

THE ARMY AND THE AIR FORCE
Annual Review of the Chief



National Guard Bureau

Fiscal Year

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NATIONAL GUARD BUREAU

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To the Secretaries of the Army and the Air Force:

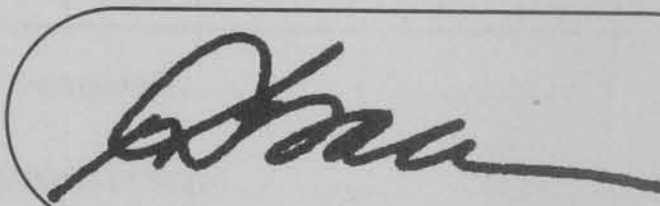
The Annual Review of the Chief, National Guard Bureau, for Fiscal Year 1997 is respectfully submitted.

This fiscal year, the Army National Guard continued to play a key role in U.S. peacekeeping efforts in Bosnia and other parts of Europe. More than 3,400 Army Guard personnel were Federalized under the Presidential Selective Reserve Call-up authority, most of them for 270 days, and deployed to Germany, Hungary, Bosnia, and Macedonia.

The Air National Guard also was a major participant in upholding U.S. strategic interests around the globe. In Fiscal Year 1997, our KC-135 aircraft and crews participated in virtually every United States Air Force mission which required refu-

eling. In the Persian Gulf, Air National Guard fighter squadrons maintained round-the-clock alerts to enforce the no-fly zones over Northern and Southern Iraq, and Air Guard C-130 airlifters continued to deploy worldwide as part of the Total Force.

As it celebrates its 361st year, the National Guard continues its tradition of service to both state and nation, and is ready to continue to help achieve U.S. strategic goals around the globe.



EDWARD D. BACA

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

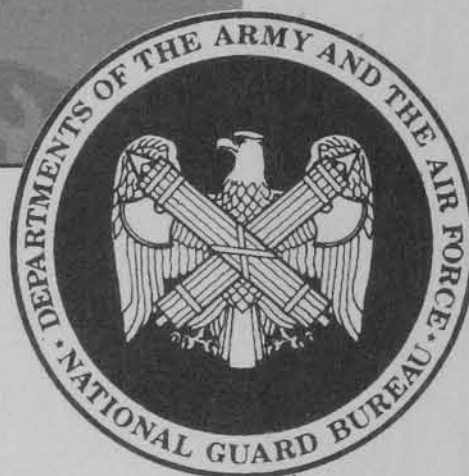


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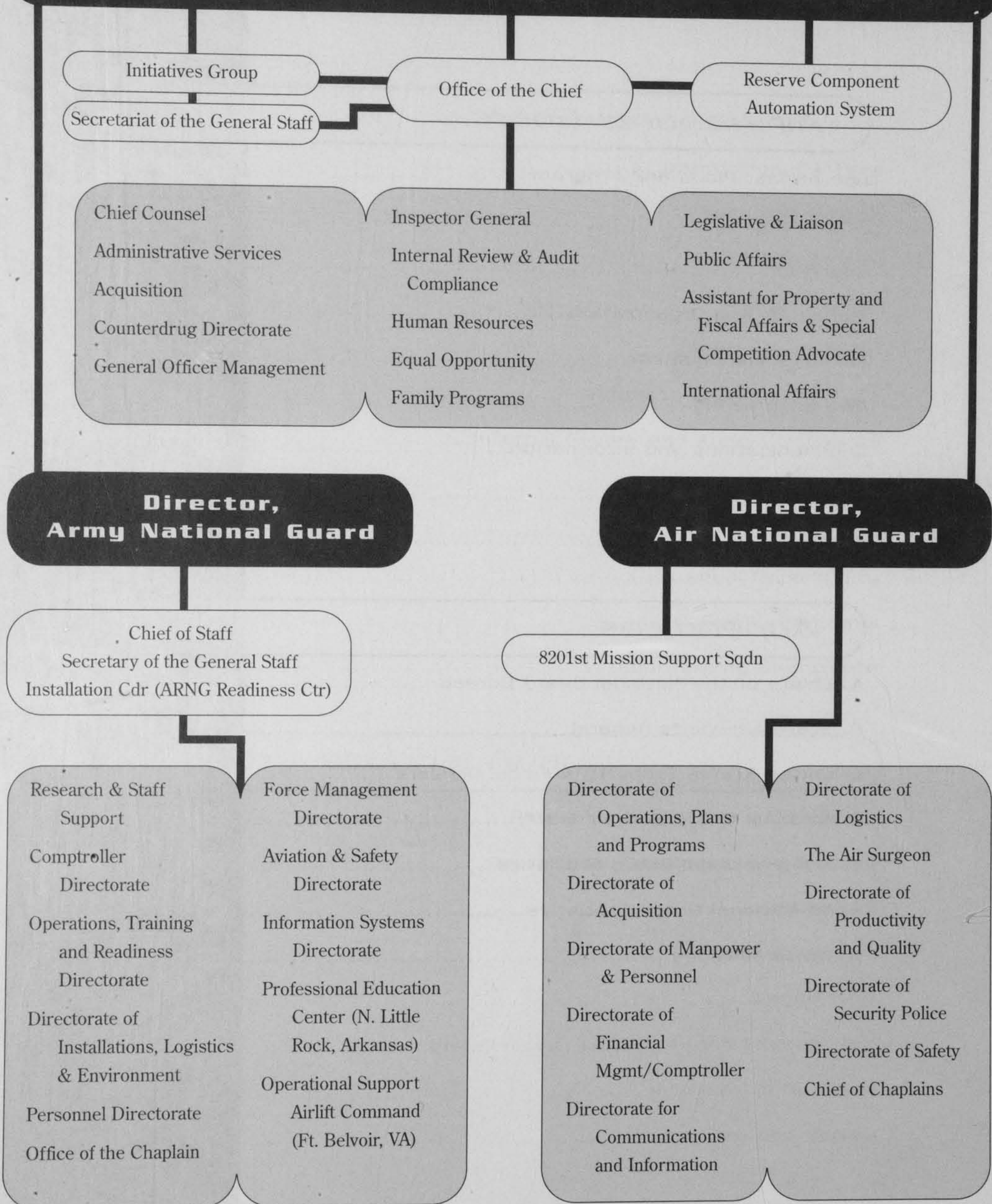
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CHIEF, NATIONAL GUARD BUREAU



ARMY NATIONAL GUARD

PERSONNEL

370,046 Personnel
24,629 Technicians
22,670 Active Guard/Reserve (AGR)

MAJOR UNITS

8 Divisions (2 Inf, 1 Lt Inf, 1 Armd, 4 Mech)
15 Brigades (6 Inf, 5 Mech, 3 Armd, 1 Lt Inf)
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
2 Military Police Brigade Headquarters
1 Transportation Brigade Headquarters
1 Corps Artillery Headquarters
1 Support Command Headquarters
3 Air Defense Artillery Brigade Headquarters
3 Signal Brigade Headquarters
1 Aviation Brigade Headquarters
1 Chemical Brigade Headquarters

AIR NATIONAL GUARD

PERSONNEL

110,003 Personnel
23,406 Technicians
10,560 Active Guard/Reserve (AGR)

ORGANIZATION

1541 Units
89 Wings (Flying)
97 Squadrons (Flying)
5 Training Units (Flying)
99 Medical/Aeromedical Evac Units
97 Civil Engineer Units
166 Communications Units

Mission, Organization and Administration

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

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

At the end of the Revolutionary War, it was recognized that the militia had played an important role in winning the nation's independence. The authors of the Constitution empowered Congress to "provide for organizing, arming and disciplining the militia." However, recognizing the militia's state role, the Founding Fathers reserved the appointment of officers and training of the militia to the states.

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

Support of the active forces is on a worldwide basis, with training conducted in geographic areas associated with U.S. interest. Air National Guard fighter-interceptor units provide 24-hour air defense, and Army National Guard units round out active Army divisions. Upon mobilization, both Army and Air National Guard units would be assigned to major commands of the Army and Air Force.

While its federal reserve role has been strengthened, the National Guard of each state remains, constitutionally, a state-administrated force. The state mission is to provide units trained and equipped to protect life and property and to preserve peace, order, and public safety, under the order of state and federal authorities.

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.

National Guard Bureau

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.

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Office of the Chief



International Affairs

This fiscal year, the Directorate of International Affairs continued to present the National Guard story to numerous officials from the United States and the world. Leaders from many diverse nations requested information on the National Guard. Of continued interest to other nations are particular programs for military support to civil authorities, employer support to the Guard and Reserves, and family programs.

State Partnership Program

There are currently 25 nations and 28 states participating in the National Guard State Partnership Program, a very successful component of DoD's nation-building efforts. This fiscal year, the program

continued to expand. New partnerships were formed between Belize and New Hampshire, Ecuador and Kentucky, Panama and Missouri, and Peru and West Virginia. Several African nations, as well as other nations from Central and South America, are interested in establishing partnerships.

Foreign Visitors

For the second year in a row, the International Affairs Directorate joined with the Air National Guard to host foreign diplomats and their families at the annual DoD Open House at Andrews Air Force Base, Maryland, in May 1997. The directorate also participated in two attaché tours sponsored by the U.S. Army Chief of Staff, designed to introduce the foreign military attachés assigned to Washington to the Total Army and the broad culture and industrial spectrum



of the United States. The tour itineraries included extremely productive visits to selected National Guard units and State Headquarters.

A special group of high-ranking Russian military officers, led by General-Lieutenant Vasiliy Vasilyevich Smirnov, chief of the main Organization-Mobilization Directorate of the General Staff, was hosted this year by the Chief, National Guard Bureau. The Russian officers were escorted by the United States' Assistant Army Attaché, Moscow, and spent one week visiting the National Guard in the United States in August 1997. In addition to an orientation on the roles and missions of the National Guard, the itinerary included visits to the National Guard Bureau, the District of Columbia National Guard, and the New York National Guard. Discussions included possible future joint programs and cooperation.

Foreign Travel

The Directorate of International Affairs was responsible for arranging two important international trips for the Chief of the National Guard Bureau (CNGB). During a European trip in March 1997, the Chief attended the Reserve Component Senior Leaders Conference at Headquarters, United States European Command in Stuttgart, Germany. He also visited partner nations in the National Guard State Partnership Program to assess the program through discussions with in-country U.S. military personnel, U.S. diplomatic personnel, and host nation governmental and military personnel. In addition, the CNGB visited Norway, Estonia, Poland, Romania, Germany, Czech Republic, Bosnia, Italy, and the United Kingdom.

A Pacific trip was conducted in August 1997 to explore the expansion of National Guard involvement with Pacific Command; to visit National Guard troops in Hawaii, Guam, and Korea who were participating in Joint Chiefs of Staff (JCS) exercises; and to visit the Republic of the Philippines at the invitation of the

Philippine Vice Chairman of the Armed Services Committee and the U.S. Ambassador to the Philippines. Highlights of the trip included visits to the Hawaii National Guard's Counterdrug Program and Guam's disaster relief efforts following an airline crash; visits to Bataan and Corregidor while in the Philippines; and visits with U.S. and U.N. forces on the Korean Demilitarized Zone (DMZ).

Policy and Liaison

The Office of Policy and Liaison performs two primary functions within the National Guard Bureau. These are to support the National Guard Bureau leadership in Congressional and Legislative liaison activities, to include relations with private military organizations, and to respond to inquiries from the White House and the members and committees of the Congress. In July 1997, the policy function was returned to this office from the Office of Administrative Services. The policy coordination responsibility includes serving as the agency proponent for All States Correspondence, and the primary coordinator for the implementation and communication of National Guard policy.

A key element of the liaison function is the development and execution of a coordinated, consistent legislative program that will enable Congress to support the National Guard with the necessary resources. This is accomplished by continuous coordination with the Army and Air Force legislative and budget offices, and providing timely and coordinated information to the Congress as requested. This office prepares the National Guard Bureau leadership for personal meetings with the individual members of Congress and appearances at hearings and briefings. The Office of Policy and Liaison prepares the Chief, National Guard Bureau's annual Posture Statement, and periodic updates to the annual Defense Authorization and



Appropriation bills, as they proceed through the legislative process. The office responded to nearly 3,000 written and telephonic inquiries from the White House and the members and committees of the Congress in 1997.

Public Affairs

The National Guard Bureau Office of Public Affairs manages and supports overall public affairs efforts of both the Army and Air National Guard. The office conducts programs at both the National Guard Bureau, and in the states and territories.

Community Relations

The NGB Community Relations team assists the 54 states and territories in planning, developing, and evaluating national-level community relations programs in an effort to garner widespread community acceptance, understanding, and support for the roles and missions of the National Guard. Typical community relations programs include base open houses, military flyovers, civic leader airlifts, orientation flights, and support to the motion picture and television industry.

In FY 97, the Community Relations team coordinated DoD-sponsored Armed Forces Day and Veterans Day events at 26 regional sites. We also coordinated NGB participation in Public Service Recognition Week, held in May on the Capitol Mall

in Washington, D.C. This event attracted several hundred thousand federal employees, tourists, and students. The Community Relations team also coordinated several overseas tours for National Guard military bands, and civic leader and news media visits to Europe and South America.

Command Information

The Command Information section helps tell the National Guard story through the Guard's monthly flagship newspaper, *The On Guard*. With a circulation of nearly 50,000, the publication is delivered to every Army and Air National Guard unit in each of the states and territories. It is also sent to key offices throughout the Department of Defense. In 1996, journalism experts in the civilian and academic worlds selected *The On Guard* as the best newspaper in its category in the entire DoD journalism community. The paper is available on the Worldwide Web at <http://www.dtic.mil/defenseink/guardlink>.

The Command Information staff also administers the National Guard portion of the Army and Air Force media contests. For the 1997 competition, 46 states and almost 300 individual entries were submitted. Several of the journalists and broadcasters who won at the National Guard level also won or placed at both the service and DoD-level competitions.

Command Information personnel also produce specialized publications aimed at helping Guardmembers with everything from recruiting and retention, informing the public about various topics which involve the Guard. The annual four-page promotional edition of *USA Today*, written and designed by the Command Information staff, has a press run of 100,000.

Historical Services

During FY 97, Air National Guard (ANG) historians continued to coordinate the National Guard Bureau's participation in the Air Force's and ANG's 50th anniversary commemorations. This included displaying the ANG's own 50th anniversary exhibit at the Air Force Association's 50th anniversary celebration in Las Vegas; the annual meeting of the Experimental Aircraft Association at Oshkosh, Wisconsin; and the National Guard Association of the U.S. conference at Albuquerque, New Mexico.

ANG historians continued to publish several articles in *The On Guard* newspaper, as well as a two-part article on the history of the ANG's air mobility missions in the *Airlift/Tanker Quarterly*. Office personnel developed and opened a history section on the ANG homepage, one of the first in the Air Force history program.

The office manages the ANG's unit history program, the largest in the Total Air Force. This fiscal year, ANG historians conducted a workshop for ANG unit historians at Camp Robinson, Arkansas.

Army National Guard historians continued to work closely with the U.S. Army Center of Military History, the Bureau's Force Management directorate, and the state-level Force Integration and Readiness officers to maintain the history and lineage of Army National Guard units. Using the facilities of the Visual Information Support Center in Tennessee, Army historians this year produced two historical videos, one of which involved TDY travel for on-camera interviews and extensive editing in Tennessee. This section also provided ongoing historical research and writing for NGB general officer speechwriters, as well as numerous articles for *The On Guard* newspaper.

Youth Programs

The three federally funded National Guard youth programs in FY 97 were ChalleNGe, STARBASE, and the Youth Conservation Corps.

"ChalleNGe" is a five-month residential program for 16- to 18-year-old high school dropouts who are drug-free and not in trouble with the law. Fifteen states participated in the program this fiscal year. With the completion of the ninth class, ChalleNGe graduated over 12,500 at-risk youth from the residential phase of the program, with over 8,500 receiving their high-school equivalency (GED) diploma. 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 90% for the ninth.

"Science and Technology Academies Reinforcing Basic Aviation and Space Exploration" (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. Participating states are California, Florida, Iowa, Kansas, Michigan, Minnesota, North Carolina, Oklahoma, Oregon, Puerto Rico, South Dakota, Texas, Vermont, and Wyoming.

Puerto Rico became the fourth state to participate in Youth Conservation Corps (YCC) during FY 97, joining programs already under way in Colorado, Oregon, and Wisconsin. YCC cadets participate in a wide variety of projects in conjunction with federal and state agencies.

Chief Counsel

The Chief Counsel is appointed by the Chief, NGB pursuant to title 10, U.S. Code section 10506(b) and provides legal advice and services to NGB, its leadership, and USP&FOs. The Office of the Chief Counsel has a full-time staff of 29 attorneys, comprised of both civilian attorneys and military judge advocates, and two paralegals. The office is also supported by judge advocates from the D.C. ANG and Army National Guard (ARNG), who train in the office, enabling the office to operate seven days a week. The office is divided into four Sections, each led by an Assistant Counsel, reflecting the functional expertise of the staff attorneys. Under the direction and supervision of the Chief Counsel, the sections work closely with one another to provide timely and proficient legal services to clients.

Contract/Fiscal Law Section

The Contract/Fiscal Law Section 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 97, this Section reviewed over 426 commercial instruments (solicitations, contracts, modifications, etc.) for legal sufficiency, and provided continuing legal support in the administration of such instruments, including counsel and coordination of protests, mistake in bid actions, and Procurement Fraud allegations. The section 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/Fiscal Law Section also continued its efforts to reduce fraud, waste, and abuse, Antideficiency Act violations, and other fiscal impropri-

eties. The Section 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, section members worked closely with program managers and financial managers to identify potential problems and propose alternatives.

General Law Section

The General Law Section consists of five areas: ethics, counterdrug legal support, labor and Federal personnel law, Freedom of Information and Privacy Act law, and litigation. The Ethics Counselor provides advice on Federal ethics laws and the Joint Ethics

Regulation (JER), and assistance to persons throughout NGB and to the AGR judge advocates across the country. During FY 97 the Ethics Counselor substantially staffed the National Guard technical amendments as part of Change 3 to the JER through the Department of Defense, Army, and Air Force General Counsel Offices. The Ethics Counselor ensured that all required financial disclosure reports (SF 278 and OGE 450) were filed nationwide, reviewed hundreds of reports of conflicts of interest, conducted numerous sessions of new employee and annual ethics training, and made detailed statistical reports to the Army and Air Force. The Ethics Counselor also provided numerous written legal opinions on such topics as gifts, conflicts of interest, relations with non-Federal entities and other private organizations, travel benefits, travel and transportation issues, political activities of govern-



ment and military personnel, outside employment and other activities (teaching, speaking, writing, etc.), post-Government employment restrictions, and use of Government resources. The office is also involved in resolving professional responsibility complaints made against AGR judge advocates.

The attorney for counterdrug legal support provides legal support for a wide variety of missions administered by the Counterdrug Directorate. This support primarily takes the form of written opinions on and interpretations of the fiscal, criminal, administrative, and constitutional issues involved with executing the 54 state and territory Governors' plans. These plans 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 97 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 office 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.

The labor law and Federal personnel law attorney provides legal advice and reviews equal employment opportunity (EEO), civilian personnel, and labor cases. In FY 97, numerous acceptance and dismissals of EEO civilian technician complaints, reports of investigation, EEO Settlement agreements, offers of full relief, and final agency decisions were reviewed for legal sufficiency. Litigation support was provided 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. Legal advice was also provided in support of the NGB Freedom of Information Act (FOIA) and Privacy Act (PA) programs, as well as litigation support to the Department of Justice in U.S. District Court cases involving FOIA/PA denials.

In FY 97, the litigation attorney continued assistance to the Judge Advocates General of the Army and Air Force in supporting Department of Justice attorneys representing the National Guard and its personnel. There was increased involvement in the litigation process to ensure that National Guard interests and the interests of its personnel were adequately represented. Coordination was maintained between U.S. attorneys, the military litigation divisions, and state National Guard commands. Cases involving a variety of issues were handled, including personal injury, contracts, environmental law, and military and civilian personnel issues.

Administrative Law Section

The Administrative Law Section provided legal advice relating to military personnel law, full-time support personnel, mobilization, operations, training, readiness, force structure, military support to civil authorities, pay and allowances, travel and transportation, benefits and entitlements, nonappropriated funds and private organizations, military justice, claims, and equal opportunity. The section also reviewed regulations, investigations, and board actions of various types. Of particular interest during the year were a continued upward trend in the number of Inspector General investigations, military discrimination complaint investigations, and Board for Correction of Military Records cases to be reviewed and legal issues arising from implementation of the Reserve Officer Personnel Management Act (ROPMA), actual or proposed reductions in end strength or force structure, the use of National Guard full-time support personnel (AGRs and technicians) and state employees hired

pursuant to cooperative agreements to support active force missions, an Army initiative to create multi-component units, the implementation of Innovative Readiness Training (IRT) under 10 USC 2012, the National Guard chemical/biological terrorism training and response mission, and the Lautenberg Amendment barring persons with domestic violence misdemeanor convictions from possessing arms and ammunition.

Environmental Law

The Environmental Law Section supports the National Guard in its commitment to environmental excellence, as it works with state and federal regulators to resolve environmental issues. As part of this effort, the attorneys coordinate issues with Army, Air Force, and DoD legal personnel, as appropriate, and participate in various DoD workgroups designed to develop the military's position on environmental issues. During FY 97, the section continued its efforts to facilitate ANG and ARNG compliance with state and federal environmental statutes, including, in particular, issues arising from the implementation of two federal administrative orders dealing with the possible environmental impacts of training at the Massachusetts Military Reservation.

Section members also provided counsel on the National Guard's efforts to implement cleanups of its facilities, as well as addressing potential environmental liabilities related to property expected to be used by the Guard. In FY 97, this endeavor included participation and assistance in the successful effort to develop a novel license between the federal government and the state of Virginia to address the state's concerns over potential liability in assuming operational responsibility for much of Ft. Pickett.

The Environmental Law Section continues to review a large volume of environmental planning documents (generated primarily under NEPA) for legal sufficiency. These documents assess the environmental

impacts of a variety of Guard activities, such as new range and armory construction and airspace modification for aircraft training. In FY 97, the section provided a particular effort in supporting the Colorado Airspace Initiative, a proposal to reconfigure airspace in Colorado and surrounding states. The area of cultural resources and natural resource management continues to make increasing demands on attorneys' time.

A significant effort was made in FY 97 to provide the benefit of the section's environmental expertise to the National Guard AGR judge advocates through the presentation of a comprehensive seminar on environmental issues. In preparing the workshop materials and making the presentations, the section attorneys focused on the particular aspects and issues presented by the unique structure of the National Guard, an approach universally appreciated by the attendees.

Legislation

The legislation attorney works directly under the Chief Counsel. During FY 97, the legislation attorney drafted legislative proposals, together with necessary analysis and justification, to resolve a number of legal issues and improve or expand the authority for National Guard programs and activities. In addition, the legislation attorney monitored congressional bills and internal DoD legislative proposals, identified significant issues affecting the National Guard, and prepared information papers on those issues. Items addressed in FY 97 that are likely to be enacted into law include proposals that would expand the availability of cooperative agreements to support National Guard activities, provide permanent authority for the National Guard Youth Challenge Program, enable the retention of Brigadier General military technicians beyond their mandatory retirement dates, provide increased National Guard representation on the Joint Staff, and clarify the eligibility of National Guard members for the Soldier's Medal or Airman's Medal for acts of heroism performed while not in a military duty

status. The legislation attorney also analyzed and summarized recently enacted legislation affecting the National Guard, researched the legislative history of such legislation, and assisted interested parties in interpreting and applying new statutory requirements and amendments to existing law.

Inspector General

The office of the National Guard Bureau Inspector General (NGB-IG) is a primary element in the system of management controls monitoring the annual outflow of approximately \$10.5 billion in federal resources to the Army and Air National Guard. The NGB-IG office provides the Chief, National Guard Bureau with an ongoing assessment of the economy, efficiency, discipline, morale, esprit de corps, and readiness of the entire National Guard through an aggressive agenda of assistance, investigations, assessments, and inspections. The organization manages approximately 225 full- and part-time Inspector General soldiers and airmen with an annual operating budget in excess of \$2 million. The NGB-IG is on the personal staff of, and reports directly to, the Chief, National Guard Bureau and, in his absence, to the Vice Chief.

Both Army and Air National Guard issues are reviewed by National Guard Inspectors General. The NGB-IG office has oversight responsibility of the 54 Inspector General offices in the states and territories. Fifty states and territories voluntarily participate in the Active Duty State Inspectors General Program. These 46 states and 4 territories have an Active Duty Army colonel or lieutenant colonel serving as the State IG.

NGB-IG consists of five divisions: Operations and Support; Army Assistance and Investigations; Air Complaints and Inquiries; Army Inspections and Analysis; and Air Inspections. It also has a Headquarters element, consisting of The Inspector General, the Deputy Inspector General (an Active Duty Army colonel), and a civilian administrative assistant.

Operations and Support Division

This division evaluates and reports on the effectiveness of the National Guard Bureau Inspector General Program in the various states and territories; monitoring the effectiveness of IG functions within the National Guard; planning, programming, and executing the NGB-IG budget; managing information management resources; developing internal policies and procedures pertaining to the utilization of IGs within the National Guard; handling all personnel and administrative actions for office and Active Component (AC) IGs; and training the AC IGs in National Guard operational procedures.

Army Assistance and Investigation

The Army Assistance and Investigation Division processes requests for assistance that involve Army Guard issues. Request for assistance that can be solved at the State level are forwarded to the appropriate State IG for action. The Division receives and acts upon complaints from the Department of Defense Hot Line, Department of the Army Inspector General, State Inspectors General, military members, and civilians.

NGB-IG investigations, initiated by the direction of the Chief, National Guard Bureau, are conducted by teams of Inspectors General consisting of at least one officer and one senior NCO. All general officer cases are investigated by the Department of the Army Inspector General. Army Inspector General reports of investigation (ROI) are not used for adverse action unless the evidence is so compelling as to make any additional investigative work pointless. All ROIs are reviewed by the National Guard Bureau Judge Advocate for legal sufficiency.

Historically, the types of cases handled by the IG system have changed very little over time. Assistance



cases involving finance & accounting, personnel management, command/management of the organization, and personal conduct have been and continue to be the four leading types of issues handled by the IG system. In FY 97, the entire National Guard Inspector General system handled over 10,000 requests for assistance. The large majority of these requests did not involve any violation of law or regulation, thus not becoming formal investigations.

Air Complaints and Inquiries

Due to differences in Air National Guard unit structure, Inspector General assistance to airmen is usually available at the base level. Thus, the National Guard Bureau Air Complaints and Inquiries Division's primary mission is to serve as the liaison between the State Inspectors General, the Air Force Inspector General, and the Department of Defense IG. To accomplish this mission, the division conducts training on investigative procedures and techniques for Investigating Officers (IO) and State Inspectors General. In addition, the division provides oversight for investigations that require closure at higher headquarters. The division receives complaints from the Department of Defense Hot Line, the Air Force Inspector General Officer, the Air Force Hot Line, State Inspectors General, military members, and civilians.

This year, the division departed from the normal investigation practices of years past. Due to the significant increase in the number of complaints, an initiative was implemented to decentralize the investigative function to the states. To facilitate this change, a new training strategy was installed. An exportable ANG Investigation Officer (IO) Course was created. The course provides instruction in the areas of investigation law, proper interpretation of regulations, and investigation techniques. Three of these courses were taught at different locations across the United States. In all, 59 students, ranging from Commanders, to IGs,

and Vice Wing Commanders, were trained. Also, in another departure from past practices, for the first time ever, six Army officers, assigned as State Inspectors General, attended the Air Force Inspector General Worldwide Training Conference. This was done in order to give them a better understanding of the ANG investigative process for which they are responsible in their respective states.

Army Inspections

This division has the primary mission of conducting special inspections and assessments of joint, systemic issues within the National Guard. The division also oversees National Guard intelligence functions and activities, coordinates and assesses external agency inspection activity, reviews management control programs, and forwards problems that cannot be fixed at the NGB or state level to the secretarial Inspectors General.

During Fiscal Year 97, in addition to several follow-up inspections, the division undertook several major initiatives. These included numerous intelligence oversight/combating terrorism inspections; an assessment of the Title 10 Active/Guard Reserve (AGR) program; an assessment of alternate work schedules; and investigations of reports of questionable intelligence activity.

Air Inspections

Air Inspections helps evaluate Air National Guard force readiness, and organizational efficiency and effectiveness by assisting in the scheduling and implementation of Quality Air Force Assessments (QAFA) and Operational Readiness Inspections (ORI) for Air National Guard headquarters, operational, and subordinate units. It has the primary mission to provide a continual assessment of force readiness, and organizational efficiency and effectiveness to the National Guard leadership.

Based on the guidelines developed by the Blue Ribbon Commission (BRC), which calls for the Air Force to significantly reduce the number of inspections and audits it performs, the division tracks all audits and inspections conducted in the ANG by all governmental agencies. As the ANG "gatekeeper," the division also serves as a risk assessment manager to ensure that a clear picture is developed of the operational capability of the ANG based upon the impact of decreasing inspections.

Property and Fiscal Affairs

The Office of the Assistant for Property and Fiscal Affairs and Special Competition Advocate (NGB-ZPF) has two major functions. The first is to manage the United States Property and Fiscal Officer (USPFO) program for the Chief, National Guard Bureau, including appointments, retirements, Officer Evaluation Reports/Officer Performance Reports (OERs/OPRs); monitor USPFO training and inspections; develop policy concerning the USPFO program; and serve as the National Guard Bureau Office of Primary Responsibility (OPR) for the USPFO program. The second is to serve as the Special Competition Advocate for the National Guard.

The Competition Advocate is responsible for ensuring that the National Guard is in compliance with the Competition in Contracting Act of 1984 (CICA-84), for developing the annual competition plan for the National Guard, and for submitting required reports. USPFOs are authorized to approve sole source contracts up to \$500,000 when properly justified. The Special Competition Advocate has authority to approve sole source contracts between \$500,000 and \$10,000,000 when properly justified. The Chief,

National Guard Bureau, as the Head of a Contracting Agency (HCA), has authority to approve sole source contracts between \$10,000,000 and \$50,000,000 when properly justified.

During Fiscal Year 1997, six new USPFOs were appointed and seven USPFOs were retired. An annual USPFO workshop was conducted.

During Fiscal Year 1997, of the Special Competition Advocate approved six Justification and Approval (J&A) documents for sole source procurements with a monetary value of \$6.45 million. The Chief, National Guard Bureau approved one sole source contract valued at \$15,000,000. The National Guard used competitive procedures for contracts valued at \$770.6 M out of \$788.5 M, for a competition rate of 97.7% versus an assigned competition goal of 92%.

Internal Review and Audit Compliance

The Internal Review and Audit Compliance Directorate provides the National Guard Bureau leadership with in-house professional oversight capability. The mission of the office is to provide:

- Professional in-house audits for Senior National Guard leaders which are responsive to their needs, and provide meaningful recommendations to improve operations;
- Guidance, direction, and training for state internal review auditors; and
- Coordination and liaison with external audit agencies conducting business with the National Guard.

