air Staff on all aspects of Air Guard combat and support force utilization. Once again this year the Plans Division took its seat along with other Air Force functional areas as the CAT was activated to monitor the deployment to and operations in Somalia.

Long Range Planning

The Plans Division, as executive agent for the ANG Long Range Planning Committee, again acted as the primary catalyst for the 1993 edition of the ANG Long Range Plan (LRP), which consolidates the Air Guard's vision, goals and collective interests into a road
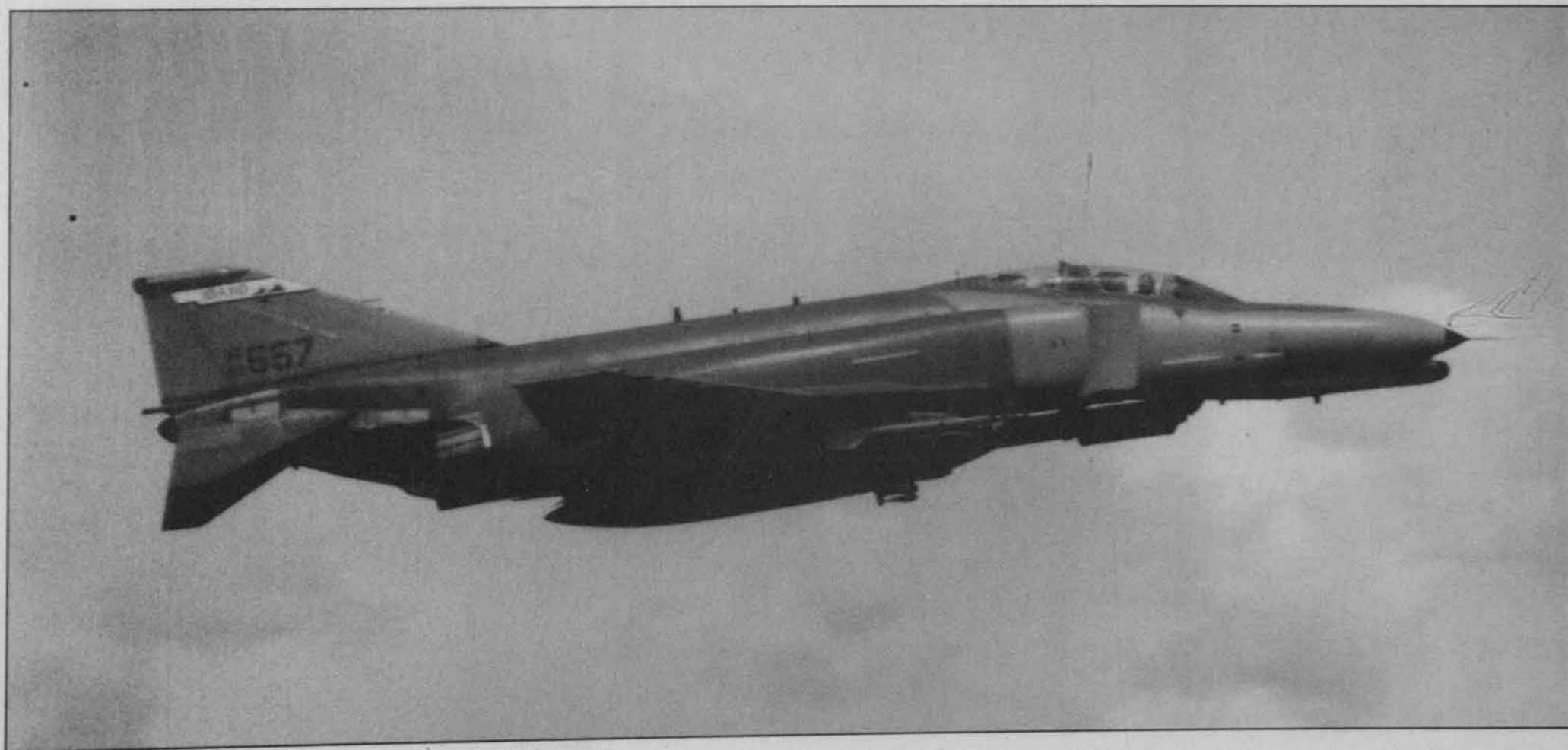
map for the future direction of the Air National Guard as an integral part of the Total Force. This year's plan sets out Air Guard goals and strategies, and includes special reports from the last four years. on issues important to the future of the Air National Guard. The frank and honest assessment of needs contained in the plan will provide a coherent ANG strategy that can be integrated with future Air Force plans. This publications has come to be hailed in both the military and civilian communities as a model for the development and use of organizational long range planning.

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

- Measuring ANG Achievement
- State ANG Headquarters
- Improved Communications within the ANG
- ANG in Support of State Requirements

Forces and Resources

The Plans Division is made up of two branches, the Forces Branch (XOXF) and the Resources Branch (XOXR). The Forces Branch functional managers are the focal points for all matters pertaining to the aviation units of the Air National Guard. They ensure that all ANG aviation units are wartime tasked within their authorized capability and included in the future planning process. The planners in the Resources Branch ensure that the aviation capabilities, which include significant portions of all Air Force weapon systems, have the necessary support forces to perform their wartime missions. To this end, XOXR maintains a World-Wide

Military Command and Control System (WWMCCS) computer terminal which is the Air National Guard's direct link to the National Command Authority, CJCS, the war fighting CINCs, and the MAJCOMs. It has been worked overtime this year as the development and final refinement of the new regional operational plans near completion. As a precursor to regional plan development, both branches interacted closely with Air Force and JCS planners in developing and refining the FY 95-99 Defense Planning Guidance (DPG) and the USAF's War and Mobilization Plan (WMP), two critical war planning documents.

The year has also seen great strides in the development of the Air National Guard Unit Type Code (UTC) Management Information System (UMIS). This system, developed and maintained by the Resources Branch, is a computer bulletin board database which lists by UTC all the capabilities the Air Guard has available for use by the Air Force. It also includes other information of use to unit planners. The dial-up capability of this system enables unit, ANG, MAJCOM and Air Staff planners immediate access to unit capabilities. It has proven to be such a comprehensive, easy to use system that it is being copied by active duty information managers and has been accepted by the various MAJCOMs. This initiative will allow planners at all levels to better monitor manpower and resource data for future conflicts and significantly enhance the mobilization process.

Operations and Programs

The Operations and Programs Division develops operational and pro-

gramming policy, provides guidance relative to force structure changes and modernization, and implements 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. The division also has responsibility for planning and oversight of all Air National Guard-implemented security assistance programs worldwide.

To provide a viable fighting force, the ANG must equip the airlift, tanker, bomber, fighter, and support units with the most modern aircraft and equipment available. Reductions in the active duty force structure have made newer aircraft available for modernization of ANG flying units and also offered an opportunity for the ANG to take on new missions. The Combat Forces and the Mobility Forces branches determine the mix and beddown of all ANG aircraft and related combat support forces, and prepare and schedule ANG flying unit activations, inactivations, relocations, redesignations, realignments, and changes of gaining command actions. Additionally, they provide programming information to the Air Force to secure funding for ANG aircraft operations.

The Program Integration Branch has two major functions: future year program consolidation and the ANG bases and units role. The branch develops programming policy, provides guidance to the NGB programming staff, justifies and defends resource requests and integrates ANG outyear requirements into the Total Force Future Year Defense Program (FYDP). Responsibilities include coordinating programming actions between the Air Staff and the ANG, directing the preparation of programming requests for presentation and consolidation into a concise ANG submission to the Air Force POM. The Program Integration Branch

is also responsible for the ANG bases and units function. This includes being the focal point for force structure public announcements, preparation of Descriptions of Proposed Actions and Alternatives (DOPAAs), which describe the impacts of programmed actions, and the update and accuracy of data contained in Air Force program documents. The annual ANG Facts and Figures book is published by this office.

Operations

CLOSE AIR SUPPORT.   All CAS elements of the ANG participate in numerous command post and field exercises in support of both the active and reserve components of the U.S. Army, and 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 FY 93, ANG units composed of A-10, F-16, and A-7 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 Air Land Battle. ANG ground support elements such as our Air Control Party Flights and Air Support Operations Centers are realigning and relocating in order to better support current and upcoming Army requirements and force structure changes.

FIGHTERS.   Over 30% of the general purpose fighters in today's Total Force are in the ANG. The missions of our F-16s, A/OA-10s, F-15s and F-4Gs include close air support, air superiority, air interdiction, offensive and defensive counterair, and suppression of enemy air defenses. The last A-7s were

phased-out of the ANG in 1993 and were replaced with F-16Cs.

The ANG continues to modernize its forces. Ring laser gyros, hands-on chaff/flare and low altitude safety and targeting enhancements are but a few of the programs in place to improve the safety of flight and operational capabilities of our ANG fighter forces. ANG forces participate in CONUS exercises such as Red Flad, Air Warrior and Gunsmoke competitions, as well as exercises like Display Determination and Central Enterprise in the international arena. ANG forces are more involved with overseas exercises and contingencies as the active duty force draws down.

The ANG conducts the nation's only F-16A/B training. The ANG also provides F-16 training for several foreign countries, such as the Netherlands, Bahrain and Singapore. In FY 93 the ANG continued preparations in anticipation of F-16 training for other foreign nations.

AEROSPACE DEFENSE FORCES (ADF). 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 missile, has improved Identify Friend or Foe interrogation, and other modifications designed to improve the aircraft's capability as an air defense interceptor.

Air defense units were deployed to Howard AFB, Panama to support the ANG Sentry Nighthawk program. This and other air defense operations continue to fly in support of the nation's drug interdiction program.

RECONNAISSANCE. The ANG provides 100% of the Air Force tactical reconnaissance capability. The two ANG units are subject to worldwide tasking. The RF-4C fleet is continuing to receive aircraft modifications to improve service life and combat capability. The RF-4Cs use the Long Range Optical Photography System (LOROPS). This very capable camera, together with the use of tactical stand-off sensors, provide invaluable capability to support both worldwide contingencies and the counter-drug program. ANG RF-4Cs

continue to be valuable resources in countless other peacetime needs, such as providing photo coverage for state and federal emergencies.

DEEP INTERDICTION. For the first time ever, the ANG is preparing to activate heavy bomber units. Long-range planning began in FY 93 with the first unit equipped with the B-1B scheduled to activate in FY 94.

AIRLIFT. Air National Guard airlift is an active participant in worldwide relief efforts. FY 93 continued to be a record setting year for ANG airlifters.

ANG C-5 and C-141 strategic aircraft flew in support of Operation Restore Hope (Somalia) and airlifted water purification equipment to the Midwest during the summer floods. ANG C-141s were used to help the Air Mobility Command perform its global mission when 40% of the force was grounded due to wing cracks. ANG strategic airlift also flew in support of the Joint Chiefs of Staff-directed exercises including Fuertes Caminos, Amalgam Warrior, Cobra Gold, Team Spirit, Ready Wolverine, Cascade Peak Task Force Eagle, Ocean Venture, and Phoenix Pace.
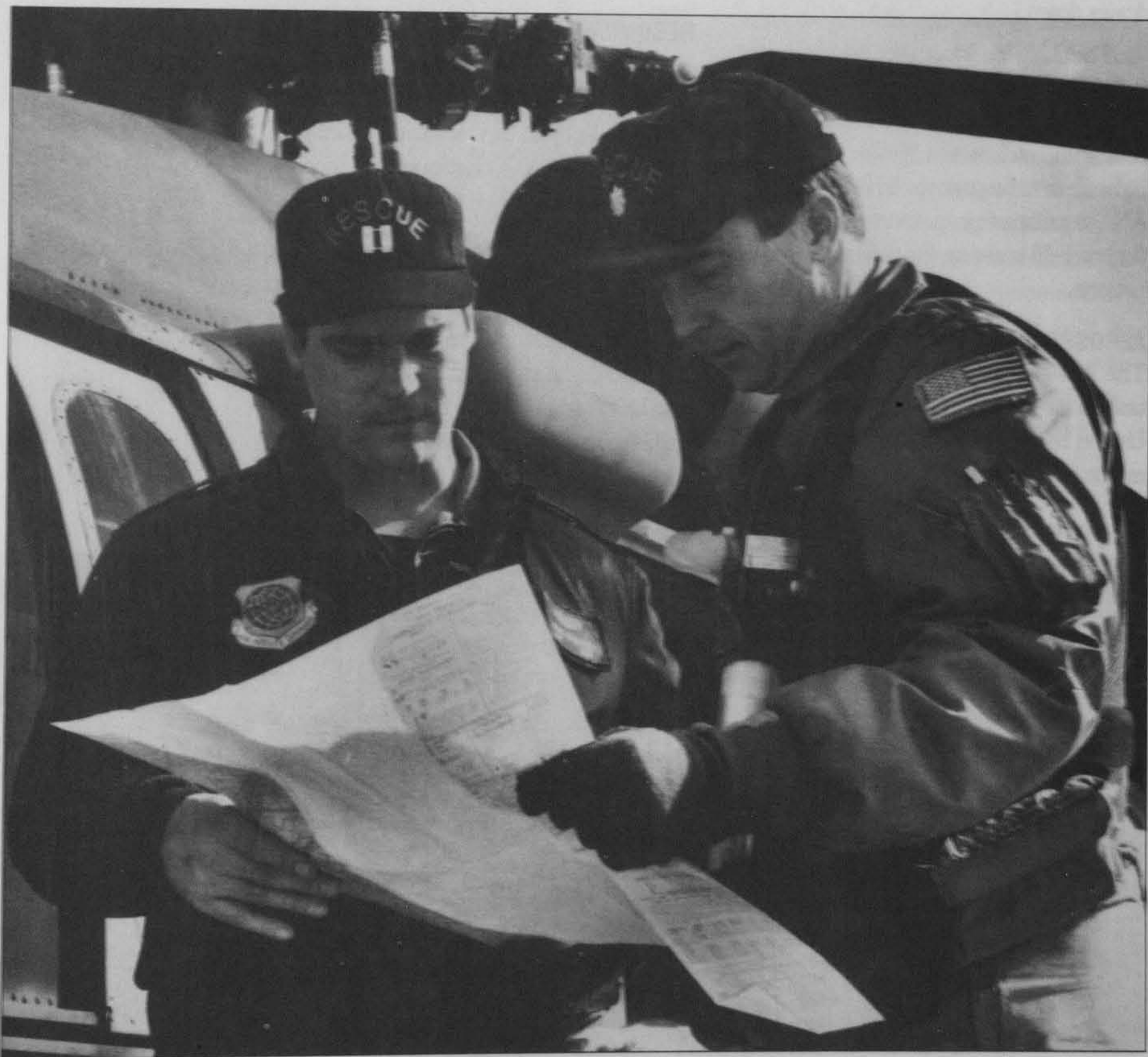
C-130 theater airlift aircraft are flown throughout the world by Air Guard personnel. ANG units have supported contingency operations in Provide Promise and Deny Flight, as well as relief efforts for Restore Hope and the Midwest floods. C-130 units support the on-going USSOUTHCOM mission in Central and South America at Howard AFB (Coronet Oak). The C-130 fleet continues to be modernized in FY 93 as new C-130H aircraft were delivered to the 145th Airlift Group, Charlotte, NC and to the 153rd Airlift Group, Cheyenne, WY. These new aircraft include invis compatible cockpits, low power color radar, and a comprehensive airlift defensive suite and allow the Air National Guard to participate as an equal member of the Total Force.

SPECIAL OPERATIONS. The 193rd Special Operations Group, Pennsylvania ANG is the only airborne special 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. The 193rd Special Operations Group is the most deployed combat unit in the ANG.

