1998

ANNUAL REVIEW
OF THE CHIEF
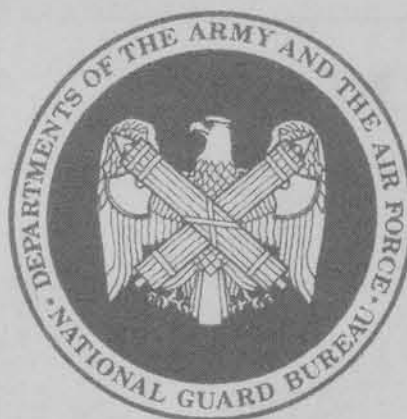
NATIONAL GUARD
BUREAU

FISCAL YEAR
1998

ANNUAL REVIEW OF THE CHIEF

NATIONAL GUARD BUREAU

FISCAL YEAR
1998

To the Secretaries of the Army and the Air Force:

The Annual Review of the Chief, National Guard Bureau for Fiscal Year 1998 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 2,000 Army Guard personnel were Federalized under the Presidential Selective Reserve Call-up authority.

The Air National Guard was also a major player in upholding U.S. strategic interests around the Globe. In Fiscal Year 1998, Air Guard tankers participated in virtually every Air Force mission that required air refueling; fighter units deployed for Iraqi peacekeeping operations; and hundreds of other Air Guard units deployed in support of real-world contingency operations all over the world.

This year the National Guard celebrated its 362nd birthday. As it has during the past three centuries, the Guard continues its tradition of service to both state and nation, and is ready to continue to deploy worldwide as an integral part of the nation's total military force.

RUSSELL C. DAVIS
Lieutenant General, United States Air Force
Chief, National Guard Bureau

Office of the Chief

Army National Guard

Air National Guard

Appendices

Chief, National Guard Bureau

Initiatives Group

Office of the Chief

Chief Information Officer

Secretariat of the General Staff

Chief Counsel	Inspector General	Policy & Liaison
Administrative Services	Internal Review	Public Affairs
Acquisition	Human Resources	Assistant for Property and
Counterdrug Directorate	Equal Opportunity	Fiscal Affairs & Special
General Officer Management	Family Programs	Competition Advocate
Resource Management		International Affairs

Director, Army National Guard

Director, Air National Guard

Chief Human Resources Officer
Office of the Personnel Secretariat
Chief Resource Management Officer
Chief Operating Officer
Chief Support Officer
Policy & Communications Office
Mobilization Augmentation Detachment

201st Mission Support Sqdn

Office of the Chief of Staff	Force Management Division	Directorate of Operations	The Air Surgeon
Secretary of the General Staff	Full-Time Support Division	Directorate of Acquisition	Directorate of Productivity and Quality
Protocol Officer	Information Systems Division	Directorate of Personnel & Training	
Chief Information Officer	Installations Division	Directorate of Financial Mgmt/Comptroller	Directorate of Security Police
Force Modernization Officer	Logistics Division		Directorate of Safety
Office of Personnel Policy, Programs & Manpower	Military Support Division	Directorate for Communications and Information	Chief of Chaplains
Office of Strategic Initiatives	Operations Division		Directorate of the Civil Engineer
Weapons of Mass Destruction Task Force	Personnel Division	Directorate of Plans, Programs & Manpower	
Aviation & Safety Division	Programs Analysis & Evaluation Division		Directorate of Counterdrugs
Chief of Chaplains	Readiness Division	Directorate of Logistics	
Office of the Chief Surgeon	Strength Maintenance Division		
Environmental Programs Division	Training Division		
	Operational Spt Airlift Agency (Ft Belvoir, VA)		
	Professional Education Ctr (N Little Rock, AR)		

Army National Guard

PERSONNEL

362,459   Personnel

23,686   Technicians

22,182   Active Guard/Reserve (AGR)

MAJOR UNITS

8 Divisions (6 Inf, 1 Lt Inf, 1 Armd)

16 Separate Brigades (3 Inf, 5 Mech, 3 Armd, 5 Lt Inf)

1 Armored Cavalry Regiment

2 Special Forces Groups

17 Field Artillery 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 Military Intelligence Brigade Headquarters

5 Aviation Group Headquarters

Air National Guard

PERSONNEL

108,096   Personnel

23,109   Technicians

10,623   Active Guard/Reserve (AGR)

ORGANIZATION

1541 Units

89 Wings (Flying)

97 Squadrons (Flying)

5 Training Units (Flying)

176 Logistics Units

99 Medical/Aeromedical Evac 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.

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 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.

National Guard Bureau

The Chief of the National Guard is appointed by the President, with the advice and consent of the Senate.

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 be-came one of the bureaus of the War Department.

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

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

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

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

ANNUAL REVIEW
OF THE CHIEF

OFFICE OF THE
CHIEF

FISCAL YEAR
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Chief Information Officer

The Office of the National Guard Bureau Chief Information Officer (CIO) was created in November 1996 to establish a central point for management of National Guard information requirements. In collaboration with the Chief Information Officers of the Army National Guard and the Air National Guard, the CIO serves as the National Guard's information technology (IT) leader, responsible for applying state-of-the-art information technology to achieve the Army National Guard, Air National Guard, and National Guard Bureau business goals to support diversified federal and state missions. Management goals of the office include championing information technology innovations which improve produce productivity and enhance public services; implementing new information technology to help reduce costs; establishing standards to support effective information sharing within NGB; and finally, serving as the Bureau's focal point for all Year 2000 (Y2K) technology initiatives.

The Program Executive Office (PEO) for Information Systems, established in FY 95, plans, designs, develops, acquires, installs, and maintains Reserve Component management information systems as directed by the Chief, National Guard Bureau. The office coordinates with Congress, the Office of the Secretary of Defense, HQDA, and other Defense, Federal, and state external agencies. The PEO provides oversight of the following major programs: the Reserve Component Automation System (RCAS), the Distributive Training Technology Project (DTTP), Environmental Program Systems (EPS), and the Mobilization Movement Control System (MOBCON).

Reserve Component Automation System (RCAS)

The RCAS is an automated information management system that provides the Army the capability to administer, manage, and more effec-

tively mobilize Army National Guard (ARNG) and United States Army Reserve (USAR) forces. The RCAS will support daily operational, training, and administrative tasks at all Guard and Reserve echelons, and provide timely and more accurate information to plan and support mobilization. Fully deployed, RCAS will link over 10,500 Guard and Reserve units at over 4,000 sites located in all 50 states, the District of Columbia, Guam, Puerto Rico, the Virgin Islands, Europe, and the Pacific Rim.

The program is on schedule and within cost. To date, 38,864 out of 56,690 personal computers have been deployed. Fielding has been completed at thirty-four of the 94 commands that will ultimately receive RCAS. RCAS has already been used to communicate with soldiers in Bosnia and to respond to disasters such as Midwest floods, Northeast ice storms, and El Niño storms on the West Coast.

RCAS consists of commercial off-the-shelf (COTS) hardware and office automation software, government off-the-shelf software, and newly developed software applications integrated into an open system personal computer based architecture. The system has been designed to take advantage of the latest technology while providing the Army with the most cost-effective solution to meet the automation needs of the Reserve Component.

Infrastructure fielding, which includes wide area network interconnectivity, COTS office automation software, and unclassified as well as classified capable workstations, began in FY 97 and is scheduled to be completed in FY 02. Data servers and logistics applications were released to the field in September 1998. Functionality in force authorization, security, and training is scheduled for approval in the summer of 1999. Full functionality is expected to be completed in FY 02.

RCAS has teamed with the National Guard Distributive Training Technology Project (DTTP) to migrate Army National Guard State Area Commands to the GuardNet XXI Asynchronous
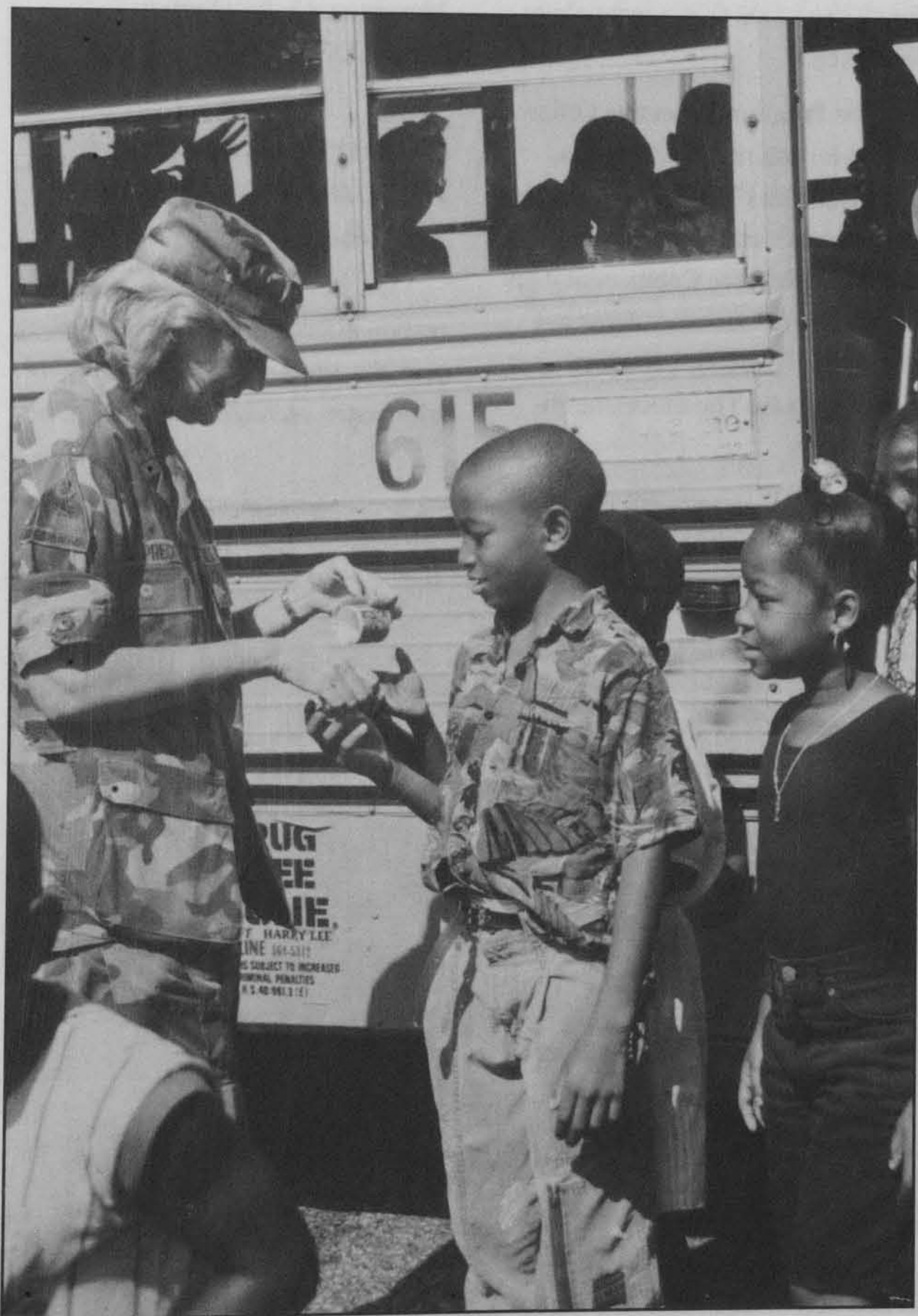
Transfer Mode (ATM) telecommunications backbone. Fifty-two states and territories are now passing RCAS traffic over the emerging network. The two programs are maximizing the synergistic benefits of this type of arrangement and realizing various economies of scale associated with circuit cost and usage ratios.

Distributive Training Technology Project

The Distributive Training Technology (DTT) Project represents the future of training and education in the Army National Guard. This award winning program converts armory space into high tech classrooms linked via state of the art telecommunications to a centralized training and teleconference facility, resulting in a fully interactive classroom where both military and civilian studies can be conducted. The project spans 15 time zones and impacts over 3,000 communities.

Nine prototype classrooms, with their supporting communications links, are operational in Maryland, West Virginia, Virginia and Pennsylvania. The classrooms combine video teletraining and computer assisted instruction. A scheduling assistance and control center located in the Army National Guard Readiness Center serves as the hub of the growing network. The telecommunications backbone is complete and the National Guard is actively fielding classrooms to all 54

states, territories and the District of Columbia to deliver training which will maintain soldier and airmen readiness for National Guard missions and improve the overall pool from which to select recruits.

In 1998, the DTT project received multiple awards for technological excellence, including citations from the magazines Government Computer News and Computer World. The project was also selected as the "best practice partner" in a study conducted by the American Productivity and Quality Center.

Environmental Program Systems (EPS)

EPS provides automation tools at the state and national level that will enable environmental managers to effectively monitor, manage, and report on environmental programs. EPS is comprised of three systems: Windows Compliance, Assessment and Sustainment Software (WINCASS) which provides Army National Guard (ARNG) and Active Army environmental program managers a mechanism to effectively document environmental assessments; EnviroMax which is currently in the field, is an application that provides a single point of access for all required environmental data and affords ARNG environmental program managers a tool for project validation; and National Environmental Database/Geographical Information

System (NED/GIS) currently under development, is a nationwide decision support system to manage, analyze, and display environmental and training information needed to manage natural resources on military installations. WINCASS is currently in the testing phase with an expected fielding in FY 99.

Mobilization Movement Control (MOBCON) System

MOBCON is a mobility system resource that supports surface road movements within the continental United States. National Guard Military Technicians manage the system and provide interface with state Department of Transportation offices and local law enforcement authorities. MOBCON application software has been rewritten to operate in a Windows environment. MOBCON has successfully completed Systems Acceptance Test and is ready for fielding in second quarter of FY 99.

The YEAR 2000 Computer Problem

The Chief, National Guard Bureau designated his Chief Information Officer as the Executive Oversight Agent for the oversight responsibility of the Year 2000 Computer Problem (also referred to as Y2K). The effort began by focusing on the software programs which programs were used to run the daily operation of the National Guard.

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This task quickly became ominous. The inventory produced uncovered 68 Army National Guard unique systems and 4 Air National Guard unique systems. These automation support systems were in addition to the systems programs that are developed and maintained by our active counterparts which we have also become dependent upon.

The second area of Y2K interest was identifying critical infrastructure items. These included heating and ventilation systems, stoplights, elevators, and security and fire alarm systems. The state facility offices began identification of any systems which may contain embedded chips that control their operation. This effort and corrections of these items are still ongoing, but the cooperation of state and military departments developed in this initial phase will be critical to its success.

Policy and Liaison

The Office of Policy and Liaison performs four 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, to respond to inquiries from the White House and the Members of

and Committees of Congress, and to oversee the policy function of the National Guard. 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.

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. To accomplish its missions, the office is divided into three branches.

Liaison Branch

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 Congress as requested. The Liaison Branch prepares the National Guard leadership for personal meetings with the individual members of Congress and appearances at hearings and briefings.

Inquiries Branch

The Congressional Inquiries Branch performs the primary function of analyzing, researching, and providing factual information in response to written and telephonic inquiries received from numerous sources. These include, but are not limited to, Members of Congress, the White House, Congressional Committees, the Office of Secretary of Defense, and the Army and Air Force Congressional Liaison offices, regarding a wide variety of issues and problems relating to the National Guard, and its personnel, policies, regulations, structure, and actions.

The Inquiries Branch is often the initial link between Members of Congress and the National Guard Bureau. Its first priorities are, as demonstrated previously, to be accurate and timely. While in the past a timely response was deemed appropriate, replies to inquiries now extend much further. The Branch is striving to enhance a promise of customer service to not only the White House and Members of Congress, but also to staff personnel and the very constituents who initiate the majority of the inquiries. This means that Branch personnel now ensure that the response not only addresses the inquiry, but also provides additional means for the constituent to resolve his or her situation.

Additionally, the Inquiries Branch works closely with the Legislative Liaison Branch to guar-

antee closely coordinated, dependable information. This not only maintains consistency but also provides opportunities to further educate Congress on the unique requirements the National Guard faces. This effort, combined with the responsibility of answering over 3,000 written and telephonic inquiries yearly, and an increased dedication to full customer satisfaction, continues the dynamic challenge of providing compassionate, yet accurate, answers with tasteful discretion.

Policy Branch

A Policy Branch was established to serve as the principal National Guard Bureau office to coordinate National Guard policy. The Branch conducted a review and analysis of current policies, policy files, and policy procedures within the agency. In addition, Branch personnel are in the process of reviewing policies and policy procedures within the Department of Defense and Department of the Army and Air Force that impact the National Guard. The ultimate objective will be to have established procedures and the capability to transmit paperless National Guard policies to all customers.

International Affairs

The primary responsibility of the Directorate of International Affairs is to utilize National Guard units and individual Guardmembers in unique partnership programs to

foster international stability, and to introduce the National Guard and its citizen-soldiers concept to foreign civic and military officials.

State Partnership Program

The State Partnership Program, which matches the National Guard of a U.S. state with a particular foreign country, enables National Guard-soldiers and airmen to serve as compelling examples of military subordination to civilian authority, emphasizing the apolitical role of the military in a democracy. The National Guard also serves as a valuable example of the peacetime utility of military forces under control of civilian authorities for domestic emergency services. During FY 98, this program accounted for an average of 20% of all the U.S. European Command's country-to-country contact events.

A General Officer steering committee has played an important role this year in producing standing operating procedures for the State Partnership Program. In future years, the National Guard Bureau plans to work with each unified command to ensure that the program is integrated into the CINC's theater engagement program.

Highlights of the State Partnership Program in FY 98 included visits by civic leaders from three U.S. states to observe their state partnership at work. Tennessee visited Bulgaria;

California, Ukraine; and Arizona, Kazakhastan, with delegations that included governors, state legislators, congressional staffers, educators, business leaders, and Guard employers.

Foreign Military Attache Tours

The Chief of the National Guard Bureau hosted an attaché tour to Puerto Rico in February 1998. During the visit, the Puerto Rico National Guard had the opportunity to share with the attachés their community involvement and military preparedness. This was also an opportunity for the attachés to witness joint training between troops of the Dominican Republic and the Puerto Rico National Guard. This tour included attachés from Argentina, Colombia, Spain, Germany, Norway, and several other countries.

The U.S. Army 1998 Spring Attaché Tour was co-hosted by the Deputy Undersecretary of the Army for International Affairs and the Chief, National Guard Bureau, with personnel from 32 countries from all regions of the globe. The objective of the tour was to promote greater understanding of and familiarity with the U.S. Army and introduce the attachés to various aspects of U.S. history, culture, and economy. This tour visited various active component bases and units located in Georgia, North Carolina, and Florida; it also visited the 278th

Armored Cavalry Regiment, TN ARNG, at their annual training.

Orientation Flights

Orientation Flights are defined as continuous flights in DoD-owned aircraft performed within the local flying area and terminating at the point of origin. During FY 98, NGB-IA had over 50 requests for Orientation Flights from 15 foreign countries. This successful program has enhanced the National Guard's international visibility.

Visit Requests

During FY 98, numerous members of the international community requested visits to National Guard units and installations. During these visits, foreign nationals have the opportunity to observe first-hand how the National Guard manages its day-to-day operations and maintains its readiness. Visitors can also observe training with various systems as part of the Foreign Military Sales program. In FY 98, 32 foreign countries participated in this program.

CNGB Diplomatic Reception

The Chief, National Guard Bureau hosted his first diplomatic reception during this fiscal year. This event, which afforded the Chief the opportunity to host the international community, was attended by more than 250 defense and military attachés, and by various U.S. digni-

taries. The reception was held at the Army National Guard Readiness Center in Arlington, Virginia.

Public Affairs

The National Guard Bureau Office of Public Affairs (NGB-PA) manages and supports overall public affairs efforts of both the Army and Air National Guard. The office conducts programs at the National Guard Bureau and in the states and territories. This fiscal year, the National Guard's involvement in countering the threat posed by

Weapons of Mass Destruction added a new program to NGB-PA's roster.

Weapons of Mass Destruction (WMD)

The newest major program to be undertaken by NGB Public Affairs is the outreach program for Weapons of Mass Destruction (WMD).

The first phase of the outreach program involved meeting with participants to keep them informed on issues involving the National Guard's newly assigned role in the nation's program to combat any

future WMD threat. NGB-PA personnel made initial contact with more than 100 representatives from local, state, and federal agencies, and with private associations to analyze the situation and develop solutions. Three study conferences took place during the fiscal year, at which participants identified and recommended emergency response training and equipment needs; roles and missions to fill their unmet requirements; and methods to integrate National Guard capabilities with those of their own agencies.

As part of the first phase of National Guard involvement, NGB
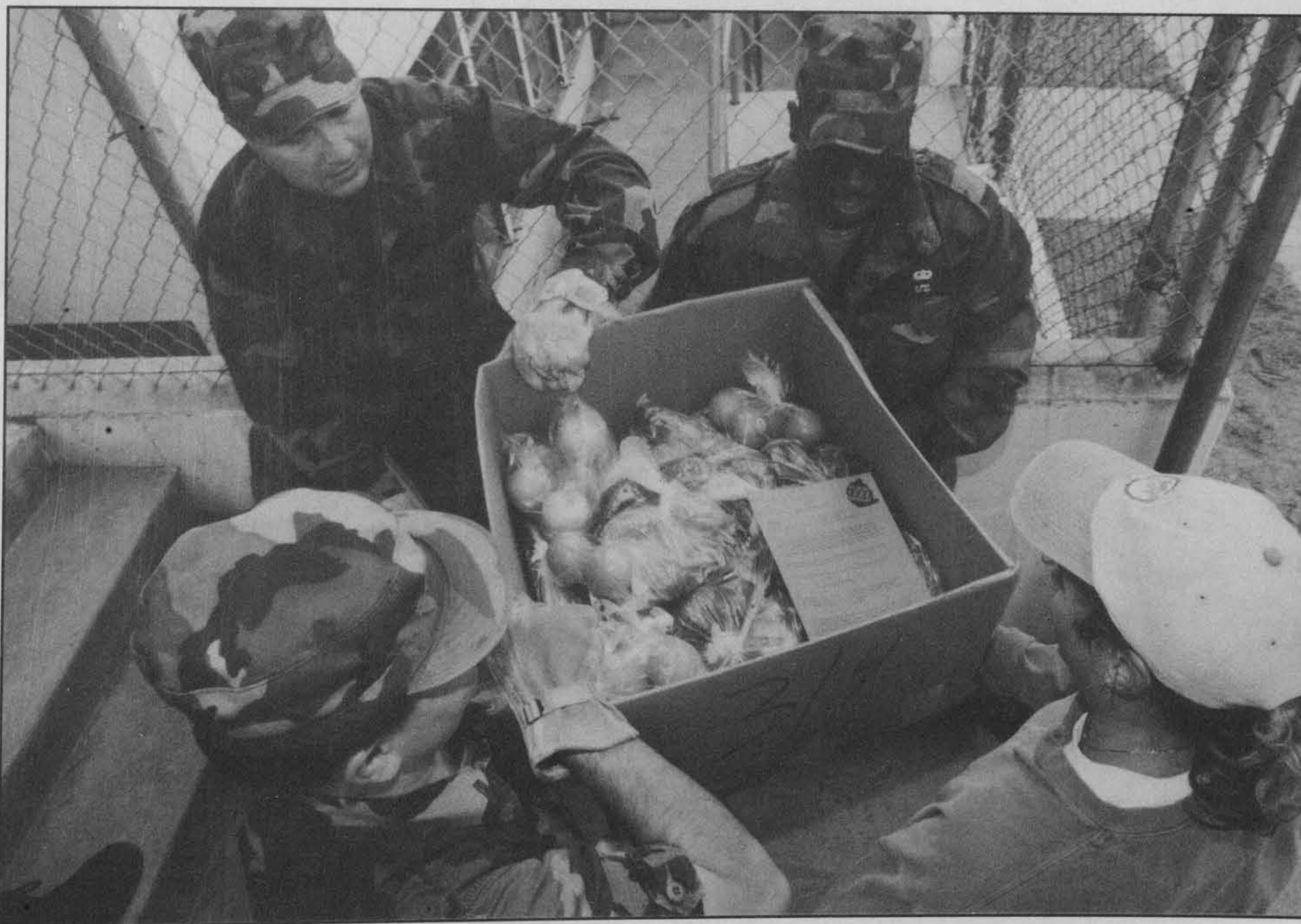
public affairs representatives traveled to over 35 conferences and meetings held by the "emergency responder" community with a National Guard display booth. NGB is also coordinating speakers for a number of local, state, and federal conferences.

During this public affairs program's second phase, NGB-PA organized a National Guard Bureau WMD team to travel around the country and discuss the new WMD tasking with governors and their staffs. Branch personnel have also organized a WMD Public Affairs working group to collect and share information with other public affairs practitioners at local, state, and federal levels.

Historical Services

During FY 98, Air National Guard (ANG) historians published the 1995-1997 history of the ANG, as required by U.S. Air Force regulations. They also developed and began implementing a proposal for the ANG's Year of the Enlisted Force celebration, which will take place in calendar year 1999.

Air Guard historians updated the ANG internet homepage, which was at its debut one of the first in the Air Force history program. The office also accessioned a large collection of historic photographs to the National Archives at College Park, Maryland.

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. Along with their ANG counterparts, Army Guard historians contributed a series of articles for the "On Guard" newspaper.

In celebration of the 50th anniversary of the integration of the U.S. Armed Forces, Army Guard historians wrote and oversaw production of a 14-foot permanent historical display on the history of African-Americans in the militia and National Guard. LTG Russell C. Davis, the first African-American to hold the position of Chief, National Guard Bureau, dedicated the multiservice historical displays in a special Pentagon ceremony in August 1998.

Youth Programs

The three federally funded National Guard youth programs in operating this fiscal year were ChalleNGe, STARBASE, and the Youth conservation Corps.

"ChalleNGe" is a five-month residential program for 16-to18-year-old high school dropouts who are drug-free and not in trouble with the law. Twenty states participated in the program this fiscal year, an increase of five states over FY 97. With the

completion of its eleventh class, almost 17,000 at-risk youth have been graduated from the residential phase of the program, with more than 12,000 granted their high school equivalency (GED) diploma. Other students are completing their GEDs in a post-residential phase. The performance rate in the program improved from a graduation rate of 55% in the first year to over 90% in this year's eleventh increment.

"Science and Technology Academies Reinforcing Basic Aviation and Space Exploration" (STARBASE) is a program for grades K-12 which exposes classes and teachers of mainly inner-city schools to real-world applications of math and science through hands-on learning, simulations, and experiments in aviation and space-related fields. Fourteen states participated in FY 98.

Puerto Rico and Oregon participated in the Youth Conservation Corps (YCC) during this fiscal year. YCC cadets take part in a wide variety of projects in sponsored by federal and state conservation 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 U.S. Property and Fiscal Officers. The Office of the Chief Counsel has a

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full-time staff of 25 attorneys, comprised of both civilian attorneys and military judge advocates, and three paralegals. The office is also supported by judge advocates from the D.C. Army and Air National Guard, who train in the office, enabling the office to operate 7 days a week. The office provides legal services, advice, and opinions to the CNGB; the Vice Chief and Assistant Chief, NGB; the Directors of the ARNG, and ANG, and their respective staffs; state adjutants general; full time AGR Judge Advocates; United States Property and Fiscal Officers (U.S.PFOs); DoD offices; and other federal and state agencies.

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. This Section reviews commercial instruments (solicitations, contracts, modifications, etc.) for legal sufficiency, and provides 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

reviews 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 improprieties. 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 six areas: ethics, counterdrug legal support, labor and federal personnel law, Freedom of Information and Privacy Act law, litigation, and professional responsibility.

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 98 the Ethics Counselor completed staff work on the National Guard amendments as part of Change 3 to the JER which were approved by the Department of Defense. The Ethics Counselor ensured that all required financial disclosure reports were filed nationwide, reviewed reports of conflicts of interest, and conducted numerous sessions of new employee and annual ethics training. 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 government and military personnel, out-

side employment and other activities (teaching, speaking, writing, etc.), post-government employment restrictions, and use of government resources.

The attorney for counterdrug legal support provides legal support to the NGB 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 territorial governors' counterdrug plans. In FY 98 support included legal advice for numerous interdiction, eradication, demand reduction, and substance abuse 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 State Counterdrug Coordinators and Demand Reduction and the NGB liaisons 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 98, numerous acceptance and dismissals of EEO civilian technician complaints, reports of investigation, settlement agreements, offers of full relief, and final agency decisions were reviewed for legal sufficiency. Support was provided to NGB-EEO in administrative appeals to the

Equal Employment Opportunity Commission and to the Departments of the Army, Air Force, and Justice in appeals in Federal Court. Similar support was provided to NGB's Human Resources Directorate in the areas of labor management relations and the National Guard technician program. Support was provided in an administrative hearing before the Federal Labor Relations Authority involving an union petition to consolidate technician bargaining units. Legal advice was also provided for the NGB Freedom of Information Act (FOIA) and Privacy Act (PA) programs.

In FY 98, the litigation attorney continued assistance to the Judge Advocates General of the Army and Air Force to ensure that the interests of the National Guard and its personnel were adequately represented. Coordination was maintained between U.S. attorneys, the military litigation divisions, and state National Guards. Cases involved a variety of issues, including personal injury, contracts, environmental law, and military and civilian personnel issues.

During FY 98, the General Law Section also handled a variety of matters regarding issues of professional responsibility and National Guard judge advocates in the field. Coordination was made with the appropriate standards of conduct offices of the Army and Air Force Judge Advocates General as necessary.

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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, the Uniformed Services Employment and Reemployment Rights Act, the Soldiers and Sailors Civil Relief Act, nonappropriated funds and private organizations, military justice, claims, and equal opportunity. The section reviewed new or revised DoD, Army, Air Force, ARNG, and ANG regulations, Inspector General investigations, military discrimination complaint investigations, enlisted administrative discharge boards, officer withdrawal of federal recognition boards, line of duty investigations, reports of survey, flight evaluation boards, and faculty boards, and prepared advisory opinions for the Army and Air Force Boards for Correction of Military Records. Of particular interest during the year were issues arising from implementation of the Reserve Officer Personnel Management Act (ROPMA), various initiatives pursuant to which the reserve component would provide support to the active component, congressional interest in whether reserve component full-time support personnel are being properly utilized, programs relating to Weapons of Mass Destruction and Domestic Terrorism (WMD/DT), Innovative Readiness Training (IRT) under 10 U.S.C 2012, 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, working 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 98, 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 98, this endeavor involved support of various state Guards in addressing liability from so-called "Superfund third party" sites. Such sites may have properly accepted Guard waste in the past, but now must be remediated under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), with the Guard bearing some liability for cleanup costs.

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. The demands in the area of cultural resources and natural resource management continue to increase. In FY 98, the section assisted in analysis of the scope of new natural resource requirements under the revised Sikes Act, and provided counsel on the interaction of the NEPA requirements with the natural resource management plans and the cultural resource management plans being developed by the Guard.

The Section addressed a decrease in office resources in part by relying on JAG detachment personnel. Specific efforts were made to build the expertise of detachment attorneys in specific areas of environmental law and to provide such attorneys with projects commensurate with that expertise.

