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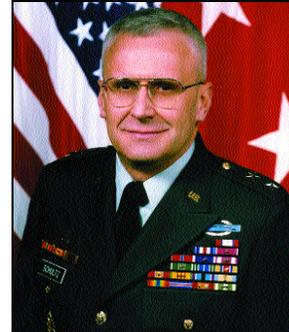
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Director's Summary

Recent events have demonstrated, now more than ever, the crucial role the Army National Guard plays when called upon by our nation during times of need. We were there to help friends and neighbors weather the floods, fires, ice and snowstorms. We were also there when our nation asked us to help keep peace in a war weary region. When called, the Army National Guard has proven it can be relied upon.

Fiscal Year 2000 brought many opportunities to our organization. We saw the 49th Armored Division Headquarters of the Texas Army National Guard deploy and command a multi-national force in Bosnia. At home, ARNG soldiers spent a total of 212,896 man-days in support of state missions.

The reasons for our success are clear -- the people of our Guard family. The Army National Guard is a collection of people from every state, territory, and the District of Columbia. These soldiers have personal lives to lead, families to support, and careers to pursue in the civilian sector. In addition, we not only ask our service members to be available for regularly scheduled duty, but also to support an increased operational tempo. Soldiers are our most precious resource. They need our assistance to balance their personal, professional, and military lives.



The Army National Guard surpassed its recruiting goals in FY00 in spite of difficult recruiting challenges brought about by a robust economy. When soldiers join the Guard, they know their talents and abilities are going to be fully utilized, they know they are going to work and work hard. We owe it to them to fight for the highest quality training, state of the art equipment, sufficient numbers of dedicated full-time support staff and appropriate resources for support of the missions we assign them.

Recruiting Success

The Army National Guard plays an increasingly significant role in the National Military Strategy, now missioned even more closely with Active Component forces. Fulfilling our obligation to this strategy and ensuring we are ready when called upon is paramount. This close relationship with active forces makes concerns about our aging equipment even more worrisome. The Guard must modernize at an accelerated rate. As the active Army transforms, so too must the Guard. The increased reliance on the Army National Guard and its soldiers places an even higher priority on the inter-operability of our equipment.

Army National Guard plays a more significant role in the National Military Strategy

As a representative of the interests of all Guard soldiers, I am entrusted to act on their best interests. This Posture Statement will provide you with an update on what the Army National Guard has been doing, the progress we are making and how we will help meet the needs of the country as defined in our National Military Strategy. Some of the major issues addressed are equipment modernization, operational tempo, readiness, full-time manning and transformation. Additionally, we outline the many challenges we face as an organization. We particularly focus on our ability to balance requirements placed upon us by our states and nation and still maintain the support of our families and employers versus our ability to sustain acceptable readiness. The strides made by the Army National Guard in 2000 are evidenced by the performance of our units. Our foundation is first-rate individual soldiers, molded into teams. These soldiers and teams are what make the Army National Guard a very special organization indeed.

Of course, the bottom line for us will remain the readiness of our soldiers and our units.

A handwritten signature in black ink that reads "Roger C. Schultz". The signature is written in a cursive, slightly stylized font.

Roger C. Schultz
Major General, U.S. Army
Director, Army National Guard



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Foreword

The 2002 Army National Guard (ARNG) Posture Statement highlights our activities of the past year, and the Army Guard's programs and challenges to meet the needs of our nation in the coming year and beyond.

The ARNG vision is: "A force missioned across the spectrum of contingencies, structured and resourced to accomplish its mission, capable and accessible when called, with trained citizen-soldiers committed to preserving the timeless traditions and values of service to our nation and communities." With a unique federal and state mission, the Army National Guard is poised to respond when our nation or communities call. As a forward thinking organization, the ARNG is mindful of the needs of our fellow citizens whom we serve.

Unprecedented Involvement

The Fiscal Year 2002 Posture Statement tells of unprecedented involvement of the ARNG in both federal missions and in civil support matters. The 49th Armored Division's (Texas ARNG) assumption of multi-national ground forces command responsibilities in Bosnia highlighted an eventful year that saw record numbers of Guard soldiers deployed worldwide in support of the federal mission. In addition, six more ARNG division headquarters were alerted for future Bosnia missions. Continued pursuit of new mission requirements to serve in the areas of Weapons of Mass Destruction and Information Operations ensures that the capabilities of the ARNG will advance with the needs of the nation. A challenging year with Y2K concerns, wild fires, winter storms and other natural disasters provided many opportunities to demonstrate the value of the ARNG at home.

Looking to the future, it is imperative that the ARNG continues to work closely with The Army to balance manning, modernization, missioning and resourcing issues. The relationship with The Army continues to develop and prosper, and it is essential to continue this to ensure ARNG plans and programs are firmly rooted in protecting the present and preparing for the future.

Significant Challenges

Significant challenges for the future are as follows:

MANNING: Our most critical issue is full-time manning. In order to remain a trained and ready force, ARNG units must have sufficient full-time support personnel. The Army Guard's current full-time manning level of 57 percent of validated requirements is the lowest of all the reserve components. With the Guard's increased role in worldwide day-to-day operations, it is extremely important to have sufficient full-time soldiers ready to help their units meet current readiness operational tempo needs. Maintaining and sustaining personnel readiness in our units is a high priority. Continued support to recruiting and retention is paramount. The ARNG continues to achieve its endstrength mission.

MISSIONING: This past year The Chief of Staff of the Army (CSA) announced his intent to mission ARNG divisions and create affiliations with Active Army forces. The Army also supported a change to the Joint Strategic Capabilities Plan, recommending the single apportionment of all 15 enhanced Separate Brigades and the apportionment of six ARNG divisions to a combatant command. The CSA further aligned all ARNG combat maneuver forces to one of the four Army corps, enhancing mission focus. This initiative

enhances the understanding that we must remain on the same technological level with active forces to ensure full interoperability and integration.

MODERNIZATION: The Army National Guard is committed to the Chief of Staff's vision of transforming The Army to better meet the demands of the 21st Century. Our challenge during this period of Transformation will be to ensure that ARNG units are equipped and sustained at levels that provide them with the capability to execute their missions. Under the current Army plan, the ARNG will complete its Transformation in the year 2030. It is therefore essential that we remain vigilant in addressing critical current force modernization shortfalls in aviation, armored fighting vehicles, artillery platforms and support systems. To execute full spectrum operations in support of the National Military Strategy, Joint Strategic Capabilities Plan and the unified combatant commands, The Army must establish interoperability across the entire force. It is therefore essential that the ARNG acquire the requisite digital equipment capabilities needed to maintain command, control and situational awareness throughout the force.

RESOURCING: The Army National Guard is fully engaged with the Department of the Army to ensure critical resourcing needs are met. Although much progress has been made in achieving satisfactory funding levels in the past, certain critical shortfalls remain. Proper resourcing is essential to meeting readiness targets and particularly critical for full-time manning, recruiting and retention, schools and special training, and automation.

Resourcing and Civil Support

CIVIL SUPPORT: At the request of a state's governor the Guard is poised to respond to emergencies. We aid state agencies and our communities in minimizing the effects of floods, fires, hurricanes and other natural disasters. We must stay prepared to aid communities when there is a threat of civil disturbances. It is also necessary for the Guard to be ready to help civil authorities mitigate the effects of weapons of mass destruction.

INFRASTRUCTURE: The ARNG maintains 3,174 training facilities. To many communities, these are more than just military buildings. They are meeting places as well as places for community members to come together and share common interests. These structures must be maintained and have full-time manning in the units to keep them open. The ARNG is also one of the greatest stewards for preservation of public lands. Our training areas across the nation are an important part of area eco-systems and contribute to local economic development.

Infrastructure

As you read this posture statement, keep in mind the ARNG's unique dual mission. A mission built upon the foundation of full-time manning, missioning, resourcing, infrastructure, modernization and civil support. Since 1636, we have proudly served the defense of our nation. Today and in the future, we continue to assist our communities, and stand ready to defend our nation. With your continued support, we will meet and exceed our nation's expectations.

Soldiers and Non-Commissioned Officers (NCOs) of the Year

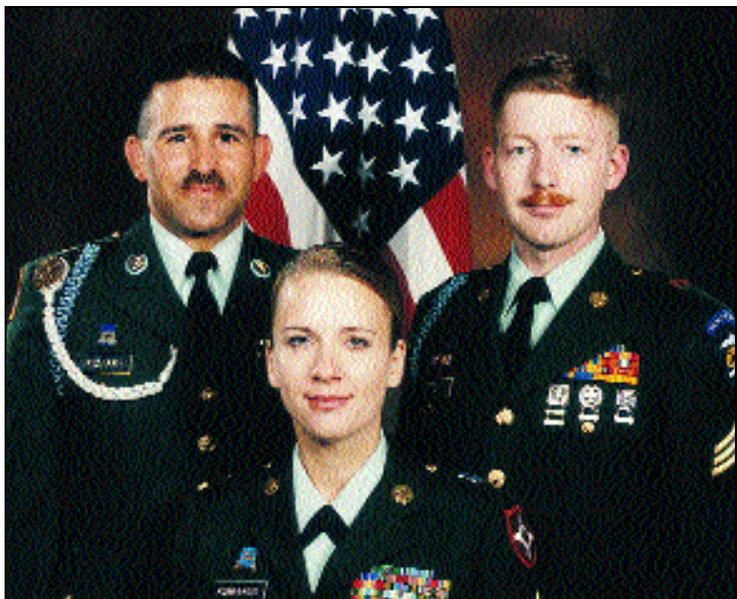
The Army National Guard consists of far more than equipment or funding. The people who make up our organization are its greatest resources. Accomplishing Guard missions would be impossible without the dedicated work by Guard members throughout the nation. This page is dedicated to those soldiers who distinguished themselves during FY00. We salute them and Guard members like them everywhere.

NCOs of the Year

(left to right)
Sgt. Edwin D. Irizarry
Alaska Army National Guard
US Army Pacific

Staff Sgt. Jennifer Komperud
Florida Army National Guard
1st US Army

Sgt. Eric J. Frey
Oregon Army National Guard
5th US Army



Soldiers of the Year

(left to right)
Sgt. Jesse Nelson
South Dakota Army National Guard
5th US Army

Pfc. Vincent Cruz
Guam Army National Guard
USARPAC

Spc. Jason Wright
Massachusetts Army National Guard
1st US Army





Sgt. Jeremy Haak, of Anoka, Minn., met his son Ethan for the first time after returning home from a deployment to Kosovo in June 2000. Ethan was born in December while Haak was overseas. The soldiers, from Battery E, 151st Field Artillery, were in Kosovo as part of a United Nations task force.



"...To Execute the Laws of the Union..."

*THE WHISKEY REBELLION
HARRISBURG, PENNSYLVANIA
OCTOBER 3, 1794*

In September 1791 the western counties of Pennsylvania broke out in rebellion against a federal excise tax on the distillation of whiskey. After local and federal officials were attacked, President Washington and his advisors decided to send troops to pacify the region. It was further decided that militia troops, rather than regulars, would be sent. On August 14, 1792, under the provisions of the newly-enacted militia law, Secretary of War Henry Knox called upon the governors of Virginia, Maryland, New Jersey, and Pennsylvania for 12,950 troops as a test of the President's power to enforce the law. Numerous problems, both political and logistical, had to be overcome and by October, 1794 the militiamen were on the march. The New Jersey units marched from Trenton to Harrisburg, Pennsylvania. There they were reviewed by their Commander-in Chief, President George Washington, accompanied by Secretary of the Treasury and Revolutionary war veteran Alexander Hamilton. By the time troops reached Pittsburgh, the rebellion had subsided, and western Pennsylvania was quickly pacified. This first use of the Militia Law of 1792 set a precedence for the use of the militia to "execute the laws of the union, (and) suppress insurrections". New Jersey was the only state to immediately fulfill their levy of troops to the exact number required by the President. This proud tradition of service to state and nation is carried on today by the New Jersey Army and Air National Guard.

The Guard Today

1

Oklahoma Gov. Frank A. Keating (center) and his wife, Cathy Keating, visit Camp Dobol in Bosnia on Dec. 21, 2000. The Keatings receive a tour of Camp Dobol by Capt. Robert E. Guidry (left) of C Company, 1/179 Infantry, Oklahoma Army National Guard.



Gov. Frank A. Keating and his wife, Cathy Keating, address the soldiers of C Company, 1/179 Infantry, Oklahoma Army National Guard at Camp Dobol in Bosnia on Dec. 21, 2000.

The Guard Today

The Army National Guard in Stability and Support for Contingency Operations

FY00 saw an increase in Army National Guard (ARNG) support for contingency operations in the Balkans and Southwest Asia. During the course of the year, 2,932 ARNG soldiers supported efforts under the auspices of OPERATION JOINT FORGE* (Bosnia), OPERATION JOINT GUARDIAN (Kosovo) and OPERATION DESERT SPRING (Kuwait/Saudi Arabia).

Operations in FY01 are dramatically illustrating the increasing role of the ARNG in supporting theater Commanders In Chief (CINCs) in stability and support operations. To date, the ARNG has provided approximately 5,400 soldiers in FY01, which is an increase of 2,500 soldiers from FY00.

During FY00, the ARNG deployed more than 22,000 soldiers under the Overseas Deployment for Training (ODT) program in support of CINCs.

Military Support to Civil Authorities

In addition to ARNG deployments in support of federal missions, the ARNG fulfills an extensive and highly visible domestic role. As part of its unique "dual-mission" responsibilities, the ARNG routinely responds to domestic requirements within each state. Local governments in 50 states, three territories and the District of Columbia requested emergency support through their state governments 288 times in FY00.

The ARNG provided 200,590 soldier man-days** in response to these requirements in an effort to lessen suffering and meet crucial support needs in local communities. Services provided by the ARNG in support of state requirements included establishing security, providing electrical power, heat, water, transportation services, food and shelter. The ARNG provided emergency engineering support to victims of numerous natural disasters, including floods, hurricanes, droughts, ice storms, tornadoes and search and rescue.

U.S. Joint Forces Command Exercises

Beginning in FY01, nearly 850 service members are scheduled to participate in Joint Forces Command exercises such as Joint Task Force Exercises (JTFEX) Unified Endeavor and Northern Viking Iceland. This will mark the first time ARNG troops have participated in a major role in Category 2 (multi-service) and 3 (joint force) type exercises. This participation improves the ARNG soldiering skills in joint interoperability and positions our units for higher levels of readiness.

National Guard State Partnership Program

Embedded within the support to U.S. European Command (EUCOM), U.S. Central Command (CENTCOM), U.S. Southern Command (SOUTHCOM) and U.S. Pacific Command (PACOM) were activities conducted under the State Partnership Program initiative. This National Guard program grew from the Partnership for Peace initiative to assist nations emerging from the Soviet Union in establishing a defense infrastructure. Today 32 states, two territories and the District of Columbia are partnered with 32 countries around the world.

Through its cooperative efforts with other nations, the Guard plays an important role in shaping the international environment in

** Training exercises are identified in Appendix D.*

*** A man-day is defined as the military duty status for a Reserve Component soldier equivalent to one day of pay and allowances in a Reserve Component appropriation.*

support of the national security strategy. The National Guard's international initiatives directly support United States national security and national military strategies by fostering democracy, encouraging free market economies and promoting regional cooperation and stability.

The state partners actively participate in a host of engagement activities, including bilateral training and familiarization events, fellowship-style internships and civic leader visits. These deployments provide valuable training for the ARNG, reduce Active Component Operational Tempo (OPTEMPO) and assist the Unified Commands in shaping the security environment.





The Fourth Alabama

MANASSAS, VIRGINIA, JULY 21, 1861

On the morning of July 21, 1861, the Union Army under the command of Brig. Gen. Irvin McDowell, in an effort to cripple the newly assembled Confederate Army at Manassas, Virginia, fired the opening shots of the first major battle of the Civil War. Both armies were largely made up of volunteer militia with regiments on both sides wearing blue and gray uniforms. The brunt of the Union attack fell on the Confederate left flank. Confederate Brig. Gen. Bernard Bee, having recently resigned from the United States Army and still wearing his blue uniform, realized that the army's left flank was seriously exposed. Bee ordered the Fourth Alabama to advance rapidly in order to plug the gap in the Confederate line. For over an hour, the Fourth Alabama held its position and repulsed several Union regiments. The gallant stand of the Fourth Alabama stalled the Union advance and gave the Confederate forces more time to regroup. The regiment played a prominent part in the fighting all day and contributed to the Confederate victory. The Battle of First Manassas proved to both sides that the Civil War would be a bitterly contested struggle. The Fourth Alabama went on to fight in every major battle in the Eastern Theater of the Civil War and never surrendered its colors. The heritage and traditions of the Fourth Alabama are carried on by the 1st Battalion, 167th Infantry, Alabama Army National Guard.

Preparing for the Future

2



Spc. Mark White, nicknamed “The Guv” by his friends, stands night duty at a vehicle entry control point at Eagle Base in Bosnia. White, a Clyde, Texas, native and sophomore kinesiology major at Angelo State University in San Angelo, is a member of Co. A, 111th Engineer Battalion.

Preparing for the Future

Current world globalization trends, which include rapid and unrestricted flow of information, present an uncertain security environment for the future. We must provide our soldiers with the resources they need to remain trained and ready. The Army National Guard (ARNG) must anticipate the requirements of today's world while we plan for tomorrow's challenges.

The ARNG will have a primary role in supporting emerging civil support missions, including such diverse tasks as managing the consequences of Weapons of Mass Destruction, National Missile Defense System and threats to our nation.

Organizational Goals

Organizing
Missioning
Readiness
Manning
Quality of Life
Equipping
Sustaining
Quality Installations
Knowledge Infrastructure
Training
Resourcing

To focus our efforts, we have defined 11 key organizational goals that are critical to our support of the nation's defense. These are:

Manning: Develop and execute an Army-wide integrated human resource system to acquire, distribute, manage, compensate, retain and transition people, enabling the ARNG to provide combat ready units.

Organizing: Provide the maximum possible number of missioned ARNG units based on the Total Army Analysis (TAA) process, with required support as part of The Army's total force structure required to achieve directed capabilities.

Equipping: Obtain and distribute mission capable equipment to optimize ARNG unit readiness, modernization and force relevance.

Readiness: Ensure all ARNG units are resourced to attain and sustain readiness levels needed to meet Commander in Chief (CINC) mission requirements and deployment timelines.

Sustaining: Provide appropriate and efficient support for personnel, equipment and operations to accomplish all ARNG missions.

Training: Produce ready units to meet the National Military Strategy. This requires the development of strategies and the planning, acquisition, distribution and execution of resources to train individual, leader and collective tasks in the live, virtual and constructive environments.

Quality Installations: Provide state-of-the-art, environmentally sound, community-based power projection platforms that integrate all functions required to sustain and enhance unit readiness and community support.

Missioning: Ensure 100 percent of all ARNG force structure federally missioned - all Modified Table of Organization and Equipment (MTOE) units and Table of Distribution and Allowances (TDA) structure included within Time Phase Force Deployment Data (TPFDD) or supporting the Commander in Chief (CINC) war plans.

Quality of Life: Provide an environment and culture that promotes equal opportunity for all, fosters environmental stewardship and provides for the safety, health and fitness of the force, families and communities.

Knowledge Infrastructure: Develop the infrastructure necessary to capture and create information and knowledge, store it

in an organized manner, improve it, clarify it and make it accessible in a usable format to anyone who needs it.

Resourcing: Secure resources for all statutory and critical requirements. Achieve parity within each force package across all components to provide trained and deployable forces for The Army and CINCs.

No successful plan to shape our future military forces can be completed without a thorough understanding of the global environment. The Army National Guard Vision 2010 provides the foundation for determining our future roles and missions in support of our nation's security strategy. The Army National Guard Posture Statement documents the link between Army Vision 2010, The Army Transformation Campaign Plan and the Joint Staff Joint Vision 2020. These integrated planning documents provide the ARNG direction for meeting its goals, objectives, missions and responsibilities in the new millennium.

*Army National Guard
Vision 2010*

In fulfilling its role as a part of this integrated road map to the future, Army National Guard Vision 2010 notes that the development of a full spectrum land force will be a major factor in meeting our long-term readiness objectives. The Army's Transformation Strategy and the missioning of our combat divisions support these objectives. To continue on our current path of success in Active Component/Reserve Component (AC/RC) integration, the ARNG will participate in The Army's Transformation and form an Interim Brigade Combat Team (IBCT) prior to 2008.

Our existing and transformed forces must possess an unprecedented degree of operational and strategic flexibility, allowing ARNG soldiers to fulfill a wide variety of mission requirements. With capabilities ranging from sustained, high intensity combat to the conduct of disaster relief and assistance operations, this full spectrum land force will draw on traditional ARNG strengths as well as a variety of new capabilities in meeting the nation's military and civil needs.

Recognizing the need for both traditional and non-traditional capabilities in the years ahead, Army National Guard Vision 2010 notes that the ARNG's heritage as a community-based force will play a crucial role in meeting these challenges. From 2,679 communities in all 50 states, three territories and the District of Columbia, the ARNG's 350,000 personnel are well positioned to meet both existing and emerging state and federal mission requirements. These diverse capabilities ranging from Combat to Combat Service Support (CSS) combine with the Guard's community orientation to provide unparalleled capability and responsiveness both at home and abroad. The attributes of the ARNG, coupled with rapidly emerging capabilities, will make the Army National Guard Vision 2010 a reality.

The well-being of our soldiers, families, and employers is vital in meeting future challenges. Although we recruit soldiers, we recognize the significant contributions made by their families and employers. This transcends our traditional view of part-time citizen soldiers. Men and women of the ARNG, supported by their fami-

The Future is People

lies, are the bedrock upon which the organization is founded. Continuing nationwide support from ARNG employers also plays a significant role in the readiness and availability of our soldiers for any mission. Without this employer support, our readiness is adversely affected at every level. Working together, ARNG members, families and employers create the basis for what counts most -- our readiness.

***Army Personnel
Transformation Plan***

Lessons learned from Desert Shield/ Desert Storm demonstrate that The Army must provide more timely information to commanders to support their soldiers during times of war. We must change our business processes to support soldiers no matter where they serve.

With the increased participation of reserve components during war as well as peacekeeping missions, our systems of providing information must be more uniform, accurate and timely. The vision for personnel transformation is to create a system that is simple, accurate and accessible. This system will give commanders, regardless of component, the ability to manage and support all of their soldiers' needs.

The concept of personnel and human resource support calls for a plan that closely matches The Army Transformation Plan. Key to achieving the vision of Army human resource support is a single, integrated (multi-component) human resource database, referred to as the Integrated Total Army Personnel Database (ITAPDB). Also important to the success of this concept is the redesign of more than 1,170 personnel tasks and functions required to support soldiers, commanders and family members.

A structured plan that contains the personnel manpower requirements must be developed insuring that soldiers, civilians and contractors are trained to work as personnel experts in the more complex future.

The personnel support concept of the future lessens the burden of personnel service support organizations and manpower on strategic lift and sustainment requirements, as well as demands on Army manpower. The new design and concept of support will not only simplify the current complex delivery systems of support and improve access to information for commanders and soldiers, but will also offer improvements in the overall quality of human resource support to soldiers and family members.

The Army QDR Strategy

The ARNG is a full partner in the Quadrennial Defense Review (QDR) process with the United States Army Reserve (USAR) and the Active Component. The Army's approach is to conduct a strategy-based review to achieve low to moderate risk in accordance with the congressional mandate. The process will first assess The Army's capabilities as part of a joint force in meeting the current National Military Strategy (NMS), then look at possible alternative strategies and their implication for required capabilities.

We are also looking at a range of possible alternatives identified in the process to determine the requirements for the ARNG in its unique role as the nation's dual missioned force. We are working closely with The Army to ensure the ARNG's capabilities are identified and recognized by the Office of the Secretary of Defense

(OSD), the Joint Staff, combatant commanders and other services through the QDR process.

A successful outcome of the QDR process for the ARNG will include the following:

- * A formal recognition of past and future contributions and continued relevance to the full spectrum of operations in executing our NMS.

- * All of our force structure fully missioned and resourced to execute the NMS.

- * The end strength of the ARNG adjusted to our force structure allowance to allow the attainment and sustainment of the readiness requirements of the CINCs.

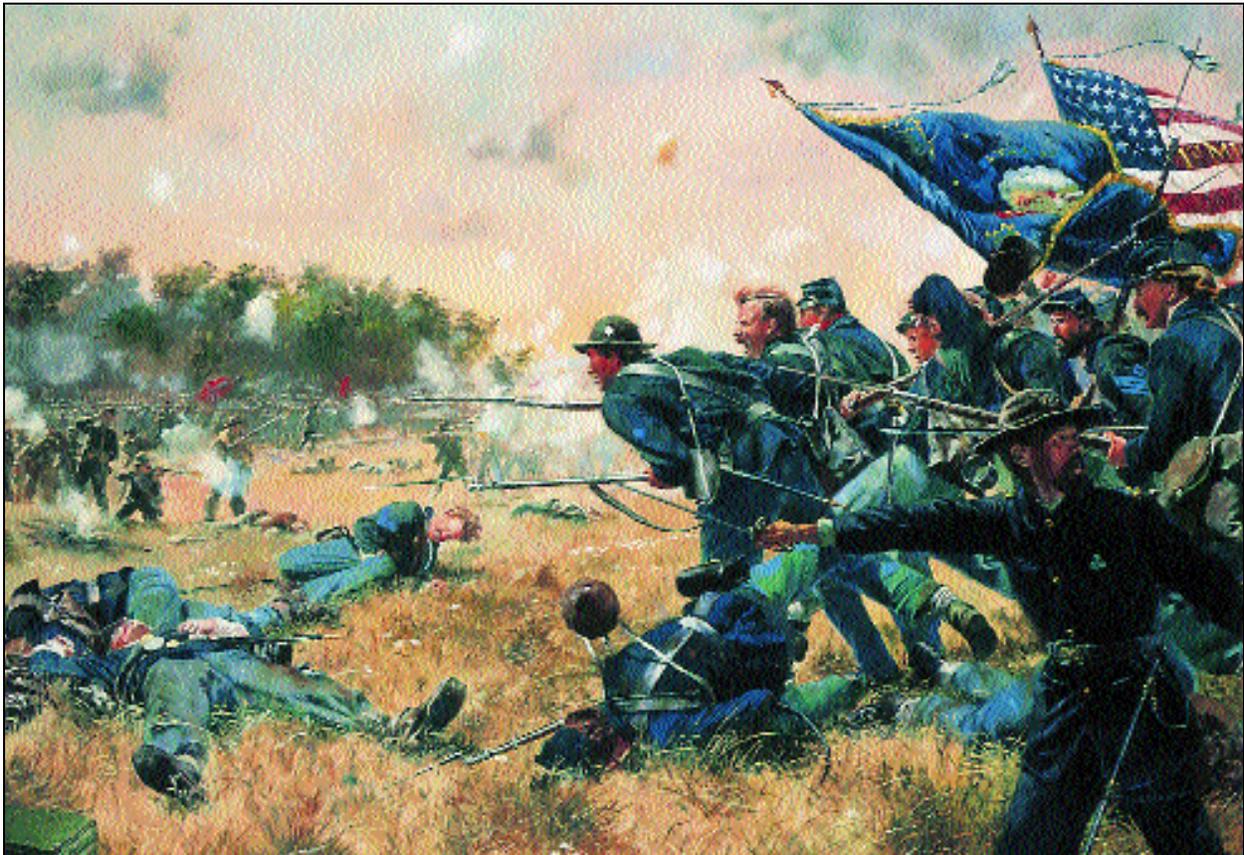
- * A force structure rules of allocation policy be developed among the components of The Army optimizing the stewardship of limited resources available with the least amount of risk in meeting the CINC's requirements.

