

ANNUAL
REVIEW
OF THE
CHIEF



NATIONAL
GUARD
BUREAU

FISCAL YEAR
1995

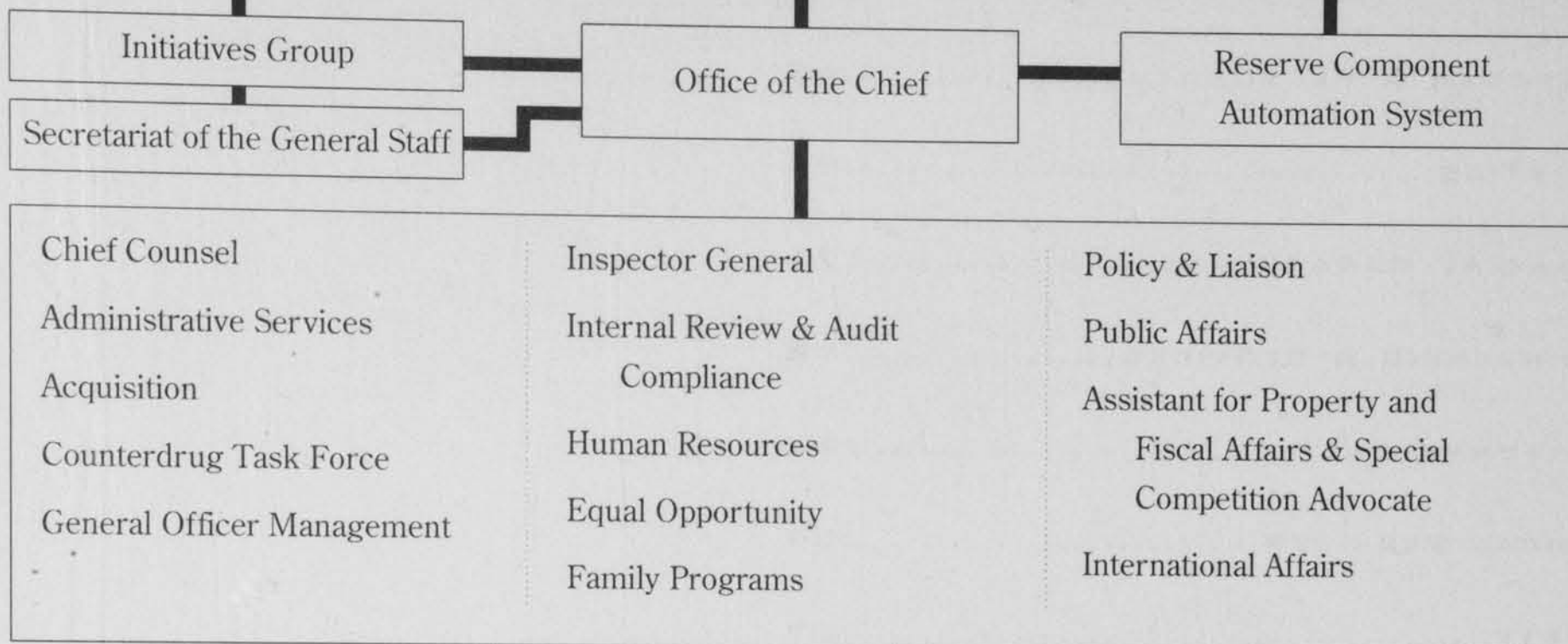
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CHIEF, NATIONAL GUARD BUREAU



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 Command (Ft. Belvoir, VA)
Office of the Chaplain	

DIRECTOR, AIR NATIONAL GUARD ANG Readiness Ctr, Andrews AFB

Directorate of Staff Management

8201st Mission Support Sqdn

Directorate for Acquisition	The Air Surgeon
Directorate of Manpower & Personnel	Directorate for Operations, Plans and Programs
Directorate of Financial Mgmt/Comptroller	Directorate of Productivity and Quality
Directorate for Command Control, Communications and Computers	Chief of Chaplains
Directorate of Logistics	Directorate of Counterdrugs
	Directorate of Police Security
	Directorate of Safety

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**TO THE SECRETARIES
OF THE ARMY AND
THE AIR FORCE:**

The Annual Review of the Chief, National Guard Bureau for Fiscal Year 1995 is respectfully submitted.

Like the other components of the Total Force, both the Army and Air National Guards are adjusting to a period of negative growth and evolving national defense priorities. But as our personnel strength declines, our involvement in Department of Defense operations worldwide is increasing.

In the Army National Guard, that involvement was symbolized this year by the Guard's key role in the formation of the 5th Battalion, 505th Infantry, an all-Reserve Component battalion organized for rotation to the U.N. peacekeeping mission in the Sinai Desert. Our soldiers took their place with the Active Component members of the 82d Airborne Division, and I am proud of the fine

job they did. I am equally proud of the Army Guardmembers Federalized for service in Haiti.



The Air National Guard continued its worldwide deployments. Missions to Bosnia were ongoing, as were Rwandan relief missions, and missions in support of Operation UPHOLD DEMOCRACY in Haiti. The Air Guard's role in the Total Force can be symbolized with two statistics: the Air National Guard now contains over 35% of the Total Air Force's general-purpose fighters and 43% of its refuelers.

The National Guard has served our nation for over three and one-half centuries. The men and women of today's Army and Air National Guard are ready to continue that tradition into a new century of service.

EDWARD D. BACA

Lieutenant General, U.S. Army
Chief, National Guard Bureau

ARMY NATIONAL GUARD

PERSONNEL

374,930 Personnel
25,238 Technicians
23,650 Active Guard/Reserve (AGR)

MAJOR UNITS

8 Divisions (2 Inf, 1 Lt Inf, 1 Armd, 4 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
2 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

109,826 Personnel
24,360 Technicians
9,127 Active Guard/Reserve (AGR)

ORGANIZATION

1604 Units
89 Wings (Flying)
2 Groups (Flying)
97 Squadrons (Flying)
5 Training Units (Flying)
102 Medical/Aeromedical Evac Units
95 Civil Engineer Units
165 Communications Units

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.

MISSION, ORGANIZATION AND ADMINISTRATION

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.

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 SYSTEMS

The RCAS is a critical automated information system that supports the information and decision making needs of all commanders, staffs, and functional managers responsible for Reserve Component forces. The RCAS is a pc-based automation system that uses commercial off-the-shelf hardware and office automation software, and application software to provide timely and accurate information to plan and control mobilization and to improve the accomplishment of day-to-day unit administration tasks. To date, the RCAS is installed in 2,027 Army National Guard and Army Reserve units in 14 Western states.

Ongoing funding and schedule problems caused the Chief of the National Guard Bureau to restructure the program on a strict "design-to-cost" basis. The restructured program leverages new information management technology, improves user support, and lowers the overall cost while meeting the users' requirements. The specifics were briefed to the senior military and civilian leadership within the Army and the Office of the Secretary of Defense, the Deputy Secretary of Defense, and House and Senate Armed Services Committee staffers. All expressed support for the restructure.

Successful beta demonstrations were conducted from 5 September – 5 October 1995 at two test sites: the Iowa National Guard and the 99th Regional Support Command. Preliminary results have demonstrated a dramatic reduction in the time required to perform administrative tasks.

POLICY AND LIAISON

The Office of Policy and Liaison (Legislative Liaison) consists of 3 primary functional areas: Congressional Liaison and Strategic Plans, Association Liaison, and Policy and Administration. In July 1995, the Office of Policy and Liaison underwent a reorganization which resulted in the Foreign Liaison section being transferred to International Initiatives and the Protocol section transferred directly to the Secretariat of the General Staff. Activities of this section while it was still a part of the Office of Policy and Liaison are included in this narrative.

Congressional Liaison and Strategic Plans

The Congressional Liaison and Strategic Plans Branch has the overall responsibility of facilitating the exchange of information and ideas with Congress and the Chief, National Guard Bureau (CNGB). After the reorganization of the Office of Policy and Liaison in July 1995, this branch became the coordination point for all congressional contacts between National Guard Bureau (NGB) personnel and the members and staff of the Congress.

To accomplish the tasks that the CNGB had outlined in his priorities of the National Guard, the branch developed a coordinated effort to insure that, as visits and contacts occurred with members and staff of the Congress, NGB spoke with "one voice". This legislative strategies plan utilized the entire range of assets which the NGB had available.

The legislative strategy plan encouraged interaction of organizations which assist the National Guard in its contact with the Congress. These included the National

Guard Association of the United States (NGAUS), Enlisted Association of the National Guard of United States (EANGUS), the Adjutant's General Association of the United States (ANGUS), the Association of the United States Army (AUSA), Air Force Association (AFA), and the Reserve Officer's Association (ROA).

As the legislative year progressed through the initial hearings before the congressional committees, and into the markup of the defense bills, NGB continued to "fine tune" the legislative action process. As the CNGB presented the priorities message to Members of Congress, he encouraged the Adjutant General of the member's state to join him in a dialogue in the members office. This became a valuable tool in convincing the members that the National Guard is a relevant, accessible, and affordable force in a lean defense budget.

The final analysis of this year's legislative strategies have to be judged in the conference reports and the actual legislative bills which were produced in the First Session of the 104th Congress. The CNGB and both Directors of the Army and Air Guard believe that if the reports become part of the defense bill, it was a very successful year. Nearly every issue which the National Guard was interested in was funded at or above the original budget submission.

Association Liaison

The Association Relations and Inquiries 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. This Branch responds to all written and telephonic requests from the Congress regarding National Guard issues and programs. Responses to these requests ranged from verbal responses to telephonic inquiries, to

staffing and writing answers to constituent inquiries. In Fiscal Year 1995, this branch responded to 1,728 written and 244 telephonic inquiries from Congress and the White House. In addition, the staff of this branch is responsible for assisting in the preparation of the Chief of the National Guard Bureau's annual Posture Statement.

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. While maintaining contact with numerous associations, the primary emphasis is placed on National Guard associations: the National Guard Association of the United States (NGAUS), Adjutants 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 functional experts review numerous resolutions that are submitted from National Guard Associations for coordination and comment. We do this as a courtesy as well as to ensure that the National Guard Bureau interests are taken into account.

Policy and Administration

The Policy and Administration Branch processed 239 information and 133 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 on the NGB input to the Reserve Forces Policy Board's (RFPB) Annual Report; attended quarterly meetings and coordinated briefings for the 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. Our responsibility for the RFPB inputs and liaison was transferred to the Secretariat of the General Staff along with the office's responsibilities for the Senior Staff Council.

Foreign Liaison

In July 1995, the Foreign Liaison functions in this office were transferred to the office of International Initiatives, which assumed the role of the sole office involved with Foreign Liaison for the National Guard Bureau. Prior to the reorganization, 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 95 began with an October assistant military attaché visit to Texas in conjunction with the U.S. Army's Foreign Liaison Office. Army and Air Guard units were visited in Austin and San Antonio.

In the late spring, the Foreign Liaison section of the National Guard Bureau again combined with the Foreign Liaison Office to lead 44 attachés and 22 of their spouses on an ambitious tour across the U.S. The trip started at Fort Drum, N.Y., and moved on to Missouri, Colorado, California, and Kansas.

Throughout the year, continued international interest in the National Guard led to visits to Army National Guard units in the states and to approximately 27 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 military-to-military program visits, notably Lithuania, Albania and Belarus. The Air Foreign Liaison section processed over 100 requests to visit Air National Guard (ANG) facilities in FY 95. Over 30 orientation rides were provided to foreign personnel in KC-135, F-16, and C-130 aircraft.

Protocol

The Protocol Branch conducted numerous information and orientation briefings for a wide variety of general officers and civilian dignitaries, along with countless award, promotion and retirement ceremonies. Five significant events coordinated during Fiscal Year 95 were the appointment of the Chief, National Guard Bureau; the promotion and appointment of the Deputy Director, Air National Guard; the 359th birthday celebration of the National Guard; the victory over Japan Commemorative 50th Anniversary in Hawaii; and the outstanding employee with disabilities award ceremony.

PUBLIC AFFAIRS

In addition to its ongoing activities in the fields of media and community relations, command information, and historical services, the Office of Public Affairs and Community Relations has for the past several years run special programs aimed at increasing educational opportunities for young people.

Media Relations

During this fiscal year the National Guard's global missions continued to grow, and with that expansion came increased news media interest in the Guard's worldwide activities. The participation of the Army National Guard in the Multinational Force and Observers peacekeeping mission in the Sinai was a good example. It was seen by the media as a harbinger of a new era in the use of the National Guard in global non-combat operations. Because of the high public interest generated by this operation, the Media Relations Division coordinated numerous news media requests to visit the Sinai during the Army Guard's mission there.

The Air National Guard's expanding global activities also created a great deal of media interest. Air Guard worldwide operations included peacekeeping in Bosnia, enforcement of the no-fly zone in Iraq and counterdrug missions in South and Central America. Numerous media trips were arranged by NGB Public Affairs to cover Air National Guard activities around the world. Media Relations personnel also arranged the visit of numerous international media members to visit Air National Guard units around the U.S.

Other major news events involving the National Guard also generated high media interest. A number of media visits to Haiti were arranged following the "Uphold Democracy" operation there. When Hurricane Marilyn devastated St. Croix in the U.S. Virgin Islands, one member of the Media Division deployed to the island with the National Guard Bureau's Crisis Action Team as part of a recovery assistance team.

During FY 95, the Media Relations Division arranged several hundred news media orientation flights aboard National Guard aircraft and coordinated the visit of

numerous national and international journalists to Guard units nationwide. The division also worked with prominent national news media members on various issues affecting the National Guard.

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 roles and missions of the National Guard. Typical community relations programs include base airshows, community open houses, military flyovers, civic leader orientation flights and airlifts, support to eligible non-federal entities, and support to the motion picture and television industry.

In FY 95, the NGB Community Relations team coordinated DOD-sponsored Armed Forces Day and Veterans Day events at 27 regional sites. It also coordinated NGB participation in Federal Employees Recognition Week, held in May 1995 on the Mall in Washington, D.C., which attracted a crowd estimated at some 750,000 federal employees, tourists, and students. The division also coordinated nine overseas band tours to Central and South America, the Caribbean, Europe and the Pacific, several of which helped commemorate the Guard's role in World War II. Community Relations specialists also coordinated 11 overseas civic leader/media visits to observe National Guard activities in Europe, South America, the Caribbean, and Greenland.

The Community Relations team also provided a technical advisor to coordinate National Guard support to several major motion pictures, including the James Bond

epic "Golden Eye"; "Executive Decision"; "Tuskegee Airmen"; and episodes of the Discovery Channel's "Wings".

FY 95 was the fourth year that the Community Relations Division conducted National Guard youth physical fitness clinics in several states. Legislation was passed to help broaden the types of authorized support the Guard may provide to certain nationally recognized youth and charitable organizations.

Youth Programs

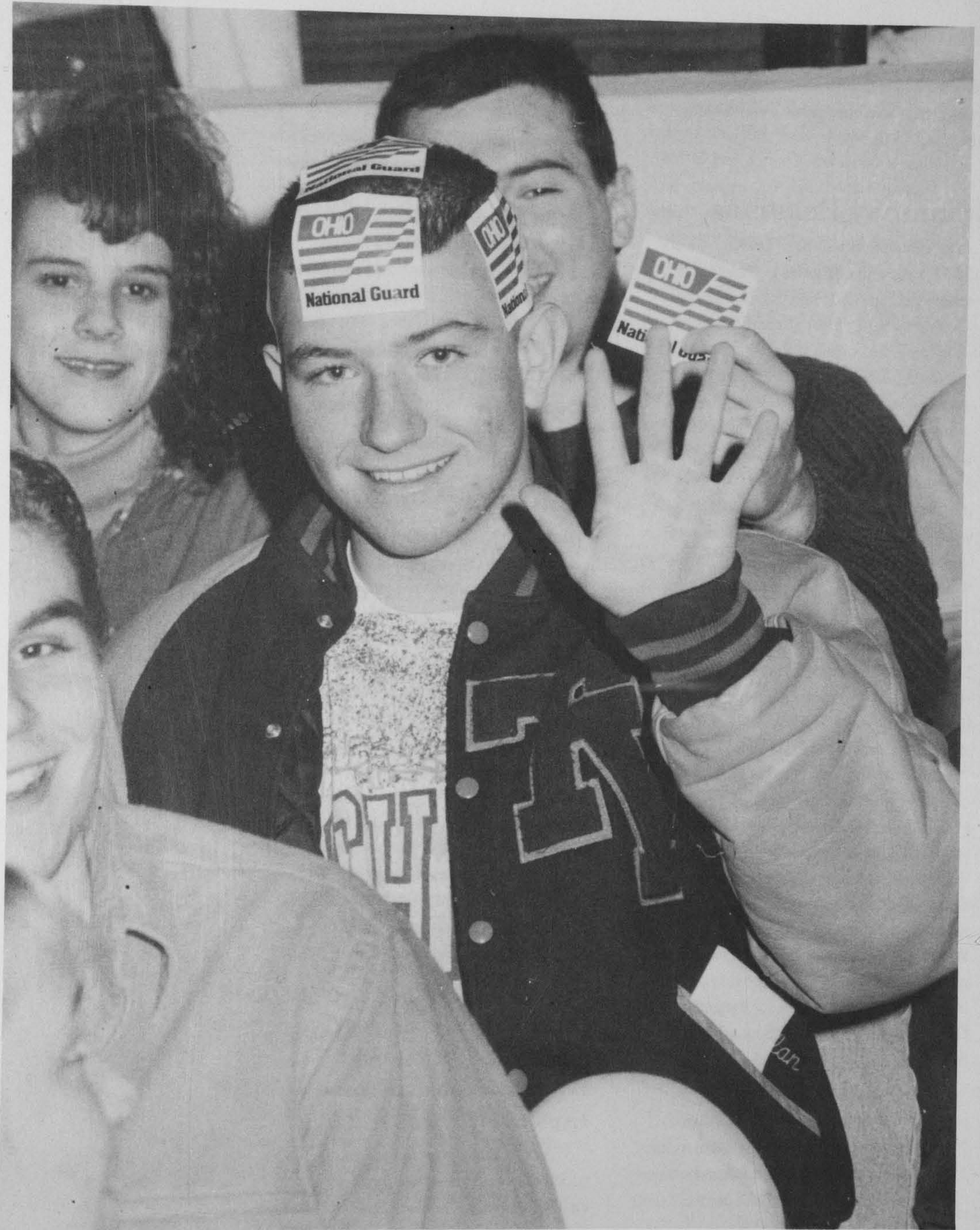
The three National Guard youth programs in FY 95 were ChalleNGe, STARBASE and the Youth Conservation Corps.

ChalleNGe

ChalleNGe is a five-month residential program for 16-18 year old high school dropouts who are drug free and not in trouble with the law. Fifteen states participated in the program in FY 95. With the completion of the fourth class, ChalleNGe graduated 4,679 at-risk youth from the residential phase of the program; the number of students who received their high school equivalency diploma (GED) for the same period was 3,599. Other students are completing their GED in the post-residential phase. The performance rate in the program improved from a graduation rate of 55% for the first class to 73% for the fourth. The post-residential phase continues to improve the care given to graduates, helping them to build on their success.

Science and Technology Academies Reinforcing Basic Aviation and Space Exploration (STARBASE)

STARBASE is a program for grades K-12 which exposes classes and teachers of principally inner-city schools to "real world"



applications of math and science through hands-on learning, simulations and experiments in aviation and space-related fields. In FY 95, STARBASE added Puerto Rico to its roster, bringing the number of participating states to 14. Those states are California, Florida, Iowa, Kansas, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, Puerto Rico, South Dakota, Texas, Vermont, and Wyoming.

During FY 95, the NGB STARBASE Program Manager held two program workshops. At the first, held in Clinton, Maryland, program directors exchanged curriculum ideas and presented FY 95 budget proposals for review and approval. The second workshop was held in St. Paul, Minnesota, to discuss fundraising strategies and plans to form a national STARBASE Foundation.

In July, the Federal Bureau of Investigation and NGB conducted the second annual FBI/STARBASE Academy at Quantico, Virginia. Fifteen counselors and 30 students from STARBASE programs nationwide attended the five-day Academy. The students observed and participated in team-building, public speaking, math/science activities and demonstrations in optics, fingerprinting and facial aging. They also toured Washington, D.C., and met with Congressmen from their states on Capitol Hill.

Youth Conservation Corps (YCC)

Puerto Rico will become the fourth state to participate in YCC during FY 96, joining programs already underway in Colorado, Oregon, and Wisconsin. YCC cadet participate in a wide variety of projects in conjunction with federal and state agencies. During FY 95, Oregon's YCC became a test program by running ten-week instead of six-week sessions. The Department of

Education recently granted \$150,000 annually to be applied to the education portion of Oregon's YCC budget, and \$1,500 per month as a low-income food subsidy.

Historical Services

The Historical Services Division is divided into Army and Air National Guard sections. During FY 95, Air Guard historians produced monographs on unit emblems; the Gulf War mobilization; and Air Guard operations during the Gulf War. Three oral histories prepared by ANG historians were published, as were various articles in "On Guard," the National Guard Bureau's award-winning Command Information newspaper. The office continued to manage and monitor the Air National Guard's extensive field history program.

Army National Guard historians during this fiscal year produced a brief, illustrated history of the Army National Guard, as well as a compendium of Armored Cavalry lineages. The office also produced a museum-type display on the Army Guard's role in the Korean War for the dedication of the nation's new Korean War Memorial in Washington, D.C. During the three days of the memorial's dedication ceremonies, over 15,000 veterans and their family members viewed the exhibit.

In its role as the overseer of the history and lineage of historic Army National Guard units, Historical Services personnel were deeply involved with the Force Management Directorate in the downsizing of the Army Guard. During these years of diminishing force structure, every effort is being made to retain the lineage and honors of the National Guard's historic units.

CHIEF COUNSEL

At the end of FY 95, the Counsel to the Chief, NGB and the Judge Advocate merged their functions and resources to form the Office of the Chief Counsel. The Office of the Chief Counsel has a full time staff of 25 attorneys, comprised of both civilian attorneys and military judge advocates. The office is also supported by judge advocates from the D.C. ANG and ARNG, who train in the office, enabling the office to operate 7 days a week. The office is divided into 10 branches, reflecting the functional expertise of the staff attorneys. Under the direction and supervision of the Chief Counsel, the branches work closely with one another to provide timely and proficient legal services to clients.

Contract Law

The Contract Law Branch provides advice on federal procurement law, fiscal law, and any other statutory or regulatory framework that affects National Guard transactions involving the obligation or expenditure of Federal funds. In FY 95, this branch reviewed over 450 commercial instruments (solicitations, contracts, modifications, etc.) for legal sufficiency, and provided continuing legal support in the administration of such instruments, including counsel and coordination on protests, mistake in bid actions, FOIA requests, and Procurement Fraud allegations. The branch also reviewed numerous other types of agreements for legal sufficiency, including Federal Assistance instruments such as the cooperative agreements established between NGB and the National Guard of the 54 states and territories.

The Contract Law Branch also continued its efforts to reduce waste, fraud and abuse, Antideficiency Act violations, and other

fiscal improprieties. The branch helped National Guard personnel develop a better understanding of fiscal law principles through memoranda highlighting Congressional and regulatory restrictions on the use of appropriations for particular purposes and the presentation of a periodic fiscal law course. Additionally, branch members worked closely with program managers and financial managers to identify potential problems and propose alternatives.

Counterdrug Legal Support

The Counterdrug Legal Support Branch provides legal support to a wide variety of missions administered by the Counterdrug Directorate. This support primarily 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 provide Federal funding to utilize the assets and personnel of the National Guard in the effort to reduce and eliminate the nation's use of and dependency on illegal drugs. The type of support provided in FY 95 included legal advice for numerous interdiction, eradication, and demand reduction efforts and involvement in a wide variety of counterdrug related courses such as drug demand reduction and thermal imaging operation. The branch also provided continuing legal support to the Counterdrug Coordinators and Demand Reduction Administrators in the 54 states and territories, and to the Counterdrug liaisons that NGB provides to various Federal law enforcement agencies.

General and Administrative Law

During FY 95, the General Law/Administrative Law Branch rendered hundreds of written legal opinions in diverse areas such as military personnel law; training, readiness, and mobilization; military support to civil authorities; pay and allowances; travel and transportation; benefits, entitlements, and privileges; nonappropriated funds and private organizations; military justice; claims; and equal employment opportunity. The branch also reviewed regulations, investigations, and board actions of various types. Of particular interest during the year were issues arising from the deployment of National Guard personnel to operations in the Sinai, Bosnia, and Haiti; issues involving the use of AGRs pursuant to the standing up of organizations such as 1st Air Force and the Operational Support Airlift Command; and the provision of National Guard support to special events such as the Special Olympics in Connecticut and the Summer Olympics in Georgia.

Environmental Law

The Environmental Law Branch supports the National Guard in its commitment to environmental excellence, as it works with state and federal regulators to resolve environmental issues. During FY 95, the branch continued its efforts to facilitate ANG and ARNG compliance with land use requirements and state and federal environmental statutes. Branch members provided counsel on the full ranges 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 FY 95, the Environmental Law Branch conducted an exhaustive review of the National Guard's outstanding environmental

notices of violations (NOVs). After working with environmental regulators, the amount of NOVs which remained outstanding was reduced considerably. The Branch also reviewed a large volume of environmental planning documents for legal sufficiency. These documents, required by the National Environmental Policy Act (NEPA) and other planning laws, assess the environmental impacts of a variety of Guard activities, such as new range and armory construction and airspace modification for fighter training. Branch members also took a more active role in national environmental legal and policy issues through participation in regular DoD workgroups gathered to address the legal aspects of pollution prevention, munitions regulations, and Clean Air Act compliance.

Ethics and Standards of Conduct

The Ethics and Standards of Conduct Advisor provides advice and assistance to persons throughout NGB and to the AGR judge advocates across the country. During FY 95 this branch 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 also conducted numerous training sessions and provided written legal opinions on such topics as political activities of government and military personnel, post government employment restrictions, membership in private organizations, honoraria, and gratuities.

International and Operational Law

In addition to rendering advice and opinions, the International and Operational Law Branch serves as a clearing house and coordinator for OCONUS visits and operations by National Guard attorneys, and for foreign attorney visits to the States. In FY 95, the branch provided support to Traveling Contact Team missions under the Joint Military-to-Military Contacts Program, which included the deployment of lawyers from the D.C. ANG and the Pennsylvania ARNG to Lithuania to practice International Contract Law, and the deployment of a Pennsylvania ARNG attorney to Albania to advise Ministry of Defense attorneys on emergency nationalization of utilities and transportation assets. Under the NG State Partnership and Partnership for Peace programs, the branch requested and coordinated week-long visits by attorneys from Latvia, Albania, and Kazakhstan to their counterparts in Michigan, New Jersey, and Arizona. The branch also coordinated unprecedented short-term deployments by seven ARNG attorneys from six states to Germany to support V Corps.

Labor and Federal Personnel Law

The Labor Law and Federal Personnel Law Branch provides legal advice and reviews equal employment opportunity (EEO), civilian personnel, and labor cases. In FY 95, this branch reviewed numerous acceptance and dismissals of EEO civilian technician complaints, reports of investigations, EEO settlement agreements, offers of full relief, and final agency decisions for legal sufficiency. The branch provided litigation support to NGB-EO in administrative appeals to the Equal Employment

Opportunity Commission and to the Departments of the Army, Air Force, and Justice in appeals to the U.S. District Courts. Similar legal support was provided to NGB's Human Resources Directorate in the areas of labor management relations and the civilian technician program. The branch also provided legal advice in support of the NGB Freedom of Information Act (FOIA) and Privacy Act (PA) programs, and provided litigation support to the Department of Justice in U.S. District Court cases involving FOIA/PA denials.

Legislation

During FY 95, 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, National Guard courts-martial, use of GSA vehicles by the National Guard, emergency response training, technician uniform allowances, and use of AGRs. The branch monitored over 200 bills in Congress and numerous internal DOD legislative proposals, and prepared and presented NGB positions and concerns on a number of these proposals. The branch worked with state government organizations to facilitate interstate compacts for mutual assistance in disaster and emergency response and drug interdiction and counterdrug activities.

