

ANNUAL REVIEW OF THE CHIEF, NGB

ANNUAL REVIEW OF THE CHIEF

NATIONAL GUARD BUREAU

FISCAL YEAR 1994



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**A N N U A L R E V I E W
O F T H E C H I E F**

N A T I O N A L G U A R D B U R E A U



TO THE SECRETARIES OF THE ARMY AND THE AIR FORCE:

The Annual Review of the Chief, National Guard Bureau for FY94 is respectfully submitted.

The Army National Guard ended this fiscal year with fewer personnel and fewer units than in Fiscal Year 1993. Readiness and force structure issues converged with the Department of the Army's approval of 15 "Enhanced Brigades" for the Army Guard. These brigades will be organized and resourced in order to mobilize, train and to be available for deployment 90 days after call-up, for employment in regional conflicts or to reinforce active component divisions in any crisis.

As the active Air Force has been sharply reduced in size, the Air National Guard's role in the Total Force has grown. The Kansas Air National Guard's 184th Bomb Wing completed its transition to the B-1B bomber in July '94, marking the first-ever bombers in the Air National Guard inventory. And while the total number of Air Guard fighter-

interceptor units has declined, the Guard in January 1994 assumed responsibility for the entire Air defense of the continental U.S. against air-breathing airborne threats.

This fiscal year, men and women of the National Guard were part of military and humanitarian relief operations in Somalia, Rwanda, and Bosnia. In addition, National Guard units and individual personnel continued to deploy all over the globe for realistic training. The past year's statistics on increased numbers of personnel called up for state duty continued in FY94, as the National Guard responded to severe flooding in the Southeastern U.S. and forest fires in the Western states.

In December 1994 the National Guard celebrated its 358th birthday. As the twentieth century draws to a close, the nation's military is in a period of transition. The National Guard, the U.S. military's oldest component, remains ready to serve both state and nation, as it has for almost 360 years.



John R. D'Araujo, Jr.

*Major General, USA
Acting Chief, NGB*



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CHIEF, NATIONAL GUARD BUREAU

Reserve Component
Automation System

Office of the Chief

Counsel to CNGB	Internal Review & Audit Compliance	Policy & Liaison
Administrative Services	Judge Advocate	Public Affairs
Acquisition	Human Resources	Assistant for Property and Fiscal Affairs & Special Competition Advocate
Counterdrug Task Force	Equal Opportunity	International Initiatives
General Officer Management	Executive Initiatives	
Inspector General		

DIRECTOR, ARMY NATIONAL GUARD

Chief of Staff
Secretary of the General Staff
Facility Management Office

Research & Staff Support	Force Management Directorate
Directorate of Engineering	Aviation & Safety Directorate
Environmental Programs Directorate	Logistics Directorate
Comptroller Directorate	Information Systems Directorate
Operations, Training and Readiness Directorate	Professional Education Center (N. Little Rock, Arkansas)
Personnel Directorate	Operational Support Airlift Project Director (Ft. Belvoir, VA)

DIRECTOR, AIR NATIONAL GUARD ANG Readiness Ctr, Andrews AFB

Staff Management Office

8201st Mission Support Sqdn

Directorate for Acquisition	Directorate of Productivity and Quality
The Civil Engineer	Operations Directorate
Directorate of Personnel	Office of the Chaplain
Directorate of Financial Mgmt/Comptroller	Counterdrug Directorate
Directorate for Command Control, Communications and Computers	Directorate of Security
Directorate for Logistics	Directorate of Training
Office of the Air Surgeon	Directorate of Plans, Programs & Manpower
Directorate for Operations, Plans and Programs	Director of Medical Services

ARMY NATIONAL GUARD

PERSONNEL

396,928 Personnel
26,820 Technicians
24,180 Active Guard/
Reserve (AGR)

MAJOR UNITS

8 Divisions (5 Inf, 1 Lt Inf, 1 Armd, 1 Mech)
22 Brigades (10 Inf, 6 Mech, 4 Armd, 1 Lt Inf, 1 Cav)
1 Armored Cavalry Regiment
2 Special Forces Groups
1 Infantry Group (Arctic Recon)
16 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 Chemical Brigade Headquarters

AIR NATIONAL GUARD

PERSONNEL

113,586 Personnel
24,063 Technicians
9,312 Active Guard/
Reserve (AGR)

ORGANIZATION

1669 Units
24 Wings (Flying)
67 Groups (Flying)
97 Squadrons (Flying)
5 Training Units (Flying)
330 Non-Flying Support Units
8 Combat Communications Groups
37 Communications Squadrons
26 Air Control Squadrons
19 Electronic Installation Squadrons
3 Air Control Groups

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 94 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.

THE NATIONAL GUARD

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THE NATIONAL GUARD BUREAU

IS BOTH A STAFF AND

AN OPERATING AGENCY.

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.

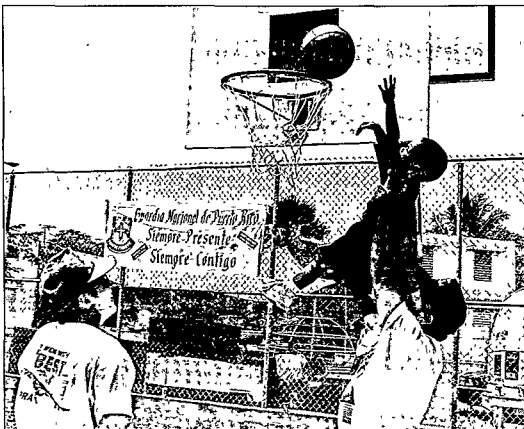
The Chief of the National Guard Bureau is appointed by the President, with the advice and consent of the Senate. The Chief, National Guard Bureau is appointed for a term of four years, and is eligible to succeed himself. The grade authorized for this position is lieutenant general.

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 a secure, automated information system that supports the decision-making needs of commanders, staff and functional managers responsible for Reserve Component forces. When completed, over 8,000 units will be connected through a wide area network. The RCAS program continues to progress under intensive management by the RCAS Program Manager, a Senior Executive Service member, chartered by the Chief, National Guard Bureau and the Secretary of the Army. Improvements have been achieved in overall network performance and the program continues to move forward.

Once fielding of hardware and applications of software have been completed, the RCAS program will be capable of exchanging information with Active and Reserve Component information systems. In addition to accurate information supporting mobiliza-



tion planning and execution, commanders at all levels will have the ability to assess training strategies and monitor the logistics functions.

The RCAS program began FY94 with 381 units fielded with hardware and office automation software, and ended by completing the fielding of 1,500 units.

Manifestation of the RCAS program's useful performance was demonstrated during the Oregon fires. The RCAS was executed as a method of commu-

nication and full mobilization of guard units. Its efficiency and effectiveness facilitated the needs of commanders and units during the disaster and continued through the aftermath.

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 and Association Liaison

The Congressional and Association Liaison Branch serves as the point of contact between the Congress of the United States, private military and non-military Associations, and the National Guard Bureau (NGB). This branch responds to all requests from the Congress regarding National Guard issues and programs. Responses to these requests range from arranging detailed information briefs by staff experts for members of Congress and con-

gressional staffers to staffing and writing answers to constituent inquiries. In FY94, this branch responded to 2,770 written and thousands of telephonic inquiries from Congress and the White House.

The staff of this branch is responsible for the Chief of the National Guard Bureau's Posture Statement, preparing the National Guard General Officer Leadership to testify at congressional hearings, attending those hearings, and preparing hearing summaries. Additionally, the staff attends congressional hearings of

interest to the National Guard and provides summaries for NGB leadership and select staff.

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

Foreign Liaison

The Foreign Liaison section had a banner year with many new issues and interactions. Several major events, in addition to the usual visit requests and briefings scheduled with the embassies, were successfully concluded. Fiscal Year '94 began with an October Attache visit to the Pennsylvania Air and Army



National Guard in Harrisburg and Fort Indiantown Gap, concluding with a visit to Army Guard units in Philadelphia, Pennsylvania. In November, at the request of the Governor of the Virgin Islands, Foreign Liaison office personnel escorted 21 Attaches participating in the final Columbus 500 Year events and ceremonies. In the late spring, the Foreign Liaison section joined the Army Foreign Liaison Office to lead 43 attaches on tour of the National Training Center at Fort Irwin, California, and to Alaska for visits to Fort Wainwright, Fort Richardson and the Alaska National Guard in Anchorage, St. Lawrence Island and Nome.

Throughout the year, continued international interest in the National Guard yielded 96 visit requests to Army National Guard units in the states and approximately 33 overview briefings conducted at the National Guard Bureau, including several to Chief of Staff or Deputy Minister of Defense-level visitors. The Foreign Liaison section also worked closely with the Office of International Initiatives to support several significant Joint Military-to-Military Program visits, notably with Lithuania, Albania and Belarus.

The Air Foreign Liaison section processed over 99 requests to visit Air National Guard (ANG) facilities in FY94. Over 30 orientation rides were provided to foreign personnel in KC-135, F-16, and C-130 aircraft. The Spring Air Attache trip was a combined Guard/Air Force trip and went to Tyndall AFB, FL; Maxwell AFB, AL; Columbus AFB, MS and New Orleans, LA. The USAF hosted the fourth International Air Reserve Symposium at San Antonio, Texas which was hosted by the Air National Guard and Air Force Reserves. This high-level symposium brought together eight countries to discuss the operation and organization of their countries' air reserve forces.

Policy, Administration and Protocol

The Policy, Administration, and Protocol Branch processed 255 informational and 83 policy All States letters, and reviewed National Guard regulations, Army regulations, and Air Force regulations for joint applicability prior

to concurrence. This Branch consolidated and coordinated NGB input to the Reserve Forces Policy Board's annual report. It attended quarterly meetings and coordinated briefings for the Army Reserve Forces Policy Committee, and was responsible for preparing NGB General Officer leadership for the weekly Senior Staff Council and meetings of the Reserve Components Coordination Council.

Coordinating with the New York National Guard and Stewart Air National Guard Base personnel, this branch participated in the state funeral of former President Richard Nixon. They also participated at the Funeral Operations Center. Responsibility for Guard participation in state funerals was transferred to NGB-ARO after the funeral to better align actions with functional responsibilities. The Protocol Section conducted numerous information and orientation briefings for a wide variety of General Officers and civilian dignitaries, along with countless award, promotion and retirement ceremonies.

PUBLIC AFFAIRS

The Office of Public Affairs is divided into several functional areas. In addition to traditional public affairs responsibilities, the office also manages programs in historical services, youth education and citizenship, and youth fitness.

Media Relations

An unusually high number of natural disasters in FY94 kept media attention focused on the National Guard and intensified the level of work in this division. Personnel were deployed to the Los Angeles earthquake and the Georgia floods as part of the National Guard Bureau's Crisis Action Team. In addition, the

office received numerous news media queries from around the world regarding the National Guard's firefighting efforts during the forest fires in the Western United States.

The National Guard's expanding global mission in Rwanda and Somalia and combat support missions in Iraq, Bosnia and Haiti focused extraordinary public and media attention on the Guard.



In addition, a policy change allowed freer discussion about the Guard's international partnership programs and its counterdrug mission.

Environmental Programs

The Environmental Programs Division is responsible for all community involvement and public participation activities associated with NGB environmental programs. Working in concert with technical program managers in the Army and Air Directories, state public affairs officers, installation environmental managers, and division personnel provide public affairs advice and guidance relating to an array of environmental legislation.

In FY94, the division supported 183 community-based environmental actions by assessing and analyzing project needs and initiating local action. Our activities included the development of several full-color portable displays and brochures, educational videotape programs, display newspaper advertisements, community relations plans, public and congressional briefings, and public meeting planning and execution.



On a national basis, the division published a revised public affairs guidance manual on environmental programs, produced two educational videos with accompanying full-color

brochures on airspace issues, a video on natural resources, a full-color brochure on the National Environmental Policy Act, and a distinctive natural resources poster.

The division's Environmental Communication classes were again in high demand. Eighteen basic-level courses were conducted, with one advanced course and two refresher classes offered.

Policy and Plans

During FY94, the National Guard's ChalleNGe program expanded from 10 to 15 states. The program is designed to enable high school dropouts between 16 and 18 years of age to attain a General Educational Development (GED) diploma, develop life and job skills, and take part in community service projects. The 22-week residential program, based on a core component intervention model, addresses the following eight core components: life coping skills; educational excellence (GED); job skills training; responsible citizenship; positive leadership-followership; health, hygiene and sex education; physical education; and community service projects.

Alaska, Arizona, Arkansas, Georgia, Hawaii, Illinois, Louisiana, Maryland, Mississippi, New Jersey, New York, North Carolina, Oklahoma, Virginia and West Virginia each conduct two,

22-week residential programs per year. The class size for this coeducational program varies by state, ranging from 100 to 400 students per class. Seventy-three per cent of the students enrolling in the program complete the residential phase and 75 per cent of those complete the GED in residence. An additional 7 percent complete their GED during the post-residential portion of the program.

The National Guard STARBASE (Science and Technology Academies Reinforcing Basic Aviation and Space Exploration) expanded from seven to thirteen states in FY94. This innovative approach to science and math education for our nation's youth is proving to be a success in capturing the attention of educators and local communities across the nation. STARBASE is a five-day science and math enrichment course conducted at National Guard installations in California, Florida, Iowa, Kansas, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, South Dakota, Texas, Vermont and Wyoming. The program focus is to stimulate the "at risk" child's interest in math and science in order to attract these children to further study or to pursue possible careers in math, science or tech-

nology related fields. The program curriculum includes subjects such as physics, aerospace education, hands-on computer exercises and environmental science.

In a "spin-off" of STARBASE, Public Affairs personnel established the first FBI/National Guard STARBASE Academy at Quantico, VA, in June 1994. This joint-partnership between the Federal Bureau of Investigation, the National Guard, the U.S. Marine Corps and private sector sponsors allowed thirty children from seven STARBASE states to participate in the week-long program. Program participants received instruction in state-of-the-art law enforcement technology to include finger printing, acoustics and facial aging techniques. Planning is underway for the 1995 Academy this spring.

Community Relations

The Community Relations Division assists the 54 states and territories in planning, developing, executing and evaluating national-level community relations and domestic action programs in an effort to garner widespread community understanding, acceptance and support

for the programs and activities of the National Guard. In FY94, the NGB community relations team coordinated DOD-sponsored Armed Forces Day and Veteran's Day activities at 36 regional sites. NGB support included planning for a conducting a broad program of events. The division also coordinated dozens of overseas band tours to Central and South America, the Caribbean, Europe, and the Pacific, including several deployments which helped commemorate the National Guard's role in World War II. Community Relations personnel also coordinated 11 overseas civic/leader media representative visits to observe National Guard activities in Europe, the Middle East, the Caribbean and Canada.

FY94 was the third year that the Community Relations Division conducted National Guard youth physical fitness clinics in several states. Legislation is pending to broaden the types of support which the Guard may provide to nationally-recognized youth organizations.

Historical Services

In response to the large number of reorganizations necessitated by the drawdown, historical ser-

vices personnel spent a great deal of time in FY94 advising both NGB and the states, in order to retain historic units in the force structure. Historical Services personnel were also lead planners in organizing the Army National Guard's participation in the 50th anniversary of the Normandy landings, the largest and best-publicized of all World War II 50th anniversary events. A total of 80 Virginia and Maryland troops from the 29th Infantry Division (Light), 22 members of Nebraska's 134th Infantry, and the 229th Army Band from Maryland were deployed to France to take part in dozens of commemorative ceremonies throughout the Normandy region.

Air National Guard historians produced several publications in FY94, including a history of the Air Guard, a study of the Air Guard's Gulf War mobilization, a chronology of Air Guard operations in support of relief efforts in Somalia and Rwanda, and several brief articles on various subjects. The Air Guard's senior enlisted historian taught a block of instruction for Air Force field historians at Maxwell AFB, Alabama, the first member of the Air National Guard to do so.

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 \$10.5 billion annually in federal resources to the Army National Guard and Air National Guard. The program provides the chief of the National Guard Bureau with an ongoing assessment of the economy, efficiency, discipline, morale, esprit de corps and readiness of the National Guard through an aggressive agenda of assistance, investigations and inspections. The program manages approximately 225 inspector general soldiers and airmen with an annual operating budget in excess of \$10 million. The National Guard Bureau Inspector General is on the personal staff of, and reports directly to, the chief of the National Guard Bureau and, in his absence, to the vice chief of the National Guard Bureau. Both Army National Guard and Air National Guard issues are serviced by inspectors general.

The Office of the Inspector General also has oversight responsibility for the 50 active duty inspectors general in the

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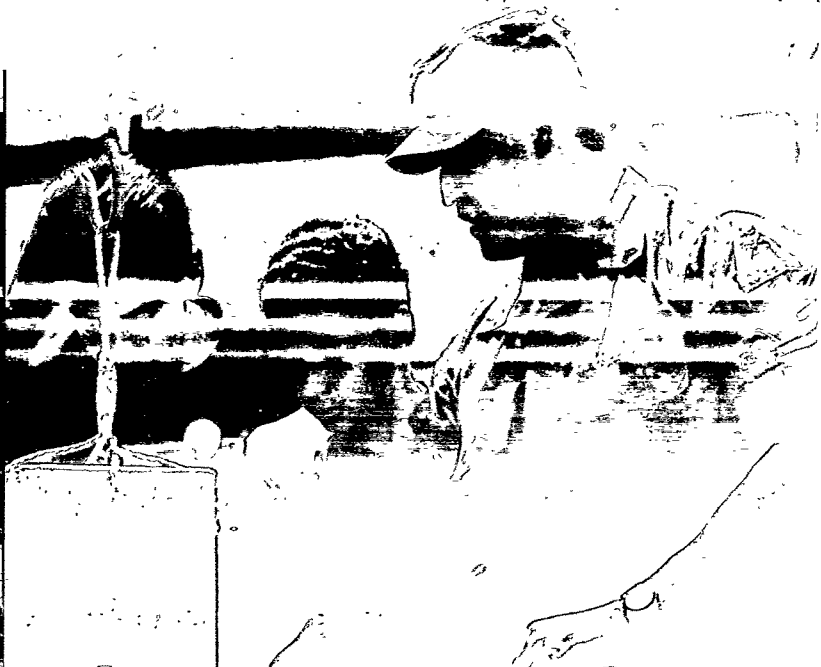
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United States and Territories. The states and territories voluntarily participate in the Inspector General Program.

The Office of the National Guard Bureau Inspector General in FY94 consisted of four divisions: Policy, Program and Evaluation, Army Assistance and Investigation, Air Complaints and Inquiries, and Inspections and Analysis.

Policy, Program and Evaluation Division

The Policy, Program and Evaluation Division has the mission of evaluating and reporting on the effectiveness of the National Guard Inspector General Program in the various states and territories of America. It is responsible for monitoring the effectiveness of IG functions within the National Guard; planning, programming and budgeting for IG activities; managing information management resources; developing internal policies and procedures pertaining to the utilization of IGs within the National Guard; and training IGs regarding National Guard operational procedures. Eleven new IGs were assimilated into the program during FY94.

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 a directive from the chief of the National Guard Bureau, are conducted by teams of inspectors general made up of at least one officer and one senior NCO. All general officer cases are investigated 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 handled by the IG system have changed very little over time. Assistance cases involving finance and accounting, personnel management, command/manage-

ment of the organization and personnel conduct have been and continue to be the four leading types of cases handled by the IG system. In FY94, 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

Due to differences in Air National Guard 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 the Air Complaints and Inquiries 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 inspector general officer, 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 officers). 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 and analysis of joint, systemic issues. The Division also oversees National Guard intelligence functions and activities, coordinates DAIG inspection activities with the states. It reviews internal control programs and analyzes the economy, efficiency, discipline, morale, and readiness of the National Guard through numerous data sources. In FY94, the Inspections and Analysis Division conducted special inspections and assessments of patient administration and health

care for National Guard Desert Shield/Storm veterans, and Army National Guard training and equipment repair sites.

JUDGE ADVOCATE

During FY94 the number of branches within the Office of Judge Advocate increased to include a training branch. The other nine branches are: general and administrative law, litigation, contract law/contract fraud advisor, labor and personnel law, ethics and standards of conduct, international law, environmental law, legislation and counterdrug support.

The Office of Judge Advocate has a full time staff of 20 attorneys, which reflects an increase of 5 since 1992. The attorneys are made up of Army and Air Judge Advocates, and is supported by detachments of the D.C. National Guard.

General and Administrative Law

During FY94, the General Administrative Law Branch rendered hundreds of written legal

opinions on a variety of complex matters, including some of first impression.

Areas of concern included support for private organizations, reemployment rights, promotions, retired pay, retired grade, separation pay, sanctuary, and retention of officers in active status past age 60. The branch also reviewed numerous draft regulations, board actions of various kinds, military discrimination complaints, and prepared answers to congressional and other high level inquiries about actions and activities of the National Guard.

Litigation

In FY94, the Litigation Branch continued to assist the judge advocates general of the Army and Air Force in supporting the Department of Justice attorneys representing the National Guard and its personnel. The Litigation Branch became increasingly involved in the litigation process to ensure that National Guard interests are adequately represented. NGB-JA coordinated contact between U.S. attorneys, the litigation divisions, and state National Guard commands and

handled cases involving personal injury, military and civilian personnel challenges, and a variety of other issues.

Labor and Personnel Law

In FY94, the Labor and Federal Personnel Law Section provided legal advice and reviewed numerous equal employment opportuni-

ty, civilian personnel, and labor proceedings and cases. The Section reviewed all EEO settlement agreements, offers of full relief, and final agency decisions for NGB involving civilian technicians. This section also provided legal support to NGB-HRL in the areas of labor management relations and civilian technicians. NGB-JAP provides legal advice to NGB-ADI in support of the National Guard Bureau's

Freedom of Information Act and privacy act programs.

Ethics and Standards of Conduct

The Ethics and Standards of Conduct Advisor continues to work within the NGB to provide advice and assistance to the AGR judge advocates across the country. During FY94 the Ethics and Standards of Conduct Section insured that all required financial disclosure reports were filed nationwide, reviewed hundreds of reports for conflicts of interest, and made detailed reports to the Army and Air Force. The Ethics and Standards of Conduct Advisor conducted numerous training sessions and provided written legal opinions on such topics as political activities of government and military personnel, post government employment restrictions, membership in private organizations, honoraria, and gratuities.

Legislation

The Legislation Branch drafted legislation, together with necessary analysis and justification, to resolve a number of legal issues and improve or expand authority



for National Guard programs and activities. Among these were legislation concerning the counterdrug program, youth support programs, emergency response training, environmental programs, and active component responsibilities. The Branch monitored over 180 bills in Congress, numerous internal DOD legislative proposals, and prepared and presented NGB positions and concerns on a number of these proposals. The legislation branch worked with state governments to facilitate interstate compacts for mutual assistance in disaster, emergency response, drug interdiction and counterdrug activities. The branch also assisted in resolving the issue of allocation of command and control authority over reserve forces within the DOD.

Counterdrug

The Counterdrug Support Mission involves dealing with a wide variety of issues from the NGB Counterdrug Task Force, the liaisons to the various federal agencies the NGB supports (e.g. DEA, FBI, DOJ, and USCS) and the Counterdrug Coordinators located in the 54 states and territories.

The support for the Counterdrug Support Mission takes the form of opinions and interpretations of the fiscal, criminal, administrative and constitutional issues involved with executing the 54 state governors' plans which implement the congressional mandate to utilize the assets and personnel of the National Guard in the War on Drugs. It also involves teaching drug demand reduction, thermal imaging operation, and a wide variety of counterdrug related training courses.

Training

The Training Branch is new to this office. Its mission is to coordinate and facilitate the training and career development of the National Guard Judge Advocate General Corps Officers Support Personnel in their federal and state functions. The Branch is already underway in conducting a thorough and comprehensive review of all National Guard JA and enlisted training opportunities that are available through the other services to augment and enhance existing programs. The Training Branch is also coordinating through the active component Army and Air Force judge

advocate generals' schools in developing a National Guard-specific Domestic Operations Law (DOPLAW) training program for National Guard lawyers.

International

Before 1994, International Law Branch duties were shared by several attorneys in the Office of the Judge Advocate. An increase in overseas deployments and a new emphasis on operational law required the assignment of a full-time, dedicated attorney in FY94. Coincidentally, recent comments by the secretary of defense indicate an ever increasing use of Guard personnel overseas for a variety of missions, such as peacekeeping and humanitarian assistance. The International Law Branch became the NGB-JA coordinator in 1994 for military-to-military contacts. Through this European Command-sponsored program, National Guard attorneys from several partnership states have deployed to the newly independent States of the former Soviet Union and the former East Bloc to assist these emerging democracies with legal education and training.

Contract Law

In FY94, 492 commercial instruments (solicitation, contracts and modifications, etc.) were reviewed for legal sufficiency. This represents an increase of 80 documents over the previous year. In FY94, the Uniform Cooperatives Agreement was implemented. The United States Property and Fiscal Officers (USPFO's) now have a tool which significantly contributes to efficient management of the program. While the process is simplified, it increases the control over the funds by the USPFO.

Members of this section participated in the fiscal law course and provided assistance for a DOD course on cooperative agreements. This course will be presented at Ft. Lee, VA in January, 1995. It will be a mandatory course for all DOD grants and cooperative agreement officers. In addition, this office is preparing an additional 3-day course in the area of cooperative agreements. This course will be provided to all USPFO's and all personnel, state and federal, involved in the National Guard Cooperative Agreement Program.

Environmental Law

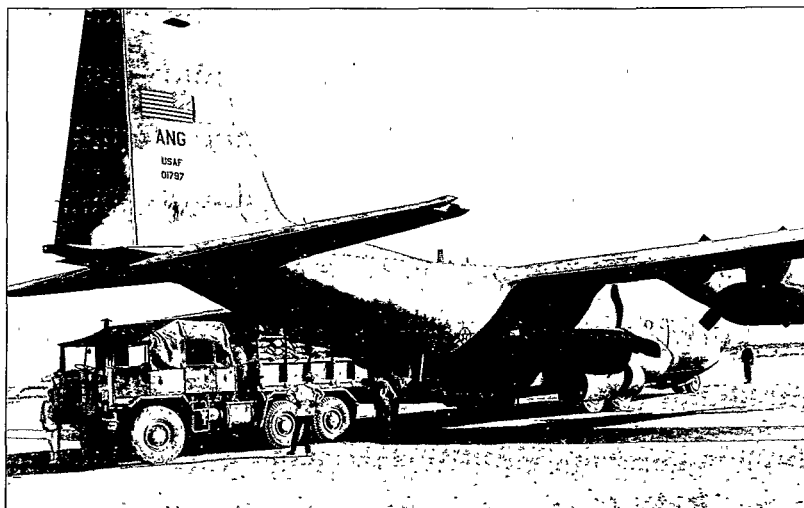
The National Guard continues to strive for environmental excellence and works hand-in-hand with state and federal regulators to resolve environmental issues. During FY94, the Environmental Law Branch continued its efforts to facilitate Air Guard and Army Guard compliance with land use requirements and state and federal environmental statutes. The Environmental Branch provides counsel on the full range of environmental laws designed to regulate the use and disposal of hazardous substances and to diminish National Guard impacts on air and water resources. In addition, much was accomplished in FY94 by direct negotiation with regulators. Face-to-face meetings and discussions with the U.S. EPA and various state agencies have proven extremely effective in clarifying the Guard's commitment to environmental protection. FY94 saw the beginning of the "Pollution Prevention" ethic within the Guard. Through written guidance and briefings to bureau components, the Environmental Branch made great strides to help incorporate Pollution Prevention in the day-to-day operations of Guard support and operations units.

INTERNAL REVIEW AND AUDIT COMPLIANCE

The Office of Internal Review and Audit Compliance provides the National Guard Bureau leadership with in-house professional oversight capability. The full mission of the office 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, direction, and training for state territory internal review elements.
- to provide coordination and liaison with external audit agencies conducting business with the National Guard.

Although the office is authorized 15 positions, FY94 manning consisted of 4 professional auditors, one tour officer, and a civilian secretary. With down-sizing initiatives impacting the NGB during FY94, the ability to fill auditor spaces was not available.



Internal Review Operations

The Operations Branch is responsible for conducting audits and other internal review services for senior NGB officials. As with all internal review activities, it supplements the audit coverage provided by the centralized audit organizations in the Army and Air Force.

Subjects for audit are submitted annually by the directors and their staffs, as well as by 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 of the NGB approves the list, it is formalized and published as the NGB 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. In keeping with the vision statement, this Branch is also on-call to provide quick reaction or "troubleshooting" reviews to senior NGB officials.

During FY94, the following audit projects were undertaken:

- Texas National Guard (in support of the DAIG)
- Self-Sufficiency Exemption Program
- NGB Contingency Fund Program

In addition, the Operations Branch performed some audit work in order to provide the Assistant Secretary of the Army for Financial Management with information concerning the Management Controls Program within the Army National Guard.

State Programs and Training

State Programs and Training Branch is responsible for providing state and territory internal review offices with guidance, assistance, training and oversight.

In accordance with Department of Defense policy, the Branch conducts external quality controls reviews (quality assurance) of local internal review offices. These reviews serve to ensure that state adjutants general and US property and fiscal officers receive professional quality internal review services. Under this program, each state/territory is reviewed by a team of professional auditors once every three years. The Quality Assurance Program evaluates work accomplished at the local level and compares it to comptroller general and Department of Defense audit standards and policies.

Accompanying the NGB review team are senior auditors from other states. The augmentation enables the NGB to spend less time on-site and facilitates the spread of good ideas and new techniques.

During FY94, sixteen Quality Assurance reviews were conducted. The states of Ohio, South Dakota, and Maine were formally recognized for their outstanding internal review programs.

The State Programs and Training Branch also manages the National Guard Auditor Training Program. The NG Auditor Training Program consists of several courses of instruction which meet federal auditor training requirements established by the President's Council on Integrity and Efficiency. These courses present curriculum subjects in the unique environment of the National Guard. In addition to these courses, the Branch coordinates and administers courses offered or sponsored by the auditor general of the Army and the Graduate school of the US Department of Agriculture.

Audit Compliance and Liaison Officer

The NGB audit compliance and liaison officer serves as the Chief, the NGB's central point of contact with all external audit organizations. He facilitates agencies' audit efforts by ensuring they are in contact with the proper functional official, arranging briefings and conferences, notifying states/territories and NGB activities of pending audits, and staffing 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.

HUMAN RESOURCES

The White House's "reinventing government" was a major initiative in FY94. It impacted required full-time positions and resulted in technicians leaving via voluntary early retirement to save the jobs of others. Some employees received a separation incentive of up to \$25,000.

The reinvention process emphasizes delegated authority to managers to make personnel

decisions, and in many cases changes the role of personnel specialists to that of advisor to management rather than decision maker. Deregulation is emphasized with the goal of reducing regulations by 50%. Other objectives are to reduce the number of supervisors to workers, reduce management control positions such as budget, manpower personnel, inspector general and internal review.

During this fiscal year, equal opportunity was removed from HR and created as a separate office reporting directly to the assistant chief of the NGB.

