

*Annual Review of the Chief*



NATIONAL  
GUARD  
BUREAU

*Fiscal Year*  
**1999**

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GUARD  
BUREAU

*Fiscal Year*

1999

# *To the Secretaries of the Army and the Air Force:*



*The Annual Review of the Chief,  
National Guard Bureau for Fiscal Year  
1999 is respectfully submitted.*

This fiscal year, more than 3,000 men and women of the Air National Guard were called into active Federal Service, the Air Guard's largest Federalization since the Gulf War. The Federalized Air Guard personnel who supported operations in the Serbian province of Kosovo were called to active duty under the provisions of the Presidential Selective Reserve Call-up (PSRC) authority. During the same time, thousands of Army National Guard members were also in Europe in active Federal service, and also supporting peacekeeping efforts in the former Yugoslavia.

As in their Active Component counterparts, operations tempo in the Army and Air National Guard continues to increase. Both the National Guard Bureau and the states and territories are working to meet the various challenges which this increased overseas deployment schedule represents.

In the United States itself, men and women of the Army and Air National Guard expended almost 200,000 mandays responding to domestic emergencies and disasters, and supporting local, state, and Federal agencies. As they have since the earliest days of colonial settlement, Guardmembers will continue to serve both state and nation.

RUSSELL C. DAVIS

*Lieutenant General, U.S. Air Force  
Chief, National Guard Bureau*



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# Chief, National Guard Bureau

Initiatives Group

Executive Services

Office of the Chief

Chief Information Officer

Chief Counsel  
Support Services

Acquisition

Counterdrug Directorate

General Officer Management

Resource Management

Inspector General

Internal Review

Human Resources

Equal Opportunity

Family Programs

Policy & Liaison

Public Affairs

Assistant for Property and  
Fiscal Affairs & Special  
Competition Advocate

International Affairs

**Director,  
Army National Guard**

Chief Human Resources Officer

Director's Staff Group

Chief Resource Management Officer

Chief Operating Officer

Chief Support Officer

Mobilization Augmentation  
Detachment

**Director,  
Air National Guard**

201st Mission  
Support Sqdn

Office of the Chief of Staff

Secretary of the  
General Staff

Installation Support Office

Chief Information Officer

Force Modernization  
Officer

Office of Personnel  
Policy, Programs  
& Manpower

Office of Strategic  
Initiatives

Aviation & Safety Division

Chief of Chaplains

Office of the Chief Surgeon

Environmental Programs  
Division

Force Management  
Division

Full-Time Support Division

Information Systems  
Division

Installations Division

Logistics Division

Operations Division

Personnel Division

Programs Analysis &  
Evaluation Division

Readiness Division

Strength Maintenance  
Division

Training Division

Operational Spt Airlift  
Agency (Ft Belvoir, VA)

Professional Education Ctr  
(N Little Rock, AR)

Directorate of Operations

Directorate of Acquisition

Directorate of Personnel  
& Training

Directorate of Financial  
Mgmt & Comptroller

Directorate of Plans,  
Programs &  
Manpower

Directorate of  
Logistics

The Air Surgeon

Directorate of  
Organization  
Management

Chief of Chaplains

Directorate of Civil  
Engineer

Directorate of  
Counterdrugs

Command, Control,  
Communications,  
Computer & Information  
Directorate



# *Army National Guard*

## PERSONNEL

357,469 Personnel  
23,283 Technicians  
21,986 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

105,715 Personnel  
22,932 Technicians  
10,973 Active Guard/Reserve (AGR)

## ORGANIZATION

1550 Units  
89 Wings (Flying)  
97 Squadrons (Flying)  
5 Training Units (Flying)  
176 Logistics Units  
99 Medical/Aeromedical Evac Units  
156 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.

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

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

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

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

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



## NATIONAL GUARD BUREAU

*Fiscal Year*

1999



OFFICE OF THE *Chief*





## Chief Information Officer

The Office of the National Guard Bureau Chief Information Officer (CIO) was created in November 1996 in order 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 ensuring information superiority, as defined in Joint Vision 2010. This is accomplished by applying state-of-the-art information technology to achieve the Army National Guard, Air National Guard, and National Guard Bureau business goals, supporting diversified federal and state missions. Management goals of the office include championing information technology innovations that improve 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 FY95, 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, Headquarters Department of the Army (HQDA), and with other Defense, federal, and state external agencies. The PEO provides oversight of two major programs: the Reserve Component Automation System (RCAS) and the Distributive Training Technology Project (DTTP). The Mobilization Movement and Control (MOBCON) system and the Environmental Program Systems (EPS) that had PEO oversight in FY98 have been fielded and are now in sustainment.

## Reserve Component Automation System (RCAS)

The RCAS is an automated information management system that provides the Army the capability to administer, manage, and more effectively mobilize Army National Guard (ARNG) and United States Army Reserve (USAR) forces. The RCAS supports daily operational, training, and administrative tasks at all Guard and Reserve echelons, and provides 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, 50,967 out of over 56,000 personal computers have been deployed. Fielding has been completed at 54 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 the Northeast ice storms, El Niño storms on the West Coast, and hurricanes in the Southeast.

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 inter-connectivity, COTS office automation software, and unclassified as well as classified capable workstations, began in FY97 and is scheduled for completion in FY02. Data servers and logistics applications were released to the field in September 1998. Functionality in force authorization, security, and training was approved for release in the spring of 2000. Full functionality is expected to be completed in FY02.



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. All 54 states and territories and the District of Columbia are now passing RCAS traffic over the GuardNet XXI 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 Project (DTTP) represents the future of training and education in the Army National Guard. This award-winning program converts 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.

Classrooms combine video teletraining and computer-assisted instruction, and are linked via high-speed, large-bandwidth circuits in all 54 states and territories and the District of Columbia. To date, 212 out of 488 classrooms have been installed in a wide variety of configurations. The Network Operations Center is located in the Army National Guard Readiness Center in Arlington, Virginia.

The Integrated Information System (IIS) is a billing, metering, and scheduling system that monitors and manages networked DTTP classrooms. IIS limited deployment was scheduled for completion by May 31, 2000; full fielding began June 1 when the IIS was incorporated into classroom deployments.



Collaboration between organizations – federal, state, public, and private – is ongoing to establish partnerships focused on fully implementing the program's potential for extending educational venues into communities across the country. Under this "shared use" approach, classroom facilities are made available to non-military organizations on a direct-cost reimbursement basis. The synergistic effect of this approach is the expansion of access to automated information and communications capabilities across the nation, while at the same time helping to defray the cost of operating the system. The eventual impact on improved mobilization readiness and community access is expected to be substantial. Cooperative agreements were designed for the states to begin collecting program income generated from the shared use of the classrooms with other organizations. Congressional language has also directed DTTP to address training needs in the areas of: Weapons of Mass Destruction, support to the Federal Emergency Management Agency (FEMA), Partnership for Peace, Youth Programs, and counterdrug activities. Fielding of the DTTP is scheduled for completion in FY03. The projected return on investment is \$8.10 for every \$1 spent.

## Policy and Liaison

The Office of Policy and Liaison performs three primary functions within the National Guard Bureau. These are to support the National Guard Bureau leadership in legislative liaison activities and relations with private military associations; to respond to inquiries from the White House and Congress; and to oversee the policy function of the National Guard.

### 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 Air Force, Army, and National Guard Bureau directorate level legislative and budget offices and by providing timely and coordinated information to Congress as requested. Members of this branch attend congressional hearings and provide written summaries to senior National Guard Bureau leadership, and prepare the leadership for appearances at hearings and briefings. They also coordinate congressional visits to key National Guard sites and events.

### 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 Members of Congress, the White House Liaison, Congressional Committees, the Office of Secretary of Defense, and the Army and Air Force Congressional Liaison offices regarding a wide variety of issues, initiatives, and problems relating to the National Guard, its personnel, policy, 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 to be accurate and timely, but it also strives to provide superior customer service. This means that Branch personnel now ensure that the response not only addresses the inquiry, but also provides additional means to resolve a situation.

Additionally, the Inquiries Branch works closely with the Legislative Liaison Branch to guarantee coordinated, dependable information. This not only maintains consistency but also provides opportunities to further educate the Congress on the unique challenges that the National Guard faces. This effort, combined with the responsibility of answering over 5,000 written and telephonic inquiries yearly, with an increased dedication to full customer satisfaction, continues the challenge of providing complete, accurate answers with appropriate discretion.



## Policy Branch

This branch manages and coordinates National Guard Bureau and National Guard policy. National Guard Bureau policy is established in 80 National Guard Bureau Memorandums, and National Guard policies are provided to the states and territories in more than 100 National Guard Regulations and Air National Guard Instructions. These documents are a principal source for the National Guard Bureau leadership to serve as a channel of communications between the Secretaries of the Army and the Air Force and the states and territories. In addition, the Policy Branch is the National Guard coordination authority for policy documents published by the Department of Defense and Departments of the Army and Air Force.

## International Affairs

The Office of International Affairs (NGB-IA), through the State Partnership Program (SPP), links U.S. states with partner countries' defense ministries and government agencies, primarily through the vehicle of the States' National Guards, for the purpose of improving bilateral relations with the United States. The program's goals reflect an evolving international affairs mission for the National Guard, by promoting regional stability and civil-military relationships in support of U.S. policy objectives. The SPP actively supports the National Military Strategy's mandate to shape the international security environment.

NGB-IA participated in the 50th Anniversary NATO Summit in April 1999 held in Washington, D.C. The directorate represented the National Guard and exhibited the National Guard State Partnership Program to the Secretary of Defense and to many of the delegates that attended from the NATO member countries. In May 1999, it hosted foreign diplomats at the DoD Open House at Andrews Air Force Base, and

it also participated in an attaché tour sponsored by the U.S. Army Chief of Staff. In addition, NGB-IA participated in the Colombia - U.S. Bilateral Working Group per invitation by the Joint Chiefs of Staff in September 1999; the Director of International Affairs provided an overview to key Colombian officials of the State Partnership Program.

## State Partnership Program

Twenty-nine countries are now partnered with thirty states and one U.S. territory. The National Guard State Partnership Program serves as a tool for our soldiers and airmen to perform as a compelling example of military subordination to civilian authority, emphasizing the apolitical role of the military in a democracy. It also serves as a valuable example of peacetime utility of the military under control of civilian authorities for domestic emergency services, an added benefit to emerging democracies with limited funds.

## European Command

In FY99 the National Guard was called upon to support the Kosovo crisis within the U.S. European Command (EUCOM). The Guard was already providing forces in support of Bosnia. During the same timeframe, NATO accepted three former Warsaw Pact countries into the alliance, expanding the alliance from 16 to 19 countries. The day the bombing campaign started, NGB-IA was sending invitations out to NATO and Partnership for Peace (PfP) countries (including Russia) to participate in a civil-military flood workshop to be hosted by NGB and the Ohio National Guard. This workshop followed immediately after the NATO Summit and provided Central European countries a view of how U.S. states form interstate compacts in response to crises and disasters.

The impact of Kosovo was significant to the U.S. engagement program within the Balkan region. PfP exercises were cancelled and military-to-military activ-

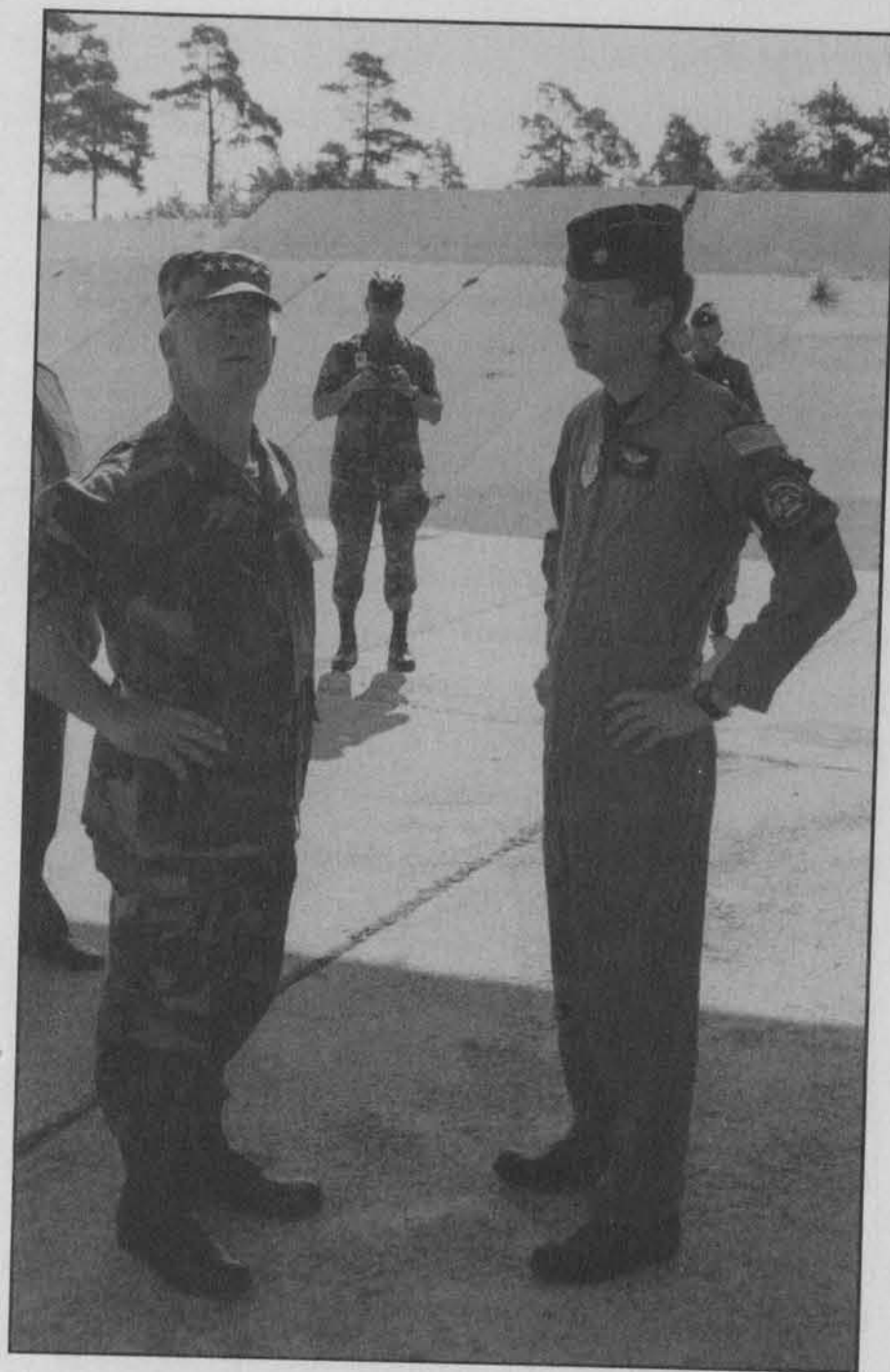


ities ceased in some countries. However, the Military Liaison Team chief of the Former Yugoslav Republic of Macedonia – Colonel Eugene Sevi, a Vermont Air Guardsman – quickly became a critical asset to Ambassador Hill and the U.S. embassy team in Macedonia in support of the Kosovo refugees.

National Guard citizen-soldiers/airmen were very busy in the rest of U.S. European Command's Area of Responsibility. The State Partners were executing military-to-military events for the Joint Contact Team Program. The 20 State Partners and other National Guard units were planning and providing citizen-soldiers/airmen to EUCOM exercises OPTIC WINDMILL, DYNAMIC MIX, ATLAS DROP, AFRICAN LION, COMBINED ENDEAVOR, AFFIRMATIVE ALERT, PEACESHIELD, and CORNERSTONE. The California, Kansas, and Illinois National Guard provided close to 400 citizen-soldiers/airmen to PEACESHIELD, an "In the Spirit of" PfP exercise. California's 40th Infantry Division took the lead and provided the exercise director during the command post and field training exercise of PEACESHIELD. Meanwhile, back in the United States, the Michigan National Guard hosted the first-ever tri-lateral Guardex, called PARTNER CHALLENGE. The Baltic States of Latvia, Lithuania, and Estonia and their state partners provided a 30-person infantry platoon each. PARTNER CHALLENGE focused on lanes training for National Guard infantry platoons, and at the same time provided peacekeeping training to the participating Baltic states. Overall, the State Partners for U.S. European Command executed 22 Minuteman Fellows and Guardex events during FY99.

## Southern Command

The U.S. Southern Command (SOUTHCOM) announced the approval of three new SPP partnerships within its theater of operations. The Honduras-Puerto Rico, Mississippi-Bolivia, and Venezuela-Florida partnerships became the fifth, sixth, and seventh partners in the western hemi-



sphere. The four other partnerships in SOUTHCOM are Belize-Louisiana-New Hampshire; Panama-Missouri; Ecuador-Kentucky; and Peru-West Virginia.

NGB-IA published the first edition of *PRESENTE!* It is a quarterly newsletter that aims at providing useful information about the National Guard and its activities to the military attachés in the Washington area and other parties interested in the National Guard International Affairs program. The newsletter is published in English and Spanish.

In November 1998, the Chief, National Guard Bureau (CNGB) visited hurricane-ravaged El Salvador and Honduras, where National Guard members were involved in the disaster relief operations; in July, he visited troops in the Dominican Republic, Nicaragua, El Salvador, Honduras, and Guatemala who were par-



ticipating in the reconstruction efforts. In June the Chief traveled to HQ, SOUTHCOM as part of the first CNGB visit conducted since SOUTHCOM moved to Miami, Florida. Along with CinC SOUTHCOM, he identified future events and activities that will further solidify the already close and productive relationship between the two organizations.

In January, SOUTHCOM and the National Guard hosted the State Partnership Program Workshop at HQ, SOUTHCOM. Participants from five countries and seven states identified events for a 6-year program.

In April, representatives from Peru and Ecuador were invited to participate as observers in the National European Flood Preparedness Workshop in Cincinnati, Ohio. During the course of the workshop, the two former warring countries identified disaster preparedness needs that they both share. As a result of this workshop, key leaders from both Peru and Ecuador began working on events to assist in disaster operations culminating in an agreement to conduct bilateral events to attain these objectives.

### **Central Command**

The State Partnership Program (SPP) in the Central Command (CENTCOM) Area of Responsibility enjoyed an exciting and productive first year. Upon assuming engagement responsibilities for the AOR on October 1, 1998, CENTCOM developed a myriad of activities to meet the Theater Engagement Plan goals.

The most significant event conducted this year was the International Workshop for Emergency Response (IWER). The IWER was a joint, multilateral planning and response workshop that used computers and emergency management software to demonstrate regional and extra-regional responses to a catastrophic natural disaster in a large city in Central Asia. The workshop was conducted in the spirit of Partnership for Peace (PfP), featuring the joint efforts of four Central Asian nations (Kazakhstan, Kyrgyzstan, Turkmenistan, and Uzbekistan) on how they would

plan and execute responses to a simulated powerful earthquake in the city of Almaty, Kazakhstan. Responses were coordinated using computer workstations and emergency management software provided by the Partnership for Peace Information Management System (PIMS) and CENTCOM. This event was conducted in Almaty. The Commander-in-Chief of U.S. CENTCOM, the Arizona National Guard Adjutant General, and Arizona Secretary of State were present for the event.

Montana and Kyrgyzstan conducted a myriad of events including an Infantry Squad Exchange held in Kyrgyzstan. Twelve Montana National Guard, two Regular Army, and twelve Kyrgyz National Guard soldiers conducted basic infantry squad skills and tactics, and Combat lifesaver seminar. A Kyrgyz Republic Delegation visited Montana and met with the Adjutant General and his staff.

## **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.

### **Community & Media Relations**

The External Support Division is responsible for community and media relations programs that are designed to increase public awareness and understanding of the National Guard. Typical community and media relations programs include military open houses, Army and Air National Guard flyovers, civic and news media travel, support to private organizations, and support to National military organizations such as the NGAUS and AGAUS national conferences, as well as national-level media relations. The National Guard Bureau public information team is the principal point of contact at the national level for news media and the general public queries about the Army and Air



National Guard, and coordinates interview requests, media travel, and media relations guidance. It also participates in media training programs designed for field commanders.

The Community Relations section coordinates a variety of national level programs that highlight the Guard's role in the community, including National Guard overseas band travel, civic leader orientation flights and interstate travel, policy on loan/lease of National Guard equipment for public affairs programs, and support to aviation-related events.

Orientation flights, travel, and aerial events dramatically expand the public's understanding of the National Guard mission and capability as a part of the Total Force. During FY99, the External Affairs division approved 204 civic leader and 71 news media representative orientation flight requests; 151 requests for fighter and B-1 orientation flights were also processed. Out-of-state public affairs travel was approved for 107 civic leader flights and 64 news media representative flights, thus affording key community leaders the opportunity to observe military deployments first-hand. In FY99, there were 47 approved requests for OCONUS news media travel and 18 for OCONUS civic leader travel. In addition, the Army and Air Guard were solicited to participate in 305 aerial and aviation-related events, including airshows, flyovers, and out-of-state static displays during FY99.

## ***Policy & Plans***

Fiscal Year 1999 was a dynamic and productive year for the Policy and Plans Branch. Many successful outreach programs to include Counterdrug awareness, Y2K preparedness, and WMD readiness characterized this past year. We achieved greater command and public information on these and other critical issues through electronic distribution of Public Affairs Guidance (PAG), participation in military and corporate conferences, and an aggressive advertising campaign. Furthermore, we managed a large number

of deployments for our low-density career field, with our representatives earning high reviews for performance.

In addition to these success stories, during FY99 the Policy and Plans Branch coordinated one contract to update and improve the NGB Web site and another contract to provide public relations software to every state and territory Public Affairs Officer (PAO). We increased our exposure by advocating Community Manager positions in every Wing and providing PAO augmentees to support a variety of MACOMs and DOD agencies. This branch also spearheaded efforts to gain millions of dollars of new equipment for our units in the field, an effort that will continue into the next fiscal year.

Policy and Plans personnel also performed more traditional missions, including the development of policies and procedures for the state PAOs and TAGs; managing the office's \$1.5-million advertising budget; security review of publications; military support to movie and TV productions; and organizing the annual National Guard Public Affairs Training Workshop, held in October 1998 in Portland, Oregon.

## ***Historical Services***

The Army historians' work in maintaining the lineage and honors of Army Guard units was especially heavy in FY99. This was due to the shift of force structure from combat arms to combat support and service support brought about by the continued implementation of the Army National Guard Division Redesign Study (ADRS).

After a several-year hiatus, the National Guard Heritage Painting Committee was reconstituted with a new chairman and membership and began commissioning several paintings in preparation for the 50th Anniversary of the Korean War. Other highlights of the year include participation in Military History Detachment training at the Professional Education Center and at NTC, and conducting a staff ride for US TRANSCOM officers at the Shiloh battlefield.



Historical Services is working with the Army and seventeen other federal agencies in developing plans and events to commemorate the Bicentennial of the Lewis and Clark Expedition in 2003-2006.

During FY 1999, Air National Guard historians continued to manage the Air Force's largest field history program, consisting of approximately 100 assigned personnel. They published *Adapting The Force: Evolution of The Air Guard's Mobility Mission*, which received the DoD's 1998 Thomas Jefferson Award for special achievement in print media. They also conducted extensive research on the Air Guard's participation in Operation Allied Force, the air war for Kosovo, and at ANG units, the NGB, and the ANGRC.

### Youth Programs

The two federally funded National Guard youth programs operating this fiscal year were ChalleNGe and STARBASE.

"ChalleNGe" is a five-month residential program for 16- to 18-year-old high school dropouts who are drug-free and not in trouble with the law. Twenty-six states participated in the program this fiscal year, an increase of six states over FY98. With the completion of its thirteenth class, almost 22,000 at-risk youth have graduated from the residential phase of the program, with more than 15,000 granted their high-school equivalency (GED) diploma. Other students are completing their GEDs in a post-residential phase. The graduation rate continues to exceed 90%.

"Science and Technology Academies Reinforcing Basic Aviation and Space Exploration" (STARBASE) is a program for grades K-12 that 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 FY99.

## 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 United States Property and Fiscal Officers (USPFOs). The Office of the Chief Counsel has a full-time staff of 20 attorneys, comprised of both civilian attorneys and military judge advocates from the Army and Air National Guard, as well as the active Army and Air Force, and four 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; DoD offices; and other federal and state agencies.



## Contract/Fiscal Law Section

The Contract/Fiscal Law Section provides advice on federal procurement, fiscal law, and any other statutory or regulatory framework that affects National Guard transactions involving the obligation or expenditure of federal funds. This section establishes contracting policies and procedures and disseminates them to the field. For example, this section provided a contract review checklist and guidance on the prohibition to using Multiple-Award Requirements contracts to NGB-AQ and all USPFOs to assist them in their contracting duties. We are in the process of creating a National Guard Bureau Bid Protest Handbook that will be similarly disseminated. This section is the Alternate Dispute Resolution (ADR) Authority for the National Guard Bureau. In our role as the ADR Authority, we negotiate with disgruntled contractors and, when necessary, we coordinate with litigation attorneys who appear in all of the contract dispute forums to include the General Accounting Office, Armed Services Board of Contract Appeals and the Court of Federal Claims. This section provides guidance on contract and fiscal law matters to the Army National Guard Acquisition Planning Board. Additionally, this section reviews commercial, construction, supply, and services contracting documents (acquisition plans, solicitations, awards, modifications, options, and more) for legal sufficiency.

The Contract/Fiscal Law Section also continued its efforts to provide guidance on the proper use of appropriated funds and to reduce Anti-deficiency Act violations. The Section helped National Guard personnel develop a better understanding of fiscal law principles by providing a variety of fiscal law training forums. The Section updated the Fiscal Law Course and will soon make the course available on the Office of the Chief Counsel Web page. Members of the section taught three days of fiscal law to the full-time judge advocates, and also provided a one-week fiscal law course to one state jurisdiction, presented several hours of fiscal law to comptroller personnel for both the Army and Air National Guard, and will provide fiscal law training at the upcoming USPFO conference.

## 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 FY99 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, outside employment and other activities (teaching, speaking, writing, etc.), post-government employment restrictions, and use of government resources.

The attorney for counterdrug legal support aids the Counterdrug Directorate with written opinions on and interpretations of the fiscal, criminal, administrative, and constitutional issues involved with executing the 54 state and territory governors' counterdrug plans. As in the past, FY99 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 FY99, 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-EO 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 a 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 FY99, 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 FY99, 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.

### ***Administrative Law Section***

The Administrative Law Section provided legal advice relating to military personnel law, full-time support personnel, mobilization, operations, National Guard State Partnership activities, 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 FY99 were issues arising from National Guard support to funeral honors for veterans, and state residency requirements for National Guard membership.

### ***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 FY99, the section continued its efforts to facilitate ANG and ARNG compliance with state and federal environmental statutes, including, in particular, issues arising from the ongoing 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 environmental issues involved in the transfer of certain lands, such as Ft. McClellan, Alabama, from use by other DoD components to use by the National Guard. In the case of Ft. McClellan, the Army major command leaving the facility agreed to continue and complete the partially completed and ongoing environmental characterization of the facility prior to any transfer of accountability to the National Guard





Bureau. This agreement allowed the Alabama Guard to assume operational control of the facility in spite of the incomplete assessment of environmental liabilities.

The Environmental Law Section continues to review a large volume of environmental planning documents (generated primarily under NEPA, which accounted for 76 actions) 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 Guard's efforts to significantly revise airspace configuration in Colorado achieved a significant milestone in Spring 1999, when the Federal Aviation Administration adopted the Guard's Environmental Impact Statement as adequate. As a consequence, the public review and promulgation of the action is being completed quickly and successfully. The demands in the area of cultural resources and natural resource management continue to

increase with the implementation of the recent requirement under the Sikes Act Improvement Act of 1997 that certain military facilities with significant natural resources prepare a natural resource management plan.

The Section continues to efficiently use detachment personnel in reviewing noncomplex environmental matters. Specific efforts were made to build the expertise of detachment attorneys in specific areas of environmental law in order to expand the range of projects appropriate for detachment review.

## Legislation

The legislative attorney works directly under the Chief Counsel. During FY99, 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 issues of significant interest to the National Guard; and drafted comments and reports addressing those issues on behalf of the National Guard. The legislative attorney's efforts during FY99 helped shape numerous items of legislation, to include renewed authority for the National Guard to employ non-dual status technicians; authority to pay per diem to military technicians serving on active duty without pay overseas; authority to pay a retention bonus to certain aviation officers who sign a commitment to serve on active duty in the AGR program; and amendments to increase administrative flexibility under the National Guard Counterdrug and ChalleNGe programs. The legislative attorney also helped implement laws enacted during FY99 by analyzing and summarizing statutory changes affecting the National Guard; researching committee reports and other items of legislative history; and rendering legal interpretations applying statutory construction principles.

## Inspector General

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

Both Army and Air National Guard issues are reviewed by National Guard Inspectors General. The NGB-IG office has oversight responsibility of the 54

Inspector General offices in the states and territories. Fifty states and territories voluntarily participate in the Active Duty State Inspectors General Program. These 46 states and 4 territories have an active duty Army Colonel or Lieutenant Colonel serving as the State IG.

## Operations and Support Division

The assignment of senior, active duty officers as the Inspectors General to the 54 states and territories is an invaluable program begun more than fifteen years ago by the Chief of Staff of the Army, General Wickam. The program's intent to provide a high level of credibility and professional military expertise to the Adjutants General, subordinate commands, soldiers, and airmen of the National Guard has been a resounding success. FY99 has witnessed significant changes in the One-Army IG Program. This program, which has been one of the great success stories of cooperation between the Active Army and the National Guard, is in critical danger of collapsing. A shortage of Colonels in the Army has resulted in a severe shortage of State Inspector Generals. At the end of FY99, the National Guard IG Program had 10 vacant State IG positions out of 34 with no identified fills. This situation becomes even more serious when looking into FY00 we can identify five more projected vacancies. This setback is further compounded by vacancies in states requiring Lieutenant Colonels, which will be below 66% by second quarter of FY00.

This program, one of the singularly most successful, long-term commitments by the Army leadership to the Total Army concept, has shown tremendous benefits, and it is doubtful that any other program can show a higher return on the investment. Yet today, this investment and its tremendous benefits are seriously threatened. These vacancies will have a devastating impact on the effectiveness of this significant, tried-and-proven program. The experience, expertise, and trust that these Colonels and Lieutenant Colonels bring to the Guard is invaluable, and every effort to restore this program should be made.



## ***Army Assistance and Investigation***

The Army Assistance and Investigation Division processes requests for assistance that involve Army National Guard issues. Approximately 68% of requests can be solved at the state level and are referred to the appropriate State IG for action. The Division receives and acts upon complaints from Department of Defense and Department of the Army Hotlines, State Inspectors General, military members, and the general public.

NGB-IG investigations, as directed by the Chief, National Guard Bureau, are conducted by teams of Inspectors General consisting of at least one officer and one Senior NCO. Allegations against General Officers and Senior Executive Service employees are investigated by the Department of the Army Inspector General Office as directed by Army Regulation (AR) 20-1. The reports of investigation (ROI) are not normally used for adverse action. The IG can recommend that an AR 15-6 investigation be initiated by the commander, so adverse action can be taken. On rare occasions, the Inspector General of the Army, upon request from the commander, can grant release of IG materials for adverse action when the evidence is so compelling as to make additional investigative work pointless. All NGB-IG ROIs are reviewed by the National Guard Bureau Judge Advocate General for legal sufficiency to support the findings.

Historically, cases handled by the Inspector General System have changed very little. In 1999, the entire National Guard Inspector General System handled over 5,000 requests for assistance in 24 functional categories. Of those, 79% were assistance cases and 21% were inquiries/investigations. The majority (91%) of the assistance cases were in 6 of the 24 functional codes. Those areas are Military Personnel Management, Finance & Accounting, Personal Conduct, Command Management, and Health Care and Training. Of the allegations that were looked at by inquiries/investigations, there was a 42% substantiation rate.

## ***Intelligence Oversight Division***

The Intelligence Oversight Division was created in FY99 due to the increase in National Guard intelligence units force structure, intelligence mission requirements, force protection issues, and the creation of Military Support Detachments (RAID). The division has the primary mission of conducting oversight of National Guard intelligence components and activities. In order to accomplish this mission, the division provides inspection, assistance, and investigation services for Intelligence Oversight issues. The division also coordinates and assesses external agency intelligence oversight inspection activity and forwards problems that cannot be fixed at the NGB or state level to the Departmental or Secretarial Inspectors General.

During FY99, the Intelligence Oversight Division's main emphasis was on education, training, and providing assistance in intelligence oversight. The increased emphasis on intelligence oversight has a direct correlation to the increase in the nation's preparation for and awareness of possible terrorist activities. The division provided training in intelligence oversight at the Army Inspector General School, to new state IGs, and at all five of the Inspector General Advisory Council Meetings.

The Division also conducted, along with Department of the Army Inspector General for Intelligence Oversight, inspections of seven National Guard Units in four states and attended two National Guard Intelligence Conferences and the Army World Wide Intelligence Conference.

## ***Army Inspections and Analysis***

This division has the primary mission of developing, executing, managing, and coordinating all plans and actions pertaining to CNGB Two Year Inspection Plan, and each special or systemic inspection/assess-

ment conducted as a part of that plan. The division also continues limited oversight of commercial activities contracting.

During FY99, in addition to continuing to conduct follow-up inspections of the Title 10 AGR Program and National Guard Family Assistance Program, the division completed an assessment of the National Guard Incentives Programs and, upon CNGB's directive, an assessment of Enhanced Separate Brigade rotations at the National Training Center and Joint Readiness Training Center. The division undertook several major initiatives by augmenting the Secretary of the Army's Inspector Generals' Special Interest Inspection of Reserve Component Annual Training. In addition to coordinating inspections with the various states and territories, the division also coordinated with several Major Command IG inspections of National Guard organizations (Army Mobility Command, Forces Command, 1<sup>ST</sup> Army, 5<sup>TH</sup> Army, U.S. Army Pacific, etc.)

### ***Air Inspections Division***

The primary mission of the Air Inspections Division is to develop, manage, coordinate, and execute all plans and actions pertaining to ANG Unit Inspections. The division also coordinates inspection schedules and tracks all audits and inspections at ANG units.

This division establishes and maintains current inspection policy for Air National Guard Units throughout the 54 states and territories. The inspection policy pertains to Readiness Certification inspections of all weapon systems, with extensive efforts to prioritize the Air Expeditionary Force within the Air National Guard. The Air Inspections Division publishes current compliance inspection criteria to meet Secretary of the Air Force directives for compliance. This division coordinates and publishes special interest items from the Secretary of the Air Force and Major Command IGs.

## **Acquisition**

The Directorate of Acquisition (NGB-AQ) was responsible for enacting two major reforms during FY99.

First, with the support of ANG Civil Engineering, NGB-AQ awarded eight nationwide Architect & Engineering Indefinite Delivery/Indefinite Quantity (A&E IDIQ) contracts. Each has a \$10 million annual ceiling with a potential value of \$50 million over five years. Five of the contracts are for vertical construction and three are for pavements and infrastructure. They are for use by all the states as well as the NGB, ANG, and ARNG. The ceiling on individual orders is \$1 million. These contracts will greatly reduce the time it takes to award A&E contracts, as well as make better use of scarce resources.

Secondly, since contracting for the Army Guard was split from Air Guard and Joint Staff contracting, NGB-AQ has completely restructured the government charge card (IMPAC) program for Joint Staff and Air National Guard. It has undertaken a massive retraining program to ensure that Air Guard and Joint Staff cardholders are trained in the proper use of the card. This should greatly reduce the number of improper purchases.

### ***Army Contracting***

The Office of Army Contracting, NGB-AQ (Army) was formed on October 1, 1998. NGB-AQ (Army) is the operational contracting office responsible for the procurement of supplies and services to support the Directorate of the Army National Guard (ARNG) and staff at the Army National Guard Readiness Center (ARNGRC) at Arlington Hall in Alexandria, Virginia, and for the contract support to the ARNG to procure supplies and services in nationwide contracting involving the Army Guard in two or more states.

The office is based upon the concept of acquisition teaming with ARNG customers and stakeholders. Acquisition decisions are joint decisions between



program office, comptroller, legal, and contracting personnel. Each ARNG division at the ARNGRC has a specific warranted Army contracting officer through whom all acquisition support is provided.

Major programs supported by the Office of Army Contracting during Fiscal Year 1999:

- ARNG Strength Maintenance Program;
- Nation-Wide Recruiting Advertising & Support;
- ARNG Manpower Requirements Determination Program;
- ARNG Training, Readiness & Operations, Unit Planning, Execution and Resourcing System (TROUPERS);
- Senior Leadership Conferences;
- ARNG Program Office Management (POM) System Support;
- ARNG Business Process Review Systems;
- ARNGRC Facilities Maintenance, Dining Facility & Ground Maintenance Support;
- ARNG Controlled Humidity Preservation Program;
- ARNG Engineering and Training Software Support System;
- National Guard Consolidated Web-site Services;
- IT Operations Services Support;
- Y2K Services Support;
- National Guard Hardware & Software Services Support;
- SIDPHERS Services Support;
- Professional Education Center (PEC) Training Support;
- Industrial Hygiene Program Support; and
- Armory Interior Intrusion Detection System Support.

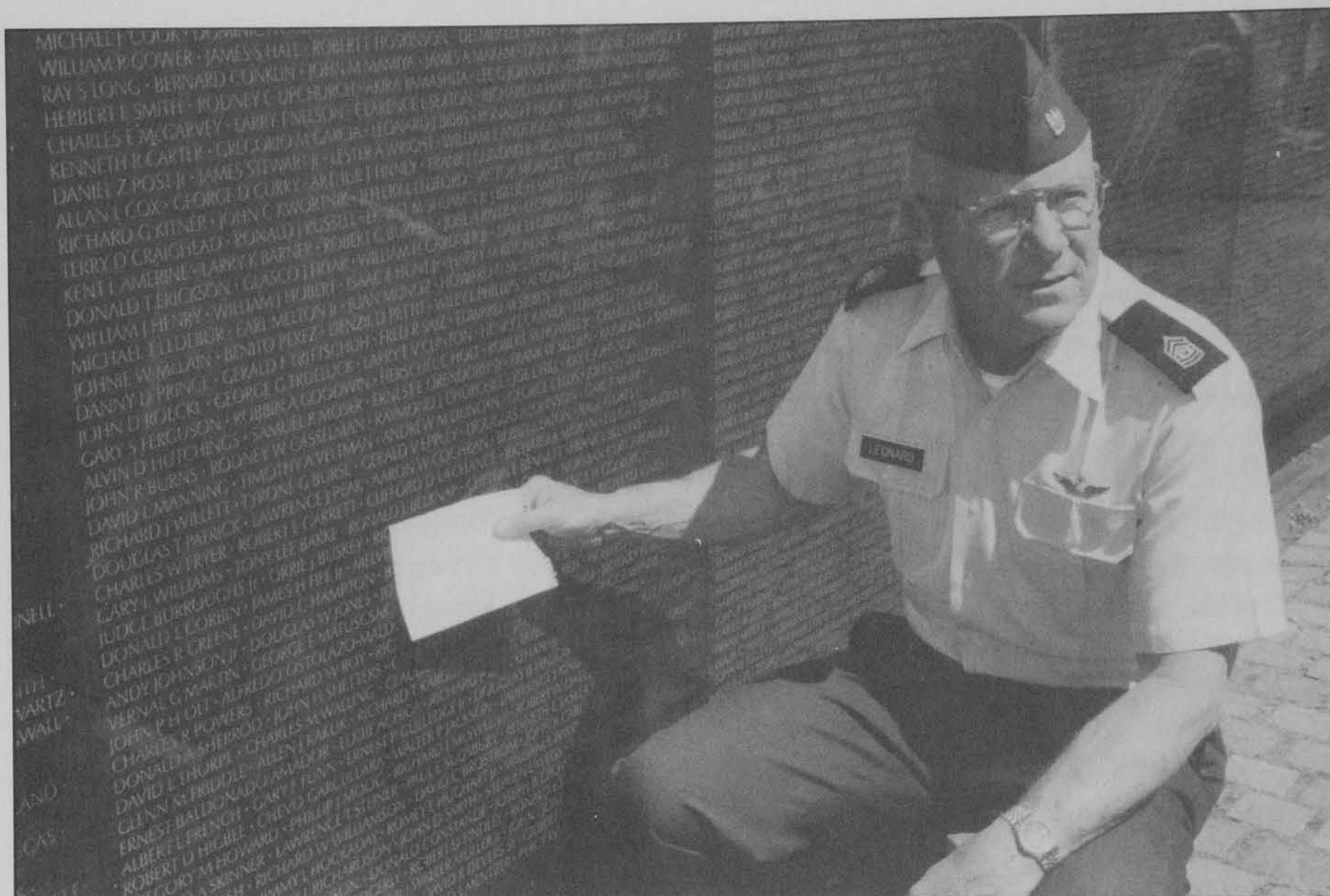
At the end of the first year of the Office's existence and for the first time in recent history, the Army National Guard achieved a 100% obligation rate of Army National Guard funded acquisition projects. Army Acquisition Team members received awards for their outstanding performance for acquisition support of Army National Guard missions, programs, and projects.