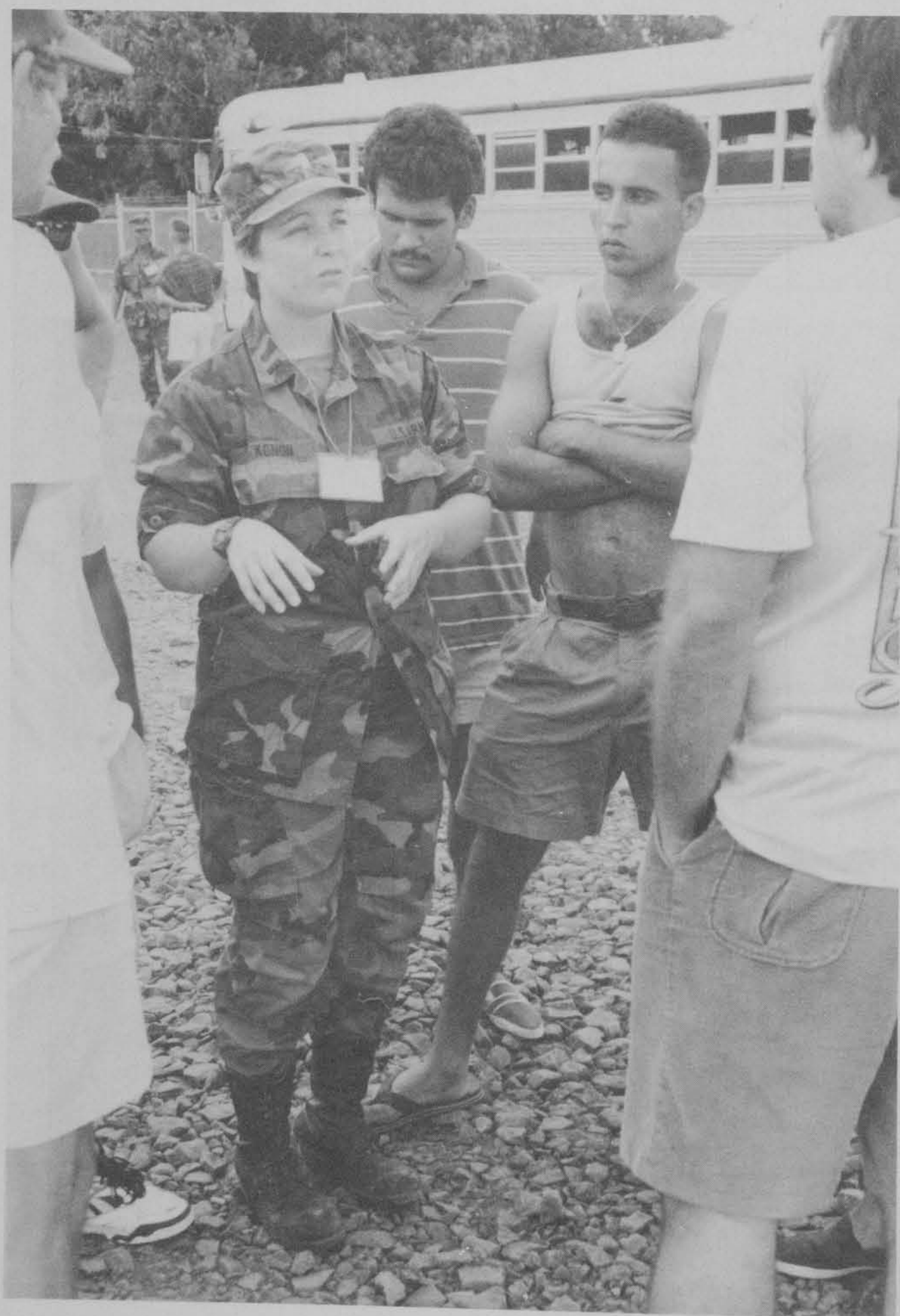
Litigation

In FY 95, the Litigation Branch continued to assist the Judge Advocates General of the Army and Air Force in supporting Department of Justice attorneys representing the National Guard and its personnel. This branch became increasingly involved

in the litigation process to ensure that National Guard interests and the interests of its personnel are adequately represented. The branch coordinated contact between U.S. attorneys, the military litigation divisions, and state National Guard commands and handled cases involving a variety of issues, including personal injury, contracts, environmental law, and military and civilian personnel issues.

Training

The Training Branch's mission is to coordinate and facilitate the training and career development of National Guard Judge Advocate officers and enlisted support personnel in their federal and state functions. In FY 95, the branch initiated and completed the first-ever comprehensive review of all National Guard Judge Advocate officer and



enlisted training opportunities in order to gather information that can be used to expand available professional development training programs. The Training Branch also organized a one-week National Guard Judge Advocate Training Workshop, at Little Rock, Arkansas which was attended by over 300 AGR and traditional Guard Judge Advocates. During the workshop, the Branch pioneered in the use of video teleconferencing to include input from key figures in the National Guard who could not attend personally. The Branch also developed and produced the first-ever National Guard-specific Domestic Operations Law course to address Guard and Active Component cooperation in disaster assistance and civil disturbance response.

INSPECTOR GENERAL

The Office of the National Guard Inspector General in FY 1995 consisted of four divisions: Policy, Program and Evaluation; Army Assistance and Investigations; Air Complaints and Inquiries; and Inspections & Analysis. The Office of the Inspector General also has oversight responsibility for the 50 active Army Inspectors General assigned in the States and Territories. The States and Territories participate voluntarily in the Inspector General Program. The Office staff includes a civilian Inspector General, who is a retired Air Force Colonel; the deputy Inspector General; an active Army Colonel and a civilian administrative assistant.



The relationship of the inspector general to the military chain of command and to representatives of the Government has been a delicate one. Over the years, Government agencies have resolved this delicate relationship by establishing their own fact-finding organizations. While the Army's IG and Air Force's IG system provide information to other government agencies, they have evolved into a system that keeps commanders fully informed. They serve commanders and their soldiers through the IG functions of assistance, teaching and training, inspections, and investigations.

Policy, Program and Evaluation

The Division's mission is to evaluate and report on the effectiveness of the National Guard Inspector General program in the various states and territories; monitor the effectiveness of IG functions within the National Guard; plan, program and budget for IG activities; oversee information management resources; develop internal policies and procedures pertaining to the utilization of IGs within the National Guard; and train IGs regarding National Guard operational procedures. Eighteen new IGs were assimilated into the program during FY 1995.

Army Assistance and Investigation

This 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 Inspector General and from individuals.

Under a directive from the Chief, National Guard Bureau, NGB investigations 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 investigations 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/management of the organization and personnel conduct have been and continue to be the four leading types of cases handled by the IG system. In FY 1995, the National Guard Inspector General system handled over 9,000 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 the Air National Guard unit structure, assistance to airmen is usually available at the base level. The primary mission of this division is to serve as a confidential fact finder on sensitive issues involving fraud, waste and abuse; abuse of authority; 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. Allegations involving colonels and General

officers are investigated by Air Force Inspector General. Additionally, the findings may be used for adverse action against enlisted personnel. All reports of inquiry are put through an extensive legal review process which insures that the rights of enlisted personnel are protected and that the standards of proof on each finding are properly met.

Inspections and Analysis

The Inspections Division conducts special inspections and assessments of joint, systemic National Guard issues. The division also provides IG oversight of National Guard intelligence components and activities, provides coordination and technical liaison between external inspecting and auditing entities and the states, reviews internal control programs, and forwards problems that cannot be fixed at NGB/state level to the Department Inspector General. In FY 1995, the Division conducted an assessment of Army National Guard equipment issue and repair facilities, along with National Guard family assistance programs.

ACQUISITION

Principal Assistant Responsible for Contracting (PARC)

The Principal Assistant Responsible for Contracting (PARC) handles contract and cooperative agreement policy oversight of the National Guard Bureau's contract and cooperative agreement management operations performed by NGB-AQ Acquisition (Contracting), the United States Property

and Fiscal Offices' Purchasing and Contracting activities and Air National Guard Operational Base Contracting Offices. During FY 94 the direct Federal contracting activity of the National Guard exceeded \$800 million and cooperative agreement actions exceeded another \$800 million for an excess of \$1.6 billion in oversight responsibility.

Acquisition Contracting Policy

The Acquisition Policy Division (NGB-AQP) develops policies and procedures to ensure compliance with DOD and Army contracting directives for the National Guard Bureau, the United States Property and Fiscal Office, Purchasing and Contracting Offices (USPFO P&C) and Operational Base Contracting Offices. The National Guard is designated by Army as a design and construction agent for National Guard military construction projects as the US Army Corps of Engineers is for the rest of DOD.

During 1995 two major policy and guidance publications were updated. An updated Architect-Engineer Contract File Handbook was issued in March 1995 as a reference tool and guide for contracting personnel. In August 1995 a revised NGB 715-1, Contracting Standard Operating Procedures was issued.

During the year, five standard Army Procurement Management Reviews were conducted on USPFO P&C offices. In March the NGB Contracting Conference was held in Washington, D.C. This conference was attended by approximately 350 Army and Air National Guard contracting personnel and focused on the major changes and contracting problem areas

confronting the contracting community. The value of National Guard contracting actions experienced another year of growth, with an increase of almost \$40 million over FY 94.

Office of Grants and Cooperative Agreements

The Office of Grants and Cooperative Agreements (NGB-AQA) provides centralized contract policy management for all Guard grants and cooperative agreements and other intergovernmental assistance agreements. These grants and cooperative agreements include intergovernmental agreements between USPFOS and their respective state National Guards, county and local governments and airport authorities. Currently NGB has approximately 600 cooperative agreements, annually funded for about \$900 million, which require reporting compliance. These intergovernmental agreements include the National Guard Youth Programs, National Guard Civilian Medical Services Projects, National Guard Counter Drug Activities, military construction projects, joint operations and maintenance programs and other special military and civilian assistance programs supported by both Air and Army National Guards. NGB is the largest DOD agency using assistance arrangements (grants and cooperative agreements).

The mission of this office is also to provide the centralized contract policy management and serve as the primary point of contact and liaison for all National Guard Job Order Contracts for military construction projects for both the Air and Army National Guards. Currently, NGB has 70-80 job order contracts that are annually funded for \$18 million. NGB is the largest user of job contracts in the Department of the Army.

Acquisition Contracting

The Acquisition Contracting Division supports the National Guard Bureau (National Capital Region) in procuring its supplies, services and specialized requirements and central acquisitions for the 54 United States Property and Fiscal Officers (USPFOs). Agencies supported include both National Guard Bureau directorates, Office of the Chief, and the Reserve Component Automation System (RCAS) Program Management Office. During fiscal year 1995, eleven contracting officers completed over 3,000 contracting actions, totaling more than \$115 million in obligations.

Counterdrug Support

NGB-AQC-D continued support of the Light Armored Vehicle program through continuing contract administration of the existing contract and by completing two procurements to outfit the vehicles with radar and communication ability. A contract for M-Star ground-tracking man-portable radars for four of the vehicles was awarded for \$757,000 and eleven Global Wulfsberg Radios were ordered to complete the communications requirements for the vehicles at a cost of \$275,066.

Contract administration of the contracts for on-going maintenance of Wulfsberg radios with Allied Signal, Inc. and maintenance of thermal imaging systems with FLIR Systems, Inc. has been delegated to Defense Logistics Agency. AQC-D remains in contact with these contract administration offices and exercised options on 1 October 1995 to extend the contracts for an additional year. Additionally, the FLIR contract provides training of maintenance technicians in the States which is increasing the ability to provide on-site maintenance of these systems.

Significant contract administration efforts was given to the on-going National Interagency Counterdrug Institute (NICI) contract. This program to support the National Drug Control Strategy continues to train representatives of civilian and military organization in planning and coordinating interagency joint counterdrug operations. Twenty various types of courses are conducted by NICI. Approximately \$575,000 worth of delivery orders were issued by AQC-D staff last year to provide for presentation of these courses. Additionally, the contract was modified to allow for the training of foreign students with materials translated into their languages. This requirement was directed by the State Department and was successfully implemented with the training of students from the Ukraine at the NICI site in California.

Environmental

NGB-AQC-E continued to provide optimum support to both the Air Guard and Army Guard Environmental Directorates. Approximately 450 individual actions were awarded during FY 95, totaling approximately \$20 million. Of significance is the fact that these were all negotiated actions, most of greater complexity and all accomplished with 50% staffing in the branch. During this period overtime was necessary to enable successful program execution and the providing of uninterrupted contract support to our customers.

In March, 1995, the Branch participated in the NGB-AQ Contracting Training Workshop by conducting three Environmental Contracting Workshops. The workshops included training on the use of the NGB's national and regional environmental contracts by the USPFO's and the Air Guard Contracting Offices and presentations by our Program Managers on the contract scope of work, preparation of

Statements of Work and Government Cost Estimates. A guidebook was prepared by the Branch and provided to each state representative which included detailed instructions on the preparation of a delivery order and various pertinent samples. These highly informative workshops were well received by field contracting personnel and the feedback since these presentations has been positive.

During the last quarter of FY95, NGB-AQC-E did preliminary work towards contracting with the Small Business Administration under its 8(a) program for the first of four nationwide remedial actions and technical support services contracts. Unlike the existing contracts which are primarily for environmental studies, assessments, and remedial designs, these contracts will be for the cleanup of hazardous waste and removal and remedial actions at sites that have been identified as posing a threat to the environment and/or human health. Three contracts will follow that will be awarded using full and open competition through formal source selection procedures. These contracts will be in the \$10 to \$50 million range and will allow for competing of individual tasks among the contract holders. It is anticipated that this will provide the National Guard Bureau with the most cost effective means of obtaining these services.

Federal Information Processing (FIP) Resources Acquisition Branch

Acquisition provided by NGB-AQC-I continues to increase substantially. The complexity and versatility of contracts being awarded are also increasing significantly, providing better quality support for the National Guard Bureau. RCAS support

continued with significant efforts throughout FY95. Contract administration efforts increased with the Branch now administering contracts valued at over \$269 million. In all, NGB-AQC-I contracted for over \$70 million during the year.

The Branch is supporting the Small Business Act 8(a) program, with eight major automation contracts awarded during this fiscal year, with total five year values exceeding \$66 million. Two delivery orders were awarded in support of the Aviation ARMS Program which promises to be a \$43 million program. Additionally, at least three business support service contracts valued at \$30 million each were awarded. These contracts should replace a great many off-load actions to agencies outside the National Guard Bureau, and keep the Guard's requirements in the Guard family.

The Branch also held several industry conferences this past year. In conjunction with the latest regulatory and statutory directions, conferences are convened with potential contracting sources to allow industry to provide comments/documentation in building formal requirements. This partnering with industry provides better requirements definitization, enhances overall program understanding, and ensures smoother contracting.

Supplies and Services Branch

The NGB-AQC-S contract for controlled humidity storage of ARNG equipment increased from \$6.3 million to \$13.8 million during FY95. Coordination has begun for the issuance of an Indefinite Delivery/Indefinite Quantity (IDIA) contract under Phase III of the Small Business Innovative Research program so that future requirements may be quickly and efficiently satisfied. The National Guard has received a

great deal of excellent press in relation to its forward thinking in the controlled storage of its equipment.

The Army Guard Readiness Center has increased its activity and continue to add requirements for formal contracts. Maintenance of the facility and grounds, in addition to design and construction of the shower/locker room and General Officer Suites have demanded much attention this past fiscal year. Another contract consummated in FY95 that is more readily apparent to the casual observer was the contract for the Minuteman Statue in front of the Readiness Center.

Air National Guard requirements also increased in FY95. Several of the air traffic control tower/weather observation contracts were recompeted and awarded. Others are on-going and some new locations have been added. Two new IDIQ contracts for Architect/Engineering efforts for the Air Guard were awarded with another nearing completion for the Army Guard. These three contracts will allow the Guard to respond quickly for A/E requirements within both directorates.

Some important coordination and ground work also was accomplished at the end of the fiscal year for the President's Partnership for Peace initiative. Preliminary work was completed on a letter contract for an international symposium to be held in the Washington D.C. area under the auspices of the White House and George Washington University.

Additionally, the Branch ordered services for planning and coordinating the moves out of the Pentagon in preparation for its renovation. Credit cards were also issued to several National Guard directorates to facilitate better supply support.



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 90s. 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 1994, following the Department of Defense model for equal opportunity organization, the NGB Equal Opportunity office was elevated as a separate NGB directorate under the Joint Staff. Now called NGB-EO, the 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 works closely with the 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.

During 1995, the NGB leadership continued their strong support of equal opportunity and diversity in the National Guard. Also in 1995, the results of another major review were released, this time by the White House. While many in the country debated the merit of Affirmative Action, a Presidential Review Panel conducted a broad sweeping Government-wide review of affirmative action in the military services,

including the Guard. The results won high praise. The President concluded that the military has had broad success in integrating its ranks by emphasizing the widest diversity in its applicant pools and stressing quality, and that the military approach could be the model for the rest of the government.

Because of our close ties with the community, the National Guard 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 it serves. The National Guard Bureau 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 had 24.6% minorities and the Air Guard 16.3%. 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 (see Appendix F for detailed statistics). NGB is working, with the assistance of state and national level equal opportunity councils, to focus leadership energy on identifying and developing minority leaders for today and tomorrow.

Women represent 8.2% of the Army National Guard and 14.3% of the Air National 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 assign-

ment 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 nontraditional career fields.

A critical element in the equal opportunity equation is the prevention and eradication of sexual harassment. NGB policy requires training for all Guard members and zero tolerance of sexual harassment throughout the ranks.

Consistent with continued national trends, the National Guard has continued to experience increases in discrimination complaints filed at NGB level. In response, alternative dispute resolution, primarily mediation, is being strongly fostered by NGB and successfully used through the states to facilitate positive resolution.

COUNTERDRUG TASK FORCE

The National Guard continues to provide requested counterdrug support to local, state and federal drug law enforcement agencies (DLEA) in eradicating and interdicting illegal drug operations. We also provide nation-wide support to community-based organizations (CBO) in their efforts to reduce the demand for illegal drug use and substance abuse, especially among our youth. Additionally, the Counterdrug Task Force serves as the Bureau's proponent for the National Guard's Internal Prevention and Control Program, providing oversight to anti-substance abuse monitoring and internal illegal drug use and substance abuse prevention education.

Under the provisions of Section 112, Title 32 United States code, the National Guard's Counterdrug Program is funded via the Office of the Secretary of Defense. The Guard received \$158.2 million in FY95 for the 54 states and territories to conduct counterdrug support operations and activities for DLEAs and CBOs, and for program administration and operational functions.

For FY95, the National Guard Counterdrug missions were revised and approved by the Secretary of Defense. The revised missions were established to outline mission categories with further definitions by specific counterdrug operations and activities that the National Guard is authorized to support.

Drug Demand Reduction

In FY95, all 54 states and territories provided a wide variety of support to organizations' and agencies' activities to reduce the demand for drugs in their communities. There were more than 8,100 community-based activities supported by the National Guard during the FY. These activities were primarily focused on anti-drug and anti-substance abuse education and training geared for youth, with over tones of quality of life, self-esteem and educational growth. The types of activities conducted included community coalition building, promoting anti-drug messages, youth encampments, engineering support, fostering family values, and leadership development. More than 80,900 Guard members, family members, and community members committed personal time to volunteer and actively participate in drug demand reduction initiatives. National Guard members served in positions of role models, mentors, tutors, and program administrators, putting the Guard

presence to the fore of demand reduction efforts in the community. The reported population reached in FY95 was almost 8 million.

Under the provisions of the 1993 National Defense Authorization Act, the Department of Defense completed a Pilot Outreach Program (POP) initiative involving 12 programs throughout the military departments and the National Guard. These initiatives, federally funded, were chartered to develop successful outreach prevention programs that reduce the demand for illicit drugs among youth. The National Guard was responsible for developing four programs in Illinois, Kansas, New York and Oregon.

The overall evaluation of the POP initiatives revealed key advantages of having outreach programs in the National Guard as well as reasons to sustain these type programs:

- There is a vested interest because National Guard members are long-term members of their communities;
- Physical facilities are generally available, particularly National Guard armories;
- The National Guard may have broader applicability to outreach programs because of its close community association; and
- Regarding cost-effectiveness, programs that use military and civilian-duty volunteers and military facilities such as armories are less expensive.

Supply Reduction

The National Guard conducted more than 6,788 supply reduction (eradication and interdiction) operations in FY95 while providing 718,102 mandays and workdays in support of local state and Federal drug law

enforcement agencies. Sixty-seven percent of these support missions were in support of state-level DLEAs while 33 percent of the operations supported federal-level DLEAs. This support continues to be provided over and above the normal training requirements and missions of the National Guard, yet there were no reported incidences of impaired unit readiness related to counter-drug missions.

The street value of drugs seized is estimated at \$62,398,048,593 for FY95. Additionally, there were significant seizure increases in cash confiscated, eradicated marijuana plants, seized hashish, and drug-related arrests.

The National Guard continued to provide exceptional service and support to drug law enforcement agencies (DLEAs) and community-based organizations (CBOs) despite drastic budget cuts between FY94 and FY95. While we supported approximately 50 percent of the DLEAs and CBO requests received, the confidence level that these agencies have in the Guard continues to soar. However, in order to maintain program credibility, the National Guard Counterdrug Program requires at least \$180 million to support our customers. Even at \$180 million, we will still only be capable of meeting about 50% of the support requests from drug law enforcement agencies and will have to continue to rely primarily on unpaid volunteers for our extensive drug demand reduction efforts.

Special Programs

The first four of 12 General Motors-built Light Armored Vehicles (LAV) rolled out for the National Guard's Counterdrug Program in June 1995 at GM's plant at Ontario, Canada. The LAVs will be used by the Army national Guard to respond to drug law enforcement agencies requests for counterdrug mission support. In addition to

STATES AND TERRITORIES REPORTED THE FOLLOWING RESULTS OF GUARD SUPPORT TO LAW ENFORCEMENT AGENCIES:

- Cash confiscated:\$277,292,043
- Marijuana Plants Eradicated:
 - Cultivated -1,765,935
 - Non-cultivated -88,743,539
- Marijuana (Processed Pounds):814,010
- Cocaine (Pounds):147,106
- Heroin (Pounds):1,627
- Opium (Pounds):152
- Hashish (Pounds):16,631
- Vehicles (Drug-related operations):6,967
- Weapons (Drug-related operations):17,202
- Arrests Resulting (Drug-related operations):99,225

providing armored protection and excellent on- and off-road mobility, the LAVs will be equipped with communications and sensor systems that will improve the safety of law enforcement officers and supporting National Guard personnel. The LAVs will also increase law enforcement's ability to detect drug suspect activities and coordinate operations.

Operator training was conducted at the Defense Evaluation Support Activity in New Mexico in Summer 1995. The remaining eight vehicles will be delivered in December 1995. The completed distribution will be: Arkansas - 2, California - 2, Louisiana - 1, Michigan - 2, New Mexico - 2, Oregon - 2, and Tennessee - 1.

Reconnaissance and Interdiction Detachments (RAID) aerial support missions were reported at 798 missions were flown in FY95. Eighty-one percent of these missions were in support of state

counterdrug operations while 19 percent were in support of federal agencies. The Guard's capability to provide law enforcement agencies with nocturnal, airborne counterdrug support continued to be in high demand.

The RAID aircraft is a high-tech, modified OH-58A+ helicopter with law-enforcement compatible communications systems. These aircraft enabled the Guard to not only be able to provide DLEAs the type support they wanted by also the type support they needed, when they needed it.

The fielding of RAID in the final five states (Maine, Maryland, New Jersey, West Virginia and Wisconsin) was completed, bringing the National Guard's total RAIDs to 31 fielded and operating units.

The National Guard Bureau continues to provide linguistic support to Drug support to the Drug Enforcement Administration (DEA) with the Transcription/Translation Support System (T2S2). The number of linguists supporting this project in FY95 increased to 110, meeting the growing requests from DEA and supported field agencies around the nation.

Additionally, 53 newly procured T2S2 workstations were delivered to the T2 Center in September. The balance of the system equipment will be installed during the First Quarter, FY96. Initial operating Capability is scheduled for mid-December 1995, with full operation expected in January 1996. The new T2 system will facilitate near real-time T2 support to DEA.

A Memorandum of Understanding (MOU) regarding T2S2 responsibilities was developed in FY95 and finalized on 11 September 1995. This MOU solidified each party's commitment to excellence in countering drugs.

Air National Guard Counterdrug Directorate

The Air National Guard (ANG) continued to be an instrumental source of power and support in countering drugs both in the United States and internationally. During FY95, 32,000 officer and 239,000 enlisted workdays were used to support drug law enforcement agencies' (DLEAs) and community-based organizations' requests for counterdrug support. Additionally, due to the requirement for highly proficient, technically-oriented personnel the ANG, we try foremost to utilize Guardsmen in counterdrug support positions that are as close as possible to their military positions. In effect, through this approach the ANG was able to ensure as much as possible that the NG's state of readiness is enhanced while the ANG simultaneously does its part to help counter drugs. To this end, there was no reported decline in readiness due to counterdrug support operations and activities.

Additionally, the Air National Guard continues to be a pivotal point and source of counterdrug support to national efforts to detect drug trafficking aircraft moving illicit drugs to North America from source countries in South America.

Domestic Missions

The Air National Guard's C-26B aircraft are part of an NGB program to modify current C-26s with a sensor pod and a roll-on/roll-off operator's console. The sensors include two framing cameras for photo reconnaissance, and a forward-looking infrared and television for aerial observation of suspected drug-related activities. The aircraft is also equipped with an enhanced communications suite for compatible connectivity with both law enforcement and military agencies.



During FY95, Texas, Florida, New York and Washington Air National Guards received their aircraft. Additionally, the Texas ANG will conduct counterdrug mission qualification training for aircrews from all states receiving the C-26B. This now brings the total states on line with C-26Bs to 5, while the remaining states are scheduled to come on line within the next two fiscal years.

More than 2,600 officer workdays and 2,250 enlisted workdays were dedicated to the C-26B Program in FY95. ANG Guardmembers in this program were key to the following counterdrug accomplishments during the fiscal year:

- More than 12,000 marijuana plants seized
- More than 1,200 pounds of cocaine seized
- More than 30 arrests related to drugs
- Seizure of numerous vehicles and firearms, large sums of cash and real estate
- Aerial photographs and aerial observation immeasurably benefited the DLEAs when planning and executing raids. This asset was available through the use of the C-26B, making planning easier, thereby enhancing DLEA agents and Guardmembers' safety than plans were executed.

OCONUS Counterdrug Missions

Operation Coronet Nighthawk is the deployment of Air Defense intercept fighters in support of the Commander-in-Chief, U.S. Atlantic Command, and under the direction of Joint Interagency Task Force-East. F-15 and F-16 fighter aircraft flying from Howard AFB, Panama intercept, then shadow and identify suspected narco-traffickers' aircraft. For FY95, these interceptors have been credited with 11 metric tons of cocaine being disrupted or seized. The collective estimated street value of these seizures is in excess of \$250 million.

Air National Guard personnel continue to man two radar sites in South America. This mission began at the request of U.S. Southern Command (Panama) and host nations in South America. Operating 24 hours per day, 365 days per year with rotating personnel from ANG Air Control units, these Guardsmen monitor drug trafficking aircraft transiting between drug producing and drug processing locations in South America. In FY95, the operations of these sites was credited with assisting in the seizure of cocaine in excess of 62,000 kilos with an estimated street value of more than \$2.5 billion.

COUNTERDRUG MISSIONS

MISSION CATEGORY 1 PROGRAM MANAGEMENT

Mission 1 — Counterdrug Coordination,
Liaison and Management

MISSION CATEGORY 2 TECHNICAL SUPPORT

Mission 2A — Linguist Support
Mission 2B — Intelligence Analyst Support
Mission 2C — Operational/Investigative Support
Mission 2D — Communications Support
Mission 2E — Engineer Support
Mission 2F — Subsurface/Diver Support

MISSION CATEGORY 3 GENERAL SUPPORT

Mission 3A — Domestic Cannabis Suppression/
Eradication Operations Support
Mission 3B — Transportation Support
Mission 3C — Maintenance/Logistical Support
Mission 3D — Cargo/Mail Inspection

MISSION CATEGORY 4 COUNTERDRUG-RELATED TRAINING

Mission 4 — Train LEA/Military Personnel

MISSION CATEGORY 5 RECONNAISSANCE/ OBSERVATION

Mission 5A — Surface
Mission 5B — Aerial

MISSION CATEGORY 6 DEMAND REDUCTION SUPPORT

Mission 6A — Community-Based Support
Mission 6B — Educational Institutions Support
Mission 6C — Informational Support
Mission 6D — Leadership Development
Mission 6E — Coalition Development

ARMY
NATIONAL
GUARD



OPERATIONS, TRAINING, AND READINESS

Exercises and Deployments

In FY 95, 22,650 members of the Army National Guard trained overseas, participating in warfighting mission training; JCS, Nation Assistance, and other exercises; Operations Other Than War (OOTW), and Operational Mission Support. These deployments included 372 soldiers from 8 units mobilized for Operation RESTORE DEMOCRACY in Haiti (*see chart below*).