Labor Relations

The expanded scope of bargaining included in Executive Order 12871 cost the National Guard one argument: that it constitutes a method or means of performing work to keep military technicians in the military uniform. It did not, however, change the position of the organization that the requirement to wear the uniform is essential to operations and implements a mandate of the Technicians Act. While the Directorate of Human Resources also continues to assert that it constitutes an internal security

practice, a decision of the U.S. Circuit Court of Appeals for the District of Columbia Circuit renders that approach less tenable.

The States began dealing with the issue of providing, or paying an allowance to purchase and maintain, the uniform to military technicians. When a State and a union have been unable to reach agreement, the Federal Services Impasses Panel has so far found that the technicians should receive the upper limit (\$400 per year). When the parties have been able to agree, the amount has generally been considerably less.

Just under 20 states have inaugurated partnerships with their labor organizations, and several others have begun the process of doing so.

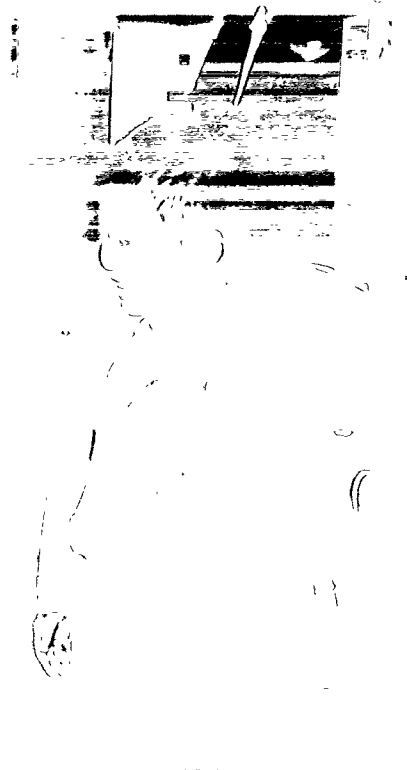
Information and Systems Management

The Information and Systems Management Division continued to strive toward a comprehensive human resources system. In continuing this effort, paramount to the mission was the consideration focused on service and support to the customer.

We continued conversions to the Defense Civilian Pay System (DCPS). A total of 24 Air Guard and 16 Army Guard pay sites/offices were migrated to the new system with an additional 51 scheduled for the next fiscal year. In addition, the Automated Compatibility Program Initiative is ongoing. Complete fielding of the program is planned for the 4th quarter of FY95, with the ANG having been completed in FY94.

We hosted four training seminars for human resources management staff members on the Defense Civilian Personnel Data System (DCPDS). This training was provided to one hundred and sixty two National Guard employees who utilize this system in the completion of their respective duties. In addition, introductory Direct English Statement Information Retrieval System (DESIREs) training was conducted for the personnel systems managers (PSMs).

The Integrated Systems Branch continued the consolidation effort with the U.S. Air Force Regionalizing Initiative. During this fiscal year, thirty states were transitioned to the regional data processing centers bringing the total to forty three



THESE ARE THE MOST COMMON TYPES OF TIME CONSIDERATION.

THE NATIONAL BOARD OF DIRECTORS OF THE

GENERAL BOARD OF DIRECTORS OF THE

CONSTITUTIONAL BOARD OF DIRECTORS OF THE

THESE ARE THE MOST COMMON TYPES OF TIME CONSIDERATION.

(80%). Completion of this initiative is expected in FY95 with the exception of one state.

Staffing Program

More than 30% of the states experienced personnel reductions in FY94. Personnel losses were due to aircraft conversions, reduction of aircraft, loss of flying hours, budget deficits, and force structure changes. To minimize adverse impact on the current work force, the Directorate for Humane Resources continued its emphasis on voluntary separations through pay incentives for early retirement, voluntary resignations, and voluntary retirement. Nine states used the voluntary separation incentive pay program to buy out 88 employees.

Delegation of Classification Authority

In FY94, the NGB began a pilot program to delegate classification authority to managers.

Delegating classification authority (DCA) to managers shifts the classifications of local positions from the Human Resources Management Office

(HRMO) to managers. The goal of this program is to make classification more meaningful to managers and employees. It also strengthens the team concept of classifiers and managers, providing a more realistic environment for the classification process. Classification specialists play a different role under this concept by providing technical expertise, coaching, advice and oversight to managers.

For the pilot program, the authority to classify positions is delegated to the adjutant general, deputy adjutant general, chief of staff, air commander, USP&FO, and those supervisors who report directly to one of these managers and are second level supervisors. Eleven states volunteered to participate in the pilot program. A training course was given to managers to provide them with the necessary tools to start on the path to utilizing their new authority. Progress reports will be submitted quarterly by the states beginning in November 1994. A newsletter titled DCA Today will provide all states with information regarding the progress of the pilot program.

Technician Training Program

On March 30, 1994, the president of the United States signed into law H.R. 3345, the Federal Workforce Restructuring Act (Public Law 103-226). The act included amendments to the Government Employees Training Act (GETA) to remove some restrictions on employee training, which will provide our managers greater flexibility in accomplishing civilian training, education and professional development.

Under the new law, which can be implemented immediately, agencies can fund training in support of its missions and performance goals and is no longer limited by a workers' official duties. By broadening the purpose of training and targeting it to strategic business plans, it can be a management tool that is more responsive to the current and future needs of states through leadership development, retraining, cross-training, continuing professional education and technical training.

The new law also allows agencies to make use of available training services without regard to source, government or non-government.

Family Programs

During FY94, the Office of Family Programs worked closely with family member volunteers to provide expanded training, improved communications, stronger family advocacy and wider command support. Through state-level family program workshops, as well as the annual National Family Program Workshop, more than 7,000 family support volunteers have received training. The benefits of such training accrue to Guard families in terms of family readiness and Guardmember retention for both the Army National Guard and the Air National Guard.

Presently, all states and territories have a state family program coordinator with family support programs in effect at this time.

EQUAL OPPORTUNITY

Equal opportunity is a major priority in the National Guard. In fact, readiness and equal opportunity are the top two goals of the National Guard for the 90's. The equal opportunity goal is to Guarantee each man and woman,

military and civilian, equal opportunity for entry and advancement in the National Guard in an environment free from discrimination, bias, and sexual harassment.

During FY94, following the Department of Defense model for equal opportunity organization, the NGB equal opportunity office was elevated to be a separate NGB joint staff directorate. The new directorate is the focal point for all equal opportunity, civil rights, and human relations programs and issues in the National Guard, both military and civilian, Army and Air. The directorate worked closely with the high level DOD Task Force on Discrimination and Sexual Harassment in a detailed review of military EO and complaints processing and other DOD level EO working groups and task forces to help influence department-wide policies and programs.

Also during FY94, the NGB leadership continued to advocate strong leadership support of equal opportunity and diversity in the National Guard.

Because of the Guard's close ties to the community, it closely reflects the cultural values and norms of the communities that it serves and from which its people

are drawn. Over the past 30 years the Guard has evolved from an era of racial segregation and exclusion to an era of enlightened leadership, valuing diversity and commitment to make the National Guard a leader in Equal Opportunity. It is the stated goal that the National Guard should look like America — should reflect the racial and ethnic diversity of the community and the state that it serves. The NGB has assumed an active leadership stand to emphasize progress toward achieving diversity throughout the ranks.

Today, the National Guard mirrors America more than ever. The Army Guard has 25% minorities and the Air Guard 16%. But the major challenge remains the glass ceiling — the upper third of the enlisted structure and the officer corps — where minorities are present in comparatively lower numbers (detailed statistics are shown in the enclosed tables). The NGB is working with the assistance of state and national level equal opportunity councils to focus leadership energy on identifying, developing, and mentoring minority leaders for today and tomorrow.

Women represent 7.7% of the Army Guard and 14.5% of the Air Guard. The opening of combat aircraft positions to women has greatly increased career opportunities for women in the Air National Guard, as women can now serve in over 96% of Air Guard positions. In the Army Guard, the ground combat assignment restrictions and the large percentage of ARNG combat units, presents a special set of challenges to the fullest utilization of women. However, 52% of ARNG positions are now open to women, and the ARNG Leadership is encouraging maximum opportunities for women in non-traditional career fields.

A critical element in the equal opportunity equation is the prevention and eradication of sexual harassment. The National Guard motto is, "It's wrong. It won't be tolerated. It's as simple as that." NGB policy requires training for all Guard members and zero tolerance of sexual harassment throughout the ranks.

Consistent with continuing national trends, the National Guard has continued to experience increases in discrimination complaints filed at the NGB level. In response, alternative dispute resolution, primarily mediation, is

being strongly fostered by the NGB and successfully used through the states to facilitate positive, low-level, resolution.

Equal opportunity is recognized in the National Guard as primarily a leadership issue. It must be actively pursued by the National Guard Bureau leaders

at the national level and by the adjutants general and key commanders of every state if the National Guard is to meet the readiness mission with the changing demographics of the next century. The NGB is totally committed to that end.



COUNTERDRUG TASK FORCE

For many years the National Guard has provided counterdrug support to law enforcement entities. This year the National Guard Bureau Counterdrug Task Force was also given responsibility for the National Guard Internal Control and Education Program and Drug Demand Reduction activities.

Drug Demand Reduction

In FY94, all 54 states and territories effectively formulated drug demand reduction strategies, tactics, resources, and action plans that supported 5,492 activities nationwide. These activities 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. Almost 53,000 Guard members, family members, and associated civilian volunteers actively participated in National Guard drug demand reduction activities, which reached a public audience of over 5,090,610. Nationally, the Drug Demand Reduction Program is

facing the immense challenge of encouraging positive youth development. National Guard members are serving as adult role models, tutors, mentors and motivated advocates.

At the national level, the Drug Demand Reduction Division continues to be involved as a task force advisory board member with the National Coalition for Drug-Free School Zones Program and the Chiefs of Police National Drug Task Force. The task force is coordinating and directing efforts to broaden the scope of drug-free school zone laws to include issues regarding weapons, public housing, and other key elements. The Coalition has created a comprehensive program that communities can implement to strengthen local drug-free school zones. Program materials are targeted for use by four groups: community leaders, parents, the general public, and students. Program materials can be utilized by a wide range of individuals involved with youth development and substance abuse prevention activities.

The National Guard Bureau's Drug Demand Reduction Division combined efforts with the Center for Substance Abuse Prevention, "Join together," Partnership for a

Drug-Free America, and the Newspaper Association of America to create the Community Unit-Drug Coalitions of America National Forum Conference in Washington, D.C. Over 800 coalition leaders from throughout the United States attended the conference. The forum offered more than 40 practical hands-on workshops conducted by coalition leaders from around the nation.

During FY94, the NGB drug demand reduction liaison officer at the Headquarters of the Drug Enforcement Administration, (DEA), Washington, D.C. helped foster coordination between the two agencies in drug demand reduction initiatives and coordinating the development and growth of DDR programs to ensure maximum economy and effectiveness.

The National Guard Bureau Drug Demand Reduction Division worked in partnership with the DEA and DIR marketing company to develop an action plan to prevent high school student athletes from using alcohol and other drugs. The program that resulted from this new partnership — The National Guard/DEA Sports and Drugs Awareness Program — was implemented in

early FY94 to high school coaches and athletes across the country. A unique marketing program was created to generate awareness of the program.

Youth Programs

The National Defense Authorization Act for FY93 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 four National Guard programs for inclusion in the pilot program are:

- The New York Cadet Corps, a preventive program that creates opportunity for inner city youth, ages 12-17, to participate in a program designed to provide structure, leadership skills, and to foster a sense of belonging as a means of reducing juvenile drug use and criminal activity.
- The Kansas Parents Network/Training, a collaborative program based on the public health system, involving the Kansas National Guard,

Kansas Board of Education, and Kansas Alcohol and Drug Abuse Service. This program ensures that communities are offered a range of support services for families such as education that equips parents with parenting skills, particularly in areas of support-giving, control, and values formation. Prevention programming in multiple areas of risk including alcohol, illicit drugs, suicide and depression were also taught.

- The Illinois First Choice, a preventive National Guard and local community program which serves as a community-based fitness program to counteract substance abuse, drop out rates, and gang influences for inner city and at-risk youth. Parents and youth participate together in fitness training and events.
- The Oregon Mentors Program, targeting youth 6-14 years of age. Activities are scheduled throughout the school year for mentors and children. This program also includes summer activities that are sponsored by the Oregon National Guard and several community organizations.

Supply Reduction

During FY94, the National Guard conducted 6,709 operations and provided over 1.2 million mandays/workdays in support of local, state, and federal law enforcement agencies responsible for counterdrug activities. This support is provided over and above normal training requirements by individual National Guard members. The number of mandays/workdays was down over 130,000 from FY93 due to significant FY94 funding reductions levied on the National Guard Counterdrug Support Program.

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 strongly suggest that the flow of illicit drugs can be interrupted when adequate resources are made available. Although funding reductions had an adverse impact on total manday/workday levels in FY94, National Guard efforts continued to increase the capabilities of drug law enforcement

agencies. Assisted seizures increased in the categories of cash confiscated, cocaine, vehicles seized, weapons seized, and resulting arrests while they declined in the categories of marijuana, heroin, opium, hashish and marijuana eradication. Assisted seizure data for FY94 is listed below. Estimated street value of drugs seized is \$98 billion.

CASH CONFISCATED	
.....	\$236,057,181.00
MARIJUANA PLANTS	
ERADICATED.....	4,804,179
MARIJUANA,	
PROCESSED POUNDS.....	872,056
COCAINE POUNDS	265,311
HEROIN POUNDS.....	2,438
OPIUM POUNDS.....	694
HASHISH POUNDS.....	308
VEHICLES SEIZED	8,599
WEAPONS SEIZED	19,263
ARRESTS RESULTING	96,599

The number of requests for National Guard support continued to increase during FY94 and demonstrates the confidence law enforcement agencies have in the capabilities of our National Guard counterdrug personnel.

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 counterdrug support plans in support of law enforcement agencies. For FY94, the Secretary provided more than \$169 million to Guard units in the fifty states, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, and the District of Columbia (hereafter referenced as states) to provide that support.

The FY94 Defense

Appropriations Act designated \$5 million for establishment of a transcription/translation system to support the DEA. The National Guard Bureau was designated as the action agency for this initiative and responded by establishing a linguistics support center and providing the required linguists. Approximately 70 National Guard linguists supported this project during FY94. The Army is in the process of procuring specialized transcription/translation equipment which will be delivered to the National Guard to support this mission during FY95 and beyond.

The Counterdrug Task Force conducted the annual Counterdrug Workshop in February 1994 for counterdrug coordinators, plans operations military support officers, state army aviation officers and executive staff support officers from the states. Numerous drug LEAs were represented, including Drug Enforcement Administration, Federal Bureau of Investigation, United States Customs Service, United States Border Patrol, United States Coast Guard, and numerous other federal and local agencies.

The Counterdrug Task Force also conducted an intensive eight-week counterdrug support plan review for the states. The review included analyzing, coordinating and verifying budgets, logistics, flying hours, and legal matters of each governor's counterdrug support plan. Following the review, the plans were sent to the Office of the Secretary of Defense for approval. In order to facilitate the approval of state plans, the Deputy Assistant Secretary of Defense of Drug Enforcement Policy and Support issued a list of approved missions that the Guard could perform in support in law enforcement. Specific guidance and limitations are detailed by

National Guard Regulations
(AR500-2/ANGI 10-801 and
National Guard Pamphlet
(AR500-2-ANGP 10-801

The states perform missions that are requested by states, local, and Federal law enforcement, that support the President's Drug Control Strategy, and that best meet the state's priorities as perceived by the Governor and the Adjutant General. The 16 missions approved for FY94 are listed in Table Two.

During FY94, 24 states conducted over 1,200 reconnaissance and interdiction detachment (RAID) aerial support missions. Priority was to airborne scouting and reconnaissance support for counterdrug missions emphasizing night capabilities. The reconnaissance and interdiction detachment aircraft is an OH-58A+ helicopter modified with an engine upgrade, a thermal imagery system, a law enforcement compatible communication package, and enhanced navigation equipment. The total distri-

bution plan calls for 76 aircraft to be located in 31 States and the Western Army Aviation Training Site. The final seven programmed states are scheduled to receive aircraft and personnel during FY95.

The Office of Counterdrug Review and Evaluation (NGB-CDE) conducted periodic reviews of 35 state counterdrug operations in FY94. The mission is to evaluate management and execution of the program at the state level in order to prevent fraud

APPROVED COUNTERDRUG MISSIONS

MISSION #1, SURFACE RECONNAISSANCE	MISSION #9, TRAINING PROGRAM
MISSION #2, SURFACE SURVEILLANCE	MISSION #10, AERIAL PHOTO RECONNAISSANCE
MISSION #3, SURFACE TRANSPORTATION SUPPORT	MISSION #11, COORDINATION, LIAISON, AND MANAGEMENT
MISSION #4, AERIAL RECONNAISSANCE	MISSION #12, GREENHOUSE/DRUG LABORATORY DETECTION
MISSION #5, AERIAL SURVEILLANCE	MISSION #14, ADMIN/INFO/ADP/LOG/AND MAINTENANCE SUPPORT
MISSION #6, AERIAL TRANSPORTATION SUPPORT	MISSION #15, ENGINEER SUPPORT
MISSION #7, GROUND RADAR SUPPORT	MISSION #16, AERIAL INTERDICTION
MISSION #8, CARGO INSPECTION	

and waste, and to favorably influence implementation of internal controls. Reviews show an upward trend in good management practices and 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.

ACQUISITION

Principal Assistant Responsible for Contracting (PARC)

The Principal Assistant Responsible for Contracting (PARC) handles contract oversight of the National Guard Bureau's contract management operations performed by the United States property & fiscal offices, Air National Guard base contracting offices and the NGB Contract Support Division (AQC). During FY94, the National Guard Bureau processed \$761.94 million in contract award actions.

The PARC develops policies and procedures to ensure compliance with DOD contracting direc-



tives and to ensure the National Guard Bureau is committed to economic development and improved opportunities for small and disadvantaged business via the Office of Small and Disadvantaged Business Utilization. The Guard placed \$563 million or 73.9% of its prime contracts with small businesses vice a goal of 66.4%. Small business set-aside awards amounted to 29.7%. In the area of small disadvantaged business prime contracts and 8(a) awards, the Guard achieved 20.8% vice its goal of 5%. Additionally, the Guard achieved 6.2% vice a goal of 3.9% in prime contracts to women-

owned small business concerns. This overall outstanding performance reflects the Guard's continued commitment to supporting the Department of Defense small business program.

Acquisition Contracting

The Acquisition Contracting Division supports the National Guard Bureau (National Capitol Region) in procurement requirements and national buys for the 54 United States Property and Fiscal Offices. Agencies supported include both National Guard Bureau Directorates, and the

Office of the Chief as well as the Reserve Component Automation System (RCAS) Program Management Office. During the year, eleven contracting officers completed over 2,000 procurement actions with obligations of over \$102 million.

Federal Information Processing (FIP) Resources Procurement

The support provided by NGB-AQC continues to increase in substantial ways. The complexity and versatility of contracts being written is also increasing significantly, providing better quality support for the National Guard Bureau.

Six new major automation effort contracts were awarded this fiscal year with total 5-year values exceeding \$74 million. In addition, a small disadvantaged business set-aside contract is in process. The Branch is currently administering 12 contracts valuing over \$41 million.

The small purchase program support for FY94 was outstanding. The Branch has provided

support in hundreds of purchase and delivery orders valued at several million dollars.

In all, the Branch contracted for over \$47 million during FY94.

Supplies and Services

During the year, NGB-AQC awarded a \$6.3 million contract for controlled humidity storage for the Army National Guard. Follow-on efforts are projected for the remaining states provided the current program is successful, with projected contract growth estimated at \$200-300 million. This program is the National Guard's entry into a relatively new area of contracting called small business innovative research.

Requirements for the new Army National Guard Readiness Center have been coming in regularly and contracts were awarded for grounds/landscape maintenance, mechanical systems maintenance, A&E designs for shower/locker room facilities and the general officer executive suite complex. Numerous other requirements are in various stages of the acquisition process and all are scheduled for award in FY95.

Environmental

The Environmental Acquisitions Branch awarded 212 procurement actions totaling more than \$14 million during FY94. This was an increase from FY93 of 336% in procurement actions and 64% in total dollars.

During FY94, the Environmental Branch awarded ten contracts for environmental engineering professional and technical support services for the National Guard Bureau. With award of these contracts, the contract capacity over the next five years will exceed \$520 million for a broad range of environmental services including environmental restoration studies and remediation design, environmental assessments and impact statements, pollution prevention and spill prevention program studies, and environmental assessments for aircraft conversions.

These awards marked the culmination of years of technical and acquisition planning, and the request and subsequent approval from the Secretary of the Army for research, development and acquisition, for waiver of certain federal acquisition regulation

requirements. The approval enabled these awards in amounts exceeding the limitations.

Of significance is the fact that the National Guard Bureau will no longer have to rely on agencies such as the Department of Energy and the U.S. Army Corps of Engineers for environmental services and the costly fees imposed for use of their services.

Full and open competition was utilized to award these contracts. Two contracts were awarded to small business concerns; the others, awarded to large businesses, include solid small business subcontracting requirements. Worthy of mention is the fact that all awards were made without formal protest, or any other form of inquiry.

COUNTERDRUG SUPPORT.

NGB-AQC assumed increased responsibility this fiscal year as the Air Guard Counterdrug Directorate transferred contractual actions from the Andrews contracting Office to AQC. A major task, so transferred, was the \$17 million acquisition of repairs of the WATCHMAN Radar System. This international

contractual effort involved extensive coordination and cooperation between the governments of the United Kingdom and the United States.

Other significant procurements conducted by the Branch included the acquisition of protective body armor (\$300K) for the individual protection of counterdrug task force personnel in nearly every state and territory, Counterdrug Plans Software Maintenance Support (\$250K, educational service support to the National Interagency Counterdrug Institute and airborne multiband radio maintenance support contracts for the reconnaissance and interdiction aircraft (\$375K and \$860K respectively) and the acquisition of product upgrades for the ANG's night vision goggles used by ANG F-16 aircrew.

Additionally, significant acquisition planning and preparation of documents in support of the procurement of light armored vehicles (another international contractual endeavor, between the governments of the United States and Canada), distance learning initiatives, and night vision goggles for ANG C-130 aircrew have been accomplished. These acquisitions are ongoing.

The Branch suffered a 50% decrease in manpower this year while maintaining professional contracting support to both Army and Air Guard counterdrug forces.

A R M Y

N A T I O N A L

G U A R D

ORGANIZATION, TRAINING, AND READINESS

Overseas Deployment Training (ODT)

In 1994, 22,314 Guard soldiers trained overseas, participated in exercises, provided missions support to the overseas combatant commands and United Nations Peacekeeping forces, and provided units in support of each regional commander-in-chief's strategies for nation assistance. The totals by theater are as follows:

The National Guard deployed military police platoons to Panama and Honduras to augment existing forces.

Approximately 800 soldiers were deployed to Panama to attend courses at the Jungle Operations Training Center. Nearly 350 medical personnel were deployed to the U.S. Southern Command and U.S. Atlantic Command to provide medical and dental care, as well as preventative medicine education to local populations.

Approximately 6,200 National Guard soldiers were deployed overseas to conduct humanitarian and civic activities, along with host-nation missions. These activ-

ities and missions included the construction/renovation of over 27 kilometers of road, 31 schools, 34 medical clinics, four bridges, three culverts, 16 wells, a home for the elderly, and the upgrade of an airport ramp. Other accomplishments included the deployment of 3,312 soldiers to the European retrograde of equipment programs; deployments to train with the active Army in the Battle Command Training Program and Combat Training Center exercises in U.S. Army Europe (USAREUR); and deployments to all theaters for Joint Chiefs of Staff (JCS) exercises such as Fuertes Caminos, Fuerzas Unidas, Bright Star, Atlantic Resolve, Tradewinds, Ulchi Focus Lens, Keen Edge, and Northwind. Approximately 915 National Guard soldiers were deployed to Camp Darby, Italy and provided maintenance support for equipment positioned in the Army Reserve Package-2 (AR-2).

Joint Military to Military Program (JMMP)

The Army National Guard participated in the Joint Military to Military Program under the aus-

Theater	Soldiers	Mandays
CENTCOM	1,843	33,499
EUCOM	8,055	163,349
PACOM	2,727	46,598
SOUTHCOM	9,689	151,197
USACOM	455	6,144
Total ODT	22,769	400,787

pices of the National Guard State Partnership Program. The National Guard provided traveling contact teams, seminar participants, TAG/state governor visits to Central and Eastern European countries, and hosted numerous familiarization tours to the partner states here. The Army National Guard is used as a model of a military force subject to civil authority.

The Army National Guard also demonstrates, through briefing teams and tours of military and civilian state facilities, how military support to civil authorities functions prior to, during and after civil emergencies or natural disasters. Approximately 150 soldiers were deployed overseas under this program to countries including Albania, Belarus, Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Poland, Romania, Slovakia, and Slovenia. Areas of special interest were Guard recruiting, retention and training, as well as access to and mobilization of the Guard to support active Army forces during times of need.



Unit and Individual Exchanges

The Army National Guard participated in three company size reciprocal unit exchanges with the

United Kingdom and Germany. The Minnesota ARNG has established a formal unit exchange with the Norwegian National Guard. This company-sized exchange focuses on winter

warfare operations. Thirteen officers from the ARNG were exchanged with a total of 13 officers from the United Kingdom and Germany for their two week annual training. The Puerto Rican ARNG participates in the LATAM Coop exchange program in the Caribbean basin. Each year over 500 PRARNG soldiers are deployed to the Dominican Republic, Jamaica, and Barbados.

CONUS Exercises

In FY94, the Army National Guard participated in numerous exercises sponsored by unified commands. CASCADE PEAK, held at Ft. Lewis, Washington, was a tremendous success, with the integration of active component I Corps units and the ARNG "Bridge" units providing potent warfighting capability.

ACTIVE DUTY FOR SPECIAL WORK (ADSW).

This Army National Guard program provides authorization for projects such as annual medical/dental screenings, operation of training activities/sites, unit conversions to new weapons systems, study groups, and support to exercises. During FY94, 1,150 ARNG soldiers participated in ADSW projects.

KEY PERSONNEL UPDATE PROGRAM (KPUP).

In FY94, 825 ARNG soldiers participated in KPUP, receiving additional training along side their active component counterparts. KPUP participation provides enhanced proficiency training in assigned MOS duty skills at operational and tactical levels ranks for E5-E7, WO1-CW3s, and O-1 through O-4. In 1994, opportunities included ARNG soldiers in the post mobilization environment, JCS exercises, National Training Center, Joint Readiness Training Center, RETROEUR, and enhanced MOS training.

Individual Training

Fiscal Year 1994 was one of considerable challenges and changes in the area of individual training. The Army National Guard fully participated in the Total Army School System (TASS) development and implementation. As the new fiscal year began, so did the test and evaluation of the prototype TASS region. The primary benefit will be a reduction of training redundancies due to the regionalization of training institutions. Additionally, the Training and Doctrine Command

(TRADOC) will act as the executive agent for school accreditation; this will ensure training to one standard.

The pilot Officer Candidate School (OCS) program conducted in 1993 was continued in 1994, with all states conducting Phase I and Phase III training at consolidated sites. This concept builds upon the considerable resources already dedicated to the ROTC Advanced Camp mission and results in standardized training at a reduced cost. This regionalized program shows great promise in an era of declining resources.

FY94 was also a year of great change for enlisted leader development. As the Army National Guard transitions to a smaller force, maximizing the competencies of our enlisted leaders becomes ever more critical. The US Army Sergeants Major Academy updates the programs of instruction for both the basic and advanced noncommissioned officer courses. Phase I of this course is now the promotion standard. At the same time, the Guard initiated action to treat military technicians in the same manner as traditional M-Day soldiers.

This year plans were finalized for the implementation of the "Select, Train, Promote, and Assign" policy for the Army National Guard. In the future, only soldiers on a promotion list for current or projected vacancies will be trained. Future Noncommissioned Officer Education System (NCOES) requirements will be identified from promotion lists. This system will establish viable priorities for training and will ensure that funding supports actual training requirements.

Unit Training

FY94 continued as a year of challenges in the unit training arena. A brigade task force of the 29th Infantry Division, Virginia National Guard, conducted its first rotation through the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana. This challenging exercise gave the task force many valuable lessons in the field of low-intensity conflict.

During 1994, the fifteen enhanced readiness brigades called for in the Department of Defense Bottom Up Review were

identified. These units are spread throughout the United States. There are seven heavy brigades, seven light brigades, and one armored cavalry regiment. Their "enhancements" included increased training opportunities, an authorized overstructure, and command and control upgrades for compatibility. These "enhancements" are augmented by priority resources and increased active component training support. The units immediately began work with both National Guard Bureau and Forces Command (FORSCOM) to develop a viable training





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strategy which will minimize post mobilization training requirements while maximizing use of the inactive duty training (IDT) and annual training (AT) periods prior to mobilization. All of these programs are aimed at having a unit fully capable of going to war within ninety days of mobilization.

The Army National Guard has also made great use of command post exercises. Many of these exercises are conducted with active component units because of long-standing training relations with those units. Foremost among these is the Battle Command Training Program (BCTP), better known as WARFIGHTER. Other Leavenworth exercises include the Brigade Command Battle Staff Training (BCBST), the Combat Division Refresher Course (CDRC), and the Combat Brigade Refresher Course (CBRC).

Training Aids

The Army National Guard continues to take advantage of the technology offered through simulations. This is evident through training programs done in conjunction with Fort Leavenworth,

as well as the use of simulation devices, including the conduct of fire trainer (COFT), the Guard Unit Armory Device Full-Crew Interceptive Simulation Trainer (GUARDFIST-I), and the GUARDFIST-II for field artillery training. GUARDFIST-I permits an entire four man crew to conduct battle drills in an armory and offers potential for increasing readiness at a relatively low cost.

GUARDFIST-II is a device for field artillery forward observer training which allows one-on-one training. Development continues on an advanced system which will offer further economies by allowing a thirty to one instructor to student ratio.

The Army National Guard is participating in the distance learning initiatives within the Department of Defense. Guard soldiers completed the Distributed Training Advanced Non-commissioned Officer Course for Armor, which was accomplished by transmitting reconfigured course material from the Armor school via satellite to video teletraining sites in Montana, Idaho, Pennsylvania, and Vermont. While this course

still contained a two week resident phase, the Army National Guard is clearly ahead in developing innovative uses of the nation's information superhighway.

Training Facilities

The Army National Guard continues to oversee many training facilities as well as the Range Modernization Program. One of the greatest concerns in this area is the protection of the eco-systems in training areas. To this end, the Guard is fielding the Integrated Training Area Management (ITAM) system which can assist in tracking the training impact on training areas. With the information provided by system managers, the Guard can work to obtain the maximum use from the available land while minimizing damages. ITAM development continued at 21 separate locations, with the goal of having all primary ARNG sites under the system by 1999. As the Guard reduced maneuver damage to the land, costs associated with that damage are reduced. The ARNG also continued with the fielding of the Range Facility Management Support System (RFMSS) to provide automated scheduling and control of operations for training

facilities. This system will provide detailed usage data and better enable us to manage the land. The goal is to field the RFMSS at 36 ARNG locations, all of which will be part of an army-wide system permitting remote scheduling and rapid resolution of environmental safety issues.