### ***Acquisition Reform Advocate/Ombudsman***

The Acquisition Reform Advocate is responsible for developing and implementing regulatory and business practice reforms and ingraining these reforms and streamlined processes within the organization. The Ombudsman is responsible for reviewing complaints from contractors and ensures that all contractors are afforded a fair opportunity to be considered, consistent with the procedures in the contract. In FY99, acquisition reform training was provided through four regional "Project Management" workshops and the National Guard Contracting Training Workshop. Spaces were obtained for 35 personnel in an on-line acquisition reform continuing education program. Weekly "Information/Update" bulletins are now being provided to contracting offices with up-to-date information.

### ***Small and Disadvantaged Business Utilization***

The Office of Small and Disadvantaged Business Utilization is a separate activity under the Chief, National Guard Bureau. Its purpose is to be the advocate for small and disadvantaged businesses who want to compete for federal contracts. Under the concept of separation of power and authority, it is a separate activity from the contracting activity at Major Command level and is directly responsible to the CNGB. Although by regulation it is not part of the Acquisition Directorate, it is co-located with NGB-AQ for convenience of coordination.



During FY99, the dollar amounts of procurement awards by NGB to small and small disadvantaged businesses were as follows:

Small Business.....	\$ 355,972,000
Small Business Set-Asides .....	\$ 92,561,000
Small Disadvantaged Business .....	\$ 98,028,000
Women-Owned Small Business .....	\$ 26,324,000
Total U.S. Business .....	\$ 550,799,000

On June 9, 1999, at the 32nd Annual Joint Industry/SBA Procurement Conference, the Honorable Ms. Aida Alvarez, Administrator, U.S. Small Business Administrator presented the National Guard Bureau through the USPFO Office of Washington State the "Frances Perkins Vanguard Award for Exemplary Utilization of Women-Owned Small Business by a Federal Buying Activity."

## Office of Grants and Agreements

The Office of Grants and Agreements is responsible for policy and compliance as they pertain to cooperative agreements that support and sustain Guard units and Inter-Service Support Agreements between the active components and the National Guard Bureau. In FY99, cooperative agreement awards of \$600,000,000 were made by the National Guard Bureau through United States Property and Fiscal Officers to support their respective Guard units.

In March 1999, at the Regal Riverfront Hotel in St. Louis, Missouri, members of this office participated in the NGB Acquisition Training Conference. Approximately 100 Grants Officers and Grants Officer Representatives received training on cooperative agreement related subjects during this conference. In June 1999, this office, during the Annual State Resource Manager's Conference in Baltimore, Maryland, addressed issues of the State Resource



Managers. State Internal Review Auditors received training by this Division in June, as well, at a training conference at the University of Ohio, Fawcett Center.

Two regulations were re-issued during FY99. NGR 5-1/ANGI 63-101, Grants and Cooperative Agreements, was issued in June 1999. NGR 5-2/ANGI 63-102, Interservice/Intragovernmental Support Agreements was issued in September 1999.

Members of this Division served as NGB representatives at the Department of Defense (DOD) level on both the Standard Procurement System (SPS) Working Group for the automation of Grants and Cooperative Agreement Awards and on the Functional Board for the development of the Defense Acquisition University's Grants and Cooperative Agreements course (GRTS201).

## Human Resources

Fiscal Year 1999 was an eventful year for the Human Resources Directorate. It reorganized and rebuilt the Directorate as an involved member of the NGB Management Team. In February, it joined the rest of the Joint Staff in the Jefferson Plaza One complex in the Crystal City area of Arlington, Virginia. The reorganization included realigning the work of the Policy Division (HRP) into the Classification (HRC), Employment, Pay and Development (HRS), and Labor and Employee Relations (HRL) Divisions. The Information and Systems Management Division was streamlined and renamed the DCPDS Activity Division (HRI). Western Personnel Center was converted into a Classification Activity (NGB-HR-CA), and the Eastern Personnel Center into a Field Services Activity (NGB-HR-FS) responsible for advisory services in areas of staffing, pay, and employee relations.

In cooperation with NGB-EO, NGB-ARM, and NGB/DP, we hosted a national workshop for Human Resource Officers (HROs) and their key staff. The workshop provided a forum to provide information on legislative and policy changes affecting the HR arena,

as well as organizational changes, technological advancements, force structure evolutions, and modernization in weapon systems. Senior leaders in the National Guard Bureau, to include the CNGB and the Army and Air Directors, took this opportunity to communicate their HR concerns and visions to the state HROs.

### Technician Initiatives

As with FY97 and FY98, much time was spent on addressing issues concerning Non-Dual Status (NDS) technicians. The National Defense Authorization Act (NDAA) of 1998 required the elimination of all Title 32 NDS technicians by FY07, as well as development of a plan to implement provisions of that requirement. We participated with DoD Reserve Affairs and the Department of Army in the development and submission of a plan and report to Congress concerning implementation of the phased reduction of NDS technicians. Through the use of policy and oversight, we achieved a 9% reduction of NDS technicians during FY99. Additionally, we sought and obtained legislative relief from existing language requiring the elimination of all NDS technicians. The NDAA FY00 amended the previous law to authorize retention of up to 1,950 NDS technicians when occupying positions to be filled only by NDS technicians.

In anticipation of the first "wave" of military technicians reaching the 5-year limitation for technician reemployment from military service under the Uniformed Services Employment and Reemployment Rights Act (USERRA) and return of personnel from the Presidential Selected Reserve Call-up (PSRC), we pursued several initiatives to provide information to facilitate state notification and reemployment of technicians. These included development of policy, issuing guidance letters and e-mails, and conducting special video teleconferences and briefings.

The Directorate pursued initiatives to address current and projected shortages in ANG Technician Flight Training Instructors (FTIs), as well as to determine whether similar shortages exist in the ARNG.



We conducted a study and prepared a report that validated existing ANG FTI recruitment and retention problems, and projected economic factors in the private sector as well as supply of eligible pilots, all factors contributing to long-range FTI recruiting and retention challenges. Based on this data, ANG in coordination with the Air Force Reserve has filed a formal request for special salary rates for Air Reserve Component Military Technician Pilots. That request is currently pending Air Force, OSD, and OPM approval.

### ***Military Funeral Honors***

In anticipation of the NDAA FY00 changes to law regarding Military Funeral Honors (MFH) for eligible citizens, the office developed and coordinated proposed National Guard policy that clarifies and expands the conditions under which a military technician may participate in MFH while in technician duty status. It also expands the conditions under which excused absence can be used when a technician is not authorized to participate in a technician duty status.

### ***Labor Relations***

With NGB-JA assistance, the office represented the National Guard Bureau in a proceeding to determine whether all the bargaining units represented by the Association of Civilian Technicians (ACT) should be consolidated into a single entity for negotiations at the NGB level. In July 1999, the Federal Labor Relations Authority issued a final ruling that no National Guard technician bargaining unit would be appropriate if it crossed state lines, as the Adjutants General, not the NGB, are the only officials who can employ National Guard technicians. Also during FY99, the National Federation of Federal Employees (NFFE) lost significant numbers of bargaining units and represented strength, and the organization's national consultation rights were withdrawn.

Work also focused around two major automated systems: sustainment of the Legacy Defense Civilian

Personnel Data System (DCPDS) and deployment preparation for the reengineered (Modern) DCPDS for the National Guard that is used by HROs throughout the 54 states and territories. The directorate hosted the sixth annual Personnel System Managers (PSMs) conference in Washington, D.C., to discuss ongoing initiatives for the current Legacy System and refinements made in preparation to deploy the (Modern) DCPDS.

### ***Training and Staff Assistance***

The office met its milestones in converting the National Guard Technician Supervisory Course to CD-ROM. Supervisory training is required by statute, but is often delayed or deferred because of the inability of supervisors to commit to specific time periods for classroom training, and the cost of travel to training courses. This conversion enhances the accessibility and affordability of technician supervisory training. All 22 modules are in various phases of development. The current project schedule will support full course deployment in FY00.

The Directorate continues to provide HR management advisory services to the Army and Air Directorates and 54 states and territories via assistance visits, telephone conversations, electronic mail, and regular correspondence. We made on-site staff assistance visits to over half the states and territories during the year, and hosted numerous state HR specialists. We drafted new qualifications standards and updated and distributed to all the states the Guard-specific portions of the Guide to Processing Personnel Actions and revised the Basic Staffing Course to better reflect the military nature of the technician program. The office also drafted a handbook for New Employee Relations Specialists as a basic "how to" guide for handling the myriad of issues they must face. We delivered, or provided for delivery of, numerous training courses and workshops to include Basic Staffing, Pay Setting, Labor-Management Negotiations, and Workshop for new HROs.



# Internal Review and Audit Compliance

The Internal Review and Audit Compliance Directorate (NGB-IR) 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 that 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 nine are filled, seven 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 CNGB 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 con-



tinues 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 FY99, the following audit projects were undertaken:

- Personnel on Extended Active Duty Special Work;
- Follow-up Audit of the Loan, Lease and Use of Federal Equipment in Colorado;
- Equipment obtained from DRMO;
- Professional Education Center Student Activity Fund;
- ANG Fire Protection Agreements; and
- Telecommunication costs in four states.

## **IR Programs & Liaison**

The IR Programs & Liaison 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 Officer 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.

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

During FY99, fourteen Quality Assurance Reviews were conducted. The states of North Carolina, Mississippi, New Mexico, South Dakota, Minnesota, and Alaska were recognized for their outstanding internal review programs. Minnesota was the first state to receive a perfect score (100%) on its evaluation.

The IR Programs & Liaison Branch also manages the National Guard Auditor Training Program. This program consists of several courses of instruction that 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.

## **Quality Assurance**

During FY99, many states have benefited from Quality Assurance Reviews. Some of the benefits were additional staffing, upgrades, new audiovisual equipment, removal of independence impairments, and procedure changes that increased productivity.

## **Audit Compliance and Liaison**

The NGB audit compliance and liaison section serves as the CNGB'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 80 audits ongoing within the National Guard at any one time.

## **Equal Opportunity**

Equal Opportunity is a major priority of the National Guard. The goal of the National Guard Bureau Office of Equal Opportunity (NGB-EO) is to guarantee each man and woman, military and civilian, equal opportunity for entry and advancement in the National Guard, in an environment free from discrimination, bias, and sexual harassment.

Because of our close ties with the community, the National Guard closely reflects the cultural values and norms of the communities it serves and from which its people are drawn. Over the past 35 years, the Guard has evolved from an era of racial exclusion into the dynamic present-day Guard, which values diversi-



ty and equality. It is a stated goal that the National Guard "look like America" by reflecting the racial and ethnic diversity of the community and the state it serves.

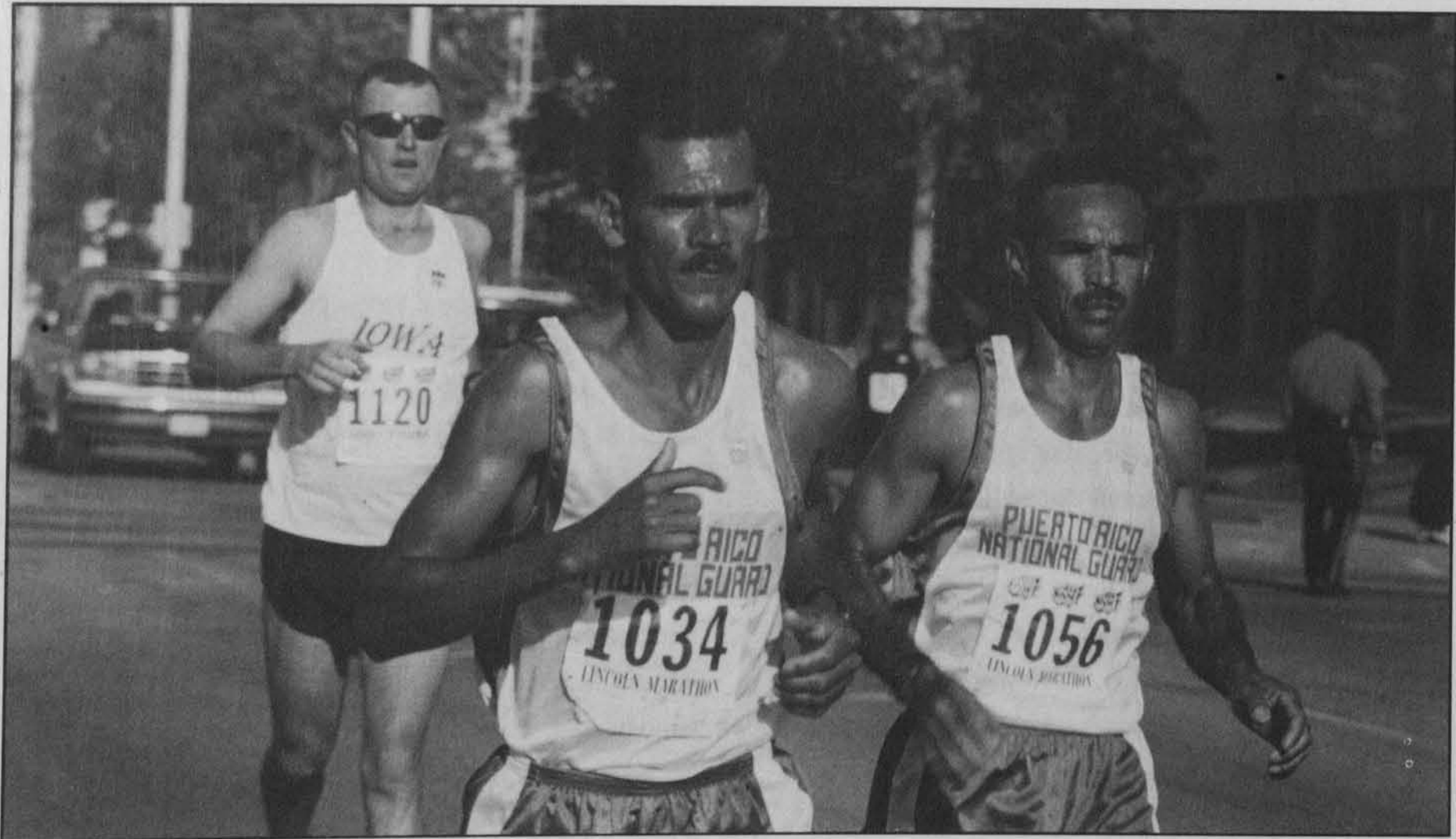
### ***Special Emphasis Programs***

NGB-EO is a key member of the DoD Special Emphasis Program committee, which is responsible for fostering and maintaining relationships with national minority organizations and historically Black colleges and universities. During FY99, the National Guard conducted training workshops at the annual conferences of Blacks in Government (BIG), Federally Employed Women (FEW), National Image, Inc., and the Federal Asian/Pacific American Conference (FAPAC). In addition, the National Guard was the hosting military service at the national IMAGE conference in Ft. Worth and the annual NAACP convention in New York City. The NAACP's top awards were presented to two NGB officials. Lt. Gen Russell C. Davis, the CNGB, received the highest military leadership award, the NAACP

Meritorious Service Award. Mr. Jack Broderick, NGB Director for Equal Opportunity, received the highest civilian award, the Benjamin L. Hooks Distinguished Service Award.

At the national level, there are two energetic advisory committees positively influencing equality and diversity efforts in the National Guard. The Air Guard Human Resources Quality Board spearheaded a new Diversity Education Initiative, a voluntary leadership program to emphasize inclusiveness and cultural change throughout the Air National Guard, and a new mentoring program. The Army Guard National EO Advisory Committee focused on increasing assigned EO Advisor positions in the states as part of the Army-wide effort to strengthen equal opportunity support and commitment, and on the development of a new pilot mentoring program.

The new NGB leadership team affirmed strong commitment to equal opportunity and diversity by publishing a new National Guard Human Goals Charter and a strong new policy on sexual harassment prevention.



## Statistical Measures

Today, the National Guard continues to reflect America, as gains are slowly being made each year. At the end of FY99, the Army Guard had a minority population of 26.2%. Air Guard minority representation was 20.0%. In both the Army and the Air Guard, minority representation continues to show significant improvement among senior NCOs and officers. Women represented 10.5% of the Army Guard at the end of FY99, an increase of nearly 1%. The percentage of women in the Air Guard increased to 16.3% during FY99. During the 90s, strong leadership emphasis from NGB and in most states has helped influence an increasingly diverse pool of outstanding candidates for developmental assignments and selection to key leadership positions. Additionally, force structure changes in the Army have continued to open more career fields and more assignment opportunities for women in the Army National Guard.

## Sexual Harassment

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

Consistent with national trends, the National Guard has continued to experience increases in the filing of discrimination complaints. In response, NGB has strongly encouraged alternative dispute resolution (ADR) methods, and these techniques have been successful in resolving numerous complaints. NGB has established a network of mediators and other ADR practitioners who are available to respond on short notice to help facilitate the timely resolution of complaints and reinforce a positive human relations climate in National Guard organizations.

## Family Programs

The National Guard Family Program Directorate (NGB-FP) continues to support the increasing roles and missions of the Army and Air National Guard. Our past and current activation and deployment experiences confirm the necessity of having established, proactive, adequately staffed, and highly coordinated programs in place at the national, state, and unit levels.

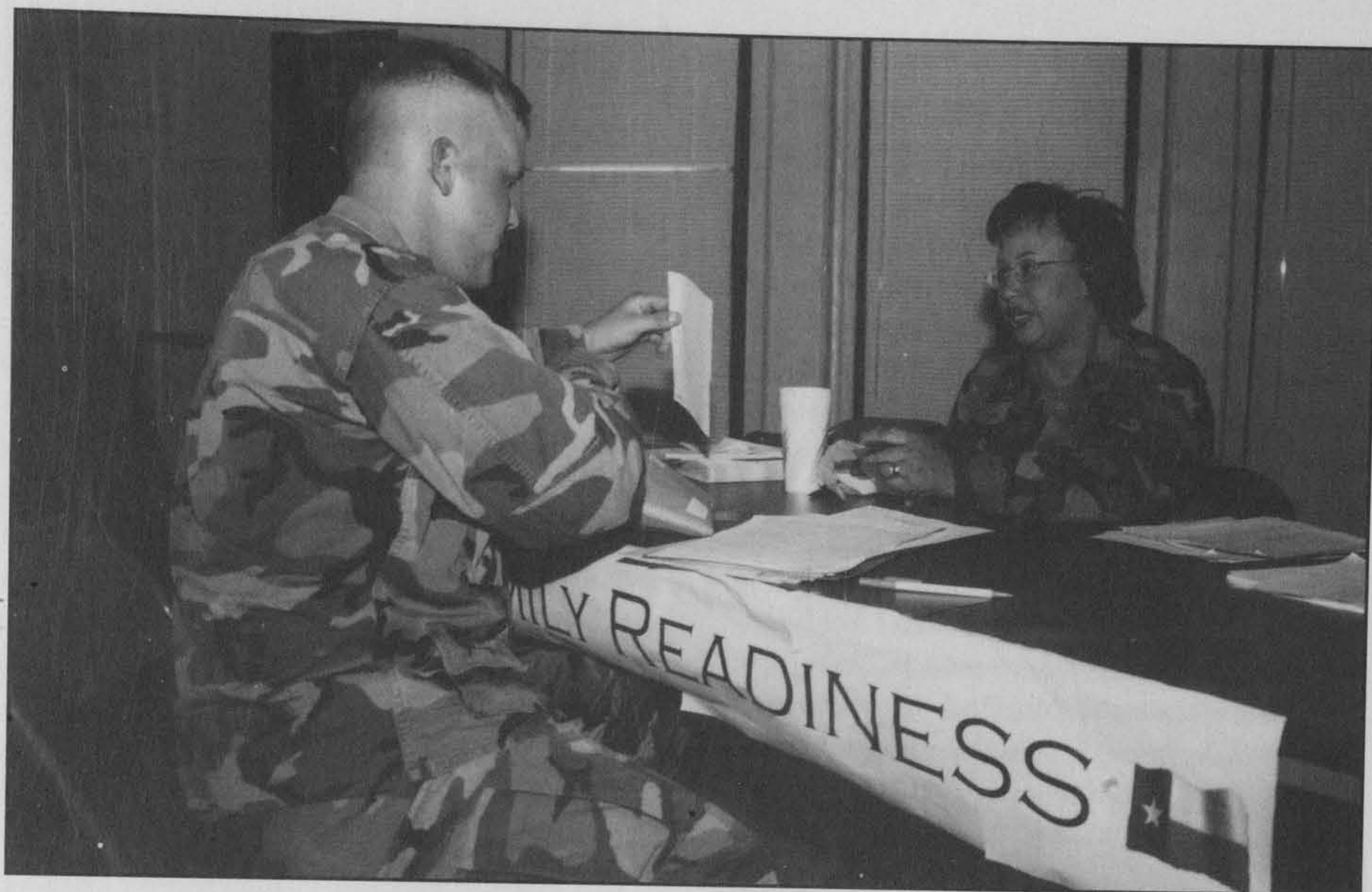
Ensuring support and assistance for families of Guard members deployed in all missions and operations is the office's primary function. A strong family support infrastructure, organized in each state by the State Family Program Coordinator, ensures that all states can readily communicate with each other 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 using professional personnel and contract services in order to provide necessary support for higher-risk families of some 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 installation.

## Program Implementation

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





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

### *Training*

Training family program military representatives and volunteers is vital to the program's mission. Approximately 40% of our State Family Program Coordinators have attended the DoD Joint Family Support Director's Course.

Annual specialized military training took place at the National Guard Professional Education Center (PEC) in North 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 Dallas 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*

NGB-FP 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 and family advocacy;
- Consumer affairs and financial assistance counseling;

- Enhanced outreach programs;
- Child development services (based on service status and cost sharing);
- Additional youth services for the children of members of the National Guard; and
- First-time funding for Guard Youth Camps.

## Counterdrug Directorate

The National Guard Bureau, and the 54 state and territorial 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 FY99 was \$226,080,000. Additionally, the Counterdrug Directorate has actively embraced the requirements of the Government Performance and Results Act (GPRA).

### 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 both local, state, and federal law enforcement agencies, and to community-based anti-drug organizations. This support includes both supply interdiction and drug demand reduction activities.

Under 32 USC 112, state National Guard counterdrug coordinators prepare detailed plans outlining the type and level of counterdrug support that the

### Authorized Counterdrug Missions

#### 1. Program Management and Liaison

#### 2. Technical Support

- a. Linguistic Support
- b. Intelligence Analyst Support
- c. Investigative Support
- d. Communications Support
- e. Engineer Support
- f. Subsurface/Diver Support

#### 3. General Support

- a. Cannabis Suppression and Eradication
- b. Transportation Support

c. Logistics Support

d. Mail and Cargo Inspection

#### 4. Counterdrug-related Training

#### 5. Reconnaissance and Observation

- a. Surface Reconnaissance
- b. Aerial Reconnaissance

#### 6. Drug Demand Reduction Support

- a. Community Based Organizations
- b. Educational Institutions
- c. Informational
- d. Leadership Development
- e. Coalition Development



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 state Attorneys General, and signed by state Governors. 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 mission categories by which the states plan their counterdrug support activities. 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 Guard members are in a Title 32 state duty status.

### Supply Reduction

By end of FY99, the state National Guards performed 16,743 counterdrug missions, using 1,232,469 man-days for this support. Completed counterdrug missions totaled 16,743. Seizures and arrests associated with these missions are broken as follows:

### Drug Demand Reduction

Each state and territory actively engages its communities with a number of proven programs meant to lessen the demand for illegal drugs. In FY99, the Counterdrug Directorate published the first Demand Reduction Resource Directory, containing valuable information describing each state's demand reduction programs and points of contact. The National Guard continued its partnership with the Community Anti-Drug Coalitions of America (CADCA), a private, nonprofit, anti-drug organization, to produce a series of national satellite video teleconferences on drug demand reduction topics. Additionally, the Counterdrug Directorate has partnered with the Department of Health and Human Services Center for Substance Abuse and Prevention (CSAP), the Department of Justice Weed and Seed Program, the Multi-Jurisdictional Counterdrug Task Force Training (MCTFT), and the Federal Law Enforcement Training Center (FLETC). Twenty-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

#### Seizures And Arrests By National Guard-Supported Law Enforcement Agencies

Cocaine and Crack .....	131.7 tons
Marijuana: Processed .....	430 tons
Marijuana: Plants Eradicated .....	55,762,958
Methamphetamines .....	21.3 tons
Weapons .....	6,900
Vehicles .....	122,979
Currency .....	\$152.62 mil
Arrests .....	67,277

sites, with live audiences in the tens of thousands. Many shows were retransmitted over 50 cable access television stations around the country, reaching potential audiences of up to 10 million.

## Counterdrug Support Outside Of the U.S.

The National Guard also provided military counterdrug support outside of the country, to the United States Southern Command. While doing so, National Guard members were in a federal military duty status.

## Aircraft

Operation CORONET NIGHTHAWK manages the deployment of Air National Guard fighter aircraft to support the Joint Interagency Task Force-East while deployed to Howard AFB, Panama, and to Forward Operating Location (FOL), Curacao. These F-15 and F-16 fighters detected and monitored suspected narco-trafficker aircraft. They flew 1,985 hours in support of this counterdrug mission. Operation SENIOR SCOUT, utilizing C-130 aircraft, represented a significant portion of CINCSOUTH's theater Intelligence, Surveillance, Reconnaissance (ISR) resources. ANG C-130 aircraft and crews were scheduled for four 2-week deployments throughout the fiscal year. Of note, this asset was also used to provide force protection and command and control for U.S. Southern Command's (SOUTHCOM) effort to find a downed Army ARL aircraft in southwest Colombia in July 1999.

## Radar

At the request of SOUTHCOM and various host-nation governments, the National Guard supports commercialized radar sites in South America. The National Guard CD logistic facility, located at Dobbins AFB, Georgia, provided DoD liaison functions for the contractor, ensuring that these surveillance system operated at optimum capability. In addition, National Guard personnel supported surveillance operations at the U.S. Customs Service Domestic Air Interdiction

## Broadcasts

### Broadcasts Partnered with CADCA

### Broadcasts Partnered with DOJ Weed and Seed

National Youth Anti-drug Media Campaign  
*Ganging up on Gangs: Myth & Reality*

Coalitions 101  
*Youth Under Siege*

Coalitions 102  
*Reducing the Nation's Drug Use*

### Coalitions 103

### Broadcasts Partnered with HHS/CSAP

Mentoring  
PIP Part 1: *Building Healthy Families*

Adults—How to Talk to Kids  
About Drugs  
PIP Part 2: *Building Healthy Dialog*

NIDA Town Meeting  
PIP Part 3: *Building on the Past*

Keeping Kids Drug Free  
PIP Part 4: *Building Healthy Communities*

### Street Gangs in Our Communities

### Broadcasts Partnered with MCTFT/LET

Addiction's Impact on Family and Friends  
*Drugs on the Internet*

Treatment *Drug Paraphernalia*

KMART Kids Race Against Drugs  
*Gangs - No Thanks*

### Broadcast Partnered with FLETC

### Community Policing

Officer Survival in Drug Investigations



Coordination Center (DAICC) and the Caribbean Regional Operations Center (CARIBROC), providing detection and monitoring of suspected drug trafficking aircraft flying between drug-producing and drug-processing locations in South America and destinations in or near the United States.

### ***Substance Abuse Programs***

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 152,214 biochemical tests (42% of assigned strength), 3,464 of which had a positive result (2.27% positive rate). The Air National Guard tested 36,826 members (35% of assigned strength), with 266 positive results (0.72% positive rate). Efforts to increase ANG program effectiveness were reflected in a significant reduction in an untestable discrepancy rate of 12.58% for FY98 to 4.57% for FY99. 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 its 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, who created the Air Force's first Drug Testing Program Administrative Manager Course, continued to work with the Air Force Reserve in a joint effort to educate and train program managers on correct urine collection procedures, as well as proper program management. During this fiscal year, over 135 military members successfully completed the course. This year, the Army National Guard began sending its specimens to an active army drug testing lab, the Tripler Toxicology Lab in Honolulu, Hawaii, as part of a plan to put the ARNG in line with the active components.



*Army* NATIONAL GUARD





## Operations

Throughout Fiscal Year 1999, the men and women of the Army National Guard (ARNG) continued to focus training resources toward supporting the objectives of the national military strategy. The ARNG advanced these goals by providing support to the Unified Commands and by conducting training deployments in support of CINC-requested missions. Highlighting these efforts was a major addition of forces in the U.S. Southern Command's South and Central American area of responsibility, with ARNG units responding as part of CINC-directed disaster relief operations following Hurricanes Mitch and Georges.

In FY99, ARNG units supported contingency operations in the former Yugoslavia and Southwest Asia, and performed hundreds of missions in the states supporting civilian authorities. The ARNG deployed 1,836 personnel to support operations in Saudi Arabia, Kuwait, Kosovo, and Bosnia; another 41,465 soldiers trained in 72 other countries. Each of these deployments contributed to Unified Command efforts to shape the international security environment, while simultaneously enhancing unit readiness.

### Training for Combat

The Army National Guard accomplished its primary federal role by training to defend the nation through combat operations. A variety of methods were used to hone the skills of combat, combat support, and combat service support units. They included rotations to the major Combat Training Centers (CTC), augmentation and opposing forces support to active component CTC events, participation as part of the combined arms team in major CONUS exercises, and a myriad of local unit training events.

**Combat Training Centers.** With more than 50% of the Army's total ground maneuver combat forces, the Army National Guard regularly participates at the nation's Combat Training Centers, deploying more

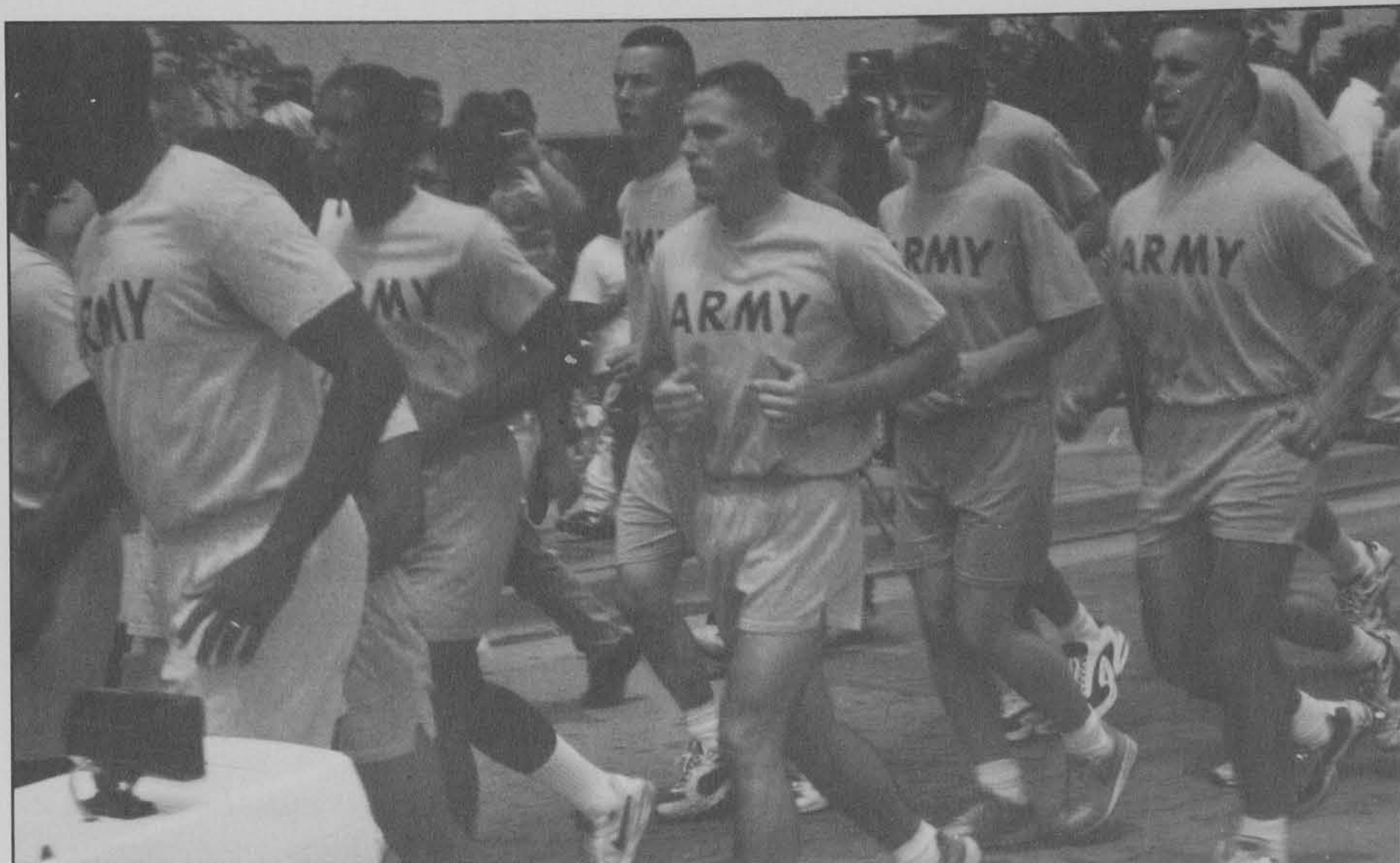
than 37,000 soldiers in FY99. Commitment of rotations to the Combat Training Centers clearly demonstrates the resolve of the Department of the Army and the National Guard Bureau to reduce post-mobilization training time and to enhance Active Component/Reserve Component integration.

Implementing the ARNG's integrated training strategy, one enhanced Separate Brigade deploys each year to conduct field training at the National Training Center, Ft. Irwin, California. Another brigade deploys to the Joint Readiness Training Center at Ft. Polk, Louisiana, annually. The ARNG also capitalized on opportunities to send another 26,700 soldiers as opposing forces or in direct support of ARNG and Active Component training center rotations.

In conjunction with preparations for these field-training events, ARNG units participated in the Battle Command Training Program and Battle Command, Battle Staff Training Program. These computer-assisted learning events provide valuable training tools for organizational staffs from division down to the battalion-level and mirror training required of Active Component forces.

**National Training Center.** This year's NTC training rotation was a clear success — across the spectrum — as ARNG leaders and soldiers met and overcame each challenge while, at the same time, gaining tremendous insight as to the brigade's strengths and weaknesses and improving the unit's overall readiness. The 155th Separate Armored Brigade, Mississippi Army National Guard, teamed with its state area command (STARC) to "mobilize" and "deploy" from home stations in Mississippi to the National Training Center at Ft. Irwin, California. The movement of several hundred pieces of the brigade's equipment meant major railhead and maintenance reconstitution operations in both Mississippi and California. Throughout the event, the various STARC staff elements practiced their wartime mobilization tasks, overseeing the completion of soldier readiness tasks and the deployment of 6,000 soldiers from Mississippi and other supporting states.





**Joint Readiness Training Center.** The 29th Separate Infantry Brigade, Hawaii Army National Guard completed a similar deployment of 4,300 soldiers from the Pacific islands and supporting states to the Joint Readiness Training Center at Ft. Polk, Louisiana. The 29th, a light infantry brigade, tackled complex battle scenarios throughout its 2-week rotation at JRTC – one of the most fluid and freely flowing combat training center scenarios the Army has to offer.

**Major CONUS Exercises.** Army Guard units throughout the country trained as part of the combined arms team in several major FY99 CONUS exercises. More than 8,946 soldiers from 134 units trained on mission essential tasks through participation in exercises such as ROVING SANDS, GOLDEN COYOTE, ROLLING THUNDER, GRECIAN FIREBOLT, PURPLE DRAGON, ROAD RUNNER, PHANTOM SABER, and GLOBAL PATRIOT.

**Innovative Readiness Training.** The ARNG routinely performs missions that allow ARNG units to integrate required training in support of local authorities. Under the Innovative Readiness Training program, the ARNG provided in excess of 225,000 soldier mandays to improve schools and recreation facilities, build and maintain roads, administer immunizations and provide medical care to underserved populations. For example, in California the ARNG led an effort to construct access roads to the U.S.-Mexican border to assist the Border Patrol in dealing with the influx of illegal aliens and illicit narcotics.

In Alaska, the ARNG leads a joint, 5-year engineering project centered on construction of a 15-mile road between two villages on Annette Island, which are normally accessible only by boat. In Maine, Oregon, Montana, New Mexico, Illinois, and Alaska, medical exercises provided underserved populations with inoculations and other routine medical and dental services.



The Army National Guard continued engineer operations at the Benedum Airport project in Clarksburg, West Virginia, and the Task Force Grizzly-Border Road project in California. The Benedum Airport project is a multi-component engineer project that provides mission-essential training while expanding and improving the airport's infrastructure. The Task Force Grizzly Road project is a joint service component engineer project to build and improve an existing road network on the border between the United States and Mexico border to support activities of the U.S. Border Patrol. More than 1,500 ARNG soldiers in 12 units from 10 states participated in these projects during FY99.

### ***Integration and Teaming***

The activation of two active component/ARNG integrated divisions fulfilled the mandate of the 1995 Commission on Roles and Missions as six "enhanced" Separate Brigades now form the combat arm of two Active Component divisions. The AC division commanders of the 7th Infantry Division at Ft. Carson, Colorado and 24th Infantry Division at Ft. Riley, Kansas have direct interest in the combat readiness of six ARNG brigades. Assigned to the 7th Infantry Division are the 39th Infantry Brigade (Arkansas), the 45th Infantry Brigade (Oklahoma), and the 41st Infantry Brigade (Oregon). The 24th Infantry Division is composed of the 30th Mechanized Infantry Brigade (North Carolina), the 218th Mechanized Infantry Brigade (South Carolina), and the 48th Mechanized Infantry Brigade (Georgia).

Within days following its activation, two of the 7th Division's ARNG rifle companies from Arkansas' 39th Brigade departed for Kuwait and Saudi Arabia to guard Patriot anti-aircraft missile batteries enforcing the no-fly zone over southern Iraq (Opera National Guard units and soldiers benefit from skill training and "hands-on" experience while relieving active component OPTEMPO Southern Watch). Another Arkansas infantry company and one from Oregon's

41st Infantry Brigade (7th Division) will deploy in the fall of FY00 to continue the mission.

The concept of "teaming" took a giant leap forward in FY99, as initial operational relationships between ARNG and Active Component divisions were formalized. Currently, operational associations exist between the 49th Armored Division (Texas) and the 1st Cavalry Division (Ft. Hood, Texas) and the 40th Infantry Division (California) and the 4th Infantry Division (Ft. Hood). Two more division-teaming relationships projected for FY00 are taking shape. The 28th Infantry Division (Pennsylvania) is matched with the 3rd Infantry Division (Ft. Stewart, Georgia) and the 29th Infantry Division (Light) (Virginia/Maryland) will become operationally associated with the 10th Mountain Division (Ft. Drum, New York).