In the Far East, the Guard deployed to South Korea, Japan, Malaysia, and Thailand in support of Pacific Command exercises in those countries. Southern Command

deployments included roadbuilding and nation assistance projects in Panama, Honduras, Guatemala, and Belize, and medical readiness training exercises in Panama, Belize and Costa Rica. Support to Atlantic Command included engineer deployments to the Caribbean islands of Dominica, Nevis, and St. Kitts.

In a Temporary Training for Active Duty status, nearly 400 soldiers from 24 states deployed to the Sinai Desert in Egypt as part of a multi-national peacekeeping force. The U.S. battalion was composed of active component, Army Reserve, and National Guard members, with the Guard providing 71% of the battalion's total strength.

In Europe, the ARNG participated in a JCS-sponsored engineer readiness training exercise in Albania. ARNG engineers deployed jointly with the U.S. Navy and repaired a medical clinic in Triana, Albania.

PRESIDENTIAL SELECTIVE RESERVE CALL-UP, HAITI

DEPLOYMENT	UNIT	STATE	PERSONNEL
3 Feb - 18 Jul 95	5/19 Special Forces Bn	CO/CA	83
3 Mar - 8 Aug 95	1/20 Special Forces Bn	AL/MA	83
21 Mar - 25 Apr 95	Aviation Classification Repair Activity Depot (AVCRAD)/ Mobilization AVCRAD Control Element (MACE)	CA/MD	17
17 Apr - 19 Sep 95	2/114 Aviation Bn	AR	4
	1/244 Aviation Bn	LA	51
15 May - 14 Oct 95	2/19 Special Forces Bn	RI-WV-OH	76
10 Sep - Feb 96	3/149 Aviation Bn	TX	4
	2/238 Aviation Bn	MI	54
TOTAL PERSONNEL			372

1995 OVERSEAS DEPLOYMENT TRAINING

THEATER	SOLDIERS	MANDAYS
CENTCOM	610	13,368
EUCOM	8,884	179,749
PACOM	1,662	28,638
SOUTHCOM	10,513	178,591
USACOM	981	13,368
TOTAL ODT	22,650	413,714

APPROXIMATE ODT COSTS, FY 95

THEATER	PAY & ALLOWANCE	TRAVEL	IN-COUNTRY SUPPORT
CENTCOM	1,119,130	3,600	0
EUCOM	16,530,800	9,292,800	680,000
PACOM	2,394,740	1,098,200	200,000
SOUTHCOM	15,734,190	4,371,200	720,000
USACOM	1,188,300	195,200	0
Total ODT	\$36,967,160	\$14,961,000	\$1,600,000
TOTAL	\$53,528,160		

Military Support

More than 17,209 men and women of the Army and Air National Guard answered the call to 460 emergencies in 46 states and territories during FY95. Over 209,332 mandays were expended in the conduct of these emergency response missions. The major natural disasters were Hurricane Erin (Alabama and Florida), Hurricane Marilyn (Puerto Rico and the Virgin Islands), and flooding in the states of Missouri and California. National media attention was drawn to Oklahoma, where the Guard helped respond to the terrorist bombing of a federal building. A stubborn wild fire on Long Island, New York also drew national attention and required the deployment of the Air National Guard's C-130 Modular Airborne Fire Fighting Systems (MAFFS). In Puerto Rico, the Guard used over 139,000 mandays supporting local law enforcement agencies combating crime in metropolitan areas.

Other types of missions 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.

Individual Training

1995 continued to be a year of significant progress toward achieving the goal of maintaining a trained, ready, accessible, and affordable force. The Army National Guard further refined its role in the Total Army School System (TASS) project, participating in a test and evaluation in the prototype TASS region. The successes and lessons

learned there will be applied to an emerging nation-wide system that will provide school training to the Army's three components well into the next century. As the final organization becomes clearer, the decisions pertaining to regionalization or nationalization of training will be made, leading to a cost-effective, single standard training institution open to all members of the Army, regardless of component.

During 1995 we continued to consolidate the Officer Candidate School (OCS) Phase III training with the ROTC Advanced Camps conducted at Forts Lewis and Bragg. This consolidation capitalized on the considerable assets devoted to the conduct of those camps and produced an alignment of the two programs of instruction to further standardize the instruction and facilitate accreditation, without sacrificing quality. Over 900 candidates attended the two week camp phase, and a similar number are anticipated in 1996 and beyond. Clearly, as the Army downsizes and resources become more scarce, this is an excellent method of combining assets.

Unit Training

While the restructuring of the Army had many positive impacts, few were as impressive as the performance turned in at the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana, by the 53rd Infantry Brigade during the summer of 1995. The preparatory leader development training, as well as the exercise itself, demonstrated the viability of the Enhanced Brigade concept and the capability of the Army National Guard to fully meet its assigned readiness goals in a crisis or wartime scenario. As the units continue to convert to Enhanced Brigades over the next several years, we anticipate further success stories along these same lines as the Army National Guard graphically demonstrates its ability to

train to the most demanding standards while maintaining its immediate accessibility for missions, both federal and state.

NGB continues to capitalize on promising applications of technology to unit training. The Advanced Research Projects Agency (ARPA) Simulations in Training for Advanced Readiness (SIMITAR) project is one such program. The goal of the SIMITAR project is to change the way an Army National Guard maneuver brigade trains. Through the application of advanced technologies and simulation devices, as well as innovative training strategies, we hope to

achieve a 200-300 percent increase in unit training readiness when compared to that reported in the 1991 Desert Shield mobilization. Our first view of this potential came during the 1995 annual training for the 116th Armored Brigade. On the second day of annual training 71% of the crews of a tank company qualified on Tank Table VIII, a considerable feat of crew level preparedness and marksmanship. This success followed into platoon gunnery, where no platoon in the battalion failed any tactical evaluation phase. The active component master gunners on the site attribute this success direct-



ly to the revised training procedures. As SIMITAR continues into its final years, we expect to reap further dividends of this nature.

Training Aids

In addition to the SIMITAR project already described, the Army National Guard delivered quality gunnery and maneuver training devices to unit level by beginning the fielding of the Abrams-Fullcrew Interactive Simulation Trainer (A-FIST), the Engagement Skills Trainer (EST), and the Guard Unit Armory Device Fullcrew Interactive Simulation Trainer II (GUARD-FIST II). These devices train critical skills for the mounted and dismounted combat force at a fraction of the cost in terms of ammunition and preparation for training, and offer the promise of increased readiness at decreased cost.

In 1995 the Army National Guard took the lead in participating in a unique distance learning initiative mandated by Congress. The demonstration project involved investing communities together to provide both an educational and informational source. In Fiscal Year 1996 the Guard will expand its project to all states east of the Mississippi River, as part of a web of primary stations through which further nodes will be connected. While providing community-based learning opportunities, distance learning will also provide for training in military occupational skills at the local level.

Training Facilities

In June 1995 the Base Realignment and Closure (BRAC) Commission announced its findings and recommendations, many of which had a dramatic impact on the Army National Guard. As a result of the BRAC process, four states will accept transfer of four installations from the active component over the next several years. Because the National Guard will maintain a much



smaller presence on these installations, costs will be substantially reduced over current operations. Nevertheless, the necessary land, ranges and facilities will be available for use by all services.

As always, as the National Guard uses the land, it seeks to give it maximum protection and save the often fragile eco-systems. To this end we are fielding the Integrated Training Area Management (ITAM) system which can assist in tracking the training impact on these areas. With the information provided by this system, managers can obtain the maximum use from the limited available land resources while minimizing the impact of that use. The goal is to have all primary Army National Guard training sites under the system by 1999.

Readiness

The ARNG is a leader in making significant progress in implementing and monitoring programs designed to enhance unit readiness in its high-priority units. Each month, the director of the ARNG presents for resolution or discussion ARNG readi-



ness issues and/or problems to the Army's decision makers during the chief of staff of the Army's Monthly Readiness Review. The director of the ARNG also reports quarterly to the commanding general of Forces Command. The staff of the Army National Guard Readiness Center actively implements readiness improvement initiatives

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

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 readiness levels have remained very stable

between the October 1994 and October 1995 Unit Status Reports (USR). This stability can be attributed to the diligent management of resources across the five levels of managed readiness within the ARNG force structure.

All units within the ARNG are resourced to maintain minimum deployable standards of readiness, with higher priority units allotted more resources to maintain higher levels of readiness. This policy has had great success throughout FY 95, resulting in a 1% increase in deployability of ARNG units. The best news of FY 95 is the turn-around of declining personnel numbers experienced in FY 94. The ARNG has realized an increase of 2% in its personnel numbers this past year, with the greatest improvement being in the improvement in military occupational specialty-qualified (MOSQ) soldiers. The number of non-available soldiers decreased in FY 95 by nearly 11,000 soldiers. Referring to the October 1995 USR, there were 39,726 nondeployable soldiers in the ARNG. Traditionally, 55% of these soldiers are attending required training.

High-Priority Units

Contingency Force Pool (CFP) units are designed to provide Combat Support (CS) and Combat Service Support (CSS) for eight and one third Active Component divisions. The 157 ARNG units in CFP 1, Support Packages 1-4 are the highest priority units in the ARNG. This force remained very constant in FY 95, with no notable changes in any resource area. These units continue to maintain very high levels of readiness.

During this same time, the readiness of CFP II units, those units designated to provide CS and CSS for the Early Reinforcing Forces also remained very constant, with the population showing a 4% improvement in personnel readiness and a 1% increase in training readiness.

Enhanced Brigades

New in FY 95 was implementation of the Enhanced Brigade. Fifteen brigades were nominated by the ARNG, recommended by the Chief of Staff of the Army, and approved by the Secretary of the Army. The seven brigades that were either "Round Out" or "Round Up" brigades to Active Component divisions were the obvious first choices, based upon their high levels of readiness and modernization. The remaining seven brigades and the Armored Cavalry Regiment in Tennessee were also selected based upon current readiness, location, training relationships, potential readiness, and levels of modernization. "Enhanced" refers to increased resource and manning priorities applied by the Army and the Army National Guard, coupled with an enhanced training strategy during pre-mobilization to ensure the units begin deployment at the highest level of readiness.

Mobilization Exercises

During FY 95 Army Guard units participated in more than 725 STARC-conducted exercises. An additional 59 units participated in Call Forward 95, a HQDA mobilization station exercise. Call Forward 95 was conducted at four locations in CONUS and one in USARPAC. The CONUS Mobilization Stations utilized for the exercise were Ft. Dix, NJ; Ft. Stewart, GA; Ft. Bliss, TX; and Ft. Carson, CO. The Mobilization Station for USARPAC was Ft. Richardson, AK.

Mobilizations and Deployments

- **HAITI: Operation UPHOLD DEMOCRACY**—In addition to operations with the Active Components in Haiti, the ARNG also joined a new type of Middle East peacekeeping force. Three MP companies from the ARNG's Humanitarian Support Program back-

filled deploying active component units. ARNG aviation units were also mobilized for operations in Haiti. These units provided shrink-wrap for AC units redeploying to the US, as well as providing aviation and air traffic control support. Four ARNG Special Forces companies also participated in operations in Haiti, with their members performing missions designed to stabilize and secure the environment.

- **Multinational Peacekeeping Force and Observers**—A tri-component unit made up of National Guardsmen, Army Reservists, and active component soldiers was formed specifically for Middle East peacekeeping operations. Designated as the 4th Battalion, 505th Infantry and trained at Ft. Bragg, N.C., the unit deployed to Sinai, Egypt in January 1995 for six months of peacekeeping duty. The Department of the Army is currently evaluating the results for possible future rotations.

FORCE STRUCTURE

Stabilizing the Army Guard's force structure is essential to maintaining readiness. Current plans reduce the Army Guard from 420,000 force structure spaces with 387,000 soldiers in fiscal year 1995 to 405,000 force structure spaces and 367,000 soldiers in FY 98 and thereafter. During FY 95, 145 units with 17,700 force structure spaces were inactivated.

Current plans call for the Army Guard to stabilize its balanced land force of combat, combat support (CS) and combat service support (CSS) units by 1999. The current force structure plan includes 186 early deploying Force Support Package (FSP)

units, 15 early deploying "enhanced readiness" combat brigades (including one armored cavalry regiment), two Special Forces Groups, and 8 fully structured combat divisions, two separate brigades and a scout group in Alaska in strategic reserve, as well as other support forces and a mobilization/training base.

Force XXI

Changing at the speed of change is the essence of the Army National Guard's participation in the Army Force XXI Campaign. While we continue to meet the operational challenges of today, we are conducting a very deliberate campaign to understand what capabilities will be needed to meet the challenges of tomorrow. Tomorrow's Army, Force XXI, will be the result of reconceptualization and redesign of the force at all echelons, from the foxhole to the industrial base. It will be a force organized around information and information technologies.

The Force XXI Campaign is the Army's means of identifying new approaches. It incorporates three complementary and interactive efforts. The first and most important effort is focused on the redesign of Army operational forces. The second and supporting effort is the redesign of the institutional forces, the elements that generate and sustain the operational forces. The third campaign element is focused on the development and acquisition of information age technologies. The Louisiana Maneuvers Task Force and the Army DCSOPS are the executive agents responsible for coordinating the activities of the overall campaign. The National Guard Bureau Force XXI task force of the Force Management Directorate is the Army National Guard's voice in the campaign.



The Force XXI task force formed on February 1, 1995. Its mission is to serve as the focal point for integrating and synchronizing the ARNG's inclusion as an integral part of the Army's overall Force XXI Campaign. Since the formation of the Force XXI Task Force the ARNG has been actively involved in virtually every aspect of the Force XXI Campaign.

The leadership of the Army National Guard is ensuring that the developing strategy is a cohesive comprehensive strategy that efficiently and effectively integrates the ARNG into the overall Army Force XXI effort. Participation is at all levels of the decision making process to include the

Chief's, National Guard Bureau, recent appointment as the Reserve Component representative to the 4-star level Commander's Conference.

Enhanced Readiness Brigades

The Department of Defense's Bottom-Up Review identified the need for highly trained and equipped, combat-ready reserve forces which would ensure our nation's ability to win two nearly simultaneous major regional conflicts. Ten active component divisions and 15 Army National Guard "enhanced brigades" will be organized and resourced to mobilize, train and deploy within 90 days after call-up.

The 15 enhanced brigades, scheduled to be fully operational by Fiscal Year 1999, are currently training and undergoing modernization in order to be compatible with active Army divisions. They will be capable of employment in fast-evolving regional conflicts, or to reinforce active units in a crisis. The brigades are configured as 7 heavy (armored and mechanized) brigades, 7 light (infantry) brigades and one armored cavalry regiment.

Strategic Reserve Combat Forces

Missing from 1993's "Bottom Up Review" was a strategy for utilization of the eight ARNG divisions. ARNG divisions are cur-

rently resourced to provide a strategic hedge against the re-emergence of a global threat.

The Army wants to minimize the imbalance between combat, combat service and combat service support, and optimize the force capability within established end strength and force structure allowances. Total Army Analysis 2003 estimated a CS/CSS shortfall of approximately 64,000 spaces. The Commission on Roles and Missions Report of May 1995 recommended, "Reserve Component forces with lower priority tasks should be eliminated or reorganized to fill force shortfalls in higher priority areas."





On 16 May 1995, LTG Blackwell, Deputy Chief of Staff for Operations, established a Department of the Army General Officer Working Group to develop alternatives and make recommendations for the use of the ARNG divisions. The group selected four alternatives for feasibility analysis and further development.

Reserve Component Offsite Agreement

On December 10, 1993 the Secretary of Defense announced a major restructuring plan for the Army's reserve components. The "offsite" agreement was worked out by the senior leaders of the Active Army, Army National Guard, Army Reserve, and the associations representing each components' members.

Offsite members agreed that the National Guard should be aligned with its core competencies, thus retaining its balanced structure of combat, combat support,

combat service support units. They further agreed that the USAR will also be aligned with its core competencies – combat service support with some combat support and specialized units.

As a result of this agreement the Reserve Components will each "swap" over 12,000 slots of force structure. The transfer of units started in FY 94 with the Army National Guard receiving responsibility for all reserve component Special Forces. It continued in FY 95 with the transfer of over 8,000 force structure slots between the ARNG and the USAR. The transfer of units is projected for completion in FY 97.

Modernization

During FY 95, ARNG modernization included M1A1 Abrams tanks, Bradley fighting vehicles, UH-60 Blackhawk helicopters, Multiple Launch Rocket Systems (MLRS), Single Channel Ground–Airborne Radio Systems (SINCGARS), Mobile Subscriber Communications Equipment (MSE), PATRIOT, and Avenger. Major restructure initiatives for aviation and engineer units are underway or approved for implementation.

PERSONNEL

The FY 95 end strength objective for the Army National Guard was to achieve a selected reserve strength of 387,000, consisting of 44,538 commissioned and warrant officers and 342,462 enlisted personnel. To attain this goal, enlisted gains were programmed at 60,649 officer gains at 3,837 and enlisted extensions 55,319. Enlisted losses would not be greater than 69,577.

The fiscal year ended with ARNG strength at 374,930 — 96.9% of the objective and reflecting a decline of 21,998 from opening strength. Total strength included 43,371 officers and 331,559 personnel.



Minority strength was 95,048 — 25.4% of assigned strength. There were 2,823 black officers, 6.5% of officer strength and 55,883 black enlisted personnel, 16.9% strength of assigned enlisted strength. Total black strength was 58,706 — 15.7% of assigned strength, a decline of 3,837 from FY 94. This continues the decline in this minority group since FY 88.

Female strength of 30,718 was 8.2% of assigned strength and remained relatively constant throughout the fiscal year. Female strength was comprised of 3,514 officers, 8.1% of officer strength and 27,204 enlisted, 8.2% of enlisted strength.

Enlisted Personnel

Enlisted accessions of 56,711 were 94% of the programmed objective (60,649). The decline in enlisted accessions are attributed to:

- Competition with other components and civilian employment opportunities.
- Suspension of incentive programs (from March 94 to October 95).
- ARNG recruiting force, at less than 100% strength, competed with higher resourced components
- Public perception that force reductions have limited military career opportunities.

Non-prior service accessions of 20,786 were 85.6% of objective, while prior service accessions were 35,925 — 98.7%. Accession mix reflects 36.7% non-prior service and 63.3% prior service.

ARNG accessions quality was maintained within established goals with the exception of high school diploma graduates who were 81.9% rather than 94% of accession. Inclusion of AHSCH (GEDs) in this category (18.1%) raises the percentage to 100%. Additionally, over half of the Test Category IV enlistment's were applicants whose native language was not English. (All applicants are required to take the Armed Forces Vocational Aptitude Battery, (ASVAB) in English). Breakout of NPS accession quality for FY 95 is as follows:

NON-PRIOR SERVICE ACCESSION QUALITY

HSDG	17,021	81.9%
AHSCH	3,755	18.1%

TEST CATEGORY

I-III A	11,247	54.1%
IV	449	2.2%

ENLISTED PERSONNEL STATUS

ACCESSIONS	56,711
NON-PRIOR SVC	20,786
PRIOR SVC	35,925
LOSSES	76,492
ETS	17,015
NON-ETS	59,477
EXTENSIONS	
FIRST TERM	16,157
CAREERIST	34,736

Attrition

FY 95 enlisted losses of 76,492 represented a 22.4% attrition rate. While the attrition rate is higher than programmed, it continues to be lower than previous years.

Incentive Programs

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, completed initial active duty training and remains a member in good standing, he or she may be entitled to education benefits totaling \$7,124.40 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.

The selected Reserve Incentive Program (SRIP) was re-instated for last part of FY 95. The SRIP provides re-enlistment bonus of \$2,500 for soldiers in high priority units. All other bonuses were terminated.

The Student Loan Repayment Program (SLRP) was also terminated but the ARNG continued to honor previous contracts and paid up to \$10,000 plus interest 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.

Enlisted Personnel Management

The new promotion system using the "Select-Train-Promote-Assign" methodology went through final staffing for full fielding and implementation. As states field it for each grade, they will select soldiers for promotion to noncommissioned officer grades, use the list to enroll them in the Noncommissioned Officer Education System courses required for the promotion,

and have the best qualified soldiers available for assignment to positions immediately upon identification of leadership vacancies. This will enable the Army National Guard to make the best use of the very limited number of leadership training opportunities.

The States conducted a catch-up Qualitative Retention Board during the year. The boards reviewed the records of enlisted soldiers with over twenty qualifying years for non-regular retirement. "Best qualified" criteria was used to determine those who would be separated from the ARNG. The soldiers not selected for retention were entitled to 1 year of special separation pay under the law. The catch-up board was required due to the cancellation of the boards in the previous years.

In October of FY 95 the Army National Guard opened three additional Military Occupation Specialties (MOSs) to women and implemented a change to assignment rules. The MOSs opened were 12C, Engineer Bridge Crewmember, 12Z, Combat Engineer Senior Sergeant; and 82C, Field Artillery Surveyor. Additionally, the new assignment rules opened approximately six to eight thousand positions that were closed to women due to unit missions. The positions opened were in chemical units, divisional Military Police units, maneuver brigade headquarters, and Forward Support battalions.

Retention Control Points for the Army National Guard were deleted from the draft NGR 600-200 and the proposal was tabled until further notice.

Significant improvement in the utilization of Initial Entry Training seats was accomplished through a review of policies and establishment of new relationships and data systems among the proponents within the training management system.



Officer Personnel

Total officer strength at the end of FY 95 was 44,092, 721 below program. That strength represents a 1,446 decrease from FY 1994. Attrition for the year was 12.4%, which compares favorably with the FY 94 rate of 11.2%. Officer accession were above program at 147%.

Warrant officer FY 95 strength reveals a shortage of 1,842 warrant officers. Statistics show the ARNG is currently at 76% fill of non-aviator warrant officer authorization. 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 remain filled at selected Universities throughout the Nation. This valuable program has assisted in increasing the number of accession from ROTC.

Officer Education

Officer military and civilian education continues to be a top priority in the ARNG and significant advancements have been realized

in the past year. Ninety college credit hours are now required for commissioning. This will ensure that lieutenants meet the Congressional requirement of a bachelors degree prior to promotion to captain, which became a statutory requirement on 30 September 1995. The number of lieutenants who have completed Officer Basic Course (OBC) within one year of commissioning has increased over two (2) percentage points from FY 94, to 74%. Policy states that OBC must be completed within two years of commissioning. Combined Services and

Staff School is now required for promotion to major. Branch specific Pre-Command Course attendance continues to be a requirement 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. The ARNG is committed to comply with the provisions of Title XI. Initiatives are focused on continuing the development of one Army standard for deployment, readiness and quality. The ARNG is dedicated to continuing the improvement between all Army components ensuring consistent policies and dialogue on officer leadership development.

Full-Time Support

The Army National Guard full time support program is chartered by Congress to organize, administer, recruit and retain, instruct and train the Army National Guard. The four categories of full time personnel within the ARNG are Active Guard Reserve (AGR) personnel, Military Technicians, Active Component (AC) personnel and Department of the Army Civilians.

Of these four categories, AGRs and technicians encompass the largest proportion of full time personnel. In FY 95, the full-time support program included 23,650 AGR soldiers and 25,238 technicians with an annual budget in excess of 2.5 billion dollars. FY 95 levels reflect a reduction of 530 AGRs and 1770 technicians from the previous Fiscal Year. The number of DA Civilians assigned to the National Guard Bureau in FY 95 remained relatively stable at 447.

As the Active Component continues to draw down, the Army National Guard has assumed a greater role as an integral part of America's Army in a variety of missions.

This increased reliance on the Army National Guard coupled with equipment modernization programs has led to an increase in full-time support requirements even though full-time support authorization levels and budgets are being reduced. The net effect is a reduced full-time support level in units, which has negatively impacted on personnel and equipment readiness levels.

The Army National Guard allocates full-time support resources on a "first-to-fight, first-to-resource" methodology to ensure the maximum readiness within early deploying units. This results in high priority units receiving a larger proportional share of full-time support resources than do later deploying units. This has reduced the number of full time personnel in many units to 50% of required.

Active Guard Reserve

The AGR program level of support (authorizations as a percent of requirements) in FY 95 was 59%. From FY 91 to FY 95 Congressional authorizations for AGR soldiers decreased by 2,549.

The ARNG established an AGR hiring freeze from December 1991 through December 1994 to ensure compliance with the Congressionally-directed reduction in AGR authorization levels. In FY 95, the AGR hiring freeze was lifted as the Army National Guard met the AGR authorization level through normal attrition and use of transition benefits such as the Temporary Early Retirement Program (TERA).

However, since FY 91 the combined effects of the mandated reductions in AGR authorizations, the AGR hiring freeze and limited controlled grades authorized by Congress has stagnated career progression for many AGR soldiers. This has affected the states' ability to fill many entry level positions.

Transition benefits,*such as the Temporary Early Retirement Authority (TERA) program were funded for AGR soldiers in the Army National Guard in FY 95. A total of 323 AGR personnel were approved to be released under this program at a cost of \$17.4 million. Funding for transition benefits will continue to be an important element in the overall AGR strength management plan within the Army National Guard throughout the drawdown period.

Military Technicians

Despite force structure and endstrength reductions, continuing equipment modernization initiatives have generated technician requirements that continue to exceed authorizations. The combined effects of the Department of Defense's civilian personnel reductions and the number of workyears the dollars will support have resulted in the ARNG being able to fund only 25,238 of the 25,489 positions authorized by Congress in FY 95.

The funding shortfall enhanced the need to utilize Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Pay (VSIP) programs as a management tool to reduce the technician force. Transition funding was obtained from ARNG constrained programs.

The FY 95 military technician level of support was 64%, a reduction of 9% from the previous year. The reduction in military technicians, coupled with equipment modernization, has resulted in an increase in maintenance backlog. This backlog has a direct impact on the equipment readiness posture in the ARNG.

As we continue to intensely manage our program in an environment of constrained resources, maintaining adequate levels of full-time support will remain a high priority for the Army National Guard.

LOGISTICS

The Army National Guard has faced the challenges of decreased defense program funding, increased costs associated with force modernization, drastically reduced dedicated procurement program funding, and increases in the maintenance and sustainment costs caused by rising equipment density. These fiscal realities have caused ARNG to innovate and increase efficiencies.

Matériel Management

Equipment

The ARNG has obtained millions of dollars worth of equipment through screening of the Defense Reutilization Marketing Office (DRMO) sites. The DRMO initiative was an outgrowth of a redistribution of \$27M dollars of Organizational Clothing and Installation Equipment (OCIE) from U.S. Army Europe to the ARNG, which began in FY 93. The ARNG OCIE Equipment Redistribution Center is operated by the Pennsylvania ARNG for redistribution throughout the ARNG. Approximately \$80M dollars worth of equipment was procured during FY 94 and FY 95 by the ARNG from this initiative.

The DRMO sites in CONUS were added to the initiative in FY 95, with an additional \$20M dollars worth of equipment being procured. The ARNG is continuing to fund this program through FY 96 to gain a great return on a small investment.

Retrograde of Matériel from Europe

The Retrograde of Matériel from Europe (RETROEUR) is a major opportunity to provide equipment to fill shortages, primarily for combat units across America's Army. The current RETROEUR program anticipates a maximum of 1,000 vehicles return-

ing to the Continental United States (CONUS) in FY 1995. This is in addition to approximately 11,000 vehicles already returned to CONUS in FY 1993 and 1994.

Five Army National Guard repair sites have been designated to repair RETROEUR equipment. The sites are located in New Mexico, Kansas, Mississippi, Ohio, and Pennsylvania. Most equipment needing repair will be sent to these sites, with the remainder going to Active Army and Army Reserve repair sites, depots, or directly to units.