Legislation

The legislative attorney works directly under the Chief Counsel. During FY 98, the legislative 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 legislative attorney monitored congressional bills and legislative proposals initiated by DoD and other federal agencies, identified significant issues affecting the National Guard, and drafted comments and reports to address those issues on behalf of the

National Guard. The legislative attorney's work during FY 98 helped shape numerous legislative changes including authority for National Guard members to participate in annual training while on counter-drug duty; clarification and expansion of activities that may be conducted under a state counterdrug activities plan; authority for AGR personnel to participate in weapons of mass destruction emergency preparedness programs; and exceptions to the three-year-time-in-grade requirement under ROPMA. The legislative attorney also analyzed and summarized recently enacted legislation affecting the National Guard, researched the legislative history accompanying relevant legislation, and assisted interested parties in the interpretation and implementation of new statutory requirements and amendments to existing law.

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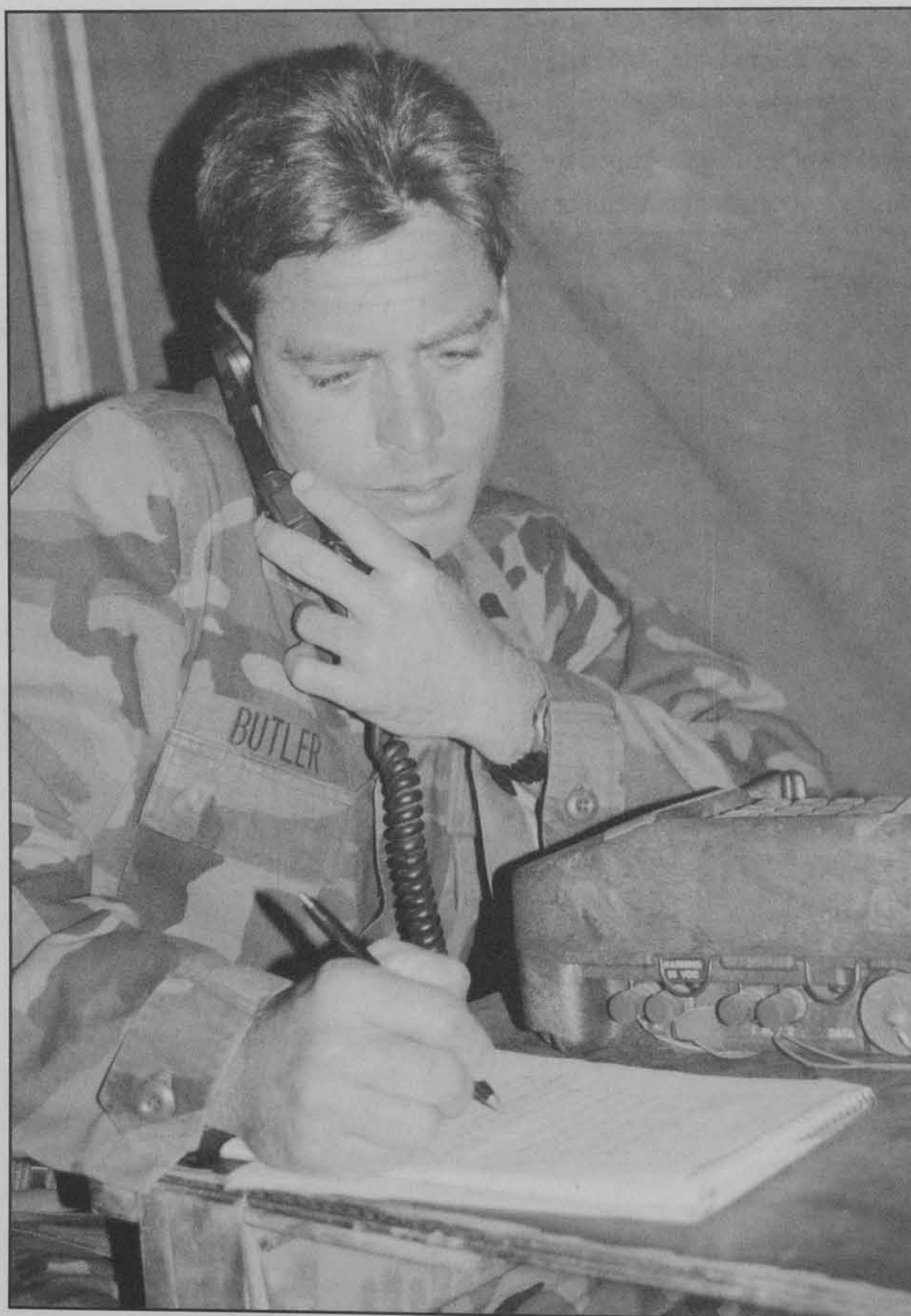
Acquisition

The Directorate of Acquisition is 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 other DoD procurement regulations. This includes oversight of the 54 United States

Property and Fiscal Officers (USPFO) purchasing and contracting activities, 92 ANG base contracting offices, and the operational contracting office for National Command/ Capitol Region at the National Guard Bureau. During FY 98, this amounted to well over one billion dollars in acquisition obligations.

Field Support

The Field Support Branch, NGB-AQP-F, is responsible for the career development and training of all headquarters and field purchasing and contracting personnel. In FY 1998, 192 ARNG and 150 ANG military and civilian members attended mandatory acquisition training sponsored by the Defense Acquisition University.

The Field Support Branch also establishes the policies and procedures for issuing Contracting Officer Certificates of Appointment (warrants) and issues these certificates to those individuals who meet the mandatory training, education and experience requirements mandated in the Defense Acquisition Workforce Improvement Act. In FY 1998, 132 applications for warrants were processed, bringing the total amount issued to 421 nationwide.

In addition, this branch is responsible for processing requests for certification in the acquisition (purchasing and contracting) career fields. To date, 199 personnel have been acquisition certified.

Army Contracting

The Office of Army Contracting is the operational contracting office responsible for the procurement of supplies and services to support the Directorate of the Army National Guard and staff at the Army National Guard Readiness Center (ARNGRC) at Arlington Hall in Arlington, Virginia, and for the contract support to the Army National Guard (ARNG) to procure supplies and services in nation-wide contracts involving two or more states.

The office is based upon the concept of acquisition teaming with the customer. Each ARNG division at the ARNGRC has a specific warranted Army contracting officer through which all acquisition support is provided.

Major programs supported by this office during the fiscal year were as follows:

- Weapons of Mass Destruction;
- National Guard Nation-Wide Recruiting Advertising;
- Training, Readiness & Operations, Unit Planning, Execution and Resourcing System (TROUPERS);
- Controlled Humidity Preservation Program;
- ARNGRC Facility Maintenance & Ground Maintenance;
- Senior Leadership Conference;
- ITT Night Vision Camera;

- Joint Services Interior Intrusion Detection System (JSIIDS);
- Counterdrug and Force Protection Program;
- Drug Demand Reduction Program (DDR);
- Counterdrug Training Program (Supports Local Law Enforcement Agencies);
- Health Evaluation and Information Systems for Drug Abuse in Industry Program (HEIDI);
- National Guard Bureau Army and Air Substance Abuse Programs;
- Counterdrug Management Information System (CMIS) Reporting System;
- Counterdrug C-26B Photo Reconnaissance, Infrared Surveillance and Command/ Control Programs; and
- Counterdrug Reconnaissance and Interdiction Detachment (RAID) Program.

Small and Disadvantaged Business Utilization

The Office of Small and Disadvantaged 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 that want to compete for federal contracts. Under the concept of separation of

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power and authority, it is a separate
activity from the contracting activity
at the Major Command (MACOM)
level and is directly responsible
to the Chief NGB. Although by reg-
ulation it is not part of NGB-AQ,
NGB-AQS is co-located with NGB-
AQ for convenience of coordination.

During FY 98, the dollar
amounts of procurement awards by
NGB to small and small disadvan-
taged businesses were as follows:

Small Business	$ 381,284,000
Small Business Set-Asides	$ 72,801,000
Small Business Small Purchase Set-Asides	$ 29,163,000
Small Disadvantaged Business	$ 115,356,000
Women Owned Small Business	$ 41,685,000
Total U.S. business	**$ 646,654,000***

* The above data excludes Foreign Military Sales, Foreign Sales, actions with other federal agencies and all overseas buys.

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Internal Review

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 98, the following audit projects were undertaken:

- Development of cost allocation plans;

- State Active Duty procedures;

- Carlson-Wagonlit Travel Agency rebates to ARNG;

- Professional Education Center Student Activity Fund;

- ANG Security Cooperative Agreements; and

- Costs Related to World Helicopter Championships.

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 98, 12 Quality Assurance Reviews were conducted. The states of Florida, Vermont, and Missouri were recognized for their outstanding internal review programs.

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.

During FY 98, the first Internal Review Mentorship was developed and implemented. Overall, 15 mentorships were established whereby new internal review supervisors were assigned a mentor to help them accomplish their duties in a more effective manner. Plans are to provide mentorship training on a semi-annual basis.

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.

Equal Opportunity

The National Guard recognizes equal opportunity as a leadership function and a readiness issue. Equal opportunity is number two of the top ten goals of the National Guard, second only to readiness. The equal opportunity goal of the National Guard is to "guarantee each man and woman, military and civilian, equal opportunity for entry and advancement in the National Guard in an environment free from discrimination, bias, sexual harassment, reprisal and retaliation, while emphasizing diversity as one of our greatest strengths." This theme is threaded throughout the Chief, NGB philosophy and leadership guidance to the states and territories.

Special Emphasis Programs

The National Guard Bureau's Directorate for Equal Opportunity is a key member of the Department of Defense Special Emphasis Program Committee, which fosters and maintains relationships with national minority organizations such as NAACP, National Image, Inc., Blacks in Government, and Federally Employed Women, as well as with historically black colleges and universities (HBCU). During FY 98, the National Guard conducted training sessions at several

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national minority conferences. Also, the Chief and Vice-Chief of the National Guard Bureau were primary speakers at several of these conferences.

Statistical Measures

Today's National Guard continues to mirror America. At the end of FY 98, the Army Guard had a minority population of 24.7%. While this is a slight decrease over FY 97 (-1.1%), the Army National Guard's female membership rose from 9.3% in FY 97 to 9.9% in FY 98. Similarly, the Air National Guard experienced a slight dip in minority representation from 19.6% in FY 97 to 18.4% in FY 98, but significantly increased female representation from 14.8% in FY 97 to 18.8% in FY 98.

Despite these overall statistics, the "glass ceiling," the upper third of enlisted and officer ranks, where minorities and women are represented with comparatively lower numbers, remains a challenge. There are indications, however, that this "glass ceiling" is beginning to rise. Growing numbers of women are in senior leadership roles, including the Adjutant General of Vermont, and three Assistant Adjutant Generals. In the past four years, the National Guard Bureau has seen its first Hispanic Chief, first Black Vice-Chief, first Hispanic Director of the Army National Guard, and first Black Chief. The National Guard Bureau continues to work at the state and national level to identify and help develop minority and female leadership within the Army and Air National Guard.
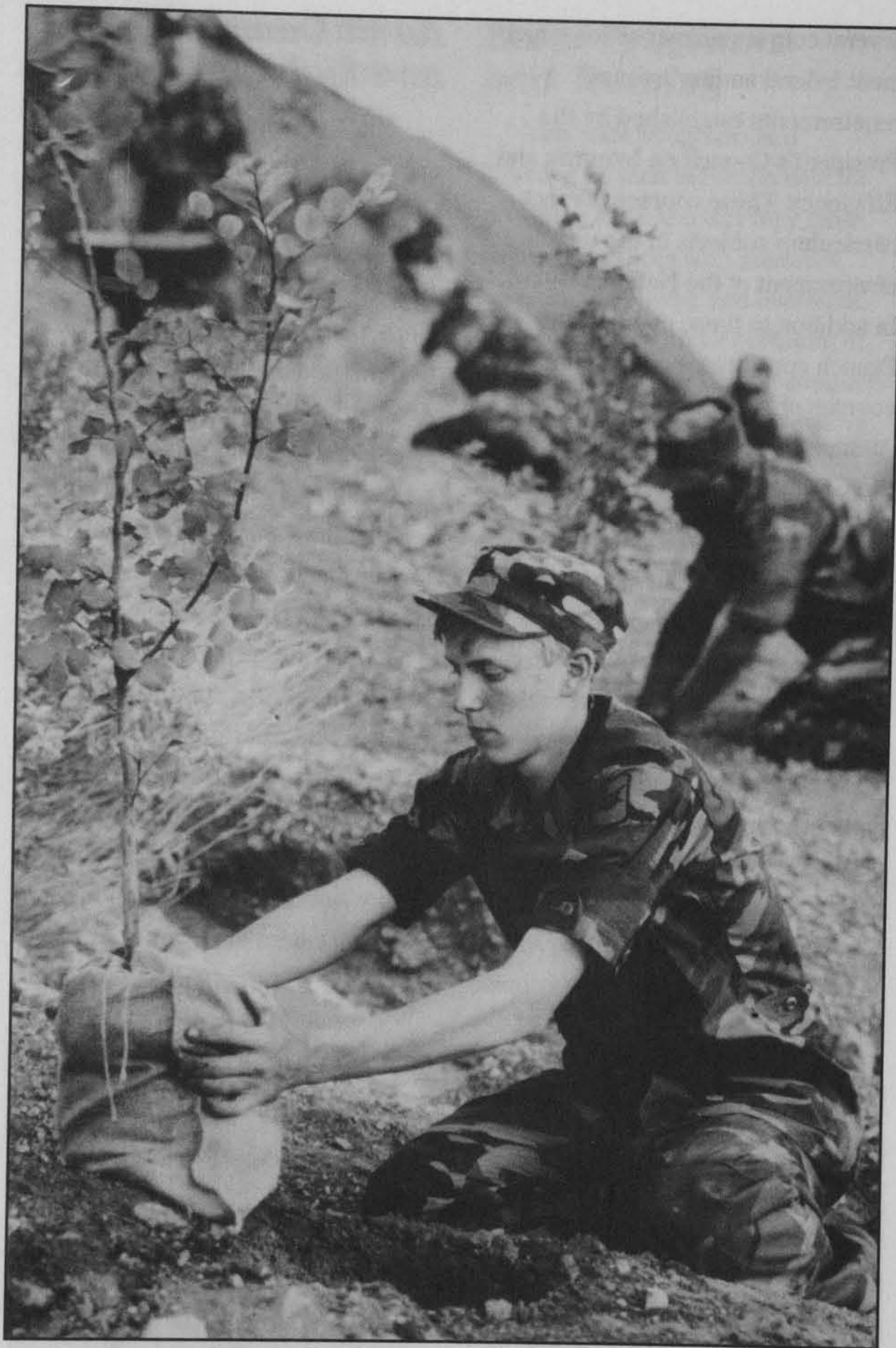
Discrimination Complaints

The National Guard experienced a decrease in discrimination complaints that were not resolved at the state level compared to FY 97. NGB has strongly encouraged alternative dispute resolution (ADR) methods,

particularly mediation, and this has been successful in numerous cases. In fact, in those cases where ADR was attempted in FY 98, over 75% were resolved successfully.

A critical element in the success of a lower incidence of complaints overall is the prevention of sexual harassment (POSH). NGB policy requires POSH training for all members of the Army and Air National Guard and all civilian employees, including contract personnel.

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 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 the office's primary function. 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. Deployments in support of the Bosnia-related operations have shown how important it is to interview and carefully screen each individual about their family situation both prior to and during the deployment process. 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 are being considered within the NGB Family Program. Such services would be readily available to Guard members who live 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 train-

ing, 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 program's mission. Approximately 40% of our State Family Program Coordinators have attended the DoD Joint Family Support Director's Course.

During January 1998, training for new state family program coordinators was conducted in Iowa. Annual specialized military training took place at the National Guard Professional Education Center (PEC), Little Rock, Arkansas, in April. State family program coordinators, Air National Guard points of contact, and Army Guard recruiting and retention representatives were in attendance.

The National Guard Family Program Workshop was held in New Orleans, Louisiana in August and included key family program delegates representing Army and Air Guard family member volunteers, key military personnel, and civilian members of the Guard family. There were over 400 attendees.

Quality of Life Issues

The National Guard Bureau Family Programs Office 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 succeeding in securing additional funding for the following:

- Additional mobilization/ deployment support;

- Expanded information and referral services;

- Crisis intervention counseling, family advocacy;

- Consumer affairs and financial assistance counseling;

- Enhanced outreach programs;

- 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 1998 was $220,327,000, 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 antidrug organizations. This support includes both supply interdiction and drug demand reduction activities.

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 CannabisSuppression/ 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

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Under 32 U.S.C 112, state National Guard counterdrug coordinators prepare detailed plans outlining the type and level of counterdrug support that 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 at left.

Supply Reduction

For FY 98, the state National Guards performed 16,981 counterdrug missions, using 940,026 man-days for this support. Two-thousand, two-hundred ninety-seven counterdrug mission requests went unfilled, due to either a lack of resources or time

Seizures And Arrests By National Guard-Supported Law Enforcement Agencies	
Cocaine:	105 tons
Marijuana:	
Processed:	948 tons
Plants:	46,100,997
Methamphetamines:	83 tons
Weapons:	15,175
Vehicles:	9,070
Currency:	$239,969,002
Arrests:	90,908

availability. Seizures of illegal drugs made by National Guard-supported law enforcement agencies were up this year over last. (See chart above.)

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 manages the deployment of Air National Guard interceptor fighters to support the Joint Interagency Task Force-East while deployed to Howard AFB, Panama. These fighters, F-15 and F-16 aircraft, intercept, shadow, and identify suspected narco-traffickers' aircraft.

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At the request of U.S. Southern Command (SOUTHCOM) and various host-nation governments, the National Guard also operates radar sites in South America. 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. FY 98 has seen this radar program transition to a commercialized process, with the Air National Guard integral to the success of this transition. With a successful conversion to a commercialized radar detachment, all Air National Guard members should deploy from South America by the end of FY 99.

FY 98 saw two additional Counterdrug programs added to the Directorate. Oeprations PACER COING and SENIOR SCOUT, utilizing C-130 aircraft assets, added a photo-reconnaissance and signals intelligence capability to the National Guard's support of U.S. SOUTHCOM. ANG aircraft and crews were scheduled for several two-week deployments throughout the fiscal year.

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 137, 724 biochemical tests, 3,713 of which had a positive result. The Air National Guard tested 31,836 members, with 190 positive results. 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 for Guard members and their families, as well as drug testing as a deterrent. During the past year, the Substance Abuse Program continued their partnership with the Army Center for Substance Abuse to host a joint intranet Web site, offering military substance abuse professionals a ready resource for information and regulatory assistance. The Air National Guard, which created the Air Forces first Drug Testing Program Administrative Manager Course, was joined this fiscal year by the Air Force Reserve in a joint effort to educate and train program managers on the correct procedure of urine collection process.

ANNUAL REVIEW
OF THE CHIEF

ARMY
NATIONAL GUARD

army

FISCAL YEAR
1998

Operations

During Fiscal Year 1998, the Army National Guard mobilized 2,227 soldiers from 96 different units and 40 states under Presidential Selected Reserve Call-up (PSRC) authority in support of Operation Joint Endeavor/ Guard/Forge in Europe, as well as Operation Southern Watch in Kuwait.

PSRC, European Peacekeeping & Middle East

NUMBER/TYPE		PERSONNEL
1	Military History Detachment	3
16	Public Affairs Detachments	133
6	Field Artillery Fire Support Elements	124
6	Target Acquisition Batteries	247
1	Military Police Company	125
5	Adjutant General (PSC) Detachments	262
17	Aviation Cmd Control Elements	528
4	Combat Support/Logistics Units	62
2	Medical Units	70
4	Engineer Elements	88
1	Movement Control Detachment	8
1	Transportation Company	153
8	Finance Detachments	136
2	Signal Elements	44
1	Infantry Company	129
2	Special Forces Cmd Control Elements	14
20	Other TDA Support Elements	101
		2,227

Task Force ABLE SENTRY (TFAS)

The battalion task force, known as "Regulars by God," assumed the TFAS mission on 5 September and deployed 65 Army National Guard soldiers from three states to Macedonia as part of the 1st Armored Division's TF 1-6. The following units were tasked by the National Guard Bureau to provide the first Combat Support (CS)/ Combat Service Support (CSS) slice to TFAS:

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

In addition to deployments under the Presidential Selective Reserve Call-up (PSRC) authority, ARNG soldiers on Temporary Tours of Active Duty (TTAD) supported peacekeeping operations in Eastern Europe (Operation Joint Endeavor/Guard/Forge), in the Middle East (Operation Southern Watch), and in Macedonia (Task Force ABLE SENTRY). A total number of 2,292 ARNG personnel deployed in support of those missions during FY 98.

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Home Station Mobilization (HSM)

Home Station Mobilization is an Army National Guard proposed initiative that empowers the State Area Commands (STARCs) with greater responsibilities for the mobilization and deployment of selected ARNG units. STARCs would assume responsibility for all the mobilization inprocessing activities now conducted by mobilization stations. A unit selected for HSM would bypass mobilization stations and move directly to ports of embarkation. STARCs would also validate HSM units for deployment. HSM increases accessibility of Reserve units by

lowering their "availability date" for CINC OPLAN development.

The ARNG has successfully demonstrated its capability to conduct HSMs during the past three years. To date, 20 units have Home Station mobilized and deployed in support of Operation JOINT GUARD/FORGE.

Unit Training

The Operations Division Combat Training Centers Branch is responsible for Combat Training Center (CTC) strategy and events, and associated Army and Army National Guard regulations. The Army's branch is responsible for the plan-

ning and execution of all collective training and support of CTCs, including the National Training Center (NTC) at Ft. Irwin, CA, and the Joint Readiness Training Center (JRTC) at Ft. Polk, LA.

The Combat Training Center Integrated Training Strategy (CTC-ITS) was developed two years ago. This strategy, integrated as a part of an eight-year cycle, provides battle-focused training for all ARNG units. The strategy also aligns ARNG combat support and combat service support units and divisions with the enhanced Separate Brigades (eSBs).

The unit training initiative, involving the integration of ARNG divisional units in support of FORSCOM's lanes training for ARNG eSBs, continued during FY 98. ARNG divisions provided 11 battalion-sized Task Forces to function as OPFOR in support of the eSB training requirements. These missions enhanced unit readiness of both eSBs and divisions by providing both with increased opportunities for realistic training.

The ARNG continued the use command post type exercises in 1998. Under the BCTP, fourteen ARNG brigades and two 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 a similar degree of difficulty in attaining the standards generated by a "full up" field training exercise, at a fraction of the cost of a live exercise.

Military Support

In Fiscal Year 1998, the men and women of the Army and Air National Guard served their communities during 308 Emergency Response Missions in 49 states and territories. They served 374,115 man-days in support of these domestic support missions, primarily in State Active Duty status. Of these call-ups, 172 were natural disasters, 23 were civil emergencies, 31 supported law enforcement agencies, and 82 were other types of missions. While the number of missions remained the same, 93,561 additional man-days were spent in 1998. 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 preeminent role as the military's first responder when emergencies strike a community.

Throughout FY 98, 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, flood relief, providing emergency shelter and potable water, and aviation support.

The Guard's most significant domestic support operations this year were in response to Hurricanes Bonnie (North Carolina) and Georges (Virgin Islands, Puerto Rico, Florida, Georgia, Mississippi, and Louisiana). Floods, winter storms, and wildfires also consumed a large number of man-days.

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 to respond to natural disasters, civil disturbances, and other emergencies. Most importantly, the Guard is ready and available in case of emergency, without the expense and manpower required for a full-time force.

Training

The 1995 Base Realignment and Closure (BRAC) Commission recommendation resulted in the closure and realignment of four major Army installations to the National Guard. In 1997 at Fort Pickett, Virginia, and Fort Chaffee, Arkansas, "minimum essential ranges, facilities, and training areas....to permit the conduct of individual and annual training" were transferred to the Virginia and Arkansas National Guards, respectively.

In FY 98, these installations operated effectively and efficiently as ARNG Training Centers, each capable of supporting brigade-level operations, including most necessary maneuver land and live fire ranges. Also in 1998, Fort Indiantown Gap's "minimum essential" training facilities were transferred to the Pennsylvania ARNG, and final planning and coordination

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were in process to transfer "minimum essential" training facilities of Fort McClellan to the Alabama Army National Guard in 1999.

New Equipment Training

The ARNG continued an aggressive New Equipment Training (NET) program. Significant equipment fieldings to ARNG units include; M1A1 Abrams Main Battle Tank, M109A6 Palladin, Multiple Launch Rocket System (MLRS), Single Channel Ground/Airborne Radio System (SINCGARS), M2A0/M3A0 Bradley Fighting Vehicle, 120mm Mortar, All Source Analysis System (ASAS), Reverse Osmosis Water Purification Unit (ROWPU), M16A2 Rifles, MK-19 40MM Grenade Machine Gun, and various training aids, devices, simulations, and simulators (TADSS).

Equipment modernization is a continuing endeavor. Force modernization will continue, and is critical to ARNG compatibility and interoperability on future battlefields.

In August 1998, the second Battle Focused Training Exercise (BFTE) was conducted at the ARNG Training and Training Technology Battle Lab (T3BL), Fort Dix, New Jersey. The BFTE uses available resources to train lower-priority units by providing a stressful, realistic experience through the use of Live, Virtual, and Constructive training environments, with aggressive Opposing Forces (OPFOR) and

observer controllers. The first two BFTEs exercised and trained mechanized maneuver battalions. The entire operation was scenario-based, with maximum attention to multi-echelon and individualized training. Intensive planning has begun for the Training Year 99 exercise, which will focus on an artillery battalion, as part of a division staff exercise.

Simulator Training

Continued development and fielding of simulators in the ARNG has led to the expansion of this technology for use throughout the ARNG. By the close of FY 98, NGB had fielded over sixty 12-lane and seventy-five 4-lane Engagement Skill Trainers (ESTs) with enhanced crew-served simulation weapons mix, 140 Armor-Full-crew Interactive Simulations Trainers (A-FIST), 40 Janus staff/ maneuver trainers, 150 Guard Unit Full Crew Interactive Simulation Trainer- II (GUARDFIST-II) forward observer "one on one" trainers, 7 GUARDFIST-IIA forward observer "one to thirty" trainers, and 265 Digital Systems Test and Training Simulators (DSTATS) for Field Artillery units. This fielding level more than doubled the end of FY 97 fielded level of these critical devices, significantly enhancing the ARNG's training capabilities. The ARNG also continued to increase use of its first two sets of Mobile - Close Combat Tactical Trainers (M-CCTT), one each Abrams and Bradley, throughout the Southeast.

Small Arms Ammunition

In August 1998, soldiers from Alaska's HHC & Co A, 1st Battalion, 297th Infantry (Scout), successfully qualified while testing 5.56mm "green" ammunition with their just-fielded M16A2 rifles at their Stewart River local training area. This bullet, made with a tungsten/tin core, is considered to be environmentally safe, and is the first of the next generation of service ammunition that will allow ARNG units to continue to train to standard in our more environmentally sensitive locations. The ARNG continues to be an active partner in the DoD Joint Service Small Arms Green Ammunition Working Group to make this ammunition a reality.

Readiness

The Army National Guard has successfully managed overall readiness by prioritizing resources to units that are designated "First to Deploy". This method of "tiering" ensures that high-priority units receive necessary resources to meet operational readiness requirements and also support the National Military Strategy.

Critical units such as Force Support Package (FSP) and the enhanced Separate Brigades have significantly benefited from tiered resourcing. Lower-priority units such as the eight ARNG Divisions

enhanced Separate Brigades (eSBs)

The fifteen ARNG enhanced Separate Brigades are Army's principal reserve ground combat maneuver forces. They are fully integrated in the two MTW scenarios. The eSBs are expected to meet established ARNG readiness goals by the end of FY 99. Additionally, all of the eSBs have achieved the Army Mobilization and Operations Planning and Execution System (AMOPES) deployment standards.

have struggled to maintain acceptable readiness levels under current fiscal constraints. The Army National Guard is currently working to ensure that all lower-prioritized units are allocated baseline resources, which will allow these units to attain and sustain deployment standards.

During FY 98, Unit Status Reports (USR) indicated that overall unit readiness levels declined by 5%. Several factors contributed to this decline: 1) decreased training levels, 2) equipment serviceability, and 3) non-duty qualified military occupational specialty (DMOSQ) personnel. However, this same time period witnessed a slight increase in DMOSQ senior grade personnel and equipment-on-hand levels. Also, the number of nondeployable soldiers has decreased by approximately 2,000 since the previous fiscal year, primarily due to soldiers receiving appropriate MOS training.

Force Support Package (FSP)

The 218 ARNG units designated in the FSP are the highest-priority units for the Army National Guard. Combat Support (CS) and Combat Service Support (CSS) units primarily comprise the Guard's FSP roster. Consistent with the National Military Strategy, these units are doctrinally aligned to support the nearly two simultaneous Major Theater War (MTW) strategy. They feature one full and partial corps HQ, one theater slice, and one theater opening slice. The FSP is divided into two Packages: FSP 1 supports 4 1/3 divisions, one full corps HQs, and one theater slice; FSP 2 supports the remaining crisis response forces. During FY 98, Unit Status Reports (USR) indicated a 4% increase in overall FSP readiness.

Divisional Readiness

Funding is a major concern for the eight ARNG divisions. During FY 98, training readiness within the ARNG divisions declined due to insufficient OPTEMPO and execution funding. As a result, premobilization training levels and the overall readiness of these units dramatically decreased. FY 98 USR data indicated that overall unit resources and training levels in the division's declined 15% due to decreases in DMOSQ, equipment serviceability, and training readiness.

Despite tremendous fiscal constraints and training obstacles, the ARNG divisions have proved resilient. For example, the 49th Armored Division (TX ARNG) has been selected as the command and control headquarters for an OPERATION JOINT FORGE rotation in support of Eastern European peacekeeping during FY 2000.

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Personnel

The FY 98 end-strength objective for the Army National Guard was to achieve selected reserve strength of 362,000, consisting of 40,291 commissioned and warrant officers and 321,709 enlisted personnel. To attain this goal, enlisted gains were programmed at 56,638, officer gains at 3,682, and enlisted extensions at 45,318. Enlisted losses would be not greater than 64,219.

The fiscal year ended with ARNG strength at 362,459, 100.1% of the end-strength objective. Total strength included 39,307 officers and 323,152 enlisted personnel. Minority strength was 93,871. There were 2,564 black officers, 6.5% of officer strength, and 53,880 enlisted personnel, 16.7% of assigned enlisted personnel. Total black strength was 56,444, 15.6% of assigned strength. There were 1,607 Hispanic officers, 4.1% of officer strength, and 23,613 enlisted personnel, 7.3% of assigned enlisted personnel. Total Hispanic strength was 25,220, 7.0% of assigned strength.