Taking integration a step further, the Army National Guard formed part of nine multi-component units in FY99. Multi-component units are organized with resources and personnel from each of the three components (Active Component, ARNG, and USAR). The unique structure combines inherent strengths found in each component to train and accomplish doctrinal missions. An example of this type of unit is the 18th Aviation Brigade. North Carolina's 1st Battalion, 159th Aviation, headquartered at Fort Bragg, consists of an active component Headquarters and Headquarters Company, two AC companies, and three National Guard companies (from North Carolina, South Carolina, and Mississippi). Other examples of multi-component organizations include the 46th Engineer Battalion from Tennessee, and the 32nd Army Air & Missile Defense Command from Florida. The Army identified an additional 30 multi-component conversions for FY00.

### ***Ongoing Contingency Operations***

In addition to training and preparing to defend the nation, the Army Guard contributed directly to the national military strategy throughout FY99 by provid-



ing forces to ongoing contingency operations and by reducing Active Component OPTEMPO through an "employed" training effort.

**Unit Mobilizations.** The President exercised selected reserve call up authority throughout the year, mobilizing 1,836 soldiers in a PSRC Federalized status. These soldiers primarily supported ongoing missions in the former Yugoslavia and Southwest Asia. Army National Guard soldiers participated in operations such as JOINT FORGE, JOINT GUARD, ALLIED FORCE, ABLE SENTRY, and SOUTHERN WATCH. Working with the 1st Cavalry Division, the Texas Army National Guard's 49th Armor Division and supporting units began preparations to relieve AC forces in Bosnia in a 270-day call up scheduled for the final three quarters of FY00.

**Overseas Deployment Training.** Over the past several years, the Army Guard has aligned forces against CINC requirements throughout the world, deploying an average of 10% of the force to overseas locations. "Employing" the force in a role that primarily accomplishes unit training objectives, the ARNG provides measurable AC OPTEMPO reduction while accomplishing this mission-essential training.

**Hurricane Disaster Relief.** In late October 1998, Hurricane Mitch struck Central America, killing more than 9,000 and displacing more than three million citizens. Damage figures for Guatemala, El Salvador, Honduras, and Nicaragua totaled more than \$8 billion. Earlier, in September 1998, Hurricane Georges wreaked similar havoc in the Caribbean and the Gulf Coast of the United States. The Dominican Republic was hard hit as hundreds died and millions of dollars worth of public and private infrastructure sustained severe damage.

As a response to this unprecedented destruction, the Commander in Chief of U.S. Southern Command relied upon his traditional theater engagement tool – Overseas Deployment Training (ODT) for the JCS-directed exercise series known as NEW HORIZONS – to assemble the method and means to fulfill disaster

relief efforts. The President and government heads of each affected nation supported this course of action, and the Congress followed suit with its support and included incremental funding requirements in the Emergency Supplemental Appropriations Act of 1999. President Clinton called the resulting mission "the largest military humanitarian assistance mission since the Berlin Airlift."

Drawing upon 15 years of Army, multi-component training experience in the region through the ODT program, the Army Guard rapidly assembled engineer, support, and security forces. It then planned and launched one NEW HORIZONS Joint Task Force every 30-to 60-days beginning in January 1999, until U.S. military disaster relief objectives were realized in Honduras, Nicaragua, and the Dominican Republic.

At the operation's peak, four ARNG battalion-plus size task forces and a special, ARNG brigadier general officer-led Forward Command Element (totaling more than 2,000 Guard members at any one time) were deployed and operating in the most devastated regions of Central America and the Caribbean. All told, 12,600 ARNG soldiers from 41 states participated in the "expanded" NEW HORIZONS program.

While engineer-heavy NEW HORIZONS exercises dominated the FY99 ODT training program, thousands more Guard members participated in other training around the world that employed their skills to the benefit of missions throughout the rest of the world.

**Southern Command.** Continuing its major role of supporting Active Component forces as they transferred responsibility for security of the Panama Canal and then relocated United States Army South (USARSO) to Puerto Rico, the ARNG deployed large contingents of military police, logistics and maintenance forces to Panama. Annually, the ARNG deployed 3,500, or more (non-NEW HORIZONS related) soldiers to support USARSO's Panama Canal Treaty Implementation Program and to execute U.S. Southern Command's regional engagement strategy



through Medical Readiness Training Exercises (MEDRETE), unit exchanges and joint-combined exercises such as FUERZAS DEFENSAS, TRADEWINDS, and FUERZAS ALIADAS.

Because of the transfer of the Panama Canal and associated U.S. military bases, projections for FY00 and beyond indicate annual deployments of fewer than 4,000 soldiers — mostly associated with NEW HORIZONS-series exercises.

**European Command.** Support to EUCOM steadily increased over the last three years, rising from 8,200 soldiers deployed in FY97 to 12,777 in FY99. These soldiers participated in more than 20 exercises, and also served as opposing forces (OPFOR) for annual infantry/engineer rotations to the Combat Maneuver Training Center-Europe (CMTC-E) and providing direct and general support maintenance units, which perform readiness-enhancing annual training periods at the Equipment Maintenance Center-Europe (EMC-E).

The Guard also provides combat service and combat service support functions across the spectrum to include aviation maintenance, military police, signal, medical, JAG, chaplain, finance, public affairs, and engineer facility support.

**Central Command.** The majority of Army Guard deployments came in the form of unit mobilizations supporting Operation Southern Watch. Two rifle companies from Arkansas' 39th Infantry Brigade deployed to secure Patriot missile batteries enforcing the no-fly zone over southern Iraq.

Additional Army Guard support to CENTCOM, through the ODT program, is relatively small, with between 100 and 175 soldiers deploying in a training status annually. These soldiers primarily support military intelligence, military police, and communications efforts of active component exercises such as INTRINSIC ACTION, LUCKY SENTINEL, and BRIGHT STAR.

**Pacific Command.** The Army National Guard plays a key role in defense of South Korea and annually participates in exercises designed to demonstrate U.S. resolve to this end. As a result, National Guard deployments to PACOM steadily increased over the last three years, from 2,600 in FY97 to 3,535 in FY99. These soldiers primarily deployed in support of major JCS exercises such as FOAL EAGLE, YAMA SAKURA, and COBRA GOLD, and ULCHI FOCUS LENS. The ARNG also deployed soldiers to South Korea to participate in the U.S. Eighth Army RSO&I (Reception, Staging Onward Movement and Integration) command post exercise.

**Special Operations Command.** The nation's only reserve component Special Forces capability resides in the force structure of the Army National Guard, and the 19th and 20th Special Forces Groups (headquartered in Utah and Alabama, respectively) conducted numerous overseas deployment training missions in FY99, primarily conducting unit-specific mission essential training deployments and OCONUS counterdrug operational training missions in SOUTHCOM.

Special Forces deployments delivered on key tenets of each CINC's regional engagement strategy. In FY99, 941 Special Forces soldiers deployed in support of missions in PACOM, EUCOM, CENTCOM, and SOUTHCOM.

**Intelligence Contributory Support (ICS) Programs.** National Guard soldiers also perform real-world intelligence missions in support of unified commanders, intelligence agencies, and military departments. Mission support areas include counterintelligence, intelligence production, collection, imagery analysis, and linguist support. National Guard units and soldiers benefit from skill training and "hands-on" experience while relieving active component OPTEMPO.

Intelligence Contributory Support programs include the Joint Reserve Intelligence Program, the Funded Reimbursable Authority Program, and the Defense Intelligence Reserve Program. REDTRAIN

(intelligence Readiness Training) also provides live-environment scenarios for tactical intelligence training.

**State Partnership Program.** Embedded within the support to EUROM, CENTCOM, and SOUTHCOM were activities conducted under the umbrella of the State Partnership Program. This Guard program grew from the Partnership for Peace initiative to assist nations emerging from the Soviet Union in establishing a defense infrastructure.

Through its cooperative efforts with other nations, the National Guard plays a critical role in shaping the international environment in favor of the national security strategy. The Guard's international initiatives directly support U.S. national security and national military strategies by fostering democracy, encouraging market economies, and promoting regional cooperation and stability. These training deployments provide valuable training for the ARNG, reduce Active Component OPTEMPO, and assist the Unified Commands in shaping the security environment by showcasing the role of the "citizen soldier" in a democracy.

## ***Military Support to Civilian Authorities***

Under the Constitutional "dual role" as both a federal and state force, a frequent and significant mission of the National Guard is to support state and local governments. When an event occurs that overwhelms the capabilities of local authorities, the ARNG is frequently called on to assist. In FY99, local governments requested emergency support 257 times to assist victims of natural disasters such as hurricanes, floods, fires, droughts, ice storms, and tornadoes. In response, the ARNG provided 281,275 soldier mandays to reduce the suffering of affected civilian populations by providing security, power, heat, water, transportation, food, shelter, and emergency engineering support.

The National Guard participated in many humanitarian service and disaster relief operations in FY99. Hurricane Georges, the relief mission to resettle refugees from Kosovo in the United States, and Hurricane Floyd were three of the most significant.





The fiscal year opened and closed with major hurricanes along the U.S. Gulf and Eastern coasts. Hurricane Georges wreaked havoc along the Gulf coast in September and October 1998, prompting local officials to call upon the Guard. Then Hurricane Floyd worked its way along the East Coast, dumping tremendous amounts of rainfall and flooding North Carolina, northern South Carolina, southern Virginia, and north-central New Jersey. The relief mission continued into the next fiscal year, but by FY99's end, more than 8,000 soldiers from 11 states performed Floyd-related emergency response missions.

Rapidly rising floodwaters in eastern North Carolina forced a massive, frantic air search and rescue operation. Thirty-eight National Guard helicopters from North Carolina, Georgia, Tennessee, Texas, and Florida operated for 10 days to rescue hundreds of stranded citizens and to deliver critical supplies. One in four North Carolina Guard members (3000) participated in the relief effort.

As the world reached out to Kosovo refugees, many were brought to the United States during the Balkan conflict. The New Jersey National Guard received the call to assist in the effort at Ft. Dix, New Jersey, which served as the initial point of entry for refugees into the United States.

**Counterdrug Operations.** Under a program designed to assist in the "war on drugs," ARNG soldiers provided more than 500,000 mandays of support to local law enforcement and Drug Enforcement Agency efforts to combat the flow of illegal narcotics into and across the United States. Directly assisting Border Patrol and Drug Enforcement Agency officials, ARNG soldiers manned checkpoints; transported, secured, and destroyed confiscated contraband; and helped to locate and destroy crops of marijuana.

**Weapons of Mass Destruction (WMD).** Meeting a Congressional mandate to establish Military Support Detachments (Rapid Assessment and Initial Detection) or "MSD RAID" teams to respond to weapons of mass destruction events in the US, the

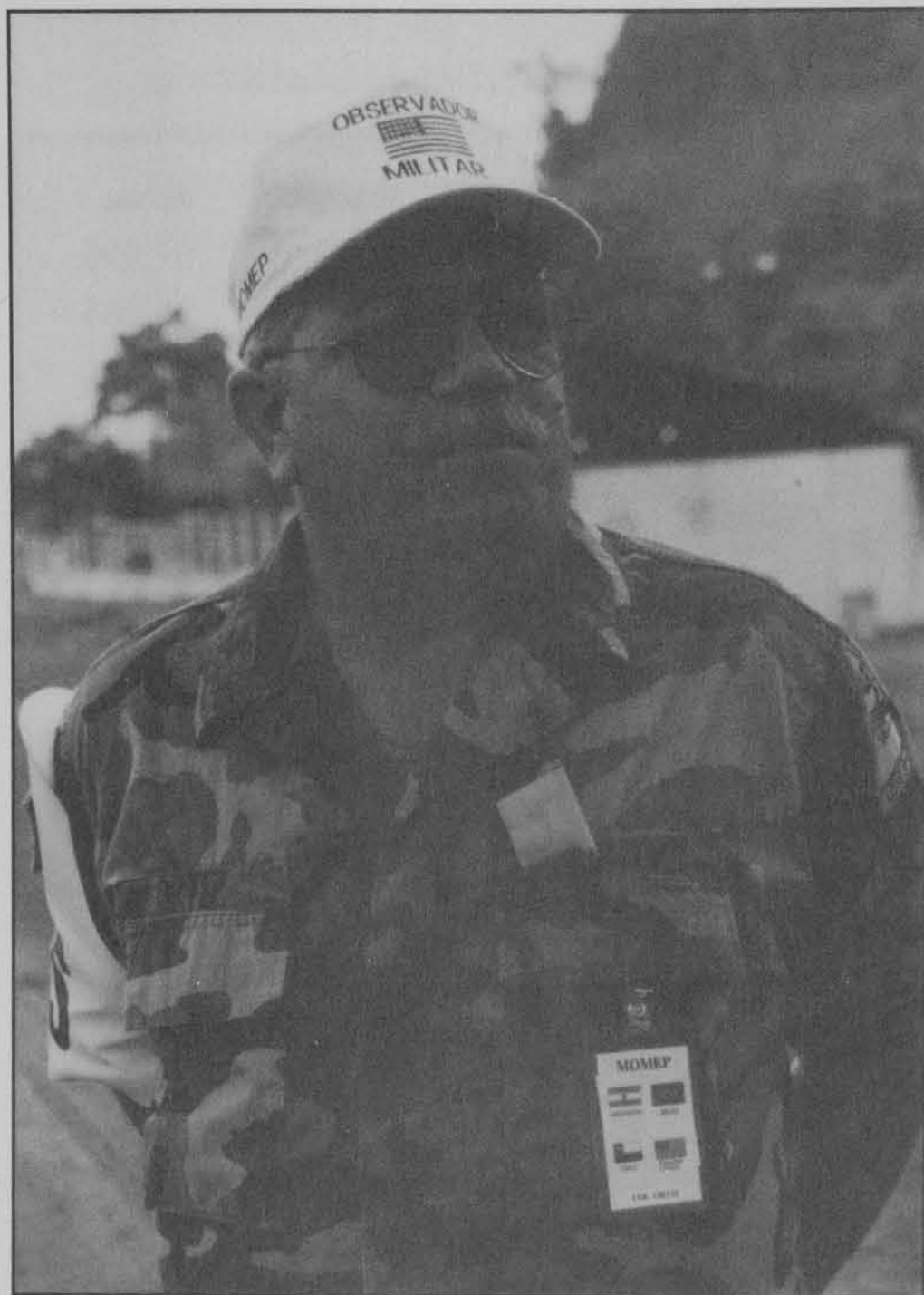
ARNG fielded 10 such teams. These teams are staffed with 22 full-time, Army and Air Guard personnel at various locations around the country. Additionally, Congress mandated that the National Guard establish 44 MSD RAID (Light) teams. Each Light team will be manned with 22 traditional (drill status) Army and Air Guard members, and will include two full-time support personnel. The National Guard WMD program coordinates directly with civilian authorities to establish the operating parameters of possible employment as required.

**Information Operations.** As high-technology and information management plays more and more of a role in the nation's defense, the Army National Guard's role in information operations has grown substantially. Throughout 1999, the world continued to ready itself for the possible interruption of business and public services because of the so-called Year 2000 ("Y2K") computer glitch, and the Army National Guard accepted the challenge in stride.

Preparing to maintain reliable, back-up communications in support of the National Command Authority, the Army Guard reestablished a high-frequency radio network capable of voice and data transmissions. This network, combined with tactical radio systems available in every unit, provides a seamless, back-up communications capability from the national, through the state to the local-community level. The ARNG further conducted operations to "Y2K-proof" its own computer networks and data systems.

The ARNG began an Information Operations pilot program to test the Department of the Army approved concept of operations. Along with a seven-person Computer Emergency Response Team (CERT) in each state and territory to protect intra-state communications networks, the Guard fielded seven, ten-person Field Support Teams (FST) and five Vulnerability Assessment Teams (VAT) to assist the warfighter in integrating IO in his command. Drawing upon recent experiences with evolving technologies,





the Guard also commissioned an effort, through the existing Division Redesign Study, to provide for information operations teams as part of a combat division's force structure.

## Personnel

The FY99 end strength objective for the Army National Guard was to achieve selected reserve strength of 357,000, consisting of 39,055 commissioned and warrant officers and 317,945 enlisted personnel. To attain this goal, enlisted gains were programmed at 56,958, officer gains at 3,153, and enlisted extensions at 52,000. Enlisted losses would be not greater than 62,165.

The fiscal year ended with ARNG strength at 357,469, 100.1% of our end strength objective. Total strength included 38,308 officers and 319,161 enlisted personnel. Minority strength was 92,303, 25.8% of assigned strength. There were 2,549 black officers, 6.7% of officer strength, and 53,388 enlisted personnel, 16.7% of assigned enlisted personnel. Total black strength was 55,937, 15.6% of assigned strength. There were 1,574 Hispanic officers, 4.1% of officer strength, and 23,212 enlisted personnel, 7.3% of assigned enlisted personnel. Total Hispanic strength was 24,786, 6.9% of assigned strength.

Female strength of 37,607 was 10.5% of assigned strength and continued to climb throughout the fiscal year. Female strength was comprised of 3,422 officers, 8.9% of officer strength, and 34,185 enlisted, 10.7% of enlisted strength.

### Enlisted Personnel

Enlisted accessions of 57,090 were 100.2% of the programmed objective of 56,958 for the year. Non-prior service accessions of 26,085 were 91.5% of the objective, and prior service accessions were 31,005, or 108.9% of objective. These statistics reflect an accession mix of 45.6% non-prior and 54.3% prior service enlistments. The overall Army National Guard Loss Rate through the end of FY99 was 18.2%.

The ARNG achieved several quality improvements, despite the fact that accession quality was slightly below Department of Army goals. High school diploma graduates increased by 2% this year to 86.9%, which are only 3% below the DA goal of 90%. The percentage of high school graduates is actually 100% when Alternate High School Certificate Holder (GED) is factored in. The ARNG CAT I-IIIa accessions are 60.2% and exceeded the DOD goal of 60%; while not meeting the HQDA goal of 67%, the Guard came in below the CAT IV ceiling of 2% by finishing at 1.7%. The breakout of NPS accession quality for FY99 is as follows:



Non-Prior Service Accession Quality			Enlisted Personnel Status		
	GOAL	ACTUAL		GOAL	ACTUAL
High School Diploma Graduates	90%	86.9%	<b><u>Accessions</u></b>	56,958	57,090
			Non Prior	28,489	26,085
			Prior Service	28,469	31,005
<b><u>Test Category</u></b>			<b><u>Losses</u></b>	62,165	61,081
I - IIIA	67%	60.2%	<b><u>Extensions</u></b>		
IV	2%	1.7%	First Term	11,678	
			Careerist	40,322	

**Incentive Programs.** The Army National Guard employed a wide variety of incentive programs in FY99. These included the Selected Reserve Incentive Program (SRIP) and educational programs like Service Members Opportunity Colleges (SOC), educational tuition assistance, and the Montgomery GI Bill (MGIB). Together, these initiatives contributed significantly to successful ARNG Strength Maintenance efforts during the year.

The Selected Reserve Incentive Program (SRIP) for FY99 offered the following:

- \$3,000 Enlistment Bonus for Non-Prior Service (NPS) enlistees into high-priority units;
- \$5,000 Enlistment Bonus for NPS enlistees entering into high priority units with hard-to-fill low-density MOSs (CAT I-III A only);
- \$3,000 Enlistment Bonus for NPS enlistees in selected units with hard-to-fill low-density MOS (CAT I-III A only);

- \$5,000 Civilian Acquired Skills Program (CASP) Bonus for NPS enlistees, an Affiliation Bonus for prior-service enlistees based on their remaining Military Service Obligation (MSO), the Student Loan Repayment Program (SLRP) for NPS soldiers; and
- \$2,500 3-year Reenlistment/Extension Bonus. A second 3-year Reenlistment Bonus of \$2,000 was offered effective November 17, 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.

**Education Tuition Assistance.** The Guard has traditionally used educational incentives as a recruiting and retention tool. Educational benefit programs are good for the Army National Guard as well as the individual soldiers.

Tuition Assistance was provided to over 16,000 M-Day soldiers in FY99. Soldiers were offered 75% tuition assistance for 15 semester hours during the fiscal year for post-secondary education courses.

Distance Learning and external degree tuition assistance were available for soldiers and ARNG federal civilian employees in FY99. These benefits were provided upon registration for traditional semester-length courses that required 24 weeks or less for completion. Tuition reimbursement for courses greater than 24 weeks in length was also available. Enrollment in Distance Learning programs increased threefold as a result of the up-front tuition assistance offered for the shorter courses; these programs allowed soldiers to pursue vocational, baccalaureate, graduate, and doctoral studies without entering a traditional classroom.

A one-time fee of \$75 is reimbursed for both M-Day and AGR soldiers to allow for an evaluation of service members' military education and training, previous college credit, and any college-level exams a soldier could successfully complete for college credit. The evaluation could offer a 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, their spouses, and ARNG federal civilian employees. These programs are designed to enhance recruiting and retention by allowing soldiers to earn college credit.

All 33 nationally recognized certification exams offered through DANTES were funded through the Army National Guard tuition assistance program in FY99. Previously, only the Automotive Service Excellence (ASE) Exam and the Food Protection Certification Program (FPCP) Exam were funded. Other exams funded under this effort include the Educational Institute of the American Hotel and Motel Association (EIAH and MA) and the 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.

Working with the ARNG, the Servicemembers Opportunity Colleges (SOC) 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 limit their on-campus requirements to 25% of required attendance, a necessary precondition for many Guard soldier-students who would otherwise be unable to attend. SOC Guard also worked in the recruiting and retention arena along with Strength Maintenance NCOs to encourage young men and women to enlist.

Another primary education program is the Montgomery GI Bill (MGIB) for members of the Selected Reserve. Effective October 1, 1999, when a soldier signs a 6-year contract, completes Initial Entry Training, and remains a member in good standing during the period, he or she may be entitled to education benefits totaling \$9,180. The MGIB funds undergraduate, graduate, postgraduate, vocational, and flight training. As drilling Guard members, soldiers have 10 years after gaining eligibility to use the program. In FY99, the ARNG will offer an additional MGIB financial incentive to selected units, eligible Lieutenants and Warrant officers candidates at a rate of \$100 per month, which will increase monthly benefits for these selected full-time students to \$355 per month. As an incentive to recruit junior officers, the ARNG will offer a financial incentive of \$350 per month for eligible members entering a commissioning program, which will increase monthly benefits for these selected full-time students to \$605 per month.

### ***Officer Personnel Management***

Total officer strength at the end of FY99 was 38,308. This was 747 officers below the identified objective, due to a higher-than-expected loss rate. The ARNG is working to remedy this situation.

The shortage of company grade officers continues to be a challenge. The Combat Reform Initiative estab-



lished in law by Congress mandated that the ARNG receive 150 lieutenants from the active component each year. This is the third year of the program, which has proven very successful to date. The officers are generally senior 2nd lieutenants or 1st lieutenants with between 24 and 36 months remaining on their active-duty service obligation. While this has added more lieutenants to the ARNG ranks, the overall officer shortage remains high. Many pilot projects are under way in both ROTC and OCS in an effort to increase production of lieutenants in the ARNG, but it is too early to draw any significant conclusion from them.

The full implementation of the Reserve Officer Personnel Management Act (ROPMA) has resulted in many changes within the ARNG. Removing age as a promotion requirement has had the significant impact of retaining qualified officers in the field grade ranks. Several other issues are currently being studied to improve the management of the ARNG officer corps. One such issue involves examining the effect of raising time-in-grade for mandatory promotion selection from lieutenant colonel to colonel. This action stems from low selection rates over the past several years of ARNG officers in certain states or territories. Another issue is obtaining parity with the Active Army on not being required to count physicians and dentists against end-strength.

The New Officer Evaluation Reporting (OER) system is fully integrated throughout the ARNG community. The ARNG is tracking closely with the Army in maintaining senior rater profiles in accordance with the new rules. Many officers have seen at least two OERs in their files since the introduction of the new system in October 1997.

### **Warrant Officer Personnel**

The Army National Guard continues to face challenges in managing its warrant officers. Technical warrant strength is down to 74.3% of requirements;

aviator warrant strength has fallen slightly below requirements, to 99.4%. The future challenge will lie in implementing the provisions of the Warrant Officer Personnel Management Act.

### **Enlisted Personnel Management**

The ARNG's FY99 efforts to initiate personnel management reform were not confined to the officer ranks. An Enlisted Personnel Management Review Panel was formed to examine current enlisted personnel management practices and procedures, and to propose improvements. The panel was composed of ARNG members from 10 states and representatives from the Army National Guard Directorate staff.

Among the significant issues examined by the panel were proposals to review enlisted promotion system point values and the relative weight with which those points are spread over nine administrative and performance point areas. The panel also studied promotion and assignment cycles, individual training seat utilization during the first quarter of the fiscal year, language testing, and the use of the Civilian Acquired Skills Program. Finally, the panel discussed the continued use of weapons qualification and the Army Physical Fitness Test in the promotion system, and the purpose, effectiveness, and efficiency of the Qualitative Retention Board.

These issues, along with a number of related questions, were staffed through the State Command Sergeants Major and Military Personnel Management Officers for input from all levels. The panel met in June 1999 to review and discuss the input. In their final briefing to the Director and Command Sergeant Major, Army National Guard, they recommended no major changes to the promotion system. They did recommend a number of minor changes to that and other areas that affect enlisted personnel management. The results of this effort led to decisions and implementation of approved changes during 1999 and 2000.



## **Noncommissioned Officer Structure**

The effort to balance the active Army enlisted force by adjusting the standards of grade was designed to reduce active Army NCO as a percentage of the force from 49.6% to 47.8%. Objectives included a return to 1989 NCO force levels, and to ensure that each MOS and career management field had reasonable career and promotion opportunities. These changes will have far-reaching effects on the Army National Guard, which is a community-based force. Revised base Tables of Organization and Equipment have been applied to the FY99 Army National Guard Modified Tables of Organization and Equipment that took effect beginning September 1999. The Army National Guard Noncommissioned Officer Corps baseline was 43.6% of the ARNG enlisted force. Application of the new standards of grade to ARNG documents resulted in a one-half percent reduction in NCO content, to 43.1%.

The long-term effects of this initiative are unclear because they have not yet been fully measured. The original program objective was to adjust noncommissioned officer distribution within the active Army to ensure career development and management opportunities for the active enlisted force. There will be some increases and realignments within military occupational specialties and career management fields in the Army National Guard, but also a number of NCO grade authorization reductions to PFC and SFC.

The most profound effect will be cuts in the noncommissioned grades in MTOE companies and detachments without resultant increases in similar or related units, higher headquarters in the same state or area, or in TDA units. In many cases, there will no longer be other NCO positions to which most of these soldiers can aspire elsewhere in the state. In these cases, soldiers will be forced to accept reduction in grade or reclassification training to remain in a unit within commuting distance. The soldier may also transfer to the Retired Reserve, the Individual Ready

Reserve, or a United States Army Reserve unit, or accept discharge.

Increases in transition benefits and increases in both the number of enlistments required to replace potential losses and initial entry training seats for non-prior service enlistees will be necessary to compensate for expected losses.

## **Full-Time Support**

The Army National Guard's full-time support 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 \$2.4 billion. In FY99, the full-time military force consisted of 23,283 Military Technicians and 21,986 Active Guard/Reserve (AGR) soldiers, who perform the bulwark of day-to-day operations for the Army National Guard.

Full-time support requirements are established by a detailed analysis of the workload in units, and in training support, recruiting, maintenance, and readiness management workcenters. Grade determination is based on classification studies and Modified Table of Organization and Equipment requirements. Congress authorizes a level of full-time support, which is then allocated to the states and territories by NGB in accordance with the deployment criteria of various Force Packages. The majority of full-time personnel (94%) work in or in support of deployable ARNG units.

## **Active Guard/Reserve (AGR)**

One of the most critical issues facing the ARNG is maintenance of adequate levels of full-time support. The AGR level of support (authorization as a percent of requirements) was 54% during FY99. The increasing reliance upon the ARNG for support to operational missions necessitated by overseas contingencies such



as European and Middle East peacekeeping has placed additional demands on the already dwindling AGR force that is currently striving to maintain appropriate levels of readiness. Initiatives are under way not only to stabilize, but to restore AGR end strength with the appropriate funding levels to a realistic percentage of authorizations to requirements.

AGR-controlled grades, which enhance professional progression, are not supported in sufficient numbers. In FY99, the ARNG requested and received an increase in colonel (O6) and SGM (E9) controlled grades. This increase was based on increasing ARNG mission requirements. 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 whose promotions had been delayed due to a lack of adequate controlled grade authorizations and provides an opportunity to promote 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, and provides a tool for the reassignment of authorizations among the states. In FY99, \$24.4 million was obligated to transition benefits in support of the early retirement of 491 AGR soldiers.

### ***Military Technicians***

The Military Technician level of support (authorized as a percentage of requirements) was 54% during FY99. Despite force structure reductions, equipment modernization initiatives are generating increased technician requirements. Complex modern equipment generally requires more maintenance manpower than the equipment 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, 10 special manpower-staffing projects were initiated. New staffing standards are now in place for the AGR management branch, human resources office; military personnel office; parachute shop, special operation forces equipment pool; leader development center; and Army aviation supply.

## **Training**

The Army National Guard leadership continued its emphasis upon the training and education of both soldiers and civilian employees in FY99. In the area of individual training, ARNG policy and funding strategies focused on the completion of military educational milestones. Additionally, the Total Army School System (TASS) will shift from a sole reliance on the traditional institutional training methodology (resident training) to a greater reliance on Distributed Learning (DL). The ARNG DL strategy sets the conditions to increase education and training opportunities and access for ARNG soldiers. The strategy provides training links between the proponent (Institutional) schools, TASS sites, and ARNG armories. The goal of the program is to establish DL capabilities within a 50-mile radius of every armory in the ARNG. This will require the redesign of appropriate portions of the paper-based MOS-qualifying courses into an electronically deliverable training product.

This fiscal year, the ARNG achieved its initial skill acquisition goal to have 75% of its assigned enlisted soldier strength qualified. Three automated training management systems were instrumental in achieving this milestone: the ATRRS Funding Allocation Model (AFAM), the Automated Requirements Model - Guard (ARM-G), and the Institutional Training Requirements Model (ITRM). These systems identify student resource requirements for budget and execution years, requirements for Initial Entry Training (IET), MOS reclassification, professional development, and





methodology for calculating and costing institutional training requirements.

### ***Officer Education***

In the area of officer education, the ARNG has increased Military Education Level One (MEL-1) opportunities significantly during the past 30 years. As late as 1972, there were only two ARNG officers attending resident MEL-1 training at one location, the U.S. Army War College (USAWC). In contrast, during FY99, 37 officers started MEL-1 resident training at 15 different institutions and 130 officers began the only MEL-1 equivalent non-resident course, the

USAWC's Distance Learning (DL) course. ARNG officers attend resident MEL-1 courses at six MEL-1 and other U.S. military colleges, Fellowship courses at three U.S. government agencies, or one of six civilian institutions of higher education.

### ***Distributed Learning***

Distributed Learning (DL) has emerged over the last few years to become the dominant trend in ARNG training, and it has the potential to improve readiness above historical averages. The communication technologies necessary to support DL are having a major impact throughout the ARNG because they bring greater access to information in the broadest sense, thus providing the capability to improve training, operations, and many other mission areas.

While resident training will remain the appropriate method for initial entry, leadership, and equipment-intensive training, the shift from traditional resident training to greater reliance on DL will be a major objective in improving readiness. Making more training locally available (ultimately, in the soldier's home) will reduce a significant obstacle: the time a soldier has to accomplish training.

In compliance with congressional intent, the ARNG DL initiative continues to expand its scope. The ARNG has participated in the development and conduct of several DL courses: 13F - Fire Support Specialist; 13M - MLRS Crewmember; 13P - MLRS Fire Direction Specialist; 19K - Advanced Noncommissioned Officer Course; 67T - UH-60 Helicopter Repairer Course; 93C - Air Traffic Control Operator; and the First Sergeant Course. ARNG functional courses such as Unit Clerk, Personnel Sergeant, Training and Mobilization Management, and ATRRS courses have been conducted using ARNG DL assets, and Information Operations training is also offered via DL. Approximately 300 office automation courses are available to ARNG soldiers and civilians via web-based training.



For the ARNG, DL will improve readiness by providing "anytime, anywhere" local access to training and education. Concurrently, the DL infrastructure will provide state-of-the-art technology and access to learning opportunities to local communities through shared-use arrangements when classrooms are not being used for military training activities. Close collaboration is under way with DoD agencies, state and local governments, and other civil and military organizations in order to ensure the implementation of appropriate, mutually supportive DL technologies, methods, and policies.

The strategy to reach DL goals is based on developing and synchronizing five essential components: hardware (network and classrooms), courseware, staff and faculty training, support services, and business operations.

**Hardware (Network and Classrooms).** Critical to the success of DL is GuardNet XXI. This is a robust and dynamic telecommunication infrastructure that consolidates and upgrades voice, video, and data requirements in one economical, highly efficient integrated network. GuardNet XXI connects the National Guard Bureau with State Area Commands (STARCs) in all states, territories, and the District of Columbia. The National Guard Distributive Training Technology Project (DTTP) expands this network through the installation of DL-capable classrooms at ARNG training sites armories and surrounding communities. As part of Army DL classroom requirements, DTTP will field more than 200 DL classrooms by the end of FY00, with a goal of almost 400 classrooms. Emerging missions and requirements may expand the infrastructure beyond the current projections.

**Courseware.** Traditional resident courses must be redesigned for delivery via DL. The Army Distance Learning Program calls for the redesign of 525 Duty Military Occupational Skill Qualification (DMOSQ) courses over a 12-year period ending in FY10. The Army Training and Doctrine Command (TRADOC) is redesigning 35 Army MOS-producing courses, some

of which will become available during FY00. Thirty-one courses will be converted per year through FY01; 47 per year will be converted from FY03 through FY10. In addition, the National Guard Professional Education Center (PEC) is redesigning 70 ARNG functional courses. Eight courses have already been redesigned; three have been conducted using DL methods. Additionally, hundreds of non-military courses spanning a multitude of vocational, leisure, business, degree-producing, and general-interest areas are being prepared for ready access by users of the DL system.

**Staff and Faculty Training.** Staff and faculty must be trained to manage DL classrooms and to deliver training to remote locations by making effective use of new technology. The PEC is conducting a DL instructor-training course. This course provides instruction on the use of DL classroom equipment, along with DL and adult learning theory. A course for DTTP site managers is available that covers property and financial management, business plans, customer service, and equipment operation.

**Support Services.** Traditional student and instructor support services are required in the DL environment. The Army Training and Resources Requirements System (ATTRS) has been adapted to manage DL course enrollment and reporting for military students. The DTTP Integrated Information System (IIS) will manage non-military students. This system also accomplishes scheduling, metering, billing, and course repository functions. Employment of new training technologies and methodologies will necessitate education to raise awareness and involvement for commanders, trainers, and soldiers. To facilitate this culture change, NGB is planning a series of DL orientation videos to illustrate the potential of DL and to provide an overview of roles and responsibilities.

**Business Operations.** Because DL classroom facilities are designed for multi-use operations (readiness training, virtual offices, conferencing, community access, etc.), the overall management and administra-



tion of the venues is particularly important. Guidance must be provided to the STARCs to assist them in fostering teaming relationships with other public/private/state/federal agencies aimed at leveraging resources, information, and strategic partnerships. The shared use initiative promises significant collaboration between government and non-governmental organizations, and must have financial, contractual, marketing, and consultative support resources. Appropriate business practices associated with classroom use by non-military organizations/individuals must become standard across the DL system. All of these imperatives are being addressed by the ARNG in order to assist in the ARNG-wide implementation of DL.

## Training Technologies

The Training Technology Team executed a host of significant actions with Training Aids, Devices, Simulations and Simulators (TADSS) in FY99. Those systems whose fielding continued included two more platoon sets of Mobile Close Combat Tactical Trainer (M-CCTT); another 26 GUARDFIST II (GFII) observed fire trainers; 30 portable four lane Engagement Skills Trainers (EST); 12 additional Abrams Full-crew Interactive Skills Trainers (A-FIST); 19 Howitzer Crew Trainers (HCT); and 24 Armory Based Battle Staff Training (ABBST) systems using PC-based Janus version 6.3.4. The value of these additional simulators and simulations exceeds \$40 million.

## New Projects

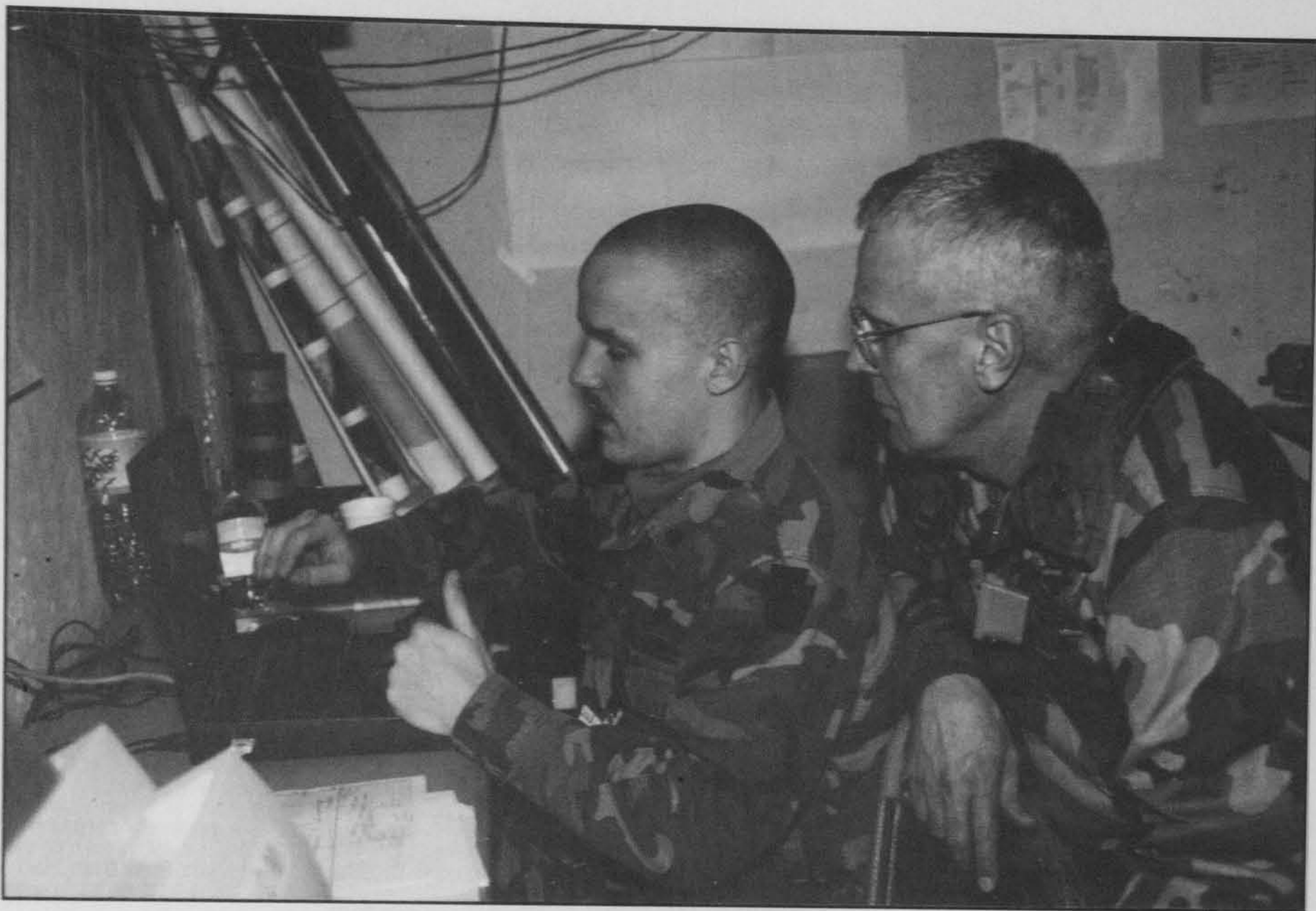
New projects for the Training Division included the Beta testing of the Deployable Force-on-force Instrumented Range System (DFIRST). The testing was successfully completed with the assistance of the 1/149 AR, CAARNG. Additionally, four prototype appended gunnery trainers for the Bradley Fighting Vehicle, named "FIST-B," were delivered to South Carolina for Beta testing by the 218th enhanced Separate Brigade.