Readiness

The readiness emphasis in the Army National Guard is to provide fully mission capable units in support of Federal missions. Overall unit resources and training levels in the ARNG have had minor fluctuations between the October 1993 and October 1994 Unit Status Reports (USR). This can be attributed to seasonal trends and implementation of the revised AR 220-1 incorporating Title XI mandates. The first USR, based on the revised AR-220-1, in January 1994, reflected a minor overall degradation of 2% both in January and again in April. Between the April and October USRs, overall status remained unchanged. During this past year, equipment on hand declined by 1% and personnel by 6%. Personnel trends were the

result of Title XI mandates. The new reporting policy has provided better visibility of nondeployable categories. Referring to the October USR, there are 50,633 nondeployable soldiers, both temporary and permanent in the ARNG.

High-Priority Units

Between the October 1993 and October 1994 USR, overall readiness declined by 3% in the 186 ARNG Contingency Force Pool (CFP) Support Package (SP) 1-4 units, which are the highest priority units in the ARNG. This was due to a 2% decline in equipment and 4% decline in personnel. During this same time, however, equipment serviceability increased by 3%.

At this same time, the 196 CFP, SP 5-7 units, which are combat support and combat service support units that support the Early Reinforcing Force three and one-third divisions have declined in overall unit status by 2%. This decline was attributed to a 5% decrease in personnel. There was a 2% increase in equipment on hand and 1% in training.

The ARNG Roundout/Roundup Brigades increased by 8% in overall unit resources and training levels between the October 1993 and October 1994 USR. There was a 6% increase in equipment on hand, 5% in equipment serviceability, and 6% in personnel. Training declined by 2%.

Increases in equipment serviceability were also driven by the AR change. Equipment serviceability is now based on all on-hand equipment versus wartime requirements.

The ARNG has been the leader in making significant progress in implementing programs to enhance the readiness of our high priority units. Project Standard Bearer (PSB), the ARNG's readiness initiative to improve and sustain high levels of readiness for priority forces, is now fully implemented as a management program. Each month, the director of the ARNG presents for resolution or discussion ARNG readiness issues and/or problems to the Army's decision makers to the chief of staff of the Army's Monthly Readiness Review. The director of ARNG also reports quarterly to the commanding general of the forces command. Additionally, the DARNG conducts a quarterly

readiness assessment with NGB Directorates and staff to identify readiness issues either for internal or higher headquarters resolution. Other readiness improvement initiatives within NGB are

staff on-site visits, and video teleconferences (VTC) with major combat units and high priority units.



Accessibility

During 1994, the Army National Guard was a key player as the nation's military strategy was tested in Somalia, Haiti, and Southwest Asia. The Army National Guard provided essential operational mission support as part of the Total Force.

SOMALIA: Army National Guard Mobile Training Teams (MTT) deployed to Somalia to train coalition forces on the M60 tank and AH-15 helicopter and to shrink-wrap U.S. aircraft for redeployment.

HAITI: Operation UPHOLD DEMOCRACY demonstrated the reliance of the Army on reserve component forces during contingency operations and operations other than war. Although no ARNG forces were deployed to Haiti because of the averted invasion, the ARNG contributed significantly to CONUS operations. For the first time since DESERT SHIELD/STORM, presidential selected reserve call-up authority was used to activate three military police companies to provide backfill units at three Army installations that deployed to Haiti. Although involuntary call-up authority was used, HQDA

stipulated that the use of volunteers had to be exhausted before soldiers were involuntary called. The flexibility and versatility of ARNG accessibility programs met this challenge and all three units of ARNG were mobilized with volunteers. Camp Santiago, PR, an Army National Guard installation, was used by FORSCOM and Special Operations Command-Atlantic Command 9SOC(LANT) as the training site to prepare Caribbean coalition forces and the multi-national peacekeeping forces. Individual states provided personnel and equipment in direct support of deployment operations to the tune of approximately 2,000 mandays. A NGB call to the states for potential fill of individual requirements identified by U.S. Atlantic Command netted over 1,300 by-name nominations.

MIDDLE EAST

PEACEKEEPING: The Army's reliance on the ARNG for operational missions gains more momentum every year. This is best exemplified by ARNG participation in the Multinational Force and Observer (MFO) for the Sinai (MFO Sinai). A three component composite battalion will deploy for this 6-month mission

in FY95. During FY94, the battalion was constituted at Fort Bragg and began to train. The ARNG provided 401 of the 441 RC soldiers, representing 24 states.

Programs including the Army National Guard's STANDARD BEARER Program, Mobilization Exercise Program, and Volunteer Unit Program and FORSCOM's Operational Readiness Evaluation (ORE) Program have made possible an unprecedented level of ARNG readiness and mobilization preparedness. The STANDARD BEARER Program continues to

enhance the readiness and mission capability of high priority ARNG units through intensive management and resourcing programs.

Mobilization Exercises

During FY94, Army Guard units participated in more than 721 STARC-conducted mobilization exercises. An Additional 49 units participated in a HQDA exercise OPTIMAL FOCUS 94, designed to evaluate a unit's ability to con-



duct home station mobilization tasks. Nineteen units participated in CALL FORWARD 94, a HQDA mobilization station exercise at Fort Lewis, WA.

VOLUNTEER UNIT PROGRAMS

The volunteer unit programs enhance accessibility by identifying and preparing individuals/units for voluntary active duty in support of either contingency, humanitarian, or peacekeeping missions. The Humanitarian Support Unit Program was used to identify and mobilize the three MP companies for UPHOLD DEMOCRACY. The Operational Integration Program is designed to provide a tailored, multi-component force to perform forward presence and peacekeeping missions. This program was implemented to constitute MFO Sinai. The Operational Unit Program maintains high priority ARNG units prepared to enter federal service prior to a presidential selected reserve call-up.

OPERATIONAL READINESS EVALUATION

The ORE Program, a FORSCOM BOLD SHIFT initiative, was fully implemented in FY94 after the FY93 pilot project. The ORE provides unit commanders of all

three Army Components an objective external evaluation of the unit's ability to deploy and perform its wartime mission. To date, 251 ARNG units have conducted an ORE with a pass rate that compares favorably with the active Army and the USAR.

Military Support to Civil Authorities

More than 27,801 men and women of the Army and Air National Guard answered the call to 402 emergency missions in 48 states and territories during FY94. Over 382,596 mandays were expended in the conduct of these emergency response missions. The major natural disasters in FY94 were the Northridge (Los Angeles) Earthquake in January and the Southeast flooding in Alabama, Florida and Georgia in July. In addition, FY94 also saw a significant amount of fire fighting support operations, primarily in the Western United States. The Air National Guard's C-130 Modular Airborne Fire Fighting Systems (MAFFS) were deployed away from home station for a record two month period, fighting range and forest fires in Arizona, Idaho, Montana, Oregon, and Washing-

ton. In Puerto Rico the Guard used over 139,000 mandays supporting local law enforcement agencies in combatting crime in metropolitan areas. Other types of missions which the Guard performed were medical evacuation, search and rescue, emergency power and communications, damage assessment, road/debris clearance, security/patrolling, ground/surface transportation, emergency shelter, providing potable water, and general aviation support. These domestic support missions continue to validate the Guard's role as the first military responder when emergencies strike in a community — neighbors helping neighbors.

LOGISTICS

The ARNG continually seeks new ideas and initiatives to provide the support necessary for future contingencies. Emphasis continues to be placed on the first-to-fight, high priority units and enhanced brigades. Our goal is to provide the soldiers of the ARNG the best equipment with which to conduct their training and missions.

Logistics support was provided to various task forces with missions throughout the world in 1994. This was also an active year due to fighting numerous forest fires in the Southeast and West.

Equipment

The ARNG has continued to take advantage of the downsizing of the active component to receive transfer of much-needed equipment, from radios to tanks. The redistribution and fielding of the High Mobility Multipurpose Wheeled Vehicles (HMMWVs), has given us an opportunity to purify fleet Contingency Force Package (CFP) units and fill nearly half of CFP II units.

The fielding of new Heavy Equipment Transporters (HETs) began during FY94. To date, only 25 systems have been fielded, but 179 will be fielded during FY95. The new HET is rated at 70 tons and can transport M1A1 tanks. Fielding of the Palletized Loading System (PLS) was also begun during this fiscal year and will increase artillery and supply units' ability to move greater amounts of ammunition and supplies.

The Dedicated Procurement Program (DPP) has helped the

ARNG overcome Army procurement fund limitations. Over the past twelve years Congress has earmarked over \$3.7 billion, above and beyond equipment shortages in ARNG units. These purchases filled equipment shortages and modernized ARNG units more quickly than under the Army's regular procurement budget and equipping strategy. The program has helped achieve high levels of readiness and interoperability.

Another initiative that enhances readiness is the Depot Level Maintenance Repair and Return Program. The \$113.6 million FY94 program provided \$71.9 million for overall repair and contractor logistics support of rotary and fixed-wing aircraft. The \$41.7 million surface program returned inoperable, high dollar, end items to the ARNG inventory providing calibration support for all specialized items of equipment for which the Army has no organic repair capability. More than 8,000 pieces of equipment were returned to operation at a cost of \$33 million. Two-thirds of the workload was accomplished at Tooele Army Depot; the remainder was repaired at U.S. Marine Corps logistics bases under a pilot program.

Emphasis continues to be placed upon improving the overall readiness of our first-to-fight, high priority, Project Standard Bearer units. The Army National Guard's Logistics Directorate allotted \$1.2 million of secondary stock fund dollars to reduce Equipment Requirements Code (ERC-A) shortages in all CFP-I and CFP-II units.

Automation

ARNG unit motor pools and organizational maintenance shops use Unit Level Logistics System — Ground (ULLS-G) computer systems for managing unit level repair parts and maintaining maintenance records. An agreement was reached after the Gulf War with the Army staff that DA would furnish ULLS-G to early deploying ARNG units and the ARNG would use congressionally added funds to purchase ULLS-G for its later deploying units. As of Sep. 31, 1994 all ARNG TOE units have been issued ULLS-G hardware and each state has a trained support cadre in place.

During FY94, the ARNG continued to experience modernization and expansion in the following areas of tactical automation:



"NEIGHBORS

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- 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 CFP- II and III. Conversion from the Tactical Army Combat Service Support Computer System (TACCS) to NDI systems began in the 4th quarter FY93. Conversion and training for SPBS-R in ARNG tactical units should be completed during the 2nd quarter of FY95.
- 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 commenced during the 2nd Quarter FY94 and should be completed during the 2nd Quarter FY95. SPBS-R I/TDA training is being conducted on site or at nearby Active Army military installations.

The ARNG is completely revamping calibration management with the introduction and fielding of the Test, Measurement and Diagnostic Equipment Integrated Material Management System (TIMMS). TIMMS ancillary hardware, consisting of smart terminal, printer, CD-Rom player and modem, is being prepared for immediate fielding. All 58 ARNG Calibration Sites will receive the entire TIMMS package. Fielding is expected to be completed during the 3rd quarter of FY95.

Additionally, the development of the ULLS-Aviation (ULLS-A) and ULLS-S4 software has begun with anticipated fielding in mid FY95. 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-D). The fielding of SARSS — Objective (SARSS-O) system to the USPFO will begin during the 4th Quarter of FY96 and is scheduled to be completed by FY98.

Other near-term goals for ARNG logistics automation include:

- fielding of Standard Installation/Division Personnel System (SIDPERS) 3 on commercial NDI hardware during FY95 and FY96, migrating of SARSS from the Tactical Army Combat Service Support Computer System (TACCS) to NDI hardware, and migration of the Standard Army Maintenance Systems (SAMS) from TACCS to NDI in FY95 and FY96.
- 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 to selected units in California, Nevada, and Arizona began in FY93. Fielding continues on a West to East basis, with twelve states expected to be completed by the end of FY95. Logistics modules will be added to RCAS after development and testing has been completed.

European Retrograde (RETROEUR)

The ARNG began developing RETROEUR plans in FY92 at the request of the Vice Chief of Staff, Army. 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.

Seven sites were operational in FY94. The sites and designated commodities of equipment for repair are Santa Fe, NM and Ft. Indiantown Gap, PA for repair of tactical wheeled vehicles and trailers; Camp Shelby, MS and Ft. Riley, KS for repair track and combat vehicles; Piketon, OH for repair of tactical engineer equipment; Cp Withycombe, OR for the repair of communications and electronic equipment; and Blue Grass Station, KY to receive, identify, classify, and redistribute excess Class II, IV, and VII (non-rolling Stock) items.

Current workload projections (7,600) will keep the sites active for four years. The total volume of communications-electronics equipment (CE and excess Class II, IV, and II (NRS) has not been

verified. If the volume of equipment returning increases, the ARNG has the capability to activate additional sites as required.

The repair sites currently employ 370 personnel, who identify, classify, repair and redistribute items. The goal is to employ 400 personnel to reach full production capabilities during FY95. The repair sites have received over 7,400 major items and 725 containers of Class II, IV, and VII items. The program not only increases readiness through the fielding of badly needed equipment in CONUS, but it also improves readiness through the enhancements to the ARNG soldier's maintenance management skills.

Current workload projections will keep the sites active for four years. If the volume of equipment returning increases, the ARNG has the capability to activate additional sites as required.

rant officers and 363,151 enlisted personnel. To attain this goal, enlisted gains were programmed at 69,710, officer gains at 4,642, and enlisted extensions 63,686. Enlisted losses would not be greater than 69,822.

The fiscal year ended with ARNG strength at 396,928 — 96.8% of the objective and reflecting a decline of 12,991 from opening strength. Total strength included 45,538 officers and 351,390 enlisted personnel.

Minority strength was 99,632 — 25.1% of assigned strength. There were 2,930 Black officers, 6.4% of officer strength and 59,613 black enlisted personnel, 17% strength of assigned enlisted strength. Total black strength was 62,543 — 15.8% of assigned strength, a decline of 1,836 from FY93. This continues the decline in this minority group from FY88.

Female strength of 31,593 was 8.0% of assigned strength and remained relatively constant throughout the fiscal year. Female strength was comprised of 3,614 officers, 7.9% of officer strength and 27,979 enlisted, 8.0% of enlisted strength.

PERSONNEL

The FY94 end strength objective for the Army National Guard was to achieve a selected reserve strength of 410,000 consisting of 46,849 commissioned and war-

Enlisted Personnel

Enlisted accessions of 61,268 were 12% below the programmed objective at 88%. A higher-than-programmed end strength during the first and second quarters necessitated the implementation of tighter accessions criteria:

- Prior service soldiers required to be duty MOS-qualified.
- No consideration of age and service waivers.
- No consideration of NGB-level medical waivers.
- Soldiers with twenty year letters not allowed to enlist in the ARNG.
- Incentive bonuses and the Student Loan Repayment Program (SLRP) suspended.

Non-prior service accessions of 22,526 were 81.7% of objective, while prior service accessions were 38,742, 91.8%. Accession mix reflects 36.8% non-prior service and 63.3% prior service.

ARNG accession quality was maintained within established goals with the exception of high school diploma graduates, who were at 84% instead of 94% of accessions. Inclusion of AHSCH (GEDs) in this category (15.5%) raises the percentage to 100.0%. Additionally, over half of the Test

Category IV enlistments were applicants whose native tongue was not English. (All applicants are required to take the Armed Forces Vocational Aptitude Battery (ASVAB) in English.) Breakout of NPS accession quality for FY94 is as follows:

NON-PRIOR SERVICE ACCESSION QUALITY FISCAL YEAR 1994

HSDG ...	19,027	84.5%
AHSCH	3,489	15.5%
TEST CATEGORY I-III.A.	12,486	55.4%
TEST CATEGORY IV ...	487	2.0%

ENLISTED PERSONNEL STATUS

ACCESSIONS	61,268
NON-PRIOR SERVICE ..	22,543
PRIOR SERVICE .	38,742
LOSSES	73,141
ETS	14,980
NON-ETS ...	58,742
EXTENSIONS	
FIRST TERM .	17,676
CAREERIST ..	32,867

Attrition

The ARNG FY94 goal to reduce the combined officer and enlisted attrition rate by 3.0% was achieved. While the attrition rate is higher than programmed, it continues to be lower than previous years. FY94 enlisted losses of 73,141 represented a 18.4% attrition rate. The attrition management plan developed for State strength managers will decrease non-ETS losses and also focus on soldiers approaching ETS. Scheduled force structure reductions created a climate of uncertainty and fueled the perception that career opportunities would be limited.

Incentive Programs

Throughout the first half of FY94 the ARNG offered three incentive programs: The Selected Reserve Incentive Program (SRIP), Student Loan Repayment Program (SLRP), and the Montgomery GI Bill (MGIB). However, effective April 1, 1994, both the SRIP and SLRP were suspended due to budgetary constraints.

The Selected Reserve Incentive Program (SRIP) provided 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 was given to applicants applying for skills designated as severely short in personnel.

The Student Loan Repayment Program (SLRP) paid 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 (MGIB) Chapter 1606 (formerly chapter 106) is for members of the Selected Reserve. When a soldier executes a six year contract, completes initial active duty training and remains a member in good standing, he or she may be entitled to education benefits totaling \$6,953.52 under the MGIB. The MGIB will pay for undergraduate, graduate, post graduate, vocational, and flight training. As a drilling Guard member, the soldier has ten years after gaining eligibility to use the program.



Enlisted Personnel Management

The "Select-Train-Promote-Assign" test program resulted in a recommendation to the director of the Army National Guard that the program be adopted nationwide. Promotion policies will be changed to allow a state by state transition from the grade vacancy selection process now used. Full implementation is planned for January 1996. The program will provide soldiers selected for promotion and leadership assignments the Noncommissioned Officer Education System course required for the promotion. This

approach, already implemented in our current enlisted leader development program, is bringing the total number of noncommissioned officers trained much closer to the total number promoted.

In consonance with a change in Army policy the ARNG opened all TDA positions to women. The beginning of FY95 will see an additional six to eight thousand positions opened to women in the ARNG as a result of the elimination of the "risk rule" by the Army.

The Army National Guard continues to seek 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.

The ARNG implemented procedures to minimize the number of Initial Active Duty for Training (IADT) training seats which are not used. This innovation is projected to accomplish a 100% or greater fill of available training seats. Additionally, the new procedures will allow a significantly greater number of ARNG appli-

cants to receive their "first choice" Military Occupational Specialty (MOS).

Officer Personnel

Total officer strength at the end of FY94 was 45,538, which was 1311 below program. That strength represents a 1118 decrease from FY93. Attrition for the year was 10.4 percent. The attrition rate compares favorably with FY93 attrition of 11.2 percent. Officer accessions were below program.

Warrant officer percent of fill has increased due to force structure changes. Warrant officer accessions, however, remain below desired levels, and accession programs remain a high priority.

ROTC. Ninety-seven Assistant Professor of Military Science (APMS) and three Professor of Military Science (PMS) positions are now filled at selected universities throughout the Nation. We anticipate that this valuable program will assist in increasing lieutenant accessions from

FY94 COMMISSIONING SOURCES FOR LIEUTENANTS WERE AS FOLLOWS:

ROTC	31%
OCS (State)	50%
OCS (Federal)	3%
Direct Appointment	13%
Other	3%

WARRANT OFFICER STRENGTH — FY 92-95

	Authorized	Assigned
FY92	11,040	8,982
FY93	9,853	9,011
FY94	10,169	8,824
FY95 Command Plan	9,767	

ROTC, which is the second largest officer producing program for the ARNG.

OFFICER EDUCATION.

Officer military and civilian education continue to be top priority in the ARNG, and significant advancements have been realized in the past year. Ninety college hours are now required for commissioning. That will ensure that lieutenants are well postured to meet the Congressional requirements of a bachelor's degree prior to promotion to captain. The number of lieutenants who have completed Officer Basic Course (OBC) within one year of commissioning has increased over three percentage points from FY93 to 75.2 percent. Policy states that OBC must be completed within two years of commissioning. Combined Services and Staff School is now required for battalion and higher command assignments and selected primary staff positions at brigade and higher. Additionally, branch specific Pre-Command Course attendance is required for assignment to battalion and higher command positions.

TITLE XI. The ARNG continues to work with the active Army to facilitate the transition of officers from active duty to the

ARNG. Title XI directs that the Army will implement programs that will allow selected ROTC and US Military Academy lieutenants to separate from the active Army after two years of service and prior to the completion of their active duty service obligation to serve the remainder of their obligation in the ARNG. Over 150 officers have been released from active duty under

this program and are serving in the ARNG. The ARNG is committed to compliance with the provisions of Title XI. Initiatives are focused on development of one Army standard for deployability, readiness and quality. The ARNG is dedicated to increasing the interaction between all Army components to ensure consistent policies and constant dialogue on officer leader development.



Full-Time Support

The Army National Guard Full-Time Support (FTS) Program provides a cadre of over 51,900 full-time personnel with an annual budget in excess of \$3 billion. The program in FY94 included 24,180 Active Guard Reserve (AGR) soldiers and 26,820 Military Technicians (MTs). Also included are Active Component soldiers assigned to the ARNG and Department of the Army civilian employees who work for the National Guard Bureau.

Full-time support for FY94 (AGR, MR and DA civilians) was authorized at 66% of validated requirements. Maintenance of the current level of full-time support and achievement of additional full-time resources is critical to support modernizing, changing priorities, increasing missions, and expanding roles of the Army National Guard.

The Army National Guard continues to provide justification to Department of the Army, DoD and congress to ensure that directed missions are adequately supported by increased Full-Time support personnel resources. As

a minimum, the ARNG will continue to strive for additional resources to achieve full-time support at no less than 80% of recognized requirements.

AGR PROGRAM. The AGR level of support (authorized as a percent of requirements) was 60 percent. Programmed AGR force reductions from FY93 to FY94 of 506 authorizations, adversely affected training, administration and overall readiness at unit level. From FY91 to FY94, Congressional authorizations for AGR soldiers decreased by 2,019.

An AGR selective hiring freeze, established in December 1991, was continued into FY94 with a full hiring freeze implemented during the FY. The freeze was necessary to meet the Congressionally directed authorized level.

Successful AGR job fairs in six states, coupled with an intensive job placement program, supported the cross-leveling of the AGR force, by voluntarily transferring AGR soldiers from states that exceeded their AGR authorizations to understrength states:

AGR transition benefits, such as 15 year early retirement, variable separation incentives and special separation benefits were approved and funded in FY94. Over 220 AGR personnel were approved for these programs, contributing significantly to AGR program downsizing and the shaping of the force. AGR transition benefit authority and funding will continue in Fiscal Year 1995.

TECHNICIAN PROGRAM. In FY94, requirements for Military Technicians (MTs) continued to increase and Technician Force Authorization increased by 175. However, this support was exacerbated by Technician Authorization being funded at only 95% of work years. This shortfall had an adverse impact in the maintenance field where requirements increased due to equipment modernization. The FY94 level of support for Technicians was 70% of requirements.

FORCE STRUCTURE

The force structure allowance for the ARNG during FY94 was 42,000 spaces, compared to 425,000 in FY93. During FY94, 56 units, with 8,400 force structure spaces, were inactivated. A total of 2,400 spaces were activated, with 700 spaces represented by conversions, updates, and

reorganizations. These actions affected combat, combat support, and combat service support units.

The current force structure plan reduces the ARNG to 405,000 force structure spaces and an end strength of 367,000 by fiscal year 1999. This plan incorporates a maneuver force of 8 divisions and 15 "enhanced brigades."

Enhanced Brigades

In FY92, the Secretary of Defense's "Bottom Up Review" examined ways in which U.S. armed forces could meet their strategic responsibilities in the post-cold war period. This comprehensive assessment reaf-



firmed the traditional role of the Army National Guard, with its balanced land force, as the active Army's primary combat reserve. The ARNG's Enhanced Brigades will be the Army's principal reserve component ground combat maneuver force. If needed, enhanced brigades are expected to reinforce, augment, and/or backfill active component units as required by the theater commander to which they are assigned.

The term "enhanced" refers to increased resource and manning priorities, with improved training strategies, to enable these brigades to deploy within 90 days after call up. The brigades will be employable, command and control-compatible, and logistically supportable by any U.S. Army corps or division. The ARNG's fifteen enhanced brigades are listed below.

27TH INFANTRY BRIGADE (NY)

29TH INFANTRY BRIGADE (HI/CA/OR)

30TH INFANTRY BRIGADE (MECH) (NC)

39TH INFANTRY BRIGADE (AR)

41ST INFANTRY BRIGADE (OR)

45TH INFANTRY BRIGADE (OK)

48TH INFANTRY BRIGADE (MECH) (GA)

53D INFANTRY BRIGADE (FL)

76TH INFANTRY BRIGADE (IN)

81ST INFANTRY BRIGADE (MECH) (WA)

116TH CALVARY BRIGADE (ID/OR/MT/WY)

155TH ARMORED BRIGADE (MS)

218TH INFANTRY BRIGADE (MECH) (SC)

256TH INFANTRY BRIGADE (MECH) (LA)

278TH ARMORED CALVARY REGIMENT (TN)

RESERVE COMPONENT OFF-SITE AGREEMENT. On December 10, 1993, the Secretary of Defense announced a major restructuring plan for the Army's reserve components. The "off-site" agreement was worked out by the senior leaders of the Active Army, Army National Guard, Army Reserve, and the associations representing each component's members. This was the first time that the three components have worked together on a major restructuring initiative.

According to the agreement, ARNG end strength will be reduced to 367,000 by FY99 and beyond. The ARNG will continue to provide, as it does now, the main combat reserve forces of

the U.S. Army, with combat service and combat service support units divided among the Guard and the Army Reserve. Accordingly, under the terms of the December agreement, most Army Reserve aviation assets will be transferred to the Army National Guard; conversely, some Guard combat service and combat service support units will transfer to the Army Reserve.

In order to implement the provisions of the agreement, the ARNG is reducing the size of its present aviation force by 40%. After the full implementation, which will involve the transfer of seven utility helicopter battalions and seven medical companies (air ambulance) from the USAR, the ARNG aviation force will be reduced by some 40%.

MODERNIZATION. During FY94, ARNG modernization included the M1A1 Abrahams tank, Bradley fighting vehicle, UH-60 Blackhawk, AH-64 Apache helicopters, multiple launch rocket systems, and mobile subscriber communications equipment. Major restructure initiatives for aviation and engineer 8 units are underway or approved for implementation.

COMPTROLLER

The FY94 President's Budget reflected appropriation requests of \$2,230.4 million for Operation and Maintenance, Army National Guard (OMNG) and \$3,290.2 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 \$21.1 million and a Total

Obligation Authority (TOA) for the OMNG appropriation for FY94 of \$2,251.5 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 \$158.5 million and a TOA for NGPA for FY94 of \$3,448.7 million.

Accounting

The State Accounting Budget Expenditure Reservations System (SABERS) is the accounting system used by the USFPO to account for and control federal funds. SABERS was upgraded in FY94 to change programming language from FILON COBOL to "C", resulting in a significant increase in operating speed. SABERS has been charged to accept payroll data from the NGB pay system STAREPS and the



DoD Civilian Pay System (DCPS). NGB monthly edits are returned to the USPFO electronically, reducing mail time by about two weeks.

Business Practices

In 1994 a bold shift towards commercial business practices was initiated to ensure the ARNG maintains pace with the intent of numerous congressional actions. The ARNG leadership is being regularly appraised of the requirements in the Government Performance and Results Act of 1993 and the Government Management Reform Act of 1994, along with many other streamlining initiatives which fall under the administration's "Re-inventing Government" umbrella. Cost versus benefit is rapidly becoming the paramount consideration in meeting the ever increasing demands placed on our shrinking resources.

Finance

Considerable effort was expended toward improvement of the Automated Fund Control Orders System (AFCOS) during FY94. Extensive systems changes were programmed and tested during

the 1st quarter with fielding completed to all states, territories and the District of Columbia during the next two quarters.

Training was conducted for over 160 personnel on the changes. An AFCOS user manual was written and distributed nationwide. The result of the changes to AFCOS were to provide program and fund managers significantly improved control and far more efficient use of funds available to NGB for active duty programs.

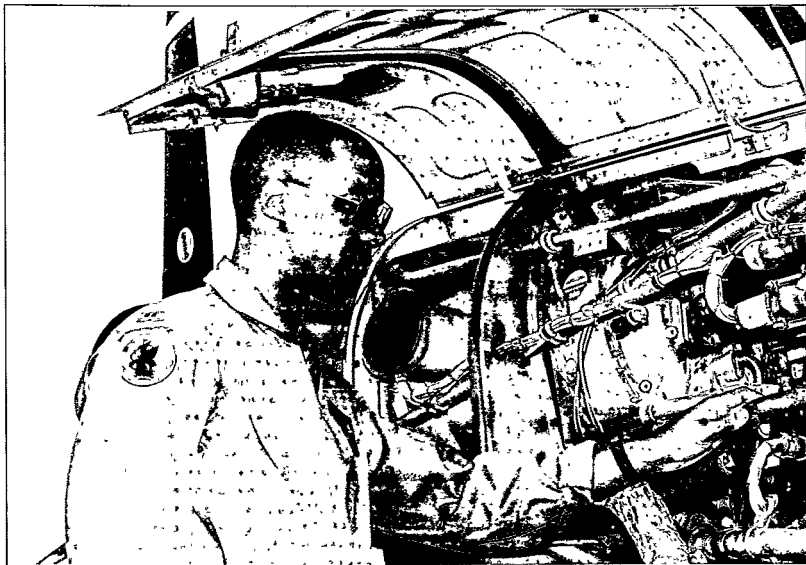
After successfully testing the concept at the Connecticut United States Property and Fiscal Office during FY93/94 and receiving approval from the Defense Finance and Accounting Service, twelve additional USPFOs accepted the mission of paying Active/Guard Reserve (AGR) soldiers assigned to their states during FY94. The impetus for moving the function to these USPFOs was based on the loss of Defense Accounting Office support, due to Base Realignment and Closure actions. As the consolidation of the finance network continues, the goal is for all USPFOs to assume the AGR pay function and provide the best possible finance service for our soldiers.

Payroll

Commanders continue to place emphasis on SUREPAY, bringing the ARNG participation rate to nearly 94% by the end of FY94. The Director of the ARNG issued a mandatory SUREPAY memorandum 1 June 1994 which requires all officers and enlisted accessions into the ARNG to enroll in SUREPAY upon appointment or enlistment. Participation in SUREPAY helps assure the soldier of continuous pay support for his family in the case of mobilization.

States continue to undergo major changes in the technician pay arena. Sixteen states converted from the Standard Army Technician Payroll System (STAREPS) to the Defense Civilian Pay System (DCPS) in FY94. An additional 30 states are scheduled to convert to DCPS during FY95 and the remaining seven convert to DCPS during FY96.

Seventy-nine STARTEPS messages were sent to the states in FY94. These messages dealt with pay, policy issues, and procedures regarding pay, leave, system changes and impacts of changes in policy or law.



Thirty DCPS messages were sent to the states in FY94. These messages dealt with procedures in converting from STARTEPS to DCPS.

All states, territories and the District of Columbia are participating in the Electronic Funds Transfer (EFT) Program. All states have achieved at least 80% participation, with nine states

having 100% participation. The overall ARNG participation rate at the end of FY94 was 93.9 percent.

Training continues to play a major part in payroll conversions. There were three Implementation Planning Review (IPR) meetings for the states converting to DCPS and one information course was presented for all states and territories.