RESCUE. ANG Rescue units were gained by Air Combat Command and Pacific Air Forces on 1 Jan 93. There are three Air Rescue Units within the ANG equipped with HC-130 tanker aircraft and HH-60G helicopters. During FY 93, all ANG Rescue units rotated with the active duty force in operational missions in Southwest Asia. Besides being called upon for emergency rescue operations, ANG rescue units also provide support to NASA during space shuttle takeoffs and landings. This year, the 210th Rescue Squadron in Alaska began a phased transfer of the

Air Rescue Coordination Center, Elmendorf AFB from active duty personnel. NG personnel will assume total operation of the ARCC in FY 94.

AERIAL REFUELING. The ANG provides approximately 33% of the Air Force KC-135 air refueling assets. The 18 ANG KC-135 units' primary mission is to provide air refueling in support of the Strategic Command's Single Integrated Operational Plan (SIOP). The tanker units' secondary mission to support global contingency operations is gaining in importance as the active duty KC-135 force is reduced. The demands placed on the KC-135 during such operations as Provide Hope and Provide Comfort reaffirmed the tremendous value of this asset in contingency operations. Moreover, the shift in tanker force structure to the Air Reserve Component is on-going, which means Air Guard tankers will be required at the onset of all but the smallest contingencies.

In FY 93, the Air National Guard accepted delivery of 14 additional KC-135R aircraft, bringing the ANG's total of these airframes to 44. An additional 30 KC-135Rs are expected in FY 94. These aircraft will be used to convert several ANG fighter and KC-135E units. As part of the KC-135's growing role as an airlifter, ANG units are participating in the Air Mobility Command (AMC) "Roller Derby" missions in which modified cargo rollers are mounted in the KC-135 interior. This allows the tanker to carry some of the smaller cargo loads in the AMC channel structure, freeing up the overtasked C-141 and C-5 fleet for large loads or oversize equipment moves. Plans are also underway to establish as many as three more regional training centers (East, North Center and Western) for the growing ANG KC-135 fleet in addition to the Southern

Regional Training Center at Meridian, Mississippi.

Training

The Training Directorate (ANGRC/TE) is responsible for formal school training, enlisted specialty training and professional military education for Air National Guard members. During FY 1993, ANGRC/TE responded to over 40,000 requests for school quotas. In addition, TE is responsible for the management of Air National Guard workdays, to include programming, and budgeting, of formal school workdays and current-year execution of all ANG workdays. TE also established policies and procedures for administering and controlling base workday programs.

The ANG used approximately 8,000,000 ANG-funded workdays in FY 1992. Almost 340,000 of these workdays were earmarked for state and federal counter-narcotics support.

At the direction of the Air Force Chief of Staff, 1992 wes designated the "Year of Training", an effort in which the Air National Guard played a major role. Quality training task groups, which included representatives from the Air National Guard Training Directorate, looked at the training process from top to bottom. Now, in 1993, that year-long effort is over. Air Force training, available to Air National Guard personnel, is undergoing fundamental changes and reorganizations to reflect new governing concepts and higher standards. In taking a candid approach to all Year of Training initiatives, the Air National Guard was successful in maintaining its philosophy that active and reserve com-

ponents train to the same standard. As a result of this effort, the Air National Guard has successfully executed all Year of Training initiatives, concurrent with the Air Force, this past year.

The Year of Training looked at more than increasing rigor and discipline in Air Force training and education programs. Among its other changes are structural ones. The trend to better centralize Air Force training centers has resulted in the closure of two Air Force Technical Training Centers: Chanute AFB, Illinois in FY 93 and Lowry AFB, Colorado in FY 94. In carefully considering the needs of its customers, the Air Force has continued in their mission, to provide training to the Air National Guard, with minimal disruption and delays.

Alternative Training Methods

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

The Evaluation and Methods Branch is currently adapting a Professional Military Education (PME) course in the Financial Management (FM) area to a computer-based training course. At the request of the functional manager, we evaluated the feasibility of adapting the course to this format. We will be testing the course in our field units in FY 94. Converting to computer-based training will allow FM to more widely distribute the course information. Also it will be available at the unit any time for refresher training. In addition to being more readily available, the computer-based course will save the significant amount of per diem and travel money.

Distance Learning

The ANG is continuing to develop the "Distance Learning" program. Distance Learning means that the instructor is not physically located with the students. In the case of the Air

Force, this involves the transmission of the instruction via satellite to various locations. ANGRC/SC has defined the hardware requirements to ensure total interoperability with the equipment being used by the active component.

This is another program that will save us money in travel costs and reduce required time off-station for all ANG personnel. We will continue to look at current and emerging technology to ensure training for the ANG and to maintain our high state of readiness.

Formal Schools

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 Degree granting institution. Information and recognition programs offered by both TE and CCAF have been very well received and have resulted in over 5000 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 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, and one course available at the IG. Brown Professional Military Education Center.

ANGRC/TE, through the above programs, attempts to meet the training and education needs of the Air National Guard and its members, thus ensuring that a ready, cost-effective force will be available to meet any contingency.

Plans, Programs and Manpower

The Programs Division of the Director of Plans, Programs and Manpower has continued to execute equipment modernization for ANG Units. Six units converted into the F-16C and a seventh upgraded from the F-18A to F-16C. One unit began conversion to the highly advanced Lantim System, which enhances night attack capability. The A-7 aircraft were retired from the ANG inventory with the conversion of two units to the F-16 late in FY 93. The F-15 multi-stage improvement program (MSIP) continues on track with the planned installments of 100 kits into the ANG general purpose and Air Defense Aircraft.

The reroling of fighter units to KC-135 aircraft is continuing as programmed. Two squadrons have completed their conversions, with three other units still in the conversion process. The ANG also began modernizing one unit from the KC-135E to the reengineered KC-135R model.

The C-130 fleet modernization continues, with two units converting from the C-130B to the C-130H aircraft. One F-16 unit also began its rerole into the

C-130E aircraft. The fleet has continued with modifications on the self-contained navigational systems and other on board integrated systems.

ANG Air Control Squadrons also began conversions into the Enhanced Digital Avionics Modular Control Equipment System. This automated system improves the Air National Guard combat readiness of control aircraft.

FY 93 base closure activities include the 129th Rescue Group remaining at Moffet Field, California. NASA will become host as the Navy departs. Rickenbacker in Ohio remains in place in a cantonment area, as prescribed by law, while the Air Force Reserve moves to Wright-Patterson.

Financial Management

The FY 93 President's Budget reflected appropriation requests of $2,552 million for Operations and Maintenance. Air National Guard (OMANG), and $1,188.8 million for Military Personnel (MILPERS).

The OMANG appropriation is used to finance the operations for ANG activities. Congressional action, transfers, and reprogramming resulted in a net increase of $10.5 million and a total funding for the OMANG appropriation for FY 93 of $2,5631 million.

The ANG Flying Hour program was funded and executed to meet basic unit training requirements for the fiscal year. Prudent fiscal management

allowed allocation of resources in support of ANG missions.

The MILPERS appropriation finances pay, allowances, clothing, subsistence, travel, bonus payments, and retired pay accrual costs for ANG members. Congressional actions and reprogrammed actions resulted in a net increase of $22.6 million, and a total funding for MILPERS in FY 93 of $1,211.4 million. FY 93 was a challenging year for MILPERS appropriation. Excellent interaction between field units and Air National Guard Readiness Center (ANGRC) directorates allowed unit mission training requirements to be accomplished.

Military Construction

Military construction appropriations for FY 93 totaled $287.6 million for the ANG. This included $264.9 million for major construction, $5 million for unspecified minor construction projects, and $17.7 million for planning and design.

Direct Deposit

Air National Guard participation in this program remains at an all-time high, saving the government money and headaches for members. Mandatory participation started on 1 September 1989. Since that date, improvements in the program and education by field-unit Financial Managers have boosted participation to nearly all ANG members.

As of August 1993, average ANG unit participation has grown to 97.5%. Of the 89 ANG payrolls offices 79 have achieved over 95% participation, 56 have achieved a commendable 98% participation, 27 have achieved an outstanding 99% participation, and 3 bases have had 100% participation for one or more months.

The ANG goal remains 100 percent participation in Direct Deposit for both officer and enlisted members. Through the efforts of many people devoting much time and energy to this program, the ANG is close to achieving this goal.

Personnel

The post-Cold War Air National Guard faces many significant issues which have a direct impact on our personnel. Unit deployments, numerous aircraft conversions, and force restructuring have all added to personnel turbulence in the Air National Guard.

The Air National Guard deployed over 5000 members to foreign countries in 1993 in support of such operations as: PROVIDE COMFORT, PROVIDE PROMISE, DENY FLIGHT, RESTORE HOPE, CJTF SUPPORT JUSTICE SOUTHERN WATCH AND DESERT

STORM. Many more Air Guard members supported domestic relief operations, most notably the mid-western flood relief effort, but also including California forest fires, and ongoing local relief in virtually every state in America.

Strength

The Air National Guard ended fiscal year 1993 with an assigned end strength of 117,162, short of the programmed 119,300. Possible force reductions in FY 94 and beyond, created a reluctance to increase unit strength in the short term when long term force reductions were a likely possibility. Accessions this year were approximately 70 percent prior service members, as a result of the continuing active duty drawdown. While there has been some speculation concerning a declining quality of recruits in the armed services, the ANG has seen no evidence of this. Efforts in FY 94 and beyond will focus on attracting critical-skill personnel leaving active duty. Continuing additional emphasis is also being place on increasing minority and female members into the ANG so that each unit truly reflects the composition of the communities in which they are located. The Air National Guard continues to retain quality Guard members, with a 90 percent retention rate, among the best of any component.

In FY 93, the Reserve Transition Assistance Program (RTAP) was implemented to provide aid and assistance to involuntarily separated ANG members as a result of force reductions in the Air National Guard. These benefits are a valuable management tool which will ease the impact of premature termination of their careers for individual members and their families.

New Initiatives

Many new initiatives were added this year to improve the management and care of our ANG personnel force. These measures included increasing the Serviceman's Group Life Insurance (SGLI) to a maximum of $200,000 in coverage. In the arena of professional appearance, Guard members participated in a test of the new Air Force uniform, including a simplified service coat and a new tuck-in blouse for women. The ANG for the first time bore a fair share cost to test and assemble the new uniform as part of this privilege. The new Weight Management Program Regulation (NGR (AF) 35-11) was released to the field in June 1993, which changed the program standard from body weight to body fat. The ANG started a two year test on the cycle ergometer, the Air Force's new method of fitness evaluation, to determine its impact on the Air National Guard mission. And finally, the manual issuance of military ID cards will be replaced with the implementation of the Realtime Automated Personnel Identification System (RAPIDS). Cards will use card stock with a computer generated and digitized photograph, and include two machine readable barcodes. It will be the size of a credit card.

During FY 93, ANG members and units were recognized for their outstanding achievements and dedicated service in support of peacekeeping missions, humanitarian relief, domestic improvement, and most importantly — the defense of America. The Director of the Air National Guard awarded the Air Force Outstanding Unit Award and Air Force Organizational Excellence Award to 36 ANG units and organizations. ANG members were awarded the Humanitarian Service Medal for their participation in Hurricane Andrew

Disaster Relief Operation, Joint Task Force Marianas (Typhoon Omar), Joint Task Force Hawaii (Hurricane Ineki), and United Airlines Flight 232 Crash, Sioux City, Iowa. The Armed Forces Expeditionary Medal was also authorized for eligible members who participated in Operation RESTORE HOPE.

Data Systems

The Personnel Data Systems Division provides tools and education to manage ANG programs by enhancing personnel data systems to ensure accurate and historical personnel data reliability. Major accomplishments in FY 93 include developing systems and databases to allow for automated tracking of Reserve Transition Assistance Program benefits and changes in the assignment and promotion of ANG members. They also provided system specifications to align the new Military Personnel Flight structure. The Personnel Concept III systems environment came to within 90 percent completion of training, hard-

ware and software installation. Data Systems support of a myriad of personnel demographic information issues is evidenced by their quarterly production of statistical digests for the evaluation of ANG personnel "health", by ANG leadership.

Air Surgeon and Medical Services

Supporting the ANG Medical Service are the Air Surgeon and Directorate of Medical Services. While the Air Surgeon focuses on policy, the Director of Medical Services concentrates on execution issues. There are six divisions within the Directorate: Bioenvironmental Engineering and Military Public Health, Nursing Services, Resource Management, Professional and Aerospace Medicine, Medical Readiness and Executive Support Services. Additionally, there are ANG assistants (medical, dental, nursing) and advisors (health care administration) assigned to HQ USAF, HQ ACC and HQ AMC. All are committed to the Medical Service vision: "Dedicated Americans providing superior medical support to our military, communities, States and Nation - meeting the challenges of the future."

Occupational and Community Environments

With tough federal and state regulations growing exponentially, our goal is to provide a safe and healthful environ-

ment. To meet this goal and stay a step ahead, the ANG continued to promote health and ensure compliance with better staffing, training, and refined processes.
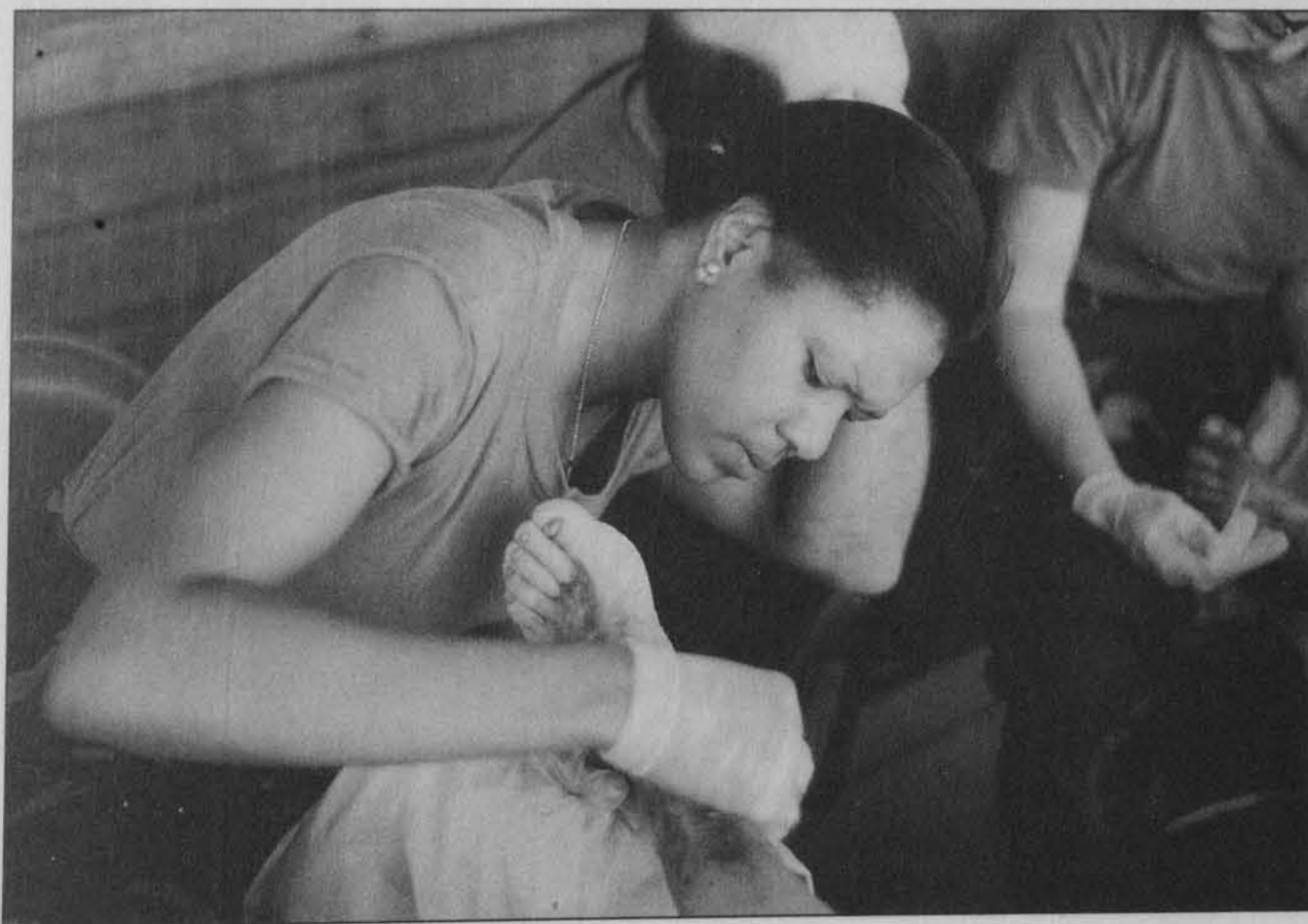
Military Public Health and Bioenvironmental Engineering Services manpower studies were completed identifying 62 additional fulltime requirements. Position descriptions were updated reflecting the increased scope and responsibilities of the jobs, but getting and retaining the right people for these jobs is a major challenge.