With the fielding of CCTT to the Active Army, the displaced SIMNET modules were planned for disposal through the local Defense Reutilization Management Office (DRMO). Seeing an opportunity, the Training Technology Team negotiated the transfer of all displaced SIMNETs from the Active Army to the ARNG. In FY99, 37 Bradley and Abrams SIMNET modules were salvaged for future Re-host and Upgrade (Re-Up) with low-cost PC-based technology, which at the time did not exist, but was on the horizon. For the 37 modules, the hardware value alone represents a \$2 million cost offset, and future applied technologies are expected to increase their value tenfold.

The U.S. Army Armor Center (USAARMC) toughened the tank gunnery standards in FY98. In response, the Training Technology Team redirected FY99 A-FIST funding to a new contract that provided for procurement of 24 "A-FIST XXI" appended tank gunnery trainers whose capabilities will not only meet, but exceed, the USAARMC's gunnery requirements and yet cost thousands of dollars less than the original A-FIST to produce.







The Training Technology Team continued its focus on the future with the help of several congressional budget add-ons for FY00, for an increase of \$10.5 million in funding. FY99 was also notable for development of a systematic approach to coordinate minor construction dollar funding for TADSS with NGB-ARI, as well as increased TADSS support to units by improved Life Cycle Contract Support (LCCS) contracts, thereby increasing contractor responsiveness.

### ***Professional Education Center***

This fiscal year, the National Guard Bureau Professional Education Center (PEC) at Camp Robinson, Arkansas, took its first step into Web-based training in collaboration with the Software Engineering Institute (SEI) at Carnegie Mellon

University, Pittsburgh, Pennsylvania. This collaborative effort involves the design and development of a "Virtual Readiness University" and other Web-based training course modules. In addition, PEC began other Web-based courseware development utilizing General Services Administration contract vehicles.

In accordance with DoD directives, efforts were focused on ensuring that all content development would be measured against the criteria of accessibility, interoperability, durability, reusability, and cost effectiveness. The four course modules eventually selected provide the greatest area for collaborative opportunities with other military organizations, including the Army Reserve and the Air National Guard.

## Force Management

This year, the Army National Guard continued the transition to the mandated 405,000 force structure and 357,000 end-strength levels established by Congress for Fiscal Year 1999. During FY99, the ARNG inactivated 54 units with 3,923 force structure spaces.

### Digitization

Digitization of ARNG units began in FY97 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 (eSBs) and the Advanced Field Artillery Tactical Data System (AFATDS) to I Corps Artillery. However, fielding of these digital systems to ARNG units was not linked to the Force XXI process, which will more closely align Active and Reserve Component combat units. Digitization of ARNG units within the Force XXI framework will begin with the RC elements that are part of the 4<sup>th</sup> Infantry Division (Mech) as it converts to a Division XXI design.

Digitization of ARNG units will continue when III Corps becomes the first "digitized corps" by the end of FY04. Currently, the identification of requirements and resourcing for this digitization is separate from the Training and Doctrine Command (TRADOC) Force XXI "echelon above division" design process. Based on the "Army of Excellence" designs and "Total Army Analysis - 2007" (TAA-07) allocation rules, the first corps digitization will include ARNG combat, Combat Support (CS), and Combat Service Support (CSS) units. While some units will be digitized from brigade headquarters to platform level, projected fiscal constraints have caused the Army's Deputy Chief of Staff of Operations to conduct additional research on the "required" level of digitization for many RC units in the Corps.

## Army National Guard Division Redesign Study (ADRS)

In May, 1996, the Secretary of the Army approved the division redesign study plan that examined the conversion of existing lower-priority ARNG combat units to required, higher-priority support forces. The plan called for the conversion of up to 12 ARNG combat brigades, and slice elements from two divisions, to the required combat support/combat service support structure during FY99-FY12. Based upon a comprehensive analysis of the entire ARNG force structure, the states involved in the conversion process select the units to be converted.

In June 1996, the Army began to develop a costing methodology study 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, Army approved the cost analysis on 27 March 1997 and directed that the ARNG division redesign be highlighted as a major Army initiative in the Quadrennial Defense Review (QDR) process.

The Army is committed to accelerating the ARNG division redesign. The Secretary of the Army signed a memorandum (which constitutes guidance) to include appropriate funds in future budget cycles to procure necessary equipment by FY07 and complete conversions by FY09. To meet this objective requires approximately the same level of effort in succeeding years as the approximately \$600 million per year included in the FY99-03 budgets for this process.

The cost analysis estimated the total funding requirement for unit conversion and redesign at approximately \$4 billion; subsequent revisions have raised the estimate to \$5 billion. In the Program Objective Memorandum (POM) for FY98-03, the Army programmed \$743 million: \$83 million for the Active Component, \$468 million for the ARNG, and \$192 million for the Army Reserve, with an extra \$200 million in FY98 for division redesign.



At an ARNG Division Project 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 (California); the 67th Brigade, 35th Infantry Division (Nebraska); and the 2nd Brigade, 38th Infantry Division (Indiana). The conversion timeline for these brigades began in FY99. Total Army Analysis 2007 was conducted through November 1999, and the final results were published in an "Army Structure Message" of mid-December 1999. This study validated previous requirements and provided additional force structure for phases II and III of the division redesign process.

### **AC/RC Integration**

The 32nd Air and Missile Defense Command (AAMDC) activated during the first quarter of FY99 as the first multiple-component unit in the Army. The 32nd AAMDC consists of 77 Active Component and 104 National Guard soldiers. The Active Component element is located at Ft. Bliss, Texas while the ARNG element is composed of soldiers from the Florida Army National Guard. The objective of the multi-component 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-component unit to activate, 11 additional multi-component units involving the ARNG were approved during Total Army Analysis 2005. Three of these units were converted to multi-component status in FY99. Two units, the 142nd Signal Brigade (Alabama ARNG) and the 1st Battalion, 171st Aviation (Georgia ARNG), will have ARNG headquarters with AC subordinate elements, and are scheduled to convert during FY00.

## **Logistics**

The HQDA Single Stock Fund (SSF) initiative is based on a DoD directive to consolidate stock funds within the Army. The active Army currently has a stock fund at both retail and wholesale levels, which duplicate commodity sales and the necessary staff structure to support day-to-day operations. The Program Manager for Single Stock Fund (PM-SSF) has developed a phased program to reduce the Army to one wholesale stock fund. The SSF goals are to: establish one point for sale and credit; develop an integrated requirements determination process for national level stockage; and establish a national maintenance program (NMP) to incorporate the efficiencies of integrated sustainment maintenance (ISM) and support national stockage management. Milestone I capitalizes the Class II, III (P), IV, and IX stocks at the installation level and was supposed to start in FY00. However, Milestone I has been combined with Milestone II, and both will occur in FY01. Milestone II capitalizes retail stocks down to the Corps level. Milestone III is scheduled for FY02, and will capitalize retail stocks down to but not including unit Prescribed Load List (PLL) and shop stocks.

The NGB-ARL staff continues to work closely with the PM-SSF and the Army Materiel Command (AMC) staff to support the Army's transition to a single stock fund and to make the transition as smooth as possible for the states. The ARNG already operates in a SSF environment (single point of sale and credit) because states buy directly from wholesale. However, the ARNG annual stockage requirements must be consolidated into the national requirement. ARNG ISM sites will begin repairing components for the national level in FY01, and unit stocks will be capitalized in FY02. A field demonstration for milestones I and II was held in April 2000, with Kansas as the ARNG test state.



### ***Controlled Humidity Preservation (CHP)***

The ARNG CHP Program is designed to offset unfunded maintenance requirements by reducing required services and repairs of equipment not frequently needed for training. The objective of the program is to place 25% of selected high tech and maintenance intensive equipment into CHP shelters for varying periods up to 3 years. When stored in shelters, under controlled conditions, the equipment is considered ready and all services are deferred until withdrawal.

During FY99, the ARNG significantly expanded the use of the CHP Program. The National Guard Bureau, assisted by the DoD Inspector General, completed the analysis of an operational test of CHP in the first quarter of FY99. The results validated the 1996 Economic Analysis projection, displaying an 8-to-1

return on investment. At the end of FY99, there were 35 states and Guam with 560 fielded or funded systems, for a total program investment of approximately \$42 million over the past 5 fiscal years; new projects were begun in 12 States. FY00 will see additional projects begin in five new states, Puerto Rico and the Virgin Islands; 10 states will see their CHP programs expanded. By FY06, each state will have some form of a CHP program.

The development of a Single Vehicle Environmental Stabilization System (SVESS) allowed CHP to be extended to small quantities of home station assets. The individual vehicle dehumidifier is quickly installed in a combat vehicle's hatch cover and locked in place, thereby providing a controlled humidity environment for high tech and maintenance intensive home station assets. By the end of FY99, there were 125 of these units fielded at armories in nine states.



Priorities of equipment for preservation are established to maximize the cost avoidance associated with the highest support cost systems. The highest priority is afforded to radar and missile systems, followed by combat vehicle systems. Other equipment is prioritized based on an evaluation of the annual scheduled and unscheduled maintenance requirements shown in the Army's Maintenance Allocation Resource Criteria (MARC).

### ***European Excess Equipment Project Operation (EEEEPO)***

The Army National Guard continues to benefit from its European Excess Equipment Project Operation (EEEEPO), started in FY93. A team of NGB Warrant Officers, working closely with item managers in U.S. Army Europe, locate serviceable and economically repairable equipment and repair parts to fill ARNG MTOE and TDA authorizations. The team obtains materiel from DRMO sites throughout Europe and uses an NGB negotiated Interservice Support Agreement with Army Material Command-Europe to subcontract repair, administration, and support services for the project. The equipment is shipped to the states' USPFO warehouses for further distribution to their units. Class IX repair parts are sent to the Kentucky Army National Guard Materiel Management Center for distribution Guard-wide.

Beginning in February 1999, the EEEEEPO team was co-located with the Equipment Maintenance Center - Europe in Kaiserslautern to better utilize ARNG personnel in an Overseas Deployment Training (ODT) status to repair selected equipment. The cost avoidance of using ODT personnel when available, versus the AMC-E contractor, is \$67 per hour.

The recaptured equipment is then returned to CONUS using Space Available Air National Guard cargo aircraft destined for the receiving stateside destination in a program called Operation Guardlift. To date, this project has gathered over \$200 million

worth of equipment at a cost of only \$8 million in administrative, maintenance, and transportation costs.

Because equipment cascading from DRMO and from active Army units is predominantly at less than Army transfer standards, the ARNG has established readiness sustainment maintenance sites in five states to repair equipment prior to redistribution within the ARNG. These sites are located at Fort Riley, Kansas; Camp Shelby, Mississippi; Limestone, Maine; Saginaw, Texas; and Clackamas, Oregon.

### ***Objective Supply Capability Adaptive Redesign (OSCAR)***

Developed in FY97, OSCAR is designed to automate the NGB major end item manager functions, and to provide an interface with the Standard Army Retail Supply System (SARRS) at the state level. OSCAR provides the states with a faster means of reporting excess stocks, and provides the NGB item manager a means to cross level excess among the states to obtain maximum unit readiness. Since its implementation, OSCAR has generated over 100,000 customer reports with an estimated value of over \$3.4 billion, and cut customer response time from NGB to less than 7 days. The overall 4% change in excess has increased the number of units reporting S-1 for equipment and reduced the number reporting S-4.

### ***Integrated Sustainment Maintenance (ISM)***

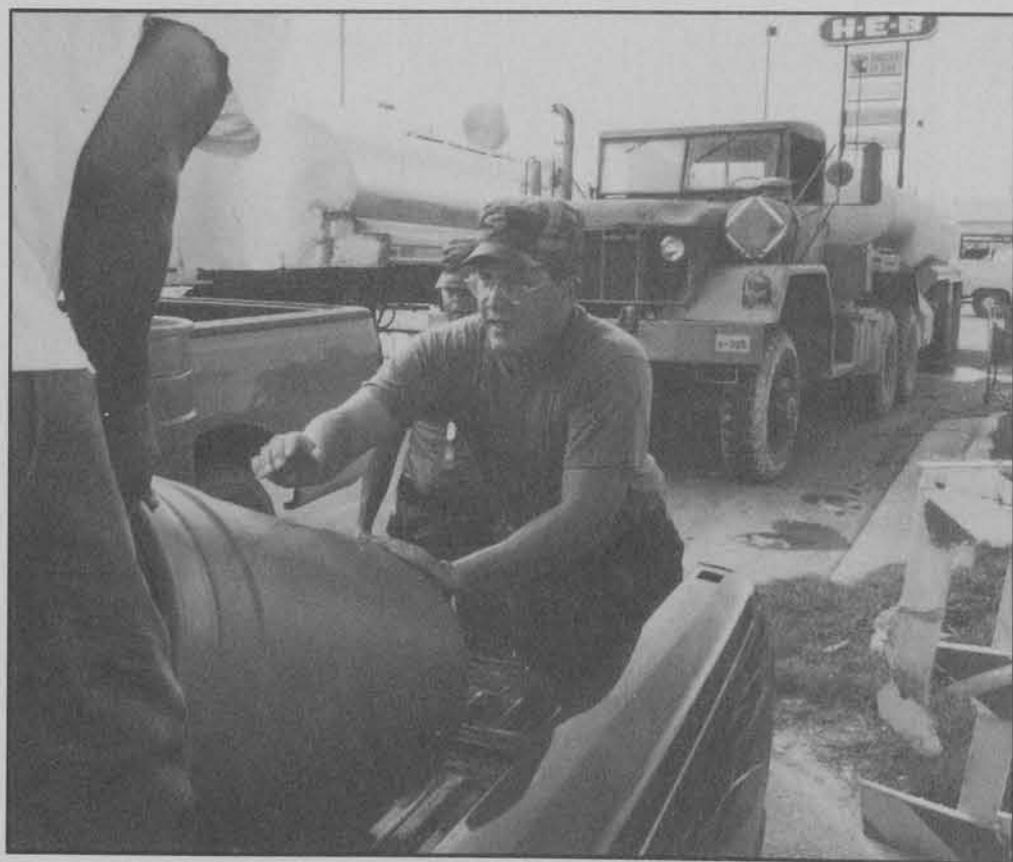
The Army National Guard has participated with other Major Commands in the Army's Integrated Sustainment Maintenance (ISM) program since FY93. In this program, installation General Support (GS) maintenance activities of FORSCOM, TRADOC and the USAR, along with ARNG Combined Support Maintenance Shops (CSMS) and Maneuver Area Training Equipment Sites (MATES) with Support, compete for end item component repair work.



The final FY99 figures from the ARNG's participation in the ISM program are impressive. Thirty-seven states participated as customers during the fiscal year, shipping 6,059 components to other ARNG, Army Reserve, and Active Component facilities for repair. In turn, the facilities logged over 41,000 hours in the repair of those components and returned 5,304 for customer use, resulting in a cost avoidance of \$17.9 million for the participating states.

The program's growth can be seen by comparing this fiscal year's cost avoidance with the \$8.2 million in FY98. The Guard has increased the share of lines that it is repairing from 71 at the beginning of FY99, to a total of 119 at the end of the year. Additionally, during FY99, 3 ARNG maintenance facilities completed 5 short-term contracts for the Army Materiel Command's wholesale supply system.

As the Army enters into the Single Stock Fund (SSF) program in FY01, ISM as we know it today will evolve from "Repair and Return to User" to a program of repair for the supply system. The Army National Guard is working closely with the Department of the Army, the Army Materiel Command, and other Army MACOMs to make this transition as painless as possible.



## Readiness

The Army National Guard's Readiness goals and objectives are designed to optimize unit readiness against a finite pool of resources. The ARNG managed level of resources (MLR) model prioritizes resources toward our first to fight units, ensuring a higher state of readiness for our earliest deploying units.

Overall readiness trends reflect a drop of 1% in FY99. As the Army National Guard Division Redesign Study (ADRS) is executed and combat units are designated as combat and combat service support, readiness levels are expected to drop again, due to the need to train personnel in new skills. The ARNG continues, through quarterly data analysis of our lower-priority C-4 and C-5 units, to focus on the challenge of fixing units that do not meet readiness goals.

Our future challenge is to secure the resources needed to sustain a level of readiness needed for increased OPTEMPO. Since 1989, the year before the Gulf War began, Army-wide deployments have risen more than 300%, particularly since peacekeeping operations in the former Yugoslavia began in 1995. Throughout 1999, the Army National Guard worked with the Army to support Total Force requirements, and the Guard met every request for support.

In an effort to increase integration of the Active and Reserve Components, the Army announced its plan to rotate ARNG units for service in Bosnia as part of the NATO Stabilization Force (SFOR). Under the rotation plan, three of the next six Bosnia rotations will be commanded by ARNG divisions. Initially, the 49th Armored Division (Texas ARNG) assumed command and control of Task Force Eagle Headquarters in Bosnia in March 2000. Other Army National Guard division rotations are planned in FY01 and FY02.



## **Enhanced Separate Brigades (eSBs)**

The ARNG's 15 eSBs all meet the deployable readiness criteria as dictated by DoD planning guidance. In FY99, two light Infantry companies from the 39th eSB conducted Force Protection missions as part of Southern Watch in Kuwait and the Kingdom of Saudi Arabia. The rotations were four months in duration. The 41st eSB will assume half of the follow-on mission and then fully assume the mission. Nearly 50% of the eSBs are currently scheduled to deploy in support of SFOR operations.

## **U.S. European Command (USEUCOM)**

The ARNG mobilized and deployed 865 soldiers to support Commander in Chief, U.S. Army Europe (CINC USAREUR) for OPERATION JOINT FORGE (OJF) in Bosnia during FY99. Units deployed in support of this effort included Medical, Public Affairs, Aviation, Military Police, and Transportation. To date, approximately 5400 soldiers from more than 190 units, from 50 states, territories and the District of Columbia have mobilized for active duty in support of OJF. The 49th Armored Division, (Texas ARNG) will provide a Division HHC as Task Force Eagle (Bosnia) from March 2000 to October 2000. Total ARNG support for this rotation is approximately 1,300 soldiers. FY00 will also see the first mobilizations of elements from two enhanced Separate Brigades as part of the maneuver force in Bosnia.

## **OPERATION JOINT GUARDIAN (OJG)**

The ARNG provided one unit plus 26 augmentees for a total of 53 soldiers from 11 different states in support of OJG (cessation of hostilities in Kosovo). These soldiers provided medical, legal, religious, and security support for base camp operations at Camp Able Sentry in Skopje, Macedonia. Expanded usage of ARNG units is expected in FY00.

## **U.S. Central Command (USCENTCOM)**

The Army National Guard continues to support CENTCOM with deployments in support of OPERATION SOUTHERN WATCH (OSW) and OPERATION DESERT SPRING (ODS). The third rotation of ARNG units, with 166 soldiers, deployed to Kuwait as Aviation Task Force 151 in August 1999. Units from South Carolina (AH-64 Apache), and Mississippi (UH-60 Blackhawk) provided the task force headquarters and aviation crews; air traffic controllers for the task force were supported by the Minnesota ARNG.

## **Reserve Component Employment Study RCE-05**

In April 1998, Secretary of Defense William S. Cohen issued Fiscal Years 2000-2005 Defense Planning guidance, which directed the Department to conduct the Reserve Component Employment 2005 (RCE-05) study. The document reviewed RC employment and developed several recommendations to enhance the role of the RC in the full range of military missions, focusing on three areas: military support to civil authorities; smaller-scale contingencies; and major theater wars (MTWs). Twenty key themes were selected as particularly important and will generate 20 additional follow-on studies. Sixteen of these additional studies will impact the ARNG.

## **Comptroller**

The FY99 President's Budget reflected appropriation requests of \$2,436.8 million for Operation and Maintenance, Army National Guard (OMNG), and \$3,200.7 million for National Guard Personnel, Army (NGPA).

## **Operation and Maintenance**

The OMNG Appropriation funds operational, logistical, and administrative support for the Army

National Guard forces in the 50 states, Commonwealth of Puerto Rico, the U.S. Virgin Islands, the Territory of Guam, and the District of Columbia.

During the course of the fiscal year, Congress provided \$50 million to enhance the readiness of divisional units, \$5.7 million to support defense against weapons of mass destruction, \$20 million to support the Guard's role in contingency operations, and \$3.5 million for information technology.

### ***Personnel***

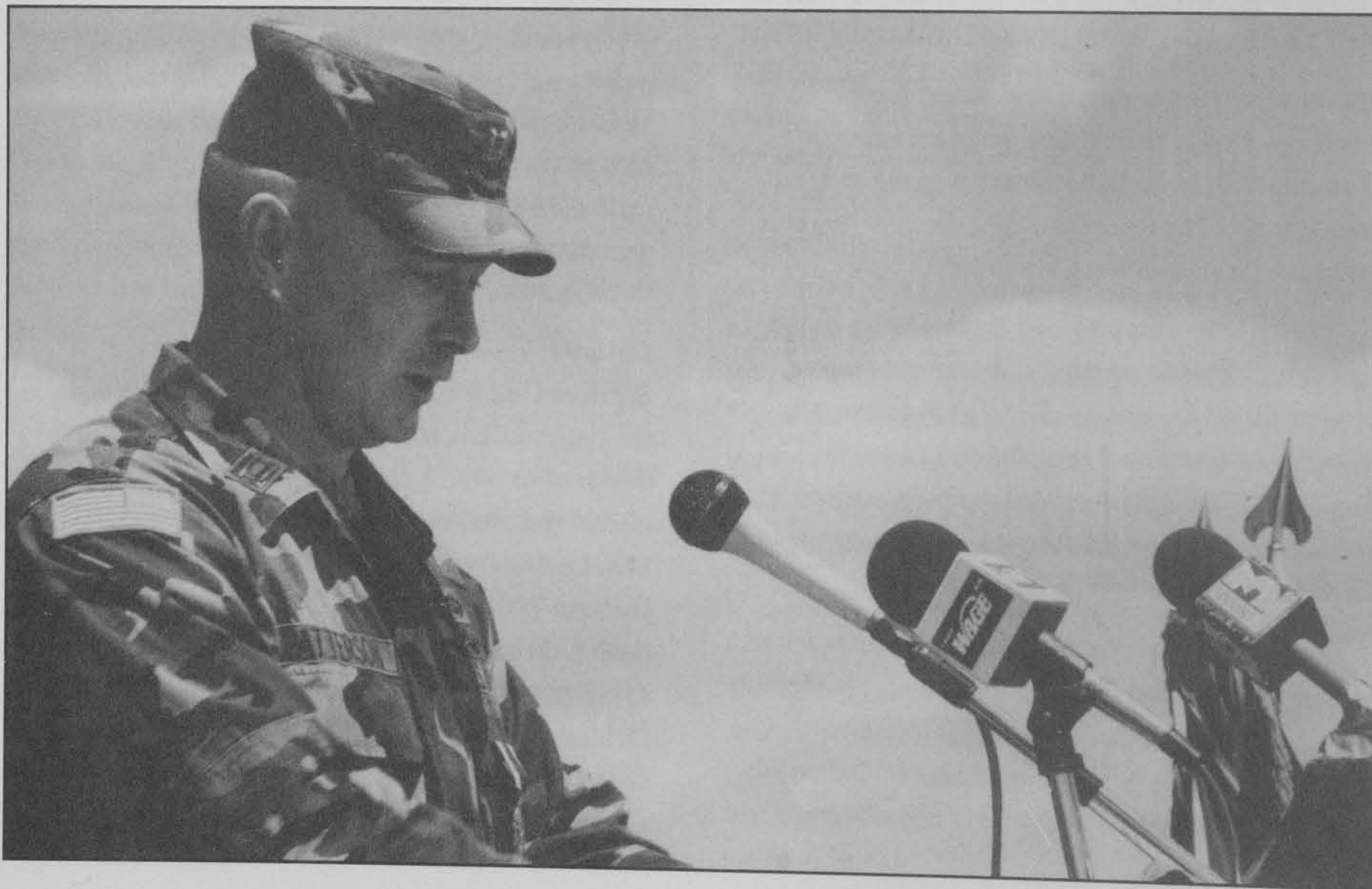
The NGPA appropriation finances the pay, allowances, clothing, subsistence, travel, bonus payments, and retired pay accrual costs of ARNG soldiers. In October 1998, Congress authorized and appropriated an additional \$85.3 million. During Fiscal Year 1999, Congress provided \$4 million to fund Active Guard Reserve (AGR) personnel to support Weapons of Mass Destruction programs, \$7.3 million

for Exercise "New Horizons," \$3.8 million for Innovative Readiness Training, and a total of \$521,000 for Civil Military Programs.

### ***Financial Services***

A tremendous effort in terms of manpower, analysis, and testing was expended during FY99 to ensure that orders would continue to be published and soldiers would continue to be paid in the year 2000. The Automated Fund Control Orders System (AFCOS) and the JUMPS Standard Terminal Input System (JUSTIS) were both certified as Y2K compliant.

Enhancements to modules of the AFCOS continue to provide fund management tools to the Army National Guard community. The most noticeable change to the system was the addition of the Inactive Duty Training (IDT) fund management tools. On October 1, 1998, the NGB moved IDT funds for 6 states from a centrally managed account to a specific





allotment account. The AFCOS was continually updated throughout the year to give the 6 test states the tools required for proper management of the funds. Based on the results of the 1-year test, all ARNG States and Territories converted to specific allotment on October 1, 1999.

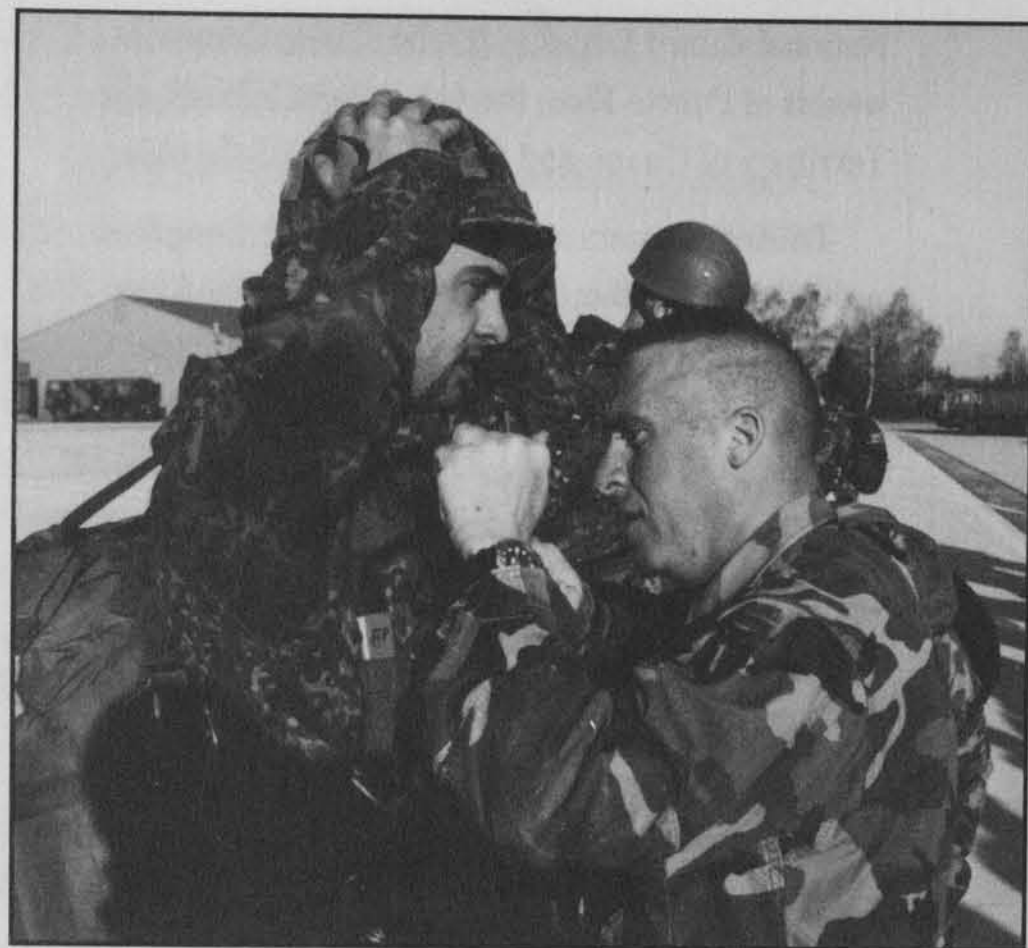
**Civilian Pay.** The Financial Services Center continued to provide Defense Civilian Pay System (DCPS) liaison service to the states, territories, and District of Columbia through active participation in the Civilian Pay Liaison Committee (CPLC). This committee meets quarterly at the Defense Finance and Accounting Service - Headquarters (DFAS-HQ) and provides the NGB a visible proactive presence while supplying timely and accurate pay-related information.

NGB hosted a joint Army MACOM and DFAS-HQ video teleconference on Employee/Member Self-Service at the Readiness Center. This provided high visibility throughout Army and DFAS-HQ leadership of NGB's continued committed involvement in civilian pay matters. This also proved a first for the Tele Conference Center, as all 4 communications bridges were required to link the 23 Army MACOMs.

**Travel and Vendor Pay.** The contract for the American Express travel card program expired November 29, 1998. NationsBank won the new contract effective November 30, 1999. Bank of America purchased NationsBank early in 1999.

Bank of America provided, as an administrative tool, the Electronic Account Government Ledger System (EAGLS), which is Web-based automated software for travel card program management. The EAGLS is highly secure at multiple levels, and supports a large number of simultaneous users when Internet connectivity is available.

Each state, territory, and major operating facility assigned an Account Program Coordinator to monitor the travel card program as an additional duty. Program oversight has developed into a full-time job to service the cardholders properly and efficiently and



complete overall administrative actions. The ARNG had 36,000 cardholders as of October 1, 1999. This number will grow in year 2000 due to the mandatory use of the program.

Tracking of cardholders for the ARNG has proven a challenge. Several attempts to populate the database by Bank of America did not provide satisfactory results. Monthly screenings and reassignments of cardholders improperly assigned by the vendor were required throughout 1999 and will continue through 2000.

**Defense Travel System (DTS).** The Financial Services Center continues to actively participate in the implementation of DTS, a computerized system designed to reduce costs, support mission requirements, and provide superior customer service. Development was completed in FY97; the first Defense Travel Region (DTR) programmed to implement DTS in the ARNG is DTR 6, which includes 11 states and the ARNG Financial Services Center. DTS experienced many challenges during testing this year. Consequently, its deployment is now tentatively scheduled for the middle of Fiscal Year 2000.



**Operational Data Store (ODS).** The Financial Services Center, in coordination with the DFAS-Indianapolis Center (DFAS-IN) Systems Integration Office, tested and implemented the ODS system. The ODS is a system that links entitlement transactions and accounting information related to payments made by the Directorate for Centralized Disbursing at DFAS-Indianapolis. After successful testing in the Financial Services Center, eight regional training sessions were conducted to convert all 54 USPFO Voucher Examination and Accounting Sections. The ODS was fully implemented in the Army National Guard in September 1999.

**Military Pay.** The Financial Services Center completed the conversion to remote printing of Active Guard/Reserve (AGR) soldiers' Leave and Earning Statements (LES) and Net Pay Advices (NPA). USPFOs can now download the LES/NPA print files from the DFAS-IN and print the LES/NPA locally. This improved customer service for AGR soldiers by ensuring timely receipt of their NPA/LES.

The transition to electronic distribution of Master Military Pay Account History Reports (UH022-2405) through the USPFOs to ARNG units was completed by DFAS-IN and the Financial Services Center. The report provides detailed pay and pay-related information contained in the Defense Joint Military Pay System. ARNG units use this information to verify and validate soldiers' pay and pay-related data. This initiative has improved customer service to the ARNG and its soldiers and provided significant cost savings for DFAS-IN through the elimination of printing and mailing costs.

The Financial Services Center continues to provide support to mobilized ARNG soldiers through the issuance of finance guidance and the monitoring of their pay accounts. This office is a member of DFAS-IN's Crisis Control Center, which provides a conduit for identification and resolution of pay problems affecting mobilized ARNG soldiers.

**Financial Management Training.** In March, the Financial Services Center and the National Guard Chapter of the American Society of Military Comptrollers jointly conducted Comptroller Division annual Financial Management Training and a Professional Development Institute. Over 200 members of the ARNG's financial management community from all 54 states, territories, and the District of Columbia participated in the 4-day training event. Topics included the ARNG's current financial status, fiscal law, current financial management policies and procedures, future initiatives, personal improvement, and career enhancement, plus break-out sessions for each Comptroller Division functional area. Subject matter experts from NGB, Department of the Army, Department of Defense, the Defense Finance and Accounting Service, USDA Graduate School, and private industry provided the most current training available.

## Accounting

The Army National Guard continued to reduce existing undesirable account statuses in FY99. By midyear, the ARNG had reduced the net value of its unmatched disbursements (UMDs) 68%, to \$6.9M, a significant decrease for the year that reflects tremendous effort in state accounting offices. Canceling account unliquidated obligations were reduced to \$6.8 million from a beginning year balance of \$116.5 million; delinquent travel advances were reduced from \$1.0 million to \$0.5 million. In addition, ARNG functional divisions and state representatives met to improve reporting accuracy and to further streamline the AMSCO coding structure, reducing the number of AMSCOs by 44.

Chief Financial Officer's Act compliance continued to be a priority focus of the Secretary of the Army. The ARNG participated in the development of the Army's strategic plan to obtain an unqualified audit by



FY03. This plan involves the ARNG in major systems changes and fieldings in the near term, and the ARNG is working closely with Defense Agencies and the Army to accomplish its responsibilities within the plan.

### ***Management Efficiencies and Performance***

Through e-mail, classroom training sessions, desk side briefs, and articles in the Financial Managers' Newsletter, the ARNG Management Control Process Administrators trained over 100 program managers and Assessable Unit Managers (AUMs) in FY99. 7 ARNG weaknesses were reported and forwarded to HQDA, along with corrective action timetables. The ARNG is currently working to resolve 23 weaknesses internally.

Work progresses on publishing the FY99 ARNG Annual Financial Report (AFR), second edition. The ARNG AFR will encompass the mission and goals of the Director, ARNG and also provide significant information on how states and other entities are exercising their fiscal responsibilities in support of those missions and goals. Publication was in February 2000 with distribution to Congress, the Department of the Army, and Department of Defense, and other decision-makers heavily involved with the appropriations process.

**Anti-Deficiency Act.** The ARNG completed three of the four potential Anti-Deficiency Act (ADA) investigations that were open at the beginning of the fiscal year. ADA violations were found to have occurred in all three cases. One new potential ADA was reported and investigated during FY99; however, the investigation found that no ADA occurred. A Material Weakness concerning the untimely processing of ADA violations was closed during FY99 when the National Guard Bureau changed its internal policies and procedures for dealing with these cases.

## **Installations**

The Army National Guard operates more than 1,300 owned and 90 leased armories in about 2,700 communities in all 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. In addition, the Army National Guard supports with federal funds 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.

### ***Military Construction***

The Fiscal Year 1999 appropriation of \$156.9 million for 22 projects included \$137 million for major construction, \$9 million for planning and design, and \$10.9 million for unspecified minor construction. 22 major construction projects were appropriated, of which 18 (78%) were awarded in the first year of appropriation.

### ***Facility Operations and Maintenance***

In FY99, \$221.4 million, or \$2.93 per square foot, was provided for Real Property Operations and Maintenance, the same amount as in FY98. This program pays for salaries required to support facility operations and maintenance, as well as providing funds for engineering services, utilities, minor construction, maintenance, and repair projects, and supplies required to extend the useful life of Guard facilities. The federally supported square footage increased from 70.7 million square feet in FY98 to 75.3 million square feet in FY99, while equipment modernization and aging facilities have increased overall maintenance requirements. In FY98, \$3.41 per square foot was available to operate and maintain Army Guard facilities.



### ***Base Realignment and Closure (BRAC)***

The BRAC Commission findings and recommendations in June 1995 resulted in the transfer of four active component installations to the Army National Guard. The transfer of Forts Pickett, Virginia, and Chaffee, Arkansas, took place in Fiscal Year 1998. Fort Indiantown Gap, Pennsylvania, transitioned in Fiscal Year 1999, and Fort McClellan, Alabama, will transition in Fiscal Year 2000.

## **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. The ARNG has reduced its inventory of Underground Storage Tanks (USTs) from approximately 5,000 to 467. This was accomplished by closing most of the aging tanks and converting to above-ground storage. The retained USTs were upgraded with spill and overfill protection, cathodic protection, and leak detection, and will help protect the environment by minimizing potential groundwater contamination.

Also during FY99, the ARNG managed projects to upgrade vehicle washracks at 12 facilities; construct hazardous waste storage facilities at 43 locations; construct spill containment structures and devices, both portable and fixed, at 102 locations; and install oil/water separators at 7 locations. All these efforts have resulted in the reduction of open Notices of Violation at ARNG facilities by 19%.

The ARNG Compliance Program also encompasses provisions of the Clean Air Act (CAA). This past year, the ARNG implemented the CAA risk management program at installations requiring risk management. This program was designed to help prevent chemical accidents by developing detailed SOPs for the safe handling and storage of certain materials identified in



the regulation. In addition, the SOPs identify emergency procedures in the event of a chemical accident. The ARNG also continued to evaluate strategies for the implementation of the Clean Air Act inspection/maintenance program, which will attempt to ensure 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 FY00.

### **Pollution Prevention**

The ARNG's pollution prevention (P2) initiatives promote new technologies that support military operations and training while reducing the expense of hazardous material handling and waste disposal. During FY99, the ARNG completed approximately \$700,000 in P2 projects. The funding was used to purchase non-hazardous solvent parts washers and weapons cleaners, antifreeze recyclers, and aerosol can crushers. The ARNG has worked to emphasize

P2 awareness in the logistical and maintenance communities to better facilitate source reduction. Such combined efforts mean that the ARNG continues to minimize its dependence on hazardous materials.

### **Conservation**

The ARNG has successfully used programmatic environmental assessments to evaluate equipment fielding in the Paladin, MLRS, AH-64, and UH-60 programs in order to ensure that environmental issues are nationally addressed as required by the National Environmental Policy Act (NEPA).

Planning level surveys involving pest wetlands, soils, and cultural resources using national contracts are nearing completion. These efforts will ensure that all ARNG training sites have integrated natural resource management plans, pest management plans, and cultural resource management plans in place by



FY01. At the end of FY99, all 54 states and territories had approved integrated pest management plans and supporting NEPA documentation.

The number of threatened and endangered species on ARNG lands continues to grow. Currently, 39 species have been identified on 33 ARNG training sites. Recent Executive Orders requiring consultation with federally recognized Indian tribes will require increased coordination responsibilities for many ARNG activities. Currently, 48 states are using geographic information systems (GIS) as decision-making tools to ensure that both the operational and stewardship missions of the training sites are met. Continued data development efforts have led to 37 training sites being provided with basic layers.

## Restoration

The ARNG continues to evaluate sites for past practice contamination and conduct cleanup operations where necessary. In FY99, the ARNG executed almost \$34 million in Environmental Restoration, Army (ER,A) funding. The cleanup at the Massachusetts Military Reservation on Cape Cod continues to be the ARNG's largest cleanup project, with over \$24 million expended in FY99 funds.

During the past year, the ARNG restoration program initiated 4 site inspections to determine the actual presence of contamination at facilities listed on EPA's Federal facility hazardous waste compliance docket. Ongoing projects in FY99 included continuing site inspections and remedial investigations at 6 ARNG installations; continuing cleanup operations and monitoring at 9 contaminated sites where remedial actions have been constructed in past years; and new remedial design for additional treatment actions at 6 new sites. In addition, the state ARNG environmental offices had restoration actions either ongoing or proposed at multiple state-owned sites. The state environmental offices are responsible for tracking and executing the ARNG restoration program at state-owned facilities.

## Information Management

Information accessibility is a critical objective for the ARNG in the twenty-first century. High-speed information access supports initiatives such as distance learning, video teleconferencing, electronic publications and forms, electronic commerce, training simulations, and World Wide Web technology.