Awards and Incentives

The Army National Guard Ideas for Excellence Program (IEP) has been actively cleaning-up backlogs in program submissions that have carried over from the old suggestions program. There were 68 suggestions submitted this last fiscal year and there were 114 suggestions completed or otherwise closed out. Of the 114 closed submissions, there

were \$55,580 awarded for cost saving suggestions that saved \$4.9 million. This year the Army National Guard recognized a Suggestor of the Year with a trophy and a \$25,000 check for a suggestion that saved the Army National Guard over \$4 million.

The Army Communities of Excellence award recipients were Utah (\$200,000), Louisiana (\$125,000), Maryland (\$100,000), Florida (\$50,000), and Pennsylvania (\$25,000). Florida received an additional \$5,000 for the Rookie of the Year, and the Most Improved award of \$1,000 went to South Carolina. Now in its sixth year, the Army Communities of Excellence program continues to foster excellence by emphasizing people, pride, readiness, facilities, and services. This program has become a resource multiplier and readiness enhancer.

The Minuteman Productivity Investment Program (MPIP) was closed out at the end of the fiscal year as one of our unfunded demands. MPIP was the only program in the Army National Guard that allowed states to compete for the purchase of equipment on the basis of cost savings.

Acquisitions are based on the most cost effective payback for dollars spent. Last year the program funded 104 projects at a cost of \$1.3 million. This equipment had a payback of \$3.1 million in the first year. The anticipated payback over the economic life of these projects will equal \$23.4 million.

ENGINEERING

The Army National Guard operates over 3,000 owned and 90 leased armories at 2,700 different locations, in more than 2,400 communities in all fifty States, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. In addition, the Army National Guard supports the operation and maintenance of 21,477 training, aviation, and logistical facilities on 3,393 installations in 2,670 communities. These facilities support the administration and training of troops and shelter assigned equipment, aircraft, and maintenance personnel. Adequate facilities are required to sustain unit readiness and meet mission objectives.

Twenty-six major construction projects were completed during Fiscal Year 1994. Congress appropriated \$188.06 million for Army Guard military construction for Fiscal Year 1995. Over 110 additional projects are scheduled for completion during 1995 and 1996.

In Fiscal Year 1994, \$153.6 million was provided for real property operations and maintenance, 3% less than in Fiscal Year 1993. However, the federally supported square footage grew from 55.1 to 55.2 million square feet. In Fiscal Year 1988, \$3.41 per square foot was available to operate and maintain Army National Guard facilities. Today, that amount is only \$2.42 per foot, or \$2.03 in constant Fiscal Year 1988 dollars.

INFORMATION SYSTEMS

The Information Systems Directorate used FY94 to improve computing, communications, and security; enabling the ARNG to do more computing faster and at a lesser cost. Efforts were concentrated on systems migration, video teleconferencing, and information systems security.



THE ARMY NATIONAL GUARD

DISSEMINATED NEW OUTREACH PROGRAMS AT HOME AND

OVERSEAS... TO HELP YOUNG...

PARTICULARLY DISADVANTAGED YOUNG...¹⁰

Automation

During FY94, NGB-AIS began upgrading the State Data Processing Installation (DPD) mainframe computers. NGB-AIS procured new, previously-unavailable technologies, allowing NGB to institute a 14 million dollar cost avoidance for new systems. A new high speed processor, the 68040 board, provided additional processing power and on board memory for computers in the field. This dramatically reduced processing times for all applications in all states and territories.

These changes have allowed planning for the latest in client-server, open systems technology, and architecture required for 21st century needs. NGB-AIS authorized replacement of multi-client computers with ones that are DOD compliant.

Migration of an annual training plan system and officer efficiency report system from older equipment to the Sperry 5000 in FY94 will realize cost savings as the older equipment is shut down. The relational database management system, Oracle, was also upgraded.

DINAH

In FY94, the last Secure Remote Terminal (SRT) was removed from National Guard service. Now all 54 states and territories are using DINAH, a computer based software package that assists users in preparing, transmitting, and receiving secure messages. In addition to increased ease in secure message transmittal and handling, the elimination of the SRTs provides dramatic annual communications maintenance cost reductions.

Visual Information

The first stage of providing the Army National Guard with video teleconferencing (VTC) capability was completed with the delivery of the Low Bit Rate Video (LBRV) equipment to 53 states and territories. Implementation of nation wide VTC service is planned in FY95. Slow contract negotiations between the Defense Information Systems Agency and AT&T prevented service this fiscal year.

The Visual Information Support Center in Nashville, TN increased production by 36% in FY94, including increases in tape duplication, banner production,

and field team missions. The Rapid Response Documentation Team was deployed to the Los Angeles earthquake, Rwanda (in support of Air Guard activities), and three southeastern states hit by floods. They also fielded the first phase of the new Electronic Multimedia Imaging Center.

Information Systems Security

The ARNG's Command Communications Security (COMSEC) program improved at both the ARNG staff and state levels by reducing active ARNG COMSEC accounts to 310. This exceeded the FY95 objective of a 50% reduction. Increased command COMSEC inspector certification and recertification training resulted in an improved 81% satisfactory rating for ARNG COMSEC accounts received during US Army Communications-Electronics Command COMSEC Logistics Activity (USACCSLA) inspections.

The Army National Guard Reserve Component Automation System (RCAS) Command Authority Program was expanded, granting RCAS key ordering privileges to 102 ARNG, USAR, and active Army user representa-



tives. Fielding of the Army Key Management Systems and Revised Battlefield Electronic CEOI System to 173 units and State Area Commands was 95% completed by the end of FY94. It provides capability for frequency management, CEOI generation, electronic cryptographic key generation and distribution, and automated electronic COMSEC accounting.

Reserve Component Automation System

RCAS equipment was 95-100% installed in nine western states. That totals approximately 1500 units. Installation was in various phases in 14 other states. NGB-AIS continued working with RCAS and its contractors to provide software capable of bringing the equipment to its full potential.

ENVIRONMENTAL PROGRAMS

The Department of the Army's four "pillars" of environmental management are Compliance, Conservation, Prevention, and Restoration. Accordingly, the Army National Guard's Environmental Programs Directorate is organized into four major areas: Compliance and Restoration, Conservation, Environmental Compliance Assessment System (ECAS), and Resources.

Compliance and Restoration

The Army National Guard's hazardous waste program has made substantial reductions in program cost through quality initiatives in administrative management, technological innovation, and pollution prevention.

The Guard has implemented several waste quality initiatives, designed to eliminate or treat

waste water prior to discharge, and has implemented practices to prevent storm water from coming in contact with potential pollution sources. Obsolete wash racks are being replaced with state-of-the-art water filtering and recycling systems.

We have also seen considerable advancement in the UST upgrade program in FY94 due to coordinated efforts between the NGB's engineering and environ-

mental directorates. The National Guard Bureau has initiated a proactive approach to meet FY99 regulatory deadlines.

Another major emphasis of the Compliance and Restoration Division during FY94 was the Air Quality Program, which has initiated air pollutant emissions inventories and air permit applications to meet new requirements established in the clean air act amendments of 1990. The



Guard has developed a master plan for each state/territory to initiate statewide air pollutant emissions inventories. Other significant actions undertaken during FY94 include the development of policy and guidance to implement the newly established Clean Air Act Conformity Rule, establishing halon reduction requirements and turn-in procedures, and continuing projects in asbestos surveys, noise evaluation, and radon assessments.

Prevention

The focus of the Army National Guard's Pollution Prevention Program is source reduction. The goal is to reduce the release of toxic pollutants by 50%, using a CY94 baseline.

In March 1994, the U.S. Army named the Maryland Army National Guard's Combined Support Maintenance Shop (CSMS) at Havre de Grace, and the Indiana Army National Guard winners of the 1993 Army Pollution Prevention Award. In November 1994, the Delaware Army National Guard received the Governor's Award for

Environmental Excellence based on its ongoing hazardous waste reduction program, hazardous waste minimization effort, UST management, and soil bioremediation project.

Restoration

The Installation Restoration Program is committed to protecting human health and the environment through the proactive investigation and restoration of past and current areas of contamination. The program strives for timely investigation and restoration of contaminated areas resulting from past practice hazardous waste disposal practices, as well as remediating current spills and leakage USTs.

During FY94, the Guard conducted 33 preliminary assessments at facilities nationwide to determine the potential for past contamination, with 18 completed, 17 site or remedial investigations (SIs) to determine the presence and extent of contamination, and eight remedial actions (RAs) to restore the sites to acceptable standards. Fifteen spill remediations and 48 leaking UST removals, investigations, and remediations were completed in FY94. More than \$17 million was

spent, including more than \$13 million in Defense Environmental Restoration Account funding from the Department of the Army. The Directorate received and obligated approximately 150% of the DERA funding originally programmed for National Guard projects.

Conservation

The Conservation Division provides technical guidance to assist the 54 states and territories in developing and implementing cultural and natural resource management plans. These plans assist in preserving the environment while maintaining the ability to train. Many of these resource plans have been funded through the Department of Defense Legacy Program.

The continuing implementation of the Integrated Training Area Management (ITAM) plans has allowed the National Guard to match training lands with environmental carrying capacities. This program has provided for the inventory and monitoring of environmentally sensitive areas such as wetlands, endangered species, and potential erosion sites.

The Conservation Division also has responsibility for reviewing and staffing National Environmental Policy Act (NEPA) documents, which provide legal sufficiency and demonstrate environmental responsibility that conforms to state and federal laws. More than 154 actions were reviewed and staffed by the Conservation Branch during FY94.

There are currently eight environmental impact statement reviews underway across the country. Two were completed in FY94, one for Camp Grayling, MI and the other for Camp Shelby, MS.

Environmental Compliance Assessment System

The Environmental Compliance Assessment System (ECAS) identifies areas of noncompliance with environmental and pollution prevention requirements, recommends corrective actions, and identifies resources needed to implement the corrections. Funding for corrective actions from ECAS assessments is then identified and programmed.

Assessments are conducted by a team of professional environmental consultants.

To date, the Army National Guard has completed 42 assessments. The remainder of the states will be assessed by the end of FY95. All Army National Guard facilities within each state are assessed to include armories, maintenance shops, U.S. Property and Fiscal Offices and warehouses, training areas, and aviation support facilities. Thousands of facilities within the 42 states have been assessed, and the ECAS findings are that hazardous waste, solid waste, and Clean Water Act issues are the primary areas of concern. Currently, 31 final ECAS reports have been completed.

Resources

The Resources Division was formally organized in June 1994, to focus on all matters pertaining to training, budgeting, manpower, and database management as they relate to environmental management and the protection of natural and cultural resources. Planning was begun for 10 different environmental training courses

to be offered in FY 95, such as National Environmental Policy Act, Basic Environmental Staffing, Hazardous Waste, Environmental Risk Communications, and others.

AVIATION

Modernization of the ARNG aviation fleet is critical to success on the modern battlefield. The first ARNG fielding of the state-of-the-art armed scout aircraft, Kiowa Warrior (OH-58D), was completed in FY94. The aviation fleet was also enhanced by the UH-60 refurbishment program. The ARNG will receive approximately 300 refurbished UH-60s as a result of Active Army force reductions.

The Army National Guard is facing a critical shortage of UH-60, Black Hawk helicopters. The only early deploying (CFP 1) UH-1 helicopters in the Total Army are ARNG MEDEVAC aircraft. Not only is the UH-1 becoming operationally obsolete, it will soon become logistically unsupportable on the modern battlefield. Current UH-60 procurement/fielding plans are



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not sufficient to cover minimum modernization requirements. These simulation devices for the CH-47 Chinook will provide regional support to both ARNG and Active crew members. The UH-60 and CH-47 simulators became available from the Active Army. The AH-64 Combat Mission Simulator is a new procurement.

International Missions

An ARNG Security Assistance Team assisted in the hand-off of the peace-keeping mission in Somalia. In February 1994, the team traveled to Somalia to train Pakistani pilots, as well as maintenance and armament specialist for the AH-1S Cobra helicopter.

The Cobras were transferred from the Hawaii Army National Guard. Despite the austere conditions, the training program was a complete success.

The ARNG sent a fixed wing instructor pilot to Argentina to train local pilots on the use of aircraft sensors.

Domestic Missions

The ARNG responded to several domestic emergencies in FY94. Our aviation fleet provides a critical service to local, state and federal agencies in response to natural disasters. ARNG aviation proved invaluable in FY94 in response to floods, earthquakes, forest fires, and other disasters.

During January 1994, the ARNG responded to the 6.8 magnitude earthquake that ravaged Southern California. The ARNG provided transportation for critical health, safety and security personnel, and supplies. Over 600 hours were flown consisting of 706 sorties transporting 5,300 passengers and 87,000 pounds of cargo.

The ARNG conducted significant fire-fighting operations in Arizona, California, Colorado, Idaho, and Washington. In California alone, over 900 flight hours were flown. The operations included extensive use of helicopter mounted water buckets to drown raging fires.

From July 6th to August 4th, 1994, the Georgia ARNG provided humanitarian relief for the "500 year flood" that impacted the Southwestern portion of the

state. Operation "Crested River" consumed over 1,200 flying hours performing various aviation missions to include search and rescue, medical evacuations, transportation of medical personnel, engineer equipment, tents, and drinking water.

The ARNG provided the majority of the aviation support for the World Cup Soccer Games.

Safety

During FY94, the ARNG experienced an overall downward trend in the number and associated costs of both ground and aviation accidents. The number of Ground Class A accidents declined from 25 in FY93 to 17 in FY94. Eleven of the 17 were private automobile accidents. Concurrently, the number of Ground Class B accidents declined from 7 to 2. The costs associated with ground accidents also experienced significant reduction, from \$12.6 million in FY93 to \$7.3 million in FY94.

While flying more than 340,000 hours, ARNG aviation experienced zero Class A accidents during FY94; a reduction of three from FY93. There was one Class B aviation accident, also a reduction of three from FY93.

Significantly, ARNG aviation experienced zero fatalities in FY94 as compared with 13 in FY93, and reduced the associated costs of aviation accidents from \$24.5 million to just over \$1 million. Overall, accident cost reduction was approximately \$30.4 million.

In FY94, Army National Guard safety and force protection programs continued to emphasize safety awareness, training and education, and countermeasures. Safety awareness was highlighted by the "Safety-Picture It" Campaign in FY94. Safety training included the Annual Safety and Occupational Courses (AMPOC). Countermeasure programs included video productions by the multi-media branch aimed at specific hazards, accident prevention surveys designed for the various flight facilities, and constructive evaluations targeted on state safety programs. These programs, in conjunction with leader involvement at all levels, have made safety an ARNG success story for FY94.

ARNG leaders and soldiers are fully involved in risk management procedures which insure that safety is integrated throughout all operations so that our personnel, equipment, and environment are preserved for the future.

A I R
N A T I O N A L
G U A R D

DIRECTORATE OF OPERATIONS, PLANS, AND PROGRAMS

The directorate develops and directs overall policy for all matters related to the planning, programming and execution of ANG forces for mobilized and non-mobilized mission taskings, and capabilities requirements.

Plans Division

The Plans Division is responsible for developing, integrating and maintaining a comprehensive operations planning and analysis program for the Air National Guard. The division maintains an active interface with HQ USAF, major commands, state and unit planners, and is the primary advisor to the joint chiefs of staff, the NGB, and HQ USAF on Total Force policy, force mix, deliberate planning, access and mobilization.

LONG RANGE PLANNING.

As executive agent for the ANG Long Range Planning Committee, the Plans Division acts as the primary catalyst for the ANG Long Range Plan, consolidating the Air Guard's vision, goals and collec-

tive interests into a "road map" that can be integrated with future Air Force plans. The plans for FY95 include special reports from the last five years on issues important to the future of the Air National Guard.

FORCES AND RESOURCES.

The Forces Branch and the Resources Branch are focal points for all matters pertaining to Air Guard aviation units. Preparation for the new planning cycle has caused a flurry of activity as planners throughout the Air Force try to incorporate new concepts and more efficient planning procedures into the development of a war-fighting scenario for two simultaneous conflicts. Plans division personnel have coordinated closely with Air Force planners in developing the revised Joint Strategic Capabilities Plan, and providing extensive revisions to the Air Force's War and Mobilization Plan — the two most critical war-planning documents.

Operations and Programs

Reductions in the active duty force structure have made newer aircraft available for modernization of ANG flying units and also

offer an opportunity for the ANG to take on new missions. The Combat Forces and Mobility Forces branches determine the mix and bed-down of all ANG aircraft and related combat support forces. Additionally, they provide programming information to the Air Force to secure funding for ANG aircraft operations.

The Program Integration Branch is responsible for updating and maintaining the accuracy of ANG data contained in Air Force program documents. The branch also publishes the annual ANG Facts and Figures book.

Operations Directorate

Fighters

Over 30% of the general-purpose fighters in today's Total Force are in the Air National Guard. The mission of ANG F-16s, A/OA-10s, F-15s and F-4Gs includes close air support, air superiority, air interdiction, offensive and defensive counter-air, and suppression of enemy air defenses.

ANG forces participated in CONUS exercises such as Red Flag, Air Warrior and Gunsmoke competitions, as well as in international exercises like Display Determination and Central Enterprise. ANG forces are more involved with overseas exercises and contingencies as the active duty forces draw down. ANG fighter forces were instrumental in providing fighter support and relieving active forces during Operation Deny Flight over the skies of Bosnia/Herzegovina.

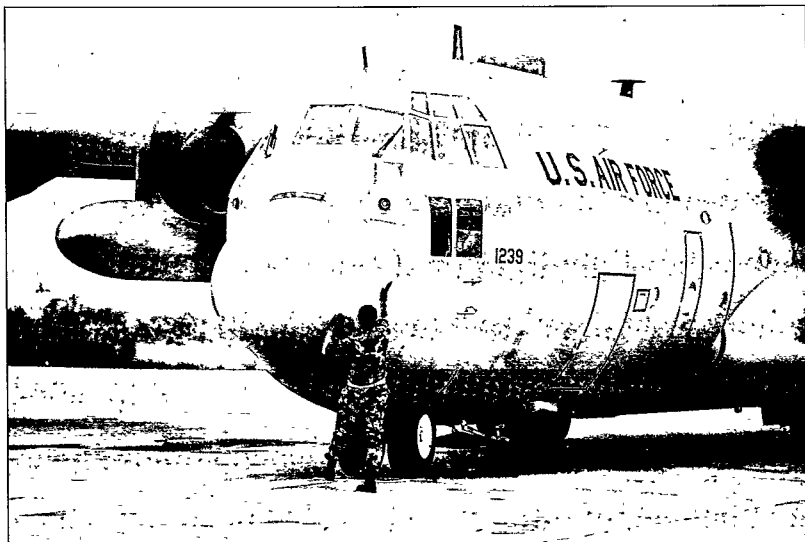
The Idaho ANG continued to support Operation Southern Watch/Desert Calm on the Arabian Peninsula. The 124th Fighter Group deployed an average of 100 people to support flight operations for six aircraft. Personnel were deployed in six rotations to cover the six-month period.

The ANG conducts the nation's only F-16A/B training. The ANG also provides this training for several foreign

countries, including the Netherlands, Bahrain, and Singapore. The number of foreign nations receiving this training is expected to increase.

Close Air Support

Close air support (CAS) remains an integral part of the ANG missions. In FY94, ANG units composed of A-10 and F-16 aircraft provided direct support to U.S. Army units throughout the world,



and also supported United Nations peacekeeping forces in Bosnia. ANG ground support elements such as our Air Control Party Flights and Air Support

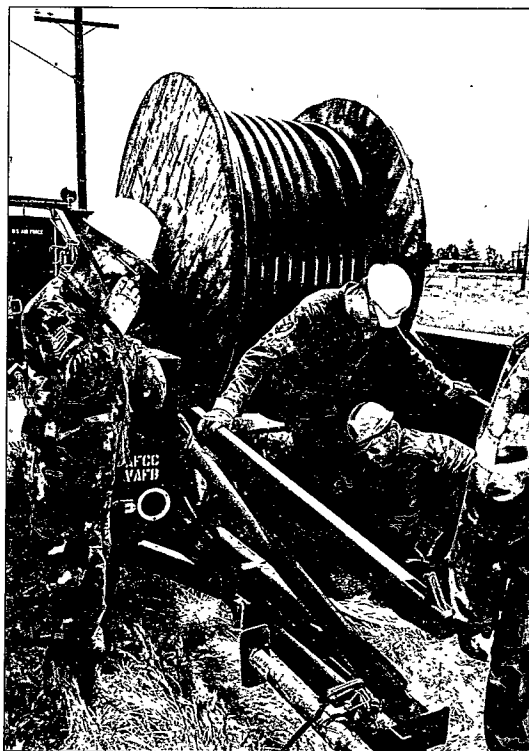
Operations Centers are realigning and relocating in order to better support current and upcoming Army requirements and force structure changes.

Airlift

Air National Guard airlifts are active in worldwide relief efforts, and FY94 was a record-setting year for ANG airlifters. In addition to supporting JCS-directed exercises, Air National Guard C-5 and C-141 strategic aircraft flew in support of U.S. operations in Somalia, Rwanda, and Haiti. Air National Guard 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.

C-130 theater airlift aircraft are flown throughout the world by Air Guard personnel. ANG units supported contingency operations in Bosnia, as well as Somali relief efforts. C-130 units supported the ongoing SOUTHCOM mission in Central and South America with operation Coronet OAK.

The C-130 fleet continued to modernize in FY94, as new C-130H aircraft were delivered to the 145th Airlift Group, North Carolina ANG and the 153d Airlift Group, Wyoming ANG. These new aircraft have night vision goggle-compatible cockpits, low power color radar, and a comprehensive airlift defensive suite.



Aerospace Defense Forces

The ANG provides 100% of the fighters tasked for air defense of the continental United States, with Air Guard F-15s and F-16s maintaining round the clock alert at sites throughout the U.S. Flying the modernized F-16, North Dakota's 119th Fighter Group won the Air Force's William Tell '94 Competition.

Air Defense units deployed to Howard AFB, Panama to support the ANG's "Cornet Nighthawk" program. This and other air defense operations continue support of the nation's drug interdiction program.

Reconnaissance

The ANG provides 100% of the Air Force's tactical reconnaissance capabilities and is subject to worldwide tasking. The RF-4C fleet continues to receive modifications to improve service life and combat capability. Using the Long Range Optical Photography System (LOROPS), these aircraft provide capability to support both worldwide contingencies and the nation's counter-drug programs.

ANG RF-4Cs continue to be valuable for other peacetime needs, such as providing photo coverage for state and federal emergencies.

Deep Interdiction

For the first time in its history, the Air National Guard has activated a heavy bomber unit, the 184th Bomber Group, Kansas ANG. The first B-1B aircraft were delivered this year, with additional aircraft scheduled for selected units in FY95.

Aerial Refueling

The Air National Guard provides approximately 43% of the Air Force KC-135 air refueling assets worldwide. In FY94, the ANG accepted delivery of 30 additional KC-135R aircraft, bringing the total number of ANG KC-135s to 221.

The 19 ANG KC-135 units' primary mission is to provide air refueling in support of Strategic Force Command's Single Integrated Operational Plan (SIOP). The tanker units' secondary mission of supporting global contingency operations is gaining in importance as the

active duty KC-135 force has been reduced, and worldwide deployments have increased tremendously. In FY94, Air Guard tankers participated with Air Mobility Command forces during operations in Bosnia, Rwanda, Somalia, and Haiti. The recent closures of the last active duty KC-135 bases in the Northeast requires Air Guard tankers to assume the Northeast Tanker Task Force mission, which has been accepted by two units and supported by all ANG tanker units.

The KC-135 fleet provides additional airlift capability for channel missions, and relieving the over-tasking of strategic airlifters. The recent acquisition of floor rollers for the tankers allows cargo to be on and offloaded with greater ease.

Special Operations

The 193d Special Operation Group, Pennsylvania ANG, is the only airborne special operations units in the ANG. The unit's missions support the Senior Scout, Volant Solo, and the Air Force Information Command. The 193d is the most deployed combat unit in the ANG.

Rescue

The three ANG air rescue units are equipped with HC-130 tanker aircraft and HH-60G helicopters. During FY94 the 210th Rescue Squadron in Alaska assumed command and operations of the Air Rescue Coordination Center at Elmendorf AFB, and the Resource Detachment at Eielson AFB, providing timely search and resource coverage for the Eielson Range complex. In addition to emergency rescue operations, the ANG rescue units also support NASA during space shuttle takeoffs and landings.

Weather

Comprising 58% of the Total Force Army weather support team, 33 ANG weather flights provide weather support to various U.S. Army units, including divisions, separate brigades, an armored cavalry regiment, Special Forces groups, continental U.S. Army headquarters, and numerous mobilization stations. The majority of direct combat support is to the Army National Guard.

During FY94, weather flight volunteers sustained a six-month operation in Central America in support of exercise Fuertes Caminos, deploying two-week rotations from January through June. Another major highlight of 1994 was the welcoming of several flights for advanced training at the newly-opened Weather Readiness Center at Camp Blanding, Florida, which provides tactical and technical training unavailable elsewhere.

Directorate for Acquisition

The main function of the Directorate for Acquisition is to improve the capability of Air National Guard weapons systems. During Fiscal Year 1994, efforts were concentrated in a number of different areas.

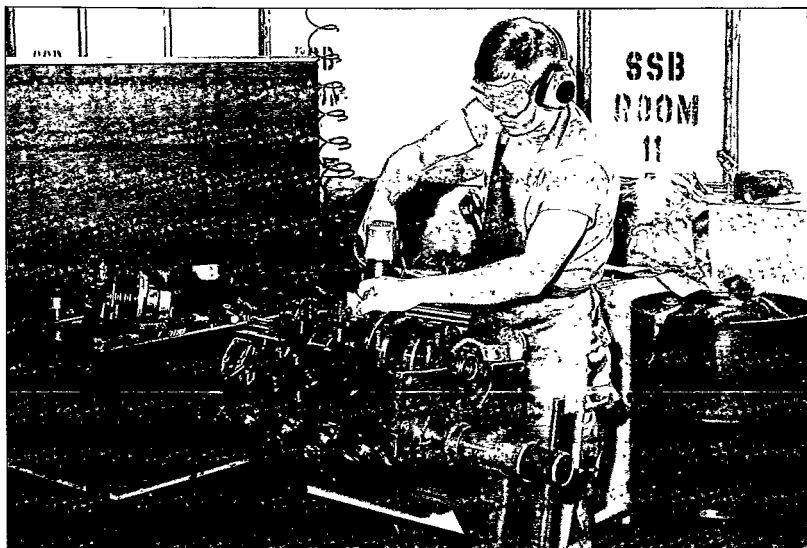
Fighters

F15 AIRCRAFT. The F-15A/B Multi-Stage Improvement Program (MSIP) remains a top priority of the Air National Guard. MSIP provides radar improvements, a larger central computer, advanced medium

range air-to-air missile capability, and growth potential through improved wiring and bus structures. Currently, 74 modification kits have been procured. Combined with 26 modified aircraft transferred from the active Air Force fleet, five of the six Air National Guard F-15 units have been MSIP-equipped.

F-16 AIRCRAFT. The F-16 phased upgrade program continues. Part of this upgrade includes a survivability enhancement that provides a self-protection suite for a wide spectrum of threats. This suite is being purchased through an improvement program that includes radar warning receivers and countermeasures dispensing system enhancements. The Air Force validated the need for this self-protection capability and made a production incorporation decision for new F-16 aircraft. Earlier block aircraft have not been programmed for a retrofit.

A/OA-10 AIRCRAFT. During FY94, numerous improvements to this fleet were initiated. Installation of night vision goggle capability will begin in November 1994, with expected completion in FY97. Upgrades to the Low Altitude Safety and Targeting Enhancement system software

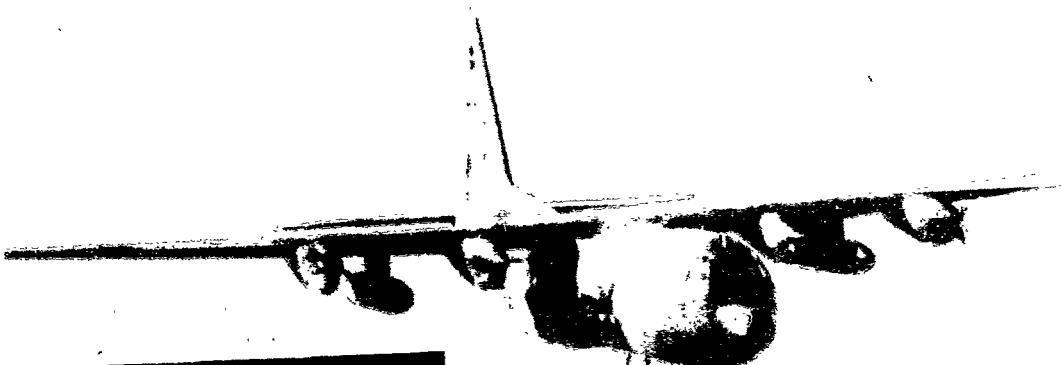


were made, giving pilots ground collision avoidance warning, continuous computed impact point, enhanced altitude control, and an air-to-air gunsight. A quick reaction effort was made to replace 30 minute capable video records with two-hour-capable records for A-10's deployed over Bosnia. This 8MM cockpit video system will be fielded in all ANG A/OA-10's in the very near future.

RF-4C AIRCRAFT. The major new program for the RF-4C that began in FY94 was the installation of the ARC-186. The addition of this VHF radio has improved the worldwide deployment capability of the RF-4C and improves communication with other aircraft within combat kill areas.

Aircraft Engines

The 220E engine retrofit is the number-one safety modification for F-16 aircraft. The upgrade, which includes adding digital electronic engine control, an engine diagnostic unit, and fan drive turbine provides commonality across the F-15 and F-16 fleets. Useable in both types of aircraft, the 220E engine significantly improves reliability and maintainability, reducing overall maintenance by 35 to 40 percent.



DAY...THE NATIONAL GUARD
CONTINUES ITS HISTORIC MISSION
AS AN INTEGRAL PART OF THE
NATION'S FIRST-LINE DEFENSE."

Electronic Countermeasures Equipment

The Air National Guard continues to modernize its ECM pod capability, with early models almost completely replaced. The ANG is on schedule to have all F-16 and A/OA-10 units equipped with new pods by the middle of FY95. Working with the active Air Force, upgrading of the F-15 A/B aircraft is almost complete. Similarly, the ANG is upgrading ALR-69 radar warning receivers carried on the F-16, C-130, EC-130 and A/OA-10 aircraft, to increase reliability and maintainability.

Training Equipment

PART TASK TRAINER (PTT). The Air National Guard's F-15/F-16 part task trainer is the first operationally fielded trainer costing under \$1 million to provide training in air-to-air, air-to-ground, emergency engine air starts, and instrument approaches. Configured to support the non-MSIP F-15A and F-16A block 10/15 pilot continuation training at ANG units, 14 PTTs were fielded to provide a viable alternative to high-cost simulators.

AIR COMBAT MANEUVERING INSTRUMENTATION (ACMI) RANGES. The Air National Guard established three state-of-the-art ACMI ranges at the Air Combat Readiness Centers at Volk Field, WI; Savannah, GA; and Gulfport, MS. All ranges are operational with final system acceptance of an expansion to the Gulfport range scheduled for FY95.

