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***The Adjutant General's
Report to the
GOVERNOR***



Colorado Department of Military Affairs 2002 Report to the Governor

OUR LEADERSHIP



Dear Governor Owens,

I am pleased to forward this report on the Department of Military Affairs and the organization and activities of the Army National Guard, the Air National Guard and the Civil Air Patrol. These three organizations, combined with State employees, provide

outstanding support to the nation and the citizens of Colorado.

A combined force of over 7,000 military and civilian personnel constitutes the Department of Military Affairs, Colorado National Guard, and Civil Air Patrol. The tragic events of September 11 have had a dramatic impact on the Department as it rose to the challenge of providing active air defense, increased security at airports, and units for overseas deployments in support of the war on terrorism.

Without the selfless dedication of the men and women in the Colorado National Guard and the Civil Air Patrol, without the help of their employers, the Department would not have been able to meet the significant challenges imposed by the new requirements. Their devotion to Community, State, and Nation provide a model for all of us to emulate.

Sincerely,

Mason C. Whitney
Major General

The Adjutant General



Colorado Department of Military Affairs 2002 Report to the Governor

Colorado National Guard

Create a work environment characterized by trust, teamwork, and cooperation recognized for excellence and integrity in an organization



An open set of systems that promote trust.

- Fair and impartial
- Performance Agreements, Promotions, & Retention Policies.

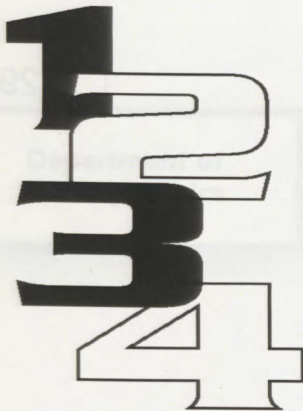
An operating style that promotes teamwork.

- Treat all with courtesy and respect

Teams cooperating to satisfy customer requirements.

- Metric driven improvements and results.

The Adjutant General's Priorities

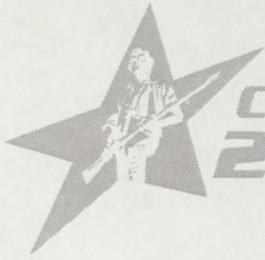


Safety and health of our people

Strength

Readiness

Customer Focus



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Colorado National Guard Organizational Chart