The office is authorized 15 positions; however, only ten are filled, eight by professional auditors. Efforts continue to fully staff the office.

Internal Review Operations

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

Subjects for audit are submitted annually by the directors and their staffs, as well as by the Adjutants General and U.S. Property and Fiscal Officers. These recommendations are prioritized based on factors such as budget, risk, history, and number of auditor days available. The audit areas are then briefed to NGB general officers for changes, additions, and deletions. Once the Chief of the NGB approves the list, it is formalized and published as the NGB Annual Internal Review Schedule. The published schedule is evaluated several times during the year to ensure that it continues to meet the needs of Guard leadership. In keeping with the vision statement, *"Building a Better Tomorrow, Today,"* this branch is also on-call to provide quick reaction or "troubleshooting" reviews to senior NGB officials.

During FY 97, the following audit projects were undertaken:

- Retention Incentive Funds;
- Construction Cooperative Funding Agreements;
- Recruiting Operations & Maintenance & Advertising Funds; and
- Analysis of Services Provided by the Advertising & Distribution Center (MD) and the Print Plant (ME).

State Programs and Training

The State Programs and Training Branch is responsible for providing state and territory internal review offices with guidance, assistance, training, and oversight. In accordance with Department of Defense policy, the branch conducts external quality assurance

reviews of local internal review offices. These reviews serve to ensure that state Adjutants General and U.S. Property and Fiscal Officers receive professional-quality internal review services. Under this program, each state/territory is reviewed by a team of professional auditors once every three years. The Quality Assurance Program evaluates work accomplished at the local level and compares it to Comptroller General and Department of Defense audit standards and policies.

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

During FY 97, fourteen Quality Assurance Reviews were conducted. The state of Idaho was formally recognized for an outstanding internal review program.

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

Audit Compliance and Liaison

The NGB audit compliance and liaison section serves as the Chief, NGB's central point of contact with all external audit agencies (i.e., General Accounting Office, Department of Defense, Inspector General-Auditing, U.S. Army Audit Agency, and U.S. Air Force Audit Agency). The liaison officers facilitate audit agencies' efforts by ensuring that they are in

contact with the proper functional official, arranging briefing and conferences, notifying states/territories and NGB activities of pending audits, staffing of audit reports, and assisting in the development of replies to audit findings and recommendations. Counting all agencies, there are normally over eighty audits ongoing within the National Guard at any one time.

Acquisition

The Directorate of Acquisition/Office of Principal Assistant Responsible for Contracting (NGB-AQ/PARC) is the joint staff office responsible for the oversight and administration of all contracting functions to support the Army and Air National Guard and for carrying out all delegable responsibilities of the Head of Contracting Activity (HCA) as described in the Federal Acquisition Regulation, Defense Federal

Acquisition Regulation Supplement and Army Federal Acquisition Regulation for procurement, DoD Grant and Agreement Regulation for grant and cooperative agreements, and DoD Instruction 4000.19 for support agreements, or other contracting functions as directed by the Department of Defense (DoD) or the Department of the Army (DA) and Department of the Air Force (DAF). This includes oversight of the 54 United States Property and Fiscal Office (USPFO) purchasing and contracting activities, 92 Air National Guard (ANG) base contracting offices and the operational contracting office for National Command/ Capitol Region (NCR) at the National Guard Bureau (NGB-AQC). During FY 97, this amounted to oversight of over \$1.6 billion in acquisition obligations.

During FY 97, the directorate initiated a program to incorporate all Guard acquisition-related regulations, handbooks, policy letters, point papers, briefing or training chart presentations, etc., into the GuardNet

Fiscal Year 1997 Acquisition Totals

Procurement Actions/Dollars

	<u>Actions</u>	<u>Amounts</u>
USPFO/ANG Bases	193,481	\$634,875,859
NCR	1,654	\$199,386,055
NGB Total	195,135	\$834,261,914

Grant & Cooperative Agreement Dollars

USPFOs	\$824,356,405
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Support Agreement Dollars

USPFOs	New for FY 97
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intranet system. Now, any Guardsman can download or print from the screen any NGB-AQ/PARC document. This has substantially reduced the printing, duplication, and postal costs to the Guard for these documents. In addition, it has reduced the distribution time to same day as issue.

Grants and Cooperative Agreements

The Office of Grants and Cooperative Agreements (NGB-AQA) provides centralized policy management, compliance review, and training for the National Guard grant and cooperative agreement actions. NGB-AQA is the proponent for the following policy documents and training materials:

- NGR 5-1/ANGI 63-101, National Guard Grants and Cooperative Agreement Regulation;
- Management of National Guard Cooperative Agreements Course;
- NGB-AQ Grant and Cooperative Agreement Training Workshops; and
- All standardized automated grant and cooperative agreement formats.

Major Guard programs supported by this branch are as follows:

ARNG Ops & Maintenance	\$ 339,964,700
ANG Ops & Maintenance	\$ 189,846,400
ARNG Military Construction	\$ 169,326,000
ANG Military Construction	\$ 11,200,000
ANG RPM Projects	\$ 1,995,000
YOUTH Programs	\$ 40,995,724
Special Programs	\$ 71,028,581
Total	\$824,356,405

NGB-AQA develops policy and procedures to ensure compliance with federal law, DoD regulations, directives and policies on grants and cooperative agreements by the 54 United States Property and Fiscal Officers (USPFOs), who are the grants officers representing NGB, for the 54 states and territories. In FY 97, branch personnel trained some 632 Guard personnel in ten regional training workshops on management of grants and cooperative agreements.

Support Agreements

During FY 97, NGB-AQ was tasked to be the joint staff office responsible for the centralized oversight, management, policy, and training of the National Guard interservice and interagency support agreements, and the directorate began organizing and staffing the new Office of Support Agreements (NGB-AQI). Upon organization, NGB-AQI immediately began the staffing, coordination, and implementation of the following documents to provide quality guidance and assistance to Guard field units on the use of and procedures for support agreements:

- NGR 5-2/ANGI 25-201 National Guard Regulation on Intrasmervice, Interservice and Intragovernmental/Interagency Support Agreements, and
- National Guard Intrasmervice, Interservice and Intragovernmental/Interagency Support Agreement Handbook: For the Foxhole & Cockpit.

Procurement Policy

The Procurement Policy Division (NGB-AQP) develops policy and procedures to ensure compliance with federal statutes; Federal, DoD, and DA regulations; and directives and guidance on procurement contracting by the 54 USPFO purchasing and contracting offices, the 92 ANG base contracting offices, and the NGB-AQC NRC contracting office.

NGB-AQP is responsible for the following documents to provide guidance and assistance to Guard field units concerning procurement actions:

- National Guard Federal Acquisition Regulation Supplement (FARS);
- NGB 715-1 Contracting SOP;
- Architect-Engineer Contract File Handbook;
- Contract Construction File Handbook; and
- NGB Small Purchase Handbook.

The National Guard FARS was updated during FY 97 to incorporate new acquisition streamlining procedures to reduce acquisition administrative costs, acquisition time, and purchase costs. A major program implemented was the use of the government credit card for procurements under \$2,500.01. This program helps to reduce manpower requirements, administrative costs, and acquisition times for small dollar procurements.

A new emphasis on avoidance of contractor claims and disputes has led to the successful implementation of "Partnering Agreements" on major military construction programs. One example of these partnering agreements has resulted in the completion of a \$28-million construction project with no claims or disputes.

In February 1997, the National Guard Bureau Contracting Workshop was held in Washington, D.C. Over 350 Guard personnel attended.

Another acquisition streamlining tool added to the Guard arsenal has been the Task Order Contract (TOC). The Guard has 5 TOCs in place, one a four-state regional TOC. The TOC allows for the rapid competitive award of multiple construction projects.

Acquisition Contracting

The Acquisition Contracting Division (NGB-AQC) is the operational contracting office responsible for

procurement of supplies and service in the National Command/Capitol Region (NCR) to support NGB, and to provide nationwide contracts to support the Army or Air National Guards in two or more states. Major programs supported by NGB-AQC during the fiscal year were as follows:

- Counterdrug;
- Investigation of the Gulf War Illness Symptoms;
- Environmental;
- Controlled Humidity Preservation;
- National Biochemical Testing;
- C-26 Aircrew Training Simulation;
- C-21/C-130 Aircrew Training Simulation; and
- National Interagency Counterdrug Institute Training.

Small and Disadvantaged Business Utilization

The Office of Small and Disadvantage Business Utilization (NGB-AQS) is a separate activity under the Chief, National Guard Bureau. Its purpose is to be the advocate for small and small disadvantaged businesses who want to compete for federal contracts. Under the concept of separation of power and authority, it is a separate activity from the contracting activity at Major Command (MACOM) level and is directly responsible to the Chief, NGB. Although by regulation it is not part of NGB-AQ, NGB-AQS is located in NGB-AQ for convenience of coordination. During FY 97, the dollar amounts of procurement awards by NGB to small and small disadvantaged businesses were as follows:

Small Businesses	\$420,628,000
Small Business Set-Asides	\$ 79,920,000
Small Business Small Purchase Set-Asides	\$ 25,291,000
Small Disadvantaged Businesses	\$130,440,000
Women Owned Small Businesses	\$ 34,885,000
Total U.S. Businesses	\$680,681,000

Human Resources

The Directorate of Human Resources staff spent much time in FY 97 preparing for the anticipated signing of the National Defense Authorization Act of 1998. The proposed legislation required the elimination of all Title 32 non-dual status technicians, as well as development of a plan to implement provisions of the bill over a ten-year period. In anticipation of passage of the proposed legislation, and to address Congressional concerns, NGB-HR, in concert with the Bureau's Army and Air Guard personnel offices, chartered a study group to identify functions or categories of work which have required the Army and Air National Guard to use non-dual status technicians. Although we sought language to retain some non-dual status technicians, and Congressional permission to study more

fully the need for non-dual status technicians, the legislation passed on 11 Dec 97 required all technicians to be dual status by the year 2007.

Initiatives also began in 1997 to re-evaluate past technicians' staffing philosophies to take advantage of excepted service flexibility and to further integrate technicians and military personnel processes. The first evidence of this was a reworked staffing course of State personnel offices.

Modernization

During FY 97, efforts were focused on supporting the ongoing modernization of the Defense Civilian Personnel Data System (DCPDS) and to prepare for its implementation during FY 99 and FY 00. Human Resources continued to refine the necessary planning documents for provide guidance and direction for the



states. These documents were published as the National Guard Regionalization and Systems Modernization Plan, Technical Architecture Plan, Training Support Plan, and initial drafts of the Deployment, Implementation, and Conversion Plans.

DoD's Corporate Management Information System (CMIS) development continued during FY 97. The focus on data quality remained paramount and the importance of eliminating and reducing the error level to support conversion to the modern system was stressed.

Employee Relations

In FY 97, work continued to ensure that technicians receive the employee benefits to which they are entitled, while protecting and maintaining the military and state culture of the technician program. In order to provide management with a more effective performance management tool, a new technician performance appraisal regulation was issued. Despite a continuing rise in medical costs, workers compensation costs for FY 97 were reduced due to diligent case management. A joint national conference was conducted by workers compensation and safety specialists, and occupational health nurses, to review and discuss issues and topics related to the workers compensation program and safety and occupational health in the work environment.

The National Guard Bureau witnessed several challenges to the labor management landscape within the National Guard during FY 97. First, several local bargaining units of the National Federation of Federal Employees (NFFE) sought to change their affiliation to the Laborers International Union of North America (LIUNA), resulting in the establishment of a relationship with a new labor organization. Second, the Association of Civilian Technicians (ACT), a major labor organization representing National Guard Technicians, petitioned to consolidate bargaining units in 39 states and seek bargaining recognition at the

level of the National Guard Bureau rather than the states. Third, the National Association of Government Employees (NAGE), after many years of recognition, lost National Consultation Rights with the National Guard Bureau after the number of National Guard technicians it represents fell below 3,500. In response to these changes, guidance and assistance on labor law was provided to the states.

Training

During this fiscal year, the Human Resources Directorate focused on developing a national strategy to meet changing training and development requirements in an era of reduced resources. Distance learning and a focus on mission and readiness are cornerstones of the new strategy.

In January 1997, a Human Resources Training and Development Advisory Committee (HRDAC) was formed. In May, the Human Resources Development Council, the interagency council of heads of training and development for government agencies, published *Getting Results through Learning*. Vice President Gore provided a foreword to this publication.

A new course for technician supervisors was fielded during FY 97. The course included state-of-the-art adult learning techniques, and was developed with an eye to its conversion to a distance learning mode. To meet the high demand for this course, Human Resources conducted "Training the Trainers" sessions for instructors from the states and territories. Three such courses trained 150 instructors.

Adequate budget to support mission essential training continues to be a major issue for the technician workforce. For the third year in a row, states have supplemented budgets to ensure that technicians receive the training and development they need to support the mission and readiness of the National Guard.

Equal Opportunity

Because of its close ties with the community, the National Guard closely reflects the cultural values and norms of the communities it serves and from which its members are drawn. Over the past 30 years, the Guard has evolved from an era of racial segregation and exclusion, into a current force which values diversity and equal opportunity.

Equal opportunity is a major priority for the National Guard. It is a stated goal of the Chief, National Guard Bureau that the Guard "look like America" by reflecting the racial and ethnic diversity of the communities and states from which it draws its recruits and which it serves.

Special Emphasis Programs

In order to help stay in touch with local communities, NGB-EO is a key member of the Department of Defense Special Emphasis Program Committee, which is responsible for fostering and maintaining relationships with national minority organizations such as the NAACP, Blacks in Government, and Federally Employed Women, and with historically black college and universities. During FY 97, the National Guard conducted training workshops at the annual conferences of both Blacks in Government (BIG) and Federally Employed Women (FEW).

Statistical Measures

Today's National Guard mirrors America more than ever. At the end of FY 97, the Army Guard had a minority population of 25.8%, an increase of 0.2% over FY 96. The Air Guard statistics for minorities increased approximately 1 to 1/2% from FY 96, to 19.6%. In addition, women represented 9.3% of the Army National Guard at the end of FY 97, while the percentage of Air Guard women increased 0.7%, to 14.8%.

Despite these statistics, the "glass ceiling," the upper third of enlisted and officer ranks, where minorities and women are represented with comparatively lower numbers (see Appendix G), remains a challenge to be overcome. NGB is working at the state and national level to identify and help develop minority leadership within the Army and Air National Guard.

Complaints Processing

Consistent with continued national trends, the National Guard this fiscal year has continued to experience an increase in the filing of discrimination complaints. In response, NGB has strongly encouraged alternative dispute resolution (ADR) methods, and these techniques have been successful in numerous cases. In fact, of those cases in which ADR was attempted in Fiscal Year 1997, over 75% were resolved amicably.

A critical element in the Equal Opportunity equation is the prevention and eradication of sexual harassment. NGB policy requires training for all members of the Army and Air National Guard and all civilian employees, and mandates zero tolerance of sexual harassment.

Family Programs

The National Guard Family Program continues to be a key factor in supporting the increasing roles and missions of the Army and Air National Guard. Our past and current deployment and activation experiences confirm the absolute necessity of having established, proactive, adequately staffed, and highly coordinated programs in place at the national, state, and unit levels.

Ensuring support and assistance for families of Guard members deployed in all missions and operations is our primary mission, and we do it very well.



A strong family support infrastructure, organized in each state by the State Family Program Coordinator, assures that all states can readily communicate with each other and that no family falls between the cracks in our support system. Because of the National Guard's extensive Family Program network and expandable infrastructure of over 20,000 trained Army and Air Guard family member volunteers nationwide, we are able to, and we do, serve anyone within the greater DoD community.

The type and duration of Army Guard deployments and the frequency of Air Guard deployments are presenting definite challenges for us. Deployments in support of the Bosnia-related operations have shown us how very important it is to interview and carefully

screen each individual about their family situation both prior to and during the deployment process. We are considering several options, such as utilizing professional personnel and contract services, in order to provide necessary support for higher-risk families of some of our deployed Guard members. These are services that would be readily available to them were they on or near an active duty base or installation.

Program Implementation

Funding for Family Programs is provided directly to the states from the National Guard Bureau, which receives Army Appropriated and Non-Appropriated funds and Air Guard Appropriated funds. Unit Family Support Groups engage in some fundraising activities

to pay for local expenses. Volunteer and Family Program Coordinator training, program awareness, and Family Readiness educational materials, comprise the majority of Family Program expenses.

Training

Training Family Program military representatives and volunteers is vital to the mission of the Family Program. During FY 97, the following training was conducted:

- Annual specialized military training at the National Guard Professional Education Center (PEC), Little Rock, Arkansas, in April. State Family Program Coordinators, Air National Guard Points of Contact (POC), and Army Guard Recruiting and Retention representatives were in attendance.
- The National Guard Family Program Workshop was held in Orlando, Florida, in July and included key Family Program delegates representing Army and Air Guard family member volunteers, key military personnel, and civilian members of the Guard family. Over 400 members of the Guard Family attended.

Approximately 35% of our State Family Program Coordinators have attended the DoD Joint Family Support Director's Course.

Quality of Life Issues

The National Guard Bureau Family Programs Directorate is the proponent for Quality of Life issues for the National Guard. The office produces the Morale, Welfare, and Recreation (MWR) Policy All States Letter addressing MWR for the National Guard. We are working to secure additional funding for crisis intervention counseling, consumer affairs and financial assistance counseling, family advocacy, expanded information and referral services, enhanced outreach programs, additional mobilization/deployment support, child development services (based on service status and cost sharing), and additional youth services for the children of members of the National Guard.

Counterdrug Directorate

The National Guard Bureau and the 54 state and territory National Guards continue to play a major support role in the nation's struggle against the importation, manufacture, distribution, and use of illegal drugs. The National Guard Bureau's Counterdrug Directorate has the staff proponentcy for this effort, and administers the program under three distinct program categories: domestic counterdrug support, counterdrug support outside of the United States, and the internal National Guard Substance Abuse Program. The total National Guard counterdrug budget for federal fiscal year 1997 was \$235,109,000; a budget that was executed to within 99%.

Domestic Counterdrug Support

Operating under the authority of Title 32, United States Code, Section 112, the National Guard offers military drug interdiction and counterdrug activity support to local, state, and federal law enforcement agencies, and to community-based anti-drug organizations. This support includes both supply interdiction and drug demand reduction activities.

Under 32 USC 112, state National Guard counterdrug coordinators prepare detailed plans outlining the type and level of counterdrug support the state National Guard anticipates providing to its law enforcement and community-based organization customers in the coming year. These plans are certified for legal sufficiency by the state Attorney General, and signed by the state Governor. State plans are then submitted to the National Guard Bureau Counterdrug Directorate for review and funding recommendation; and then are forwarded to the Department of Defense, Drug Enforcement and Policy Support office for final approval and funding.

There are six major types of mission support under the state plans process. As outlined in NGR 500-2/ANGI 10-801, they are: program management, technical support, general support, counterdrug-related training, reconnaissance/observation, and drug demand reduction support. While conducting these operations, National Guardsmen are in a Title 32 state duty status. (See chart below.)

Supply Reduction

For FY 97, the state National Guard performed 11,110 counterdrug missions, using 755,946 man-days for this support. One thousand, one hundred fifteen counterdrug mission requests went unfulled, due to either a lack of resources or time available. Seizures of illegal drugs made by National Guard-supported law enforcement agencies were up this year over last. (See chart at right.)

Seizures and Arrests by National Guard- Supported Law Enforcement Agencies

Cocaine:	110 tons
Marijuana:	
Processed:.....	462 tons
Plants:.....	29,226,378
Methamphetamines:....	28 tons
Weapons:.....	4,240
Vehicles:	9,305
Currency:.....	\$194,228,962
Arrests:.....	96,452

Authorized Counterdrug Missions

- Counterdrug Coordination, Liaison and Management
- Linguist/Translator Support
- Intelligence Analyst Support
- Operational/Investigational Case Support
- Communications Support
- Engineer Support
- Subsurface/Diver Support
- Domestic Cannabis Suppression/Eradication Support
- Transportation Support
- Maintenance/Logistical Support
- Cargo/Mail Inspection
- Training Law Enforcement/Military Personnel
- Surface Reconnaissance
- Aerial Reconnaissance
- Community Based Demand Reduction Support
- Educational Institution Demand Reduction Support
- Informational Demand Reduction Support
- Leadership Development
- Coalition Development

Drug Demand Reduction

During the past year, the National Guard continued its partnership with the Community Anti-Drug Coalitions of America, a private, non-profit anti-drug organization, to produce a series of national satellite video teleconferences on drug demand reduction topics. Five shows were produced, covering topics ranging from schools and drugs, to marijuana, methamphetamines, and anti-drug coalition development and leadership. These broadcasts were downlinked to hundreds of sites, with live audiences in the tens of thousands. Additionally, many shows were retransmitted on cable access television stations around the country, reaching potential audiences in the millions.

Counterdrug Support Outside of the United States

The National Guard Also provides military counterdrug support outside of the country, to the United States Southern Command. While doing so, National Guardsmen and women are in a federal military duty status.

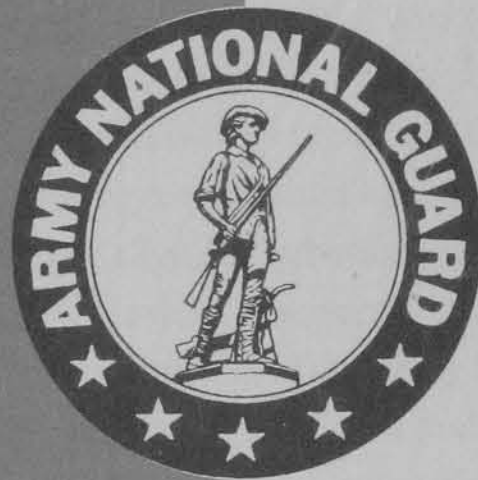
Operation Coronet Nighthawk supports the deployment of Air National Guard air defense interceptor fighters to the Joint Interagency Task Force-East, Howard Air Force Base, Panama. These fighters, both F-15 and F-16, intercept, shadow, and identify suspected narco-traffickers' aircraft.

The National Guard also operates radar sites in South America, at the request of U.S. Southcom and various host-nation governments. Operating 24 hours a day, 365 days a year, Air National Guard air control units detect and monitor drug-trafficking aircraft flying between drug-producing, drug-processing, and drug-trans-shipment locations in South America.

Substance Abuse Programs

Additionally, the National Guard has an aggressive internal Substance Abuse Program aimed at keeping its own National Guard soldiers and airmen drug-free. During the past year, the Army National Guard performed over 162,000 biochemical tests; the Air National Guard 24,453. The National Guard is committed to providing a drug-free force of citizen-soldiers and airmen. Both the Army and Air National Guard stress preventative education as well as testing. During the past year, the Substance Abuse Program partnered with the Army Drug and Alcohol Abuse Program to host a joint intranet Web site, offering military substance abuse professionals a ready resource for information and regulatory assistance.

Army National Guard



Programs Analysis and Evaluation

Strategic Planning

With the exception of the Quadrennial Defense Review, the Program Analysis and Evaluation Division's Plans Branch actively participated in developing several DoD and Army planning documents this year. The FY 1999-2003 Defense Planning Guidance (DPG) in April/May, the 1997 National Military Strategy (NMS) in August, and reengineering of The Army Plan for FY 2000-2015 highlighted these efforts.

The Plans Branch mission is to analyze Army National Guard roles, missions, and functions to ensure that they support requirements of the National Military Strategy and to better integrate resources and assets of the Total Army. A Joint Chiefs of Staff (JCS) tasking in July affirmed these principles. Their Strategic Plans & Policy Division (J-5) and Operational Plans & Interoperability Division (J-7) were directed to "Link ARNG Divisions to the NMS and War Plans."

In October, Plans Branch representatives attended the Fletcher Conference sponsored by the Institute for Foreign Policy Analysis to promote dialogue on U.S. defense strategy, military force structure, modernization priorities, and the impact of technology on defense capabilities. Two of our branch members attended the Defense Resources Management Course for training on reasoned and systematic approaches to multi-year planning, budget formulation, and improved DoD effectiveness.

Personnel also attended the Force Management Course at Fort Belvoir, and the Operational Research and Systems Analysis (ORSA) Course at Ft. Lee, Virginia. The Plans Branch also actively participated in the revitalization effort of the Reserve Component Coordination Council (RCCC) and the Army Reserve Forces Policy Committee (ARFPC).

Programming

The Programs Branch of the Program Analysis and Evaluation Division works closely with the Army to fund Army National Guard programs. As a result of the Quadrennial Defense Review (QDR), the Program Objective Memorandum (POM) process was delayed and condensed. The Programs Branch has diligently worked to more closely align Army National Guard programs with Army programs to ensure a more equitable funding level. This also allows the Army to more fully understand the Army National Guard and understand the unique capabilities that the Army National Guard is able to provide in support of the National Military Strategy.

The QDR brings significant challenges to the Army and, consequently, to the Army National Guard. As a result of the QDR, the Army Reserve Components need to reduce end strength by 45,000 soldiers by the end of FY 01. The Army National Guard's share of that reduction is 17,000 by the end of FY 00. The Army National Guard is also required to reduce 2,000 Military Technicians by the end of FY 01. The Army is reducing their end strength by 15,000.

Despite the QDR reductions, the Army National Guard was able to increase its funding in the FY 99-03 POM. The Army National Guard was also able to increase funding and accelerate the Army National Guard Division Redesign (ADRS).

Operations, Readiness, and Training

In Fiscal Year 1997, more than 26,600 members of the Army National Guard deployed overseas for training and to provide vital support for a variety of real-world missions such as Bosnian peacekeeping. In addition, the Guard expended over 285,000 Mandays to respond to domestic crises and natural disasters, or to perform other state duties.

Operations

The Army Guard mobilized 3,482 soldiers from 97 different units and 42 States under Presidential Selected Reserve Call-up authority in support of Operation Joint Endeavor/Guard in Europe. The types of units were as follows:

Task Force ABLE SENTRY (TFAS)

INITIATIVE. In August 1997, 65 Army National Guard soldiers from three states deployed to TFAS in Macedonia as part of the 1st Armored Division's TF 1-6. The battalion task force, known as "Regulars by God," assumed the TFAS mission on 5 September as part of the United Nations Preventive Deployment

Presidential Selective Reserve Call-up (PSRC) Support to Europe

<u>NUMBER/TYPE</u>	<u>PERSONNEL</u>
2 Military History Detachments.....	6
13 Public Affairs Detachments	152
8 Field Artillery Fire Support Elements	235
6 Target Acquisition Batteries	265
5 Military Police Companies.....	625
4 Adjutant General (PSC) Detachments	130
7 Combat Arms Cmd Control Elements	250
10 Aviation Cmd Control Elements	136
2 Linguist Units	13
6 Combat Support/Logistics Units	789
4 Medical Units.....	207
6 Engineer Elements	136
1 Movement Control Detachment	7
1 Transportation Company	153
1 Finance Battalion w/7 Detachments	136
1 Signal Element.....	41
1 Infantry Company	129
1 Special Forces Cmd Control Element.....	11
11 Other TDA Support Elements	61
	3,482



Force in Macedonia. The following units were tasked by the National Guard Bureau to provide the first Combat Support (CS)/Combat Service Support (CSS) slice to TFAS:

<i>Units/ State</i>	<i>Soldiers</i>
220th Military Police Company/(CO)	9
1-106th Aviation Assault Battalion/(IL)	22
203rd Engineer Battalion/(MO)	34
Total	65

General Dennis Reimer, Chief of Staff, Army approved this historic venture in April 1997 as the TFAS Initiative. The Initiative has been an overwhelming success, not only for the ARNG, but also for America's Army in our fulfillment of U.S. National Objectives.

In the European Theater, 3,090 soldiers deployed in support of the European equipment maintenance

programs. Other deployments to Europe included to training with the active Army in the Battle Command Training Program (BCTP) and Combat Maneuver Training Center (CMTTC) exercises in U.S. Army Europe (USAREUR). In addition, Guard soldiers participated in three company-size reciprocal unit exchanges with the United Kingdom and Germany. The exchanges provide soldiers and units valuable training and familiarization with each other's military doctrine and tactics. The cultural exchanges that occur coincidentally to the military exchanges facilitate the growth of positive international relations. The Minnesota Army National Guard established a formal unit exchange in FY 96 with the Norwegian National Guard and deployed this year. This company-size exchange focuses on winter warfare operations. Thirteen other Guard officers were exchanged with 13 officers in the United Kingdom and Germany as part of the Individual Exchange Program.

Overseas Deployments for Training (ODT)

<i>Theater</i>	<i>Personnel</i>	<i>Mandays</i>
CENTCOM	114	2,527
EUCOM	8,248	155,555
PACOM	2,680	48,093
SOUTHCOM	10,856	187,349
USACOM	1,226	14,697
<i>Total ODT</i>	<i>23,124</i>	<i>408,221</i>

The ARNG participated in European Command's Joint Contact Team Program (JCTP) under the auspices of the National Guard's State Partnership Program (SPP). The Army National Guard serves as a role model of a military force subject to civil authority for Central European and former Soviet Union countries. The Guard is also providing instruction on military support to civil authorities in planning and responding to civil emergencies and natural disasters. Other areas of special interest for these countries are recruiting, retention, training of reserve forces, and mobilization to support active Army forces. This year the Army Guard provided traveling contact teams, seminar participants, and state Adjutant General/Governor visits to Central European and former Soviet Union countries, as well as hosting numerous familiarization tours to the partner states in the continental United States. This year approximately 390 soldiers deployed to Belarus, Bulgaria, Czech Republic, Croatia, Estonia, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Macedonia, Moldova, Poland, Republic of Georgia, Romania, Slovakia, Slovenia, Turkmenistan, Ukraine, and Uzbekistan.

The National Guard Bureau also supports NATO's Partnership for Peace events. This year the Guard

hosted familiarization and observation tours for Croatia, Czech Republic, Estonia, Hungary, Kazakhstan, Latvia, Lithuania, Moldova, Republic of Georgia, Slovakia, Slovenia, and Ukraine.

Southern Command deployments included JCS exercises NUEVOS HORIZONTES 1997 (BELIZE), NUEVOS HORIZONTES 1997 (PANAMA), FUERZAS DEFENZAS, roadbuilding and nation assistance projects in Panama, Guyana, Costa Rica, and Belize. Seven medical readiness-training exercises deployed to provide medical/dental care and preventative medicine education for local populations in Guatemala, Ecuador, Costa Rica, and Guyana, with three in Belize. Approximately 650 soldiers deployed to the Jungle Operations Training Center in Panama. Guard Special Forces supported Joint Combined Exercise Training (JCET) involving 498 soldiers that trained in Belize, Bolivia, Venezuela, Ecuador, Honduras, Panama, and Surinam. Additionally, the ARNG provided over 1,000 soldiers to the Theater and Equipment Maintenance Site (TEAMS) for organizational and direct support maintenance along with 1,528 soldiers composed of maintenance, logistics, and medical personnel to augment USARSO in its support of the ARNG and JCS exercises and Panama operations. The Puerto Rico

Army National Guard participated in the Latin American Co-op Exchange Program in the Caribbean basin. Each year, more than 500 soldiers from Puerto Rico deploy to the Dominican Republic, Jamaica, and Barbados in support of this program. The State Partnership Program deployed 45 soldiers/airmen into Panama, Belize, and Ecuador. The program will expand by another four partnerships next year.