Active in improving and developing training courses, the ANG drove changes in existing course and helped design five new environmental safety and occupational health courses. In addition, a four year Bioenvironmental Engineer training backlog was eliminated.

The ANG refined and enhanced the environmental budget process through the A-106 report and use of environmental compliance and pollution prevention funds. Total requirements were identified for manpower, computers and vehicles.

Medical Readiness Plans, Policy, and Programs

The state of ANG Medical Service readiness rose to an all time high in FY 93. Because of new Defense Planning Guidance-based wartime taskings, the Medical Readiness Division restructured all aeromedical and medical units, providing a responsive CONUS aeromedical evacuation system and support for each base's flying program. Aeromedical evacuation units can now be a "stand-alone" provider in the event of natural disaster and other national contingencies. Medical units can now provide full medical services to their parent organizations even when a large

portion of the medical force is mobilized. This continuously underwrites a worldwide, medically-deployable fighting force.

The Division staff developed an objective process based on wartime and peacetime taskings, size of the population supported and other workload data to determine the right size of an individual medical unit. The process can also be used to restructure existing units as missions change, develop new units or draw-down existing ones as circumstances require.

The 167th Airlift Group, WV ANG, hosted the first world-wide, Total Force Standardization/Evaluation and Flight Instructor Conference. All 34 Active, Guard and Reserve Aeromedical Evacuation Squadrons were represented.

Operations and Exercises

ANG medics participated in a number of exercises and operational missions during FY 93.

The regional National Disaster Medical System (NDMS) exercise, STEEL CURE II, tested the ability of the local emergency management system, State Emergency Management Agency, ANG Medical Service, NDMS, and the Federal Emergency Management Agency to provide medical care and transportation of over 600 simulated earthquake victims to six separate locations.

International Training

Supporting the State Dept., 44 Active, Guard and Reserve medical and support personnel from both the Air Force and Army participated in a Total Force International Training Activities

On 18 Dec 92, two ANG aeromedical evacuation crews deployed to Mogadishu, Somalia supporting OPERATION RESTORE HOPE through April 1993. In June 1993, responding to firefights and UN casualties in Mogadishu, the ANG deployed a partial Mobile Aeromedical Staging Facility (MASF) to the Mogadishu International Airport. During the 3-4 Oct 93 "Battle of Mogadishu", this MASF was the principle casualty collection point. In 48 hours the MAST staff triaged and provided life support to over 55 soldiers and evacuated over 65 patients. ANG volunteers continue to support OPERATION RESTORE HOPE.

Program (ITAP). Lead by the 163rd TAC Clinic, CA ANG, with translators and support personnel from other units, the team deployed on a C-141 from the 172 Airlift Group, MS ANG, to Ukraine from 11-26 Sep 93. While in-country, the team conducted medical training with the Ukrainian military and provided humanitarian assistance to the Ukrainian people. The team treated Afghanistan War veterans, Chernobyl nuclear reactor accident victims and other individuals in need of medical treatment. Over 1,600 patients were seen by the three teams.

OCONUS MEDICAL DEPLOYMENTS

During FY 93 ANG medics supported Civil Engineering deployments to Central America by conducting five two-week deployment rotations. Additionally 42 medics deployed to JTF Rushmore, Panama providing care to National Guardsmen, the indigenous population and their livestock. For most of the population, these deployments were the only source of health and veterinary care all year.

Security

This year ANG Security Police were called upon to provide protection for USAF resources in support of counter-drug operations and hurricane community relief programs. ANG security forces, which are comprised of AGR technicians, and O&M contract guards, deployed both CONUS and OCONUS in support of numerous and varied missions.

To enhance security police training we entered into a partnership with Air Combat Command to establish Silver Flag Alpha as the Combat Skills Training Center for the ANG. To date we have trained over 750 Security Police students and projections for FY 94 are 1300 students. The center will provide essential air base defense skills for ANG security police to fight and

survive in a combat environment. Silver Flag Alpha is located at Indian Springs Air Force Auxiliary Field, Nevada.

Counterdrug Support

During Fiscal Year 1993, the Air National Guard began to modify its C-26 operational support aircraft to be flown in support of law enforcement agencies conducting counterdrug activities under state plans.

In Title 10 federal status, Air National Guard personnel continue to fulfill a National Guard Bureau commitment at several radar sites in the Caribbean and in South America in support of both USCINCLANT and USCINCSOUTH.

Air National Guard Air Defense Forces continued their rotational deployments to Panama in Title 10 federal status to conduct counterdrug activities in support of Coronet Nighthawk.

Command, Control, Communications and Computers

Meeting the challenges of ever-increasing communications requirements and complying with active duty Air Force architecture has presented the directorate with opportunities for innovative thinking, resulting in dramatic increases in communication capabilities. Some of the programs and actions leading toward these capabilities are as follows:

Local Area Network

The Local Area Network (LAN) computer system is in the final phase of basic installation. Over 70 percent of the flying units, GSUs and State Headquarters are installed already, and the remainder will be completed in FY 94. As these LANs are completed, they are being provided access to the Defense Data Network DOD wide connectivity and are being interconnected into an ANG Wide Area Network for shared information. The installation of ANG LANs has also allowed us to remove costly unit-level mainframe computing assets that have been bottlenecks to effective utilization of our computing resources.

Small Computers

In conjunction with standardized LANs, the new Desktop IV (DTIV) small computer contract allows us to present a standardized recommendation of hardware and integrated software. DTIV has offerings of high or low end personal computers based on the i486 series processors, with specifications totally compatible with ANG LANs.

Automatic Data Processing

A new development in the funding of automatic data processing equipment (ADPE) based on system costs is being implemented. ADPE equipment can be purchased by either O&M or investment funds using the new

equipment/system rule. Each new equipment/system cost is compared against a $15,000 threshold which determines the proper funding source.

Telecommunications Management

To keep track of the ever-expanding base level communications infrastructure, the active Air Force developed the Systems Telecommunications Engineer Manager-Base (STEM-B) program to document all known details of all base communication systems. Each base has an individual who is responsible for documenting the known and projected communication infrastructure into a blueprint. This individual works under the guidance and advice of an engineer of the Engineering and Installation (E&I) community. ANG bases have no assigned STEM-B engineers, nor do the ANG E&I have a full time STEM engineer assigned. However, ANG E&Is are performing limited STEM-B duties, with blueprints for Bangor, Maine and Suffolk County ANGB, New York completed. ANGRCSC has requested STEM-B support from HQ AFCC active duty E&I units for those bases that have STEM-Bs.

Counter Narcotics Support

Another area of activity within the communications community is Combat Communications support of the counter-narcotics mission. Since 1990, the ANG Combat Communications community has supported the Federal counter narcotics mission with satellite, tactical satellite terminals and search

radars, supporting both Cost Guard and Drug Enforcement Agency chase aircraft. Also, tailored packages of personnel and equipment to support specific mission needs have been fielded. Other assets include MPN-14 search radars and Air Traffic Control personnel in fixed towers. Currently, 28 Combat Communications personnel and associated satellite communications equipment are deployed in OCONUS locations in support of this mission.

Deployable Communications

A related area of deployable communications that is causing great excitement is the recently-approved COMBAT ACE deployable communications package. COMBAT ACE is envisioned to be a small, organic, deployable communications package assigned to each flying location, readily available to provide a limited amount of intra and intertheater communications capability during the early states of employment.

The concept of operations is to deploy with the flying unit and interface into host nation, commercial or tactical communication systems, with the senior flying unit representative having operational and administrative control. Manning will consist of 6 personnel, allowing for 24 hour operations for the expected duration of 7-9 days, or until closure of Combat Communication assets in-theater.

Force Structure Changes

The restructure of the Mission Support Flights (MSFs) under the ANG objective wing structure will lead to the

creation of the Command, Control and Communications and Computer Systems (C-CS) Council. As the ANG implements the objective wing restructure to mirror that of the Air Force, the MSFs are being redesignated Communication Flights (versus Squadrons), due to their size. In an effort to improve productivity and enhance flying unit support, the C-CS Council, representing six regions of the MSFs, reorganized and rewrote position descriptions for the entire flight.

The Communication Flight will have three functional sections: 1) a Systems section, consisting of all maintenance and most of the traditional operational areas, 2) a Support section, consisting of Customer Service functions, Security, and Visual Information, and 3) the Plans section, responsible for architecture and integration of C4 requirements. Another result of this restructure is the movement of the Information Management (IM) function to the Mission Support Squadron; however ANGRC/SC remains functional manager for IM. Implementation date for this restructure was delayed until August 93, to allow UMD planning documents to be provided to units. However many MSFs restructured earlier in preparation of a projected Manpower Evaluation Team study, expected in Jan 94.

vehicle fleet was approximately $600 million.

FY 93 has proven to be another productive year for the ANG Aerial Ports. The Air Guard deployed over 30 units and 1500 personnel for their Annual Training to Aerial Ports world wide. These ANG units received valuable hands-on training on equipment not available at their home units, and were trained on how equipment would be used during war time. Eighteen aerial ports supported "Volant Oak" routine to Panama, and many units were in support of "Provide Comfort", and "Restore Hope". Additionally, many of our units in the Midwest were in direct community support of flood relief efforts during the "Flood of 93".

In the airlift arena, we validated over 115 AMC-operated special assignment missions (SAAMs) in support of exercises, logistics support requirements, unit moves, and Federal drug interdiction missions.

Engineering & Services

Logistics

The Air National Guard vehicle fleet provides excellent support, even though there is a decline in vehicle funding due to DOD budget constraints. At the end of FY 93 the ANG will have a replacement requirement of approximately 36% of the 18,500 vehicles assigned. The vehicle Priority Buy Program had $20 million allocated. The total value of our

Military Construction

The FY 93 ANG Military Construction Program consisted of 99 building projects totalling $265 million and provided for major facility construction to support aircraft conversions, new mission beddowns, modernizations, and facility replacements needed for training and readiness. Special approval requirements to clear each project

through the Secretary of the Air Force were not removed until October 1993, and Base Realignment and Closure (BRAC) actions caused delays and changes to some projects. However, even with these administrative impediments, the ANG was able to award 74 percent of the MILCON program within the fiscal year funded by Congress, which was 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. $53 million was expended in FY 93.

Air Base Operability

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

The ANG has seen the merging of ABO and Explosive Ordnance Disposal (EOD) into Civil Engineering Squadrons. ABO personnel will have critical Air Force Skill Codes (AFSCs) reportable in SORTS.

"Readiness Safeguard," formerly the Sentry Endurance program at Volk Field, Wisconsin, has undergone a major

program change. Readiness Safeguard emphasizes interoperability of flying and support forces. Unit personnel are offered classroom/field training for up to two days, then put this training to work during practical exercises. Mission commanders choose a menu of activities for a tailored quality approach.

Disaster Preparedness and EOD personnel fared very well in their first competition at "Readiness Challenge." This week-long competition tests the readiness and ability of CE personnel to perform their wartime mission.

Disaster Preparedness

Personnel are to be certified as Emergency Managers through the National Coordinating Council on Emergency Management. Completion of the certification requirements will be a standard for Disaster Preparedness in the future.

The ANG has adopted the Emergency Information System (EIS).

This DOD-approved software system results in real-time emergency response operations, and enhanced command, control, and communications. The EIS will be implemented at all Guard bases over a two-year period.

"Silver Flag," formerly Base Recovery After Attack Training (BRAAT) at Tyndall AFB, FL, is now a certification curriculum. Silver Flag will emphasize specialized crew training and task evaluation for all CE AFSCs.

Deployments

ANG Civil Engineering Prime BEEF and RED HORSE teams accomplished 110 deployments, involving nearly 8,000 personnel to 12 countries in FY 93. Eight teams participated in Base Recover After Attack Training (BRAAT) at Eglin AFB, FL. This training is crucial for Engineering and Services personnel to learn wartime base operations and to practice Rapid Runway Repair (RRR) techniques. ANG team hosted British and Canadian engi-

neers at various U.S. locations.
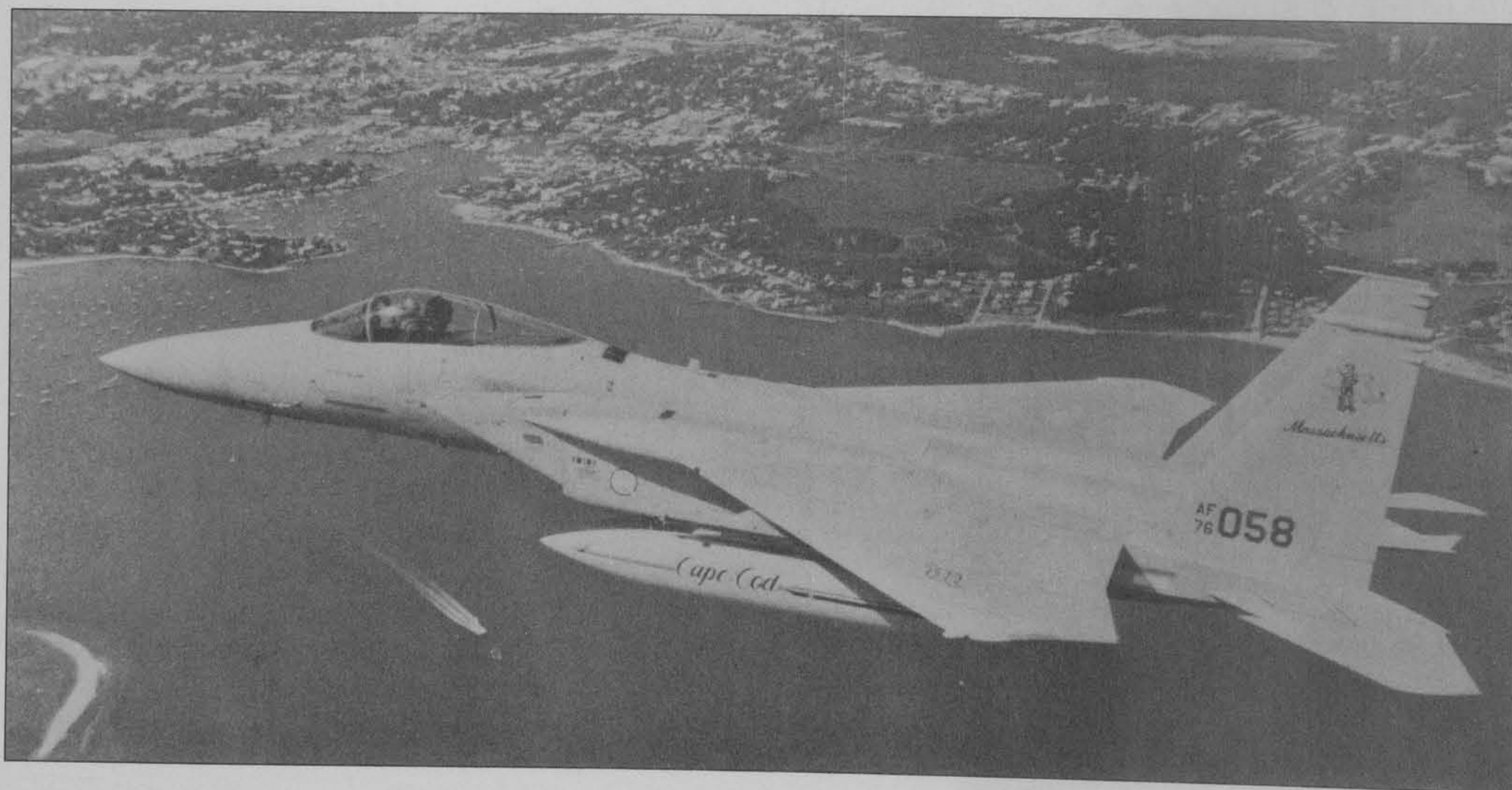
ANG exchanges with our allies continued to provide outstanding training in theater methods and materials, as well as strengthen our relationships with these nations. For example, 35 Prime BEEF personnel deployed to Ramon AB, Israel to receive training in Israeli RRR. Additionally, at the request of the Israeli Air Force, a cadre of eight RED HORSE personnel deployed with the Prime BEEF team to train the Israelis in automatic building machines (K-Span), which is one of the RH special capabilities. The ANG also enjoys an outstanding exchange with the Royal Canadian AF Engineers, British Territorial Army (their equivalent to the National Guard), and the Norwegian Air Force Engineers.