- * A Reserve Component (RC) rotation duration and frequency policy be developed that provides the least amount of impact to employers and families yet provides CINC required capability and relief to the AC deployment tempo.

- * The Army's missions and role in Civil Support be defined.



Soldiers from the 28th Infantry Division, Pennsylvania, fight a computer-simulated battle during a WARFIGHTER training exercise with V Corps in Germany.



The First Minnesota

GETTYSBURG, PENNSYLVANIA, JULY 2, 1863

Among the many militia regiments that responded to President Lincoln's call for troops in April 1861 was the First Minnesota Infantry. As the first Union regiment to volunteer for three years of service, the First Minnesota fought at the battles of Bull Run, Antietam and Fredericksburg. It was, however, during the Battle of Gettysburg that the First Minnesota played a significant role in American military history. On the morning of July 2, 1863, the First Minnesota, along with the other units of the II Corps, took its position in the center of the Union line on Cemetery Ridge. Late in the day, the Union III Corps, under heavy attack by the Confederate I Corps, collapsed creating a dangerous gap in the Union line. The advancing Confederate brigades were in position to break through and then envelop the Union forces. At that critical moment, the First Minnesota was ordered to attack. Advancing at double time, the Minnesotans charged into the leading Confederate brigade with unbounded fury. Fighting against overwhelming odds, the heroic Minnesotans gained the time necessary for the Union line to reform. But the cost was great. Of the 262 members of the regiment present for duty that morning, only 47 answered the roll that evening. The regiment incurred the highest casualty rate of any unit in the Civil War. The gallant heritage of the First Minnesota is carried on by the 1st and 2nd Battalions, 135th Infantry, Minnesota Army National Guard.

Missioning the Guard

3

Goal: 100 percent of all ARNG force structure federally missioned - all Modified Table of Organization and Equipment (MTOE) units and Table of Distribution and Allowances (TDA) structure included within Time Phase Force Deployment Data (TPFDD) or supporting the Commander in Chief (CINC) war plans.



Spc. Joey Nichols, 49th Armored Division, Texas Army National Guard, marks an unexploded ordnance (UXO) in a village near Srebrenica, Bosnia.

Missioning the Guard

The missioning goal of the Army National Guard (ARNG) is to have all ARNG force structure federally missioned - Modified Table of Organization and Equipment (MTOE) units and Table of Distribution and Allowances (TDA) structure included within Time Phase Force Deployment Data (TPFDD) or supporting the Commander in Chief (CINC) war plans.

As our organization enters the new century, the ARNG, both at home and abroad, finds itself doing more than it has at any time previously in its peacetime history. We provide Partnership for Peace activities in Eastern Europe and humanitarian relief efforts in Central America. We provide units for peacekeeping missions in Bosnia and Kosovo as well as force protection in Southwest Asia. The ARNG is fully engaged in meeting its federal as well as state and local obligations.

U.S. Southern Command (SOUTHCOM)

The ARNG provided extensive support to Active Component (AC) forces in U.S. Southern Command (SOUTHCOM) through the Overseas Deployment for Training (ODT) program. ARNG soldiers performed a variety of important missions as SOUTHCOM and U.S. Army South established operations in Miami and Puerto Rico. During FY00 the ARNG deployed more than 4,500 soldiers to support SOUTHCOM's regional engagement strategy through Medical Readiness Training Exercises (MEDRETE), unit exchanges and joint-combined exercises such as NUEVOS HORIZONTES, TRADEWINDS and FUERZAS ALIADAS.

U.S. European Command (EUCOM)

OPERATION JOINT FORGE (OJF)

The ARNG mobilized and deployed 1,395 soldiers to support the Commander in Chief, U.S. European Command (CINC EUCOM) for Operation Joint Forge (OJF) in Bosnia during FY00. Units deployed in support of this effort included medical, public affairs, aviation, military police and transportation. To date, approximately 6,837 soldiers from more than 253 units, from 50 states, three territories and the District of Columbia have mobilized for active duty in support of Operation Joint ENDEAVOR/GUARD/FORGE.

The 49th Armored Division (AD), Texas ARNG, provided a division Headquarters and Headquarters Company (HHC) for Task Force Eagle (Bosnia) from March to October 2000. FY00 also saw the first mobilization of elements from two enhanced Separate Brigades (eSBs) as part of the maneuver force in Bosnia. Two companies (one armor/one mechanized) from the 30th eSB supported the Heavy Task Force while two light infantry companies from the 45th eSB supported the Light Task Force. Follow-on Division HHCs that have been notified for rotation to Bosnia are, in sequence: 29th Infantry Division (ID), 28th ID, 35th ID, 34th ID, 38th ID and 42nd ID.

OPERATION JOINT GUARDIAN (OJG)

The ARNG has provided 27 units for a total of 605 soldiers from 20 different states in support of Operation Joint Guardian (OJG) to date. These soldiers provided medical, legal, religious and security support for base camp operations at Camp Able Sentry in Skopje, Macedonia. FY01/02 will see expanded usage of

ARNG units. Mobilizations in FY01/02 include a Mobile Public Affairs Detachment, Target Acquisition Battery, Rear Area Operations Center, Military Intelligence Force Protections Teams, Medical Company (Air Ambulance) and a Combat Engineer Asphalt Platoon.

Support to EUCOM has steadily increased from 8,200 soldiers deployed in FY97 to nearly 13,500 in FY00. These soldiers participated in more than 20 exercises and supported annual infantry/engineer rotations in the Combat Maneuver Training Center-Europe.

The ARNG also provides Combat Support (CS) and Combat Service Support (CSS) functions across the spectrum to include ground and aviation maintenance, military police, signal, medical, judge advocate general, chaplain, finance, public affairs and engineer facility support.

The ARNG continues to support U.S. Central Command (CENTCOM) with deployments in support of OPERATION DESERT SPRING (ODS). In July 2000, Aviation Task Force 111 with units from Florida (AH-64 Apache) and Arizona, Idaho, Montana, and Utah (UH-60 Blackhawk), provided the task force headquarters and aviation crews. Air traffic controllers for the task force were provided by the Indiana ARNG. Aviation Task Force 211, consisting of aviation crews from the Utah ARNG (AH-64 Apache), Wisconsin and Indiana ARNG (UH-60 Blackhawk), will deploy in August 2001.

U.S. Central Command

OPERATIONS SOUTHERN WATCH (OSW) AND DESERT SPRING (ODS)

The ARNG has been heavily involved in providing force protection assets in support of ODS. Company level force protection missions began with the mobilization and deployment of two infantry companies involving 272 soldiers from the 39th eSB, Arkansas ARNG, in May 1999. A second rotation involving 272 soldiers from two infantry companies - one from the 39th eSB, Arkansas ARNG, and the other from the 41st eSB, Oregon ARNG - began in September 1999. A third deployment occurred in January 2000, with the 41st eSB, Oregon ARNG, providing two infantry companies.

Rotations for the force protection mission are continuing with the ARNG divisional combat infantry companies from the 35th ID, Illinois ARNG, and 34th ID, Iowa and Montana ARNG, through May 2001. Infantry companies from the 35th ID, Kansas and Nebraska ARNG, 40th ID, California ARNG, and 29th eSB, California ARNG, will support the force protection mission from May 2001 through May 2002.

Additional ARNG support to CENTCOM through the ODT program increased to nearly 400 service members in FY00. This support consisted primarily of military intelligence, equipment maintenance, military police, special forces and communications efforts in support of AC exercises such as LUCKY SENTINEL and BRIGHT STAR. In FY01, more than 1,100 soldiers will participate in CENTCOM exercises, including CENTRASBAT.

The U.S. Army Chief of Staff announced in September 2000 the alignment of ARNG divisions and enhanced Separate Brigades (eSB) to the Korean Major Theater War Area of Oper-

U.S. Pacific Command (PACOM)

ations. Now, in the Pacific theater, bilateral and multinational training exercises require ARNG participation. In FY00, more than 700 ARNG personnel participated in the three major Joint Chiefs of Staff (JCS) exercises in Korea, and two exercises in Japan, Singapore and Thailand. Also linguists, engineers, aviation, maintenance, and public affairs personnel provided support in non-exercise events. In FY01, more than 3,000 ARNG personnel will team up with wartrace headquarters in these same exercises to support the Commander in Chief, Pacific Command (CINCPAC) and Commander in Chief, United Nations Command (CINCUNC) in the Pacific region.

U.S. Special Operations Command

A significant portion of The Army's Special Operations capability resides in the force structure of the ARNG. As key players in the National Military Strategy, the 19th and 20th Special Forces Groups, located in 15 states across the United States, continue to provide a high level of mission related operational tempo relief to Special Forces Command as a result of deployments throughout the world.

Both 19th and 20th Special Forces (SF) Groups supported JCS Exercises and Joint Combined Exercise Training (JCET) in several theaters with a total of 1,449 soldiers deploying on 28 missions to 18 countries. In the Pacific theater, the ARNG Special Forces provided 384 soldiers to support PACOM Exercises and JCETs. These exercises included FOAL EAGLE, ULCHI FOCUS LENS, and COBRA GOLD. Of the 384 soldiers deployed to PACOM, 275 soldiers participated/conducted JCS Exercises and JCETs in Korea.

In SOUTHCOM, the ARNG Special Forces supported TRADE WINDS and CABANAS JCS exercises as well as conducted JCETs with 795 soldiers in Honduras, Jamaica, Argentina, Antigua, Trinidad and Tobago, Saint Lucia, Bahamas, Dominican Republic, Saint Kitts, Dominica, Grenada, Barbados and Bolivia.

In EUCOM, the ARNG Special Forces conducted JCETs with 62 soldiers in Germany and Portugal as well as provided 37 soldiers under Presidential Reserve Call-up (PRC) and Temporary Tour of Active Duty (TTAD). In CENTCOM, ARNG Special Forces supported the Special Operations Command with four Special Forces soldiers. In U.S. Joint Forces Command (JF COM), ARNG Special Forces supported JCS sponsored Exercise ROVING SANDS with six soldiers. A total of 1,449 soldiers deployed into five different theaters in support of our National Military Strategy.

Intelligence Contributory Support (ICS) Programs

ARNG soldiers also perform real-world intelligence missions in support of unified commanders, intelligence agencies and military departments. Mission support areas include intelligence production, collection, imagery analysis and linguist support. ARNG intelligence soldiers provide cost-effective, time critical, capability-based value to meet peacetime and contingency requirements of commanders. Intelligence Contributory Support (ICS) programs include the Joint Reserve Intelligence Program, the Funded Reimbursable Authority Program and the Defense Intelligence Reserve Program. Readiness Training, Intelligence (REDTRAIN) also provides live environment scenarios for tactical intelligence training.

The Army National Guard's Military Intelligence (MI) force is the largest of any of the Reserve Components. With trained and ready MI soldiers, the ARNG performed approximately 20,000 man-days in support of military operations.

Military Intelligence

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In FY00, MI operations ranged from individual language training in the Republic of Vietnam to conducting document exploitation for the Department of Defense's (DoD) Prisoner of War (POW) and Missing in Action (MIA) Task Force.

Operations

In addition, the ARNG's MI soldiers and units supported all the theater CINCs and their major subordinate commands.

Guard MI soldiers in Japan participated in joint exercises, acting as watch officers in Korea and for Joint Task Force Bravo in South America. In addition, ARNG MI soldiers provided a wide array of support from acting as translators for EUCOM personnel while in Poland to analyzing intelligence for Balkans operations.

The ARNG military intelligence community continues to play a vital role in the Balkans. Numerous ARNG MI soldiers have deployed to Bosnia and Kosovo as part of force protection teams as well as individual augmentees. The 629th MI Battalion, 29th ID (L) deployed 129 soldiers to support the 49th Armored Division (AD) for its rotation. The 241st MI Company/41st eSB will support the 29th ID for its deployment.

ARNG MI elements also conducted mission augmentation for agencies such as the Office for the Deputy Chief of Staff for Intelligence (ODCSINT), Defense Intelligence Agency (DIA), U.S. Border Patrol, U.S. Customs, and the U.S. Coast Guard. These soldiers also participated in counterdrug operations and other law enforcement activities.

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Anti-terrorism / Force Protection (AT/FP) Program

This starts the second year for the newly created ARNG Anti-terrorism/Force Protection (AT/FP) program. The program started from scratch and has come a long way. The program has made great inroads with at least one soldier from every battalion in the ARNG receiving training in AT/FP.

The ARNG directorate provided training on how to write and formalize state level AT/FP plans and has been able to validate requirements in the Program Objective Memorandum (POM). Additionally, the ARNG has been instrumental in the rewrite of Army Regulation 525-13, the Army's AT/FP guide.

The ARNG coordinated with the Department of the Army in identifying installations that require separate AT/FP plans and developed a timeline for providing assistance to the states and installations who require them.

ARNG units throughout the country trained as part of the combined arms team in several major FY00 Continental United States (CONUS) exercises. More than 12,300 soldiers from 142 units trained on mission essential tasks through participation in exercises such as ROVING SANDS, GOLDEN COYOTE, COOPERATIVE SAFEGUARD, GRECIAN FIREBOLT, PURPLE DRAGON, GOLDEN CARGO and GLOBAL PATRIOT.

Major Exercises in the Continental United States (CONUS)

***Army National Guard (ARNG)
State Mission Support***

Domestic mission operational tempo (OPTEMPO) during FY01 continues at the rapid pace set in FY00. Through the end of October 2000, 17 states had conducted 25 Emergency Response Missions totaling more than 6,800 man-days of effort. This level of effort is expected to continue throughout FY01 and into FY02.

In addition to responding to local emergencies, the ARNG routinely performs missions that allow units to assist communities while performing required training activities. Under the Innovative Readiness Training (IRT) Program, the ARNG provided in excess of 250,000 soldier man-days in FY00 to improve schools, parks and recreation facilities, build and maintain roads, and administer immunizations and provide medical care. During FY01, continued support at even greater levels is expected.

***Weapons of Mass
Destruction Mission***

The National Guard is in the process of validating and fielding 32 full-time Civil Support Teams (CSTs) as authorized by Congress. States that do not have these full-time CSTs available will have teams composed of part-time Guard personnel. These part-time CSTs will provide a partial response capability.

CSTs have been given the mission of:

- * Assessing a chemical, biological, radiological or nuclear event in support of the local incident commander.
- * Advising civilian responders regarding appropriate actions.
- * Facilitating requests for assistance to expedite arrival of additional state and federal assets to help save lives, prevent human suffering and mitigate property damage.

These teams will be called upon as a part of a state emergency response or will mobilize in a federal support role. Emergency responders will receive training through the National Guard's Distance Learning network.

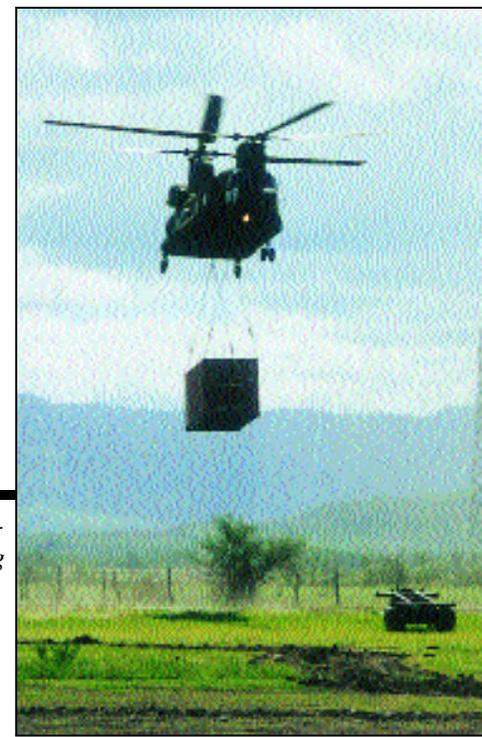
The Guard is also planning additional training and equipment fielding for other Guard units that will be used to respond in missions involving the reconnaissance of chemical, biological and radiological events and patient decontamination.

Plans are currently underway to task organize existing National Guard units within each state to form a Joint State Task Force Headquarters for consequence management that develops additional capability to enhance this important civil support mission. The Joint State Task Force headquarters is responsible for developing the consequence management annex to their state's emergency response plan. In addition, the Joint State Task Force headquarters will act as the interagency coordinator within that state, responsible for conducting community readiness exercises to assess the state's emergency response plan.

Another means to enhance preparedness within our communities is through the Guard's Distance Learning network. The network provides invaluable training opportunities to state and local emergency first responders in communities where training resources are limited. Additional resources are needed to more effectively manage and enhance the national and state terrorism response assets.



Left: Montana Army National Guard (ARNG) Spc. Brandon Garneau takes a well-deserved break while fighting the Cave Gulch Fire near Canyon Ferry, Mont., on Aug. 3, 2000. More than 2,300 service-members from the Army, Marines, Air and Army Guard, and Air Force Reserve conducted firefighting and support operations during the Western wildfires in response to requests from the National Interagency Firefighting Center in Boise, Idaho, and as directed by the governors of several states. Garneau is a member of Bravo Company, 1st Battalion, 163rd Mechanized Infantry, Montana ARNG.



Right: A CH-47 Chinook helicopter from the Pennsylvania Army National Guard delivers supplies to a humanitarian task force rebuilding schools and clinics in Nicaragua.



Left: Spc. Chris Moore, 891st Engineer Battalion, Kansas ARNG, operates a D-7 bulldozer while working on an Innovative Readiness Training project for the Kaw Valley Girl Scouts Council.

Operational Support Airlift Agency (OSAA)

OSAA elements include:

51 individual (state/territorial) Flight Detachments

Three CONUS Regional Flight Centers (RFCs) at Fort Belvoir, Va.; Fort Hood, Texas; and Fort Lewis, Wa.

Three OCONUS RFCs in Alaska, Hawaii, and Puerto Rico

The U.S. Army Priority Air Transport Jet Detachment (USAPAT) at Andrews Air Force Base in Maryland

The Fixed Wing Army National Guard Aviation Training Site (FWAATS) in Bridgeport, W.Va.

Five Theater Aviation Companies with aircraft in 19 locations

The Operational Support Airlift Agency (OSAA) is a Department of the Army Field Operating Activity of the National Guard Bureau that provides management, oversight, and execution of The Army's Continental United States (CONUS) Operational Support Airlift (OSA) program with additional support to Hawaii, Alaska, Puerto Rico and the Virgin Islands. OSAA is the ARNG's proponent agency for fixed wing aviation issues, procedures, and resourcing. Activated in 1995, OSAA earned immediate recognition as one of The Army's first ever multi-component operational units merging assets and personnel from the Active Component (AC) and both Reserve Components for a 24-hour continuous operation.

Headquartered at Fort Belvoir, Va., OSAA provides command, staff, and resourcing for fixed wing assets stationed in 69 locations throughout CONUS as well as eight separate locations Outside the Continental United States (OCONUS). The brigade level command known as OSAA, and battalion level Operational Support Airlift Command (OSACOM) commanders share a common staff for economy and efficiency. In order to provide the best mix of airlift support to widely scattered Department of Defense (DoD) elements, OSAA maintains a unique organizational network of six distinctly different fixed wing aircraft types dispersed across the several states and territories.

Mission Diversity

Mission diversity is a hallmark of OSAA that underscores the significance of this program. Delivering assessment teams to storm-damaged states or providing aircrews and planes for OCONUS humanitarian relief is routine. Other recurring missions include paradrop support for special operations units or hauling large parts. These missions demonstrate Army fixed wing OSA capability and responsiveness to perform timely air movement of DoD passengers and cargo. On a daily basis, OSAA flies Army personnel and other DoD travelers on official business, subject to priority and cost-saving criteria.

OSAA Aircraft

OSAA's airlift support is provided by a variety of fixed wing aircraft including C-12, C-23, and C-26 turboprop airplanes and UC-35, C-20, and C-37 turbojets. For optimum efficiency, the deliberate mix of personnel includes part-time Guard soldiers, state and federal level Active Guard and Reserve (AGR) officers, as well as AC aviators and Department of the Army civilians (DACs).

FY00 Flying-hour Program "A Banner Year" for OSAA

Fiscal Year 2000 was a banner year for OSAA's flying hour program. Never before in the agency's history has flying hour execution reached the performance levels of this single 12-month period. OSAA aircraft flew 60,261 hours, transported more than 1.6 million pounds of cargo, and carried 108,242 passengers in direct support of DoD missions. The heightened passenger levels alone represent an increase of approximately 20 percent over FY99. Beneficiaries of this successful mission execution include both the DoD and the American taxpayer through cost avoidance totaling more than \$50 million in related business transportation expenses.

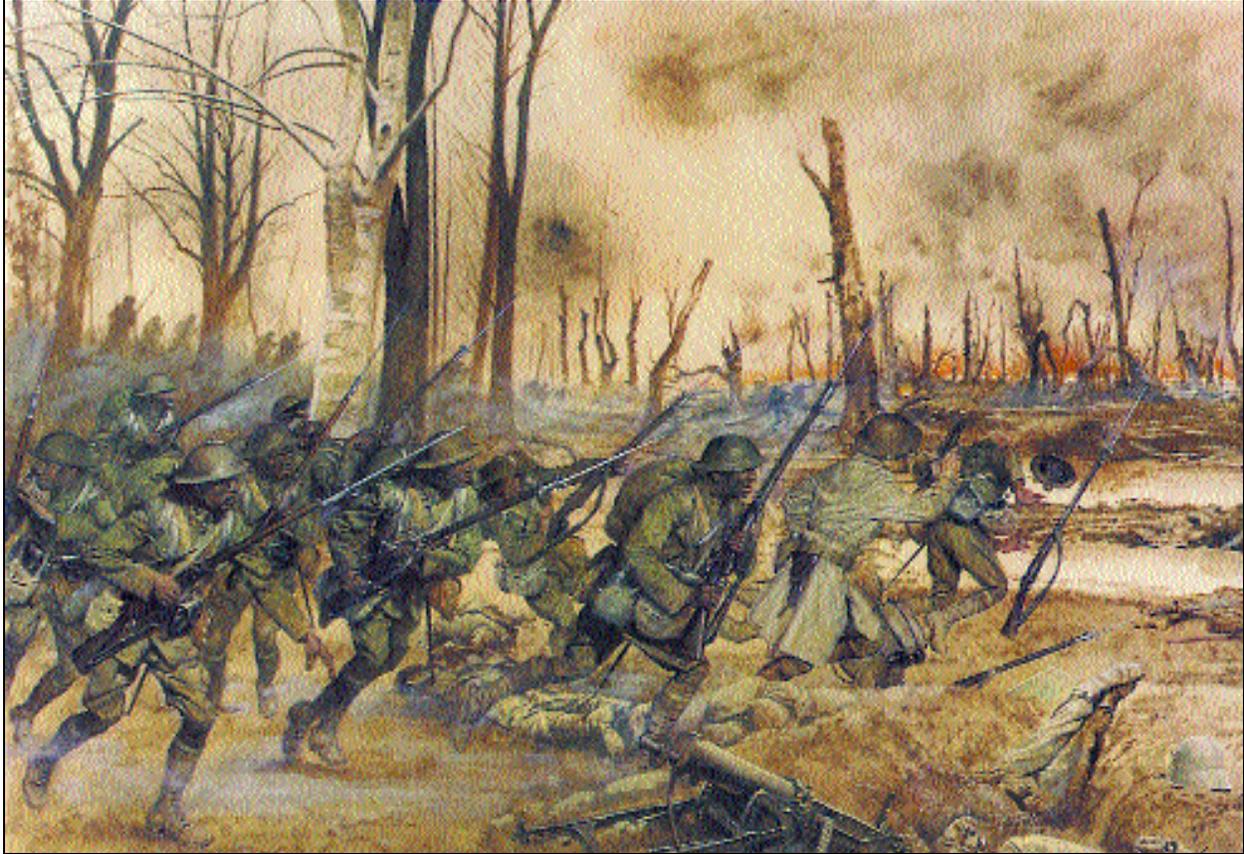
*Fixed-Wing Army National
Guard Aviation Training Site
(FWAATS)*

OSAA provides command oversight to the Fixed Wing Army National Guard Aviation Training Site (FWAATS) in Bridgeport, W.Va. 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 (TASS) 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.

OSAA is an ARNG command committed to providing safe and reliable fixed wing aviation service from the states for any contingency. By harnessing Reserve Component efficiency, OSAA proves the viability of multi-component operational mission support on a daily basis to any DoD requester. OSAA is a command uniquely structured to ensure the highest state of wartime readiness through the effective execution of its peacetime mission.