In the Pacific Theater, supporting both Pacific Command and U.S. Forces Korea, the Guard deployed to South Korea, Japan, Malaysia, and Thailand in support of Joint Chiefs of Staff (JCS) exercises. These included FOAL EAGLE, FREQUENT STORM, ULCHI FOCUS LENS, KEEN EDGE, NORTHWIND, and COBRA GOLD. Additionally, Special Forces medics deployed in support of the Central Identification Laboratory, Hawaii (CIL-HI) in support of their efforts to identify remains from Southeast Asia.

Across all theaters, about 4,500 Guard soldiers deployed overseas to conduct Humanitarian and Civic Assistance projects and host-nation missions. This resulted in the construction or rehabilitation of 21 schools, seven clinics, three community centers, four water wells, and 21.4 km of "farm-to-market" roads. The Army Guard also deployed 2,321 Military Police worldwide for force protection, installation security, and law enforcement missions.

The Office of the Secretary of Defense, Reserve Affairs (OSD/RA) continued the increased use of the Guard and Reserve to reduce active component personnel and operations tempo (RC to AC) program. The Guard provided 5,360 soldiers equating to 119,138 Mandays in support of this program.

The Vice Chief of Staff of the Army directed the Guard to provide training in support of Foreign Military Sales (FMS) to the Republic of Singapore. The Texas Army National Guard provided the CH-47D training and aircraft support to the Republic of Singapore Air Force. The Guard provided numerous other FMS support around the world during the year.

Readiness

The Army National Guard readiness goal is to sustain a highly trained and ready force that meets all wartime operational, logistical, and personnel standards. The ARNG is a leader in programs designed to enhance the unit readiness of high priority units. Each month, the Director of the ARNG presents issues/and or problems to the Army's leadership during the Chief of Staff of the Army's (CSA) Monthly Readiness Review. The Director of the ARNG also reports quarterly to the Commanding General, Forces Command. The Army National Guard staff conducts on-site visits and video teleconferences (VTC) with major combat units and high-priority units to achieve and improve unit readiness.

Between the October 1996 and October 1997 Unit Status Report (USR), overall unit resources and training levels increased by 3%. The overall improvement is due to a 4% increase in personnel readiness and equipment on hand, a 2% increase in equipment serviceability, and a 1% increase in training. As of October 1997, there were 41,594 soldiers not available for deployment. Sixty-five percent (27,087) of those soldiers were in required training, a 5% increase compared to October 1996.

Force Support Package Units.

Force Support Package (FSP) units are the Army's echelons-above-division (EAD) Combat Support (CS) and Combat Service Support (CSS) units. They are doctrinally aligned with the first 5 1/3 active component divisions, one full corps HQ, one partial corps HQ, one theater slice, and 1 theater opening slice slated to respond to the two nearly simultaneous Major Theater War (MTW) scenario. The FSP is divided into two tiers: FSP I supports 4 1/3 divisions, one full corps Headquarters, and one theater slice, while FSP 2 supports the remaining forces.

The 209 ARNG units in the FSP are the highest-priority units in the ARNG. Between the October 1996 and October 1997 USR, there was a 3% decline in FSP readiness, due to a 2% decrease in duty military occupational specialty qualified (DMOSQ) soldiers and a 3% decline in equipment on hand. This is attributed to units undergoing reorganization or modernization. Currently, four FSP units are deployed in support of Operation JOINT GUARD.

Enhanced Separate Brigades.

The fifteen enhanced Separate Brigades (eSBs) of the ARNG are the principal reserve component ground combat maneuver forces of the Army, and they are expected to achieve high readiness goals. The ARNG

is using video-teleconferences to track management by objectives and resolve issues regarding eSB modernization and readiness. Between the October 1996 and October 1997 USR, the overall unit resources and training levels for the eSBs increased by 5%, due to a 2% increase in DMOSQ, a 13% increase in equipment on hand, and a 2% increase in training.

The U.S. Army Chief of Staff approved the Headquarters, Department of the Army Alignment Study of eSB warfight alignment options. The eSBs are positioned at the same DAMPL sequence number within FAD III.





During the past year, the ARNG had units deployed overseas under the Presidential Selective Reserve Call-up (PSRC) and Temporary Tours of Active Duty (TTAD) supporting Operation JOINT ENDEAVOR/JOINT GUARD and Task FORCE ABLE SENTRY. The total number of ARNG personnel deployed in support of Operation JOINT ENDEAVOR/JOINT GUARD and Task Force ABLE SENTRY is

4,547 soldiers. An additional 52 soldiers are scheduled to deploy between 1 January 1998 and 28 February 1998.

In May 1997, the CSA approved an ARNG Combat Support/Combat Service Support slice consisting of 65 soldiers to support Task Force ABLE SENTRY in Macedonia that began in August 1997. Three states (Colorado, Illinois, and Missouri) were selected to support the requirement.



Training

During FY 97, the Army National Guard completed full implementation of the Total Army School System (TASS), with schoolhouse elements existing in every state and territory. School accreditation is an integral part of the TASS implementation. Region C was successfully accredited this past year. The TASS cross-component resourcing memorandum of understanding was created between the ARNG, active Army, and the United States Army Reserve to facilitate cross-component support for the TASS schools.

TASS is preparing to transition from the traditional residential training methodology to sending and receiving Distance Learning (DL) instruction, and the ARNG opened 32 DL classrooms this fiscal year. In addition, the National Guard Bureau funded Active Duty Special Work (ADSW) soldiers to support course and software development.

NGB implemented several initiatives to automate training management procedures. The Training, Readiness & Operations Unit Planning, Execution and Resourcing System (TROUPERS) will unite the training planning process with the resource allocation process at every level, linking the unit commanders' training plans (at the individual and collective levels) with both the state and the national training goals. The system will both define funded and unfunded training plans, and identify funds made available by changes to the plan. The ATRRS Funding Allocation Model (AFAM) is a tool for the NGB training resource managers to determine soldiers' individual training costs. The system factors specific soldiers by specific training sites, by specific courses. The Institutional Training Resource Model (ITRM) is being developed to identify schoolhouse operating costs tied to both the Program of Instruction (POI) and the site-specific costs. The Training Utilization Model (TUM) was implemented to track and adjust the utilization of

school quotas. NGB started the development of a Training Requirements Generator (TRG) which is scheduled for completion in FY 98. It will assist in identifying training requirements for the Structure Manning Decision Review (SMDR) and budgeting processes.

Unit Training. The Unit Training Branch is responsible for three major areas: Combat Training Center strategy and events, battle staff training, and new equipment training.

The Combat Training Center Integrated Training Strategy (CTCITS) was developed this past year. It encompasses the Combat Training Centers Battle Command Training Program (BCTP), Brigade Command and Battle Staff Training Program (BCBST), Joint Readiness Training Center (JRTC), National Training Center (NTC), Combat Maneuver Training Center (CMTTC), and Division Warfighter Exercises as its cornerstone. This strategy, when fully integrated as a part of an eight-year cycle, will provide battle-focused training for all ARNG units. The strategy will align Army National Guard combat support & combat service support units, and divisions with the enhanced separate brigades.

The unit training initiative involving the integration of ARNG divisional units in support of FORSCOM's lanes training for ARNG enhanced Separate Brigades (eSB), continued during FY 97. ARNG divisions provided 12 battalion-sized Task Forces to function as OPFOR in support of the eSB training requirements. These missions enhanced unit readiness of both enhanced brigades and divisions by providing both with increased opportunities for realistic training.

The ARNG also made great use of command post type exercises in 1997. Under the BCTP, 14 ARNG

brigades and 2 ARNG divisions took part in Warfighter exercises. These constructive simulations provide a stressful environment for commanders and staff to practice those synchronization tasks necessary for fighting and winning on today's modern battlefield. A side benefit is that the exercises, through the application of computer technology, provide the same degree of difficulty in attaining the standards generated by a "full up" field training exercise, at a fraction of the cost to perform the exercise live.

New Equipment Training. The ARNG conducted an extensive New Equipment Training (NET) program. Significant equipment fieldings to ARNG units include: M1A1 Abrams Main Battle Tank; Multiple Launch Rocket System (MLRS); Single Channel Ground/Airborne Radio System (SINCGARS); Palletized Load System (PLS);

M2A0/M3A0 Bradley Fighting Vehicle; 120mm Mortar; All Source Analysis System (ASAS); Reverse Osmosis Water Purification Unit (ROWPU); M916A2 Tractor; various Training Aids, Devices, Simulations, and Simulators (TADSS); and M40 Protective Mask. Equipment modernization is a continuing endeavor. Continued force modernization is critical to ARNG compatibility and interoperability on future battlefields.

In August 1997, the Battle Focused Training Experiment (BFTE) was conducted at the Training and Training Technology Battle Lab (T3BL), Fort Dix, New Jersey. The BFTE attempted to use available resources to train lower-priority units by providing a Combat Training Center (CTC)-like experience through the use of aggressive Opposing Forces (OPFOR) and observer controllers. The entire operation was scenario-based, with maximum attention to multi-echelon and individualized training.

Division	Supported eSB
28th ID (M) (PA)	218th Bde (M) (SC) 30th Bde (M) (NC)
29th ID (L) (VA, MD, MA)	53rd Bde (L) (FL)
34th ID (M) (MN, IA, IL)	39th Bde (L) (AR) 116th AB (ID, MT, WY)
35th ID (M) (KS, MO, NE, KY)	45th Bde (L) (OK) 278th ACR (TN)
38th ID (M) (IN, MI)	76th IB (L) (IN)
40th ID (M) (CA)	81st IB (M) (WA) 41st Bde (L) (OR)
42nd ID (M) (NY, NJ, VT, MA, DE, CT)	27th Bde (L) (NY)
49th AD (TX)	155th Armd Bde (MS) 256th Bde (M) (LA)

Simulator Training. Successful use of simulators in the ARNG Armor/Cavalry communities has led to the expansion of this technology for use in Infantry and Cavalry units with Bradley Fighting Vehicles (BFV). The Full-crew Interactive Simulation Trainer - Bradley (FIST-B) prototype was successfully developed and tested. In FY 97, NGB procured and fielded 7 Engagement Skill Trainers (ESTs) with their crew-served simulation weapons mix, 54 Armor-Full-crew Interactive Simulations Trainer (A-FIST), 20 Janus staff/maneuver trainers, 29 Guard Unit Full Crew Interactive Simulation Trainer-II (GUARDFIST-II) forward observer trainers, and 10 Digital Systems Test and Training Simulator (DSTATS) for Field Artillery units. The ARNG provided test support for the successfully completed Mobile - Close Combat Tactical Trainer (M-CCTT) Limited Users Test.

Training Support. The 1995 Base Realignment and Closure (BRAC) Commission recommendation resulted in the closure and realignment of two major Army installations to the National Guard in 1997. The commission's recommendation was to close Fort Pickett, Virginia, and Fort Chaffee, Arkansas, "except minimum essential ranges, facilities, and training areas as a Reserve Component training enclave to permit the conduct of individual and annual training." The Training Support Branch has been working to resolve shortfalls identified with the closure and realignment issues.

The Army National Guard Maneuver Training Center at Fort Pickett is located in south central Virginia near the town of Blackstone. The installation, consisting of 40,000 maneuver acres with billets for 4000 soldiers, can support training for a brigade-size element during peak annual training months or two plus battalions during inactive duty training periods. The Fort Chaffee Maneuver Training Center is located

in western Arkansas near the town of Fort Smith. The enclave consists of 62,000 acres and has billets to support up to one complete brigade and attached elements. Training capabilities include brigade lanes training, artillery firing to 8", engineer demolitions, bridging operations, and small arms range firing.

Military Support

In Fiscal Year 1997, the men and women of the Army and Air National Guard served their communities during 308 emergency response missions in 50 states and territories. They served 280,554 Mandays in support of these domestic support missions. Of these 308 call-ups, 146 were natural disasters; 35 were civil emergencies; 39 supported law enforcement agencies; and 88 were other types of missions. While this is a decrease of 61% from FY 96, those numbers were attributed mainly to support of the Atlanta Olympics, and were unusually high. The ability to call upon the Guard on an "as-needed" basis for military support missions once again shows the value of a part-time, trained, and ready community-based force. These domestic support missions reinforce the Guard's pre-eminent role as the military's first responder when emergencies strike a community.

Throughout FY 97, the Guard executed a wide variety of domestic support missions. These included law enforcement support, medical evacuation, search and rescue, emergency power and communications, road/debris clearance, security/patrolling, support in response to flooding, emergency shelter, providing potable water, and general aviation support.

The Guard's most significant domestic support operations in support of natural disaster recovery this year were continued support due to Hurricanes Fran (North Carolina) and Hortense (Puerto Rico and the Virgin Islands), and a multitude of emergency support functions for flooding in the Midwest and the Ohio Valley. The Presidential Inauguration saw the National



Guard assume a number of support roles, which included security, equipment support, and ceremonial units. Finally, in late FY 97, the Wyoming National Guard deployed C-130 Modular Airborne Fire Fighting Systems (MAFFS) to Indonesia to assist in fighting forest fires which were burning a significant amount of that country's forests, due to drought. This mission will continue into FY 98.

Military support to civil authorities is the National Guard's most common peacetime function. As local, state, and federal budgets decrease, the Guard is more necessary than ever in responding to natural disasters, civil disturbances, and other military support roles. Most importantly, the Guard is ready and available in case of emergency, without the expense and manpower required for a full-time force.

Personnel

In FY 97, end strength objective for the Army National Guard was to achieve selected reserve strength of 367,000, consisting of 41,659 commissioned and warrant officers and 325,341 enlisted personnel. To attain this goal, enlisted gains were programmed at 59,262, officer gains at 4,163, and enlisted extensions at 42,089. Enlisted losses would be not greater than 62,528.

The fiscal year ended with ARNG strength at 370,046, 100.8% of the objective, and reflecting an increase of 70 from opening strength. Total strength included 40,756 officers and 329,290 enlisted personnel. Minority strength was 95,203, 25.8% of assigned

strength. There were 2,632 black officers, 6.5% of officer strength, and 55,032 black enlisted personnel, 16.7% of assigned enlisted personnel. Total black strength was 57,664, 15.6% of assigned strength, a decline of 333 from FY 96. This continues the decline in this minority group since FY 88.

Female strength of 34,225 was 9.3% of assigned strength, and continued to climb throughout the fiscal year. Female strength was comprised of 3,409 officers, 8.4% of officer strength, and 30,846 enlisted, 9.4% of enlisted strength.

Enlisted Personnel

Enlisted accessions of 63,495 were 107% of the programmed objective of 59,262. The increase is attributed to making recruiter and retention NCOs into one

MOS 79T (Strength Maintenance), aggressive high school recruiting programs promoting ARNG education benefits, Strength Maintenance Force Training, First Line Leader Training, Selected Reserve Incentive Program, and State Commander Conference visits.

Non-prior service accessions of 28,378 were 106.4% of the objective, while prior service accessions were 35,117, 107.7%. Accession mix reflects 44.7% non-prior and 55.3% prior service.

ARNG accessions quality was maintained with established goals, with the exception of high school diploma graduates, who were 82.7% rather than the 90% of accessions. Inclusions of AHSCH (GEDs) in this category (17.2%) raise the percentage to 100%. Breakout of NPS accession quality for FY97 is as follows:

Non-Prior Service Accession Quality

HSDG	23,482	82.7%
AHSCH	4,868	17.2%

Test Category

I-III	15,715	55.4%
IV	508	1.8%

Enlisted Personnel Status

Accessions	63,495
NPS	28,378
PS	35,117
Losses	62,349
ETS	13,764
Non ETS	48,583
Extensions	
First Term	11,185
Careerist	30,772

The FY97 loss rate was 18.1%.

Educational Programs. Tuition Assistance was provided to over 11,000 M-Day soldiers in FY 97. Soldiers were offered 75% tuition assistance for 15 semester hours during the fiscal year for post-secondary education courses.

Distance Learning and External Degree programs were made available to soldiers to increase their opportunities in education. These two programs allow student to obtain a baccalaureate, graduate, or doctorate degree without ever entering a classroom. Soldiers enrolled in distance learning classes received 75% reimbursement for completed courses.

A one-time fee reimbursement of \$75 was offered to both M-Day and AGR soldiers to allow for an evaluation of military education and training, previous college credits, and any college-level tests they pass for course credit. The evaluation could offer a degree plan for soldiers to obtain an Associate or Bachelor's degree through an external degree program.

Additionally, College Level Examination Program (CLEP) and DANTES Subject Standardized (DSST) tests were given to both soldiers and their spouses. These programs were designed to enhance recruiting and retention in the states and territories, and have shown increased participation by soldiers.

Servicemembers Opportunity Colleges (SOC), working with the Army National Guard, continued to provide college workshops to encourage increased in enrollments of non-member accredited colleges and universities to join SOC in support of the local ARNG community with post-secondary education. SOC colleges agree to limit their residency requirements to 25 percent. SOCGuard also worked on recruiting and retention through education with the Strength Maintenance NCOs to encourage young men and men women to enlist.

The ARNG education programs mentioned above support the education goals set by the Army for enlisted soldiers and officers. These programs are responsible for lowering the ARNG attrition rate by 3% in FY 97.

Another primary education program is the Montgomery GI Bill (MGIB) for members of the Selected Reserve. When a soldier executes a six-year contract, completes initial entry training, and remains a member in good standing, he or she may be entitled to education benefits totaling \$7,521.48. The MGIB will pay for undergraduate, graduate, post-graduate, vocational and flight training. As a drilling member, the soldier has ten years after gaining eligibility to use the program.

Incentive Programs. The Selected Reserve Incentive program (SRIP) for FY 97 offered the following: a \$2,500 Enlistment Bonus for Non-Prior Service (NPS) enlistees into high-priority units, a \$5,000 Civilian Acquired Skills Program (CASP) Bonus for NPS enlistees, a \$2,500 ReEnlistment/Extension Bonus, an Affiliation Bonus for PS enlistees with a remaining Military Service Obligation (MSO) (amount of bonus depends on the remaining MSO), and the Student Loan Repayment Program (SLRP) for NPS enlistees.

Enlisted Personnel Management.

The Army National Guard completed its transition to a new promotion system using the Select-Train-Promote methodology. Individual training seat management for nonprior service enlistees has improved this year. However, it is still a major challenge to obtain seats in the right course at the right time to meet the needs of our enlistees. This requires a significant effort with the U.S. Army Training and Doctrine command and the U.S. Total Army Personnel Command in the Training Requirements Arbitration Panel process.

Officer Personnel

Total officer strength at the end of FY 97 was 40,756, 903 below program. That strength represents a 1,078 decrease from FY 96. Attrition for the year was 10.9%, which is lower than the previous years.

Warrant officer strength reveals a shortage of 1,704 in technical specialties. Statistics show that the ARNG is currently at 75% fill of technical warrant officers and 103.6 for rated aviators. Warrant officer strength FY 97 authorized 9,732, assigned 8,171.

The Reserve Officer Personnel Management Act (ROPMA), enacted into law on 5 October 1994,

became fully effective on 1 October 1996. It was the first major change in reserve officer personnel management in 42 years, since the Reserve Officer Personnel Act, commonly referred to as ROPA, was passed into law in 1954. The three primary objectives of the new law were to: 1) consolidate the laws governing all Reserve Components; 2) achieve uniformity, where practical, with the management of Active Component officers; and 3) streamline all aspects of Reserve officer promotions, tenure, and separations.

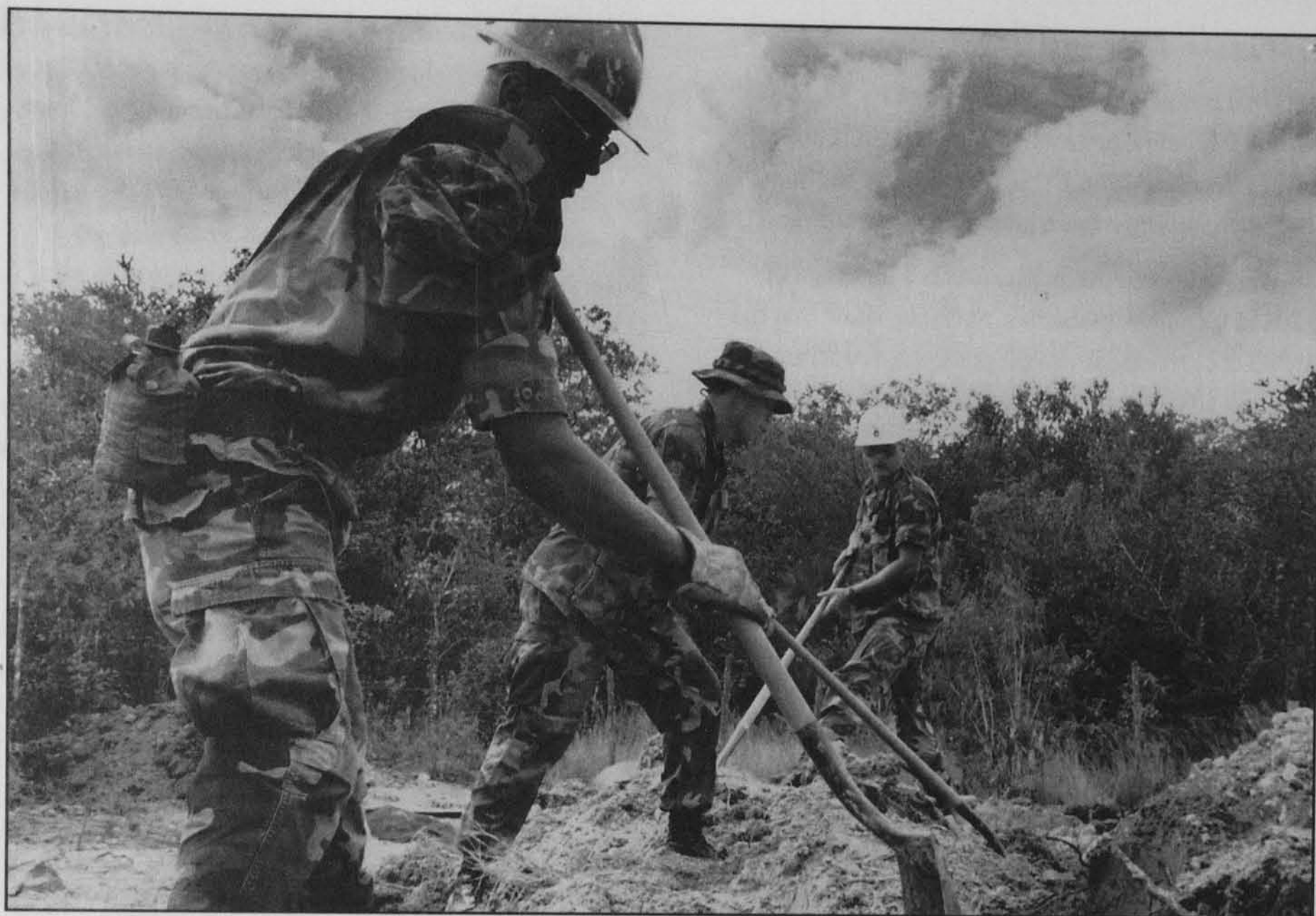
ROPMA does away with time in service requirements for promotions. Officers considered by mandatory promotion boards must now be among the best

qualified, as opposed to the previous fully qualified requirement. Traditional Guardsmen through the grade of major, selected for promotion by a mandatory promotion board, can request to delay the promotion for up to three years. Officers who were not selected for promotion, or who were selected but decline the promotion, will no longer be eligible for position vacancy promotion unless the Secretary of the Army, without delegating, approves the promotion. Only lieutenant colonels selected for promotion to colonel require Senate confirmation.

Second lieutenants can now be promoted with 24 months time in grade. However, an earlier provision, commonly referred to as accelerated promotions, is no longer available to second or first lieutenants to be advanced one grade if they served in a captain's position for one year.

Other major changes include retired grade provision. Officers above the grade of major will need three years time in grade in order to voluntarily retire in that higher grade. However, if they are forced out because of years of commissioned service or age, they only need six months time in grade.





Colonels no longer have the five-year time in grade provision available to them. They must be separated at 30 years of commissioned service, while lieutenant colonels must be separated at 28 years commissioned service, provided they have not reached age 60 first. For officers below the grade of lieutenant colonel, their separation occurs after being twice non-selected for promotion.

While the new law has a number of positive features, it will demand planning at all levels to best enhance an officer's career. Further, several issues remain open that need to be resolved. First, the effective date of promotion under the new law is on the date the Chief, National Guard Bureau extends Federal recognition, not the State date, or Federal Recognition board date, as has traditionally been the case. Efforts to change this statute are under way at

the General Council level. Secondly, it is important to the National Guard that lieutenant colonels not selected for promotion by a mandatory promotion board, remain State or Federal Recognition board promotable. Legislative efforts are also under way in this area.

Full-Time Support

The Army National Guard's Full-Time Support (FTS) Program was established by Congress to organize, administer, recruit, train, and maintain ARNG units. It provides a cadre of Military Technician and Active Guard/Reserve (AGR) soldiers to perform the bulk of day-to-day operations.

In FY 97, Congress authorized 22,798 AGR soldiers for the Army National Guard. The assigned AGR endstrength on 30 September 1997 was 22,670.

Congress also authorized 25,500 Military Technicians; 24,629 were assigned on 30 September 1997. As significant reductions in both the AGR and Technician forces are programmed to continue, the ARNG made a conscious decision to end the fiscal year at less than authorized strength in both categories.

FTS manpower requirements are established by workload-based staffing standards (number and type of required personnel) in training support, recruiting, maintenance, and readiness management workcenters. The requirements are determined by detailed analysis of workload. Pay grades are determined by classification studies.

The National Guard Bureau receives FTS authorization levels from Congress via the National Defense Authorization Act and allocates full-time resources to the states and territories based on a "first to fight, first to be resourced" methodology. This "tiered" readiness methodology results in a greater percentage of FTS personnel being assigned to and in support of early-deploying Force Support Pool units and enhanced readiness combat brigades.

Active Guard/Reserve (AGR). The AGR level of support (authorizations as a percentage of personnel requirements) was 61% during FY 97. Although AGR strength continues to be reduced, initiatives are being developed to stabilize AGR endstrength.

The ARNG continues to seek an increase in the number of controlled grades to promote career AGR enlisted and officer personnel who have delayed their promotions because of an insufficient number of controlled grades. This increase will also provide promotion opportunities for junior personnel.

The Temporary Early Retirement Authority (TERA) program was used to assist in achieving the Congressionally mandated reduction in AGR autho-

rization levels. In FY 97, \$14.2 million was obligated to transition benefits in support of early retirement of 260 AGR soldiers. With reductions of 488 in FY 98 and 930 in FY 99, and further reductions from FY 00 to 02, continued funding of transition benefits is an important element in the ARNG's AGR strength management plans.

Military Technicians. Despite force structure reductions, equipment modernization initiatives and increased real-world missions have generated increased technician requirements. Complex, modern equipment such as the Apache helicopter and Abrams tank require more maintenance personnel than the equipment that these systems replaced.

The ARNG was not successful in maintaining Military Technicians strength at 25,500. The ARNG did support 24,861 of the 25,500 authorized positions, representing 56% of the Guard's validated technician requirements of 44,115.

Automation Initiatives. During FY 97, NGB began to link interactive automation applications to standard readiness data bases. This will enable the ARNG to forecast FTS manpower requirements down to individual UICs (i.e., at the smallest unit level), in order to better meet "tiered readiness" priorities and better justify future full-time manpower needs.

Manpower Studies. During this fiscal year, ten special manpower staffing projects were completed. In addition, manpower studies of specialized and unique organizations were conducted, including those at the National Interagency Counterdrug Institute, the Aviation Classification Repair Activity Depots, and the Operational Support Airlift Command.

Force Management

This fiscal year, the Army National Guard continued to transition to the mandated 405,000 force structure and 362,000 endstrength levels established by Congress for Fiscal Year 1998. During FY 97, the ARNG inactivated 85 units with 7,684 force structure spaces.

Combat Forces

The ARNG's major combat force structure in FY 97 consisted of 8 divisions, 14 enhanced separate brigades (eSBs), 1 armored cavalry regiment, 2 separate brigades, and a scout group. The ARNG maintained 212 units in the Army's Force Support Pool (FSP) program. These units are deemed high priority, and must maintain established levels of readiness for future deployment requirements.

Division Redesign

A significant initiative worked during FY 97, which will have an impact on the ARNG's relationship with the active Army, is the Army National Guard Division Redesign Study (ADRS). ADRS will attempt to maintain the Army National Guard's critical divisional structure through the "Integrated Division Concept," which will attempt to forge a working relationship between the ARNG and the active Army, with the goal of forming a composite active/Guard division.

The Army National Guard Division Redesign Study began in FY 96 to determine how the Army would reduce the combat support (CS) and combat service support (CSS) projected by the year 2005.

Through the conversion of up to 12 ARNG maneuver brigades to CS/CSS, the Army hopes to reduce its projected shortfall and increase the relevance of the ARNG divisions. The General Officer Steering Committee approved the projected cost analysis for these conversions, and funding was provided in the POM cycle to begin phase one of the conversions.

As a related part of the study, in an effort to increase integration between active and reserve force, the Secretary of the Army asked that TRADOC examine the concept of two Active Component/Army National Guard integrated divisions. They would consist of an active component division headquarters, with three ARNG enhanced separate brigades. The stationing plan for the brigades will be submitted to the Secretary of the Army in FY 98, and if approved, Forces Command will begin implementation of the concept.

Force XXI

Force XXI was the Army's campaign to prepare for the 21st century by redesigning its operational and institutional forces. The National Guard Bureau Force XXI Task Force, formed in FY 95, included the Army National Guard in virtually every aspect of the campaign, and during FY 97, the ARNG provided units for both the Advanced Warfighting Experiments conducted by the Army. The Force XXI task force charter expired on 1 October 1997 with the reorganization of NGB's Army Directorate, but its key functions will remain in the Force Management Directorate.

Comptroller

The FY 97 President's Budget reflected appropriation requests of \$2,208.5 million (M) for Operations and Maintenance, Army National Guard (OMNG), and \$3,250.1M for National Guard Personnel, Army (NGPA).

Operations and Maintenance

The OMNG Appropriation is used to finance the operations of ARNG activities. Congressional actions of +\$35.0M (training operations/ground optempo, and depot maintenance) and +\$11.0M (information man-

agement/distance learning) equaled an increase of \$46.0M. During FY97 \$21.0M (Counterdrug Program) and \$25.3M (Defense Environmental, Restoration) was transferred into OMNG. Total increase to the OMNG appropriation was \$92.3M. Congressional actions of -\$2.1M (anti-terrorism) and -\$5M (non-FFRDC consulting services) equaled a total decrease of -\$2.6M. Total result of all actions was a net increase of \$89.7M and a Total Obligation Authority (TOA) for the OMNG appropriation of \$2,298.2M.