FY 93 also provided a challenge to ANG Engineers when facilities at the 139th Airlift Group Memorial Airport, in St. Joseph, Missouri were severely damaged due to flooding of the Mississippi River. The ANG mobilized its first team of 30 engineers within three days of notification, followed by four additional teams in FY 93. Three teams were also scheduled for FY 94.

Humanitarian/Civil Action Projects played an important role during FY 93. The ANG provided 16 teams to Costa Rica and Panama. Four teams also deployed to various locations in the Bahamas to rebuild schools and facilities damaged earlier by a hurricane. These deployments provided much-needed support to the host countries, and allowed our personnel to gain experience with expedient construction methods under austere conditions. Several teams also built two U.S. Border patrol Checkpoint facilities near Kingsville, Texas.

Over 1,200 firefighters deployed to active duty bases in the U.S., Europe, and the Pacific; they also participated in BRAAT at Eglin AFB, FL.

Appendices

Appendix A — Chiefs of the National Guard Bureau

Colonel Erasmus M. Weaver 1908-1911

Brigadier General Robert K. Evans 1911-1912

Major General Albert L. Mills..1912-1916

Major General William A. Mann..1916-1917

Major General Jessie McI. Carter 1917-1918

Brigadier General John W. Heavey (acting) 1918-1919

Major General George C. Rickards 1921-1925

Major General Creed C. Hammond 1925-1929

Colonel Ernest R. Redmond (acting) 1929-1929

Major General William G. Everson...1929-1931

Major General George E. Leach...1931-1935

Colonel Harold J. Weiler (acting)...1935-1936

Colonel John F. Williams (acting)...1936-1936

Major General Albert H. Blanding 1936-1940

Major General John F. Williams 1940-1946

Major General Butler B. Miltonberger 1946-1947

Major General Kenneth F. Cramer 1947-1950

Major General Raymond H. Fleming (acting) 1950-1951

Major General Raymond H. Fleming...1951-1953

Major General Earl T. Ricks (acting)..1953-1953

Major General Edgar C. Erickson 1953-1959

Major General Winston P. Wilson (acting) 1959-1959

Major General Donald W. McGowan 1959-1963

Major General Winston P. Wilson..1963-1971

Major General Francis S. Greenlief...1971-1974

Lieutenant General La Vern E. Weber 1974-1982

Lieutenant General Emmett H. Walker, Jr. 1982-1986

Lieutenant General Herbert R. Temple, Jr. 1986-1990

Lieutenant General John B. Conaway 1990-

Vice Chiefs

Major General John B. Conaway..1989-1990

Major General William A. Navas, Jr. 1990-1992

Major General Raymond F. Rees 1992-

Appendix B — State Adjutants General

AL	Major General James E. Moore	**MT**	Major General (MT) John E. Prendergast
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 Gneral (AR) Melvin C. Thrash	**NH**	Major General Lloyd M. Price
CA	Major General Tandy K. Bozeman	**NJ**	Major General Vito Morgano
CO	Major General John L. France	**NM**	Major General Edward D. Baca
CT	Major General (CT) David W. Gay	**NY**	Major General Michael S. Hall
DE	Major General George K. Hastings	**NC**	Major General (NC) Gerald A. Rudisill
DC	Major General Russell C. Davis	**ND**	Brigadier General (ND) Keith D. Bjerke
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 (PA) Gerald T. Sajer
ID	Major General Darrell V. Manning	**PR**	Major General (PR) Emilio Diaz-Colon
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 (TN) William D. Jones
KY	Major General Robert L. Dezarn	**TX**	Major General Sam C. Turk
LA	Major General (LA) Ansel M. Stroud, Jr.	**UT**	Major General John L. Mathews
ME	Major 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 (MA) Raymond F. Vezina	**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 (MO) Raymond L. Pendergrass	**WY**	Major General Charles J. Wing

Appendix C — United States Property and Fiscal Officers

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

Appendix D — National Guard Bureau Staff

Office of the Chief

Conaway, John B., Lieutenant General, ANG, 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

Anderson, Richard F., Lieutenant Colonel, ARNG, Assistant Executive

Spahr, David K., Major, USAF, Assistant Executive

Link, Thomas L., Assistant Chief

Brown, Cheryl A., Colonel, ARNG, Deputy Assistant Chief

Becker, Douglas S., Colonel, ARNG, Executive

Baines, E. Darden, Chief, Administrative Services

Barnhart, Robert W., Chief, Internal Review and Audit Compliance

Brown, Robert F., Colonel, USA, Inspector General

Bray, Francis J., Director, Counterdrug Task Force

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 and Special Assistant to the Chief

Farber, Brad, Colonel, USA, Judge Advocate

Hise, James C., Special Assistant and Counsel to the Chief

Mackert, William C., Special Assistant for Property and Fiscal Affairs and Special Competition Advocate

Nelson, Steve, Director, Office of Human Resources

Reinhardt, Helen D., Chief, General Officer Management

Army National Guard

D'Araujo, John R. Jr., Major General, ARNG, Director, Army National Guard

Bilo, William C., Colonel, ARNG, Deputy Director

Rhoades, Kenneth D., Colonel, ARNG, Chief of Staff

Coan, George P. Jr., Colonel, USA, Executive

Henderson, Rich, LTC, ARNG, Assistant Executive

Blackwood, George S., Command Sergeant Major

Braman, Eric W., Colonel, ARNG, Director of Operations

Carlson, Theodore T., Colonel, ARNG, Director of Information Systems

Continued

Crocker, Raymond, Colonel, ARNG, Director of Logistics

Denny, Morgan F., Colonel, USA, Comptroller

Hollenbeck, Douglas B., Colonel, ARNG, Chief, Reserach and Staff Support Office

Jeffer, Edward K., Colonel, USA, Chief Surgeon

McGinnis, David L., Colonel, ARNG, Director of Force Management

McGuire, Robert L., Colonel, ARNG, Chief, Environmental Resources Management Office

Rende, Ronald J., Acting Director of Aviation and Safety

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

Williams, Kent, Lieutenant Colonel, ANG, Executive

Moon, Richard A., CMSgt, Senior Enlisted Advisor

Arnold, Larry K., Brigadier General, ANG, Commander, ANG Readiness Center

Eichhorst, Thomas E., Colonel, ANG, Vice Commander

Athas, William J., Colonel, ANG, Director of Training

Baker, David E., Director for Operations, Plans and Programs

Bridges, James T., Colonel, ANG, Director of Plans, Programs and Manpower

Bullman, George T., Colonel, USAF, Director of Engineering and Services

Friestad, David, Colonel, ANG, Director of Counterdrug Operations

Gallimore, George R., Colonel, USAF, Director of Financial Management/Comptroller

Kean/Gerald S., Colonel, ANG, Director of Personnel

Labash, John D., Colonel, USAF, Director of Medical Services

Lesjak, Kathleen, Colonel, ANG, Director of Productivity and Quality

McNamara, Robert, Colonel, USAF, Director of Command, Control Communications and Computers (Andrews)

Navin, Dan, Colonel, ANG, Director of Operations

Nielson, Dennis, Lieutenant Colonel, USAF, Director of Safety, Security and Inspections

Pansey, Roy K., LTC, USAF, Acting Director for Command, Control Communications and Computers

Reed, David, Colonel, ANG, Director of Logistics (Andrews)

Scobey, David L., Colonel, ANG, Director, Staff Management Office

Sirk, Arnold D., Colonel, USAF, Director of Logistics

Templon, Frances L., Colonel, USAF, Director of Financial Management/Comptroller (Andrews)

Walsh, Larry G., Colonel, ANG, The Civil Engineer

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

Whinnery, J.E., Colonel, USAF, Air Surgeon

Appendix E — Army National Guard Statistics

Table 1 - Appropriations

	TOTAL FUNDS AVAILABLE	NGPA	OMARNG	MCNG	DOD PROCUREMENT
AL	111,285,930.53	39,689,109.12	67,438,648.21	1,961,967.79	.00
AK	34,596,482.73	7,713,075.60	26,355,048.70	.00	.00
AZ	65,927,844.66	15,372,004.41	46,622,821.83	3,113,422.05	.00
AR	74,109,074.68	29,123,257.25	43,230,250.07	917,505.88	.00
CA	210,894,664.63	51,149,248.17	153,779,658.81	1,562,104.66	.00
CO	35,555,749.15	11,217,201.82	23,253,778.62	.00	.00
CT	69,678,631.60	7,878,610.47	61,336,622.72	.00	.00
DE	17,542,644.21	4,803,494.51	12,285,534.76	325,833.58	.00
FL	85,094,679.35	26,852,800.57	54,690,419.01	1,956,720.00	.00
GA	81,958,261.21	22,961,149.70	58,181,322.84	199,500.00	.00
GU	4,653,008.03	2,349,588.69	1,894,389.46	.00	.00
HI	34,401,624.04	7,880,088.08	20,618,136.74	3,393,928.34	.00
ID	55,108,358.16	13,592,128.14	40,621,400.91	.00	.00
IL	61,764,638.30	18,444,086.88	42,990,322.64	.00	.00
IN	68,584,394.29	22,927,419.42	41,207,483.07	.00	.00
IA	63,137,597.44	14,759,150.73	39,112,129.51	8,454,491.50	.00
KS	51,404,167.37	14,971,515.06	34,379,074.77	.00	.00
KY	51,161,342.60	17,872,665.14	32,988,684.17	.00	.00
LA	87,428,764.85	26,786,242.04	57,591,715.06	2,664,535.62	.00
ME	24,845,332.58	8,298,392.49	15,972,923.67	.00	.00
MD	49,066,097.00	17,306,420.68	30,701,111.81	.00	.00
MA	59,699,867.62	17,200,900.27	40,426,663.80	571,691.00	.00
MI	76,365,303.47	22,518,031.01	51,598,032.39	304,232.50	.00
MN	75,306,730.98	19,936,463.27	48,838,992.91	5,982,547.76	.00
MS	163,904,926.05	32,761,153.38	121,329,115.04	6,599,554.91	.00
MO	96,501,302.63	20,214,867.94	74,867,176.24	340,740.00	.00
MT	31,238,391.49	9,553,289.26	20,974,217.67	.00	.00
NE	33,494,123.66	11,700,184.03	21,325,194.18	.00	.00
NV	19,600,610.42	5,104,695.76	14,062,303.17	.00	.00
NH	15,836,979.61	3,881,221.35	11,618,084.48	.00	.00

Table 1 - Appropriations (Cont.)

	TOTAL FUNDS AVAILABLE	NGPA	OMARNG	MCNG	DOD PROCUREMENT
NJ	61,772,878.72	16,332,265.95	45,053,221.96	.00	.00
NM	36,648,641.30	11,941,837.14	22,575,559.79	1,775,999.29	.00
NY	96,142,240.32	27,717,517.09	67,387,509.47	.00	.00
NC	75,120,013.21	21,306,250.48	53,622,508.66	71,100.00	.00
ND	29,574,875.22	9,381,963.94	19,843,649.49	11,523.95	.00
OH	70,287,943.75	21,468,823.06	48,036,458.42	347,693.92	.00
OK	64,990,190.03	18,965,250.88	40,553,363.18	.00	.00
OR	53,273,577.11	18,363,409.86	34,503,095.85	.00	.00
PA	103,651,777.85	33,015,354.66	67,117,438.47	290,405.78	.00
PR	51,947,306.33	21,903,782.05	28,635,721.06	303,298.00	.00
RI	20,256,598.24	6,080,749.13	13,705,370.19	.00	.00
SC	80,038,446.77	27,020,430.66	50,430,916.75	2,386,573.91	.00
SD	34,870,812.22	12,543,248.27	18,827,658.46	2,901,512.79	.00
TN	88,374,582.27	25,950,216.22	51,088,303.17	10,816,198.48	.00
TX	142,074,928.19	40,212,826.19	84,726,330.12	15,581,475.25	.00
UT	56,134,952.21	18,598,586.66	31,519,544.87	4,448,565.00	.00
VT	29,475,161.08	9,053,188.95	19,689,347.10	.00	.00
VA	52,769,945.36	15,423,411.61	36,608,616.80	.00	.00
VI	10,087,500.00	2,393,392.79	7,549,428.19	.00	.00
WA	62,378,739.04	18,514,817.34	38,421,245.41	4,779,458.18	.00
WV	31,602,726.85	9,472,807.74	21,011,839.05	227,150.00	.00
WI	64,855,122.27	16,525,613.28	35,298,338.51	1,939,611.40	.00
WY	20,496,401.98	5,539,992.48	13,503,839.09	1,088,445.00	.00
DC	16,777,700.00	5,759,954.79	11,012,414.28	.00	.00
*UN	102,054,472.66	.00	.00	.00	.00
*MW	540,292,949.78	3,223,433.37	148,723,685.28	.00	168,525,360.73
*OP	2,429,240,200.00	2,428,543,462.79	555,627.81	.00	.00
*PS	9,625,304.00	.00	9,625,304.00	.00	.00
	6,344,963,510.10	3,370,071,042.62	2,329,917,592.69	85,317,786.54	168,525,360.73