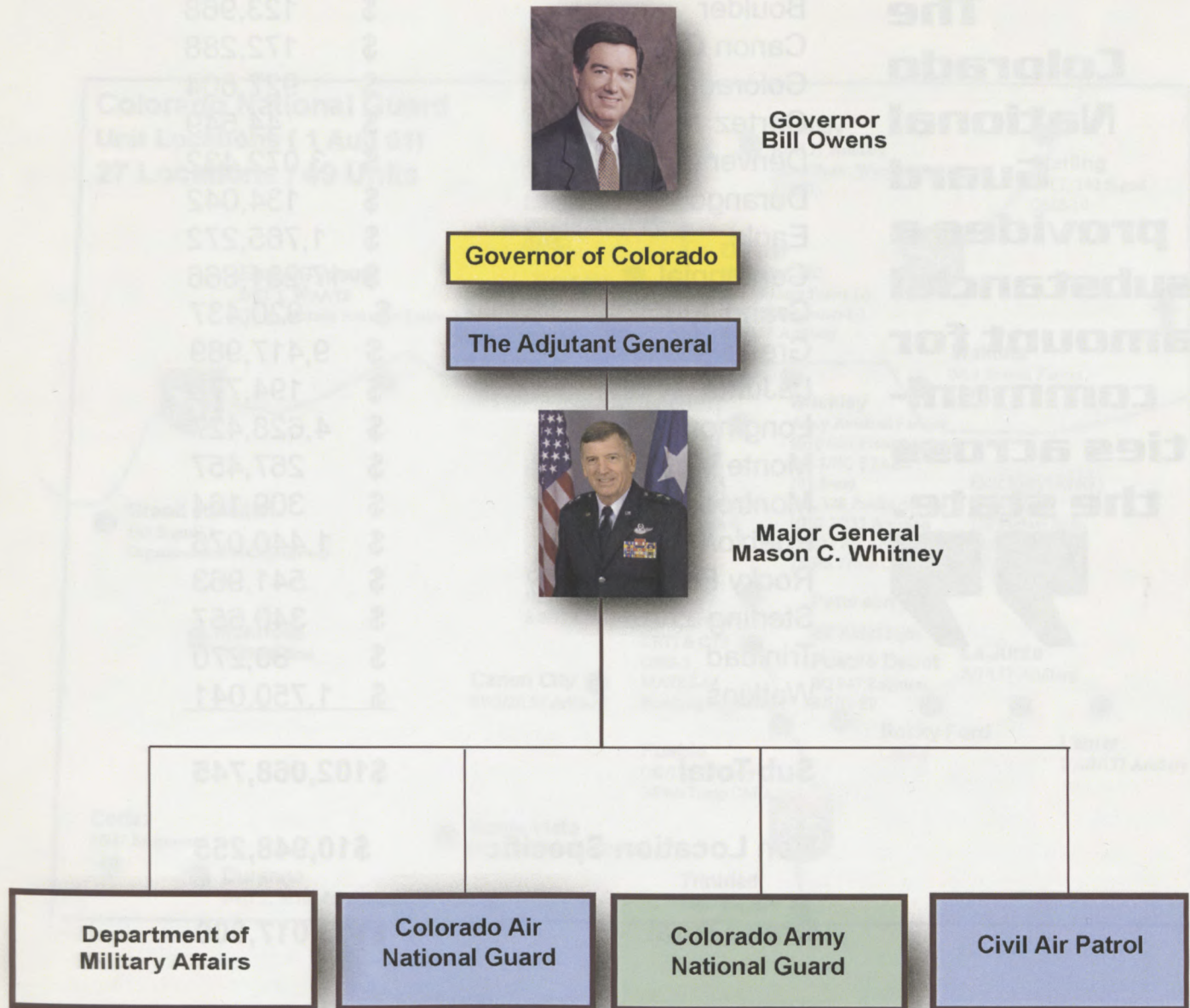


Chart depicts the current organizational structure.



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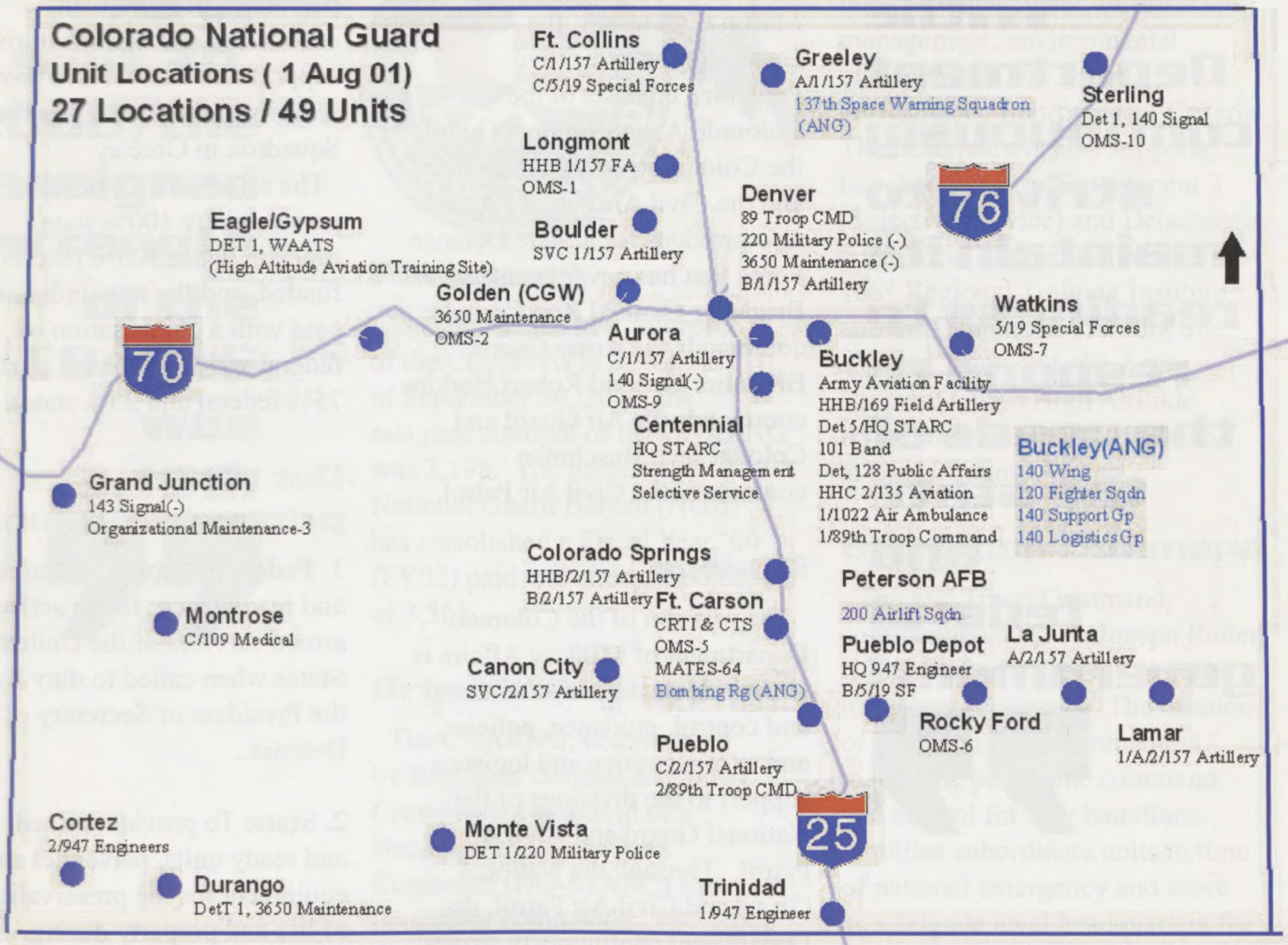
**“
The
Colorado
National
Guard
provides a
substantial
amount for
communi-
ties across
the state.
”**