C-12 Huron



"Hell Fighters" From Harlem

SECHAULT, FRANCE, SEPTEMBER 29, 1918

From Harlem streets and other New York City neighborhoods they came, members of the only U.S. unit to get "over there" with their old State name - the 15th New York. These African American National Guardsmen soon found themselves with a new name, the 369th Infantry Regiment. Many months after their arrival in the war zone the 369th Infantry, as part of the French Army's 161st Division, marched toward a date with destiny in the Meuse-Argonne offensive. On a fateful day, September 29, a regimental historian would later remember, "the day dawned clear and cool. There was expectancy in the air." A fierce artillery barrage preceded the attack by the 369th, nicknamed "Hell Fighters" by the enemy. After a brutal struggle during which heavy casualties were sustained Sechault was taken and the 369th soldiers dug in to consolidate their advance position. The action depicted earned the Croix de Guerre for the entire regiment. But the Meuse-Argonne claimed nearly one-third of these African American fighting men as battle casualties. This distinguished National Guard regiment left its proud mark on the AEF as "the regiment that never lost a man captured, a trench or a foot of ground..." Today's 369th Transportation Battalion, New York Army National Guard, carries on the traditions of the gallant "Hell Fighters" of yesterday.

Manning the Force

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Goal: Develop and execute an Army integrated human resource system to acquire, distribute, manage, compensate, retain and transition people, enabling the Army National Guard to provide combat ready units.



(left to right) Lt. Gen. Russell C. Davis, Chief, National Guard Bureau; Sgt. 1st Class Donnie A. Lucas, Georgia Army National Guard; Maj. Gen. Roger C. Schultz, Director, Army National Guard.

Sergeant First Class Donnie A. Lucas was the FY00 recruiter of the year, "Chief's 50" award winner. He helped his unit achieve a 19.13 percent attrition rate and 86.2 percent retention rate. He also enlisted 50 non-prior service and 21 prior service soldiers. Lucas joined the Georgia Army National Guard in 1977 as a demolition Non-Commissioned Officer (NCO). While a member of the Army National Guard (ARNG), Lucas completed the Georgia State Police Academy. He entered active duty in 1983 as a combat engineer with assignments at Ft. Hood, Texas, Ft. McPherson, Ga., and Welzber, Germany before returning to the Georgia Army National Guard in 1998 to serve as the recruiting and retention NCO. In addition to being a graduate of the Georgia State Police Academy, he is also a graduate of Southland University where he earned an associate's degree in paralegal service.

Full-Time Support

Full-Time Support (FTS) personnel are key contributors in achieving Army National Guard (ARNG) readiness objectives. Military Technician and Active Guard and Reserve (AGR) personnel are involved in every facet of the day-to-day operations, to include administration, payroll, supply, training, maintenance, recruiting and retention efforts in support of the ARNG. Achieving sufficient levels of FTS to enhance unit readiness and quality of life for our traditional part-time soldiers and their families remains a high priority.

Validated Requirements

During the Program Objective Memorandum (POM) 02-07 cycle, The Army validated a need for 83,650 full-time support personnel to support a force structure of 388,000 spaces. This represented 41,321 AGR and 42,329 Military Technician requirements. Requirements are determined through detailed analysis of workload and are calculated for the entire ARNG force structure. However, FTS requirements associated with emerging missions such as civil support and initiatives to support Active Component (AC) and Reserve Component (RC) integration are determined annually and are additive to the total requirements reflected above.

Authorizations vs. Validated Requirements

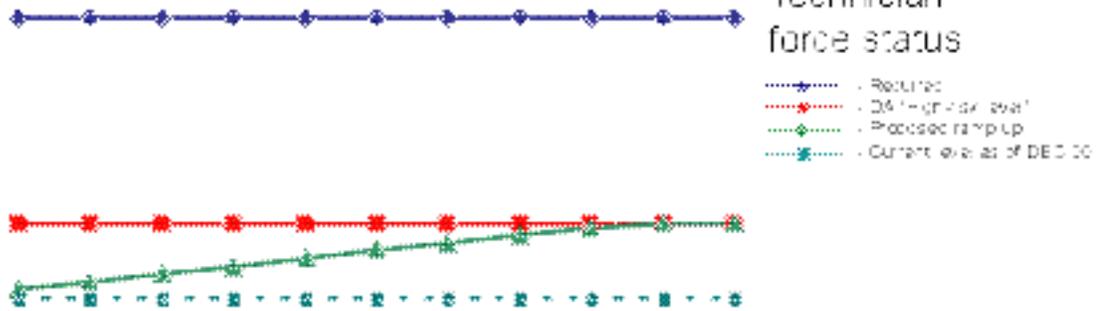
The National Defense Authorization and Appropriation Acts provided an increase of 526 AGR and 771 military technician authorizations for FY01 for an overall end strength of 22,974 AGRs and 24,728 Military Technicians. Despite the increase in FTS, the FY01 authorized levels equate to only 57 percent of the validated requirement. This has had an impact on our ability to adequately staff local armories, thereby diminishing the ARNG community presence.

In addition, Congress provided for an increase in the number of personnel serving in senior officer and enlisted grades (controlled grades) to support promoting fully qualified AGR soldiers who have been serving in higher grade positions, but whose career progression has been restricted due to senior grade caps. As the ARNG seeks additional full-time support authorizations, there is a need for a corresponding increase in controlled grades to provide career opportunities commensurate with the requirement for a career AGR program.

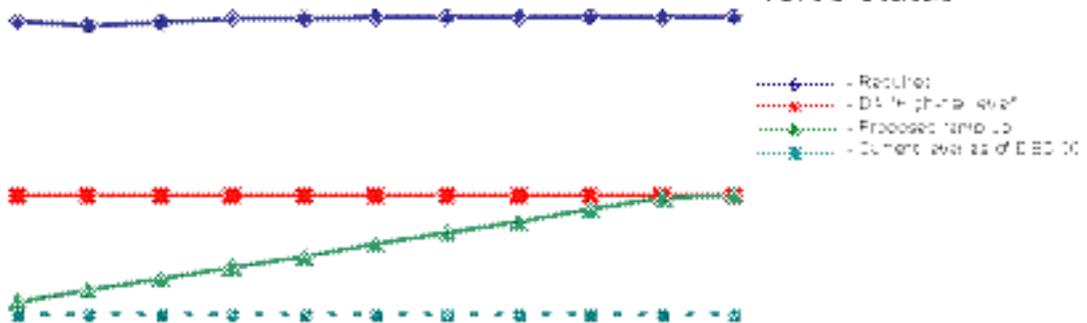
Current FTS Manning Levels in the "High Risk" Category

Due to funding shortfalls, The Army has applied a methodology based on deployment scenarios to arrive at a minimum acceptable level of full-time support. Falling below that level would result in unacceptable risk in meeting readiness goals as established in Army regulations and in the Defense Planning Guidance. This is referred to as the FTS "Department of the Army (DA) high-risk" requirement level. The methodology is the same for both of the Army's reserve components. For the ARNG, the "high-risk" requirements are 30,402 AGR and 29,319 Military Technician personnel. Given that current authorization levels are significantly below the high-risk requirement level, The Army has developed an incremental growth plan to achieve the high-risk level over a 10-year period as reflected in the chart to the right. The Army's recognition that increased FTS is needed to enhance overall readiness of the RC is unprecedented.

Full-time Technician force status



Full-time AGR force status



A Kosovo Forces (KFOR) soldier carries weapons confiscated during a raid Aug. 19, 2000, in the village of Crnilo, Kosovo. Soldiers assigned to Alpha Company, 3rd Battalion, 10th Special Forces Group, Fort Carson, Colo.; the 755th Military Police Company, ARNG, Puerto Rico; and members of the 501st Mechanized Battalion, Greece, searched the surrounding houses during a cordon and search mission looking for illegal weapons and ammunition.

***Recruiting and Retention
Overview***

The ARNG's FY00 end strength objectives included achieving a selected reserve strength of 350,000 -- 38,308 commissioned and warrant officers and 311,692 non-commissioned officer and enlisted personnel. To attain this goal, enlisted gains were programmed at 54,034, officer gains at 2,991 and enlisted extensions at 46,230. Enlisted losses were projected not to exceed 61,503.

***Enlisted Personnel
Recruiting and Retention***

Enlisted personnel recruiting and retention were continuing success stories for the ARNG during FY00. Enlisted accessions for the year exceeded the program objective of 54,034 by totaling 62,015, or 114.7 percent of the goal. Non-prior service (NPS) accessions and prior service (PS) accessions also exceeded program objectives. NPS accessions were 32,072, or 118.7 percent of the objective, and PS accessions were 29,943, or 110.8 percent of the objective. These statistics reflect an accession mix of 51.7 percent NPS enlistments and 48.3 percent PS enlistments. The overall Army National Guard loss rate through the end of FY00 was 19.9 percent versus an overall objective of 18 percent.

Incentive Programs

The Selected Reserve Incentive Programs (SRIP) for FY00 offered the following:

- * An \$8,000 enlistment bonus for Non-Prior Service (NPS) enlistees into high priority units.

- * A \$5,000 enlistment bonus for NPS enlistees into non-high priority units.

- * An \$8,000 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 for NPS enlistees and current members of the ARNG with existing loans who reenlist or extend in a high priority unit.

- * A \$2,500 three-year reenlistment/extension bonus.

- * A second three-year reenlistment/extension bonus of \$2,000 for soldiers with less than 14 years total service upon completion of the first three-year reenlistment/extension bonus. To be eligible for two three-year reenlistment/extension bonuses, the contracts must be consecutive.

- * A \$5,000 six-year reenlistment/extension bonus for members of high-priority units who have less than 14 years total service at the time of the reenlistment or extension and who have not received a previous reenlistment/extension bonus.

- * A \$2,500 three-year prior service enlistment bonus for PS personnel who have completed their MSO, have less than 14 years total service and have received an honorable discharge.

- * A second three-year prior service bonus of \$2,000 for soldiers having less than 14 years total service upon completion of the first three-year prior service enlistment bonus.

- * A \$5,000 prior service enlistment bonus for a six-year reenlistment for PS personnel who have completed their MSO, have less than 14 years total service, have received an honorable discharge and have not received a previous prior service enlistment bonus.

In January 2001, a PC-based software system that manages service member benefit programs was expected to be implemented in all of the states. Known as the Benefits Administration Reporting and Tracking System, or BART, this system contains reporting features designed to administer the following educational benefit programs: Tuition Assistance Program, Montgomery GI Bill Program, and Bonus Incentives Programs. In addition, BART monitors the regulatory compliance components of program budgets, life-to-date and year-to-date maximum benefits, and automatically calculates percentages or maximum rate limits through easy-to-use program modules.

Benefits Administration Reporting and Tracking System (BART)

This system was developed as a result of the U.S. Army Auditing Agency audit conducted from April 1994 through April 1995. A recent Inspector General assessment also made the same recommendation. The BART system tracks program eligibility, payment schedules, programs obligations, flags files for follow-up requirements, and maintains incentive payment history at the social security number level of detail.

The ARNG has traditionally used educational incentives as a recruiting and retention tool. Educational benefit programs are good for the ARNG as well as the individual soldier. Tuition assistance was provided to more than 22,000 part-time Guard soldiers in FY00. Soldiers were offered 75 percent tuition assistance for 15 semester hours not to exceed \$3,500 per soldier per fiscal year.

Education Assistance

Distance Learning (DL) and external degree tuition assistance were available for soldiers and ARNG Department of the Army (DAC) employees in FY00. These benefits were provided upon registration for traditional semester length courses that required 24 weeks or less for completion. Tuition reimbursement for courses longer than 24 weeks was also available. Enrollment in DL programs has increased threefold as a result of the up-front tuition assistance offered for the shorter courses. DL programs allow soldiers to pursue vocational, baccalaureate, graduate and doctoral studies without entering a traditional classroom. These programs will be managed by the Defense Activity for Nontraditional Education Support (DANTES) program starting in January 2001.

Distance Learning (DL) and External Degree Tuition Assistance

All 33 nationally recognized certification exams offered through the DANTES were funded through the ARNG Tuition Assistance program in FY00. 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 a Military Occupational Specialty (MOS).

Defense Activity for Non-traditional Education Support (DANTES)

Working with the ARNG, the Servicemembers Opportunity Colleges (SOC) continued to provide college workshops to

Servicemembers Opportunity Colleges (SOC)

encourage increased enrollment 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 percent of required attendance, a prerequisite for many ARNG soldier-students who would otherwise be unable to attend. SOC also worked in the recruiting and retention arena along with strength maintenance non-commissioned officers to encourage young men and women to enlist.

Officer Accessions and Retention, FY00

During the implementation of the Reserve Officers Promotion Management Act (ROPMA), time in grade (TIG) requirements for promotion to first lieutenant were changed from three years to two years. Second lieutenants with an excess of two years TIG were not grandfathered; therefore, instead of seven years time in service for consideration for promotion to captain, several year groups served eight. Corrective measures were taken to rectify this error, and the second phase of the program began in November 2000.

The records of captains who were promoted by boards that met from November 1998 to February 1999 will be reviewed to determine if an adjustment to their dates of rank is required. Some captains may be eligible for as much as nine to 12 months of back pay with adjustment of their dates of rank.

The total officer strength at the end of FY00 was 37,400. While officer accessions were up 11.8 percent over FY 99 accessions, officer end strength was 908 officers short of the programmed objective. This shortfall was due to a higher than expected loss rate among ARNG officers. The ARNG is working vigorously to identify the reasons for these higher than projected losses by conducting telephonic and mail surveys with departing officers. Survey results to date reveal a variety of reasons: some officers wanted more time to spend with their families, some had conflicts balancing their civilian jobs with their military duties, some were unable to attend training needed to advance their careers because of lack of funding or training seat availability, and others cited personal reasons.

Accelerated Officer Candidate School (OCS) Program

The ARNG initiated an accelerated National Guard Bureau (NGB) Officer Candidate School (OCS) Program in 1996 that has proven very successful. This accelerated program cuts 11 months off the traditional OCS course duration - eight weeks full-time versus 13 months part-time. This is particularly beneficial to states experiencing large company-grade officer vacancies.

The NGB has been programming about 80 students per year for the last five years. The class size projection doubled to 160 students in FY01 due to forecasted training requirements submitted by the states.

The shortage of company grade officers continues to be a challenge across The Army. In an attempt to decrease company grade officer losses, the ARNG submitted proposed legislation to the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) under the Unified Legislation and Budgeting (ULB) process in April 2000 that will offer a student loan repayment program incentive for company grade officers. The ARNG is also

exploring the feasibility of submitting legislation to offer potential bonuses for company grade officer continuation.

In addition, Cadet Command authorized 800 Guaranteed Reserve Forces Duty contracts for the Army Reserve Components for FY01. This is the first year that Cadet Command has established a separate mission for Reserve Component (RC) accessions. The ARNG will receive approximately 500 new accessions from this mission goal.

The ARNG also supports the Deputy Chief of Staff for Personnel's (DCSPER's) initiative for Selective Retention Boards that will allow selected captains and majors to be retained so that they may reach 20 years of active service. Further, the ARNG also supports the DCSPER's initiative to select captains for promotion who do not possess a baccalaureate degree or military education certification. The actual promotion to the next higher grade will become effective at such time as the individual provides proof of civilian or military education requirement completion.

The Army National Guard continues to address significant challenges in warrant officer personnel management. Technical warrant strength is down to 71.8 percent, while aviation warrants have fallen slightly below requirements to 94.3 percent. The challenge for the future lies in the introduction of the Warrant Officer Personnel Management System, which will mirror the transition to Officer Personnel Management System (OPMS) XXI.

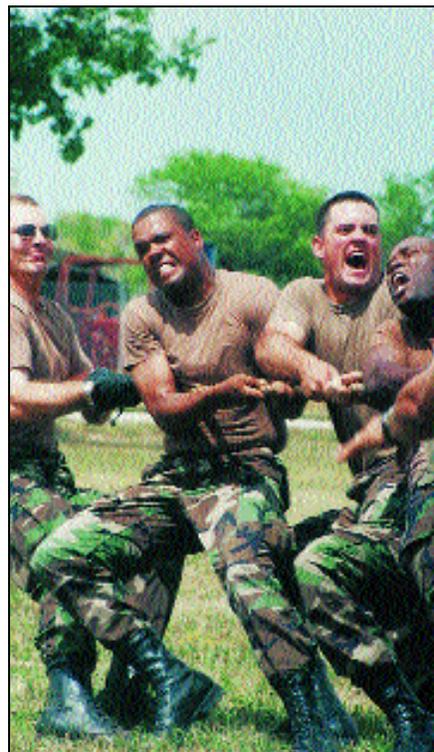
Warrant Officer Personnel Management

The ARNG has continued with its personnel management reform as it pertains to enlisted soldiers. In December 1999, the ARNG became a participant in the Army's Development System XXI initiative. Interacting with Army proponents, the issues of force structure changes, training and strength maintenance as related to enlisted personnel management became topics of intense interest among Army leadership.

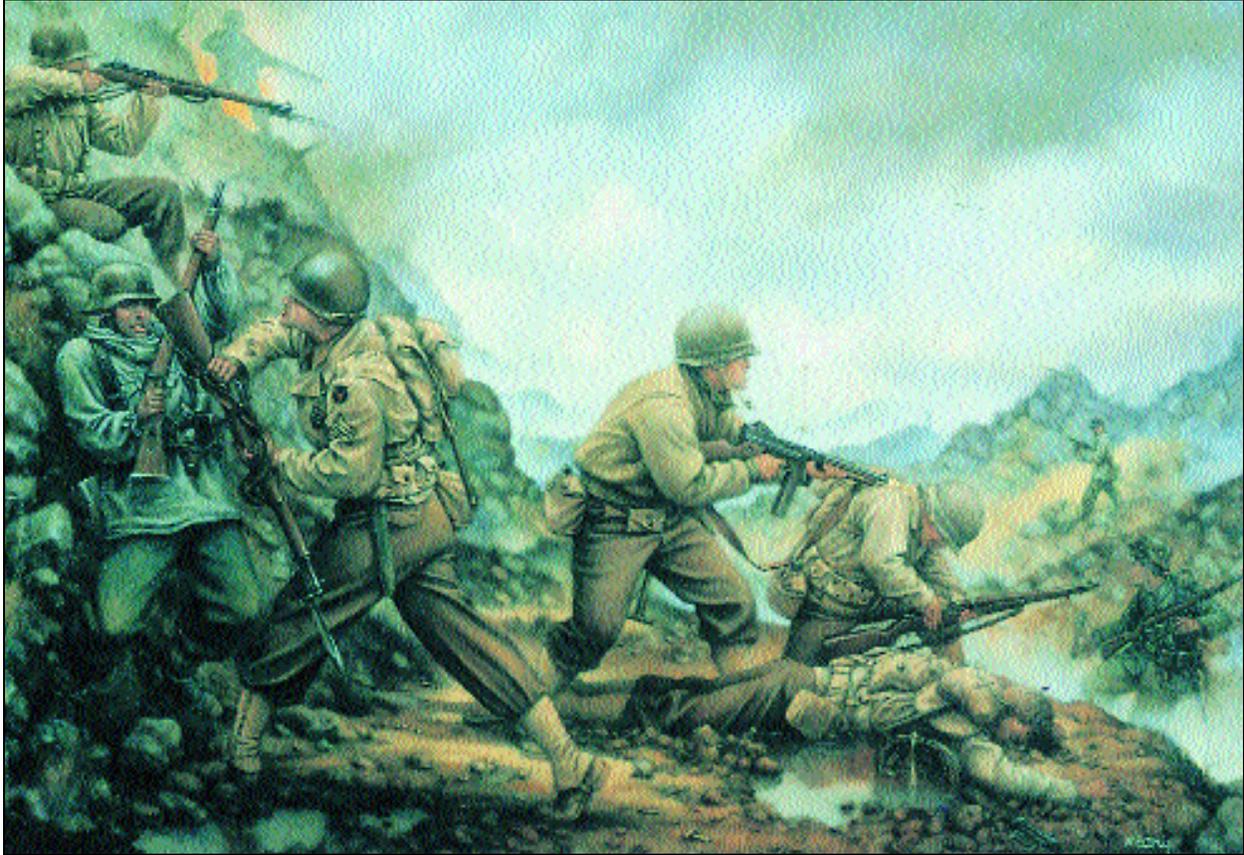
Enlisted Personnel Management

Soldiers from the field requested that The Army leadership review the ARNG enlisted promotion system. As a result, minor changes will be incorporated within the next two years. The system remains virtually unchanged in its intent and process, but will place more emphasis on a soldier's potential to serve at a higher level of responsibility based on his or her performance.

Key enlisted personnel management issues have been successfully staffed through both the Military Personnel Management Offices and the State Command Sergeants Major in an effort to meet soldier expectations. Additionally, the Army Human Resource Division has been actively involved with the functional review of various Army proponents and their current initiatives to consolidate enlisted MOS fields as directed by the Army Chief of Staff. The ARNG has been successful in making the proponents aware of the impacts their proposed changes or initiatives could have on the RC when considering wholesale changes within the AC.



Officer Candidate School (OCS) students engage in a tug-of-war during OCS training at the Kansas Regional Training Institute at Salina, Kan.



The Red Bull in the Winter Line

PANTANO, ITALY, NOV. 29 - DEC. 3, 1943

In September 1943 the Allies invaded the southern Italian mainland at Salerno. Strategic planners had believed that the Germans would then withdraw north, toward the Alps. But the Germans did not withdraw, and in what became known as the Battle of the Winter Line, the Allies began their long fight up the Italian peninsula. Iowa's 168th Infantry landed at Salerno some three weeks after the initial invasion. Part of the 34th Infantry Division (Red Bull) from Iowa, Minnesota, and South Dakota, and the first U.S. Army division to arrive in Europe, the 168th Infantry was already a veteran of the North African campaigns. In Italy, the regiment went into action almost immediately, and on November 28, 1943, the 1st Battalion was directed to seize Mount Pantano, a large mountain whose four knobs gave it a square shape. Situated in a draw between the four knobs was a full battalion of German defenders. Taking the first knob from the surprised Germans, Company A repulsed an almost immediate counter attack in hand-to-hand fighting. The rest of the battalion arrived and for the next five days the men were under constant attack. Company A's commander, although wounded three times, led a bayonet charge against a German breakthrough; Company B stopped seven German assault waves; grenade duels raged all around the perimeter. When their ammunition was exhausted, the Americans hurled rocks and C-ration cans at the Germans. Because pack mules could only travel one-third of the way up the steep and rain-soaked slopes, supply was a critical problem. For two days there was nothing to drink but rainwater. To evacuate a casualty meant four to six hours on foot down the steep trail, under mortar fire, which forced the battalion surgeon to treat casualties on the actual firing line. Despite the constant attacks, severe casualties, cold weather and lack of ammunition and food, the 1st Battalion, 168th Infantry held its position for five days until it was relieved. For its gallantry, the unit was awarded the Presidential Unit Citation. This was not the last Italian hillside the 168th and its sister regiments would take from the Germans: the 34th Infantry Division spent the rest of the war in Italy and is credited with more actual days in combat than any other U.S. Army division. Today, the heritage of the "Red Bull" Division is perpetuated by the 2nd Brigade, 34th Infantry Division, Iowa Army National Guard.

Organizing for Success

5

Goal: Provide the maximum possible number of missioned ARNG units based on the Total Army Analysis (TAA) process, with required support as part of The Army's total force structure required to achieve directed capabilities.



Members of Company B, 1st Battalion, 252nd Armor, North Carolina Army National Guard, man a check point in a mock Bosnian town during a training exercise at Fort Bragg, N.C. The 252nd deployed to Bosnia during FY00.

Organizing for Success

The Army Transformation

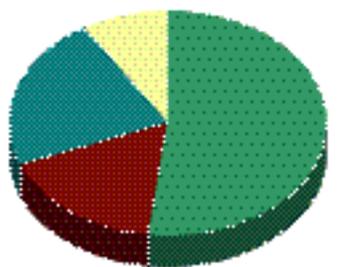
The U.S. Army is transforming based upon the emerging security challenges of the 21st century and the need to respond more rapidly across the full spectrum of operations. As an integral part of The Army, the Army National Guard (ARNG) will transform as well. One ARNG brigade is expected to begin transformation prior to 2008. The unit to transform is expected to be chosen by the Chief of Staff of the Army (CSA) in the fall of FY01. The Director of the ARNG nominated two units to be the first ARNG interim brigade; the 56th Brigade of the 28th Infantry Division, Pennsylvania ARNG, and the 155th enhanced Separate Brigade (eSB), Mississippi ARNG.

In the current plan the entire ARNG will transform to the objective force by FY32. Before transformation is complete, the portion of the ARNG not yet transformed will remain part of the Legacy Force. The Legacy Force is the strategic hedge that provides essential capability to support the National Command Authority and warfighting CINCs throughout the Transformation activities.

The Active Army will cascade the most modern equipment to the ARNG. Selected legacy formations in both the Active and Reserve Components will be recapitalized to enhance key armored and aviation systems, as well as improve light force lethality and survivability.

Army National Guard Unit Structure

*15 enhanced Separate Brigades
8 Divisions
3 Strategic Brigades
2 Special Forces Groups*



■ 52% Combat
■ 17% Combat Support
■ 22% Combat Service Support
■ 9% Table of Distribution and Allowances

The ARNG continues to structure its forces to provide for a compatible and inter-operable force that is fully capable of accomplishing state, national, and international missions in war and peace. To meet these requirements, the ARNG maintains a balanced mix of combat, combat support (CS), and combat service support (CSS) units. These units are structured to integrate seamlessly with Active Component units as needed.

The ARNG force structure allowance was 388,000 in FY00. The ARNG structure laydown is as follows: 15 enhanced Separate Brigades, eight divisions, and three strategic brigades (31st SAB, 92nd SIB, and the 207th Scout Group). The ARNG also maintains two Special Forces groups. The composition of the ARNG is 52 percent combat, 17 percent CS, 22 percent CSS, and 9 percent table of distribution and allowances (TDA) units.

The ARNG force structure continues evolving to best support the National Military Strategy (NMS). Ongoing ARNG initiatives will ensure the best mix of forces available to accomplish missions directed by the NMS. The current force structure must have a robust, fully funded modernization program to enable the smaller force to accomplish all of its missions. The ARNG force must remain trained, ready, and equipped to defend our national interests during the 21st century. It must also be ready to respond on short notice to the needs of local communities across the United States.