These ranges record aircraft maneuvers during air-to-air and air-to-ground missions and transmit them to a ground station, greatly improving the training for units in the local flying area and for those units' deployment for their Annual Training. The Advanced Debriefing Display Systems station will provide additional training capability by transmitting data to the units' home stations.

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 FY94, ANGR/TE responded to

over 34,000 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 FY94. Almost 285,000 of these workdays were earmarked for state and federal counter narcotics support.

On-the-Job Training

Continuing to implement "year of training" initiatives, programs designed to increase the rigor and discipline in Air Force training and education systems, the Training Directorate produced an informational video to educate all ANG members about new and modified programs. To ensure the continuous improvement of the program, the Training Directorate and Air Force major commands have submitted suggested changes to the Air Staff based on customer input.

Alternative Training Methods and Delivery Systems

Tasked with examining innovative alternative training methods and to determine the most efficient and effective means of training members of the ANG, the Training Directorate has been involved in analyzing emerging training technologies and in exploring alternative methods of training, such as satellite transmission of courses.

The Training Directorate is currently coordinating agreements for satellite transmitted courses with the Air Force Institute of Technology, Air University, Air Education and Training Command (Field Training Detachment) and the ANG NCO Academy (Distance Learning Initiative). The Training Directorate is also working with various Pentagon-based agencies to export courses to field units, regardless of their DoD branch affiliation.

The ANG is in the process of installing three transmitter sites and over 250 receiver sites throughout the ANG. This resource will enable the ANG to respond to training needs in a quick and efficient manner and

will allow ANG members to participate in training produced by active duty counterparts.

The Training Directorate is also evaluating video taped, multimedia and computer based training systems for applicability in ANG training programs. These training methods are either stand-alone or can be used to supplement satellite-transmitted courses. The utilization of these alternative methods will reduce travel costs and time off-station for all ANG personnel.

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), associate degree-granting institute. Information and recognition programs offered by both TE and CCAF have been very well received and have resulted in approximately 5,380 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 as distributed learning and distance learning methodologies are developed, tested, and implemented. 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 projected establishment of nearly 30 local ANG programs.

PERSONNEL

FY94 was a year of transition for the Air National Guard. Force structure realignments and the definition of ANG taskings for the "two major regional contingencies" scenario continued the downsizing that had begun in FY93. Projections indicate that this trend will continue, with the most significant reductions occurring in FY96. These factors contributed to a degree of personnel turbulence and a sense of uncertainty in many ANG units.



Deployments

The Air National Guard had personnel involved in the support of over 300 operations in FY94, and a typical week found 800 ANG personnel deployed. These operations included Deny Flight, Phoenix Shark, Provide Comfort, Provide Hope, Provide Promise, Provide Relief, Restore Hope, Sea Signal, Southern Watch,

Steady State, Support Hope, Support Justice, and Uphold /Maintain Democracy.

To facilitate participation, and to provide better service to field units, ANGRC obtained access to the Worldwide Military Command and Control System (WWMCCS) in FY94. This access enables the ANG to enter the planning and execution systems for Air Force

and joint operations and to provide units with timely information needed for deployment.

Strength

This increased participation in real world contingencies occurred simultaneously with a reduction in available personnel. The Air National Guard ended

FY94 with an assigned end strength of 113,587, well below the 117,700 authorized by Congress. An increasingly difficult recruiting environment was evident in many areas of the country, but the primary reason for reduced strength levels was the fact that many commanders were reluctant to bring new people into units when they face new force structure reductions in the future.

The ANG's full-time programs, however, continue to meet end strength objectives. The military technician strength on September 30, 1994 was 24,063 and the Active Guard/Reserve (AGR) program totaled 9,312.

Recruiting

One effort to aid recruiters in this difficult environment was the development and fielding of a national recruiting automation program. The program will accomplish two very important objectives. First, it will automate the office procedures of the ANG recruiting force, significantly

reducing the cycle time of creating, updating and maintaining a new recruit package. Second, the program will provide units, state headquarters and ANGRC/DPR the means with which to identify and track leads and their source. This will enhance national advertising efforts by providing numbers on the most effective means of advertising. Emphasis will continue to be placed on improving the diversity of units and helping them become more reflective of the demographics of their communities.

Separations

For those units forced to involuntarily separate members, Congress extended authorization for transition benefits until 1999. The Reserve Transition Assistance Program (RTAP) seeks priority placement for released individuals to be retained elsewhere in the organizations. Failing this, the involuntarily separated drill status member is offered a series of benefits, based on rank and seniority, to include separation pay, an early retirement feature, or special separation pay. The Air National

Guard AGR Separation Incentive Program (ASIP) is another transition tool to encourage full time military members to voluntarily separate in order to avoid involuntary separations or reductions in force. Incentives include VSI/SSB and early retirement authority.

Programs

FY94 marked significant change in many personnel programs. All ANG Consolidated Base Personnel Offices (CBPO's) were reorganized and redesigned Military Personnel Flights (MPF's). The new MPF structure will aid in providing more efficient service to customers and will provide more interoperability with the other components of the Total Force. The installation of Personnel Concept III (PC-III) at all flying units was completed. This advanced personnel data system is designed to provide unit commanders access to real-time personnel data. The installation was completed at a cost savings of \$9 million due to innovative changes and utilization of existing communications and technology. The installation of Real Time Automated Personnel Identification System (RAPIDS)

equipment continued in the ANG with 15 units on line at the end of FY94 and 53 more scheduled for FY95. This equipment allows organizations to issue the new automated ID cards. All Air Force specialty codes were changed and, although this required a complete rewrite of all existing edits throughout the personnel data system, it proceeded smoothly. Finally, officer management will be impacted for years due to the Congressional passage of the Reserve Officer Personnel Management Act.

Awards

During FY94, ANG members and units were recognized for their outstanding achievements and dedicated service in support of peacekeeping missions, humanitarian relief, domestic improvements, and most important of all — the defense of America. The Director of the Air National Guard awarded the Air Force Outstanding Unit Award to 33 ANG units and organizations for exceptionally meritorious service. Air National Guard members were awarded the Humanitarian Service Medal for their participation in Fire Storm 91, the Mississippi River Flood Relief

Operation, and the California Earthquake Relief Operation. The Joint Meritorious Unit Award was also authorized for eligible members who participated in Joint Task Force missions Provide Relief, Provide Promise, and the Combined Task Force mission Provide Comfort II.

PLANS, PROGRAMS, AND MANPOWER

The various force structure changes within the ANG resulted in the reduction of 1,049 mobilization manpower requirements and 554 full-time manpower requirements. This action, combined with other manpower changes such as Unit Type Code revisions and implementation of manpower standards, produced end of FY94 totals of 117,952 mobilization requirements and 36,521 full-time requirements. These totals represent ANG unit requirements, and do not include ANGRC or NGB requirements.

On December 6, 1993, the ANG received Air Force Chief of Staff approval of the objective organization aligning the ANG flying units with the Air Force organizational structure. This new structure replaces the quad-deputy structure with a tri-group structure, establishing an operations group, logistics group, and support group. Clinics and hospitals were all redesignated as Medical Squadrons under the new ANG structure. A vice commander was established for each ANG flying wing/group in conjunction with this reorganization.

The ANG did not adopt the new Air Force maintenance organizational structure, pending the results of a test to determine the feasibility of splitting the maintenance function between the operations and logistics groups. Upon completion of the test, the decision was made to align all maintenance functions within the logistics group for all ANG flying wings/groups. This decision was submitted to the Air Force chief of staff for approval on June 23, 1994. The ANG has not received CSAF approval as of the end of FY94; however, indications are that the ANG proposed maintenance structure will be approved.

Reductions

In FY94 the NGB and the Air National Guard Readiness Center (ANGRC) were directed by AF/PEP to take a 15% manpower infrastructure reduction. This reduction included both military and civilian positions — 5 Air Force positions and 67 civilian positions for a total of 72. The

ANGRC Staff Management (SM) Directorate in coordination with NGB and ANGRC functional managers developed a plan to carry out the reduction with the least amount of adverse impact to ANGRC and NGB Directorates. The plan also anticipates no job losses as a consequence of the position reductions.

FY94 also brought on a reduction in the number of high-grade civilian positions within NGB and ANGRC Directorates. Executive Order 12839 called for a reduction in the number of senior executive service, GS/GM-14 and 15, or other equivalent positions. This reduction was a part of the Clinton/Gore Administration's effort to reinvent a smaller, more effective government. To comply with the order, the NGB and ANGRC downgraded a total of six high-grade positions.



Personnel Management

The ANGRC Staff Management Directorate instituted a new concept in serving the human resource needs of the NGB. Directorates now have a single point of contact called a Personnel Resource Manager (PRM). The PRM has a triad of responsibility serving the National Guard Bureau, the Directorate, and the Statutory Tour individual. Corporate memory, long range planning, and analysis has improved since the PRM implementation. Statutory Tour personnel are pleased with the improved information flow concerning upwar mobility, career enhancement, and policy.

Another initiative of the Staff Management is the Year Group Assignment Process (YGAP). Traditionally, manning and career decisions were made a year out from a statutory tour individual's established date of separation. This resulted in making decisions without considering affects on the whole program. The YGAP will facilitate decisions to be made concurring like groups of people. For example, all colonels and chief master sergeants will be reviewed as a group population. Factored into this process will be long range planning for lieutenant colonels and senior master sergeants. The YFAP will enhance career planning while maintaining a strong emphasis on mission requirements.

FINANCIAL MANAGEMENT

Comptroller

The FY94 president's budget reflected appropriation requests of \$2,657.2 million for Operations and Maintenance, Air National Guard (OMANG), and \$1198.0 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 decrease of \$7.5 million and a Total Obligation Authority (TOA) for the OMANG appropriation for FY94 of \$2,649.7 million.

In FY94, the Air National Guard funded the technician strength program from the president's budget. The ANG Flying Hour program was fully funded and executed, meeting 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 reprogramming actions resulted in a net increase of \$47.7 million, and a TOA for MILPERS in FY94 of 1,245.7 million. FY94 was a challenging year for MILPERS appropriations. 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 FY94 totaled \$241.3 million for the ANG. This included \$226.4 million for major construction, \$4 million for unspecified minor construction projects, and \$10.9 million for planning and design.

Direct Deposit

Air National Guard participation in the direct deposit program remains at an all-time high, saving money for the government, and headaches for members. Mandatory participation started on September first 1989. Since that date, program improvements and education by field-unit financial managers have boosted participation to nearly all ANG members. As of September 1994, average ANG unit participation has grown to 98.2%. Of the 89 ANG payrolls offices:

- 85 have achieved over 95% participation
- 62 have achieved a commendable 98% participation
- 39 have achieved an outstanding 99% participation
- 2 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. Of 103,726 Guard members 101,858 have Direct Deposit.

COMMAND, CONTROL, COMMUNI- CATIONS AND COMPUTERS

Faced with changing mission imperatives and burgeoning bandwidth requirements, the Air National Guard sought out ways to consolidate multiple voice, data, graphic and video networks onto an integrated, high-performance, multimedia infrastructure. The ANG enterprise network provides a powerful and flexible network architecture that efficiently serves a wide range of business applications and service types, each within its own unique networking requirements. This network architecture also enables the ANG to gradually integrate in various combinations separated voice, video, data and local area

and wide area networks (LANS/WANS) onto a powerful and cost-effective enterprise network. This network consolidation is accomplished through network-wide intelligent traffic management capabilities that dramatically differentiate it from conventional solutions. Using the advanced routing and traffic management capabilities, the ANG can dramatically control and manage a wide variety of network traffic more efficiently and simply, while optimizing network bandwidth, minimizing congestion, and maximizing performance.

The System Telecommunications Engineering Manager-Unit (STEM-U) program was installed at all 19 Engineering and Installation (E&I) units in the ANG, and at present 17 units have hired personnel to document both the known and projected communications infrastructure into a blueprint. The E&I community is also starting to upgrade the LANS at the ANG flying units. In addition, the E&I community is the only installer of the Air Force Civil Engineering LANs (HQ AFCEA) at 85 locations worldwide.

Another area that has experienced widespread activity is the

combat communications support of numerous exercises and real-world contingencies. All available systems have been fielded in support of MAJCOM and CINC requirements. Systems include satellite communications, HF/Independent Sideband (HF/ISB) systems, VHF/UHF air-to-ground, and digital switching systems. Operations supported include, but are not limited to: Deny Flight, Restore Hope, Sea Signal, Steady State (SJ-IV), and Uphold Democracy. Presently, there are over 50 combat communications personnel and associated systems deployed in CONUS and OCONUS locations in support of mission requirements.

The Air Staff, in conjunction with a directed reduction of ANG Air Traffic Control (ATC) activities from 19 to 13, also directed the ANG to ensure ATC controllers maintain currency. As a result, NGB/CF has directed SC to provide recommendations for the reduction and repositioning of ATC resources and currency for the remaining 13 missions. New unit locations were announced at the Senior Commanders Conference. Several locations are at ANG sites, and were formally serviced

by FAA assets. The FAA will provide funds to the ANG to operate these towers, thus providing service to the community and proficiency training to the ANG.

The ANG is working with headquarters, the Air Force Flight Standards Agency (AFFSA) and the FAA in developing new computer aided force flight standards. One such training package is a compact disk-based interactive program to provide recurring training to both controller and maintenance personnel. Through this partnership, the ANG will develop and distribute 20 percent of all new products. In addition, the ANG will have access to all products developed by the AFFSA and the FAA. This new approach significantly reduces required instructor time and enhances overall ATC training capabilities through the use of full-motion color videos, interactive computer programs, and student tracking and testing.

The ANG is gaining additional responsibilities through the conversion of the 1st Air Force Defense Mission from the active Air Force to the ANG. ANGRC/SC accomplished unit level reorganization of the communications flights in the objec-

tive wing structure, to include realignment of military workload and revised technician position description.

LOGISTICS

Aircraft Maintenance

B-1B BOMBER. The first Air National Guard B-1B arrived at the 184th Bomb Group, McConnell AFB, Kansas in July 1994. This is the first time the Air National Guard has had long range bombers in its fleet. The full complement of B-1Bs were on board in October '94. The 184th is also participating in a congressionally-directed test program to determine mission capability rates if adequate supplies and depot level repairables are available.

The Guard's second bomber wing, the 116th FW, GA, ANG, began initial planning for conversion with a facility site survey accomplished at the future site of Robins AFB, Georgia. Special emphasis has been placed on the improvement of the B-1B internal electronic countermeasures systems and "smart bomb" capability by HQ Air Combat Command.

F-15 EAGLE. The continued modification of ANG F-15A/B aircraft through the Multi-Stage Improvement Program (MSIP) resulted in the increased capability of the Air Guard to meet any contingency. All ANG F-15 units will be converted to MSIP capability by FY95/3. The contract field team at Otis ANGB, Massachusetts continued to provide repair support for damaged F-15 aircraft and equipping aircraft with the ALE-45 countermeasure device.

F-16 FALCON. The Air National Guard F-16 fleet participated in Deny Flight operations in southern Europe in a "rainbow" coalition of four units. The 150FG, Kirtland AFB, New Mexico, became operational with the only Air Guard F-16 C/D Low Altitude Night Targeting Infrared Navigation Unit. Phase out of F-16 A/B's continued at a rapid pace with over 100 F-16 A/Bs retired to the "boneyard". Modification programs also continued with the high priority 220E engine safety upgrade. The 158th Fighter Group, Burlington, Vermont, was the first unit to complete the 220E upgrade.



A-10 WARTHOG. The Air National Guard A-10 fleet participated in southern Europe with deployments in operations Deny Flight and Provide Comfort. The ANG units "rainbowed" aircraft with Air Force Reserve units for successful Provide Comfort operations. The 110FG, Battle Creek, Michigan, will continue ANG participation in Provide Comfort deployments to the Bosnia region of southern Europe. The 175FG, Baltimore, Maryland achieved an "outstanding" rating during their operational readiness inspection

and the 104FG, Barnes ANGB, Massachusetts, followed by achieving another "outstanding" rating by the 9th AF inspector general. The 104FG has been selected as a "queen bee" site for Night Vision modification of ANG active and AFRES A-10s.

RF/F-4

The Air National Guard RF/F-4 fleet participated in Southwest Asian deployments. Pending force structure changes continue to limit potential modifications.

KC-135 STRATOTANKER.

The Air National Guard (ANG) fleet of KC-135s has grown to 224 total aircraft at 19 bases, from Bangor, ME to Hickam, HI. ANG tankers were incredibly busy during the past year. We provided all air refueling support for operation DENEY FLIGHT from July 1st, 1994 through November 15th, 1994. ANG Tankers were also critically involved in operation RESTORE DEMOCRACY with 16 aircraft at 3 separate locations in Florida and Puerto Rico. Throughout the year, Guard KC-

135s maintained an alert commitment at Keflavik NAS, IS and Geilenkerchen AB, GE. All of this was accomplished with approximately 30 planes in depot maintenance at any time. Another possible limiting maintenance factor was the mandatory inspection of all electricity driven fuel pumps. This inspection was the result of the aircraft explosion at Milwaukee in December 1993. All aircraft have been inspected and made safe.

C-141 STARLIFTER. The C-141 provides capability for rapid deployment of forces during conflict, crisis response, and disasters. This year the ANG has fulfilled this role in Bosnia and Operation UPHOLD DEMOCRACY, as well as numerous med-evac missions.

Aircraft structural integrity problems limit C-141 capability. The original service life was 30,000 hours. Currently, the ANG C-141 fleet averages about 35,000. Reliability and maintainability modifications are necessary to keep the C-141 fleet mission capable. Center wing box replacement is one sustainment program underway. The Scientific Advisory Board and Lockheed

risk analysis recommended wing replacement to extend the service life to 45,000 hours. AMC has put the service life extension program on hold awaiting the C-17. The aging fleet requires funding for sustainment.

C-5 GALAXY. The C-5 provides capability for rapid deployment of forces during conflict, crisis response, and disasters as well as strategic delivery of cargo and passengers primarily via air/land operations. It is the only DoD aircraft capable of outsize cargo until the C-17 is fielded.

Overall depot flow times are high and often take significantly longer than scheduled. The SA-ALC has been forced to reflow their production schedule because they cannot produce aircraft on schedule. This has resulted in the PDM interval for three of the 105 AG's aircraft being pushed out beyond the 60 month standard to 71, 72, and 76 months. Engineering approval has been granted for this extension. This reduces annual PDM requirements from three to two and improves aircraft availability at the 105th. Depot costs continue to skyrocket. The cost of a PDM in FY96 will be \$6 million

versus \$4 million in FY94. The depot cost accounting system cannot respond quickly enough to keep pace with today's rapidly changing fiscal environment.

C-130 HERCULES. The Air National Guard continues to the lead the way with the Air Force's largest fleet of C-130's. In 1994, Hercules units deployed to seven major regions around the world supporting national interests as an equal partner in the Total Force.

There are currently 11 mission directed modifications, upgrading various parts of the avionics and defensive systems to include adding the Global Positioning System. These missions will assure continued combat capability in these days of shrinking defense dollars. However, projected force structure changes and additional units are having a negative impact on the Guard program. These new units, along with congressional additions in various states, have produced a noticeable shortfall in support equipment. Without these critical assets, C-130 conversion programs may lose momentum.

Aircraft Support Equipment

The overall change in world threats continues to result in conversions within the ANG from fighters to the refueling, airlift and transporting aircraft. Critical support equipment is not available for converting units. Short notice conversions, funding constraints, long procurement lead times, new aircraft entering the inventory without proper identification of installed systems, and the impact of base closure laws have all contributed to the current lack of equipment at converting units. The impact of these situations result in more in-house loans and high cost work-arounds.

Air Reserve Component (ARC) conversions to older aircraft from active duty wings continue to cause shortages because units are not co-located with similar aircraft in a wing structure. On an active duty base, one piece of equipment can support 48 to 60 aircraft. When the aircraft are redistributed within the ARC to 7 or more units, there are insufficient assets to go around. The active forces have recently started to equip larger aircraft per squadron versus wing, creating increased support and enabling

smoother conversions to the reserve forces in the future.

The Base Realignment and Closure laws have had an impact on the redistribution of mission equipment to the ARC. The local community has priority over equipment not required by the owning command or their ARC gained units. If another Majcom or ARC needs the equipment to support conversions or existing shortages, they are third in the priority order.

Other Equipment

Shortages of flak vests, Kevlar helmets, and Desert (E-Bag) bag components continue to exist due to funding constraints at base, MAJCOM, and Air Force levels.

Training Equipment

The lack of support equipment for mission requirements impacts overall training at converting units. When loans are not available, expensive work-arounds must be negotiated to send personnel TDY to another location or expend transportation funds to ship equipment back and forth between using/owning units and the converting units.

Nuclear, Biological, and Chemical (NBC) Equipment

The establishment of the Consolidated Mobility Bag Control Center (CMBCC) will reduce the chemical warfare defense equipment requirements at base and unit level from 4 to 2 ensembles. Assets are being redistributed to fill the 2 ensemble requirements and the excess will go to the CMBCC. The CMBCC (managed by HQ ACC at Avon Park, FL and Beale AFB, CA) will store the other 2 ensembles for quick, consolidated support to deployed areas.

Transportation

VEHICLE MAINTENANCE AND OPERATIONS. The ANG saved in excess of three million dollars in new vehicle acquisition costs by obtaining 28 special-purpose vehicles declared from Air Force inventories in the United Kingdom. This, coupled with the upcoming acquisition of 20 additional heavy equipment/construction vehicles from active bases in Germany, will save an estimated 3.5 million dollars and enhance ANG civil engineer, rapid runway repair and regional equipment operator training capability.

The ANG successfully negotiated for 40-K aircraft loader asset capability in support of special mission requirements of the 151st Air Refueling Group. In addition, branch personnel completed an audit of fuel trucks for ANG flying units, validated a requirement for 50 new refueling assets, and began procurement of 50 new general-purpose vehicles in support of the ANG's communications mission.

TRAFFIC MANAGEMENT.

Recognizing outdated position descriptions at field units, branch personnel standardized technician position descriptions for both traffic manager and packer/woodworker positions at all locations. This resulted in 85 traffic manager positions being upgraded from GS-08 to GS-09, and three from GS-08 to GS-11, with approved exceptions. The new packer/woodworker position description culminated in 88 position upgrades, for a total of 176

upgrade actions for ANG traffic management flights. In addition, a Functional Area Manpower Review of all ANG traffic management activities was accomplished. The review covered workload requirements for surface freight, packaging and passenger sections and culminated in a net gain of 34 personnel.

The Cargo Movement Operations System (CMOS) implementation was accelerated from FY98 to FY94 to automate freight processing capabilities and to provide in-transit cargo visibility at all ANG activities. Implementation started in May 1994 at McEntire ANG Base, SC. To date, CMOS has been installed at 13 locations, with plans to proceed with three or four units each month until completion.

Hazardous Material training has required extensive NGB involvement in both determining and obtaining training requirements. Resident initial and two-year refresher training, at formal schools, is required for ANG personnel whose primary duty is preparing, certifying or inspecting hazardous materials. Requirements were processed and validated for over 650 personnel assigned to 93 geographically-separate units. Branch per-



sonnel also oversee hazardous material preparer and inspector training for over 2,090 ANG aerial port personnel at 24 separate locations.

The ANG Readiness Center is in the process of replacing 463L pallet and net assets that were lost and not recovered during the Gulf War. Units started receiving new assets in May 1994.

The Air Force created a "mail-like matter" program to increase the movement velocity of materials classified SECRET and below, based on a successful Federal Bureau of Investigation test using Federal Express, with zero losses. In effect, material is not treated as classified while in transit, but is overpacked at origin and moved incognito as general cargo. ANG units will receive, but will not ship, classified material using the new procedure until the test is completed. If successful, the program will be expanded to include all Air Force sponsored cargo. All 93 ANG traffic management functions are in the process of obtaining Federal Express Power Ship capability in preparation for implementation.

ENGINEERING AND SERVICES

Facility Operations and Maintenance

Facilities operation and maintenance activities were budgeted at \$145.5 million for FY94. This program pays salaries for firefighters, real property and forces required to support facility operation and maintenance as well as utilities, minor maintenance and repair projects and supplies required to extend the useful life of our facilities. Conversions to larger aircraft and aging facilities are increasing our overall maintenance requirements.

Real Property Maintenance and Repair

Maintenance and repair projects, as well as minor construction projects costing up to \$300,000.00 each, are accomplished under this program. \$42.5 million was expended in FY94.

Military Construction

The FY94 ANG Military Construction Program consisted

of 129 building projects totaling \$236.8 million for major facility construction to support aircraft conversions, new mission requirements and environmental improvement. The government rescissions to support national emergencies such as the California earthquake disaster and foreign conflicts resulted in a funding of \$226.4 million. Fifty percent of the MILCON program was awarded for construction within the fiscal year funded by Congress. Increased participation this year with the special small business programs of the Small Business Administration has shown that the ANG has awarded about 20 percent of its awarded program thusfar to 8(a) contractors and another 20 percent of its program to small disadvantaged business contractors.

CIVIL ENGINEERING

Facility Operations and Maintenance Activities

The Facility Operations and Maintenance Activities (FOMA) program pays salaries for firefighters, real property, and forces

required to support facility operation and maintenance, utilities, minor maintenance and repair projects, and supplies required to extend the useful life of ANG facilities. At the end of FY94, the funding for the FOMA program stood at \$145.5 million. ANG conversions to larger aircraft, including both B-1Bs and KC-135s, and the constantly increasing age of all ANG facilities have increased the overall maintenance requirements.

Military Construction

Despite numerous public announcements about personnel and budget cuts in defense spending, the average budget for military construction (MILCON) in the Air National Guard reached all time highs. The MILCON budget for the past three years was as follows:

- FY 1992\$217.3 million
- FY 1993\$287.6 million
- FY 1994\$241.3 million

The budgeted figure was reduced \$6.2 million below the original \$247.5 million appropriated by Congress. The 1994 figure included \$226.4 million for major

construction, \$4 million for unspecified minor construction, and \$10.9 million for planning and design. The appropriated amount for FY 1995, which began

1 October 1994, was \$249 million, reduced by \$0.465 million, leaving \$248.6 million for use during this fiscal year.



Deployments

ANG Civil Engineer Prime BEEF and RED HORSE teams accomplished 133 deployments, involving nearly 8,000 personnel, to military bases in the United States as well as to 12 other countries in FY94.

Forty-four teams participated in warskills training at the Silver Flag Exercise Site (SFES), Tyndall AFB, FL. The SFES provides crew size exercises leading to task certification for Civil Engineer personnel filling critical Unit Type Code (UTC) positions on a Prime BEEF team. Fifteen teams deployed to active Air Force bases, directly supporting repair and construction project requirements throughout the United States, Europe, and the Pacific.

Sixteen teams deployed to Central and South America, primarily accomplishing Humanitarian and Civic Action (HCA) projects, such as constructing a cholera treatment clinic in Pacara, Argentina and building a six room school in El Christal, Panama. Projects directly supporting VOLANT OAK/CORONET NIGHTHAWK were also accomplished.

Twelve teams deployed to Canada, Norway, and the United Kingdom as part of the ongoing ANG data exchange program. Civil Engineer exchanges with America's allies continued to provide outstanding opportunities for training in Rapid Runway Repair (RRR) techniques, as well as host unique construction methods and materials. These deployments also served to strengthen relationships with these important allies.

Twenty-two teams deployed to ANG bases, directly supporting ANG facility repair and construction programs. Three of these teams continued to provide flood relief to the 139th Airlift Group in St. Louis, Missouri, which was still recovering from when the Missouri River flooded with nine feet of water on July 25, 1993. Five teams deployed to Army National Guard camps, supporting the project requests of several adjutant generals.

Additionally, over 70 teams of 12-15 firefighters deployed to active Air Force bases in the United States, Europe and the Pacific. ANG firefighters also participated in warskills training at Tyndall AFB, FL.

Environmental

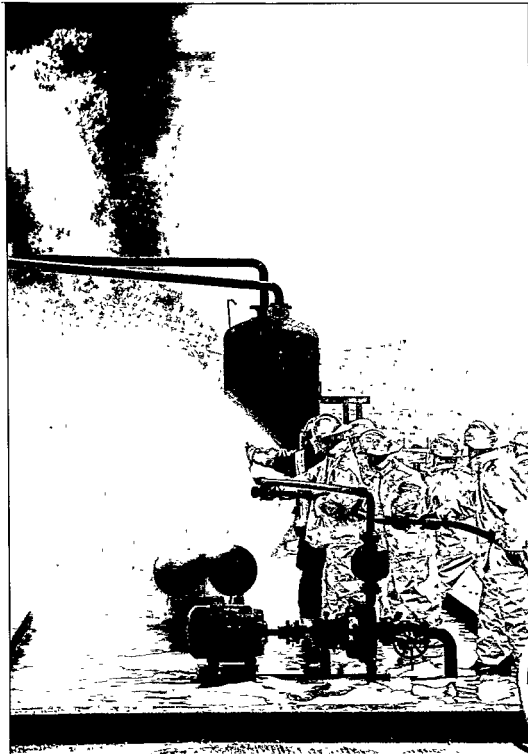
Supporting the four pillars of the environment continued to be the goal of the Air National Guard during FY94. Continuing education maintained its focus as the primary means of improving environmental awareness and expertise. Courses in environmental risk communications as well as initial and continuing technical education classes and conferences were paramount in providing the necessary information to foster increased environmental efforts and advances in the field. Implementation of an ANG environmental awards program resulted in recognition of units and individuals in the areas of environmental quality compliance pollution prevention. Three of the winners will represent the ANG in the FY95 USAF Environmental Awards Competition.

ASSESSMENTS. In FY94 the Air Guard continued managing two environmental impact statements in support of aircraft and special use airspace. A third EIS was started for a major land acquisition for the expansion of the Hardwood air-to-ground range along with the modification and addition to special use airspace within the area.

During FY94, the Air Guard contracted for 20 environmental assessments (EA) for force structure changes and other major actions. The Air Guard continues to be actively completing EAs for

construction and base expansion as required by the National Environmental Policy Act (NEPA) and completing Environmental Base Surveys (EBS) for real property transfers to ensure lia-

bility for contamination is addressed. With the addition of full-time environmental coordinators at unit level during FY92/93, more EAs and EBSs are now being completed at unit level.



AIRSPACE. The Central/Great Lakes Region has several ongoing airspace actions that are a result of many unit aircraft conversions. In addition, there is an environmental impact statement (EIS) in progress for a proposed expansion of Hardwood Gunnery Range, Wisconsin, and two military training routes. The Southern Region is hosting an EIS for the proposed B-1 conversion at Dobbins AFB Georgia, and related airspace in the region.

The Airspace Management Branch coordinated the effort that led to the formation of the Interagency Airspace/Natural Resources Coordination Group (IANRCG). The IANRCG has promoted communications between the Department of Defense and federal land management agencies.

There are several airspace actions currently being pursued by the Airspace Management Branch. In the Northeast, the Air National Guard recently support-

ed FAA meetings in Vermont, New Hampshire and Maine. In the Northwest, final modifications are being made to the draft EIS for the Colorado Airspace Initiative. Draft hearings are expected in the spring of 1995. The Western/Pacific Regional Airspace Committee was recently formed, completing a five-year process to regionalize airspace management and planning across the entire country.