*PS = Philadelphia Support Center
MW = MIilitary District of Washington

UN = Unissued
OP = Open Allotment

Table 2 - ARNG Strength Performance

TOTAL PAID STRENGTH

MONTH	PROGRAM	ACTUAL	DIFF.	PERCENT
START	426,528	426,528		
OCT 92	424,873	420,392	(4,481)	98.9%
NOV 92	424,046	416,376	(7,670)	98.2%
DEC 92	423,324	413,998	(9,326)	97.8%
JAN 93	423,689	412,524	(11,165)	97.4%
FEB 93	424,843	410,981	(13,862)	96.7%
MAR 93	425,266	409,778	(15,488)	96.4%
APR 93	425,615	409,837	(15,778)	96.3%
MAY 93	424,026	408,146	(15,880)	96.3%
JUN 93	422,769	406,680	(16,089)	96.2%
JUL 93	422,044	405,881	(16,163)	96.2%
AUG 93	422,136	405,907	(16,229)	96.2%
SEP 93	422,725	409,919	(12,806)	97.0%
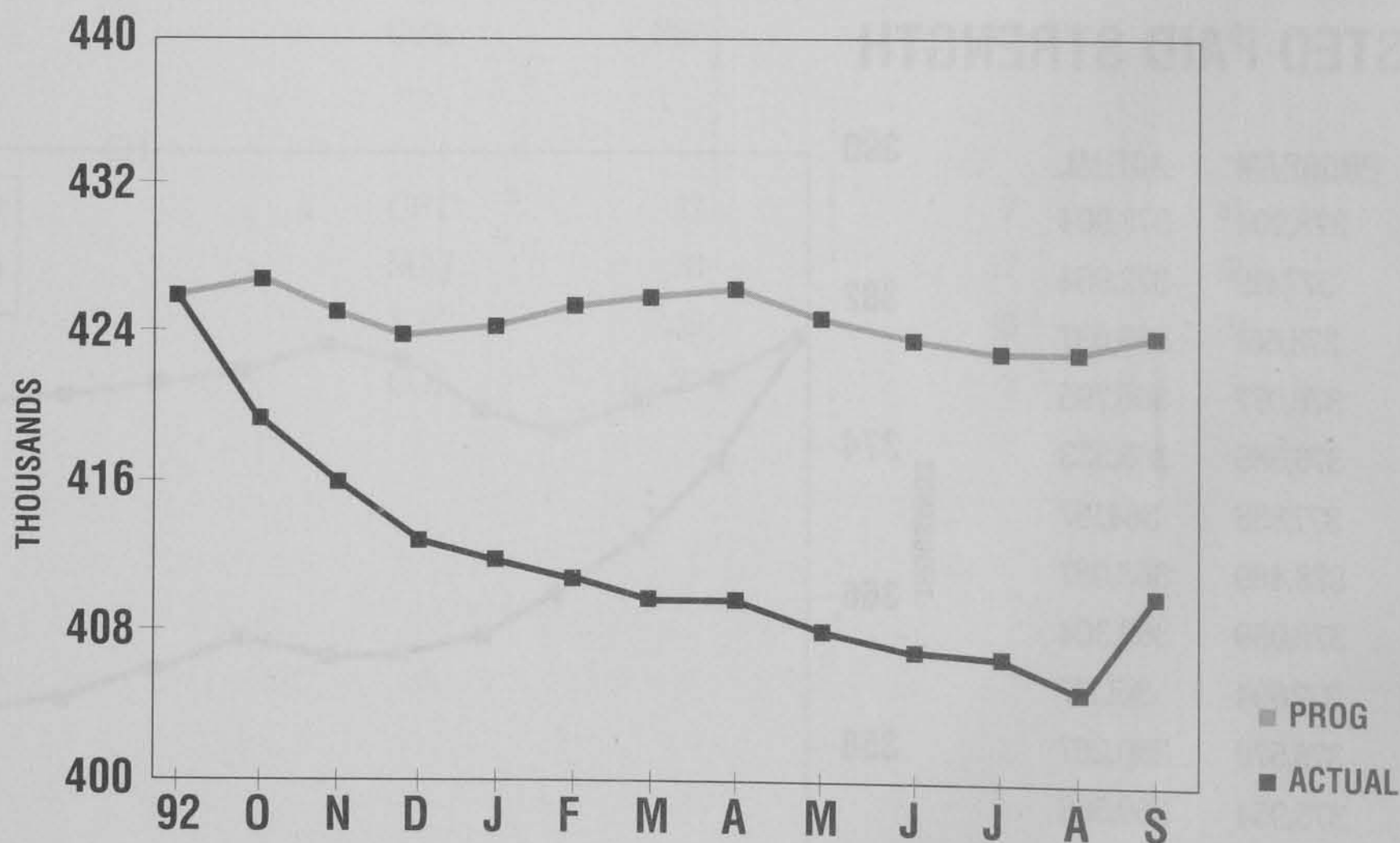
Table 2 - ARNG Strength Performance

OFFICER PAID STRENGTH

MONTH	PROGRAM	ACTUAL
START	47,624	47,624
OCT 92	47,454	47,428
NOV 92	47,385	47,339
DEC 92	47,247	47,203
JAN 93	47,104	46,991
FEB 93	47,005	46,814
MAR 93	46,777	46,691
APR 93	46,556	46,533
MAY 93	46,332	46,429
JUN 93	46,199	46,413
JUL 93	46,090	46,293
AUG 93	46,308	46,595
SEP 93	46,500	46,656
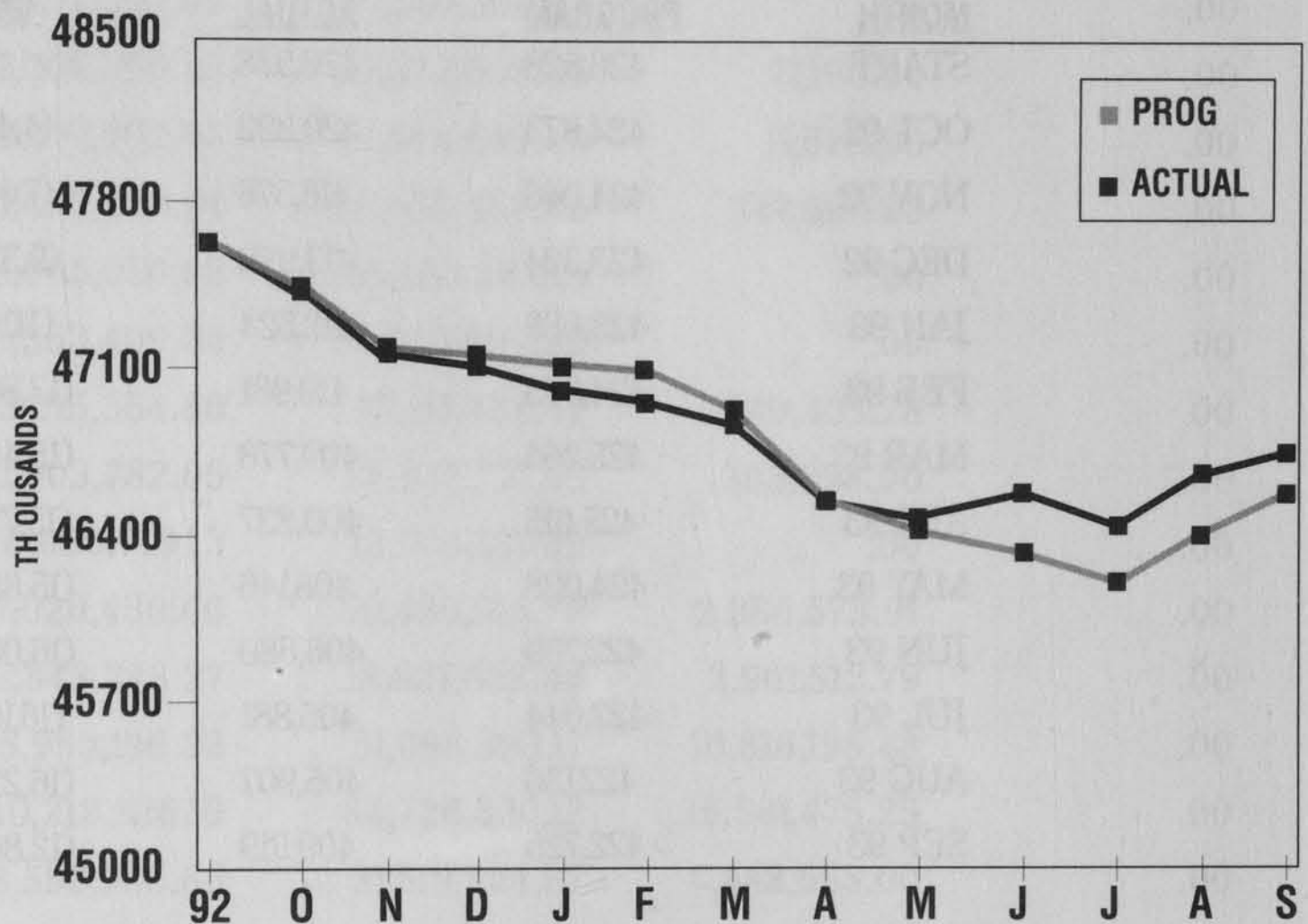
ENLISTED PAID STRENGTH

MONTH	PROGRAM	ACTUAL
START	378,904	378,904
OCT 92	377,419	372,964
NOV 92	376,661	369,037
DEC 92	376,077	366,795
JAN 93	376,585	365,533
FEB 93	377,838	364,167
MAR 93	378,489	363,087
APR 93	379,059	363,304
MAY 93	377,694	361,717
JUN 93	376,570	360,267
JUL 93	375,954	359,588
AUG 93	375,828	359,312
SEP 93	376,225	363,263
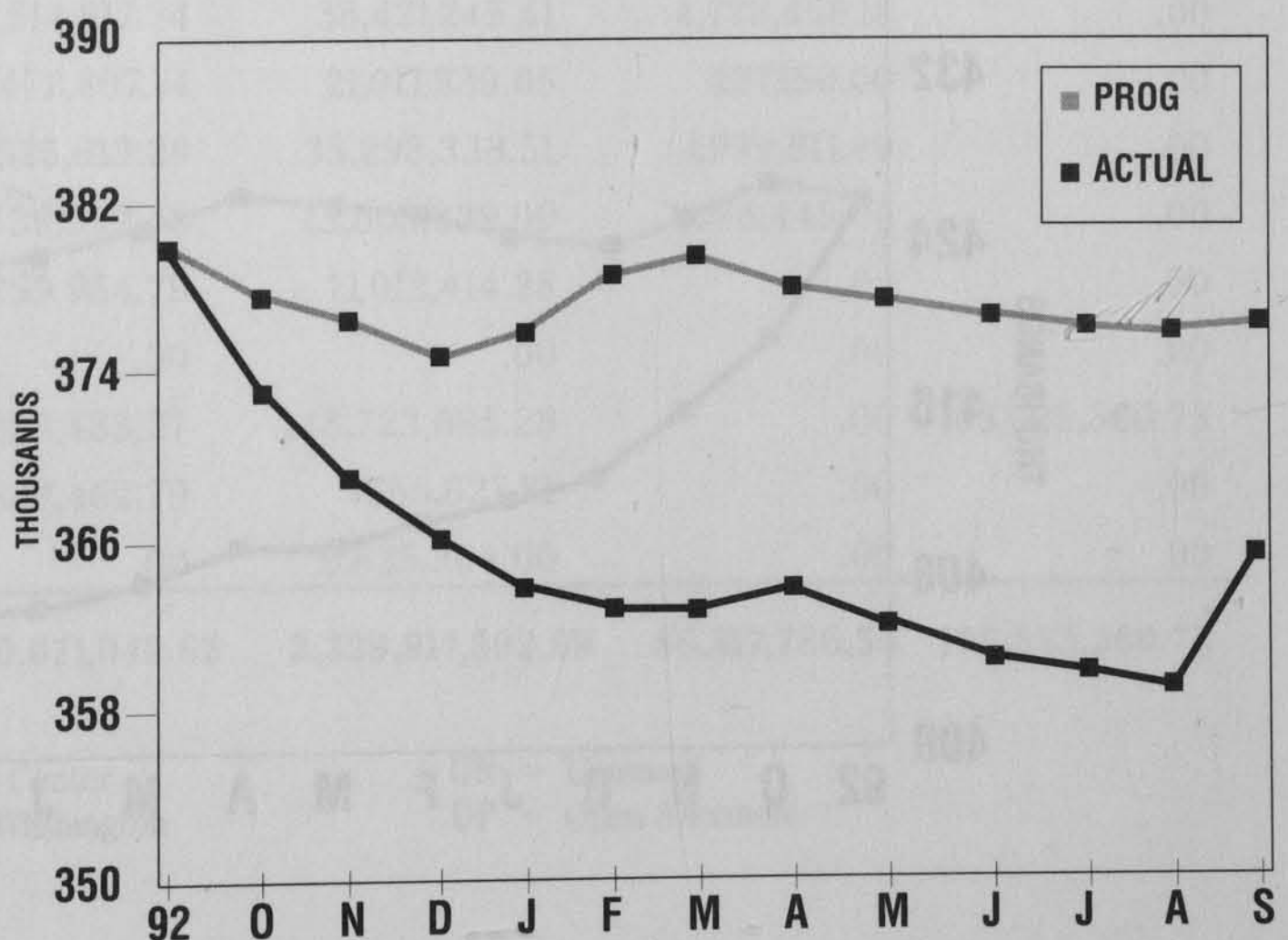
Table 3 - Reserve Officer Personnel Act Promotions

OF NATIONAL GUARD OFFICERS, FY 93

BRANCH	RANK	NUMBER CONSIDERED	NUMBER SELECTED	PERCENTAGE SELECTED
APL				
	CPT	1057	862	82
	MAJ	1047	640	61
	LTC	1206	726	60
	COL	1061	230	22
AMEDD				
	CPT	145	121	83
	MAJ	93	77	83
	LTC	114	96	84
	COL	267	16	6
CH				
	CPT	17	7	41
	MAJ	28	17	61
	LTC	19	15	79
	COL	37	2	5

Appendix F — Air National Guard Statistics

Table 1 - Appropriations

STATE	FC 58 ANG O&M	FC30 AF O&M	FC56 ANG MILPERS	FC17 INVESTMENT	FC53 MILCON	TOTAL
AK	39,060,900	296,200	1,548,200	19,970	5,104,971	46,030,241
AL	40,415,400	445,900	1,469,200	34,300	7,263,061	49,627,861
AR	30,888,300	0	1,539,900	26,953	326,567	32,781,720
AZ	72,015,400	0	1,490,200	0	0	73,505,600
CA	77,668,600	83,900	3,646,000	82,804	494,500	81,975,804
CO	35,147,500	28,300	996,800	0	1,570,565	37,743,165
CT	18,006,800	0	841,800	68,400	1,092,352	20,009,352
DC	41,653,500	834,800	682,700	60,239	117,695	43,348,934
DE	12,236,600	0	669,900	103,462	38,800	13,048,762
FL	23,010,000	0	792,500	0	18,600	23,821,100
GA	46,855,800	8,000	2,431,600	60,000	1,726,298	51,081,698
GU	301,100	0	109,500	0	0	410,600
HI	46,298,600	0	1,192,100	173,000	169,614	47,833,314
IA	36,961,800	0	1,783,400	33,600	10,894,284	49,673,084
ID	31,891,100	0	582,800	103,265	2,131,000	34,708,165
IL	52,750,200	10,000	1,273,700	135,603	5,735,085	59,904,588
IN	35,612,900	2,400	1,108,500	28,765	992,466	37,745,031
KS	62,027,400	44,000	1,516,600	192,754	5,374,018	69,154,772
KY	13,026,600	4,100	753,400	0	5,000,000	18,784,100
LA	25,704,700	0	842,800	63,069	19,494	26,630,063
MA	58,074,500	5,759,600	1,749,800	0	23,724,634	89,308,534
MD	39,237,000	0	1,053,600	38,920	780,003	41,109,523
ME	16,922,900	0	757,900	18,400	15,722,536	33,421,736
MI	76,095,000	70,100	1,537,400	31,000	7,058,746	84,792,246
MN	36,941,900	28,900	1,836,200	15,259	1,004,910	39,827,169
MO	48,219,200	0	2,433,400	99,561	184,442	50,936,603
MS	39,556,300	0	2,062,200	24,230	12,365,208	54,007,938
MT	20,444,800	208,500	649,800	0	3,600,250	24,903,350
NC	18,848,300	0	991,800	32,350	72,600	19,945,050
ND	22,678,100	0	771,500	0	2,633,011	26,082,611