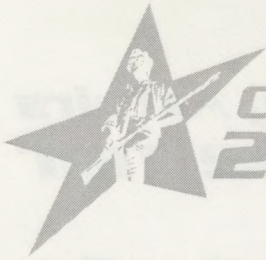
Location	Annual Dollars
Aurora/Buckley	\$ 54,803,211
Boulder	\$ 123,968
Canon City	\$ 172,288
Colorado Springs	\$ 927,604
Cortez	\$ 44,549
Denver	\$ 3,072,432
Durango	\$ 134,042
Eagle	\$ 1,765,272
Centennial	\$ 17,281,866
Grand Junction	\$ 920,437
Greeley	\$ 9,417,989
LaJunta	\$ 194,770
Longmont	\$ 4,628,427
Monte Vista	\$ 267,457
Montrose	\$ 309,164
Pueblo/PDA	\$ 1,440,076
Rocky Ford	\$ 541,963
Sterling	\$ 340,657
Trinidad	\$ 80,270
Watkins	\$ 1,750,041
Sub Total	\$102,068,745
Non Location Specific	\$10,948,255
Grand Total	\$113,017,000



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Map of Colorado National Guard (Army and Air) Unit Locations





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Department of Military Affairs

“
...the
Department
continuously
strives to
maintain its
readiness to
respond to
the needs of
the state
and
federal
government.”

Organization

The Department of Military Affairs, led by Major General Mason C. Whitney, the Adjutant General (and Executive Director), consists of the Colorado Army National Guard, the Colorado Air National Guard and the Civil Air Patrol. Statute also provides for a State Defense Force that has never been active. Brigadier General Ron Crowder commands the Army Guard, Brigadier General Robert Harkins commands the Air Guard and Colonel Jack Buschman commands the Civil Air Patrol.

Mission

The mission of the Colorado Department of Military Affairs is to provide day-to-day command and control, guidance, policies, and administrative and logistics support to the divisions of the National Guard and Civil Air Patrol. Through the National Guard and Civil Air Patrol, the Department continuously strives to maintain its readiness to respond to the needs of the state and federal government.

Personnel

To meet its responsibilities, the Department of Military Affairs employs 90 full time State personnel.

Of these, 65 personnel are engaged in management and

maintenance of the Department facilities located all over the state. Fifteen employees provide personnel, procurement, accounting and administrative support and another five provide security at the Space Warning Squadron in Greeley.

The salaries of 28 of these personnel are 100% state funded, 23 are 100% federal funded, and the remainder are paid with a combination of federal and state funds (usually 75% federal and 25% state).

Our three primary missions:

- 1. Federal:** To provide trained and ready forces to the active armed services of the United States when called to duty by the President or Secretary of Defense..
- 2. State:** To provide trained and ready units, personnel and equipment for the preservation of life and property during natural disasters and civil emergencies when ordered by the Governor.
- 3. Community:** To participate as active organizations and contributing citizens in resolving problems facing communities.



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Colorado Army National Guard

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As of
Sept 30,
2000, the
assigned
strength
of the
COARNG
was
3,198.

”



Personnel

The authorized new figures of the COARNG is 3,342. As of September 30, 2000, the assigned strength of the COARNG was 3,198. The percentage National Guard Bureau (NGB) has established a Fiscal Year '00 (FY02) paid end strength objective of 3,361.

Organization

The COARNG, commanded by Brigadier General Ronald G. Crowder, is composed of a Headquarters, State Area Command (HQ-STARC) and two major commands: 89th Troop Command and the 169th Field Artillery Brigade.

Headquarters, State Area Command

The HQ-STARC consists of primary staff offices responsible for establishing command directives and guidance in the

functional areas of military personnel; recruiting and retention; training, logistics; surface maintenance; Army aviation; facility management; information management; environmental management; and Army Performance Improvement Criteria. The headquarters also supports two detachments: Detachment 3 (Selective Service) and Detachment 5 (Medical Support) as well as the 168th Regional Training Institute and the Centennial Training Site at Fort Carson, and the Army National Guard High Altitude Aviation Training Site (HAATS) at Eagle County Airport.

89th Troop Command

The 89th Troop Command, commanded by COL Joseph Reiter, is located in the Denver Armory in Denver, Colorado. The mission of the 89th Troop Command is to provide peacetime command and control for four battalions, mobilize subordinate units in time of national emergency and serve as a brigade level headquarters for subordinate units in times of State mobilizations and emergencies. The organizations assigned to the 89th Troop Command include the Fifth Group 19th Special Forces, Second Battalion, 135th Aviation Battalion, First Battalion, 89th Troop Command Battalion and Second Battalion, 89th Troop Command Battalion.

The 5/19th Special Forces (Watkins, Fort Collins, and Pueblo)



Colorado Department of Military Affairs 2002 Report to the Governor

consists of four companies that deploy and train all over the world to conduct special operations missions in support of the warfighting commanders in chief. The 2/135th Aviation Battalion (Buckley Air Force Base and Eagle) consists of two companies of UH-1 (Huey) helicopters and various detachments to support the mission of transporting personnel and cargo during state and federal deployments. The battalion also has a medical evacuation detachment of UH-60 (Black Hawks) that can provide aerial evacuation of wounded soldiers.

The 1/89th Troop Command (Buckley AFB) provides command and control for these varied units: 140th Signal Company (Denver and Sterling) – providing communications on the battlefield, in essence, the AT&T of the Army; the 143rd Signal Company (Grand Junction) – providing a wireless communications link on the battlefield between units up to 150 miles apart; the 220th Military Police Company (Denver and Monte Vista) – providing area security and battlefield traffic circulation control, aiding in the security of soldiers and civilians; the 101st Army Band (Buckley AFB) – providing music and a positive public image for the COARNG; and the 1/128th Mobile Public Affairs Detachment (Buckley AFB) – providing media coverage of soldiers and their activities.