RESTORATION. The Air National Guard Installation Restoration Program (IRP) executed \$26.8 million in FY94 for investigative studies and cleanup. Total requirements for FY94 were nearly \$90 million for priority 1 and priority 2 projects. Priority 1 requirements totaled nearly \$45 million. Current DOD and Air Force guidance allows funding of priority 1 projects only.

COMPLIANCE/POLLUTION PREVENTION. The most significant indicator of the efforts set forth in the compliance area is the number of open enforcement actions levied by regulatory agencies. The Air National Guard has cut this number in half since FY92. We have continued to decrease the enforcement action

from 62 in FY92 to less than 30 by the end of FY94. While this indicates how regulatory agencies view the Air Guard, the number of ECAMP audits, spill plans, and waste management documents have increased proportionally. In FY94, 33 ECAMP audits were conducted. This is up 25 percent from FY92. The support of field units in the spill response planning area has also increased from 11 based in FY92 to over 15 in FY94 and is expected to be over 35 in FY95. In FY94 the Air Guard conducted air emission studies at several installations in preparation for the Air Compliance Title V requirements expected for FY95.

SECURITY

During the "year of training," ANG security police were very active in training for their wartime missions. Security police units continue to train with Air Combat Command at Silver Flag Alpha, Indian Springs Airfield Nevada, enhancing their air base defense skills to operate in a combat environment. In 1994 44-person air base defense units completed training at Silver Flag

Alpha with 32 units scheduled for training in 1995. Security Police personnel are now actively participating in Joint Readiness Training Exercises (JRTC). JRTC provides light forces realistic combat training in a low to medium intensity conflict. Army, Air Force, Marine, and Reserve Component forces replicate a deployed Joint Task Force (JTF). The realistic training provided at JRTC affords commanders an excellent opportunity to train both their air and ground forces in a combat environment. The combination of realism and specifically designed scenarios provides valuable lessons learned in a training environment which makes JRTC unique among today's list of training alternatives. Our goal is to ensure our units receive the finest combat training available in peacetime. In 1994 one ANG security police unit attended JRTC and three units are scheduled to attend in 1995. During 1994 security police were called upon to provide support and protection during declared states of emergency due to severe floods in Georgia and Texas. Other security forces participated in Air Force exercises and missions throughout the United States, Europe and Asia.

COUNTERDRUG DIRECTORATE

During Fiscal Year 1994, the Air National Guard took delivery of the first of ten counterdrug C-26 Operational Support Aircraft modified with state-of-the-art sensors to support law enforcement at the state and local level in conducting counterdrug operations under the Governor's State Plans Program.

In supporting the Air Force and the Department of Defense in OCONUS counterdrug operations, Air National Guard personnel continue to fulfill its commitment to support two ground mobile radars in Colombia as part of USCINCSOUTH's "Steady State" operation. In addition, Air National Guard F-16 air defense fighters continue to be the only DoD asset to maintain an around-the-clock, 15 minute alert posture for intercepting potential drug smugglers attempting to enter the United States from Central and South America. In FY94 ANG fighters have intercepted over 60 such aircraft and assisted law enforcement in several successful seizures of large quantities of cocaine.

The Air National Guard has been asked by the Air Force to operate a new counterdrug intercept-tracker aircraft for USSOUTHCOM. This program will use specially modified Cessna Citations, staging out of Howard AFB, Panama, and will greatly enhance SOUTHCOM's ability to intercept and track suspected drug smuggling aircraft in the northwestern part of South America. The first flight of this newly modified aircraft is projected to be in the late spring of 1996.

MEDICAL SERVICES

Formulating and directing execution of ANG medical policies and programs is the task of the NGB air surgeon and the director of medical services, Air National Guard Readiness Center.

Occupational and Community Environments

Federal and state guidelines and regulations continue to become more complex, oversight more stringent and non-compliance penalties more severe.

Accordingly, we are seeking increased staffing and funding.

Military Public Health and Bioenvironmental Engineering Services manpower studies identified 81 additional fulltime manpower requirements. Position descriptions have been upgraded to reflect the elevated scope and responsibilities of these positions. However, recruiting qualified people remains an ongoing challenge.

The ANG refined and enhanced the environmental budget process through the implementation of more comprehensive reporting. Also, environmental and pollution prevention funds are now available, and newly completed studies have identified requirements for supplies, equipment, computers and contract services.

Aeromedical Evacuation Operations

Aeromedical evacuation activity was intense, requiring an inordinate call for volunteers. Mission requirements approached levels reached during OPERATION DESERT SHIELD/STORM. By April 15th, 101 personnel repre-

senting all 10 Air National Guard aeromedical evacuation units had served in Mogadishu, Somalia, and Cairo West, Egypt, in support of OPERATION RESTORE HOPE. Relative to OPERATION SUPPORT HOPE, the Rwandan relief effort, personnel and their respective equipment packages from three units were ready for deployment within 24 hours of the Air Combat Command (ACC) request. Personnel were also

involved in varying degrees with other global operations, including OPERATION SEA SIGNAL, the Haitian relocation effort, OPERATION DISTANT HAVEN, the establishment of temporary protective facilities for Haitian migrants, and OPERATION UPHOLD DEMOCRACY, the Haitian Operations action in which personnel and equipment from five units deployed.

The final significant operation was in response to Iraq's renewed threat north of Kuwait's border. Although OPERATION VIGILANT WARRIOR was of relatively short duration, AE crews from several units were ready for deployment, as well as personnel to support the Air Combat Command battlestaff. ANG AE personnel continue to demonstrate their extremely important role in total force contingency operations.



Medical Operations

The ANG directorate of medical services was the lead agent in a deployment to the Ukraine, the first time ANG medical personnel had served on Ukrainian soil. A medical team deployed to treat Afghan war veterans, Chernobyl nuclear reactor accident victims, and other individuals in need of medical care. This operation was conducted jointly with personnel of the Ukrainian military. In all, 1600 patients were treated during this humanitarian mission.

The ANG medical community enhanced medical readiness by demonstrating the ability to function in austere environments in several world-wide locations: Tondibiah, Africa; Soto Cano, Honduras and Belarus. In Nigeria alone, 3,492 people were given treatment for a myriad of ailments ranging from malnutrition and malaria to tuberculosis, polio and syphilis. ANG medical personnel strive to maintain a highly trained quality force for peacetime and wartime missions.

ANG participation in GUARD-CARE USA, the NGB program to utilize Guard medical personnel to provide diagnostic and referral services in medically-under-served communities, increased

dramatically. A parallel, but distinct congressionally-mandated and funded initiative is called the Civil-Military Cooperative Program. Under the direction of the assistant secretary of defense for reserve affairs, the ANG medical service designed several pilot exercises to be executed in the near future. Designated "CAREFORCE", these readiness training exercises will expand GUARD-CARE USA to focus on the casualty/trauma aspects of disaster/emergency contingency peacetime operations. For Guard personnel, CAREFORCE will provide a platform for the establishment of an on-going integration with local and state emergency/disaster response agencies, as well as institutionalizing a significant protocol for readiness warskill sustainment training.

Two new training programs were implemented at Kingsley Field to complement TOP KNIFE, the school for ANG flight surgeons. TOP DRILL, for ANG dentists, and TOP EYE, for ANG optometrists, are designed to elevate the student's appreciation of the unique and physically demanding environment imposed on aircrews of fighter aircraft. This enhanced awareness enables

these health care providers to practice improved preventive, diagnostic, and treatment services.

New Policy Guidance

To protect all civilian technicians and military personnel from the health hazards caused by exposure to tobacco smoke, effective July 1994 a no smoking policy was implemented at all ANG workplaces.

In accordance with the FY DOD Appropriations Act, the service secretaries now may authorize a pro-rated retirement qualification for members of the Select Reserve who have attained more than 15 but less than 20 years of creditable service.

A P P E N D I C E S

APPENDIX A

CHIEFS OF THE NATIONAL GUARD BUREAU

Colonel Erasmus M. Weaver	1908-1911
Brigadier General Robert K. Evans	1911-1912
Major General Albert L. Mills	1912-1916
Major General William A. Mann	1916-1917
Major General Jessie McL. Carter	1917-1918
Brigadier General John W. Heavey (acting)	1918-1919
Major General George C. Rickards	1921-1925
Major General Creed C. Hammond	1925-1929
Colonel Ernest R. Redmond (acting)	1929-1929
Major General William G. Everson	1929-1931
Major General George E. Leach	1931-1935
Colonel Harold J. Weiler (acting)	1935-1936
Colonel John F. Williams (acting)	1936-1936
Major General Albert H. Blanding	1936-1940
Major General John F. Williams	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-Dec 93
Major General Philip G. Killey (acting)	Dec 93-Jan 94
Major General Raymond F. Rees (acting)	Jan 94-Jul 94
Major General John R. D'Araujo, Jr. (acting)	Jul 94-Sep 94

VICE CHIEFS

Major General John B. Conaway	1989-1990
Major General William A. Navas, Jr.....	1990-1992
Major General Raymond F. Rees.....	1992-1994

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 General (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 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 (SC) 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 (VA) Carroll Thackston
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

AL Col Marion W. Reese
AK Col Russell E. Gillespie
AZ Col James E. Burnes
AR Col Charles E. Henry
CA Col John R. Alexander
CO Col Conrad A. Johnson
CT Col Robert B. Devoe
DE Col Anthony F. Barbone
DC Col Robert B. Kirkconnell
FL Col Donald E. Power
GA Col David S. Kenemer
GU LTC Arthur A. Jackson
HI Col Melvin M. Ida
ID Col Rex T. Young
IL Col John W. Newman
IN Col Allan W. Pierce
IA Col James E. McCullough
KS Col Dennis L. Elliott
KY LTC Michael A. Jones
LA Col James D. Flick
ME Col Dennis D. Lunney
MD Col Walter R. Mueller
MA Col Anthony C. Spadorcia
MI Col George E. Higginson
MN Col Charles W. Andres
MS Col Sonny D. Jones
MO Col Allen L. Stark

STATE NAME

MT Col George E. Donnelly
NE Col Stephen R. Robinson
NV Col Giles E. Vanderhoof
NH Col Teddy W. Kehr
NJ Col Kenneth W. Whilden
NM Col Isaac A. Alvarado
NY Col Frank Polis
NC Col Ronnie D. Creasman
ND Col Donald M. Huber
OH Col Richard J. Dreiman
OK Col Robert C. Armstrong
OR Col Gary L. Pedersen
PA Col Allen L. Kifer
PR Col Jose Maldonado
RI Col John B. Altieri
SC Col Donald K. Meetze
SD Col Jerry F. Hoenke
TN Col Donald H. Glover
TX Col Donald M. Swayze
UT Col Bart O. Davis
VT Col Joseph A. Fiarkoski
VA Col David L. Bishop
VI Col James P. Adams
WA Col Curtis N. Pintler
WV LTC Richard L. Dillon
WI Col Howard D. Miller
WY Col Richard D. Sherman

APPENDIX D - NATIONAL GUARD BUREAU STAFF

Office of the Chief

D'Araujo, John R. Jr., Major General, ARNGUS, Acting Chief, National Guard Bureau
Bryan, John M., Colonel, ANGUS, Executive
Spahr, David K., Major, ANGUS, Assistant Executive
Link, Thomas L., Assistant Chief
Barnhart, Robert W., Chief, Internal Review and Audit Compliance
Bray, Francis J., Director, Counterdrug Task Force
Broderick, Jack E., Director, Equal Opportunity
Byrd, H. Cronin, Acting Inspector General
Cable, Vincent L., Colonel, ARNGUS, Chief, Policy and Liaison
Carroll, Michael G., LTC, USA, Principals Assistant Responsible for Contracting
Donohue, Daniel, Chief, Public Affairs
Farber, Brad, Colonel, ARNGUS, Judge Advocate
Gilmore, Deborah, Chief, Administrative Services
Hise, James C., Counsel to Chief, National Guard Bureau
Mackert, William C., Assistant for Property and Fiscal Affairs and Special Competition Advocate
Nelson, Steve, Director, Human Resources
Renfroe, A. Vance, Colonel, ANGUS, Director, International Initiatives

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Army National Guard

D'Araujo, John R., Jr., MG, ARNGUS, Director
Bilo, William C., Brigadier General, ARNGUS, Deputy Director
Sahlin, Carl T. Jr., Colonel, USA, Executive
Henderson, Rich, Lieutenant Colonel, ARNGUS, Assistant Executive
Pence, Larry D., Command Sergeant Major, ARNGUS, Enlisted Advisor
Rhoades, Kenneth D., Colonel, ARNGUS, Chief of Staff
Stohla, Stephan A., Lieutenant Colonel, ARNGUS, Chief, Facilities Management Office,
ARNG Readiness Center
Braman, Eric W., Colonel, ARNGUS, Director of Operations, Training, and Readiness
Crocker, William R., Colonel, USA, Director of Logistics
Denny, Morgan F., Colonel, USA, Comptroller
Ferrera, Joseph L., Colonel, ARNGUS, Director of Aviation and Safety
Frankland, Donald R., Colonel, ARNGUS, Director of Engineering
Hobgood, James L., Colonel, ARNGUS, Acting Director, Information Systems
Hollenbeck, Douglas B., Colonel, ARNGUS, Chief, Research and Staff Support Office

Mayfield, Maurice J., Colonel, ARNGUS, Director of Force Management
Ries, Arthur W. II, Colonel, ARNGUS, Director, Operational Support Airlift Project
(Ft. Belvoir, VA)
Sanfason, David B., Colonel, ARNGUS, Commandant, Professional Education Center
(Little Rock, AR)
Spence, Philip W., Colonel, ARNGUS, Director of Environmental Programs
Tipa, Ronald J., Colonel, ARNGUS, Director of Personnel

Air National Guard

Shepperd, Donald W., Major General, ANGUS, Director
Weaver, Paul A. Jr., Brigadier General, ANGUS, Deputy Director
Kimmel, Paul S., Colonel, USAF, Staff Director
Hartman, Gene, Special Assistant to the Director
Brown, Edwin B., Chief Master Sergeant, ANGUS, Enlisted Advisor
Arnold, Larry K., Brigadier General, ANGUS, Commander, Air National Guard Readiness Center
Athas, William J., Colonel, ANGUS, Director of Training
Baker, David E., Colonel, USAF, Director for Operations, Plans and Programs
Clark, Ernest S., Colonel, ANGUS, Director of Operations
Ellington, John B. Jr., Lieutenant Colonel, ANGUS, Chaplain
Foulois, Bill, Colonel, USAF, Director of Logistics
Friestad, David, Colonel, ANGUS, Director of Counterdrug Operations
Gallimore, George R., Colonel, USAF, Co-Director of Financial Management/Comptroller
Goss, William B., Colonel, ANGUS, Director of Plans, Programs, and Manpower
Hoffmaster, Jan, Colonel, ANGUS, Director of Security
Joyce, Richard J., Colonel, USAF, Co-Director for Command, Control, Communications
and Computers
Labash, John D., Colonel, USAF, Director of Medical Services
Kean, Gerald S., Colonel, ANGUS, Director of Personnel
Lesjak, Kathleen D., Colonel, ANGUS, Director of Productivity and Quality
Lundgren, Samel G., Colonel, USAF, Director of Engineering and Services
McNamara, Robert, Colonel, ANGUS, Co-Director for Command, Control, Communications
and Computers
Nielsen, Dennis, Colonel, USAF, Director of Safety
Scobey, David L., Colonel, ANGUS, Director, Staff Management Office
Sirk, Arnold E., Colonel, USAF, Director of Logistics
Templon, Frances L., Colonel, USAF, Co-Director of Financial Management/Comptroller

APPENDIX E

ARMY NATIONAL GUARD APPROPRIATIONS

	TOTAL FUNDS AVAILABLE	NGPA	OMNG	MCNG
AL	\$105,987	\$35,657	\$63,531	\$6,798
AZ	\$48,530	\$14,543	\$33,987	
AR	\$76,403	\$23,920	\$42,014	\$10,469
CA	\$189,113	\$49,563	\$138,945	\$605
CO	\$33,547	\$9,849	\$23,698	
CT	\$55,193	\$7,062	\$48,131	
DE	\$16,676	\$4,560	\$12,116	
FL	\$76,744	\$27,730	\$49,014	
GA	\$73,185	\$20,252	\$52,933	
ID	\$55,766	\$10,219	\$39,137	\$6,410
IL	\$55,252	\$17,619	\$34,022	\$3,611
IN	\$78,303	\$21,686	\$39,584	\$17,033
IA	\$61,261	\$14,562	\$36,774	\$9,926
KS	\$53,245	\$12,810	\$31,127	\$9,308
KY	\$48,594	\$16,223	\$32,371	
LA	\$74,875	\$24,968	\$49,907	
ME	\$23,465	\$8,219	\$15,246	
MD	\$41,248	\$15,464	\$25,784	
MA	\$55,657	\$15,609	\$37,492	\$2,556
MI	\$70,744	\$21,847	\$48,897	
MN	\$70,673	\$17,741	\$45,011	\$7,921
MS	\$146,869	\$29,790	\$117,079	
MO	\$83,880	\$19,083	\$62,058	\$2,740
MT	\$29,254	\$8,508	\$20,202	\$545
NE	\$31,543	\$10,260	\$21,283	
NV	\$17,934	\$4,112	\$13,822	
NH	\$15,075	\$3,613	\$11,462	
NJ	\$58,069	\$14,991	\$43,078	
NM	\$32,069	\$10,669	\$21,400	
NY	\$88,419	\$26,681	\$61,738	
NC	\$71,775	\$20,197	\$51,018	\$560

	TOTAL FUNDS AVAILABLE	NGPA	OMNG	MCNG
ND	\$31,496	\$8,694	\$18,140	\$4,662
OH	\$62,803	\$18,324	\$44,479	
OK	\$54,593	\$17,158	\$37,435	
OR	\$51,419	\$16,933	\$34,321	\$165
PA	\$95,874	\$31,583	\$64,291	
RI	\$18,567	\$5,358	\$13,209	
SC	\$73,709	\$26,208	\$46,551	\$950
SD	\$31,055	\$7,554	\$17,960	\$5,541
TN	\$81,003	\$24,722	\$47,992	\$8,289
TX	\$127,314	\$37,095	\$79,486	\$10,734
UT	\$50,849	\$19,115	\$29,771	\$1,964
VA	\$49,189	\$15,263	\$33,926	
VT	\$31,569	\$7,744	\$19,044	\$4,781
WA	\$56,015	\$17,015	\$37,360	\$1,640
WV	\$25,795	\$8,017	\$17,778	
WI	\$62,503	\$16,208	\$34,034	\$12,261
WY	\$21,013	\$4,605	\$13,478	\$2,930
DC	\$16,467	\$5,158	\$11,309	
GU	\$5,856	\$2,073	\$1,972	\$1,811
HI	\$28,342	\$7,752	\$20,155	\$435
AK	\$32,308	\$6,878	\$25,430	
PR	\$49,291	\$20,696	\$28,595	
VI	\$10,074	\$2,239	\$7,835	
OP*	\$2,583,692	\$2,583,692		
UN*	\$144,362	\$513	\$0	\$143,849
AC*	\$34,173		\$34,173	
MW*	\$163,205	\$3,423	\$159,783	
RC*	\$27,317		\$27,317	
	\$5,959,202	\$3,452,025	\$2,228,684	\$278,493

*OP OPEN ALLOTMENT

UN UNDISTRIBUTED

AC AC/RC SUPPORT

MW MDW

RC RCAS

APPENDIX F

AIR NATIONAL GUARD STATISTICS

Table 1. ANG Issues by State

STATE	FC30 AF O&M	FC58 ANG O&M	FC56 ANG MILPER	FC53 MILCON	FC17 INVESTMENT	FY94 TOTAL
AK	111,100	49,501,200	7,214,900	10,374,400	8,800	67,210,400
AL	925,700	47,663,400	8,530,793	19,159,193	248,600	76,527,686
AR	11,000	36,789,842	6,561,242	5,377,138	48,563	48,787,785
AZ	31,000	89,550,400	7,758,035	1,388,800	0	98,728,235
CA	231,500	93,607,000	20,352,532	424,265	267,957	114,883,254
CO	314,200	37,598,900	6,178,400	1,339,969	33,800	45,465,269
CT	0	21,975,600	4,691,665	550,000	30,400	27,247,665
DC	1,324,000	30,505,500	3,859,300	1,750,000	78,630	37,517,430
DE	0	15,103,900	3,888,800	1,529,000	12,800	20,534,500
FL	28,000	26,240,700	4,189,400	1,029,850	85,925	31,573,875
GA	30,600	55,042,600	14,053,843	4,619,180	110,620	73,856,843
GU	0	277,900	647,900	442,300	0	1,368,100
HI	0	58,778,800	5,759,500	16,296,558	59,100	80,893,958
IA	93,300	46,522,000	9,557,810	10,546,130	48,500	66,767,740
ID	0	39,419,400	3,595,300	1,750,000	11,700	44,776,400
IL	134,600	64,987,700	9,732,019	2,987,600	101,000	77,933,919
IN	73,400	43,099,100	6,907,200	5,863,154	127,555	56,070,409
KS	110,000	65,567,700	8,246,254	1,795,052	150,000	75,869,006
KY	38,800	17,787,303	4,524,700	0	435,433	22,786,236
LA	42,400	33,343,500	4,395,200	509,137	29,400	38,319,637
MA	1,925,900	70,014,200	8,677,107	3,587,633	118,200	84,323,040
MD	1,925,900	33,041,200	6,966,672	700,000	109,319	40,817,191
ME	0	23,129,700	4,155,053	326,000	67,600	27,678,353
MI	62,600	85,978,350	10,557,824	3,337,372	66,900	100,012,046
MN	11,500	43,074,945	9,347,000	527,890	118,500	53,079,835
MO	41,300	60,033,400	11,136,400	8,765,947	266,279	80,243,326
MS	0	50,791,600	10,391,427	1,392,772	88,929	62,664,728
MT	151,500	26,081,735	3,719,210	3,331,500	123,500	33,407,445
NC	0	19,436,211	5,907,800	472,938	33,500	25,850,449

STATE	FC30 AF O&M	FC58 ANG O&M	FC56 ANG MILPER	FC53 MILCON	FC17 INVESTMENT	FY94 TOTAL
ND	22,900	55,881,900	4,185,900	777,927	16,000	60,884,627
NE	0	16,802,900	3,209,829	10,315,854	142,000	30,470,583
NH	0	22,205,000	2,547,910	1,810,000	0	26,562,910
NJ	149,100	61,924,500	7,417,000	3,301,263	51,300	72,843,163
NM	74,600	27,808,300	3,121,400	1,423,448	0	32,427,748
NV	165,700	23,275,600	2,890,200	25,000	104,000	26,460,500
NY	341,000	121,461,072	20,475,289	5,108,731	109,600	147,495,692
OH	297,700	123,882,600	21,917,808	5,441,388	327,400	151,866,896
OK	18,700	22,098,100	3,402,300	467,000	131,000	26,117,100
OR	937,700	60,503,100	6,653,288	1,450,000	162,400	69,706,488
PA	101,500	63,324,000	14,270,100	4,090,533	235,100	82,021,233
PR	526,000	24,623,100	4,272,600	393,000	0	29,814,700
RI	0	19,804,820	4,315,100	4,238,000	38,488	28,396,408
SC	22,300	23,030,100	3,559,485	5,608,900	11,200	32,231,985
SD	104,900	22,894,800	3,627,220	2,050,000	7,800	28,684,720
TN	41,600	67,272,500	17,025,165	5,843,317	95,700	90,278,282
TX	0	62,416,980	13,813,800	6,010,107	147,500	82,388,387
UT	0	25,093,300	7,335,700	3,981,397	76,200	36,486,597
VA	228,100	23,405,400	3,538,400	3,423,900	9,800	30,605,600
VT	339,800	28,550,900	3,704,600	1,517,100	17,000	34,129,400
WA	27,600	33,175,100	10,063,770	1,210,742	102,400	44,579,612
WI	715,900	51,237,283	8,589,237	2,379,335	265,800	63,187,555
WV	35,800	32,888,300	7,350,225	650,000	33,500	40,957,825
WY	0	14,395,600	4,037,250	0	94,991	18,527,841

TOTAL

9,843,300 2,312,908,041 392,826,862 181,681,720 5,060,689

CENTR

29,959,600 363,618,859 9,552,200 78,554 12,000,000

GRTOT

39,802,900 2,676,526,900 402,379,062 181,760,274 17,060,689

TABLE 2 — CONVERSIONS, ACTIVATIONS, INACTIVATIONS, REDESIGNATIONS

Conversions

107 Air Refueling Group, Niagara Falls, NY from 107 Fighter Group	(1 Jul 94)
136 Air Refueling Squadron, Niagara Falls, NY from 136 Fighter Squadron	(1 Jul 94)
155 Air Refueling Group, Lincoln, NE from 155 Reconnaissance Group	(1 Jan 94)
163 Air Refueling Group, March AFB, CA from 163 Reconnaissance	(1 Oct 93)
171 Airlift Squadron, Selfridge ANGB, MI from 171 Fighter Squadron	(15 Jul 94)
173 Air Refueling Squadron, Lincoln, NE from 173 Reconnaissance Squadron	(1 Jan 94)
184 Bomb Group, McConnell AFB, KS from 184 Fighter Group	(15 Jul 94)
191 Airlift Group, Selfridge ANGB, MI from 191 Fighter Group	(15 Jul 94)
196 Air Refueling Squadron, March AFB, CA from 196 Reconnaissance Squadron	(1 Oct 93)

Activations

118 Airlift Control Flight, Nashville MAP, TN	(1 Oct 93)
123 Airlift Control Flight, Standiford Field, KY	(1 Oct 93)
133 Airlift Control Flight, Minn/St Paul IAP, MN	(1 Oct 93)
136 Airlift Control Flight, Dallas NAS, TX	(1 Oct 93)
137 Airlift Control Flight, Will Rogers World Airport, OK	(1 Oct 93)
146 Airlift Control Flight, Channel Islands ANG, CA	(1 Oct 93)
173 Medical Flight, Camp Murray, WA	(1 Mar 94)

Activate the following subordinate units to implement the ANG Objective Wing organization at flying units (1 Mar 94)

Operations Group	Operations Support Flight
Logistics Group	Communications Flight
Support Group	

Inactivations

- 104 Communications Flight, Barnes MAP, MA (1 Oct 93)
- 108 Communications Flight, McGuire AFB, NJ (1 Oct 93)
- 112 Air Refueling Group, Pittsburgh, IAP, PA and subordinate units except the 146 ARS transferred to the 171 ARW (1 Oct 93)
- 114 Communications Flight, Joe Foss Field, SD (1 Oct 93)
- 116 Communications Flight, Dobbins AFRB, GA (1 Oct 93)
- 117 Communications Flight, Birmingham Apt, AL (1 Oct 93)
- 118 Communications Flight, Nashville MAP, TN (1 Oct 93)
- 122 Communications Flight, Ft. Wayne MAP, IN (1 Oct 93)
- 123 Communications Flight, Standiford Field, KY (1 Oct 93)
- 124 Communications Flight, Boise Air Terminal, ID (1 Oct 93)
- 127 Communications Flight, Selfridge ANGB, MI (1 Oct 93)
- 130 Weather Flight, Charleston, WV (1 Oct 93)
- 131 Communications Flight, St. Louis IAP, MO (1 Oct 93)
- 136 Communications Flight, Dallas NAS, TX (1 Oct 93)
- 138 Communications Flight, Tulsa IAP, OK (1 Oct 93)
- 140 Communications Flight, Buckley ANGB, CO (1 Oct 93)
- 145 Communications Flight, Charlotte, NC (1 Oct 93)
- 148 Communications Flight, Duluth IAP, MN (1 Oct 93)
- 149 Communications Flight, Kelly AFB, TX (1 Oct 93)
- 150 Communications Flight, Kirtland AFB, NM (1 Oct 93)
- 151 Communications Flight, Salt Lake City, UT (1 Oct 93)
- 152 Communications Flight, Reno Cannon IAP, NV (1 Oct 93)
- 155 Communications Flight, Lincoln MAP, NE (1 Oct 93)
- 157 Communications Flight, Pease ANG, NH (1 Oct 93)
- 160 Air Refueling Gp, Rickenbacker ANGB, OH and subordinate units except the 145 ARS transferred to the 121 ARW (1 Oct 93)
- 161 Communications Flight, Phoenix, AZ (1 Oct 93)
- 162 Communications Flight, Tucson IAP, AZ (1 Oct 93)
- 163 Communications Flight, March AFB, CA (1 Oct 93)
- 164 Communications Flight, Memphis AIP, TN (1 Oct 93)
- 165 Communications Flight, Savannah IAP, GA (1 Oct 93)
- 166 Communications Flight, New Castle Cnty Apt, DE (1 Oct 93)
- 169 Communications Flight, McEntire ANGB, SC (1 Oct 93)

170 Air Refueling Group, McGuire AFB, NJ and subordinate units except the
150 ARS transferred to the 108 ARW (1 Oct 93)

174 Communications Flight, Hancock Field, NY (1 Oct 93)

175 Communications Flight, Martin State Apt, MD (1 Oct 93)

178 Communications Flight, Springfield, OH (1 Oct 93)

180 Communications Flight, Toledo Express Apt, OH (1 Oct 93)

181 Communications Flight, Hulman Regional Apt, IN (1 Oct 93)

183 Communications Flight, Capital Apt, IL (1 Oct 93)

186 Communications Flight, Key Field, MS (1 Oct 93)

187 Communications Flight, Dannelly Field, AL (1 Oct 93)

189 Communications Flight, Little Rock AFB, AR (1 Oct 93)

Inactivate the Mission Support Squadron to implement the ANG Objective Wing
organization at flying units (1 Mar 94)

Redesignations

121 Civil Engineering Squadron, Rickenbacker ANGB, OH from 160 Civil Engineering Squadron
(1 Oct 93)

123 Intelligence Squadron, Little Rock AFB from 123 Reconnaissance Technical Squadron
(1 Jan 94)

169 Intelligence Squadron, Salt Lake city, UT from 169 Electronic Security Squadron
(1 Apr 94)

Redesignate the following subordinate units to implement the ANG Objective Wing organization
at flying units (1 Mar 94)

Logistics Squadron from Resource Management Squadron

Security Police Squadron from Security Police Flight

Aerial Port Flight from Mobile Aerial Port Flight

Medical Squadron from Tactical and USAF Clinic and Hospital

All Red Horse Squadrons and Flights from Red Horse Civil Engineering Squadrons and Flights
(1 Mar 94)

All Civil Engineer Squadrons and Flights from Civil Engineering Squadrons and Flights
(1 Mar 94)

APPENDIX F — AIR NATIONAL GUARD STATISTICS

Table 3. Aircraft, Unit Location by Gaining Command

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

<u>AIRCRAFT</u>	<u>NUMBER OF AIRCRAFT</u>	<u>UNIT</u>	<u>LOCATION</u>
F-16C/D.....	15	180 FG	Toledo, OH
F-16C/D.....	15	181 FG	Terre Haute, IN
F-16C/D.....	15	185 FG	Sioux City, IA
F-16C/D.....	18	192 FG	Richmond, VA
F-4G	12	124 FG	Boise, ID
OA-10A	18	111 FG	Willow Grove NAS, PA
RF-4C	18	117 ARW	Birmingham, AL
RF-4C	18	152 RG	Reno, NV
HC-130/HH60	4/5	106 RQG	F S Gabreski IAP, NY
HC-130/HH60	4/5	129 RQG	Moffet NAS, CA