Female strength of 35,712 was 9.9% of assigned strength, and continued to climb throughout the fiscal year. Female strength was comprised of 3,391 officers, 8.6% of officer strength, and 32,321 enlisted, 10.0% 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 retainers into one MOS (79T-Strength Maintenance), 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. Our overall Loss Rate ending FY 97 was 18.1%. This loss rate was the lowest of the three components.

ARNG accessions quality fell slightly below established goals. High school diploma graduates accounted for 82.7% rather than the established goal of 90%. The inclusion of AHSCH (GEDs) in this category (17.2%) raised the percentage to 100%. CAT I-IIIA goal was 67%. We finished the fiscal year at 55.4%; however, we came in below the CAT IV goal, by finishing at 1.8%. The breakout of NPS accession quality for FY 98 is as follows:

Education Programs

Tuition Assistance was provided to over 15,000 M-Day soldiers in FY 98. Soldiers were offered 75% tuition assistance for 15 semester hours during the fiscal year for post-secondary education courses.

For the first time distance learning and external degree tuition assistance were available up-front for soldiers and ARNG federal civilian employees for courses required to be completed within 18 weeks or less. Courses greater in length are reimbursable. By offering tuition assistance up-front, distance learning programs have tripled in enrollments. These programs allow soldiers to obtain a vocational certificate, baccalaureate, graduate, and doctorate degree without ever entering a classroom.

A one-time fee of $75 was reimbursed for both M-Day and AGR soldiers to allow for an evaluation of military education and training, previous college credit, and any college-level exams they pass for college 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 Tests (DSST) were offered free to soldiers and their spouses, and ARNG federal civilian employees. These programs were designed to enhance recruiting and retention

Non-Prior Service Accession Quality		
High School Diploma Graduates	21,882	84.8%
GEDs	3,923	17.2%
Test Category		
I-IIIA	14,071	54.5%
I-IIIB	11,280	43.7%
IV	466	1.8%

Enlisted Personnel Status	
Accessions	55,401
Non Prior Service	25,817
Prior Service	29,584
Losses	61,539
ETS	14,664
Non ETS	46,875
Extensions	
First Term	9,607
Careerist	31,882

The loss rate for FY 98 was 18%.

by allowing soldiers to earn college credit. There was a 20% increase in testing programs for FY 98 by proctoring over 5,000 exams.

All 32 nationally recognized certification exams offered through DANTES were funded in FY 98. Previously, only the Automotive Service Excellence (ASE) Exam and the Food Protection Certification Program (FPCP) Exam were funded. Additional example of exams include the Educational Institute of the American Hotel & Motel Association (EIAH&MA) and Institute for Certification of Computing Professionals. Soldiers are eligible to take certification exams once they complete Initial Active Duty for Training (IADT) and are awarded an MOS.

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

The ARNG education programs mentioned above support the education goals set by the Army for enlisted soldiers and officers. These pro-

grams are responsible for lowering the ARNG loss rate by 4% in FY 98.

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 $9,036 effective 1 October 1998. The MGIB will pay for undergraduate, graduate, postgraduate, vocational, and flight training. As a drilling member, the soldier has ten years after gaining eligibility to use the program. In FY 99, the ARNG will offer the MGIB Kicker to selected units and MOS at a rate of $100, which will increase monthly benefits for full-time students to $351 per month.

Incentive Programs

The Selected Reserve Incentive Program (SRIP) for FY 98 offered the following incentives: a $2,500 Enlistment Bonus for Non-Prior Service (NPS) enlistees into high-priority units, a $4,000 Enlistment Bonus for NPS enlistees into high-priority units for hard-to-fill low-density MOS (CAT I-IIIA only), $2,500 Enlistment Bonus for NPS enlistees in selected units for hard-to-fill low-density MOS (CAT I-IIIA only), a $5,000 Civilian Acquired Skills Program (CASP) Bonus for NPS enlistees, an Affiliation Bonus for PS enlistees based on their

remaining Military Service Obligation (MSO), the Student Loan Repayment Program (SLRP) for NPS soldiers, and a $2,500 3-year Reenlistment/Extension Bonus.

A second 3-year Reenlistment Bonus of $2,000 was offered effective 17 November 1997 for soldiers with less than 14 years of service. Soldiers are eligible for two 3-year Reenlistment Bonuses as long as the contracts are consecutive. In FY 99, the ARNG will limit the Student Loan Repayment Program to existing loans at the time of enlistment.

Enlisted Personnel Management

The Army National Guard completed its transition to a new promotion system using the Select-Train-Promote methodology. This system sets statewide promotion standards with one board per grade per year, enables soldiers to enroll in Noncommissioned Officer Education System courses immediately upon selection, and provides soldiers ranked as best qualified in their MOSs for assignment to higher graded positions as they become available.

Soldiers must review their administrative qualifications to ensure the currency of their personnel records, and elect or decline consideration for promotion. Those who elect consideration also must choose from a range of options where they will accept assignment and promotion within their state.

Extensive reorganizations continued the need for aggressive programs to increase the numbers of soldiers qualified in the military occupational specialties (MOS) for their duty positions. The combination of funding levels and the demands on soldiers' time has required that many soldiers must attend MOS training during Inactive Duty Training and Annual Training in lieu of attending with their units. We continue to search soldiers' records for prior MOS qualification, as well as civilian-acquired skills and education to conserve scarce training resources.

Officer Personnel

Total officer strength at the end of FY 98 was 39,307, 984 below program. 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.

Officer Personnel Management

The Army National Guard began FY 98 implementing the transition plan to the New Officer Evaluation Reporting (OER) system, the first complete revamping of the OER process in over 18 years. Then Army Chief of Staff General Sullivan directed this rejuvenation in an effort to restore credibility in the OER process. The Army National Guard's vigorous program essentially mirrored the Army's executing the Title 10 AGR portion on 1 October 1997, followed by the Title 32 AGR and M-day program on 1

June 1998. The training package incorporated the Army's video and utilized a modified version of the slide show to communicate specific information about the two transition periods. The program is on track and working well.

The provisions of the Reserve Officer Personnel Management Act (ROPMA) are fully in place. A majority of ROPMA goals have been implemented and improvements are being worked. Suggestions are being reviewed and will move forward as regulatory and legislative proposals when it is determined that they will enhance the ARNG program.

The Army introduced the Officer Personnel Management System (OPMS) XXI, that which is designed to meet the challenges of the 21st century. The ARNG has a Transition Team on the ground implementing OPMS XXI, with a goal to complete the process on or ahead of the Army's 5-year timeline.

The Army introduced the ARNG Combat Reform Initiative (CRI), designed to enhance ARNG officer strength at the company grade level. This program approved 150 active-duty lieutenants with 24 to 36 months service for early release from active duty serving out their remaining active-duty service obligation in an ARNG troop program unit. The first officers began arriving in April 1998. The Army Leadership has high expectations for this program and hope that it might be expanded in the years to come.

Active Component Command/Staff

The ARNG is actively into the second year of a program which places Active Component Officers in key Army National Guard positions. Lieutenant Colonel John Hennigan, Commander of the 1-141 Field Artillery Battalion Louisiana Army National Guard, completed his tour in September 1998 and was reassigned to Office of the Deputy Chief of Staff for Operations. The second phase of this program is already under way with a total of 13 officers reporting to six states during the period May to October 1998. These officers will serve in a variety of positions from battalion commander to brigade level operations and executive officers. This program has received kudos and promises to provide many benefits in the effort to promote the one Army concept. The Deputy Chief of Staff for Personnel formed a working group to look into expanding the program to allow ARNG officers to serve on active duty in a direct one-for-one exchange program of commanders, executive officers, operations officers, and company commanders.

Full-Time Support

The Army National Guard's Full-Time Support (FTS) program was established by Congress to organize, administer, recruit, train, and maintain Army National Guard units. The program provides a cadre of over 45,000 full-time personnel, with an annual budget of $2.8B. The FY 98, FTS military force consisted of 23,686 Military Technicians and 22,182 Active Guard Reserve (AGR), soldiers who form the bulwark of day-to-day operations for the Army National Guard.

FTS support requirements are established by staffing standards in units, training support, recruiting, maintenance, and readiness management workcenters. The requirements are determined by detailed analysis of workload. Grade determination is based on classification studies and MTOE requirements. Congress authorizes FTS, which is then allocated to States by NGB IAW, the deployment criteria of various Force Packages. The majority of FTS personnel (94%) work in or in support of deployable ARNG units.

Active Guard Reserve (AGR)

AGR soldiers are force multipliers and mobilization deployable assets. One of the most critical issues facing the ARNG is maintenance of adequate levels of FTS.

The AGR level of support (authorization as a percent of requirements) was 58% during FY 98. Although AGR authorizations continue to be reduced, initiatives are being developed to not only stabilize, but to restore the AGR end-strength to a more realistic percentage of support against requirements.

AGR controlled grades, which enhance professional progression, are not supported in sufficient numbers. In FY 98, the ARNG requested and received an increase in colonel (06) and SGM (E9) controlled grades. This increase was based on the ARNG mission requirement to support the National Military Strategy, which is steadily increasing. A greater need for representation throughout all levels of command increases the requirement for senior grades. Additionally, this increase affords promotion opportunities for career AGR enlisted soldiers and officers who have delayed their promotions due to a lack of adequate controlled grade authorizations, and provides an opportunity to promote our junior personnel.

The Temporary Early Retirement Authority (TERA) program is used as a force-shaping tool to assist in achieving the congressionally mandated reduction in the AGR authorization levels. Shaping provides a way for the reassignment of authorizations among the states. In FY 98, $13.9 M was obligated to transition benefits in support of the early retirement of 265 AGR soldiers.

Military Technicians

The Military Technician level of support (authorized as a percent of requirements) was 56% during FY 98. Despite force structure reductions, equipment modernization initiatives are generating increased technician requirements. Complex modern equipment such as the Apache helicopter, Abrams tank, Bradley Fighting Vehicle, Patriot Missile, Paladin and Multiple Launch Rocket System, require more maintenance manpower than the equipment that these systems replaced. Guard units can operate and maintain these systems at a cost-saving to the Total Force, but they require more full-time soldiers.

Manpower Studies

During this fiscal year, 18 special manpower staffing projects were initiated. New staffing standards are now in place for the Total Army School System, Supply and Services Directorate, United States Property and Fiscal Office (USPFO); Purchasing and Contracting, USPFO; Internal Review, USPFO; Construction and Facility Management; Deputy Chief of Staff for Operations; and Army Aviation Support Facility Material Management.

Force Management

This year, the Army National Guard continued to transition to the mandated 405,000 force structure and 362,000 endstrength levels established by Congress for FY 98. During FY 97, the ARNG inactivated 85 units with 7,684 force structure spaces.

Digitization

Digitization of ARNG units began FY 97 with the fielding of selected Command and Control, Communications, Computers, and Intelligence (C4I) systems to a number of ARNG units. This included the All Source Analysis System (ASAS) to Enhanced Separate Brigades (eSB) and the Advanced Field Artillery Tactical Data System (AFATDS) to I Corps Artillery. However, fielding of these digital systems to ARNG units was part of a "stovepipe" modernization process and not linked to the Force XXI process. Digitization of ARNG units within the framework of Force XXI begins with the Reserve Component (RC) elements that are part of the 4th ID as it converts to a Division XXI design.

Digitization of ARNG units will continue with the fielding of III Corps as the First Digitized Corps (FDC) by the end of FY 04. Currently, the identification of requirements and resourcing the

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digitization of the FDC is separate from the TRADOC Force XXI Echelon Above Division (DAD) design process. Based on the Army of Excellence (AOE) designs and Total Army Analysis – 2005 (TAA-05) allocation rules, the FDC will include ARNG combat, CS, and CSS units. While some units will be digitized from BDE HQ to platform level, projected fiscal constraints have caused the DCSOPS staff to conduct additional research on the "required" level of digitization for many RC units in the Corps.

ARNG Division Redesign Study (ADRS)

The Secretary of the Army approved the ADRS plan, in May 1996. The ADRS examined alternatives to convert existing lower-priority ARNG combat units to required, higher-priority support forces. The ADRS plan converts up to 12 ARNG combat brigades and slice elements from two divisions to required CS/CSS structure during FY 99-12.

In June 1996, the Army began to develop a costing methodology study for both TAA03 and ADRS to define the total conversion cost. The entire process received intensive oversight from both the Army Secretariat and the Army Staff to ensure that all related issues were addressed. The Vice Chief of Staff of the Army approved the cost analysis on 27 March 1997 and directed that

ADRS be highlighted in the Quadrennial Defense Review (QDR) as a major initiative.

The Army is committed to accelerating ADRS. The Secretary of the Army signed a memorandum, constituting guidance, to include appropriate funds in future POMs to procure necessary equipment by FY 07 and complete ADRS conversions by FY 09. To meet this objective requires approximately the same level of effort in succeeding years as POM FY 99-03 programs (approximately $600M per year).

The cost analysis estimated the total funding requirement for TAA03 and ADRS to be approximately $4B. Subsequent revisions have amended the estimate to $5B. In the POM 98-03, the Army programmed $743M, which includes $83M - AC, $468M - ARNG, and $192M - USAR. The FY 98 BES included an additional $200M for ADRS. In POM FY 99-03, the Army invested an additional $1.1B for TAA03 and ADRS, which includes $968M - ARNG and $106M - USAR, to fully fund TAA03 requirements and accelerate the ADRS plan. Total programmed for TAA03 and ADRS is $2.017B including FY 98, with an approximately $3B shortfall to be programmed for during subsequent POMs.

Total Army Analysis 05 was conducted in October 1997, and the final results were published in the Army Structure Message of March 1998. This study validated previous

requirements and added some structure requirements to the division redesign process. At an ARNG Division Process Action Committee (DIVPAC) IV meeting in December 1998, the first three brigades to convert for Phase One of Division redesign were selected: the 1st Brigade, 40th Infantry Division (CA); 67th Brigade, 35th Infantry Division (NE); and 2nd Brigade, 38th Infantry Division (IN). The conversion timeline for these brigades begins in FY 01.

States involved in the conversion process selected COMPO 4 resulting from the TAA outcome. The CS/CSS units they select are based on state requirements or desires and a comprehensive analysis of the entire ARNG. For example, the state of Michigan will inactivate the 3-126 Infantry battalion and activate a Supply and Service Battalion HQs, a Combat Heavy Equipment Transport Company, a Water Purification Detachment, and a Fire Fighting Team (if Fire Trucks become available).

POM 00-05 reflects funding for most of the equipment required for Phase 1 and 2. Results from TAA07, which is under way, will play a major role in determining the future requirements for ADRS. A follow-on meeting of the Adjutants General will be held in the future to determine future courses of action.

AC/RC Integration

The 32nd Air and Missile Defense Command (AAMDC) is scheduled to activate during the first quarter of FY 99 as the first multiple-component unit in the Army. The 32nd AAMDC will consist of 69 Active Component soldiers and 112 National Guard soldiers. The Active Component element is located at Fort Bliss, Texas while the ARNG element will be composed of soldiers from the Florida Army National Guard.

The objective of the multi-compo initiative is to resource units with personnel, equipment, and funding from more than one component to enhance total force integration, improve the resource and readiness posture of Army units, and optimize the unique capabilities of all components. While the 32nd AAMDC is the first multi-compo unit to activate, 12 additional multi-compo units involving the ARNG were approved during Total Army Analysis 2005 (TAA-05). These 12 units will activate in FY 99.

Activation of the AC/ARNG integrated divisions is scheduled for the first quarter of FY 00. The AC/ARNG integrated division will consist of three enhanced separate brigades (eSBs), and an AC Headquarters with a training, readiness, and oversight mission. The 30th, 218th, and 48th eSBs are scheduled to become part of the heavy division headquartered at Fort Riley, Kansas with a forward headquarters at Fort Jackson, South Carolina. The 39th, 41st, and 45th eSBs will comprise the light division to be headquartered at Fort Carson, Colorado.

The teaming concept will partner AC Divisions with ARNG Divisions. The initial test of this concept involves the 1st Cavalry Division teamed with the 49th AD (TXARNG) and the 4th ID(M) teamed with the 40th ID(M) (CAARNG). The partnership will be based on training and support. Each division will rely on their partner to assist in common missions.

The Army National Guard is currently working with U.S. Army Space and Missile Defense Command (SMDC) to develop the force structure for a National Missile Defense (NMD) battalion. The decision to activate the battalions will be made in FY 00 on a 3 + 3 basis.

Logistics

Fiscal Year 1998 saw the conclusion of the RETROEUR (European Retrograde of Equipment) Program, in which the Army National Guard redeployed, repaired, and redistributed excess Army equipment from the drawdown of U.S. forces in Europe. The program was a resounding success, demonstrating that the ARNG could manage a major program and provide high-quality, cost-effective support to the Total Army.

When the program was operating, it had six repair sites and one redistribution site: Santa Fe, New Mexico (wheeled vehicles); Camp Shelby, Mississippi (wheeled and tracked equipment); Fort Riley, Kansas (wheeled and tracked equipment); Piketon, Ohio (wheeled and engineer equipment); Ft. Indiantown Gap, Pennsylvania (wheeled and Bradley Fighting Vehicles); Clackamas, Oregon (communication and electronic equipment); and Lexington, Kentucky (redistribution facility).

Of the program's 450 employees, 75% were ARNG soldiers and 25% were civilians. Most of the ARNG soldiers were state employees reimbursed with federal funds; most of the civilians were employed at Ft. Indiantown Gap, Pennsylvania, and Clackamas, Oregon, where they were temporary federal employees.

As of 30 Sep 98, RETROEUR sites received 8,968 vehicles, 17,642 pieces of communication-electronics equipment, and $413.5M of excess Class II & VII Non-rolling stock. The total value of all the equipment was over $2.6B. The equipment repaired included trucks, trailers, M1A1 tanks, M113 family of vehicles, M3A2 Bradley vehicles, M88 tank recovery vehicles, radios, night sights, and other miscellaneous electronic equipment. By the end of the program, 6,948 vehicles and 11,850 pieces of communications-electronic items had been repaired, and excess equipment valued at $333.7M was redistributed.

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The ARNG also repaired and redistributed over $2B dollars worth of equipment at the direction of the US Army Materiel Command. Present and future ARNG programs are being modeled using the RETROEUR example. The ARNG Fort State concept of supporting the Army at various installations is based on the success of the RETROEUR program, which had an overall return rate on investment of 12 to 1.

Integrated Sustainment Maintenance (ISM)

Sustainment maintenance refers to all maintenance conducted above the direct support level. ISM integrates the capacities and capabilities of the Army, Army Reserve, and the ARNG into one repair program. 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 specialization, economy of scale, and leveraging core competencies.

ISM uses a competitive bid process to award repair "contracts" of specific components to Centers of Excellence (COE). The COEs for the ARNG operate out of existing sustainment maintenance facilities [normally Combined Support Maintenance Shops (CSMS) and Maneuver Area Training Equipment

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

The ARNG sustainment Maintenance Activities (MA) are all potential COEs and are geographically grouped into one of the eight surface equipment Local

Sustainment Maintenance Management (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.

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The ARNG's program transition is being phased over a 2-year period in each LSMM Area. As of the end of FY 98, ARNG COEs were repairing a total of 222 Area Component Lines (for Area States), 71 Regional Lines (for all Army Components within two CONUS regions), and one National Line (for one of the Army's commodity commands). Due to the strong support from the field, ISM achieved an overall cost avoidance of $8.3M in FY 98 for the ARNG, in only the second year of its participation in the program.

CONTROLLED HUMIDITY PRESERVATION (CHP)

During FY 98, a one-year pilot program demonstrated the applicability of controlled humidity preservation technology to the ARNG, and the National Guard Bureau became the Army's lead agent for CHP. An economic analysis of the program was validated by the U.S. Army Cost & Economic Analysis Center. Currently fielded to 32 states, the Army National Guard's utilization of CHP to store equipment has a proven cost-benefit ratio of 1 to 9.

By FY 06, each State will have some form of a CHP program.

The ARNG CHP Program was designed to offset maintenance requirements, by reducing required services, and repairs of equipment not required for training on a recurring basis. This increases equipment readiness, reduces the backlog, extends service life of equipment, and offsets unfinanced requirements in the ARNG military technician program.

The original vision for CHP was to place 25% of selected equipment (emphasis on high tech and mainte-

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nance intensive) into CHP shelters for a 3-year period. When stored in 10/20 condition, the equipment would be considered ready for that period and all services would be deferred until withdrawal.

The current implementation strategy emphasizes placing an average of 25% of maintenance intensive equipment into CHP based on the following criteria: Designated systems (e.g. M1 Series of Tanks, M2/M3 Family of Vehicles, Avengers, Multiple Launch Rocket Systems, Mobile Subscriber Equipment, etc.), low OPTEMPO units and targets of opportunity.

ARMY MATERIEL STATUS SYSTEM (AMSS)

AMSS operational equipment readiness program began during FY 98. AMSS replaced the manual DA Form 2406 with an automated equipment readiness reporting system. Implementation has had a major impact on how ARNG units conduct maintenance and manage readiness data. Computerization has made AMSS easily available at all command levels.

DINING FACILITIES

The new full time dining facility contract revolves around providing a method to support the feeding requirements of ongoing training missions that feed various types of soldiers. The concept allows a civilian operator to procure the subsistence for the troops from menus established by the ARNG. The contractor then prepares the food in ARNG facilities. However, the ARNG only pays for meals served to subsistence-in-kind soldiers. Soldiers in other subsistence statuses will pay the civilian contractor for meals consumed. The program reduces ARNG food costs by 50% per meal by eliminating labor cost and allowing facilities to operate as full-time dining facilities.

Installations

The Army National Guard operates almost 3,100 owned and 50 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 19,000 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

Twenty-nine major construction projects were awarded in FY 98 for a total of $123 M, of which 22 (92%) were awarded in the first year of appropriation. An additional 27 projects are scheduled to be awarded in FY 99. The FY 98 appropriation of $122 M for 24 projects included $104.8 M for major construction, $6.3 M for planning and design, and $10.9 M for unspecified minor construction.

Real Property Operations and Maintenance

Because of a FY 98 DoD-wide Congressional plus-up, we were able to obligate $236.7M for real property and maintenance, about $41.4M more than in FY 97. This program pays for salaries required to support facility operations and maintenance; 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 65 to 70 million square feet, just as equipment modernization and aging facilities are increasing overall maintenance requirements. In FY 88, $3.41 per square foot was available to operate and maintain Army National Guard facilities. In Fiscal Year 1998, however, that amount was $3.03 per square foot, or $2.35 in constant FY 88 dollars.

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Base Realignment and Closure (BRAC)

The BRAC Commission findings and recommendations in June of 1995 resulted in the transfer of four active component installations. The transfer of Forts Pickett, Virginia and Chaffee, Arkansas took place in 1997. Fort Indiantown Gap, Pennsylvania transitioned in 1998, and Fort McClellan, Alabama will transition in 1999.

Comptroller

The FY 98 President's Budget reflected appropriation requests of $2,258.9M for Operation and Maintenance, Army National Guard (OMNG), and $3,200.7M for National Guard Personnel, Army (NGPA).

Operation and Maintenance

The OMNG appropriation is used to finance the operations of ARNG activities. Congressional actions of +39.7M (training operations/ground optempo, and depot maintenance), +85M (Real property maintenance), +26M (information management/distance learning) and +10M (Weapons of Mass Destruction) equaled an increase of 160.7M. During FY 98, $18.0M (Counterdrug Program) and $10.0M (Natural Disasters) were transferred

into OMNG. Total increase to the OMNG appropriation was $188.7M. A Congressional action of -$.6M (Contract Advisory & Assistance Services) was the only decrease for FY 98. Total result of all actions was a net increase of $188.1M and a Total Obligation Authority (TOA) for the OMNG appropriation of $2,447.0M.

Personnel

The NGPA appropriation finances the pay, allowances, clothing, subsistence, travel, bonus payments, and retired pay accrual costs of ARNG soldiers. Congressional actions of $40.0M (schools/special training), $88.2M (annual training, inactive duty training and initial entry training), and $5M (bonus/transition benefits) equaled an increase of $133.2M. Additionally, transfers of $118.4M (Counterdrug Program), $4.7M (Civil Military Program), and $2M (increased use of Guard) into the NGPA appropriation resulted in a TOA of $3,459M.

Management Efficiencies and Performance

The ARNG Army Communities of Excellence (ACOE) continues to deliver increased customer satisfaction and performance improvement, the two primary goals of the Army Performance Improvement Criteria (APIC). APIC has been the ACOE

awards selection criteria for 4 years. The FY 98 ARNG ACOE finalists were, in order: Maryland, Louisiana, and Wyoming, with Massachusetts the "Most Improved" and West Virginia as "Rookie of the Year."

Through video teleconferencing and email, the ARNG Management Control Process Administrators trained several hundred program managers in FY 98. Five ARNG weaknesses were reported forward to HQDA along with corrective action timetables. The ARNG is currently working on resolving 20 weaknesses internally.

Work progressed on publishing an FY 98 ARNG Annual Financial Report, which encompassed the mission and goals of the Director, and how states and other entities are exercising their fiscal responsibilities in support of that mission and goals. Publication is planned for March 1999.

Four Quarterly Army Performance Reviews (QAPR) for the Secretary of the Army tracked ARNG performance against annual objectives and goals in Strength and Readiness. For the QAPR, ARNG used existing performance measures from its Quarterly Review and Analysis (QRA), which tracked each Division's performance as reported to the Director, ARNG, and then further used the QAPR to raise items of special interest to the Secretary of the Army.

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The ARNG started FY 98 with five potential Anti-Deficiency Act (ADA) investigations ongoing. Three of these were completed during FY 98, while the U.S. Criminal Investigation Command was still reviewing two. Four new ADA investigations were initiated this fiscal year. Two cases have been closed with no ADA violation found; the other two are still being investigated. We closed out FY 98 with four open ADA cases, two from FY 97 and two from FY 98. In order to decrease the length of time it takes to complete an investigation, a SOP on ADA processing was published to provide guidance and outline responsibilities of all ARNG personnel.

Financial Services

Enhancements to modules of the Automated Fund Control Orders System (AFCOS) continue to provide superior service to the Army National Guard community. States continue to expand usage of the Inactive Duty Training (IDT) Performance Reporting Module on unit-level personal computers. RCAS equipment fielding has increased the efficiency of paying our soldiers, as the network expedites transmission of data from field sites to the United States Property and Fiscal Office (USPFO).

The Financial Services Center and the USPFOs successfully completed a move within the DCPS accounting record hierarchy from employee level to organization level. This initiative raised the accounting default to the organization level and eliminates the Customer Service Representative (CSR) from entering repetitive accounting data at the employee level for the majority of technicians. This potentially eliminates most of the accounting data errors when there is a new hire, reorganization, change in UIC, realignment, and/or reassignment.
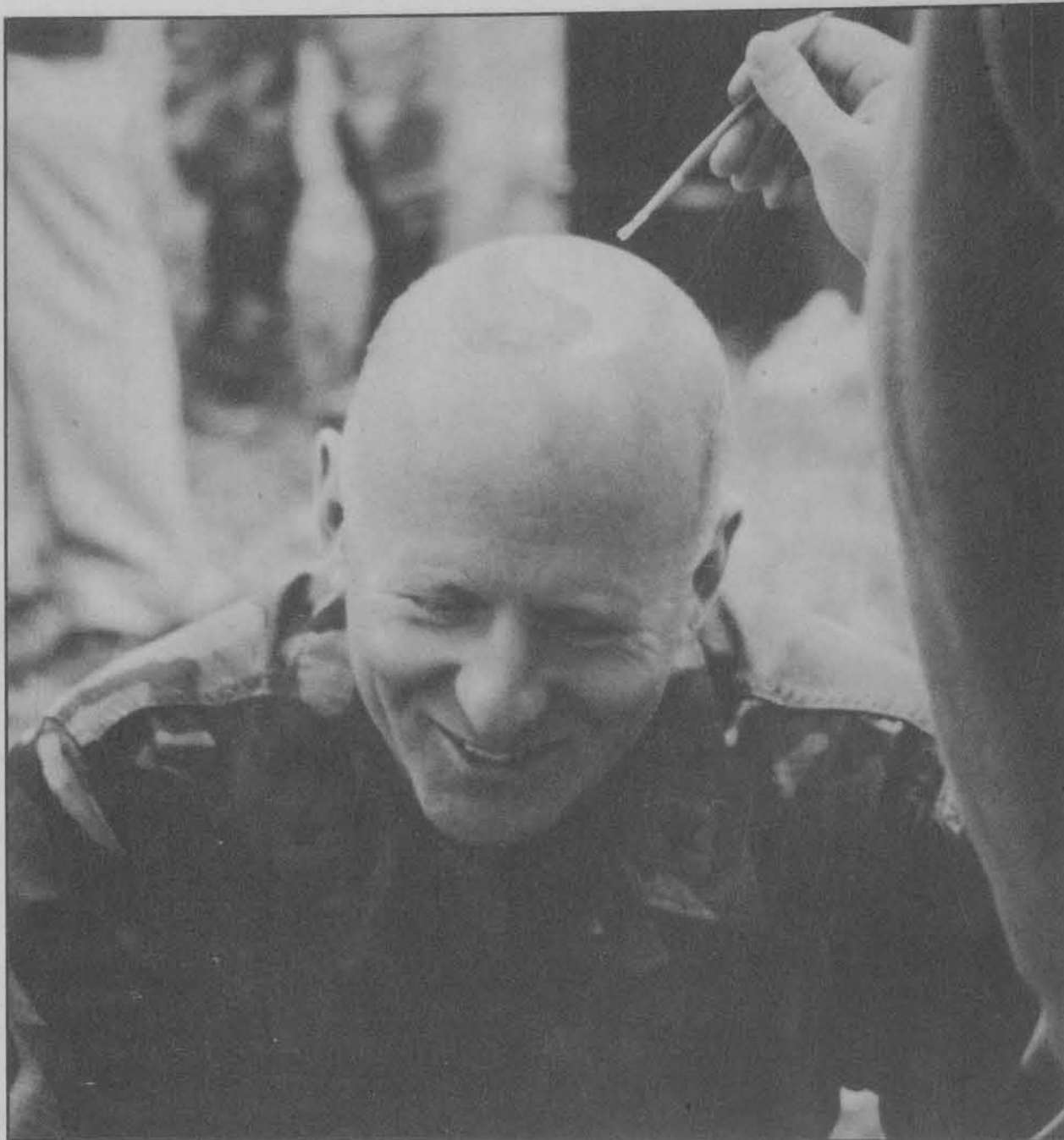
A position on the DCPS quarterly Civilian Pay Liaison Committee (CPLC) was secured by the Financial Services Center. This position represents the Army and Air National Guard in matters related to DCPS system changes.