The 2/89th Troop Command (Pueblo) provides command and control for these varied units: C/109th Area Support Medical Battalion (Montrose) – providing sick call and emergency medical support as well as ground ambulance evacuation capabilities; the 947th Engineer Company (Pueblo, Trinidad, and Cortez) – providing earth moving equipment that can create, repair, and maintain roads; the 1157th Engineer Detachment (Pueblo) – providing fire fighting support; and the 3650th Maintenance Company (Longmont and Durango) – providing high level maintenance support for units around the state.

169th Field Artillery Brigade

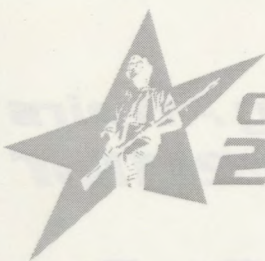
The 169th Field Artillery Brigade (FAB) is the state's largest combat organization, consisting of a brigade headquarters, at Buckley Air Force Base and two artillery battalions, 1/157th Field Artillery Battalion in Longmont, and 2/157th Field Artillery Battalion in Colorado Springs. The brigade is commanded by COL Y. R. Hladkyj, with a headquarters staff consisting of communications, maintenance, meteorological, survey, and food service sections.

The 1/157th FA Battalion consists of five company sized elements, called batteries.

The batteries are HHB, 1/157th (Longmont), A Battery (Greeley), B Battery (Denver),

“
**The 5/19th
Special Forces
(Watkins,
Fort Collins
and Pueblo)
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nies that
deploy and
train all over
the world...**

”



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**“
The
169th, Field
Artillery
Brigade is
the state’s
largest
combat org-
anization...
”**

C Battery (Aurora), and Service Battery (Boulder). The 2/157th FA Battalion also has five Batteries: HHB, 2/157th and B Battery (Colorado Springs), A Battery (La Junta and Lamar), C battery (Pueblo), and Service battery (Canon City). Each battalion consists of a battalion staff, a service and support organization and three firing batteries, each with six 155mm, self-propelled howitzers. In total, the COARNG commands 36 such howitzers.

168th Regional Training Institute

The 168th Regiment is Commander by COL David R. Hays. The Regiment consists of the Regimental Headquarters, the General Studies Battalion, and the Centennial Training Site. All organizations are located at Fort Carson, Colorado.

The Regiment is an extension of the Training and Doctrine Command’s (TRADOC) Total Army School System (TASS). Representatives from various agencies including TRADOC and the Sergeants Major Academy, accredit the Regiment.

The training provided by the Regiment is offered to not only the Colorado Army National Guard, but also Guard soldiers from other States, the US Army Reserve, and the Active Army. The Regiment is equipped with distance learning capability that allows receiving and providing classroom instruction to

locations around the world. The Regiment has also recently installed a computer laboratory for students. Improvements and additional capabilities to enhance the learning experience are constantly being fielded across the Army.

The General Studies Battalion provides Non-Commissioned Officer (NCO) training in the forms of the Basic NCO Course and the Advanced NCO Course. The Officer Candidate School provides the Colorado Army National Guard with a steady supply of Second Lieutenants. During the 2000 school year, the General Studies Battalion graduated 23 Advanced NCO Course students, 31 Basic NCO Course students, and commissioned 7 second lieutenants.

In addition to the professional education for NCOs and officers, the General Studies Battalion conducts the Non-Prior Service Training Course designed to prepare new recruits for basic training; the Total Army Instructor Training Course and the Small Group Instruction Training Course (to prepare soldiers as instructors); and the Combat Lifesaver Course. During the 2000 school year 39 soldiers graduated from the Non-Prior service school, 27 graduated from the instructor training courses and 72 graduated from the combat lifesaver course.

The Centennial Training Site provides housing, classroom facilities, open terrain for



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individual and unit training, small arms qualification ranges, a state of the art engagement skills training simulator, and a dining facility. The Training site can provide housing for over 1000 soldiers as well as 19 classrooms and a 120-person auditorium. During the 2000 training year the training site supported 169,084 training man-days by Army National Guard organizations, United States Army Reserve, Active Army, US Air Force, US Navy, Department of Defense Civilian, and local community personnel.

State Aviation

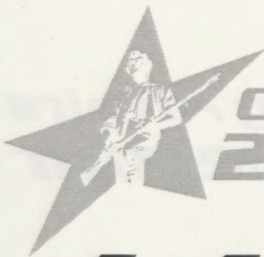
The Army Aviation Support Facility (AASF) at Buckley Air Force Base employs 50 full time AGR and Technician personnel to support the units. These personnel work as flight instructors, operations specialists, maintenance test pilots and crew chief / maintenance technicians to maintain and support units' aircraft and aviator/crew training. The AASF Operations and Maintenance sections at Buckley Air Force Base support the Colorado Guard's aviation units on a daily basis. They monitor and control the units' flight programs with day to day maintenance on aircraft and flight scheduling activities. They facilitate training to support the units' aviators and crewmembers and aviation operations for the Colorado Army Guard and State mission support.