The ARNG has also established a site to receive, classify, and redistribute excess USAREUR non-rolling stock items. In the last six months of FY 1994, 725 containers packed with various items of equipment were received and the program calls for shipment of an additional 3,150 containers through 1998. The ARNG utilizes a portion of Bluegrass Station, Lexington, Kentucky, to execute a mission.

Maintenance

The ARNG provided \$15M to initiate the Department of Army's 2-1/2 ton Extended Service Program (ESP) in FY 91. Since that time we have provided \$60M through DPP funds (more than any other component) to continue this important program. The remanufactured, 2-1/2 tone ESP trucks will be fielded early FY 96 to Florida units. The trucks will be equipped with a new engine, an automatic transmission, a rebuilt transfer case, rebuilt axles, super single radials, and a central tire inflation system. The ARNG is scheduled to receive over 1,100 of these vehicles by FY 98. The ARNG has also provided preliminary funding to initiate a contract for a 5-ton truck ESP.

Artificial intelligence has entered the M1 tank maintenance arena with the development of Turbine Engine Diagnostics (TED). TED is a direct support level, expert system that is a diagnostic tool and diagnostic trainer for the M1's Full-Up Power Pack. When





fully developed, TED will consist of turbine engine diagnostics, transmission diagnostics, subsystem diagnostics, diagnostic intelligence tutoring system, and automatic breakout box (ABOB). The Bradley Fighting Vehicle is the next projected system for an expanded ABOB. Currently, the ARNG is the sole owner of ABOB. The TED system objective is to increase diagnostic accuracy of M1 Tank maintainers and prevent 80% of unnecessary engine return. The system has the potential for use at the organizational level. July 1995 was the target for fielding sixty TED systems and for training 84 personnel. Funding was sent to the States for a total of 65 TED systems in the fall of 1994. The last Train-the-Trainer session was completed on 14 September 1995, which brought the total number of students trained to 84.

The ARNG has established a Test, Measurement, and Support Equipment regional calibration facility pilot program to cut the spiraling calibration support costs. The results of this program will be used to decide whether the ARNG can become more self-supportive in the calibration and repair arena. Camp Ripley, Minnesota, is the center for this pilot program, with seven states participating: Illinois, Iowa, Minnesota, Nebraska, North Dakota, South Dakota, and Wisconsin. The demonstration is scheduled to run from 1 Oct 95 through 29 Sept 96. At completion, the program will be evaluated to decide effectiveness.

Food Service

The DoD Prime Vendor (utilization of commercial sources) initiative provides many positive opportunities for subsistence procurement for ARNG Inactive Duty Training (IDT). The ARNG plan will test the concept of a State Competitive Food Contract (SCFC) in several states. Already, seven states have established similar con-

tracts, and many states are in the process of establishing wholesale-type procurement programs. Current data collected indicates seventy-six percent of all IDT subsistence procurement will be affected. Test states have indicated up to a forty percent reduction in procurement costs with rations delivered to ARNG locations. Workload of fulltime supply personnel has been reduced by a minimum of one eight-hour manday, per month per unit. The USPFC in one test state reduced disbursement checks from two hundred to six.

Transportation

The Mobilization Movement Control (MOBCON) is managed by each states' Army National Guard State's Defense Movement Coordinator (DMC), who analyzes, combines, and prioritizes all DOD organic highway movements. The ARNG recently upgraded its computer hardware and transportation software systems to enhance MOBCON, which will improve the ARNG's effectiveness and efficiency in monitoring unit movements throughout the Continental United States.

Logistics Automation

The Army National Guard is aggressively pursuing the full utilization of the logistics Standard Army Management Information Systems (STAMIS). This will allow for the digitization of the logistics support, providing better support to the soldier.

The ARNG has in place at all authorized unit locations the Standard Property Book System-Redesigned (SPBS-R), the Standard Army Maintenance System (SAMS), the Direct Support Unit Standard Supply System (DS4) and the Unit Level Logistics System-Ground (ULLS-G). Additionally, the Standard Property Book System

-Redesigned-Installation/TDA (SPBS-R-I/TDA) has been fielded to all 54 states and territories at the United States Property and Fiscal Office (USPFO) level.

Logistics Innovation

The M1A Tank Combat Identification Panels (CIP) initiative is an innovative ARNG program, with 13,240 man-hours (7.6 man-years) of labor invested in start-up or production of combat panels. The ARNG cost per completed set is \$769.00, compared to the latest cost at the depot which is \$953.00 per set. The production site has on hand the material to complete 479 more sets. This production will be done with 3,840 man-hours (2.2 man-years), with the price to manufacture a panel set then being reduced to \$396.00. If this final price is compared to the depot price, the remaining sets will have a cost avoidance of \$557.00 per set or \$266,803.00. The ARNG has provided materials for CIP in support of the peacekeeping operation in Bosnia.

The M1 Tank Training program has become one of the most successful training programs for ARNG full time support personnel. Training was conducted at Fort Hood, TX and Camp Shelby, MS. A total of 162 full time support personnel were trained during eleven iterations. Nearly 40% of the Full-Up Power Packs (FUPP) turned-in as unserviceable were found to be field serviceable, and with the training that is gained from this program, the 40% can be repaired at Direct Support locations. The result of these actions means increased readiness and cost avoidance.

The ARNG is testing a program in which we move DS mechanics from DS facilities to co-locate and work in OMSs. This appears to eliminate approximately 60% of previously required evacuation to DS maintenance shops. This non-tactical application of the "fix-forward" concept greatly reduces transportation costs, equipment downtime, and maintenance manhours (both direct and indirect). These cost avoidance and enhanced readiness can be passed along to our customers.



Material Release Order Control System-Guard (MROCS-G) is a warehouse automation system used to enhance supply operations. The MROCS-G has been fielded to all authorized units within the ARNG. It gives the ARNG the ability to maintain accurate accountability records and improved warehouse operations by allowing facilities to issue an asset the moment a requisition is received.

The ARNG is studying the use of technology to enhance the repair parts supply system. This study focuses on establishing an undetermined number of regional Class IX sites that will stock low dollar/high demand items. The ARNG will then use information from demand history files, stock status files, and total asset visibility as sources to determine actual cost avoidance and repair parts supply system performance. Additionally, the ARNG is studying the establishment of one or more sites to handle high dollar items.

COMPTROLLER

The FY 95 President's Budget reflected appropriation requests of \$2,447.1 million (M) for Operations and Maintenance, Army National Guard (OMNG) and \$3,366.2 M for National Guard Personnel, Army (NGPA).

The OMNG appropriation is used to finance the operations of ARNG activities. Congressional actions of +\$47.6M (Youth Program, OCE, Locality Pay, etc.) and -\$54.9M (Civilian Personnel, Travel, RCAS, etc.) equaled a decrement of -\$7.3M. During FY 95 \$22.5M was transferred into OMNG for operation of the Counterdrug Program. Reprogramming actions were \$4.8M for Distance Learning and \$15.2M for RCAS. Total results of all actions was a net decrease of -\$4.8M and a Total Obligation Authority (TOA) for the OMNG appropriation of \$2,442.3M.

The NGPA Appropriations finances the pay, allowances, clothing, subsistence, travel, bonus payments and retired pay accrual costs of ARNG soldiers. Congressional actions of +\$20.0M for a pay raise and a decrement for personnel understrength of -\$30.0M equaled -\$10.0M in total Congressional decrements. Transfers of \$110.8M to the Counterdrug Program resulted in a net increase of \$102M and a TOA for NGPA in FY 95 of \$3,462.1M.

Accounting

ARNG accounting personnel exceeded goals established for the reduction of unmatched disbursements (UMDs). The Under Secretary of the Army goal required an \$18M reduction in net UMDs, while the Deputy Secretary of Defense goal required a \$27.5M reduction of absolute value UMDs. Actual reductions achieved were \$29M and \$30M respectively. NGB provided the Army with the margin needed to achieve its goal at the overall Army level.

Two significant actions were initiated in FY 95 to eliminate redundant accounting systems. The first was NGB's commitment to participate in the testing of the Corps of Engineers Financial Management System (CEFMS) with Defense Finance and Accounting Service (DFAS). DFAS is considering the adoption of CEFMS as the standard DoD accounting system. This system would replace all MACOM and service-unique systems. NGB formed an early partnership with DFAS in the testing of CEFMS, and the modification of CEFMS programs to meet NGB needs. Testing and modifications are planned to continue during FY 96 with possible fielding in early FY 97. The second action is the transition to direct reporting of financial data. Direct reporting requires the states and territories to report directly to DoD, rather than through NGB to DoD.

This effort will eliminate a redundant step in the reporting process, and an overlapping accounting system, and reduce reporting cycle time.

Business Practices

The Chief Financial Officers Act of 1990, the National Performance Review (NPR) of 1993, and the Government Performance and Results Act (GPRA) of 1993 established the foundation for DoD agencies to incorporate the "Business Practices" concept and for customers to reimburse providers for services. The ARNG remains an active participant in this arena. Training was conducted in FY 95 for all states and territories on the Unit Cost Analysis System (UCAS) which was developed under the technical and functional direction of the ARNG Comptroller Directorate. This system provides a nation-

al-level database which reflects the unit costs to produce specified outputs at State level and for States to establish reimbursement rates for their services. The provider and customer cost estimator model is designed to facilitate interservice support negotiations at the State level. It provides the states with the capability to produce an automated interservice support agreement.

Financial Services

The number of United States Property and Fiscal Offices (USPFO) processing Active/Guard Reserve soldiers' pay increased from 13 to 41. The original 13 USPFOs had assumed the AGR pay mission from their supporting Defense Accounting Offices due to Base Realignment and Closure (BRAC) actions. AGR soldiers receive better pay support from their state's USPFO.

Improvements to the Defense Joint Military Pay System-Reserve Component (DJMS-RC) made it capable of paying inactive duty training and active duty for reserve component soldiers. In FY 95, soldiers attending their initial active duty training and those on temporary tours of active duty were paid by DJMS-RC instead of the active component pay system. The results were so successful the Deputy Assistant Secretary of the Army for Financial Management and the Director, DFAS-Indianapolis Center, jointly directed the use of DJMS-RC to pay Reserve Component soldiers during future mobilizations for contingency operations. The initial test of that directive occurred during Operation Uphold Democracy in Haiti. Massive pay problems experienced during previous mobilizations in which the active component pay system was used have been virtually nonexistent because of the use of DJMS-RC.





The Automated Fund Control Orders System (AFCOS) is the most used standard automation system in the ARNG due to implementation of the AFCOS Request for Orders (RFO) PC module. AFCOS processes RFOs at the unit level for electronic transmission through the chain of command with approval authority at each level. After final approval and processing at the state headquarters level, the authenticated order can be electronically transmitted to the originator of the request. Concurrent with the processing of orders, AFCOS established fund estimates in the ARNG accounting system. As a result of this total process, Program Managers receive accurate and timely accounting of funds available, expended, obligated, and reserved in one report.

Management Efficiencies and Performance

The Army Communities of Excellence (ACOE) award recipients were (in order) Utah, Maryland, Louisiana, North Carolina, and Florida. Wyoming was awarded Most Improved and North Dakota was the Rookie of the Year. FY 95 was a pivotal year for ACOE as the Army moved towards using a self-assessment tool called the Army Performance Improvement Criteria (APIC). Thirteen states have completed the assessments for FY 96. These will be reviewed by the ARNG and the Department of the Army to determine the FY 96 ACOE award recipients.



NGB performs analytical studies with the objectives of implementing management efficiencies. During FY 95, based on studies completed, management improvements were recommended in the following areas: (1) temporary duty travel by headquarters personnel and (2) use of the ARNG Readiness Center facilities by outside agencies. A third study on efficiencies in TDY traveler lodging is underway. ARC also reviews all conferences, workshops, and non-proponent training courses to ensure the meetings are conducted in the most cost efficient manner.

The Quarterly Army Performance Review (QAPR) for the Secretary of the Army began this year. This briefing was designed

to be more output than input (\$) oriented. Using existing automated reports, NGB-ARC tied existing performance measures to the ARNG's overall goals to brief to the Secretary on the ARNG's performance.

ENGINEERING

The Army National Guard operates over 3,300 owned and 141 leased armories in 2,700 communities in all fifty states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. In addition, the Army National Guard supports with federal funds the operation and maintenance of over 15,000 training, aviation and logistical facilities.

ties located throughout the nation. These facilities support the administration and training of troops and shelter assigned equipment, aircraft, and maintenance personnel. Adequate facilities are required to enhance unit readiness and meet mission objectives.

Military Construction

133 major construction projects were awarded in fiscal year 1995 for a total of \$248 million, of which 36 (45%) were awarded in the first year of appropriation. An additional 87 projects are scheduled to be awarded in 1996. Fiscal year 1995 appropriation of \$188 million for 68 projects included \$175 million for major construction, \$5.9 million for planning and design, \$5 million for unspecified minor construction, and a separate \$0.8 million for armory unit storage and indoor range rehabilitation.

Congress appropriated \$137 million for 32 projects in fiscal year 1996. The appropriated amount includes \$124 million for major construction, \$7.4 million for planning and design, and \$5.3 million for unspecified minor construction.

Real Property Operations and Maintenance

In fiscal year 1995, \$166.8 million was provided for real property operations and maintenance, about \$23.9 million more than in fiscal year 1994. This program pays for salaries required to support facility operations and maintenance as well as paying for utilities, minor construction and maintenance and repair projects, and supplies required to extend the useful life of our facilities. The federally supported square footage grew from 55.2 to 55.6 million square feet. Equipment modernization and aging facilities are increasing our overall

maintenance requirements. In fiscal year 1998, \$3.41 per square foot was available to operate and maintain Army National Guard facilities. Today, that amount is only \$3.00 per square foot, or \$2.44 in constant fiscal year 1988 dollars.

INFORMATION SYSTEMS

Information Systems Security

The ARNG's Command Communications Security (COMSEC) program improved both the ARNG staff and staff levels by reducing active ARNG COMSEC accounts to 270, a 13% reduction from FY 94. Increased emphasis by the Department of the Army on COMSEC account audits resulted in a three fold increase of the number of ARNG COMSEC accounts audited/inspected during FY 95. Of the 143 accounts audited, 107 received a SATISFACTORY rating for a 75% rating, as compared to a 73% rating for the Active Army and 72% overall rating for the Army worldwide. FY 95 saw the fielding of a total of 147 Revised Battlefield Electronics CEOI System (RBECS) tactical workstations to brigade and higher ARNG units. The system provides unit level generation and printing of the Communications Electronics Operating Instructions (CEOI), net planning and frequency management. The RBECS is phase one of the Army's fielding for the Army Electronics Key Management System (AKMS), which will provide unit level electronic cryptographic key generation, distribution, and COMSEC accountability.

Communications

Visual Information

The Army National Guard Videoconferencing (VTC) Command and Control Network became operational in FY 95. Except for circuits to Alaska, Guam, Puerto Rico, and the Virgin Islands, all STARCs and six enhanced brigades have VTC connection to the ARNGRC video suite and between themselves. Technical solutions resolving network connections to the remaining STARCs are forthcoming. The VTC Network provides real time command and control between ARNG senior leaders and key STARC personnel. Additionally, the network has proven highly effective at transmitting routine counterparts. Significant cost avoidances in TDY budgets can be realized by increased scheduling of the VTC network for conducting ARNG business.

The Visual Information Support Center (VISC) in Nashville, TN, experienced increased production in support of ARNG activities. Production of audio/visual tapes and banners, field team missions, and deployment of the Rapid Response Documentation Team (RRDT) were significant activity centers. The VISC will begin operating the new Electronic Multimedia Imaging Center (EMIC) early in FY 96, thus providing a new high quality support activity to the STARCs.

Telecommunications

With the direction provided by Congressional language, the ARNG began implementing a Regional Distance Learning demonstration project in MD, VA, WV, PA, and DC. The Distance Learning Network is intended to provide military training to our soldiers while concurrently providing high tech assets to local communities via shared/dual use arrangements. The project combines the talents of the NGB, Defense

Information Systems Agency (DISA), and the U.S. Army Reserves. Modern delivery systems and classrooms are being planned for the dozen sites selected in the demonstration area. Close coordination with TRADOC in courseware design will ensure the presentation of high quality, mission essential training intended to increase overall readiness.

Concurrent with the distance learning initiative, a telecommunications restructuring of existing ARNG networks is being undertaken. Mapping the current architecture will provide a start point for consolidating and upgrading overall network assets. It is expected to provide ample opportunities to install more efficient and effective communication links throughout the ARNG infrastructure.

Automation

During FY 95 NGB completed upgrading of the State Data Processing Installation (DPI) computers. The procurement of the new high speed processor, the 68040 board, provided a cost avoidance for NGB in excess of \$14M and reduced processing times for all applications currently running on the Sperry 5000 computers. Additional new technology in the form of the new input/output/expansion (IO/X) boards will further increase the productivity of these systems and provide further cost avoidance.

Migration of the logistics systems and technician pay from the Burroughs 1900 computers to the HP900-200Ks and the fielding of SAARS-O was initiated during FY 95 and is projected to be completed during FY 96. This will provide a modern platform for these functions and avoid spiraling maintenance costs for the Burroughs 1900 computers (FY 95 2.4M, EST FY 96 4.0M).

Migration of the Retirement Points Accounting system (RPAS) was initiated during FY 95 and will be completed during FY 96. This will remove archaic platforms from service and replace them with state of the art PC based computers. The effort will replace one INTEL computer in each state or territory, and may allow for additional applications to be loaded replacing multiple INTEL computers.

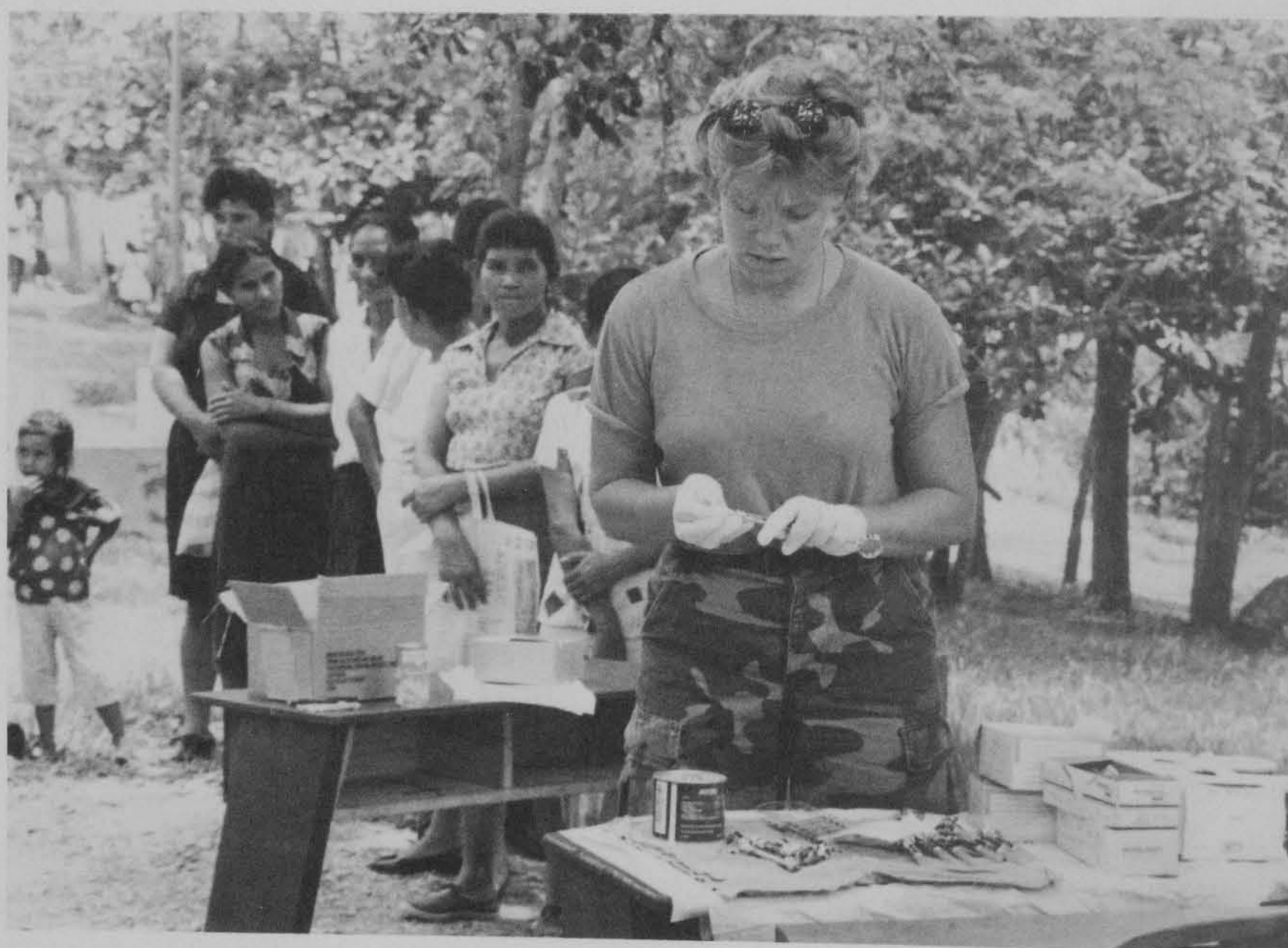
These changes continue to encourage aggressive planning for the client-server, open systems technology and architecture required for NGB's 21st century automation needs.

RCAS

Funding and schedule problems surfaced in FY 95 and caused the Chief NGB to form teams to review and validate a revised pro-

gram. The teams recommended changes to the direction of the overall program that leverage new information management technology, improve user support, and lower the overall cost while meeting the users' requirements. The specifics were briefed to the senior military and civilian leadership within the Army and the OSD, the Deputy Secretary of Defense, HAC and SAC staffers, Congressman Dicks, and the CEO of the Boeing Company. All expressed support for this recommendation.

Previously, Congress has provided specific guidance to the Army (Active, ARNG, and USAR) regarding the RCAS program. As a result of the recent program activities, the FY 96 DOD Appropriations Conference Report, September 25, 1995, commended the effort of the active Army, the National Guard, and the Army Reserve in reaching consensus for the RCAS restructure proposed by the Chief, NGB.



AVIATION

Modernization of the ARNG aviation fleet is key for Army National Guard Aviation to maintain its relevance as we approach the 21st century. At the end of FY 97 the ARNG will have approximately 430 UH-60As and UH60Ls in the inventory. The 430 aircraft represent a significant UH-60 helicopter shortage for the ARNG. The ARNG requires an additional 565 UH-60 Black Hawks to replace the aging UH-1H fleet. Units such as early deploying ARNG MEDEVAC units are still equipped with UH-1 helicopters. Current Army UH-60 procurement contracts end in FY 96 and are insufficient to cover the ARNG modernization requirements.

brings the ARNG CH-47D fleet to 107 of 131 aircraft required. By FY 1997 the ARNG shortage of 24 CH-47D aircraft will be filled by 21 active component redistributions and three production aircraft deliveries.

During FY 95 the ARNG received 18 AH-64 aircraft from the active component. Six AH-64 aircraft will be received through active component redistribution by FY 1997. A shortage of 18 AH-64 aircraft will remain at the end of FY 1997.

To support the Light Utility Helicopter (LUH) mission, the ARNG supports the UH-1 Service Life Extension Program (SLEP). The SLEP will leverage current technologies to bridge the modernization gap. If sufficiently upgraded, the UH-1 can be deployable into the 21st century.

Equipment

The ARNG received four additional CH-47D aircraft during FY 95. This delivery



Training

Adequately funding the ARNG flying hour program continues to be a readiness challenge. Flying hours and the corresponding Additional Flight Training Periods (AFTP) funding ensure combat readiness, as well as minimum levels of aviator proficiency and safety.

Due to the shortage of flight simulators, the ARNG is developing an Aviation Reconfigurable Manned Simulator (ARMS) as a cost effective solution to enhance safety and readiness through simulation. ARMS is a flight simulator reconfigurable to each of the rotary and fixed wing airframes flown in the ARNG. The ARMS is a high fidelity, non-motion based simulator that will use commercial and government off-the-shelf technology. Each ARMS provides exposure to individual and crew training tasks, and focuses on collective, combined arms, and joint service training operations. Reconfigurable simulators such as the ARMS complement existing older technology simulators and will provide Army and ARNG crews the critical training environments not expected to be available due to the expense of aircraft and training costs.



The ARNG responded to several domestic emergencies in FY 95. ARNG aviation units provide a critical service to local, state and federal agencies in response to floods, earthquakes, forest fires and other disasters.

Safety

While flying 343,000 hours in FY 95, the ARNG experienced one aviation Class A, one aviation Class B, and nine aviation Class C accidents. This is an increase of one Class A accident, but a decrease of eight Class C accidents. The ARNG experienced two fatal injuries, one Aviation and one Drug Enforcement Agent on a counterdrug mission, which is an increase of two.

Human factor accidents decreased from 80 percent to 55 percent. Material failure accidents increased from 15 percent to 27 percent. The T-53-L13 engine malfunctions in the UH-1 seemed to account for most of the increase. Accidents with poor aircrew coordination involved decreased from 45 percent to 36 percent of the total.

The ARNG experienced nine Class A ground accidents, and five Class B ground accidents in FY 95. This is a decrease of 6 Class A accidents and an increase of 3 Class B accidents. The ARNG's pride in its accomplishments is tempered by the fact that nine soldiers lost their lives in FY 95: three in Army Motor Vehicles, one in an Army

International

At the request of FORSCOM, the ARNG provided support to U.S. forces in Haiti with rotations of aviation detachments from Louisiana, Maryland, and Michigan. The ARNG also supported Operation Bright Star with three aviation units from Florida, Maryland, and North Carolina. The Vice Chief of Staff of the Army directed the ARNG to provide training in support of Foreign Military Sales to the Republic of Singapore. The Texas ARNG will provide the CH47D training and aircraft support to Singapore's Air Force.



combat vehicle, two in privately-owned vehicles, 2 in personal injuries, and one in an Army operated vehicle. Six of these accidents occurred on-duty, and three occurred off-duty. Overall costs for ground accidents was reduced by \$900,000.

The annual Safe-Guard Program is one of the most comprehensive safety programs in DoD and has a significant impact on the ARNG's safety record. The countermeasure for FY 95 was "Safe — Just Use It," and targeted responsibility and establishment of an effective POV and AMV accident prevention program.

ENVIRONMENTAL PROGRAMS

The Army National Guard's Environmental Program focuses on four major areas: compliance, restoration, pollution, and conservation.

Compliance

Through continued emphasis on training and pollution prevention initiatives, a 41% decrease in hazardous waste costs has been achieved since FY 93. Funding shortfalls continue to challenge the compliance program. Although enforcement actions in the water quality program decreased from a high of sixteen in FY 94 to nine in FY 95, open enforcement actions remained at 70 for FY 95. To date, 1142 underground storage tanks have been removed leaving only 974 that need to be removed or upgraded by Dec. 1998. During FY 95 ten air emission inventories were completed resulting in three Title V permits. Utah Army National Guard received a Utah Department of Environmental Quality Certificate of Excellence Award for Reduction of Vehicular Emission. The Army National Guard was the first DOD agency to complete Environmental Compliance Assessments on 100% of its facilities with the conclusion of FY 95. Over 70% of those findings have been corrected.

Restoration

During FY 95, 32 Preliminary Assessments and 14 Site Investigations were completed. As a result of investigations and assessments, 5 Remedial Investigations/Feasibility Studies were completed and 4 are still in progress.

Additionally, 183 contaminated underground storage tank sites and 107 spill sites were investigated and remediated in FY 95. A comprehensive SOP for Baseline Studies was published and distributed to all States.

Pollution Prevention

An aggressive substitution and recycling program are key to our strategy to reduce toxic pollutants 50% by 1999. During FY 95 Pollution Prevention Opportunity Assessments were completed for every type of facility within the Army National Guard and distributed to the States. Approximately 75% of the State Pollution Prevention Plans have been completed and thirty-eight States have enrolled in EPA's "Green Lights Program," and energy conservation program. The Texas Army National Guard won a Department of the Army and a DOD Award for its solvent recycling program, as well as several awards by the State of Texas. The Environmental Directorate Staff and the Washington Army National Guard's Solvent Reduction program both received a "White House Closing-the-Circle Award" for environmental innovation in pollution prevention.

Continued emphasis on recycling resulted in much success such as the recognition Camp Ethan Allen received from the State of Vermont for reducing the solid waste deposited in the landfill by 47% in FY 95.