Personnel

The NGPA appropriation finances the pay, allowances, clothing, subsistence, travel, bonus payments, and retired pay accrual costs of ARNG soldiers. Congressional actions of +\$23.9M (schools/special training and Basic Allowance for Quarters) and a DOD +\$13.0M (increased use of Guard and Reserves) equaled an increase of \$36.9M. Transfer of \$125.8M into the NGPA appropriation for the Counterdrug Program resulted in a TOA of \$3,412.8M.

Accounting

The Army and ARNG continued their efforts to reduce net value unmatched disbursements (UMDs) during 1997. ARNG ended FY 97 with \$66.0M UMDs. The ARNG accounted for only 8 percent of Total Department of the Army UMDs (\$845M) at the end of the fiscal year, while executing 10 percent of its Total Obligation Authority (TOA). During FY 97, the ARNG processed \$6.2B in total net disbursements.

Canceling account unliquidated obligations were reduced from \$10.8M to \$5K during FY 97. This represents a significant reduction in potential liabilities requiring payment from FY 97 and out years' appropriations for the liquidation of liabilities that occurred in FY 97 or prior.

The FY 91 Defense Authorization Act eliminated merged accounts and required the cancellation of appropriation obligations over five years old. Any

unpaid liabilities associated with canceled appropriations must be paid from current year appropriations subject to statutory limitations.

During FY 97, total delinquent travel advances were reduced from \$5M to \$0.4M, a 91.3 percent reduction. Delinquent travel advances represent the overpayment of travel advance entitlements to individuals. This reduction effort alleviates adverse pressures on obligation authority, and helps to leverage current buying power.

Financial Services

The fielding of the automated Inactive Duty Training (IDT) Performance Reporting Module on the Automated Fund Control Orders System (AFCOS) revolutionized the reporting and pay of IDT. This module replaced the paper reporting process, which reduced the time required, from 2 days to 4 hours, for unit clerks to prepare IDT performance reports. It also reduced by 40% the duties of the USPFO Military Pay Section by eliminating the processing of IDT pay. Units now electronically transmit IDT performance data through the USPFO to the Defense Joint Military Pay System-Reserve Component (DJMS-RC) for payment. ARNG soldiers can now be paid from 7 to 14 days earlier. The cost savings is estimated at \$10,500,000 annually; \$9,072,000 saved by reducing the time required for units to process IDT performance data, \$1,167,800 saved by eliminating IDT pay processing by the USPFO, and \$260,000 saved for paper, postage, and telephone inquiries.

The Financial Services Center and the USPFO for Indiana successfully tested and implemented centralized disbursing. This process allows the ARNG direct access into the DFAS-IN automated disbursing system that makes travel and commercial vendor payments. The ARNG will be able to expedite these payments, as DFAS-IN input is no longer required. All USPFOs and the ARNG Readiness Center will have this capability by May 1998.

The Financial Services Center continues to ensure that mobilized ARNG soldiers receive accurate and timely pay support by assisting the USPFOs, DFAS-IN, the mob stations, and the theater finance offices. By paying these soldiers on DJMS-RC, no post-mobilization pay problems similar to the ones experienced after the Gulf War mobilization have occurred.

The ARNG is an active participant in the Defense Travel System (DTS) travel reengineering process. The vision of DTS is to establish a seamless, paperless, temporary-duty travel system that meets the needs of travelers, commanders, and process owners. It must reduce costs, support mission requirements, and provide superior customer service. Development of DTS was completed in FY 97, with fielding scheduled to commence in FY 98.

The Financial Services Center completed its preparation for conversion of both AFCOS and JUSTIS (the automated link used by the USPFOs to pass military pay data to DJMS-RC) from the Sperry 5000 mainframe computer to the Hewlett-Packard 9000 now used by the USPFO Data Processing Offices. These ARNG applications, the first two converted to the new system, were successfully implemented in the Indiana ARNG.

The ARNG began conversion from dedicated phone circuits to Internet connectivity for the processing of ARNG pay actions (civilian, military, travel, and commercial vendor) passed from the USPFOs to the Defense MegaCenter at Denver, Colorado. Dedicated lines limited the number of terminals that could be connected to the various pay systems at any given



time. With Internet, any PC with Internet connectivity can be used to upload transactions and download reports and data files. In addition to the increased efficiency of processing pay actions, paper files are eliminated, since reports can now be stored and retrieved electronically.

Additional enhancements relating to the payment of the ARNG's personnel are under development: fielding of a technician pay customer service representative/timekeeper handbook; fielding of an ARNG military pay regulation; development of a computer-based training package for the AFCOS Request for Orders/Inactive Duty Training modules; automated technician time and attendance reporting; development of the means for the four ARNG state-supported mobilization stations to perform their finance and accounting mission on mobilization; and the automation of mileage payments in DJMS-RC.

Management Efficiencies and Performance

The ARNG Army Communities of Excellence (ACOE) continued to be the key driver for both increased customer satisfaction (internal and external) and performance improvement. These are the two primary goals of the Army Performance Improvement Criteria (APIC), which has served as the ACOE awards selection criteria for the last three years. Separate categories for large and small states were eliminated; now, each state competes equally against the selection criteria. The FY 97 ARNG ACOE finalists were, in order: Maryland, Wyoming, and Louisiana.

The ARNG Management Control Process Administrators trained in excess of 1,017 program managers and administrators, versus 467 in FY 97, an increase of 54 percent. Four ARNG weaknesses were closed with the annual statements, seven new weaknesses were reported forward, and 18 old weaknesses remained open. The ARNG is currently working on resolving 25 weaknesses.

The Quarterly Army Performance Review (QAPR) for the Secretary of the Army tracked ARNG performance against specific objectives and goals. The ARNG tied existing performance measures from its Quarterly Review and Analysis (QRA), which tracked the Directorates' performance, and from the Quality Guard Performance Measures (QGPM), which tracked the states' performance in sixteen areas.

Installations, Logistics, and Environment

In Fiscal Year 1996, the separate directorates of engineering, logistics, and environmental programs were combined. The new directorate consolidates these three functional areas of responsibility under one chief.

Installations

The Army National Guard operates almost 3,200 owned and 90 leased armories in about 2,700 communities in all 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. In addition, the Army National Guard federally supports the operation and maintenance of more than 18,000 training, aviation, and logistical facilities 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 units' readiness and meet mission objectives.

Military Construction. Fifty major construction projects were awarded in Fiscal Year 1997 for a total of \$179.5 million, of which 11 (73%) were awarded in the first year of appropriation. An additional 36 projects are scheduled to be awarded in Fiscal Year 1998. The FY 97 appropriation of \$78

million for 16 projects included \$53 million for major construction, \$20 million for planning and design, and \$65 million for unspecified minor construction.

Real Property Operations and Maintenance. Because of an FY 97 DoD-wide Congressional plus-up, we were able to obligate \$195.3 million for real property and maintenance, about \$34.5 million less than in FY 96. This program pays for salaries required to support facility operations and projects; utilities; engineering services; and minor construction, maintenance and repair projects, and supplies required to extend the useful life of Army National Guard facilities.

Federally supported facilities grew from 62.6 to 65 million square feet, just as equipment modernization and aging facilities are increasing overall maintenance requirements. In Fiscal Year 1988, \$3.41 per square foot was available to operate and maintain Army National Guard facilities. In FY 97, however, that amount was for \$2.95 per square foot, or \$2.30 in constant FY 88 dollars.

Base Realignment and Closure (BRAC). The BRAC Commission findings and recommendations in June 1995 resulted in the transfer of four active component installations over the next few years. The transfers for Forts Pickett and Chaffee are scheduled for 1998; Fort Indiantown Gap is planned for 1999 and Fort McClellan for 2000.

Logistics

The RETROEUR (European Retrograde of Equipment) program demonstrated that the ARNG could manage major programs and provide high-quality and cost-effective support to America's Army. This program redeploys, repairs, and redistributes excess Army equipment from the drawdown of forces in Europe. It has been a resounding success. Today there are five operational Army Guard RETROEUR repair sites: Ft. Riley, Kansas (wheeled and track equipment); Camp Shelby, Mississippi (wheeled and track equipment); Piketon, Ohio (engineer and wheeled equipment); Ft. Indiantown Gap, Pennsylvania (M3A2 Bradley and wheeled vehicles) and Camp Withycomb, Oregon (communications and electronics equipment). Empties are federally reimbursed state employees, except for those employed by Ft. Indiantown Gap, Pennsylvania, and Camp Withycomb, Oregon, where temporary federal employees are utilized. Of the 315 employees, 75 percent are ARNG soldiers and 25 percent are civilian.

As of 30 Sep 97, RETROEUR sites have received 8,750 vehicles and 17,005 pieces of communication/electronics equipment. Vehicles received thus far include M1A2 tanks, M113 personnel carriers, M3A2 CFVs, M88 tank recovery vehicles, HMMWVs, CUCVs, and five-ton trucks. After repair, the Army Material Command directs shipment of equipment to organizations within the Army. A total of 5,021 vehicles and 6,227 communications/electronic items have been repaired.

Building on RETROEUR success, the ARNG seeks to provide regional support for other Army and DoD customers not collocated with traditional installations.

Integrated Sustainment Maintenance (ISM). Sustainment maintenance refers to all maintenance conducted on Army equipment above the direct support level. In practice,



ISM focuses on component rebuild using production line methods at central locations, as opposed to repairing components locally or purchasing new components. When fully operational, ISM will achieve maximum efficiencies through economy of scale.

ISM uses a competitive bid process to award repair "contracts" of specific components to Centers of Excellence (COE). The COEs will operate out of existing facilities [normally Combined Support Maintenance Shops (CSMS) and Mobilization and

Training Equipment Sites (MATES) with Support, using existing tools and test equipment.

The ARNG Associate Maintenance Activities (AMA) are potential COEs and are geographically grouped into one of eight surface equipment Local Sustainment Maintenance Manager (LSMM) Areas: Texas, Nebraska and Utah in the West Region; and Ohio, Maine, Pennsylvania, Mississippi, and North Carolina in the East. The MACOM's ISM Control Cell, located at the ARNGRC, provides program oversight.



The ISM program was implemented in Texas, Nebraska, Ohio, and Mississippi in FY 97; with North Carolina, Pennsylvania, Maine, and Pennsylvania scheduled for 1st Qtr FY98. The ARNG transition will be phased over a two-year period in each LSMM Area. The four ARNG Aviation Classification Repair Activity Depots (AVCRAD) will be integrated into the ISM program, starting in FY 98.

Texas, Arizona, Kansas, South Dakota, and Missouri currently own the COEs for 40 ISM component lines in the West Region. Michigan and Illinois own 2 COE lines in the East Region.

Thanks to the strong support from the field, our aggressive approach to ISM has and will reap great benefits to the ARNG and America's Army.

Worldwide TMDE Support. In this period of down-sizing and turbulence in the calibration world, we have made great strides in becoming more self-sufficient in test, measurement, and diagnostic equipment (TMDE) calibration and repair support (C&RS) by maximizing our capabilities in every Combined Support Maintenance Shop (CSMS). The ARNG was the first MACOM in the Army to completely field the new TMDE Integrated Materiel Management System (TIMMS), setting the stage for improved reporting and management.

As a result of our TMDE capabilities, the Commanding General, Army Materiel Command (AMC) asked us to provide proposals for assuming the Army's TMDE mission. We provided options ranging from taking over the Executive Agency of the program to assuming the TMDE TOE wartime mission. The latter is the one chosen and touted by AMC as their option to the Vice Chief of Staff, Army for fulfilling the wartime mission. A decision is forthcoming as to the direction of TMDE for the future.

Support to the Army's Wheeled Fleet. In an effort to better support its aging tactical wheeled vehicle fleet, the ARNG established a truck rebuild program. The Texas Army National Guard tested the ARNG's ability to perform General Support level rebuilds on five-ton and two-and-one-half-ton trucks. Sixty-eight trucks were rebuilt at an average cost of \$38,000 each, for a cost "avoidance" of about \$20,000 per truck (a total of \$58,000 for depot-level rebuild). Each vehicle received (at a minimum): a new suspension system (except rear spring), replacement of rubber parts, radial tires on two-and-one-half ton trucks, and all current modification workorders.

Each vehicle was stripped to bare metal before being repainted. Various states shipped 100 trucks to Texas between April 1995 and September 1995. By December 1995, all trucks were rebuilt and returned.

Additionally, we are participating in a contract with AM General to apply new technology to old two-and-one-half-ton trucks under an Extended Service Program (ESP). The vehicles are given an FMTV compatible drivetrain, central tire inflation system, and automatic transmission, among other upgrades at the AM General plant in Indiana. For approximately half the cost of an FMTV truck, a very capable, supportable and low-maintenance vehicle is placed into ARNG high-priority units. The ARNG is working with TACOM and AM General to develop a kit that can be applied by soldiers to achieve the upgrade. The kit application plan will lower the cost even further. A 5-ton ESP contract is in process, and our intentions are to obtain a kit for application in ARNG maintenance shops.

Our ESP program can assist the Army in overcoming the problem of an aging fleet if FMTV procurements do not fully support their requirements. The ESP kit is the most cost-effective solution to the wheeled fleet challenges.

Mobilization Movement Control (MOBCON) System. During FY 97, National Guard Bureau became the lead agent for the MOBCON system and moved the Wang Mainframe from Fort McPherson, Georgia, to the Army National Guard Readiness Center (ARNGRC) in Arlington, Virginia. NGB is rehosting MOBCON to Windows NT 4.0 and expects to field the new system by February 1998. A Program Manager has been appointed to manage this effort and interface requirements with other Defense Transportation Migration Systems. Policies, procedures, and administrative requirements for

Military Convoy Operations in CONUS and movements of Oversize and Overweight Military vehicle and other movements are established in DoD 4500.9-R and FORSCOM/ARNG Regulation 55-1.

Guard Material Management Center (GMMC). Located in Lexington, Kentucky, the GMMC is a surface and air Class IX redistribution activity that supports all 54 states and territories. Using the Internet, the GMMC conducts periodic searches and obtains high-dollar and high-volume assets from Defense Reutilization and Marketing Offices (DRMO) worldwide. These Class IX assets are then made visible and available to the Army National Guard via the GMMC Internet Homepage. CL IX redistribution is provided at no cost to ARNG customers upon receipt of a Guard requisition. The GMMC Homepage address is HYPERLINK <http://www.ngmmc.com/www.ngmmc.com>. The Homepage is accessible for browsing by all that have Internet capability. However, authorization to requisition must be obtained by the State/Territory CL IX Program Manager. We strongly encourage all units to take advantage of this activity.

Environmental Programs

The Army National Guard's Environmental Program is an integral part of providing quality installations. For the past few years, the Army National Guard has focused its environmental funding on ensuring that the most critical facilities complied with environmental laws and regulations.

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

Compliance. The ARNG is focusing limited resources to bring our critical facilities into legal compliance. During FY 97 the ARNG reduced by 400 the number of underground storage tanks not meeting pending Environmental Protection Agency standards, through removal or upgrade of the tanks. During FY 97, the ARNG managed projects aimed at upgrading vehicle washracks at 85 facilities, conducting air quality emissions surveys at 14 locations, constructing hazardous waste storage buildings at 58 locations, constructing spill containment structures at 52 locations, and installing oil/water separators at 75 locations, all to meet regulatory requirements and to prevent the release of hazardous substances to the environment. In addition, the ARNG completed the cleanup of petroleum spills and contaminated indoor rifle ranges.

These efforts have resulted in the reduction of open Notices of Violation (NOVs) at ARNG facilities by 25%, down from 87 at the start of the fiscal year.

In FY 97, each state headquarters was provided with an environmental management cell manned with drill-status personnel. Their functions include providing environmental awareness training to National Guard units and facilitating rapid response to environmental issues during weekend training events.

Our Windows Compliance Assessment and Sustainment Software (WINCASS) was recognized by ODEP, DA as the leading ECAS initiative within DA. This system provides an automated method for our installation commanders to identify their compliance problems, develop a plan for correcting these deficien-



cies, provide an estimate of cost, conduct root cause and trend analysis, perform risk management, and track their progress in meeting their environmental objectives.

Pollution Prevention. Despite limited FY 97 funding, the ARNG was able to complete \$2 million in pollution prevention projects. This funding allowed the completion of pollution prevention plans, assessment of pollution prevention opportunities, and the purchase of pollution prevention projects, including aqueous based parts washers, antifreeze recyclers, and oil filter crushers. These efforts resulted in the ARNG exceeding the DoD goals for reduction in hazardous waste generation.

Within the Army National Guard, total hazardous waste generation has been reduced by 55% since FY 92. The ARNG is well ahead of schedule in meeting DoD goals on reduction of particular classes of targeted hazardous chemicals. The ARNG has also been aggressive in the area of energy conservation, with 41 states enrolled in the Environmental Protection Agency's "Green Light" program, the highest percentage in DOD.

Conservation. The ARNG continues to comply with the National Environmental Policy Act by considering the environment each time federal funds, actions, or decisions are involved. During FY 97, we completed two Environmental Impact Statements (Camp Roberts, California, and Western Army Aviation Training Site, Arizona) with published Records of Decision; twenty-one Environmental Assessments were completed. In addition, the National Guard Bureau initiated the development of two "how to" manuals to assist both the Bureau and states in developing National Environmental Protection Act (NEPA) documents and managing the acquisition, use, and disposition of training lands.

During FY 97, the ARNG completed the following conservation projects: 20 threatened and endangered species surveys, 7 cultural resources surveys, 12 biological resources surveys, and 4 natural resource management plans. Twenty-six Natural Resource Management Plans were initiated.

The Environmental Programs Division helped with the successful transfer of environmental programs from Ft. Pickett, Virginia, and Ft. Chaffee, Arkansas, to the National Guard. These installations were transferred to Guard control through the Base Realignment and Closure (BRAC) process. The division is aggressively implementing Integrated Training Area Management (ITAM) at 43 separate locations, with the goal of including all primary training sites by FY 99.

A Geographical Information System (GIS) program was started in 10 additional states during FY 97, bringing the total number of states with GIS programs to 31. The analytical support packages developed in conjunction with Utah State University gives ARNG trainers the capability to develop realistic training programs compatible with installation environmental conditions. The ARNG has been selected to operate one of four Department of the Army GIS Regional Support Centers, beginning in FY 98.

Restoration. The ARNG continues to evaluate sites for evidence of contamination, and to clean up those sites where contamination is identified. In FY 97, the ARNG executed over \$25.4 million in Environmental Restoration, Army (ER,A) funding and over \$1.1 million in Operations and Maintenance funding. The Installation Restoration Program completed 22 Preliminary Assessments, to determine the potential for contamination sources, and 13 Site Inspections, with actual soil and groundwater sampling to determine if contamination is present. Ten Remedial Investigations were initiated to determine the extent of contamination at ARNG sites, and 16 remediation projects were begun at sites with confirmed contami-

nation. Additionally, the State ARNG environmental offices have initiated projects at 136 sites, and will be responsible for tracking and executing the Installation Restoration Program at these facilities.

Information Systems

Automation initiatives in FY 97 concentrated heavily on supporting the statutory Database of Records (DBORs) while working within a budget reduction that authorized only 60% of the requirement.

During FY 97, the Army National Guard made two large purchases to upgrade outdated software and hardware. Windows NT was purchased as the ARNG standard network server, providing the National Guard Bureau compatibility with Department of Defense and Department of the Army systems. Windows NT was also fielded to all 54 states and territories, along with MS Office Professional 97.

Hewlett Packard (HP) 9000 K260s with 64-bit processors were purchased to replace an outdated 12-year-old automation system technology. The migration of all of the statutory DBORs will be completed no later than mid FY 98. Once completed, the ARNG will be operating according to modern automation business rules at a projected savings of \$3.5 million in yearly maintenance costs.

- FY 97 saw the beginning of the design and implementation of the Executive Database to support the requirements of the Vision Based Management System. Completion of this project in early FY 98 will position the ARNG to make informed command decisions well into the 21st century.

During FY 97, the ARNG continued to incorporate new technologies into our software development process. The Automation Information System Division implemented the Automated Training Ammunition

System (ATAMS) and the Environmental Resource Management System (ENVIROMAX). Both systems were written using state-of-the-art software development tools. AIS embraced the use of software development tools as a way of reducing the software development life-cycle, while simultaneously reducing the long-term software maintenance cost of each system.

Visual Information

The Army National Guard continued to procure state-of-the-art visual information technology in FY 97 to equip the force. Thirteen states received money to purchase digital photography systems to be used for official DA photos. Twenty-two states have received funding since FY 94, when the Environmental Protection Agency first mandated that federal agencies end their decades-old reliance on chemical processing.

The ARNG Video Teleconferencing (VTC) Command and Control Network continued to expand in FY 97. Interconnections now exist for all State Area Commands (STARCs) and the Army National Guard Readiness Center (ARNGRC). Circuits to Montana and the Virgin Islands, plus remaining enhanced brigades, are scheduled to be completed in FY 98. Potential reductions in TDY budgets can be realized by scheduling routine and frequent meetings via VTC.

In FY 97, the Multi Media Branch (MMB) at Ft. Rucker, Alabama, solidified its position as one of the Army Guard's premier centers for distance learning. By utilizing its unique capabilities in aviation and safety, visual information, and education, and a quarter-century of service developing outstanding programs in support of NGB, the MMB has created a state-of-the-art distance learning broadcast studio. During FY 97, the MMB continued providing distance learning support for Army Guardsmen reclassifying into MOS 93C (Air Traffic Control). The MMB also provided increased support to the Army Guard safety program by producing visual information products on aeromed-



ical research, industrial hygiene, occupational safety and health, and radiological protection. Through the use of satellite technology, the MMB broadcast risk-management courses to sites around the nation.

The Visual Information Support Center (VISC) in Nashville, Tennessee, continued to provide excellent "one-stop" visual information service to the Army Guard. The VISC serves as the Army Guard production center for a variety of products, including regional multimedia imaging, banners and posters, and duplication of videotapes and CDs. With more than 2,000 visual information products available, the VISC possesses the largest selection in the Army Guard.

During this fiscal year, the VISC utilized the superb audio, video, scripting, editing, and graphic design skills of its highly skilled personnel to produce products for recruiting and retention, drug demand reduction, public affairs, other DoD agencies, and

state organizations. In addition, the VISC produced several training and public service announcements and documented numerous Army Guard events for historical purposes. The VISC also provided audio-visual support to Marketing NCO Class 97-02 and the 1997 Public Affairs workshop, and its Rapid Response Documentation Team videotaped numerous ARNG units' disaster relief efforts.

Telecommunications

The ARNG Distance Learning initiative continues to expand its scope in compliance with Congressional intent and funding. Nine prototype classrooms with supporting communications links are operational in Maryland, Pennsylvania, Virginia, and West Virginia. FY 98 plans call for installation of over 150 additional distance learning classrooms programmed to reach all states and territories.

The classroom network is primarily intended to increase the mobilization readiness of the National Guard force structure via advanced information technology classrooms and networks. Concurrently, the infrastructure will provide state-of-the-art technology assets to local communities through shared-use arrangements. Close collaboration has been maintained with DoD agencies, state and local governments, and other civil and military organizations to ensure the implementation of appropriate technologies.

Aviation and Safety

Funding for the flying hour program and additional flight-training periods in order to ensure combat readiness and aviator proficiency and safety is an ongoing

challenge. Current funding rates at some 75% of required operations tempo has forced the ARNG to develop alternative ways to manage the risk associated with this funding decrement.

With continuing fiscal restraints, the ARNG's development of an Aviation Reconfigurable Managed Simulator (ARMS) as a cost-effective solution to enhanced readiness and safety has become critically important. ARMS is a flight simulator reconfigurable to each of the rotary wing aircraft operation by the ARNG. The prototype device was successfully demonstrated in FY 97 and was used by the Division XXU aviation task force during its November 1997 advanced warfighting experience. The ARNG anticipates beginning the contracting process at the end of Fiscal Year 1998 for a total of six ARMS Collective Training Suites.



ARNG aviators participated in a variety of National Guard task force development to the Joint Readiness Training Center, Ft. Polk, Louisiana, and National Training Center, Ft. Irwin, California, and to support U.N. peacekeeping in Bosnia. ARNG aviation also responded to various domestic emergencies, providing help to the states in times of flood, earthquake, fires, and other natural disasters.

Logistics

The Aviation Systems Branch coordinated with Department of the Army agencies and with Army Guard units to maintain the operational readiness of over 2,400 ARNG aircraft. The ARNG completed over 500 aircraft movements during FY 97, from the production line, to the refurbishment program, and between Guard units as a result of cross-leveling due to force structure changes within the ARNG. With the increase of modernized systems, 200 of our oldest aircraft were retired.

Aviation Systems invested much time and effort in increasing the relevancy of the entire ARNG aviation maintenance program. The "Aviation Classification and Repair Activity Depot (AVCRAD) 21" Project is creating efficient regional support centers designed to maintain and support modernized aircraft. The AVDRADs will focus on component repairs and their return to the ARNG supply system, avoiding costs which would be otherwise incurred from the Army wholesale supply system.

Due to decreased funding this fiscal year, it was necessary to change the ARNG aviation logistics strategy for purchase of repair parts. Stock Funded Depot Level Repairables (SFDLR) continue to be intensively managed at the national level. Due to financial constraints, NGB-AVN is reorganizing ARNG aviation supply support by regionalization of the Authorized Stockage Lists, to include stockage and repair of high-cost/high-payoff SFDLRs.

The "Army Aviation Support Facility (AASF) 2000" project determined the organization that is required to support the modernized aircraft now being fielded into ARNG units. This includes the facilities, support equipment, tools, manning, training, and mission necessary to maintain the relevance and readiness of the entire ARNG aviation fleet. This fiscal year, selected AASFs have begun implementing a test of the project recommendations.

NGB-AVN fielded the Aviation Logistics Module (ALRM) 1352 report, enabling electronic transmission of real-time aircraft readiness data. AASFs are linked electronically with the National Guard Bureau, facilitating early identification and resolution of readiness issues. Use of this program is resulting in more effective readiness management and a more efficient use of critical resources.

Safety

The Army National Guard safety program is based on the premise of individual responsibility and leader commitment to safety during all Army National Guard operations, whether on deployment, or duty training or domestic operations. The four pillars of the ARNG safety program are risk management, leadership, discipline, and strict adherence to Army and ARNG standards.

An aggressive approach to safety has resulted in the lowest aviation accident rate in the history of the Army National Guard. Despite dwindling resources, the ARNG safely executed an aggressive flying-hour program with a Class A-C accident rate of only 2.76. The ARNG leads the rest of the Department of Defense in aviation safety; other military organizations seek to emulate this enviable safety program.

The Army National Guard participated vigorously in the Secretary of Defense-directed Aviation Safety Stand Down in September 1997. The National Guard Bureau received favorable reports from all ARNG



units relating to the importance of the safety training and the effectiveness of the mandated Commander's Evaluation.

This fiscal year the ARNG experienced a 5% decrease in Class A-C ground accidents. Sixty-five percent of these accidents were personal injury, 19% involved Army motor vehicles, and 11% involved privately owned vehicles. However, vehicular accidents account for a disproportionately high number of fatal injuries. In an effort to combat vehicular accidents, the Army National Guard launched an aggressive campaign that included unit-level training as well as a national awareness campaign.

The ARNG experienced an 8% decline in workers compensation claims in FY 97. We will continue to emphasize employee training and Occupational Safety and Health Administration compliance to decrease

accidents. In addition, the Army National Guard is taking steps to fully comply with the DoD-mandated ergonomics program. Ergonomic-related injuries are the leading cause of ARNG workman's compensation claims.

At the direction of the Secretary of the Army, the ARNG is developing and implementing a comprehensive Risk Management Integration Plan. The Army's five-step risk management process, which is currently being codified in official regulations, has proven to be a powerful tool not only for decreasing accidents and other controllable losses, but for improving the operational effectiveness of both air and ground units. The goals of the ARNG risk management integration program include educating all ARNG troops and civilian workers, and incorporating the tenets of risk management into mission planning, policy, and processes.

Air National Guard



Operations, Plans and Programs

During Fiscal Year 1997, the Directorate of Operations, Plans and Programs added a new section, "Battle Management." This reconfiguration of the Directorate brings with it the responsibility for managing ANG tactical communications assets formerly under the purview of the Directorate of Communications and Information.

Battle Management

The Battle Management Team provides "launch to recovery" support to the flying community. The functional areas of Air Traffic Control, Ground Theater Air Control, Combat Communications, Airspaces, Ranges and Combat Readiness Training Centers are represented in the following teams: Airspace and Ranges, Air Traffic Control and Landing Systems (ATCALS), Combat Communications, Resources, and Ground Theater Air Control (GTACS). These teams work in a cooperative effort to provide the best possible support to the field customers. In addition, DOB serves as advocates for each of these functional areas with the National Guard Bureau, and with the Numbered Air Forces and the Major Commands.

Theater Deployable

Communications. Theater Deployment Communications (TDC) is the Air Force program to modernize deployable tactical communications equipment, designed to support the warfighter's need for voice, data, message, and video communications. Utilizing commercial off-the-shelf (COTS) and government off-the-shelf technology, TDC consists of two major components: a Lightweight Multiband Satellite Terminal (LMST) and an Integrated Communications Access Package, consisting of scalable/modular communications packages that provide for data routing,

messaging, and voice switching. Procurement is continuous, allowing purchase of incremental equipment that coincides with commercial equipment upgrades, and also allowing for the incorporation of new technologies.

Tactical Air Control. Currently all four ANG Tactical Air Control Party (TACP) Air Support Operations Squadrons (ASOSs) are in conversion to double in size. Upon completion of this robusting, they will support 15 Army National Guard (ARNG) Enhance Brigades, with additional cadre support of 8 Army National Guard Divisions. TACPs are part of the Army commander's special staff at all levels of maneuver units from battalion to division (up to Corps level for the active component). In this capacity, the TACP is responsible for advising the Army Commanders and their staff on employment of air power, the planning of air support requirements in support of ground forces, and coordinating/controlling Close Air Support.

During FY 97, the ANG Air Support Operations Squadrons provided nearly 2,500 Mandays in support of their ARNG counterparts. In addition, they provided over 900 Mandays in support of their active-duty counterparts. Two squadrons were partially activated for state missions, which included a search and rescue, and flood duty.

Ground Theater Air Control.

The Ground Theater Air Control Systems (GTACS) in the ANG consists of four Control and Reporting Centers (CRCs), eleven Control and Reporting Elements (CREs), and two Air Control Groups (ACGs). These units represent over 60% of the Air Force GTACS units capable of deploying and operating in a tactical environment. In the past year, members of these units have worked with active duty

forces in Kuwait and Saudi Arabia, as part of Operation SOUTHERN WATCH, and in Turkey as part of Operation NORTHERN WATCH. Air Guard units have also participated in Operation JOINT GUARD in Jacotenente, Italy, and deployed to Korea for Operation FOAL EAGLE.

The Air Control Squadrons are a vital military asset, and to keep them viable in a changing environment, a modernization program is under way. Replacements and upgrades for the TPS-75 radar are constantly being evaluated to carry the ground-based radar units into the next century.

Shrinking defense resources, rapidly changing technology, the need to reduce airlift, and the expanding communication "reachback" capability may mean fewer deployments for these units in the future.