The flight training conducted constitutes aviator basic aircraft flight training and tactical and mission training to meet minimum flight proficiency for aviator and crewmembers. This includes tactical and instrument flight, internal and external loads, night vision device training and water bucket operations to support State missions. The operations section of the AASF conducts the individual flight training and evaluations for all the units aviators and crewmembers. All the pilots and crewmembers are fully trained to meet their federal war fighting mission. This proficiency then translates into trained proficient crews that are available to support the State mission in event of emergencies.

The flight crew conducted thirty-three search and rescue flights last year to support all regional areas of Colorado. Additionally aircraft and personnel from the AASF and the Units were used in support of forest fires this year, flying 35 hours of UH-60 and 9 hours of UH-1 flight time conducted over several days. The units and the AASF executed over 2200 accident free flying hours for training and support.

The ARNG High Altitude Aviation Training Site (HAATS) at Eagle consists of 16 full time personnel working as flight instructors, operations specialists, maintenance test pilots and aircraft maintenance technicians. The HAATS mission is the training

**“
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stream
of 2nd
Lieutenants.
”**



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**“
The flight
crew
conducted
33 search
and rescue
flights last
year to
support all
regional
areas of
Colorado.
”**

of aviators in high altitude and mountain operations. It exists to support, not only Colorado's aviators, but also conducts qualification in mountain flight for aviators of other states, the US Army, other U.S. military services and foreign military aviators. The HAATS flew over 1400 hours last fiscal year training pilots from the United States, Germany, and Norway.

The Operational Support Airlift Detachment 33 conducts airlift for personnel of all military services in their twin engine Fairchild C- 26. Its annual flight program for last year was 780 hours. They transported over Department of Defense 900 passengers to destinations throughout the United States.

Directorate of Logistics

The COARNG Directorate of Logistics (DOL) is organized into two primary functional areas, the Logistics Management Office and the Property Book Office. Fifteen full time technicians or Active Guard/Reserves man the DOL and provide logistic support to 3,198 soldiers in 30 armories and maintenance facilities across 104,247 square miles of Colorado.

The DOL mission is to support units in mobilization and deployment in support of Federal and State missions. The Directorate's vision statement is

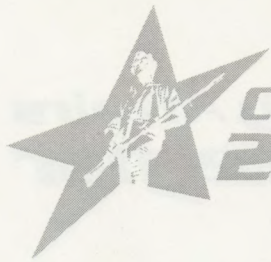
simply "Support the Point". The Point is our world class citizen soldiers who are holding the high ground for our community, state and nation.

The Logistics Management Office consists of the Supervisory Logistics Management Specialist, Logistics Management Specialist and the Defense Movement Coordinator. The office is responsible for the DOL budget, food service for the COARNG and management of all military convoy traffic, both Active and Reserve Components within the state.

The Property Book Office is composed of a Documentation Team and an Inventory Team. Together, these teams manage the property books for 40 companies and detachments across Colorado.

Fiscal Year 2000 proved to be a very busy year for the DOL. The Directorate supported the deployment and redeployment of the 220th Military Police Company to Hungary, executed a \$1.1 million budget, inventoried and took responsibility for 10 company or detachment property books, logistically prepared COARNG for the State's Y2K contingency plans and oversaw 313 military convoys on Colorado highways.

In Fiscal Year 2001, the DOL looks forward to another busy year. Preparation has begun for additional deployments to Operation Joint Force in Hungary. New force structure is coming to the COARNG. The Property Book Office continues to take



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over additional property books. The DOL will also support the COARNG's Partnership for Peace program with a visit to Slovenia in February.

Facility Management Office

The Facility Management Office is responsible for all new construction, repair and maintenance, operations, real property management and environmental management and compliance for the COARNG.

During FY99, the COARNG was in the process of completing the construction of the Denver Armory Project. Total construction cost was \$7.6 million, which was funded with 25% state and 75% federal dollars.

We took beneficial occupancy in FY 99 and moved four Army National Guard units into their new facility: 89th Troop Command, 140th Signal Company (-), 220th Military Police Company (-), and Battery B, 1/157th Field Artillery Battalion. The Denver Armory is now the home to 525 soldiers. Three of the units came from Camp George West where the facilities they vacated were turned back to the State of Colorado.

We are currently in the final design phase of a new Mobilization and Training Equipment Site (MATES) that will be located at Ft Carson. The design costs for this project are \$1 million and

the estimated construction costs are \$15.1 million.

Both these costs are supported with 100% federal dollars. This project is Phase I of a 3-Phase Master Plan for the development of a state-of-the-art Training/Education/and Maintenance Complex known as the "Centennial Training Site."

Ft Carson has provided a license for 160-acres to the COARNG and has been extremely supportive in the development of this site that will be beneficial to both parties when completed. Phase II will be the construction of the Educational Complex. Phase III will be the completion of the Training Site Complex.

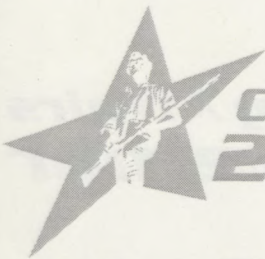
As part of the State's Controlled Maintenance Program, we completed statewide Facility Audits on most of our major structures. This was accomplished with a contractor that gave State Buildings and us a professional evaluation along with cost estimates for the needed repairs.

The last few years we have been concentrating on repairing or replacing leaking roofs throughout the state along with HVAC (Heating, Ventilation, and Air Conditioning) as well as building code issues.