During FY99, the ARNG capitalized on improving the distance learning and Reserve Component Automation System (RCAS) telecommunication infrastructure, producing a single, one-of-a-kind network that combines voice, video, and data traffic into an economical, highly efficient integrated network. Known as "GUARDNET XXI," this system consolidates and upgrades numerous telecommunications functions that were operating in stand-alone, solitary.

The expansion and improvement of GUARDNET XXI continues as electronic classrooms are fielded to the states. The adoption and implementation of the Asynchronous Transfer Mode (ATM) Forum standards started late in FY98 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 on established quality of service rules. Contract engineers are working with the state telecommunication providers to implement these standards.

The ARNG is continuing to upgrade the completed RCAS data network into the ATM distance learning network during FY99. Minor modifications to the RCAS design have enabled many states to integrate voice traffic into their networks, significantly reducing their long distance cost and providing a model for integrated voice, video, and data services on a single network. When fully operational, the system will provide more efficient, effective, and economical high-speed information access throughout the 54 states and territories.



The ARNG continued to expand the usage and improve the quality of its private Web site, *GuardNet*. During FY99, this web site has been the focus of improving information flow within NGB's ARNG Directorate headquarters building in Arlington, Virginia. Nearly all divisions within the ARNG Readiness Center, 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 a level that will expand interactivity to include high-level database exchange, chat room, and a bulletin board forum application.

### Software Development

The ARNG continued expanding its use of structured engineering methodology during FY99. 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 issue of Year 2000 (Y2K) compliance within the ARNG was a significant focus for the FY99 software development team. Every application within the ARNG was identified, tested, and if necessary redesigned to ensure Y2K compatibility. Tens of thousands of man hours were expended in redesign and fielding of these systems.

This fiscal year, 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 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

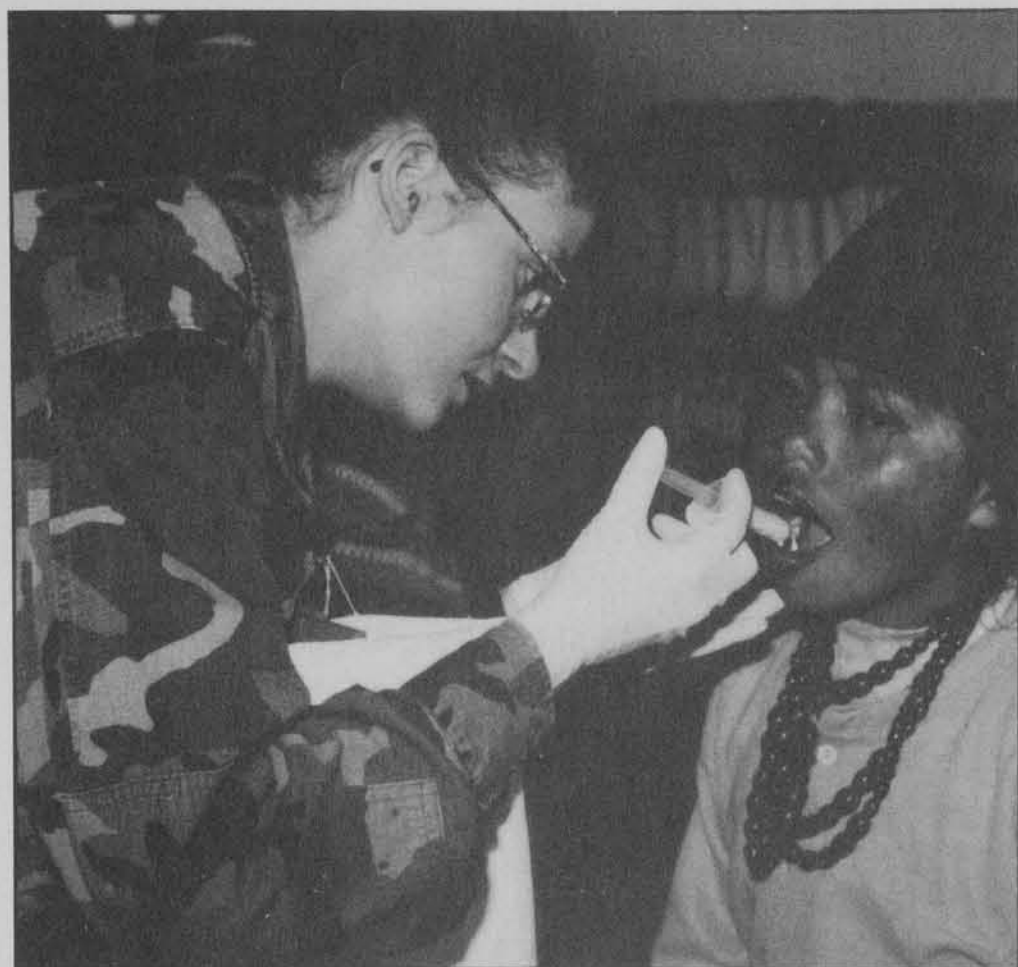
Advisory Council. This process was implemented to establish a joint development environment between functional users and information management community. The Training Readiness Operations Unit Planning Resourcing System (TROUPERS) was the first attempt to bring the functional proponents and the information agencies together to build a system that meets both communities objectives. Contract personnel from the Boeing RCAS team also joined in this effort to develop a first-class application that aims to provide 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, continues 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 FY99, 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 FY98, 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.

The Network Scheduling Access Control Center (NSACC) underwent several upgrades during FY99. With the addition of an another video conferencing bridge, the NSACC now has the ability to coordinate and facilitate 81 site conferences over an ATM back-





bone. This feature was tested in the latter part of FY99 with Hurricane Floyd. At the end of FY99, there was another test with more than 60 simultaneous sites in an operational status. This test was used to check on the status of Y2K compatibility among the states as the new millennium rolled across the planet.

### *Information Operations*

The National Guard information technology architecture is a highly interconnected and distributed information environment that not only supports day-to-day administrative functions, but also provides the operational systems that directly support the command and control of military operations. Our 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 our 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 FY99 to develop an initial operating capacity in information operations 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. In addition, they support the establishment of the NGB CERT to provide protection to the GUARDNET XXI information environment through screening, analysis, and response to penetration attempts. This unit was instrumental in assisting NGB-AIS in completing all Y2K testing. Their hard work enabled the Information Systems Division to complete all Y2K testing within the allotted time. Five state-level CERT teams have assisted the states in security of their systems.

## **Office of the Chief Surgeon**

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

### *Medical Operations and Training*

In FY99, ARNG medical units conducted 12 Medical Readiness Training Exercises (MEDRETEs) involving 420 soldiers from 11 units (from 8 states) in six Central and South American countries. The following units participated in MEDRETEs training:



### Medical Readiness Training Exercises (MEDRETEs)

<u>Unit</u>	<u>State</u>	<u>Country</u>	<u>PAX</u>
229 Cbt Spt Bn	MD	Costa Rica	35
198 Med Co	DE	Dominican Republic	35
53 Cbt Spt Bn	FL	Ecuador	35
Co C, 634 Fwd Spt Bn	IL	Ecuador	35
729 Cbt Spt Bn	MD	Guatemala	35
334 Cbt Spt Bn	IA	Honduras	35
205 Med Co (Area Spt)	IL	Honduras	35
205 Med Co (Area Spt)	MO	Honduras	35
19 Sp Forces Gp	UT	Honduras	35
HQ, STARC	FL	Nicaragua	35
Co C, 634 Fwd Spt Bn	IL	Nicaragua	35
HQ, STARC	MT	Nicaragua	35
<b>Total Personnel</b>			<b>420</b>

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 FY99, the Surgeon's Office continued to support the Weapons of Mass Destruction (WMD) and Anthrax Vaccine Immunization Program (AVIP), participating in working groups, study review, and other DoD associated with this effort.

The Surgeon's Office involved as a full partner with the Active Army in the Medical Re-engineering Initiative (MRI). This initiative involves the evaluation and development of Military Occupation Specialty 91W, a proposed MOS combining the skills of MOS's 91C (licensed practical nurse) and 91B (field medical technician).

### Aeromedical Evacuation Operations

During FY99, ARNG aeromedical evacuation units were federalized and deployed under Presidential Selective Reserve Call-Up authority. Nebraska's 24th Medical Company (Air Ambulance) and the 128th Medical Company (Ground Ambulance) deployed to Bosnia in support of peacekeeping support operations.

The 1042nd Medical Company (Air Ambulance) from Oregon, the 681st Medical Company (Air Ambulance) from Indiana, and the 1133rd Medical Company (Air Ambulance) from Alabama deployed in support of Roving Sands 99, providing real world and exercise aeromedical evacuation support. The 1042nd also deployed to Turkey, providing aeromedical evacuation support for "Operation Dynamic Mix."

During FY99, the ARNG modernized one aeromedical evacuation company, converting it from the UH-1 aircraft to the UH-60A, thus aligning ARNG aeromedical evacuation units with their active component counterparts.

### *Clinical Services*

During FY99, the implementation of TRICARE continued throughout the nation. TRICARE is the DoD "managed-care" health care program, run by the military in partnership with civilian contractors. TRICARE will provide health care for all Title 10 and Title 32 Active Guard/Reserve personnel and M-Day (in line of duty) personnel under the auspices of the Defense Health Plan (DHP).

The ARNG Surgeon's Office, in conjunction DoD Health Affairs, continued efforts to provide full services to personnel who are geographically remote from military medical treatment facilities. As a result of combined ARNG and DoD efforts, TRICARE Prime Remote (TPR) was implemented October 1, 1999. This new health care delivery program was designed to improve access to eligible soldiers who work and reside 50 miles from a military medical treatment facility.

During FY99, the ARNG Surgeon's Office distributed more than \$17 million to the states for the purpose of both civilian health care requirements and in support of the state medical readiness programs.



## **Programs Analysis and Evaluation**

### *Strategic Planning*

The mission of the Plans Branch of the Program Analysis and Evaluation Division is to assist ARNG leadership in refining ARNG strategic planning efforts, planning methodologies, and priorities. By conducting a systematic environmental scanning of both civilian and military matters as they apply to the ARNG, this branch seeks out opportunities for justification, expansion, and/or development of future initiatives for the ARNG. The Plans Branch also contributes in developing the ARNG vision, mid-range planning guidance, programming guidance, and annual goals and objectives. National security issues relating to the Joint Operation Planning & Execution System (JOPES) enable this branch to provide cross-functional assessments in justifying and synchronizing ARNG requirements within the Planning, Programming, Budgeting, and Execution System (PPBES).

The Plans Branch also reviews and develops input to planning documents within the Joint Strategic Planning System (JSPS), the administrative framework for developing military requirements in support of the National Security Strategy (NSS). In support of these missions, they frequently interface with directorate and CORE Team planners to analyze new or proposed language from other services and/or components and to determine potential impacts on ARNG operations, programs, and management. Branch personnel also participate in wargames, exercises, and planning conferences as time and funding permit to help defend ARNG force structure and resources during Quadrennial Defense Reviews (QDR).

Plans Branch personnel also develop, staff, and/or present policies and issues that further ARNG interests and initiatives. They work closely with the ARNG



leadership in national-level forums to examine policies that present cultural or structural barriers to active and reserve component integration within DA and DoD. They coordinate input from several staff agencies and provide recommendations to ARNG senior leadership for the Reserve Component Coordination Council (RCCC), Reserve Forces Policy Board (RFPB), Army Reserve Forces Policy Committee (ARFPC), and other forums as directed.

## Programming

The Programs Branch works closely with the Army to program funds for the ARNG. This branch monitors the development of the Program Objective Memorandum (POM) for the ARNG, providing independent assessments of program alternatives and priorities to the ARNG senior leadership. Program Branch analysts are responsible for guiding the ARNG staff through the POM process, assessing and validating ARNG requirements before they are presented to the Army staff.

Programs Branch analysts defend ARNG programs (requirement, validation, and funding) for each program evaluation group (PEG). The branch also provides analysis for ARNG participation in such Army decision-making bodies as the Planning, Programming, Budget Committee (PPBC); the Senior Review Group (SRG); and the Army Resource Board (ARB). The programs branch also defends the ARNG programs during OSD's program review cycle, and works with OSD and the Joint Staff on POM development issues.

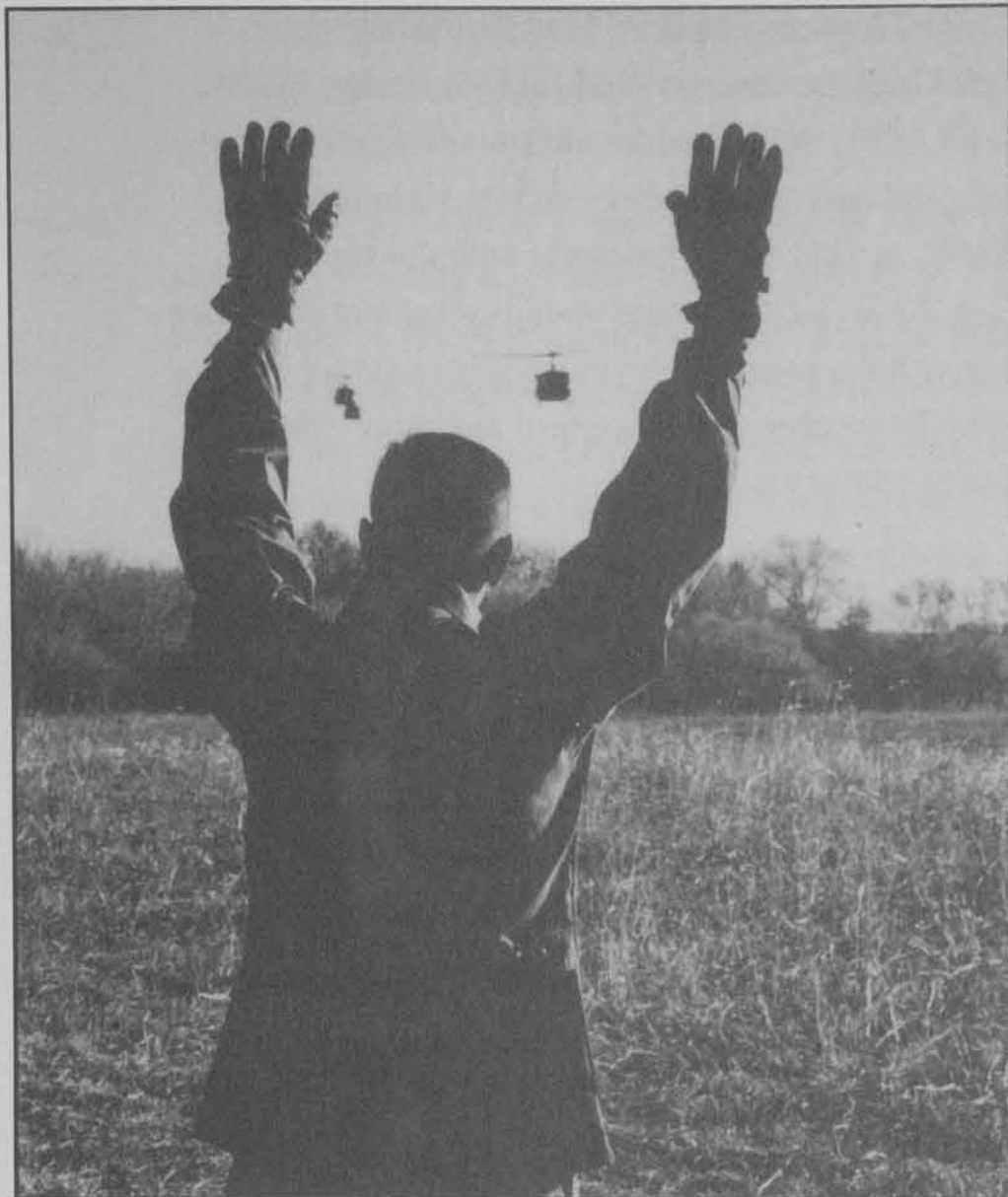
During the FY01-05 POM, the ARNG was able to recognize requirements for increased full time support; increase funding for the Flying Hour Program (FHP) to 8.6 hours; and increase funding for MOSQ school training. The ARNG was also able to fund equipment fielding for ARNG Division Redesign.

## Analysis

This was the second year that the Analysis Branch was operational. The branch works closely with the ARNG leadership, identifying centers of gravity, decisive points, and culminating actions. The Analysis Branch scrutinizes and validates ARNG, Army Reserve, and Active Component resource models, and provides premium analytical support to ARNG leadership, staff, and analysts. In addition to conducting independent initiatives that ensure that models used for resource application are developed and applied in a component-neutral manner, the Analysis Branch provides direct support to the Program Branch and general support to other ARNG staffs. In FY99, the Analysis Branch reviewed U.S. Army Cost and Economic Analysis Center (CEAC) cost factors and obtained a more equitable costing method for ground OPTEMPO and flying hour programs. They also developed the database used for Total Guard Analysis XXI (TGAXXI), and participated in the structure and manpower allocation system (SAMAS) working group to determine responsibilities for upkeep.

## Aviation and Safety

In FY99, ARNG aviators and crewmembers again answered the call to service in a wide variety of scheduled and contingency CONUS and overseas operational missions. "Operation Joint Forge," the Stabilization Forces (SFOR) mission for the European Command (EUCOM) in Bosnia, saw aircraft and personnel from the 24th Medical Company, (Nebraska and Kansas ARNG), the 416th Air Traffic Services (ATS) Company, and E Co., 126th ATS, from Arizona and Massachusetts, respectively, deploy under Presidential Selective Reserve Call-up authority. The 112th Medical Company, Maine ARNG, assets from Pennsylvania's H Company, 104th ATS, and the 129th ATS (Maryland ARNG) also deployed for a 270-day PSRC rotation.



## Europe and the Middle East

Elsewhere in EUCOM's Area of Responsibility (AOR) in FY00, Oregon deployed 3 UH-60 MEDEVAC aircraft to support a joint USAF/USMC live-fire exercise called "Dynamic Mix." This mission was performed in Annual Training status as Overseas Deployment Training, using CINCEUR-sponsored Air Mobility Command strategic airlift.

The ARNG continues to support Operation "Southern Watch" in Kuwait. Upon successful completion of the first ARNG Aviation Task Force deployment to the Central Command (CENTCOM) theater, known as "Task Force Panther," (two UH-60's and crews from Alabama's 1/131st Aviation remained in Kuwait an additional 180 days, supporting an Active Army Kuwait rotation.

"Task Force Cougar" from South Carolina's 151st Aviation Battalion deployed eight of its own AH-64s and 4 UH-60s from the 1/185th Aviation (Mississippi ARNG) to Kuwait in the 4th Quarter of FY99. This Task Force also included Minnesota's G Co, 147th ATS.

## SOUTHCOM Deployments

In U.S. Southern Command (SOUTHCOM), ARNG Aviation supported 3 scheduled combat engineer nation-building exercises in Honduras (Louisiana ARNG), Bolivia (Virginia ARNG), and Guatemala (Wisconsin ARNG). The severe devastation caused this fiscal year by Hurricane Mitch led to 5 emergency Contingency Missions to Honduras (New York ARNG); Guatemala (Wisconsin ARNG); El Salvador (Maryland ARNG); the Dominican Republic (Alabama ARNG); and finally, the first ARNG forces deploy to Nicaragua (Puerto Rico and Oregon ARNG). Additionally, ARNG CH-47 aircraft from Texas deployed to Guyana to support a Special Forces Security Mission.

## CONUS Operations

In CONUS, Mississippi's 1/185th Aviation supported the 155th enhanced Separate Brigade (eSB) during a rotation at the National Training Center (NTC), Fort Irwin, California. When Hawaii's 29th eSB deployed to the Joint Readiness Training Center (JRTC), at Fort Polk, Louisiana, they were supported by an Aviation Task Force from Illinois, Iowa, Hawaii and Mississippi.

ARNG CH-47s and UH-60s from several states conducted disaster relief operations in support of the extensive flooding in North Carolina as a result of Hurricane Floyd. Finally, during FY99 Army National Guard Aviation assets supported numerous White House military operations in CONUS for routine transport of key personnel, including the President and Vice President.



## Logistics

The Aviation Systems Branch coordinated with the Department of the Army and with ARNG units to maintain the operational readiness of over 2,300 ARNG aircraft. The ARNG completed over 600 aircraft movements during FY99, from the production line, to the refurbishment program, and between Guard units as a result of cross-leveling due to force structure changes within the ARNG. As the ARNG received modernized assets, 84 of our oldest aircraft were retired.

Aviation maintenance and aviation repair parts management continue to be dynamic environments within the ARNG Aviation community. Army Material Command (AMC) is expected to implement the National Maintenance Program and Single Stock Fund in FY02. All Army maintenance will become either National or Field Level and all repair parts stock will become AMC owned and managed. NGB-AVN is determining the roll of the ARNG Aviation Classification and Repair Depots (AVCRADs) in this program. At a minimum, the AVCRADs are expected to participate as National Level repairers and potential managers of the regional Authorized Stockage List (ASL). NGB-AVN has begun reorganizing ARNG aviation supply support by regionalizing the Authorized Stockage Lists. The Missouri AVCRAD has implemented a Regional ASL, with the other three AVCRADs soon to follow, pending software installation.

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 Army Aviation Support Facilities (AASFs) have completed a test of the project, and full implementation is expected in FY01.

The Aviation Logistics Module (ALRM)/Unit Level Logistics System Air (ULLS-A) Bridge, fielded to all ARNG units, enables units to electronically prepare and transmit real-time aircraft readiness data. AASFs are linked electronically with the National Guard Bureau, facilitating identification and resolution of readiness issues. This program is resulting in more effective readiness management and more efficient use of critical resources.

## Safety, Occupational Health and Industrial Hygiene

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

The ARNG dedicated an operating budget of \$7.8 million to fund programs to reduce accidents and occupational illnesses in FY99. This equates to approximately \$19 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 FY99.

The ARNG experienced 176 accidents by the end of FY99. This cumulative total equates to 50% lower than the same period in FY99 and 42% lower than the 3-year average rate. In FY99, the ARNG lost 10 soldiers and 3 civilians in various types of accidents, as opposed to last year's loss of 21 soldiers. The rate of fatalities decreased over last year, and decreased over the 3-year average rate.

90% of all accidental fatalities occurred because of motor vehicle accidents. Privately owned vehicle accidents continue to be the number 1 killer of soldiers. To combat this enemy, the ARNG developed a Motor Vehicle Accident Avoidance CD, which was sent to every company and unit during December 1999. The



downward trend of cumulative ARNG Ground Class A-C accidents continues with FY99, ending with 165 accidents.

In FY99, there were 17 Aviation Class A-C flight accidents, resulting in a rate of 6.51 accidents per 100,000 hours; the ARNG had the lowest accident rate in DoD per 100,000 flight hours. 2 of the 17 accidents were a Class A flight accident, resulting in an accident rate of 0.76 accidents per 100,000 flight hours. The associated increase in cost for the aviation accidents went from \$3.3 million to \$18.2 million, mainly due to the destruction of an AH-64A helicopter.

Technician employees submitted 694 lost-time claims during FY99. The lost-time claims are down from the 778 in FY98 and are lower than the 5-year average rate. The Army National Guard 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.

## Operational Support Airlift Agency (OSAA)

The Operational Support Airlift Agency (OSAA) is a Department of the Army Field Operating Agency under the National Guard Bureau that provides management, oversight, and execution of the Army's Operational Support Airlift (OSA) program. OSAA is the Army National Guard's proponent agency for fixed wing aviation policy, procedures, and resourcing.

Activated in 1995, OSAA was one of the Army's first multi-component operational units. In FY99, OSAA remains at the cutting edge of AC/RC integration and proves the viability of total Army operational mission support.

Headquartered at Fort Belvoir, Virginia, OSAA provides command, staff, and resourcing for assets stationed in 69 locations throughout CONUS, as well as four separate locations OCONUS. The Agency includes 53 Flight Detachments of the United States, Territories, and District of Columbia; 3 CONUS Regional Flight Centers (RFCs) at Ft. Belvoir, Ft. Hood, and Ft. Lewis; 3 OCONUS RFCs in Alaska, Hawaii, and Puerto Rico; 4 C23 Theater Aviation Companies with aircraft in 15 different states; the Fixed Wing ARNG Aviation Training Site (FWAATS); and the U.S. Army Priority Air Transport Detachment at Andrews Air Force Base. These geographically dispersed locations provide the best mix of operational and training support to Army, ARNG, and USAR units distributed throughout OSAA's area of operations.

In FY99, OSAA aircraft flew 53,948 hours, supported 87,590 passengers, and transported 1,105,857 pounds of cargo in direct support of Department of Defense missions. OSAA's Army support is provided by a variety of fixed wing aircraft including C-12, C-23, and C-26 turboprop airplanes, as well as UC-35, C-20, and C-37 turbojets. The agency's aviation service provided added cost avoidance, totaling more than \$40 million in commercial transportation expense for DoD.

On a daily basis, OSAA flies both Army personnel and other official DOD business travelers, subject to priority and cost saving criteria. Mission requests are routed electronically from installation and state validators to the Agency's Quality Assurance Branch and passed to the USTRANSCOM's Joint Operational Support Airlift Center for DoD centralized scheduling.

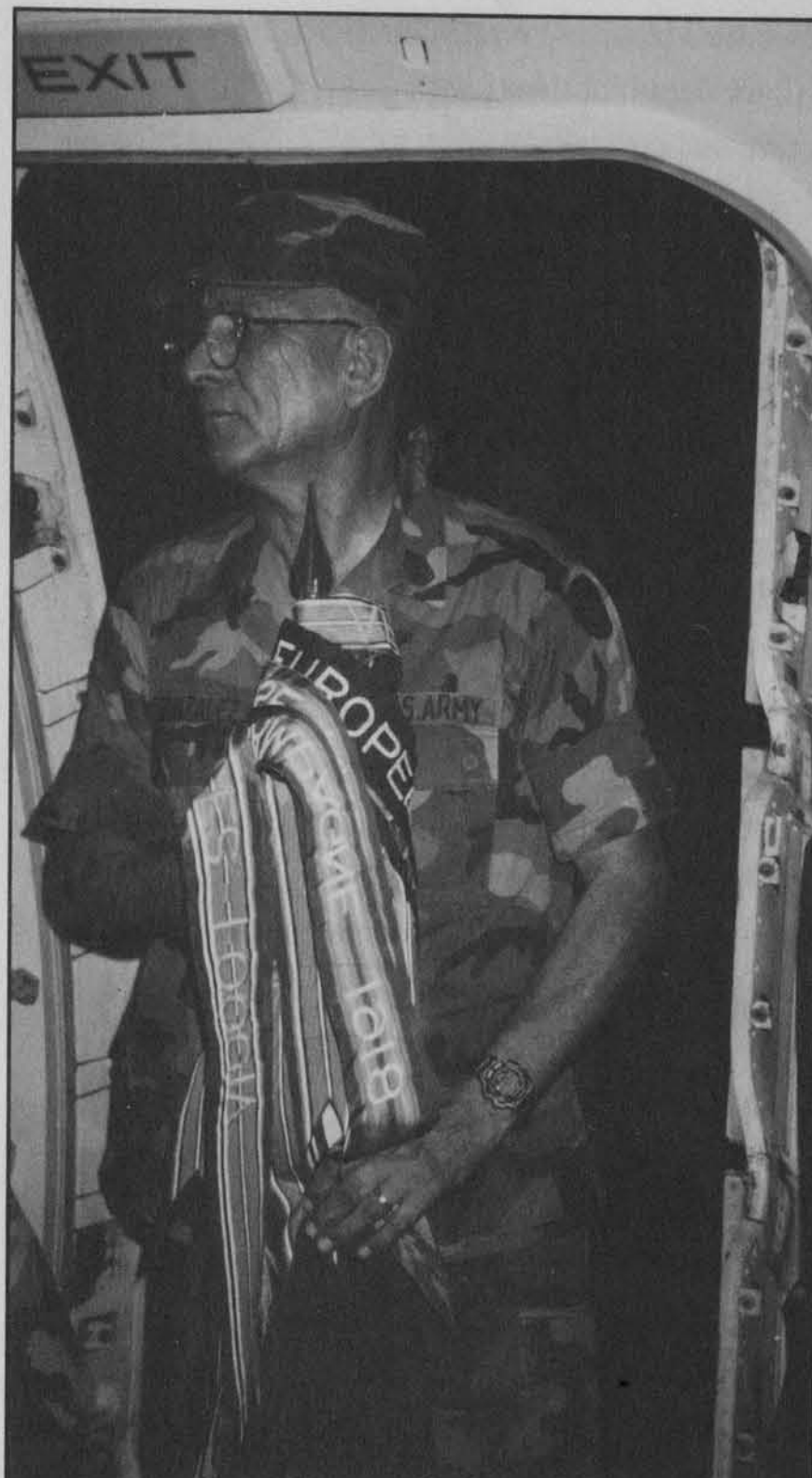
Transportation was provided while accomplishing training in support of OSAA's wartime mission. An additional mission is to provide training and seasoning of fixed wing aviators while providing a CONUS rotation base for Active Component fixed wing pilots and immediate OSA support for contingency operations.

OSAA provides command oversight to the Fixed Wing Army National Guard Aviation Training Site



(FWAATS) in Bridgeport, West Virginia. The mission of FWAATS is to conduct individual aircrew training in modernized fixed wing aircraft operated by the ARNG. FWAATS performs formal academic training under the Total Army School System and conducts individual aircrew training, instructor qualification, instrument examiner, standardization training, and flight engineer qualification courses. FWAATS routinely trains between 200 and 300 aircrew members per year, hosting aviators and flight engineers from across the country.

One of OSAA's most visible accomplishments during FY99 occurred while providing aviation support for Operation New Horizons 99. From March through September 1999, OSAA was intimately involved with providing humanitarian aid to the Central American countries devastated by Hurricane Mitch. This deployment consisted of C-12, C-23, and C-26 aircraft and provided airlift support based out of Soto Cano Air Base, Honduras. OSAA planes were used to transport engineering equipment, medical teams and supplies, and senior-level DA and governmental personnel. Additionally, OSAA participated in international training missions and supported several airlift missions of Central American dignitaries. In the 884 flight hours flown, a total of 2,242 passengers and 214,365 pounds of cargo were transported.



*Air*  
NATIONAL GUARD





## Operations

The Operations Directorate manages the deployment of Air National Guard (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 FY99 to include ANG Expeditionary Air Force flying and support 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 \$10 million in personnel funding; and approximately \$1.4 million in National

Guard Bureau Operations and Maintenance funds. The 22 Air Guard C-130 units provide 49% of the total USAF C-130 inventory.

Overall operations tempo and personnel tempo was very high in FY99, with a 116 Optempo and 60 Perstempo average. Highlights of FY99 included a successful deployment of 180 personnel to the Middle East for Operation Southern Watch for 90 days; and a 90-day, 286-personnel deployment to Operation Joint Guard for European peace-keeping.

Approximately 10% of the C-130 flying program was devoted to Joint Airborne/Air Transportability Training (JA/ATT), which consists primarily of transporting Special Operations personnel.

### *Fighters and Bombers*

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





FY99 saw ANG fighters deployed as units 131 times to 83 different exercises. Of these deployments, 22 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 2,000 fighter hours were flown simply getting to and from the exercise locations.

A grand total of 13,214 mandays were utilized by fighter and bomber units in FY99. Expenditures for the deployed ventures included \$3.6 million in

Operations and Maintenance funds. The combination of 20,191 officer workdays and 38,628 enlisted workdays required an expenditure of \$4,645 million from the Military Personnel appropriation.

## Aerial Refueling

The ANG manages a fleet of 225 KC-135 aircraft, 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, the ANG continues to meet the air refueling and airlift requirements that are key elements of every ongoing military mission undertaken by our nation.

During FY99, 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. Additionally, ANG tankers provided a strong presence on both Operations Northern and Southern Watch, which support United Nations objectives in Iraq. Our assets were called upon by AMC to support four other ad hoc contingency taskings during the fiscal year.

Also during this fiscal year, the 19 KC-135 wings provided the total Air Force with refueling support in Joint Chiefs of Staff exercises such as Central Enterprise and Foal Eagle, and Major Command (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 both local missions and TDY training missions. In addition, the Air National Guard also continued to manage a Foreign Military Sales case by providing refueling training for NATO's Aircraft Warning and Control System (AWACS) component, stationed at Geilenkirchen Air Base (AB), Germany.



In support of the Defense transportation system, ANG tankers provided airlift on AMC channel missions during this fiscal year. The Aviano Eagle provided a cargo link between Dover AFB, Delaware, and Mildenhall AB, United Kingdom; and between Ramstein AB, Germany, and Aviano AB, Italy.

The Northeast Tanker Task Force (NETTF), managed by the Maine ANG's 101st Air Refueling Wing (ARW) and New Hampshire's 157th ARW, 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. During FY99, the 6 ANG tankers 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.

Each of our 19 wings participated in the fighter rotations called Coronets that provide U.S. air supremacy in every corner of the globe. Finally, the ANG KC-135 community continued to fulfill the refueling missions for the U.S. Strategic Command in support of the Single Integrated Operations Plan (SIOP).

## ***Operation Allied Force (Kosovo)***

With the outbreak of hostilities in the former Yugoslavia and the initiation of a Presidential Selected Reserve Call-Up (PSRC), the Air National Guard KC-135 fleet became involved immediately in the Kosovo crisis. The first KC-135 units were mobilized on April 30, 1999 (117th ARW, Alabama; 161st ARW, Arizona; 128th ARW, Wisconsin; and the 171st ARW, Pennsylvania) and continued until 8 units and 51 KC-135 aircraft were mobilized.

The last unit was activated on June 25, 1999. Of the 4,000 personnel authorized for PSRC, a total of 3,377 personnel, 87 Aircraft, and 87 units were mobilized to support NATO operations in Kosovo. Over 2,000 personnel were deployed to Europe. An

additional 253 volunteers deployed to the EUCOM theater during the crisis. The KC-135 community composed the bulk of the mobilized assets; however, other functions were also involved in the mobilization. These included 3 fighter units, 2 rescue units, 11 C4 units, and various personnel with weather, medical, logistics, aerial port, civil engineers, fund management, chaplain, security and intelligence backgrounds.

The ANG's impressive contribution to this NATO mission included over 10,300 KC-135 hours, 1,640 sorties, and offloads of over 50 million pounds of fuel to 5,100 receivers. An Air Guard A-10 composite unit from Idaho, Michigan and Massachusetts flew over 3,073 hours and 558 sorties. They dropped 539 MK-82 bombs, 64 AGM-65 smart bombs, and fired 14,346 rounds from their 30MM guns. The two volunteer C-130 units flew 1413 hours and 512 sorties during their Shining Hope stint. The AF Special Operation Command-gained unit, Pennsylvania's 193rd Special Operations Wing, flew 80 missions totaling 778 flying hours broadcasting radio and television and utilizing various other electronic devices.

During the same period, 171 personnel were activated for Operation Southern Watch, enforcing the no-fly zone over Iraq.

## **Logistics**

### ***Maintenance***

The Air National Guard manages a fleet of 222 KC-135 aircraft, which account for 42% of the nation's core air refueling capability. This fleet of 222 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 FY99, 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 4 other ad hoc contingency taskings during the fiscal year.

Several tanker units were activated under the Presidential Selective Reserve Call-Up to support Operation ALLIED FORCE in Kosovo. Over 50 tankers were activated and deployed in support of this operation, and the integration with overseas active duty counterparts was seamless. The ANG tankers provide their share of air refueling training for every aircraft.

The Northeast Tanker Task Force (NETTF) managed by Maine's 101st ARW 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.

In the mobility and the tanker arenas, the Directorate of Logistics was equally successful. In FY99, 4 KC-135 units were converted to the "Pacer CRAG" configuration, upgrading cockpit displays, radar systems, and several other systems on the aircraft. The ANG began converting two more units during this time, and we expect to remain on schedule for FY02 fleet-wide completion of these extensive modifications.

Additionally, the ANG have identified a need to re-engine our KC-135E aircraft due to the rising sustainability cost and declining reliability and

maintainability to the TF33-P102 engines currently on our aircraft. In addition to tanker upgrades, the ANG continues to operate C-141C block aircraft, which integrate a glass cockpit, TCAS II, and a defensive system package.

The C-130 Avionics Modernization Program (AMP) upgrades are still planned for start-up during FY07. The modernization initiative will convert all C130/H1/H2/H3 block aircraft into one common baseline avionics configuration. AMP enhancements will incorporate the Air Force Navigation Safety Master Plan and Global Air Traffic Management (GATM) requirements. The C-130 J aircraft began delivery to the 135th Airlift Wing, Baltimore, Maryland, during the third quarter of FY99, with 6 aircraft on board and the eighth J model projected for final delivery during the fourth quarter of FY 2000. The C-130J will provide increased capability and reliability to the fleet. Air Defensive System (ADS) upgrades have begun with C-130Es for Air Expeditionary Force requirements, and will include all C-130 variants projects for completion on all C-130s by FY02. Operational LC-130s have received radar upgrades with SATCOM added to support special polar missions. 3 Navy C-130s are being transferred to the ANG and modified to AF specifications to include current LC-130 upgrades, with the conversion scheduled for completion in FY02.

36 ANG flying units completed training in and 30 units completed implementation of the Air Mobility Command's GO-81 Maintenance Data System in FY99. The only "scheduled" AMC-gained units unable to complete implementation were those deployed for Operation Allied Force. The ANG expects to complete implementation early in FY00.

Operation Allied Force saw the first combat use of ANG A-10 aircraft. On May 19, 1999, the ANG established the 104th Expeditionary Operations Group (EOG) at Trapani AB, Italy. The 104th EOG was made up of 506 Guardmembers and 18 A-10 aircraft, which contributed a total of 438 combat sorties.



The two ANG B-1B bomber units took the AEF stand-by bomber commitment from Air Combat Command (ACC) from May through September 1999, allowing the ACC B-1B units to recover from the deployment tasking and to complete the Block D upgrades. ANG Block D upgrades continued on schedule this fiscal year.

## Supply

The Supply Division provides policy guidance and direction for 93 ANG supply accounts. Collectively, the ANG supply officers are accountable for approximately \$4 billion worth of peacetime operating stock, \$3 billion in equipment assets, and \$3 billion in readiness spares.

There were several significant accomplishments and initiatives within the Supply Division during FY99. The division initiated the first ANG-wide Hazardous Materials Pharmacy Program meeting. At this September 13 to 17, 1999, meeting at Rickenbacker ANGB, Ohio, approximately 150 representatives from the field units attended. The ANG is partnering with Air Education and Training Command on hazardous material operations, and the Supply Division is working on plans to establish regional Hazardous Material Management Process (HMMP) teams to address immediate concerns.

The Supply Division received authorization and funding for 7 ANG KC-135 Readiness Spares Packages (RSPs). This was significant in that spares funding priority is given to initial or replenishment parts for a new weapon system. The involvement of the ANG during the Kosovo operation significantly added to the credibility of the ANG's RSP request.

The JP-8+100 fuel additive implementation was 99% complete in FY99. Supply Division personnel look forward to favorable feedback from the Logistics and Operations community regarding this initiative.

## Transportation

The Transportation Division and transportation personnel in the wings, ground support units, and other units continued to provide support for the Total Force. Ground transportation personnel are located in 87 ground transportation units, with additional transportation personnel assigned to units such as Combat Communications and Engineers.

In FY99, the ANG continued to support USCENTAF's effort to repair 550 WRM vehicles (general and special purpose) stored at Al Udeid Air Base, Qatar. These vehicles were in extremely poor condition after having been left unattended for several years. Beginning in October 1998, the ANG began providing a 15-person vehicle maintenance team on a rotational basis to Qatar to provide maintenance support to return the vehicles to "mission capable" status. Thus far, the ANG has supported this requirement with more than 150 personnel and some 5,820 mandays. The teams have returned 238 vehicles to "mission capable" status and identified 85 for DRMO disposition, for a savings to USCENTAF of some \$12 million.

The Transportation Branch began working on ground transportation support for the Aerospace Expeditionary Force, which will cover a 30-month cycle. The branch has tasked 33 personnel continuously over the entire period. This will require 1,980 total personnel to support the AEF for the period, a figure that may increase.