Conservation

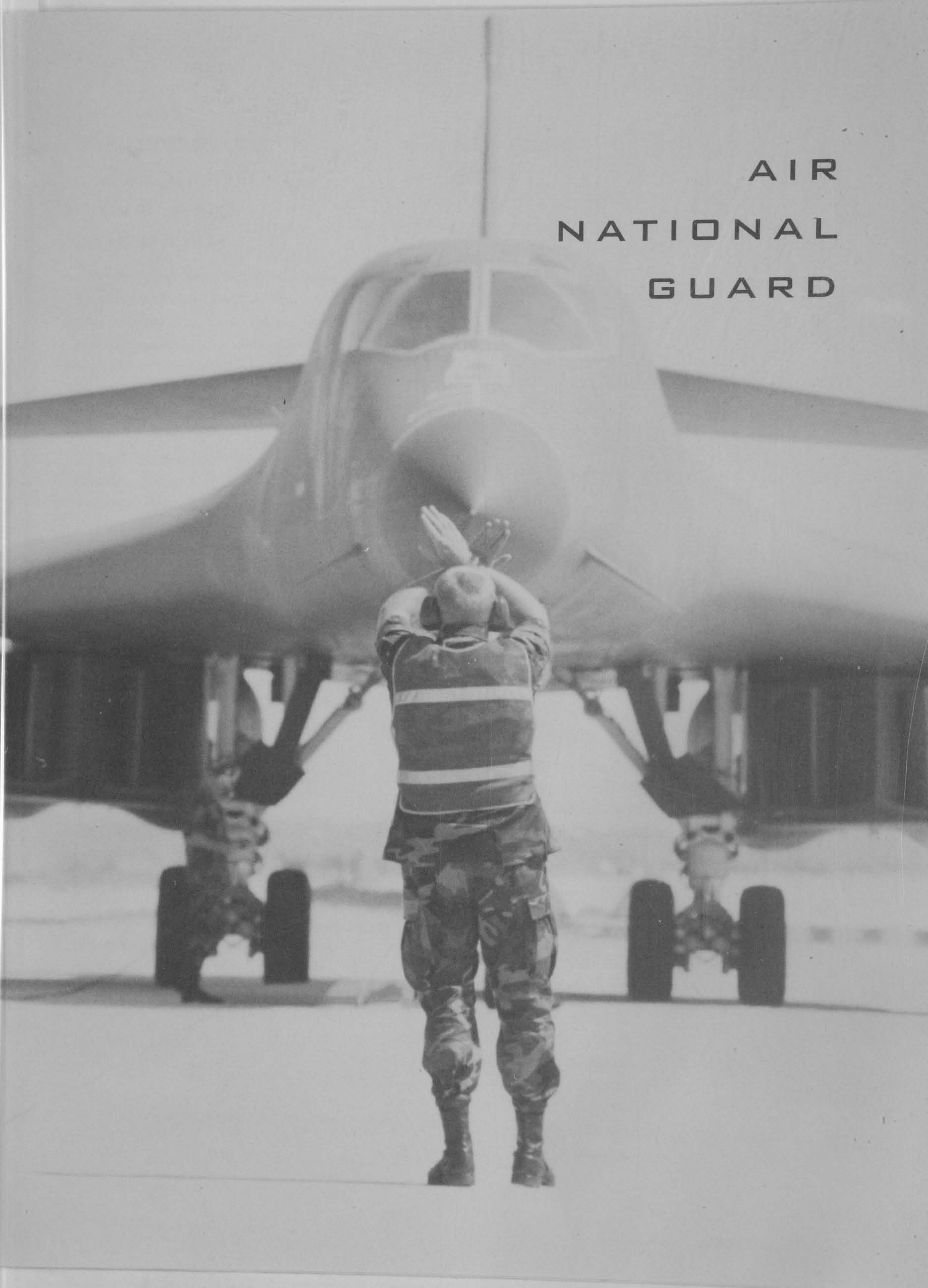
In FY 95, the ARNG program staff reviewed over 200 Records of Environmental Consideration for major training events, military construction, land acquisition, equipment fielding, and force structure changes. Thirty Environmental Assessments were completed and we currently have four Environmental Impact

Statements in progress. The four Environmental Impact Statements include: Camp Atterbury, Indiana; Camp Roberts, California; The Western Army National Guard Training Site, Arizona; and the Massachusetts Military Reservation, Massachusetts. Work continues to complete the baseline surveys to establish the benchmark for Integrated Natural Resource Management Plans at all major training sites. A comprehensive Integrated Training Area Management Implementation Plan was published during FY 95. Twelve Legacy Resource Management Program projects were funded during FY 95 for a total of \$1.64 million dollars.

In order to improve operations and compliance, a comprehensive Environmental Training SOP and matrix was published and distributed in FY 95. It focuses on the three levels of training: professional development for the environmental staff, training for full-time maintenance and warehouse personnel, and awareness training for the traditional Guardsmen.



AIR
NATIONAL
GUARD



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 nonmobilized mission taskings, and capabilities requirements.

Plans Division

The Plans Division is responsible for developing, integrating and maintaining a comprehensive operations and exercise 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 NGC, and HQ USAF on Total Force policy, force mix, deliberate planning, access and mobilization. The Division has recently added a third branch, the Exercise Branch, which plans and coordinates all exercises and deployments for ANG aviation units.

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 collective interests into a "road map" that can be integrated with future Air Force plans. The 1996 Plan includes special reports from all previous year's plans on issues important to the future of the Air national Guard.

Forces, Integration and Exercises

The Forces Branch and the Exercise Branch are focal points for all matters pertaining to Air Guard aviation units, while the Integration Branch manages mobilization planning and the deliberate planning process for all ANG aviation and support units. Initiation of the new planning cycle has caused a flurry of activity as planners throughout the Air Force incorporate new concepts and more efficient planning procedures into the development of war-fighting scenarios for two nearly simultaneous major regional 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. The Exercise Branch has had its hands full providing aviation packages to support Air Force exercises and ongoing contingency operations.

Programs Division

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. They also provide programming information to the Air Forces to secure funding for ANG aircraft operations.

The Program Integration Branch is responsible for dissemination of all Air Force and DoD programming guidance, assembling the ANG POM submission, and liaising with the Air Staff. Additionally, the branch updates and monitors the accuracy of ANG data in Air Force databases and pro-

gramming documents, is the point of contact for ANG base and unit management, and publishes the annual ANG "Fact and Figures" book.

The Base Reassignment and Closure (BRAC) Branch is the single manager for all ANG unit move/closure/conversion actions. The branch is responsible for implementing all ANG actions resulting from decisions of the Base Realignment and Closure Commission.

Operations Division

Fighters

Over 35% 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, and F-15s includes close air support, air superiority, air interdiction, offensive and defensive counterair, and suppression of enemy air defenses.

ANG forces are participating more now than ever before, in CONUS and OCONUS exercises and contingency operations. These include Red Flag, Air Warrior, Cope Thunder, Gunsmoke and Longshot competitions, as well as international JCS exercises such as Pitch Black in Australia. ANG forces are very successful in providing seamless support of world wide contingencies as the active duty forces draw down. ANG fighter forces were instrumental in providing fighter coverage and relieving active forces during Operation Provide Comfort II over



Northern Iraq, Southern Watch over Southern Iraq and Decisive Edge (Deny Flight) over the skies of Bosnia/Herzegovina.

The ANG conducts the nation's only F-16A/B training. The ANG also provides 100% of the US International Military Training for F-16s. The countries include the Netherlands, Bahrain, Taiwan and Singapore. The number of foreign customers continue to increase and will potentially include Jordan, Poland, Portugal, Czechoslovakia, Hungary, Indonesia, Austria and the Philippines.

Close Air Support

Close air support (CAS) remains an integral part of the ANG missions. In FY95, the 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 A/OA-10s and F-16s are being equipped with Night Vision Goggles and compatible lighting to further enhance and improve the support of this mission in the night arena. 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 airlifters are active in worldwide relief efforts, and FY95 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 Somalia relief efforts. C-130 units supported the ongoing SOUTHCOM mission in Central and South America with operation Phoenix OAK.

The C-130 fleet continued to modernize in FY95, as new C130H aircraft were delivered to the 145th Airlift Wing, North Carolina ANG, the 153d Airlift Wing, Wyoming ANG, and the 167th Airlift Wing, WV 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 continue to support the ANG's "Coronet Nighthawk" and other air defense operation in support of the nation's drug interdiction program. ANG Air Defense forces are increasing participation in other OCONUS operations such as Icelandic Air Defense.

Reconnaissance

The RF-4C was retired 1 Oct 95. On that same date the Air National Guard delivered the F-16 Reconnaissance Pod which will allow the ANG to continue to provide 100% of the Air Force's manned tactical reconnaissance capabilities. The 192dFW, VA ANG, is the lead unit for this effort.

Bombers

For the first time in its history, the Air National Guard has expanded its mission to include the role of the heavy bomber. The 184th Bomb Wing, KS ANG, has achieved operational readiness in the B-1 and the 116th Bomb Wing, GA ANG, has initiated its conversion. The addition of the B-1 has added quick reaction, long-range, world-wide power projection to the ANG mission. ANG B-1's are regular participants in CONUS composite force exercises, as well as missions to Guam, France and the Azores. In addition to maintaining the capability for long-range power projection, ANG B-1's stand ready to deploy to various locations world-wide.

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 NG KC-135s to 225.

The 19 ANG KC-135 units' primary mission is to support global contingency operations, particularly in light of active duty KC-135 force reductions and tremendous increases in worldwide deployments. The tanker units' secondary mission is to provide air refueling in support of Strategic Command's Single Integrated Operational Plan (SIOP). In FY95, Air Guard tankers participated with Air Mobility Command forces during operations in Bosnia, Rwanda, Somalia, and Haiti. The closure of the last active duty KC-135 bases in the Northeast require 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, 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, PA 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 of 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.

Space and Intelligence Division

The Air National Guard Space and Intelligence Division is chartered to examine current and future Space and Intelligence Missions, determine their applicability to the ANG and Total Force



Policy, coordinate and execute mission assumption of those missions deemed appropriate for the ANG. The Space and Intelligence Division is also responsible for all space and intelligence functions and assets throughout the ANG.

The majority of ANG intelligence personnel are imbedded within flying units. Dedicated ANG intelligence squadrons include one signals intelligence squadron and three imagery exploitation squadrons.

Currently, the ANG has one space operations squadron which performs survivable missile warning to USCINCSpace and the NCA.

MANPOWER AND PERSONNEL

During FY95, the three directorates of manpower, personnel, and training were consolidated to form the Directorate of Manpower and Personnel, making it one of the largest offices in the Air Directorate. Although at times painful, the reorganization was a success, and should improve service to field units.

Personnel

Accessions and Separations

FY95 witnessed the birth of the Accessions and Separations Branch, replacing the old Recruiting and Retention Branch. The Accessions Branch, now comprised of Enlisted Accessions and Officer Accessions is still focused on bringing in the "best and brightest" our communities have to offer into the Air National Guard, while ensuring we maintain a viable and productive sales force.

For the past three fiscal years, the Air National Guard has failed to meet programmed end-strength objectives. In essence, our units had stopped recruiting, the life blood of our strength and capability. In the past three years we have brought in 12,000 fewer people than normal, while losing 3,000 over our normal rate of losses.

Unit commanders currently determine the strategy for recruiting and retaining the proper mix of youth and experience, male and female, white and minority, prior service and non-prior service. Air National Guard recruiting strategies must be closely monitored over the next five to ten years and adjusted accordingly. The threat of closing bases and members being asked to leave units involuntarily is nearly over. The Reserve Transition Assistance Program (RTAP), which authorizes benefits for involuntarily separated members is still in effect until 1999. However, RTAP cost the Air National Guard \$10 million in FY95. A reduced need for reductions will lower this cost significantly over the next 4 years.

Sustainment

The Sustainment Branch was designed to prepare, develop, motivate, challenge and nurture members of the ANG to be more productive, and assume greater levels of responsibility based on their demonstrated

potential. It is comprised of several integrated functions, including Enlisted career management and retention, Officer career management and promotions, and awards and decorations.

Several initiatives were implemented in FY95 to make a positive impact on retention. The Career and Education Manager's (CEM) title was changed to Retention Office Manager (ROM) with a new position description to include such duties as the point of contact for family and employer support programs, Newcomers orientation and sponsorship programs, while transferring the education responsibilities to the Training and Education Office.

The looming implementation in 1996 of the Reserve Officers Personnel Management Act (ROPMA) cast a long shadow on our Officer Career Management Program for FY95. In preparation for this "once in a generation" reorganization of our officer management programs, a series of DoD and joint ANG/Air Force Reserve working groups met to determine policy directions, draft guidance, and initiate systems changes.

During FY95 significant changes came to our awards and decorations function as the Secretary of the Air Force authorized/delegated approval authority of the Meritorious Service Medal (MSM) to ANG Wing (equivalent) Commanders (Colonel and above), Field Operating Agency Commanders/ Directors (Colonel and above), and ANG Directorates (Colonel and above). The Director of the Air National Guard awarded the Air Force Outstanding Unit Award to 27 ANG units and organizations for exceptionally meritorious service and HQ Air Force Personnel Center awarded the Humanitarian Service Medal to hundreds of Guard members for their participation in several real world contingencies, and disaster relief efforts.



Utilization

FY95 found the Air National Guard involved in over 300 operations and a typical week found 1,000 ANG personnel deployed. These operations included DENY FLIGHT, PROVIDE COMFORT, PROVIDE HOPE, SEA SIGNAL, SOUTHERN WATCH, STEADY STATE, SUPPORT HOPE, SUPPORT JUSTICE, and UPHOLD DEMOCRACY. PERSTEMPO, the rate at which personnel deploy, is on the rise. The growing number of deployments/time away from home for Regular Air Force personnel has increased by a factor of four over the past seven years. As a result, ANG personnel are being called on to participate in more real world deployments.

In an effort to determine the limits of ANG capability to support increased demands, while identifying the impacts of

our increasing PERSTEMPO on readiness, we developed an interface between the pay and personnel systems. This will result in automatic capture and categorization of any and all types of temporary duty, including contingency TDYs, which ANG members perform.

Full-Time Support

The ANG's full-time programs were likewise affected by strength reductions. The military technician strength as of September 30, 1995 was 24,360, and the Active Guard/Reserve (AGR) program totaled 9,127. 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.

Installation of the Real Time Automated Personnel Identification System (RAPIDS) equipment continued with 72 units on line during FY95. We currently have 18 units and two CRTC sites remaining on the installation list. This equipment allows organizations to create and use the automated ID cards.

Training and Education

The Training and Education Division (ANGRC/MPT) is responsible for formal school training, specialty training and professional military education for the Air National Guard. During FY95, ANGRC/MPT secured over 12,000 training

opportunities to include technical training, skill enhancement training, continuing education training, and flying training.

The Training and Education Division is also responsible for the management of Air National Guard workdays. Workdays includes programming and budgeting of formal school workdays and current year execution of all ANG workdays. MPT also establishes policies and procedures for administering and controlling base workday programs. ANG members used approximately 8,000,000 funded workdays in FY95. Of this total, nearly 270,000 workdays were earmarked for state and federal counter-narcotics support.



Alternate Training

Delivery of a cost effective, mission-efficient training system is the division's goal. The Alternative Training Methods Branch works closely with respective DoD counterparts and private industry as applicable. The enhancement fostered by computer based instruction and satellite-transmitted courses enable the ANG to train a greater number of members in the least amount of time. The efficiency fosters more learning opportunities for additional duty and general military training and awareness.

Schools

Air National Guard members have varying channels for individual and professional growth. Great emphasis is placed upon strengthening the education levels of all members, especially enlisted members. ANG enlisted members are automatically enrolled in the Community College of the Air Force (CCAF), an associate degree-granting institute. Members are further recognized for achievement through programs such as Career Development Course (CDC) Graduate of the year, Excellence in Training Award, and Professional Military Education (PME) Instructor of the Year. In addition, NDG assists units in developing their own education programs in conjunction with local colleges and universities.

In FY95, PME opportunities grew because of distributive technology and computer based distance learning methodologies. An example occurred in the intermediate service school, Air Command and Staff College (ACSC). A segment of students completing ACSC by correspondence, will learn the via CD-ROM.

In addition to the successes in officer PME, enlisted personnel enrollment in PME programs grew by 66% from FY94 to FY95. Three factors led to this improvement: greater command emphasis, increased out-

reach with more information about the value of PME, and increased availability of classes. In addition to the Air Force training quotas shared with the ANG, classes are now taught at 14 ANG units.

An added benefit of some of these initiatives was the ANG minority enrollment in Undergraduate Pilot Training (UPT) and Euro-Nato Jet Pilot Training (ENJJPT). By FY95, the UPT pipeline (fighters, airlift, tankers, helicopters) produced 2 graduates with 11 more candidates nearing completion of their programs. ENJJPT (jet fighters only) pipeline has one candidate near graduation.

Manpower and Organization

Manpower and Organization continues to manage all matters pertaining to manpower, organization, and management engineering. Our consolidation within the Personnel Directorate allows us to place the customer at the center of the manpower equation.

Manpower Data Systems

One of the most critical elements within the organization, this function manages the Command Manpower Data System (CMDS), which is responsible for providing manpower data flow to HQ USAF and all ANG units, reflecting any changes in the ANG manpower data file. This includes individual manpower authorizations, data codes and the locations of servicing management engineering teams.

Data Systems serves as the primary point of contact for Local Area Network Issues and the FY96 implementation of the modernized Manpower Data System which will begin testing in March 1996. Additionally, Data Systems is spearheading the transfer of the Support Manpower Planning Document (SPMD), which will allow full-time manpower data to flow to the individual

ANG units. Data Systems has been very busy during FY95 working the Base Level Assessment (BLA) process for the ANG. This process helps to identify the ANG manpower requirements in the event of war.

Management Engineering

This Branch is primarily responsible for manpower policies, and administers the ANG Management Engineering Program (MEP). This program develops and monitors ANG manpower standards, manages the AF and ANG Suggestion Programs and administers the ANG Commercial Activities Cost Comparison Program.

During FY95, standards were developed for the F-15 and A-10 aircraft maintenance functions, as well as ANG Base Level Contracting. Commercial Activities (CA) initiated a multi-function study at Buckley ANGB in Transient Services encompassing base operations, transient maintenance, fuels, aircrew support and aircraft ground equipment. CA also initiated a study of Transient Maintenance at Otis Air National Guard Base.

A total of 357 ANG and AF suggestions were processed during FY95, with an overall adoption rate of 45 percent.

Manpower Requirements

The Manpower Requirements Branch is responsible for managing all manpower requirements for the Air National Guard. This includes all of aircraft maintenance, munitions and operational flying/training squadrons, plus air control squadrons, ranges, base and combat communications, and other operational type units, along with all rated authorizations. Validating manpower requirements and accurate development and maintenance of the command Extended Unit Manpower and Support Personnel Manpower Documents is a primary concern of this section.

Various force structure changes within the ANG during FY95 resulted in the reduction of aircraft in the F-15, F-16, and KC-135 communities. Conversely, we had the activation of the Northeast Air Defense Sector (NEADS), the conversion of the 182d Fighter Group of the 182d Airlift Group in Illinois, and Tanker Task Force missions for the 101 ARW, Maine, and the 157 ARW, New Hampshire. FY95 also saw our medical community endorsing a restructuring of their Unit Type Codes (UTCs), altering their alignment.

During the first quarter of FY95, the ANG was faced with adopting the new Air Force maintenance organization structure. The ANG did not adopt this organization structure in its entirety, instead opting to leave the Aircraft Generation Unit within the Logistics Group for all ANG flying units. This decision was submitted to the Air Force Chief of Staff and approved.

LOGISTICS

Maintenance

KC-135 Stratotanker

The Air National Guard fleet of KC-135D, E and R models remained steady at 224 this past year. These aircraft are located at 19 bases stretching from Bangor, Maine to Hickam AFB, Hawaii. This past year, ANG tankers were incredibly busy. They continued to provide all air refueling support for operation DENY FLIGHT throughout FY95 and will continue through FY96.

Also throughout the year, ANG KC-135s maintained an alert commitment at Keflavik NAS, Iceland and were an active participant in the European Tanker Task Force effort. They also provided AWACS aerial refueling support. All of this was accomplished while

the fleet averaged 40 aircraft in depot maintenance at any given time. Even with all of the deployments and exercises, this refueling workhorse is programmed to remain in the Air Force inventory past 2025

C-141 Starlifter

The C-141 once again provided capability for rapid deployment of forces during conflict, crisis response, and disaster relief efforts. This past year, the ANG supported airlift roles in operations such as PROVIDE PROMISE, PHOENIX SHARK, and DENY FLIGHT. In addition, they provided airlift to the various hurricane disaster relief efforts in the United States.

From a long range planning view, aircraft structural integrity problems continue to limit the C-141's lift capability. The original service life was 30,000 hours for this airframe and the current C-141 fleet averages about 37,000 hours. To keep pace with the demand, reliability and maintainability efforts are necessary to keep the C-141 fleet viable throughout FY97 when the aircraft will retire. To support this effort, center wing box replacement is one of several sustainment programs underway for the "Core 96" aircraft that will remain past the year 2000. Additionally, modifications such as GPS and airlift defensive systems will keep the C-141 effective in this ever changing environment.

C-5 Galaxy

The C-5 provides the capability for rapid deployment of forces during crises and disasters in addition to strategic delivery of cargo and passengers. The C-5s, along with the limited number of fielded C-17s, are the only DoD aircraft capable of transporting outsize cargo rapidly to anywhere in the world.

Impacting this capability are high depot flow times that often take significantly

longer than scheduled. This is mainly because of an extensive amount of corrosion found during their inspections which needs to be fixed before the aircraft flies again. This has forced the ALC to alter their production schedule because they cannot produce aircraft as planned. Currently, depot costs continue to skyrocket. The baseline cost of a C-5 PDM in FY96 will be \$6 million versus \$4 million in FY94. Significant changes to depot costs, such as this one, render programming actions and problematic at best.

Plans

The Logistics Directorate took a leap into the cyber age by developing an automated management information system (MIS) of key logistics indicators. The status of flying units is available at the click of a button. Daily the MIS receives unit data and populates database files which are used for immediate presentation in graphical format. Developed for the Microsoft Windows environment, the user selects the desired metric and can view status trends by MDS, state or unit.

Supply

Since the Air Force Consolidation Mobility Bag Control Center (CMBCC) is not yet operational and the ANG needed a facility to store "excess" gear, the ANG established its own test CMBCC at the Alpena, Michigan Combat Readiness Training Center. The ANG test CMBCC is functional now and will be evaluated after one year.

Traffic Management

Improvements in computer support of personnel and cargo movements were the focus of the ANG's Traffic Management

Offices (TMOs) this year. Through an ANG-unique initiative, we accelerated installation of the USAF's Cargo Movement Operations System (CMOS) from FY98 to FY94. This computer system automates freight processing capabilities and provides intransit cargo visibility at all ANG activities. To accelerate implementation, the ANG established its own four-member computer installation and operator team, drawing the team's personnel from our field units. Traveling base to base, by the end of 1995 the team had installed CMOS at almost all ANG flying units.

In addition, the team has started providing training on another system — DoD's Advanced Traceability and Control (ATAC) to all field unit logistics personnel in con-

junction with CMOS. ATAC provides intran-sit cargo tracking capability which will become increasingly important as we continue to proceed into the "Lean Logistics" environment. Preliminary work on a third computer system improvement, the Integrated Deployment System (IDS), sometimes called as CMOS Phase II, has also begun. IDS integrates Logistics Plans, Manpower, Personnel and Transportation functions in providing wing (installation) commanders total visibility over the entire deployment (mobility) process. If all goes as planned, the ANG's CMOS installation team will continue their success by compressing years of planned installation time into months, well ahead of USAF expectations.



Transportation

The FY97 Vehicle Priority Buy Program provided us with an increase in vehicle allocation, breaking a four year downward trend. The ANG Vehicle Section supported Redhorse units by accepting over two hundred M-series vehicles from USAFE, as well as updating our R-9 refuelers with base closure assets and receiving new R-11 refuelers. Base closures also provided vehicles to update our overall aging fleet through cooperation with Headquarters, Air Combat Command.

We started receiving the new P-23 fire trucks with a total of 44 to be delivered to our units. Thirty-five vehicle maintenance personnel have attended the AETC training course for the new fire truck.

The ANG transportation function came on line with the new USAF Automated Fleet Management Information Systems (AFIS) and to MAJCOM Automated Fleet Management System (MAFIS). These computer systems will have a significantly improving impact on our future vehicle acquisition process.

Two ANG transportation units in West Virginia began using alternate fuel in support of the Compressed Natural Gas (CNG) Presidential mandate on alternate vehicles.

Communications between field units and ANGRC improved technology and personal efforts. We completed the year with a successful workshop in Savannah, Georgia with 180 Vehicle Maintenance Superintendents in attendance.

FINANCIAL MANAGEMENT

The FY95 President's Budget reflected appropriation requests of \$2,780.2 million for Operation and Maintenance, Air National Guard (OMANG), \$1,233.3 million for National Guard Personnel, Air Force (NGPAF); and \$122.8 million for Military Construction, Air National Guard (MCANG).

The OMANG appropriation finances the daily operations for ANG activities. Congressional action, transfers, and reprogramming actions resulted in a net increase of \$0.9 million and a Total Obligation Authority of \$2,781.1 million. During FY95, the ANG funded a technician strength of 24,218 and a Flying Hour Program of 386,808 hours. These two programs account for approximately 77 percent of the appropriation expenses.

The NGPAF appropriation finances pay, travel, bonus payments, and retired pay accrual costs for ANG members. Congressional action, transfers, and reprogramming action resulted in an increase of \$46.8 million and Total Obligation Authority of \$1,280.1 million. This appropriation supported a programmed strength of 115,581 including 9,098 Active Guard/Reserve members. It also supports ANG School and Special Training programs which contribute greatly to the readiness of our Traditional Guard population.

The Congress more than doubled the MCANG funding level and provided \$248.6 million for major construction projects, unspecified minor construction, and for the planning and design of future construction projects required for the ANG.

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 1, 1989. Since that date, program improvements and education by field-unit financial managers have boosted participation to nearly all ANG members. As of September 1995, average NGB unit participation has grown to 98.6%. Of the 90 ANG military payroll offices:

- All have achieved over 95% participation
- 70 have achieved a commendable 98% participation
- 39 have achieved an outstanding 99% participation
- 7 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.

Finance and Accounting Services

Defense Management Report Decisions (DMRD 910), signed in 1991, directed the consolidation of DOD financial management operations into seven regional operating locations. The ANG has consolidated/migrated 27 of its ninety-four unit financial management operations since May 1995. All Air Force/ANG financial management operations are scheduled to consolidate by 1997. Under the operating location concept, ANG units sever financial ties with host Air Force FM upon consolidation. The

OpLoc will then disburse ANG vendor and travel payments and report on ANG funds.

Due to these consolidation, ANG reports are expected to be more timely and more reliable, and DOD manpower requirements have been reduced. However, impact on unit level manpower requirements has not been determined.