This year, the focus for our federal minor construction dollars went to our Combined Support Maintenance Shop (CSMS) in Longmont, where we provided a new injector test room, fuel and ignition repair room, machine shop,

**“
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”



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“

We are currently in the final design phase of a new Mobilization and training site that will be located at Ft. Carson.

”

carpentry shop, storage areas, and classroom.

Directorate of Information Mgt

The Directorate of Information Management plans, programs, and manages the statewide area network for data and voice, all computers and telecommunication systems connected to the network, all standard phone systems, visual information, records management, mail, printing and publication tasks for the Colorado Army National Guard.

The Directorate of Information Management consists of twenty personnel. Currently the staff is organized with two records management/mail personnel who manage the mail, records and all printing and publication needs; three visual information personnel who handle all of our distance learning initiatives, photography, graphical illustration and desktop publishing needs; four networking personnel that manage the network, server applications and hardware; three telecommunications personnel manage, standard phone systems and converting them to a voice over frame-relay system to reduce costs and communication security; four computer specialists handle our help desk that manages and fixes computers, and manage our Internet site and future intranet site; the remaining four positions include the director of information

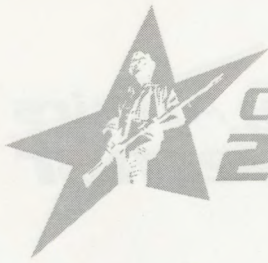
management and administrative staff that manage the above personnel, training and funding.

This past year, Distance Learning (DL) classrooms with a capacity of 18 students each were installed in the Denver Armory and at the Englewood Headquarters. When you include the three-student DL site at Ft. Carson, this brings the Colorado Army National Guard distance learning site to three.

These sites will enable the guard to instruct soldiers from any of these sites to the others or from any other site throughout the country or the world. Of the twenty-six sites throughout the state, we have a third connected to our data and voice network.

These sites include Buckley Air Force Base, the Aurora Armory, the Englewood Armory, the Colorado Springs Armory, the Pueblo Armory, the COARNG Regional Training Institute at Ft. Carson, the COARNG Warehouse at Camp George West, the Longmont Armory, and the CSMS at Del Camino.

This year's goals are to complete the statewide network to the other seventeen sites, start a very strong intranet, and launch new client-server and web based applications to economically increase our communication and productivity, maintain the replacement of 25% of the supported desktop and laptop computers to maintain our four year replacement cycle, replace five failing telephone switches, and replace our aging Kodak printer



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with a new leased Ricoh printer.

Long-term future goals are to replace all of our non-Lucent Technologies phone equipment; establish redundant servers and communication lines to reduce down time; increase the size of our Ft. Carson distance learning site and establish new sites at Grand Junction, Durango, Longmont or Ft. Collins, Pueblo; replace and enhance the telecommunication infrastructure at our older facilities.

Environmental Management Office

The COARNG Environmental Office assisted in the development of the User-Based Army National Guard System (UBANGS) as a paperless, electronic hazardous waste tracking system.

It is a system for tracking hazardous waste for disposal through the Defense Reutilization and Marketing Office (DRMO). It has been adopted as the standard for all states by National Guard Bureau.

During Fiscal Year 1999, the COARNG Environmental Program provided four 16-hour blocks of instruction primarily focused on unit environmental compliance for COARNG soldiers.

They also completed necessary environmental review and documentation for two major activities – the UH-60 Black Hawk fielding and the Multiple Launch

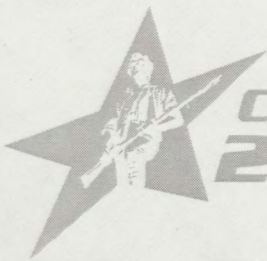
Rocket System (MLRS) fielding for the artillery units.

They implemented a number of management plans designed to reduce the risk of releases of hazardous substances to the environment including, a Storm Water Management Plan that follows EPA and State Clean Water Act regulations.

Safety and Occupational Health Office

The Safety and Occupational Health Office plan, programs, and manages the COARNG Safety and Occupational Health program. The unit consists of a manager and two safety specialists. This office is responsible for ensuring the COARNG complies with Federal (OSHA), State, Department of Defense, US Army and NGB safety regulations, policies and procedures. The office provides technical advice and counsel to COARNG commanders and staff to establish and maintain safety compliance programs, facilitate safety training and identify and correct workplace hazards. They program for funding of safety equipment, personal protective devices and other safety apparatus required to protect the force. They maintain and report the accident and loss summary information and keep the database information to track accident trends. The

**“
This
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Distance
Learning (DL)
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with a
capacity
of 18
students
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installed...
”**



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**The
COARNG
Environmental
Office assisted
in the
development
of the
User-Based
Army National
Guard System
(UBANGS) as a
paperless,
electronic
hazardous
waste tracking
system.**



COARNG safety office works closely with other safety agencies in both the public and private sectors. It is a major contributor to the reduction of accidents and injuries within the entire COARNG workforce.

Highlights and Significant Event

The most significant event for the Colorado Army National Guard for Fiscal Year (FY) 2000 was the deployment of the 134 soldiers of the 220th Military Police Comous train up during the summer and fall of 1999, the 220th Military Police Company (-) mobilized on 31 August 1999 and deployed to Hungry in support of Operation Joint Forge Mid-September 1999. While deployed, missions included route reconnaissance and convoy and VIP escort into Bosnia and Croatia; rail security into Bosnia, Croatia, Slovenia and Germany; and law enforcement for Hungry and Croatia. Additionally the Military Police provided force protection and a quick reaction force for their base camp in Kaposvar.