However, current efforts to increase joint training, as well as combined training with air traffic control and combat communications units, will keep these GTACS units busy for the foreseeable future.

Air Support Operations. When activated, an Air Support Operations Center (ASOC) is normally located at the Army Corps main command post, with its mission to plan, coordinate, and direct



tactical air support for ground forces. The ASOC controls and operates the Air Force Air Request Net (AFARN), the backbone of the Theater Air Support/Army Air to Ground System. The ASOC also acts as a conduit of information between the Army and the Air Force, providing advice and information on current operations.

During FY 97, the 111th and 182d ASOCs provided 1100 Mandays in support of active duty exercises both in CONUS and overseas. In addition to almost 600 Mandays in support of National Guard exercises, these units also provided manpower backfill to relieve active duty OPS TEMPO.

Airspace and Ranges. The high state of combat readiness maintained by the Air National Guard is a direct result of the airspace and 15 ranges managed and operated by the ANG. The ANG Range Council, made up of members of the ranges, ensures that all 15 ranges maintain the ability to support evolving requirements of the Guard's tactical air forces.

Air-to-air combat training can be accomplished in Air Combat Maneuvering Instrumentation (ACMI) systems operated at the ANG's Combat Readiness Training Centers (CRTC). Four CRTCs are operated by the ANG supporting the training requirements of all Air Guard units. These Training Centers provide the complete infrastructure required to support any type of deployment, from a weekend mini-deployment to Operational Readiness Inspections. The CRTC provides billeting for 800 to 1200 personnel, messing facilities, and vehicle support. Operational requirements are met with complete maintenance and command post facilities, munitions support, and over 100 pieces of powered aerospace ground equipment.

The ANG manages a complex system of airspace in order to meet the ANG's increasing and ever-evolv-

ing requirements. Competing requirement of other Federal agencies, general and commercial aviation, various land management entities, and the general public has made the effective management of existing airspace and prudent development of future airspace a necessity. The ANG established National and Regional Airspace and Ranges Councils to oversee airspace and range management. The regional councils to correspond to the Federal Aviation Authority's regions. The Air Force recognized the importance of the Air Guard regional initiative by joining the process as co-chairman and participating as full partners. These councils have opened a dialogue with Federal and state agencies previously unaware of avenues to address airspace issues, and have forestalled several legislative actions that might have severely crippled training.

Combat Communications. Combat Communications within the ANG consists of 8 Combat Communications Groups (CCGs) and over 40 Combat Communications Squadrons, which represent roughly 70% of the Air Force units capable of deploying in a tactical environment.

Twenty-five ANG Combat Communications Squadrons are currently tasked for employment as a Theater Air Base (TAB) Communications Package. These sustaining communications packages consist of Joint Tactical Communications System (TRI-TAC) and Ground Mobile Forces (GMF) satellite communications equipment with the capacity to support a wing-sized base population until semi-permanent assets are installed.

Thirteen ANG Combat Communications Squadrons are currently tasked to provide communications service for a wing deployed to a USAFE theater air base, collocated operating base, or collocated operating location from initial deployment until sustaining assets arrive.

Three ANG Combat Communications Squadrons and one ANG Combat Communications Group are tasked as the Tactical Contingency Communication Element – Central Area (TCCE-CA). These units are organized to provide long-haul, high-capacity communications nodes to extend the DoD communications infrastructure into the USCENTCOM AOR. JCS directives task ANG to provide one major and five minor TCCE-CA nodes.

Air Traffic Control and Landing System.

The Air Traffic Control and Landing System (ATCALS) in the Air National Guard is comprised of ten Air Traffic Control Squadrons, eight contracted air traffic control facilities, a Range Control Center (RCC), and one Federal airfield. Combined, these organizations account for 10 of the 16 wartime missions in the United States Air Force. In the past year, over 120 maintainers and air traffic controllers have supported Operation JOINT ENDEAVOR/GUARD, by deploying an MPN-14K, Mobile Radar, to Taszar Airbase, Hungary, as part of the Bosnia peace effort. Initially, this was accomplished through volunteerism, but eventually grew so massive, that Presidential Selective Reserve Call-up (PSRC) was required.

The Air Traffic Control mission in the Air National Guard has greatly increased in size and responsibility. Today, the Air National Guard Readiness Center (ANGRC) provides policy and guidance for 15 control towers, 10 radar facilities, and one Range Control Center. Combined, air traffic controllers controlled nearly one million aircraft (civilian and military) safely and expeditiously, while the maintainers ensure that the ATCALS equipment is reliable and operating at peak performance.

New methods are on the horizon for the ATCALS community. Shifting from ground-based to space-based



radar, coupled with the inclusion of Global Positioning Systems (GPS), will require squadrons to keep abreast of new procedures, training, and equipment, destined to take ATCALS into the next millennium.

Fighters and Bombers

The Air National Guard Readiness Center Fighter/Bomber Deployment Branch manages contingency and exercise deployment units for 42 fighter units, as well as two B-1 bomber units.

FY 97 saw ANG fighter/bomber deployments at an all-time high. ANG fighters deployed as units 216 times, to 54 different exercises. Of these deployments, 29 were in direct support of real-world contingency operations, including NORTHERN and SOUTHERN WATCH (enforcing no-fly zones in Iraq), DECISIVE ENDEAVOR (Bosnian peacekeeping), PROVIDE COMFORT (aid to the Kurds), CORONET NIGHTHAWK (counterdrug operations in Central

America), and the permanent NATO mission ICELAND ALERT. Over 3,000 fighter hours were flown simply getting to and from the exercise locations.

The grand total of all days deployed by all ANG fighter units totaled 3,219 in FY 97. Of the 145,220 hours flown by ANG fighters in FY 97, almost 10,000 hours were logged as combat or combat support time in support of real-world contingency operations.

Expenditures for deployed operations included \$2,253,500 for Operation and Maintenance. The combination of 9,898 officer workdays and 27,572 enlisted workdays required an expenditure of \$2,573,400 in military personnel funds.

Airlift Operations

The National Guard Bureau's C-130 deployment management team provides cradle-to-grave support, coordination, funding, and operational assistance for C-130 exercises, contingencies, and deployments on a worldwide basis. The C-130 deployment manager controlled approximately 23,000 officer and 34,000 enlist-

ed workdays; some \$10,000,000 in personnel funding; and approximately \$1,400,000 in National Guard Bureau Operations and Maintenance funds. Highlights of the year included successful completion of a 225-personnel deployment for 60 days to Saudi Arabia for operation SOUTHERN WATCH, and the first "partnership for peace" flying operation in Estonia.

Overall operations tempo this fiscal year was very high in the ANG C-130 community, whose 22 units provide 46% of total Air Force airlift assets. Almost 10% of the Air Guard's C-130 flying-hour program was devoted to joint airborne/air transportability training (JA/ATT), which consists primarily of hauling Special Operations forces. The breakdown among the services is as follows: 63% of all missions flown are for the Army (45% of these for Army Special Forces units); 15% for the Navy; 6% for the Air Force; 5% for the Marine Corps; and 6% for the Army National Guard.

The following charts show missions and hours flown in joint airborne/air transportability training; officer and enlisted Mandays expended; and Air Guard units which have flown the highest number of hours.

Missions and Hours Flown, JA/ATT

<i>FY</i>	<i>Missions</i>	<i>Mission Sorties</i>	<i>Hours Flown</i>
1995	848	3,448	7,593.3
1996	805	3,405	7,666.5
1997	758	2,802	6,153.1

Officer and Enlisted Mandays, JA/ATT

<i>FY</i>	<i>Officer Mandays</i>	<i>Enlisted Mandays</i>
1996	6,579	9,023
1997	6,917	9,779

Highest Level of Participation, JA/ATT

<u>Wing/ State</u>	<u>FY95 Hours</u>	<u>FY 96 Hours</u>	<u>FY97 Hours</u>	<u>3-YR Average</u>
165th AW (GA ANG)	688	573	796	685
166th AW (DE ANG)	713	497	441	550
130th AW (WV ANG)	445	597	396	479
118th AW (TN ANG)	484	535	408	476
167th AW (WV ANG)	473	562	390	475
179th AW (OH ANG)	569	434	360	454
127th AW (MI ANG)	414	469	463	448
153d AW (WY ANG)	505	333	435	424
145th AW (NC ANG)	440	535	238	404
146th AW (CA ANG)	321	471	417	403

Worldwide ANG C-130 Airlift Support

Central Command

17,388 + Mandays TDY – Operation SOUTHERN WATCH (Iraq No-Fly Zone)

European Command (35% of Guard airlift assets)

12,096 Mandays TDY – Operation JOINT GUARD (Bosnian Peacekeeping)

724 Mandays TDY – Operation EAGLE TALON (Partnership for Peace - Poland)

560 Mandays TDY – Operation BALTIC CHALLENGE (Partnership for Peace - Estonia)

500 + Mandays TDY – Operation MEDSTAR

Southern Command (50% of Guard airlift assets)

12,096 Mandays TDY – CORONET OAK

6,720 Mandays TDY – Operation FURBISH BREEZE

4,788 Mandays TDY – Operation FLOWING PEN

1,523 Mandays TDY – Multiple Missions

Pacific Command (15% of Guard airlift assets)

140 Mandays TDY – Operation AERO INDIA

798 Mandays TDY – Operation COPE THUNDER

360 Mandays TDY – Operation COPE WEST A/B

280 Mandays TDY – Operation FOAL EAGLE

Aerial Refueling

The Air National Guard manages a fleet of 225 KC-135s, which represents 43% of the nation's core air refueling capability. This fleet of 225 aircraft is spread among 19 air refueling wings and comprises 22 flying squadrons. In partnership with the Air Mobility Command and the Air Force Reserve, the ANG has continually expanded the role of the KC-135 to meet the changing threat environment and varied mission requirements faced by our nation. Air National Guard crews and aircraft participated in virtually every USAF mission which required refueling during FY 97.

During Fiscal Year 1997, Air National Guard crews and aircraft participated in virtually every USAF mission which required refueling. During the fiscal year, the 19 KC-135 refueling wings supported the active Air Force with over 105,000 days of active duty TDY, including 58,509 days in direct support of contingency operations. During FY 97, ANG KC-135 aircrews (pilots, navigators, and boom operators) were TDY for active duty mission support (that is, not in an ANG training status) for 356,740 Mandays.

The ANG supported the enforcement of the no-fly zone over Bosnia in Operations DECISIVE ENDEAVOR and DELIBERATE GUARD. Additionally, Air Guard tankers flew in ongoing contingency operation supporting United Nations objectives in Iraq (Operations NORTHERN and SOUTHERN WATCH).

During FY 97, the 19 KC-135 wings supported the Total Air Force with refueling support in Joint Chiefs of Staff exercises like KEEN EDGE, and MAJCOM exercises such as COPE THUNDER and RED FLAG. Additionally, the ANG continued to pull alert in support of select Air Force missions, and managed a Foreign Military Sales (FMS) case to provide refueling training for NATO's AWACS component stationed in Geilenkirchen, Germany.

During FY 97, the ANG continued to manage the Northeast Tanker Task Force on a joint basis between

the 101st Air Refueling Wing, based in Bangor, Maine, and the 157th ARW from Pease Air National Guard Base, New Hampshire. This vital mission supports scheduled fighter rotations to and from the European theater and contingency operations with air refueling support. The six ANG tanker units situated in the Northeastern United States also participate in the Northeast Duty Tanker missions, which provides one aircraft and crew dedicated to supporting Air Mobility Command priority missions. Finally, the ANG continues to fulfill the refueling mission for Strategic Command in support of the Single Integrated Operations Plans (SIOP).

Acquisition

The Acquisition Directorate is focused on delivering near-term combat capability for the ANG by rapidly utilizing commercial-off-the-shelf (COTS) solutions. Because of its close association with the ANG/AFRES Test Center (AATC), the directorate is able to quickly define, procure, test, and field equipment to benefit our warfighters.

The AATC mission is to improve the combat capability of the aircraft the Guard and Reserve fly, primarily by ensuring that the proposed improvements to hardware, software, and tactics are thoroughly tested prior to use by operational units. AATC conducts Test and Evaluation activities under the auspices of Air Combat Command and Air Mobility Command to represent a Total Force approach to meeting mission needs.

Fighter and Airlifter Modernization

In FY 1997, the Air National Guard continued to make significant contributions to the modernization of its fighter and airlift fleet. Specializing in low-cost, commercial off-the-shelf equipment, we have acquired



and tested many new aircraft modifications. The night vision imaging system (NVIS) finished testing and started installs on the ANG and Air Force Reserve Command (AFRC) F-16 fleet. NVIS provides a 24-hour combat capability and greatly improves the safety of night operations. A new Electronic Warfare Management System was designed and purchased for the F-16 and A-10. This system provides centralized control of chaff, flares, jamming pods, and reconnaissance pods, and allows for improved aircraft defensive systems management in combat. Enhanced video recording equipment and color cameras have added to improve the effectiveness of mission debriefs for the A-10 and the B-1.

The F-16 Unit Training Device (UTD) began field installations, and provides mission rehearsal, instrument, and emergency procedures training. A similar effort is ongoing for the A-10 UTD and F-15 Full Mission Trainer (FMT). Future efforts will involve networking these devices to enable pilots to practice Large Force Employment missions in the trainers prior to actually flying these missions. Efforts have begun on procuring a precision-guided munitions capability for Block 30 F-16, significantly increasing the total force capability to use precision weapons. All modifications have been closely coordinated with the U.S. Air Force and the Air Force Reserve Command (AFRC) to get the greatest capability for the minimum cost.

1997 marked the start of the Situation Awareness Data Link (SADL) program, which will use an existing U.S. Army digital radio to provide data link capability to the F-16 and A-10. This capability allows pilots to identify friendly positions on the battlefield, and coordinate surface attacks using information passed via the radio from ground controllers. This is a joint program with the AFRC.

In 1997 we were funded to begin acquisition of the newest tactical airlifter, the C-130J. This is a completely redesigned aircraft that incorporates digital flight controls and a glass cockpit. Outfitted with more powerful and more efficient engines, the J model adds increased capability and reliability to the fleet. We continued our participation in the KC-135 PACER CRAG Block 20 programs to update the cockpit displays and radar systems, with production installs scheduled to begin in 1998.

Combat Search and Rescue

Important improvements to Combat Search and Rescue (CSAR) capability were realized by funding the Altitude Hold Hover and Stabilization System, an improved cyclic/collective grip, and a replacement machine gun for the HH-60. Interdiction of illegal drugs by our C-26 aircraft will be bolstered with a replacement FLIR program begun in 1997. This program replaces the current high-maintenance FLIR with a "drop-in" commercial off-the-shelf system with greatly improved reliability, standoff, and maintainability.

Procurement of the C-38 (Astra SPX) provides a commercial solution to the need for greater range and increased passenger load over the C-21 aircraft currently operated by the 201st Airlift Squadron located at Andrews Air Force Base. The first of two aircraft will be delivered in late 1997 or early 1998.

Logistics

The transition of the United States Antarctic Program (USAP) from the Navy to the Air Force continued smoothly in 1997. One National Science Foundation (NSF) R-model aircraft was transferred to the Air Force and has been temporarily parked in inviolate storage at Davis Monthan AFB waiting funding for modification and upgrades to AF configuration and capability standards. Engineer representatives from the three supporting Air Logistics Centers (ALCs) conducted an assessment of commercial repair facilities at Air New Zealand to determine the feasibility of using their capability for aircraft overhaul and programmed depot maintenance. The Readiness Center hosted an initial funds management program review to set the rules for NSF money transfer, auditing, and tracking through the ANG and 109th Airlift Wing and to the System Program Office at Warner Robins Air Logistics Center.

KC-135 Stratotanker

The Air National Guard (ANG) 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 ANGB, 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 (enforcement of the no-fly zone over Bosnia) throughout FY 97 and will continue to do so through FY 98.

Also throughout the year, ANG KC-135s maintained an alert commitment at Keflavik Naval Air Station, Iceland; were an active participant in the European Tanker Task Force effort and Northeastern Tanker Task Force; and provided AWACS aerial refueling support. All of this was accomplished while the fleet averaged 40 aircraft in depot maintenance at any given time. With the operational tempo to remain

high, AMC authorized nine additional manpower positions to support tanker aircraft operations through Bangor.

With the high demand for support of all the deployments and exercises, this refueling workhorse is programmed to remain in the Air Force inventory past 2020. Towards this end, the ANG is sponsoring a major auxiliary power unit (APU) modification effort at Forbes ANGB, Kansas. This modification will refit over 110 ANG and AFRES KC-135E model aircraft with the KC-135R model APU. In addition, the ANG is an active participant in the testing and evaluation of multiple other improvements to this venerable aircraft.

One such improvement embraces a \$750 modification program known as PACER CRAG. This upgrade will enhance the avionics package for better reliability, maintainability, and an integrated three-person aircrew interoperability. These state-of-the-art systems will bring the KC-135 to the battlefield as a more flexible and dynamic weapon system.

C-141 Starlifter

The C-141 once again provided capability for rapid deployment of forces during conflict, crisis response, and disaster relief efforts during FY 97. 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 38,000 hours. To keep pace with the demand, reliability and maintainability efforts are under way to keep the C-141 fleet viable throughout FY 04, when the ANG aircraft will eventually retire.

A key program supporting this effort is the center wing box replacement with which the ANG fleet will be completed in FY 98. Additionally, a core of 63 aircraft has been identified for further structural and avionics modifications that will enable them to operate effectively well past the year 2000. These modifications will be completed on only ANG and AFRES aircraft, and will ensure that the C-141 is available to provide immediate response when tasked to support contingency operations.



Additional modifications such as GPS and airlift defensive systems will also keep the C-141 effective in this changing environment. The All Weather Flight Control System (AWFCS) and Global Positioning System Enhanced Navigation System (GPSENS) will enhance the C-141B's airlift capabilities into the 21st century. As part of the upgrade, current cockpit flight instruments will be replaced with a new Control/Display Subsystem (CDS) consisting of four liquid crystal display units, two display avionics management units, and a variety of modified control panels. Coupled with the latest version of navigation (GPSENS), the C-141B will meet and exceed all combat mission requirements.

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 out-size cargo rapidly to anywhere in the world.

The primary and assistant C-5 flying crew chiefs have been recategorized, and are now included under the Special Duty Incentive Program (SDIP). Entitlement pay of \$100 for both the crew chief and assistant recognizes the vital maintenance role that these key individuals provide. Crew chiefs accompany the aircraft on both CONUS and overseas missions, performing both ground and in-flight duties, and increasing the aircraft's readiness and reliability.

Impacting on the C-5's readiness and reliability are high depot flow times that often take significantly longer than scheduled. This is mainly because of an extensive amount of corrosion found during 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 FY97 will be \$6 million, versus \$4 million in FY 94.

Significant changes in depot costs, such as this one, render programming actions an "educated guess" at best and seriously impact the ANG depot budget. With the transition of C-5 PDM operations to Warner Robins AFB, we expect some program impacts as the operation comes on line and learning curves and tooling are transferred.

C-130 Hercules

With the Air Force's largest fleet of C-130s, the Air National Guard continues to lead the way. In 1997, "rainbow Hercules units" deployed to Europe to support the Bosnian effort, to Southwest Asia to support U.N. sanctions against Iraq, and to other regions of the world as an equal partner in the Total Force.

Accompanying a higher operations tempo are mission-directed modifications, advancements in avionics, and defensive system upgrades. The improvements carrying us into the 21st century continue very slowly because of continued combat capability force reductions and shrinking defense dollars.

Projected force structure changes and additional units have had a definite impact on the Guard program. The 152d Airlift Wing at Reno, Nevada, converted to C-130s in 1995 and in 1996 the 124th Airlift Wing at Boise, Idaho, and the 133d Airlift Wing at Minneapolis, Minnesota, completed its conversion to the C-130H Model. These additional C-130 units produced a noticeable shortfall in support equipment and continue to require tremendous effort to expand their operational effectiveness. To date, the H-model support equipment shortfall approaches the \$50 million level. Without these critical assets, the long-term ANG C-130 capability may be degraded. Now we look to the future with C-130J model aircraft procurements, but with this looms the threat of additional support equipment shortfalls.

The ANG has completed the "recycle" of straight airlift C-130 aircraft back to Air Mobility Command. This year, the air rescue unit at Kulis, Alaska, remained in Pacific Air Force, while six EC-130 aircraft from the Pennsylvania ANG remain Special Operations Command-gained.

Our greatest challenge remains to be the shortage of serviceable spare T-56 engines. Critical shortages have extended the overhaul time to 93 days from a goal of 23 days. However, Logistics Command has identified the parts shortage and is aggressively working to fix the problems, with some "get well" dates projected for the end of FY 98 or sooner. Large numbers of over-fly engines have now been inducted into the depot pipeline, and the over-fly problems which plagued three ANG units in this fiscal year should be solved by early in FY 99.

B-1 Bomber

When the B-1 was initially fielded in the Active Air Force, support equipment was bought for four bases. It appears, however, that there were not four complete sets of equipment, but fewer sets to be shared among the four original bases. When the B-1 left Grand Fords, North Dakota, one of the four original bases, most of that unit's equipment did not return to the depots, but was apparently used either to fill existing shortages in the B-1 fleet, or stored by the operating command at bases other than the depots. When the B-1 gained the conventional munitions mission, this equipment was then in short supply for the whole fleet.

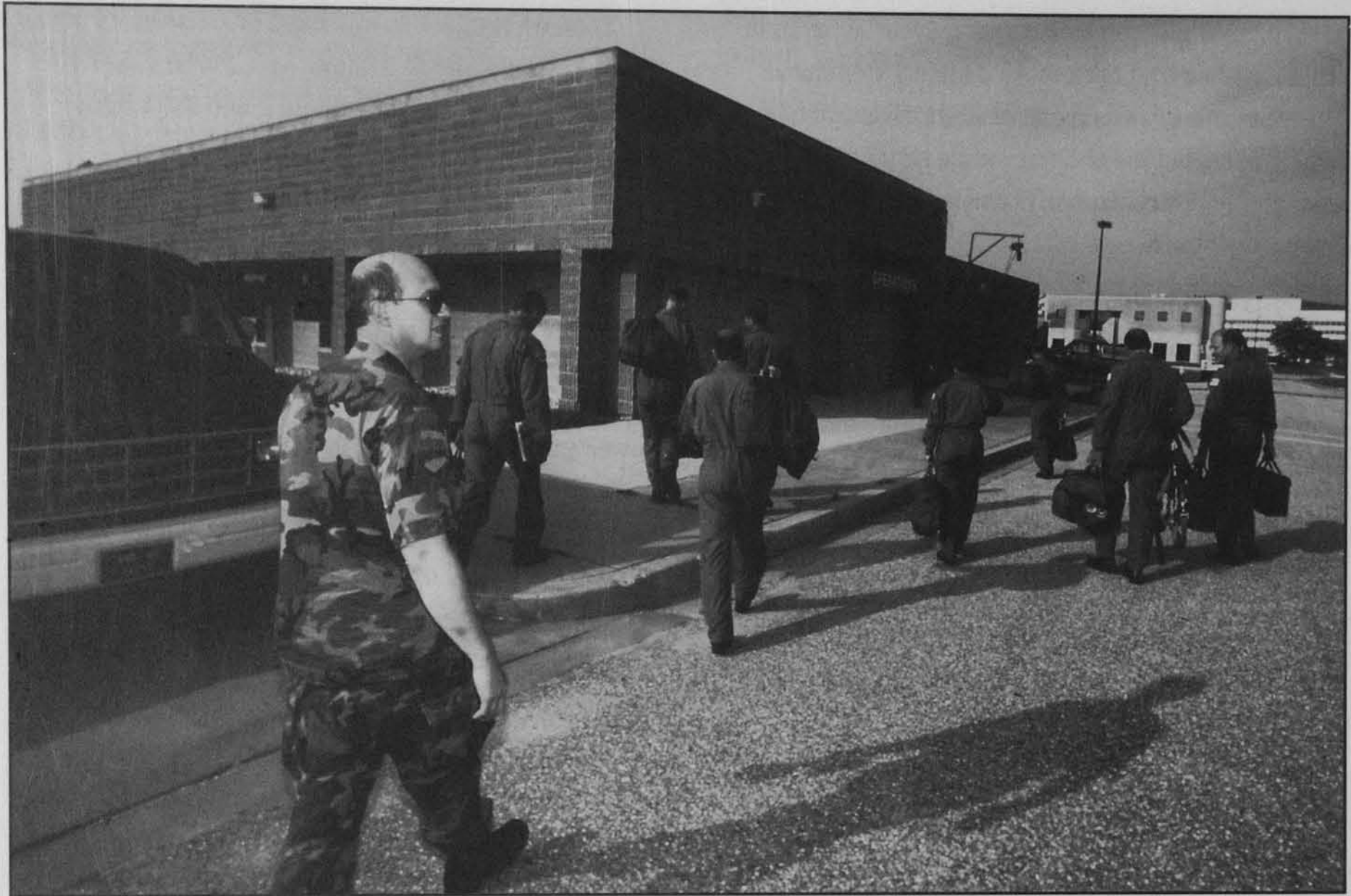
When the B-1's were transferred from the active Air Force at McConnell AFB, Kansas, to the Kansas Air National Guard's 184th Bomb Wing, most of the equipment followed. However, this was not the case when Georgia 116th Bomb Wing converted to the B-1, and it was immediately recognized that support equipment would be a problem.

Support equipment was rated unsatisfactory at the 116th's second Site Activation Task Force (SATAF) meeting, due to lack of equipment and the lengthy procurement process involved. At subsequent SATAFs, the rating was improved to marginal, based on Air Combat Command's commitment to redirect equipment to the 116th Bomb Wing. The 116th continues to work around these shortages by borrowing from other B-1 units, but such a workaround solution is time-consuming, inefficient, and costly, both in manpower and transportation. In addition, it is disruptive to the operational mission of the loaning units, and to the maintenance training at the 116th. In May 1997, the ANG and the Logistics Command depot at Oklahoma City conducted a support equipment meeting to once again review the procurement progress of the 116th.

The dollar values of Air Guard B-1 equipment shortages are approximately \$4.5 million for the 184th Bomb Wing, KS ANG, and \$11.9 million for the 116th Bomb Wing, GA ANG. Activation of new B-1 squadrons will further increase equipment requirements, and could effect the resolution of Air Guard shortages.

Manpower and Organization

The Manpower and Organization Division manages all matters pertaining to manpower, organization, and management engineering. The customers for its services and products include a broad range of organizations, including field units, functional managers within the ANG, and air staff.



Military and Full-time Requirements

The Military Requirements Branch is responsible for managing all military (mobility) manpower for the Air National Guard, and with providing senior ANG leaders with the information to ensure that ANG program decision reflect effective, efficient, and economical management of military manpower resources. Validating manpower requirements and accurate development and maintenance of the command Extended Unit Manpower Document is a primary concern of this branch.

The Full-time Requirements Branch provides similar support to the ANG senior leadership for the peacetime mission. Validation of manpower requirements is maintained by developing standards, and by continuous review of the Support Personnel

Manpower Document. The Military and Full-time Requirements branches encompass all aircraft maintenance and operational flying/training squadrons, plus air control squadrons, ranges, base and combat communications, weather, and other operational units, along with all rated authorizations.

Various wartime missions changes within the ANG during FY 97 resulted in a number of changes to ANG part-time and full-time manpower. The transfer of tactical airlift resources from Air Combat Command (ACC) to Air Mobility Command (AMC) had a significant impact on a number of ANG units, particularly in the case of units consolidating C-130 and fighter components.

Other significant activities included the stand-up of ten new air traffic control squadrons and the transfer of a major air defense mission from the Active Air

Force to the ANG. Both of these actions were accomplished with existing manpower resources.

FY 97 also saw a drawdown of Engineering and Installation Squadrons. Manpower and Organization also addressed some additional military needs in managing the ANG enlisted force by establishing positions for Senior Enlisted Advisors and Human Resource Force Managers at State Headquarters and Wing level, and First Sergeant positions at Squadron level.

Management Engineering

This branch administers the Air National Guard's Management Engineering Program (MEP). The MEP encompasses developing and monitoring manpower standards, managing the AF and ANG suggestion programs and other productivity programs, and administering the ANG commercial activities cost comparison program.

During FY 97, standards were developed for KC-135 aircraft maintenance and logistics support flights. Commercial Activities has forwarded the completed performance work statement for the multi-function airfield management study at Buckley Air National Guard Base, Colorado, to Colorado's U.S. Property and Fiscal Officer. An ongoing study of transient maintenance at Otis ANGB, Massachusetts, resulted in the abolishment of that function.

This fiscal year, a total of 524 ANG and AF suggestions were processed. Their overall adoption rate was 74%.

Manpower Systems

One of the most critical elements within the division, the Manpower Systems section manages the Command Manpower Data System, which is used to provide manpower data to HQ USAF, HQ AF Personnel Center, gaining Major Commands, and all ANG units. This system reflects all changes to the ANG manpower data file, including individual man-

power authorizations, data codes, and personnel accounting symbols, to include the location of each unit's servicing Management Engineering Team.

The Manpower Systems section is the primary point of contact for all of the Manpower and Organization Directorate's Local Area Network (LAN) issues. It is also responsible for the implementation of the modernized Manpower Data System, scheduled to be on-line in early 1998.

Training

The Training Division is responsible for formal school training, formal flight training, professional military education, and distance learning for Air National Guard members.

The Flight Training branch programs, schedules, and assigns all formal flight training for the entire ANG. As the Air Force flight training infrastructure downsized, this branch tackles the challenging job of sustaining and training a combat-ready force of ANG pilots, navigators, flight engineers, loadmasters, and pararescuers.

In FY 97, the Education Branch continued to provide opportunities for Air National Guard officers and enlisted members to benefit from resident professional military education (PME). The Total Force Squadron Officer School provides captains the benefits of resident PME, while requiring the students to be away from home and job for only four weeks. While the Total Force course will not be offered in FY 98 because of conflict with the Air and Space Basic Course, we anticipate its resumption in FY 99.

For ANG enlisted personnel, approval was obtained from the College for Enlisted PME to conduct a prototype Airman Leadership School (ALS) Seminar/Resident Course, that is, an ALS "night school." This is similar in concept to the ANG Satellite NCO Academy Resident Program, and will offer a resident experience to those who cannot attend a 32-day

course. Also this fiscal year, the Satellite NCO Academy Resident Program expanded to 28 units.

In the area of voluntary civilian education, the Education Branch provided information that will help ANG members attain their education goals, which range from specific subject knowledge to professional certification to undergraduate and graduate degrees. This year the Air National Guard also funded the Spouse Testing Program, which allows civilian spouses of ANG members to take College Level Examination Program (CLEP) tests and DANTES Subject Standardized Tests (DSSTs) free of charge; the normal cost is \$42 per test.

For the past two years, under the auspices of the Reserve Component Education Panel, the Florida Pilot Testing Program has provided the opportunity for Reserve Component members to take CLEP exams and DSSTs at local college and university testing facilities, thus avoiding a sometimes lengthy commute to a military test site. In FY 99, plans were put in place to expand the program to seven states (Arkansas, Connecticut, Florida, Iowa, Montana, West Virginia, and Wyoming). This will provide the opportunity for more ANG members to get college credit through testing at a time and place convenient for them.