Responsibility for the ARNG Government Travel Card Program administration was transferred to the Financial Services Center during FY 98. The General Services Administration awarded a new contract for the Department of Defense Travel Card Program to the NationsBank VISA Card. Preparation for the conversion of contractors from the American Express (AMEX) card to the NationsBank VISA card on 30 November 1998 required several months of planning and preparation

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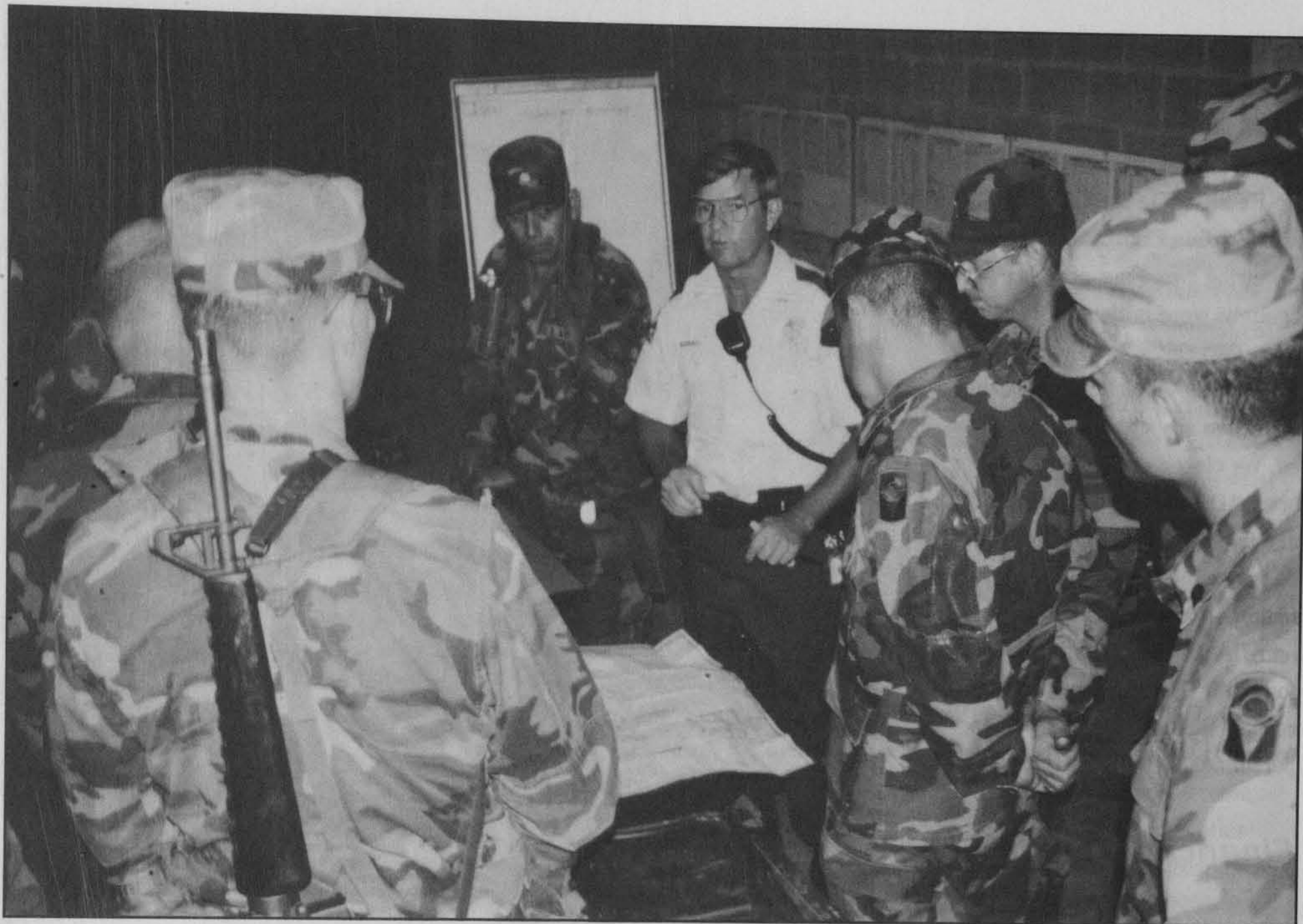
by the responsible personnel. Account Program Coordinators (APC) and alternates were established at each state/territory and activity level. Training for APCs was coordinated and executed at various DoD locations in order to save travel time and funds.

The Financial Services Center and all USPFOs successfully implemented the conversion for disbursing support to the Defense Finance and Accounting Services-Indianapolis Center (DFAS-IN) Directorate for Centralized Disbursing (DCD). Through this

process, the ARNG directly uploads travel and vendor payment files to DCD for next-day disbursement. In addition, the ARNG also has direct access to query DCD's Standard Army Finance System (STANFINS) and Standard Army Finance System Redesign 1 (SRD1) database.

The Financial Services Center assisted in the conversion of the states, territories, and District of Columbia to use of the Internet for connectivity to the Defense Joint Military Pay System (DJMS) and providing upload/download and print capabilities. Military Pay per-

sonnel can now connect to DJMS from their own personal computers, eliminating the requirement of coordinating the functions through their Data Processing Installation (DPI).

Accounting

The Army National Guard continued to reduce existing undesirable account statuses in FY 98. ARNG reduced the net value of its unmatched disbursements (UMDs), 68% to $9.0 M, a significant decrease for the year, reflecting tremendous effort in state accounting offices. Canceling account unliquidated

obligations were reduced to zero from a beginning-year balance of $31.6M. Delinquent travel advances were reduced from $2.0M to $.3M.

Chief Financial Officer's Act compliance became a priority focus of the Secretary of the Army. ARNG participated in the development of the Army's strategic plan to obtain an unqualified audit by FY 03. This plan puts major systems changes and implementations on ARNG's plate in the near term, and ARNG is working closely with Defense Agencies and Army to accomplish its responsibilities within the plan.

Information Management

Information access is a critical objective for the ARNG in the twenty-first century. It is a key to meeting many of the Army and DoD reform initiatives to reduce operational cost and make better use of scarce resources. High-speed information access supports initiatives such as distance learning, electronic publications and forms, electronic commerce, training simulations, and World Wide Web technology.

During FY 98, the ARNG capitalized on the Distance Learning and RCAS telecommunication infrastructure to develop a single network which combines voice, video, and data traffic into one economical, highly efficient integrated network. This network (Guardnet XXI) con-

solidates and upgrades numerous telecommunications functions that were operating in solitary, stovepipe environments. The ARNG completed the task of integrating the RCAS data network into the Asynchronous Transfer Mode (ATM) Distance Learning Network during FY 98. Minor modifications to the RCAS design enabled two states to integrate voice traffic into their network, significantly reducing their long-distance cost and providing a model for integrated voice, video, and data services on a single network. The new design is being implemented in an additional six states during the first quarter of FY 99. When fully operational, the system will provide more efficient, effective, and economical high-speed information access throughout the fifty-four states and territories.

The expansion and improvement of GUARDNET XXI continues as electronic classrooms are fielded to the states. The adoption and implementation of the ATM Forum standards started late in FY 98 to resolve the quality service issues on the network. The new standards will improve video quality on the network and provide automatic allocation of bandwidth based of established quality of service rules. Contract engineers are working with the State Telecommunication providers to implement these standards.

The ARNG continued to expand the usage and improve the quality of

its private Website, GuardNet. Nearly all divisions within the ARNGRC, plus numerous contractors, conduct daily business via GuardNet. With the completion of RCAS and fielding and installation of ATM hubs, GuardNet is in a position to progress to Level III commerce that will enable customers to expand interactivity to include high-level database exchange, video teleconferencing, and secure transmission of information.

Software Development

The ARNG continued expanding its use of structured engineering methodology during FY 98. The development of a management system for Title 10 AGR soldiers was completed, and it demonstrated the ability to reuse code from the Ammunition system that was fielded in 1997. The expansion of the tool set provides the capability to develop reusable components, enforces the use of business rules and data integrity, and is platform and database independent.

The ARNG and USAR also began exploring possibilities of using a single repository to store objects, components, and metadata for reuse in future application development. An Integrated Process Team is working on the standards and business rules for establishing the repository and regulating the processes for adding, deleting, and modifying information contained in

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the repository that will be used by the ARNG, USAR, and RCAS.

The process of integrating the efforts of both functional users and information management professionals continued to improve through the Technical Review Board established by the Information Management Advisory Council. This process was implemented to establish a joint development environment between functional users and the information management community. The Unit Personnel System (UPS) was the first attempt to bring the functional proponents and the information agencies together to build a system that meets both communities' objectives. The Boeing RCAS team also joined in this effort to develop a first-class application that provides ARNG units personnel data that can be used on the RCAS system. The first beta release was distributed in September 1998.

Visual Information Support Center

The Visual Information Support Center (VISC) in Nashville, Tennessee, continued to serve as the Army Guard production center for visual information and audio products, including regional multimedia imaging, banners, posters, and the duplication of video and audio tapes and compact discs. During FY 98, the VISC developed visual information products for recruiting and retention, training,

and drug demand reduction for numerous DoD and state organizations. Additionally, the VISC produced public service announcements and documented ARNG events for historical purposes. Also in FY 98, the VISC Rapid Response Documentation Teams videotaped ARNG units engaged in disaster relief support missions in hurricane, flood, and ice-stricken communities across the nation. Finally, DoD selected the VISC to serve as a Component Accessioning Point (CAP). As a CAP, the VISC will process all ARNG images and forward them to the Defense Visual Information Center for archiving.

Information Operations

The National Guard information technology architecture is a highly interconnected and distributed information environment. This environment not only supports day-to-day administrative functions, but also provides the operational systems that directly support the command and control of military operations. The globalization of networked communications increases access to the guard information infrastructure from points around the world. The increased dependence on information technology also causes an increased vulnerability. These vulnerabilities in turn are exploited by threats that exist from a variety of new and different sources, and incidents occur on a continuing basis, even in peacetime.

Based on the need to protect the information infrastructure and a request from the Land Information Warfare Activity (LIWA) to provide them with information operations assistance, a pilot program was developed in FY 98. This program develops an initial operating capacity in information operations for the National Guard by leveraging the civilian acquired skills of our soldiers. The IO pilot program covers 14 states and encompasses Computer Emergency Response Teams (CERT), Vulnerability Assessment Teams (VAT), tactical IO sections, and IO Field Support Teams (FST).

The Virginia Data Processing Unit was expanded by 41 personnel to support the Army's Land Information Warfare Activity, providing a round-the-clock operations response to land component commanders worldwide. Additionally, they support the establishment of the NGB CERT to provide protection to the Guard Net XXI information environment through screening, analysis, and response to penetration attempts. Five state-level CERT teams will assist the states in security of their systems.

Four ARNG divisions and six enhanced brigades will receive tactical information operations sections to support the field commander. Five full-time personnel will support operational exercises and provide coverage for deployed units. The initial focus is on assisting the

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LIWA, and providing protection for GUARDNET XXI and operational information operations support to deployed units.

Environmental Programs

The Army National Guard's Environmental Program emphasizes responsible stewardship of land and facilities to provide quality installations. To ensure compliance with all environmental laws and regulations, the ARNG continues to strive for early identification of problems and immediate corrective action.

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

Compliance

The ARNG's Compliance program focuses on the reduction of release of pollutants through source reduction, recycling, treatment, and disposal. During FY 98, the ARNG reduced by 340 the number of underground storage tanks not meeting pending Resource, Conservation and Recovery Act Subtitle I standards. Also during FY 98, the ARNG managed projects to upgrade vehicle washracks at 25

facilities, construct hazardous waste storage facilities at 43 locations, construct spill containment structures and devices, both portable and fixed, at 253 locations, and install oil/water separators at 44 locations. All these efforts have resulted in the reduction of open Notices of Violation at ARNG facilities by 16% and new Notices of Violation by 36%.

The ARNG Compliance Program also includes compliance with the Clean Air Act. This past year, the ARNG evaluated strategies to implement the Clean Air Act Inspection/ Maintenance Program. This program involves ensuring that all government and privately owned

vehicles operated on Federal Installations comply with local vehicle emissions requirements. The ARNG expects to begin implementation of this program in FY 99.

In FY 98, the ARNG entered into a partnership with the active Army to expand the capabilities of the Windows Compliance Assessment and Sustainment Software (WINCASS). This software provides an automated method for installation commanders to identify their compliance problems, develop corrective action plans and cost estimates, conduct root cause and trend analysis, and track progress. The Army has adopted WINCASS as the official Department of the Army environmental assessment tool. WINCASS requirements are currently being incorporated into Army regulations.

Pollution Prevention

The ARNG's pollution prevention initiatives promote new technologies that support military operations and training, while reducing the expense of hazardous waste management and disposal. During FY 98, the ARNG was able to complete $5.4M pollution prevention projects. This funding was used to complete pollution prevention plans and opportunity assessments, and the purchase of pollution prevention projects to include aqueous-based parts washers, antifreeze recyclers, and oil filter crushers. Because of

these efforts, the ARNG continues to exceed the DoD goals for reduction in hazardous waste generation.

Conservation

The ARNG has continued to comply with the National Environmental Policy Act by considering the environment each time that federal funds, actions, or decisions were involved. During FY 98, two Environmental Impact Statements (Camp Shelby Multi-Purpose Range Complex-Heavy and Camp Atterbury Multi-Purpose Training Range) were completed with published Records of Decision. In addition, the ARNG completed two Programmatic Environmental Assessments for fielding of the Paladin Weapons system to nine states and implementation of the ARNG Nationwide Pest Management Program. Twenty-six Environmental Assessments were completed during FY 98, supporting fourteen construction projects, eight equipment fieldings, and four training exercises.

A total of 43 states now have Geographic Information Systems (GIS) capabilities. Data layer development continues through contract support services at Utah State University. The ARNG continues to manage one of the four Department of the Army GIS Regional Support Centers, which services the ARNG and six active component installations.

During FY 98, the ARNG completed the following conservation projects: twenty-four statewide pest management plans, wetland inventories covering 250,000 acres on ten installations, and eight integrated natural resource management plans. Inventories of archaeological and historic properties were completed in all 54 states/territories. A total $1.2M was reimbursed back to nine States with training sites that participated in the forestry, grazing, and agricultural outleasing programs.

Restoration

The ARNG continues to evaluate sites for past practice contamination and conduct cleanup operations where necessary. In FY 98, the ARNG executed over $36M in Environmental Restoration, Army (ERA) funding and over $4.4M in Operations and Maintenance funding. The cleanup at Massachusetts Military Reservation continues to be the ARNG's largest cleanup project, with a FY 98 ERA funding of over $29M.

During the past year, the ARNG Restoration Program completed 14 preliminary assessments, to determine the potential for contamination sources, and eight site inspections to determine the actual presence of contamination. Ongoing projects in FY 98 included four Preliminary Assessments, four Site Inspections, 14 Remedial Investigations, and 22 Remedial Actions in FY 98. In addition, the state ARNG environmental

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training missions. The Stabilization Forces (SFOR) operation in Bosnia saw aircraft and personnel from the 126th Medical Company, California, ARNG deploy for a 270-day support rotation. This fiscal year also saw the beginning of a series of deployments to the Middle East for Operation Southern Watch. "Task Force Panther" from North Carolina's 130th Aviation Regiment sent 8 AH-64 and 4 AL UH-60 aircraft to Kuwait; the Task Force also included North Carolina's 130th Maintenance Company, and Company E, 111th Aviation (Air Traffic Services), from Florida.

In CONUS, Idaho's 116th Enhanced Brigade deployed to the National Training Center, while Oregon's 41st Enhanced Brigade deployed to the Joint Readiness Training Center. Kentucky deployed three UH-60s and maintenance elements to Ecuador to support the Southern Command "New Horizons" engineer exercises.

Logistics

The Aviation Systems Branch coordinated with Department of the Army agencies and with Army National Guard units to maintain the operational readiness of over 2,400 ARNG aircraft. The ARNG completed over 800 aircraft movements during FY 98, from the production line to the refurbishment program, and between Guard units as a result of cross-leveling due to force structure

offices had restoration actions either ongoing or proposed at 223 State-owned sites. The state environmental offices are responsible for tracking and executing the ARNG restoration program at state-owned facilities.

Aviation & Safety

In FY 98, ARNG aviators and crewmembers participated in a wide variety of international operational deployments and CONUS-based

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changes within the ARNG. With the increase of modernized systems, 130 of the 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 AVCRADs will focus on component repair and return to the ARNG supply system, avoiding costs which would be otherwise incurred from the Army wholesale supply system.

Due to stringent funding again this fiscal year, the purchase of repair parts, through Stock Funded Depot Level Repairables (SFDLR), continued to be intensively managed at the national level. Due to financial constraints, NGB-AVN began 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. Selected AASFs continue implementing a test of the project recommendations.

The Aviation Logistics Module (ALRM) 1352 report fielded to all ARNG units, enables 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. This program is resulting in more effective readiness management and a more efficient use of critical resources.

Safety, Occupational Health & Industrial Hygiene

The safety philosophy of the Army National Guard requires a total commitment to force protection. Safety directly relates to mission preparedness and, consequently, unit readiness, and everyone shares a responsibility for it.

The ARNG dedicated an operating budget of $5.6M to fund programs to reduce accidents and occupational illnesses in FY 98. This equates to $15 per soldier. Safety training and awareness, purchase of personal protective equipment, accident/illness prevention programs, industrial hygiene surveys, medical surveillance/physicals, range certifications, accident investigations, and risk management integration are just some of the capabilities resourced in FY 98.

The ARNG experienced 231 accidents by the end of FY 98. This cumulative total equates to a rate of 3.98 per 1,000 soldiers, which is 4% lower than the same period in FY 97 and 32% lower than the 4-year average rate. The associated costs increased 39% when compared to the same period last year. This marked increase in costs is primarily due to the rise in Army motor vehicle and privately owned vehicle accidents, and an increase in Class C aircraft accidents.

In FY 98, the ARNG lost 21 soldiers in various types of accidents, as opposed to last year's loss of 14 soldiers. This results in a fatality rate of 0.379 fatalities per 1,000 soldiers. The rate of fatalities increased 33% over last year, and is 33% over the 4-year average rate.

Ninety percent of all accidental fatalities occurred because of motor vehicle accidents. Privately owned vehicle accidents continue to be the primary killer of soldiers. To combat this enemy, the ARNG initiated a motor vehicle accident avoidance task force, the first of its kind in the Army.

The downward trend of cumulative ARNG Ground Class A-C accidents continues. FY 98 ended with 213 accidents for a corresponding rate of 3.67 accidents per 1,000 soldiers. The overall number and rate of accidents are 8% lower than the same period in FY 97 and 19% lower than the 4-year average rate. Personal injuries and combat vehicle

accidents are below the 4-year average; privately owned vehicle and Army motor vehicle accidents are higher than the 4-year average.

In FY 98, there were 19 Aviation Class A-C flight accidents, resulting in a rate of 8.08 accidents per 100,000 hours. One of the 19 accidents was a Class A flight accident, resulting in an accident rate of 0.54 accidents per 100,000 flight hours.

Technician employees submitted 778 lost-time claims during FY 98. This equates to a rate of 30.88 claims per 1,000 technicians. This is 5% lower than FY 97 and 19% lower than the 5-year average rate.

The ARNG launched an aggressive training and education campaign that included providing Occupational Safety and Health training to 200 full-time supervisors, safety training to 90 unit safety officers, and risk management training for the enhanced Separate Brigades and their supporting elements with rotations to the Combat Training Centers. Over 1,500 soldiers received training in the Risk Management Process.

Office of the Chief Surgeon

The Office of the Chief Surgeon provides guidance on Army National Guard medical/health care policies and procedures; serves as advocate for Army National Guard interests; provides Army National Guard medical authorizations and resources; and researches and analyzes Army National Guard health care and medical issues.

Medical Operations and Training

In FY 98, Army National Guard Medical units provided medical support to Engineer Task Force rotations within the USSOUTHCOM theater of operations. In addition, the ARNG conducted a total of five Medical Readiness Training Exercises (MEDRETEs) within the following countries: Belize, Costa Rica, Ecuador, and Guatemala. (See chart below).

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Unit/State	Country	Dates	Personnel
111th Area Spt Med Bn (TX)	Belize	Mar 98	35
Co C, 192d Spt Bn (PR)	Costa Rica	Apr 98	35
Co C, 229th Spt Bn (MD)	Ecuador	May 98	35
249th Spt Bn (TX)	Guatemala	Jul 98	35
Co C, 205th Med Bn (IL)	Ecuador	Sep 98	35

Selected medical units conduct such operations in the United States under laws governing Medical Innovative Readiness Training (MIRT). These exercises provide basic medical screening/care to deprived areas in conjunction with local health authority programs. States participating included Maryland, Pennsylvania, New Jersey, North Carolina, Illinois, Oklahoma, Hawaii, Wisconsin, Colorado, and Arizona. In each state, approximately 200 personnel provided immunizations, medical screening, and rudimentary care to populations in need. These exercises provided an excellent training opportunity for ARNG medical personnel, while also serving the communities in need.

Commitment to the Total Force Policy has kept the Surgeon's Office involved as a full partner in the Medical Re-engineering Initiative (MRI), the evaluation and development of Military Occupation Speciality 91W, a proposed MOS combining the skills of MOS's 91C (licensed practical nurse) and 91B (field medical technician). Also during this fiscal year, the Office of the Chief Surgeon reconfigured the medical training for hospital-based medical systems (DEPMEDS) to provide Medical Company training.

This will enhance the ARNG medical community's ability to support the warfighting missions of the Total Army.

In coordination with the Operations Division, the Chief Surgeon resourced both individuals and medical units to participate in training at the combat training centers, as well as in other operations requiring medical support. In FY 98, the Surgeon's Office continued to support the Weapons of Mass Destruction program, participating in working groups, study review, and other activities associated with this effort.

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Aeromedical Evacuation Operations

ARNG Medical Evacuation units, both ground and air, deployed under Presidential Selective Reserve Callup authority to Bosnia this fiscal year. California's 126th Medical Company (Air Ambulance) became the first Reserve Component MEDEVAC Company to deploy for Bosnian peacekeeping support operations with UH-60A aircraft.

During FY 98, the ARNG intensified the Aviation modernization of its aeromedical evacuation companies. All 11 MTOE Air Ambulance Companies which support the warfighting CINCs are scheduled for UH-60A fielding, thus aligning ARNG aeromedical evacuation units with their active component counterparts.

With the loss of all hospitals, groups, and medical brigades, the ARNG faced a void to provide needed medical readiness services, without negatively impacting the Mission Essential Training of MTOE medical units. To fill this void, the ARNG allocated 4022 personnel to the STARC to form the STARC Medical Detachments. Twenty-seven detachments became functional on 1 December 1997; the remaining 27 will become officially functional on 1 December 1998. The STARC Medical Detachments, as TDA units, devote full attention to completing the medical readiness requirements of all state ARNG assets.

Clinical Services

During FY 98, efforts to fully integrate the ARNG Health Care budget into the Defense Health Plan (DHP) continued through full integration of all Title 10 and Title 32 AGR personnel into the TRICARE system. Efforts to provide full services to personnel who are geographically remote from Military Medical Treatment Facilities continues through involvement with DoD Health Affairs and the Army Medical Command (MEDCOM).

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ANNUAL REVIEW
OF THE CHIEF

AIR NATIONAL
GUARD

FISCAL YEAR
1998

Operations

The Operations, Plans, and Programs Directorate manages the deployment of ANG units and personnel all over the globe in support of exercises and real-world contingency operations. Formerly limited to management of ANG flying units, the directorate was reconfigured in FY 97 to include ANG tactical communications assets.

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 enlisted workdays, some $10M in personnel funding, and approximately $1.4M in National Guard Bureau Operations and Maintenance funds.

The 22 Air Guard C-130 units provide 46% of the total C-130 inventory for the USAF. Overall operations tempo and personnel tempo was very high in FY 98, with a 110 Optempo and 55 Perstempo average. Highlights of FY 98 included a successful deployment of 225 personnel to the Middle East for Operation Southern Watch for 60 days, and a 90-day, 286-personnel deployment to Operation Joint Guard for European peacekeeping. A very successful deployment to Lithuania for a Partnership for Peace operation by the 135th and 127th Airlift Groups included 65 personnel.

Approximately 11% of the C-130 flying program was devoted to Joint Airborne/Air Transportability Training (JA/ATT), which consists primarily of transporting Special Operations personnel. Twenty-two ANG units participated in HQ Air Mobility Command's Big Drop IV with Active Duty and Air Force Reserve C-130s.

Missions and Hours Flown, JA/ATT

FY	Missions	Mission Sorties	Hours Flown
1995	848	3,448	7,593.3
1996	805	3,405	7,666.5
1997	758	2,802	6,153.1
1998	752	2,989	7,061.3

Officer and Enlisted Mandays, JA/ATT

FY	Officer Mandays	Enlisted Mandays
1996	6,579	9,023
1997	6,917	9,779
1998	6,556	8,089

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Highest Level of Participation, JA/ATT

Wing/State	FY 95 Hours	FY 96 Hours	FY 97 Hours	FY 98 Hours	4-YR Average
165th AW (GA ANG)	688	573	796	811	710
166th AW (DE ANG)	713	497	441	601	563
130th AW (WV ANG)	445	597	396	264	423
118th AW (TN ANG)	484	535	408	356	445
167th AW (WV ANG)	473	562	390	440	470
179th AW (OH ANG)	569	434	360	232	376
127th AW (MI ANG)	414	469	463	466	448
153d AW (WY ANG)	505	333	435	365	409
145th AW (NC ANG)	440	535	238	375	400
146th AW (CA ANG)	321	471	417	635	461

Fighters and Bombers

The Air National Guard Readiness Center Fighter/Bomber Deployment Branch manages contingency and exercise deployment units for 41 fighter units, as well as two B-1 bomber units.

FY 98 saw ANG fighters deployed as units 123 times to 57 different exercises. Of these deployments, 21 were in direct support of real-world contingencies, including Northern and Southern Watch (enforcing no-fly zones in Iraq), Coronet Nighthawk (counter-drug operations in Central America), and the permanent NATO mission Iceland Alert. Over 2,100 fighter hours were flown simply getting to and from the exercise locations.

A grand total of 13,778 mandays were utilized by fighter and bomber units in FY 98. Expenditures for the deployed ventures included $3.4M in Operations and Maintenance funds. The combination of 17,395 officer workdays and 43,485 enlisted workdays required an expenditure of $5.1834M from the Military Personnel appropriation.

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 22 air refueling squadrons under 19 wings. In partnership with the Air Mobility Command (AMC) and the Air Force Reserve (AFRC), the ANG continues to meet the air refueling and airlift requirements that are the key element of every ongoing military mission faced by our nation.

During FY 98, ANG crews and aircraft participated in virtually every USAF mission that required air refueling. The ANG tankers provided the majority of the air refueling support for the U.S.-supported NATO peace-sustaining force
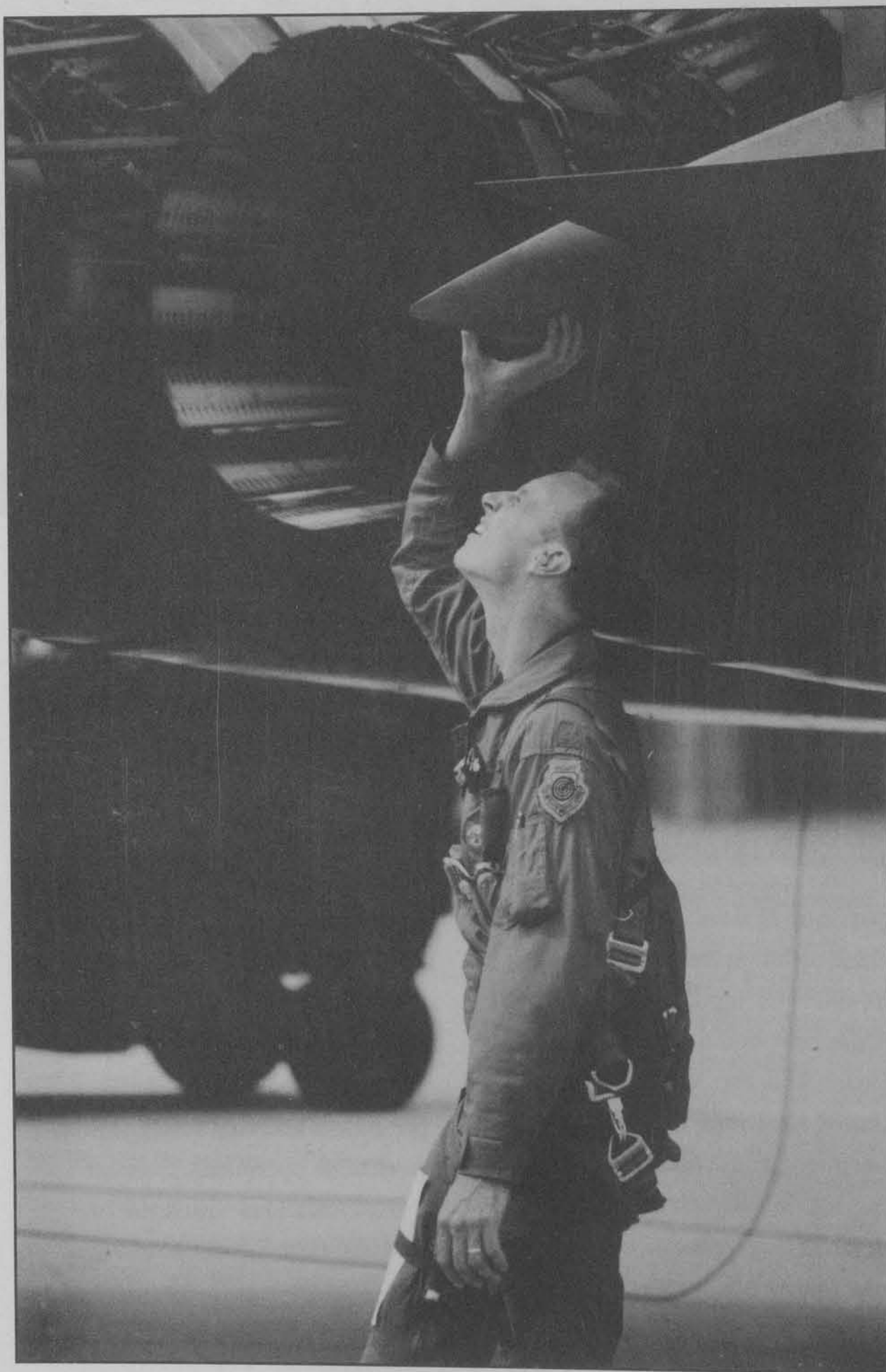
(SFOR) in Bosnia under Operations Deliberate Guard and Deliberate Forge. ANG tankers also provided a strong presence in both Operations Northern Watch and Southern Watch, which support United Nations objectives in Iraq. In addition, ANG assets were called upon by AMC to support four other ad hoc contingency taskings during the fiscal year.

During FY 98, the 19 KC-135 Wings supported the total Air Force with refueling support in Joint Chiefs of Staff exercises like Central Enterprise and Foal Eagle, and MAJCOM exercises such as Cope Thunder and Red Flag. The ANG tankers provide their share of air refueling training for every aircraft in the USAF inventory, with local air refueling missions and TDY training missions.

The National Guard also continued to manage a Foreign Military Sales (FMS) case by providing refueling training for NATO's AWACs component stationed at Geilenkirchen AB, Germany.