Operational Readiness Inspections

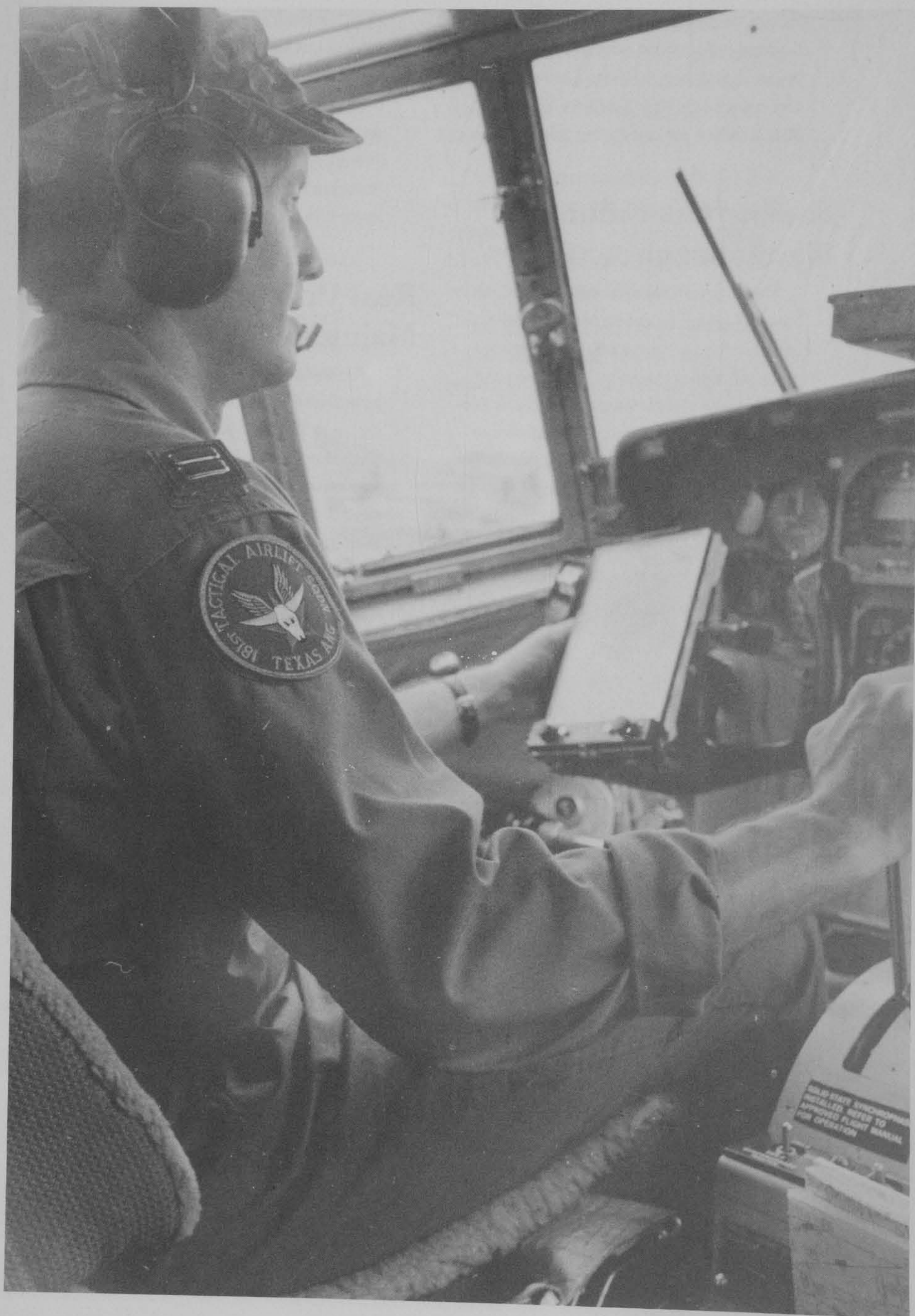
Effective 1 October 1995, the financial management function of all HQ ACC-gained and HQ AMC-gained ANG units are being tasked for full participation in their unit's Operational Readiness Inspections (ORI) and will be rated by the gaining MAJCOM. Previously, ANG Comptroller functions were not routinely tasked during an ORI. Units will be evaluated on their capability to provide comptroller support and financial services from a deployed location and the adequacy of accounting, budgeting and security principles applied to real-world scenarios.

ENGINEERING AND SERVICES

The budget for military construction (MILCON) in the Air National Guard continued at a reasonably high levels in FY 1995; however, it is declining like all DOD funding. The MILCOM budget for the past three years was as follows:

FY 1993	\$287.3 million
FY 1994	\$263.5 million
FY 1995	\$249.1 million

The 1995 figure included \$229.8 million for major construction, \$4 million for unspecified minor construction, and \$14.8



million for planning and design. The appropriated amount for FY 1995, which began in October 1994, was \$249 million, was reduced by \$0.465 million, leaving \$248.6 million for use during this fiscal year.

Facility Operations & Maintenance Activities

This program pays salaries for firefighters, real property and forces required to support the facility operations and maintenance. It also provides funds to cover the utilities, minor maintenance and repair projects and supplies required to maintain or extend the useful life of the facilities. In the past year, the Facilities Operations and Maintenance Activities has been broken out into two appendices under the Master Cooperative Agreement. For FY95 Appendix 21, Facilities Operations and Maintenance Activities was funded at \$99.5 million and Appendix 24, ANG Fire Protection at \$52.0 million for a total of \$151.5 million.

Military Construction

The FY95 ANG Military Construction Program consisted of 85 building projects totaling \$229.8 million for major facility construction in support of aircraft conversions, new mission requirements and environmental improvements. Maintaining a high execution rate in military construction is a measure of an agencies successful program management when compared to other DoD agencies responsible for managing similar programs. It also satisfies Congress' interest in awarding construction projects in their initial funded year.

Seventy five percent (75%) of the projects in the program were awarded for construction by the close of FY95. This was a significant improvement over the 50% execution rate reported for the FY94 construction pro-

gram. Of the FY95 program, 16% went to 8(a) contractors and 11% went to Small Disadvantaged Business (SDB) contractors. On 23 Oct 95, DoD suspended any further set aside acquisitions for SDBs, as had been a requirement in previous years whenever a "minimum of two" SDB firms expressed an interest in bidding on a construction project.

Real Property Maintenance and Repair

Facility management and repair projects, as well as minor construction projects costing up to \$300,000.00 each, are accomplished under this program. \$85.5 million was expended in FY95. These funds are used to maintain and repair utilities, structure and infrastructure systems.

Deployments

ANG Civil Engineer Prime BEEF and RED HORSE teams accomplished 115 deployments, involving nearly 7,000 personnel, to military bases in the United States as well as to 11 other countries in FY95.

Thirty-six (36) 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. The SFES curriculum provides beddown and recovery exercises, concentrates on key equipment and assets, incorporates lessons learned from Desert Shield/Storm, and supplements home station training.

Fifteen (15) teams deployed to active Air Force bases, directly supporting repair and construction project requirements throughout the United States, USAFE, and PACAF.

Eight (8) teams deployed to the SOUTH-COM AOR, primarily accomplishing Humanitarian and Civic Action (HCA) projects and a customs checkpoint facility. Projects directly supporting VOLANT OAK/CORONET NIGHTHAWK were also accomplished.

Fourteen (14) teams deployed to five different countries (Israel, Brazil, Canada, Norway, and the United Kingdom) as part of the ongoing ANG data exchange program. Civil Engineer exchanges with our 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 our relationships with these important allies.

Eight (8) teams deployed to ANG bases, directly supporting ANG facility repair and construction programs. Four (4) of these teams deployed to support the ANG conversion at Hickman AFB, HI.

Two (2) teams deployed to Air National Guard camps, supporting the project requests of two Adjutant Generals.



Additionally, over 95 teams of 12-15 firefighters deployed to active Air Force bases in the United States, USAFE, and PACAF. ANG firefighters also participated warskills training at the SFES, Tyndall AFB, FL.

ENVIRONMENTAL

Supporting the four pillars of the environment (compliance, pollution prevention, planning, and cleanup) continued to be the goal of the ANG during FY95. Continuing education maintained its focus as an effective means of improving environmental awareness and expertise. The ANG Environmental Awards Program continues to recognize deserving units and individuals. Three of this year's winners will represent the ANG in the FY96 USAF Environmental Awards competition.

Compliance

The most significant indicator of progress in the compliance arena is the number of open enforcement actions levied by regulatory agencies. An aggressive compliance program and sufficient funding have contributed to a decrease from 62 at the end of FY92 to 16 at the end of FY95 — a 75 percent reduction. The effectiveness of the compliance program has increased proportionately to the number of Environmental Compliance Assessment of Management Program (ECAMP) audits, spill plans, and hazardous waste management plans accomplished. In FY95, the ANG conducted 31 external ECAMP audits, and completed 41 Spill Prevention and Response Plans. In addition, the ANG has conducted 30 Air Conformity Studies to ensure that ANG force structure changes or construction projects through 1999 will not have an adverse effect on air quality attainment. The ANG has completed over 60 emissions inventories and a similar number of Title V permits.



Pollution Prevention

The emphasis of the Environmental Quality Program has shifted from Compliance to Pollution Prevention. In FY95, the \$2.5M invested on equipment and technology initiatives will save on hazardous waste and solid waste disposal, use less toxic chemical substances, and prevent future pollution. These items include aqueous parts washers; high pressure-low volume paint sprayers; oil and aerosol can crushers; and solid waste recycling equipment like cardboard balers. The ANG awarded a \$1.1M contract in FY95 that will provide 69 Pollution Prevention Management Action Plans for the remaining units that need to have plans by December 1995 to comply with Executive Order 12856. In one year, the ANG reduced hazardous waste disposal amounts by more than 29 percent — great progress in working toward the 50 percent reduction goal by 1999. ANG recycling efforts have increased from 17 percent in FY92 to 42 percent. This saves landfill space and reduces municipal solid waste disposal contract costs. In addition, the ANG completed 55 Storm Water Pollution Prevention Plans and began to replace vehicle washracks with closed-loop, no-discharge washracks.

A major thrust of the ANG Environmental Planning Program is our emphasis on the environmental aspects of Airspace Management. For the past 5 years, the ANG has taken an innovative approach to Airspace Management. By aligning airspace committees with Federal Aviation Regions, communication has improved greatly between other federal agencies, military services and FAA. As a result of this process, the United States Air Force has adopted the ANG approach to regionalization and is co-charing regional and national airspace/range councils.

Several environmental studies are being conducted to accommodate the many ANG aircraft conversions and mission changes. In the Northeast, an Environmental Impact Statement (EIS) is being worked within the FAA. The Hardwood Range Expansion EIS for Wisconsin is proceeding with a number of issues to be addressed. Several environmental studies are being conducted in the Central/Great Lakes area due to the fact that most of the ANG fighter aircraft are located in the region. The Colorado EIS is nearing draft stage and should be available to the public after the first of the year.

The Western Pacific Region is predominately active duty and there are no current ANG environmental studies in the region for airspace/ranges. In the Southwest region, there two studies under way, one for a Military Operations Area (MOA) in Texas, and another for Military Training Routes in Arkansas. The Southern region is hosting the conversion EIS for the relocation of the 116FW to Robins AFB, GA. With this conversion the 116BW will now fly the B-1 bomber in the Coastal MOA.

Additionally, the Environmental Planning branch coordinated the effort that led to the formation of the Interagency Airspace/Natural Resources Coordination Group (IANRCG). The IANRCG has successfully promoted communication between the Department of Defense and federal land management agencies. This process has been recognized in Congress and adapted by the Air Force in the regionalization process.



Cleanup

The Air National Guard's Installation Restoration Program executed \$21.8M in FY95. The DoD mandate was to achieve 60 percent of funding on cleanup sites that posed the greatest relative risk to the environment and human health, while reducing management and manpower expenses. ANG exceeded all of DoD's goals with 76 percent of authorizations spent on cleanups, 14 percent on studies, and 10 percent on overhead.

A response has been completed on 327 sites of the 627 sites in the program. This is an increase of 8 percent during FY95. Additionally, the ANG's cleanup program leads the Air Force in sites where responses have been completed.

MEDICAL SERVICES

Formulating and directing execution of ANG medical policies and programs to ensure smooth operations, and transparent integration is the responsibility of the ANG Medical Services Directorate

Occupational and Community Environments

Federal and state guidelines and regulations continue to become more complex. To meet this challenge, the ANG developed and implemented the first Occupational Health Compliance Assessment and Management Program in DoD to have oversight of unit programs. Deficiencies are identified, tracked, and corrected before the regulators arrive.

Aeromedical Evacuation

The operations tempo for ANG aeromedical evacuation (AE) units was extremely high as evidenced by their involvement in real world operations and exercises. Aeromedical evacuation crews supported OPERATION SAFE PASSAGE, the movement of Cuban patients to Guantanamo Bay, Cuba. They participated in SOUTHERN SPIRIT, which enabled AE units to gain both clinical and AE training opportunities at Howard AFB, Panama. The ANG took the lead during BROKEN BODY, a multi-

national medical interoperability exercise conducted in Germany which included forces from Belgium, Germany, Netherlands, United Kingdom, France and the United States. They established and coordinated a system which provided medical care and evacuation via ground, air, and rail and identified and overcame various communications and operational barriers. PATRIOT MEDSTAR 96 was the largest AE exercise conducted this year. Over 200 ANG personnel participated in this exercise to test a seamless patient movement system incorporating AE forces, aeromedical stag-



ing squadrons, air transportable hospitals, joint patient movement teams, and critical care transport teams.

Military-to-military support saw an ANG AE team deploy to Lima, Peru to provide a comprehensive orientation to Peruvian medical personnel on the C-130 as a patient transport aircraft and medical aspects of in-flight patient care. This mission also provided basic Cardiopulmonary Resuscitation (CPR) certification and Self-Aid and Buddy Care training. In addition, USAF personnel were oriented to Fuerza Aerea Peruana aeromedical evacuation aircraft to facilitate future joint exercises. The Chile military-to-military program saw ANG medics involved in a history-making joint training exercise with Chilean Air Forces. AE personnel established a Mobile Aeromedical Staging Flight and demonstrated procedures used during aeromedical evacuation. AE units participated in OPERATION ARCH ANGEL, a natural disaster exercise conducted in St. Louis, Missouri where military and civilian medical personnel jointly responded. Personnel also participated in Joint Readiness Training Center exercises at Ft. Polk, Louisiana designed to simulate Force on Force contingency operations to include low intensity conflict, major regional conflicts, operations other than war, and humanitarian civic actions.

Operational missions into both Panama and Germany continued throughout the year. During COBRA GOLD, ANG personnel participated in this PACAF sponsored JCS exercise in Thailand.

Medical Operations

The directorate staff continue to work with active duty and AFRES medical components toward a seamless policy on fitness for worldwide deployments and medical waivers. Health promotion activities continue to

increase. Data collection for tobacco usage through the fitness program Annual Report began in FY95. This data enables health care providers and health promotion managers to identify and target groups at risk for disease related to tobacco use.

ANG medics continued to sustain a highly trained and ready force meeting wartime operational, logistical, and personnel standards. Participating in joint military training with the Republic of Georgia, Air National Guard Optometry teams provided eye care and glasses with a record setting distribution of over 2500 pairs of glasses with two-days.

ANG medics trained and rendered care to the people of Albania. They also supported active duty counterparts during OPERATION SEA SIGNAL and OPERATION PROVIDE PROMISE rotations. Medical personnel also provided humanitarian assistance to the people of St Kitts and the Nevis Islands. Emergency Medical Technician certification training, public health, infectious disease, hypertension, and biomedical equipment repair training was also conducted. While deployed to Zimbabwe, ANG medics provided training in disaster preparedness, trauma life support, and Self-Aid and Buddy Care. Additionally a mass casualty exercise was staged with US personnel serving as evaluators as the Zimbabweans put into practice what they had learned. In addition, Medical Civic Action Programs (MEDCAPs) provided immunizations, primary care, dental and optometry services to the population of smaller villages.

CareForce, the OASD/RA Civil-Military pilot program managed by the ANG, expanded the successful GUARDCARE program into the realm of trauma and casualty management by having medical personnel train in the trauma and casualty management by having medical personnel train in



the trauma centers of underserved, understaffed American communities. CareForce provided medical personnel to medically underserved communities and essential sustainment training in trauma medicine for ANG medics. CareForce also served as a test base for MERLIN a distance learning/information highway educational forum for trauma and casualty management. The highly successful Top Knife, Top Eye and Top Drill training programs continued to provide health care professionals with a full appreciation of the unique and physically demanding environment imposed on fighter aircrews ultimately improving the provision of health care to aircrew members.

SAFETY

The Air National Guard finished Fiscal year 95 with the best class "A" flight mishap rate in the history of the Air National Guard. This year's rate of 1.25 mishaps per 100,000 flying hours was less than half of the 2.6 rate in FY94. The ANG command and control rate was .50 mishaps per 100,000 flying hours. The ANG flew 316 days without a command and control class A mishap. This was another first for the ANG. We accomplished this by implementing the concept of "personal and peer accountability" — quite simply means holding everyone "personally" responsible for their actions.



In Ground Safety FY95 focused primarily on mishap prevention. The mishap rate/goal was and is "zero" mishaps. FY95's Hazard Abatement Program shows our focus. We have corrected more hazards in FY95 than in any other previous years having a significant impact on the ANG Mishap Prevention Program.

It has been close to a decade since the ANG has experienced a class "A" or "B" explosive mishap. During this period an automated program for tracking and managing over 500 explosive storage and operating locations nationwide was developed. This allowed the ANGRC to correct any deficiencies with storing and handling of munitions, reducing the probability of a mishap.

In today's climate of military cutbacks and downsizing, when the ANG is asked daily to do more than less, the ANG has succeeded in making FY95 the safest year in ANG history.

SECURITY POLICE

Air National Guard Security Police continue to prepare for wartime tasking by attending air base defense sustainment training, and participating in many joint and Air Force exercises. We continue to rotate units through Silver Flag Alpha, the Ground Combat Skills Training Center at Indian Springs, Nevada. This training ensures that the units maintain the skills necessary to function and survive in their wartime environment.

Security Police units have also participated in both joint and Air Force exercises in 1995. Units have deployed to the Joint Readiness Training Center (JRTC) at Ft. Polk, La. and to exercise Foal Eagle in the Republic of Korea. The JRTC provides light forces realistic combat training in a low to medium intensity conflict. It is a joint environment in which Air Force, Army, Marine, and Reserve Component forces replicate a deployed joint task force.

Exercise Foal Eagle is an air base defense exercise involving Security Police forces from the active duty, reserve components, and the Republic of Korea. This is a PACAF exercise designed to test base defense forces in the protection of an air base. This exercise was held at Kunsan AB, Korea and this was the first time the ANG participated. Two additional exercises in which ANG Security Police forces participated were Operation Bluelight, a joint special operations exercise held at Warren Grove, NJ, and Balakatan, a joint service exercise held in the Philippines.

While a majority of our time is devoted to training and participating in exercises to maintain wartime readiness, units have also deployed to active duty Air Force bases to provide security support while the active duty SPs deploy to exercises such as Foal Eagle, Commando Warrior and Bluelight. ANG security forces have also deployed to active duty bases in CONUS, the Pacific, and Europe to backfill for active duty units so they may meet their own training requirements.

COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS

Rapidly expanding technology continues to change the fabric of communication within the ANG. The trend today is toward an integrated wide area network able to support voice, image, and data to most effectively utilize computer resources and to improve ANG communication capabilities. In the area of core LAN (local area network) technologies, operating system and server hardware provide the capability to seamlessly and reliably support the ANG network made up of discreet application services.

ANG networking capabilities are being tasked with larger and more complex applications, such as multimedia, video teleconferencing and imaging. Multimedia is an "enabling technology" which allows the ANG to deliver stored or live information (video and audio) directly to its members via the "Warrior Network." The Warrior Network integrates software and hardware products to provide a proven cost-effective means to deliver value-added interactive distant learning services and town-hall meetings.

The ANG document processing system allows users to define relationships between documents and to set up document security, access, and revision control procedures. Furthermore, the cooperative workflow system allows users to route documents through different processes and to assign different tasks to different workers or organizations as appropriate.

Fixed-Base Communications

A new mission for ANG Communications Flights was identified at US Air Forces Europe. Selected Communications Flight units will provide essential C4 support to Rhein main AB during contingencies.

A Manpower Engineering Team completed a study of full time manning requirements of Communications Flights and validated a need for additional full time manning. The Communications Computer Systems Council and Information Management Advisory Council worked closely together in preparation for merger of the SC and IM functions by the Air Force. This merger recommendation was approved by the Chief of Staff, Air Force, and will be briefed to the Secretary of the Air Force later in the year.

Modernization efforts in the base level support area include implementation of functional electronic mail addressing throughout the Air National Guard. Using the Air National Guard network, functions can communicate with each other ANG-wide or one-on-one, without knowing the names or addresses of the individuals receiving the communications. With the rapid growth of ANG networks and applications, providing rapid customer response and assistance was a necessity. The Directorate developed a tiered approach to provide this support by establishing a support agreement between Standard Systems Group (SSG), Gunter Annex AL, and the ANG. ANG-funded contractors at Gunter assumed primary support responsibilities for trouble-shooting our wide area data networks. The Air Force is looking at the possibility of adopting the same concept.

Selected Directorate personnel at Andrews AFB have been trained as software engineers to handle problems within ANG headquarters; additionally, electronic imaging centers have been fielded at ANG units, which incorporate digital image and graphics and eliminate silver recovery and chemical disposal environmental issues.

Combat Communications

The ANG Combat Communications community accomplished a complete organizational review and reorganization to implement a CSAF-directed reduction in deployable communications forces. Using mission UTCs, overall manning will be reduced, which the quantity of deployable equipment will remain virtually unchanged. As a result, no units will be closed to meet drawdown requirements. The changes will be phased in over the FY96-97 period.

In the area of current operations, the ANG Combat Communications community maintained its consistently high level of activity, participating in numerous exercises, technical demonstrations, and contingencies. Contingency operations supported include Deny Flight, Steady State, Prompt Return, and Hurricane Opal restoration efforts.

Air Traffic Control

The Air Traffic Control Division has completed the drawdown from 19 to 13 air traffic control units. Additionally, the remaining 13 units are or will be repositioned to locations where they can maintain air traffic control currency. Four of those locations are operated by the FAA, and ANG assumptions of ATC services have been finalized at 2 locations, with the additional two to be completed in January 1996. The FAA provides funds to these locations, thus providing a flight safety service to the flying community as well as proficiency and training for the ANG.

Air National Guard air traffic control units were deployed to over 30 separate locations in CONUS and OCONUS, ranging from Congressionally mandated correction of fire/safety asbestos deficiencies in FAA air traffic control towers, to providing air traffic control services in Hungary in support of JOINT ENDEAVOR. The ANG continues to work with Headquarters, Air Force Flight Standards Agency (AFFSA) and the FAA in developing computer-based training programs for air traffic control and maintenance personnel. Through this teaming effort, the ANG provides over 75 percent of all new products developed and has access to all products developed by the FAA and AFFSA. A major reduction in training time and an overall increase in subject knowledge through the use of interactive CD-ROM technology embraces NGB/CF's vision of "Cyber Guard" training and technology.

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
Lieutenant General Edward D. Baca	Oct. 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 (AL) Clyde A. Hennies	MT Major General John E. Prendergast
AK Brigadier General (AK) Jacob Lestenkof	NE Major General Stanley M. Heng
AZ Major General Glen W. Van Dyke	NV Major General Drennan A. Clark
AR Major General Melvin C. Thrash	NH Brigadier General John E. Blair
CA Major General Tandy K. Bozeman	NJ Major General (NJ) Paul J. Glazar
CO Brigadier General (CO) William A. Westendahl	NM Brigadier General Melvyn S. Montano
CT Major General David W. Gay	NY Major General (NY) John H. Fenimore V
DE Major General George K. Hastings	NC Major General 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 Stephen P. Cortright
GU Colonel (GU) Ramon Q. Sudo	OR Major General Raymond F. Rees
HI Major General Edward V. Richardson	PA Major General James W. MacVay
ID Major General (ID) John F. Kane	PR Major General Emilio Diaz-Colon
IL Brigadier General (IL) Richard G. Austin	RI Brigadier General (RI) Reginald A. Centracchio
IN Major General (IN) Charles W. Whitaker	SC Major General (SC) Stanhope Spears
IA Major General Warren G. Lawson	SD Major General Harold J. Sykora
KS Major General James F. Reuger	TN Brigadier General (TN) Jackie P. Wood
KY Major General Robert L. Dezarn	TX Major General Sam C. Turk
LA Major General (LA) Ansel M. Stroud, Jr.	UT Major General James M. Miller
ME Brigadier General (ME) Earl L. Adams	VT Major General Donald E. Edwards
MD Major General James F. Fretterd	VA Major General Carroll Thackston
MA Major General Raymond F. Vezina	VI Colonel Rudolph A. Francis
MI Major General E. Gordon Stump	WA Major General Gregory P. Barlow
MN Major General Eugene R. Andreotti	WV Brigadier General (WV) Allen E. Tackett
MS Major General James H. Garner	WI Major General Jerald P. Slack
MO Major General (MO) Raymond L. Pendergrass	WY Brigadier General Edmond W. Boenisch, Jr.