In July 1999, the Senate Appropriations Committee deleted FY99 funds to buy general purpose vehicles, ordering DoD to lease certain vehicles instead. For the ANG, \$2.5 million in FY99 vehicle procurement dollars was replaced with \$490,000 for leasing. With these funds, the ANG leased some sedans and station-wagons and plans to continue the process.

The ANG Traffic Management section was extremely productive during FY99. Technical guidance was provided for the shipment of critical



parts and equipment to support operations in Kosovo. Transportation Section personnel managed the conversion of the Cargo Movement Operating System (CMOS) from the Windows 3.0 to a Windows 95 environment, significantly increasing the ANG's cargo processing capability. In addition, a Third Party Billing (TPB) cargo movement program was established, enhancing the movement of priority aircraft parts via commercial express carriers through reduction of paperwork requirements, and supporting Air Force "agile logistics" goals. Finally, section personnel worked to obtain access to the Air Force's automated bill of lading obligation system, which will provide ANG transportation budget managers access to non-ANG funds.

## Logistics Plans

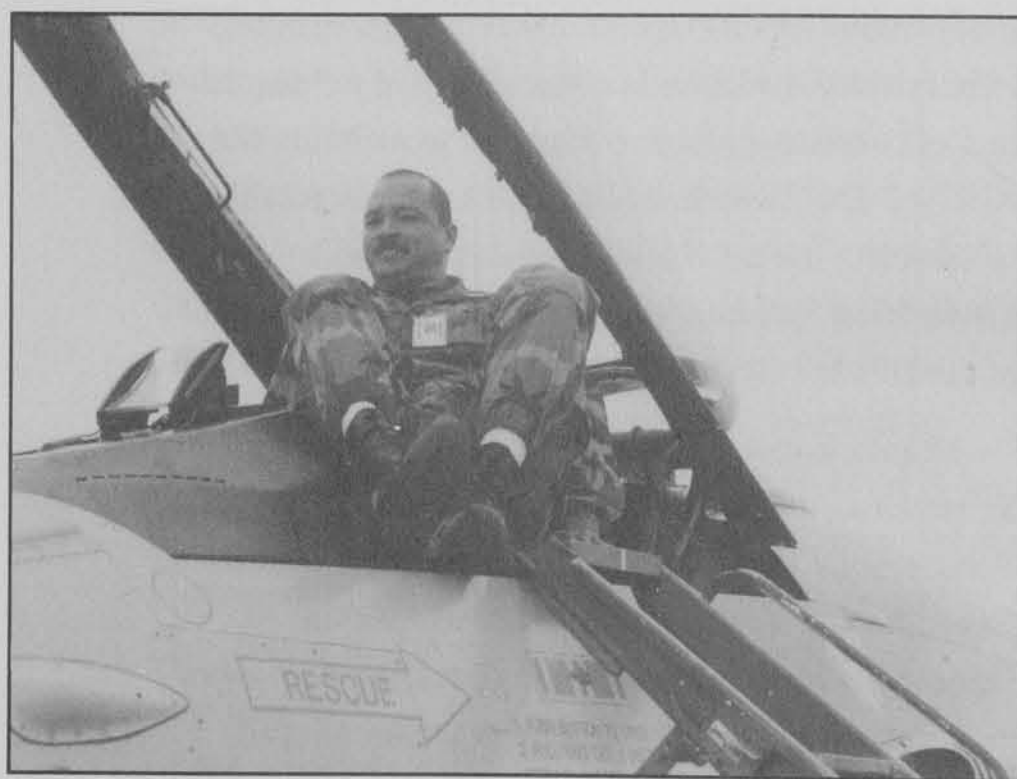
The Logistics Plans and Programs Section provides deployment planning guidance for almost 200 ANG units. With the ANG participating in an unprecedented number of operations worldwide, policy guidance and the automated information systems used to provide global asset visibility evolve constantly. With a huge contribution to Operation Allied Force, as well as peacetime rotations to Operations Southern and North Watch, Coronet Oak, and Coronet Nighthawk, ANG planners completed numerous cycles of plan-

ning, executing, and tracking deployment taskings. Fiscal Year 1999 saw the ANG's AEF concept developed for flow of ANG assets into FY00's Cycle One rotations.

During FY99, the Logistics Plans Resources Section encountered a myriad of funding problems caused by price increases of more than 30% beyond funded levels for aircraft parts. The resulting \$110 million shortfall severely jeopardized the ANG's ability to execute its flying program before the first sortie was flown. Contingency operations, the most significant of which was Kosovo, increased "wear and tear" on the tanker and A-10 fleets, exacerbating an already precarious funding situation.

Through careful reprogramming of logistics resources, successful pursuit of congressional supplemental funding, and innovative reprioritization of aircraft maintenance requirements, the Resources Section was able to ensure almost 99% flying program execution with little long-term negative impact. Additionally, through the AFCAIG funding process, the Resources Section prepared justifications that resulted in an increase to the flying program budget of over \$200 million for the following fiscal year. Section personnel also oversaw the funding requirements for several major missions and aircraft conversions across the ANG, including conversion of two fighter units to a training mission, conversion of all but one F-16 Air Defense unit to the General Purpose Fighter mission, and conversion of several C-130 units to either the E, J, or MC models.

Approximately one-sixth of the ANG's aircraft require depot overhaul each year. In addition, most aircraft engines and major items of communications equipment require depot-level maintenance at some point. In FY99, the total expended for Depot Purchased Equipment maintenance (DPEM) exceeded \$417 million. Centrally managed by the Logistics Resources Section, this expenditure funded overhaul and maintenance on 83 aircraft, 197 engines, and numerous other items of equipment.





## Acquisition

The Directorate for Acquisitions remains the hub of the modernization effort for all of the ANG's major weapons systems. Using the combat quadrangle as the common thread, each of the modernization programs is categorized into (1) precision strike, (2) 24-hour operations, (3) data link/combat ID, or (4) enhanced survivability.

ANG modernization efforts took on a higher profile with the advent of the Expeditionary Air Force (EAF) employment philosophy adopted by the overall Combat Air Forces (CAF). The combat-coded Guard units are equal partners with the active units manning the 10 Aerospace Expeditionary Forces (AEFs), and being equal partners requires the Guard to field equal combat capability with the various weapons systems. The Air Guard's modernization effort strives to close the gaps in capability. ANG/AQ had a very successful year in FY99, with programs across the spectrum. During this fiscal year, the directorate's acquisition advocate efforts were rewarded by the Congress providing significant funds for FY00 to upgrade and modify ANG aircraft, including F-15s, F-16s, A-10s, B-1s, C-130s, KC-135s, C-141s, and C-5As.

### Power Projection

A major success for FY99 was the continuing acquisition of the Precision Attack Targeting System (PATs) for the F-16s. Over \$2.25 million was placed on contract to obtain Litening II PATs pods. PATs fills a critical need in the precision strike portion of the combat quadrangle, while providing a vital capability for the CINCs in the AEFs. Complementing PATs across the combat quadrangle is the continuing Combat Upgrade Plan Integration Details (CUPID). CUPID integrates the Global Positioning System (GPS), Night Vision Imaging System (NVIS), Countermeasures Management Systems (CMS), and Situational Awareness Data Link (SADL) into the F-16, with a cost avoidance of over \$110 million.

The ANG F-15s entered the Fighter Data Link (FDL) production allocation in FY99. A combination of Air Force and ANG funding leveraged a quantity buy sufficient enough to trigger cost savings of up to \$10 million for the FDL program. FDL represents a quantum leap in combat capability for the F-15. Inclusion of the ANG F-15s ensures equivalent combat capability with the advent of AEF deployments. A night vision goggle compatible interior lighting system was purchased during FY99, allowing for safer more effective night operations for the ANG F-15s.

10 Alpena Kadena Interim Training Systems (AKITS) pods were delivered to the Michigan Combat Readiness Training Center (CRTC) at Alpena, Minnesota. AKITS allows aircrews to record all of their mission data on a computer-generated debriefing system. AKITS provides high fidelity training for all aircrews using the CRTC for air-to-air training. Alpena is the first stateside Air Force location to receive a GPS-based, state-of-the-art air combat training system.

### Global Mobility

Fiscal Year 1999 saw contracting for 3 new C-130J-30s destined for the 143rd Airlift Wing, Quonset Point, Rhode Island. In addition, two new C-130J model aircraft (funded in previous years) were delivered to the 135th Airlift Wing, Baltimore, Maryland. One additional EC-130J was funded to go to the 193rd Special Operations Wing, Harrisburg, Pennsylvania. \$16.3 million was provided for acquisition of common support equipment to maintain the ANG's C-130J fleet. In addition, money was provided to complete the purchase of Modular Airborne Firefighting Systems (carried on C-130s) in support of the U.S. Forestry Service.

In anticipation of the need to provide expanded air refueling and airlift capability to support the Air Force's Total Force commitment to the Aerospace Expeditionary Force concept, the Acquisition Directorate accepted the lead in preparing a mission needs statement for a replacement tanker aircraft.



The initial draft of this document was forwarded to Air Mobility Command for their staffing and sponsorship. Work was also begun on preparing an operational requirements document to define the specific capabilities needed in this new generation of dual role tanker-cargo aircraft.

A mission needs statement was also begun addressing the reliability, maintainability, and availability of KC-135E model aircraft engines. This document identifies a need to upgrade the KC-135E's engines to meet new environmental standards, provide added performance, and reduce maintenance requirements.

## Plans, Programs and Manpower

During Fiscal Year 1999, Air National Guard Plans, Programs, Space/Intelligence and Manpower Divisions were restructured to mirror their Air Staff counterparts. This restructure has greatly improved communication and coordination of programming and execution activities, thus allowing the Air Directorate to follow a more coherent plan to support our federal, state, and community missions.

As part of the division restructure, a new corporate process was embellished at the ANG staff and field level. The "ANG Group" was created to present corporate recommendations to senior leadership that are comprehensive, balanced, and fully coordinated. 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 program adjustments when required. Membership in the ANG Group, which is divided into 4 mission areas, is chaired by the Plans, Programs, and Manpower Directorate, and includes representation from all directorates.

## Plans Division

During FY99, the Plans Division saw further changes in its organizational structure, with the refocused organization of Strategic Planning and Deliberate Planning Branches. This restructure consolidated like functions within each branch.

**Integrated Planning.** The Strategic Planning Branch marked FY99 as a year of progress with 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 our federal, state, and community missions.

Using the IPP, the Strategic Planning Branch expanded the ANG 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 ANG's field units and the ANG staff, the branch has just completed the first 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 very closely with the Joint Staff and the Air Force to redefine the Reserve Component's contribution to the Total Air Force. The Branch participated in three interrelated studies that more efficiently integrate 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 FY00, and assisted in development of the Air Expeditionary Force (AEF) concept.

**Deliberate Planning.** During FY99, the Deliberate Planning Branch quickly became engulfed in defining the Air National Guard's participation in two areas of interest that 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. Increased interaction with the office of the Assistant Secretary of Defense for Reserve Affairs has produced further development of a more relevant Civil Support Strategy.

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 scenarios. The first phase of this plan established 10 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, clean up, and security. This is only

the first phase of an increasingly robust response capability, and further progress is being made at congressional direction.

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.

Significant to operations war planning this year was the effort to fully source the 10 AEFs in the combat and combat support arena. These expeditionary combat support warriors would deploy for 15-day rotations within the 90-day vulnerability window. The unit would not, according to the plan, be expected to source participants again for 30 months.

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. This effort continues and will have a significant impact upon the anticipated Total Force Assessment next year. 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 units trained to deploy air-to-ground munitions. Other aviation UTCs as well as headquarters and support units have been adjusted to meet AEF requirements. This work will continue into FY00 and through the FYDP.

Notable during 1999 was the increased field connectivity through 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 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.

**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 \$1.7 billion, 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 continued to nurture the ANG's new F-15 FTU and the transition 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 26 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. Additionally, a Service Life Improvement Program (SLIP) was programmed and funded for all pre-Block 40 engine F-16Cs assigned to the active and Air National Guard/Reserves.

As a programming agency, this branch is responsible for over a \$65-million-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 4 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 \$210 million per year B-1 and \$155 million 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 FY01. In the C-130 area, we continue to work issues relating to reducing the number of these aircraft in the ANG.

## ***Manpower and Organization 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, and functions managers within the ANG, the Air Staff, and DoD. The division has been proactively involved with establishing new unit manpower requirements for introduction in the FY02 POM. This Re-Engineering effort is in response

to changes in federal planning documents ranging from the National Military Strategy, Defense Planning Guidance, and Air Force Planning and Programming Guidance.

**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 processes that lead to accurate statements of manpower requirements, and maintenance of the command Unit Manpower Document (UMD), are primary responsibilities of this branch. In FY98, mission 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 Data 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 United States 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 Fiscal Year 1998, standards were completed for KC-135 aircraft maintenance, Financial Management, the 123rd Special Tactics Flight, and

ANG-wide logistics support flights. Also, manpower standards for C-130 aircraft maintenance, communication flights, and medical services were begun. Two direct conversions from an in-house to contract operation were completed.

During Fiscal Year 1998, a total of 622 ANG and AF suggestions were processed. The overall adoption rate was 89%, up from 74% in FY 1997.

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 space and C3I 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 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.

**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 ANGSA provides communications and space expertise in support of the Air Force Space Support Teams (AFSSTs) assigned to Space Command.

During FY99, the 137th SWS, the ANG's first-ever space operations unit, completed its second full year of operations in support of Space Command's missile and launch warning mission. The ANGSA was formally organized in FY98 to continue providing their communications expertise to the AFSSTs. At the end of FY99, 5 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 AFSPC demonstrations, exercises, and real-world operations in Bosnia.

In FY99, the Guard completed the Organizational Change request and moved 3 more units into Space missions, bringing the total to 5. The proposals for 5 new missions in 5 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 United States against ballistic missiles and other threats.

**Intelligence.** The Intelligence Branch is the focal point for all intelligence policy, programs, plans, and intelligence systems in the ANG. ANG intelligence programs fall under 3 major groups: Intelligence Squadrons (IS), flying squadrons, and ANG locations with assigned operations intelligence personnel. At the end of FY98, the number of intelligence personnel

in the ANG totaled 922, with 323 officers and 599 enlisted personnel.

The ANG has 3 imagery intelligence squadrons: the 117th IS, AL ANG; 123rd IS, AR ANG; and the 152nd IS, NV ANG. These 3 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. These 3 squadrons comprise over one-third of all ANG intelligence manpower.

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 Defence 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 crypto-linguist, maintenance, and support personnel, the 169th is also the USAF repository for low-density linguistic capabilities. During FY98, this unit's personnel deployed to augment USAF SIGINT assets to Central Command, European Command, and Pacific Command.

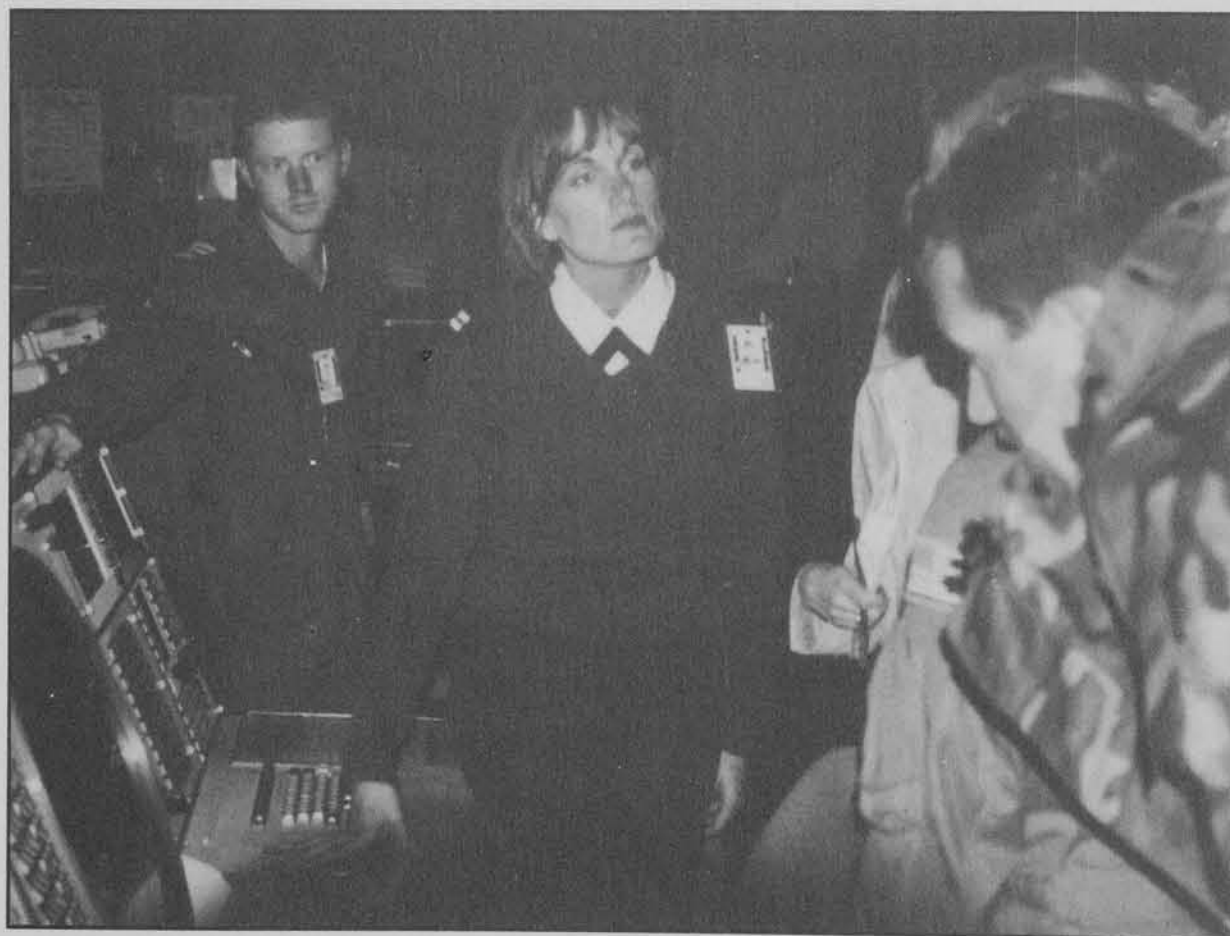
The bulk of the ANG's remaining intelligence personnel are located in the 88 flying units. Intelligence personnel are assigned to the flying squadrons of all aircraft weapons systems, averaging 7 per squadron. Other intelligence functions include 19 air control squadrons with 5 assigned intelligence personnel; 8 Special Operations Command units with four personnel; and one space unit with 3 intelligence personnel. The 1st AF headquarters and three NORAD sectors



are also assigned 6 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 FY99, the ANG was successful in programming \$1 million per year, beginning in FY00, 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 FY99, ANG intelligence personnel deployed to Central America to conduct SIGINT operations to support Southern Command requirements and Counter Drug 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.



## Personnel

During FY99, Air National Guard Recruiting and Retention struggled for the first time in recent memory. As with all other components of the Armed Forces, the recruiting market has made it difficult to meet end strength.

Our recruiters achieved their 99% goal of 9,620 new accessions but our retention goal slipped, with an attrition rate of 12%. The end result was 98.8% end strength achievement. The fourth quarter of FY99 showed some improvement as we modified existing personnel programs to assist in retention and recruiting.

The ANG leadership has recognized that recruiting efforts alone cannot maintain adequate strength and readiness, and with that in mind, we are focused on ways to keep our members motivated and proud to be part of the ANG.

## Rated Management

The Rated Management Branch was instrumental in developing a process to reduce the loss of full-time military technician instructor pilots through additional funding. In its second year, the program has had a significant impact on relieving operations tempo and retaining these valuable assets. Additionally, we were successful in including our Active Guard/Reserve (AGR) pilots in the legislation for the aviator continuation pay. Starting in FY00, our AGR pilots will be authorized this incentive, and we expect our retention rate to increase significantly.



## **Readiness**

In FY99, the ANG was involved in over 220 operations and exercises. A typical month found 1,200 ANG personnel deployed, both in CONUS and overseas. During the Kosovo Presidential Selective Recall (PSRC), almost 4,000 ANG men and women were activated, and of that number, almost 3,000 were deployed outside the United States. More than 300 deployed within the United States, with the rest activated at home stations.

PERSTEMPO, the rate at which personnel deploy, is still on the rise in the ANG. The Air Force change to the Aerospace Expeditionary Force should stabilize the known deployment schedule for each unit. Demand will remain high, but the ability to plan for the deployments in advance should help our members communicate the requirements with family and employers.

## **Full-Time Programs**

In FY99, the ANG full-time programs began to stabilize. This year's primary activity was to increase the controlled grades for AGR members. The ability to execute all of the controlled grades for both officers and enlisted AGR members is critical. An AGR working group studied options to improve execution rates.

## **Personnel Management**

In FY99, the ANG improved promotion opportunities to the top two enlisted grades for our traditional Guardmembers. The Exceptional Promotion Program (EPP) offers deserving enlisted members the opportunity to achieve the rank of Senior Master Sergeant and Chief Master Sergeant. The program was designed to assist in the execution of the total grades and enhance retention of our members in critical specialties.

With respect to officer personnel, the Secretary of the Air Force approved the use of certificates of

eligibility for promotion to Colonel. This authority provides the ability to better manage the senior officer promotions by projecting requirements up to two years in advance. Additionally, the Secretary of the Air Force approved the use of continuation boards for air refueling tanker navigators who are reaching mandatory separation. This authority provided the ANG with needed relief to help tanker community deal with the loss of the navigator position as aircraft convert to the Pacer CRAG cockpit configuration.

## **Personnel Data Systems**

The modernization of the Personnel Data System that started in April 1995 continued in earnest this fiscal year. A training demonstration environment, "Mil Demo," was made available in April 1999. It gave all personnel data system users the capability to practice updates and queries in the modernized environment. For the first time in Air Force personnel systems development efforts, every user of the system had the opportunity to "test" developed applications and provide input on how well they worked.

The Defense Integrated Military Human Resources System (DIMHRS) program, a DoD-wide initiative to develop a human resources and pay system to support all military services and components, saw some changes to the program's concept. The FY99 National Defense Appropriations Act added manpower and training functions to the DIMHRS program. The ANG continues to be an active participant in the concept and development of this system.

## **Education and Training**

In FY99, the Education Branch continued to provide opportunities for ANG officers and enlisted members to benefit from resident professional military education (PME). In the enlisted PME arena, we enjoyed a record number of graduates from Airman Leadership School (388) and the Senior NCO Academy (117). The ANG also received additional quotas at the Senior NCO Academy (125) for FY00.



The ANG NCO Academy is a division of the I.G. Brown ANG Training & Education Center (TEC), located at McGhee Tyson ANGB, Knoxville, Tennessee. The Academy graduated 386 ANG, 100 Air Force, and 31 Air Force Reserve students from the four 6-week courses in FY99, for a total of 517. Additionally, 35 units participated in the Satellite NCO Academy, which resulted in 213 graduates. This program offers an educationally sound resident experience to ANG members who otherwise would have been limited to taking the correspondence course.

ANG officers also benefited from resident PME in FY99, with 12 graduating from Intermediate Service schools and 21 from Senior Service Schools. Squadron Officer School (SOS) opportunities were again reduced in FY99, with 115 ANG graduated, due to sharing faculty and facilities with the new Aerospace Basic Course (ABC), which had 11 ANG graduates. Once the Air Force determines the ABC and SOS requirements and obtains adequate facilities, we anticipate increased numbers of quotas at these important levels of officer PME. The overall picture of PME participation in FY99 is positive and, in terms of both mission accomplishment and people issues, the ANG will benefit from the education its member received at all levels of officer and enlisted PME.

During FY99, the Education Branch also managed attendance at the Academy of Military Science (AMS) and Skills Enhancement Training (SET) classes, which are conducted at the ANG TEC. AMS is a division of the TEC and serves as the pre-commissioning program for ANG and selected AFRC officer candidates. In FY99, AMS graduated 476 ANG and 65 AFRC second lieutenants. SET classes are designed to provide students with ANG-specific information in their career fields; subject areas include accounting and finance, civil engineering, personnel force management, safety and security, recruiting enhancement and advertising, multi-media, and computer training.

Two additional programs managed by the Education Branch are the Reserve Component National Security Course (RCNSC) and the Post-Graduate Intelligence Program (PGIP). The RCNSC is the only 2-week Phase II Joint PME exposure available to senior Reserve Component officers. The course is open to Lieutenant Colonels and above and consists of presentations, lectures, panel discussions, and seminars focusing on national security policy and defense resource management. Seven ANG officers attended in FY99 (40 quotas were available).

The PGIP offers the opportunity for officers and enlisted members in the intelligence career field to earn a Master of Science in Strategic Intelligence from the Joint Military Intelligence College. Two to five applicants per year are accepted into the full-time PGIP and part-time PGIP for Reservists (PGIP-R) programs. In FY99, two officers were selected to attend the PGIP, and one officer and one enlisted member to attend the PGIP-R.

## ***Formal Schools***

The Formal Schools Branch is currently developing two Apprentice Knowledge Tests (AKT) as part of an agreement with the Air Education and Training Command (AETC). The AKTs will be used to validate an individual's knowledge, based on prior military or civilian experience, of a particular Air Force Specialty (AFS), in lieu of formal 3-skill level training. As part of the agreement with AETC, the first two AKTs will become test cases, projected for release to the field in the third quarter of FY00. Members who demonstrate proficiency in an AFS through AKT administration need not attend formal training; however, upgrade to the 3-skill level would be contingent on successful completion of an on-the-job training (OJT) period and satisfactory evaluations on all unique and core tasks. Once awarded the apprentice-level AFSC, members would be entered into journeyman-level upgrade training.



In March 1999, the ANG entered into a partnership with the Director, Plans and Program at Second Air Force to identify and acquire technical training opportunities in career fields critical to the ANG mission. The program was identified as the Critical Mission (CRIMSON) Training Request Program, and documents feedback from the field to aid in identifying current training shortages and future training trends. This program was successful in gaining additional technical training opportunities in critical skills, and it also assists in establishing new training requirements for various career fields. A database of CRIMSON requests is maintained for analysis of ANG training requirements, in order to improve projection capability for schools requirements for the following three to five fiscal years.

The Training Opportunities Network (TOPNET) enhanced training coordination during FY99. This easy-to-use database, developed in Microsoft Access, has the ability to work training requests off-line. Its most powerful feature is its ability to bring "live" training resource data and input capability to the desktops of training managers, commanders, and recruiters throughout the Air Guard. TOPNET's data-sharing characteristic is the kind of technology the ANG needs in order to take full advantage of increasingly scarce training resources.

Finally, during Fiscal Year 1999, enrollment of our enlisted members in the Community College of the Air Force soared to an all-time high. As of January 1999, there were 86,658 ANG enrollees out of 89,788 eligible to enroll, a high percentage indeed.



## Financial Management

The FY99 President's Budget reflected appropriation requests of \$3.094 billion for ANG Operation and Maintenance, \$1.376 billion for ANG Military Personnel, and \$34.8 million for ANG Military Construction to support the missions and programs of the ANG.

### *Operation and Maintenance*

The Operation and Maintenance appropriation finances the daily operation of ANG activities, including civilian and technician payroll, flying hours, depot maintenance for ANG flying operations, travel, utilities, supplies and equipment, and miscellaneous service contracts. Congressional action, program transfers, supplementals, and reprogramming actions resulted in a Total Obligation Authority of \$3.216 billion for FY99.

The ANG experienced several funding challenges during FY99 within the Operation and Maintenance appropriation. The flying hour program was underfunded in the President's Budget by \$51 million, primarily because of increased costs and depot level repairables being financed at 95%. The acceleration of two F-16 flying training unit conversions, plus shortfalls in F-16 Foreign Military Sales and C-26 counterdrug flying hours, resulted in an additional unfunded requirement of \$27 million. Additionally, projected depot maintenance requirements exceeded available funding by \$27 million, causing the deferral of valid aircraft/engine repair. Some of these shortfalls were sourced as the Congress provided \$82 million of additional funds in supplementals and reprogrammings. Those remaining funding shortfalls hampered 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.

### *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 Obligation Authority of \$1.472 billion for FY99.

### *Military Construction*

The Military Construction appropriation finances major and minor construction projects, plus planning and design of future year construction requirements. For FY99, Congressional action provided an additional \$150.9 million for construction needs and Total Obligation Authority of \$185.7 million. This appropriation, with line item projects, must be obligated by September 2003.

## Command, Control, Computers and Information

At the forefront this year were efforts to ensure Year 2000 compliance for all ANG computer systems. The migration of Windows NT in Communications Flights at flying wings was accelerated from a 3-year program to 18 months. Migration from Banyan Vines to Windows NT was completed by the end of 1999. The new software provides enhanced network management capabilities. Training for the new software was established, and five courses were conducted during this period.

At the HQ ANG Communications and Information office, the Network Operations Center was created



and manned, and field network support is now provided by this center. The newly created NOSC successfully addressed the Melissa as well as numerous other virus situations, minimizing damage or loss of productive network time for the ANG.

ANG/C4 (as the Directorate is now known, replacing the office symbols ANG/SC and ANG/DOB) met several information assurance challenges this year by expanding this section and working closely with the Air Force to integrate their network monitoring tools and provide timely certification notices to the field. Information assurance personnel continue to strive to improve virus protection, firewalls, and network intrusion detection.

## Web Sites

ANG/C4 developed and populated ANG Web sites, winning second place for the USAF 5-star award for outstanding public Web site for the 2nd quarter of 1999. The 144th Fighter Wing website was the first-place winner for the Air Force 5-star award for the third quarter of 1999. A frequency management Web site was designed and published for Communications and Air Traffic Control units to track the status of request proposals for the first time.

Efforts are continuing to stand up Regional Network Control Centers, which will provide network operations and assistance from six regional locations. This will meet the Air Force requirement for network control centers at each base, providing cost savings through centralized equipment and reduced manpower.

## Communications Maintenance

Great strides were made in the communications maintenance area. ANG/C4 field maintenance support focused on assisting ANG field units to comply with the maintenance management guidance outlined in Air Force Instruction 21-116. These efforts will ensure that deployed systems and technicians perform at the same level as their active duty counterparts.

The 163rd Communications Flight at March AFB, California, won the Communications Electronic Effectiveness Award (small category) for their many accomplishments, including development of a light system to connect the battle staff or other centralized command and control centers to squadron control centers during deployed or home station contingencies.

A Communications Flight conference was held with over 500 in attendance, including honored guest and presenter, Lt. Gen. Donahue, the Air Force C4.

A Management Engineering Team study was completed through the efforts of the ANG manpower office and the field Communications Flight Council chairman, with assistance from numerous Communications Flight unit personnel. This study documents the many new developments in technology and increased responsibilities of the communications and information personnel in the field.

ANG/C4 coordinated and implemented a Computer Based Training Library at over 200 ANG units. The Directorate's ongoing challenges include improving bandwidth to field units, completion of secure network installations, improved network security, compliance with the Clinger Cohen Act (Communications Information Officer responsibilities), and ensuring Y2K compliance.

## Civil Engineering

Constrained Air Force budgets continue to hamper the ANG's ability 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 through maintenance of quality workspaces. Congressional interest and support remains high, as evidenced by the \$135 million of project adds in FY99. This support is vital to the support of current mission requirements for ANG facilities and infrastructure.



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

FY 1999.....	\$169.8 million
FY 1998.....	\$190.4 million
FY 1997.....	\$189.9 million

The FY 1999 MILCON program included \$169.8 million for major construction, \$7.502 million for unspecified minor construction, and \$8.5 million for planning and design. Within the major construction funding, \$4.7 million corrected non-compliance with environmental laws, \$13 million supported new mission beddowns/conversions and force structure changes, and \$136.1 million corrected current mission facility deficiencies.

The ANG continues to maintain a high project execution rate. By the close of FY99, 92% of projects in the FY98 program were awarded for construction.

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 1999 prevented the ANG from funding major repair requirements. The focus in coming years in this area will be airfield pavements, which are reaching the end of their useful life and will require a significant capital investment to upgrade and repair.

In FY 1999, the ANG obligated \$96.6 million for real property maintenance and repair. Of this total, \$7.1 million supported mission conversions, while \$2.3 million funded energy, seismic, master plan and demolition requirements. The remaining \$87.2 million funded projects that maintained and repaired facilities, utility systems, and pavements.

## Operation Allied Force (Kosovo)

With the outbreak of hostilities and the initiation of a Presidential Selected Reserve Call-Up (PSRC) for the Kosovo Crisis, the Air National Guard KC-135

fleet became involved immediately. The first KC-135 Units were mobilized on April 30, 1999 (117ARW, 161ARW, 128ARW, & the 171ARW), and mobilization continued until 8 units and 51 KC-135s were mobilized.

The last unit was activated on June 25, 1999. During this period, over 4,000 personnel were authorized for PSRC. A total of 3377 personnel, 87 Aircraft, and 87 units were mobilized for Kosovo Support, of which over 2000 were deployed to EUCOM. In parallel with the Kosovo mobilization, 171 personnel were activated for Operation Southern Watch.





Additionally, 253 volunteers deployed to the EUCOM theater for the Crisis. The KC-135 community composed the bulk of the mobilized assets; however, other functions were also involved in the mobilization. These included 3 Fighter units, 2 Rescue Units, 11 C4 units, and various personnel in Weather, Medical, Logistics, Aerial Port, Civil Engineers, Fund Management, Chaplain Corps, Security Forces, and Intelligence.

The results of the ANG's participation were very impressive. The contributions included over 10,300 KC-135 hours, 1,640 sorties, and offloads of over 50 million pounds of fuel to 5,100 receivers. The A-10 composite unit flew over 3,073 hours and 558 sorties. They dropped 539 MK-82 bombs, 64 AGM-65 smart bombs, and fired 14,346 rounds of 30MM. The 2 Volunteer C-130 units flew 1,413 hours and 512 sorties during their Shining Hope stint. The AFSOC gained unit, the 193SOW, flew 80 missions totaling 778 flying hours, broadcasting radio, television and utilizing various other electronic devices.

## Medical Services

The 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 being reviewed, while budget constraints prevail. The ANG goal to sustain a highly trained and ready force that meets all wartime operational, logistical, and personnel standards is being maintained through joint training, which mirrors real-world requirements and provides a platform for "training in peacetime as we go to war."

In FY99, ANG medical personnel continued to fully participate in "Mirror Force" initiatives, making a seamless ready Air Force Health Service a reality. "Mirror Force" maximizes mission readiness by combining efforts of Active Duty, Reserve, and ANG 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 for ANG medics.

## Antarctica Program

The primary responsibility for the United States Antarctica program has been transferred from the U.S. Navy to the ANG. The ANG now provides all flight medicine support to "Operation Deep Freeze." Flight Surgeons who volunteer for the tour spend two to four weeks on the ice at McMurdo Station, Antarctica, supporting a 24-hour/7 days/week, 3,200 flying hours/month operation to supply food, fuel, supplies, and manpower to the continent. ICE3 ("Isolated Continent Experience, In Cold Environment, Interactive Clinical Education") is a self-paced course offered during the tour and has now been approved for Continuing Medical Education credits for physicians by the Air Force Personnel Center. The ICE3 program will also be made available to active duty Air Force northern tier bases upon request.

## Anthrax Vaccine Immunization Program (AVIP)

The anthrax vaccine immunization program has emerged as one of the biggest challenges faced by the medical service in years. Specific challenges include the logistical hurdle of putting needles in arms according to the prescribed FDA schedule, acquiring enough vaccine stocks to immunize our personnel, ensuring that our medical personnel are familiar with all aspects of the program, and overcoming the fears and concerns expressed by many members of our ANG family.

At the end of FY99, immunizations had begun on almost 12,000 ANG personnel. Currently, we are immunizing all personnel who are deploying to the high threat areas of southwest Asia or Korea. In addi-



tion, we are continuing the series for anyone already started, and are starting other selected members based on various mission-related requirements. Phase II of the program, to begin immunizations for all mobility personnel, was scheduled to begin in January 2000, but has been delayed for an indefinite period of time pending FDA evaluation of the newly renovated Bioport manufacturing facility.

Effective risk communication has become an integral part of this complex program. Adverse reaction rates are not broken down by service component, so specific numbers for ANG are not known; however, DoD-wide there have been less than 500 reported adverse events out of over 1.2 million shots given. In response to personnel concerns, ANG/SG has set up an ANG specific Web site that provides a plethora of information for both commanders and individuals. There are plans to move the site to the public domain.

## ***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.

Minnesota's 109th Aeromedical Evacuation Squadron (AES) was the lead unit at the Joint Readiness Training Center, 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.

Over the past year, the ANG Air Surgeon has incorporated the lead unit concept in preparing for medical exercises. Under this concept, the lead unit directs, coordinates, and monitors all activities associated with a deployment (pre-deployment, employment, and redeployment phases). Placing the responsibility at this level ensures that the unit is fully engaged and

increases the number of knowledgeable individuals in the field who can act independently in meeting their unit needs during deployments. For the major joint field exercise "Patriot Medstar 99," the lead AE unit was the 137th AES, OK ANG. The staff coordinated with California's 129th Rescue Wing for base support of over 100 exercise participants. The Kosovo crisis prevented the execution of this exercise; however, the significance of the training for personnel preparing for a real-world deployment was not lost on the participants.





In February, the 137th supported the NORTH-WIND exercise at Yokota, Japan, giving 10 aeromedical evacuation personnel valuable training and theater orientation. And that same month, the 109th AES supported the AE mission at "Form, Fit and Function Follow-up" at Nellis AFB. In May, 18 personnel of the 167th AES, WV ANG, participated in an aeromedical patient evacuation demonstration at Langley AFB. In August, 12 personnel from Delaware's 142nd AES and the 187th AES from Wyoming participated in an exercise at Mountain Home AFB.

The 139th AES, NY ANG, was the lead unit for GLOBAL PATRIOT 99 at Ft. Drum, New York from July 20 to 26. 66 unit personnel established a forward operating location at the Beveledere strip, moved simulated patients, and honed their skills in a realistic setting.

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

After the success of WILD BOAR in FY98, California's 146th AES sent 22 personnel in August to Chile, continuing to assist the Chilean Air Force to develop their aeromedical evacuation capability. The 146th also deployed personnel to El Salvador in support of Hurricane Mitch relief efforts.

The 183rd AES, MS ANG, continued its ongoing support of channel missions with one crew in particular challenged to provide life-saving support. When a premature infant's condition deteriorated on a flight from Germany to Andrews AFB, the onboard medical team, consisting of six members from the 86th AES and five members from the 183rd, assisted with measures to successfully stabilize the baby's condition, arriving safely at their destination.

## Medical Deployments

The most far-reaching and significant event for the Air Force Medical Services for 1999 was the "Form, Fit and Function Follow-up" (F-4). The Air Combat Command Air Surgeon was the host at Nellis AFB from February 1 to March 7, 1999. The purpose was to assess functional capabilities and limitations of the re-engineered Air Transportable Hospital (ATH) to include 23 new medical specialty sets. Exercise scenarios were developed that allowed for expansion from a clinic to the 114-bed expansion package of the proposed AF Theater Hospital. The ANG contributed by filling the key position in F-4, that of the Medical Director. Along with several other staff support positions, ANG participation to the F-4 total force included the 131st Medical Squadron (MDS), MO ANG, providing the 25-bed ATH 29-personnel package, and New Jersey's 108th MDS, providing the 10-bed ATH 49-personnel package.

During the past fiscal year, over 800 ANG medical personnel deployed in support of multiple operations. Medical personnel from the ANG, Active Air Force, and the Air Force Reserve deployed to Prince Sultan Air Base, Kingdom of Saudi Arabia, from March to August 1999 and from July to November 1999. 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 ATH, 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 performed the routine duties of a deployed ATH. The 71-personnel package was comprised of a cross section of AFSC's, skills, backgrounds, and experiences. 31 units sent volunteers, representing 27 states. This rainbow of different states, units, ages, and medical experiences were managed through the lead unit phi-



losophy. The 121st Air Refueling Wing, OH ANG, volunteered and was designated as the first-ever ANG lead unit for the January to June 1999 rotation into Eskan Village, Kingdom of Saudi Arabia, in support of an Air Transportable Clinic.