Army National Guard Division Redesign Study (ADRS)

On May 23, 1996, the Secretary of the Army (Sec Army) approved the Army National Guard Division Redesign Study (ADRS) plan to convert up to 12 ARNG combat brigades and support slice elements from two divisions into required CS/CSS

structure. The plan converts up to 48,000 spaces of ARNG combat force structure to CS/CSS beginning in FY00 and continuing through FY12. The first six brigades have been identified and will be under conversion through FY09. Actions beyond those will be linked to the CSS Transformation analysis currently underway. Given The Army Transformation initiative in progress, efforts beyond ADRS Phase II will be linked to the requirements of Transformation.

ADRS funding requirements

Two billion dollars exist in the POM to cover existing ADRS funding requirements: \$1.9 billion for equipping and \$100 million for training. The ARNG, working as The Army executive agent for ADRS has identified requirements in installations, environmental, manning and sustainment that can be supported out of the equipping funding

Integrated Division concept

The AC/ARNG integrated division concept resulted from the ADRS, as an additional proposal to form two integrated divisions. Each integrated division consists of an AC headquarters and three ARNG eSBs. On Dec. 2, 1997, the Secretary of the Army approved establishing a heavy division headquarters at Fort Riley, Kan. with a forward element at Fort Jackson, S.C. and a light division headquarters at Fort Carson, Colo. They formally activated on Oct. 16, 1999. The division headquarters are currently non-deployable and tailored to provide training/readiness oversight and evaluation to assigned eSBs. The eSBs selected for the 24th ID Mechanized (-) are the 30th Mechanized Infantry Brigade (North Carolina), the 48th Mechanized Infantry Brigade (Georgia), and the 218th Mechanized Infantry Brigade (South Carolina). The eSBs that comprise the 7th ID (-) are the 39th Infantry Brigade (Arkansas), the 41st Infantry Brigade (Oregon), and the 45th Infantry Brigade (Oklahoma).

Teaming and Partnering of AC / RC units

Teaming is a program that pairs selected AC and ARNG units for mutual support of operational requirements. Partnered divisions conduct joint planning, training, and readiness assessments. The ARNG divisions will augment and assist AC divisions in global response. Teamed units are encouraged to seek mutually supporting operational training opportunities. Currently, teaming is limited to divisional units. The teamed divisions under III Corps are 1st CAV and 49th AD (Texas), 4th ID and 40th ID (California). Under XVIII Corps are 3rd ID and 28th ID (Pennsylvania), 10th ID and 29th ID (Virginia).

The multi-component initiative blends authorized personnel from more than one Army component (AC, USAR, and/or ARNG) into a single documented unit. The objectives of the multi-component initiative are to enhance AC/RC integration while optimizing the unique capabilities of each component, thus improving the readiness and resource posture. The Secretary of the Army approved an overarching multi-component MTOE policy in June 1998. Total Army Analysis (TAA-05) selected 12 initial MTOE units with which to develop and test procedural options in FY99/00. Thirty-three additional units were subsequently added for FY99/00.

***Multi-component Initiative
(Units formed from Active,
Reserve and Guard personnel)***



Defense of the Aleutians

DUTCH HARBOR, ALASKA, JUNE 3, 1942

The Japanese realized that in order to win the war in the Pacific, they would have to bring the United States fleet into decisive combat. Their plan envisaged a deceptive move in a northern direction, towards the Aleutian Islands and Alaska. It would be a difficult campaign. The climate of the chain of islands that bounds the Bering Sea is not conducive for military operations or bases. It was cold and foggy in the summer, and bitterly cold in the winter. The climate was hard on man and machines. To counter the Japanese threat, the United States planned bases on the Aleutians. Into those bases throughout the first half of 1942, the nation moved her soldiers, sailors and airmen. Arkansas' 206th Coast Artillery Regiment (Anti-Aircraft) armed with obsolescent 3" anti-aircraft guns and water-cooled 0.50 caliber machine guns arrived in Dutch Harbor, the Aleutian Islands as part of the air defense. On the third of May, 1942, a Japanese task force made up of two light aircraft carriers and supporting ships moved into position 165 miles from Dutch Harbor. Fog shrouded their advance as they eluded the United States Navy forces that were searching for them. Half of the first attack group turned back because of the bad weather, but a dozen planes flew on to Dutch Harbor. Although the American forces were surprised, the 206th still managed to provide a thick screen of anti-aircraft fire. The gunners downed one Japanese Zero, but even more importantly, they denigrated the effect of the Japanese bombers' aim. Even so, the first attack cost the defenders of Dutch Harbor 25 killed in a 20-minute attack. This was the first Japanese attempt to destroy the new base at Dutch Harbor. Throughout the rest of the 3rd of June, weather assisted the defenders. On the 4th the Japanese struck again, damaging a hospital, oil storage facilities and killing more defenders. This was the last attack. Dutch Harbor was bloodied and damaged, but still in operation. The 206th served in Alaska from March, 1942 until they were deployed to Europe in 1944. The proud heritage of the 206th Coast Artillery is carried on today by the members of the Arkansas Army National Guard's 206th Field Artillery Regiment.

Equipping the Guard

Goal: Obtain and distribute mission-capable equipment to optimize Army National Guard unit readiness, modernization and force relevance.

6



Multi-national litter bearers unload a patient with simulated injuries off a UH-60Q Medevac Blackhawk helicopter from the Combat Enhanced Capability Aviation Team (Medical), Tennessee Army National Guard, Knoxville, Tenn. The joint combined exercise in progress, Rescue Eagle, is sponsored by the United States and hosted by Romania. It is conducted in the spirit of the Partnership for Peace program, and is designed to improve the abilities of multi-national forces to conduct humanitarian assistance and disaster relief missions.

Equipping the Guard

Army National Guard Modernization and Transformation

The aging AH-1 Cobra and UH-1 Huey "legacy" helicopters are only marginally supportable today insofar as economic maintenance is concerned. The ARNG Cobra and Huey fleets are rapidly becoming an expensive maintenance burden. Long-term modernization plans called for the UH-1 to be replaced by the UH-60L Blackhawk and the AH-1 to be replaced by the AH-64A/D Apache Longbow in the Aviation Modernization Plan.

The Army transformation initiative announced by Army Chief of Staff General Eric K. Shinseki and briefed to Congress in FY00 proposed sweeping changes to aviation force structure. Current structure converts to an aviation Multi-Function Battalion (MFB). The MFB has a headquarters company, an attack company with AH-64 Apaches, a reconnaissance company with RAH-66 Comanches, a utility company with UH-60 Blackhawks and an Aviation Unit Maintenance (AVUM) company.

Division aviation brigades will consist of a headquarters, two MFB battalions, a division aviation support battalion, a cavalry squadron (with three ground troops, an air cavalry troop with RAH-66s and an AVUM troop), and an Unmanned Aerial Vehicle (UAV) company. Restructuring makes all division aviation battalions and aviation brigades look the same. Similarly, corps aviation converts to a structure with an aviation combat brigade with three MFBs, an aviation combat support brigade with two UH-60 battalions, a CH-47 Chinook battalion and an Aviation Intermediate Maintenance (AVIM) battalion.

The total number of aviation personnel is expected to increase slightly (about 2 percent), but the revised structure results in a reduction in headquarters elements. Under the initial Transformation guidance, the ARNG is expected to lose two brigades, six battalions and 36 companies. The Transformation has an impact on ARNG aviation in every state, not only in personnel and aircraft, but also in facility construction and qualification training for aviators and maintainers.

Accelerated Retirement of Legacy Aircraft

Simultaneously with the restructuring is an Army initiative for accelerated retirement of legacy aircraft (AH-1, OH-58A/C and UH-1), which calls for divestiture of the AH-1s in FY01 and the OH-58A/Cs and UH-1s in FY04. Implementation within these time frames depends upon transferring older aircraft (AH-64s and UH-60s) from the Active Component (AC) to the ARNG. The ARNG has proposed limited retention of AH-1s, OH-58s and UH-1s to create a bridge that will permit retention of valuable aviation personnel skills pending acquisition of replacement aircraft.

The retirement of the UH-1 with limited or no replacement utility aircraft will leave states without sufficient utility aircraft to execute state contingency missions such as disaster relief responding to floods and earthquakes, as well as fire fighting. Aircraft acquisition is a constraint to implementation. The Force Development Division of the Office of the Deputy Chief of Staff for Operations (DAMO-FDV) estimates an Army requirement of 330 additional UH-60s at the end of the FY02-07 Program Objective Memorandum.

dum (POM), but with current acquisition plans of 10 per year it will be the year 2040 before the requirement is filled. Meanwhile, the ARNG continues to coordinate the aviation force structure redistribution to accommodate the Army Aviation Transformation Plan.

The Army National Guard (ARNG) modernization strategy is to provide for a compatible and inter-operable force. This force will be capable of fulfilling state, national and international missions in war and peace. Resourcing this force with modernized equipment and training packages to operate this equipment is key to maintaining the quality force the nation expects from the ARNG.

The modernization of field artillery units to M109A6 Paladin, Multiple Launch Rocket Systems (MLRS) and Highly Mobile Artillery Rocket Systems (HIMARS) are all significant initiatives. The ARNG has assumed the corps level air defense role with the activation of nine Avenger battalions. All nine corps Avenger battalions are fully fielded with the weapon system.

Congress appropriated \$95 million in FY98 to procure M2A2ODS Bradley Infantry Fighting Vehicles (BIFV) for the ARNG. Follow on FY03 Congressional appropriations are required to equip the Georgia ARNG. The eight heavy enhanced Separate Brigades (eSB) are currently equipped with M1A1 Abrams tanks. Initiatives are under way to upgrade the remaining armor from M1A1 to M1A1AH.

***Major FY02 Force
Modernization and Future
Force Modernization Plans***

Artillery

By the end of FY01, the ARNG will have 18 M109A6 Paladin battalions. The ARNG divisional battalions still require Paladin for modernization. Due to a funding shortfall from FY00 and FY01, the MLRS conversion program will be delayed for two years (from FY01 to FY03). The fielding of the Highly Mobile Artillery Rocket System (HIMARS) to the ARNG is tentatively scheduled to begin in FY05.

*Bradley Infantry Fighting
Vehicle (BIFV)*

The ARNG anticipates fielding the M2A2ODS BIFV to the 218th eSB, South Carolina ARNG, through FY02. This begins to address the need to provide the eSBs with upgraded BIFVs, and the further cascading of older Bradleys into ARNG divisions. These initiatives will move the ARNG along in its modernization strategy to ultimately have a pure fleet of BIFVs

Air Defense

The remaining eight corps Avenger battalions will be fielded with the Forward Area Air Defense Command, Control and Intelligence (FAADC2I) System and Sentinel radars from FY01 through FY03.

Digitization

The Army Battle Command System (ABCS) is The Army's architecture for the overall integration of the digital command and control system found at all echelons from theater level to the weapons platform. Currently, ARNG units assigned to III Corps will receive the required ABCS applications by FY04. However, to make the ABCS applications inter-operable and functional, units will require a digital pipeline. The Enhanced Position Location Reporting System (EPLRS) is the current system that supports ABCS applications until the Joint Tactical Radio System (JTRS) is fielded

to the ARNG. Funding in the current Program Objective Memorandum (POM) to support digitization of the eSB and ARNG divisions does not exist.

Communications

Additional modernization support comes from the continued fielding of SINCGARS radios - a key component in interoperability with The Army. The fielding plan has a window of June 2000 through June 2004 for all 15 eSBs, eight ARNG divisions and remaining units. Ten eSBs have been fielded with SINCGARS radios to date. The remaining five eSBs are currently receiving them. SINCGARS fielding to the eSBs should be completed in June 2001. The first three of the eight ARNG divisions will start fielding SINCGARS from March through August 2001, finishing early in 2002. In addition, echelons above division, field artillery brigades and air defense units, which support early deploying forces, are receiving SINCGARS SIP radios.

Javelin

The Javelin is currently being fielded to the Active Army as its medium weight manportable Infantry anti-armor weapon system. Javelin replaces the Dragon medium anti-tank weapon. The current budget fields the Javelin Command Launch Unit (CLU), as a replacement for Dragon, to 100 percent of the ARNG eSBs and Special Forces (SF) Group requirements. Fielding to the ARNG eSBs and SF Groups will begin in FY04 and is expected to be complete in FY06. Fielding for funded ARNG division is planned from FY06 to FY08. However, this second phase of fielding has evolved to the point where more than three division equivalents and corps engineer battalions are currently unfunded. In addition, unit basic loads of missiles are also unfunded.

Small Arms

The ARNG received more than 1,700 MK-19 Grenade Machine Guns in FY99. Total requirement for the MK-19 is more than 4,000. By the second quarter of FY03, the ARNG will receive another 2,653 weapons. The MK-19 is unfunded past the second quarter of FY03.

The ARNG started receiving the M240B Medium Machine Gun during the third quarter of FY00. Fielding of the eSBs will begin in the second quarter of FY01 and should be completed by the second quarter of FY02. Remaining ARNG units down to Force Package 4 will receive the M240B beginning in the third quarter of FY02 through the third quarter of FY03.

The M4 Carbine was fielded to ARNG units during the third quarter of FY00 and will continue to the eSBs through the third quarter of FY02. A total of 39,541 M4s going to ARNG units down to Force Package 4, beginning in the fourth quarter of FY02, are now unfunded because of Transformation.

The ARNG has received several thousand M249 Squad Automatic Weapons (SAWs), and will receive 31,546 SAWs by the end of the third quarter of FY03. This will fill 84 percent of requirements. Fielding of M16A4s to the ARNG begins in the first quarter of FY03 with 3,168 weapons. The fielding will continue through the fourth quarter of FY03, with a final fielding of 23,849 M16A4s to the ARNG by the end of the fourth quarter of FY06.

Nightvision

The AN/PVS-14 Monocular fielding was completed in November 2000. Fielding of the AN/PVS-7D began in the third quarter of FY00 to the eSBs, and will continue through the end of FY02. Fielding to Guard divisions and remaining units will begin after 2002.

Protective Masks

The final fielding of the M40 Protective Mask, M42 Protective Mask and M41 Protective Mask Test Set to the ARNG continued throughout FY00. ARNG fielding will conclude by the fourth quarter of FY01.

Family of Medium Tactical Vehicles (FMTVs)

The ARNG completed the fielding of 168 FMTVs to field artillery, transportation and quartermaster units in FY99. The second fielding of FMTVs to the ARNG will start in FY01 and conclude in FY03.

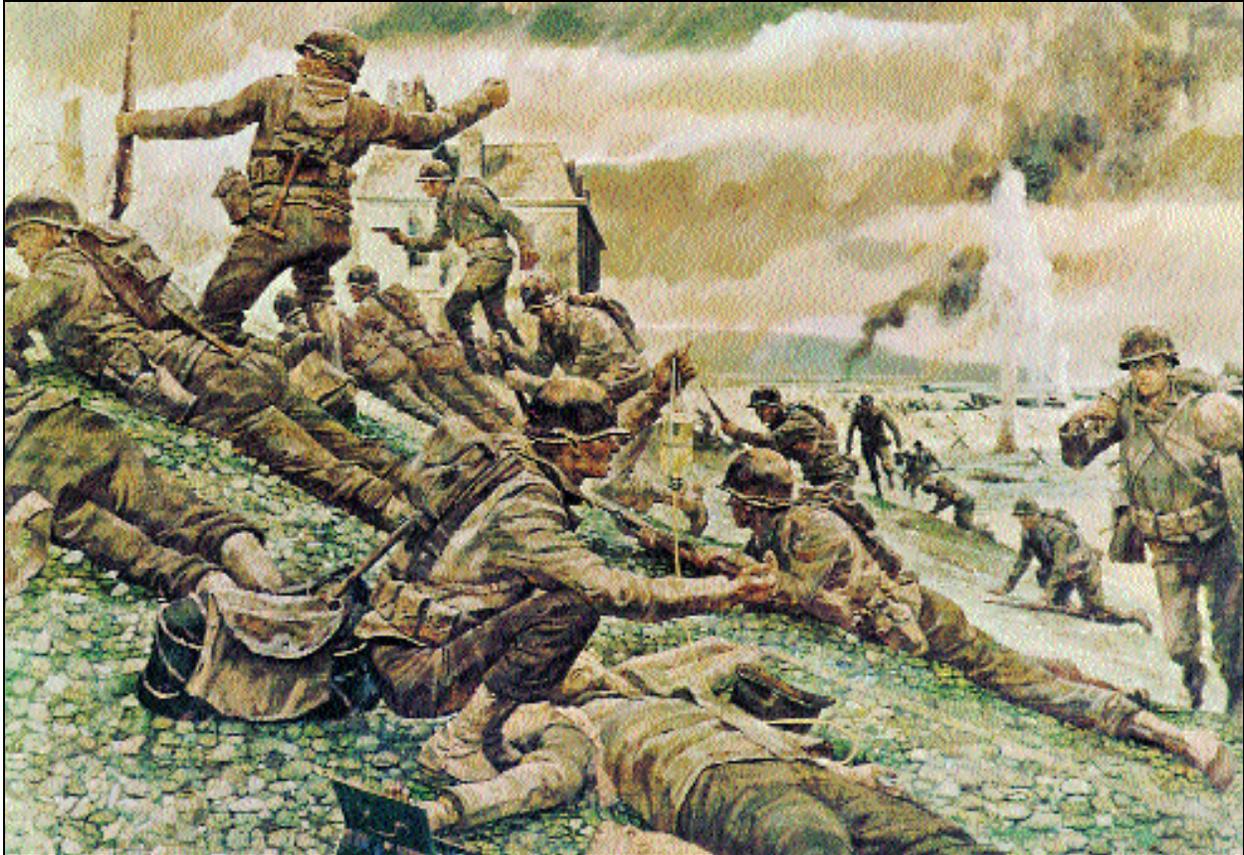
The ARNG is programmed to receive 1,034 M1078 Light Medium Tactical Vehicles (LMTVs) to modernize high priority units. The ARNG will receive the first of 380 LMTVs by the fourth quarter of FY01. The third fielding of FMTVs will start in FY07 and conclude in FY08. The ARNG will receive an additional 2,030 FMTVs for fielding to First Digitized Corps ARNG units. The 2,030 FMTVs will consist of 1,200 LMTVs and 830 MTVs. Other Procurement Army (OPA1) is the source of funding for the second phase of FMTV fielding.

Generators

During FY01 and FY02, 2-kilowatt Military Tactical Generators will be fielded to all ARNG units. Also during this time, the highest priority ARNG units will receive the 5-60-kilowatt Tactical Quiet Generators.



A Pennsylvania Army National Guard air defense team prepares to fire a live Stinger missile at a target rocket just launched from one of the rails in the background.



First Wave at Omaha: The Ordeal of the Blue and Gray

OMAHA BEACH, D-DAY, JUNE 6, 1944

Behind them was a great invasion armada and the powerful sinews of war. But in the first wave of assault troops of the 29th (Blue and Gray) Infantry Division, it was four rifle companies landing on a hostile shore at H-hour, D-Day -- 6:30 a.m., on June 6, 1944. The long-awaited liberation of France was underway. After long months in England, National Guardsmen from Virginia, Maryland and the District of Columbia found themselves in the vanguard of the Allied attack. In those early hours on the fire-swept beach the 116th Infantry Combat Team, the old Stonewall Brigade of Virginia, clawed its way through Les Moulins draw toward its objective, Vierville-sur-Mer. It was during the movement from Les Moulins that the battered but gallant 2d Battalion broke loose from the beach, clambered over the embankment, and a small party, led by the battalion commander, fought its way to a farmhouse which became its first Command post in France. The 116th suffered more than 800 casualties this day -- a day which will long be remembered as the beginning of the Allies' "Great Crusade" to rekindle the lamp of liberty and freedom on the continent of Europe.

Readiness

7

Goal: Ensure all Army National Guard units are resourced to attain and sustain readiness levels needed to meet CINC mission requirements and deployment timelines.



Illinois Army National Guard Sgt. Zachary Sarver leads his platoon as they conduct a route patrol during a field training portion of Exercise Peaceshield 2000 in Yavoriv, Ukraine, on July 16, 2000. Approximately 1,000 soldiers from 22 countries took part in this peacekeeping exercise at the Partnership for Peace Training Center at Yavoriv. Sarver is attached to Bravo Company, 2nd Battalion, 130th Infantry, Illinois Army National Guard.

Readiness - Personnel and Equipment

The Army National Guard (ARNG) is committed to providing support for the National Military Strategy, Operations Other than War, and local domestic and humanitarian missions in all 50 states, three territories and the District of Columbia. Through a combination of AC equipment cascading, equipment procured and issued via the Fiscal Year Defense Plan, separate appropriations such as the National Guard Reserve Equipment Appropriation and our own initiatives, equipment on hand levels of fill remain steady throughout the ARNG.

As The Army goes through a period of transformation, the modernization of ARNG units is a major concern due to our increased involvement in deployments to areas such as Southwest Asia (SWA), Bosnia, and Kosovo. The Commanders in Chief (CINCs) expect ARNG soldiers to be fully trained and equipped upon arrival in the area of operation, but this is not always successfully accomplished. In many cases, it has been necessary to request out-of-cycle fieldings to provide required equipment for various ARNG units selected for deployment. This impacts the entire equipping and fielding process.

Our logistical challenges today center around four areas: modernization and interoperability; sustainment of the aging Tactical Wheel Vehicle (TWV) fleet; shortages of TWVs and the lack of military technicians. Interoperability issues resulting from the lack of modernized equipment continue to challenge the ARNG's ability to deploy, shoot, move and communicate.

Outdated Equipment

ARNG equipment such as the M1 Abrams Tank, M2/M3 Bradley Fighting Vehicles and various electronic devices and communication systems such as the Single Channel Ground and Airborne Radio System (SINCGARS) and Night Vision Devices are in short supply and/or several models or iterations behind the Active Component (AC). Recent deployments in support of Joint Chief of Staff (JCS) Exercises and humanitarian missions often compete for the same, limited equipment identified for other operations and missions.

Sustainment of Aging Fleet

Sustainment of the aging TWV fleet is another area of great concern. More than 25 percent of the ARNG's total TWV fleet has exceeded its normal service life. This fleet is aging faster than it can be modernized. Sustainment costs both in repair parts and maintenance hours continue to escalate. The Army has addressed this issue with the proposed start of various rebuild programs, but without resolution of TWV shortages, this issue will continue to manifest. Shortages of TWVs compounds the sustainment issue. Modernized TWVs are needed now to fill critical shortages, and to displace and retire aged vehicles.

Equipping Issues and Deployment

Equipping issues are becoming more significant as our units are preparing for deployments that require modernized equipment in the area of operation. Units are training on equipment they are issued, some of which is a substitute for the more modernized

equipment. For example, units are training with VRC12-series radios for missions in which SINCGARS radios are the standard. There is a major shortfall in Nuclear, Biological and Chemical (NBC) equipment to include reconnaissance and decontamination systems. We must ensure that our soldiers have the highest level of force protection by fielding them with modernized systems.

One of our greatest challenges today is the insufficient number of military maintenance technicians. The fielding and influx of complex weapon systems coupled with increased mission support requirements and deployments challenge the ARNG's sustainment abilities. Currently, the military maintenance technician authorized fill is approximately 56 percent of FY01 requirements. As a result, maintenance backlogs, specifically with auxiliary equipment, delayed services and maintenance of equipment in lower priority units, continues to escalate. Additionally, our unit commanders continually express concerns that the shortage of Full Time Support (FTS) has a negative impact on unit readiness. Lack of FTS has an adverse affect on the quality of life for our soldiers, which in turn impacts both recruitment and retention. Further, insufficient FTS is impacting our ability to maintain and sustain our equipment at the highest possible state of readiness.

Impact of Full-time Support (FTS) Personnel Shortage

During FY01, the ARNG continues to use a tiered resourcing model to manage its overall readiness. By prioritizing its limited resources, our "First to Deploy" forces have the capability to meet the CINC's required arrival timelines into the theater of operation. This resourcing strategy ensures our early deploying units meet Defense Planning Guidance deployment criteria. With resource tiering, our high priority units receive the resources necessary to meet operational readiness requirements; and lower priority units, like our eight combat divisions, are resourced to meet a baseline of minimal readiness goals. The impact of tiered resourcing on later deploying forces is severe and it should be noted that ARNG units identified as "later deploying" have already been deployed in large numbers.

Tiered Resourcing

"First to Deploy" units get more resources than later deploying units

"It's about readiness," said Chief of Staff of the Army (CSA) General Eric K. Shinseki, announcing a new concept called "corps packaging" in a Sept. 14, 2000 speech at the National Guard Association conference.

The concept has all of the National Guard's eight combat divisions and 15 enhanced Separate Brigades (ESBs) matched with active component divisions at the corps level. A corps is the largest combat organization in the Army. Corps packaging will focus Guard training on specific potential wartime missions such as rear-area combat operations in a major conflict in the Persian Gulf, reinforcement of U.S. forces on the Korean peninsula or filling in for active-duty units in Germany that might be sent to fight elsewhere.

"A year ago, we committed to integrating the force, to determining the strength of each component, and to leveraging those contributions," Shinseki said. "We have come a long way in active component/reserve component integration thanks to the leadership

Missioning Army National Guard Combat Formations

Missioning Effort

The Army is committed to missioning the ARNG divisions.

in all components -- but we are not fully there yet. We will continue our work with the CINCs to mission our reserve component, especially our National Guard units, for appropriate tasks in their war plans."

The change does not make National Guard divisions a part of the Pentagon's official war plans, which are written by the commanders in chief, or CINCs, of combat commands. Shinseki said the next step is for the CINCs to designate Guard units for specific missions in their war plans.

The CSA also approved all ARNG combat maneuver forces under one of the four Army corps. This step will greatly enhance mission focus. The Army also supported a change to the Joint Strategic Capabilities Plan (JSCP) that recommends the single apportionment of all 15 eSBs and the apportionment of six ARNG divisions to a combatant command. The Chairman, Joint Chiefs of Staff (CJCS) has directed support of the apportionment of the ARNG divisions.

Based on Joint Strategic Planning System (JSPS) requirements, ARNG divisions perform a number of missions in support of CINC requirements. Generally contributing to one or more of five mission areas, ARNG combat formations reinforce. The potential missions associated with these areas include: Major Theater of War (MTW), MTW backfill, Small Scale Contingencies (SSC), Base Generating Force, Theater Engagement, Civil Support and Strategic Reserve.