They also participated as the lead player in two mass casualty training exercises. One of the exercise objectives was coalition interoperability. The 220th Military Police Company (-) also trained Hungarian soldiers in Military Police tactics and quick

reaction force procedures. This was the first time that training of this type had occurred. The 220th Military Police Company re-deployed to Colorado on 3 April 2000.

While the 220th Military Police Company was serving the national interests abroad, the rest of the soldiers in Colorado Army National Guard units were not idle. Twenty-five soldiers from Headquarters and Headquarters Detachment, Company C and Company D, 5th Battalion 19th Special Forces Group deployed to Seoul and Yongsan, Korea. They trained with elements of South Korean Special Forces and the U.S. Army active component Special Forces. Thirty-eight soldiers from Co C, 5th Battalion 19th Special Forces Group also deployed for training to Lop Buri, Thailand.

The 3650th Maintenance Company deployed to Kaiserslautern, Germany with 90 soldiers for 22 days. During this deployment the 3650th Maintenance Company preformed direct and depot level maintenance on U.S. Army Europe equipment. The 3650th Maintenance Company distinguished themselves by their efficiency and effectiveness and the quality of their service. The Active Component sponsor is eager to have them return and has asked that their rotation to Kaiserslautern be accelerated.

Seventy-seven soldiers of the 169th Field Artillery Brigade



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deployed to Grafenwoehr, Germany for 23 days. The “Red Legs” repeated their success as one of the General Support Field Artillery Brigades supporting V Corps Warfighter “Urgent Victory”. They reinforced the German Army 5th Panzer Division Artillery that was also participating in the Warfighter. The 169th FAB was the first Army National Guard unit to work directly with a foreign military unit during the V Corps Warfighter. This was the second year that the 169th FAB had been invited to participate with the V Corps. In addition to the Brigade Staff, staff members from the 1/157th FA Battalion, 2/157th FA Battalion and soldiers from other units in the Colorado Army National Guard participated in Warfighter training during this deployment. The 169th FAB was invited back for the for the FY 2001 V Corps Warfighter.

Company C, 109th Area Support Medical Battalion, the 140th Signal

Company, and the 143rd Signal Company deployed to Camp Rapid, SD to participate in Golden Coyote exercise. This exercise is the largest National Guard exercise in the Western United States. The medical company provided medical services to the 3400 soldiers on the ground while conducting Nuclear, Biological, and Chemical training. The signal companies provided the vital communication link to all units, ensuring connectivity throughout the exercise.

The 947th Engineer Company and the 1157th Engineer Detachment (Fire-Fighters) participated in a “Call to Forward” mobilization at Ft. Carson, CO. This exercise provides mobilization training for units and Ft. Carson organizations that would process them for deployment in the event of mobilization.

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**The
medical
company
provided
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while
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Nuclear,
Biological,
and
Chemical
training.**
”





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Colorado Army National Guard: Deployments and Major Training Events

220th Military Police Company

Kapsovar, Hungary

13 Sep 1999 - Mar 2000

HHD Co C & D, 5th Battallion,

19th Special Forces Group

Lop Buri, Thailand

14 Oct - 4 Nov 1999

3650th Maintenance Company

Kaiserslautern, Germany

8 - 29 Jan 2000

HHB 169th Field Artillery

Brigade

Grafenwoehr, Germany

24 Mar - 15 Apr 2000

Co C 109th ASM BN, 140th Signal

Company, 143rd Signal Company

Camp Rapid, South Dakota

3 - 17 Jun 2000

947th Engineer Company

and 1157th Engineer Team

(Fire Fighters)

Fort Carson, Colorado

16 -30 Jun 2000





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Colorado Air National Guard

Organization

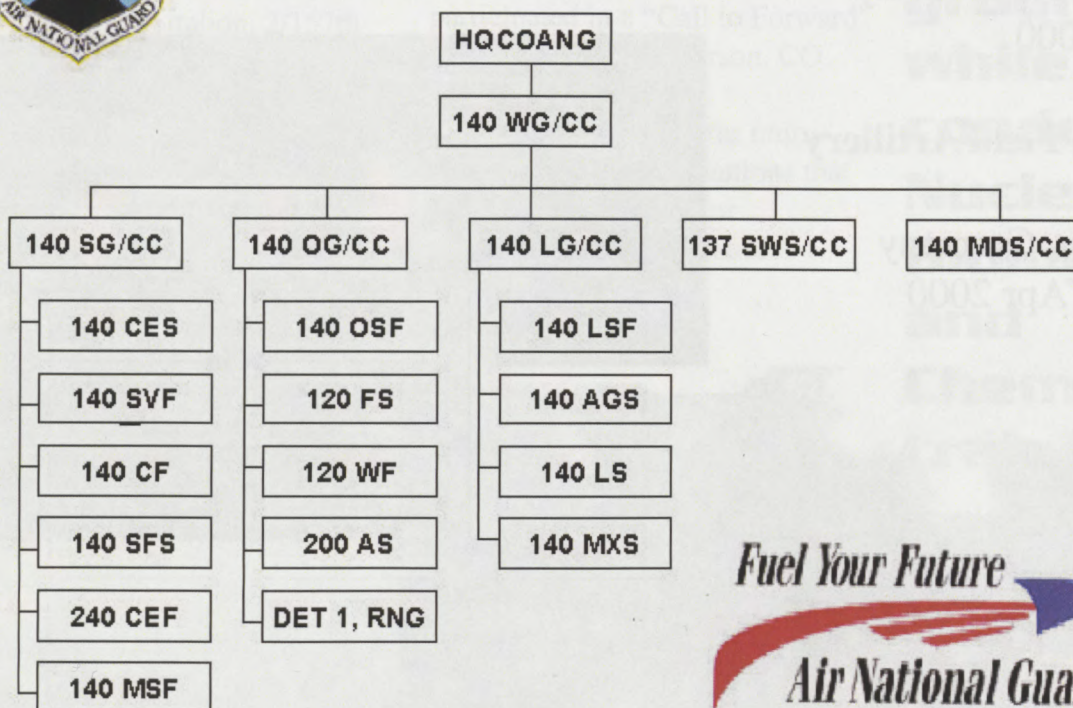
As of December 31, 2000, the Colorado Air National Guard had 1302 military members. We are authorized 1407, placing our strength at 92.5%. We employ 639 full-time individuals who are also required to be members of the