In addition to contingency operations, medical personnel supported humanitarian missions, readiness training, and multiple exercises, medical units from New York, Michigan, Montana, Wisconsin, West Virginia, Minnesota, Texas, Delaware, Wyoming, New Hampshire, South Carolina, Indiana, and Kansas participated in one SOUTHCOM, eight PACOM, and eight EUCOM Overseas Annual Training (OSAT) deployments. These deployments offer theater orientation and outstanding clinical training and experiences not available in CONUS.

Medical personnel deployed from the 155th MDS, NE ANG, to Guatemala; from the 142nd MDS, OR ANG, 175th MDS, MD ANG, and the 178th MDS, OH ANG to Belize; and from the 138th MDS, OK ANG to Peru. In Central and South America, these units trained and rendered care to the indigenous population while supporting the Humanitarian Civic Assistance (HCA) Program. Another series of humanitarian assistance opportunities, called Expanded New Horizons (ENH), enabled personnel from medical units in Wyoming, Louisiana, Georgia, and Ohio to render care in Honduras and Nicaragua.

Utah's 151st MDS provided and coordinated 24-hour real-world medical support for the ANG exercise GLOBAL PATRIOT 99 at Dugway, Utah. In addition, their medical unit of approximately 50 personnel participated in a successful 4-day field exercise. Along with expected continued medical readiness training, their unit included night-time navigation, a realistic prisoner-of-war scenario, steep terrain search, and rescue and recovery.

## ***Expeditionary Air Force Planning***

Initial planning for implementation of the Expeditionary Air Force (EAF) concept on October 1, 1999 began this summer with an intense review of unit capabilities that could potentially be sourced into each of the Air Expeditionary Forces (AEF) "buckets." A "bucket" is defined as the Total Force capability (Active Duty, Reserve, and Guard) sourced for a 90-day period in support of steady-state missions. Intensely interested in promoting the total force concept, ANG will be actively involved in continuing to provide highly trained, highly motivated, medical and aeromedical personnel to fill the AEF requirements through the coming year.

## **Chief of Chaplains**

Eight chaplains and seven Chaplain Service Enlisted Support Personnel (CSSP) were activated for Operation Allied Force from April 26 through August 15, 1999, to augment the ANG Crisis Action Team (CAT team) and provide care through the Deployment Help Line. With the exception of one chaplain serving on the NGB staff, all were in volunteer status.

Two chaplains and two CSSP staffed the Crisis Action Team Chaplain Cell daily and also supported the Deployment Help Line. The CAT gave 24-hour/7-day coverage to meet the needs and concerns of the ANG during this contingency operation. The Chaplain Cell provided mission essential information and guidance, updated unit commanders and field personnel, and served as liaison with other AF CATS. The chaplains and support personnel also provided assistance on religious, moral, ethical, and morale matters, and provided ministry of presence, care, and hope to all CAT personnel.





Three chaplains and three CSSP staffed the Help Line daily and also supported the ANG CAT. A toll-free number and e-mail address provided easy accessibility for ANG personnel and dependents, and the military and civilian-accessible Web sites provided links to helpful information. From April 27 through August 15, 1999, the Help Line logged 723 calls, provided 26 worship services, and 204 counseling sessions, visited 2,778 persons, and attended 26 special events.

### ***Forward Deployment***

Six chaplains and three CSSP were activated and deployed into theater. One Catholic priest, one Protestant chaplain and one CSSP were sent to each of the three forward-deployed locations. There were Chaplain Service Teams in Brize Norton, England; Budapest, Hungary; and Trapani, Sicily. The teams

deployed by Air Mobility Command to Brize Norton and Budapest were all in volunteer status, while those sent by Air Combat Command to Trapani were all in PSRC status. All together, the forward deployed ministry teams provided 86 worship services, 276 counseling sessions, and visited 3,212 persons and attended 30 special events.

### ***Sustainment Ministry***

Twenty-three chaplains and seven CSSP served in sustainment ministry to home units. In PSRC status there were 8 chaplains and 7 CSSP supporting families and units, with 15 chaplains serving in volunteer status. Thirteen of those chaplains were provided MAJCOM MPA Days to support Combat Communication Squadrons and Air Traffic Control Squadrons. Two chaplains supported their Air Refueling Wings by using Annual Training mandays.

Representatives from ANG/HC made stateside visits to all of the units involved in Allied Force. In all, sustainment ministry teams provided 74 worship services, counseled 392 persons, visited 1,717 individuals, logged 5445 calls, and attended 68 special events.

## **Lessons Learned**

All together, 37 chaplains and 17 CSSP were activated for Operation Allied Force in 1999. A "Hot Wash" Conference was held July 21 to 23, 1999, and attended by 29 of these 37 chaplains and 14 of these 17 enlisted support personnel. All six ANG/HC MAJCOM Assistants and the NGB/HC Staff attended also. This was a rare and unique opportunity for a majority of the personnel involved to meet and discuss what went well, what didn't, and what improvements are needed in preparation for the next contingency operation.

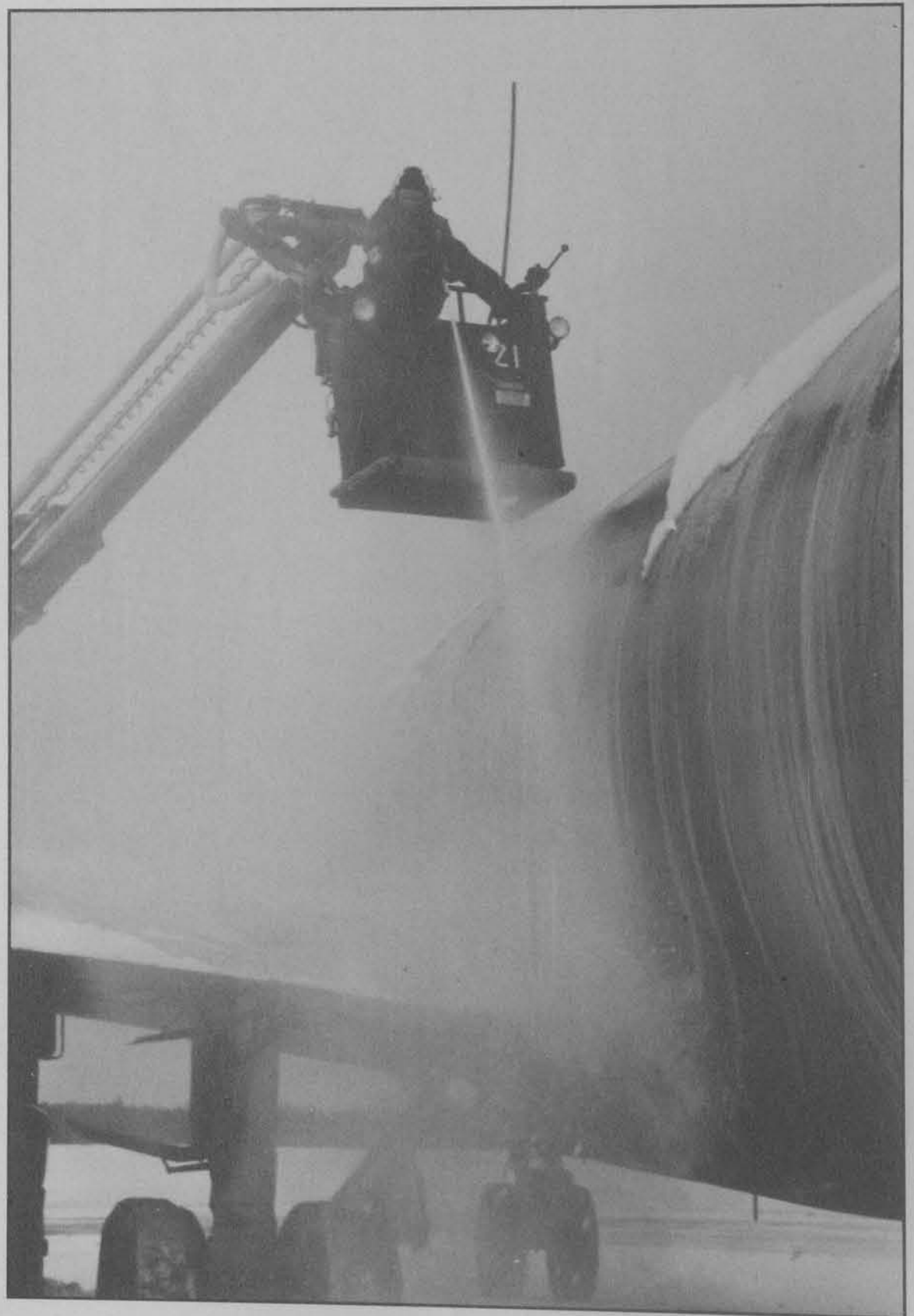
## **Safety**

The philosophy in the safety community has evolved from mishap goals based on historical trends to focusing on zero mishaps. The backbone of the ANG safety program is the dedicated safety professional at the unit level. Flight, ground, and weapons safety personnel continually monitor the work environment and advise the commander on safety practices. ANG units can be proud of their impressive record of years of accident-free flying and zero ground mishaps.

ANG flight crews and maintenance crews are ensuring "safety first" in demanding environments and an

increasing operational tempo. The implementation of the Expeditionary Air Force concept will ensure that the ANG's operational tempo will remain high as we continue to do more with less. The age of our aircraft inventory grows older, with little relief in sight.

The ANG ended FY99 with five Class "A" flight mishaps, four fatalities, and a rate of 1.39 mishaps per 100,000 flying hours. This was slightly better than the FY99 active Air Force Class "A" mishap rate and a considerable improvement over our 10-year rate of 1.82 mishaps.







This fiscal year, the ANG experienced two Class "A" ground mishaps, one fatality, and one permanent disability. Both of these mishaps occurred when the individuals were away from home station. Unit safety programs are to be commended for their proactivity in mishap prevention. The weapons safety program experienced another year with zero Class "A" mishaps.

Some tools have been introduced to help make for a safer environment. Cockpit Resource Management was introduced for aircrews to more effectively manage their workloads. More recently, Operational Risk Management has brought a process and tools to quantify and assess risk for all organizations. Most

ANG units have accomplished safety assessments to view their unit culture with respect to safety. And finally, the annual Safety Focus is a forum for the director, the commanders, and safety personnel to discuss safety trends.

# *A*PPENDICES





## Appendix A

### Chiefs of the National Guard Bureau

Colonel Erasmus M. Weaver .....	1908-1911
Brigadier General Robert K. Evans .....	1911-1912
Major General Albert L. Mills .....	1912-1916
Major General William A. Mann .....	1916-1917
Major General Jessie McL. Carter .....	1917-1918
Brigadier General John W. Heavey (acting) .....	1918-1919
Major General George C. Rickards .....	1921-1925
Major General Creed C. Hammond .....	1925-1929
Colonel Ernest R. Redmond (acting) .....	1929-1929
Major General William G. Everson .....	1929-1931
Major General George E. Leach .....	1931-1935
Colonel Harold J. Weiler (acting) .....	1935-1936
Colonel John F. Williams (acting) .....	1936-1936
Major General Albert H. Blanding .....	1936-1940
Major General John F. Williams .....	1940-1946
Major General Butler B. Miltonberger .....	1946-1947
Major General Kenneth F. Cramer .....	1947-1950
Major General Raymond H. Fleming (acting) .....	1950-1951
Major General Raymond H. Fleming .....	1951-1953
Major General Earl T. Ricks (acting) .....	1953-1953
Major General Edgar C. Erickson .....	1953-1959
Major General Winston P. Wilson (acting) .....	1959-1959
Major General Donald W. McGowan .....	1959-1963
Major General Winston P. Wilson .....	1963-1971
Major General Francis S. Greenlief .....	1971-1974
Lieutenant General La Vern E. Weber .....	1974-1982
Lieutenant General Emmett H. Walker, Jr. ....	1982-1986
Lieutenant General Herbert R. Temple, Jr. ....	1986-1990
Lieutenant General John B. Conaway .....	1990-Dec 93
Major General Philip G. Killey (acting) .....	Dec 93-Jan 94
Major General Raymond F. Rees (acting) .....	Jan 94-Jul 94
Major General John R. D'Araujo, Jr. (acting) .....	Jul 94-Sep 94
Lieutenant General Edward D. Baca .....	Oct. 94-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
Major General Raymond F. Rees .....	1999-

## Appendix B — State Adjutants General

<b>AL</b> Major General (AL) Willie A. Alexander	<b>MT</b> Major General John E. Prendergast
<b>AK</b> Brigadier General (AK) Phillip E. Oates	<b>NE</b> Major General Stanley M. Heng
<b>AZ</b> Major General Glen W. Van Dyke	<b>NV</b> Major General Drennan A. Clark
<b>AR</b> Major General Don C. Morrow	<b>NH</b> Major General John E. Blair
<b>CA</b> Major General Tandy K. Bozeman	<b>NJ</b> Major General Paul J. Glazar
<b>CO</b> Brigadier General (CO) William A. Westendahl	<b>NM</b> Major General Melvyn S. Montano
<b>CT</b> Major General (CT) David W. Gay	<b>NY</b> Major General John H. Fenimore V
<b>DE</b> Major General (DE) Francis D. Vavala	<b>NC</b> Major General Gerald A. Rudisill
<b>DC</b> Major General Warren L. Freeman	<b>ND</b> Major General Keith D. Bjerke
<b>FL</b> Major General Ronald O. Harrison	<b>OH</b> Major General Richard A. Alexander
<b>GA</b> (Acting) Brigadier General Walter C. Corish, Jr.	<b>OK</b> Major General John H. Smith
<b>GU</b> Major General Benny M. Paulino	<b>OR</b> Brigadier General Alexander H. Burgin
<b>HI</b> Major General (HI) Edward V. Richardson	<b>PA</b> Major General William B. Lynch (Acting)
<b>ID</b> Major General (ID) John F. Kane	<b>PR</b> Major General Emilio Diaz-Colon
<b>IL</b> Brigadier General (IL) Richard G. Austin	<b>RI</b> Major General (RI) Reginald A. Centracchio
<b>IN</b> Major General Robert J. Mitchell	<b>SC</b> Major General Stanhope Spears
<b>IA</b> Major General Warren G. Lawson	<b>SD</b> Major General Philip G. Killey
<b>KS</b> Colonel Gregory B. Gardner	<b>TN</b> Major General Jackie P. Wood
<b>KY</b> Major General John R. Groves, Jr.	<b>TX</b> Major General (TX) Daniel James III
<b>LA</b> Major General Bennett C. Landreneau	<b>UT</b> Major General James M. Miller
<b>ME</b> Major General Earl L. Adams	<b>VT</b> Brigadier General (VT) Martha T. Rainville
<b>MD</b> Major General (MD) James F. Fretterd	<b>VA</b> Brigadier General (VA) Claude A. Williams
<b>MA</b> Major General (MA) Raymond F. Vezina	<b>VI</b> Major General Jean A. Romney
<b>MI</b> Major General E. Gordon Stump	<b>WA</b> Major General Gregory P. Barlow
<b>MN</b> Major General Eugene R. Andreotti	<b>WV</b> Major General Allen E. Tackett
<b>MS</b> Major General (MS) James H. Garner	<b>WI</b> Major General James G. Blaney
<b>MO</b> Major General John D. Havens	<b>WY</b> Major General Edmond W. Boenisch, Jr.



## Appendix C

### United States Property and Fiscal Officers

<b>AL</b>	Colonel Michael H. Sumrall	<b>MT</b>	Colonel George E. Donnelly
<b>AK</b>	Colonel David P. Hagarman	<b>NE</b>	Colonel Stephen R. Robinson
<b>AZ</b>	Colonel Richard M. DeVille	<b>NV</b>	Colonel Louis A. Cabrera
<b>AR</b>	Colonel Charles E. Henry	<b>NH</b>	Colonel Teddy W. Kehr
<b>CA</b>	Colonel John R. Alexander	<b>NJ</b>	Colonel James W. Lovas
<b>CO</b>	Colonel James N. Hagenson	<b>NM</b>	Colonel James R. Morgan
<b>CT</b>	Colonel Ireneusz J. Zembrzuski	<b>NY</b>	Colonel Charles H. Hall III
<b>DE</b>	Colonel Anthony F. Barbone	<b>NC</b>	Colonel William J. Dowling
<b>DC</b>	Colonel Robert B. Kirkconnell	<b>ND</b>	Colonel Jerald L. Engelman
<b>FL</b>	Colonel Jesse D. Kinghorn, Jr.	<b>OH</b>	Colonel William L. Zieber
<b>GA</b>	Colonel William H. Cleland	<b>OK</b>	Colonel Charles J. Frazier
<b>GU</b>	Colonel Raymond L.G. Taimanglo	<b>OR</b>	Colonel Douglas A. Pritt
<b>HI</b>	Colonel Michael E. Rawlins	<b>PA</b>	Colonel Daniel F. Carroll
<b>ID</b>	Colonel Jerre L. Kauffman	<b>PR</b>	Colonel Wilfredo Martinez
<b>IL</b>	Colonel John W. Newman	<b>RI</b>	Colonel Rick Baccus
<b>IN</b>	Colonel Jay W. Van Pelt	<b>SC</b>	Lieutenant Colonel Rodney D. McKittrick
<b>IA</b>	Colonel James E. McCullough	<b>SD</b>	Colonel Jerry F. Hoenke
<b>KS</b>	Colonel Dennis L. Elliott	<b>TN</b>	Colonel Donald H. Glover
<b>KY</b>	Colonel Michael A. Jones	<b>TX</b>	Colonel Pat W. Simpson
<b>LA</b>	Colonel Louis B. May	<b>UT</b>	Colonel Bart O. Davis
<b>ME</b>	Colonel James R. Tinkham	<b>VT</b>	Colonel John E. Abair
<b>MD</b>	Colonel Walter R. Mueller	<b>VA</b>	Colonel Morris F. Adams (Acting)
<b>MA</b>	Colonel Frank P. Baran	<b>VI</b>	Colonel James P. Adams
<b>MI</b>	Colonel James V. Bedard	<b>WA</b>	Colonel Oscar B. Hilman
<b>MN</b>	Colonel Verne P. Burke	<b>WV</b>	Colonel Richard L. Dillon
<b>MS</b>	Colonel Sonny D. Jones	<b>WI</b>	Colonel Robert G. Treland
<b>MO</b>	Colonel Allen L. Stark	<b>WY</b>	Colonel Richard D. Sherman

## **Appendix D**

### **National Guard Bureau Staff**

#### **Office of the Chief**

Davis, Russell C., Lieutenant General, USAF, Chief, National Guard Bureau  
Rees, Raymond F., Major General, ARNGUS, Vice Chief  
Billings, John A., Colonel, ARNGUS, Executive  
Bryan, Mike, Colonel, ANGUS, Executive  
Link, Thomas, Assistant Chief  
Tipton, Mary Ann, Lieutenant Colonel, ANGUS, Secretary of the General Staff  
Broderick, Jack E., Director, Equal Opportunity  
Byrd, H. Cronin, The Inspector General  
Davis, Bruce, Colonel, ARNGUS, Chief, Office of Policy and Liaison  
Donohue, Daniel, Chief, Public Affairs  
Gilmore, Deborah, Chief, Administrative Services  
Higginson, George G., Assistant for Property and Fiscal Affairs  
Hise, James C., Chief Counsel  
James, Robert B., Colonel, ARNGUS, Director, International Affairs  
Lischke, Maureen T., Chief Information Officer  
Morrison, Walter T., Director, Director, Internal Review and Audit Compliance  
Mosbey, John C., Colonel, ARNGUS, Counterdrug Director  
Ogilvy-Lee, Dorothy J., Director, Family Programs  
Stine, Stephen, Director of 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 C., Colonel, ARNGUS, Chief of Staff and Installation Commander  
Tucker, Tom, Colonel, ARNGUS, Chief, Office of the Staff Management  
Taylor, Thomas, Colonel, ARNGUS, Chief, Director's Staff Group  
Salazar, Ronald, MAJ, ARNGUS, Chief, Secretary of the General Staff



Leonard, John, Command Sergeant Major, Enlisted Advisor  
Baldwin, Charles, Colonel, ARNGUS, Chief Support Officer  
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  
Giddings, Joseph A., Colonel, ARNGUS, Commandant, LaVern E. Weber  
National Guard Professional Education Center  
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  
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  
Mayfield, Maurice, Colonel, ARNGUS, Chief Operating Officer  
Mayhew, H.E., Colonel, ARNGUS, Chief, Military Support Division  
Moore, Lance A., LTC (P), ARNGUS, Chief, Strength Maintenance Division  
Sansing, Willam M., Colonel, ARNGUS, Director, Information Systems  
Sosa, Arthur J., Colonel, ARNGUS, Commander, Operational Support  
Airlift Agency  
Tipa, Ronald J., Colonel, ARNGUS, Chief Human Resources Officer  
Wright, Homer J., Colonel, USA, Chief Surgeon

## **Air National Guard**

Weaver, Paul A., Jr., Major General, ANGUS, Director, Air National Guard  
McKinley, Craig R., Brigadier General, ANGUS, Deputy Director  
West, Tony, Lieutenant Colonel, ANGUS, Executive Officer  
Kimmel, Paul, Brigadier General, ANGUS, Chief Operating Officer  
Taylor, Donna, Colonel, USAF, Chief Financial Officer and Comptroller  
Scherling, Terry, Colonel, ANGUS, Chief Support Officer  
Mould, William, Colonel, ANGUS, Chief Information Officer  
Larrabee, Debra, Lieutenant Colonel, ANGUS, Director, Support Group  
Broadbent, Gary, Chief Master Sergeant, Senior Enlisted Advisor  
Thompson, James, Co., Colonel, ANGUS, Commander,  
201st Mission Support Squadron  
Brubaker, David A., Colonel, ANGUS, Director of Acquisition  
Carroll, Timothy, Colonel, USAF, Director of Logistics  
Dougherty, James J., Colonel, USAF, The Air Surgeon  
Dougherty, Mark E., Colonel, ANGUS, Director of Operations  
Ellington, John B., Jr., Colonel, ANGUS, Chief of Chaplains  
Gavares, Peter M., Colonel, ANGUS, Director of Plans, Programs, and Manpower  
Hampton, Coleman W., Lieutenant Colonel, ANGUS, Director of Counterdrugs  
Illing, Connie, Lieutenant Colonel, ANGUS, Director of Organization Management  
Joyce, Richard J., Colonel, USAF, Director of Communications and Information  
Lundgren, Samuel A., Colonel, ANGUS, The Civil Engineer  
Martin, Jim, Colonel, ANGUS, Director of Personnel and Training  
Sawner, Thomas E., Lieutenant Colonel, ANGUS, Director of Productivity  
and Quality  
Scobey, David, Colonel, ANGUS, Commander, Training and Education Center  
(MCGhee-Tyson ANGB, TN)



## Appendix E

### Army National Guard Statistics

#### Table 1 — Appropriations

STATE	NGPA	OMNG	MILITARY CONST	TOTAL
AK	\$ 6,856	\$ 25,602	\$ 652	\$ 33,111
AL	38,684	73,172	5,695	117,551
AR	26,322	57,662	1,946	85,930
AZ	15,303	40,696	9,237	65,236
CA	61,329	159,754	26	221,109
CO	10,213	24,430	457	35,100
CT	8,701	59,283	1,177	69,161
DC	5,839	13,916	0	19,756
DE	4,682	13,044	3	17,729
FL	29,193	55,603	260	85,056
GA	22,321	61,728	0	84,049
GU	2,970	2,176	60	5,206
HI	14,652	31,860	2,555	49,066
IA	17,045	43,271	933	61,249
ID	9,038	40,768	3,368	53,174
IL	22,072	40,389	0	62,461
IN	56,387	52,836	225	109,447
KS	15,940	45,663	0	61,603
KY	18,369	38,467	5,466	62,302
LA	26,399	59,481	0	85,880
MA	18,044	54,961	693	73,697
MD	33,121	26,414	0	59,535
ME	6,990	27,094	0	34,084
MI	46,494	52,055	0	98,549
MN	20,905	49,315	1,201	71,422
MO	23,653	91,214	92	114,958
MS	36,824	154,466	3,260	194,550

(DOLLARS IN THOUSANDS)

STATE	OMNG	NGPA	MILITARY CONST	TOTAL
MT	7,967	26,442	18,965	53,374
NC	23,224	53,869	0	77,093
ND	10,614	20,826	6,128	37,569
NE	9,622	24,775	0	34,398
NH	4,795	12,054	0	16,849
NJ	15,287	41,616	0	56,903
NM	11,389	26,896	2,456	40,741
NV	5,046	16,352	1,439	22,837
NY	29,126	62,398	404	91,928
OH	26,601	46,928	45	73,574
OK	18,431	42,776	7,250	68,457
OR	21,949	46,492	0	68,441
PA	78,061	79,351	119	157,531
PR	22,989	33,585	350	56,923
RI	6,979	15,405	0	22,384
SC	26,082	60,492	0	86,574
SD	9,560	21,066	4	30,629
TN	26,225	65,219	1,712	93,156
TX	86,709	97,968	0	184,677
UT	34,989	34,671	0	69,660
VA	20,560	41,589	2,195	64,344
VI	3,042	8,605	0	11,647
VT	9,705	18,826	80	28,611
WA	16,491	48,776	184	65,450
WI	16,487	38,066	0	54,553
WV	13,159	20,519	13,668	47,345
WY	5,856	14,899	11,981	32,737
NG2	7,254	288,983	0	296,238
NGB	2,464,385	0	0	2,464,385
OSA	0	56,920	0	56,920
MISC	-8,600	17,606	0	0
	<b>\$3,622,330</b>	<b>\$2,779,287</b>	<b>\$104,284</b>	<b>\$6,496,894</b>



## Appendix E

### Table 2

### Presidential Selected Reserve Call-ups, FY 99

#### *Middle East Peacekeeping*

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
Det 1, Co H, 104 Avn	Ft I-town Gap, PA	1	8 Oct 98	Kuwait
Det 2, 1/131 Avn	Montgomery, AL	16	11 Feb 99	Kuwait
Det 1, Co E, 120 Avn	Bangor, ME	15	11 Feb 99	Kuwait
Co B, 3/153 Inf	Fordyce, AR	108	27 May 99	Saudi Arabia
Det 1, Co B, 3/153 Inf	Fordyce, AR	28	27 May 99	Saudi Arabia
Co B, 2/153d Inf	Batesville, AR	104	27 May 99	Kuwait
Det 1, Co B, 2/153 Inf	Batesville, AR	28	27 May 99	Kuwait
Det 2, Co B, 2/153 Inf	Batesville, AR	4	27 May 99	Kuwait
Det 2, 1/151 Avn	Eastover, SC	111	1 Jul 99	Kuwait
Det 2, 1/185 Avn	Tupelo, MS	32	1 Jul 99	Kuwait
Det 1, Co G, 147 Avn	Cp Ripley, MN	21	1 Jul 99	Kuwait
Det 1, HHB, 1/172 FA	Manchester, MN	1	1 Jul 99	Kuwait
Co C, 1/162d Inf	Gresham, OR	134	25 Sep 99	Saudi Arabia
Det 1, Co C, 1/153 Inf	Dequeen, AR	83	25 Sep 99	Kuwait

### Eastern European Peacekeeping

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
10 Trans Det	New York, NY	8	8 Oct 98	Hungary
Det 1, 248 MI Co	Atlanta, GA	3	8 Oct 98	Bosnia
Det 1, HHC, 29th Inf Bde	Ft. Ruger, HI	1	8 Oct 98	Bosnia
135 Military History Det	Jefferson City, MO	3	8 Oct 98	Bosnia
Det 1, Co C, 2/135 Avn	Boone IA	1	8 Oct 98	Bosnia
Det 10, HQ STARC	Latham, NY	1	8 Oct 98	Italy
Det 2, HHB, 196 FA (CHAP)	Chatanooga, TN	1	8 Nov 98	Bosnia
Det 1, 416 Air Traf Con Plat	Phoenix, AZ	24	9 Jan 99	Bosnia
Det 1, Co E, 126 Avn	Otis AFB, MA	10	3 Jan 99	Bosnia
Det 1, HHC, 40 Spt Cmd (CH ASST)	Long Beach, CA	1	7 Jan 99	Bosnia
24 Med Co (Air Amb)	Lincoln, NE	59	10 Feb 99	Bosnia
Det 1, 24 Med Co (Air Amb)	Topeka, KS	18	10 Feb 99	Bosnia
Det 3, HQ STARC (PAO)	Colchester, VT	1	11 Feb 99	Germany
133 Mob Pub Affairs Det	Frankfort, KY	10	26 Feb 99	Bosnia
Det 1, 133 Mob Pub Aff Det	Nashville, TN	8	26 Feb 99	Bosnia
444 Mob Pub Aff Det	Ft Dix, NJ	11	11 Mar 99	Germany
Det 1, 444 Mob Pub Aff Det	Wilmington, DE	7	11 Mar 99	Germany
Det 1, 125 Rear Area Ops (MI)	Honolulu, HI	1	29 Apr 99	Bosnia
Det 9, HQ STARC (CHAP)	Frankfort, KY	2	14 May 99	Bosnia
Det 9, HQ STARC (CHAP)	Lincoln, NE	1	27 May 99	Bosnia
Det 9, HQ, STARC	Oklahoma City, OK	1	10 Jun 99	Bosnia
Det 16, Op Spt Alft Cmd	Jackson, MS	1	10 Jun 99	Germany



UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
Det 40, Op Spt Alft Cmd	Springfield, MO	1	10 Jun 99	Germany
Det 38, Op Spt Alft Cmd	Baton Rouge, LA	1	10 Jun 99	Germany
Det 8, HQ STARC	Ft. Pickett, VA	1	10 Jun 99	Italy
Det 9, HQ, STARC	Ft. Pickett, VA	1	10 Jun 99	Bosnia
105 MP Co	Buffalo, NY	167	29 Jul 99	Bosnia
Det 1, Co F, 104 Avn	Ft. I'Town Gap, PA	2	29 Jul 99	Bosnia
129 Air Traf Con Det	Edgewood, MD	1	29 Jul 99	Bosnia
112 Med Co (Air Amb)	Bangor, ME	77	19 Aug 99	Bosnia
Det 2, 128 Med Co (Grnd Amb)	Ashland, AL	19	26 Aug 99	Bosnia
220 MP Co	Camp Golden West, CO	136	30 Aug 99	Bosnia
Det 9, HQ STARC	Washington, DC	1	16 Sep 99	Germany
109 Mob Pub Aff Det	Ft. I-town Gap, PA	19	16 Sep 99	Bosnia
69 Press Camp HQ	Fairfield, CA	22	16 Sep 99	Bosnia
Det 1, 69 Press Camp HQ	Reno, NV	3	16 Sep 99	Bosnia
107 Mob Pub Aff Det	St. Augustine, FL	18	30 Sep 99	Germany
Det 8 HQ STARC	Baltimore, MD	1	30 Sep 99	Bosnia
Det 4, HHC, 29 ID (L)	Towson, MD	1	30 Sep 99	Bosnia
10 Mtn Div Det	Rochester, NY	2	30 Sep 99	Bosnia

**Units that Supported  
Operation "Joint Guard" (Kosovo)**

UNIT	HOME STATION	# DEPLOYED	DATE MOB	DESTINATION
852 Rear Area Ops Ctr	Phoenix, AZ	36	23 Jun 99	
Co B, 142 MI Bn	Ogden, UT	3	23 Jun 99	
Det 3, HHC, 38 ID	Indianapolis, IN	1	23 Jun 99	
Det 1, HHC, 107 Spt Bn	New York, NY	1	23 Jun 99	
Det 1, Co C, 230 Spt Bn	Goldsboro, NC	1	23 Jun 99	
Det 9, HQ STARC	Baltimore, MD	1	25 Jun 99	
Det 9, HQ STARC	Cp Robinson, AR	1	25 Jun 99	
Det 2, HHD, 2/19 SF	Huntington, WV	1	8 Jul 99	
Det 1, Co A, 2/19 SF	Greenwich, RI	1	8 Jul 99	
Det 1, Co B, 2/19 SF	Chagrin Falls, OH	1	8 Jul 99	
792 QM Det	Goose Creek, SC	4	19 Aug 99	
Det 3, HHD, 2/19 SF	Huntington, WV	2	30 Sep 99	

**NOTES:**

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



## 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	\$ 9,436,667.34	\$ 1,887,000.00	\$ 45,845,252.14	\$ 541,313.04	\$ 57,710,232.52
AL	23,000.00	2,255,600.00	46,838,681.56	2,194,192.05	51,311,473.61
AR	1,350,141.13	1,689,200.00	48,214,705.82	51,963.26	51,306,010.21
AZ	4,976,800.00	1,811,181.08	107,532,588.45	35,191.86	114,355,761.39
CA		5,095,996.75	135,238,696.81	1,857,312.58	142,192,006.14
CO		1,381,758,291.00 *	47,920,305.23	761,895.85	1,430,440,492.08
CT		970,900.00	21,971,687.00	8,000.00	22,950,587.00
DC	89,008.50	1,221,661.65	28,364,750.00	349,600.00	30,025,020.15
DE		1,024,971.66	15,665,548.38	21,900.00	16,712,420.04
FL		1,376,500.00	47,561,532.87	232,854.71	49,170,887.58
GA	2,530,080.00	2,936,200.00	175,711,263.39	2,738,793.54	183,916,336.93
GM		301,200.00	809,347.00	23,600.00	1,134,147.00
HI	3,577,000.00	1,572,600.00	76,123,236.18	8,636.80	81,281,472.98
IA	7,317,746.00	2,511,074.00	59,893,314.00	795,511.35	70,517,645.35
ID		1,005,136.50	25,033,391.88	43,373.91	26,081,902.29
IL		2,806,300.00	62,884,175.07	91,998.31	65,782,473.38
IN	5,249,157.00	1,727,700.00	51,503,201.22	205,510.61	58,685,568.83
KS	17,946,775.00	1,733,600.00	72,883,298.00	374,562.54	92,938,235.54
KY	4,605,500.00	1,142,900.00	18,987,014.00	34,200.00	24,769,614.00
LA		1,546,800.00	35,785,470.00	244,844.69	37,577,114.69
MA		2,310,941.40	71,489,196.04	1,325,501.14	75,125,638.58
MD		1,815,568.60	725,106,808.13	52,807,695.93	779,730,072.66
ME		1,191,836.00	22,129,608.00	43,214.01	23,364,658.01
MI	23,399,682.78	2,546,100.00	98,119,095.00	348,658.70	124,413,536.48
MN	999,446.00	3,102,900.00	42,763,293.28	279,822.20	47,145,461.48
MO	8,436,175.00	2,825,200.00	56,144,100.24	44,001.97	67,449,477.21
MS	1,425,600.00	2,660,079.52	54,073,953.72	15,952,089.34	74,111,722.58

STATE	ANG MILITARY CONSTRUCTION	ANG MILITARY PERSONNEL	ANG OPERATION & MAINTENANCE	OTHER FUNDING SOURCES	TOTAL FUNDING FOR ANG
MT	1,604,759.03	1,372,200.00	29,466,520.00	33,080.13	32,476,559.16
NC	1,047,867.91	1,488,810.73	18,801,307.25	234,028.10	21,572,013.99
ND	4,527,840.00	1,397,400.00	28,689,408.18	846,524.00	35,461,172.18
NE	2,513,260.00	903,500.00	17,632,163.98	16,952.39	21,065,876.37
NH		857,300.00	21,518,693.00	1,785,800.00	24,161,793.00
NJ	150,163.43	1,578,500.00	56,573,646.00	82,897.01	58,385,206.44
NM	86,100.00	934,701.60	27,111,163.46	4,500.00	28,136,465.06
NV		914,954.34	18,673,921.78	3,000.00	19,591,876.12
NY	8,195,397.00	6,853,485.50	132,546,721.58	775,104.57	148,370,708.65
OH	4,800,204.75	4,471,400.00	133,164,073.62	482,434.61	142,918,112.98
OK	26,061.65	2,849,447.00	272,335,005.00	369,602.55	275,580,116.20
OR		1,994,505.42	72,476,680.29	1,159,205.72	75,630,391.43
PA	352,630.49	6,511,900.00	60,050,637.00	3,713,293.22	70,628,460.71
PR	388,050.00	1,325,400.00	24,048,676.00	208,819.74	25,970,945.74
RI	136,824.00	1,100,400.00	20,066,401.00	3,441.50	21,307,066.50
SC	6,346,260.00	1,709,500.00	28,572,965.00	167,699.98	36,796,424.98
SD	3,646,400.00	1,069,262.10	21,677,200.00	280,709.84	26,673,571.94
TN	9,476,415.36	4,287,800.00	68,491,596.66	1,613,241.19	83,869,053.21
TX	192,500.00	6,129,700.00	137,353,478.50	361,926.48	144,037,604.98
UT	337,000.00	2,081,942.49	76,848,907.45	6,485,069.78	85,752,919.72
VA		984,500.00	22,966,600.00	814,122.13	24,765,222.13
VT	4,530,000.00	1,276,900.00	25,779,555.78	198,972.00	31,785,427.78
WA	74,391.98	2,331,719.00	31,285,583.88	152,941.05	33,844,635.91
WI	10,221,461.00	2,296,400.00	51,505,800.52	963,116.40	64,986,777.92
WV		2,085,700.00	33,400,690.00	1,016,599.88	36,502,989.88
WY	178,611.00	1,259,700.00	18,613,256.00	258,304.38	20,309,871.38
<b>Totals</b>	<b>\$150,194,976.35</b>	<b>\$1,492,894,466.34</b>	<b>\$3,644,244,165.34</b>	<b>\$103,447,625.04</b>	<b>\$5,390,781,233.07</b>

**\* 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

#### 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 FS	ACC
113 Wing	Andrews AFB, MD	121 FS	ACC
	Andrews AFB, MD	201 AS	ACC
114 Fighter Wing	Joe Foss Fld, SD	175 FS	ACC
115 Fighter Wing	Truax Fld, WI	176 FS	ACC
116 Bomb Wing	Robins AFB, GA	128 BMS	ACC
117 Air Refueling Wing	Birmingham Apt, AL	106 ARS	AMC
118 Airlift Wing	Nashville Metro Apt, TN	105 AS	AMC
119 Fighter Wing	Hector IAP, ND	178 FS	ACC
120 Fighter Wing	Great Falls IAP, MT	186 FS	ACC
121 Air Refueling Wing	Rickenbacker AGB, OH	145 ARS	AMC
	Rickenbacker AGB, OH	166 ARS	AMC
122 Fighter Wing	Ft Wayne IAP, IN	163 FS	ACC
123 Airlift Wing	Louisville IAP, KY	165 AS	AMC

UNIT	LOCATION	SQUADRON	MAJCOM
124 Wing	Boise Air Term, ID	189 AS	ACC
	Boise Air Term, ID	190 FS	ACC
125 Fighter Wing	Jacksonville IAP, FL	159 FS	ACC
126 Air Refueling Wing	Scott AFB, 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
135 Airlift Group	Martin State Apt, MD	135 AS	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



UNIT	LOCATION	SQUADRON	MAJCOM
152 Airlift Wing	Reno Tahoe IAP, NV	192 AS	AMC
153 Airlift Wing	Cheyenne MAP, WY	187 AS	AMC
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
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	AETC

UNIT	LOCATION	SQUADRON	MAJCOM
179 Airlift Wing	Mansfield-Lahm Apt, OH	164 AS	AMC
180 Fighter Wing	Toledo Express Apt, OH	112 FS	ACC
181 Fighter Wing	Hulman Regional Apt, IN	113 FS	ACC
182 Airlift Wing	Gtr Peoria Apt, IL	169 AS	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	AETC
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*	Tucson IAP, AZ	*** **	NGS

\* AATC = ANG/AFRES Test Center

NGS = ANG Readiness Center



## Appendix F

### Table 3

### The Kosovo Conflict and the Ongoing Kosovo Peacekeeping Mission

On March 24, 1999, NATO began conducting air-strikes against targets in Kosovo and Serbia, both provinces of the former Yugoslavia, in order to deter attacks by Serbia on the Kosovars, to degrade the capabilities of the Serbian military, and to force Serbia to withdraw from Kosovo. On April 13, General Wesley Clark, then the top U.S. and NATO commander in Europe, asked the United States for 300 more aircraft to support this air campaign.<sup>87</sup> Shortly thereafter, Pentagon officials sent President Clinton a request to call-up reserve forces to support the Kosovo mission.