Major Theater of War

The MTW mission is the mission most recognized for ARNG combat formations. The mission can generally be broken into three areas: rear area operations, combat operations and post-hostility operations.

ARNG divisions may also be used in forward deployed theaters to provide security and force protection for dependents and installations. ARNG divisions could be designated to backfill forces engaged in SSCs, allowing those formations to flow to an MTW.

Small Scale Contingencies

The range of missions within the SSC framework is extremely diverse. SSCs are projected to continue in the future at the tempo of the last 10 years.

*Base Generating Force
(Support for Warfighting Centers)*

ARNG divisions may be required to provide capabilities at designated Warfighting Centers (WFCs). Providing for opposing forces (OPFOR) and observer/controllers (OCs) are missions well suited for them.

*Missioning Studies
Reserve Component
Employment 2005 (RCE-05)*

The Secretary of Defense directed study on Reserve Component Employment 2005 (RCE-05) concluded that an ARNG division can be ready to deploy for any combat mission in about 150 days.

Swingforce Review

The Joint Staff (J7) has been analyzing CINC shortages in the pursuance of their MTW missions. This study substantiated the CINC's shortfalls in Combat, Combat Support and Combat Service Support units. The Army's ability to offset some of these critical shortfalls resides in the unmissioned ARNG divisions.

The FY98 Joint Strategic Capabilities Plan dual apportions the eSBs to both Warfighting CINCs and their respective contingency plans. The goal of The Army is to single apportion all 15 eSBs and to package them with AC Corps. The ARNG continues to intensively manage these units through priority of resourcing, scheduled video teleconferences, state assistance visits and ongoing readiness analysis.

Joint Strategic Capabilities Plan (FY98)

The ARNG Surgeon's office fosters an integrated medical readiness team that provides innovative leadership in a dynamic environment, ensuring that ARNG forces are ready and deployable for federal, state and community missions.

The Army National Guard (ARNG) Medical Force in the 21st Century

Medical Advisory Council (MedAC)

A significant impact on ARNG medical readiness was the inception of the Medical Advisory Council (MedAC), comprised of the 50 state and three territory surgeons. The council provides advice, assistance and proposes actions to the ARNG chief surgeon on current and future medical issues affecting readiness, policy, plans, programs, resources, training and operations of ARNG units and soldiers. Within the first year of its charter, the council had proven itself an invaluable tool for promoting the medical readiness of the ARNG soldier.

One of the council's early projects was the initiation of the ARNG Medical Readiness Campaign Plan 2000. The campaign plan was a coordinated effort between the ARNG Surgeon's Office and the MedAC to address and resolve ARNG medical readiness issues. Initiatives included developing a tracking system for Individual Medical Requirements (IMR), improving medical and dental support for annual training, redesigning the state medical Table of Distribution and Allowances (TDA), improving the ARNG Aviation Medicine Program, enhancing medical strength in ARNG force structure, and developing a strategy for the health care specialist (91W) transition.

ARNG Medical Readiness Campaign Plan 2000

To ensure comprehensive tracking, the ARNG will use the Medical Protection System (MEDPROS) to monitor the IMR requirements for all ARNG soldiers. This will provide the ARNG senior leadership with a real time automated system capable of tracking individual medical readiness.

Medical Protection System (MEDPROS)

An evolving state medical TDA redesign will heighten the focus of our ARNG medical personnel on the future medical readiness needs of the ARNG.

Redesigned state-level medical support

Another initiative of the MedAC was to tackle the challenge of providing quality health care to ARNG soldiers by designating a state aviation medicine officer and a state annual training site support coordinator. These individuals serve as the liaison between the state surgeon and the aviation and training communities. These designations, seen as a milestone, ensure our soldiers are afforded the most comprehensive and quality medical and dental support during training.

Designating a state aviation medicine officer and annual training site support coordinator

To meet the needs of tomorrow's battlefield, the MedAC sanctioned an aggressive training strategy to ensure that all ARNG combat medical specialists (91B) and practical nurses (91C) will meet the Army mandated transition to being Emergency Medical Technician (EMT) qualified (91W) by Oct. 1, 2009.

*Federal Strategic Health Alliance
Program (FEDS_HEAL) and
HOOAH 4 HEALTH (H4H)*

To ensure ARNG soldiers are medically ready to deploy when called upon, the ARNG assisted with the implementation of the Federal Strategic Health Alliance Program (FEDS_HEAL) and the HOOAH 4 HEALTH (H4H) program. FEDS_HEAL is a coordinated effort between the ARNG, U.S. Army Reserve (USAR) and the Veterans Administration (VA). Program officials have a memorandum of understanding with the VA and the Federal Occupational Health (FOH) network to assist the ARNG in accomplishing IMR readiness requirements. Initiated as a multi-component effort, HOOAH 4 HEALTH is a web-based, self-directed health promotion and wellness program designed for the Reserve Components. The program focuses on body, mind, spirit, environment, prevention and stages of change.

Today's ARNG Medical Team remains a value-based, soldier-focused organization. The ARNG Medical Team is committed to enhancing the readiness of The Army and the well-being of our soldiers and their families.



A member of the Combat Enhanced Capability Aviation Team, Medical, explains the UH60Q Blackhawk helicopter to members of the 52nd Medical Operations Group, Spangdahlem Air Base, Germany, during Rescue Eagle and MEDCEUR 2000, Babadag Range, Romania, on July 12, 2000. Both exercises are United States-sponsored, Romanian-hosted, joint and combined exercises.



Sgt. Wayne Stoffregen, medical technician, Alabama Army National Guard, Talladega, Ala., finds a patient with simulated injuries resulting from an earthquake scenario at Vadu Beach, Romania. Stoffregen is participating in Rescue Eagle and MEDCEUR 2000, a U.S.-sponsored, Romanian-hosted, joint and combined exercise. These exercises improve the ability of multi-national forces to conduct humanitarian assistance and disaster relief missions.



“Cuidado”--Take Care--Bushmaster with Bolo!
BICOL CAMPAIGN, LUZON, PHILIPPINE ISLANDS
APRIL 3 AND 4, 1945

Cries of "Banzai" rang through the snake infested jungles while the staccato of enemy machine guns, mortars and rifles rolled. The bayonet charges were suicidal but the 158th Regimental Combat Team, the "Bushmasters," repulsed the enemy and advanced. It fought day after day, in critical battles to open the Visayan passages for allied shipping in the Pacific. The merciless campaign lasted two months in terrain laced with tank traps, wire, mines and bamboo thickets. This proud Arizona National Guard unit, organized as the Arizona Volunteer Infantry for the Indian campaigns in 1865, wore its motto, "Cuidado," - Take Care - in jungles for six years. Mustering in the great southwestern desert, the unit was mainly "Mexican-American" and North American Indian from twenty tribes. Expanded in Panama, it was one of World War II's few organizations to complete the trail from there to "down under" to Japan. Its shoulder insignia reflects familiarity with the deadly Panamanian Bushmaster snake and the Philippine machete--the bolo. Today, Headquarters Detachment, 158th Military Police Battalion, Tucson, holds the lineage and honors.

Sustaining the Force

Goal: Provide appropriate and efficient support for personnel, equipment and operations to accomplish all Army National Guard missions.

8



A member of the Montana Army National Guard builds a fire line at Fort Harrison, prior to being deployed to the Cave Gulch Fire near Canyon Ferry, Mont., in August of 2000.

Sustaining the Force

***Operational Tempo
(OPTEMPO) Funding***

Resources for training are based on a model that applies costs of operating equipment systems to a training strategy calculated in miles or hours, depending on the system. Units expend these resources for soldier training support, repair parts, fuel and other related costs of training. Current ARNG separate brigades are trained to platoon level; divisions to individual, crew, and squad level; and CS/CSS units to unit level. The ARNG goal is to resource all combat units at the platoon level. Overall funding for OPTEMPO must increase by \$86M over the next five years to support this strategy; however, as more ARNG divisional units assume command and operational roles in Bosnia, Kosovo and elsewhere, they must train to higher levels.

Asset Redistribution

In order to mitigate aging equipment and material shortfalls, the ARNG executes a sophisticated program of redistributing items from excess in one unit to units in needs. The managers utilize two ARNG automated programs to support this effort with 90 percent of the transactions completed without item manager intervention. The ARNG has been able to avoid millions of dollars in unnecessary purchases by filling shortages in one state from excess in other states.

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

Another initiative undertaken by the ARNG involves the use of Controlled Humidity Preservation (CHP) techniques. This technology has resulted in an offset of unfinanced levels of maintenance support and reduced the effects of moisture-induced corrosion on ARNG equipment. The ARNG began implementation of its CHP program in 1994 to contend with declining materiel readiness caused by equipment exposed to the environment during periods of non-use. Since its initial implementation, the ARNG CHP program has stabilized equipment readiness rates in the face of increasingly scarce resources. By preserving operational equipment under humidity controlled conditions, CHP offsets a portion of the required maintenance manpower and OPTEMPO funding requirement; thus resulting in a cost avoidance against the unfunded requirements. The ARNG CHP program has validated a return on investment of better than seven to one on the original investment.

In FY98, the ARNG was designated as the lead agency for CHP implementation Army-wide. It is currently available in 35 locations. Fielding plans include CHP for most ARNG states and territories by FY08.

Velocity Management

Velocity Management (VM) is an Army process designed to improve logistics responsiveness both in garrison and when deployed. The program objective is to decrease reliance on stockpiled commodities and rely on automation, speed, and transportation to move logistics support into the hands of soldiers as rapidly as commercial activities. Implementation of VM has assured effective supply performance by finding and eliminating sources of delay and unreliability in The Army's logistics processes. States are using VM, resulting in reduced ARNG order/ship time from a program initiation high of 98 days to 35 days, with at least 15 states posting 24 days or less

every month. Repair part receipt processing times have decreased from a high of 42 days to 15 days.

Single Stock Fund (SSF) is a Department of the Army (DA) business process engineering initiative to improve and streamline The Army's logistics and financial processes for classes of supply.

***Single Stock Fund (SSF)
Initiative***

The implementation of the SSF is progressing in four phases or milestones (MS), beginning in January 1998. Completion is scheduled for June 2002.

MS-0, which was the preparation phase prior to implementation of MS-1 in FY00, included a combined MS 1&2 demonstration, in which the two Kansas ARNG Centers of Excellence (COE) successfully participated in validating the ARNG's ability to repair and stock assets for the NMM program.

MS-1&2, theater and corps/installation Authorized Stockage List (ASL) assets and Operations & Maintenance (O&M) stocks, above the division ASL, are to be incorporated (capitalized) under AMC's management. The Army's new credit policy goes into effect at this point, and 18 ARNG Integrated Sustainment Maintenance (ISM) COEs will become part of AMC's NMM program. The COEs' work will expand beyond repairing to include stocking and shipping repaired AWCF assets to worldwide customers. The schedule for implementation was Nov. 1, 2000 (FY01). At this point, each United States Property and Fiscal Office (USPFO) will begin operating an AWCF SARSS-1 and the ARNG will be fully integrated into the SSF.

MS-3 is scheduled for implementation starting Oct. 1, 2001 (FY02). In preparation for SSF implementation, the ARNG plans for two states to participate in the MS-3 implementation demonstration.

To implement SSF, the ARNG will experience required cultural, procedural and systemic changes. Some of the ARNG processes currently under revision to accomplish SSF transition include direct funding and credit (greater credit to buy more and repair less); AWCF-SMA ASL ownership (greatly reducing the amount of ARNG capital invested); and CTASC reduction (reduction in cost and duplication of automation assets). The ARNG directorate staff continues to work closely with DA, AMC, other MACOMs and the states to facilitate a smooth transition to SSF.

The ARNG has participated with other Major Commands (MACOMs) in The Army's Integrated Sustainment Maintenance (ISM) program since its Proof of Principal (POP) in FY93. In this program, AC installation General Support (GS) maintenance activities -- named Centers of Excellence (COE) -- of FORSCOM, TRADOC, USAR, and ARNG Combined Support Maintenance Shops (CSMS) and Maneuver Area Training Equipment Sites (MATES) with support (also known as COEs), competed for component repair work.

***National Maintenance
Management (NMM)
in the ARNG***

The final FY00 figures from the ARNG's participation in the ISM program are impressive. Thirty-eight states participated as customers during the fiscal year. Those states shipped 7,632 General Support Repairables Exchange (GSRX) components to other ARNG, USAR and AC COEs for repair. The COEs logged more than 40,000 hours in the repair of those components and returned 6,563 for customer use. Their work resulted in a cost avoidance of \$20.7 million for their

customer states as well as considerable productivity enhancement at customer shops, where mechanics were freed up to work off back-logged items and other readiness issues.

The program's growth can be appreciated by comparing this year's cost avoidance of \$20.7 million, with the \$8.2 million realized in FY98. As the program became institutionalized in FY00, the ARNG conducted thousands of repairs on as many as 119 different components throughout the year -- a 48-item component increase over the previous year. Additionally, ARNG COEs performed "Area" work (not part of the Regional ISM program), for other ARNG customers, repairing 58 other types of components not part of the ISM program.

As The Army entered into its first phase of the Single Stock Fund (SSF) program this year (specifically, restructuring), ISM as we knew it, changed to a program named National Maintenance Management (NMM). The NMM remains a "Repair and Return to User" service until AC Installation supply assets are capitalized during the first half of FY01 as part of SSF transition. The NMM program will then change to one of repair for the supply system. Eighteen ARNG COEs will repair a total of 72 component lines during FY01, while continuing to work for ARNG customer states and AC installations until they are capitalized. The ARNG continues to work closely with DA, Army Materiel Command and other Army MACOMs, to make this transition successful.

Depot Maintenance

The ARNG depot maintenance program is based on a "repair and return to user" premise. Unlike the Active Component (AC), the ARNG does not have a quantity of selected end items authorized for stockage to use as immediate replacements by units when critical equipment is returned to the depot for repair. This means ARNG equipment, necessary to meet deployable readiness goals, returned to the depot for repair is not replaced in the unit until the depot repairs the item.

Requirements (items sent to be repaired) in FY01 for the overall depot maintenance program increased by 18 percent. This requirement increase was attributable primarily to an increase in ARNG aviation modernization programs and increased test standards. Yet funding for the ARNG's depot maintenance requirement slightly decreased from 79 percent in FY00 to 74 percent in FY01. Depot maintenance programs for enhanced Separate Brigades (eSBs) have continued to be funded at 80 percent of requirements. However, funding for the ARNG divisional units has decreased from 78 percent in FY00 to 70 percent in FY01.

Previous low levels of funding resulted in a backlog of unserviceable equipment that must be supported. A depot maintenance backlog decreases the ARNG's capability to meet assigned materiel readiness goals, decreases the quantities of serviceable equipment available to support ARNG training programs, and impairs the ARNG's capability to rapidly mobilize and deploy high priority units.

Maintenance of adequate resource levels on an annual basis is essential to overall ARNG readiness. The ARNG depot maintenance program has received significantly increased funding in the last three Program Objective Memorandum (POM) cycles, but even this funding has not kept pace with the increased use of depot level maintenance by the ARNG. These resources will assist in AC/RC integration, com-

pliment the readiness of units, and serve to decrease the ARNG backlog of unservicable equipment. Depot level maintenance of aging ARNG equipment is the key to obtaining the highest possible level of ARNG equipment readiness.

Five Readiness Sustainment Maintenance Sites (RSMS) have been established by the ARNG to repair trucks, trailers, and electronic equipment. Four sites specialize in refurbishing HMMWVs, five-ton cargo trucks, tractors, wreckers, HEMTTs, 10-ton tractors, trailers that are pulled by a fifth wheel, and bulldozers. The fifth site repairs night vision devices and generators.

The decision to develop repair sites was based on past experience which showed the ARNG saved scarce funds by completing the work in-house and produced a quality product. A by-product of these programs demonstrated that they were excellent recruiting and retention tools for ARNG soldiers.

RSMS sites are located in Kansas, Mississippi, Texas, Maine, and Oregon. All five sites performed work for the ARNG before being selected as an RSMS.

***Readiness Sustainment
Maintenance Sites
(RSMS)***

The ARNG Acquisition Career Management Branch (ACMB) was established in August 2000 to ensure that the ARNG has a trained and qualified workforce fully integrated into the Army Acquisition Workforce and Corps. The objective is to develop and manage the ARNG acquisition workforce so that it is capable of supporting the ARNG and the Active Component (AC) during peacetime, contingency operations and mobilizations. The goal is to become a full and equal partner with the Army Acquisition Workforce and Corps not later than FY04.

***Acquisition Career
Management***

Phase I of the partnership program (FY00 through FY01) began with the establishment of the ARNG Acquisition Career Management Branch and the determination of an initial baseline for the ARNG Acquisition Position List (APL). The baseline results indicated that approximately two-thirds of the possible ARNG acquisition positions were not accounted for on the current APL. The ARNG ACMB devised a plan to document these positions and update the Acquisition Career Management Office (ACMO). An APL database has been established and will be completed not later than the end of FY01.

During Phase II (FY02) of the program, the ARNG ACMB will obtain and manage Title 10 authorizations for ARNG acquisition positions.

Phase III (FY03 through FY04) is the final portion of the program. During this time, the ARNG ACMB will conduct annual data-calls to identify both civilian and military positions that are ARNG acquisition positions for the Civilian Acquisition Priority List (CAPL) and Military Acquisition Priority List (MAPL). Both are currently consolidated on the APL.

Army Na FY00 Over



995,233 Mandays
27,385 Soldiers
64 Countries

Donal Guard s Deployments





“From Cornrow to Hedgerow” - The 134th Infantry at St. Lo

NORMANDY, FRANCE 15, JULY 1944

Nebraska's 134th Infantry regiment, part of the 35th Infantry Division from Kansas, Nebraska, and Missouri, reported for active federal service in December 1940. Following three years of extensive stateside training, the 134th sailed for England in May, 1944. On 5 July, one month after D-Day, the regiment landed at Omaha Beach and moved swiftly inland with the rest of the 35th Division. The 134th waited in reserve as the U.S. V and XIX Corps struggled to liberate the vital town of St. Lo. Strong German positions atop Hill 122 north of the city had all but stopped the attack of the combat-weary and understrength 29th Division, which had assaulted Omaha Beach one month before, and the 30th Division, which had been in combat almost as long. On 11 July, the 35th joined in fellow National Guard divisions in the fight for St. Lo and quickly discovered the special difficulties posed by the formidable tangles of rock, earth, and trees called "hedgerows." Used all over Normandy to separate farmers' fields, the Germans had reinforced these natural defensive barriers. For four days, the 35th Division's 137th and 320th Infantry Regiments made difficult progress against the hedgerows on the lower slopes of Hill 122. On 14 July, the 134th Infantry, commanded by future chief of the National Guard Bureau, Butler B. Miltonberger, received orders to secure the hill. The Cornhuskers began their attack early on 15 July, and after taking the fortified farmhouses in the hamlet of Emillie in fierce fighting, reached the upper slopes of Hill 122 by nightfall. With the 1st Battalion leading the 134th advanced despite withering small arms and artillery fire. Upon reaching the crest of Hill 122, the Nebraskans repulsed a determined counterattack and supported by other divisional elements, launched a final counter-attack of their own. Their capture of this vital hill opened the way for the liberation of St. Lo itself on 18 July. The 134th Infantry had lived up to its Spanish-American War battle cry, "All Hell Can't Stop Us," and the 1st Battalion was awarded the Presidential Unit Citation. But the cost has been high: The regiment suffered 35 percent casualties in two days, including 102 men killed, 589 wounded, and 102 missing.

Resourcing the Force

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Goal: Secure resources for all statutory and critical requirements. Achieve parity by Force Package across all components to provide trained and deployable forces for The Army and the CINCs.



Sgt. David Roth demonstrates to the 30th Italian Regiment, Bersaglieri (Special Forces) the proper disarming procedure for a U.S.-made mine in July 2000. Roth, of Robinson, Ill., is a member of the 135th Engineering Battalion, Illinois Army National Guard. The 135th Engineering Battalion is located in Lawrenceville, Ill. Hands-on demonstrations of U.S.-made mines and equipment are part of the training given to military personnel from NATO and allied nations. The training above was part of Peace Shield 2000, developed to encourage the international community to work together with NATO forces and foster stability and a spirit of cooperation. Twenty-two nations and more than 1,000 troops were gathered at the Yavoriv Training Center in the Ukraine.

Resourcing the Force

The resourcing goal of the Army National Guard (ARNG) is to secure sufficient funding, enabling the organization to meet all statutory and critical requirements. The ARNG also strives to provide trained and deployable forces for The Army and Commanders in Chief (CINCs). Our intent is to achieve parity within each Force Package for all Army components.

Funding Priorities

The ARNG Force Support Package (FSP) units receive the highest funding priorities. Combat Support (CS) and Combat Service Support (CSS) units primarily comprise the ARNG's portion of the Force Support Packages. Consistent with the National Military Strategy, these units are doctrinally aligned to support the Major Theater War strategies. The precise purpose of the FSP is to provide the necessary CS and CSS units. These are found in Echelons Above Division (EAD) and in Echelons Above Corps (EAC) tailored to support 5 1/3 Continental United States (CONUS) divisions, one corps, one corps planning headquarters (HQ), one theater, and one theater planning HQ.

Budget Appropriations

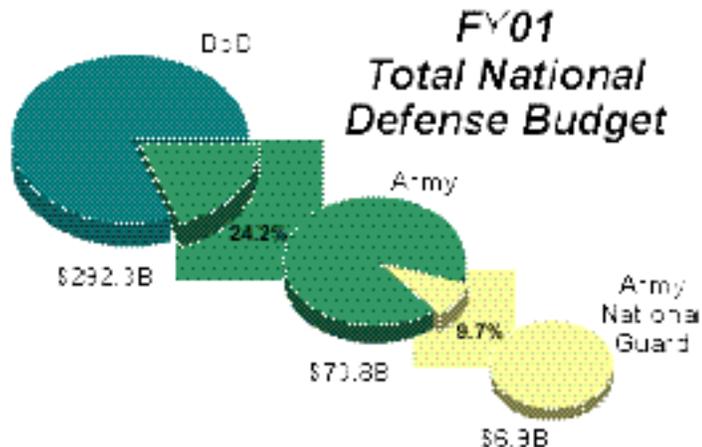
- Pay & Allowances (NGPA)
- Operations & Maintenance (OMNG)
- Military Construction (MCNG)

The ARNG is funded in three appropriations: National Guard Personnel, Army (NGPA), Operations and Maintenance, Army National Guard (OMNG) and Military Construction, Army National Guard (MCNG). The FY01 President's Budget, \$6.9 billion, represents approximately 9.7 percent of The Army's \$70.8 billion budget.

The ARNG has requested an increase in funding in the FY02 budget which supports the ARNG's Transformation and teaming effort with the Active Component (AC), increased Operational Tempo (OPTEMPO) and Personnel Tempo (PERSTEMPO) requirements in the 21st century.

	FY00	FY01*	Difference from FY00
Personnel	\$3,769	\$3,795	0.7%
Operations and Maintenance	\$3,185	\$3,335	4.7%
Military Construction	\$236	\$282	19.5%

*Levels are based on an increase of Congressional adds, reference House Report (HR) 108-754.



The ARNG is a true stakeholder in The Army's transformation. We have been called upon to provide an increasing number of soldiers and units each year to support The Army's role in contingency operations. ARNG soldiers are primarily supporting missions in Bosnia, Kosovo and Southwest Asia. During FY00, the ARNG deployed 2,932 soldiers for Contingency Operations (CONOPS) missions. Projected deployment figures for FY01 are expected to more than double, with an estimated 5,815 ARNG soldiers supporting these overseas missions.

Funding Contingency Operations

Funding for Contingency Operations is provided from Congress as part of the Department of Defense (DoD) Overseas Contingency Operation Transfer Fund (OCOTF). This fund is only to be used to finance incremental costs of contingency operations when operational costs (including personnel related costs) incurred by an activity would not have been incurred if the operation had not been executed.

OCOTF funds are transferred directly to National Guard military pay appropriations (NGPA). These funds are subsequently distributed to the states for all incremental pre-mobilization, post-mobilization, and reconstitution activities necessary to prepare for and recover from deployed operations. While deployed, National Guard soldiers are mobilized in a federal status and paid from active duty military pay accounts.

Incremental military pay funding is also required for the additional soldiers that must round out State Headquarters, State Area Commands (STARCs) and units in an Active Duty Special Work (ADSW) status to support the unit deployment. The majority of states deploying are only manned on a full time basis (between 40 percent to 60 percent) to support normal state training requirements.

The states receive active duty Operations and Maintenance funds, on a reimbursement basis, from the Active Component Corps Force Provider for incremental operations costs and travel while preparing for and recovering from deployed operations.

Incremental funding received in FY00 and requested funding for FY01 NGPA is shown below.

Overseas Contingency Operations Transfer Fund (OCOTF)		
	<i>FY00</i>	<i>FY01*</i>
Military Pay (National Guard Pay and Allowances)	\$ 14M	\$34.5M
<small>* Estimated as of September 2000 based on known missions.</small>		



Indiana Rangers: The Army Guard in Vietnam

SOUTH VIETNAM 1969

On May 13, 1968, 12,234 Army National Guardsmen in 20 units from 17 states were mobilized for service during the Vietnam War. Eight units deployed to Vietnam and over 7,000 Army Guardsmen served in the war zone. Company D (Ranger), 151st Infantry, Indiana Army National Guard arrived in Vietnam in December 1968. As part of the II Field Force, the Indiana Rangers were assigned reconnaissance and intelligence-gathering missions. Operating deep in enemy territory, Ranger patrols engaged enemy units while conducting raids, ambushes and surveillance missions. "Delta Company" achieved an impressive combat record during its tour in Vietnam; unit members were awarded 510 medals for valor and service. The gallant record of Company D, 151st Infantry symbolizes the Army National Guard's performance in Vietnam.

Knowledge Infrastructure

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Goal: Develop the infrastructure necessary to capture and create information and knowledge, store it in an organized manner, improve it, clarify it and make it accessible in a usable format to those who need it.