In support of the Defense Transportation System, ANG tankers provided airlift on two AMC channel missions during FY 98. The Aviano Eagle provided a cargo link between Dover AFB and Mildenhall AB, United Kingdom; Ramstein AB, Germany; and Aviano AB, Italy, and the Tokyo Talon channel provided an airlift link between Travis AFB and Yokota AB, Japan.

The Northeast Tanker Task Force (NETTF) managed by the 101st ARW (Maine ANG) and the 157th ARW (New Hampshire ANG) continued to provide vital air refueling and mission support during the scheduled fighter rotations to and from the European theater and during the no-notice contingency operations. Each of 19 wings participated in the fighter rotations called coronets that carry U. S. air superiority to every corner of the globe.

During FY 98, six ANG tanker units situated in the Northeastern United States continued to participate in the Northeast Duty Tanker (NEDT) program. This program provides one aircraft and crew dedicated to supporting AMC priority missions.

Finally, the ANG KC-135 community continued to fulfill the refueling mission for the U.S. Strategic Command (USSTRATCOM) in support of the Single Integrated Operations Plan (SIOP).

Combat Communications

As the Air Force positions itself to organize and operate as an Expeditionary Air Force, Air National Guard Combat Communi-cations assets can be expected to play a prominent and vital future role in worldwide operations. Combat Communications within the Air National Guard consists of eight

Groups and over forty Squadrons which represent nearly 80% of the Air Force's deployable communications assets. Twenty-five units are tasked to augment and provide follow-on communication packages to expand operational capabilities at a bare base until permanent C4 assets are installed; thirteen squadrons are tasked to provide "first-in" communication service for a win deployed at a European theater air base, a collocated operating base, or a collocated operating location prior to the arrival of sustaining communications.

Two Joint Communications Support Squadrons are tasked to expand the capabilities of the Joint Communications Support Element providing theater infrastructure to USCentral Command (USCENTCOM). A group headquarters and three subordinate squadrons are tasked to provide long-haul, high-capacity communications nodes to extend the Department of Defense's communications infrastructure into USCENTOM area of responsibility in South West Asia (SWA). Joint Chiefs of Staff directives task ANG to provide one major and five minor nodes within SWA. Additionally, one unit is tasked to provide long-haul, high-capacity communications to the deployed Air Force Forces Commander located at the Joint Task Force level and another support AF Special Operations Command.

All units are equipped with state-of-the-art tri-service tactical communications and ground mobile forces

satellite terminals. These systems provide voice, data, imagery, video, and intelligence information to many austere locations worldwide.

During FY 98, more than 200 ANG combat communications have volunteered for deployments to numerous steady-state operations including Operation JOINT FORGE in Bosnia and Operation SOUTH-ERN WATCH in Saudi Arabia, and to participate in high-level Joint Chiefs of Staff exercises, both over-seas and in CONUS.

Plans, Programs and Manpower

During FY 98, Air National Guard Plans, Programs, Space/Intelligence, and Manpower Divisions were restructured to mirror their Air Staff counterparts. This restructure has greatly improved communications and coordination of programming and execution activities, thus allow-ing the Air Directorate to follow a more coherent plan to support fed-eral, state, and community missions.

As part of the division restruc-ture, a new corporate process was established at the ANG staff level. The "ANG Group" was created to present corporate recommendations to senior leadership that are com-prehensive, balanced, and fully coor-dinated. The Group incorporates guidance and direction obtained in the ANG Integrated Planning Process into the Air Force planning, programming, and budgeting processes. The Group serves as the link between ANG programming and execution, recommending pro-gram adjustments when required. Membership in the ANG Group, which is divided into four mission areas, is chaired by the Plans,

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Programs, and Manpower Directorate, and includes representation from all directorates.

Plans Division

During FY 98, the Plans Division saw great changes in its organizational structure, with the formal organization of Long Range Strategic Planning and Deliberate Planning Branches. This restructure consolidated like functions within each branch.

Long Range Strategic Planning

The Long Range Strategic Planning Branch marked FY 98 as a year of firsts for both planning products and processes. The planning process was realigned to synchronize with the Air Force's strategic planning process. Specifically, the Director, Air National Guard formulated the Air National Guard's Integrated Planning Process (IPP) to tie critical elements of planning and execution into a coherent process. The IPP aligns key planning, programming, and feedback processes of federal and state organizations, and units, to ensure that programming and execution activities follow a coherent plan to support federal, state and community missions.

Using the IPP, the Long Range Strategic Planning Branch expanded the Air National Guard Long Range Plan to include all levels of planning. This groundbreaking document was the model used by the Air Force for improving their planning process.

In a team effort with the ANG's Center for Excellence and units in the field, the branch published the first-ever Air National Guard Corporate Strategic Plan, the compilation of the IPP near-term goals and our opportunity to directly influence the future. A direct result of our corporate strategic plan was the development of the first-ever ANG planning and programming guidance, which will include federal, state, and community priorities to be presented annually to Headquarters, United States Air Force.

During this fiscal year, the branch worked closely with the Joint Staff and the Air Force to redefine the Reserve Component's

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contribution to the Total Air Force. The Branch participated in three interrelated studies that more efficiently integrated the Reserve Components into a more responsive and effective fighting team. The branch was a key player in helping the Air Force to ascertain correct ANG employment roles for FY 00, and assisted in development of the Air Expeditionary Force (AEF) concept.

Deliberate Planning

During FY 98, the Deliberate Planning Branch quickly became engulfed in defining the Air National Guard's participation in two areas of interest which ultimately dominated this year's planning arena: Weapons of Mass Destruction (WMD) and the Expeditionary Air Force (EAF). Tremendous energy was expended on these two areas as we outlined new ways to rapidly respond to new missions and threats.

The increased threat posed by WMD at home and abroad received renewed attention this year. The Office of the Secretary of Defense, working through the Department of the Army's Director of Military Support, identified the National Guard as a key player in responding to WMD events. Following consultation with national laboratories, the Consequence Management Program Integration Office (CMPIO), and numerous other agencies, the Army and Air National Guard began crafting plans to respond to various sce-

narios. The first phase of this plan established ten CONUS-based teams consisting of 22 personnel each. These Rapid Assessment and Initial Detection (RAID) teams will be available to assist local authorities in determining the nature and extent of a WMD event and recommend military units that can assist with casualties, cleanup, and security.

In a related effort, the branch also strengthened its Continuity of Operations Plan for the Air National Guard (COOP-ANG). This plan ensures that critical functions will not be interrupted in the event that a WMD or other cataclysmic event occurs in the nation's capital.

The most important planning of the year in the Air Force was the Expeditionary Air Force, and the ANG actively participated as the Air Force explored various avenues to transition more fully into a "Shape & Respond" force. Following reductions in "Cold War" force structure, units reexamined how they could step up to an ever-increasing operations tempo, and the solution favored was the expeditionary concept. As currently envisioned, this will result in 10 to 12 "Air Expeditionary Forces" (AEFs) scheduled over five consecutive 90-day periods. These AEFs will be manned and equipped to respond to a myriad of crises.

The immediate impact on deliberate planning has been the need to review and restructure current Unit Type Codes (UTCs) which will

better fit into an AEF. Further work has been done to regroup current UTCs into groups known as Core UTC Packages (CUPs), which will be the building blocks for an AEF. One dramatic example of this restructuring is the re-role of ANG Air Defense F-16s into General-Purpose units. Other aviation UTCs as well as headquarters and support units have been adjusted to meet AEF requirements. This work will continue into FY 99 as we get closer to deploying the first AEF.

There were several other notable achievements during 1998 that were not directly linked to WMD or EAF. ANG Functional Area Manager (FAM) training was enhanced with the distribution of a new FAM handbook, and connectivity with the field was improved with the continued implementation of global command and control systems.

Programs Division

The Programs Division is responsible for developing, integrating, and implementing operations policy and programs for Air National Guard (ANG) combat and mobility forces. The division develops and coordinates wartime forces for the ANG and prepares and justifies the ANG program, and is accountable for the combat readiness of all ANG combat and mobility forces, beddown, unit conversions, and bases.

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Power Projection

The Power Projection Branch is responsible for developing operations policy for ANG fighter, bomber, and support forces. It programs for a combined annual ANG budget of over $1.7B, and is accountable for the programming, training, and mission readiness of over 500 ANG aircraft organized in 50 flying units.

As the lead agency for the development of new ANG fighter flying training units (FTUs), the branch successfully oversaw the startup of the ANG's first-ever F-15 FTU and the reorganization of two F-16 units from the general purpose mission to the training mission.

This branch is the agency accountable for force structure, future force structure, force modernization road maps, and funding options to support operational requirements for the twenty-one F-16 General Purpose fighter units through direct coordination with the Air Staff, HQ Air Combat Command, and HQ Air Education and Training Command. Personnel in this branch coordinated and directed changes to correct long-standing age-related and attrition deficiencies in both the F-16 and A/OA-10 fleets. For example, a Service Life Extension Program (SLEP) was successfully programmed and funded in the FYDP for twenty-four F-16A aircraft supporting the Foreign Military Sales (FMS) training program at Tucson International Airport.

Additionally, a Service Life Improvement (SLIP) was programmed and funded for all pre-Block forty engine F-16Cs assigned to the active and Air National Guard/Reserves. Another force structure change having significant impact on the ANG was the conversion of the 156th Fighter Wing in San Juan, Puerto Rico, from the F-16A to the C-130. This move reduced the number of antiquated F-16As remaining in the ANG fleet, while ensuring that the flag remained open.

As a programming agency, this branch is responsible for over a $65M-per-year program for First Air Force and all CONUS-based Regional/Sector Air Operations Centers, affecting over 1,100 people at four locations. The personnel in this branch oversaw the operations of the lead command and control agency for all air defense forces protecting the Continental United States. Included in this oversight was the planning and execution of the conversion of four dedicated air defense units to the general-purpose role and the establishment within the FYDP of "flex" sites for use by follow-on forces as required.

Branch personnel successfully brought forth the $210M per year B-1 and $155M per year A/OA-10 programs, by defending these programs in the POM budget process, and by converting excess full-time aircrew positions at Robins AFB,

Georgia, into traditional positions and funding manpower authorizations for weapons and fuels personnel. In addition, the Power Projection Branch was the ANG lead agent for the planning and implementation of the Air Force of the 21st century – the Expeditionary Aerospace Force (EAF). The foremost question regarding future changes is, "What should the ANG look like organizationally in order to accomplish its 21st-century missions?" Expected benefits of the new structure will include a leveling of OPTEMPO and PERSTEMPO across all components, leading to more long-term predictability of contingency deployments, thereby providing stability for personnel, their families, and their civilian employers.

Mobility Forces

The Mobility Forces Branch continued efforts to finalize plans for the new C-5 simulator at Stewart ANGB, New York. Long lead production items have the potential of delaying delivery that would require a substantial increase in the C-5 flying hour program until the simulator is operational. The new KC-135 training facility at Scott AFB, Illinois, is progressing and should be operational in FY 01. In the C-130 area, the branch continues to work issues relating to reducing the number of these aircraft in the ANG.

Manpower and Organizational Division

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, functions managers within the ANG, and the Air Staff.

Military Requirements

The Military Requirements Branch is responsible for managing all military (mobility) manpower for the ANG, and with providing senior leaders with the information to ensure that ANG program decisions reflect effective, efficient, and economical management of military manpower resources. Validating and streamlining the process that leads

to accurate statements of manpower requirements, and maintenance of the command Unit Manpower Document (UMD), are primary responsibilities of this branch. In FY 98, missions changes such as Expeditionary Air Force/Air Expeditionary Force (EAF/AEF), the new ANG corporate process, and conversion to the new Manpower Data System resulted in significant changes, necessitating new methodology and procedures.

Conversion to the new Manpower Date System was accomplished this fiscal year. This system eliminates the flow of manpower change action requests received by mail. However, computerization requires that the branch analyst personally manage, review, analyze, and respond to each action.

Full-Time Requirements

The Full-Time Requirements Branch provides support to the ANG senior leadership with regard to the peacetime mission. Validation of manpower requirements is maintained by developing standards, and by continuous review of the active Full-time Manpower Document. The Military and Full-Time Requirements Branch encompass all aircraft maintenance and operational flying/ training squadrons, plus air control squadrons, ranges, base and combat communications, weather, and other operation units, along with all rated authorizations.

Significant activities this fiscal year were the transfer of space missions from the Active Air Force to the ANG. We have also re-missioned a large number of Air Defense units to General Purpose Fighters as the "threat" to the U.S. continues to change.

Management Engineering

The Management Engineering 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 competitive sourcing program.

During FY 98, standards were completed for KC-135 aircraft maintenance, financial management, the

123rd Special Tactics Flight, and ANG-wide logistics supports flights. Also, manpower standards for C-130 aircraft maintenance, communication flights, and medical services were begun. The groundwork for two direct conversions from an in-house to contract operation was completed.

During FY 98, a total of 622 ANG and AF suggestions were processed. The overall adoption rate was 89%, up from 74% in FY 97.

Finally, two new ANG man-hour availability factors (MAF), one for military and one for the overall ANG work force, were developed and approved.

Space and Intelligence Division

This division is chartered to lead the ANG into the new missions areas of the 21st century by examining current and future missions, determining their applicability to the ANG and Total Force policy, and then coordinating and executing assumption of those missions deemed appropriate to the ANG. The office is staffed with only four people in Washington and two personnel at Air Force Space Command headquarters in Colorado. The division is also responsible for ANG information operations/warfare missions and the future role of the ANG in this area.

The division was moved from the Operations to the Plans, Programs and Manpower Directorate this fiscal year. This move dissolved the continuity of intelligence support and the senior officer support for operational intelligence functional management, but the one staff member left behind at Operations provides direct day-to-day support within that directorate for unit intelligence operations.

Space

The Space Branch is responsible for headquarters management of all aspects of ANG space programs, to include planning, programming, and budgeting for future missions, as well as assisting current units in day-to-day operations. Currently, the two mission areas under the Space Branch's purview are the 137th Space Warning Squadron (SWS), CO ANG; and the ANG Space Augmentation Team (ANGSAT) attached to the 236th Combat Communications Squadron (CCS), LA ANG. The 137th SWS executes the mobile ground system portion of the Defense Satellite Program (DSP) mission, providing missile warning, space launch, and nuclear detonation information to North American Air Defense Command and to Space Command. The 137th SWS represents 100% of the Air Force's endurable survivable missile warning capability. The ANGSAT provides communications and space expertise in support of the Air Force

Space Support Teams (AFSSTs) assigned to Space Command.

During FY 98, the 137th SWS, the ANG's first-ever space operations unit, completed its first full year of operations in support of Space Command's missile and launch warning mission. The unit completed over 250 days of operational shifts executing the mission for its active-duty counterparts and was cited twice as Space Command's winning unit for "100 Days of Error-free Performance." The ANGSAT was formally organized in FY 98 to continue providing their communications expertise to the AFSSTs. At the end of FY 98, five members of the team have been fully certified as AFSST members, making them the first certified space support personnel in the Guard. Members of the team have performed over 200 mandays in support of AFSCP demonstrations, exercises, and real-world operations in Bosnia.

Although the Guard has only these units leading the way into space as of this date, the ANG Space Branch coordinated the effort to get approval of the program change request to transition the Mobile Command and Control System (MCCS) mission to the Wyoming Air National Guard to begin next year. The proposals for five new missions in five states was also developed this year, laying the groundwork for such missions as space launch range support, Global

Positioning System command and control, information warfare support to space, and joint space support teams to come to the Guard.

Space Command's interest in Reserve Component mission growth resulted in a historical first for the ANG. The ANG will have personnel integrated into the mission ground station of the DSP follow-on mission of Space-Based InfraRed System (SBIRS). The ANG will thereby become an integral partner in the strategic defense of the U.S. against ballistic missiles and other threats.

Intelligence

The Intelligence Branch is the focal point for all intelligence policy, programs, plans, and systems in the ANG. ANG intelligence programs fall under three major groups: Intelligence Squadrons (IS), flying squadrons, and ANG locations with assigned operations intelligence personnel. At the end of FY 98, the number of intelligence personnel in the ANG totaled 922, with 323 officers and 599 enlisted personnel.

The ANG has three imagery intelligence squadrons: the 117th IS, AL ANG; 123rd IS, AR ANG; and the 152nd IS, NV ANG. These three squadrons comprise more than one-third of all ANG intelligence manpower, and the Intelligence Branch has direct functional and programmatic responsibility for them. The Imagery Intelligence Squadrons

provide special analysis, production, storage, and distribution of both wet processed film and digital imagery.

The units provide peacetime and wartime augmentation to European Command's Joint Analysis Center at Molesworth, England, and to the 480th Intelligence Group at Langley AFB; they are also members of DoD's Joint Reserve Intelligence Program (JRIP). The 117th IS and 123rd are the only USAF units designated as JRIP sites. Both units routinely do peacetime production for the Defense Intelligence Agency and other intelligence centers.

The 169th Intelligence Squadron is a signal intelligence (SIGINT) unit that provides airborne and ground-based Near Real Time (NRT) SIGINT support and Battle Management to operational commanders. Comprised of 150 airborne cryptolinguist, maintenance, and support personnel, the 169th is also the USAF repository for low-density linguistic capabilities. During FY 98, this unit's personnel deployed to augment USAF SIGINT assets to Central Command, European Command, and Pacific Command.

The bulk of the ANG's remaining intelligence personnel are located in the 88 flying units. Intelligence personnel are assigned to the flying squadrons of all aircraft weapons systems, averaging seven per squadron. Other intelligence functions include 19 air control squadrons with five assigned intelligence personnel; eight Special

Operations Command units with four personnel; and one space unit with three intelligence personnel. The 1st AF headquarters and three NORAD sectors are also assigned six intelligence personnel each. Two former Air Control Groups have converted to Air Operations Groups to augment AOCs; included in this manning will be about 30 intelligence personnel.

In FY 98, the ANG was successful in programming $1M per year, beginning in FY 00, to support the installation of the "Senior Year Gateway" (SYGATE). This places a capability in the ANG to hook into virtual communication architectures to integrate into AF and Joint Intelligence Surveillance and Reconnaissance (ISR) architectures. The ANG can now participate in real-world, real-time, ISR collection reporting, analysis, and production at home-station, as well as providing a reach-back capability for deployed units.

During FY 98, ANG intelligence personnel deployed to Central America to conduct SIGINT operations to support Southern Command requirements and counterdrug operations. The SENIOR SCOUT platform produces over 80% of SOUTHCOM's SIGINT requirements. This system was also deployed in support of two military exchange programs that were of great interest to the Joint Chiefs of Staff and to the State Department.

Acquisition

The Acquisition Directorate is focused on procuring and delivering near-term combat capability for the ANG by concentrating on Commercial-Off-The-Shelf (COTS)/ Non-Developmental Item (NDI) solutions. Emphasis focuses on the core tenants of the "Combat Quadrangle." The four over-arching requirements that the warfighting CINCs demand for a unit to "come to the war" ready are the ability to: (1) employ with precision strike, (2) employ with 24-hour operations capability, (3) employ with data link capability/information dominance, and (4) employ and survive in a complex threat environment.

In FY 98, the Air National Guard continued to make significant contributions to AF combat capability with several modernization programs. Teaming with the active Air Force, the Acquisition Directorate provided numerous combat capabilities, ensuring that the ANG will be ready to take on their tasking responsibilities under the Expeditionary Air Force (eAF) philosophy.

Power Projection

To complement the combat quadrangle, the Combat Upgrade Plan Integration Details (CUPID) program combines four previously stand-alone F-16 block 25/30/32 modifications into one modification speedline. The CUPID program integrates Global Positioning System (GPS), Night Vision Imaging System (NVIS), Countermeasures Management System (CMS), and Situation Awareness Data Link (SADL) into the F-16, and has a cost avoidance of over $110M.

The F-15 Fighter Data Link will provide comprehensive situational awareness for air superiority combat aircrews. The ANG saved this underfunded AF program by becoming a paying partner and, in turn, decreasing unit cost and ultimately total program cost.

Mobility and Tankers

In the mobility and tanker arena, the directorate was equally successful. In FY 98, PACER CRAG installations began on ANG KC-135 tankers. This program upgrades cockpit displays and radar systems, among other things. Overall, PACER CRAG upgrades will improve reliability/maintainability, enhance mission capability, and reduce cockpit workload. In addition to tanker upgrades, the ANG received its first modified C-141C block aircraft, which integrates a glass cockpit, TCAS II, and a defensive systems package.

The C-130 Avionics Modernization Program (AMP) will convert all C-130E/H1/H2/H3 block aircraft into one baseline avionics configuration. This program will span several years, but this year marked the critical planning period. Additionally, the C-130J aircraft, which will provide increased capability and reliability to the fleet, should be delivered early next year. The ANG received funding in FY 98 for four additional C-130J aircraft. These additional aircraft will also go to the 135th Airlift Wing, Baltimore, Maryland, completing that unit's conversion.
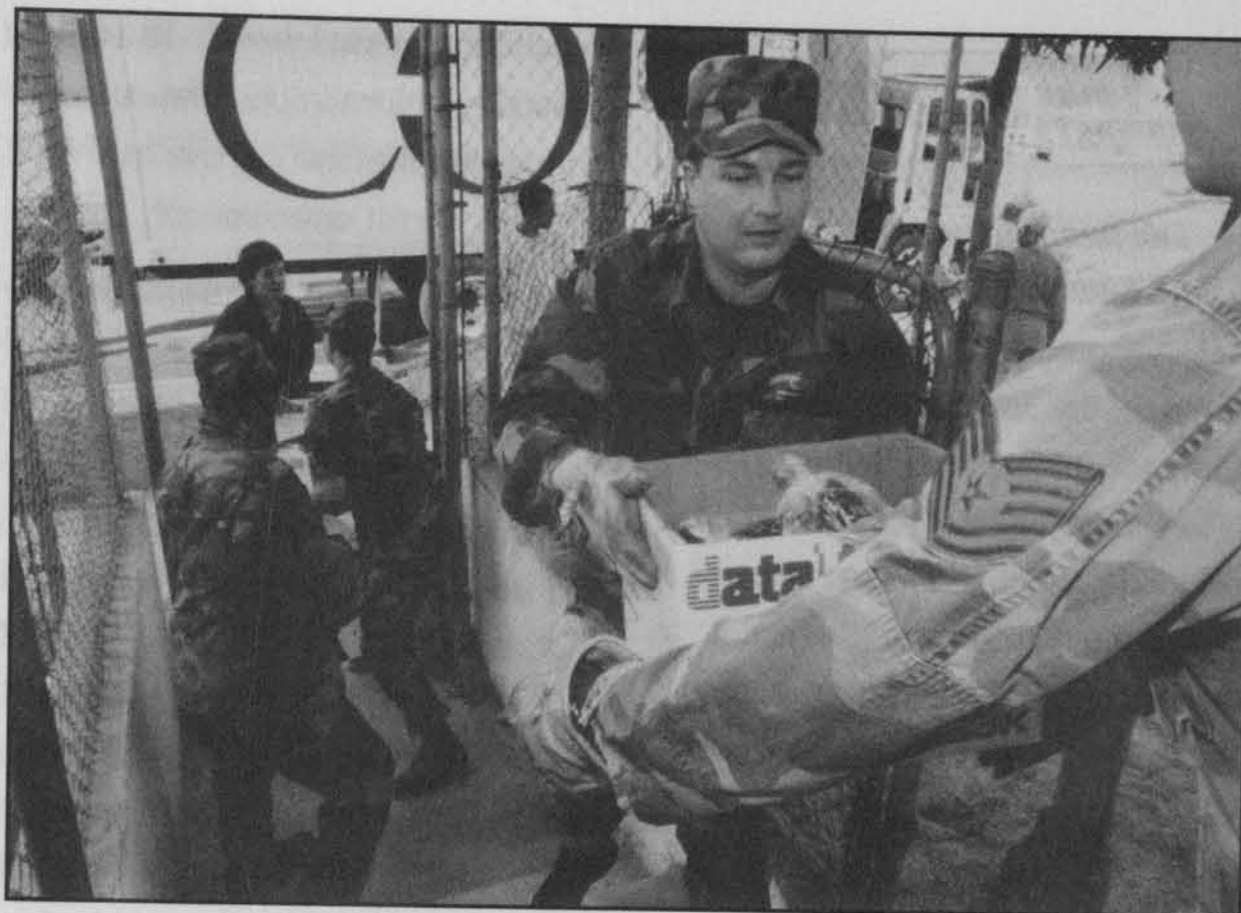
The ANG completed an HC-130 upgrade modification program in FY 98, upgrading the 1995 aircraft configuration, with emphasis in Night Vision Imaging Systems (NVIS). In line with other C-130 modification programs, the LC-130 "R-Model" conversion planning was accomplished, paving the way for Navy C-130 variants to convert to the ANG special mission variant. Operational LC-130s also received their own upgrades to include replacing radars with current production models and adding SATCOM to support special polar missions.

FY 98 marked delivery of two ANG C-38 aircraft to replace the aging ANG C-21. These Astra SPX aircraft were delivered to the 201st Airlift Squadron, Andrews AFB, Maryland. This commercial solution provides the need for greater range and increased passenger load over the C-21. There remains an outstanding requirement for two additional C-38 aircraft.

Training Devices

Unit Training Devices (UTD) continued to be the primary trainer for the ANG F-16 fleet. Work continued on the A-10 UTD and F-15 Full Mission Trainer (FMT) as well.

Working with the Air Force Reserve Component, the ARC stood-up the first ever C-130H2 Aircrew Training System (ATS). This trainer is fully populated, concurrent with the current aircraft configuration, and provides the capability for a 7-day mission rehearsal (for short notice contingency planning). Additionally, extensive planning for the C-130H3 ATS was accomplished in FY 98, with a full system due to the ANG in FY 99.

To fold these trainers together, the directorate was intimately involved in the Distributed Mission Training (DMT) planning. DMT is a future effort to network these devices and enable pilots to practice Large Force Exercises and AeF missions in the trainers prior to actually flying their associated aircraft.

An Air Combat Training System for the Alpena, Michigan Combat Readiness Training Center (CRTC) was procured, tested, and declared IOC in FY 98. This system, the Alpena Kadena Interim Training System (AKITS), will allow aircrews to record all mission data (including shots, kills, and TSPI data) and replay this data during a computer-generated debriefing. Alpena is the first stateside Air Force location to receive a GPS-based, state-of-the-art air combat training system.

Personnel

Air National Guard Recruiting and Retention had another banner year during FY 98. This was the third consecutive year that the Air Guard met its end-strength objectives. Air Guard recruiting continued with its successful Target theme with "Target 98." This year's focus was on "Effective Manning." Although the ANG had met end-strength objectives for the past two years, it was faced with ensuring that members were being recruited for vacant positions.

At the beginning of FY 98, many members were in an excess status (more persons assigned to a position than authorized), with over 3,000 actual vacant positions on the books. The challenge to the sales force was to recruit for those "hard-to-fill" positions and offer re-training opportunities to those in excess status.

The ANG began FY 98 with 110,023 members, but programmed end strength had decreased to 108,002. The enlisted accession goal was 8,004, and our officer accession goal was 1,100. ANG exceeded both of those objectives and ended the year at 100.1% manning.

Another bright spot was retention. Air Guard retention was the best of all the reserve components in FY 98 at 91.4%. Retention incentives played an important role in ANG rates being so high. The Montgomery GI Bill, enlistment and reenlistment bonuses, and health professionals bonuses all played a significant role in keeping our members in the Air Guard. More importantly, leadership has recognized that ANG cannot maintain adequate strength and readiness with recruiting alone. With that in mind, ANG has focused on ways to keep members motivated and proud to be Air National Guard.

Finally, with the recruiting market getting smaller, active-duty drawdowns a thing of the past, and the propensity for young people to join the military at an all-time low, the ANG had to find its niche and distinguish itself from the other military services. The Air Guard researched, developed, and deployed a new slogan and logo for recruiting advertising. ANG also took first steps into entering the high-tech recruiting market by developing our first ANG Recruiting Web Page. ANG is convinced that the new slogan and logo, along with the Web Page, will be attractive to both our prior and non-prior service target market.

Rated Management

The Rated Management Branch was renewed within the Personnel Directorate to respond to recruiting, retention, PERSTEMPO, and OPTEMPO challenges during a year of continued aggressive hiring practices by the airline/airfreight industry. The full-time pilot force, both military technicians and Active Guard/Reserve (AGRs), continued to experience higher-than-normal loss rates due to the attractive salaries offered by the commercial aviation industry. The ANG was successful in retaining these full-time losses as drill status guard (DSG) pilots, as we experienced another year of increased pilot retention (viewed relative to the total pilot force: technician, AGR, and DSG). The Flight Training Instructor Assistance Program was initiated to improve quality of life for the ANG Flight Training Instructor Force.

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Readiness

In FY 98, the Air National Guard was involved in over 280 operations and exercises. A typical week found 1,300 ANG personnel deployed, both in CONUS and overseas.

PERSTEMPO, the rate at which personnel deploy, is still on the rise in the ANG. The growing number of deployments/time away from home for our Active Duty counterparts has increased by a factor of four since Operation Desert Storm. As a result, ANG personnel are being called on to participate at a rate nearly double that of six years ago.

DEERS/RAPIDS

Upgrades to the Real-Time Automated Personnel Identification System (RAPIDS) for the ANG are 64% complete. Fifty-eight units have upgraded to date; the remaining 34 sites will be converted by August '99. This upgrade is a worldwide DoD initiative. Appropriations for 104 deployable/portable RAPIDS have been approved starting FY 00.

Full-Time Programs

In FY 98, the ANG full-time programs continued to be influenced by force structure changes. These changes were PAA reductions and consolidations. The ANG encouraged the use of Job Fairs and retirement of eligible members to meet the new full-time manning end strengths. Additionally, the Air National Guard AGR Separation

Incentive Program (ASIP) was offered to encourage full-time military members to voluntarily separate in order to avoid involuntary separations or reduction in force. Incentives include Voluntary Separation Incentive/Special Separation Benefits (VSI/SSB) and the Temporary Early Retirement Authority (TERA).

ANG leadership continues to look at ways to provide greater flexibility to our field customers. During this year, we modified the military technician and AGR grade comparability rules, provided for the assignment of rated full-time officers to non-rated positions to broaden their career opportunities, and extended comparability of certain command/staff positions to allow colonel promotions.

Personnel Management

The Reserve Officer Personnel Management Act was implemented on 1 October 1996. There are provisions of ROPMA presenting force management problems for the ANG. With the loss of Total Years Service Date (TYSD) as a promotion criteria, the ANG can no longer delay mandatory promotion to major and lieutenant colonel to 14 and 21 years, respectively. As TYSD is phased out, larger groups of officers are meeting mandatory promotion boards, placing additional stress on limited grade authorizations. A recent history of higher recruiting

of mid-career officers will also contribute to larger groups meeting mandatory promotion boards.

With this in mind, the ANG implemented the "Lieutenant Colonel Augmentation Program (LCAP)". LCAP is similar to a program used successfully a decade ago to avoid sharp declines in aircrew experience as Vietnam-era officers reached retirement eligibility. LCAP permits overgrade promotion of many officers selected by ROPMA lieutenant colonel promotion boards without significant penalties to the unit or state. LCAP does not affect position vacancy promotion opportunities and restores promotion visibility even when ANG recruits in the grade of major. LCAP is a temporary program and will remain in effect until no longer needed.