The ANG continues to expand the use of Distance Learning electronic training technology to improve availability and versatility of education and training programs. The ANG is installing the last of 208 downlink sites, and will have three operational uplinks for the "Warrior Network" by FY 99.

FY 97 saw an increase in the number of ANG students in the Noncommissioned Officer Academy video teletraining program. This is an ANG initiative, undertaken with the concurrence of the Air Force College of Enlisted Professional Military Education.

Working in concert with the Air Force and with other Federal and DoD agencies, the ANG is involved in the Advance Distributed Learning (ADL) initiative,

a White House/DoD project which seeks to establish commonality of electronic training delivery methods throughout the government and private sector. By partnering with other agencies, the ANG can share in state-of-the-art training for our members and realize significant cost savings.

Financial Management

The FY 97 President's Budget reflected appropriation requests of \$2,655 million for ANG Operation and Maintenance, \$1,284 million for ANG Military Personnel, and \$75 million for ANG Military Construction to support the missions and programs of the Air National Guard.

The Operation and Maintenance appropriation finances the daily operations of ANG activities, including civilian and technician payroll; flying hours; and depot maintenance for ANG flying operations; travel; utilities; supplies and equipment; and miscellaneous service contracts. Congressional action, program transfers, and reprogramming actions resulted in Total Obligational Authority of \$2,887 million for FY 97.

The most serious funding challenge during FY 97 was the flying hour program. The program was underfunded by \$28 million in the President's Budget, and the shortfall grew to \$43 million by mid-year. When the Omnibus Reprogramming request yielded only \$21 million in August, the entire appropriation bore the resulting shortfall of \$22 million in order to maintain aircrew currency and provide necessary funding to accomplish ANG missions.

The Military Personnel appropriation finances payroll costs for all military duty performed by ANG members. In addition, travel, subsistence, clothing, bonus programs, and educational benefits are funded by this appropriation. Congressional action and program transfers resulted in Total Obligational Authority



of \$1,360 million for FY 97. The greatest funding challenge for this appropriation was a new annual training travel entitlement costing over \$5 million. This unprogrammed entitlement forced reductions to special training and exercise programs in order to fund this mandatory requirement.

The Military Construction appropriation finances major and minor construction projects plus planning and design of future year construction requirements. For FY 97, Congressional action provided an additional \$114.6 million for construction needs and Total Obligational Authority of \$189.9 million. This appropriation, with line item projects, must be obligated by September 2001.

While FY 97 was not an easy year in financial terms, funding provided to the ANG was sufficient to accomplish the daily missions of the organization and maintain readiness levels of its current force structure.

Civil Engineering

Despite a constrained DOD budget, military construction (MILCON) for the Air National Guard (ANG) remains crucial to correcting facility deficiencies, improving quality of life, restoring lost training opportunities, and enhancing recruiting and retention. As a result of \$114.5 million in project add-ons in FY 97, Congressional support continues to maintain the solid MILCON funding levels for the ANG. For the past three years, MILCON appropriations were as follows:

FY 95	\$ 249.5 million
FY 96	\$ 171.3 million
FY 97	\$ 189.9 million

The FY 97 MILCON program included \$173.8 million for major construction, \$4.1 million for unspecified minor construction, and \$12.0 million for planning and design. Within the major construction category, \$13.3 million was allocated to correct non-compliance with various environmental laws, \$61.4 million supported new mission beddowns and force structure changes, and \$99.1 million went to correct current mission facility deficiencies.

The ANG continues to maintain a high project execution rate. By the close of the fiscal year, 89% of projects in the FY 97 program were awarded for construction. This was an improvement over the 81% execution rate reported at the end of FY 96.

Real Property Maintenance

Maintenance and repair work, as well as minor construction projects costing less than \$500,000, is accomplished under the Real Property Maintenance (RPM) program. In FY 97, the ANG obligated \$97.8 million for this program. Of this total, \$7.4 million supported mission conversions, while \$3.7 million went to fund energy, seismic, master plan, and demolition requirements. The remaining \$86.7 million funded projects to maintain and repair facilities, utility systems, and pavements.

In FY 97, Congress added \$44.1 million to the ANG's RPM program. This two-year appropriation was earmarked for quality-of-life enhancements. By the end of the fiscal year, the ANG had obligated 86% of the funds in order to upgrade troop-training centers and improve workplace conditions.



Deployments

The Engineer and Services deployment program provides over 150 deployments annually throughout CONUS and to 15 countries overseas. The program sends some 7,000 ANG personnel to Air Guard and Active Air Force bases in the United States, and to U.S. Air Forces Europe and Pacific Air Forces bases overseas in direct support of facility repair and construction programs.

Additional deployments included SILVER FLAG training at Tyndall AFB, Florida, for wartime contingency training; exchange programs with Canada, Norway, and the United Kingdom; humanitarian and civil action projects both at home and abroad; and special deployments such as support to border patrol.

Environmental

Supporting the four pillars of the environment (compliance, pollution prevention, planning, and cleanup) continued to be the goal of the ANG during FY 97. 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. Four of this year's winners will represent the ANG in FY 98 USAF Environmental Awards competition.

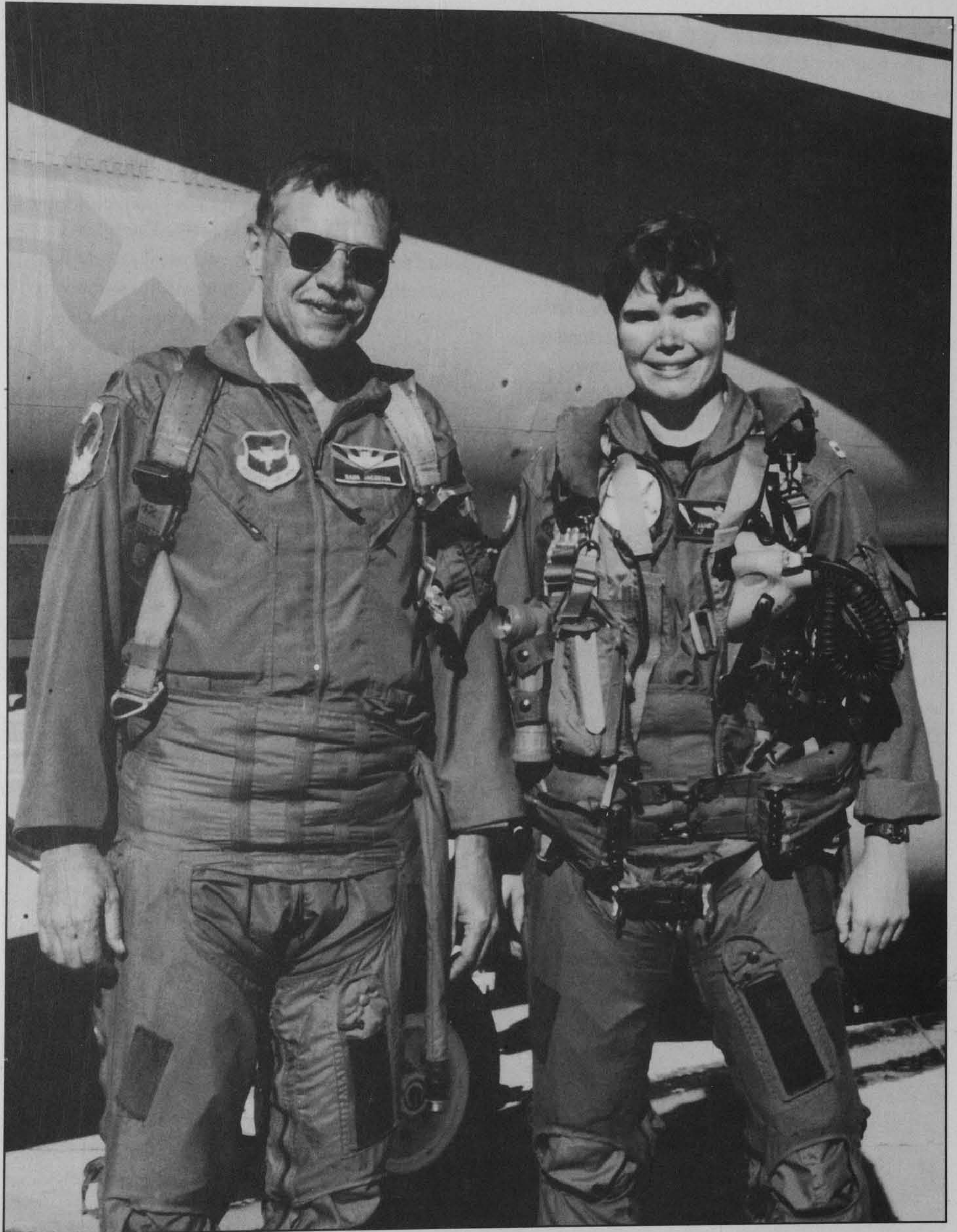
Compliance. The most significant indicator of progress in the compliance arena is the number of Open Enforcement Actions (OEAs) levied by regulatory agencies. An aggressive program has contributed to a decrease from 62 at the end of FY 92 to one OEA at the end of FY 97, demonstrating the effectiveness of the compliance program. A cornerstone of the program is the Environmental Compliance Assessment and Management Program (ECAMP). In FY 97, the ANG conducted 31 external ECAMP audits, and completed 34 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 90 emissions inventories and evaluated 20 cases for Title V permits requirements.

Pollution Prevention. The Air National Guard environmental quality program focuses on maximizing pollution prevention initiatives wherever possible, with the centerpiece being the institution of the "Pharmacy" concept. The program focus is on reducing hazardous waste generated. P2 equipment purchases are evaluated with respect to HazWaste reduction and payback periods with the goal of ensuring payback within three years. In FY 97, \$6.7M was invested, and these initiatives have enabled ANG to reduce Hazardous Waste generated from the 1992 baseline by over 50% - ahead of the 1999 schedule. Initiatives 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 provided pollution prevention management action plans for all units requiring plans by December 1995. ANG recycling efforts have increased from 17 percent in FY 92 to 42 percent in FY 97. 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-charge washracks.

Planning. A major thrust of the ANG environmental planning program is our emphasis on the environmental aspects of Airspace Management. For the past seven years, the ANG has taken an innovative approach to Airspace Management. By aligning airspace committees with Federal Aviation Regions, communication has improved.



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.

Communications and Information

During Fiscal Year 97, a Level 6 Integrated Processing Team (IPT) was established within the National Guard Bureau, encompassing, among other functions, air traffic control, ground tactical control systems, airspace/ranges, combat communications, and airfield management. All of these functions were previously in the Communications Directorate. The new team, part of the Operations Directorate, has been given the designation NGB/XOB ("Battle Management").

A video teleconferencing communications, training, and education network, known as "Warrior Network," was completed this fiscal year, with installation at each Air Guard unit and at each state headquarters. There are also uplinks at Andrews AFB, Maryland; the Professional Military Education Center, Knoxville, Tennessee; and 1st Air Force at Tyndall AFB, Florida. The "civilian soldier" composition of the Air Guard lends itself to the use of computers to accomplish some administrative duties from home, and to foster communications between traditional Guard personnel (i.e., part-time) and full-time personnel in their units.

The use of privately owned computer resources is vital to this effort, and is tied directly to the White House "Family-Friendly Work Arrangements" initiative, which directed the heads of all Federal agencies to establish programs to encourage alternative work arrangements, including telecommuting. Due to limited Federal resources, the subject of privately owned hardware and software is an inherent part of this Presidential initiative, and the Air Guard took action to modify all ANG software license contracts to include use by Army National Guard and State employees engaged in joint Army and Air Guard work.

Communications Flights

For the Communications Flights at flying wings, the ANG has invested in the latest computer technology and fiber optic backbones. Wartime missions and tasking for ANG Communications Flights was reviewed, and DOC statements were redone in accordance with new Air Force Program Guidance Letter taskings. The 175th Fighter Wing, MD ANG, sent to first team to Europe, paving the way for the Comm Flights' newest mission: augmentation and/or replacement of contractor personnel in the event of contingencies, where those functions have been contracted out in overseas locations. In addition, Air Guard personnel trained for their wartime postal augmentation missions with Pacific Air Forces for the first time this fiscal year.

This fiscal year, actions were ongoing to install the Air Force's Global Command and Control system at 50 Air National Guard locations throughout the country. Equipment was purchased by the Air Force, with the projected number of new installed for FY 98 predicated on available funds. The Communications and Information Directorate worked closely with Engineering and Installation to strengthen the communications infrastructure throughout the ANG, funding \$2M in E & I work to support 11 locations.



Air Traffic Control

During this past fiscal year, the theory of forming air traffic control squadrons (ATCS) became a reality. Air Traffic Control Squadrons (ATCS) are now Federally Recognized in 10 states, providing control and ATCALS maintenance functions. Over 120 air traffic controllers and Air Traffic Control and Landing Systems (ATCALS) personnel from units from around the nation provided outstanding support to peacekeeping operations in Tazsar, Hungary. All in all, more than 150 members of ATC and ATCALS maintenance units deployed to over 10 locations in CONUS and overseas. Once again, the ATC community has maintained its excellent support of state and federal missions.

ATCALS equipment continues to be upgraded and brought into the 21st century. Actions have been initiated to develop and acquire a new mobile control tower, the MSN-7, for the future of tactical terminal air traffic control. The same is being done for outdated mobile radar equipment. Enhancements in the areas of full-motion video have also been incorporated into several new programs developed this year.

Combat Communications

Combat Communications continued a high operations tempo in 1997. While normal "workday" utilization averages approximately 4,500 days per month, August escalated to a high of 14,000 days, due to Exercise GLOBAL APACHE. Combat Communications units have supported numerous real-world contingencies such as Operation JOINT ENDEAVOR/GUARD, operations in South West Asia (SWA); South America and CONUS-based counterdrug operational support; and other mission

requirements, both federal and state. The role of Air National Guard Combat Communications continues to become more critical, since over 70% of the total Air Force's deployable battle management and communications needs reside in the Air National Guard.

The successful continuance for this critical function is in part dependent upon total equipment modernization. Our units require the newly developed Theater Deployable Communications (TDC) equipment, which is the Air Force's only program to modernize their systems. The needs for modernized equipment is driven by the operational requirements of the new family series of Theater Battle Management systems. These are based on the TDC communications architecture and infrastructure in the deployed environment, and current systems will not support this concept.

Medical Services

The Directorate of Medical Services provides medical guidance and resources to prepare men and women for combat. Additionally, the directorate serves as a channel of communication to further support the community, state, and nation.

In FY 97, Air National Guard medical personnel fully participated in the "Mirror Force" initiative, making a seamless ready Air Force health Service a reality. "Mirror Force" maximizes mission readiness by combining efforts of Active Duty, Reserve, and Air National personnel. CareForce, Medical Innovative Readiness Training (CMIRT) and the OASD/RA Civil-Military pilot program managed by the ANG continued to provide medical personnel to support medically

underserved communities while obtaining essential sustainment training in trauma medicine for ANG medics. The 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. This fiscal year, two active duty officers were added to the directorate's Medical Readiness and Aerospace Medicine divisions.

The flying support for the United States Antarctica program is being transferred from the U.S. Navy to the Air National Guard, and flight surgeon support is to be provided by the Air National Guard beginning in October 1997. Flight Surgeons who volunteer for the tour will spend two weeks "on the ice" at McMurdo Station, Antarctica, supporting a 24 hour/day, 7



days/week, 800 flying hours/month operation to supply food, fuel, supplies, and manpower to the continent. A training program on deployed operations, named Isolated Continent Experience, In Cold Environment, Interactive Clinical Education (ICE³) was developed and will be completed during the tour. ICE³ provides advanced training in cold weather operations, high-altitude operations, remote based operations, air evacuation, isolation psychology, circadian rhythm disturbances, and other topics to the flight surgeons. Partly in support of this mission, an active duty officer was added in FY 97 to the Medical Readiness team at the Readiness Center.

Aeromedical Evacuation Operations

The ops tempo for Air National Guard aeromedical evacuation (AE) units remained extremely high, as evidenced by their involvement in real-world operations and exercises. Thirty-nine aeromedical evacuation crew members (AECMs) participated in SOUTHERN SPIRIT at the 24th Medical Operations Squadron, Howard AFB, Panama. AECMs also supported medical evacuation in the SOUTHCOM theater, where they refined medical skills and received orientation to different aircraft used for AE. ANG AE volunteers continued to support OPERATION JOINT GUARD. Units supported deployed troops in Bosnia, Hungary, and Germany. Flight nurses, AE medical technicians, Medical Service Corps Officers, and radio



operators were tasked to work in the Mobile Aeromedical Staging Facility (MASF), Aeromedical Evacuation Liaison Team (AELT), and Aeromedical Evacuation Coordination Center (AECC). Three Guard units – the 137th AES, Oklahoma; 146th AES, California; and the 156th AES, North Carolina – supported OPERATION DESERT FOCUS, a force protection initiative designed to provide medical support and AE in the Southwest Asia area of responsibility (AOR). One hundred and sixty-three people, representing all ANG AE units, received training at the Joint Readiness Training Center (JRTC), Ft Polk, Louisiana, with the 142 AES, Delaware, and the 156 AES, North Carolina, serving as the lead units. Personnel participated in field training exercises designed to simulate low-intensity conflict, major regional conflict, military operations other than war, conventional war, and humanitarian civic actions. Two hundred and thirty-eight AE Guard members participated in PATRIOT MEDSTAR 97, a Joint Chief of Staff (JCS) recognized field training exercise which tested the development of a mature, joint service, tactical AE system with strategic interface. The 109th AES Minnesota, 139th AES New York, 142nd AES Delaware, 146th AES California, 156th AES, 167th AES Wyoming, and the 183rd AES Mississippi supported Traditional CINC Activities (TCA) in Ecuador, Bolivia, Argentina, Chili, Venezuela, Peru, and Paraguay. Aeromedical evacuation, altitude physiology, and medical aspects of search and rescue were taught. The Air National Guard Readiness Center and the 139th AES from New York, sponsored a total force Aeromedical Evacuation Contingency Operation Training (AECOT) course at Scotia, New York. This didactic and “hands-on” course provided initial training for AE ground Unit Type Codes. The 142nd AES conducted annual training with the 4626th Royal Air Force at Saighton Camp, Chester, England. Training allowed personnel to share information and provided an excellent opportunity to evaluate interoperability of the Theater Aeromedical Evacuation System (TAES). The

156th AES from Charlotte, North Carolina, participated in a Partnership for Peace exercise in Moldova, where they demonstrated how to organize and conduct a joint mass casualty operation in response to natural disasters and accidents. The 167th AES West Virginia was the lead unit for GLOBAL APACHE 97 and planned and demonstrated mission essential tasks with an emphasis on jointness, interoperability, interconnectivity, and field evaluation of new technology, including telemedicine. Telemedicine was also tested on operational missions using all three traditional AE aircraft in Sep 97. The 167th AES, West Virginia, provided the AE crew for the C-130 portion of the evaluation. Personnel from the 183 AES, Mississippi, participated in BRIGHT STAR 97 and provided medical care for deployed U.S. forces and exercised deployment of a joint theater medical system. Additionally, several AE units sent personnel to Command Post Exercises (CPX), including BLUE FLAG and UNITED ENDEAVOR. The 183rd AES, Mississippi, also continued its monthly operational missions to Germany and Panama.

Medical Deployments

During Fiscal Year 1997, over 1,500 ANG medical personnel participated in six SOUTHCOM, nine PACOM, and six EUCOM deployments, offering theater orientation and outstanding clinical training which could not be replicated in CONUS. The 126th Medical Squadron, Illinois, deployed to Guiana for two weeks, where they provided immunizations, dental, and optometry services. Continuing medical education was provided to local medical professionals in Basic Life Support, Advance Trauma Life Support, public health, and medical triage. The Air National Guard Medical Service supported a Joint Overseas Training (JOT) to the Dominican Republic. This deployment provided 15 personnel of the 156th Medical Squadron, Puerto Rico, with an excellent training opportunity, ensuring mission readiness. Personnel provided medical education in the areas of Emergency Medical Training, CPR,



first air, dietary, public health, Advanced Cardiac Life Support, and Advanced Trauma Life Support. Joint Task Force (JTF) Bravo is a continuous rotation to Soto Cano, Honduras. Medical personnel were deployed to train and render care to the indigenous population. During the past year, the 103rd Medical Squadron, Connecticut; 104th Medical Squadron, Massachusetts; 136th Medical Squadron, Texas; and 183rd Medical Squadron, Illinois; supported this demanding mission with over 120 personnel. The Aeromedical Staging Squadron (ASTS) operational mission supported two commands. During fiscal year 1997, fourteen ASTS UTC assigned personnel from the 137th Medical Squadron, Oklahoma, and the 167th Medical Squadron, West Virginia, deployed to Landstuhl AB, Germany; seven personnel from the 109th Medical Squadron, New York, deployed to Hickam AFB, Hawaii; and seven personnel from the 137th Medical Squadron Oklahoma, deployed to Yokota AB, Japan. They received extensive training in patient care and aeromedical evacuation processes. Twelve personnel from the 104th Medical Squadron, Massachusetts, participated in PATRIOT MEDSTAR 97, a field training exercise designed to establish and test the development of a mature, joint service,

medical and tactical AE system with strategic interface. Three personnel from the 128th Medical Squadron, Wisconsin; 132nd Medical Squadron, Iowa; and the 189th Medical Squadron, Arkansas, supported the FORM, FIT and FUNCTION test for the Air Transportable Hospital. The 115th Medical Squadron, Wisconsin, was the lead ANG unit, deploying forty personnel in support of the 31st Medical Group, Aviano, Italy's deployment to train Chadien military and civilian medical personnel in preventative medicine, emergency medical techniques, and other procedures.

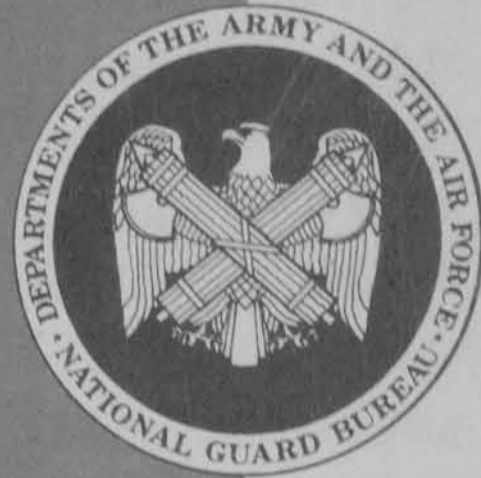
Safety

The Air National Guard completed FY 97 with only two fatalities, six class "A" flight mishaps, and six aircraft losses. The average flight safety rates for the last three years tied the second-best mishap rate in our history. The ANG's low ground and weapons safety rates are equally impressive, with only three off-duty fatalities during FY 97 in the ground category, and no class "A" or "B" weapons mishaps at all.

The Air National Guard's safety program focuses on mishap prevention. Numerous safety programs compete for the limited resources of ANG Safety Offices, which have less manning and funding than those of other Total Force components. However, ANG Safety Offices continue to focus on potential high-risk, high-incident situations and activities, in the quest for zero mishaps.

Peer accountability, which promotes a safety culture in all areas, is a key component in mishap prevention. ANG personnel at all levels understand that they will be held personally responsible for not acting to prevent mishaps. In addition, the strong unit and regional identities which characterize the Air Guard culture serve to strengthen peer accountability.

Appendices



Appendix A

Chiefs of the National Guard Bureau

Colonel Erasmus M. Weaver	1908-1911
Brigadier General Robert K. Evans	1911-1912
Major General Albert L. Mills	1912-1916
Major General William A. Mann	1916-1917
Major General Jessie McI. Carter	1917-1918
Brigadier General John W. Heavey (acting)	1918-1919
Major General George C. Rickards	1921-1925
Major General Creed C. Hammond	1925-1929
Colonel Ernest R. Redmond (acting)	1929-1929
Major General William G. Everson	1929-1931
Major General George E. Leach	1931-1935
Colonel Harold J. Weiler (acting)	1935-1936
Colonel John F. Williams (acting)	1936-1936
Major General Albert H. Blanding	1936-1940
Major General John F. Williams	1940-1946
Major General Butler B. Miltonberger	1946-1947
Major General Kenneth F. Cramer	1947-1950
Major General Raymond H. Fleming (acting)	1950-1951
Major General Raymond H. Fleming	1951-1953
Major General Earl T. Ricks (acting)	1953-1953
Major General Edgar C. Erickson	1953-1959
Major General Winston P. Wilson (acting)	1959-1959
Major General Donald W. McGowan	1959-1963
Major General Winston P. Wilson	1963-1971
Major General Francis S. Greenlief	1971-1974
Lieutenant General La Vern E. Weber	1974-1982
Lieutenant General Emmett H. Walker, Jr.	1982-1986
Lieutenant General Herbert R. Temple, Jr.	1986-1990
Lieutenant General John B. Conaway	1990-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
Major General Russell C. Davis	1995-

Appendix B — State Adjutants General

AL Major General (AL) Clyde A. Hennies	MT Major General John E. Prendergast
AK Major 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 (AR) Don C. Morrow	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 Major General Melvyn S. Montano
CT Major General (CT) David W. Gay	NY Major General John H. Fenimore V
DE Major General George K. Hastings	NC Major General Gerald A. Rudisill
DC Major General Warren L. Freeman	ND Major General Keith D. Bjerke
FL Major General Ronald O. Harrison	OH Major General Richard A. Alexander
GA Major General William P. Bland, Jr.	OK Major General Stephen P. Cortright
GU Colonel Benny M. Paulino	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 (PR) Emilio Diaz-Colon
IL Brigadier General (IL) Richard G. Austin	RI Major General (RI) Reginald A. Centracchio
IN Major General Robert J. Mitchell	SC Major General Stanhope Spears
IA Major General Warren G. Lawson	SD Major General Harold J. Sykora
KS Major General James F. Rueger	TN Major General (TN) Jackie P. Wood
KY Brigadier General John R. Groves, Jr.	TX Brigadier General (TX) Daniel James III
LA Brigadier General Bennett C. Landreneau	UT Major General James M. Miller
ME Major General (ME) Earl L. Adams	VT Major General (VT) Martha T. Rainville
MD Major General (MD) James F. Fretterd	VA Major General (VA) Carroll Thackston
MA Major General (MA) Raymond F. Vezina	VI Major General (VI) Jean A. Romney
MI Major General E. Gordon Stump	WA Major General Gregory P. Barlow
MN Major General Eugene R. Andreotti	WV Major General (WV) Allen E. Tackett
MS Major General (MS) James H. Garner	WI Major General (WI) James G. Blaney
MO Major General John D. Havens	WY Major General Edmond W. Boenisch, Jr.