Maj. Greg Guiney, Commander of the 194th Field Artillery Battalion, Iowa Army National Guard, participates in a training meeting with leadership at division headquarters located in Minnesota. In the past Guiney had to travel to Minnesota to participate in meetings, now he can attend by using a distance learning facility located in Iowa.

Knowledge Infrastructure

We are at the crossroads of a unique period in our history, the Department of Defense (DoD) has developed a new corporate vision designed to carry us well into the 21st century. Central to that vision, and in an attempt to provoke change, DoD seeks to take advantage of technological breakthroughs that rely on the total force, which includes the Army National Guard (ARNG). At the core of the Defense Reform Initiatives are principles which include streamlining the organization and exploiting information technology.

The DoD will seek to further streamline its business processes and operations in the upcoming Quadrennial Defense Review (QDR). The Army has already undergone change resulting from implementing The Army Transformation Strategy. In both cases, information technology is the tool that enables DoD and The Army to conduct business more effectively and efficiently. By successfully applying information technology, we can become more effective and relevant in a period of diminishing resources.

Consequently, the ARNG is shaping its organizational future by capitalizing on information technologies and solutions that will play a key role in meeting the challenges of The Army Transformation Strategy, the Quadrennial Defense Review, and the Defense Reform Initiatives. The ARNG has crafted a knowledge infrastructure campaign plan to support the orderly transition to a Distributive Learning network that will extend to major state facilities disbursed networks. The ARNG seeks to achieve its dual federal/state mission in the most effective, efficient and productive manner possible using Information Technology solutions wherever possible.

Information plays a key role in our national defense. The information revolution is creating a parallel revolution in military affairs that will fundamentally change the way we fight.

Joint Vision 2020

Joint Vision 2020 examines the world and its concomitant emerging national security challenges - challenges that span the spectrum from humanitarian disasters to major theater wars. Joint Vision 2020 recognizes that our military forces must possess seven key characteristics to meet these challenges in a way that provides our National Command Authorities a variety of strategic options. These characteristics are responsiveness, lethality, survivability, sustainability, deployability, agility and versatility.

The Army Vision provides direction, focuses on the change process and moves us along the path to develop forces that can dominate any situation across the spectrum of operations. Embracing the central role of information technology through its knowledge infrastructure efforts, the ARNG is fully committed to taking advantage of opportunities provided by information age concepts and technologies.

The ARNG has devoted considerable effort in the past two years to increase high-speed Internet access. Recently, the ARNG significantly increased the available bandwidth, or allowable data flow, to the national communications network (NIPRNET). Three of the seven ARNG Network (GuardNet) centralized distribution points or hub sites now have more than triple the amount of allowable data flow.

The remaining four hub sites will be connected to the NIPRNET in the fall of 2001, thus resulting in improved Internet access. High-speed information access will make significant contributions to such areas as Distance Learning (DL), electronic publications and forms, training simulation and World Wide Web technology applications.

The ARNG decentralized video teleconferencing to the state level in January 2001 by installing equipment that will allow states to have local control over their video teleconferencing. Video teleconferencing is currently centralized at the national level in Arlington, Va. States must work through the Video Operations Center at the ARNG Readiness Center to plan and conduct their local events.

One other significant upgrade to the ARNG's knowledge infrastructure includes the addition of a Storage Area Network Solution, which provides a robust, flexible and scalable option for back-up and continuity of operations. Constant mirroring of data provides a means to rapidly regain full capability in the event of a major system failure.

The Personnel Division of the ARNG recently installed an upgrade to the computer software that processes the new Officer Evaluation Reporting (OER) system. This improvement in computer software will allow the transfer of OER images directly to the Personnel Electronic Records Management System (PERMS) located in the ARNG Readiness Center. Once the national-level OER analyst processes an OER, the new computer system automatically transfers the image of the OER directly to PERMS.

Data Sharing and Integration

When fully functional, this new transfer process will eliminate the need for the state-level OER analyst to provide paper copies of OERs to PERMS. This will allow PERMS and OER analysts more time to perform analytical tasks. As a result, OERs are scanned once instead of twice, and paper copies will be a thing of the past. This endeavor supports the federal government's initiative to transform itself into an electronic or paperless organization, which is a more fiscally and environmentally sound form of government.

Other major improvements over the year include:

- Overhauling the database, which led to an overall decrease in the time it takes an analyst to examine and process an OER.
- Automated monthly updating of OER personnel information from the Total Army Personnel DataBase (TAPDB).
- An auxiliary program was created allowing OER national-level analysts to correct the more common OER errors themselves rather than taking it to the OER system programmer.
- All OER personnel were issued the TAPDB program to allow them to instantly look up Guard personnel information rather than having to consult the registry or contact the soldier's state.

Electronic imaging of officer records continues to remain a high priority. Continuous improvements are being made to the system, to include an initiative that will allow the system to internally determine certain data fields for commonly used forms.

National Officer Personnel Electronic Records Management System (PERMS)

The Networked Attached Storage (NAS) system is the most recent PERMS enhancement. This new release consists of new

and modified software that uses NAS as the primary repository for PERMS documents versus optical platters (the equivalent of a giant CD-ROM.) Retrieval applications will be written to NAS, as well as to optical platters. The user's benefit of the NAS system is to provide faster document retrieval and to minimize performance degradation such as fuzzy or illegible documents.

***State Enlisted Personnel
Electronic Records Management System (PERMS)***

Each state and territory has been provided the means to make electronic images of enlisted members' official military personnel files. The implementation by the states has been sporadic due to fiscal constraints. The Department of Defense has taken an interest and is trying to find funding to improve the functions of PERMS at the state level since many organizations, including the Veteran's Administration, have a need to access enlisted records.

Enlisted PERMS at the state level remains an issue of concern. The imagery systems purchased by the states do not interact with national PERMS. Until funding is procured to enhance and improve PERMS at the state level, enlisted records will continue to be difficult to access by any entity. The states continue to rely heavily on hard copy enlisted personnel records.

Electronic e-orders

The Federal Recognition Section, ARNG Division of Personnel, is responsible for producing special orders that extend or change federal recognition of an ARNG soldier's promotion, transfer, discharge, and changes in Military Occupational Specialty (MOS) or branch. About 13,000 of these actions are processed each year. While the production process was partially automated, it still relied on a manual distribution process. These orders had to be copied and properly cleared to ensure that Privacy Act provisions were not violated, and finally distributed. This manual process was subject to human and distribution error due to the number of times the orders were handled before reaching their final destination.

In July 2000, electronic orders made their debut at the ARNG. Electronic orders are images of the orders that are created at the time the paper copy of the order is produced. A unique electronic order is created for each individual officer listed on the order showing only his or her social security number. These electronic orders are then distributed to the Military Personnel Officers (MILPOs) of the 50 states, three territories and the District of Columbia who have an officer on the order using an email distribution system. The MILPO simply clicks on the attachment to the email to view and print the electronic order. Electronic orders cut the time of distribution of orders from weeks to minutes.

Improvements in the federal recognition database now allow electronic distribution of federal recognition orders rather than the need to copy and mail paper copies.

Software Development

Our software development effort continued expanding its use of structured engineering methodology during FY00. This methodology utilizes industry standards for specifying, visualizing, constructing, and documenting the artifacts of software systems. It simplifies the complex process of software design by making a blueprint for construction. From these blueprints, reusable software components/mod-

ules can be constructed. This expansion enforces the use of business rules and data integrity, and is platform and database independent. In addition, work toward obtaining software Capability Maturity Model Level 11 was initiated. This will put in place an effective means for modeling, defining, and measuring the maturity of the software development process.

The ARNG also began developing a single repository to store objects and components 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.

During FY00, the Network Operations Center (NOC) located at the ARNG Readiness Center fielded several key enterprise-wide systems to enhance security, facilitate central monitoring and improve Internet response times. Each state and territory received new routers designed to speed up the overall data traffic transmission via the GuardNet. These new routers are more robust and help to minimize the network errors that were experienced in the past.

Additionally the Computer Emergency Response Team (CERT) procured and deployed a new Intrusion Detection System (IDS). Currently, three Defense Information Systems Agency (DISA) Point-of-Presence (POP) are fully configured and operational with the IDS. The CERT team also streamlined the Information Assurance Vulnerability Assessment Message (IAVA) reporting process, established two virtual private networks (VPNs) and set up the Central Clothing Distribution Facility (CCDF) firewall.

The NOC also dramatically enhanced its ability to monitor and centrally manage GuardNet through its build-out project. This project included the procurement and implementation of several new powerful software tools that provide proactive monitoring of the network, reduce possible bottlenecks, and improve bandwidth capacity planning and trouble ticket tracking.

Additionally, the NOC upgraded eight servers that enhanced capabilities in providing exchange and file server support. During this past fiscal year, two Storage Area Network (SAN) devices were purchased and deployed, which has greatly contributed to our flexibility in meeting the users' common storage area needs.

Communications -- Plans and Operations

The ARNG Video Operations Center has undergone several upgrades during the last year to include an additional video conferencing bridge, which provides the ability to coordinate and facilitate 80 site conferences over GUARDNET XXI. We will continue to support interactive video network conferencing for Weapons of Mass Destruction, the Unit Clerk Course and the Personnel Sergeant's Course, involving 30 to 40 sites for each event.

The facility provided video conferencing capabilities for Texas ARNG soldiers during their deployment to Bosnia from April to October 2000. This was the largest morale call conducted for the Texas ARNG soldiers and their families. It was a reoccurring event with six to eight conferences scheduled per month with eight-hour sessions. Other ARNG units -- Indiana, Oregon, Washington and

Video Teleconferencing

Oklahoma - have also provided video conferencing capabilities for morale calls during their deployment to Bosnia. This video conferencing service was a great morale booster for soldiers placed in a stressful and unfamiliar environment.

***Reserve Component
Automation System
(RCAS)***

The Reserve Component Automation System (RCAS) is an automated information system that provides The Army the capability to administer, manage and mobilize Army National Guard (ARNG) and Reserve forces more effectively. The RCAS provides an integrated capability that supports mobilization and improves day-to-day administration and management of Reserve and Guard forces. Fully deployed, RCAS will link approximately 10,500 Guard and Reserve units at approximately 4,000 sites located in all 50 states, three territories and the District of Columbia.

*Development and fielding by
increment to allow for change*

RCAS is being developed and fielded using an incremental, evolutionary acquisition strategy.

Increment 1 - Infrastructure

Increment 1 was approved for fielding in September 1996 by the Office of the Secretary of Defense (OSD). This provided the program's infrastructure through wide area network (WAN) interconnectivity, COTS office automation software, and classified capable and unclassified workstations. Fielding of Increment 1 goes through mid FY01, due to the funding profile.

*Increment 2 - Data Servers and
Logistics applications*

Increment 2 was approved for fielding in January 1998 by OSD. This introduced data servers and logistics applications. Release 2.1, fielded in September 1998, provided logistic "smart" forms, Army Training Requirements Resources System, Emergency Information System, COTS upgrades, software encryption (e-mail), Clipboard, and Program Automator (internal review).

*Increment 3 - Force Authorization,
Security and Training applications
Increment 4/5 - Safety/Occupational
Health, Training, Human Resources
and Logistics applications
Increment 6 - Enhancements*

Increment 3 was approved for fielding in March 2000 by OSD. This added force authorization, security and training functionality.

Increments 4/5 is in the final stages of operational testing and includes logistics, safety/occupational health, training and human resources applications.

Increment 6 will add or enhance safety/occupational health, security, force authorization, and human resources applications with operational testing planned to begin in June 2001.

Future increments will satisfy users' requirements in the order of priority established by the ARNG and USAR. The project is on schedule and experiencing favorable cost variance.

More than 60 percent of the 60,065 planned function points have been delivered to date. Full fielding is on schedule with 53,367 out of more than 56,000 personal computers fielded (95 percent), 58 out of 94 commands completed (62 percent), and 3,440 of 3,849 (89 percent) sites completed to date.

***Total program return on
investment is estimated to
be 6.8:1.***

Benefits of RCAS

* Reduced time to publish orders from 60 days to two days; reduced mailing and printing costs by 40 percent.

* Mobilized units in Bosnia using e-mail to correspond with their home units and State Area Commands (STARC).

* E-mail provided command and control of disaster operations during Midwest floods.

An example of RCAS improvements - a total of 1,900 ARNG

soldiers were issued orders in four days versus 30 days and were paid for their service in record time; seven days versus 30 days.

RCAS teamed with the National Guard Distributive Training Technology Project (DTTP) to migrate ARNG State Area Commands to an Asynchronous Transfer Mode (ATM) backbone. The two programs are maximizing the synergistic benefits of this arrangement and realizing economies of scale associated with circuit cost and usage ratios.

RCAS Teamed with Distributive Training Technology Project

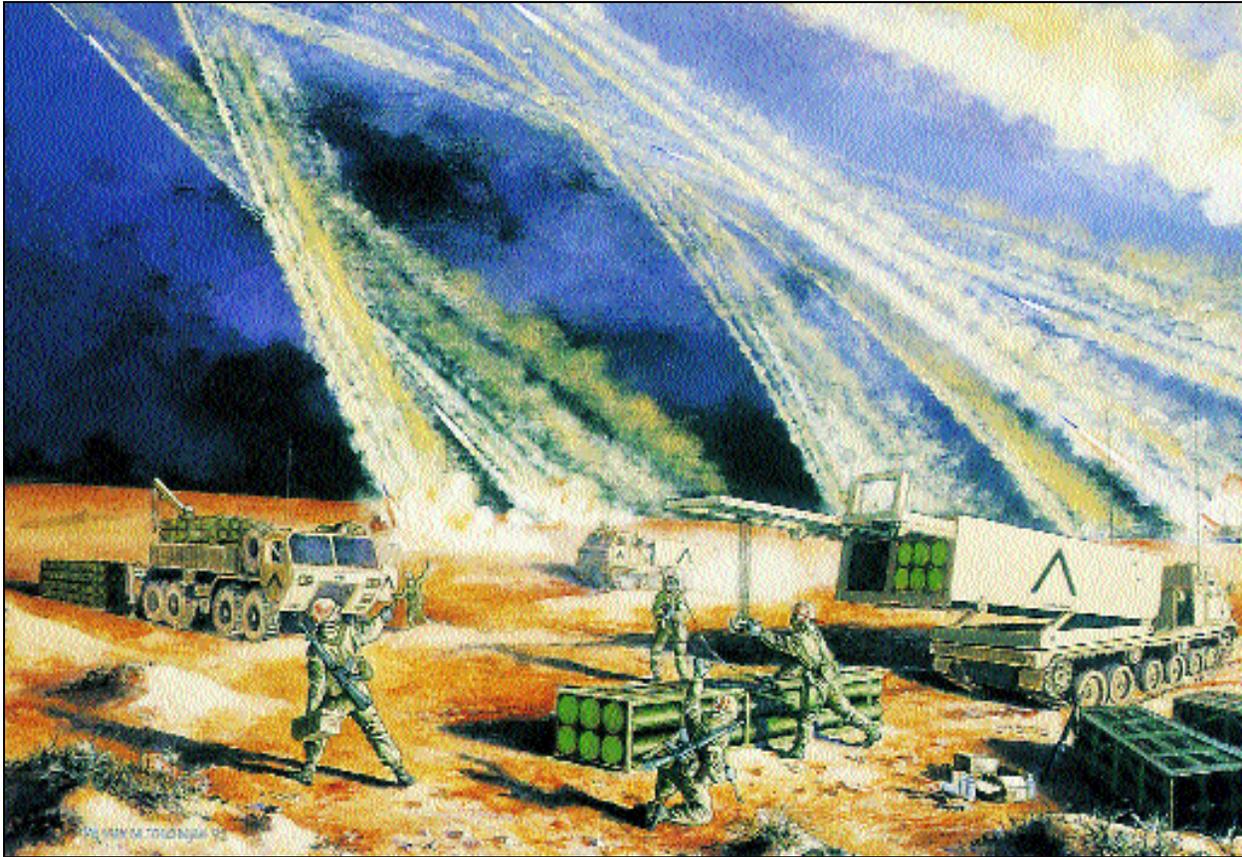
RCAS Plans for FY01

** Completion of hardware fielding to ARNG and USAR by Mar. 2001.*

** OSD approval for full fielding of Increment 4/5.*



Staff Sgt. Bryan Hamilton assists Command Sergeant Major John Leonard with a software update on his computer.



“Steel Rain:” The Army National Guard in Desert Storm
SAUDI ARABIA, FEBRUARY 1991

On 2 August 1990, the forces of Iraq invaded Kuwait. From the first days of the world's response to the Iraq's invasion, Army National Guard soldiers reacted, initially as volunteers, and later as members of mobilized units. During this period, the Guard went through its largest mobilization since the Korean War. The response of Guard soldiers and their families vindicated the trust that the nation had placed in them. Many supports-transportation, quartermaster, command and control headquarters, military police, medical and others answered the call and served in the desert, providing less-heralded but very necessary functions. More than 62,000 Army National Guard soldiers were mobilized, and of these, nearly 39,000 deployed to Southwest Asia. Tensions erupted into a fighting war on 17 January 1991, when Allied air forces initiated a devastating air campaign. The scope of the conflict widened in February when, after a series of skirmishes and battles along the borders of Saudi Arabia, Kuwait and Iraq, the Allied ground offensive began. Six Army National Guard field artillery battalions supported the advance into Iraq. One of these battalions, the 1st Battalion, 158th Field Artillery, Oklahoma Army National Guard, was armed with the Multiple-Launch Rocket System. Field artillerymen of this battalion supported the ground attack by firing salvos of Multiple-Launch Rocket System rockets into Iraq, and continued to support the massive ground offensive with responsive, accurate and devastating fire throughout the campaign. The Multiple-Launch Rocket System rockets were so deadly that the Iraqi soldiers called them "steel rain." The dedicated and selfless service of the Army National Guard in Operation Desert Storm carries on the 355-year National Guard mission of defense of the nation.

Training the Force

11

Goal: Produce ready units to meet the National Military Strategy. This requires the development of strategies and the planning, acquisition, distribution and execution of resources to train individual, leader and collective tasks in the live, virtual and constructive environments.



A South Carolina Army National Guard soldier takes aim at a Bradley during a battle at the National Training Center, Fort Irwin, Calif. The National Training Center provides nearly 1,000 square miles of training area.

Training the Force

Army National Guard (ARNG) Support to the Combat Training Centers

Training Sites and Centers

The ARNG participates in all of the Army's Combat Training Centers (CTC); the National Training Center (NTC), Fort Irwin, Calif.; the Joint Readiness Training Center (JRTC), Fort Polk, La.; the Combat Maneuver Training Center (CMTC), Hohenfels, Germany; and the Battle Command Training Program (BCTP), Fort Leavenworth, Kan. The Brigade Command and Battle Staff Training (BCBST) Program is a subset of BCTP. The Army CTC Program is divided into live simulation (NTC, JRTC, and CMTC) and constructive simulation (BCTP and BCBST). The ARNG CTC Program involves the scheduling of ARNG units to conduct training at the CTCs in the following capacities: Blue (Friendly) Force (BLUFOR) rotational units, Opposing Forces (OPFOR) augmentation units, and other types of support based on the needs of the CTCs.

National Training Center (NTC)

The National Training Center (NTC) is the Army's premier heavy maneuver CTC. As large as the state of Rhode Island, the fully instrumented NTC allows live brigade-level force-on-force exercises to be conducted several times each year.

The ARNG continues to increase its training frequency at the NTC with more than 25,000 ARNG soldiers conducting BLUEFOR and OPFOR rotations in FY00. The ARNG completes one brigade NTC rotation each year. Rotations are allocated to the eight mechanized infantry/armored enhanced Separate Brigades (eSBs), making the rotation schedule once every eight years for each brigade. Additionally, the ARNG conducts OPFOR Augmentation Unit (OAU) rotations in support of the 11th Armored Cavalry Regiment, the NTC's world class OPFOR. Ten ARNG company-sized units deployed to the NTC in FY00 to conduct OAU missions, eight in support of Active Component (AC) units.

The 218th eSB, South Carolina ARNG, conducted the ARNG rotation in FY00 and the 256th eSB, Louisiana ARNG, will deploy to NTC later this year.

In addition to unit-based NTC rotations, the ARNG also receives and allocates eight NTC Leader Training Program (LTP) rotations annually. The LTPs are six days in length, and enhance staff coordination and combat decision-making skills. The eight LTPs are allocated to heavy brigades that attend NTC.

Joint Readiness Training Center (JRTC)

The Joint Readiness Training Center (JRTC) is the light infantry equivalent of the Army's NTC. The JRTC hosts light infantry and special operations forces from all military components for rotations throughout the year. The ARNG conducts one brigade rotation at the JRTC every year. The rotations are allocated to the seven light infantry eSBs. The 76th eSB, Indiana ARNG, conducted the FY00 JRTC rotation and the 27th eSB, New York ARNG, is scheduled to deploy in August of 2001.

The ARNG receives and allocates three JRTC LTP rotations annually. As with the NTC, training opportunities exist for Combat Arms, Combat Support (CS) and Combat Service Support (CSS) units to augment BLUEFOR and OPFOR units and to provide installation support.

Battle Command Training Program (BCTP)

The ARNG will participate in the vast majority of BCTP exercises in the future. ARNG units, including division headquarters, brigade and battalions, conducted BCTP rotations in support of AC units at unprecedented levels in FY00. The 28th Infantry Division, Pennsylvania ARNG, participated in the V Corps BCTP Warfighter exercise in FY00 with more than 500 soldiers deploying to Germany for the exercise.

Fourteen ARNG brigades conducted BCBST rotations in FY00. The BCBST Program requires brigade staff personnel to deploy to the Leadership Development Center at Fort Leavenworth, Kan., to conduct a Warfighter seminar and hone mission planning skills. The brigade then conducts a Warfighter exercise at home station using Brigade Battle Staff simulation software exercising brigade battle staff skills.

Additional CTC Training Opportunities

FORSCOM/ARNG/USAR Regulation 350-2 provides for increased ARNG participation at all CTCs and with our AC counterparts. Units can conduct rotations as either BLUEFOR or OPFOR during both AC and ARNG rotations at the NTC and JRTC. Operational deployments have created a greater reliance on the ARNG to support AC units in many training events. Participation of the ARNG in the myriad training events showcases the maturation of reserve component integration and the warfighting capabilities of the ARNG.

The Chief of Staff of the Army's emerging corps packages and the ARNG's role in the Army Transformation process promises significantly greater opportunities for ARNG participation in Active Component CTC exercises world-wide.



A South Carolina Army National Guard Bradley Fighting Vehicle crew from the 1st Battalion, 118th Infantry negotiates the National Training Center's challenging terrain at Fort Irwin, Calif.

Distributed Learning

Distributed Learning (DL) has emerged over the last few years at the forefront of training, education and information access. DL is the dominant trend in Army National Guard (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. Greater access to information will improve training and operations.

A major objective towards improving readiness is to shift from traditional resident training to greater reliance on DL. Making more training locally available will reduce a significant obstacle: the limited time a soldier has available to accomplish training. Resident training will remain as the appropriate method for initial entry, leadership and equipment-intensive training, since these types of training are not suitable for DL.

The primary goal of DL in the ARNG is to improve readiness by providing local access to training and education - anytime or anywhere. Improving command and control and providing shared use of ARNG DL facilities with local communities are also significant goals. The strategy to reach these 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)

Imperative 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 and highly efficient integrated network. GuardNet XXI connects the National Guard Bureau (NGB) with State Area Commands (STARCs). The National Guard Distributive Training Technology Project (DTTP) expands this network through the installation of DL capable classrooms at ARNG training sites, readiness centers and surrounding communities. As part of Army DL classroom requirements, DTTP has fielded 207 DL classrooms to date, with an end state approaching 400 classrooms by FY04. Emerging missions and requirements may expand the infrastructure beyond the current projections. Future programs will expand the delivery options to the soldier's location whether at home, in a vehicle, or deployed to another country.

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 more than 30 Army MOS producing courses per year, some of which became available during FY00.

In addition, the National Guard Professional Education Center (PEC) is redesigning 70 ARNG functional courses. Eight courses have already been redesigned and three have been conducted using DL methods. The ARNG also provides courseware development to improve individual sustainment, collective tasks, and emerging missions training. All courseware produced for ARNG

complies with the modularity and re-usability guidance of the Office of the Secretary of Defense's Advanced Distributed Learning initiative (ADL).

The ARNG DL initiative continues to expand its scope in compliance with congressional intent. The ARNG has participated in the development and conduct of several DL courses in the following soldier occupational specialties and career courses: 13F -Fire Support Specialist, 13M - Multiple Launch Rocket System (MLRS) Crewmember, 13P - MLRS Fire Direction Specialist, 19K Advanced Noncommissioned Officer Course, 67T - UH-60 Helicopter Repairer course, 93C - Air Traffic Control Operator, 97L - Linguist/Interpreter, the Armor Captain's Career Course, and the First Sergeant Course.

The ARNG functional courses such as Unit Clerk, Personnel Sergeant, Training and Mobilization Management, and Army Training and Resources Requirements System (ATRRS) courses have been conducted using ARNG DL assets. Information Operations training is also offered via DL. Approximately 300 office automation courses are available to ARNG soldiers and civilians via web-based training.

Hundreds of non-military courses spanning a multitude of vocational, leisure, business, certification and general interest areas are 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 covering property and financial management, business plans, customer service and equipment operation is also available.

..... *Support Services*

Traditional student and instructor support services are required in the DL environment. The Army Training and Resources Requirements System (ATRRS) has been adapted to manage DL course enrollment and reporting for military students. The DTTP Integrated Information System (IIS) can manage any non-National Guard students using ARNG facilities under a shared use agreement. 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*

Since DL classroom facilities are designed for multi-use operations, the overall management and administration 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 and federal agencies aimed at capitalizing on resources, information and strategic partnerships. The shared use initiative promises significant collaboration between government and non-governmental organizations, and must have financial,

contractual, marketing as well as consultative support resources.

Appropriate business practices associated with classroom use by non-military organizations and individuals must become standard across the DL system. All of these imperatives are being addressed by the ARNG.

DL is a strategic capability that will bring improvements in many functions such as training, operations, recruiting and retention, and the ability to add quality to our communities.