APPENDIX C

NATIONAL GUARD BUREAU STAFF

Office of the Chief

Baca, Edward D., Lieutenant General, ARNGUS, Chief, National Guard Bureau
 Sparks, William T. Jr., Colonel, NAGUS, Chief of Staff
 Squier, Michael J., Colonel, ARNGUS, Executive
 Link, Thomas L., Assistant Chief
 Broderick, Jack E., Director, Equal Opportunity
 Byrd, H. Cronin, Inspector General
 Carroll, Michael G., LTC, USA, Principals Assistant Responsible for Contracting
 Donohue, Daniel, Chief, Public Affairs
 Friestad, David E., Colonel, ANGUS, Director, Counterdrug Task Force
 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
 Ogilvy-Lee, Dorothy T., Director, Family Programs
 Renfroe, A. Vance, Colonel, ANGUS, Director, International Initiatives
 Stevens, James C., Colonel, ARNGUS, Chief, Legislative Liaison
 Tate, J. Harry, Acting Director, Internal Review and Audit Compliance
 Tucker, Tom, Colonel, ARNGUS, Chief, Initiatives Group

Army National Guard

Navas, William A. Jr., Major General, ARNGUS, Director
 Bilo, William C., Brigadier General, ARNGUS, Deputy Director
 Spence, Philip W., Colonel, ARNGUS, Chief of Staff
 Sahlin, Carl T. Jr., Colonel, USA, Executive
 Lennert, Phillip J., Lieutenant Colonel, ARNGUS, Assistant Executive
 Pence, Larry D., Command Sergeant Major, ARNGUS, Enlisted Advisor
 Ward, William A., Lieutenant Colonel, ARNGUS, Chief, Facilities Management, ARNG Readiness Center
 Braman, Eric W., Colonel, ARNGUS, Director of Operations, Training, and Readiness

Brewer, Max E., Colonel, ARNGUS, Commandant, Professional Education Center
(N. Little Rock, AR)
 Crocker, William R., Colonel, USA, Director of Logistics
 Denny, Morgan F., Colonel, USA, Comptroller
 Ferreira, Joseph L., Colonel, ARNGUS, Director of Aviation and Safety
 Frankland, Donald R., Colonel, ARNGUS, Director of Engineering
 Mayfield, Maurice J., Colonel, ARNGUS, Director of Force Management
 Muzny, Marilyn, Colonel, ARNGUS, Director of Environmental Programs
 Ries, Arthur W., Colonel, ARNGUS, Director, Operational Support Airlift Project
(Ft. Belvoir, VA)
 Sansing, William M., Colonel, ARNGUS, Director, Information Systems
 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
 Arnold, Larry K., Brigadier General, ANGUS, Assistant Deputy Director
 Bryan, John M., Colonel, USAF, Chief of Staff
 Hartman, Gene, Special Assistant to the Director
 Brown, Edwin B., Chief Master Sergeant, ANGUS, Enlisted Advisor
 Deaton, John D., Colonel, ANGUS, Director, Staff Management Office
 Dodd, Lloyd D. Jr., Colonel, USAF, Air Surgeon
 Ellington, John B. Jr., Colonel, ANGUS, Chaplain
 Foulois, Bill, Colonel, USAF, Director of Logistics
 Frankie, Robert D., Colonel, ANGUS, Director of Counterdrug Operations
 Gorman, John W., Colonel, ANGUS, Director of Operations, Plans and Programs
 Hoffmaster, Jan, Colonel, ANGUS, Director of Security Police
 Joyce, Richard J., Colonel, USAF, Director for Command, Control, Communications
and Computers
 Kean, Gerald S., Colonel, ANGUS, Director of Manpower and Personnel
 Lesjak, Kathleen D., Colonel, ANGUS, Director of Productivity and Quality
 Nielsen, Dennis, Colonel, USAF, Director of Safety
 Taylor, Donna M., Lieutenant Colonel, USAF, Director of Financial Management
and Comptroller
 Walsh, Thomas M., Colonel, USAF, The Civil Engineer
 Williford, James V., Colonel, USAF, Director of Acquisition

APPENDIX D

ARMY NATIONAL GUARD APPROPRIATIONS

STATE	OMNG	NGPA	MILITARY CONST	TOTAL
AL	\$66,800	\$31,738	\$395	\$98,933
AK	\$25,793	\$5,666		\$31,459
AZ	\$39,451	\$13,501	\$20	\$52,972
AR	\$46,356	\$27,468	\$2,768	\$76,592
CA	\$147,483	\$53,023	363	\$200,869
CO	\$26,735	\$9,094	\$1,540	\$37,369
CT	\$52,926	\$6,507		\$59,433
DE	\$13,262	\$4,457		\$17,719
DC	\$12,076	\$5,164		\$17,240
FL	\$55,126	\$28,998	\$2,260	\$86,384
GA	\$62,347	\$18,677	\$2,628	\$83,652
GU	\$2,011	\$2,038	\$170	\$4,219
HI	\$21,912	\$7,827	\$157	\$29,896
ID	\$43,713	\$8,576	\$1,740	\$54,029
IL	\$36,948	\$19,357		\$56,305
IN	\$42,683	\$21,955	\$2,744	\$67,382
IA	\$38,927	\$16,096	\$6,161	\$61,184
KS	\$34,567	\$13,119	\$5,311	\$52,997
KY	\$35,162	\$15,658	\$5,552	\$56,372
LA	\$57,761	\$26,602	\$2,595	\$86,958
ME	\$16,041	\$6,446	\$3	\$22,490
MD	\$25,352	\$15,117	\$15	\$40,484
MA	\$39,465	\$17,744	\$1,194	\$58,403
MI	\$52,034	\$21,082	\$1,525	\$74,641
MN	\$47,954	\$19,740		\$67,694
MS	\$127,501	\$25,313	\$4,235	\$157,049
MO	\$77,302	\$19,585	\$1,356	\$98,243
MT	\$21,585	\$7,880	\$306	\$29,771
NE	\$22,112	\$8,611	\$362	\$31,085
NV	\$13,729	\$4,297	\$236	\$18,262
NH	\$11,462	\$3,759		\$15,221

NJ	\$41,200	\$13,634		\$54,834
NM	\$24,373	\$11,458		\$35,831
NY	\$62,918	\$24,978	\$2,099	\$89,995
NC	\$56,536	\$21,598	\$3,939	\$82,073
ND	\$21,059	\$9,315	\$418	\$30,792
OH	\$45,860	\$18,547	\$114	\$64,521
OK	\$40,728	\$16,184	\$5,247	\$62,159
OR	\$36,631	\$18,346	\$4,037	\$59,014
PA	\$63,966	\$28,299	\$5,837	\$98,102
PR	\$28,436	\$21,061		\$49,497
RI	\$14,188	\$5,287		\$19,475
SC	\$52,193	\$23,239	\$546	\$75,978
SD	\$19,680	\$8,191	\$336	\$28,207
TN	\$54,051	\$25,943	\$4,320	\$84,314
TX	\$80,377	\$40,578	\$5,214	\$126,169
UT	\$35,654	\$19,064	\$2,899	\$57,617
VA	\$35,046	\$14,590	\$399	\$50,035
VI	\$7,886	\$2,436		\$10,322
VT	\$18,992	\$9,033		\$28,025
WA	\$42,730	\$15,485		\$58,215
WV	\$19,424	\$9,120	\$61	\$28,605
WI	\$36,094	\$16,472		\$52,566
WY	\$14,446	\$4,896		\$19,342
OTHER				
OAS	\$22,088	\$7,624		\$29,712
NG2	\$217,462	\$5,314	\$586	\$223,362
OP *		\$2,586,243		\$2,586,243
	\$2,408,594	\$3,462,030	\$79,688	\$5,950,312

APPENDIX E

AIR NATIONAL GUARD STATISTICS

Table 1. ANG Issues by State

STATE	FC58 ANG O&M	FC30 AF O&M	FC56 ANG MILPER	FC53 MILCON	FC17 INVESTMENT	FY95 TOTAL
AK	51,978,400	11,200	1,553,700	4,730,097		58,273,397
AL	46,779,200	103,900	1,626,900	30,546,800	6,100	79,062,900
AR	42,649,900	26,000	1,354,900	2,996,024	66,500	47,093,324
AZ	87,309,800	19,400	1,521,000		167,770	89,017,970
CA	106,984,700	205,600	3,851,400	3,311,200	282,300	114,635,200
CO	40,344,500	114,700	1,197,574,200	1,826,000	6,900	1,239,866,300
CT	23,711,000	19,400	568,500		2,400	24,301,300
DC	30,190,800	65,600	850,300			31,106,700
DE	16,300,000	12,700	771,100		52,530	17,136,330
FL	26,849,500	10,100	877,800			27,737,400
GA	106,398,800	51,800	2,437,400	519,469	70,800	109,478,269
GU	412,500	0	224,400		0	636,900
HI	65,357,800	0	1,521,800	762,712	63,600	67,705,912
IA	49,197,500	129,000	1,557,200	6,132,570		57,016,270
ID	35,178,900	28,200	569,500	522,000		36,298,600
IL	60,403,200	215,300	2,352,400	370,000		63,340,900
IN	42,705,100	30,600	1,208,700	5,339,734	10,361	49,294,495
KS	77,728,600	156,200	1,726,900	8,247,000	29,200	87,887,900
KY	16,766,500	0	826,800	2950,000	0	20,543,300
LA	32,355,400	2,000	840,700	0	0	33,198,100
MA	78,722,800	4,174,000	1,705,600		67,563	84,669,963
MD	31,032,900	56,700	1,229,900			32,319,500
ME	22,454,100	71,500	951,000			33,226,547
MI	87,915,400	1,624,400	1,933,300	9,385,200	145,285	101,003,585
MN	47,820,900	984,200	2,142,500	7,034,980	90,500	58,073,080
MO	62,132,840	12,300	1,840,000	6,148,800	49,000	70,182,940
MS	52,282,100	13,800	2,098,700	9,196,859		63,591,459
MT	26,791,650	9,200	779,300	3,848,700		31,428,850
NC	18,562,500	0	1,240,700	6,071,500		25,874,700

STATE	FC58 ANG O&M	FC30 AF O&M	FC56 ANG MILPER	FC53 MILCON	FC17 INVESTMENT	FY95 TOTAL
ND	53,279,600	62,000	880,300	245,708	11,600	54,479,208
NE	19,147,200	37,100	620,700	15,518,367	135,500	35,458,867
NH	22,781,100	6,100	516,100	491,000	68,400	23,862,700
NJ	57,488,100	11,500	1,512,200	9,450,000		68,461,800
NM	24,965,600	63,200	566,600	505,000	0	26,100,400
NV	21,815,200	3,100	853,200		21,400	22,692,900
NY	124,248,100	198,000	4,072,300	4,451,269	381,341	133,351,010
OH	100,096,600	308,200	3,756,900	3,101	29,200	104,194,001
OK	190,286,400	12,300	2,154,400	685,000	93,000	193,231,100
OR	61,306,000	44,800	1,367,800	6,937,000	20,100	69,675,700
PA	64,377,800	37,400	3,249,000	2,730,000	202,200	70,596,400
PR	29,599,800	56,500	830,900	490,000	301,600	31,278,800
RI	19,255,100	6,200	875,900		249,700	20,386,900
SC	24,239,700	30,500	801,500	743,000		25,814,700
SD	21,047,900	29,500	610,700	2,197,000	57,700	23,942,800
TN	67,910,500	36,600	3,276,900	7,591,200	93,700	78,908,900
TX	117,327,580	12,800	2,155,600		39,500	119,535,480
UT	37,154,100	9,200	1,345,600	400,000		38,908,900
VA	20,159,000	134,800	583,800	3,425,000	69,000	24,371,600
VT	22,863,000	197,700	864,000	2,666,786	2,000	26,593,486
WA	35,251,000	28,200	2,123,500	772,244	29,200	38,204,144
WI	48,093,600	49,000	1,647,900	7,870,196	93,800	57,754,496
WV	32,262,500	376,200	1,653,800	336,000		34,628,500
WY	14,405,600	9,200	859,800	0	67,300	15,341,900
<u>TOTAL</u>						
	2,616,678,370	9,907,900	1,274,916,000	187,185,163	3,089,350	
<u>CENTR</u>						
	540,700	8,654,600	3,123,000	78,554	12,000,000	
<u>GRTOT</u>						
	2,617,219,070	18,562,500	1,278,039,000	187,263,717	15,089,350	

FY 95 TOTAL 4,216,173,637

TABLE 2

ACTIVATIONS, INACTIVATIONS, REDESIGNATIONS

Activations

Northeast Air Defense Squadron (NEAD Sq), Griffis AFB, NY(1 Oct 94)
 182 Aerial Port Flight, Greater Peoria APT, IL(1 Apr 95)
 193 Operations Communications Flight, Harrisburg IAP, PA(1 Apr 95)
 206 Combat Communications Flight, Elemendorf AFB, AK(1 Apr 95)

Activated the following subordinate units to implement the ANG Objective Wing
 Organization Maintenance Structure at all flying units (1 Jan 95)

Aircraft Generation Squadrons Logistics Support Flights

Inactivations

108 Aircraft Control Squadron, Hancock Field, NY(1 Oct 94)
 113 Aircraft Control Squadron, Hancock Field, NY(1 Oct 94)
 181 Aerial Port Flight, Sheppard AFB, TX(1 Jul 95)

Redesignations

169 Airlift Squadron, Peoria, IL from 169 Fighter Squadron(1 Apr 95)
 182 Airlift Group, Peoria, IL from 182 Fighter Group(1 Apr 95)

Relocations

HQ, NYANG, from Stewart IAP, NY to Latham, NY (PD correction)

TABLE 3
FLYING UNITS BY LOCATION

<u>UNIT</u>	<u>LOCATION</u>	<u>SQUADRON</u>	<u>MAJCOM</u>
101 AIR REFUELING WING	Bangor IAP, ME	132 ARS	AMC
102 FIGHTER WING	Otis AGB, MA	101FS	ACC
103 FIGHTER WING	Bradley IAP, CT	118 FS	ACC
104 FIGHTER WING	Barnes MAP, MA	131 FS	ACC
105 AIRLIFT WING	Stewart IAP, NY	137 AS	AMC
106 RESCUE WING	F. S. Grabeski Apt, NY	102 RQS	ACC
107 AIR REFUELING WING	Niagara Falls IAP, NY	136 ARS	AMC
108 AIR REFUELING WING	McGuire AFB, NJ	141 ARS	AMC
109 AIRLIFT WING	Schenectady Co Apt, NY	139 AS	ACC
110 FIGHTER WING	W.K. Kellogg Apt, MI	172 FS	ACC
111 FIGHTER WING	Willow Grove NAS, PA	103 FS	ACC
113 FIGHTER WING	Andrews AFB, MD	121 FS	ACC
114 FIGHTER WING	Klamath Falls IAP, OR	114 FS	AETC
114 FIGHTER WING	Joe Foss Fld, SD	175 FS	ACC
115 FIGHTER WING	Truax Fld, WI	176 FS	ACC
116 FIGHTER WING	Dobbins AFRB, GA	128 FS	ACC
117 AIR REFUELING WING	Birmingham Apt, AL	106 ARS	AMC
118 AIRLIFT WING	Nashville Metro Apt, TN	105 AS	ACC
119 FIGHTER WING	Hector Fld, ND	178 FS	ACC
120 FIGHTER WING	Great Falls IAP, MT	186 FS	ACC
121 AIR REFUELING WING	Rickenbacker AGB, OH	145 ARS	AMC
122 FIGHTER WING	Ft. Wayne IAP, IN	163 FS	ACC
123 AIRLIFT WING	Standiford Fld, KY	165 AS	ACC
124 WING	Boise Air Term, ID	190 AS	ACC
125 FIGHTER WING	Jacksonville IAP, FL	159 FS	ACC
126 AIR REFUELING WING	O'Hare IAP, IL	108 ARS	AMC
127 FIGHTER WING	Selfridge AGB, MI	107 FS	ACC
128 AIR REFUELING WING	Gen. Mitchell IAP, WI	126 ARS	AMC
<u>UNIT</u>	<u>LOCATION</u>	<u>SQUADRON</u>	<u>MAJCOM</u>

129 RESCUE WING	Moffett Fld NAS, CA	129 RQS	ACC
130 AIRLIFT WING	Yeager Apt, WV	130 AS	ACC
131 FIGHTER WING	Lambert-St. Louis IAP, MO	110 FS	ACC
132 FIGHTER WING	Des Moines IAP, IA	124 FS	ACC
133 AIRLIFT WING	Minn St. Paul IAP, MN	109 AS	ACC
134 AIR REFUELING WING	McGhee/Tyson Apt, TN	151 ARS	AMC
135 AIRLIFT WING	Glen L. Martin St. Apt, MD	135 AD	ACC
136 AIRLIFT WING	Dallas NAS, TX	181 AS	ACC
137 AIRLIFT WING	Will Rogers Wld Apt, OK	185 AS	ACC
138 FIGHTER WING	Tulsa IAP, OK	125 FS	ACC
139 AIRLIFT WING	Rosecrans Mem Apt, MO	180 AS	ACC
140 FIGHTER WING	Buckley AGB, CO	120 FS	ACC
141 AIR REFUELING WING	Fairchild AFB, WA	116 ARS	AMC
142 FIGHTER WING	Portland IAP, OR	123 FS	ACC
143 AIRLIFT WING	Quonset St Apt, RI	143 AS	ACC
144 FIGHTER WING	Fresno Air Term, CA	194 FS	ACC
145 AIRLIFT WING	Charlotte-Douglas IAP, NC	156 AS	ACC
146 AIRLIFT WING	Channel Island, CA	115 AS	ACC
147 FIGHTER WING	Ellington Fld, TX	111 FS	ACC
148 FIGHTER WING	Duluth IAP, MN	179 FS	ACC
149 FIGHTER WING	Kelly AFB, TX	182 FS	ACC
150 FIGHTER WING	Kirtland AFB, NM	188 FS	ACC
151 AIR REFUELING WING	Salt Lake City IAP, UT	191 ARS	AMC
152 AIRLIFT WING	Reno Tahoe IAP, NV	192 AS	ACC
153 AIRLIFT WING	Cheyenne Muni Apt, WY	187 AS	ACC
154 WING	Hickam AFB, HI	203 ARS	PACAF
155 AIR REFUELING WING	Lincoln Muni Apt, NE	173 ARS	AMC
156 FIGHTER WING	Puerto Rico IAP, PR	198 FS	ACC
157 AIR REFUELING WING	Pease AGS, NH	133 ARS	AMC
158 FIGHTER WING	Burlington IAP, VT	134 FS	ACC
159 FIGHTER WING	New Orleans NAS, LA	122 FS	ACC
161 AIR REFUELING WING	Phoenix-Sky Harbor IAP, AZ	197 ARS	AMC

<u>UNIT</u>	<u>LOCATION</u>	<u>SQUADRON</u>	<u>MAJCOM</u>
162 FIGHTER WING	Tuscon IAP (FTU), AZ	148 FS	AETC
162 FIGHTER WING	Tuscon IAP (FTU), AZ	152 FS	AETC
162 FIGHTER WING	Tuscon IAP (FTU), AZ	198 FS	AETC
163 AIR REFUELING WING	March AFB, CA	196 ARS	AMC
164 AIRLIFT WING	Memphis IAP, TN	155 AS	AMC
165 AIRLIFT WING	Savannah IAP, GA	158 AS	ACC
166 AIRLIFT WING	New Castle Co Apt, DE	142 AS	ACC
167 AIRLIFT WING	EWVR Apt/Shepherd, WV	167 AS	ACC
168 AIR REFUELING WING	Eielson AFB, AK	168 ARS	AMC
169 FIGHTER WING	McEntire ANGB, SC	157 FS	ACC
171 AIR REFUELING WING	Pittsburgh IAP, PA	146 ARS	AMC
172 AIRLIFT WING	Allen C. Thompson Fld, MS	183 AS	AMC
174 FIGHTER WING	Hancock Fld, NY	138 FS	ACC
175 FIGHTER WING	Glen L. Martin St Apt, D	104 FS	ACC
176 WING	Kulis AGB, AK	210 RQS	PACAF
177 FIGHTER WING	Atlantic IAP, NJ	119 FS	ACC
178 FIGHTER WING	Springfield-Beckley Muni Apt, OH	162 FS	ACC
179 AIRLIFT WING	Mansfield-Lahm Apt, OH	164 AS	ACC
180 FIGHTER WING	Toledo Express Apt, OH	112 FS	ACC
181 FIGHTER WING	Hulman Regional Apt, IN	113 FS	ACC
182 AIRLIFT WING	Gtr Peoria Apt, IL	169 AS	ACC
183 FIGHTER WING	Capital Muni Apt, IL	170 FS	ACC
184 BOMB WING	McConnell AFB, KS	127 BMS	ACC
185 FIGHTER WING	Sioux City Muni Apt, IA	174 FS	ACC
186 AIR REFUELING WING	Key Field, MS	153 ARS	AMC
187 FIGHTER WING	Dannelly Fld, AL	160 FS	ACC
188 FIGHTER WING	Ft Smith Muni Apt, AR	184 FS	ACC
189 AIRLIFT WING	Little Rock AFB (FTU), AR	154 AS	ACC
190 AIR REFUELING WING	Forbes Fld, KS	117 ARS	AMC
191 AIRLIFT WING	Selfridge ANGB, MI	171 AS	ACC
192 FIGHTER WING	Richmond IAP, VA	149 FS	ACC
193 SPECIAL OPERATIONS WING	Harrisburg IAP, PA	193 SOS	SOCOM

APPENDIX F – RACE/ETHNIC STATISTICS, FY95

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	34	28	82.4%	4	11.8%	2	5.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-7	123	110	89.4%	5	4.1%	7	5.7%	0	0.0%	2	1.4%	0	0.0%	1	0.7%
O-6	1,378	1,276	92.6%	37	2.7%	44	3.2%	3	0.2%	14	1.0%	4	0.3%	46	3.3%
O-5	3,497	3,193	91.3%	120	3.4%	94	2.7%	15	0.4%	69	2.0%	6	0.2%	235	6.7%
O-4	6,428	5,703	88.7%	338	5.3%	237	3.7%	23	0.4%	104	1.6%	23	0.4%	583	9.1%
O-3	11,143	9,569	85.9%	867	7.8%	445	4.0%	42	0.4%	175	1.6%	45	0.4%	1,171	10.5%
O-2	8,320	6,899	82.9%	802	9.6%	392	4.7%	38	0.5%	143	1.7%	46	0.6%	770	9.3%
O-1	4,435	3,688	83.2%	424	9.6%	201	4.5%	17	0.4%	79	1.8%	26	0.6%	441	9.9%
UNK	0	0		0		0		0		0		0		0	
TOTAL	35,358	30,466	86.2%	2,597	7.3%	1,422	4.0%	138	0.4%	585	1.7%	150	0.4%	3,247	9.2%
WARRANT															
W-4	2,439	2,342	96.0%	16	0.7%	42	1.7%	10	0.4%	19	0.8%	10	0.4%	30	1.2%
W-3	2,495	2,349	94.1%	57	2.3%	56	2.2%	5	0.2%	21	0.8%	7	0.3%	83	3.3%
W-2	2,963	2,704	91.3%	109	3.7%	92	3.1%	9	0.3%	39	1.3%	10	0.3%	131	4.4%
W-1	604	528	87.4%	31	5.1%	25	4.1%	2	0.3%	12	2.0%	6	1.0%	30	5.0%
UNK	0	0	0.0%	0		0		0		0		0		0	
TOTAL	8,501	7,923	93.2%	213	2.5%	215	2.5%	26	0.3%	91	1.1%	33	0.4%	274	3.2%
OFFICER															
TOTAL	43,859	38,389	87.5%	2,810	6.4%	1,637	3.7%	164	0.4%	676	1.5%	183	0.4%	3,521	8.0%
ENLISTED															
E-9	1,687	1,528	90.6%	78	4.6%	53	3.1%	7	0.4%	17	1.0%	4	0.2%	23	1.4%
E-8	7,252	6,241	86.1%	530	7.3%	351	4.8%	29	0.4%	78	1.1%	23	0.3%	193	2.7%
E-7	21,388	17,722	82.9%	2,098	9.8%	1,123	5.3%	103	0.5%	245	1.1%	97	0.5%	1,272	5.9%
E-6	51,144	39,201	76.6%	7,488	14.6%	3,063	6.0%	426	0.8%	655	1.3%	311	0.6%	3,158	6.2%
E-5	88,079	63,478	72.1%	15,856	18.0%	6,047	6.9%	672	0.8%	1,269	1.4%	757	0.9%	6,574	7.5%
E-4	112,592	79,431	70.5%	20,400	18.1%	8,626	7.7%	964	0.9%	2,024	1.8%	1,147	1.0%	9,688	8.6%
E-3	30,510	21,307	69.8%	5,833	19.1%	2,307	7.6%	263	0.9%	535	1.8%	265	0.9%	3,102	10.2%
E-2	13,737	9,724	70.8%	2,754	20.0%	793	5.8%	135	1.0%	219	1.6%	112	0.8%	1,526	11.1%
E-1	15,512	11,284	72.7%	2,566	16.5%	1,052	6.8%	172	1.1%	290	1.9%	148	1.0%	2,197	14.2%
UNK	0	0		0		0		0		0		0		0	
ENLISTED															
TOTAL	341,901	249,916	73.1%	57,603	16.8%	23,415	6.8%	2,771	0.8%	5,332	1.6%	2,864	0.8%	27,733	8.1%
GRAND TOTAL															
TOTAL	385,760	288,305	74.7%	60,413	15.7%	25,052	6.5%	2,935	0.8%	6,008	1.6%	3,047	0.8%	31,254	8.1%

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	0.0%	0	0.0%	0	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	29	27	93.1%	1	3.4%	0	0.0%	0	0.0%	1	3.4%	0	0.0%	1	3.4%
O-7	103	92	89.3%	5	4.9%	3	2.9%	2	1.9%	1	1.0%	0	0.0%	3	2.9%
O-6	676	632	93.5%	15	2.2%	12	1.8%	3	0.4%	12	1.8%	2	0.3%	17	2.5%
O-5	2,936	2,704	92.1%	70	2.4%	60	2.0%	30	1.0%	63	2.1%	9	0.3%	154	5.2%
O-4	3,920	3,544	90.4%	159	4.1%	111	2.8%	37	0.9%	60	1.5%	9	0.2%	426	10.9%
O-3	4,052	3,600	88.8%	213	5.3%	110	2.7%	36	0.9%	76	1.9%	17	0.4%	644	15.9%
O-2	1,134	973	85.8%	59	5.2%	49	4.3%	11	1.0%	38	3.4%	4	0.4%	230	20.3%
O-1	838	712	85.0%	61	7.3%	20	2.4%	9	1.1%	29	3.5%	7	0.8%	198	23.6%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	13,688	12,284	89.7%	583	4.3%	365	2.7%	128	0.9%	280	2.0%	48	0.0%	1,673	12.2%
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	13,688	12,284	89.7%	583	4.3%	365	2.7%	128	0.9%	280	2.0%	48	0.4%	1,673	12.2%
ENLISTED															
E-9	1,538	1,396	90.8%	47	3.1%	45	2.9%	22	1.4%	25	1.6%	3	0.2%	51	3.3%
E-8	3,945	3,528	89.4%	141	3.6%	147	3.7%	57	1.4%	64	1.6%	8	0.2%	272	6.9%
E-7	14,088	12,071	85.7%	913	6.5%	587	4.2%	181	1.3%	303	2.2%	33	0.2%	1,620	11.5%
E-6	23,974	19,749	82.4%	2,124	8.9%	1,201	5.0%	261	1.1%	530	2.2%	109	0.5%	3,457	14.4%
E-5	30,558	24,884	81.4%	2,871	9.4%	1,590	5.2%	268	0.9%	750	2.5%	195	0.6%	4,516	14.8%
E-4	17,397	13,878	79.8%	1,657	9.5%	1,017	5.8%	127	0.7%	578	3.3%	140	0.8%	2,801	16.1%
E-3	3,379	2,608	77.2%	391	11.6%	197	5.8%	37	1.1%	115	3.4%	31	0.9%	630	18.6%
E-2	1,463	1,128	77.1%	139	9.5%	79	5.4%	25	1.7%	67	4.6%	25	1.7%	288	19.7%
E-1	1,363	1,066	78.2%	139	10.2%	62	4.5%	25	1.8%	59	4.3%	12	0.9%	304	22.3%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED															
TOTAL	97,705	80,308	82.2%	8,422	8.6%	4,925	5.0%	1,003	1.0%	2,491	2.5%	556	0.6%	13,939	14.3%
GRAND TOTAL															
TOTAL	111,393	92,592	83.1%	9,005	8.1%	5,290	4.7%	1,131	1.0%	2,771	2.5%	604	0.5%	15,612	14.0%

APPENDIX G — MILITARY SUPPORT MISSIONS

STATE	START DATE	TERM DATE	MISSION	ARNG PERSONNEL	ARNG MANDAYS	ANG PERSONNEL	ANG MANDAYS
ALASKA							
AK	95/09/21	95/09/30	Flood	19	94	1	6
AK TOTAL				19	94	1	6
ALABAMA							
AL	93/07/09	95/01/19	Loss of Public Utilities	2	224	0	0
AL	95/01/05	95/01/19	Loss of Public Utilities	2	24	0	0
AL	95/01/18	95/01/19	Loss of Public Utilities	2	4	0	0
AL	95/01/28	95/01/30	Fed/State/Local Agency	2	8	0	0
AL	95/02/05	95/02/05	Search & Rescue Oper	1	1	0	0
AL	95/02/11	95/02/12	Winter Storm	2	4	0	0
AL	95/02/12	95/02/13	Loss of Public Utilities	6	12	0	0
AL	95/02/15	95/02/17	Tornado	4	24	0	0
AL	95/02/15	95/02/20	Tornado	20	120	0	0
AL	95/02/16	94/02/16	Tornado	3	7	0	0
AL	95/02/16	94/02/17	Tornado	1	6	0	0
AL	95/02/17	95/02/17	Tornado	30	99	0	0
AL	95/02/17	95/02/19	Tornado	30	111	0	0
AL	95/02/18	95/02/18	Tornado	3	13	0	0
AL	95/02/18	95/02/20	Tornado	15	51	0	0
AL	95/02/18	95/02/22	Tornado	0	0	0	0
AL	95/02/19	95/02/20	Tornado	12	40	0	0
AL	95/02/19	95/02/21	Tornado	2	6	0	0
AL	95/02/21	95/01/21	Tornado	12	24	0	0
AL	95/02/21	95/02/22	Tornado	30	60	0	0
AL	95/02/21	95/02/24	Tornado	38	86	0	0
AL	95/02/24	95/02/24	Tornado	3	3	0	0
AL	95/02/25	95/02/27	Tornado	1	3	0	0
AL	95/03/06	95/03/06	Tornado	52	148	0	0
AL	95/03/07	95/03/12	Tornado	2	6	0	0

AL	95/03/10	95/03/12	Tornado	10	30	0	0
AL	95/04/20	95/04/21	Tornado	2	3	0	0
AL	95/05/06	95/04/21	Fed/State/Local Agency	3	3	0	0
AL	95/05/18	95/05/19	Tornado	1	5	0	0
AL	95/05/19	95/05/19	Tornado	3	3	0	0
AL	95/05/25	95/05/25	Tornado	4	8	0	0
AL	95/06/01	95/05/12	Fed/State/Local Agency	4	40	0	0
AL	95/06/01	95/06/09	Tornado	12	120	0	0
AL	95/06/12	95/06/23	Tornado	13	148	0	0
AL	95/06/19	95/06/23	Tornado	6	30	0	0
AL	95/06/21	95/06/23	Loss of Public Utilities	0	0	6	18
AL	95/06/26	95/06/21	Tornado	8	8	0	0
AL	95/07/20	95/07/24	Loss of Public Utilities	4	20	0	0
AL	95/08/02	95/08/03	Hurricane Erin	54	69	0	0
AL	95/08/02	95/08/04	Hurricane Erin	2	2	0	0
AL	95/08/02	95/08/08	Hurricane Erin	50	73	0	0
AL	95/08/03	95/08/08	Hurricane Erin	33	37	0	0
AL	95/08/04	95/08/06	Hurricane Erine	3	3	0	0
AL	95/08/04	95/08/06	Hurricane Erin	33	57	0	0
AL	95/08/08	95/08/10	Hurricane Erin	39	39	0	0
AL	95/08/13	95/08/18	Hurricane	17	72	0	0
AL	95/08/15	95/08/14	Loss of Public Utilities	6	12	0	0
AL	95/08/15	95/08/15	Local Agency Support	2	4	0	0
AL	95/08/16	95/08/17	Aerial Firefighting SPT	4	8	0	0
AL	95/08/17	95/08/21	Loss of Public Utilities	4	10	0	0
AL	95/08/25	95/11/01	Hurricane	6	18	0	0
AL	95/09/01	95/11/01	Loss of Public Utilities	7	21	0	0
AL TOTAL				605	1927	6	18