Appendix C

United States Property and Fiscal Officers

AL	Colonel Marion W. Reese	MT	Colonel George E. Donnelly
AK	Colonel Russell E. Gillaspie	NE	Colonel Stephen R. Robinson
AZ	Colonel James E. Burnes	NV	Colonel Robert J. Hayes
AR	Colonel Charles E. Henry	NH	Colonel Teddy W. Kehr
CA	Colonel John R. Alexander	NJ	Colonel Kenneth W. Whilden
CO	Colonel Conrad A. Johnson	NM	Colonel Isaac A. Alvarado
CT	Colonel Ireneusz J. Zembrzusi	NY	Colonel Frank Polis
DE	Colonel Anthony F. Barbone	NC	Colonel Ronnie E. Creasman
DC	Colonel Robert B. Kirkconnell	ND	Colonel Donald M. Huber
FL	Colonel Jesse D. Kinghorn	OH	Colonel William L. Zieber
GA	Colonel Davis S. Kenemer	OK	Colonel Robert C. Armstrong
GU	Colonel Arthur A. Jackson	OR	Colonel Herbert J. Sims
HI	Colonel Melvin M. Ida	PA	Colonel Allen L. Kifer
ID	Colonel Jerre L. Kauffman	PR	Colonel Jose Maldonado
IL	Colonel John W. Newman	RI	Colonel John B. Altieri
IN	Colonel Allan W. Pierce	SC	Colonel Donald K. Meetze
IA	Colonel James E. McCullough	SD	Colonel Jerry F. Hoenke
KS	Colonel Dennis L. Elliott	TN	Colonel Donald H. Glover
KY	Colonel Michael A. Jones	TX	Colonel Donald M. Swayze
LA	Colonel Louis B. May	UT	Colonel Bart O. Davis
ME	Colonel Dennis D. Lunney	VT	Colonel James G. Dickovick
MD	Colonel Walter R. Mueller	VA	Colonel David L. Bishop
MA	Colonel Anthony C. Spadorcia	VI	Colonel James P. Adams
MI	Colonel George E. Higginson	WA	Colonel Curtis N. Pintler
MN	Colonel Charles W. Andres	WV	Colonel Richard L. Dillon
MS	Colonel Sonny D. Jones	WI	Colonel Howard D. Miller
MO	Colonel Allen L. Stark	WY	Colonel Richard D. Sherman

Appendix D ***National Guard Bureau Staff***

Office of the Chief

Baca, Edward D., Lieutenant General, USA, Chief, National Guard Bureau
 Davis, Russell C., Major General, ANGUS, Vice Chief
 Billings, John A., Colonel, ARNG, Executive
 Newton, Ken, Lieutenant Colonel, ANGUS, Executive
 Burris, Richard W., Colonel, ANGUS, Chief of Staff
 Link, Thomas L., Assistant Chief, NGB
 Broderick, Jack E., Director, Equal Opportunity
 Byrd, H. Cronin, The Inspector General
 Donohue, Daniel, Chief, Public Affairs
 Friestad, David E., Colonel, ANGUS, Director, Counterdrug
 Gilmore, Deborah, Chief, Administrative Services
 Hise, James C., Chief Counsel
 James, Robert B., Colonel, ARNGUS, Director, International Affairs
 Mackert, William C., Assistant for Property and Fiscal Affairs
 Morrison, Walter T., Director, Internal Review and Audit Compliance
 Ogilvy-Lee, Dorothy J., Director, Family Programs
 Nelson, Steve, Director, Human Resources
 Stevens, James E., Colonel, ARNGUS, Chief, Legislative Liaison

Army National Guard

Navas, William A. Jr., Major General, ARNGUS, Director, Army National Guard
 Bilo, William C., Brigadier General, ARNGUS, Deputy Director
 Muzny, Marilyn, Colonel, ARNGUS, Executive
 Squier, Michael J., Colonel, ARNGUS, Chief of Staff
 Leonard, John, Command Sergeant Major, Enlisted Advisor
 Ochsner, Marty, Major, ARNGUS, Secretary of the General Staff
 Billingsly, Harold W., Lieutenant Colonel, ARNGUS, Commander,
 ARNG Readiness Center
 Braman, Eric W., Colonel, ARNGUS, Deputy Director for Operations, Training,
 and Readiness
 Brewer, Max E., Colonel, ARNGUS, Commandant, Professional Education Center
 (N. Little Rock, AR)
 Crocker, William R., Colonel, ARNGUS, Deputy Director for Installations,
 Logistics and Environment

Ferreira, Joseph L., Colonel, ARNGUS, Deputy Director for Aviation and Safety
Hill, Donald W., Colonel, ARNGUS, Chaplain
Manwiller, Howard Y., Jr., Acting Comptroller
Ries, Arthur W., II, Colonel, ARNGUS, Commander, Operational Support
Airlift Command
Sansing, William M., Colonel, ARNGUS, Deputy Director for Information Systems
Taylor, John, Colonel, ARNGUS, Deputy Director for Force Management
Tipa, Ronald J., Colonel, ARNGUS, Deputy Director for Personnel
Youngman, D. Allen, Colonel, ARNGUS, Chief, Research and Staff Support Office

Air National Guard

Shepperd, Donald W., Major General, ANGUS, Director, Air National Guard
Weaver, Paul A., Jr., Brigadier General, ANGUS, Deputy Director
Arnold, Larry K., Brigadier General, ANGUS, Assistant Director
Foulois, Bill, Colonel, ANGUS, Chief of Staff
Macomber, Bruce, Lieutenant Colonel, ANGUS, Executive
Noviello, Debra A., Lieutenant Colonel, ANGUS, Director, Staff Support
Brown, Edwin C., Chief Master Sergeant, ANGUS, Senior Enlisted Advisor
Brubaker, David A., Lieutenant Colonel, ANGUS, Director of Acquisition
Bryan, John M., Colonel, ANGUS, Director, Manpower and Personnel
Dodd, Lloyd E. Jr., Colonel, USAF, The Air Surgeon
Ellington, John B., Jr., Colonel, ANGUS, Chief of Chaplains
Hoffmaster, Jan C., Colonel, ANGUS, Director, Security Police
Howard, Wilbur D. "Don" Jr., Colonel, USAF, Director of Logistics
Joyce, Richard J., Colonel, USAF, Director of Communications and Information
Kimmel, Paul S., Colonel, ANGUS, Director of Operations, Plans, and Programs
Lesjak, Kathleen D., Colonel, ANGUS, Director of Productivity and Quality
Mosby, John C., Colonel, ANGUS, Director of Counterdrug
Lundgren, Samuel A., Colonel, ANGUS, The Civil Engineer
Nielsen, Dennis, Colonel, ANGUS, Director of Safety
Taylor, Donna M., Colonel, USAF, Comptroller

Appendix E
Table 1 — Appropriations

Army National Guard Statistics

STATE	OMNG	NGPA	MILITARY CONST	TOTAL
AL	\$61,498	\$30,735	\$1,275	\$93,508
AZ	33,878	12,970	70	46,918
AR	42,736	24,184	253	67,173
CA	120,593	48,655	52	169,300
CO	22,773	9,162	6,362	38,297
CT	36,397	7,054	1,007	44,458
DE	12,086	3,453	4	15,543
FL	48,478	28,512	117	77,107
GA	57,192	17,393		74,585
ID	39,658	9,571		49,229
IL	35,649	19,524		55,173
IN	42,519	21,872	223	64,614
IA	34,251	14,107	528	48,886
KS	33,401	12,874	287	46,582
KY	32,608	14,163	289	47,060
LA	49,458	24,605	218	74,281
ME	17,464	5,886		23,350
MD	22,869	14,457	305	37,631
MA	31,520	15,828		47,348
MI	45,799	19,730	109	65,638
MN	42,577	19,480	116	62,173
MS	110,504	24,683	532	135,719
MO	59,273	17,232	162	76,667
MT	22,042	7,002	37	29,081
NE	20,316	7,691		28,007
NV	13,386	4,441	188	18,015
NH	10,208	4,374		14,580
NJ	37,812	12,649	407	50,868

(DOLLARS IN THOUSANDS)

STATE	OMNG	NGPA	MILITARY CONST	TOTAL
NM	24,004	10,974	824	35,802
NY	54,037	23,464		77,501
NC	49,817	21,602	359	71,778
ND	20,181	9,030	527	29,738
OH	41,313	15,880	33	57,226
OK	39,620	15,234		54,854
OR	37,767	18,309	5,164	61,240
PA	58,238	28,003	6,579	92,820
RI	14,050	5,973		20,023
SC	50,036	21,262	3,222	74,520
SD	18,836	7,377	13	26,226
TN	55,886	22,969	6,016	84,871
TX	73,591	38,398		111,989
UT	30,811	19,714	265	50,790
VT	16,817	8,523		25,340
VA	30,833	16,479	1,663	48,975
WA	43,106	15,658	1,792	60,556
WV	17,588	10,147	663	28,398
WI	33,730	14,917	234	48,881
WY	13,625	4,384	83	18,092
DC	10,812	4,931		15,743
NG2	238,229	5,328		243,557
OSAC	67,277			67,277
GU	1,702	2,279		3,981
HI	21,452	8,211		29,663
AK	22,698	5,668	2,555	30,919
PR	25,047	20,630		45,677
VI	7,248	2,605		9,853
NG		2,574,848		2,574,848
	\$2,255,292	\$3,405,084	\$42,533	\$5,702,909

(DOLLARS IN THOUSANDS)

Appendix E**Table 2*****Presidential Selected Reserve Call-up*
European Peacekeeping***

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
Det 3, HHC, 34 ID	St. Paul, MN	2	12 Oct 96	Germany
Det 7, HQ STARC	Austin, TX	17	12 Oct 96	Germany
Btry E, 139 FA	Indianapolis, IN	70	2 Nov 96	Bosnia
Btry E, 133 FA	San Antonio, TX	16	2 Nov 96	Bosnia
Det 5, HHB, 35 DIVARTY	Hutchinson, KS	16	11 Nov 96	Bosnia
Det 1, 128 Pub Aff Det	Aurora, CO	8	31 Dec 96	Germany
1439 Engr Det	Cp Grayling, MI	24	31 Dec 96	Hungary
Det 1, 129 Pub Aff Det	Bismarck ND	8	31 Dec 96	Bosnia
82 Spt Det (RAOC)	Lake Oswego, OR	52	31 Dec 96	Bosnia
742 Maint Co	Columbia, SC	201	31 Dec 96	Hungary
264 Engr Det	Allendale, SC	24	31 Dec 96	Bosnia
129 Pub Aff Det	Rapid City, SD	10	31 Dec 96	Bosnia
128 Pub Aff Det	Draper, UT	10	31 Dec 96	Germany
64 Spt Det (RTOC)	Hartford, WI	52	31 Dec 96	Bosnia
HHC, 213 Spt Gp	Allentown, PA	50	7 Jan 97	Hungary
Det 1, 130 Pub Aff Det	Hartford, CT	5	9 Jan 97	Germany
Det 1, 122 Pub Aff Det	Camp Murray, WA	5	9 Jan 97	Hungary
Det 4, HQ STARC	Gowan Field, ID	1	10 Jan 97	Croatia
Det 6, HQ STARC	Salem, OR	1	10 Jan 97	Germany
Det 5, HQ STARC	Rapid City, SD	1	10 Jan 97	Germany
111 Fin Det	Morrisville, NC	19	14 Jan 97	Germany
112 Fin Det	Morrisville, NC	19	14 Jan 97	Germany
113 Fin Det	Morrisville, NC	19	14 Jan 97	Germany
Det 2, 1107 AVCRAD	Springfield, MO	7	15 Jan 97	Hungary

* All federalizations for 270 days, although some units and individual personnel returned earlier from active duty.

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
Det 2, HHC, 104 Avn	Wheeling, WV	9	15 Jan 97	Hungary/Bosnia
649 MP Co	San Luis Obispo, CA	125	16 Jan 97	Germany
933 MP Co	Chicago, IL	125	16 Jan 97	Germany
139 Pub Aff Det	Springfield, IL	9	22 Jan 97	Germany
Det 2, HHC, 28 ID	Harrisburg, PA	5	22 Jan 97	Germany
Det 1, 139 Pub Aff Det	Madison, WI	9	22 Jan 97	Germany
Det 1, 832 Med Co	West Bend, WI	101	31 Jan 97	CONUS
26 AG Co	Lexington, MA	48	4 Feb 97	Germany
Det 1, Btry A, 246 FA Bn	Danville, VA	46	5 Feb 97	Bosnia
Det 1, HHC, 385 Avn	Phoenix, AZ	7	6 Feb 97	Bosnia
Det 1, 28 AG Co	Anncville, PA	10	6 Feb 97	Germany
Det 1, 828 Fin Det	Lebanon, PA	10	6 Feb 97	Germany
Det 1, 281 AG Det	Anncville, PA	24	6 Feb 97	Germany
Det 1, HHB, 142 AVN	Latham, NY	48	13 Feb 97	Hungary/Bosnia
Det 1, 670 Air Traf Con Plat	Smyrna, TN	30	13 Feb 97	Hungary/Germany
Btry F, 109 FA	York, PA	31	26 Feb 97	Bosnia
Det 1, 708 Med Co	Chicago, IL	34	27 Feb 97	Hungary
Det 2, HSC, 133 Engr Bn	Augusta, ME	39	27 Feb 97	Bosnia
Det 1, Co G, 185 Avn	Meridian, MS	4	28 Feb 97	Hungary/Bosnia
Det 8, HQ STARC	Albany, NY	11	7 Mar 97	USAREUR
Det 1, HHC, 19 SF Gp	Draper, UT	11	9 Mar 97	Germany
Det 1, HHC, 28 ID	Harrisburg, PA	17	23 Apr 97	Germany
Det 8, HQ STARC	Bismarck, ND	1	2 May 97	Hungary
Btry E, 101 FA	Rehobeth, MA	86	15 May 97	Bosnia
Det 2, Btry E, 133 FA	San Antonio, TX	6	15 May 97	Bosnia
Det 1, HHB, 45 FA Bde	Enid, OK	8	7 July 97	CONUS
124 Pub Aff Det	Atlanta, GA	18	10 Jul 97	Bosnia
938 Engr Det	Driggs, ID	7	10 Jul 97	Hungary
1049 Engr Det	Helena, MT	16	10 Jul 97	Hungary
5694 Engr Det	Mansfield, OH	26	10 Jul 97	Hungary

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
139 Spt Det (RAOC)	Morrisville, NC	52	17 Jul 97	Croatia
HQ, 49 Fin Bn	Austin, TX	12	17 Jul 97	Germany
149 Fin Det	Austin, TX	19	17 Jul 97	Germany
249 Fin Det	Austin, TX	19	17 Jul 97	Bosnia
145 Pub Aff Det	Oklahoma City, OK	5	18 Jul 97	Hungary
Det 1, HHB, 49 DIVARTY	San Antonio, TX	46	18 Jul 97	Bosnia
HHC, 111 Spt Gp	Austin, TX	130	18 Jul 97	Hungary
134 Pub Aff Det	Anchorage, AK	5	22 Jul 97	Germany
141 Mill Hist Det	Camp Murray, WA	3	24 Jul 97	Bosnia
Det 1, HHC, 136 Sig Bn	Temple, TX	41	7 Aug 97	Germany/ Hungary/Bosnia
Det 5, HQ STARC	Annville, PA	1	24 Aug 97	USAREUR
Co C, 3d Bn, 116 Inf	Leesburg, VA	129	3 Sep 97	Bosnia
Det 2, HQ STARC	Richmond, VA	18	3 Sep 97	Croatia
Det 2, 812 Med Co	New Orleans, LA	27	4 Sep 97	CONUS
Det 3, 812 Med Co	Lexington, OK	9	4 Sep 97	CONUS
129 FA Det	Sanston, VA	30	4 Sep 97	Bosnia
Det 2, 296 Med Co	Charleston, AR	36	11 Sep 97	Hungary/Croatia
Det 3, HHC, 34 ID	St. Paul, MN	10	11 Sep 97	USAREUR
Det 4, HHC, 34 ID	St. Paul, MN	9	11 Sep 97	USAREUR
1454 Trans Co	Concord, NC	153	11 Sep 97	Bosnia
Det 1, HHB, 196 FA	Chattanooga, TN	8	18 Sep 97	Bosnia
Det 1, 129 FA Det	Sandston, VA	1	22 Sep 97	Bosnia

Appendix E**Table 3****Number of Active Guard/Reserve and
Military Technicians by State**

STATE	(AS OF 27 SEP 97)			TECHNICIANS (AS OF 30 SEP 97)
	OFF	ENL	TOTAL AGR	TOTAL TECH
AK	59	162	221	216
AL	125	673	798	903
AR	71	435	506	502
AZ	89	242	331	473
CA	139	744	883	1215
CO	48	161	209	320
CT	55	215	270	356
DC	42	82	124	170
DE	35	96	131	144
FL	90	492	582	592
GA	74	479	553	734
GU	26	84	110	0
HI	34	167	201	273
IA	73	318	391	461
ID	58	309	367	479
IL	74	397	471	494
IN	76	543	619	547
KS	48	281	329	443
KY	50	286	336	432
LA	88	530	618	645
MA	67	313	380	420
MD	67	300	367	340
ME	29	129	158	221
MI	69	379	448	559
MN	60	363	423	511
MO	77	377	454	582

STATE	(AS OF 27 SEP 97)			TECHNICIANS (AS OF 30 SEP 97)
	OFF	ENL	TOTAL AGR	TOTAL TECH
MS	93	674	767	869
MT	34	159	193	249
NC	74	452	526	713
ND	39	173	212	267
NE	43	209	252	297
NH	23	96	119	143
NJ	71	306	377	558
NM	72	351	423	357
NV	28	82	110	117
NY	117	589	686	742
OH	89	468	557	603
OK	68	347	415	484
OR	56	352	408	426
PA	140	690	830	842
PR	48	255	303	321
RI	36	109	145	216
SC	81	570	651	657
SD	30	181	211	269
TN	85	509	594	678
TX	110	738	848	1162
UT	71	362	433	397
VA	65	359	424	476
VI	19	47	66	95
VT	34	164	198	242
WA	64	349	413	532
WI	58	307	365	471
WV	46	166	212	232
WY	22	97	119	182
Total	3439	17698	21137	24629
Title 10	911	491	1402	0
Op Spt Alft Cmd	46	85	131	0
Grand Total	4396	18274	22670	24629

Appendix F
Table 1 — Appropriations

Air National Guard Statistics

STATE	ANG OPERATION & MAINTENANCE	ANG MILITARY PERSONNEL	ANG MILITARY CONSTRUCTION	OTHER FUNDING SOURCES	TOTAL FUNDING FOR ANG
AK	\$42,236,535	\$1,724,249	\$681,338	\$4,978	\$44,647,100
AL	39,822,841	1,907,534	484,876	0	42,215,251
AR	35,136,004	1,551,827	1,116,960	0	37,804,790
AZ	90,035,623	1,503,967	0	68,144	91,607,734
CA	101,016,538	4,931,313	72,900	280,792	106,301,543
CO	43,851,822	1,258,527,706	4,663,418	66,595	1,307,109,541
CT	18,366,671	806,634	0	901	19,174,205
DC	46,062,066	929,200	0	42,227,434	89,218,699
DE	15,254,051	787,753	2,417,000	0	18,458,804
FL	36,217,329	1,188,208	976,290	624,291	39,006,118
GA	132,480,265	3,136,358	30,978,036	0	166,594,660
GM	579,200	221,300	0	0	800,500
HI	55,071,682	1,252,165	8,226,968	0	64,550,815
IA	43,143,839	1,843,186	2,258,787	288,180	47,533,992
ID	24,772,609	895,696	5,385,147	0	31,053,452
IL	54,213,690	2,350,203	6,763	3,972	56,574,628
IN	41,331,743	1,552,053	10,780,986	2,200	53,666,982
KS	66,512,618	1,451,305	0	135,025	68,098,948
KY	15,864,395	1,320,100	109,733	5,242	17,299,470
LA	31,174,982	1,248,433	15,946	0	32,439,360
MA	61,494,724	2,297,182	2,051,276	1,138,015	66,981,197
MD	446,340,242	3,931,375	2,108,763	26,945,056	479,325,435
ME	19,684,386	1,115,390	4,297,208	0	25,096,984
MI	87,270,835	2,037,634	7,971,184	228,655	97,508,308
MN	39,585,917	2,994,908	35,700	13,282	42,629,807
MO	54,670,296	2,405,686	3,226,814	10,298	60,313,093
MS	43,102,338	2,377,578	1,418,880	0	46,898,797

STATE	ANG OPERATION & MAINTENANCE	ANG MILITARY PERSONNEL	ANG MILITARY CONSTRUCTION	OTHER FUNDING SOURCES	TOTAL FUNDING FOR ANG
MT	21,067,727	1,021,779	5,835,778	0	27,925,285
NC	17,528,034	1,232,524	7,244,569	251,007	26,256,134
ND	36,260,752	1,194,814	10,519	35,000	37,501,085
NE	15,953,091	777,203	5,484,501	0	22,214,795
NH	20,164,921	755,695	425,465	0	21,346,082
NJ	46,101,265	1,571,036	9,390,584	16,500	57,079,385
NM	25,602,872	689,580	2,712,215	4,000	29,008,666
NV	19,354,899	887,954	4,989,679	0	25,232,532
NY	124,193,666	9,440,879	6,819,496	18,954	140,472,995
OH	110,102,324	4,181,592	10,762,892	2,624	125,049,433
OK	201,428,087	2,560,650	770,531	84,892	204,844,159
OR	55,234,336	1,486,559	2,138,447	218,546	59,077,888
PA	51,312,664	4,012,728	18,564	2,230,710	57,574,666
PR	26,560,715	1,042,278	0	212,900	27,815,892
RI	18,196,776	1,028,473	0	0	19,225,249
SC	21,087,738	1,083,861	1,355,143	64,235	23,590,977
SD	17,936,647	747,796	217,938	219,100	19,121,481
TN	57,810,855	3,755,510	85,803	714,005	62,366,172
TX	101,630,181	5,789,171	0	203,418	107,622,770
UT	44,503,662	1,712,579	0	5,699	46,221,940
VA	21,144,948	748,268	0	0	21,893,216
VT	21,206,064	1,014,426	98,161	183,972	22,502,623
WA	31,673,760	2,333,822	15,908	190,603	32,214,093
WI	44,775,435	1,967,573	1,166,179	265,048	48,174,235
WV	30,890,769	1,825,047	0	0	32,715,816
WY	14,910,100	1,207,300	0	219,789	16,337,189
Totals	2,881,925,528	1,360,358,036	148,827,344	77,184,062	4,468,294,970

NOTES:

1. Other Funding includes Air Force funds executed by ANG plus ANG portion of Guard & Reserve Equipment Account.
2. Military Construction includes Special 2-Year RPM appropriation.
3. Military Personnel: All Military personnel payrolls processed at Denver CO included in Colorado totals.

Appendix F**Table 2*****Numerical List of Flying Units***

UNIT	LOCATION	SQUADRON	MAJCOM
101 Air Refueling Wing	Bangor IAP, ME	132 ARS	AMC
102 Fighter Wing	Otis AGB, MA	101 FS	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. Brabeski 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
	McGuire AFB, NJ	150 ARS	AMC
109 Airlift Wing	Schenectady Co Apt, NY	139 AS	AMC
110 Fighter Wing	W.K.Kellogg Apt, MI	172 FS	ACC
111 Fighter Wing	Willow Grove NAS, PA	103 PS	ACC
113 Wing	Andrews AFB, MD	131 FS	ACC
	Andrews AFB, MD	201 AS	ACC
114 Fighter Wing	Joe Foss Fld, SD	175 FS	ACC
115 Fighter Wing	Truax Fld, WI	176 FS	ACC
116 Bomb Wing	Robins AFB, GA	128 BMS	ACC
117 Air Refueling Wing	Birmingham Apt, AL	106 ARS	AMC
118 Airlift Wing	Nashville Metro Apt, TN	105 AS	AMC
119 Fighter Wing	Hector IAP, ND	178 FS	ACC
120 Fighter Wing	Great Falls IAP, MT	186 FS	ACC
121 Air Refueling Wing	Rickenbacker AGB, OH	145 ARS	AMC
	Rickenbacker AGB, OH	166 ARS	AMC
122 Fighter Wing	Ft Wayne IAP, IN	163 FS	ACC
123 Airlift Wing	Louisville IAP, KY	165 AS	AMC

UNIT	LOCATION	SQUADRON	MAJCOM
124 Wing	Boise Air Term, ID	189 AS	ACC
	Boise Air Term, ID	190 FS	ACC
125 Fighter Wing	Jacksonville IAP, FL	159 FS	ACC
126 Air Refueling Wing	O'Hare IAP, IL	108 ARS	AMC
127 Wing	Selfridge AGB, MI	107 FS	ACC
	Selfridge AGB, MI	171 AS	ACC
128 Air Refueling Wing	Ge. Mitchell IAP, WI	126 ARS	AMC
129 Rescue Wing	Moffett Fld NAS, CA	129 RQS	ACC
130 Airlift Wing	Yeager Apt, WV	130 AS	AMC
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	AMC
134 Air Refueling Wing	McGhee/Tyson Apt, TN	151 ARS	AMC
136 Airlift Wing	Dallas NAS, TX	181 AS	AMC
137 Airlift Wing	Will Rogers Wld Apt, OK	185 AS	AMC
138 Fighter Wing	Tulsa IAP, OK	125 FS	ACC
139 Airlift Wing	Rosecrans Mem Apt, MO	180 AS	AMC
140 Wing	Buckley AGB, CO	120 FS	ACC
	Peterson AFB, CO	200 AS	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	AMC
144 Fighter Wing	Fresno Air Term, CA	194 FS	ACC
145 Airlift Wing	Charlotte-Douglas IAP, NC	156 AS	AMC
146 Airlift Wing	Channel Island AGS, CA	115 AS	AMC
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	AMC
153 Airlift Wing	Cheyenne MAP, WY	187 AS	AMC

UNIT	LOCATION	SQUADRON	MAJCOM
154 Wing	Hickam AFB, HI	199 FS	PACAF
	Hickam AFB, HI	203 ARS	PACAF
	Hickam AFB, HI	204 AS	PACAF
155 Air Refueling Wing	Lincoln MAP, NE	173 ARS	AMC
156 Fighter Wing	Luis Munoz Marin 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
162 Fighter Wing	Tuscon IAP (FTU), AZ	148 FS	AETC
	Tuscon IAP (FTU), AZ	152 FS	AETC
	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	AMC
166 Airlift Wing	New Castle Co Apt, DE	142 AS	AMC
167 Airlift Wing	EWVR Apt/Shepherd, WV	167 AS	AMC
168 Air Refueling Wing	Eielson AFB, AK	168 ARS	AMC
169 Fighter Wing	McEntire AGS, SC	157 FS	ACC
171 Air Refueling Wing	Pittsburgh IAP, PA	146 ARS	AMC
	Pittsburgh IAP, PA	147 ARS	AMC
172 Airlift Wing	Jackson IAP, MS	183 AS	AMC
173 Fighter Wing	Klamath Falls IAP, OR	114 FS	AETC
174 Fighter Wing	Hancock Fld, NY	138 FS	ACC
175 Wing	Martin State Apt, MD	104 FS	ACC
	Martin State Apt, MD	135 AS	ACC
176 Wing	Kulis AGB, AK	144 AS	PACAF
	Kulis AGB, AK	210 RQS	PACAF
177 Fighter Wing	Atlantic City IAP, NJ	119 FS	ACC
178 Fighter Wing	Springfield-Beckley MAP, OH	162 FS	ACC
179 Airlift Wing	Mansfield-Lahm Apt, OH	164 AS	AMC
180 Fighter Wing	Toledo Express Apt, OH	112 FS	ACC

UNIT	LOCATION	SQUADRON	MAJCOM
181 Fighter Wing	Hulman Regional Apt, IN	113 FS	ACC
182 Airlift Wing	Gtr Peoria Apt, IL	169 AS	AMC
183 Fighter Wing	Capital MAP, IL	170 FS	ACC
184 Bomb Wing	McConnel AFB, KS	127 BMS	ACC
185 Fighter Wing	Sioux Gateway Apt, IA	174 FS	ACC
186 Air Refueling Wing	Key Fld, MS	153 ARS	AMC
187 Fighter Wing	Dannelly Fld, AL	160 FS	ACC
188 Fighter Wing	Ft Smith MAP, AR	184 FS	ACC
189 Airlift Wing	Little Rock AFB (FTU), AR	154 AS	AMC
190 Air Refueling Wing	Forbes Fld, KS	117 ARS	AMC
192 Fighter Wing	Richmond IAP, VA	149 FS	ACC
193 Special Operations Wing	Harrisburg IAP, PA	193 SOS	AFSOC
AATC*	Tuscon IAP, AZ	*** **	NGS

* AATC = ANG/AFRES Test Center

NGS = ANG Readiness Center

Appendix F**Table 3****Primary Authorized Aircraft (PAA)**

	PAA	Number of Units	FY 97 Total
Air Refueling			
KC-135E	10	7	70
KC-135E	20	2	40
			110
KC-135R	8	5	40
KC-135R	9	4	36
KC-135R	18	1	18
			94
Total Air Refueling			204
Air Support			
OA-10A	3	6	18
Total Air Support			18
Bomber			
B-1B	4	1	4
B-1B	10	1	10
Total Bomber			14
Air Defense Fighters			
F-15A/B	15	3	45
F-16A/B	15	3	45
F-16C/D	15	4	60
Total Air Defense Fighters			150
Fighters (General Purpose)			
A-10A	12	6	72
F-15A/B	15	3	45
F-16A/B	15	2	30
F-16C/D	15	19	285
Total Fighters (General Purpose)			432

Training Aircraft (ADF)

(FTU) F-16A/B	15	1	15
Total Training Aircraft (ADF)			15

Training (General Purpose)

(FTU) F-16A/B	38	1	38
(FTU) F-16C/D	18	1	18
Total Training (General Purpose)			56

Operations Training & Evaluation Fighter

(FTU) F-16C/D (TF/CB CODED)	6	1	6
Total O&TE Fighter Aircraft			6

Rescue

HH-60G	5	3	15
HC-130N/P	2	1	2
HC-130N/P	4	2	8
Total Rescue			25

Special Operations

EC-130E	6	1	6
Total Special Operations			6

Strategic Airlift

C-141B	8	2	16
C-5A	12	1	12
Total Strategic Airlift			28

Tactical Airlift

C-130E	4	1	4
C-130E	6	1	6
(1 FTU) C-130E	8	5	40
C-130E	12	1	12
C-130H	4	2	8
C-130H	8	10	80
C-130H	12	4	48
LC-130H	8	1	8
Total Tactical Airlift			206

Intelligence Missions

C-130H	2	1	2
Total Intelligence Missions			2

Total Primary Authorized Aircraft	1162
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Operational Support Aircraft

C-21A	4	1	4
C-22B	2	1	2
C-26B	1	12	12
T-43A	2	1	2
Total Operational Support			20

Counter-Narcotics Aircraft

C-26B	10	--	10
Total Counter-Narcotics Aircraft			10

Grand Total, ANG Aircraft	1192
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Appendix F

Table 4

Activations, Inactivations, Redesignations, and Relocations

Activations

259 Air Traffic Control Squadron, Alexandria, LA.....	(1 Mar 97)
241 Air Traffic Control Squadron, Rosecrans Mem Apt, MO.....	(1 Mar 97)
248 Air Traffic Control Squadron, Key Field, MS	(1 Mar 97)
219 Red Horse Flight, Malstrom AFB, MT	(1 Jun 97)
260 Air Traffic Control Squadron, Pease AGS, NH	(1 Mar 97)
173 Fighter Wing, Klamath Falls IAP, OR	(1 Oct 96)
173 Operations Group, Klamath Falls IAP, OR	(1 Oct 96)
173 Logistics Group, Klamath Falls IAP, OR	(1 Oct 96)
173 Logistics Squadron, Klamath Falls IAP, OR	(1 Oct 96)
173 Support Group, Klamath Falls IAP, OR.....	(1 Oct 96)
173 Aircraft Generation Squadron, Klamath Falls IAP, OR	(1 Oct 96)
173 Maintenance Squadron, Klamath Falls IAP, OR.....	(1 Oct 96)
173 Medical Squadron, Klamath Falls IAP, OR	(1 Oct 96)
173 Operations Support Flight, Klamath Falls IAP, OR	(1 Oct 96)
173 Logistics Support Flight, Klamath Falls IAP, OR	(1 Oct 96)
173 Mission Support Flight, Klamath Falls IAP, OR.....	(1 Oct 96)
173 Communications Flight, Klamath Falls IAP, OR	(1 Oct 96)
173 Civil Engineer Squadron, Klamath Falls IAP, OR	(1 Oct 96)
173 Security Police Squadron, Klamath Falls IAP, OR	(1 Oct 96)
173 Services Flight, Klamath Falls IAP, OR.....	(1 Oct 96)
173 Student Flight, Klamath Falls IAP, OR	(1 Oct 96)
270 Air Traffic Control Squadron, Klamath Falls IAP, OR	(1 Mar 97)
245 Air Traffic Squadron, McEntire AGS, SC	(1 Mar 97)

Inactivations

227 Air Traffic Control Flight, Buckley AGB, CO	(1 Mar 97)
170 Medical Squadron, McGuire AFB, NJ	(1 Feb 97)
160 Medical Squadron, Rickenbacker AGS, OH.....	(1 Feb 97)
104 Air Control Squadron, Coos Head AGS, OR.....	(1 Oct 96)
112 Medical Squadron, Pittsburgh IAP, PA.....	(1 Feb 97)
110 Air Control Squadron, Alcoa AGS, TN	(1 Oct 96)
203 Security Police Squadron, Biggs AAF, TX	(1 Apr 97)

Redesignations

206 Combat Communications Flight, Elmendorf AFB, AK to Combat Communications Squadron	(1 Mar 97)
207 Training Support Squadron, Savannah ANG Comm Site, GA to Combat Readiness Training Center – Savannah	(1 May 97)
150 Aircraft Control & Warning Squadron, Hickam AFB, HI to 150 Aircraft Control & Warning Flight	(1 May 97)
297 Air Traffic Control Flight, Barbers PT, HI to 297 Air Traffic Control Squadron	(1 Mar 97)
123 Combat Control Team, Standiford IAP, KY to 123 Special Tactics Flight	(1 May 97)
208 Training Support Squadron, Phelps-Collins ANG Adm Site, MI to Combat Readiness Training Center – Alpena	(1 May 97)
235 Air Traffic Control Flight, Selfridge AGB, MI to 235 Air Traffic Control Squadron	(1 Nov 96)
173 Civil Engineer Squadron, Gulfport-Biloxi Regional APT, MS to 209 Civil Engineer Squadron	(1 Oct 96)
209 Training Support Squadron, Gulfport-Biloxi Regional APT, MS to Combat Readiness Training Center – Gulfport-Biloxi	(1 Mar 97)
114 Air Traffic Control Flight, Johnstown, PA to 258 Air Traffic Control Squadron	(1 May 97)
285 Combat Communications Flight, St. Croix, VI to 285 Combat Communications Squadron	(1 Mar 97)
211 Training Support Squadron, Volk Field ANG Tng Site, WI to Combat Readiness Training Center – Volk Field	(1 May 97)

Redesignations continued

242 Air Traffic Control Flight, Cheyenne MAP, WY to
 242 Air Traffic Control Squadron (1 Nov 96)
 Redesignation of all Security Police units to Security Forces units (1 Jul 97)