AIR DEFENSE

F-15A/B.....	15	102 FW	Otis AGB, MA
F-15A/B.....	15	142 FG	Portland, OR
F-16A/B.....	15	119 FG	Fargo, ND
F-16A/B.....	15	120 FG	Great Falls, MT
F-16A/B.....	15	125 FG	Jacksonville, FL
F-16A/B.....	15	144 FW	Fresno, CA
F-16A/B.....	15	147 FG	Ellington Field, TX
F-16A/B.....	15	148 FG	Duluth, MN
F-16A/B.....	15	158 FG	Burlington, VT
F-16A/B.....	15	177 FG	Atlantic City, NJ
C-130E.....	08	133 AW	Minneapolis/St Paul, MN
C-130E.....	08	135 AG	Baltimore, MD
C-130E.....	08	143 AG	Quonset Pt, RI
C-130E.....	08	146 AW	Channel Islands AGS, CA
C-130E.....	08	167 AG	Martinsburg, WV

<u>AIRCRAFT</u>	<u>NUMBER OF AIRCRAFT</u>	<u>UNIT</u>	<u>LOCATION</u>
C-130H/LC-130H.....4/4	109 AG	Schenectady, NY	
C-130H16	118 AW	Nashville, TN	
C-130H08	123 AW	Louisville, KY	
C-130H08	130 AG	Charleston, WV	
C-130H08	136 AW	Dallas NAS, TX	
C-130H08	137 AW	Will Rogers IAP, OK	
C-130H08	139 AG	St. Joseph, MO	
C-130B/H4/8	145 AG	Charlotte, NC	
C-130H08	153 AG	Cheyenne, WY	
C-130H08	165 AG	Savannah, GA	
C-130H08	166 AG	Wilmington, DE	
C-130H08	179 AG	Mansfield, OH	
C-130E.....02	191 AG	Selfridge ANGB, MI	
C-141B08	164 AG	Memphis, TN	
C-141B08	172 AG	Jackson, MS	
C-5A11	105 AG	Stewart IAP, NY	

AIR MOBILITY COMMAND

KC-135E10	101 ARW	Bangor, ME
KC-135R10	107 ARG.....	Niagara Falls, NY
KC-135E20	108 ARW	McGuire AFB, NJ
KC-135R20	121 ARW	Rickenbacker AGB, OH
KC-135E10	126 ARW	Chicago, IL
KC-135R10	128 ARG.....	Milwaukee, WI
KC-135E16	134 ARG	Knoxville, TN
KC-135E10	141 ARW	Fairchild AFB, WA
KC-135E10	151 ARG	Salt Lake City, UT
KC-135R10	155 ARG.....	Lincoln, NE
KC-135E10	157 ARG.....	Pease AGS, NH
KC-135E10	161 ARG	Phoenix, AZ
KC-135E10	163 ARG	Fresno, CA

<u>AIRCRAFT</u>	<u>NUMBER OF AIRCRAFT</u>	<u>UNIT</u>	<u>LOCATION</u>
KC-135E	08	168 ARG	Fairbanks, AK
KC-135E	20	171 ARW	Pittsburgh, PA
KC-135R	10	186 ARG	Meridian, MS
KC-135E	10	190 ARG	Forbes Field, KS

AIR EDUCATION & TRAINING COMMAND (AETC)

F-16A/B.....	46	162 FG	Tucson, AZ
F-16A/B.....	18	114 FS.....	Klamath Falls, OR
C-130E.....	08	189 AG	Little Rock, AR

PACIFIC AIR COMMAND (PACAF)

C-130H/			
HC-130N/HH-60G	08/02/05	176 GP	Anchorage, AK
F-15A/B/KC-135R	18/4	154 GP	Hickam AFB, HI

SPECIAL OPERATIONS COMMAND (SOC)

EC-130E	06	193 S OG	Harrisburg, PA
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TABLE 4.
HISTORY OF CONVERSIONS BY STATE/TERRITORY

<u>STATE/TERRITORY</u>	<u>UNIT</u>	<u>CONVERSIONS</u>
ALASKA	176 CG	FY76 C-123J to C-130E
	176 CG	FY84 to C-130H
	176 CG	FY90 ADD 4 HH-60G
	176 CG	FY91 2 HC-130N/4 HH-60G
	176 CG	FY 87 ACTIVATE EC-135E
	176 CG	FY90 TO KC-135E
	168 ARG (ACTIVATED)	FY91 to 8 KC-135E
ALABAMA	117 TRW	FY71 RF-84F to RF-4C
	187 TRG	FY71 RF-84F to RF-4C
	187 TFG	FY82 to F-4D
	187 TFG	FY89 to F-16A/B
	187 FG	FY94 to F-16C/D
ARKANSAS	188 TRG	FY71 RF-84F to RF-101C
	188 TFG	FY72 to F-100D
	188 TFG	FY79 to F-4C
	188 TFG	FY86 to F-16A/B
	189 TRG	FY72 RF-84C to RF-101C
	189 TAG	FY76 to KC-135A
	189 TAG	FY84 to KC135E
	189 TAG	FY87 to C-130E
ARIZONA	161 ARG	FY76 C-97G to KC-97L
	161 ARG	FY78 to KC-135A
	161 ARG	FY82 to KC-135E
	162 TFG	FY70 F-102A to F-100C
	162 TFG	FY77 to A-7D/K
	162 TFG	FY86 F-16A/B
	162 TFG	FY91 F-16 A/B (AATC)
	162 FG	FY94 F-16A/B/C/D (AATC)

<u>STATE/TERRITORY</u>	<u>UNIT</u>	<u>CONVERSIONS</u>
CALIFORNIA	144 FIW	FY76 F-102A to F-106A
	144 FIW	FY84 to F-4D
	144FIW	FY89 to F-16A/B
	129 ARRG	FY76 C19C/U10B to HC130/HH3
	129 AARG	FY90 4 HC-130P/N/4 HH-60G
	129 AARG	FY91 4 HC-130P/5 HH-60G
	146 TAW	FY70 C-97G to C-130A
	146 TAW	FY79 to C-130E
	146 TAW	FY88 moved from Van Nuys
	163 TASG	FY75 F-102 to O-2A
	163 TFG	FY83 to F-4C
	163 TFG	FY87 to F-4E
	163 TRG	FY90 to RF-4C
	163 ARG	FY94 to KC-135E
COLORADO	140 TFW	FY72 F-100C to F-100D
	140 TFW	FY74 to A-7D/K
	140 FW	FY92 to F-16C/D
CONNECTICUT	103 TFG	FY71 F-102 to F-100D
	103 TFG	FY79 to A-10A
DISTRICT OF COLUMBIA	113 TFW	FY71 F-100C to F-105D
	113 TFW	FY81 to F-4D
	113 TFW	FY90 to F-16A/B
	113 FW	FY94 to F-16C/D
DELAWARE	166 TAG	FY71 C-97G to C-130A
	166 TAG	FY86 to C-130H
FLORIDA	125 FIG	FY75 F-102 to F-106
	125 FIG	FY87 to F-16A/B
GEORGIA	116 TFW	FY73 C-124 to F-100D
	116 TFW	FY79 to F-105G
	116 TFW	FY83 to F-4D
	116 TFW	FY86 to F-15A/B
	165 TAG	FY75 C-124C to C-130E
	165 TAG	FY82 to C-130H

<u>STATE/TERRITORY</u>	<u>UNIT</u>	<u>CONVERSIONS</u>
HAWAII	154 CG	FY76 F-102 to F-4C
	154 CG	FY87 to F-15A/B
	154 GP	FY93 Activate KC-135R
	154 GP	FY94 Activate C-130H
IOWA	132 TFW	FY70 F-89J to F-84F
	132 TFW	FY71 to F-100C
	132 TFW	FY77 to A-7D/K
	132 FW	FY93 to F-16C/D
	185 TFG	FY77 F-100C to A-7D/K
	185FG	FY92 to F-16C/D
IDAHO	124 TRG	FY76 F-102 to RF-4C
	124 TRG	FY84 Activate RF-4C FTU
	124 FG	FY92 to F-4G
ILLINOIS	126 ARW	FY77 KC-97L to KC-135A
	126 ARW	FY83 to KC-135E
	182 TASG	FY70 F-84F to U-3A
	182 TASG	FY71 to O-2A
	182 TASG	FY80 to OA-37B
	182 FG	FY92 to F-16A/B
	183 TFG	FY72 F-84F to F-4C
	183 TFG	FY79 to F-4D
	183 TFG	FY90 to F-16A/B
INDIANA	122 TFW	FY71 F-84F to F-100D
	122 TFW	FY79 to F-4C
	122 TFW	FY86 to F-4E
	122 FW	FY92 to F-16C/D
	181 TFG	FY71 F-84F to F-100D
	181 TFG	FY79 to F-4C
	181 TFG	FY96 to F-4E
	181 FG	FY92 to F-16C/D
KANSAS	190 TRG	FY72 RB-57A to RB-57G
	190 TRG	FY74 to EB-57B
	190 ARG	FY78 to KC-135A
	190 ARG	FY84 to KC-135E

<u>STATE/TERRITORY</u>	<u>UNIT</u>	<u>CONVERSIONS</u>
	184 TFG	FY71 F-100C to F-105D
	184 TFG	FY80 to F-4D
	184 TFG	FY87 to F-16A/B
	184 TFG	FY91 to F-16C/D
	184 BG	FY94 to B-1B
KENTUCKY	123 TRW	FY76 RF-101C to RF-4C
	123 TAW	FY89 to C-130B
	123 AW	FY92 to C-130H
LOUISIANA	159 TFG	FY71 F-102 to F-100D
	159 TFG	FY79 to F-4C
	159 TFG	FY86 to F-15A/B
MASSACHUSETTS	102 FIW	FY71 F-84F to F-100D
	102 FIW	FY72 to F-106
	102 FIW	FY88 to F-15A/B
	104 TFG	FY71 F-84F to F-100D
	104 TFG	FY79 to A-10A
MARYLAND	135 TASG	FY71 HU-16/U-10D to O-2A
	135 TAG	FY77 to C-7A
	135 TAG	FY81 to C-130B
	135 TAG	FY90 to C-130E
	175 TFG	FY70 F-86H to A-37B
	175 TFG	FY80 to A-10A
	175 FG	FY93 ADD OA-10A
MAINE	101 TFW	FY70 F-89J to F-101B
	101 TFW	FY76 to KC-135A
	101 ARW	FY84 to KC-135E
MICHIGAN	110 TASG	FY71 RB-57 to J-2a
	110 TASG	FY81 to OA-37B
	110 FG	FY92 to A-10A
	110 FG	FY92 ADD OA-10A
	127 TRW	FY71 RF-84F to RF-101C
	127 TFW	FY72 to F-100D
	127 TFW	FY79 to A-7D/K
	127 TFW	FY90 to F-16A/B

STATE/TERRITORY**UNIT****CONVERSIONS**

	127 FW	FY94 to F-16C/D
	191 TRG	FY71 RF-84F to RF-101C
	191 FIG	FY72 to F-100D
	191 FIG	FY73 to F-106
	191 FIG	FY78 to F-4C
	191 FIG	FY86 to F-4D
	191 FIG	FY90 to F-16A/B
	191 AG	FY94 to C-130E
MINNESOTA	148 FIG	FY71 F-102A to F-10B
	148 TRG	FY76 to RF-4C
	148 FIG	FY84 to F-4D
	148 FIG	FY90 to F-16A/B
	133 TAW	FY71 C-97G to C-130A
	133 TAW	FY82 to C-130E
MISSOURI	131 TFW	FY72 F-100C to F-100D
	131 TFW	FY79 to F-4C
	131 TFW	FY86 to F-4E
	131 FW	FY92 to F-15A/B
	139 ARG	FY70 H-3A to KC-97L
	139 RAG	FY77 to C-130A
	139 TAG	FY87 to C-130H
MISSISSIPPI	172 MAG	FY72 C-124C to C-130E
	172 MAG	FY81 to C-130H
	172 MAG	FY86 to C-141B
	186 TRG	FY71 RF-84F to RF-101C
	186 TRG	FY79 to RF-4C
	186 ARG	FY92 to KC-135R
MONTANA	120 FIG	FY72 F-102A to F-106A
	120 FIG	FY87 to F-16A/B
NEBRASKA	155 TRG	FY72 RF-84F to RF-4C
	155 ARG	FY94 to KC-135R
NEVADA	152 TRG	FY72 RF-101H to RF-101B
	152 TRG	FY76 to RF-4C

<u>STATE/TERRITORY</u>	<u>UNIT</u>	<u>CONVERSIONS</u>
NEW HAMPSHIRE	157 TAG	FY72 C-124C to C-130A
	157 ARG	FY76 to KC-135A
	157 ARG	FY85 to KC-135E
	157 ARG	FY94 to KC135R
NEW JERSEY	177 FIG	FY70 F-100C to F-105B
	177 FIG	FY73 to F-106A
	177 FIG	FY88 to F-16A/B
	108 TFW	FY81 F-105B to F-4D
	108 TFW	FY86 to F-4E
	108 ARW	FY92 to KC-135E
	170 TAG	FY73 C-121B to C-7A
	170 ARG	FY77 to KC-135A
	170 ARG	FY83 to KC-135E
	170 ARG	Inactivated 1 Oct 93
NEW MEXICO	150 TFG	FY74 F-100C to A-7D/K
	150 FG	FY93 to F-16C/D
NEW YORK	107 FIG	FY71 F-100C to F-101B
	107 FIG	FY82 to F-4C
	107 FIG	FY87 to F-4D
	107 FIG	FY91 to F-16A/B
	107 ARG	FY94 to KC-135R
	109 TAG	FY71 C-97C to C-130A
	109 TAG	FY76 to C-130D
	109 TAG	FY85 to C-130H
	105 TASG	FY71 U-3A to O-2A
	105 MAG	FY95 to C-5A
	174 TFW	FY71 F-86H to A-37B
	174 TFW	FY80 to A-10A
	174 TFW	FY89 to F-16A/B
	174 FW	FY93 to F-16C/D
	106 TFG	FY73 KC-97L to F-102
	106 ARRG	FY75 to HC-130/HH-3
	106 ARRG	FY90 to 5 HH-60G
106 ARRG	FY91 to 4HC-130P	

<u>STATE/TERRITORY</u>	<u>UNIT</u>	<u>CONVERSIONS</u>
NORTH CAROLINA	145 TAG	FY71 C-124C to C-130B
	145 AG	FY93 to C-130H
NORTH DAKOTA	119 FIG	FY70 F-102 to F-101B
	119 FIG	FY77 to F-4D
	119 FIG	FY90 to F-16A/B
OHIO	121 TFW	FY72 F-100C to F-100D
	121 TFW	FY75 to A-7D/K
	121 ARW	FY93 to KC-135R
	160 ARG	FY76 KC-97 to KC-135A
	160 ARG	FY94 to KC-135E
	160 ARG	FY92 to KC-135R
	160 ARG	Inactivated 1 Oct 93
	179 TFG	FY72 F-84F to F-100D
	179 TAG	FY76 to C-130B
	179 TAG	FY91 to C-130H
	178 TFG	FY71 F-84F to F-100D
	178 TFG	FY78 to A-7D/K
	178 FG	FY93 to F-16C/D
	180 TFG	FY71 F-84F to F-100D
	180 TFG	FY79 to A-7D/K
	180 FG	FY92 to F-16C/D
OKLAHOMA	137 TAW	FY75 C-124C to C-130A
	137 TAW	FY79 to C-130H
	138 TFG	FY73 C-134C to F-100D
	138 TFG	FY78 to A-7D/K
	138 FG	FY93 to F-16C/D
OREGON	114 TFTS	FY83 activate F-4C (FTU)
	114 TFTS	FY89 F-4C to F-16A/B
	142 FIG	FY71 F-102A to F-101B
	142 FIG	FY81 to F-4C
	142 FIG	FY90 to F-15A/B

<u>STATE/TERRITORY</u>	<u>UNIT</u>	<u>CONVERSIONS</u>
PENNSYLVANIA	112 TFG	FY75 F-102A to A-7D/K
	112 ARG	FY92 to KC-135E
	112 ARG	Inactivated 1 Oct 93
	171 ARW	FY73 C-121C to KC-97L
	171 ARW	FY77 to KC-135A
	171 ARW	FY84 to KC-135E
	111 TASG	FY71 U-3A to O-2A
	111 TASG	FY81 to OA-37B
	111 TASG	FY89 to OA-10A
PUERTO RICO	156 TFG	FY76 F-104C to A-7D/K
	156 FG	FY93 to F-16A/B
RHODE ISLAND	143 TAG	FY71 UH 16/U10D to C-119/u10D
	143 TAG	FY76 to C-130A
	143 TAG	FY90 to C-130E
SOUTH CAROLINA	169 TFG	FY75 F-102 to A-7D/K
	169 TFG	FY83 to F-16A/B
	169 FG	FY94 to F-16C/D
SOUTH DAKOTA	114 TFG	FY70 F-102A to F-100D
	114 TFG	FY77 to A-7D/K
	114 FG	FY92 to F-16C/D
TENNESSEE	134 ARG	FY77 KC-97L to KC-135A
	134 AG	FY92 to C-141B
	164 TAG	FY75 C-124C to C-130A
	164AG	FY92 to C-141B
	118 TAW	FY71 C-124C to C-130A
	118 TAW	FY90 to C-130H
TEXAS	136 TAW	FY78 KC-97L to C-130B
	136 TAW	FY86 to C-130H
	147 FIG	FY71 F-102A to F-101B
	147 FIG	FY82 to F-4C
	147 FIG	FY87 to F-4D

STATE/TERRITORY**UNIT****CONVERSIONS**

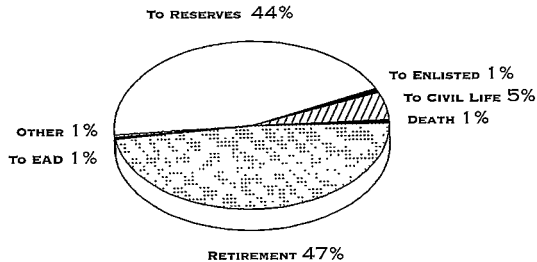
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	147 FIG	FY90 to F-16A/B
	149 TFG	FY70 F-102A to F-84F
	149 TFG	FY71 to F-100D
	149 TFG	FY79 to F-4C
	149 TFG	FY86 to F-16A/B
UTAH	151 ARG	FY73 C-124C to KC-97L
	151 ARG	FY82 to KC-135E
VIRGINIA	192 TFG	FY71 F-84F to F-105D
	192 TFG	FY82 to A-7D/K
	192 FG	FY92 to F-16C/D
VERMONT	158 FIG	FY74 F-102A to EB-57B
	158 TFG	FY82 to F-4D
	158 TFG	FY86 to F-16A/B
	158 FG	FY94 to F-16C/D
WASHINGTON	141 ARW	FY70 F-102A to F-101B
	141 ARW	FY85 to KC-135E
WISCONSIN	128 TASW	FY75 F102A to O-2A
	128 TASW	FY80 to OA-37B
	128 TFW	FY90 to A-10A
	128 FW	FY93 to F-16C/D
	128 ARG	FY78 KC-97L to KC-135A
	128 ARG	FY83 to KC-135E
	128 ARG	FY92 to KC-135R
WEST VIRGINIA	130 TAG	FY76 C-119/u-10B to C-130E
	130 TAG	FY86 to C-130H
	167 TAG	FY72 C-121C to C-130A
	167 TAG	FY77 to C-130B
	167 TAG	FY90 to C-130E
WYOMING	153 TAG	FY72 C-121 to C-130B
	153 AG	FY93 to C-130H

TABLE 5 — PERSONNEL STATISTICS
ANG Losses & Gains

FY 94 Officer

**LOSSES BY
 CATEGORY**



121

FY 94 Enlisted

**LOSSES BY
 CATEGORY**

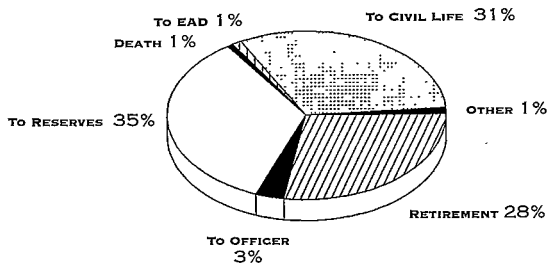
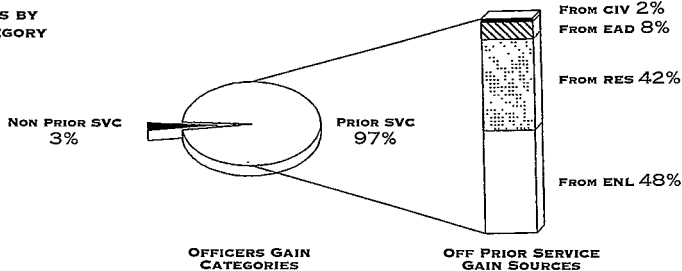


TABLE 5 — PERSONNEL STATISTICS
CONTINUED

ANG Losses & Gains

FY 94 Officer

**GAINS BY
CATEGORY**



FY 94 Enlisted

**GAINS BY
CATEGORY**

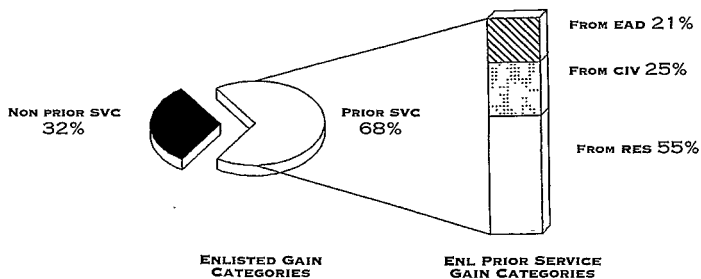


TABLE 6 — ANG FUNDING HISTORY

FY 86 — FY 94

ANG MILCON HISTORY (FY86-FY95)

(\$M)

FY	86	87	88	89	90	91	92	93	94
<u>PRESIDENTS BUDGET</u>									
	137.2	140	160.8	147.5	164.5	66.5	131.8	132.3	142.4
<u>CONGRESSIONAL ADDS</u>									
	2	9	17	11	73.8	113	89.2	155.3	110.8
<u>CONGRESSIONAL ADJUSTMENTS</u>									
	-17.9	0	-26.5	0	0	0	-3.4	0	-5.7
<u>SUPPLEMENTALS</u>									
	0	0	0	0	0	0	0	0	0
<u>APPROPRIATIONS ACT</u>									
	121.3	149	151.3	158.5	238.3	180.5	217.6	287.6	247.5
<u>GENERAL REDUCTION</u>									
	-0.014	-0.073	-0.254	-0.459	0	0	0	0	-6.2
<u>RECISSIONS</u>									
	-3.3	0	0	0	0	0	-0.306	0	0
<u>SEQUESTRATION</u>									
					-2.463				
<u>TOTAL</u>									
	117.9	149	151	158	235.8	180.5	217.3	287.6	241.3

APPENDIX G – RACE/ETHNIC STATISTICS

Table 1. Army National Guard

	TOTAL												FEMALE		
	TOTAL	WHITE	%	BLACK	%	HISPANIC	%	NATIVE AM	%	ASIAN-AM.	%	OTHER/UNK	%	TOTAL	%
OFFICER															
O-11	0	0		0		0		0		0		0		0	
O-10	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	45	38	84.4%	4	8.9%	3	6.7%	0	0.0%	2	1.4%	0	0.0%	1	0.7%
O-7	139	130	93.5%	3	2.2%	4	2.9%	0	0.0%	2	1.4%	0	0.0%	1	0.7%
O-6	1,323	1,214	91.8%	36	2.7%	49	3.7%	5	0.4%	16	1.2%	3	0.2%	41	3.1%
O-5	3,506	3,224	92.0%	105	3.0%	93	2.7%	14	0.4%	65	1.9%	5	0.1%	204	5.8%
O-4	6,646	5,941	89.4%	339	5.1%	215	3.2%	27	0.4%	103	1.5%	21	0.3%	563	8.5%
O-3	11,052	9,551	86.4%	808	7.3%	430	3.9%	43	0.4%	171	1.5%	49	0.4%	1,116	10.1%
O-2	8,801	7,348	83.5%	830	9.4%	412	4.7%	30	0.3%	144	1.6%	37	0.4%	883	10.0%
O-1	5,358	4,446	83.0%	544	10.2%	223	4.2%	25	0.5%	89	1.7%	31	0.6%	559	10.4%
UNK	0	0		0		0		0		0		0		0	
TOTAL	36,870	31,892	86.5%	2,669	7.2%	1,429	3.9%	144	0.4%	590	1.6%	146	0.4%	3,367	9.1%
WARRANT															
W-4	2,429	2,344	96.5%	12	0.5%	34	1.4%	10	0.4%	21	0.9%	8	0.3%	21	0.9%
W-3	2,703	2,546	94.2%	63	2.3%	61	2.3%	5	0.2%	19	0.7%	9	0.3%	83	3.1%
W-2	2,990	2,739	91.6%	100	3.3%	91	3.0%	10	0.3%	44	1.5%	7	0.2%	126	4.2%
W-1	787	704	89.5%	35	4.4%	25	3.2%	0	0.0%	16	2.0%	7	0.9%	39	5.0%
UNK	0	0	0.0%	0		0		0		0		0		0	
TOTAL	8,909	8,332	93.5%	210	2.4%	211	2.4%	25	0.3%	100	1.1%	31	0.3%	269	3.0%
OFFICER															
TOTAL	45,779	40,224	87.9%	2,879	6.3%	1,640	3.6%	169	0.4%	690	1.5%	177	0.4%	3,636	7.9%
ENLISTED															
E-9	1,779	1,613	90.7%	82	4.6%	57	3.2%	8	0.4%	16	0.9%	3	0.2%	22	1.2%
E-8	7,282	6,300	86.5%	503	6.9%	342	4.7%	32	0.4%	79	1.1%	26	0.4%	166	2.3%
E-7	21,776	18,090	83.1%	2,091	9.6%	1,147	5.3%	106	0.5%	238	1.1%	95	0.4%	1,182	5.4%
E-6	53,450	41,062	76.8%	7,799	14.6%	3,207	6.0%	443	0.8%	614	1.1%	325	0.6%	3,035	5.7%
E-5	92,281	66,872	72.5%	16,535	17.9%	6,078	6.6%	780	0.8%	1,276	1.4%	740	0.8%	6,729	7.3%
E-4	118,730	83,789	70.6%	22,043	18.6%	8,779	7.4%	973	0.8%	1,992	1.7%	1,154	1.0%	99,52	8.6%
E-3	32,415	23,048	71.1%	6,197	19.1%	2,062	6.4%	332	1.0%	523	1.6%	253	0.8%	3,366	10.4%
E-2	15,199	11,110	73.1%	2,763	18.2%	810	5.3%	171	1.1%	236	1.6%	109	0.7%	1,411	9.3%
E-1	17,296	12,648	74.3%	2,837	16.4%	1,025	5.9%	171	1.0%	280	1.6%	135	0.8%	2,159	12.5%
UNK	0	0		0		0		0		0		0		0	
ENLISTED															
TOTAL	360,208	264,741	73.5%	60,850	16.9%	23,507	6.5%	3,016	0.8%	5,254	1.5%	2,840	0.8%	28,022	7.8%
GRAND TOTAL															
TOTAL	405,987	304,965	75.1%	63,729	15.7%	25,147	6.2%	3,185	0.8%	5,944	1.5%	3,017	0.7%	31,658	7.8%

APPENDIX G — RACE/ETHNIC STATISTICS

Table 2. Air National Guard

	TOTAL												FEMALE		
	TOTAL	WHITE	%	BLACK	%	HISPANIC	%	NATIVE AM	%	ASIAN-AM.	%	OTHER/UNK	%	TOTAL	%
OFFICER															
O-11	0	0		0		0		0		0		0		0	
O-10	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	30	28	93.3%	1	3.3%	0	0.0%	0	0.0%	0	0.0%	1	3.3%	0	0.0%
O-7	92	82	89.1%	5	5.4%	3	3.3%	1	1.1%	1	1.1%	0	0.0%	2	2.2%
O-6	514	482	92.8%	9	1.8%	9	1.9%	2	0.4%	9	1.8%	3	0.6%	10	1.9%
O-5	3,249	3,010	92.6%	74	2.3%	64	2.0%	26	0.8%	56	1.7%	19	0.6%	145	4.5%
O-4	3,814	3,478	91.2%	137	3.6%	96	2.5%	36	0.9%	51	1.3%	16	0.4%	406	10.6%
O-3	4,201	3,767	89.7%	214	5.1%	114	2.7%	29	0.7%	54	1.3%	23	0.5%	631	15.0%
O-2	1,174	1,023	87.1%	64	5.5%	44	3.7%	9	0.8%	26	2.2%	8	0.7%	269	22.9%
O-1	958	830	86.6%	58	6.1%	26	2.7%	8	0.8%	31	3.2%	5	0.5%	191	19.9%
UNK	0	0		0		0		0		0		0		0	
TOTAL	14,032	12,700	90.5%	562	4.0%	356	2.5%	111	0.8%	228	1.6%	75	0.5%	1,654	11.8%
WARRANT															
W-4	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-3	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-2	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-1	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OFFICER															
TOTAL	14,032	12,700	90.5%	562	4.0%	356	2.5%	111	0.8%	228	1.6%	75	0.5%	1,654	11.8%
ENLISTED															
E-9	1,548	1,422	91.9%	35	2.3%	42	2.7%	26	1.7%	18	1.2%	5	0.3%	48	3.1%
E-8	3,983	3,561	89.4%	137	3.4%	148	3.7%	57	1.4%	64	1.6%	16	0.4%	227	5.7%
E-7	14,030	12,148	86.6%	849	6.1%	558	4.0%	179	1.3%	239	1.7%	57	0.4%	1,438	10.2%
E-6	24,558	20,313	83.7%	2,142	8.7%	1,213	4.9%	257	1.0%	479	2.0%	154	0.6%	3,430	14.0%
E-5	31,611	25,902	81.9%	2,931	9.3%	1,607	5.1%	254	0.8%	636	2.0%	291	0.9%	4,710	14.9%
E-4	17,865	14,404	80.6%	1,718	9.6%	955	5.3%	95	0.5%	497	2.8%	196	1.1%	1,858	16.0%
E-3	4,135	3,242	78.4%	455	11.0%	245	5.9%	35	0.8%	109	2.6%	49	1.2%	613	19.7%
E-2	1,646	1,337	81.2%	162	9.8%	69	4.2%	13	0.8%	46	2.8%	19	1.2%	314	19.1%
E-1	1,321	1,065	80.6%	108	8.2%	70	5.3%	21	1.6%	46	3.5%	11	0.8%	255	19.3%
UNK	0	0		0		0		0		0		0		0	
ENLISTED															
TOTAL	100,697	83,394	82.8%	8,537	8.5%	4,907	4.9%	937	0.9%	2,134	2.1%	788	0.8%	14,093	14.0%
GRAND TOTAL															
TOTAL	114,729	96,094	83.8%	9,099	7.9%	5,263	4.6%	1,048	0.9%	2,362	2.1%	863	0.8%	15,747	13.7%