Table 1 - Appropriations

FC 58 STATE	FC30 ANG O&M	FC56 AF O&M	FC17 ANG MILPERS	FC53 INVESTMENT	MILCON	TOTAL
NE	15,972,500	0	561,800	0	13,165,165	29,699,465
NH	17,619,800	0	612,800	19,074	0	18,251,674
NJ	45,886,800	1,900	1,510,500	75,337	27,750,647	75,225,183
NM	19,893,600	0	620,600	0	36,663	20,550,863
NV	17,256,800	0	465,500	0	424,575	18,146,875
NY	101,843,900	142,600	3,611,000	159,606	25,638,784	131,395,890
OH	84,602,200	14,800	3,179,000	189,167	10,418,101	98,403,268
OK	33,887,800	0	2,181,900	0	2,646,833	38,716,533
OR	47,393,200	0	1,344,700	0	11,884,879	60,622,779
PA	46,845,400	0	2,912,200	98,145	415,799	50,271,544
PR	24,706,200	0	900,400	50,000	960,200	26,616,800
RI	16,910,000	0	904,500	0	57,547	17,872,047
SC	21,066,800	12,000	648,000	65,172	3,231,300	25,023,272
SD	18,194,900	82,300	576,100	19,931	3,131,753	22,004,984
TN	53,530,000	3,200	3,419,200	0	842,586	57,794,986
TX	50,502,100	127,000	2,852,500	0	5,029,969	58,511,569
UT	19,755,700	0	1,536,200	37,660	1,921,263	23,250,823
VA	19,719,000	400,000	544,800	64,700	0	20,728,500
VT	20,961,600	0	759,800	0	684,602	22,406,002
WA	27,028,500	39,900	2,075,300	50,505	440,323	29,634,528
WI	39,158,600	652,900	2,014,300	171,534	6,804,318	48,801,652
WV	25,828,900	1,700	1,404,300	36,730	5,100	27,276,730
WY	13,121,800	0	798,000	0	22,243	13,942,043
TOTAL	1,900,237,300	9,303,000	74,548,600	2,483,465	230,728,359	
CENTRAL	672,004,300	44,726,000	1,138,375,000	7,130,000	834,000	
GTOTAL	2,572,241,600	54,029,000	1,212,923,600	9,613,465	231,562,359	

Table 2 - Conversions, Activations, Inactivations, Redesignations

CONVERSIONS

Aircraft

From	To	#	Unit	Location	Qtr
Air Mobility Command (AMC)					
	(Add) KC-135R	4	154 GP	Hickam AFB, HI	93/2
Air Combat Command (ACC)					
A-7D/K	KC-135R (AMC)	10	121 FW	Rickenbacker AGB, OH	93/2
A-7D/K	F-16C/D	24	132 FG	Des Moines, IA	93/2
A-7D/K	F-16C/D	18	138 FG	Tulsa, OK	93/4
A-7D/K	F-16C/D	24	150 FG	Kirtland AFB, NM	93/4
A-7D/K	F-16A/B	18	156 FG	San Juan, PR	93/1
A-7/DK	F-16C/D	18	178 FG	Springfield, OH	93/2
A-10A	F-16C/D	18	128 FW	Truax Field, WI	93/2
(Add)	OA-10A	6	175 FG	Baltimore, MD	93/1

ACTIVATIONS — 203 Air Refueling Squadron, Hickam AFB, HI (1 Jan 93)

INACTIVATIONS — None

REDESIGNATIONS

114 Combat Communications Sq, Patrick AFB, FL from 114 Communications Sq (15 Jun 93)

118 Combat Communications Sq, Badin ANGS, NC from 118 Communications Sq (15 June 93)

121 Air Refueling Wing, Rickenbacker ANGB, OH from 121 Tactical Fighter Wing (1 Jan 93)

154 Group, Hickam AFB, HI from 154 Composite Group (1 Feb 93)

166 Air Refueling Squadron, Rickenbacker ANGB, OH from 166 Tactical Fighter Squadron (1 Jan 93)

176 Group, Anchorage IAP, AK from 176 Composite Group (1 Feb 93)

205 Combat Communications Sq, Standiford Field, KY from 223 Communications Sq (15 Jun 93)

Appendix F — Air National Guard Statistics

Table 3 - Aircraft, Unit Location by Gaining Command

Aircraft	Number of Aircraft	Unit	Location
AIR COMBAT COMMAND (ACC)			
A-10A	18	103 FG	Bradley IAP, CT
A-10A	18	104 FG	Barnes MAP,MA
A-10A	12	110 FG	Battle Creek, MI
A-10A	18	175 FG	Baltimore, MD
F-15A/B	24	116 FW	Dobbins AFB, GA
F-15A/B	18	131 FW	St. Louis, MO
F-15A/B	24	159 FG	New Orleans NAS, LA
F-16A/B	18	113 FW	Andrews AFB, DC
F-16A/B	24	127 FW	Selfridge AGB, MI
F-16A/B	18	149 FG	Kelly AFB, TX
F-16A/B	18	156 FG	San Juan, PR
F-16A/B	24	169 FG	McEntire AGB, SC
F-16A/B	18	182 FG	Peoria, IL
F-16A/B	24	183 FG	Springfield, IL
F-16A/B	18	187 FG	Montgomery, AL
F-16A/B	18	188 FG	Ft Smith, AR
F-16C/D	18	114 FG	Sioux Falls, SD
F-16C/D	24	122 FW	Ft Wayne, IN
F-16C/D	18	128 FW	Truax Field, WI
F-16C/D	18	132 FW	Des Moines, IA
F-16C/D	18	138 FG	Tulsa, OK
F-16C/D	24	140 FW	Buckley AGB, CO
F-16C/D	24	150 FG	Kirtland AFB, NM
F-16C/D	18	174 FW	Syracuse, NY
F-16C/D	18	178 FG	Springfield, OH
F-16C/D	18	180 FG	Toledo, OH
F-16C/D	18	181 FG	Terre Haute, IN

Aircraft	Number of Aircraft	Unit	Location
F-16C/D	18	185 FG	Sioux City, IA
F-16C/D	24	192 FG	Richmond, VA
F-4G	24	124 FG	Boise, ID
OA-10A	06	110 FG	Battle Creek, MI (see A-10A)
OA-10A	18	111 FG	Willow Grove NAS, PA
OA-10A	06	175 FG	Baltimore, MD (see A-10A)
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
HC130/HH60	415	106 RQG	F S Gabreski IAP, NY
HC130/HH60	415	129 RQG	Moffet NAS, CA

AIR DEFENSE - ACC

Aircraft	Number of Aircraft	Unit	Location
F-15A/B	18	102 FW	Otis AGB, MA
F-15A/B	18	142 FG	Portland, OR
F-16A/B	18	107 FG	Niagara Falls, NY
F-16A/B	18	119 FG	Fargo, ND
F-16A/B	18	120 FG	Great Falls, MT
F-16A/B	18	125 FG	Jacksonville, FL
F-16A/B	18	144 FW	Fresno, CA
F-16A/B	18	147 FG	Ellington Field, TX
F-16A/B	18	148 FG	Duluth, MN
F-16A/B	18	158 FG	Burlington, VT
F-16A/B	18	177 FG	Atlantic City, NJ
F-16A/B	18	191 FG	Selfridge AGB, MI

AIR MOBILITY COMMAND (AMC)

Aircraft	Number of Aircraft	Unit	Location
C-130E	08	133 AW	Minneapolis/St Paul, MN
C-130E	08	135 AG	Baltimore, MD

Aircraft	Number of Aircraft	Unit	Location
C-130E	08	143 AG	Quonset Pt RI
C-130E	13	146 AW	Channel Islands AGS, CA
C-130E	12	167 AG	Martinsburg, WV
C-130E	08	189 AG	Little Rock AFB, AR
C-130H	08	109 AG	Schenectady, NY
C-130H	13	118 AW	Nashville, TN
C-130H	12	123 AW	Louisville, KY
C-130H	08	130 AG	Charleston, WV
C-130H	08	136 AW	Dallas NAS, TX
C-130H	08	137 AW	Will Rogers IAP, OK
C-130OH	08	139 AG	St. Joseph, MO
C-130H	02	145 AG	Charlotte, NC
C-130H	08	153 AG	Cheyenne, WY
C-130H	08	165 AG	Savannah, GA
C-130H	08	166 AG	Wilmington, DE
C-130H	08	179 AG	Mansfield, OH
C-141B	08	164 AG	Memphis, TN
C-141B	08	172 AG	Jackson, MS
C-5A	11	105 AG	Stewart IAP, NY
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 AGS, 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 Field, KS
KC-135R	10	121 ARW	Rickenbacker AGB, OH

Aircraft	Number of Aircraft	Unit	Location
KC-135R	10	128 ARG	Milwaukee, WI
KC-135R	10	160 ARG	Rickenbacker AGB, OH
KC-135R	10	186 ARG	Meridian, MS

AIR EDUCATION & TRAINING COMMAND (AETC)

F-16A/B	46	162 FG	Tucson, AZ
F-16A/B	18	114 FS	Klamath Falls, OR
F-16C/D	48	184 FG	McConnell AFB, KS

PACIFIC AIR COMMAND (PACAF)

C-130H	08	176 GP	Anchorage, AK
F-15A/B	24	154 GP	Hickam AFB, HI
HC130/HH60	214	176 GP	Anchorage, AK
KC-135E	08	168 ARG	Eielson AFB, AK
KC-135R	04	154 GP	Hickam AFB, HI

SPECIAL OPERATIONS COMMAND (SOC)

EC-130E	06	193 S OG	Harrisburg, PA

Appendix G — State Active Duty Missions

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
STATE AL						
93/09/22	93/09/24	Aerial Recon.	4	9	0	0
92/11/22	92/11/23	Aerial Survey	3	3	0	0
92/11/22	92/11/23	Electrical Support	2	2	0	0
92/11/22	92/11/23	Electrical Support	2	6	0	0
92/11/22	92/11/23	Emergency Shelter	2	6	0	0
93/05/21	93/05/23	Fire Fighting Spt	20	37	0	0
93/01/01	93/03/31	Generator Repair	3	8	0	0
92/12/18	92/12/18	Search and Rescue	3	3	0	0
93/03/13	93/03/31	Snowstorm Recovery	701	3174	0	0
92/09/16		Water Haul	3	680	0	0
92/10/02	92/10/09	Water Haul	3	12	0	0
92/12/31	93/01/01	Water Haul	4	8	0	0
93/04/01		Water Haul	7	49	0	0
93/07/09		Water Haul	4	113	0	0
93/07/23	93/07/27	Water Haul	4	13	0	0
93/07/23	93/08/05	Water Haul	9	26	0	0
93/07/30		Water Haul	4	93	0	0
93/08/17	93/08/31	Water Haul	7	62	0	0
93/08/18	93/09/02	Water Haul	20	156	0	0
93/09/02	93/09/08	Water Haul	7	15	0	0
93/09/08	93/09/13	Water Haul	7	17	0	0
		TOTAL FOR AL	**819**	**4492**	**0**	**0**
STATE AR						
93/07/16	93/07/17	Aerial Search	3	3	0	0
93/02/25	93/03/04	Generator Support	119	387	0	0
93/05/31	93/06/04	Medical Support	97	679	0	0
93/02/24	93/02/24	Search and Rescue	3	3	0	0
93/05/24	93/05/27	Water Haul	1	1	0	0
93/05/26	93/07/06	Water Haul	1	42	0	0
93/07/08	93/07/15	Water Haul	1	8	0	0
93/08/23	93/08/26	Water Haul	5	20	0	0
		TOTAL FOR AR	**230**	**1143**	**0**	**0**

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
STATE AZ						
93/06/25	93/06/25	Aerial Recon	3	3	0	0
92/12/01	93/03/31	Emergency Shelter	15	607	0	0
93/07/30	93/08/04	Emergency Shelter	1	4	0	0
93/08/02	93/08/04	Emergency Shelter	1	6	0	0
93/08/04	93/08/06	Emergency Shelter	3	9	0	0
93/08/04	93/08/09	Emergency Shelter	4	20	0	0
93/08/04	93/08/09	Emergency Shelter	6	27	0	0
93/08/19	93/10/01	Fire Fighter Support	3	6	0	0
93/08/20	93/08/21	Fire Fighter Support	3	3	0	0
93/08/28	93/08/29	Fire Fighter Support	3	5	0	0
93/07/29	93/07/30	Fire Fighting Support	4	6	0	0
93/07/31	93/08/03	Fire Fighting Support	4	13	2	6
93/05/13	93/05/13	Fire Fighting Support	1	1	0	0
93/08/10	93/08/12	Fire Fighting Support	2	6	0	0
93/07/02	93/07/05	Fire Fighting Support	9	36	0	0
93/01/08		Flood Recovery	219	12315	71	1025
93/09/13	93/09/13	Hazardous Spill	3	3	0	0
93/07/08	93/07/09	Law Enforcement Support	9	9	0	0
92/11/01	92/11/01	Search and Rescue	2	2	0	0
93/04/22	93/04/22	Search and Rescue	3	3	0	0
93/06/23	93/06/23	Search and Rescue	3	3	0	0
93/06/29	93/06/29	Search and Rescue	22	22	0	0
93/08/22	93/08/22	Search and Rescue	3	3	0	0
93/04/29	93/05/01	Security	1	7	0	0
93/05/27	93/06/14	Security	3	57	0	0
93/05/29	93/06/02	Security	6	6	0	0
93/06/17	93/07/05	Security	13	58	0	0
		TOTAL FOR AZ	**352**	**13243**	**73**	**1031**
STATE CA						
92/10/01	92/10/30	Admin Log Support	3	90	0	0
93/01/16	93/01/19	Aerial Recon	3	12	8	24
93/08/09	93/08/10	Aerial Recon	4	8	0	0
92/10/01	93/08/10	C and C LA Riots	3	124	0	0
93/03/11	93/03/11	CD Training	4	4	0	0
92/12/31	93/01/04	CMD for Snow Removal	6	30	0	0
93/01/17	93/02/15	Emergency Response	1	15	16	74
92/11/01	93/03/31	Emergency Shelter	19	328	0	0
92/12/29	93/01/02	Emergency Shelter	2	10	0	0
92/12/31	93/01/01	Emergency Shelter	2	4	0	0