The ANG implemented two policy changes affecting colonel assignments and promotions. We expanded AGR colonel promotion opportunities to AGR officers occupying the Human Resource Officer, Executive Support Staff Officer, Director of Logistic or Director of Support positions. The second change allowed states to manage their program based on overall statewide colonel strength. This allowed greater flexibility for state and unit leaders and provided additional options for force management decision-makers.

Personnel Data Systems

The military modernization (MILMOD) of the Personnel Data System that started in April 1995 obtained Initial Operational Capability (IOC) on 1 October 1997. IOC included the initial database with a retrieval-only capability. Two development upgrades to increase functionality, Build 2 and Build 3, were released around March 1998 and September 1998, respectively.

ANG Personnel and Pay representatives were assigned to DoD's Joint Requirements and Integration Office to support the Defense Integrated Military Human Resources System (DIMHRS) initiative. DIMHRS will be a DoD-wide human resources and pay system to support all military services and components. This system is the first information technology effort to fall under the Clinger-Cohen Act which dictates that systems be delivered in useable segments.

Education

In FY 98, the Education Branch continued to provide opportunities for Air National Guard officers and enlisted members to benefit from resident professional military education (PME). In the enlisted PME arena, the ANG enjoyed a record number of graduates from Airman Leadership School and the Senior NCO Academy. The ANG also received additional quotas at the Senior NCO Academy (120) for FY 99 and the out years. At the NCO Academy level, opportunities to attend the 6-week resident course at the ANG Academy were reduced because of classroom limitations. However, the Satellite NCO Academy was expanded to 38 locations and offered an educationally sound resident experience to ANG members who otherwise would have been limited to taking the correspondence course.

Officer PME opportunities were somewhat reduced in FY 98, particularly at the Squadron Officer School level. The Total Force Squadron Officer School (SOS) was canceled and other classes reduced in size because of conflicts with the prototype and validation classes of the Aerospace Basic Course (ABC). Once the Air Force determines the ABC and SOS requirements, and completes any required curriculum development, ANG anticipates increased numbers of quotas at this important first level of officer PME. The overall picture of PME participation in FY 98 is positive and, in terms of both mission accomplishment and people issues, the Air National Guard will benefit from the education its members received at all levels of officer and enlisted PME.

In the voluntary civilian education area, 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. The Air National Guard also funded the Spouse and Civilian Employee Testing Program, which allows civilian spouses of ANG members and federal civilian employees to take College Level Examination Program (CLEP) tests and DANTES Subject Standardized Tests (DSSTs) free of charge; the normal cost is $42 per test. This program is a way of saying "thank you"
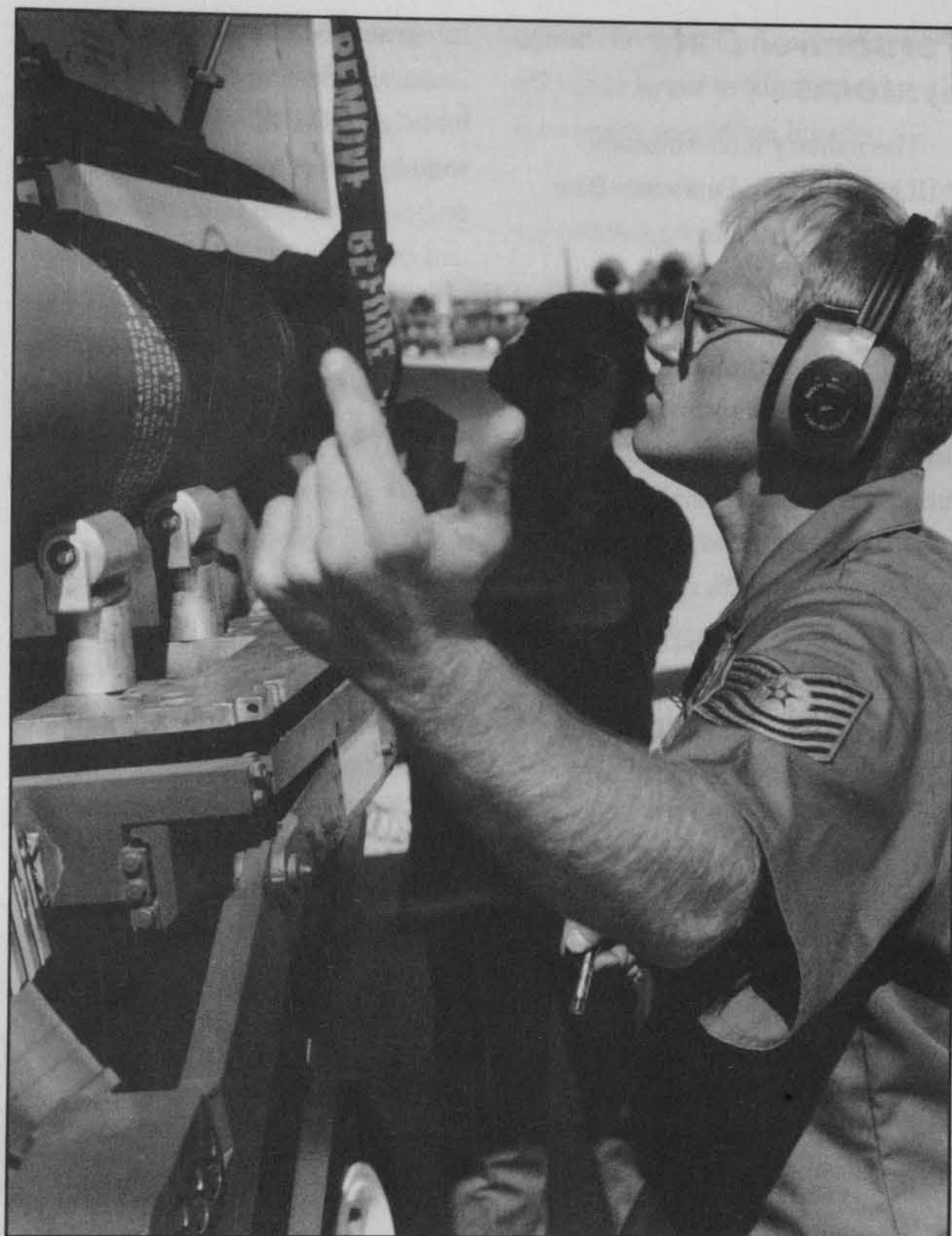
to civilian employees and the husbands and wives of ANG members for supporting their spouse's service; it also serves as a recruiting/ retention incentive.

In FY 95, under the auspices of the DoD Reserve Component Education Panel, the Florida Pilot Testing Program was initiated. The program has provided the opportunity for Reserve Component members to take CLEP exams and

DSSTs at National Test Centers (local colleges and universities), thus avoiding a sometimes lengthy commute to a military test site. In FY 98, the program was expanded to six additional states (Arkansas, Connecticut, 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.

Center for Excellence

The Air National Guard Center for Excellence focuses on improving the mission effectiveness of field commanders through leadership development and support activities.

ANG consultative services allow functional directors to request assistance in solving the complex problems that face the Air National Guard in the 21st century. Transition teams looking for key issues rely on expert facilitators to lead them through the change process. In 1998, the Center for Excellence partnered with the Human Resources Quality Board, as well as several other functional directorates, saving extensive consultative service contract costs.

Another major product the Center provides is conference planning and facilitation for major national conferences such as the Diversity, Senior Leader, and Long Range Planning Conferences. Services the Center for Excellence provides include extensive consultative planning, agenda development, and conference support to achieve the Director's desired outcomes. To accomplish these outcomes, the Center employs state-of-the-art electronic facilitation software to allow large groups to interact and develop products in an interactive format.

The Center offers an extensive line of surveys and World Wide Web products tailored to take the pulse of the Air National Guard and provide vital feedback to the Director and to field commanders. In 1998, the Center supported the annual ANG-wide culture and climate survey. Other surveys included the annual field customer satisfaction survey to query field commanders on the level of support received from the bureau and various other directorate-unique surveys. The "WWW" commander's hot line is a Center for Excellence service which provides a forum for commanders to obtain support in solving the complex issues that face the Air National Guard. Commanders can download information from past conferences or courses, or they field questions to a cadre of experienced senior staff for discussion.

The Center for Excellence is the ANG focal point for the Air Force performance planning process. Key to this process is the development of the Air Force Mission Essential Task List (AF METL), which will form the basis for future unit-level assessments. Each gaining MAJCOM is developing METLs that represent realistic mission performance indicators. The Center is actively working with MAJCOM Planners (XPs) to ensure that the Air National Guard's unique needs and capabilities are considered during the development process.

The Center also offers a diverse curriculum on leadership, strategic planning, facilitation, quality awareness, and internal consultant skills. Courses are provided at host wings across the Guard to all units within the region using adjunct instructors from other field units. Using field instructors to teach field units further enhances the learning opportunity and increases the exchange of ideas at the unit level. Additionally, we facilitate senior and intermediate-level Leadership Development Courses—taught by field commanders, for field commanders—to meet the demands of command and senior support staff positions.

Financial Management

The FY 98 President's budget reflected appropriation requests of $2991.2M for ANG Operation and Maintenance, $1319.7M for ANG Military Personnel, and $60.2M for ANG Military Construction to support the missions and programs of the Air National Guard.

Operation and Maintenance

The Operation and Maintenance appropriation finances the daily operations of ANG activities, including civilian and technician payroll; flying hours; depot maintenance for ANG flying operations; travel; utilities; supplies and equipment;

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and miscellaneous service contracts. Congressional action, program transfers, and reprogramming actions resulted in Total Obligational authority of $3081.8M for FY 98.

The Operation and Maintenance appropriation experienced several funding challenges during FY 98. The flying hour program was underfunded in the President's Budget by $40M, primarily because of increased costs and depot level reparables (DLRs) only being financed at 95%. Resources were provided by the Congress to alleviate this shortfall. The ANG had to pay $16.7M from existing funds to cover losses at the Air Force Materiel Command due to unstable prices. This severely hampers the ANG's ability to attain programmed strength levels, conduct flying training, and maintain mission capability. Real property maintenance funding remains at minimum levels, causing the continued growth in the backlog of maintenance and repair. In addition, information systems' funding is not adequate, as challenges such as Y2K and system modernization require immediate attention.

Military Personnel

The Military Personnel appropriation funds the payroll costs for all military duty performed by ANG members. In addition, travel subsistence, clothing, bonus programs, and educational benefits are paid with this appropriation. Congressional action and program transfers

resulted in Total Obligational Authority of $1381.7M for FY 98.

Military Construction

The Military Construction appropriation finances major and minor construction projects, plus planning and design of future-year construction requirements. For FY 98, congressional action provided an additional $130.2M for construction needs and Total Obliga-tional Authority of $190.4M. This appropriation, with line item projects, must be obligated by September 2002.

While FY 98 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

Although the ANG was unable to fully fund its Military Construction (MILCON) requirements, maintaining a viable MILCON investment level directly contributes to readiness, training, quality of life, recruiting, and retention in the ANG. Congressional interest and support remains high, as evidenced by the $130.2M of project adds in FY 98. This support is vital to the development of ANG facilities and infrastructure.

Air National Guard Military Construction appropriations for the past three years were as follows:

FY 98	$190.4M
FY 97	$189.9M
FY 96	$171.3M

The FY 1998 MILCON program included $171.5M for major construction, $8.8M for unspecified minor construction, and $10.1M for planning and design. Within the major construction funding, $12.3M corrected non-compliance with environmental laws, $55.0M supported new mission beddowns/conversions and force structure changes, and $104.2M corrected current mission facility deficiencies.

The ANG continues to maintain a high project execution rate. By the close of FY 98, 95% of projects in the FY 98 program were awarded for construction. This was an improvement over the 89% execution rate reported at the end of FY 97.

Maintenance and repair work, as well as minor construction projects costing up to $500,000, are accomplished under the real property maintenance and repair (RPM) program. Constrained RPM funding in FY 98 prevented the ANG from funding major repair requirements.

In FY 98, the ANG obligated $94.7M for real property maintenance and repair. Of this total, $5.8M supported mission conversions, while $6.7M funded energy, seismic, master plan, and demolition requirements. The remaining

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$82.2M funded projects which maintained and repaired facilities, utility systems, and pavements.

Communications and Information

The advent of the Expeditionary Air Force (eAF) concept in FY 98 has challenged the ANG Communications and Information (C&I) community. ANG is evaluating the relevancy of current roles and missions in an effort to reallocate resources to support new eAF and space missions. "Reachback" capability is a major component of the eAF, which relies on C&I to provide 24-hour connectivity between forward

deployed forces and support forces providing critical services electronically from home station. The C&I Directorate is working closely with the ANG Information Dominance Panel to meet the increasing demands for C&I personnel to support new technology in the field.

A major area of concern this year has been the "Year 2000" (Y2K) compliance issue. The Communications and Information Directorate has been very proactive and began remedying the situation well before the time crunch that many others are beginning to face. Due to this proactive approach, all ANG non-compliant telephone switches have been identified and are close to being upgraded or

replaced. Hundreds of systems throughout the ANG have been accounted for in a central database, funding requirements have been identified, and all of our efforts are pointing toward a seamless transition into the new millennium. C&I personnel continue to remain ever vigilant in the tracking and resolution of the problem.

Communications Flights (CF)

The operations tempo of ANG Communications Flights (CFs) has grown to meet the increasing technological demands of the battlefield. This year they participated in numerous exercises, including Union Flash, Global Patriot, and Amber Star. Air Guard personnel continue to train with Pacific Air Forces to meet wartime postal augmentation requirements. In FY 98, over 30 CF personnel performed extended tours of 30 days each.

ANG CF units have been tasked to support the United States Air Forces Europe (USAFE) to provide C&I services at manned and unmanned sites. ANG forces will deploy to provide uninterrupted communications services in the event of contractor non-performance, or to work together with the contractor to expand services during contingencies. This mission is formally known as Defense Information Infrastructure Contract-Contingency Support. Another similar mission commitment is the

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Rhein Main Communications Contract-Contingency Support, which calls for the same type support to Rhein Main Air Base in Germany.

At CONUS locations, the ANG is currently in the second year of a planned 5-year migration of the ANG's computer networks operating system from Banyan Vines to Microsoft New Technology (NT). During the last fiscal year, 17 Flying Wings, including their associated Geographically Separated Units (GSUs) were migrated. Currently, sixteen more Flying Wings and their respective GSUs are being migrated. The effort is proceeding along nicely, with limiting factors being funds availability and licensing limitations. If additional funding and licensing are made available, the migration is structured to accommodate an accelerated completion date.

ANG multimedia has expanded its capability with the ongoing upgrade of Non-liner Digital editing systems. This provides services that complement the Air Force video production services. Six units were upgraded this year, with the remainder programmed for upgrades over the next four years. This was the first year that ANG Combat Visual Information (VI) personnel participated in the Combat Camera Contingency Support Operations Course at Fort Dix, New Jersey. This formal training teaches ground Combat VI documentation com-

bined with force protection skills under harsh simulated combat conditions.

Engineering Installation

The pending closure of the Air Force's 38th Engineering Installation (EI) Wing has will result in the ANG assuming 95% of the Air Forces wartime EI capability by FY 00. ANG EI Squadrons have been working the necessary plans to undertake wartime missions and formal training functions that the active component can no longer support. Under the eAF concept, EI is looking to provide a full-time,

in-theater capability that will provide limited on-site installation maintenance support.

The EI peacetime workload is immense. The average installer was TDY 45 days this year. Each day, there were an average of 250 ANG installers deployed to 20 installation projects around the globe. A total of 15 Combat Information Transport System (CITS) installations were completed, eight of which were completely ANG military projects. FY 98 EI CITS program funding topped $33.3M, but resulted in savings of $18M in comparison to civilian contract installation estimates.

Medical Services

The Air National Guard Readiness Center, Directorate of Medical Services, continues to aggressively maintain mission readiness through diversified training and deployments. As the active-duty force structure changes, Air Reserve Component manpower is reviewed while budget constraints prevail. The Air National Guard (ANG) goal to sustain a highly trained and ready force that meets all wartime operational, logistical, and personnel standards must be maintained. The focus will be on joint training opportunities, which mirror real-world requirements and provide a platform for "training in peacetime as we go to war." This will be accomplished by world-class people dedicated to improving the best combat medical force serving nation, state, and community.

In FY 98, 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 Guard personnel. Medical Innovative Readiness Training (IRT), 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 program is currently undergoing revision, but is anticipated to be up and running again in 1999.

The primary responsibility for the United States Antarctica program has been transferred from the U.S. Navy to the Air National Guard. Flight Surgeon support was provided by the Air National Guard during the entire astral summer season. Flight Surgeons who volunteer for the tour spend 2 to 4 weeks "on the ice" at McMurdo Station, Antarctica, supporting a 24 hour/7 days/week, 3200 flying hours/month operation to supply food, fuel, supplies, and manpower to the continent. A physician continuing education program, named Isolated Continent Experience, In Cold Environment, Interactive Clinical Education (ICE3) is a self-paced course that is 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.

Aeromedical Evacuation Operations

The OPSTEMPO for ANG aeromedical evacuation (AE) units remains extremely high, as evidenced by their involvement in real-world operations and exercises.

In June, the 146th AES, Channel Islands, California, hosted "Wild Boar '98." Seventy aeromedical evacuation personnel from the 146th AES and 433rd AES (Kelly AFB) deployed with Army Reserve units to Ft Hunter-Liggett, Camp Parks, Hayward Airport, and Moffett Federal Airfield. Also, at the invitation of U.S. Southern Command and the 12th Air Force, members of the Chilean Aeromedical Evacuation organization were able to participate.

An AE Coordination Center (AECC), two Aeromedical Evacuation Liaison Teams (AELT), two Mobile Air Staging Facilities (MASF), and five Aeromedical Aircrews were formed up in response to the exercise. While all aspects of the Tactical Aeromedical Evacuation Systems (TAES) were exercised, primary attention was given to training and building a basis of understanding with the Army regarding the role of AE in contingency operations. The ability to survive and operate (ATSO) in a field environment was heavily tested. All personnel who experienced ATSO testing exceeded Air Force standards developed for operating in a high-threat environment. A night survival, rescue, and evasion exercise for the AE aircrews was created and successfully executed, with crewmembers singing praises of the effectiveness and impact that it made on their mental and formal preparations for flight operations. The Chileans became active players and considered this an outstanding

training opportunity, with designs to incorporate what they observed into their training plans at home.

Delaware's 142nd AES was the lead unit for GLOBAL PATRIOT 98 at Ft Drum, New York from 7 to 18 July 1998. Also participating were over 90 ANG personnel from West Virginia, Nevada, New York, North Carolina, and Wyoming. The exercise established a Theater AE system and included joint (Army and Navy) and combined training with 43 British, 6 Dutch, and 3 Paraguayan participants. During

GLOBAL PATRIOT 98 at Dugway, Utah, Utah's 151st Medical Squadron provided and coordinated 24-hour real-world medical support.

During April, 26 AE Guardsmen from the 109th AES, 139th AES, 142nd AES, and the 146th AES participated in PACIFIC NIGHTIN-GALE 98, a field training exercise designed to establish and test the development of a mature, combined, and joint service, tactical AE system (TAES) with strategic interface. This exercise was developed from a CINC requirement to assess the

capability of a 750-bed contingency hospital during RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION 98, a Joint Chief of Staff (JCS) command post exercise in the Republic of Korea from 19 to 30 April 1998.

Thirty-six personnel participated in SOUTHERN SPIRIT at the 24th Medical Operations Squadron, Howard AFB, Panama. Aeromedical Evacuation Crewmembers (AECMs) supported medical evacuation in the SOUTHCOM theater, refined medical skills, and received orientation to different aircraft used for AE.

ANG AE personnel continue to volunteer to support OPERATION JOINT FORGE. Units support deployed troops in Bosnia, Hungary, and Germany. Flight nurses, AE medical technicians, Medical Service Corps Officers, and radio operators have been tasked to work in the Mobile Aeromedical Staging Facility (MASF), Aeromedical Evacuation Liaison Team (AELT), and Aeromedical Evacuation Coordination Center (AECC).

The 142nd AES from Delaware supported OPERATION DESERT FOCUS, a force protection initiative designed to provide medical support and AE in the Southwest Asia area of responsibility (AOR).

West Virginia's 167th AES was the lead unit at the Joint Readiness Training Center (JRTC), Ft. Polk, Louisiana. 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 support.

The 156th AES from Charlotte, North Carolina returned to Moldova this year to continue the AE training program initiated last year, at the request of the theater CINC. Didactics and hands-on training, as will as an AE field exercise, were accomplished. Additionally, several AE units sent personnel to Command Post Exercises (CPXs) including UNION FLASH 98, BLUE FLAG, UNITED ENDEAVOR and BRIGHT STAR. The 183rd AES MS also continued its monthly operational missions to Germany and Panama.

Eight ANG AE squadrons participated in the TRANSCOM/AMC sponsored RODEO. The RODEO provides an opportunity for squadrons to demonstrate their wartime readiness skills in a competitive arena. The 109th AES from Minnesota and Wyoming's 187th AES tied for first place as the "Best C-130 Configuration and Enplaning Team."

Medical Deployments

During the past fiscal year, over 1700 ANG medical personnel deployed in support of multiple operations. For the first time ever, medical personnel from the Air National Guard, Active Duty Air Force, and Air Force Reserve deployed to Prince Sultan Air Base, Kingdom of Saudi Arabia, from April to August 1998. Members were assigned to the 4404th Provisional (P) Wing supporting OPERATION SOUTHERN WATCH, enforcing the United Nations Sanctioned No-Fly Zone over southern Iraq. They worked in a deployed Air Transportable Hospital, which is a Level 2 facility containing 25 beds with an expansion capability to 50 beds. The unit promoted quality health care while providing 24-hour alert coverage and medical support for routine medical problems, as well as disaster contingencies.

While deployed, this "Mirror Force" team responded to the Nairobi Embassy bombing, planned and executed a mass casualty exercise, prepared for Vice President Gore's official visit, provided emergency medical care to aircrew members involved in a Class A mishap, and performed the routine duties of a deployed Air Transportable Hospital. The 61 personnel package was comprised of a cross section of AFSCs, skills, backgrounds, and experiences. Fifty-one units sent volunteers, representing 32 states. This rainbow of different states, units, ages, and medical experiences was managed through the Lead Unit philosophy.

The 121st Air Refueling Wing (ARW), Rickenbacker ANGB, Ohio, volunteered and was designated as the lead unit for this rotation. The Lead Unit concept was established by the ANG in order to better manage the current Operations TEMPO (OPSTEMPO) that the Guard has experienced over the past several years. This concept worked so well, that it is being considered as the benchmark approach to implement the Expeditionary Air Force (EAF) concept, which optimizes limited resources to accomplish the mission.

To support this lead unit concept, the ANG, Headquarters Air Combat Command, and Air Staff developed the platform for "Just-in-Time Training" to bring individuals together for theater operations certification, pre-deployment briefings,

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and, more importantly, an opportunity to form as a cohesive team. In order to perform the mission from day one, the "Just-in-Time" platform provided intense and specific "doctrinal based" instructions. Briefings and "hands-on" workshops were given on Force Protection, Command and Control, Theater Operations, Anthrax Immunization Program, and refresher Biological and Chemical Warfare (BW/CW) training. In addition, members utilized a mobility processing line, ensuring that all deployment requirements were accomplished. This training platform has the potential to become the standard for all Mirror Force deployments supporting contingency operations.

In addition to contingency operations, medical personnel supported humanitarian missions, readiness training, and multiple exercises. Medical units from the 102nd MDS (Massachusetts), 115th MDS (Wisconsin), 117th MDS (Alabama), 125th MDS (Florida), 143rd MDS (Rhode Island), 175th MDS (Maryland), 177th MDS (New Jersey), 187th MDS (Alabama), 114th MDS (South Dakota), 138th MDS (Oklahoma), 139th MDS (Missouri), 141st MDS (Washington), 161st MDS (Arizona), 168th MDS (Alabama), 179th MDS (Ohio), and 185th MDS (Iowa), participated in eight PACOM and eight EUCOM, Overseas Annual Training (OSAT) deployments. These deployments offer theater orientation and outstanding clinical training which could not be replicated in CONUS. Medical personnel from the 133rd MDS, MN and 123rd MDS (Kentucky) deployed to Ecuador where they trained and rendered care to the indigenous population supporting the Humanitarian Civic Assistance (HCA) Program. Finally, members from the 153rd (Wyoming), 127th (Minnesota), and 102nd (Massachusetts) Medical Squadrons deployed to Jakarta, Indonesia, to provide medical support in response to devastating forest fires.
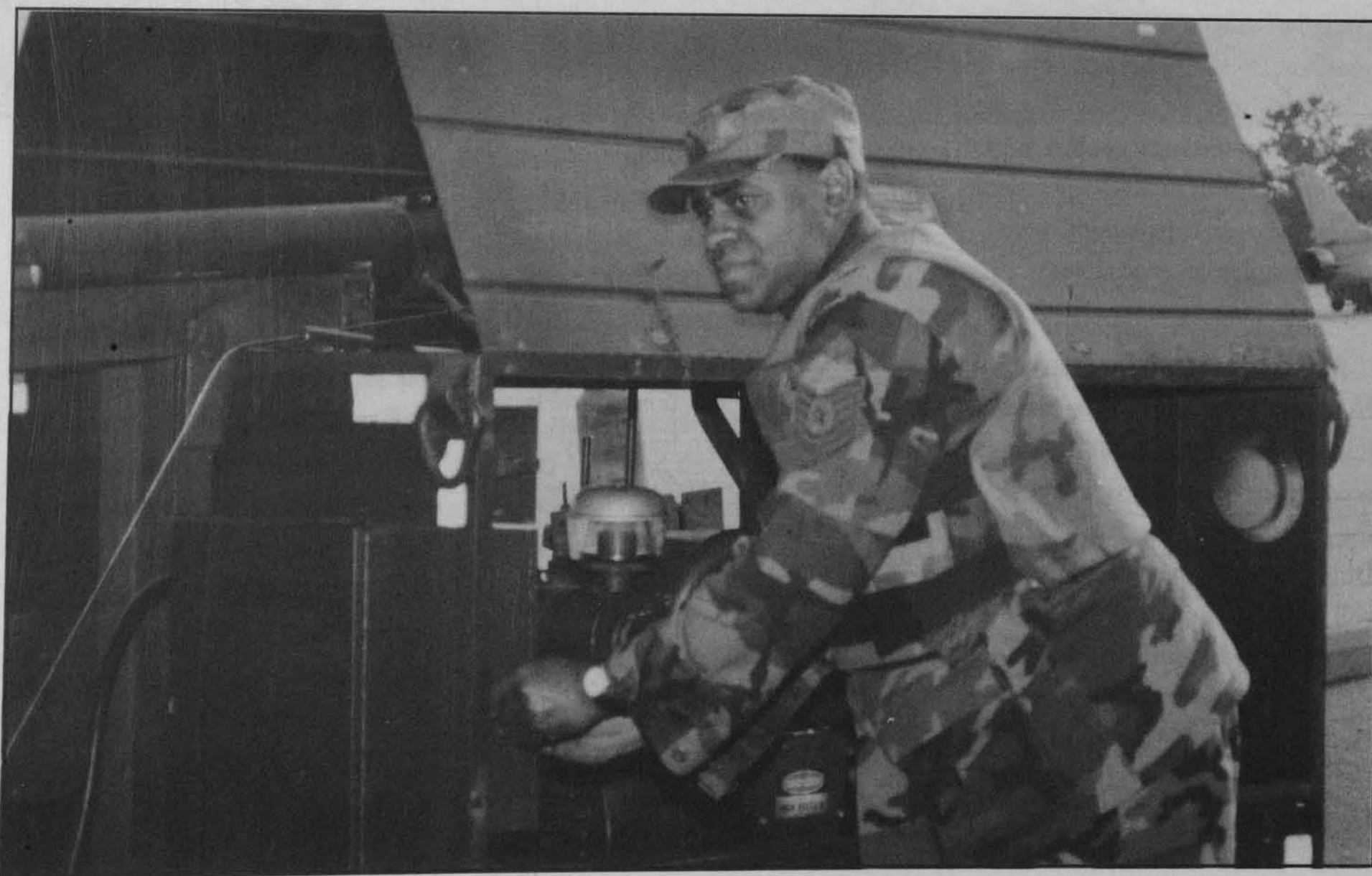
ANNUAL REVIEW
OF THE CHIEF

APPENDICES

FISCAL YEAR
1998

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-Jul 98

Lieutenant General Russell C. Davis...................................Aug 98-

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 1995-1998

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	Major General (GU) 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 David P. Hagarman	NE	Colonel Stephen R. Robinson
AZ	Colonel Richard M. Deville	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. Zembrzuski	NY	Colonel Charles H. Hall III
DE	Colonel Anthony F. Barbone	NC	Colonel William J. Dowling
DC	Colonel Robert B. Kirkconnell	ND	Colonel Terry Scherling
FL	Colonel Jesse D. Kinghorn, Jr.	OH	Colonel William L. Zieber
GA	Colonel William H. Cleland	OK	Colonel Charles J. Frazier
GU	Colonel Arthur A. Jackson	OR	Colonel Douglas A. Pritt
HI	Colonel Melvin M. Ida	PA	Colonel Daniel F. Carroll
ID	Colonel Jerre L. Kauffman	PR	Colonel Wilfredo Martinez
IL	Colonel John W. Newman	RI	Colonel John B. Altieri
IN	Colonel Allan W. Pierce	SC	Lieutenant Colonel Rodney D. McKitrick
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 Pat W. Simpson
LA	Colonel Louis B. May	UT	Colonel Bart O. Davis
ME	Colonel Dennis D. Lunney	VT	Colonel J. Michael Gately (Acting)
MD	Colonel Walter R. Mueller	VA	Colonel Thurman C. Atkinson
MA	Colonel Frank P. Baran	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

Davis, Russell C., Lieutenant General, USAF, Chief, National Guard Bureau

Billings, John A., Colonel, ARNGUS, 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

Davis, Bruce, Colonel, ARNGUS, Chief, Legislative Liaison

Donohue, Daniel, Chief, Public Affairs

Gilmore, Deborah, Chief, Administrative Services

Hise, James C., Chief Counsel

James, Robert B., Colonel, ARNGUS, Director, International Affairs

Kennedy, Thomas H., Director of Acquisition

Mackert, William C., Assistant for Property & Fiscal Affairs

Morrison, Walter T., Director, Internal Review

Mosbey, J.C., Colonel, ARNGUS, Director of Counterdrug

Ogilvy-Lee, Dorothy J., Director, Family Programs

Nelson, Steve, Director, Human Resources

Army National Guard

Schultz, Roger C., Major General, ARNGUS, Director, Army National Guard

Squier, Michael J., Brigadier General, ARNGUS, Deputy Director

Juneau, Mark L., Colonel, ARNGUS, Chief of Staff

Leonard, John, Command Sergeant Major, Enlisted Advisor

Tozzi, Mike, Lieutenant Colonel, Secretary of the General Staff

Baken, Denise N., Colonel, ARNGUS, Chief, Policy & Communications Office

Baldwin, Charles P., Colonel, ARNGUS, Chief, Support Office

Barrineau, James, Colonel, ARNGUS, Force Modernization Officer

Cleckley, Julia J., Colonel, ARNGUS, Chief, Personnel Division

Costner, Dan W., Colonel, ARNGUS, Chief Information Officer

DeKramer, Steven R., Colonel, ARNGUS, Chief, Environmental Programs Division

Demasi, Tony J., Colonel, ARNGUS, Chief, Full-Time Support Division

Ferreira, Joseph L., Colonel, ARNGUS, Chief, Office of Aviation and Safety

Giddis, Joseph A., Colonel, ARNGUS, Commandant,
    Professional Education Center (N. Little Rock, AR)