On April 27, 1999, President Bill Clinton authorized the activation of members of the Selected Reserve, invoking the authority granted by Title 10, section 12304 of the United States Code.<sup>88</sup> This

authority allowed the president to order members of the Selected Reserve to active duty, but with certain restrictions: each reservist could only be activated for up to 270 days and the total number of reservists on active duty at any given time could not exceed 200,000. The first reservists called under this authority began entering active duty on May 1, 1999.<sup>89</sup>

The air war officially ended on June 20, 1999, after Serbian forces had completed their withdrawal from Kosovo. However, a NATO peacekeeping force was immediately deployed to Kosovo. U.S. military personnel, including reservists, were part of that force. As of the date this report was published, this mission was still ongoing and reservists were still being involuntarily activated for it. The data listed in the table below are accurate as of February 3, 2000.

Component	Personnel	Units
Army Reserve	505	2 Military Police Companies and 48 smaller units, primarily Civil Affairs, Military Police, Mobilization Support, and Finance Detachments. <sup>91</sup>
Army National Guard	312	1 Engineer Company and 9 smaller units.
Naval Reserve	603	None, all personnel were activated as individuals. <sup>92</sup>
Air Force Reserve	1,179	Elements of 3 Air Refueling Wings, 1 Rescue Wing, 1 Air Mobility Wing, 1 Air Refueling Group, and 1 Air Control Group. <sup>93</sup>
<b>Air National Guard</b>	<b>3,266</b>	<b>Elements of 9 Air Refueling Wings and 3 Fighter Wings, 3 Combat Control Groups, 6 Combat Communications Squadrons, 3 Air Control Squadrons, 3 Air Traffic Control Squadrons; elements of 3 Intelligence Squadrons and 29 Weather units.</b>
Marine Corps Reserve	65	None, all personnel were activated as individuals. <sup>95</sup>
Coast Guard Reserve	3	None, all personnel were activated as individuals. <sup>96</sup>
<b>Total Personnel</b>	<b>5,933</b>	

## Appendix F

### Table 4

### Reserve Component Contribution to the Total Air Force, FY 99 (Primary Authorized Aircraft)

	AIR GUARD	AF RESERVE	ACTIVE AF
Fighters	447 30.4%	87 5.8%	936 63.8%
Interceptors	90 100%		
Tactical Air Support	18 22.2%	3 3.7%	60 84.1%
Tactical Airlift	218 49.4%	97 22.0%	126 28.6%
Rescue	25 25.0%	29 29.0%	46 46%
Weather		10 100%	
Strategic Airlift	28 10.1%	68 24.6%	180 65.3%
Air Refueling (KC-135)	204 43.2%	64 13.6%	204 43.2%
Air Refueling (KC-10)			54 100%
Bomber	18 12.7%	8 5.6%	116 81.7%

Total ANG Aircraft, FY 99 = 1,184 (includes Special Ops, Trainers, Counternarcotics aircraft, etc., not reported above)



## Appendix G – Race/Ethnic Statistics

**Table 1 – Army National Guard (Male/Female), FY 99**

[ .....Male .....] [ .....Female .....]

Grade	White		AI/AN		AA/PI		Black		Hisp		O/U		White		AI/AN		AA/PI		Black		Hisp		O/U		
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	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	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	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	O-8	34	87.2	0	0.0	2	5.1	2	5.1	1	2.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	O-7	99	89.2	0	0.0	1	0.9	6	5.4	4	3.6	1	0.9	0	0.0	10	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	O-6	1231	91.3	3	0.2	32	2.4	41	3.0	38	2.8	3	0.2	54	77.1	0	0.8	2	2.9	8	11.4	6	8.6	0	0.0
	O-5	2882	90.5	13	0.4	51	1.6	123	3.9	106	3.4	7	0.2	268	80.2	1	0.3	9	2.7	41	12.3	9	2.7	6	1.8
	O-4	4787	88.0	15	0.3	60	1.5	307	5.6	231	4.2	20	0.4	557	81.9	2	0.3	7	1.0	80	11.0	31	4.6	3	0.4
	O-3	7465	86.2	40	0.5	160	1.8	601	6.9	362	4.2	36	0.4	731	75.3	4	0.4	27	2.8	157	16.2	50	5.1	2	0.2
	O-2	4765	83.6	32	0.6	120	2.1	469	8.2	271	4.8	44	0.8	385	68.9	6	1.1	11	2.0	106	19.0	45	0.1	6	1.1
	O-1	2312	79.6	15	0.5	93	3.2	275	9.5	177	6.1	34	1.2	281	68.5	3	0.7	17	4.1	78	19.0	26	6.3	5	1.2
Officer TOTAL	23575	86.1	118	0.4	539	2.0	1824	6.7	1192	4.4	145	0.5	2276	75.2	17	0.6	73	2.4	470	15.5	167	5.5	22	0.7	
Warrant	W-5	288	97.6	0	0.0	1	0.3	2	0.7	4	1.4	0	0.0	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	W-4	2306	95.3	4	0.2	20	0.8	33	1.4	50	2.1	7	0.3	54	91.5	1	1.7	2	3.4	2	3.4	0	0.0	0	0.0
	W-3	1612	93.1	7	0.4	19	1.1	41	2.4	49	2.8	4	0.2	78	88.6	2	2.3	1	1.1	6	6.8	1	1.1	0	0.0
	W-2	2114	90.3	9	0.4	39	1.7	94	4.0	73	3.1	11	0.5	119	80.4	1	0.7	3	2.0	19	12.8	5	3.4	1	0.7
	W-1	614	87.0	1	0.1	16	2.3	44	6.2	28	4.0	3	0.4	77	77.8	1	1.0	2	2.0	14	14.1	5	5.1	0	0.0
	Warrant TOTAL	6934	92.5	21	0.3	95	1.3	214	2.9	204	2.7	25	0.3	331	83.4	5	1.3	8	2.0	41	10.3	11	2.8	1	0.3
O/W TOTAL	30509	87.5	139	0.4	634	1.8	2038	5.8	1396	4.0	170	0.5	2607	76.2	22	0.6	81	2.4	511	14.9	178	5.2	23	0.7	
Enlisted	E-9	1522	89.1	5	0.3	18	1.1	94	5.5	63	3.7	7	0.4	43	76.8	0	0.0	1	1.8	5	6.9	7	12.5	0	0.0
	E-8	6205	84.8	40	0.5	85	1.2	579	7.9	384	5.3	21	0.3	271	76.1	3	0.8	2	0.6	57	16.0	21	5.9	2	0.6
	E-7	16118	81.8	111	0.6	235	1.2	1948	9.9	1161	5.9	123	0.6	1150	67.6	17	1.0	40	2.4	370	21.8	113	6.6	11	0.6
	E-6	29151	76.8	254	0.7	549	1.4	5238	13.8	1463	6.5	314	0.8	1958	64.7	32	1.1	55	1.8	788	25.8	169	5.6	32	1.1
	E-5	46752	72.5	471	0.7	1057	1.6	10778	16.7	4698	7.3	687	1.1	3317	58.8	67	1.2	99	1.8	1737	30.8	354	6.3	63	1.1
	E-4	69297	71.5	816	0.8	1853	1.9	15263	15.7	8562	8.8	1153	1.2	6982	59.3	135	1.1	219	1.9	3517	29.9	765	6.5	154	1.3
	E-3	20084	70.1	231	0.8	683	2.4	4972	17.4	2311	8.1	359	1.3	3084	58.3	64	1.2	121	2.3	1611	30.4	337	6.4	75	1.4
	E-2	8339	70.9	105	0.9	287	2.4	2259	19.2	637	5.4	148	1.2	1272	59.8	28	1.3	44	2.1	629	29.6	116	5.5	38	1.8
	E-1	12371	75.0	138	0.8	391	2.4	2490	15.1	860	5.2	239	1.4	2763	65.5	51	1.2	91	2.2	1061	25.2	190	4.5	62	1.5
	Enlisted TOTAL	209840	73.6	2171	0.8	5158	1.8	43621	15.3	21140	7.4	3046	1.1	20840	61.0	397	1.2	672	2.0	9767	28.6	2072	6.1	437	1.3
GRAND TOTAL	240349	75.1	2310	0.7	5792	1.8	45659	14.3	22536	7.0	3216	1.0	23447	62.3	419	1.1	753	2.0	10278	27.3	2250	6.0	460	1.2	

**TOTAL MALE.....319862**

**TOTAL FEMALE .....37607**

LEGEND: AI = American Indian  
PI = Pacific Islander

AN = Alaskan Native  
HISP = Hispanic

AA = Asian  
O = Other

U = Unknown

## Appendix G – Race/Ethnic Statistics

**Table 2 – Army National Guard, Total Personnel, FY 99**

Grade	White	%	AI/AN	%	AA/PI	%	Black	%	Hisp	%	O/U	%	Total
<b>Officer</b>													
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
O-9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
O-8	34	87.2	0	0.0	2	5.1	2	5.1	1	2.6	0	0.0	39
O-7	99	88.4	1	0.9	1	0.9	6	5.4	4	3.6	1	0.9	112
O-6	1285	90.6	3	0.2	34	2.4	49	3.5	44	3.1	3	0.2	1418
O-5	3150	89.5	14	0.4	68	1.7	164	4.7	117	3.3	13	0.4	3518
O-4	5344	87.5	17	0.3	87	1.4	387	6.3	262	4.3	23	0.4	6120
O-3	8196	85.1	44	0.5	187	1.9	758	7.9	412	4.3	38	0.4	9635
O-2	5150	82.3	38	0.6	131	2.1	575	9.2	316	5.0	50	0.8	6260
O-1	2593	78.2	18	0.5	110	3.3	353	10.6	203	6.1	39	1.2	3316
<b>Officer TOTAL</b>	<b>25851</b>	<b>85.5</b>	<b>135</b>	<b>0.4</b>	<b>612</b>	<b>2.0</b>	<b>2294</b>	<b>7.5</b>	<b>1359</b>	<b>4.5</b>	<b>167</b>	<b>0.5</b>	<b>30418</b>
<b>Warrant</b>													
W-5	291	97.7	0	0.0	1	0.3	2	0.7	4	1.3	0	0.0	298
W-4	2360	95.2	5	0.2	22	0.9	35	1.4	50	2.0	7	0.3	2479
W-3	1690	92.9	9	0.5	20	1.1	47	2.6	50	2.7	4	0.2	1820
W-2	2233	89.8	10	0.4	42	1.7	113	4.5	78	3.1	12	0.5	2488
W-1	691	85.0	2	0.2	18	2.2	58	7.2	33	4.1	3	0.4	805
<b>Warrant TOTAL</b>	<b>7265</b>	<b>92.1</b>	<b>26</b>	<b>0.3</b>	<b>103</b>	<b>1.3</b>	<b>255</b>	<b>3.2</b>	<b>215</b>	<b>2.7</b>	<b>26</b>	<b>0.3</b>	<b>7890</b>
<b>O/W TOTAL</b>	<b>33116</b>	<b>86.4</b>	<b>161</b>	<b>0.4</b>	<b>715</b>	<b>1.9</b>	<b>2549</b>	<b>6.7</b>	<b>1574</b>	<b>4.1</b>	<b>193</b>	<b>0.5</b>	<b>38300</b>
<b>Enlisted</b>													
E-9	1565	88.7	5	0.3	19	1.1	99	5.6	70	4.0	7	0.4	1765
E-8	6476	84.4	43	0.6	87	1.1	636	8.3	405	5.3	23	0.3	7670
E-7	17268	80.7	128	0.6	275	1.3	2316	10.8	1274	6.0	134	0.6	21397
E-6	31109	75.9	286	0.7	604	1.5	6016	14.7	2632	6.4	346	0.8	48995
E-5	50069	71.4	538	0.8	1156	1.6	12515	17.9	5052	7.2	750	1.1	70080
E-4	76279	70.2	951	0.9	2072	1.9	18780	17.3	9327	8.6	1307	1.2	108716
E-3	23168	68.3	295	0.9	804	2.4	6583	19.4	2648	7.8	434	1.3	33932
E-2	9611	69.2	133	1.0	331	2.4	2888	20.8	753	5.4	178	1.3	13894
E-1	15134	73.1	189	0.9	482	2.3	3551	17.1	1050	5.1	301	1.5	20707
<b>Enlisted TOTAL</b>	<b>230680</b>	<b>72.3</b>	<b>2568</b>	<b>0.8</b>	<b>5830</b>	<b>1.8</b>	<b>53388</b>	<b>16.7</b>	<b>23212</b>	<b>7.3</b>	<b>3483</b>	<b>1.1</b>	<b>319161</b>
<b>GRAND TOTAL</b>	<b>263796</b>	<b>73.8</b>	<b>2729</b>	<b>0.8</b>	<b>6545</b>	<b>1.8</b>	<b>55937</b>	<b>15.6</b>	<b>24786</b>	<b>6.9</b>	<b>3676</b>	<b>1.0</b>	<b>357469</b>

LEGEND: AI = American Indian      AN = Alaskan Native      AA = Asian      PI = Pacific Islander      HISP = Hispanic      O = Other      U = Unknown



## Appendix G – Race/Ethnic Statistics

**Table 3 – Air National Guard (Male/Female), FY 99**

[ .....Male .....] [ .....Female .....]

Grade	White		AI/AN		AA/PI		Black		Hisp		O/U		White		AI/AN		AA/PI		Black		Hisp		O/U	
<b>Officer</b>																								
O-11	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	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	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	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
O-8	31	96.9	0	0.0	0	0.0	0	0.0	1	3.1	0	0.0	1	50.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0
O-7	95	94.1	1	1.0	1	1.0	3	3.0	1	1.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
O-6	623	94.5	5	0.8	8	1.2	9	1.4	11	1.7	3	0.5	27	77.1	2	5.7	0	0.0	5	14.3	1	2.9	0	0.0
O-5	2403	90.5	41	1.5	57	2.1	81	3.1	60	2.3	13	8.5	234	84.5	5	1.8	6	2.2	22	7.9	9	3.2	1	0.4
O-4	3366	89.0	48	1.3	83	2.2	138	3.7	113	3.0	32	0.8	455	81.4	16	2.9	15	2.7	56	10.0	16	2.9	1	0.2
O-3	2311	86.3	41	1.5	81	3.0	141	5.3	81	3.0	24	0.9	477	83.0	5	0.9	17	3.0	57	9.9	16	2.8	3	0.5
O-2	593	79.8	13	1.7	38	5.1	61	8.3	34	4.6	4	0.5	205	74.5	6	2.2	16	5.8	26	9.5	17	6.2	5	1.0
O-1	583	83.2	15	2.1	23	3.3	42	6.0	35	5.0	3	0.4	174	80.6	2	0.9	5	2.3	21	9.7	12	5.6	2	0.9
<b>Officer TOTAL</b>	<b>10005</b>	<b>88.1</b>	<b>164</b>	<b>1.4</b>	<b>291</b>	<b>2.6</b>	<b>476</b>	<b>4.2</b>	<b>336</b>	<b>3.0</b>	<b>79</b>	<b>0.7</b>	<b>1574</b>	<b>81.1</b>	<b>36</b>	<b>1.9</b>	<b>59</b>	<b>3.0</b>	<b>188</b>	<b>9.7</b>	<b>71</b>	<b>3.7</b>	<b>12</b>	<b>0.6</b>
<b>Warrant</b>																								
W-5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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	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	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	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	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Warrant TOTAL</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>O/W TOTAL</b>	<b>10005</b>	<b>88.1</b>	<b>164</b>	<b>1.4</b>	<b>291</b>	<b>2.6</b>	<b>476</b>	<b>4.2</b>	<b>336</b>	<b>3.0</b>	<b>79</b>	<b>0.7</b>	<b>1574</b>	<b>81.1</b>	<b>36</b>	<b>1.9</b>	<b>59</b>	<b>3.0</b>	<b>188</b>	<b>9.7</b>	<b>71</b>	<b>3.7</b>	<b>12</b>	<b>0.6</b>
<b>Enlisted</b>																								
E-9	1476	88.8	30	1.8	24	1.4	74	4.4	51	3.1	8	0.5	111	79.3	6	2.9	4	2.9	10	7.1	9	6.4	2	1.4
E-8	3197	87.6	74	2.0	71	1.9	155	4.2	142	3.9	11	0.3	294	79.2	13	3.5	5	1.3	36	9.7	21	5.7	2	0.5
E-7	10560	84.0	268	2.1	328	2.6	757	6.0	596	4.7	68	0.5	1777	77.3	61	2.7	49	2.1	294	12.8	100	4.3	18	0.8
E-6	14926	80.9	361	2.0	545	3.0	1399	7.6	1054	5.7	156	0.8	2365	72.3	99	3.0	90	2.0	512	15.6	188	5.7	18	0.6
E-5	18601	79.7	375	1.6	802	3.4	1951	8.4	1393	6.0	212	0.9	2914	71.9	81	2.0	114	2.8	697	17.2	208	5.1	41	1.0
E-4	9915	76.4	208	1.6	598	4.6	1218	9.4	892	6.9	148	1.1	2368	70.4	72	2.1	155	4.6	532	15.8	186	5.5	52	1.5
E-3	3019	75.8	60	1.5	251	6.3	407	10.2	204	5.1	41	1.0	864	65.1	28	2.1	83	6.3	253	19.1	79	5.9	21	1.6
E-2	190	68.3	2	0.7	21	7.6	43	15.5	20	7.2	2	0.7	106	57.9	6	3.3	7	3.8	46	25.1	14	7.7	4	2.2
E-1	196	72.3	6	2.2	14	5.2	36	13.3	14	5.2	5	1.8	144	61.0	7	3.0	11	4.7	47	19.9	23	9.7	4	1.7
<b>Enlisted TOTAL</b>	<b>62080</b>	<b>80.4</b>	<b>1384</b>	<b>1.8</b>	<b>2654</b>	<b>3.4</b>	<b>6040</b>	<b>7.8</b>	<b>4366</b>	<b>5.7</b>	<b>651</b>	<b>0.8</b>	<b>10943</b>	<b>71.8</b>	<b>371</b>	<b>2.4</b>	<b>518</b>	<b>3.4</b>	<b>2427</b>	<b>15.9</b>	<b>828</b>	<b>5.4</b>	<b>162</b>	<b>1.1</b>
<b>GRAND TOTAL</b>	<b>72085</b>	<b>81.4</b>	<b>1548</b>	<b>1.7</b>	<b>2945</b>	<b>3.3</b>	<b>6516</b>	<b>7.4</b>	<b>4782</b>	<b>5.3</b>	<b>730</b>	<b>0.8</b>	<b>12517</b>	<b>72.8</b>	<b>407</b>	<b>2.4</b>	<b>577</b>	<b>3.4</b>	<b>2615</b>	<b>15.2</b>	<b>899</b>	<b>5.2</b>	<b>174</b>	<b>1.0</b>

**TOTAL MALE.....88526**

**TOTAL FEMALE .....17189**

**LEGEND:**

AI = American Indian  
PI = Pacific Islander

AN = Alaskan Native  
HISP = Hispanic

AA = Asian  
O = Other

U = Unknown

## Appendix G – Race/Ethnic Statistics

**Table 4 – Air National Guard, Total Personnel, FY 99**

Grade	White	%	AI/AN	%	AA/PI	%	Black	%	Hisp	%	O/U	%	Total
<b>Officer</b>													
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
O-9	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0
O-8	32	94.1	0	0.0	0	0.0	1	2.9	1	2.9	0	0.0	34
O-7	96	94.1	1	1.0	1	1.0	3	2.9	1	1.0	0	0.0	102
O-6	650	93.7	7	1.0	8	1.2	14	2.0	12	1.7	3	0.4	694
O-5	2637	89.9	46	1.6	63	2.1	103	3.5	69	2.4	14	0.5	2932
O-4	3821	88.1	64	1.5	98	2.3	194	4.5	129	3.0	33	0.8	4339
O-3	2788	85.7	46	1.4	98	3.0	198	6.1	97	3.0	27	0.8	3254
O-2	798	78.4	19	1.9	54	5.3	87	8.5	51	5.0	9	0.9	1018
O-1	757	82.6	17	1.9	28	3.1	63	6.9	47	5.1	5	0.5	917
<b>Officer TOTAL</b>	<b>11579</b>	<b>87.1</b>	<b>200</b>	<b>1.5</b>	<b>350</b>	<b>2.6</b>	<b>664</b>	<b>5.0</b>	<b>407</b>	<b>3.1</b>	<b>91</b>	<b>0.7</b>	<b>13291</b>
<b>Warrant</b>													
W-5	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
W-3	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
W-1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
<b>Warrant TOTAL</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>O/W TOTAL</b>	<b>11579</b>	<b>87.1</b>	<b>200</b>	<b>1.5</b>	<b>350</b>	<b>2.6</b>	<b>664</b>	<b>5.0</b>	<b>407</b>	<b>3.1</b>	<b>91</b>	<b>0.7</b>	<b>13291</b>
<b>Enlisted</b>													
E-9	1587	88.0	34	1.9	28	1.6	84	4.7	60	3.3	10	0.1	1803
E-8	3491	86.8	87	2.2	76	1.9	191	4.8	163	4.1	13	0.3	4021
E-7	12337	82.9	329	2.2	377	2.5	1051	7.1	696	4.7	86	0.6	14876
E-6	17291	79.6	460	2.1	635	2.9	1911	8.8	1242	5.7	174	0.8	21713
E-5	21515	78.6	456	1.7	916	3.3	2648	9.7	1601	5.8	253	0.9	27389
E-4	12283	75.2	280	1.7	753	4.6	1750	10.7	1078	6.6	200	1.2	16344
E-3	3883	73.1	88	1.7	334	6.3	660	12.4	283	5.3	62	1.2	5310
E-2	296	64.2	8	1.7	28	6.1	89	19.3	34	7.4	6	1.3	461
E-1	340	67.1	13	2.6	25	4.9	83	16.4	37	7.3	9	1.8	507
<b>Enlisted TOTAL</b>	<b>73023</b>	<b>79.0</b>	<b>1755</b>	<b>1.9</b>	<b>3172</b>	<b>3.4</b>	<b>8467</b>	<b>9.2</b>	<b>5194</b>	<b>5.6</b>	<b>813</b>	<b>0.9</b>	<b>92424</b>
<b>GRAND TOTAL</b>	<b>84602</b>	<b>80.0</b>	<b>1955</b>	<b>1.8</b>	<b>3522</b>	<b>3.3</b>	<b>9131</b>	<b>0.6</b>	<b>5601</b>	<b>5.3</b>	<b>904</b>	<b>0.9</b>	<b>105715</b>

LEGEND: AI = American Indian      AN = Alaskan Native      AA = Asian      PI = Pacific Islander      HISP = Hispanic      O = Other      U = Unknown



## Appendix H

### Emergency Response State Missions

MISSION TYPE	START DATE	TERM DATE	ARNG MAN-DAYS	ANG MAN-DAY
<b>Alabama</b>				
Hurricane	10/01/98	10/15/98	2,586	137
Federal/State/Local Agency Support	10/01/98	10/07/98	3	0
Hurricane	10/23/98	10/23/98	4	0
Winter Storm	12/23/98	12/28/98	352	0
Federal/State/Local Agency Support	01/14/99	01/14/99	4	0
Federal/State/Local Agency Support	01/20/99	01/20/99	4	0
Hazardous Material Incident	01/22/99	01/25/99	45	0
Winter Storm	01/31/99	01/31/99	24	0
Hazardous Material Incident	03/23/99	03/24/99	30	0
Assistance to Law Enforcement Agency	04/07/99	04/09/99	24	0
Flood	07/01/99	07/02/99	8	0
Aviation Support	04/22/99	05/08/99	102	0
Federal/State/Local Agency Support	09/02/99	09/05/99	8	0
Federal/State/Local Agency Support	09/05/99	09/05/99	11	0
Federal/State/Local Agency Support	09/04/99	09/10/99	48	0
Fire	09/02/99	09/06/99	4	0
<b>Alabama Total</b>			<b>3,394</b>	

### Arkansas

Loss of Public Utilities	12/13/98	12/20/98	24	0
Assistance to Law Enforcement Agency	12/23/98	12/24/98	36	0
Winter Storm	01/01/99	01/09/99	450	0
Tornado	01/22/99	02/15/99	3,600	14
Drought	09/02/99		1,120	0
<b>Arkansas Total</b>			<b>5,244</b>	

## Arizona

Fire	05/09/99	05/16/99	42	0
Fire	06/15/99	06/25/99	11	0
Fire	08/20/99	08/22/99	3	0
Federal/State/Local Agency Support	08/24/99		38	0

### Arizona Total

94

## California

Federal/State/Local Agency Support	10/01/98		11,550	0
Fire	10/01/98	10/19/98	21	0
Federal/State/Local Agency Support	09/29/98	09/29/98	2	0
Fire	10/20/98	11/10/98	105	0
Federal/State/Local Agency Support	10/25/98	10/27/98	12	0
Federal/State/Local Agency Support	10/25/98	10/25/98	4	0
Hurricane	11/11/98	12/11/98	958	111
Federal/State/Local Agency Support	01/14/99	01/15/99	4	0
Federal/State/Local Agency Support	01/16/99	01/16/99	3	0
Federal/State/Local Agency Support	05/23/99	05/31/99	24	0
Assistance to Law Enforcement Agency	06/26/99	06/26/99	4	0
Federal/State/Local Agency Support	07/21/99	07/22/99	8	0
Federal/State/Local Agency Support	07/26/99	07/27/99	3	0
Federal/State/Local Agency Support	08/10/99	08/10/99	4	0
Federal/State/Local Agency Support	08/12/99	08/12/99	3	0
Fire	08/24/99		7,622	978

### California Total

21,417

## Colorado

Assistance to Law Enforcement Agency	10/19/98	10/19/98	11	0
Assistance to Law Enforcement Agency	04/20/99	04/26/99	21	0
Flood	05/02/99	05/07/99	15	0
Fire	04/09/99	04/09/99	32	0
Fire	08/03/99	08/03/99	7	0
Fire	08/06/99	08/06/99	7	0

### Colorado Total

46



**Florida**

Hurricane	10/01/98	10/07/98	1,951	19
Fire	04/13/99	06/25/99	4,853	9
Hurricane	08/27/99	08/29/99	30	0
Hurricane	09/13/99		2,096	56

**Florida Total****9,016****Georgia**

Federal/State/Local Agency Support	10/02/98	04/02/99	1,032	0
Fire	04/13/99	04/30/99	28	0
Flood	06/29/99	06/30/99	20	0
Federal/State/Local Agency Support	06/29/99	06/30/99	4	0
Fire	04/21/99	05/05/99	15	0
Hurricane	09/14/99		1,680	215

**Georgia Total****2,994****Hawaii**

Assistance to Law Enforcement Agency	10/30/98	10/30/98	9	1
Federal/State/Local Agency Support	11/09/98	11/09/98	4	0

**Hawaii Total****14****Iowa**

Tornado	05/17/99	07/08/99	2,386	0
Flood	07/19/99		410	3

**Iowa Total****2,799****Indiana**

Drought	12/09/98	12/18/98	515	0
Hazardous Material Incident	12/18/98	12/21/98	151	0
Winter Storm	01/01/99	01/06/99	490	0
Winter Storm	01/09/99	01/15/99	108	0
Flood	01/23/99	01/25/99	117	0

**Indiana Total****1,484**

## Kansas

Flood	11/01/98	02/19/99	1164	131
Federal/State/Local Agency Support	01/09/99	01/09/99	4	0
Winter Storm	03/12/99	03/13/99	7	0
Tornado	05/03/99	05/21/99	270	0
High Winds/Hail	06/28/99	06/30/99	37	0
Flood	07/16/99	07/17/99	30	0
Federal/State/Local Agency Support	08/24/99	08/26/99	6	0

### Kansas Total

1,649

## Kentucky

Fire	12/02/98	12/05/98	181	0
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### Kentucky Total

181

## Louisiana

Hurricane	10/01/98	10/22/98	694	9
Federal/State/Local Agency Support	10/01/98	10/16/98	48	0
Drought	10/01/98	10/23/98	290	0
Hurricane	10/01/98	10/05/98	0	11
Federal/State/Local Agency Support	10/22/98	10/23/98	15	0
Winter Storm	12/23/98	01/20/99	149	0
Flood	01/29/99	02/07/99	71	0
Tornado	04/04/99	05/03/99	2,669	0
Loss of Public Utilities	05/04/99		601	0
Hurricane	08/22/99	08/22/99	6	0

### Louisiana Total

4,563

## Massachusetts

Hurricane	09/30/98	10/27/98	107	19
Hurricane	11/18/98	01/04/99	896	0
Federal/State/Local Agency Support	02/26/99	02/28/99	13	0
Assistance to Law Enforcement Agency	03/05/99	03/05/99	3	0
Fire	02/26/99	02/28/99	20	0
Assistance to Law Enforcement Agency	07/14/99	07/14/99	3	0
Federal/State/Local Agency Support	07/18/99	07/20/99	9	0



Assistance to Law Enforcement Agency	04/19/99	04/19/99	240	35
Fire	04/25/99	04/25/99	9	0

**Massachusetts Total** **1,354**

## Maryland

Assistance to Law Enforcement Agency	05/15/99	05/15/99	15	19
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**Maryland Total** **34**

## Michigan

High Winds/Hail	10/01/98	10/04/98	199	0
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**Michigan Total** **199**

## Minnesota

High Winds/Hail	10/01/98	12/31/98	305	0
Assistance to Law Enforcement Agency	10/15/98	10/18/98	32	0
Assistance to Law Enforcement Agency	10/23/98	10/26/98	102	0
Assistance to Law Enforcement Agency	11/10/98	11/11/98	5	0
Winter Storm	11/18/98	11/19/98	10	0
Federal/State/Local Agency Support	11/19/98	11/24/98	12	0
Assistance to Law Enforcement Agency	12/11/98	12/14/98	136	0
Winter Storm	03/01/99	03/04/99	42	0
Assistance to Law Enforcement Agency	06/21/99	07/02/99	435	0

**Minnesota Total** **1,165**

## Missouri

Assistance to Law Enforcement Agency	10/04/98	10/04/98	11	0
Federal/State/Local Agency Support	01/23/99	01/28/99	266	0

**Missouri Total** **277**

## Mississippi

Hurricane	10/01/98	10/16/98	1,414	0
Winter Storm	12/24/98	12/26/98	39	0

**Mississippi Total** **1,453**

## Montana

Federal/State/Local Agency Support	02/21/99	02/21/99	1	0
<b>Montana Total</b>			<b>1</b>	

## North Carolina

Hurricane	10/01/98	10/06/98	6	102
Hurricane	10/01/98	10/01/98	4	0
Drought	10/14/98	10/20/98	78	0
Loss of Public Utilities	11/05/98	11/12/98	80	0
Federal/State/Local Agency Support	11/20/98	11/20/98	3	0
Federal/State/Local Agency Support	01/13/99	01/13/99	1	0
Federal/State/Local Agency Support	01/07/99	01/07/99	2	0
Federal/State/Local Agency Support	01/13/99	01/13/99	1	0
Federal/State/Local Agency Support	01/07/99	01/07/99	2	0
Federal/State/Local Agency Support	01/23/99	01/24/99	6	0
Federal/State/Local Agency Support	02/02/99	02/03/99	6	0
Assistance to Law Enforcement Agency	05/02/99	05/03/99	4	0
Federal/State/Local Agency Support	06/04/99	07/11/99	9,256	180
Loss of Public Utilities	07/07/99	07/11/99	14	0
Federal/State/Local Agency Support	07/29/99	07/29/99	5	0
Federal/State/Local Agency Support	08/06/99	08/06/99	2	0
Hurricane	08/28/99	09/11/99	2,994	255
Hurricane	09/14/99		1,621	165
<b>North Carolina Total</b>			<b>14,787</b>	

## Nebraska

Fire	03/17/99	03/17/99	3	0
<b>Nebraska Total</b>			<b>3</b>	

## New Hampshire

Federal/State/Local Agency Support	12/28/98	12/28/98	4	0
Federal/State/Local Agency Support	01/19/99	01/21/99	6	0
Assistance to Law Enforcement Agency	05/26/99	05/27/99	8	0
<b>New Hampshire Total</b>			<b>18</b>	



## New Jersey

Federal/State/Local Agency Support	05/04/99	07/16/99	3,163	0
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### New Jersey Total

**3,163**

## New Mexico

Assistance to Law Enforcement Agency	11/03/98	11/04/98	16	0
Federal/State/Local Agency Support	11/07/98	11/08/98	25	0
Assistance to Law Enforcement Agency	11/03/98	11/04/98	8	0
Assistance to Law Enforcement Agency	11/07/98	11/08/98	25	0
Federal/State/Local Agency Support	11/15/98	11/16/98	3	0
Federal/State/Local Agency Support	11/24/98	11/24/98	3	0
Loss of Public Utilities	12/08/98	12/09/98	4	0
Winter Storm	01/30/99	02/03/99	51	0
Assistance to Law Enforcement Agency	01/22/99	01/22/99	5	0
Drought	02/12/99	02/18/99	3	0
Winter Storm	03/18/99	03/19/99	15	0
Assistance to Law Enforcement Agency	03/30/99	03/30/99	12	0
Loss of Public Utilities	06/03/99	06/03/99	38	0
Loss of Public Utilities	03/20/99	05/19/99	32	0
Assistance to Law Enforcement Agency	05/20/99	05/20/99	4	0
Federal/State/Local Agency Support	06/30/99	07/13/99	28	0
Federal/State/Local Agency Support	08/08/99	08/08/99	12	0
Federal/State/Local Agency Support	08/02/99	08/02/99	6	0
Assistance to Law Enforcement Agency	08/09/99	08/09/99	8	0
Federal/State/Local Agency Support	08/20/99	09/09/99	52	0
Assistance to Law Enforcement Agency	09/07/99	09/07/99	4	0

### New Mexico Total

**354**

## Nevada

Federal/State/Local Agency Support	10/30/98	11/01/98	27	0
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### Nevada Total

**27**

## New York

Hurricane	10/01/98	10/02/98	51	2
High Winds/Hail	10/01/98	10/02/98	37	0
Hurricane	10/01/98	10/15/98	90	0
Hurricane	11/06/98	11/26/98	427	8
Winter Storm	01/12/99	02/18/99	928	39
Winter Storm	03/04/99	03/31/99	723	2
Fire	04/30/99	05/18/99	140	0
Federal/State/Local Agency Support	07/17/99	07/19/99	0	100
Fire	08/09/99	08/13/99	102	32
Fire	09/05/99	09/08/99	33	0

### New York Total

**2,720**

## Ohio

Tornado	04/10/99	04/23/99	875	0
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### Ohio Total

**875**

## Oklahoma

Drought	10/01/98	10/09/98	108	1
Winter Storm	03/13/99	03/14/99	68	0
Tornado	05/03/99	05/24/99	10,728	373
Federal/State/Local Agency Support	08/26/99	08/30/99	51	0
Federal/State/Local Agency Support	09/05/99	09/05/99	3	0

### Oklahoma Total

**11,332**

## Oregon

Hazardous Material Incident	02/09/99	03/09/99	215	0
Federal/State/Local Agency Support	05/25/99	05/26/99	9	0
Federal/State/Local Agency Support	05/25/99	05/26/99	4	0
Federal/State/Local Agency Support	06/13/99	06/14/99	4	0
Assistance to Law Enforcement Agency	07/28/99	07/28/99	2	0
Assistance to Law Enforcement Agency	07/28/99	07/28/99	1	0

### Oregon Total

**235**



**Pennsylvania**

Drought	11/25/98	12/28/98	108	0
Fire	08/04/99	08/16/99	98	0
Flood	09/08/99	09/08/99	2	0
Drought	09/09/99		14	0

**Pennsylvania Total****222****Puerto Rico**

Assistance to Law Enforcement Agency	10/01/98	02/22/99	27,523	0
Hurricane	10/01/98	04/21/99	55,858	1,217
Hurricane	03/19/99	06/22/99	55	0

**Puerto Rico Total****84,653****Rhode Island**

Federal/State/Local Agency Support	10/01/98		1,225	444
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**Rhode Island Total****1,669****South Carolina**

Loss of Public Utilities	12/21/98	02/28/99	580	30
Federal/State/Local Agency Support	01/09/99	01/21/99	183	21
Federal/State/Local Agency Support	01/05/99	01/13/99	34	0
Hurricane	08/27/99	09/03/99	3,785	103
Hurricane	09/13/99		5,017	44

**South Carolina Total****9,797****South Dakota**

Fire	03/16/99	03/18/99	28	0
Assistance to Law Enforcement Agency	02/05/99	02/05/99	16	0
Tornado	06/04/99	06/11/99	125	0

**South Dakota Total****169**

## Tennessee

Assistance to Law Enforcement Agency	10/13/98	10/15/98	6	0
Federal/State/Local Agency Support	11/10/98	11/10/98	4	0
Winter Storm	12/24/98	12/27/98	45	0
Tornado	01/18/99	01/25/99	143	0
Tornado	01/22/99	02/03/99	47	0
Hazardous Material Incident	03/24/99	03/28/99	116	0
Fire	04/12/99	04/13/99	14	0
Fire	06/12/99	06/28/99	133	0
High Winds/Hail	05/06/99	05/07/99	14	0

### Tennessee Total

522

## Texas

Flood	10/01/98	10/15/98	312	0
Drought	10/01/98	10/13/98	65	0
Flood	10/17/98	01/04/99	4,027	0
Assistance to Law Enforcement Agency	12/01/98	12/03/98	9	0
Federal/State/Local Agency Support	01/04/99	01/30/99	688	0
Fire	03/02/99	03/02/99	20	0
Fire	03/02/99	03/03/99	24	0
High Winds/Hail	04/28/99	05/06/99	18	0
Hurricane	08/22/99	08/26/99	1,933	0
Fire	09/11/99		50	0

### Texas Total

7,146

## Utah

Winter Storm	12/27/98	12/28/98	14	0
Federal/State/Local Agency Support	06/28/99	06/29/99	2	0
Federal/State/Local Agency Support	05/22/99	05/22/99	32	0
Fire	07/04/99	07/08/99	5	0
Fire	07/14/99	07/17/99	9	0
Mud/Land Slide	07/16/99	07/16/99	2	0
Federal/State/Local Agency Support	07/23/99	07/27/99	9	0
Federal/State/Local Agency Support	08/09/99	08/11/99	0	3
Tornado	08/11/99	08/12/99	2	16
Federal/State/Local Agency Support	08/13/99	08/14/99	30	2



Federal/State/Local Agency Support	08/14/99	08/16/99	6	0
Federal/State/Local Agency Support	08/30/99	09/01/99	3	0
<b>Utah Total</b>				<b>135</b>

**Virginia**

Fire	12/02/98	12/07/98	18	0
Winter Storm	12/30/98	01/04/99	168	0
Federal/State/Local Agency Support	08/08/99	08/13/99	18	0
Drought	08/26/99		888	38
Hurricane	09/15/99		380	4
<b>Virginia Total</b>				<b>1,514</b>

**Virgin Islands**

Hurricane	10/01/98	10/28/98	292	0
<b>Virgin Islands Total</b>				<b>292</b>

**Vermont**

Drought	08/25/99		220	0
<b>Vermont Total</b>				<b>220</b>

**West Virginia**

Federal/State/Local Agency Support	08/15/99	08/20/99	360	0
<b>West Virginia Total</b>				<b>360</b>

**Wyoming**

Winter Storm	10/05/98	10/10/98	66	16
Federal/State/Local Agency Support	07/28/99	08/04/99	25	0
<b>Wyoming Total</b>				<b>107</b>

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<b>Total Mandays</b>	<b>197,711</b>
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