Automated Requirements Model - Guard (ARM-G)

ARM-G is a training requirements projection model designed to provide input to ATRRS. It supports the process that projects individual training requirements for ARNG soldiers for: professional development, in-service DMOS training, initial entry training and additional skill identifier training. The model also determines the geographic locations where the training should be conducted.

FY00 Improvements to ARM-G

Major improvements to the Army Funding Allocation Model (AFAM)/ARM-G Modules in FY00 included:

- * Initial fielding of both the Regional Training Institute Readiness Module and the Training Analysis on Demand (TAOD).
- * Adding the ability for AFAM to read data on reservations directly from the Army Training and Resources Requirements System, mark the individual as selected for training, and provide cost estimates for the training required.
- * Identifying individuals attending training at PEC who are attending training as a technician.

FY02 Upgrades planned for ARM-G

Planned upgrades to the AFAM/ARM-G Models in FY02 include:

- * Addition of the ability to make reservations directly in ATRRS based on selecting an individual for training in AFAM.
- * Addition of the ability for ARNG units to use TAOD to justify and provide inputs directly to National Guard Bureau in support of the Quarterly Army Program Review (QAPR) process.
- * Modification of ARM-G to provide training and individual training funding projections through the entire Program Objective Memorandum (POM) process as a basis for justification of funds.
- * Modification of the Regional Training Institute (RTI) Support Model to account for all funding requirements for an RTI. The model currently accounts only for the supplies and services piece.

The Army School System (TASS) Transition

During FY00, the U.S. Army Training and Doctrine Command (TRADOC) progressed to approximately 60 percent TASS implementation. During FY00, there were 3,459 ARNG classes conducted with 3,348 scheduled for FY01. Important initiatives such as the Cross Component Resourcing Program are in the execution phase and appear on-track. This program allows financial reimbursement between the Reserve Components for training support furnished. Equipment constraints supporting various programs of instruction continue to impact TASS battalion's ability to teach specific courses. New equipment fielding, as part of The Army Transformation, compounds the issue.

During FY01, a TASS strategic plan, also tied to Army Transformation and TRADOC Transition, will be initiated. Examples of

subject matters to move TASS transition forward include: promotion of mutual support between TASS battalions and proponent schools; a strategy to decrease cycle-time and increase availability of courses for soldier MOSQ; vigorous use of DL methodologies for course delivery, and the use of multi-component organizations to meet the diverse needs of each TASS region.

The targeted TASS strategic end state is that the component of students and instructors will be immaterial, the quality of equipment and facilities are equal, and programs of instruction deliver the same tasks to the same standard such that the sources of training are indistinguishable. To this end the Commander, TRADOC, Director, ARNG and Chief, USAR have signed correspondence encouraging cross component cooperation.

In FY00, the ARNG developed offensive and defensive Information Operations (IO) capabilities to support ARNG and Active Component (AC) commanders through an approved Department of the Army (DA) force structure. The ARNG IO capability includes IO teams, IO tactical staff sections and IO centers. Currently, the ARNG has three different types of IO teams: Field Support Teams, Vulnerability Assessment Teams and Computer Emergency Response Teams (CERTs). Seven ARNG Field Support Teams (FSTs) provide tailored offensive and defensive IO support through a supported command's staff structure and the military decision making process to build an information advantage for Army commanders over potential adversaries.

Information Operations Training Program

Five ARNG Vulnerability Assessment Teams (VATs) provide direct IO support to Army units and organizations in garrison, during deployments or during exercises by conducting operational and technical assessments to identify information processing and information system vulnerabilities that potential adversaries could use to their advantage.

ARNG CERTs, in conjunction with the Army Computer Emergency Response Team at Fort Belvoir, Va., provide in-depth defensive IO support for computer networks and information systems. ARNG CERTs also can identify threats, assess and protect the vulnerability of deployed computer networks against potential attacks and respond to computer incidents that attempt to limit operations by compromising, corrupting, or accessing information. ARNG tactical IO sections are assigned to each of the eight ARNG divisions and 15 ARNG brigades. ARNG tactical IO sections can operate as part of a corps, division or brigade staff to plan, synchronize and coordinate offensive and defensive IO to support the commander's overall intent.

The ARNG also established three IO centers: the ARNG IO Training Development Center (IOTDC), the IO Command and Control Center and the IO Support Center. In FY00, the Combined Arms Center at Fort Leavenworth, Kan. developed IO courses to develop the first Army-wide IO training course for all Army officers. The ARNG IOTDC developed the first and only DA course certified as satisfying the requirements for Information Assurance Level Three training. Additionally, the ARNG trained units to plan and conduct non-lethal, pro-active Information Operations for peace operations in Bosnia.

By FY02, the ARNG IO capabilities and assets will significantly contribute to the overall Army effort in several key areas. The ARNG will significantly increase the number of IO trained soldiers available to support the creation and protection of an information advantage that our battlefield leaders will need to fight and win. The ARNG IO capabilities will also contribute significantly to the civil support mission in the United States. ARNG defensive IO teams (VATs and CERTs) will identify information system vulnerabilities in each state, territory and ARNG unit that a potential adversary could exploit. The ARNG defensive IO capabilities will enhance the overall effort to avoid an "electronic Pearl Harbor" and preserve the information advantage held by the United States.

***Funding of New and Displaced
Equipment Training
in FY00 and FY02***

A total of \$12.1 million was funded and distributed to the ARNG in support of new and displaced equipment fieldings. These funds supported a total of 27 system fieldings:

Fiscal Year 2000

- SINCGARS ASIP (Digital Tactical Radio)
- AFATDS (Advanced Field Artillery Tactical Data System)
- FAADC2I (Forward Area Air Defense Command, Control and Intelligence)
- AN/PSG-9 FED (Forward Entry Device)
- CSWP (Crush Screen Wash Plant)
- M53500 5-60KW (Medium Smoke Generator)
- M56 (Motorized Smoke Generator)
- SENTINEL RADAR-AN/TPQ-64 (Air Defense Radar)
- UH-60L (Black Hawk Helicopter)
- M109A6 Paladin (155 Self-Propelled Artillery System)
- M2 BFV (Bradley Fighting Vehicle)
- M60 AVLB (Armored Vehicle Launched Bridge)
- M270 MLRS (Multiple Launch Rocket System)
- MK19 (Grenade Machine Gun)
- M240B (Medium Machine Gun)
- FMTV (Family of Medium Tactical Vehicles)
- AN/PVS-7D (Night Vision Goggles)
- M16A4 (Personal Weapon)
- M4 Carbine (Personal Weapon)
- M1A1 (Abrams Tank)
- PLS with Engineer Mission Modules (Palletized Load System)
- HETS (Heavy Equipment Transporter System)
- M915A3 (Tractor Trailer)
- ATLAS (All Terrain Lifting Articulated System)
- 20-Ton Dump Truck
- CSSCS (Combat Service Support Control System)
- AN/TSQ-179 (Jstars Target Acquisition Subsystem)
- HYEX Type II (Hydraulic Excavator)

Fiscal Year 2002

In FY02, validated new equipment training and displaced equipment training funding requirements totaled \$10.8 million while critical requirements totaled \$8.4 million. However, only \$2 million of critical requirements are funded, leaving a \$6.3 million Unfunded

Requirement (UFR).

The following systems and states are affected by the funding shortfall:

System	States Affected
Advanced Field Artillery Tactical Data System (AFTADS)	SD, TN, WI, CO, GA, KS, KY, MI
Multiple Launch Rocket System (MLRS): SINGARS Tactical Radio	AL, TX, CO VA, MD, MA, PA, WV, CA, NY, IA, MN, WI, CO, IL, VT, NJ, CT, DE, RI, TX
Sentinel Radar	FL, OH
Forward Area Air Defense Command and Control System (FAADC2) Firefinder Radar	NM, FL FL, OH

The UFR will affect the preparation for the First Digitized Corps (FDC) exercise and the ability for the ARNG to demonstrate digitization capability and capacity. Without funds for required new equipment training and displaced equipment training, many states will not be able to receive critical equipment, having a significant impact on their readiness.

Congress mandated that at least 5,000 soldiers from the Active Component (AC) provide training support to the ARNG and USAR to reduce post-mobilization training time. Congress further mandated that the ARNG maximize use of Training Aids, Devices, Simulations, and Simulators (TADSS). While Training Support (TS) XXI focuses on lane and gunnery evaluations in the live environment, Training Investment in Guard Readiness (TIGER) XXI provides strategies, methodologies and infrastructure to enable units to train in the virtual and constructive environments.

This infrastructure includes Commanders' Operations and Training Assistants (COTA) who can recommend strategies and methodologies for "best use" of TADSS and also technical support personnel who actually operate the various devices. These personnel work with unit commanders to coordinate TS XXI Observer-Controller/Trainer (OC/T) support for training in virtual maneuver and constructive battle staff training.

TIGER XXI methodology follows a phased learning model tailored for the unique environment of ARNG units. There are four training pillars: individual, battle staff, small unit collective and logistics training. Each of these pillars has a systemic, progressive, and measurable methodology. By integrating live, virtual and constructive training devices and events with quality OC/T support, individuals and units are able to learn those tasks and processes needed for successful execution.

***Training Support XXI /
Tiger XXI Initiative***



“Goodbye Dear, I’ll Be Back In A Year...”

BLACKWELL, OKLAHOMA, SEPTEMBER 23, 1940

As the urgent need for preparedness swept over the nation in the fall of 1940, the members of Battery C, 2nd Battalion 189th Field Artillery were preparing to leave their armory for Fort Sill, Oklahoma. Several days earlier, on September 16, 1940, the president had ordered the initial call-up of the National Guard for one year of Training. The greatest peacetime mobilization in the nation's history was getting under way with National Guardsmen in hundreds of units in 27 different states answering the first call to the colors. By mid-1941, months before Pearl Harbor, the entire National Guard would be on active duty--nearly all would serve for five years or more. The mobilization of the 18 National Guard Divisions, 82 separate regiments and 29 observations squadrons doubled the size of the U.S. Army. The National Guard played a vital role in World War II combat operations. The Oklahoma National Guardsmen of the 45th Infantry Division had little idea that morning that their departure for Fort Sill marked the shortest leg of a long journey that would take them to battlefields far from home. The 45th became one of the most famous divisions of the war taking part in eight major campaigns. The 1st Battalion, 189th Field Artillery and the other units of the 45th continue the proud "Thunderbird" heritage.

Quality Installations

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Goal: Provide state-of-the-art, environmentally sound, community-based power projection platforms that integrate all functions required to sustain and enhance unit readiness and community support.



Quality facilities like this armory in Cheyenne, Wyoming play a significant role in contributing to ARNG readiness and quality of life.

Quality Installations

Installations Vision

The installations vision for the Army National Guard (ARNG) is to capitalize on the geographical dispersion of our community-based installations and training sites to facilitate communications, operations, training and equipment sustainment. The ARNG is committed to providing state-of-the-art installations and training sites from which to deploy the force.

To implement this vision, the ARNG has a comprehensive program involving education, real property development planning, computerized maintenance management, energy management, 21st century technologies, and sound leadership decisions.

Planning Resource for Infrastructure Development and Evaluation (PRIDE) Software Implementation

Planning Resource for Infrastructure Development and Evaluation (PRIDE) is the National Guard Bureau's (NGB) guide for moving its facility information systems forward from the 20th to the 21st century. Volunteers from the ARNG Installations Division and state action officers developed a system that provides a more robust information base for decision support to the ARNG infrastructure community. Phase 1 of the PRIDE implementation focused on project management and inventory of the ARNG facilities. All states and entities were on line by the end of FY00.

In FY02, training courses will be developed and conducted for the maintenance management and computer-aided design (CAD) integrator modules of the software. Training in these modules will complete implementation of the full functionality of the PRIDE software.

Facilities Overview

Current holdings

The ARNG operates 3,174 readiness centers in 2,679 communities in 50 states, three territories and the District of Columbia. In addition, the ARNG federally supports the operation and maintenance of more than 19,000 training, aviation and logistical facilities located throughout the nation. The sustainment of modern and well-maintained facilities is a key component of an efficient ARNG organization.

Significant Real Estate Acquisitions

Acquisition of land in Minnesota and Louisiana during FY00 has helped resolve shortfalls in training lands available to ARNG soldiers. These acquisitions have reduced the amount of time soldiers spend on the road traveling to alternate training sites, thus giving leaders more time to train their soldiers in the field. This, coupled with new training areas which can accommodate larger scale unit training, will result in enhanced readiness in units.

A portion of the Twin Cities Army Ammunition Plant was reassigned to the Minnesota Army National Guard (MNARNG) during FY00. Prior to this 1,245 acre acquisition, the MNARNG had a significant training area shortfall for Mechanized Infantry/Rifle units to conduct adequate maneuver training in the Twin Cities area. Existing local training sites limited training to squad and platoon-level activities. The additional land significantly expands training opportunities for leaders to conduct multiple-unit maneuvers during weekend drills and annual training.

Louisiana Army National Guard (LAARNG) soldiers will also

benefit from expanded training areas. Part of the Louisiana Army Ammunition Plant was reassigned to the ARNG in FY00. The LAARNG had a significant training area shortfall for the 1083rd Transportation Company prior to this 12,896-acre acquisition. Consisting of 96 Heavy Equipment Transporter Systems (HETS), 40 support vehicles and 300 soldiers, the unit was restricted on the types of training it could accomplish with the limited amount of land available. The additional acreage has helped to resolve the shortfall.

As an Army partner, one of the ARNG's strategies is to follow a rigorous and disciplined process using Army standards to establish priorities for military construction requirements. One method of implementing that strategy is the Real Property Development Plan (RPDP). The initiative is a five-year program that began in FY97 and ends in FY01. The State RPDP is a new concept in master planning designed to provide a comprehensive tool the states can use to focus and prioritize their installation resources. This plan will provide a method for assessing existing conditions of real property assets statewide and will help establish the strategic development plan for long-term management of facilities. RPDP was adopted by an additional 12 states in FY00, bringing the total to 42. By the end of 2001, all 50 states, three territories and the District of Columbia will have begun their Real Property Development Plans. This planning tool is providing the states with a decision-making guide for long-range acquisition, utilization and development of real property.

The ARNG refined its strategy in FY00 by integrating our specific facility needs with the Standard Army Systems. This will give the Department of the Army (DA) a more accurate view of what type and how many facilities the ARNG needs to successfully complete its missions. The ARNG's plan is to complete incorporating our facility needs into the Standard Army Systems by the end of 2002.

Facility Planning FY00/02

Real Property Development Plan (RPDP) Initiative

The ARNG requested \$16 million for military construction (MILCON) during FY00. This request proposed spending \$11.1 million for five projects, \$0.8 million for unspecified minor construction and \$4.1 million for planning and design. The ARNG received an appropriation of \$237.4 million for an additional 17 projects at \$194.3 million, a total of \$16.4 million in planning and design and \$15.6 million in unspecified minor construction. Congress also called for a general rescission on military construction funds for all services. The ARNG portion of the cut was \$1.2 million from the FY00 appropriation.

The budget request for FY02 outlines spending \$75.4 million for military construction, Army National Guard (MCNG). This includes \$61.8 million for nine major construction projects, \$3.7 million for unspecified minor construction and \$9.8 million for planning and design. Of this amount, \$13 million will be set aside for sustaining and stationing requirements in Phase I of the Army Division Redesign Study (ADRS).

Although the ARNG received a proportional share of the limited MILCON dollars, MCNG's FY02 unfinanced requirements are \$542 million. This equates to 43 additional projects. Thirty-four of

Military Construction (MILCON) during FY00/FY02

these are critical to the Army's Facility Strategy: 14 readiness centers, 10 military education facilities and 10 surface maintenance facilities. Only when this strategy is funded will the Army National Guard escape from its current unsatisfactory rating in infrastructure. This rating means that ARNG facilities are significantly impairing the mission performance of ARNG units, because its soldiers and civilians are working and training in substandard facilities. At the current rate of funding, it would take more than 300 years to revitalize existing facilities.

***Installations Status Report -
Infrastructure (ISR I)
Program***

The Army has developed a management system to track the conditions and costs associated with improvements to the infrastructure. This information is being used to greatly enhance The Army's ability to explain current funding levels, project operations and maintenance costs and predict future construction projects needed. The system allows The Army to get a better handle on cost projections, and enables Congress to justify increasing expenditures.

The quantity and quality of ARNG facilities are determined by input from each state and entered into the Army model. In FY00, the Army's Installation Status Report results measured a facility deficit of \$20 billion for the ARNG. In addition, a \$6.7 billion repair backlog resulting from years of underfunding was also identified.

In FY00, the ARNG in the states operated about 150 million square feet, with a plant replacement value of \$18.9 billion. The ARNG requires modern facilities that are estimated to cost \$19 billion to construct, according to the Army's Installation Status Report. Facilities sustainment for FY00 was funded at about 78 percent, which means facilities continue to deteriorate and the repair backlog continues to increase.

***Energy Conservation
Investment Program
(ECIP)***

The Energy Conservation Investment Program (ECIP) provides MILCON funding for maintenance and renewable energy projects totaling more than \$500,000. These will enhance energy performance while also repairing facilities. The ARNG received its first ECIP project award for facility energy improvements in September 2000. The \$704,000 award will be used for the Arkansas ARNG headquarters in Little Rock, Ark.

The Department of the Army (DA) has approved two more ECIP projects for the ARNG, scheduled for FY02. A facility energy improvements construction project totaling \$790,000 is scheduled for Gowen Field, Idaho and a construction backup project is scheduled for Camp William, Utah. The Camp William project includes installation of a 650 kilowatt wind turbine and other energy improvements at a cost of \$752,000.

Environmental Program

The ARNG Environmental Program emphasizes responsible stewardship of the land and facilities managed by the ARNG and compliance with environmental laws and regulations. This is accomplished by promoting The Army's environmental goals through ARNG environmental compliance, conservation and restoration efforts nationwide.

Compliance

The ARNG environmental compliance program far exceeded

expectations in FY00 by not only reducing open enforcement actions, but also significantly decreasing our new enforcement actions over previous years. Through the assistance of an ARNG cooperative and responsive process action team, we reduced open enforcement actions to three. Through increased visibility by the ARNG leadership and state environmental program managers, the ARNG reduced new enforcement actions from 33 in 1999 to 11 in 2000, which represents a 200 percent improvement. These actions surpassed the Assistant Chief of Staff for Installations Management's (ACSIM's) goals for reduction of new and open enforcement actions.

The ARNG Environmental Division identified an excessive number of storm water permits, which may have been issued erroneously, through increased scrutiny and analysis of the Environmental Quality Report. In many cases, these permits were issued to armories, which should have qualified for a national defense exemption. The Environmental Programs Division is providing guidance to ensure that environmental managers in the states do not obtain permits when they are not required by law to do so, and to terminate those permits deemed unnecessary. The reduction in the number of unnecessary permits will allow the environmental managers in the states to decrease the potential for violations, time and effort for permit management and reporting, as well as reduce the extra duties, training and responsibilities of facility and operations personnel that are required to support these permits.

The ARNG developed an extensive and proactive Environmental Compliance Assessment System (ECAS) that identifies compliance enforcement action challenges prior to regulator enforcement and assists in lowering the number of new enforcement actions. The ECAS also identifies gaps in policy and guidance at the MACOM level. Through this process, we have cooperatively developed more responsible environmental policy to support the sustainment of the ARNG mission capabilities.

An example of this cooperative development is the ARNG policy for use and storage of mobile fuel tankers. This policy is a combined effort of the logistical, installations and environmental policy managers to diminish the threat of fuel spills at ARNG facilities. The policy will decrease the potential for spills, be considerably more economical, as well as provide needed tactical fuel to accomplish unit training.

The ARNG is working with The Army to develop guidance for environmental and explosives safety management on active and inactive ranges. This is a direct result of an Environmental Protection Agency (EPA) administrative order at the Massachusetts Military Reservation (MMR) for violation of the Safe Drinking Water Act. Cooperative efforts will ensure that ARNG soldiers receive realistic training while also complying with environmental regulations.

The ARNG completed three Programmatic Environmental Assessments for the UH-60 Blackhawk, Paladin, and Multiple Launch Rocket System (MLRS). The programmatic means of addressing the National Environmental Policy Act (NEPA) requirements is a more efficient way to support state requirements. We are continuing to use programmatic NEPA documents to field major systems such as 50-ton rock crushers. The Army is developing a Programmatic Environmental Impact Statement for The Army Transformation, which the

*Integrated Natural Resources
Management Plans
(INRMP)*

ARNG will supplement in support of the ARNG Transformation.

The development and implementation of our 91 training area Integrated Natural Resources Management Plans (INRMP) and our state Integrated Cultural Resource Management Plans (ICRMP) will enhance ARNG stewardship of our training lands while enabling us to fully support the training mission. The result of this monumental effort is an increase in the number of endangered species and their habitat identified on our training lands. However, as we discover these environmentally sensitive areas we are also able to address how to manage the areas with a minimum of impact on the overall training mission.

Native American Issues

Native American issues are a major feature of ARNG's ICRMPs. Each installation works closely with federally recognized Indian tribes on a government to government basis. In addition, the ARNG is implementing initiatives with intertribal organizations such as the National Congress of American Indians and the United South and Eastern Tribes. As an aid to historic preservation and good stewardship, each of the 51 ICRMPs provides standard procedures and other guidance for installation staff, who manage tens of thousands of archaeological sites and historic structures on our training lands. The ARNG provides cultural resources training on a regional basis and assists individual installations to provide local awareness training and public outreach. ARNG Cultural Resources teams are also developing maintenance and treatment plans for the ARNG's historical buildings, which will enhance both our stewardship and readiness capabilities.

*Geographic Information
System (GIS)*

To assist in managing the environmental information that is gathered through these various initiatives, we have fielded and implemented Geographic Information System (GIS) capabilities to all 50 states, three territories and the District of Columbia. ARNG program managers will also be able to access GIS technology at the headquarters level to advise and assist the training sites.

Restoration

The National Guard Bureau (NGB) is tasked to execute the Army's Installation Restoration Program for federally owned ARNG facilities. In addition, state-owned facilities are also encouraged to evaluate their facilities for past practice contamination. The ARNG restoration program is responsible for the inventory and data collection for all closed and transferred military ranges within the ARNG.

During FY00, the ARNG completed 20 site-specific preliminary assessments for environmental concerns and inspected many other sites. Environmental restoration projects conducted included the remedial action at the Seabee compound and the bio-remediation of JP4 and solvent contaminated soils at Los Alamitos, Calif. and the flagging of unexploded ordnance and bio-remediation of trinitortoluene (TNT) contaminated soils and groundwater at Camp Navajo, Ariz. At Camp Crowder, Mo., we completed a drainage improvement project to reduce infiltration of contamination from the engine test area pit. The engine test area was listed on the National Priorities List as part of the Pools Prairie Superfund Site in FY00.

*Funding for
Restoration Projects*

The ARNG is continuing to deal with potential funding issues involving state owned or privately owned ranges. Many closed or transferred ARNG ranges are state owned or privately owned but are supported with federal funding due to their contribution to The Army's mission. This situation may prevent Environmental Restoration, Army (ER,A) funding based on The Army's final policy determination. If precluded from receipt of ER,A funding, cleanup requirements must be funded from ARNG operations and maintenance funds. The Army Corps of Engineers policy also precludes use of formerly used defense site funding for transferred ranges on property that was not under Department of Defense (DoD) control during the range usage. For example, funds were denied in a North Helena Valley, Mont. project because the munitions fired were federally procured and associated training was in support of the federal mission. The denial resulted because the training occurred on privately owned land.

Cost Sharing Plan

For FY02, the ARNG will continue to work toward the closure of additional restoration sites, continued evaluation of state owned property, and the closure of all installation restoration program sites at Camp Navajo with the exception of the open burn/open detonation area. In FY02, implementation of a cost sharing plan for the Massachusetts Military Reservation Installation Restoration Program will begin. This cost sharing plan will result in a significant cost reduction for the Army ER,A budget, as well as streamline management of this ARNG program.

The Environmental Division continues to provide leadership, policy and resources to the states, territories and the District of Columbia to allow ARNG units to train effectively to meet their national defense mission while ensuring compliance with environmental regulations and stewardship of our natural resources.



Members of the Combat Enhanced Capability Aviation Team, Medical, Tennessee Army National Guard, explain the UH60Q Blackhawk helicopter to members of the Romanian military during Rescue Eagle and MEDCEUR 2000, Babdag Range, Romania on July 20, 2000. These exercises are U.S.-sponsored, Romanian-hosted and are intended to improve the ability of multi-national forces to conduct humanitarian assistance and disaster relief missions.



Guardians of the North

ALASKA 1968

Since the 17th century, the National Guard has provided units for the first-line defense of the nation. The Scout Battalions of the 297th Infantry, Alaska Army National Guard, composed mostly of Eskimos, continue this historic mission. Supported by the 176th Tactical Airlift Group, Alaska Air National Guard, the Scout Battalions patrol the vast Alaskan tundra. The battalions were organized during World War II and given the mission of providing early warning in case of an enemy landing. Just as they have done since 1942, the Scouts operate from small villages in Northern and Western Alaska, constantly observing the Bering Sea coastline and often providing significant intelligence information. Like their colonial predecessors, the Scouts of the 297th Infantry and the airmen of the 176th Tactical Airlift Group continue to defend their community, state, and nation.

Quality of Life

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Goal: Provide an environment and culture that promotes equal opportunity for all, fosters environmental stewardship and provides for the safety, health and fitness of the force, families and communities.



Chaplains, despite inhospitable field conditions continue to serve wherever soldiers are located. The Chaplain's Corps is an important component in the Army National Guard's Quality of Life program.

Quality of Life

The military today is being utilized in a much different way than it was just 10 years ago. Our military is a million members smaller than it was in 1990. Without the reserve components, our military could not accomplish its missions. As a result of the dramatic changes in our utilization, we have to develop our programs that address the changing needs of our members, their families, and their employers. Those programs are essential to help soldiers maintain a balance among three facets in their lives - family commitments, work and military requirements -- to ensure readiness and maintain unit strength.