Hesse, James F., Colonel, ARNGUS, Chief, Readiness Division

Hill, Donald W., Colonel, ARNGUS, Chaplain

Johnson, John J., Colonel, ARNGUS, Chief,
    Weapons of Mass Destruction Task Force

Johnson, Warren L., Colonel, ARNGUS, Chief, Installations Division

Krug, Randall E., Colonel, ARNGUS, Chief, Training Division

Lape, David E., Colonel, USA, Comptroller

Livingston, Edwin, Colonel, ARNGUS, Chief Resource Management Officer

Lutz, Lawrence L., Chief, Office of Personnel Policy, Programs and Manpower

Mayhew, H.E., Colonel, ARNGUS, Chief, Military Support Division

Mayfield, Maurice, Colonel, ARNGUS, Chief Operating Officer

Peinhardt, Keith, LTC, Chief, ARNGUS, Strength Maintenance Division

Sansing, Willam M., Colonel, ARNGUS, Chief,Information Systems Division

Sines, Charles M., Colonel, ARNGUS, Chief,
    Programs Analysis and Evaluation Division

Slonina, John R., Colonel, ARNGUS, Chief, Office of Strategic Initiatives

Sosa, Arthur J., Colonel, ARNGUS, Commander, Operational Support
    Airlift Command

Taylor, John D., Colonel, ARNGUS, Chief, Force Management Division

Tipa, Ronald J., Colonel, ARNGUS, Chief Human Resources Officer

Tucker, Tom, Colonel, ARNGUS, Chief, Office of the Personnel Secretariat

Vaughn, Clyde, Colonel, ARNGUS, Chief, Operations Division

Walker, Glenn W., Colonel, ARNGUS, Chief, Logistics Division

Wright, Homer J., Colonel, USA, Chief Surgeon

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, Edward, Chief Master Sergeant, Senior Enlisted Advisor

Brubaker, David A., Lieutenant Colonel, ANGUS, Director of Acquisition

Bryan, John M., Colonel, ANGUS, Director, Manpower & 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

Lundgren, Samuel A., Colonel, ANGUS, The Civil Engineer

Mosby, John C., Colonel, ANGUS, Director of Counterdrug

Nielsen, Dennis, Colonel, ANGUS, Director of Safety

Taylor, Donna M., Colonel, USAF, Comptroller

Appendix E
Army National Guard Statistics

Table 1 – Appropriations

STATE	OMNG	NGPA	MILITARY CONST	TOTAL
AL	$ 60,847	$ 32,860	$	$ 93,707
AZ	37,302	13,536		50,838
AR	54,263	25,046	3,606	82,915
CA	143,837	48,220	497	192,554
CO	23,034	9,686		32,720
CT	46,401	6,659	538	53,598
DE	11,842	3,963		15,805
FL	53,271	26,996		80,267
GA	69,246	18,698	3,400	91,344
ID	50,516	12,362		62,878
IL	36,395	19,949	74	56,418
IN	45,449	22,257	10,229	77,935
IA	35,726	14,208	4,529	54,463
KS	33,175	14,058	1,454	48,687
KY	31,891	15,246	3,639	50,776
LA	56,462	22,649	3,559	82,670
ME	19,182	6,432		25,614
MD	23,771	15,056	2,947	41,774
MA	31,701	15,741	20	47,462
MI	49,499	20,317	7,106	76,922
MN	43,602	19,643		63,245
MS	121,948	27,922	4,425	154,295
MO	67,854	18,483	3,210	89,547
MT	24,447	7,802	15,573	47,822
NE	21,358	7,983	410	29,751
NV	13,844	4,342		18,186
NH	11,856	4,189		16,045
NJ	37,531	12,552		50,083

(DOLLARS IN THOUSANDS)

STATE	OMNG	NGPA	MILITARY CONST	TOTAL
NM	23,817	9,834		33,651
NY	55,876	24,278	1,382	81,536
NC	51,609	21,408		73,017
ND	20,749	9,560	633	30,942
OH	44,052	17,342		61,394
OK	42,485	16,963		59,448
OR	40,280	24,304		64,584
PA	60,067	29,229		89,296
RI	14,244	6,305		20,549
SC	55,113	23,094	3,823	82,030
SD	19,760	7,458	5,200	32,418
TN	59,894	24,986		84,880
TX	72,895	40,902	2,475	116,272
UT	34,278	20,250	6,791	61,319
VT	16,488	8,235	6,719	31,442
VA	37,561	17,288		54,849
WA	47,659	15,366		63,025
WV	18,235	10,976	6,828	36,039
WI	33,474	15,190	2,900	51,564
WY	13,917	4,516		18,433
DC	12,312	4,994		17,306
GU	3,101	2,729		5,830
HI	24,276	9,338	7,332	40,946
AK	24,588	5,513	5,120	35,221
PR	28,645	20,291	280	49,216
VI	8,515	2,686	1,020	12,221
(Other – miscellaneous)				
NG		2,590,833		2,590,833
NG2	236,308	6,325		242,633
OSAC	61,739			61,739
RCAS	17,548			17,548
	$2,435,735	**$3,457,048**	**$115,719**	**$6,008,502**

Appendix E
Table 2

Presidential Selected Reserve Call-ups, FY 98

Operation SOUTHERN WATCH/DESERT THUNDER
(Middle East Peacekeeping)

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
Det 2, HHC, 228 Sig Bde	Columbia, SC	3	26 Mar 98	Kuwait
Det 1, HHB, 164 ADA Bde	Orlando, FL	10	26 Mar 98	Kuwait
Det 2, HHC, 1/130 AVN	Morrisville, NC	82	29 Jul 98	Kuwait
Det 1, HHC, 1/131 AVN	Montgomery, AL	33	29 Jul 98	Kuwait
Det 2, Co E, 1/130 AVN	Salisbury, NC	40	29 Aug 98	Kuwait
Det 3, Co E, 1/111 AVN	Jacksonville, FL	16	28 Aug 98	Kuwait

Bosnian Peacekeeping

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
Det 8, HQ STARC (-), TX	Austin, TX	1	1 Oct 97	Bosnia
Det 9, HQ STARC (Chaplain)	Phoenix, AZ	5	2 Oct 97	Bosnia
Det 8, HQ STARC (Chaplain)	Oklahoma City, OK	3	2 Oct 97	Bosnia
Det 9, HQ STARC (Chaplain)	Sacramento, CA	2	2 Oct 97	Bosnia
Det 8, HQ STARC (Chaplain)	Englewood, CO	2	2 Oct 97	Bosnia
Det 1, HHD, 3/20 SF Gp	Cp Blanding, FL	3	25 Oct 97	Bosnia
Det 5, HHC, 34 Inf Div	St Paul, MN	10	30 Oct 97	Bosnia
Btry F, 144 FA (TAB)	Los Angeles, CA	80	13 Nov 97	Bosnia
Det 3, Btry F, 133 FA	San Antonio, TX	13	13 Nov 97	Bosnia
Det 1, 142 FA (Meteorological)	Fayetteville, AR	8	26 Dec 97	Bosnia

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
Det 1, 197 FA (Meteorological)	Manchester, NH	8	26 Dec 97	Bosnia
123 Mob Pub Aff Det	Phoenix, AZ	9	22 Jan 98	Germany *
Det 1, 123 Mob Pub Aff Det	Santa Fe, NM	9	22 Jan 98	Germany *
196 Mob Pub Aff Det	Worthington, OH	9	11 Feb 98	Bosnia
Det 1, 196 Mob Pub Aff Det	Charleston, WV	9	11 Feb 98	Bosnia
Det 1, Co E, 245 Avn (ATS)	Lexington, OK	24	3 Jun 98	Bosnia
Det 2, Co E, 111 Avn (ATS)	S. Burlington, VT	10	3 Jun 98	Bosnia
Det 9, HQ STARC (Chaplain)	Annville, PA	1	30 Jul 98	Bosnia
Det 9, HQ STARC (Chaplain)	Latham, NY	1	30 Jul 98	Bosnia
HQ STARC–(Chaplain)	Sacramento, CA	1	30 Jul 98	Bosnia
126 Med Co (Air Amb)	Mather AFB, CA	81	13 Aug 98	Bosnia
115 Mob Pub Aff Det	Salem, OR	9	20 Aug 98	Bosnia
Det 1, 115 Mob Pub Aff Det	Gowen Fld, ID	9	20 Aug 98	Bosnia
70 Mob Pub Aff Det	Jefferson City, MO	9	20 Aug 98	Bosnia
Det 9, HQ STARC	Milford, MA	1	27 Aug 98	Bosnia

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

* Frequently deployed to Bosnia

Appendix F
Air National Guard Statistics

Table 1 – Appropriations

STATE	ANG MILITARY CONSTRUCTION	ANG MILITARY PERSONNEL	ANG OPERATION & MAINTENANCE	OTHER FUNDING SOURCES	TOTAL FUNDING FOR ANG
AK	$ 1,745,869	$1,661,456	$ 44,246,587	$ 79,524	$ 47,733,436
AL	4,138,766	1,788,421	40,471,737		46,398,924
AR	199,284	1,601,212	39,865,152		41,665,648
AZ	8,805	1,686,402	89,635,025	89,070	91,419,302
CA	6,676,879	4,566,198	118,647,902	43,514	129,934,493
CO	15,934,802	1,316,607,983 *	44,751,409	32,950	1,377,327,144
CT		880,507	20,669,022		21,549,530
DC		847,428	30,062,058	254,426	31,163,913
DE	1,612,525	918,571	16,375,714		18,906,810
FL		1,202,047	42,232,776	215,034	43,649,857
GA	5,915,984	2,890,467	154,189,652	7,780	163,003,883
GM		251,439	510,588		762,027
HI		1,492,106	61,948,284		63,440,390
IA	221,855	2,161,062	47,013,363	380,572	49,776,852
ID	13,835,733	1,011,960	27,160,481	105,213	42,113,386
IL		2,344,087	60,275,226		62,619,313
IN	311,334	1,532,972	43,816,502	305,966	45,966,774
KS	3,524,502	1,695,869	68,398,315	386,361	74,005,047
KY		1,160,862	16,705,272		17,866,134
LA	1,006,262	1,285,003	33,285,227	128,645	35,705,137
MA	2,435,526	2,242,988	67,933,812	1,211,209	73,823,535
MD	172,723	2,498,113	711,021,250	37,273,707	750,965,793
ME	3,006,677	1,171,005	21,510,626	118,514	25,806,822
MI	9,578,288	2,042,237	95,688,106	215,358	107,523,989
MN	3,546,694	2,527,827	40,916,093	201,482	47,192,096
MO	333,180	2,590,202	55,635,595		58,558,978
MS	13,370,702	2,329,741	53,001,353		68,701,796
MT	1,044,895	1,386,926	25,619,420	404	28,051,645

STATE	ANG MILITARY CONSTRUCTION	ANG MILITARY PERSONNEL	ANG OPERATION & MAINTENANCE	OTHER FUNDING SOURCES	TOTAL FUNDING FOR ANG
NC	2,529,001	1,302,794	18,484,625	206,376	22,522,795
ND		1,215,062	32,349,015	196,257	33,760,334
NE		847,574	15,499,609	392	16,347,575
NH	24,568	831,286	21,251,151	463	22,107,470
NJ	202,140	1,717,637	48,621,818	4,991	50,546,586
NM		789,884	26,539,181		27,329,065
NV		976,184	19,810,268	163	20,786,615
NY	9,958,102	6,193,665	126,617,841	700	142,770,308
OH	11,097,608	3,916,644	127,024,992	18,791	142,058,035
OK	2,403,680	2,500,427	263,225,692	202,008	268,331,807
OR	816,045	1,519,845	62,035,262	233,390	64,604,542
PA	86,504	4,721,696	54,848,788	2,169,309	61,826,297
PR	118,233	992,131	26,150,946	170,753	27,432,063
RI		1,045,915	20,367,953		21,413,868
SC	7,766,292	1,573,301	26,218,648	88,500	35,646,741
SD		886,298	20,158,601	183,500	21,228,399
TN	3,448,530	3,981,927	63,711,468	161,034	71,302,959
TX		6,111,597	122,814,615	477,018	129,403,230
UT	385,779	1,813,345	59,678,487		61,877,611
VA		853,871	21,684,714		22,538,585
VT		1,063,307	22,276,493	183,972	23,523,771
WA	8,224,679	2,129,425	31,779,654	215,184	42,348,942
WI	754,465	2,140,832	48,830,415	162,461	51,888,174
WV	465,947	1,958,028	30,898,162		33,322,137
WY		1,319,007	17,247,177	219,789	18,785,973
Totals	136,902,859	1,416,776,771	3,399,712,126	45,944,779	4,999,336,535

* 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 appropriation.
3. Military Personnel: All Military personnel payrolls processed at Denver CO included in Colorado totals.

Appendix F
Table 2

FY 98 Deployments in Support of Selected Contingencies

UNIT	OPERATION	REGION	# AIRCRAFT	PERSONNEL
141 ARW	Deliberate Guard	Europe	3	116
128 ARW	Northern Watch	Europe	3	68
163 ARW	Northern Watch	Europe	2	12
190 ARW	Deliberate Guard	Europe	1	11
151 ARW	Deliberate Guard	Europe	3	116
157 ARW	Northern Watch	Europe	3	68
157 ARW	Northern Watch	Europe	4	75
117 ARW	Northern Watch	Europe	2	12
108 ARW	Deliberate Guard	Europe	2	18
134 ARW	Deliberate Guard	Europe	1	11
134 ARW	Deliberate Guard	Europe	2	18
121 ARW	Northern Watch	Europe	1	16
186 ARW	Northern Watch	Europe	1	7
155 ARW	Northern Watch	Europe	1	16
186 ARW	Northern Watch	Europe	1	16
168 ARW	Northern Watch	Europe	1	16
107 ARW	Northern Watch	Europe	1	16
115 FW	(Fighter Deployment)	Southwest Asia	6	90
171 ARW	Southern Watch	Southwest Asia	3	14
101 ARW	Deliberate Guard	Europe	3	116
171 ARW	Southern Watch	Southwest Asia	3	14
210 RQS	Northern Watch	Europe	6	108
113 FW	Northern Watch	Europe	12	170
108 ARW	Deliberate Guard	Europe	1	11
106 RQW	Northern Watch	Europe	6	112

140 FW	Fighter Deployment	Southwest Asia	6	90
131 FW	Northern Watch	Europe	6	120
161 ARW	Southern Watch	Southwest Asia	3	100
141 ARW	Southern Watch	Southwest Asia	3	14
107 ARW	Deliberate Guard	Europe	3	116
127	Northern Watch	Europe	12	170
203 ARS	Deliberate Guard	Europe	1	11
114 FW	(Fighter Deployment)	Southwest Asia	6	90
134 ARW	Southern Watch	Southwest Asia	3	100
186 ARW	Deliberate Guard	Europe	3	116
129 RQW	Northern Watch	Europe	2	108
142 FW	Northern Watch	Europe	6	120
101 ARW	Southern Watch	Southwest Asia	1	7
151 ARW	Southern Watch	Southwest Asia	1	7
138 FW	Northern Watch	Europe	12	170
157 ARW	Deliberate Guard	Europe	1	11
185 FW	(Fighter Deployment)	Southwest Asia	6	90
163 ARW	Deliberate Guard	Europe	3	116
180 FW	Northern Watch	Europe	12	170
136 AW	Southern Watch	Southwest Asia	0	8
179 AW	Southern Watch	Southwest Asia	0	53
155 ARW	Deliberate Guard	Europe	1	11
124 FW	Southern Watch	Southwest Asia	0	2
130 AW	Southern Watch	Southwest Asia	2	134
133 AW	Southern Watch	Southwest Asia	0	21
135 AG	Southern Watch	Southwest Asia	0	2
137 AW	Southern Watch	Southwest Asia	0	10
139 AW	Southern Watch	Southwest Asia	2	146
143 AW	Southern Watch	Southwest Asia	0	4
146 AW	Southern Watch	Southwest Asia	0	9
153 AW	Southern Watch	Southwest Asia	2	134
166 AW	Southern Watch	Southwest Asia	2	59
167 AW	Southern Watch	Southwest Asia	0	3

182 AW	Southern Watch	Southwest Asia	0	24
150 FW	(Fighter Deployment)	Southwest Asia	6	120
118 AW	Southern Watch	Southwest Asia	0	7
123 AW	Southern Watch	Southwest Asia	0	13
165 AW	Southern Watch	Southwest Asia	0	10
121 ARW	Deliberate Guard	Europe	3	116
145 AW	Southern Watch	Southwest Asia	0	22
121 ARW	Deliberate Guard	Europe	1	11
136 AW	Southern Watch	Southwest Asia	0	3
128 ARW	Deliberate Guard	Europe	3	116
155 ARW	Deliberate Guard	Europe	1	11
117 ARW	Deliberate Guard	Europe	3	116
168 ARW	Deliberate Guard	Europe	1	11
118 AW	Joint Guard	Europe	1	88
123 AW	Joint Guard	Europe	0	2
136 AW	Joint Guard	Europe	0	0
137 AW	Joint Guard	Europe	2	127
139 AW	Joint Guard	Europe	0	0
146 AW	Joint Guard	Europe	0	1
165 AW	Joint Guard	Europe	3	570
166 AW	Joint Guard	Europe	0	0
182 AW	Joint Guard	Europe	2	151
133 AW	Joint Guard	Europe	1	79
180 AW	Joint Guard	Europe	1	93
176 AW	Joint Guard	Europe	2	157
179 AW	Joint Guard	Europe	2	123

Appendix F
Table 3

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	Lousiville 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	AMC
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	AMC
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 4

Activations, Redesignations, and Relocations

Activations

266 Range Squadron, Mountain Home AFB, ID ....1 Oct 97

Redesignations

165 Air Control Party Flight, Glynco AGS, GA
    to 165 Air Support Operations Squadron..1 Dec 97

169 Air Control Party Flight, Gtr Peoria Apt, IL
    to 169 Air Support Operations Squadron..1 Dec 97

122 Air Control Party Flight, Camp Beauregard, LA
    to 122 Air Support Operations Squadron..1 Dec 97

116 Air Control Party Flight, Camp Murray AGS, WA
    to 116 Air Support Operations Squadron..1 Dec 97

Gaining Command Changes

124 Aerial Port Flight, Boise Air Terminal, ID to AMC from ACC ....16 Dec 96

135 Airlift Squadron, Martin State APT, MD to AMC from ACC.................16 Dec 96

175 Aerial Port Flight, Martin State APT, MD to AMC from ACC ....16 Dec 97

171 Airlift Squadron, Selfridge AGB, MI to AMC from ACC ....16 Dec 97

127 Aerial Port Flight, Selfridge AGB, MI to AMC from ACC....................16 Dec 97

270 Air Traffic Squadron, Klamath Falls IAP, OR
    to ACC from PACAF ....16 Jan 98

Relocations

200 Airlift Squadron, Buckley AGB, CO, to Peterson AFB, CO ....16 Mar 98

116 Weather Flight, McChord AFB, WA to Camp Murray AGS, WA............1 Oct 97

118 Combat Communications Squadron, Badin AGS, NC
    to Albermarle-Stanly Co Regional APT, NC ....16 Jan 98

Appendix G – Race/Ethnic Statistics

Table 1 – Army National Guard, FY 98

	Total	White		Black		Hispanic		Native American		Asian-American		Other		Female	
OFFICER															
O-11	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-10	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	50	43	86.0%	2	4.0%	3	6.0%	0	0.0%	2	4.0%	0	0.0%	0	0.0%
O-7	131	117	89.3%	7	5.3%	5	3.8%	0	0.0%	1	0.8%	1	0.8%	1	0.8%
O-6	1,399	1,285	91.9%	35	2.5%	40	2.9%	4	0.3%	31	2.2%	4	0.3%	69	4.9%
O-5	3,231	2,944	91.1%	115	3.6%	96	3.0%	14	0.4%	57	1.8%	5	0.2%	309	9.6%
O-4	5,451	4,809	88.2%	290	5.3%	243	4.5%	14	0.3%	77	1.4%	18	0.3%	668	12.3%
O-3	8,815	7,596	86.2%	628	7.1%	377	4.3%	41	0.5%	140	1.6%	33	0.4%	1,018	11.5%
O-2	6,138	5,133	83.6%	513	8.4%	296	4.8%	26	0.4%	132	2.2%	38	0.6%	575	9.4%
O-1	3,063	2,496	81.5%	246	8.0%	173	5.6%	18	0.6%	100	3.3%	30	1.0%	387	12.6%
UNK	1	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	28,279	24,423	86.4%	1,836	6.5%	1,234	4.4%	117	0.4%	540	1.9%	129	0.5%	3,027	10.7%
WARRANT															
W-5	274	268	97.8%	1	0.4%	4	1.5%	1	0.4%	0	0.0%	0	0.0%	2	0.7%
W-4	2,476	2,359	95.3%	34	1.4%	52	2.1%	4	0.2%	19	0.8%	8	0.3%	56	2.3%
W-3	1,809	1,695	93.7%	40	2.2%	46	2.5%	6	0.3%	19	1.1%	3	0.2%	89	4.9%
W-2	2,342	2,127	90.8%	84	3.6%	73	3.1%	8	0.3%	38	1.6%	12	0.5%	136	5.8%
W-1	726	641	88.3%	40	5.5%	26	3.6%	1	0.1%	15	2.1%	3	0.4%	78	10.7%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	7,627	7,090	93.0%	199	2.6%	201	2.6%	20	0.3%	91	1.2%	26	0.3%	361	4.7%
OFFICER TOTAL	35,906	31,513	87.8%	2,035	5.7%	1,435	4.0%	137	0.4%	631	1.8%	155	0.4%	3,388	9.4%
ENLISTED															
E-9	1,689	1,504	89.0%	93	5.5%	63	3.7%	4	0.2%	19	1.1%	6	0.4%	44	2.6%
E-8	7,245	6,169	85.1%	571	7.9%	370	5.1%	36	0.5%	77	1.1%	22	0.3%	326	4.5%
E-7	19,887	16,359	82.3%	1,923	9.7%	1,156	5.8%	111	0.6%	222	1.1%	116	0.6%	1,642	8.3%
E-6	39,703	30,532	76.9%	5,473	13.8%	2,583	6.5%	274	0.7%	549	1.4%	292	0.7%	3,068	7.7%
E-5	67,753	49,272	72.7%	11,270	16.6%	4,939	7.3%	487	0.7%	1,083	1.6%	702	1.0%	5,790	8.5%
E-4	96,658	69,194	71.6%	15,359	15.9%	8,442	8.7%	748	0.8%	1,781	1.8%	1,134	1.2%	10,500	10.9%
E-3	28,800	20,301	70.5%	4,989	17.3%	2,313	8.0%	261	0.9%	634	2.2%	302	1.0%	5,063	17.6%
E-2	11,815	8,343	70.6%	2,158	18.3%	798	6.8%	99	0.8%	280	2.4%	137	1.2%	1,942	16.4%
E-1	17,281	12,980	75.1%	2,546	14.7%	955	5.5%	147	0.9%	444	2.6%	209	1.2%	3,944	22.8%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED TOTAL	290,831	214,654	73.8%	44,382	15.3%	21,619	7.4%	2,167	0.7%	5,089	1.7%	2,920	1.0%	32,319	11.1%
GRAND TOTAL	326,737	246,167	75.3%	46,417	14.2%	23,054	7.1%	2,304	0.7%	5,720	1.8%	3,075	0.9%	35,707	10.9%

Table 2 – Army National Guard, Female Demographics, FY 98

	White		Black		Hispanic		Native American		Asian-American		Other/Unk.	
OFFICER												
O-11	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-10	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	0	0.0%	0	0.0%	0	0.0%	1	0.80%	0	0.0%	0	0.0%
O-7	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	0	0.0%
O-6	53	3.8%	9	0.6%	6	0.4%	0	0.0%	1	0.1%	0	0.0%
O-5	247	7.6%	39	1.2%	9	0.3%	1	0.0%	9	0.3%	4	0.1%
O-4	552	10.1%	74	1.4%	28	0.5%	1	0.0%	7	0.1%	6	0.1%
O-3	759	8.6%	172	2.0%	49	0.6%	5	0.1%	30	0.3%	3	0.0%
O-2	408	6.6%	109	1.8%	37	0.6%	4	0.1%	12	0.2%	5	0.1%
O-1	264	8.6%	75	2.4%	31	1.0%	4	0.1%	12	0.4%	1	0.0%
UNK	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	2,283	8.1%	478	1.7%	160	0.6%	16	0.1%	71	0.3%	19	0.1%
WARRANT												
W-5	2	0.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-4	52	2.1%	2	0.1%	0	0.0%	1	0.0%	1	0.0%	0	0.0%
W-3	77	4.3%	7	0.4%	1	0.1%	2	0.1%	2	0.1%	0	0.0%
W-2	114	4.9%	15	0.6%	4	0.2%	1	0.0%	1	0.0%	1	0.0%
W-1	58	8.0%	13	1.8%	6	0.8%	0	0.0%	0	0.0%	1	0.0%
UNK	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	303	4.0%	37	0.5%	11	0.1%	4	0.1%	4	0.1%	2	0.0%
OFFICER TOTAL	2,586	7.2%	515	1.4%	171	0.5%	20	0.1%	75	0.2%	21	0.1%
ENLISTED												
E-9	33	2.0%	4	0.2%	6	0.4%	0	0.0%	1	0.1%	0	0.0%
E-8	253	3.5%	48	0.7%	16	0.2%	2	0.0%	2	0.0%	5	0.1%
E-7	1,113	5.6%	362	1.8%	109	0.5%	17	0.1%	33	0.2%	8	0.0%
E-6	2,033	5.1%	756	1.9%	164	0.4%	30	0.1%	55	0.1%	30	0.1%
E-5	3,451	5.1%	1,774	2.6%	344	0.5%	70	0.1%	97	0.1%	54	0.1%
E-4	6,138	6.4%	3,215	3.3%	703	0.7%	117	0.1%	193	0.2%	134	0.1%
E-3	3,034	10.5%	1,478	5.1%	341	1.2%	59	0.2%	92	0.3%	59	0.2%
E-2	1,157	9.8%	574	4.9%	128	1.1%	25	0.2%	32	0.3%	26	0.2%
E-1	2,604	15.1%	964	5.6%	183	1.1%	54	0.3%	82	0.5%	57	0.3%
UNK	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED TOTAL	19,816	6.8%	9,175	3.2%	1,994	0.7%	374	0.1%	587	0.2%	373	0.1%
GRAND TOTAL	22,402	6.9%	9,690	3.0%	2,165	0.7%	394	0.1%	662	0.2%	394	0.1%

Appendix G – Race/Ethnic Statistics

Table 3 – Air National Guard, FY 98

	Total	White		Black		Hispanic		Native American		Asian-American		Other		Female	
OFFICER															
O-11	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-10	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	1	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	32	30	93.8%	0	0.0%	1	3.1%	0	0.0%	1	3.1%	0	0.0%	1	3.1%
O-7	101	95	94.1%	3	3.0%	2	2.0%	1	1.0%	0	0.0%	0	0.0%	3	3.0%
O-6	638	595	93.3%	8	1.3%	11	1.7%	9	1.4%	11	1.7%	4	0.6%	25	3.9%
O-5	2,558	2,325	90.9%	70	2.7%	60	2.3%	32	1.3%	58	2.3%	13	0.5%	243	9.5%
O-4	3,722	3,295	88.5%	144	3.9%	112	3.0%	60	1.6%	77	2.1%	34	0.9%	535	14.4%
O-3	2,916	2,528	86.7%	152	5.2%	84	2.9%	45	1.5%	86	2.9%	21	0.7%	601	20.6%
O-2	740	600	81.1%	57	7.7%	33	4.5%	12	1.6%	32	4.3%	6	0.8%	275	37.2%
O-1	622	521	83.8%	43	6.9%	22	3.5%	9	1.4%	24	3.9%	3	0.5%	222	35.7%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	11,330	9,989	88.2%	478	4.2%	325	2.9%	168	1.5%	289	2.6%	81	0.0%	1,905	16.8%
WARRANT															
W-5	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-4	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-3	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-2	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-1	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OFFICER TOTAL	11,330	9,989	88.2%	478	4.2%	325	2.9%	168	1.5%	289	2.6%	81	0.0%	1,905	16.8%
ENLISTED															
E-9	1,559	1,384	88.8%	61	3.9%	46	3.0%	33	2.1%	26	1.7%	9	0.6%	119	7.6%
E-8	3,659	3,204	87.6%	142	3.9%	152	4.2%	77	2.1%	75	2.0%	9	0.2%	329	9.0%
E-7	12,625	10,618	84.0%	733	5.8%	620	4.9%	276	2.2%	313	2.5%	75	0.6%	2,203	17.4%
E-6	18,772	15,189	80.9%	1,447	7.7%	1,068	5.7%	370	2.0%	549	2.9%	149	0.8%	3,341	17.8%
E-5	24,677	19,750	80.0%	2,022	8.2%	1,440	5.8%	430	1.7%	802	3.2%	233	0.9%	4,270	17.3%
E-4	13,595	10,434	76.7%	1,234	9.1%	918	6.8%	229	1.7%	622	4.6%	154	1.1%	3,208	23.6%
E-3	4,101	3,131	76.3%	411	10.0%	238	5.8%	65	1.6%	209	5.1%	47	1.1%	1,277	31.1%
E-2	389	279	71.7%	60	15.4%	21	5.4%	2	0.5%	21	5.4%	6	1.5%	216	55.5%
E-1	253	167	66.0%	34	13.4%	18	7.1%	4	1.6%	27	10.7%	3	1.2%	258	102.0%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED TOTAL	79,640	64,156	80.6%	6,148	7.7%	4,521	5.7%	1,486	1.9%	2,644	3.3%	685	0.9%	15,221	19.1%
GRAND TOTAL	90,970	74,145	81.5%	6,626	7.3%	4,846	5.3%	1,654	1.8%	2,933	3.2%	766	0.8%	17,126	18.8%