ARKANSAS

AR	95/05/15	95/05/15	Search & Rescue	3	3	0	0
AR	95/06/17	95/06/18	Search & Rescue	4	8	0	0
AR	95/06/24	95/06/25	Assist Law Enforcement	1	1	0	0
AR TOTAL				8	12	0	0

APPENDICES

ARIZONA

AZ	94/06/27	94/10/22	Fire	2	20	0	0
AZ	94/10/21	94/10/22	Search & Rescue	3	6	0	0
AZ	94/12/01	94/11/26	Winter Storm	3	217	0	0
AZ	95/01/26	95/01/26	Search & Rescue	2	2	0	0
AZ	95/02/14	95/02/15	Flood	2	4	0	0
AZ	95/02/15	95/02/15	Flood	3	3	0	0
AZ	95/02/16	95/02/16	Flood	6	6	0	0
AZ	95/02/17	95/02/17	Flood	3	3	0	0
AZ	95/03/06	95/03/06	Flood	3	3	0	0
AZ	95/03/11	95/03/12	Flood	26	62	0	0
AZ	95/03/21	95/03/22	Loss of Public Utilities	23	23	0	0
AZ	95/05/11	95/05/19	Search & Rescue	3	6	0	0
AZ	95/06/01	95/06/04	Fire	2	6	0	0
AZ	95/06/30	95/07/16	Fed/State/Local Agency	2	16	0	0
AZ	95/07/02	95/07/16	Fed/State/Local Agency	2	12	0	0
AZ	95/07/06	95/07/07	Fed/State/Local Agency	2	2	0	0
AZ	95/07/13	95/07/16	Fed/State/Local Agency	2	8	0	0
AZ	95/07/13	95/07/13	Fed/State/Local Agency	2	2	0	0
AZ	95/08/06	95/08/06	Fire	2	6	0	0
AZ	95/08/09	95/08/10	Fed/State/Local Agency	4	8	0	0
AZ	95/08/09	95/11/01	Fire	2	4	0	0
AZ TOTAL				99	419	0	0

CALIFORNIA

CA	94/09/01	95/08/14	Assist Law Enforcement	8,744	11,072	2,391	2,824
CA	94/09/01	95/06/23	Assist Law Enforcement	37	481	9	117
CA	95/01/08	95/01/11	Flood	23	148	4	20
CA	95/01/08	95/01/13	Flood	3	18	0	0
CA	95/01/08	95/01/15	Flood	141	141	0	0
CA	95/01/08	95/01/18	Flood	171	171	0	0
CA	95/01/08	95/06/23	Flood	180	203	0	0
CA	95/01/09	95/01/14	Flood	64	134	0	0
CA	95/01/09	95/02/17	Flood	15	415	0	0
CA	95/01/09	95/01/20	Flood	23	25	0	0

CA	95/01/09	95/01/17	Flood	17	17	0	0
CA	95/01/09	95/01/15	Flood	72	145	0	0
CA	95/01/09	95/01/12	Flood	4	4	0	0
CA	95/01/09	95/01/11	Flood	273	309	0	0
CA	95/01/09	95/01/16	Flood	159	212	0	0
CA	95/01/09	95/01/16	Flood	225	402	0	0
CA	95/01/10	95/01/14	Flood	1	6	0	0
CA	95/01/10	95/01/16	Flood	139	139	0	0
CA	95/01/10	95/01/18	Flood	393	394	0	0
CA	95/01/10	95/01/15	Flood	80	218	0	0
CA	95/01/10	95/01/15	Flood	110	197	0	0
CA	95/01/10	95/01/12	Flood	19	40	0	0
CA	95/01/10	95/01/13	Flood	255	307	0	0
CA	95/01/10	95/01/11	Flood	272	629	0	0
CA	95/01/10	95/05/24	Flood	6	33	0	0
CA	95/01/11	95/01/11	Flood	79	98	0	0
CA	95/01/11	95/01/14	Flood	3	5	3	3
CA	95/01/11	95/01/15	Flood	32	59	0	0
CA	95/01/11	95/01/16	Flood	1	1	0	0
CA	95/01/11	95/01/17	Flood	47	47	0	0
CA	95/01/11	95/01/19	Flood	8	8	0	0
CA	95/01/11	95/01/19	Flood	167	167	0	0
CA	95/01/11	95/02/14	Flood	0	0	0	0
CA	95/01/12	95/01/14	Flood	7	12	0	0
CA	95/01/12	95/01/15	Flood	71	80	0	0
CA	95/01/12	95/01/13	Flood	4	7	0	0
CA	95/01/12	95/01/12	Flood	80	84	0	0
CA	95/01/13	95/01/13	Flood	10	58	18	18
CA	95/01/13	95/01/14	Flood	3	6	0	0
CA	95/01/13	95/01/15	Flood	3	9	0	0
CA	95/01/13	95/01/17	Flood	24	24	0	0
CA	95/01/13	95/01/11	Flood	10	73	0	0
CA	95/01/14	95/01/14	Flood	3	3	0	0
CA	95/01/15	95/01/15	Flood	4	4	0	0
CA	95/01/15	95/01/19	Flood	65	65	0	0

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CA	95/01/16	95/01/18	Flood	14	14	0	0
CA	95/01/16	95/01/16	Flood	3	9	0	0
CA	95/01/16	95/01/17	Flood	10	10	0	0
CA	95/01/17	95/05/05	Flood	198	198	0	0
CA	95/01/17	95/01/27	Flood	23	23	0	0
CA	95/01/17	95/01/17	Flood	3	3	0	0
CA	95/01/17	95/01/18	Flood	3	4	0	0
CA	95/01/17	95/01/19	Flood	14	14	0	0
CA	95/01/18	95/01/19	Flood	2	2	0	0
CA	95/01/20	95/01/27	Flood	3	3	0	0
CA	95/01/25	95/01/25	Flood	67	108	0	0
CA	95/01/25	95/01/26	Flood	2	2	0	0
CA	95/01/26	95/04/14	Flood	414	414	0	0
CA	95/01/31	95/02/04	Flood	2	6	0	0
CA	95/02/01	95/02/01	Search & Rescue	5	5	0	0
CA	95/02/03	95/02/03	Flood	200	200	0	0
CA	95/03/02	95/03/02	Assist Law Enforcement	2	2	0	0
CA	95/03/03	95/03/03	Assist Law Enforcement	5	5	0	0
CA	95/03/03	95/03/03	(Unknown)	10	30	0	0
CA	95/03/07	95/03/08	Flood	2	10	0	0
CA	95/03/09	95/03/10	Flood	14	20	0	0
CA	95/03/09	95/03/10	Flood	420	1,017	0	0
CA	95/03/09	95/03/11	Flood	0	0	0	0
CA	95/03/09	95/03/11	Flood	0	0	0	0
CA	95/03/09	95/03/13	Flood	0	0	0	0
CA	95/03/09	95/04/11	Flood	224	1,745	2	38
CA	95/03/10	95/03/10	Flood	0	0	0	0
CA	95/03/10	95/03/17	Flood	42	70	0	0
CA	95/03/10	95/03/16	Flood	18	36	0	0
CA	95/03/10	95/03/13	Flood	21	28	0	0
CA	95/03/10	95/03/12	Flood	36	179	0	0
CA	95/03/11	95/03/11	Flood	60	89	0	0
CA	95/03/11	95/03/12	Flood	3	10	0	0
CA	95/03/11	95/03/13	Flood	40	60	0	0
CA	95/03/12	95/03/12	Flood	120	160	0	0

CA	95/03/12	95/03/13	Flood	3	3	0	0
CA	95/03/12	95/03/13	Flood	9	18	0	0
CA	95/03/13	95/03/18	Flood	15	15	0	0
CA	95/03/14	95/03/18	Flood	10	37	0	0
CA	95/03/15	95/03/16	Flood	3	3	0	0
CA	95/03/15	95/03/17	Flood	6	6	0	0
CA	95/03/15	95/03/16	Fire	8	17	0	0
CA	95/03/15	95/03/15	Flood	0	0	0	0
CA	95/03/16	95/03/17	Fire	6	8	0	0
CA	95/03/16	95/03/17	Flood	6	6	0	0
CA	95/03/16	95/03/16	Flood	3	3	0	0
CA	95/03/17	95/03/18	Flood	6	6	0	0
CA	95/03/22	95/03/28	Winter Storm	14	14	0	0
CA	95/03/24	95/03/28	Search & Rescue	30	30	0	0
CA	95/03/24	95/03/29	Search & Rescue	15	15	0	0
CA	95/03/24	95/03/30	Flood	6	6	0	0
CA	95/03/30	95/03/31	Winter Storm	2,694	2,694	0	0
CA	95/03/30	95/04/06	Flood	8	8	0	0
CA	95/04/05	95/06/30	Flood	231	273	0	0
CA	95/04/19	95/04/19	Search & Rescue	4	4	0	0
CA	95/04/26	95/04/27	Search & Rescue	4	4	0	0
CA	95/04/31	95/05/05	Search & Rescue	3	6	0	0
CA	95/05/31	95/06/02	Assist Law Enforcement	5	10	0	0
CA	95/06/02	95/05/05	(Unknown)	2	2	0	0
CA	95/06/03	95/05/04	Flood	4	12	0	0
CA	95/06/13	95/06/16	Search & Rescue	9	9	0	0
CA TOTAL				17,131	24,355	2,428	3,023

COLORADO

CO	95/04/10	95/04/10	Winter Storm	2	2	0	0
CO	95/06/22	95/06/21	Flood	2	2	0	0
CO	95/06/28	95/07/02	Fed/State/Local Agency	30	30	10	10
CO TOTAL				34	34	10	10

APPENDICES

CONNECTICUT

CT	95/04/20	95/05/05	Fed/State/Local Agency	9	9	0	0
CT	95/06/12	95/06/04	Fed/State/Local Agency	10	12	0	0
CT	95/06/12	95/07/11	Fed/State/Local Agency	19	19	0	0
CT	95/06/22	95/07/17	Fed/State/Local Agency	18	322	0	0
CT	95/06/22	95/06/04	Fed/State/Local Agency	10	69	0	0
CT	95/06/28	95/06/04	Fed/State/Local Agency	34	391	0	0
CT	95/06/28	95/07/18	Fed/State/Local Agency	3	26	0	0
CT	95/07/01	95/07/17	Fed/State/Local Agency	4	8	0	0
CT	95/07/04	95/07/17	Fed/State/Local Agency	0	0	10	20
CT	95/07/05	95/06/04	Fed/State/Local Agency	4	26	0	0
CT	95/08/25	95/08/25	Fed/State/Local Agency	5	15	0	0
CT TOTAL				116	897	10	20

FLORIDA

FL	94/10/13	95/01/19	Flood	5	10	0	0
FL	94/11/01	95/01/19	Fed/State/Local Agency	372	2,958	6	42
FL	94/11/25	94/11/26	Hurricane	8	8	0	0
FL	95/11/28	95/01/19	Civil Disturbance	433	1,020	0	0
FL	94/01/15	95/01/19	Fed/State/Local Agency	2	16	0	0
FL	95/01/17	95/01/21	Assist Law Enforcement	2	14	0	0
FL	95/01/29	95/01/30	Search & Rescue	5	10	0	0
FL	95/05/10	95/05/11	Flood	6	10	1	2
FL	95/06/05	95/05/15	Hurricane	140	140	2	2
FL	95/06/24	95/06/25	Flood	10	10	0	0
FL	95/07/27	95/08/31	Flood	0	0	6	18
FL	95/07/31	95/08/06	Hurricane	424	2,217	41	178
FL	95/08/28	95/09/06	Flood	4	4	4	4
FL TOTAL				1,413	6,427	60	246

GEORGIA

GA	94/11/25	94/11/25	Search & Rescue	2	2	0	0
GA	94/12/01	94/12/01	Search & Rescue	2	2	0	0
GA	95/02/20	95/02/22	Flood	5	12	0	0
GA	95/04/12	95/04/13	Hazardous Material	0	0	3	3
GA	95/04/21	95/04/23	Assist Law Enforcement	2	6	0	0
GA TOTAL				11	22	3	3

HAWAII

HI	95/09/09	95/11/01	State/Local Agency	4	4	0	0
HI	95/09/17	95/09/18	State/Local Agency	4	4	0	0
HI TOTAL				8	8	0	0

IOWA

IA	94/11/25	94/11/25	Search & Rescue	3	3	0	0
IA	94/12/13	94/12/21	Hazardous Material	14	55	13	14
IA	95/07/28	95/08/18	Tornado	3	3	0	0
IA TOTAL				20	61	13	14

ILLINOIS

IL	95/05/27	95/05/05	Flood	166	751	0	0
IL TOTAL				166	751	0	0

INDIANA

IN	94/11/01	94/11/18	Fed/State/Local Agency	46	607	0	0
IN TOTAL				46	607	0	0

KANSAS

KS	94/12/31	95/01/01	Winter Storm	2	2	0	0
KS	95/04/10	95/04/11	Winter Storm	7	9	0	0
KS	95/05/19	95/05/24	Flood	5	22	0	0
KS TOTAL				14	33	0	0

APPENDICES

KENTUCKY

KY	95/04/05	95/03/10	Fire	593	2,633	1	1
KY TOTAL				593	2,633	1	1

LOUISIANA

LA	95/04/10	95/04/11	Flood	4	8	0	0
LA	95/05/09	95/05/12	Flood	79	79	20	20
LA	95/08/02	95/08/03	Hurricane	195	262	34	34
LA TOTAL				278	349	54	54

MASSACHUSETTS

MA	94/10/06	94/10/06	Band	21	21	0	0
MA	94/10/07	94/10/07	Band	35	35	0	0
MA	94/10/21	94/10/21	Fed/State/Local Agency	5	5	0	0
MA	94/11/28	94/11/29	Fed/State/Local Agency	4	8	0	0
MA	95/01/05	95/01/05	Inaugural Ceremonies	36	36	0	0
MA	95/04/17	95/04/17	Assistance to Law Enfo	309	309	0	0
MA	95/04/25	95/04/25	Fire	3	3	0	0
MA	95/05/21	95/05/21	Band	32	32	0	0
MA	95/05/29	95/05/05	Tornado	55	134	0	0
MA	95/06/27	95/06/27	Band	33	33	0	0
MA	95/06/29	95/11/01	State/Local Agency	656	1,261	0	0
MA	95/07/04	95/07/05	(Unknown)	22	22	0	0
MA	95/08/09	95/08/14	Fed/State/Local Agency	23	40	0	0
MA	95/08/19	95/08/19	Fed/State/Local Agency	21	21	0	0
MA	95/09/18	95/10/06	Tornado	13	157	0	0
MA	95/09/18	95/10/30	State/Local Agency	3	39	0	0
MA	95/09/28	95/09/30	Fed/State/Local Agency	12	36	0	0
MA TOTAL				1,283	2,192	0	0

MARYLAND

MD	95/01/18	95/01/18	Assist Law Enforcement	200	200	20	20
MD	95/01/19	95/01/20	Loss of Public Utilities	8	8	0	0
MD TOTAL				208	208	20	20

MAINE

ME	95/08/23	95/08/23	Search & Rescue	4	4	0	0
ME TOTAL				4	4	0	0

MINNESOTA

MN	95/06/24	95/07/02	Fed/State/Local Agency	0	0	3	20
MN	95/06/29	95/07/03	Search & Rescue	36	54	0	0
MN	95/07/13	95/11/01		39	193	0	0
MN	95/08/05	95/08/06	Search & Rescue	50	50	0	0
MN	95/08/12	95/08/18	Fire	0	0	3	23
MN TOTAL				125	297	6	43

MISSOURI

MO	94/12/18	95/01/06	Winter Storm	48	475	0	0
MO	95/05/17	95/07/11	Assist Law Enforcement	137	4,006	2	2
MO	95/06/12	95/06/29	Storm and Tornado	23	231	0	0
MO	95/07/31	95/08/03	Earthquake	115	358	335	335
MO TOTAL				323	5,070	337	337

MISSISSIPPI

MS	94/07/19	94/10/31	Loss of Public Utilities	2	56	0	0
MS	94/10/19	94/10/31	Loss of Public Utilities	4	14	0	0
MS	95/05/09	95/05/12	Flood	87	99	4	4
MS	95/05/10	95/05/23	Open Armory	3	37	0	0
MS	95/08/03	95/08/04	Hurricane	504	543	4	5
MS TOTAL				600	749	8	9

MONTANA

MT	95/08/25	95/08/26	Assist Law Enforcement	3	6	0	0
MT TOTAL				3	6	0	0

NORTH CAROLINA

NC	94/10/14	94/10/14	Search & Rescue	2	2	0	0
NC	94/10/18	94/10/18	Loss of Public Utilities	2	2	0	0
NC	94/10/27	94/10/29	Loss of Public Utilities	2	6	0	0

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NC	94/10/27	94/10/28	Search & Rescue	4	8	0	0
NC	94/12/14	94/12/19	Fed/State/Local Agency	11	37	0	0
NC	94/12/18	94/12/18	Search & Rescue	2	2	0	0
NC	94/12/19	94/12/19	Search & Rescue	2	2	0	0
NC	94/12/20	94/12/21	Search & Rescue	2	4	0	0
NC	94/12/21	94/12/21	Search & Rescue	3	5	0	0
NC	94/12/24	94/12/25	Search & Rescue	2	4	0	0
NC	95/01/01	95/01/03	Search & Rescue	2	4	0	0
NC	95/01/05	95/01/06	Loss of Public Utilities	2	2	0	0
NC	95/01/07	95/01/09	Flood	10	16	0	0
NC	95/01/14	95/01/16	Flood	6	6	0	0
NC	95/01/14	95/01/16	Loss of Public Utilities	6	12	0	0
NC	95/01/14	95/01/13	Flood	4	4	0	0
NC	95/01/15	95/01/03	Loss of Public Utilities	2	12	0	0
NC	95/01/15	95/01/19	Loss of Public Utilities	2	12	0	0
NC	95/01/15	95/02/01	Loss of Public Utilities	6	108	0	0
NC	95/01/18	95/01/19	Flood	3	9	0	0
NC	95/02/09	95/02/09	Search & Rescue	3	3	0	0
NC	95/02/19	95/02/19	Assist Law Enforcement	2	2	0	0
NC	95/02/25	94/02/25	Search & Rescue	2	2	0	0
NC	95/03/11	95/03/12	Fed/State/Local Agency	3	3	0	0
NC	95/03/15	95/03/15	Search & Rescue	3	3	0	0
NC	95/03/17	95/03/18	Loss of Public Utilities	2	2	0	0
NC	95/04/08	95/04/09	Search & Rescue	2	2	0	0
NC	95/04/13	95/04/13	Search & Rescue	2	2	0	0
NC	95/04/15	95/04/15	Search & Rescue	3	3	0	0
NC	95/05/25	95/05/21	Loss of Public Utilities	2	2	0	0
NC	95/06/12	95/05/12	Search and Rescue	2	2	0	0
NC	95/06/19	95/06/19	Broken Water Main	2	2	0	0
NC	95/06/28	95/06/28	Search & Rescue	2	2	0	0
NC	95/06/29	95/06/29	Aviation Support	6	6	0	0
NC	95/07/05	95/07/05	Search & Rescue	2	2	0	0
NC	95/07/17	95/07/17	Search & Rescue	2	2	0	0
NC	95/07/26	95/08/18	Hazardous Material	1	1	0	0
NC	95/08/01	95/08/18	Water Haul	4	14	0	0

NC	95/08/15	95/08/14	Hurricane	6	6	0	0
NC	95/08/15	95/08/18	Hurricane	23	83	0	0
NC	95/08/17	95/08/18	Water Haul	0	0	0	0
NC	95/08/17	95/08/18	Search and Rescue	2	4	0	0
NC	95/08/25	95/08/26	Fed/State/Local Agency	2	2	0	0
NC	05/08/27	95/08/27	Flood	1	1	0	0
NC	95/09/07	95/11/01	Search & Rescue	2	4	0	0
NC	95/09/18	95/09/22	Loss of Public Utilities	12	24	0	0
NC	95/09/18	95/09/18	Loss of Public Utilities	0	0	0	0
NC TOTAL				168	436	0	0

NORTH DAKOTA

ND	95/05/04	95/05/12	Flood	14	42	0	0
ND TOTAL				14	42	0	0

NEBRASKA

NE	95/01/31	95/05/05	Flood	3	3	0	0
NE	95/02/06	95/02/07	Ice Jamming	3	3	0	0
NE	95/04/11	95/04/12	Winter Storm	1	1	0	0
NE TOTAL				7	7	0	0

NEW HAMPSHIRE

NH	95/06/28	95/07/07	Search & Rescue	4	4	0	0
NH	95/06/28	95/06/29	Search and Rescue	4	7	0	0
NH TOTAL				8	11	0	0

NEW JERSEY

NJ	94/11/14	95/01/17	Loss of Public Utilities	2	18	0	0
NJ	95/08/16	95/08/18	Hurricane	29	116	0	0
NJ	95/09/09	95/09/17	Fire	2	8	0	0
NJ TOTAL				33	142	0	0

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NEW MEXICO

NM	95/03/21	95/02/25	Loss of Public Utilities	2	2	0	0
NM	95/06/09	95/06/20	Water Line Inoperable	11	23	0	0
NM	95/06/22	95/06/23	Hosp. w/o Water	22	85	0	0
NM	95/06/23	95/07/05	Village w/o/ Water	12	24	0	0
NM	95/06/25	95/08/18	Water Haul	2	4	0	0
NM	95/08/21	95/08/26	Water Haul	2	12	0	0
NM	95/09/14	95/09/19	Water Haul	2	2	0	0
NM	95/06/27	95/10/06	Fed/State/Local Agency	2	6	0	0
NM TOTAL				63	174	0	0

NEVADA

NV	95/03/27	95/03/27	Search & Rescue	2	4	0	0
NV	95/05/20	95/05/20	Pre-Positioning Equip	1	1	0	0
NV	95/05/22	95/05/22	Loss of Public Utilities	2	2	0	0
NV	95/08/07	95/08/08	Fire	8	8	0	0
NV TOTAL				13	15	0	0

NEW YORK*

NY	95/07/15	95/06/12	Sever Thunderstorms	18	21	0	0
NY	95/07/16	95/07/24	(Unknown)	18	33	0	0
NY	95/08/23	95/09/06	Fire	30	30	5	5
NY	95/08/23	95/09/08	Fire	6	6	0	0
NY	95/08/23	95/11/01	Fire	174	581	20	44
NY	95/08/23	95/08/10	Fire	171	171	1	1
NY	95/08/23	95/08/24	Fire	1	2	0	0
NY	95/09/06	95/09/11	Fire	27	107	0	0
NY TOTAL				445	951	26	50

OHIO

OH	95/05/18	95/01/11	Flood	19	19	0	0
OH	95/08/08	95/11/01	Flood	8	15	0	0
OH	95/09/05	95/09/06	Loss of Public Utilities	7	25	0	0
OH TOTAL				34	59	0	0

OKLAHOMA

OK	95/02/09	95/02/10	Assist Law Enforcement	2	4	0	0
OK	95/04/20	95/05/26	Terrorist Activity	338	5,933	114	2,005
OK	95/06/09	95/06/21	Flood	0	0	0	0
OK	95/06/20	95/06/21	Loss of Public Utilities	0	0	0	0
OK	95/06/20	95/06/22	Loss of Public Utilities	0	0	0	0
OK	95/07/13	95/07/13	Search & Rescue	2	2	0	0
OK TOTAL				342	5,939	114	2,005

OREGON

OR	95/02/03	95/02/04	Search & Rescue	2	4	0	0
OR	95/03/29	95/03/29	Loss of Public Utilities	2	3	0	0
OR	95/06/01	95/05/05	Search & Rescue	7	7	0	0
OR	95/09/18	95/11/01	Search & Rescue	2	4	0	0
OR TOTAL				13	18	0	0

PENNSYLVANIA

PA	95/08/25	95/08/27	Fire	6	6	0	0
PA TOTAL				6	6	0	0

PUERTO RICO

PR	93/06/03	95/06/25	Assist Law Enforcement	436	101,452	0	0
PR	94/07/24	94/12/19	Loss of Public Utilities	27	249	0	0
PR	95/09/05	95/09/07	Hurricane	750	865	0	0
PR	95/09/15	95/09/16	Hurricane	156	261	0	0
PR	95/09/16	95/11/01	Hurricane	66	126	0	0
PR	95/09/16	95/11/01	Hurricane	23	266	0	0
PR	95/09/17	95/09/17	Hurricane	22	258	0	0
PR TOTAL				1,480	103,477	0	0

SOUTH CAROLINA

SC	95/02/04	95/02/05	Loss of Public Utilities	31	62	0	0
SC	95/08/27	95/08/31	Flood	3	3	0	0
SC TOTAL				34	65	0	0

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SOUTH DAKOTA

SD	95/04/12	95/04/14	Flood	4	8	0	0
SD	95/05/09	95/05/12	Flood	8	19	0	0
SD	95/06/25	95/06/25	Assist Law Enforcement	1	1	0	0
SD	95/07/17	95/07/24	Assist Law Enforcement	3	54	0	0
SD	95/09/05	95/09/06	Fire	9	20	0	0
SD TOTAL				25	102	0	0

TEXAS

TX	94/10/18	95/01/06	Flood	6,068	6,068	5	5
TX	94/12/16	94/12/19	Flood	165	165	0	0
TX	95/03/07	95/03/08	Tornado	4	4	0	0
TX	95/06/08	95/07/17	Fed/State/Local Agency	11	44	0	0
TX TOTAL				6,248	6,281	5	5

UTAH

UT	95/03/23	95/03/23	Flood	7	7	0	0
UT	95/07/11	95/07/15	Fire	0	0	0	0
UT	95/07/26	95/07/31	Fire	7	7	0	0
UT	95/07/28	95/08/18	Assist Law Enforcement	2	2	0	0
UT	95/08/07	95/08/07	Fire	30	33	0	0
UT	95/08/08	95/08/08	Fire	3	14	1	1
UT TOTAL				49	63	1	1

VIRGINIA*

VA	95/02/03	95/02/05	Winter Storm	16	48	0	0
VA	95/04/07	95/04/11	Fire	13	65	0	0
VA	95/04/09	95/05/12	Fire	31	227	0	0
VA	95/06/23	95/07/14	Flood	101	445	0	0
VA	95/08/16	95/09/07	Hurricane	17	17	2	3
VA	95/08/16	95/08/21	Hurricane	8	8	3	3
VA	95/09/15		Drought	4	14	0	0
VA TOTAL				190	824	5	6

VIRGIN ISLANDS

VI	95/09/05	95/09/11	Hurricane	670	3,080	39	141
VI TOTAL				670	3,080	39	141

VERMONT

VT	95/06/29	95/07/18	Loss of Public Utilities	0	0	0	0
VT	95/07/07	95/08/18	Loss of Public Utilities	0	0	0	0
VT	95/07/29	95/07/29	Assist Law Enforcement	51	51	0	0
VT	95/08/08	95/08/15	Loss of Public Utilities	0	0	0	0
VT	95/09/29	95/08/18	Loss of Public Utilities				
VT TOTAL				51	51	0	0

WASHINGTON

WA	95/01/02	95/01/03	Assist Law Enforcement	8	8	0	0
WA TOTAL				8	8	0	0

WISCONSIN

WI	94/03/04	94/11/17	Loss of Public Utilities	2	30	0	0
WI	95/06/14	95/06/15	Search & Rescue	4	4	0	0
WI TOTAL				6	34	0	0

WEST VIRGINIA

WV	95/07/02	95/07/03	Flood	12	12	0	0
WV TOTAL				12	12	0	0

WYOMING

WY	95/09/06	95/09/06	Fire	12	12	0	0
WY	95/09/06	95/09/06	Fed/State/Local Agency	8	8	0	0
WY TOTAL				20	20	0	0