Employer Support to the Guard and Reserve (ESGR)

The mission of the Employer Support of the Guard and Reserve (ESGR) is to obtain employer and community support to ensure the availability and readiness of Reserve forces. This support is especially essential today since the Operational Tempo (OPTEMPO) of The Army is now 20 times higher than it was during the Cold War. For example, on any given day, 35,000 National Guard and Reserve troops are serving on active duty in 77 countries throughout the world. Today more than half - 54 percent - of today's military forces are in the National Guard or Reserve forces.

There are several other reasons that the mission of ESGR is so important to our National Guard and Reserve forces. Today there are fewer and fewer people in society who have any kind of military background. For example, an astounding 94 percent of people between the ages of 18-65 have no military experience. Little wonder that as a result, there is a lack of employer appreciation for the skills and attributes of employees in the Guard or Reserve.

To counteract this enormous knowledge gap, ESGR has developed a number of programs to educate employers about the duties their citizen soldiers must live up to and the hardships they must endure as members of the military. Programs like "Boss Lift" are working not only to educate but also to inspire.

One Chief Executive Officer (CEO) traveled to Bosnia to visit an employee who was serving on a deployment. "At the time, I knew what our corporate needs were, but I didn't have the knowledge base, or the understanding of what the military mission was," said the CEO. "I got that in Bosnia." He put his thoughts on paper when he wrote a letter after the trip to Col. Tony Harriman, the commander of the 3rd Armored Cavalry Regiment. "What you and all the troops are providing to the world with your presence in Bosnia will have an effect on the world for generations to come," he wrote.

ESGR has also developed programs to reward and recognize employers who take the time to gain understanding about their citizen soldiers and who support their employees in fulfilling their military duties.

Standardization of Deployment Rotations

In March of 2000, The Army committed to standardizing the length of time soldiers spend on certain deployments, regardless if they are members of the active or reserve components. The action applies to tours in support of Operations Other Than War (OOTW) and Small Scale Contingencies (SSC).

Under the new, unifying measure, units will be employed for a maximum of 179 days performing their assigned mission in the area of operations. Normal pre-employment training, either in or outside of the United States, does not count toward that 179-day figure.

The action applies to all units employed in support of an OOTW or SSC, whether they perform their duty in Germany, Hungary or Kosovo. Also, in cases such as Southwest Asia, where the tours have been averaging 120 days, this does not mean those tours will lengthen in order to extend them to 179 days. Reserve deployments in the Balkans previously averaged 210 to 230 days, including transition time, while active-duty soldiers spent, on average, 179-210 days.

Nearly 1.4 million members of the National Guard and Reserve will benefit significantly from the \$309.9 billion FY01 National Defense Authorization Act (NDAA). Starting Jan. 1, Guard and Reserve members will see a 3.7 percent increase in drill and annual training pay, and numerous other incentives and benefits that the Department of Defense believes will keep them in uniform longer and attract more young people to join the force.

Pay and Benefits

National Guard and Reserve members can now receive credit for up to 90 points each year for inactive duty training, completion of correspondence courses and membership in the Guard or Reserve. This is a 15-point-per-year increase over the previous limit. It will also allow Guard and Reserve members who perform additional drills and complete additional study through correspondence courses to receive credit for their extra effort, which will be used to calculate their Reserve retired pay. Also included are improvements in special pays and benefits.

The recent name change from Family Support to Family Readiness Program more accurately reflects the importance of organized family groups to the readiness of individual soldiers and their units. We enlist soldiers but "reenlist families". Their understanding of the Guard is critical to unit retention. Family Readiness groups communicate the obligations of service members and help families determine what they need to be prepared for training and deployments.

National Guard Family Readiness Program

The National Guard Family Readiness Program is an extensive infrastructure and national network that links 2,679 communities nationwide. The full-time State Family Readiness Program coordinators work with military points of contact and volunteers at every organizational level. They promote family member volunteerism, family readiness groups and facilitate family readiness training throughout the National Guard.

During periods of mobilization and as situations dictate, approximately 3,000 ARNG strength maintenance personnel assist Family Programs in Family Assistance Center operations throughout the country. They and members of the Family Readiness Program network provide basic family readiness training and counseling in preparation for the deployment of military family members. They provide information for referrals and follow-up services, emergency assistance, crisis intervention, reunion planning and

activities and youth outreach programs for children of National Guard members.

Video teleconferencing (VTC) for soldiers and their families during the 49th Armored Division's rotation in Bosnia is just one example of how families can get together and use technology to reach across six time zones and 5,000 miles to their service members. These teleconferences, in addition to email capabilities and telephone access, served to assure participants of their soldier's well-being but also helped to educate family members. "I think for the first time I realized where he was and what he was doing, and the sacrifices that our soldiers make for this country," said a mother-in-law after sitting in on a VTC from Bosnia. "I appreciate what he's doing and what everyone is doing so much."

Family Readiness Groups work for all services. A key Army National Guard quality of life goal is to provide assistance to all military families, regardless of branch or component, who find themselves beyond the support capability of active duty military facilities or their home units.

In 2001, the ARNG will become a full partner in the Army Morale, Welfare and Recreation program. This will provide ARNG soldiers with added recreational and social opportunities previously available only at active installations.

Medical Programs

TRICARE Prime Remote was implemented Oct. 1, 1999. It offers the TRICARE Prime benefit through managed care support contractors for active duty service members with duty assignments in remote locations. In four of the 13 TRICARE regions, TRICARE Prime Remote provides the remote benefit to active duty family members as well. The FY01 budget request includes provisions for expanding the remote benefit to active duty families nationwide. This is especially helpful for families of mobilized Guard members who do not have easy access to military medical facilities.

Dental benefits expanded to include Reserve and National Guard families as beneficiaries for the new TRICARE Dental Program (TDP) beginning Feb. 1, 2001 under Department of Defense policy guidelines. This will significantly expand the number of Reserve forces personnel eligible for TDP. One important new feature will allow Reserve and National Guard members called to active duty in support of contingency operations to sign their family members up for the TDP by excluding them from the mandatory enrollment period. The new policy guidelines will significantly improve the readiness of Reserve force families and be a tremendous benefit to National Guard and Reserve personnel.

Other improvements to TRICARE benefits, including changes to retiree medical and dental programs, pharmacy benefits, and outreach efforts such as internet web site for information and phone in assistance for billing questions all add up to better service for all military members and their families.



Flowers, tears and laughter set the scene when the soldiers of Battery E, 151st Field Artillery returned home in June 2000 to excited family members and loved ones. The unit, which is based in Anoka, Minn., used their skills with radar to ensure compliance with the United Nations cease-fire agreement. This was the second deployment of this unit on a peacekeeping mission in recent years. The soldiers also deployed to Bosnia for a nine-month rotation which began in September 1996.

Appendix A: Constitutional Charter of the Guard

The Army National Guard's Charter is the Constitution of the United States

Militia Clauses. Article I, Section 8 of the U.S. Constitution contains a series of "militia clauses," vesting distinct authority in the federal government and the State governments.

Article I, Section 8; Clause 14 Grounds for calling up the Guard

Clause 14 provides that the Congress has three constitutional grounds for calling up the militia: "to execute the laws of the Union, suppress insurrections and repel invasions." All three standards appear to be applicable only to the Territory of the United States.

Article I, Section 8; Clause 15 Congress may "organize, arm and discipline" the militia; the States may "establish ... appoint the officers of... and train the militia"; limits Congress' power during peacetime

Clause 15 gives Congress the power "to provide for organizing, arming and disciplining the militia, and for governing such part of them as may be employed in the service of the United States." That same clause specifically reserves to the States the authority to establish a State-based militia, to appoint the officers and to train the militia according to the discipline prescribed by the Congress. As written, the clause seeks to limit federal power over State militias during peacetime.

Armies Clause "Congress may declare war, raise and support armies..."

Armies Clause. The "armies clause" in Article I, Section 8 conferred on the Congress the power to provide for the common defense of the United States, declare war, raise and support armies, and make rules for the "government and regulation of the land and naval forces." The Congress also was granted authority to make all laws "necessary and proper" for carrying out such powers. Under this provision, congressional power over the National Guard appears to be far-reaching.

Article I, Section 10 "No state may keep troops... without the consent of Congress"; Second Amendment "...a well-regulated militia [is] necessary to the security of a free State" "...the right of the people to keep and bear arms shall not be infringed."

Other Relevant Provisions. Other sections add to the constitutional underpinnings of our national defense structure. Article I, Section 10 provides that no State, without the consent of the Congress, shall keep troops or ships of war in time of peace, or engage in war unless actually invaded. This section was qualified, however, by the Second Amendment to the Constitution, which was intended to prevent the federal government from disarming the militia. Part of the Bill of Rights that the Anti-Federalists insisted on, states: "A well-regulated militia, being necessary to the security of a free State, the right of the people to keep and bear arms shall not be infringed."

Article IV, Section 4 Guarantees every State in the Union a republican form of government.

In addition, Article IV, Section 4 provides that the federal government "shall guarantee to every State in this Union a republican form of government," and shall protect each of the States against invasion. At State request, the federal government was to protect the States "against domestic violence." Through these provisions, the potential for both cooperative Federalism and for tension between the "militia" and "army" clauses was built into the Constitution.

Article II, Section 2 Makes the president Commander-in-Chief of all forces, including the militia when federalized

Article II, Section 2 places all forces, including the militia when in federal service, under the control of the executive branch by making the president Commander in Chief.

Article I, Section 8 gave the ultimate control to the Congress, however, by granting it the sole power to collect taxes to pay for the

military, to declare war and to employ the militia for common purposes of internal security. Existing State militias could be maintained, although troops could be called into national service. But the founding fathers moderated that authority by leaving the individual States with the explicit responsibility for appointing officers and for supervising peacetime training of the citizen-soldiers.

Militia Act of 1792. Federal policy subsequently expanded and clarified the role of the militia. The Militia Act of 1792 required all able bodied men aged 18-45 to serve, to be armed, to be equipped at their own expense and to participate in annual musters. The 1792 act established an idea of organizing these militia forces into standard divisions, brigades, regiments, battalions and companies, as directed by the State legislatures.

For the 111 years that it remained in effect, this act defined the position of the militia in relation to the federal government. The War of 1812 tested this unique American defense establishment. To fight that war, the new republic formed a small regular military and trained it to protect the frontiers and coastlines. Although it performed poorly in the offensive against Canada, this small force of regulars, when backed by a well-armed militia, accomplished its defensive mission in the War of 1812. Generals like Andrew Jackson proved, just as they had in the Revolution, that regulars and militia could be effective when employed as a team.

With the coming of the Civil War, State militias played a pivotal role. Because the Regular Army was so small throughout the 19th century and the Army Reserve did not exist, the majority of Army units which carry Civil War battle honors are from the Army National Guard.

Posse Comitatus. In 1867, the Congress suspended the southern States' right to organize their militias until a State was firmly under the control of an acceptable government. The U.S. Army was used to enforce martial law in the South during Reconstruction. Expansion of the military's role in domestic life, however, did not occur without debate or response. Reaction to the use of the Army in suppressing labor unrest in the North and guarding polls in the South during the 1876 election led to congressional enactment of the Posse Comitatus Act in 1878. Designed to limit the president's use of military forces in peacetime, this statute provided that:

"...it shall not be lawful to employ any part of the Army of the United States... for the purpose of executing the laws, except on such cases and under such circumstances as such employment of said force may be expressly authorized by the Constitution or by any act of Congress..."

Concern over this new domestic role also led the States to reexamine their need for a well-equipped and trained militia, and between 1881 and 1892, every State revised the military code to provide for an organized force. Most called their State militias the National Guard following New York's example.

Beginning in 1903 through the 1920s, legislation was enacted

Article 1, Section 8

Gives Congress the ultimate control through its sole power to collect taxes to pay the military, to declare war and employ the militia for security

Militia Act of 1792

Clarified role of the militia; required all able men to serve, be armed, and be equipped at their own expense; standardized the unit structure.

War of 1812 puts the militia concept to the test

Majority of Civil War battle honors belong to Army National Guard units

Posse Comitatus

Congress' suspension of southern States' right to organize a militia results in Posse Comitatus -- limiting the president's use of military forces in peacetime

"...not lawful to employ any part of the Army...for the purpose of executing the laws...except [as] expressly authorized by the Constitution or by any act of Congress..."

1881 to 1892 --States revise military codes

The Dick Act, 1903
Affirmed the National Guard as the
primary organized reserve force

that strengthened the Army National Guard as a component of the national defense force. The Dick Act of 1903 replaced the 1792 Militia Act and affirmed the National Guard as the Army's primary organized reserve.

National Defense Act, 1916
Guaranteed the State militias as
the Army's primary reserve force;
President given authority to
mobilize the Guard during
war or national emergency

The National Defense Act of 1916 further expanded the Guard's role and guaranteed the State militias' status as the Army's primary reserve force. Furthermore, the law mandated use of the term "National Guard" for that force. Moreover, the President was given authority, in case of war or national emergency, to mobilize the National Guard for the duration of the emergency. The number of yearly drills increased from 24 to 48 and annual training from five to 15 days. Drill pay was authorized for the first time.

National Defense Act
Amendments, 1920;
National Guard on general staff;
Reorganized the divisions;

National Guard
Mobilization Act, 1933;
Made the National Guard
a component of the Army

The National Defense Act Amendments of 1920 established that the chief of the Militia Bureau (later National Guard Bureau) would be a National Guard officer, that National Guard officers would be assigned to the general staff and that the divisions, as used by the Guard in World War I, would be reorganized. Subsequent amendments to the act, the National Guard Mobilization Act of 1933, created the National Guard of the United States as a component of the Army at all times, which could be ordered into active federal service by the President whenever Congress declared a national emergency.

Total Force Policy, 1973
Requires all active and reserve
military organizations be treated
as a single integrated force
Reinforced the original intent of
the founding fathers -- a small
standing army complemented
by citizen-soldiers.

Following the experience of fighting an unpopular war in Vietnam, the 1973 Total Force Policy was designed to involve a large portion of the American public by mobilizing the National Guard from its thousands of locations throughout the United States when needed. The Total Force Policy requires that all active and reserve military organizations of the United States be treated as a single integrated force. A related benefit of this approach is to permit elected officials to have a better sense of public support or opposition to any major military operation. This policy echoes the original intentions of the founding fathers for a small standing army complemented by citizen soldiers.



Sgt. Tammy Nesheim, of the North Dakota Army National Guard, hands out pens and pencils to students in a schoolhouse in Sodovina e Jerlive, a small Albanian village near Vitina, Kosovo. Nesheim and her fellow soldiers from Headquarters Support Company, 142nd Engineer Battalion, North Dakota Army National Guard, are delivering boxes of clothing and school supplies donated to the kids in this small village by the soldiers' families and churches back home.

Appendix B: Economic Impact of ARNG by State, During FY00



<i>State/Territory</i>	<i>Number of Armories</i>	<i>Number of Cities</i>	<i>Total Economic Impact</i>
Alaska	117	88	\$ 128,826,018
Alabama	147	129	\$ 372,043,924
Arkansas	76	74	\$ 273,086,607
Arizona	29	22	\$ 167,640,501
California	131	119	\$ 646,213,560
Colorado	36	24	\$ 105,188,957
Connecticut	31	22	\$ 184,066,128
District of Columbia	4	1	\$ 63,007,136
Delaware	16	12	\$ 63,872,433
Florida	73	63	\$ 308,888,505
Georgia	76	73	\$ 279,194,365
Guam	16	1	\$ 39,634,732
Hawaii	22	17	\$ 149,305,965
Iowa	58	53	\$ 215,978,882
Idaho	41	31	\$ 151,614,675
Illinois	53	50	\$ 257,674,560
Indiana	74	69	\$ 301,055,784
Kansas	59	57	\$ 204,455,979
Kentucky	61	53	\$ 215,342,579
Louisiana	90	66	\$ 289,484,079
Massachusetts	68	58	\$ 192,657,157
Maryland	40	34	\$ 157,604,182
Maine	29	26	\$ 115,700,157
Michigan	65	4	\$ 251,855,860
Minnesota	56	58	\$ 255,472,839
Missouri	64	64	\$ 323,427,747
Mississippi	93	93	\$ 542,723,288
Montana	53	38	\$ 118,573,844
North Carolina	103	103	\$ 283,329,396
North Dakota	26	26	\$ 114,393,765
Nebraska	31	31	\$ 109,693,757
New Hampshire	24	23	\$ 61,666,958
New Jersey	54	42	\$ 180,576,785
New Mexico	29	29	\$ 118,853,517
Nevada	21	13	\$ 80,346,862
New York	80	72	\$ 315,574,379
Ohio	79	79	\$ 254,305,345
Oklahoma	83	79	\$ 208,975,795
Oregon	50	37	\$ 253,242,963
Pennsylvania	138	96	\$ 407,363,433

<i>State/Territory</i>	<i>Number of Armories</i>	<i>Number of Cities</i>	<i>Total Economic Impact</i>
Puerto Rico	49	30	\$ 188,921,927
Rhode Island	16	13	\$ 73,394,454
South Carolina	82	78	\$ 328,484,385
South Dakota	34	31	\$ 105,436,721
Tennessee	119	92	\$ 312,715,708
Texas	125	102	\$ 448,526,043
Utah	33	27	\$ 184,995,243
Virginia	77	50	\$ 225,144,273
Virgin Islands	31	2	\$ 34,307,806
Vermont	24	22	\$ 95,843,374
Washington	52	35	\$ 219,851,133
Wisconsin	67	67	\$ 196,572,579
West Virginia	38	34	\$ 122,643,180
Wyoming	23	17	\$ 66,601,591
NGB			\$ 826,045,176
TOTAL	3166	2679	\$ 12,192,396,991



Appendix C: Military Personnel Offices, by State

<i>State</i>	<i>The Adjutant General</i>	<i>Military Personnel Office</i>
Alabama	(334) 271-7200	(334) 271-7259
Alaska	(907) 428-6003	(907) 428-6400
Arizona	(602) 267-2710	(602) 267-2753
Arkansas	(501) 212-5001	(501) 212-4001
California	(916) 854-3500	(916) 854-3206
Colorado	(303) 677-8801	(303) 677-8955
Connecticut	(860) 524-4953	(860) 524-4820
Delaware	(302) 326-7001	(302) 326-7040
District of Columbia	(202) 685-9798	(202) 685-9817
Florida	(904) 823-0100	(904) 823-0300
Georgia	(404) 624-6001	(404) 675-5308
Guam	(671) 475-0802	(671) 647-2849
Hawaii	(808) 733-4246	(808) 733-4132
Idaho	(208) 422-5242	(208) 422-3762
Illinois	(217) 761-3500	(217) 761-3558
Indiana	(317) 247-3279	(317) 247-3219
Iowa	(515) 252-4211	(515) 252-4360
Kansas	(785) 274-1001	(785) 274-1070
Kentucky	(502) 607-1558	(502) 607-1462
Louisiana	(504) 278-8211	(504) 278-8341
Maine	(207) 626-4205	(207) 626-4317
Maryland	(410) 576-6097	(410) 576-6010
Massachusetts	(508) 233-6552	(508) 233-6623
Michigan	(517) 483-5507	(517) 483-8321
Minnesota	(651) 282-4666	(651) 282-4040
Mississippi	(601) 313-6232	(601) 313-6215
Missouri	(573) 638-9710	(573) 638-9648
Montana	(406) 841-3000	(406) 841-3225
Nebraska	(402) 471-7100	(402) 471-7155
Nevada	(775) 887-7302	(775) 887-7300
New Hampshire	(603) 225-1200	(603) 228-1135 ext 1205
New Jersey	(609) 530-6957	(609) 562-0652
New Mexico	(505) 474-1202	(505) 474-1254
New York	(518) 786-4502	(518) 786-4568
North Carolina	(919) 664-6101	(919) 664-6120
North Dakota	(701) 224-5102	(701) 224-5902
Ohio	(614) 336-7070	(614) 336-7040
Oklahoma	(405) 228-5201	(405) 228-5317
Oregon	(503) 945-3991	(503) 945-3677
Pennsylvania	(717) 861-8500	(717) 861-8530

Puerto Rico	(787) 724-1295	(787) 2890-1496 / 1497
Rhode Island	(401) 457-4102	(401) 457-4135
South Carolina	(803) 806-4217	(803) 806-1622
South Dakota	(605) 399-6702	(605) 737-6668
Tennessee	(615) 313-3001	(615) 313-3125
Texas	(512) 465-5006	(512) 465-5031
Utah	(801) 523-4401	(801) 523-4531
Vermont	(802) 338-3124	(802) 338-3130
Virginia	(804) 298-6102	(804) 298-6116
Virgin Islands	(340) 712-7711	(340) 712-7728
Washington	(253) 512-8201	(253) 512-7670
West Virginia	(304) 561-6316	(304) 561-6353
Wisconsin	(608) 242-3001	(608) 242-3444
Wyoming	(307) 772-5234	(307) 772-5935



Montana Army National Guard Spc. Robert Houston feels for hot spots while conducting mop-up operations in the Helena National Forest on Aug. 3, 2000. More than 400 Montana soldiers were called to state active duty to help fight wildfires in the worst fire season since 1988. Houston, of Great Falls, Mont., is a member of Detachment 1, Bravo Company, 1st Battalion, 163rd Mechanized Infantry, Boseman, Mont.

Appendix D: Operations, Exercises and Deployments

Deployments **OPERATION JOINT ENDEAVOR** is the mission name for Bosnia between December 1995 and November 30, 1996. Joint Endeavor was the implementation force for the Dayton Accords.

OPERATION JOINT FORGE is the mission name for Bosnia between June 20, 1998 and present. The mission is designed to be the transition of the Stabilization Force in Bosnia-Herzegovina to a slightly smaller follow on force.

OPERATION JOINT GUARDIAN is the mission name for Kosovo after the allied bombing ceased June 10, 1999 to present.

OPERATION SOUTHERN WATCH is the mission name for Southwest Asia.

*Significant US Joint
Forces Command
Training Events*

ROVING SANDS United States Joint Force Command (JFCOM) and Army Forces Command (FORSCOM) co-sponsored OPERATION ROVING SANDS, which is the largest Air Defense exercise in the world. ROVING SANDS is held annually over 15 million acres of training area at Fort Bliss, TX and White Sands Missile Range, NM. The exercise focuses on joint/integrated Air Defense in a desert environment. In FY00 the National Guard deployed approximately 2400 ARNG soldiers, in 13 units, who provided combat service support. National Guard units also participate with Blue Force elements.

GOLDEN COYOTE is sponsored by South Dakota. This is a multi-component exercise, which focuses on supporting the Black Hills National Forest area and surrounding recreational areas. Units within a 600-mile radius train on mission essential tasks that provide an incidental benefit to the civilian population by performing engineer projects, water purification, maintenance and transportation support. Since 1984, 30 different states with more than 40,000 soldiers from 50 units have participated in this exercise.

GOLDEN COYOTE is conducted at a very low cost and provides ARNG soldiers with excellent lane training opportunities without deployment costs. Training emphasizes interoperability and interconnectivity within and among branches and components.

GLOBAL PATRIOT is an innovative concept for low-cost joint interoperability training across a broad spectrum of real-world scenarios and requirements. This exercise allows for home station participation via computer data links, thus providing joint training opportunities without deployment costs. Training emphasizes interoperability and interconnectivity within and among branches and components.

GRECIAN FIREBOLT is a 1-½ major regional contingency (MRC) signal exercise sponsored by the U.S Army Signal Command. Signal units from the ARNG participate from their annual training sites to interface with other units at 23 separate locations throughout the U.S. In FY00, more than 1200 ARNG soldiers participated from 14 units.

*Innovative
Readiness
Training*

ROLLING THUNDER is a series of Oregon Army National Guard projects designed to add value to local communities' infrastructure. The ORARNG participates in the operation by providing engineer assets and conducting vertical and horizontal construction projects.

BRIGHT STAR is the Joint Chief's of Staff (JCS) exercise, which is held annually, this is a major deployment into Southwest Asia. BRIGHT STAR displays the United States' resolve to protect vital interests in the region. The exercise's location and dates are classified. The ARNG supports BRIGHT STAR with Military Intelligence and Signal Corps soldiers.

***US CENTRAL
COMMAND***

LUCKY SENTINEL is the JCS exercise, Joint War Fighting Center (JWFC) supported, and Army Central Command (ARCENT) sponsored joint and combined command post exercise (CPX). Lucky Sentinel's purpose is to train and sustain the battle staffs of coalition task force Kuwait on the full range of universal joint task list (UJTL) operational level tasks. LUCKY SENTINEL includes air land and sea operations with emphasis on the joint targeting process and integration of all component air and fires capability. Also included is training on theater missile defense operations and reception staging.

COBRA GOLD is a JCS exercise in Thailand meant to improve US and Thai combat forces and interoperability.

***US PACIFIC
COMMAND***

FOAL EAGLE is a JCS Field Training Exercise FTX that provides the opportunity for ARNG soldiers to train with the US and Republic of Korea (ROK) Forces.

ULCHI FOCUS LENS is a large-scale joint and combined exercise conducted to demonstrate US resolve to assist the Republic of Korea against external aggression

MEDICAL READINESS TRAINING EXERCISE (MEDRETE) soldiers are deployed throughout South and Central America and the Caribbean to conduct medical screening and immunizations with local nationals.

***US SOUTHERN
COMMAND***

NUEVOS HORIZONTES (New Horizons) is a JCS-directed, joint FTX. The primary purpose of the FTX is to conduct training while reinforcing appropriate military roles in the host nation democracy. The focus of NEW HORIZONS is the repair and construction of rudimentary roadways, bridges, schools, clinics and to conduct MEDRETEs. This is an on-going engineer and medical exercise.

Peace Keeping Operations/FUERZAS ALIDAS-HUMANITARIAN (PKO/FA-HUM) is a JCS-directed joint exercises. Peace Keeping Operations are regionally oriented, combined foreign military interaction exercises designed to improve coordination among Armed Forces and the United Nations, other governmental agencies and NGOs/IOs in peacekeeping and humanitarian operations.

PKO/FA-HUM is a combined and joint series of CPXs/FTXs. Scenarios normally center on defense of the Panama Canal, humanitarian efforts, cooperative counterdrug activities or peacekeeping operations.

TRADEWINDS is a CPX conducted in the Caribbean Basin and is a naval/land-based exercise designed to exercise the defense of the lower Caribbean Islands.



Army National Guard Readiness Center

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