APPENDIX H — MILITARY SUPPORT MISSIONS

STATE	START DATE	TERM DATE	MISSION CATEGORY	ARNG MAX	ARNG MANDAYS	ANG MAX	ANG MANDAYS
<u>ALASKA</u>							
AK	94/08/28	94/09/03	Flood Recovery	66	217	3	12
AK TOTAL				66	217	3	12
<u>ALABAMA</u>							
AL	93/07/09	93/12/31	Water Haul	2	112		
AL	93/10/01	93/12/31	Water Haul	8	50		
AL	93/10/01	93/12/31	Water Haul	4	76		
AL	93/10/29	93/11/16	Transportation	2	4		
AL	93/10/30	93/11/01	Emergency Shelter	2	3		
AL	93/11/04	93/11/04	Search & Rescue	4	4		
AL	93/12/23	93/12/23	Transportation	3	3		
AL	94/01/01	94/02/28	Water Haul	4	17		
AL	94/01/01	94/09/30	Water Haul	10	432		
AL	94/01/01	94/03/31	Water Haul	16	22		
AL	94/01/18	94/02/14	Water Haul	8	28		
AL	94/01/28	94/02/17	Miscellaneous	48	296		
AL	94/02/01	94/02/02	Water Haul	2	2		
AL	94/02/10	94/02/18	Storm Recovery	352	1,517		
AL	94/02/15	94/02/15	Law Enforcement Spt	58	58		
AL	94/03/18	94/05/05	Law Enforcement Spt	38	263		
AL	94/03/27	94/04/15	Tornado Recovery	212	744		
AL	94/04/15	94/04/15	Storm Watch	1	1		
AL	94/04/16	94/04/19	Water Haul	1	1		
AL	94/05/11	94/08/29	Water Haul	7	24		
AL	94/05/27	94/08/17	Water Haul	15	25		
AL	94/06/28	94/07/01	Water Haul	1	3		
AL	94/07/02	94/07/28	Flood Recovery	2,528	4,661	260	327
AL	94/09/12	94/09/14	Miscellaneous	5	6		
AL	94/09/12	94/09/14	Miscellaneous	2	3		
AL TOTAL				3,333	8,355	260	327

ARKANSAS

AR	94/11/13	94/11/16	Storm Recovery	41	103	17	40
AR	93/12/07	93/12/16	Water Haul	2	2		
AR	94/01/25	94/01/29	Water Haul	2	8		
AR	94/02/10	94/02/18	Storm Recovery	114	446		

AR TOTAL				159	559	17	40
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ARIZONA

AZ	93/10/01	94/01/31	Flood Recovery	759	759		
AZ	93/10/24	93/10/26	Law Enforcement Spt	12	12		
AZ	93/10/27	93/10/28	Search & Rescue	89	89		
AZ	93/12/13	94/04/01	Emergency Shelter	20	233		
AZ	93/12/23	93/12/27	Emergency Shelter	4	16		
AZ	94/05/09	94/05/11	Emergency Shelter	2	3		
AZ	94/06/03	94/06/06	Fire Fighting Spt	6	12		
AZ	94/06/03	94/06/03	Fire Fighting Spt	1	1		
AZ	94/06/04	94/06/06	Fire Fighting Spt	9	9		
AZ	94/06/06	94/06/08	Fire Fighting Spt	1	1		
AZ	94/06/06	94/06/06	Fire Fighting Spt	1	1		
AZ	94/06/06	94/06/08	Fire Fighting Spt	3	3		
AZ	94/06/11	94/06/17	Fire Fighting Spt	2	12		
AZ	94/06/12	94/06/12	Fire Fighting Spt	1	1		
AZ	94/06/28	94/06/23	Emergency Shelter	1	2		
AZ	94/06/28	94/07/03	Fire Fighting Spt	10	16		
AZ	94/06/28	94/07/03	Fire Fighting Spt	2	215		
AZ	94/06/29	94/07/13	Fire Fighting Spt	2	11		
AZ	94/06/29	94/07/05	Fire Fighting Spt	6	15		
AZ	94/06/30	94/07/04	Fire Fighting Spt	13	31		
AZ	94/07/01	94/07/14	Fire Fighting Spt	33	149		
AZ	94/07/01	94/07/22	Fire Fighting Spt	41	137		
AZ	94/07/02	94/07/03	Fire Fighting Spt	12	23		
AZ	94/07/02	94/07/07	Fire Fighting Spt	3	17		
AZ	94/07/02	94/07/03	Fire Fighting Spt	1	2		
AZ	94/07/02	94/07/05	Fire Fighting Spt	12	32		
AZ	94/07/10	94/07/13	Fire Fighting Spt	2	7		

AZ	94/07/12	94/07/15	Fire Fighting Spt	14	56		
AZ	94/07/12	94/07/15	Fire Fighting Spt	16	64		
AZ	94/07/12	94/07/20	Fire Fighting Spt	16	109	3	3
AZ	94/07/14	94/07/17	Fire Fighting Spt	15	46		
AZ	94/07/16	94/09/30	Fire Fighting Spt	2	8		
AZ	94/07/27	94/07/28	Fire Fighting Spt	2	2		
AZ	94/08/07	94/09/30	Fire Fighting Spt	13	87		
AZ	94/08/07	94/08/11	Fire Fighting Spt	7	13		
AZ	94/08/07	94/09/30	Fire Fighting Spt	2	12		
AZ	94/08/09	94/09/30	Fire Fighting Spt	5	15		
AZ	94/08/16	94/08/22	Fire Fighting Spt	2	14		
AZ	94/09/06	94/09/14	Fire Fighting Spt	2	17		
AZ TOTAL				1,144	2,252	3	3

CALIFORNIA

CA	94/08/20	94/08/23	Fire Fighting Spt	23	124		
CA	93/10/27	93/11/11	Fire Fighting Spt	84	697	12	322
CA	93/10/27	93/10/28	Search & Rescue	4	8		
CA	93/11/15	93/11/19	Emergency Shelter	1	5		
CA	93/12/02	93/12/02	Search & Rescue	2	2		
CA	93/12/12	93/12/12	Search & Rescue	4	4		
CA	94/01/17	94/01/17	Earthquake	2,371	18,513	34	116
CA	94/03/08	94/03/09	Search & Rescue	4	4		
CA	94/04/20	94/04/20	Search & Rescue	4	4		
CA	94/04/23	94/04/23	Search & Rescue	5	5		
CA	94/05/02	94/07/19	Miscellaneous	7	155		
CA	94/05/11	94/05/27	Transportation	4	39		
CA	94/05/23	94/05/24	Search & Rescue			7	7
CA	94/06/01	94/06/01	Search & Rescue	0	0		
CA	94/06/08	94/06/10	Search & Rescue	4	12		
CA	94/06/17	94/06/23	Search & Rescue	4	24		
CA	94/06/27	94/06/28	Fire Fighting Spt	0	0	80	80
CA	94/06/27	94/06/28	Fire Fighting Spt	80	80		
CA	94/07/21	94/07/21	Search & Rescue	4	24		
CA	94/07/22	94/08/12	Fire Fighting Spt	39	399		

CA	94/07/22	94/08/12	Fire Fighting Spt	18	133		
CA	94/07/22	94/09/30	Fire Fighting Spt	20	284	1	6
CA	94/08/10	94/09/30	Fire Fighting Spt	10	22		
CA	94/08/10	94/09/30	Fire Fighting Spt	2	14		
CA	94/08/10	94/09/30	Fire Fighting Spt	25	31		
CA	94/08/10	94/09/30	Miscellaneous	1	148		
CA	94/08/10	94/09/30	Miscellaneous	1	124		
CA	94/08/10	94/08/10	Search & Rescue	4	4		
CA	94/08/10	94/09/30	Transportation	6	10		
CA	94/08/11	94/09/30	Fire Fighting Spt	32	122		
CA	94/08/11	94/09/30	Fire Fighting Spt	32	137		
CA	94/08/12	94/08/29	Fire Fighting Spt	5	19		
CA	94/08/16	94/08/20	Fire Fighting Spt	5	12		
CA	94/08/16	94/08/22	Fire Fighting Spt	5	9		
CA	94/08/16	94/08/21	Fire Fighting Spt	2	11		
CA	94/08/17	94/09/30	Miscellaneous	1	66		
CA	94/08/17	94/09/30	Miscellaneous	1	46		
CA	94/08/17	94/08/17	San Luis Obispo	2	2		
CA	94/08/19	94/08/23	Fire Fighting Spt	37	224		
CA	94/08/20	94/08/21	Fire Fighting Spt	2	3		
CA	94/08/20	94/08/20	Search & Rescue	3	3		
CA	94/08/22	94/08/22	Fire Fighting Spt	8	15		
CA	94/08/24	04/08/24	Fire Fighting Spt	4	4		
CA	94/08/28	94/08/24	Fire Fighting Spt	1	2		
CA	94/08/28	94/08/31	Fire Fighting Spt	24	115		
CA	94/09/05	94/09/05	Search & Rescue	3	3		
CA	94/09/12	94/09/12	Search & Rescue	3	3		
CA	94/09/21	94/09/26	Fire Fighting Spt	42	238		
CA TOTAL				2,943	21,903	134	531

COLORADO

CO	94/06/27	94/07/03	Fire Fighting Spt	9	19		
CO	94/06/27	94/07/07	Fire Fighting Spt	20	156		
CO	94/07/03	94/07/07	Fire Fighting Spt	4	26		
CO	94/07/07	94/07/09	Fire Fighting Spt	25	51		

CO	94/07/07	94/07/12	Search & Rescue	17	17		
CO	94/07/12	94/07/13	Fire Fighting Spt	5	5		
CO	94/07/13	94/07/20	Fire Fighting Spt	18	49		
CO	94/07/15	94/07/27	Fire Fighting Spt	12	155		
CO	94/07/15	94/07/19	Fire Fighting Spt	8	8		
CO	94/07/16	94/07/27	Fire Fighting Spt	24	312		
CO TOTAL				142	798	0	0
<u>DELAWARE</u>							
DE	94/02/11	94/02/15	Storm Recovery	155	826	30	97
DE	94/04/07	94/04/07	Storm Recovery	12	12		
DE TOTAL				167	838	30	97
<u>FLORIDA</u>							
FL	94/03/08	94/03/14	Law Enforcement Spt	4	22		
FL	94/06/09	94/07/06	Miscellaneous	18	390		
FL	94/07/02	94/07/04	Storm Recovery	91	240		
FL	94/07/06	94/07/27	Flood Recovery	705	7,040	50	219
FL	94/08/18	94/08/21	Miscellaneous	37	102	6	12
FL TOTAL				855	7,794	56	231
<u>GEORGIA</u>							
GA	94/01/17	94/01/18	Storm Recovery	4	8		
GA	94/01/09	94/01/20	Miscellaneous	2	4		
GA	94/01/19	94/01/19	Water Haul	1	1		
GA	94/01/19	94/01/20	Water Haul	2	4		
GA	94/01/20	94/01/21	Water Haul	2	2		
GA	94/03/27	94/04/05	Tornado Recovery	19	35		
GA	94/05/06	94/05/06	Water Haul	2	2		
GA	94/07/05	94/09/03	Flood Recovery	2,999	57,551	679	10,021
GA TOTAL				3,031	57,607	679	10,021

HAWAII

HI	94/03/24	94/03/25	Flood Recovery	5	10		
HI	94/07/21	94/07/21	Hurricane Watch	8	8		
HI	94/08/01	94/08/01	Fire Fighting Spt	5	5		

HI TOTAL				18	23	0	0
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IOWA

IA	93/10/01	94/05/31	Flood Recovery	15	2,308		
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IA TOTAL				15	2,308	0	0
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IDAHO

ID	94/08/04	94/09/30	Fire Fighting Spt	103	631	22	249
ID	94/08/09	94/09/30	Fire Fighting Spt	11	134		
ID	94/08/10	94/08/14	Fire Fighting Spt	4	22		
ID	94/08/10	94/09/30	Fire Fighting Spt	89	829		
ID	94/08/17	94/09/30	Fire Fighting Spt	52	207		
ID	94/08/17	94/09/30	Fire Fighting Spt	3	12		
ID	94/08/17	94/09/30	Fire Fighting Spt	8	20		
ID	94/08/21	94/09/30	Fire Fighting Spt.	3	3		

ID TOTAL				273	1,858	22	249
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ILLINOIS

IL	93/07/03	93/12/01	Flood Recovery	130	7,631	2	95
IL	94/04/13	94/04/17	Flood Recovery	80	603		
IL	94/05/17	94/07/30	Miscellaneous	35	1151		

IL TOTAL				245	9,385	2	95
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INDIANA

IN	93/10/23	93/10/23	Miscellaneous	32	32		
IN	93/11/14	93/11/20	Flood Recovery	94	252		
IN	94/01/16	94/01/22	Water Haul	50	221		
IN	94/01/17	94/01/20	Storm Recovery	44	140		
IN	94/02/11	94/02/11	Transportation	2	2		
IN	94/02/25	94/02/26	Storm Recovery	9	16		
IN	94/03/28	94/04/08	Flood Recovery	49	458		

IN	94/04/27	94/04/28	Tornado Recovery	85	139		
IN	94/05/06	94/05/09	Miscellaneous	0	0		
IN	94/06/01	94/06/02	Water Haul	0	0		
IN	94/06/09	94/06/10	Transportation	3	3		
IN	94/07/08	94/07/11	Water Haul	1	1		
IN	94/07/20	94/07/23	Water Haul	6	6		
IN TOTAL				375	1,270	0	0

KANSAS

KS	93/10/03	93/10/03	Flood Recovery	0	0	3	3
KS	93/10/13	93/10/13	Flood Recovery	1	1	3	3
KS	93/10/13	93/10/13	Flood Recovery	1	1	5	5
KS	94/01/26	93/01/27	Storm Recovery	6	10	3	5
KS	94/02/19	94/02/21	Water Haul	6	13	2	5
KS	94/02/27	94/02/27	Search & Rescue	1	15	1	5
KS	94/03/18	94/03/19	Miscellaneous	4	19	2	5
KS	94/04/11	94/04/11	Flood Recovery	10	29	5	5
KS	94/07/02	94/07/02	Miscellaneous	2	31	2	5
KS	94/07/02	94/07/02	Miscellaneous	2	33	2	5
KS TOTAL				33	152	28	46

KENTUCKY

KY	93/12/28	94/09/30	Storm Recovery	0	289		
KY	94/01/12	94/01/29	Water Haul	2	34		
KY	94/01/17	94/01/28	Storm Recovery	122	5,971	21	58
KY	94/02/11	94/02/28	Storm Recovery	600	3,557		
KY	94/07/20	94/07/20	Water Haul	3	18		
KY	94/07/26	94/07/26	Search & Rescue	5	5		
KY TOTAL				1,732	9,874	21	58

LOUISIANA

LA	94/01/27	94/01/28	Flood Recovery	4	4		
LA	94/02/10	94/03/25	Storm Recovery	107	1,099		
LA TOTAL				111	1,103	0	0

MASSACHUSETTS

MA	93/10/14	93/10/14	Miscellaneous	23	23		
MA	93/10/28	93/10/28	Miscellaneous	20	20		
MA	93/11/20	93/11/20	Miscellaneous	73	73		
MA	94/04/18	94/04/18	Miscellaneous	229	229	63	63
MA	94/06/01	94/07/17	Miscellaneous	38	608		
MA	94/07/03	94/07/05	Miscellaneous	26	81		
MA	94/07/12	94/07/22	Miscellaneous	13	13		
MA	94/07/12	94/07/22	Storm Recovery	1	8		
MA	94/09/14	94/09/18	Water Haul	58	58		
MA TOTAL				481	1,113	63	63

MARYLAND

MD	94/02/12	94/02/15	Storm Recovery	4	4		
MD TOTAL				4	4	0	0

MAINE

ME	93/11/08	93/11/12	Fire Fighting Spt	11	72		
ME	94/04/18	94/04/20	Flood Recovery	11	11		
ME TOTAL				22	83	0	0

MICHIGAN

MI	94/07/14	94/07/25	Miscellaneous	7	83		
MI TOTAL				7	83	0	0

MINNESOTA

MN	93/10/05	93/10/22	Transportation	199	2,348	25	305
MN	94/04/26	94/04/27	Tornado Recovery	36	72		
MN	94/07/09	94/07/12	Search & Rescue	44	76		
MN	94/08/26	94/08/26	Law Enforcement Spt	26	26		
MN TOTAL				305	2,522	25	305

MISSOURI

MO	93/07/04	93/10/05	Flood Recovery	100	4,229	1,386
MO	94/07/09	94/07/13	Flood Recovery	1	5	
MO	94/07/31	94/07/31	Miscellaneous	5	5	

MO TOTAL				106	4,239	0 1,386
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MISSISSIPPI

MS	94/01/29	94/01/29	Tornado Recovery	3	3	
MS	94/02/10	94/03/29	Storm Recovery	614	6,523	30 228
MS	94/07/19	94/09/30	Water Haul	4	126	

MS TOTAL				621	6,652	30 228
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MONTANA

MT	94/07/27	94/09/30	Fire Fighting Spt	218	10,148	80 1,954
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MT TOTAL				218	10,148	80 1,954
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NORTH CAROLINA

NC	93/10/06	93/10/07	Search & Rescue	2	4	
NC	93/10/22	93/10/29	Water Haul	4	4	
NC	93/11/05	93/11/07	Water Haul	2	2	
NC	93/11/07	93/11/10	Water Haul	2	8	
NC	93/11/14	93/11/14	Search & Rescue	2	2	
NC	93/11/23	93/11/23	Search & Rescue	2	2	
NC	93/12/20	93/12/22	Storm Recovery	20	26	
NC	93/12/29	93/12/29	Transportation	3	3	
NC	94/01/14	94/01/20	Emergency Shelter	149	241	
NC	94/01/17	94/01/17	Storm Recovery	2	2	
NC	94/01/17	94/01/18	Storm Recovery	5	5	
NC	94/01/18	94/01/18	Storm Recovery	4	4	
NC	94/01/19	94/01/20	Emergency Shelter	2	4	
NC	94/01/22	94/01/23	Water Haul	4	4	
NC	94/01/29	94/02/29	Search & Rescue	4	4	
NC	94/02/01	94/02/21	Miscellaneous	5	23	
NC	94/02/02	94/02/15	Search & Rescue	4	4	
NC	94/02/04	94/02/05	Water Haul	3	3	

NC	94/02/04	94/02/05	Search & Rescue	2	2		
NC	94/02/04	94/02/04	Transportation	2	2		
NC	94/02/09	94/02/13	Storm Recovery	13	35	2	2
NC	94/02/15	94/02/15	Water Haul	6	6		
NC	94/02/22	94/02/23	Water Haul	0	0	2	4
NC	94/03/02	94/03/02	Transportation	2	2		
NC	94/03/17	94/03/21	Water Haul	0	0	5	15
NC	94/03/31	94/03/31	Flood Recovery	3	3		
NC	94/04/13	94/04/14	Search & Rescue	5	6		
NC	94/04/18	94/04/18	Search & Rescue	2	2		
NC	94/04/26	94/04/26	Search & Rescue	3	3		
NC	94/04/28	94/05/02	Water Haul	3	4		
NC	94/05/05	94/05/06	Search & Rescue	2	4		
NC	94/05/10	94/05/11	Search & Rescue	2	2		
NC	94/05/17	94/05/20	Miscellaneous	1	4		
NC	94/05/25	94/05/26	Search & Rescue	2	4		
NC	94/05/26	94/05/27	Search & Rescue	4	4		
NC	94/05/31	94/05/31	Fire Fighting Spt	0	0	33	33
NC	94/06/02	94/06/02	Search & Rescue	2	2		
NC	94/06/20	94/06/22	Water Haul	2	6		
NC	94/06/22	94/06/22	Water Haul	1	1		
NC	94/06/22	94/06/22	Water Haul	1	1		
NC	94/06/27	94/06/28	Emergency Shelter	2	2		
NC	94/07/02	94/07/08	Miscellaneous	4	4	113	176
NC	94/07/02	94/07/14	Water Haul	1	1		
NC	94/07/04	94/07/04	Miscellaneous	1	1		
NC	94/07/07	94/07/07	Search & Rescue	2	2		
NC	94/07/07	94/07/07	Search & Rescue	2	2		
NC	94/07/08	94/07/11	Water Haul	1	2		
NC	94/07/20	94/08/03	Miscellaneous	6	21		
NC	94/07/21	94/07/21	Water Haul	2	2		
NC	94/07/26	94/08/04	Water Haul	2	2		
NC	94/07/29	94/07/29	Miscellaneous	3	3		
NC	94/07/29	94/07/29	Water Haul	2	2		
NC	94/07/29	94/07/29	Transportation	2	2		

NC	94/08/17	94/08/17	Flood Recovery	19	32		
NC	94/08/21	94/08/21	Search & Rescue	3	3		
NC	94/08/26	94/08/26	Search & Rescue	2	2		
NC	94/08/28	94/08/29	Search & Rescue	2	2		
NC	94/08/30	94/08/30	Search & Rescue	2	2		
NC	94/09/05	94/09/08	Search & Rescue	3	4		
NC	94/09/11	94/09/11	Search & Rescue	2	2		
NC	94/09/12	94/09/13	Search & Rescue	2	2		
NC	94/09/19	94/09/20	Search & Rescue	11	11		
NC	94/09/23	94/09/23	Search & Rescue	2	2		
NC	94/09/26	94/09/26	Search & Rescue	1	1		
NC	94/09/28	94/09/28	Search & Rescue	2	2		
NC	94/09/29	94/09/30	Search & Rescue	2	2		
NC TOTAL				360	551	155	230

NEBRASKA

NE	94/03/02	94/03/07	Storm Recovery	7	33		
NE	94/04/15	94/04/29	Storm Recovery	68	351		
NE	94/07/03	94/07/03	Storm Recovery	7	7		
NE TOTAL				82	391	0	0

NEW JERSEY

NJ	94/03/02	94/03/03	Storm Recovery	32	138		
NJ	94/12/15	94/12/16	Storm Recovery	61	101		
NJ	94/01/18	94/01/18	Storm Recovery	11	11		
NJ	94/02/08	94/02/08	Storm Recovery	27	101		
NJ	94/02/11	94/02/12	Storm Recovery	24	49		
NJ	94/03/16	94/07/01	Miscellaneous	0	0		
NJ	94/06/05	94/07/15	Miscellaneous	16	136	2	2
NJ TOTAL				171	536	2	2

NEW MEXICO

NM	93/11/18	93/11/22	Water Haul	2	10		
NM	93/11/29	93/12/14	Water Haul	2	32		
NM	94/01/31	93/02/15	Emergency Shelter	3	82		

NM	94/03/12	94/03/13	Emergency Shelter	2	4		
NM	94/03/27	94/03/31	Emergency Shelter	2	8		
NM	94/04/14	94/04/14	Water Haul	2	2		
NM	94/06/07	94/09/30	Water Haul	2	214		
NM	94/06/15	94/06/17	Water Haul	2	6		
NM	94/06/27	94/06/28	Water Haul	2	4		
NM	94/08/24	94/09/12	Water Haul	2	40		
NM TOTAL				21	402	0	0

NEVADA

NV	93/12/01	93/12/02	Law Enforcement Spt	10	12		
NV	94/05/31	94/05/31	Search & Rescue	3	3		
NV	94/07/01	94/07/04	Fire Fighting Spt	6	20		
NV	94/07/02	94/07/20	Fire Fighting Spt	52	173		
NV	94/07/23	94/07/25	Fire Fighting Spt	5	15		
NV	94/07/25	94/07/25	Fire Fighting Spt	9	11		
NV	94/07/26	94/07/30	Fire Fighting Spt	9	47		
NV	94/08/06	94/09/30	Fire Fighting Spt	57	135	15	30
NV	94/08/09	94/09/30	Fire Fighting Spt	20	102	10	53
NV	94/08/12	94/09/30	Fire Fighting Spt	15	45		
NV TOTAL				186	563	25	83

NEW YORK

NY	93/10/17	94/10/17	Miscellaneous	3	3		
NY	94/01/04	94/01/05	Storm Recovery	21	33		
NY	94/01/12	94/03/23	Search & Rescue	51	287		
NY	94/03/03	94/03/06	Storm Recovery	23	34	3	3
NY	94/03/24	94/03/25	Fire Fighting Spt	6	6		
NY	94/04/13	94/04/29	Flood Recovery	14	91		
NY	94/04/16	94/04/25	Search & Rescue	318	1,932		
NY	94/05/02	94/06/01	Search & Rescue	74	1,084		
NY	94/06/16	94/06/16	Transportation	2	2		
NY	94/06/29	94/06/29	Search & Rescue	5	5		
NY	94/08/08	94/08/08	Search & Rescue	3	3		
NY	94/08/12	94/09/30	Law Enforcement Spt	171	753	4	16
NY TOTAL				691	4,233	7	19

OHIO

OH	94/01/04	94/01/09	Storm Recovery	32	126		
OH	94/01/28	94/01/29	Flood Recovery	11	22		

OH TOTAL				43	148	0	0
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OKLAHOMA

OK	93/10/15	93/10/16	Search & Rescue	4	4		
OK	94/03/08	94/03/09	Storm Recovery	8	8		
OK	94/03/10	94/03/11	Water Haul	3	5		
OK	94/04/12	94/04/15	Flood Recovery	29	73		
OK	94/07/09	94/07/14	Flood Recovery	35	64		
OK	94/08/18	94/08/24	Miscellaneous	15	15		

OK TOTAL				94	169	0	0
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OREGON

OR	94/08/02	94/09/30	Fire Fighting Spt	139	698		
OR	94/08/05	94/09/30	Fire Fighting Spt	122	981		
OR	94/08/05	94/09/30	Fire Fighting Spt	129	982		
OR	94/08/07	94/09/30	Fire Fighting Spt	127	838	14	28
OR	94/08/11	94/09/30	Fire Fighting Spt	8	20		
OR	94/08/14	94/09/30	Fire Fighting Spt	173	577		
OR	94/08/15	94/09/31	Fire Fighting Spt	96	288		

OR TOTAL				794	4,384	14	28
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PENNSYLVANIA

PA	94/01/06	94/01/14	Storm Recovery (1)	93	3,527	8	32
PA	94/01/19	94/01/24	Storm Recovery (2)	282	1,050		
PA	94/01/27	94/02/07	Storm Recovery (3)	493	4,291	135	1,697
PA	94/03/02	94/03/15	Storm Recovery (4)	137	442	6	10

PA TOTAL				1,005	9,310	149	1,739
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PUERTO RICO

PR	93/10/01	94/09/30	Law Enforcement Spt	1,073	139,412		
PR	94/01/07	94/03/14	Miscellaneous	25	604		
PR	94/07/24	94/09/30	Water Haul	23	552		
PR	94/08/18	94/09/30	Miscellaneous	28	28		
PR TOTAL				1,149	140,596	0	0

RHODE ISLAND

RI	93/10/01	93/11/16	Water Haul	12	407		
RI	93/12/06	94/01/07	Miscellaneous	12	263		
RI	94/07/11	94/07/14	Water Haul	38	88	23	23
RI	94/08/03	94/08/04	Law Enforcement Spt	117	180		
RI	94/09/01	94/09/10	Water Haul	20	48	4	4
RI TOTAL				199	986	27	27

SOUTH CAROLINA

SC	94/09/16	94/08/23	Tornado Recovery	190	568		
SC	94/08/16	94/08/19	Water Haul	20	76		
SC TOTAL				210	644	0	0

SOUTH DAKOTA

SD	94/07/11	94/07/11	Fire Fighting Spt	8	8		
SD	94/08/15	94/08/16	Fire Fighting Spt	16	24		
SD TOTAL				24	32	0	0

TENNESSEE

TN	94/01/19	94/03/04	Storm Recovery	798	2,418		
TN	94/02/09	94/03/13	Storm Recovery	369	2,733	87	339
TN	94/06/28	94/06/28	Tornado Recovery	8	8		
TN TOTAL				1,175	5,159	87	339

TEXAS

TX	94/02/16	94/03/03	Miscellaneous	43	60		
TX	94/03/20	94/03/22	Fire Fighting Spt	6	18		
TX	94/04/10	94/04/12	Fire Fighting Spt	6	18		

TX	94/04/27	94/04/27	Miscellaneous	6	6		
TX	94/04/27	94/04/27	Tornado Recovery	6	6		
TX	94/05/01	94/05/01	Tornado Recovery	10	10		
TX	94/06/13	94/07/10	Miscellaneous	18	515		
TX	94/07/03	94/07/05	Fire Fighting Spt	3	9		
TX TOTAL				98	642	0	0

UTAH

UT	94/02/02	94/03/09	Miscellaneous	2	2		
UT	94/07/06	94/07/06	Fire Fighting Spt	3	3		
UT	94/07/29	94/09/30	Fire Fighting Spt	3	51		
UT	94/07/30	94/08/02	Search & Rescue	10	17		
UT	94/07/31	94/07/31	Search & Rescue	2	2		
UT	94/08/02	94/09/31	Fire Fighting Spt	3	17		
UT	94/08/02	94/08/15	Fire Fighting Spt	3	36		
UT	94/08/05	94/08/13	Fire Fighting Spt	3	24		
UT	94/08/07	94/08/15	Fire Fighting Spt	2	16		
UT	94/08/08	94/09/30	Fire Fighting Spt	106	530	37	151
UT	94/08/08	94/09/30	Fire Fighting Spt	16	80		
UT	94/08/16	94/09/30	Fire Fighting Spt	2	12		
UT	94/08/17	94/09/30	Fire Fighting Spt	6	24		
UT	94/08/17	94/09/30	Fire Fighting Spt	4	16		
UT TOTAL				165	830	37	151

VIRGINIA

VA	94/01/03	94/01/05	Storm Recovery	24	26		
VA	94/02/12	94/02/15	Storm Recovery	13	41		
VA	94/03/02	94/03/04	Storm Recovery	34	78		
VA	94/04/16	94/04/16	Fire Fighting Spt	4	4		
VA TOTAL				75	149	0	0

VERMONT

VT	93/12/31	94/01/01	Fire Fighting Spt	15	15		
VT TOTAL				15	15	0	0

WASHINGTON

WA	94/05/17	94/05/17	Search & Rescue	2	2		
WA	94/07/24	94/08/24	Fire Fighting Spt	2,459	38,455	247	3,458
WA TOTAL				2,481	38,457	247	3,458

WISCONSIN

WI	93/11/04	94/11/05	Water Haul	6	6		
WI	94/01/20	94/01/24	Water Haul	2	10		
WI	94/02/23	94/02/23	Water Haul	1	1		
WI	94/03/04	94/09/30	Water Haul	2	313		
WI	94/03/11	94/03/13	Water Haul	3	8		
WI	94/03/29	94/03/29	Search & Rescue	3	3		
WI	94/05/19	94/05/20	Water Haul	1	2		
WI TOTAL				18	343	0	0

WEST VIRGINIA

WV	94/01/05	94/02/21	Storm Recovery	105	1,084		
WV	94/04/07	94/05/08	Flood Recovery	10	20		
WV TOTAL				115	1,104	0	0