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
92/12/31	93/01/07	Emergency Shelter	2	16	0	0
93/01/13	93/01/22	Emergency Shelter	2	20	0	0
93/01/16	93/01/22	Emergency Shelter	0	0	2	12
93/01/21	93/01/25	Emergency Shelter	2	10	0	0
93/01/28	93/01/29	Emergency Shelter	2	4	0	0
93/01/19	93/01/20	Emergency Shelter	0	0	8	16
93/03/24	93/03/25	Evacuation Support	18	36	0	0
92/10/01	92/11/12	Fire Fighting Support	3	78	0	0
93/01/17	93/01/22	Flood Recovery	42	194	3	6
93/01/18	93/01/22	Flood Recovery	8	40	0	0
93/01/20	93/01/22	Flood Recovery	4	12	0	0
93/01/21	93/01/23	Flood Recovery	6	18	0	0
93/04/12	93/04/25	Law Enforcement Support	1426	8625	37	236
93/01/16	93/01/20	Liaison Officer	1	2	0	0
93/02/05	93/02/08	Liaison Support	1	3	0	0
93/06/01	93/06/01	Rescue	4	4	0	0
93/05/30	93/05/30	Search	4	4	0	0
93/01/11	93/01/11	Search and Rescue	7	7	0	0
93/04/01	93/04/01	Search and Rescue	4	4	0	0
93/04/26	93/04/26	Search and Rescue	4	4	0	0
93/05/13	93/05/13	Search and Rescue	4	4	0	0
93/08/17	93/08/17	Search and Rescue	3	3	0	0
93/08/26	93/08/26	Search and Rescue	4	4	0	0
92/10/30	93/06/15	Security	4	872	0	0
93/02/17	93/02/19	Shelter Support	1	3	0	0
92/12/29	93/01/04	Snow Removal	4	28	0	0
92/12/31	93/01/07	Snow Removal	16	128	0	0
93/01/14	93/01/28	Snow Removal	28	212	0	0
93/01/14	93/02/04	Snow Removal	21	99	0	0
93/01/01	93/01/07	Snowstorm Recovery	2	14	0	0
93/01/07	93/01/10	Snowstorm Recovery	27	125	0	0
92/12/08	92/12/11	Storm Recovery	6	24	0	0
92/12/31	93/01/04	Transportation	20	100	0	0
93/03/04	93/03/06	Transportation Support	5	15	0	0
93/01/22	93/01/25	Water Haul	10	40	0	0
		TOTAL FOR CA	**1742**	**11377**	**74**	**368**

STATE CO

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
92/11/07	92/11/08	Search and Rescue	3	2	0	0
		TOTAL FOR CO	**3**	**2**	**0**	**0**

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
STATE CT						
92/12/11	92/12/13	Snowstorm Recovery	123	123	0	0
93/03/13	93/03/14	Snowstorm Recovery	43	43	0	0
		TOTAL FOR CT	**166**	**166**	**0**	**0**
STATE DE						
93/09/12	93/09/12	Fire Fighter Support	3	3	0	0
93/08/31	93/09/07	Hurricane	10	10	0	0
93/03/13	93/03/14	Snowstorm Recovery	47	76	0	0
		TOTAL FOR DE	**60**	**94**	**0**	**0**
STATE FL						
92/11/06	92/12/06	Law Enforcement Support	152	3039	0	0
93/05/27	93/05/30	Law Enforcement Support	245	958	3	5
93/03/13	93/04/16	Snowstorm Recovery	366	1124	25	277
92/10/11	92/11/16	Storm Recovery	33029	41054	37	154
		TOTAL FOR FL	**4072**	**46175**	**65**	**436**
STATE GA						
93/03/13	93/03/19	Snowstorm Recovery	781	3304	54	184
92/11/22	92/11/30	Tornado Recovery	11	21	15	15
93/02/22	93/02/25	Tornado Recovery	25	25	1	1
		TOTAL FOR GA	**817**	**3350**	**70**	**200**
STATE GU						
93/08/10	93/08/22	EQ Recovery	89	1245	46	120
92/10/01	92/10/31	Storm Recovery	32	791	17	374
		TOTAL FOR GU	**121**	**2036**	**63**	**494**
STATE HI						
92/10/01	92/11/07	Storm Recovery	660	10200	161	2589
		TOTAL FOR HI	**660**	**10200**	**161**	**2589**
STATE IA						
93/04/01	93/04/02	Aerial Recon Sar	3	6	0	0
92/10/19	92/10/19	Aerial Search	3	3	0	0
93/04/03	93/04/04	Flood Recovery	66	130	0	0
93/06/27		Flood Recovery	2071	3000	135	284
		TOTAL FOR IA	**2143**	**3139**	**135**	**284**

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
STATE ID						
93/07/17	93/07/20	Security	24	73	0	0
93/01/25	93/02/05	Snow Removal	14	108	14	30
		TOTAL FOR ID	**38**	**181**	**14**	**30**
STATE IL						
93/04/24	93/05/04	Aerial Recon Transportation	9	32	0	0
93/07/02	93/08/30	Flood Recovery	3145	96065	969	28413
93/04/25	93/05/05	Transportation	4	20	0	0
		TOTAL FOR IL	**3158**	**96117**	**969**	**28413**
STATE IN						
92/10/08	92/10/09	Aerial Rescue Training	3	6	0	0
93/02/11	93/02/12	Emergency Shelter	3	5	0	0
93/01/06	93/01/17	Flood Recovery	184	500	0	0
93/08/20	93/08/26	Flood Recovery	22	157	0	0
93/06/15	93/06/16	Search and Rescue	1	1	0	0
93/06/16	93/06/16	Search and Rescue	3	3	0	0
92/10/01	92/10/02	Water Haul	1	2	0	0
		TOTAL FOR IN	**217**	**674**	**0**	**0**
STATE KS						
93/07/15	93/07/15	Aerial Recon	3	3	0	0
93/07/16	93/07/16	Aerial Recon	3	3	0	0
93/02/03	93/02/04	Aerial Search	3	0	0	0
92/11/24	92/11/26	Emergency Shelter	2	4	0	0
93/01/02	93/01/02	Emergency Shelter	5	5	0	0
93/02/15	93/02/16	Emergency Shelter	2	3	0	0
93/02/15	93/02/16	Emergency Shelter	2	4	0	0
93/03/18	93/03/19	Emergency Shelter	1	2	0	0
92/11/24	92/11/25	Emergency Transportation	4	8	0	0
92/11/25	92/11/25	Emergency Transportation	2	2	0	0
92/11/25	92/11/25	Emergency Transportation	5	5	0	0
92/11/25	92/11/26	Emergency Transportation	8	10	0	0
93/04/04	93/04/06	Emergency Water Haul	1	2	0	0
93/07/01	93/07/01	Evacuation	4	4	0	0
93/05/11	93/05/12	Flood Recovery	51	103	0	0
93/07/01	93/07/01	Flood Recovery	4	4	0	0
93/07/06	93/07/06	Flood Recovery	2	2	0	0

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/07/10	93/07/13	Flood Relief.	304	696	12	26
93/07/18	93/09/11	Flood Relief	714	6217	37	193
93/09/24	93/09/29	Flood Relief	29	29	0	0
92/12/22	92/12/23	Search and Rescue	0	0	0	0
93/07/16	93/07/18	Water Haul	2	6	0	0
		TOTAL FOR KS	**1151**	**7152**	**49**	**219**

STATE KY

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/06/17	93/06/17	Ceremony Support	13	13	0	0
93/06/23	93/06/23	Ceremony Support	4	4	0	0
93/06/18	93/06/18	Maintenance	19	19	0	0
93/03/12	93/03/18	Snowstorm Recovery	215	821	0	0
93/06/09	93/06/17	Storm Recovery	32	317	0	0
		TOTAL FOR KY	**283**	**1174**	**0**	**0**

STATE LA

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/01/20	93/01/23	Flood Recovery	59	101	0	0
92/10/01	92/10/31	Medical Support	13	60	0	0
93/04/08	93/04/13	Security/Support	39	195	0	0
92/10/01	93/11/22	Storm Recovery	124	2924	9	108
93/04/14	93/04/20	Storm Recovery	17	119	0	0
93/04/14	93/04/23	Storm Recovery	16	160	0	0
92/11/03	92/11/15	Tornado Recovery	32	250	0	0
		TOTAL FOR LA	**300**	**3809**	**9**	**108**

STATE MA

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/07/15	93/07/19	Fire Fighting Support	113	594	0	0
93/04/01	93/04/07	Flood Recovery	8	64	0	0
93/02/16	93/02/17	Search and Rescue	5	5	0	0
93/07/04	93/07/05	Security	16	32	0	0
92/12/11	92/12/18	Snow Storm Recovery	1200	1546	70	145
93/07/15	93/09/11	Water Haul	8	16	0	0
		TOTAL FOR MA	**1350**	**2257**	**70**	**145**

STATE MD

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/03/13	93/03/18	Snowstorm Recovery	105	358	0	0
		TOTAL FOR MD	**105**	**358**	**0**	**0**

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
STATE ME						
93/03/13	93/03/14	Snowstorm Recovery	20	40	0	0
		TOTAL FOR ME	**20**	**40**	**0**	**0**
STATE MI						
93/03/29	93/03/30	Search and Rescue	4	8	0	0
		TOTAL FOR MI	**4**	**8**	**0**	**0**
STATE MN						
93/06/26	93/06/26	Aerial Recon	3	3	0	0
93/06/29	93/06/29	Aerial Recon	6	6	0	0
93/05/21	93/05/21	Aerial Search	3	3	0	0
93/06/21	93/06/28	DPW Assistance	4	28	0	0
93/06/27	93/06/27	Flood Recovery	0	0	2	2
93/07/11	93/07/11	Flood Relief	11	11	0	0
93/06/24	93/07/06	Security	4	48	0	0
93/07/02	93/07/03	Storm Recovery	21	40	0	0
93/07/02	93/07/03	Storm Recovery	40	80	0	0
93/08/05	93/08/12	Transportation	14	26	0	0
93/06/24	93/06/26	Water Haul	4	8	0	0
		TOTAL FOR MN	**110**	**253**	**2**	**2**
STATE MO						
93/07/04	93/09/20	Flood Recovery	1788	43166	835	11438
		TOTAL FOR MO	**1788**	**43166**	**835**	**11438**
STATE MT						
92/11/28	92/11/30	Search and Rescue	4	4	0	0
		TOTAL FOR MT	**4**	**4**	**0**	**0**
STATE NC						
93/07/01	93/07/01	Aerial Search	3	3	0	0
93/06/21	93/06/21	Aerial Transportation	3	3	0	0
92/11/23	92/11/24	Aviation Support	9	12	0	0
93/06/04	93/06/10	Generator Support	4	20	0	0
93/07/23	93/08/04	Generator Support	2	2	0	0
93/08/31	93/09/15	Hurricane	234	1070	0	0
93/06/08	93/06/08	Search	2	2	0	0
93/06/17	93/06/17	Search	2	2	0	0
93/06/18	93/06/18	Search and Rescue	3	3	0	0

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/07/01	93/07/01	Search and Rescue	3	3	0	0
93/03/13	93/03/23	Snowstorm Recovery	499	3000	0	0
93/07/12	93/07/20	Transportation	5	31	0	0
92/12/02	92/12/09	Water Haul	2	14	0	0
93/01/27	93/01/28	Water Haul	2	2	0	0
93/02/09	93/02/09	Water Haul	2	2	0	0
93/02/23	93/02/24	Water Haul	4	8	0	0
93/03/05	93/03/12	Water Haul	2	4	0	0
93/03/15	93/07/21	Water Haul	3	3	0	0
93/05/04	93/05/10	Water Haul	3	3	0	0
93/07/06	93/07/12	Water Haul	2	10	0	0
93/07/21	93/07/22	Water Haul	3	4	0	0
93/08/25	93/08/25	Water Haul	2	2	0	0
93/08/25	93/08/31	Water Haul	2	10	0	0
		TOTAL FOR NC	**796**	**4213**	**0**	**0**

STATE ND

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
92/10/09	92/10/10	Aerial Search	59	102	0	0
93/01/31	93/02/01	Electrical Support	32	64	5	10
93/07/16	93/07/17	Flood Relief	27	27	0	0
93/07/27	93/07/30	Flood Relief	14	30	0	0
93/08/31	93/09/01	Hurricane	32	82	0	0
		TOTAL FOR ND	**164**	**305**	**5**	**10**

STATE NE

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/06/07	93/06/08	Aerial Recon	8	8	0	0
93/03/08	93/03/26	Aerial Survey	43	347	0	0
92/12/12	92/12/13	Emergency Shelter	1	1	0	0
93/07/08	93/08/10	Flood Recovery	22	133	0	0
93/07/09	93/07/16	Flood Recovery	5	32	0	0
93/07/09	93/07/11	Law Enforcement Support	21	49	0	0
		TOTAL FOR NE	**100**	**570**	**0**	**0**

STATE NH

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
92/10/10	92/10/17	Aerial Search	3	3	0	0
92/10/05	92/10/05	Search and Rescue	3	3	0	0
93/06/25	93/06/25	Search and Rescue	2	2	0	0
93/08/14	93/08/14	Search and Rescue	5	5	0	0
		TOTAL FOR NH	**13**	**13**	**0**	**0**

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
STATE NJ						
93/03/04	93/03/05	Evacuation	87	118	0	0
92/12/11	92/12/14	Storm Recovery	301	929	0	0
		TOTAL FOR NJ	**388**	**1047**	**0**	**0**
STATE NM						
92/10/07	92/10/07	Aerial Search	0	0	0	0
93/01/08	93/01/12	Medical Support	25	100	0	0
92/10/31	92/11/02	Water Haul	3	9	0	0
92/11/07	92/11/09	Water Haul	4	12	0	0
93/01/03	93/01/07	Water Haul	2	10	0	0
93/03/02	93/03/05	Water Haul	3	12	0	0
93/03/25	93/03/31	Water Haul	4	12	0	0
93/04/16	93/05/15	Water Haul	3	60	0	0
93/04/25	93/04/31	Water Haul	4	11	0	0
93/07/10	93/07/21	Water Haul	2	24	0	0
93/08/08	93/08/12	Water Haul	5	11	0	0
93/06/05	93/06/17	Water Haul	4	26	0	0
		TOTAL FOR NM	**59**	**287**	**0**	**0**
STATE NV						
92/11/18	92/11/25	Law Enforcement Support	0	0	8	51
		TOTAL FOR NV	**0**	**0**	**8**	**51**
STATE NY						
93/04/02	93/04/04	Evacuation	16	33	0	0
93/07/16	93/07/16	Medical	4	4	30	30
93/04/30	93/05/10	Security	112	656	0	0
93/04/12	93/04/13	Shelter	4	4	0	0
93/03/12	93/03/18	Snowstorm Recovery	2042	2563	12	29
92/12/11	91/12/17	Storm Recovery	14	60	0	0
92/12/11	92/12/11	Storm Recovery	14	0	0	0
92/12/11	92/12/17	Storm Recovery	350	2634	0	0
93/04/12	93/05/10	Transportation	19	244	0	0
		TOTAL FOR NY	**2575**	**6198**	**42**	**59**

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
STATE OH						
93/06/27	93/06/27	Aerial Recon	5	5	0	0
93/04/14	93/04/30	Law Enforcement Support	994	9822	54	201
93/07/30	93/08/05	Storm Recovery	100	325	0	0
93/03/13	93/03/16	Transportation Support	44	73	0	0
		TOTAL FOR OH	**1143**	**10225**	**54**	**201**
STATE OK						
93/02/09	93/02/09	Aerial Support	3	3	0	0
93/05/08	93/05/08	Evacuation	4	4	0	0
93/09/26	93/09/29	Flood Relief	79	200	0	40
93/04/24	93/05/05	Security	111	835	0	0
93/05/09	93/05/11	Security	3	9	0	0
93/05/12	93/05/14	Shelter	1	3	0	0
		TOTAL FOR OK	**201**	**1054**	**0**	**40**
STATE PA						
93/03/12	93/03/19	Snowstorm Recovery	1100	5562	0	0
		TOTAL FOR PA	**1100**	**5562**	**0**	**0**
STATE PR						
93/05/29	93/06/01	CD Law Enforcement	143	574	0	0
93/06/04	93/06/06	CD Law Enforcement	140	347	0	0
93/06/12	93/06/13	CD Law Enforcement	102	204	0	0
93/03/28	93/04/06	Counterdrug Support	34	125	0	0
93/06/02		Security	1275	120000	0	0
		TOTAL FOR PR	**1694**	**121250**	**0**	**0**
STATE RI						
93/03/13	93/03/14	Snowstorm Recovery	38	38	114	114
93/08/28	93/09/10	Water Haul	4	46	0	0
93/09/14		Water Haul	6	102	0	0
		TOTAL FOR RI	**48**	**186**	**114**	**114**
STATE SC						
93/03/13	93/03/20	Snowstorm Recovery	73	222	1	1
		TOTAL FOR SC	**73**	**222**	**1**	**1**