Relocations

235 Air Traffic Control Squadron, Ft Wayne IAP, IN to
 Selfridge AGB, MI (1 Oct 96)
 122 Weather Flight, Naval AS Joint Reserve Base, LA to
 Hammond AGS, LA (1 Oct 96)
 HQ, MA ANG, Otis AGB, MA to Millford, MA (1 Oct 96)
 258 Air Traffic Control Flight, State College, PA to Johnstown, PA (1 Sep 97)
 242 Air Traffic Control Squadron, Spokane IAP, WA to
 Cheyenne MAP, WY (1 Oct 96)

Appendix F**Table 5****Contingency Operations**

EXERCISE	UNIT	COUNTRY	NUMBER OFFICERS	NUMBER ENLISTED	NUMBER PLANES	START DATE	END DATE
AEF							
	169W	Classified	15	80	12	02/16/97	03/16/97
Channel - Pacific Express							
	101ARW	Japan	5	4	1	03/31/97	03/31/97
	108ARW	Japan	5	4	1	12/14/96	12/18/96
	121ARW	Japan	5	4	1	01/30/97	01/30/97
		Japan	5	4	1	02/01/97	02/04/97
		Japan	5	4	1	03/22/97	03/22/97
	141ARW	Japan	5	4	1	02/13/97	02/18/97
		Japan	5	4	1	02/24/97	02/24/97
	151ARW	Japan	5	4	1	02/13/97	02/13/97
	155ARW	Japan	5	4	1	01/13/97	01/13/97
	163ARW	Japan	5	4	1	03/27/97	03/27/97
	168ARW	Japan	5	4	1	02/03/97	02/03/97
		Japan	5	4	1	03/03/97	03/03/97
	171ARW	Japan	5	4	1	01/06/97	01/06/97
		Japan	5	4	1	03/06/97	03/06/97
	186ARW	Japan	5	4	1	01/09/97	01/14/97
		Japan	5	4	1	01/18/97	01/18/97
	190ARW	Japan	5	4	1	02/10/97	02/10/97
	203ARS	Japan	5	4	1	01/16/97	01/16/97
Decisive Endeavor							
	107ARW	Italy	6	5	1	10/08/96	11/08/96
	117ARW	Italy	25	91	3	11/01/96	12/03/96
	121ARW	Italy	25	91	3	12/01/96	01/03/97
	128ARW	Italy	6	5	1	11/08/96	12/08/96
	155ARW	Italy	6	5	1	12/08/96	01/08/97
	157ARW	Italy	25	91	3	10/01/96	11/03/96
Deliberate Guard - KC-135							
	101ARW	Italy	6	5	1	07/08/97	08/22/97
	108ARW	Italy	6	5	1	06/08/97	07/08/97

EXERCISE	UNIT	COUNTRY	NUMBER OFFICERS	NUMBER ENLISTED	NUMBER PLANES	START DATE	END DATE
		Italy	25	91	3	06/01/97	07/03/97
	126ARW	Italy	25	91	3	08/01/97	09/03/97
	134ARW	Italy	25	91	3	05/03/97	06/03/97
	141ARW	Italy	6	5	1	08/22/97	10/08/97
	151ARW	Italy	6	5	1	05/08/97	06/08/97
	161ARW	Italy	25	91	3	07/01/97	08/03/97
	171ARW	Italy	6	5	1	04/08/97	05/08/97
		Italy	25	91	3	04/01/97	05/03/97
	190ARW	Italy	25	91	3	09/01/97	10/03/97
Deliberate Guard - KC-135							
	101ARW	Italy	6	5	1	07/08/97	08/22/97
	108ARW	Italy	6	5	1	06/08/97	07/08/97
		Italy	25	91	3	06/01/97	07/03/97
	126ARW	Italy	25	91	3	08/01/97	09/03/97
	134ARW	Italy	25	91	3	05/01/97	06/03/97
	141ARW	Italy	6	5	1	08/22/97	10/08/97
	151ARW	Italy	6	5	1	05/08/97	06/08/97
	161ARW	Italy	25	91	3	07/01/97	08/03/97
	171ARW	Italy	6	5	1	04/08/97	05/08/97
		Italy	25	91	3	04/01/97	05/03/97
	190ARW	Italy	25	91	3	09/01/97	10/03/97
Deliberate Guard - KC-135							
	121ARW	France	6	5	1	01/15/97	09/30/97
		France	25	91	3	06/01/97	07/03/97
	155ARW	France	6	5	1	06/08/97	07/08/97
		France	25	91	3	05/01/97	06/03/97
	163ARW	France	9	9	2	04/18/97	05/04/97
	186ARW	France	22	87	2	04/01/97	05/03/97
Decisive Guard - A-10							
	103FW	Italy	20	120	6	10/01/96	10/31/96
	104FW	Italy	20	100	6	08/01/97	09/30/97
	110FW	Italy	20	100	6	04/01/97	05/31/97
Decisive Guard - F-16							
	150FW	Italy	25	165	6	02/01/97	03/31/97

EXERCISE	UNIT	COUNTRY	NUMBER OFFICERS	NUMBER ENLISTED	NUMBER PLANES	START DATE	END DATE
Iceland Alert							
	102FW	Iceland	11	45	5	04/01/97	05/15/97
	142FW	Iceland	11	45	5	05/15/97	06/30/97
Keflavik-Rescue							
	106RQW	Iceland	4	6	1	10/19/96	10/26/96
		Iceland	4	6	1	11/23/96	11/30/96
		Iceland	4	6	1	02/01/97	02/08/97
		Iceland	4	6	1	02/08/97	02/15/97
	129RQW	Iceland	4	6	1	10/26/96	11/02/96
		Iceland	4	6	1	11/16/96	11/23/96
		Iceland	4	6	1	12/28/96	01/04/97
		Iceland	4	6	1	01/18/97	01/25/97
		Iceland	4	6	1	02/15/97	02/22/97
		Iceland	4	6	1	06/21/97	06/28/97
		Iceland	4	6	1	07/12/97	07/19/97
		Iceland	4	6	1	08/08/97	08/16/97
		Iceland	4	6	1	09/13/97	09/20/97
	210RQS	Iceland	4	6	1	04/05/97	04/26/97
NATO FMS							
	101ARW	Germany	10	20	2	03/16/97	03/27/97
	107ARW	Germany	10	20	2	08/24/97	09/05/97
	108ARW	Germany	10	20	2	11/03/96	11/15/96
		Germany	10	20	2	03/31/97	04/11/97
	117ARW	Germany	10	20	2	01/19/97	01/31/97
	121ARW	Germany	10	20	2	10/20/96	10/31/97
		Germany	10	20	2	04/27/97	05/09/97
	126ARW	Germany	10	20	2	05/19/97	05/30/97
	134ARW	Germany	10	20	2	03/02/97	03/14/97
	141ARW	Germany	10	20	2	06/15/97	06/27/97
	151ARW	Germany	10	20	2	01/05/97	01/17/97
	155ARW	Germany	10	20	2	12/01/96	12/13/96
	157ARW	Germany	10	20	2	07/20/97	08/01/97
	161ARW	Germany	10	20	2	09/07/97	09/19/97
		Germany	10	20	2	09/07/97	09/19/97
	163ARW	Germany	10	20	2	06/29/97	07/11/97
	171ARW	Germany	10	20	2	02/02/97	02/14/97
		Germany	10	20	2	02/16/97	02/28/97

EXERCISE	UNIT	COUNTRY	NUMBER OFFICERS	NUMBER ENLISTED	NUMBER PLANES	START DATE	END DATE
	186ARW	Germany	10	20	2	04/13/97	04/25/97
	190ARW	Germany	10	20	2	08/10/97	08/22/97
	ANGRC/DOXT	Germany	9	18	1	11/26/96	12/01/96
		Germany	9	18	2	11/14/96	11/29/96
Northern Watch							
	101ARW	Turkey	12	54	3	02/01/97	03/03/97
	108ARW	Turkey	12	54	3	03/01/97	04/03/97
	134ARW	Turkey	12	54	3	01/08/97	02/03/97
	141ARW	Turkey	6	6	2	01/16/97	02/05/97
	151ARW	Turkey	3	3	1	02/05/97	02/26/97
	161ARW	Turkey	3	3	1	02/04/97	03/16/97
	171ARW	Turkey	6	6	2	03/16/97	04/05/97
	190ARW	Turkey	3	3	1	02/26/97	03/17/97
Provide Comfort II							
	115FW	Turkey	25	165	12	04/01/97	04/30/97
	131FW	Turkey	20	100	6	04/01/97	05/15/97
	132FW	Turkey	25	165	12	10/07/96	11/07/96
	138FW	Turkey	25	165	12	11/07/96	12/07/96
	159FW	Turkey	20	100	6	05/23/97	07/05/97
	174FW	Turkey	25	165	12	09/01/97	09/30/97
	178FW	Turkey	25	165	12	05/01/97	05/31/97
	180FW	Turkey	25	165	12	12/07/96	01/07/97
	187FW	Turkey	25	165	12	08/01/97	08/31/97
Southwest Asia - C130							
	118AW	Classified	3	3	1	05/13/97	06/10/97
	123AW	Classified	4	22	1	04/10/97	06/10/97
	124FW-AIRLIF	Classified	0	4	0	04/10/97	06/10/97
	135AS	Classified	8	33	2	04/10/97	06/10/97
	136AW	Classified	3	10	1	04/10/97	06/10/97
	137AW	Classified	0	5	0	04/10/97	06/10/97
	139AW	Classified	10	10	1	04/10/97	06/10/97
	143AW	Classified	8	15	2	04/10/97	06/10/97
	145AW	Classified	4	8	1	04/10/97	06/10/97
	146AW	Classified	3	9	1	04/10/97	06/10/97
	165AW	Classified	3	3	1	04/10/97	06/10/97
	167AW	Classified	10	10	1	04/10/97	06/10/97
	179AW	Classified	3	3	0	04/10/97	06/10/97

EXERCISE	UNIT	COUNTRY	NUMBER OFFICERS	NUMBER ENLISTED	NUMBER PLANES	START DATE	END DATE
Southwest Asia - Fighters							
	122FW	Classified	15	75	6	05/01/97	06/15/97
	127WG-F16	Classified	15	75	6	08/15/97	09/15/97
	149FW	Classified	15	75	6	03/15/97	04/30/97
	181FW	Classified	15	75	6	07/15/97	08/15/97
	183FW	Classified	15	75	6	06/15/97	07/15/97
Tanker Task Forces							
	101ARW	USA	3	4	1	01/01/97	01/30/97
	107ARW	USA	3	4	1	06/01/97	06/30/97
	108ARW	USA	3	4	1	09/01/97	09/28/96
	128ARW	USA	3	4	1	02/01/97	02/28/97
	134ARW	USA	3	4	1	11/19/96	11/23/96
		USA	3	4	1	02/01/97	02/27/97
	141ARW	USA	3	4	1	11/04/96	11/08/96
	161ARW	USA	3	4	1	10/28/96	11/01/96
	163ARW	USA	3	4	1	03/01/97	03/28/97
	171ARW	USA	3	4	1	10/20/96	10/25/96
		USA	3	4	1	12/01/96	12/30/96
	186ARW	USA	3	4	1	07/01/97	07/30/97

Appendix G**Table 1****State Missions, FY 87 - FY 97**

Year	Number of Callups	Number of Mandays
1987	428	141,287
1988	352	77,551
1989	249	151,993
1990	292	207,187
1991	337	44,804
1992	322	374,966
1993	326	474,218
1994	402	382,596
1995	177	163,996
1996	419	716,237
1997	308	280,265

Appendix G

Table 2

Emergency Response Missions

MISSION TYPE	START DATE	TERM DATE	ARNG MANDAYS	ANG MANDAY
Alaska				
Natural Disaster	10/29/96	10/31/96	45	0
Natural Disaster	7/02/97	7/06/97	458	0
Alaska Total			503	0
Alabama				
Natural Disaster	11/07/96	11/07/96	1	0
Other	12/06/96	12/10/96	10	0
Natural Disaster	12/18/96	12/20/96	343	4
Natural Disaster	1/10/97	1/12/97	84	0
Natural Disaster	1/16/97	1/22/97	14	0
Natural Disaster	1/24/97	1/27/97	572	0
Other	2/05/97	2/06/97	4	0
Other	3/01/97	4/06/97	57	0
Natural Disaster	2/28/97	2/28/97	2	0
Other	3/01/97	3/01/97	4	0
Other	4/05/97	4/05/97	4	0
Natural Disaster	4/22/97	4/28/97	130	0
Natural Disaster	5/04/97	6/05/97	360	0
Natural Disaster	6/20/97	6/22/97	16	0
Civil Emergency	6/27/97	6/28/97	4	0
Natural Disaster	7/17/97	8/29/97	1,326	14
Other	9/06/97	9/07/97	4	0
Civil Emergency	9/11/97	9/12/97	4	0
Alabama Total			2,939	18

Arkansas

Other	12/11/96	12/20/96	45	0
Civil Emergency	2/05/97	2/05/97	2	0
Civil Emergency	2/05/97	2/05/97	2	0
Natural Disaster	3/01/97	3/28/97	6,219	104
Natural Disaster	4/08/97	5/02/97	60	0
Civil Emergency	5/08/97	5/09/97	5	0
Civil Emergency	5/08/97	5/09/97	52	0
Arkansas Total			6,385	104

Arizona

Natural Disaster	10/29/96	10/30/96	4	0
Other	12/09/96	2/28/97	167	0
Natural Disaster	1/14/97	1/27/97	409	0
Other	5/13/97	5/13/97	5	0
Other	6/06/97	6/06/97	12	0
Law Enforcement Support	6/08/97	6/08/97	6	0
Natural Disaster	6/22/97	6/23/97	2	0
Law Enforcement Support	7/09/97	7/09/97	2	0
Natural Disaster	8/10/97	8/11/97	14	0
Civil Emergency	8/13/97	8/15/97	12	0
Natural Disaster	8/18/97	8/20/97	9	0
Natural Disaster	8/24/97	8/28/97	4	0
Natural Disaster	9/24/97	9/30/97	260	16
Arizona Total			906	16

California

Law Enforcement Support	10/01/96		12,045	0
Natural Disaster	10/01/96	12/31/96	379	0
Natural Disaster	10/01/96	11/10/96	234	0
Natural Disaster	10/01/96	12/07/96	116	0
Natural Disaster	10/01/96	11/29/96	106	0
Natural Disaster	10/21/96	10/29/96	0	329
Natural Disaster	10/22/96	10/22/96	7	0
Natural Disaster	10/21/96	11/17/96	57	0
Natural Disaster	10/23/96	11/01/96	40	0
Other	10/01/96	6/30/97	3,271	0
Natural Disaster	10/29/96	11/16/96	76	0
Law Enforcement Support	11/26/96	11/27/96	8	0
Civil Emergency	12/08/96	12/08/96	0	6

Natural Disaster	12/09/96	12/11/96	6	0
Civil Emergency	12/23/96	12/23/96	4	0
Natural Disaster	12/28/96	7/01/97	11,900	1,057
Civil Emergency	2/14/97	2/14/97	4	0
Law Enforcement Support	4/30/97	5/01/97	0	18
Law Enforcement Support	7/03/97	7/06/97	60	0
Other	7/27/97	7/27/97	3	0
Law Enforcement Support	8/08/97	8/08/97	8	0
Natural Disaster	8/08/97	8/19/97	108	0
Law Enforcement Support	8/25/97		99	0
Other	8/27/97	8/28/97	6	0
Law Enforcement Support	9/15/97	9/15/97	0	5
Law Enforcement Support	9/16/97		58	0
Civil Emergency	9/16/97	9/16/97	4	0
Other	9/21/97	9/22/97	8	0
Other	9/21/97	9/23/97	9	0
Other	9/23/97		174	0
Other	9/29/97	9/29/97	4	0
California Total			28,794	1,415

Colorado

Other	4/06/97	9/17/97	400	0
Law Enforcement Support	6/09/97	6/22/97	328	72
Natural Disaster	7/29/97	8/02/97	65	0
Law Enforcement Support	8/14/97	8/14/97	6	0
Colorado Total			799	72

Connecticut

Law Enforcement Support	10/01/96	10/07/96	68	0
Other	10/01/96	9/26/97	3,587	0
Civil Emergency	12/28/96	1/03/97	35	0
Connecticut Total			3,690	0

Florida

Natural Disaster	10/07/96	10/08/96	26	3
Law Enforcement Support	10/24/96	10/27/96	775	0
Law Enforcement Support	11/14/96	11/17/96	617	0
Natural Disaster	7/19/97	7/20/97	4	0
Law Enforcement Support	7/23/97	7/28/97	6	16
Florida Total			1,428	19

Georgia

Other	10/05/96	10/05/96	1	0
Other	10/04/96	10/04/96	2	0
Natural Disaster	10/07/96	10/08/96	6	0
Other	10/03/96	10/03/96	2	0
Other	10/10/96	10/15/96	2	0
Other	10/28/96	11/05/96	0	0
Law Enforcement Support	11/06/96	11/09/96	0	0
Natural Disaster	11/09/96	11/14/96	2	0
Civil Emergency	11/09/96	11/14/96	18	0
Other	12/13/96	12/15/96	6	0
Other	1/13/97	1/15/97	0	0
Law Enforcement Support	2/28/97	3/10/97	0	0
Other	3/21/97	3/25/97	6	0
Other	4/29/97	5/05/97	8	0
Other	6/09/97	6/11/97	4	0
Other	6/06/97	6/07/97	18	0
Other	9/23/97	9/24/97	4	0
Natural Disaster	9/25/97	9/30/97	28	0
Georgia Total			107	0

Guam

Civil Emergency	8/05/97	8/07/97	1,027	276
Guam Total			1,027	276

Hawaii

Natural Disaster	11/15/96	11/19/96	15	0
Hawaii Total			15	0

Iowa

Natural Disaster	2/01/97	2/02/97	12	0
Natural Disaster	4/12/97	4/14/97	44	0
Natural Disaster	4/18/97	4/26/97	67	0
Iowa Total			123	0

Idaho

Other	10/14/96	11/25/96	451	0
Natural Disaster	12/28/96	1/10/97	1,422	0
Natural Disaster	10/01/96	1/03/97	12	0
Natural Disaster	5/18/97	5/23/97	159	88
Natural Disaster	6/11/97	6/25/97	1,507	1,373
Idaho Total			3,551	1,461

Indiana

Civil Emergency	1/11/97	1/12/97	8	0
Natural Disaster	3/03/97	4/05/97	1,210	0
Indiana Total			1,218	0

Kansas

Natural Disaster	11/30/96	12/01/96	8	0
Civil Emergency	7/02/97	7/02/97	9	0
Kansas Total			17	0

Kentucky

Natural Disaster	3/01/97	4/30/97	26,468	1,850
Natural Disaster	3/30/97	4/24/97	1,216	0
Kentucky Total			27,684	1,850

Louisiana

Natural Disaster	10/06/96	10/08/96	42	0
Other	12/14/96	12/18/96	0	50
Natural Disaster	12/18/96	12/23/96	13	0
Natural Disaster	1/13/97	1/21/97	149	0
Natural Disaster	2/03/97	2/08/97	58	0
Natural Disaster	3/04/97	6/06/97	2,802	115
Natural Disaster	5/14/97	5/19/97	0	0
Natural Disaster	5/14/97	6/04/97	0	0
Natural Disaster	6/02/97	6/13/97	120	0
Natural Disaster	7/17/97	7/18/97	8	0
Other	8/18/97	9/26/97	1,859	0
Louisiana Total			5,051	165

Massachusetts

Natural Disaster	10/21/96	11/13/96	421	0
Other	10/05/96	10/05/96	4	0
Other	10/15/96	10/16/96	28	0
Law Enforcement Support	10/10/96	10/12/96	6	0
Other	10/18/96	10/21/96	8	0
Other	1/02/97	1/03/97	18	0
Other	3/15/97	3/15/97	6	0
Natural Disaster	4/01/97	4/03/97	569	66
Other	6/23/97	6/24/97	12	0
Other	7/19/97	7/21/97	40	0
Other	7/29/97	7/29/97	24	0
Other	8/15/97	8/17/97	90	0
Massachusetts Total			1,226	66

Maryland

Other	9/14/97	9/14/97	16	0
Maryland Total			16	0

Maine

Natural Disaster	10/22/96	11/08/96	148	55
Other	3/01/97	3/06/97	6	0
Maine Total			154	55

Michigan

Law Enforcement Support	11/08/96	11/08/96	1	0
Other	1/14/97	1/14/97	4	0
Natural Disaster	7/03/97	7/13/97	561	2
Michigan Total			566	2

Minnesota

Law Enforcement Support	10/16/96	10/17/96	40	0
Other	1/09/97	1/14/97	45	0
Law Enforcement Support	1/09/97	1/14/97	9	0
Natural Disaster	1/14/97	2/07/97	552	280
Natural Disaster	3/25/97	8/29/97	22,766	680
Natural Disaster	7/02/97	7/08/97	214	0
Minnesota Total			23,626	960

Missouri

Law Enforcement Support	4/05/97	4/08/97	284	0
Civil Emergency	9/02/97	9/07/97	20	0
Missouri Total			304	0

Montana

Natural Disaster	11/27/96	12/02/96	142	60
Natural Disaster	12/31/96	1/06/97	224	0
Natural Disaster	3/27/97	3/28/97	8	0
Montana Total			374	60

North Carolina

Civil Emergency	10/01/96	10/12/96	24	0
Natural Disaster	9/04/96	3/10/97	3,946	0
Civil Emergency	10/09/96	10/24/96	40	0
Other	10/17/96	10/17/96	2	0
Natural Disaster	10/25/96	10/25/96	3	0
Natural Disaster	10/29/96	10/30/96	6	0
Natural Disaster	12/01/96	12/02/96	5	0
Civil Emergency	12/24/96	12/24/96	2	0
Natural Disaster	1/09/97	1/12/97	76	16
Civil Emergency	2/18/97	2/18/97	12	0
Other	2/21/97	2/22/97	2	0
Civil Emergency	3/15/97	3/15/97	4	0
Other	4/07/97	4/07/97	2	0
Other	4/07/97	4/07/97	0	4
Other	4/07/97	4/09/97	6	0
Other	4/02/97	4/03/97	2	0
Natural Disaster	4/08/97	4/09/97	9	0
Natural Disaster	4/28/97	4/29/97	2	0
Other	5/13/97	5/13/97	4	0
Other	5/30/97	5/30/97	4	0
Natural Disaster	7/23/97	7/23/97	1	6
Natural Disaster	7/02/97	7/02/97	3	0
Law Enforcement Support	7/13/97	7/13/97	2	0
Natural Disaster	7/25/97	7/27/97	30	0
Civil Emergency	8/19/97	8/19/97	2	0
Other	12/06/96	12/06/96	1	0
Other	3/30/97	3/30/97	3	0
Other	5/30/97	5/30/97	3	0
Civil Emergency	6/18/97	6/19/97	4	0

Law Enforcement Support	7/17/97	7/18/97	4	0
Civil Emergency	8/29/97	8/30/97	16	0
Other	9/02/97	9/04/97	18	0
Other	9/03/97	9/03/97	6	0
Natural Disaster	9/06/97	9/06/97	8	0
North Carolina Total			4,252	26

North Dakota

Other	10/20/96	10/23/96	20	0
Natural Disaster	1/13/97	3/31/97	5,158	349
Other	3/18/97	3/19/97	6	0
Natural Disaster	3/22/97	3/23/97	0	4
Natural Disaster	3/24/97		18,183	3,783
Other	8/19/97	8/19/97	0	4
North Dakota Total			23,367	4,140

Nebraska

Natural Disaster	2/20/97	2/23/97	37	0
Other	2/27/97	2/28/97	6	0
Nebraska Total			43	0

New Hampshire

Natural Disaster	10/21/96	10/21/96	1	0
Natural Disaster	10/22/96	11/07/96	240	0
Natural Disaster	10/21/96	10/21/96	2	0
Natural Disaster	10/21/96	10/21/96	2	0
Natural Disaster	10/21/96	10/21/96	1	0
Natural Disaster	10/21/96	10/28/96	16	0
Natural Disaster	10/22/96	10/22/96	3	0
Natural Disaster	10/22/96	10/23/96	4	0
Natural Disaster	10/23/96	10/23/96	10	0
Natural Disaster	10/28/96	10/28/96	1	0
Natural Disaster	10/22/96	10/22/96	2	0
Natural Disaster	10/28/96	10/28/96	2	0
Civil Emergency	12/25/96	1/06/97	108	0
Law Enforcement Support	7/09/97	7/09/97	3	0
Other	8/16/97	8/16/97	2	0
Law Enforcement Support	8/19/97	8/19/97	1	0
New Hampshire Total			398	0

New Jersey

Natural Disaster	7/24/97	7/25/97	14	0
Other	10/01/96	9/30/96	2,638	0
New Jersey Total			2,652	0

New Mexico

Civil Emergency	12/06/96	12/09/96	8	0
Civil Emergency	12/19/96	12/20/96	12	0
Natural Disaster	1/14/97	1/21/97	16	0
Natural Disaster	4/24/97	4/25/97	28	0
Civil Emergency	6/19/97	6/23/97	10	0
Other	7/08/97	7/19/97	40	28
Civil Emergency	7/24/97	7/25/97	8	0
Other	7/31/97	8/04/97	11	0
Civil Emergency	8/07/97	8/15/97	20	0
Other	9/21/97	9/22/97	22	0
Other	9/26/97		10	0
New Mexico Total			185	28

Nevada

Law Enforcement Support	11/24/96	11/24/96	0	0
Civil Emergency	12/06/96	12/07/96	3	0
Other	12/11/96	12/12/96	4	0
Other	12/18/96	12/19/96	3	0
Civil Emergency	12/22/96	12/31/96	30	0
Natural Disaster	1/01/97	1/23/97	701	60
Other	7/27/97	7/30/97	12	0
Nevada Total			753	60

New York

Other	10/01/96	10/30/96	283	0
Natural Disaster	10/19/96	10/20/96	84	0
Natural Disaster	8/08/96	8/09/96	4	0
Natural Disaster	11/11/96	12/31/96	2,154	0
Other	3/12/97	3/13/97	4	0
Natural Disaster	4/01/97	4/04/97	6	0
Other	7/19/97	8/03/97	749	0
New York Total			3,284	0

Ohio

Natural Disaster	11/12/96	11/17/96	631	41
Natural Disaster	3/02/97	4/18/97	16,480	2,667
Natural Disaster	6/02/97	6/06/97	120	0
Ohio Total			17,231	2,708

Oklahoma

Other	4/05/97	4/06/97	6	0
Oklahoma Total			6	0

Oregon

Law Enforcement Support	10/29/96	10/29/96	0	0
Natural Disaster	11/18/96	11/19/96	40	0
Natural Disaster	11/18/96	11/19/96	4	0
Natural Disaster	11/19/96	11/27/96	24	0
Natural Disaster	11/19/96	11/21/96	33	0
Natural Disaster	11/29/96	12/04/96	30	0
Law Enforcement Support	5/12/96	12/06/96	6	0
Other	12/26/96	12/27/96	6	0
Natural Disaster	12/31/96	1/14/99	841	24
Law Enforcement Support	3/20/97	3/20/97	2	0
Oregon Total			986	24

Pennsylvania

Civil Emergency	10/01/96	10/24/96	8	0
Natural Disaster	3/31/97	4/02/97	715	1
Pennsylvania Total			723	1

Puerto Rico

Law Enforcement Support	10/01/96	9/30/97	76,010	0
Natural Disaster	10/01/96	2/21/97	4,309	0
Other	11/22/96	12/24/96	241	0
Puerto Rico Total			80,560	0

Rhode Island

Civil Emergency	11/18/96	11/21/96	31	0
Rhode Island Total			31	0

South Carolina

Natural Disaster	10/01/96	12/19/96	160	0
Other	12/13/96	12/13/96	2	0
Civil Emergency	2/06/97	2/11/97	0	0
South Carolina Total			162	0

South Dakota

Law Enforcement Support	10/28/96	11/03/96	0	21
Other	11/04/96	11/05/96	0	0
Law Enforcement Support	11/04/96	11/04/96	10	0
Law Enforcement Support	12/09/96	12/09/96	4	0
Natural Disaster	12/17/96	12/17/96	2	0
Natural Disaster	12/20/96	4/22/97	7,498	1,381
Natural Disaster	3/14/97	3/16/97	60	0
Natural Disaster	3/29/97	5/06/97	711	1
Natural Disaster	4/20/97	5/02/97	52	0
Natural Disaster	5/12/97	5/14/97	17	0
Civil Emergency	5/20/97	5/20/97	2	0
Other	9/19/97	9/26/97	31	0
Natural Disaster	9/20/97	9/20/97	4	0
South Dakota Total			8,391	1,403

Tennessee

Civil Emergency	3/01/97	3/02/97	2	0
Natural Disaster	3/03/97	3/28/97	98	0
Natural Disaster	3/29/97	3/30/97	5	0
Tennessee Total			105	0

Texas

Other	1/04/97	2/07/97	315	0
Other	4/16/97	4/18/97	12	0
Law Enforcement Support	4/28/97	5/07/97	77	0
Natural Disaster	5/27/97	5/30/97	150	0
Natural Disaster	6/22/97	6/23/97	42	0
Texas Total			596	0

Utah

Other	2/04/97	2/04/97	5	0
Natural Disaster	7/17/97	7/23/97	7	0
Natural Disaster	7/29/97	8/01/97	4	0
Natural Disaster	8/27/97	8/28/97	0	0
Utah Total			16	0

Virgin Islands

Law Enforcement Support	7/18/97	7/18/97	30	0
Natural Disaster	9/06/97	9/07/97	28	0
Virgin Islands Total			58	0

Vermont

Civil Emergency	12/30/96	1/06/97	48	0
Natural Disaster	7/15/97	7/22/97	176	30
Vermont Total			224	30

Washington

Natural Disaster	11/21/96	12/09/96	7	23
Natural Disaster	12/29/96	1/13/97	575	95
Natural Disaster	3/19/97	3/20/97	16	0
Natural Disaster	5/23/97	6/29/97	607	529
Law Enforcement Support	9/11/97	9/14/97	16	0
Washington Total			1,221	647

Wisconsin

Other	11/18/96	11/22/96	11	0
Natural Disaster	6/23/97	6/23/97	4	0
Natural Disaster	7/14/97	8/13/97	81	96
Wisconsin Total			96	96

West Virginia

Natural Disaster	10/01/96	10/31/96	267	0
Natural Disaster	3/01/97	4/18/97	5,812	12
Natural Disaster	6/01/97	6/02/97	2	0
Natural Disaster	6/04/97	6/07/97	153	0
West Virginia Total			6,234	12

Wyoming

Natural Disaster	10/08/96	10/22/96	116	0
Natural Disaster	4/09/97	4/13/97	21	0
Natural Disaster	5/30/97	6/14/97	464	0
Civil Emergency	7/26/97	7/28/97	9	0
Wyoming Total			610	0

	Army	Air
Manday Totals as of 11/19/97:	262,687	15,714

TOTAL: 278,401