Table 4. Air National Guard, Female Demographics, FY 98

	White		Black		Hispanic		Native American		Asian-American		Other/Unk.	
OFFICER												
O-11	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-10	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	0	0.0%	1	3.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-7	3	6.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-6	19	3.0%	4	0.6%	1	0.2%	1	0.2%	0	0.0%	1	0.0%
O-5	208	8.1%	16	0.6%	8	0.3%	4	0.2%	6	0.2%	3	0.1%
O-4	442	11.9%	48	1.3%	17	0.5%	13	0.3%	12	0.3%	3	0.1%
O-3	489	16.8%	67	2.3%	20	0.7%	8	0.3%	14	0.5%	3	0.1%
O-2	218	29.5%	21	2.8%	15	2.0%	4	0.5%	16	2.2%	1	0.8%
O-1	176	28.3%	24	3.9%	8	1.3%	4	0.6%	5	0.8%	5	0.8%
UNK	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	1,555	13,.7%	181	1.6%	69	0.6%	34	0.3%	53	0.5%	13	0.1%
WARRANT												
W-5	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-4	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-3	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-2	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-1	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
UNK	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OFFICER TOTAL	1,555	13,.7%	181	1.6%	69	0.6%	34	0.3%	53	0.5%	13	0.1%
ENLISTED												
E-9	95	6.1%	8	0.5%	9	0.6%	2	0.1%	3	0.2%	2	0.1%
E-8	264	7.2%	30	0.8%	16	0.4%	14	0.4%	3	0.1%	2	0.1%
E-7	1,692	13.4%	282	2.2%	101	0.8%	59	0.5%	49	0.4%	20	0.2%
E-6	2,468	13.1%	492	2.6%	173	0.9%	109	0.6%	81	0.4%	18	0.1%
E-5	3,054	12.4%	740	3.0%	222	0.9%	94	0.4%	121	0.5%	39	0.2%
E-4	2,322	17.1%	464	3.4%	173	1.3%	65	0.5%	143	1.1%	41	0.3%
E-3	866	21.1%	233	5.7%	70	1.7%	27	0.7%	63	1.5%	18	0.4%
E-2	126	32.4%	49	12.6%	18	4.6%	3	0.8%	15	3.9%	5	1.3%
E-1	167	66.0%	58	22.9%	15	5.9%	4	1.6%	9	3.6%	5	2.0%
UNK	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED TOTAL	11,054	13.9%	2,356	3.0%	797	1.0%	377	0.5%	487	0.6%	150	0.2%
GRAND TOTAL	12,609	13.9%	2,537	2.8%	866	1.0%	411	0.5%	540	0.6%	163	0.2%

Appendix G – Race/Ethnic Statistics

Table 5 – Army National Guard, FY 97

	Total	White		Black		Hispanic		Native American		Asian-American		Other		Female	
OFFICER															
O-11	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
O-10	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	45	40	88.9%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-7	139	120	86.3%	2	4.4%	2	4.4%	0	0.0%	1	2.2%	0	0.0%	0	0.0%
O-6	1,448	1,330	91.9%	8	5.8%	7	5.0%	1	0.7%	2	1.4%	1	0.7%	1	0.7%
O-5	3,522	3,184	90.4%	39	2.7%	46	3.2%	4	0.3%	26	1.8%	3	0.2%	64	4.4%
O-4	5,931	5,209	87.8%	149	4.2%	97	2.8%	13	0.4%	68	1.9%	11	0.3%	289	8.2%
O-3	10,672	9,087	85.1%	346	5.8%	253	4.3%	18	0.3%	83	1.4%	22	0.4%	605	10.2%
O-2	7,136	5,904	82.7%	862	8.1%	450	4.2%	51	0.5%	174	1.6%	48	0.4%	1,152	10.8%
O-1	3,508	2,825	80.5%	662	9.3%	355	5.0%	34	0.5%	145	2.0%	36	0.5%	582	8.2%
UNK	0	0	0.0%	320	9.1%	210	6.0%	22	0.6%	103	2.9%	28	0.8%	354	10.1%
TOTAL	32,402	27,699	85.5%	2,388	7.4%	1,421	4.4%	143	0.4%	602	1.9%	149	0.5%	3,047	9.4%
WARRANT															
W-5	236	232	98.3%	0	0.0%	3	1.3%	1	0.4%	0	0.0%	0	0.0%	2	08%
W-4	2,571	2,447	95.2%	38	1.5%	54	2.1%	6	0.2%	19	0.7%	7	0.3%	58	2.3%
W-3	1,979	1,859	93.9%	44	2.2%	51	2.6%	4	0.2%	18	0.9%	3	0.2%	84	4.2%
W-2	2,578	2,342	90.8%	97	3.8%	78	3.0%	8	0.3%	42	1.6%	11	0.4%	130	5.0%
W-1	766	676	88.3%	45	5.9%	28	3.7%	2	0.3%	12	1.6%	3	0.4%	70	9.1%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	8,130	7,556	92.9%	224	2.8%	214	2.6%	21	0.3%	91	1.1%	24	0.3%	344	4.2%
OFFICER TOTAL	40,532	35,255	87.0%	2,612	6.4%	1,635	4.0%	164	0.4%	693	1.7%	173	0.4%	3,391	8.4%
ENLISTED															
E-9	1,758	1,563	88.9%	99	5.6%	69	3.9%	5	0.3%	17	1.0%	5	0.3%	44	2.5%
E-8	7,500	6,393	85.2%	578	7.7%	387	5.2%	39	0.5%	76	1.0%	27	0.4%	277	3.7%
E-7	21,634	17,707	81.8%	2,247	10.4%	1,216	5.6%	115	0.5%	243	1.1%	106	0.5%	1,583	7.3%
E-6	44,780	34,068	76.1%	6,588	14.7%	2,839	6.3%	332	0.7%	623	1.4%	330	0.7%	3,091	6.9%
E-5	77,201	55,328	71.7%	13,782	17.9%	5,530	7.2%	608	0.8%	1,195	1.5%	758	1.0%	6,001	7.8%
E-4	109,232	76,804	70.3%	19,100	17.5%	9,114	8.3%	878	0.8%	2,024	1.9%	1,312	1.2%	10,185	9.3%
E-3	30,673	21,132	68.9%	5,944	19.4%	2,406	7.8%	302	1.0%	596	1.9%	293	1.0%	3,845	12.5%
E-2	13,116	9,105	69.4%	2,571	19.6%	891	6.8%	129	1.0%	285	2.2%	135	1.0%	1,840	14.0%
E-1	21,456	15,746	73.4%	3,555	16.6%	1,238	5.8%	220	1.0%	479	2.2%	218	1.0%	3,782	17.6%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED TOTAL	327,350	237,846	72.7%	54,464	16.6%	23,690	7.2%	2,628	0.8%	5,538	1.7%	3,184	1.0%	30,648	9.4%
GRAND TOTAL	367,882	273,101	74.2%	57,076	15.5%	25,325	6.9%	2,792	0.8%	6,231	1.7%	3,357	0.9%	34,039	9.3%

Appendix G – Race/Ethnic Statistics

Table 6 – Air National Guard, FY 97

	Total	White	White %	Black	Black %	Hispanic	Hispanic %	Native American	Native American %	Asian-American	Asian-American %	Other	Other %	Female	Female %
OFFICER															
O-11	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-10	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-9	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
O-8	23	19	82.6%	2	8.7%	1	4.3%	0	0.0%	1	4.3%	0	0.0%	0	0.0%
O-7	89	81	91.0%	3	3.4%	2	2.2%	2	2.2%	1	1.1%	0	0.0%	2	2.2%
O-6	694	643	92.7%	14	2.0%	9	1.3%	9	1.3%	14	2.0%	5	0.7%	25	3.6%
O-5	2,859	2,590	90.6%	85	3.0%	71	2.5%	36	1.3%	61	2.1%	16	0.6%	230	8.0%
O-4	4,192	3,689	88.0%	180	4.3%	131	3.1%	69	1.6%	90	2.1%	33	0.8%	496	11.8%
O-3	3,555	3,058	86.0%	212	6.0%	111	3.1%	54	1.5%	94	2.6%	26	0.7%	623	17.5%
O-2	1,008	839	83.2%	69	6.8%	33	3.3%	16	1.6%	42	4.2%	9	0.9%	251	24.9%
O-1	839	672	80.1%	70	8.3%	41	4.9%	13	1.5%	35	4.2%	8	1.0%	227	27.1%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	13,259	11,591	87.4%	635	4.8%	399	3.0%	199	1.5%	338	2.5%	97	0.0%	1,854	14.0%
WARRANT															
W-5	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-4	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-3	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-2	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
W-1	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OFFICER TOTAL	13,259	11,591	87.4%	635	4.8%	399	3.0%	199	1.5%	338	2.5%	97	0.7%	1,854	14.0%
ENLISTED															
E-9	1,671	1,478	88.5%	65	3.9%	57	3.4%	33	2.0%	29	1.7%	9	0.5%	101	6.0%
E-8	3,946	3,439	87.2%	152	3.9%	163	4.1%	100	2.5%	77	2.0%	15	0.4%	329	8.3%
E-7	14,587	12,177	83.5%	979	6.7%	661	4.5%	332	2.3%	352	2.4%	86	0.6%	2,035	14.0%
E-6	22,630	18,126	80.1%	1,975	8.7%	1,242	5.5%	505	2.2%	613	2.7%	169	0.7%	3,405	15.0%
E-5	29,876	23,540	78.8%	2,805	9.4%	1,754	5.9%	589	2.0%	915	3.1%	273	0.9%	4,445	14.9%
E-4	16,928	12,959	76.6%	1,635	9.7%	1,091	6.4%	346	2.0%	723	4.3%	174	1.0%	2,989	17.7%
E-3	5,578	4,108	73.6%	689	12.4%	319	5.7%	95	1.7%	281	5.0%	86	1.5%	1,314	23.6%
E-2	723	507	70.1%	127	17.6%	49	6.8%	8	1.1%	27	3.7%	5	0.7%	235	32.5%
E-1	642	429	66.8%	112	17.4%	36	5.6%	11	1.7%	40	6.2%	14	2.2%	289	45.0%
UNK	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENLISTED TOTAL	96,581	76,763	79.5%	8,539	8.8%	5,372	5.6%	2,019	2.1%	3,057	3.2%	831	0.9%	15,142	15.7%
GRAND TOTAL	109,840	88,354	80.4%	9,174	8.4%	5,771	5.3%	2,218	2.0%	3,395	3.1%	928	0.8%	16,996	15.5%

Appendix H

Emergency Response State Missions

MISSION TYPE	START DATE	TERM DATE	ARNG MANDAYS	ANG MANDAY
Alabama				
Federal/State/Local Agency Support	11/03/97	11/04/97	6	0
Federal/State/Local Agency Support	11/08/97	11/09/97	12	0
Winter Storm	12/14/97	12/14/97	2	0
Winter Storm	12/14/97	12/14/97	1	0
Winter Storm	12/14/97	12/14/97	5	0
Winter Storm	12/14/97	12/14/97	1	0
Winter Storm	12/14/97	12/14/97	2	0
Winter Storm	12/28/97	12/29/97	84	0
Winter Storm	12/29/97	12/30/97	8	0
Flood	01/07/98	01/08/98	30	0
Winter Storm	01/16/98	01/17/98	145	40
Winter Storm	01/21/98	01/21/98	12	0
Mud/Land Slide	02/17/98	02/18/98	15	0
Federal/State/Local Agency Support	02/22/98	02/22/98	3	0
Federal/State/Local Agency Support	02/25/98	03/12/98	32	0
Winter Storm	03/08/98	04/03/98	3,382	12
High Winds/Hail	10/28/97	10/30/97	17	0
Federal/State/Local Agency Support	03/13/98	03/15/98	30	0
Tornado	04/08/98	06/12/98	3,382	130
Federal/State/Local Agency Support	05/18/98	05/20/98	12	0
Federal/State/Local Agency Support	06/03/98	06/05/98	0	9
Tornado	06/05/98	06/14/98	391	0
High Winds/Hail	06/15/98	06/16/98	18	0
Federal/State/Local Agency Support	07/02/98	08/02/98	66	0
Federal/State/Local Agency Support	08/20/98	08/21/98	4	0
Federal/State/Local Agency Support	08/31/98	09/03/98	8	0
Hurricane	09/01/98	09/03/98	55	0
Disaster Relief	08/31/98	09/09/98	80	0
Loss of Public Utilities	09/14/98	09/19/98	24	0
Hurricane	09/25/98	09/30/98	1,756	90
Alabama Total				**9,864**

Arkansas

Loss of Public Utilities	12/20/97	12/22/97	18	0
Federal/State/Local Agency Support	03/25/98	03/28/98	12	0
Tornado	04/16/98	04/21/98	230	21
Arkansas Total			**281**	

Arizona

Flood	10/01/97	10/01/97	3	0
Federal/State/Local Agency Support	12/08/97	04/03/98	234	0
Search & Rescue	06/05/98	06/07/98	16	0
Forest Fire	07/02/98	07/02/98	5	0
Federal/State/Local Agency Support	07/02/98	07/07/98	12	0
Federal/State/Local Agency Support	07/24/98	07/24/98	3	0
Fire	07/22/98	07/24/98	3	0
Search & Rescue	07/26/98	07/26/98	4	0
Arizona Total			**280**	

California

Law Enforcement Assistance	10/01/97	9/30/98	12,045	0
Federal/State/Local Agency Support	10/01/97	10/10/97	24	0
Hurricane	10/10/97	10/13/97	65	0
Federal/State/Local Agency Support	10/12/97	11/03/97	13	0
Hurricane	10/10/97	10/12/97	47	0
Federal/State/Local Agency Support	10/01/97	10/28/97	8	0
Federal/State/Local Agency Support	10/01/97	10/21/97	10	0
Federal/State/Local Agency Support	11/14/97	11/24/97	12	0
Federal/State/Local Agency Support	10/10/97	11/20/97	12	0
Federal/State/Local Agency Support	11/16/97	11/16/97	3	0
Federal/State/Local Agency Support	11/20/97	11/21/97	0	14
Federal/State/Local Agency Support	12/01/97	12/01/97	0	8
Federal/State/Local Agency Support	01/05/98	01/12/98	4	0
Federal/State/Local Agency Support	01/02/98	01/12/98	15	0
Federal/State/Local Agency Support	01/06/98	01/12/98	20	0
Federal/State/Local Agency Support	01/04/98	01/12/98	3	0
Flood	02/03/98	05/15/98	20,918	558
Federal/State/Local Agency Support	04/21/98	04/21/98	3	0

Federal/State/Local Agency Support	08/01/98	08/02/98	6	0
Federal/State/Local Agency Support	08/02/98	08/02/98	6	0
Federal/State/Local Agency Support	08/01/98	08/01/98	6	0
Forest Fire	08/31/98	09/30/98	160	0
Federal/State/Local Agency Support	09/02/98	09/02/98	4	0
Search & Rescue	09/06/98	09/07/98	0	18
Forest Fire	09/06/98	09/07/98	72	0
California Total				**34,059**

Colorado

Federal/State/Local Agency Support	10/09/97	10/10/97	8	0
Federal/State/Local Agency Support	10/13/97	10/13/97	2	0
Federal/State/Local Agency Support	10/12/97	10/15/97	10	0
Winter Storm	10/25/97	10/30/97	575	0
Law Enforcement Support	11/20/97	11/20/97	2	0
Winter Storm	12/05/97	12/06/97	28	0
Federal/State/Local Agency Support	01/13/98	01/14/98	6	0
Federal/State/Local Agency Support	01/18/98	01/18/98	2	0
Federal/State/Local Agency Support	01/25/98	01/25/98	3	0
Federal/State/Local Agency Support	02/01/98	02/01/98	3	0
Law Enforcement Support	05/29/98	06/17/98	1,401	7
Forest Fire	06/29/98	07/08/98	135	0
Law Enforcement Support	07/03/98	07/05/98	26	0
Law Enforcement Support	07/31/98	07/31/98	3	0
Law Enforcement Support	08/05/98	08/06/98	9	0
Colorado Total				**2,220**

Connecticut

Federal/State/Local Agency Support	07/13/98	07/31/98	38	0
Connecticut Total				**38**

Delaware

Flood	02/05/98	02/07/98	246	0
Delaware Total				**246**

Florida

Tornado	02/23/98	03/27/98	541	12
Forest Fire	06/08/98	07/24/98	20,700	784
Hurricane	09/02/98	09/06/98	127	2
Hurricane	09/23/98	09/30/98	10,932	352
Florida Total			**33,468**	

Georgia

Flood	11/22/97	11/26/97	12	0
Flood	11/23/97	11/26/97	4	0
Flood	01/08/98	01/11/98	34	0
Winter Storm	03/09/98	03/20/98	3,259	0
Tornado	03/20/98	03/22/98	368	0
Tornado	04/09/09	04/09/98	14	0
High Winds/Hail	01/16/98	06/18/98	9	0
Forest Fire	06/17/98	06/21/98	95	0
Forest Fire	06/21/98	07/14/98	521	0
Presidential/Vice Presidential Support	07/06/98	07/09/98	4	0
Hurricane	09/25/98	09/30/98	143	0
Georgia Total			**4,499**	

Guam

Federal/State/Local Agency Support	10/28/97	11/11/97	150	0
Federal/State/Local Agency Support	11/24/97	12/19/97	150	107
Hurricane	12/16/97	02/28/98	13,810	3,684
Drought	03/23/98	03/29/98	63	7
Guam Total			**17,971**	

Hawaii

Forest Fire	08/24/98	08/26/98	48	0
Hawaii Total			**48**	

Iowa

Winter Storm	10/26/97	10/27/97	8	0
Winter Storm	03/08/98	03/27/98	252	8
Tornado	05/15/98	05/19/98	475	0
Flood	06/14/98	06/22/98	238	0
High Winds/Hail	06/29/98	07/24/98	1,599	10
Iowa Total			**2,590**	

Idaho

Law Enforcement Support	03/03/98	03/03/98	8	0
Law Enforcement Support	05/14/98	05/14/98	3	0
Idaho Total			**11**	

Indiana

Winter Storm	02/06/98	02/06/98	8	0
Winter Storm	03/09/98	03/20/98	511	0
Tornado	06/12/98	06/12/98	7	0
Flood	06/15/98	06/18/98	65	0
Flood	06/29/98	07/02/98	152	0
Law Enforcement Support	08/04/98	08/05/98	12	0
Flood	08/05/98	08/06/98	126	0
Indiana Total			**881**	

Kansas

Federal/State/Local Agency Support	10/25/97	10/26/97	18	0
Winter Storm	03/08/98	03/11/98	149	22
Winter Storm	03/18/98	03/19/98	4	0
High Winds/Hail	06/30/98	07/01/98	16	0
High Winds/Hail	08/26/98	08/27/98	14	0
Forest Fire	09/02/98	09/02/98	4	0
Flood	09/14/98	09/15/98	30	0
Kansas Total			**257**	

Kentucky

Winter Storm	01/28/98	01/28/98	4	0
Winter Storm	01/30/98	02/07/98	582	0
Winter Storm	02/04/98	02/21/98	4,620	59
Civil Emergency	02/18/98	04/10/98	215	3
Tornado	04/16/98	04/22/98	292	0
Kentucky Total			**5,775**	

Louisiana

Tornado	11/21/97	12/19/97	322	66
Flood	01/07/98	01/14/98	8	0
Tornado	02/11/98	02/19/98	91	0
Tornado	03/02/98	03/06/98	56	0
Federal/State/Local Agency Support	03/16/98	03/27/98	290	0
Federal/State/Local Agency Support	03/27/98	03/30/98	16	0
Loss of Public Utilities	05/19/98	09/30/98	614	0
High Winds/Hail	06/06/98	06/17/98	183	0
Federal/State/Local Agency Support	08/08/98	08/08/98	3	0
Federal/State/Local Agency Support	08/09/98	09/25/98	1,540	0
Civil Emergency	08/17/98	09/10/98	27	0
Drought	08/17/98	09/30/98	612	0
Hurricane	09/01/98	09/02/98	24	10
Hurricane	09/11/98	09/22/98	547	0
Federal/State/Local Agency Support	09/17/98	09/30/98	45	0
Flood	09/18/98	09/21/98	62	18
Flood	09/22/98	09/30/98	16	8
Hurricane	09/25/98	09/30/98	7,522	372
Louisiana Total			**12,452**	

Massachusetts

Winter Storm	01/09/98	02/19/98	518	200
Federal/State/Local Agency Support	03/31/98	03/31/98	3	0
Federal/State/Local Agency Support	04/20/98	04/20/98	259	24
Flood	06/15/98	06/17/98	95	0
Law Enforcement Support	07/02/98	07/02/98	3	0
Massachusetts Total			**1,102**	

Maine

Winter Storm	01/08/98	05/01/98	8,164	646
Law Enforcement Support	07/22/98	07/26/98	368	0
Maine Total			**11,129**	

Michigan

Flood	04/01/98	04/03/98	4	4
High Winds/Hail	06/01/98	06/12/98	671	0
Fire	07/25/98	07/25/98	0	1
High Winds/Hail	09/28/98	09/30/98	94	0
Michigan Total			**774**	

Minnesota

Tornado	03/29/98	04/11/98	1,753	0
Tornado	04/09/98	09/30/98	1,050	0
Tornado	05/31/98	06/03/98	196	0
Tornado	06/28/98	07/01/98	8	0
Federal/State/Local Agency Support	08/14/98	08/17/98	169	0
Federal/State/Local Agency Support	08/25/98	08/26/98	10	0
Federal/State/Local Agency Support	08/26/98	08/29/98	209	0
Minnesota Total			**3,395**	

Mississippi

Tornado	11/28/97	11/29/97	52	0
Hurricane	09/26/98	09/30/98	4,518	30
Mississippi Total			**4,600**	

Montana

Assistance to Law Enforcement Agency	04/08/98	04/09/98	16	0
Forest Fire	09/05/98	09/16/98	186	0
Montana Total			**202**	

North Carolina

Federal/State/Local Agency Support	10/08/97	10/08/97	2	0
Federal/State/Local Agency Support	10/20/97	10/20/97	4	0
Assistance to Law Enforcement Agency	11/18/97	11/20/97	6	0
Federal/State/Local Agency Support	12/05/97	12/06/97	4	0
Federal/State/Local Agency Support	12/02/97	12/03/97	12	0
Winter Storm	12/29/97	12/31/97	74	0
Federal/State/Local Agency Support	01/08/98	01/09/98	4	0
Flood	01/07/98	01/30/98	4,577	512
Winter Storm	01/27/98	02/12/98	2,600	32
Federal/State/Local Agency Support	02/13/98	02/13/98	2	0
Winter Storm	02/16/98	02/17/98	6	0
Assistance to Law Enforcement Agency	03/20/98	05/01/98	703	40
Flood	03/26/98	04/07/98	28	0
Federal/State/Local Agency Support	04/04/98	04/07/98	16	0
Flood	04/19/98	04/22/98	16	0
Law Enforcement Support	04/12/98	04/13/98	4	0
Federal/State/Local Agency Support	04/24/98	04/25/98	4	0
Loss of Public Utilities	04/30/98	05/01/98	8	0
Tornado	05/07/98	05/08/98	34	0
Loss of Public Utilities	06/23/98	06/24/98	8	0
Federal/State/Local Agency Support	06/23/98	06/24/98	12	0
Forest Fire	07/03/98	07/07/98	32	0
Federal/State/Local Agency Support	07/06/98	07/07/98	4	0
Federal/State/Local Agency Support	07/17/98	07/21/98	15	0
Forest Fire	07/22/98	07/27/98	12	0
Other	07/25/98	07/28/98	0	16
Loss of Public Utilities	08/05/98	08/06/98	4	0
Law Enforcement Support	08/19/98	08/20/98	4	0
Federal/State/Local Agency Support	08/22/98	08/23/98	8	0
Hurricane	08/24/98	09/28/98	4,517	591
Law Enforcement Support	09/15/98	09/15/98	2	0
Hurricane	09/23/98	09/23/98	1	27
Natural Disaster	09/23/98	09/23/98	1	27
Hurricane	09/26/98	09/26/98	1	33

North Carolina Total 14,003

North Dakota

Flood		10/01/97	02/03/98	502	0
Flood		07/01/98	07/14/98	69	69
North Dakota Total				**640**	

Nebraska

Winter Storm		10/25/97	12/02/97	8,010	1,177
Winter Storm		03/08/98	03/10/98	67	0
Nebraska Total				**9,254**	

New Hampshire

Federal/State/Local Agency Support	10/12/97	10/12/97	3	0
Federal/State/Local Agency Support	11/24/97	11/24/97	4	0
Winter Storm	01/09/98	01/20/98	337	32
Federal/State/Local Agency Support	01/22/98	01/22/98	3	0
Winter Storm	01/25/98	01/25/98	21	0
Flood	06/16/98	06/19/98	19	0
Law Enforcement Support	08/28/98	08/28/98	4	0
New Hampshire Total			**453**	

New Jersey

Flood	01/28/98	01/29/98	8	0
Winter Storm	02/04/98	02/06/98	166	0
Flood	05/11/98	05/11/98	2	0
Law Enforcement Support	06/05/98	06/05/98	2	0
New Jersey Total			**178**	

New Mexico

Federal/State/Local Agency Support	10/01/97	10/05/97	10	0
Federal/State/Local Agency Support	10/01/98	10/10/97	20	0
Federal/State/Local Agency Support	10/20/97	10/23/97	8	0
Federal/State/Local Agency Support	10/27/97	10/28/97	11	0
Federal/State/Local Agency Support	12/18/97	12/19/97	6	0
Winter Storm	12/20/97	12/21/97	8	0
Winter Storm	11/15/97	11/16/97	10	0
Winter Storm	12/22/97	01/05/98	379	0

Federal/State/Local Agency Support	01/06/98	01/16/98	22	0
Loss of Public Utilities	04/14/98	09/06/98	51	0
Forest Fire	06/22/98	06/26/98	36	0
Federal/State/Local Agency Support	08/21/98	09/09/98	40	0
Federal/State/Local Agency Support	09/19/98	09/19/98	4	0
New Mexico Total			**605**	

Nevada

Federal/State/Local Agency Support	01/09/98	01/11/98	9	0
Federal/State/Local Agency Support	02/07/98	02/08/98	4	0
Nevada Total			**13**	

New York

Federal/State/Local Agency Support	10/23/97	10/24/97	0	10
Winter Storm	01/08/98	03/31/98	44,085	518
Tornado	06/01/98	07/23/98	6,088	1,061
Flood	06/26/98	06/26/98	14	0
High Winds/Hail	09/07/98	09/30/98	7,680	725
Federal/State/Local Agency Support	09/26/98	09/30/98	240	12
New York Total			**60,433**	

Ohio

Tornado	06/25/98	07/01/98	565	45
Flood	06/28/98	08/01/98	7,419	1,338
Ohio Total			**9,374**	

Oklahoma

Federal/State/Local Agency Support	11/02/97	11/03/97	4	0
Federal/State/Local Agency Support	01/19/98	01/20/98	4	0
Federal/State/Local Agency Support	02/26/98	02/26/98	1	0
Assistance to Law Enforcement Agency	05/22/98	05/22/98	2	0
Forest Fire	07/27/98	08/04/98	142	0
Drought	07/31/98	09/30/98	10,638	10
Forest Fire	09/06/98	09/11/98	66	0
Oklahoma Total			**10,867**	

Oregon

Federal/State/Local Agency Support	11/03/97	11/03/97	2	0
Federal/State/Local Agency Support	01/29/98	01/29/98	2	0
Federal/State/Local Agency Support	02/25/98	02/25/98	2	0
Flood	05/29/98	06/01/98	175	0
Federal/State/Local Agency Support	06/22/98	06/22/98	1	0
Federal/State/Local Agency Support	08/01/98	08/02/98	5	0
Oregon Total			**187**	

Pennsylvania

Federal/State/Local Agency Support	10/10/97	10/10/97	4	0
Winter Storm	12/05/97	12/06/97	58	0
High Winds/Hail	06/02/98	06/05/98	8	0
Tornado	06/02/98	06/15/98	844	39
Federal/State/Local Agency Support	07/01/98	07/08/97	33	0
Pennsylvania Total			**986**	

Puerto Rico

Assistance to Law Enforcement Agency	10/01/97	09/30/98	64,278	0
Assistance to Law Enforcement Agency	10/01/98	10/02/97	468	0
Hurricane	09/20/98	09/30/98	11,950	191
Puerto Rico Total			**76,887**	

Rhode Island

Federal/State/Local Agency Support	10/01/97	09/30/98	1,612	582
Rhode Island Total			**2,194**	

South Carolina

Tornado	05/07/98	05/08/98	103	0
Fire	07/02/98	07/04/98	60	0
Forest Fire	07/21/98	07/22/98	6	0
Hurricane	08/23/98	08/28/98	8,095	159
South Carolina Total			**8,423**	

South Dakota

Tornado	03/31/98	04/01/98	4	0
Tornado	05/31/98	06/19/98	817	41
South Dakota Total			**862**	

Tennessee

Flood	01/08/98	01/22/98	558	0
Winter Storm	01/16/98	01/22/98	32	0
Winter Storm	01/28/98	02/13/98	462	6
Tornado	04/16/98	05/01/98	280	46
Federal/State/Local Agency Support	06/24/98	07/11/98	294	10
Forest Fire	07/04/98	07/13/98	10	0
Flood	07/13/98	07/21/98	209	0
Federal/State/Local Agency Support	09/20/98	09/20/98	8	0
Tennessee Total			**1,915**	

Texas

Forest Fire	05/11/98	05/14/98	68	0
Forest Fire	05/13/98	05/25/98	120	0
Forest Fire	06/18/98	06/30/98	246	0
Forest Fire	07/03/98	09/30/98	1,740	0
Flood	08/24/98	09/30/98	3,481	62
Flood	09/07/98	09/18/98	8,802	1
Texas Total			**14,520**	

Utah

Flood	10/14/97	10/21/97	108	0
Law Enforcement Support	06/05/98	06/15/98	68	0
Forest Fire	07/20/98	08/17/98	50	0
Utah Total			**226**	

Virginia

Winter Storm	01/28/98	02/07/98	392	4
Hurricane	08/26/98	08/31/98	152	0
Virginia Total			**548**	

Virgin Islands

Hurricane	09/20/98	09/30/98	1,818	47
Virgin Islands Total				**1,865**

Vermont

Winter Storm	01/08/98	01/23/98	2,382	519
Flood	06/27/98	07/02/98	1,092	29
Vermont Total				**4,022**

Washington

Civil Disturbance	05/03/98	05/05/98	371	151
Washington Total				**522**

Wisconsin

Federal/State/Local Agency Support	11/22/97	11/24/97	15	0
High Winds/Hail	06/02/98	06/02/98	6	0
High Winds/Hail	06/28/98	07/02/98	29	0
Flood	08/07/98	08/07/98	4	0
Federal/State/Local Agency Support	08/12/98	09/02/98	45	0
Wisconsin Total				**99**

West Virginia

Winter Storm	01/28/98	02/08/98	3,113	31
Flood	06/28/98	08/07/98	5,670	78
Federal/State/Local Agency Support	08/06/98	08/10/98	45	33
West Virginia Total				**8,892**

Wyoming

Federal/State/Local Agency Support	08/07/98	08/07/98	5	0
Wyoming Total				**5**

Total Mandays   374,115