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
STATE SD						
92/10/01	92/10/01	Fire Fighting Support	4	4	0	0
92/10/14	92/10/21	Fire Fighting Support	1	11	0	0
93/07/03	93/07/04	Flood Recovery	15	30	0	0
93/02/05	93/02/05	Hazmat Cleanup	0	0	6	6
		TOTAL FOR SD	**20**	**45**	**6**	**6**
STATE TN						
93/03/13	93/03/18	Snowstorm Recovery	1385	5389	0	0
		TOTAL FOR TN	**1385**	**5389**	**0**	**0**
STATE TX						
93/08/23	93/08/24	Fire Fighter Support	11	34	0	0
93/06/19	93/06/22	Search and Rescue	6	24	0	0
92/11/24	92/11/26	Snowstorm Recovery	16	44	0	0
		TOTAL FOR TX	**33**	**102**	**0**	**0**
STATE UT						
92/11/04	92/11/10	Aerial Search	3	0	0	0
93/01/11	93/01/17	Security Support	2	14	0	0
93/01/12	93/01/17	Security Support	3	18	0	0
93/01/11	93/01/17	Snow Removal	0	0	7	40
93/01/11	93/01/17	Snow Removal	8	56	0	0
93/01/11	93/01/17	Snow Removal	11	77	2	14
93/01/11	93/01/17	Snow Removal	17	60	2	10
93/01/11	93/01/17	Snow Removal	69	359	10	20
93/01/13	93/01/17	Snow Removal	2	10	2	10
93/01/13	93/01/17	Snow Removal	6	30	0	0
93/01/13	93/01/17	Snow Removal	8	16	2	4
93/01/13	93/01/17	Snow Removal	20	60	0	0
93/01/11	93/01/17	Snowstorm Recovery	4	28	0	0
93/01/11	93/01/17	Transportation Support	2	14	0	0
		TOTAL FOR UT	**155**	**742**	**25**	**98**
STATE VA						
93/08/06	93/08/09	Aerial Recon	11	11	0	0
93/07/24	93/07/24	Fire Fighting Support	3	3	0	0
92/12/11	92/12/12	Snowstorm Recovery	37	60	0	0
93/03/13	93/04/09	Snowstorm Recovery	169	1140	0	0

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/08/31	93/09/01	Storm Recovery	29	29	0	0
		TOTAL FOR VA	**249**	**1243**	**0**	**0**

STATE WA

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/01/20	93/01/26	Storm Recovery	48	254	7	16
		TOTAL FOR WA	**48**	**254**	**7**	**16**

STATE WI

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/01/29	93/01/29	Aerial Search	4	2	0	0
93/06/20	93/07/01	Flood Recovery	250	460	0	0
93/07/09	93/08/27	Flood Relief	675	3475	1	2
93/06/28	93/06/31	Medivac	33	71	0	0
92/11/13	92/11/13	Search and Rescue	3	1	0	0
93/06/09	93/06/10	Security	51	71	0	0
93/04/08	93/04/16	Water Haul	4	31	0	0
93/06/20	93/06/25	Water Haul	5	30	0	0
93/08/24	93/08/30	Water Haul	4	28	0	0
		TOTAL FOR WI	**1029**	**4169**	**1**	**2**

STATE WV

Start Date	End Date	Mission Category	Army Personnel	Army Mandays	Air Personnel	Air Force Mandays
93/09/14	93/09/24	Fire Fighter Support	28	133	18	31
92/10/31	92/10/31	Fire Fighting Training	21	21	0	0
93/08/27	93/08/27	Law Enforcement Support	2	2	0	0
92/12/05	92/12/05	Medivac	4	4	0	0
92/10/01	92/10/04	Security Support	4	16	0	0
92/12/11	92/12/15	Snowstorm Recovery	11	77	0	0
93/03/13	93/03/19	Snowstorm Recovery	80	434	0	0
92/10/08	92/10/11	Traffic Control	10	32	0	0
92/10/17	92/10/17	Traffic Control	12	12	0	0
92/10/03	92/10/03	Transportation Support	14	14	0	0
92/10/01	92/10/30	Water Haul	8	8	0	0
92/12/29	93/01/01	Water Haul	2	3	0	0
		TOTAL FOR WV	**196**	**756**	**18**	**31**

TOTALS FOR FY 1993 **31182** **414442** **2870 46386**

Appendix H — Counterdrug Operations

Table 1 - Missions Conducted (By Mission Type)

MISSION NUMBER	MISSION TYPE	NUMBER OF OPERATIONS
#1	Ground Recon	295
#2	Ground Surveillance	1527
#3	Surface Transport	128
#4	Aerial Recon	1189
#5	Aerial Surveillance	226
#6	Aerial Transport	216
#7	Ground Radar	8
#8	Cargo Inspection	303
#9	Training	235
#10	Aerial Photo Recon	186
#11	Coordination/Liason	260
#12	MJ/Drug Lab Erad	257
#13	Film Processing	100
#14	Admin/Info/Log	1063
#15	Engineer Support	116
#16	Aerial Interdiction	25

TOTAL OPERATIONS: 6311

Table 2 - Assisted Seizures

MISSION NUMBER	NUMBER OF OPERATIONS	STATES SUPPORTING	VALUE DRUGS SEIZED
#1	295	32	19,158,919,246
#2	1,527	46	2,294,924,391
#3	128	21	297,609,380
#4	1,189	54	94,346,267,186
#5	226	32	167,417,268
#6	216	33	232,491,051
#7	8	6	54,000
#8	303	45	3,790,681,689
#9	235	42	21,090,350
#10	186	17	390,300
#11	260	54	2,656,775,708
#12	257	20	17,511,989,154
#13	100	8	42,727,207
#14	1,063	54	6,528,437,527
#15	116	20	476,635
#16	25	5	1,184,389,400

TOTAL OPERATIONS: 6311

TOTAL VALUE OF DRUGS SEIZED: $148.453 BILLION

Table 3 - Federal LEA Seizures Assisted

FEDERAL LEA	# OF OPERATIONS	# OF STATES SUPPORTING
ATF	39	17
BIA	10	5
BLM	91	51
DEA	625	51
DOI	4	3
DOJ	23	11
TREAS	1	1
FAA	18	30
FBI	61	20
FWP	1	1
INS	29	12
NPS	33	14
USBP	138	18
USCG	32	3
USCS	494	46
USFWS	4	8
USMS	59	19
USPS	21	11

Table 4 - Support Mandays/Workdays

FY 89 - FY 93

Thousands

1420,513

1092,319

875,513

532,449

149,449

■ Mandays/Workdays

1989 1990 1991 1992 1993
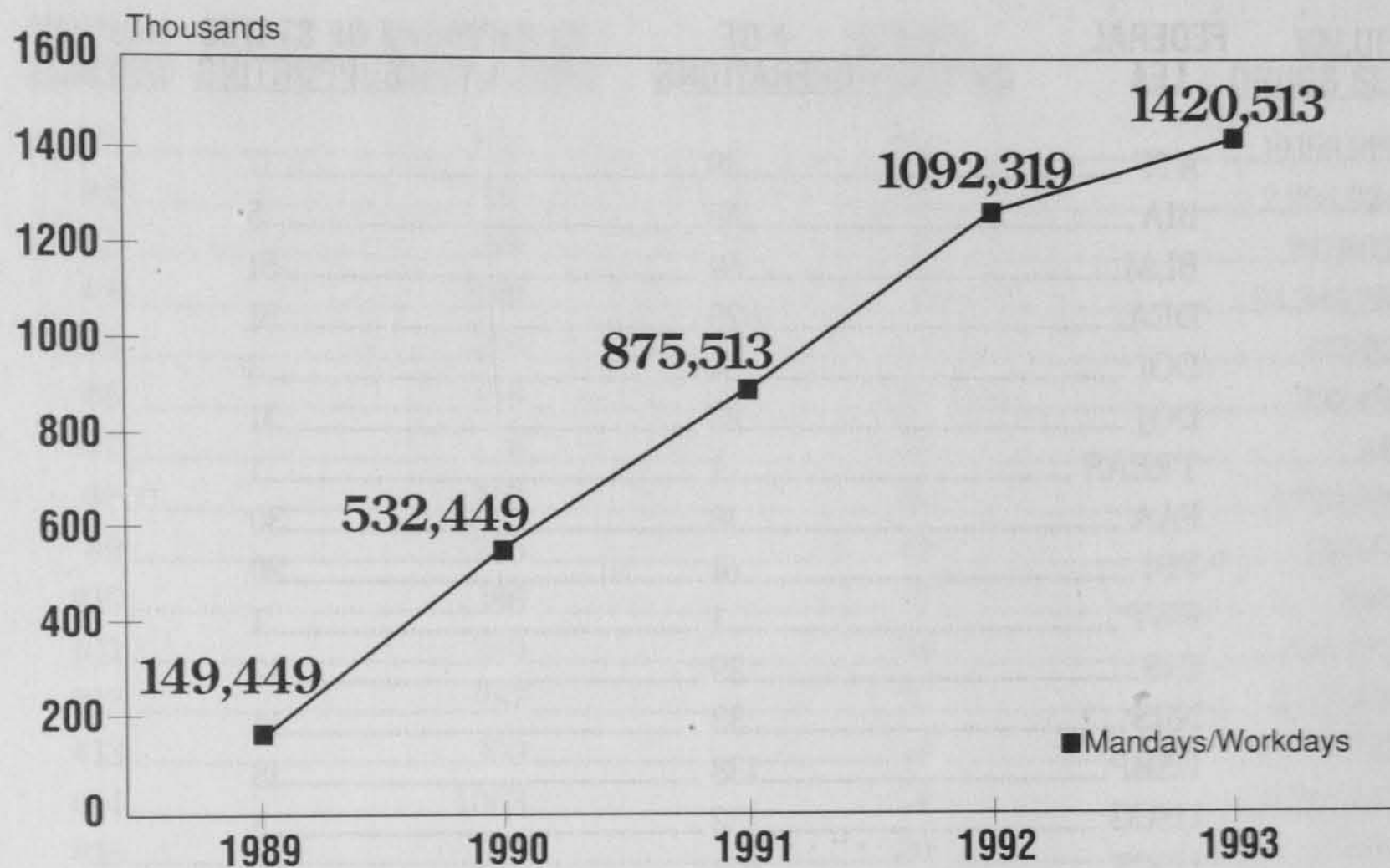
Table 5 - Counterdrug Missions

FY 89 - FY 93

Thousands

6,311

5,815 5,926

5,155

1,811

■ Operations

1989 1990 1991 1992 1993
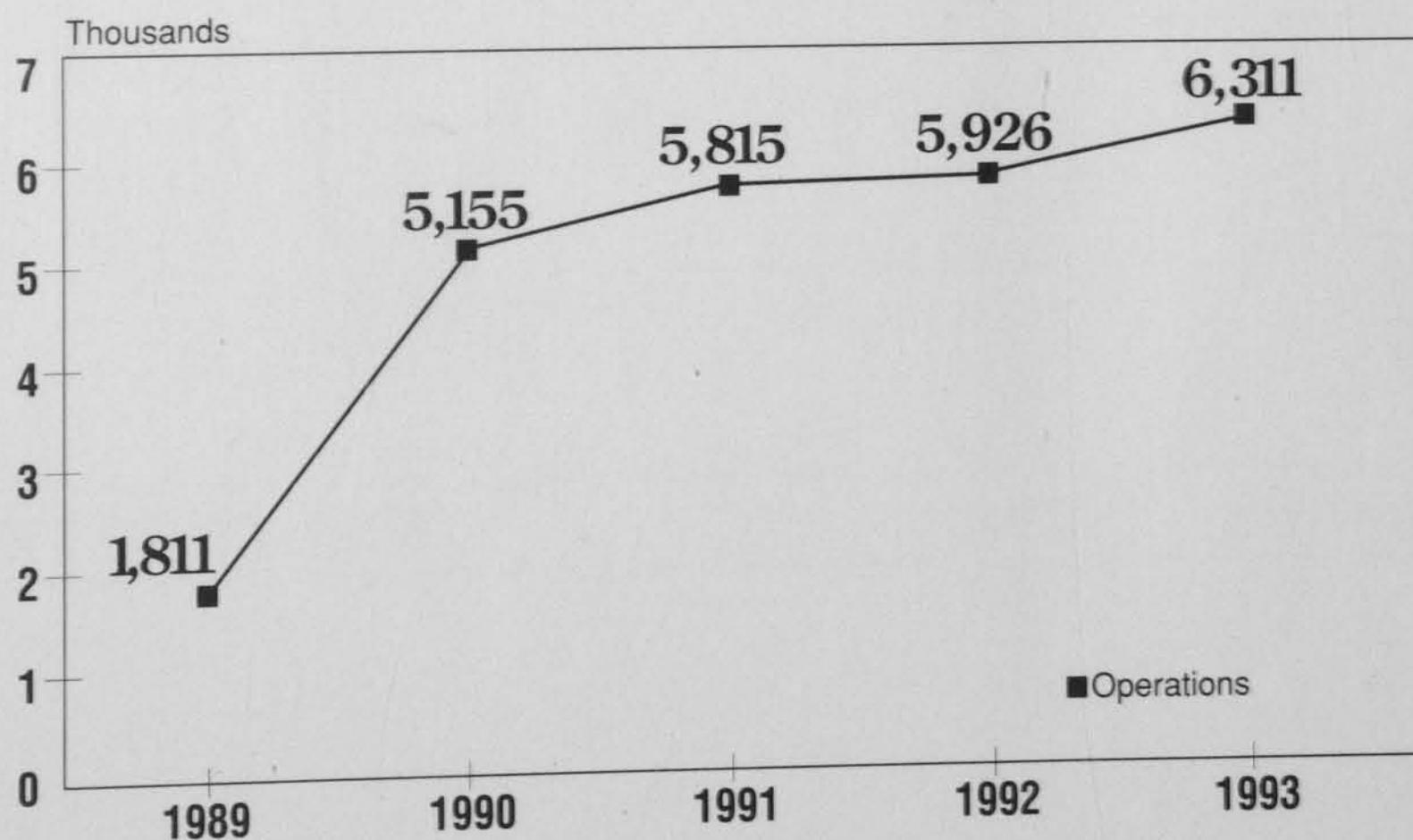
Appendix I — Race/Ethnic Statistics

ARMY NATIONAL GUARD

	OFFICER		ENLISTED	
	#	%	#	%
Black	2964	6.3	61,415	16.7
Hispanic	1661	3.6	23,859	6.6
Asian/Pacific Island	609	1.3	4,498	1.2

AIR NATIONAL GUARD

	OFFICER		ENLISTED	
	#	%	#	%
Black	561	3.7	8,839	8.5
Hispanic	351	2.5	4,976	4.8
Asian/Pacific Island	223	1.6	2,059	2.0
American Indian/ Alaska Native	106	.7	918	.9