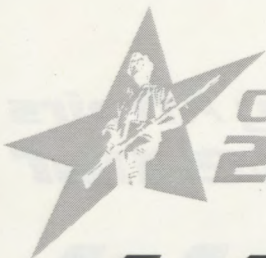
Guard. The units are located in Greeley, Aurora and Colorado Springs. The commander of the Colorado Air National Guard is Brigadier General Robert H. Harkins III, Assistant Adjutant General, Air.

The unit relationships are shown in the following organization chart:



COLORADO AIR NATIONAL GUARD





Colorado Department of Military Affairs 2002 Report to the Governor

**“To fly
and win.
Everything
else is
rubbish.”**

Missions

Headquarters Colorado Air National Guard.

The headquarters acts as the primary overseer of all Colorado Air National Guard (COANG) activities and the liaison for COANG issues at the National Guard Bureau. Their primary mission is to provide the inspiration and leadership that enables the units of the COANG to achieve their greatest potential in the nation, the state and in community service.

The 140th Wing.

Their primary mission is to train and fly the F-16C/D and C-21 Lear jet aircraft. The wing's duties include the operational requirements of this mission including related support and logistical services.

Three groups are in direct support of the 140th Wing: the Support Group, the Operations Group, the Logistics Group, and the 140th Medical Squadron. Although not in direct support, the 137th Space Warning Squadron is associated with the wing as well.

The 140th Support Group.

It is the mission of the 140th Support Group to provide mission-ready facilities, utilities, personnel and services. The following organizations perform functions necessary to meet this mission: 140th Services Flight (food, billet,

ing, laundry, graves registration, and other related services, and support of aerospace power in time of emergency and war), 140th Security Forces, 140th Communications Flight, 240th Civil Engineering Flight, 140th Civil Engineering Squadron and the 140th Military Personnel Flight.

140th Operations Group.

The Operations Group has two squadrons, the 120th Fighter Squadron (F-16 fighters) and the 200th Airlift Squadron (C-21 Lear jets).

120th Fighter Squadron

The Squadron's motto: "To fly and win. Everything else is rubbish". Training, exercises, and real world operations keep this squadron in top performance. Life support functions are an integral part of their operations. The unit flies the Flying F-16 Fighting Falcons and the Block 30 "Big Inlet" F-16 C aircraft.

200th Airlift Squadron.

This squadron is stationed at Peterson Air Force Base. Its mission: to deliver commitment to professionalism and customer service, as a Joint Operational Support Airlift Center mission support squadron. This unit is developing an intense commitment to professionalism and customer service. Its vision is to be the preeminent C-21 unit providing Operational Support Airlift (OSA). It's strategic plan is to expand the unit from two pri-



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mary assigned aircraft (PAA) to six or more aircraft by FY 02.

Other activities included under the Operations Group include Airfield Management, Base Operations, Transient Maintenance, and the 120th Weather Flight.

140th Logistics Group.

This Group consists of the 140th Logistics Support Flight and the 140th Logistics Squadron.

140th Logistics Support Flight

provides support functions on behalf of the maintenance and logistics complex of the 140th Fighter Wing. These functions include Plans and Scheduling, the Maintenance Operations Center, Engine Management, Training, Data Analysis, Resources Management, and Logistics Plans.

140th Support Group.

It is the mission of the 140th Support Group to provide mission ready facilities, utilities, personnel, and services. The following organizations perform functions necessary to meet this mission. The 140th Service Flight (food, billeting, laundry, grave registration, and other related services, and support of aerospace power in time of emergency and war), 140th Security Forces, 140th Communications Flight, 240th Civil Engineering Flight, 140th Civil Engineering Squadron and the 140th Military Personnel Flight.

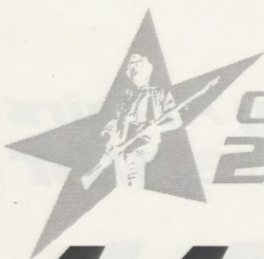
140th Medical Squadron.

During peacetime, the Medical Squadron provides Medical Screening and Force Protection to all units of the Colorado Air National Guard ensuring worldwide readiness for deployment to any theater of operation. Personnel assigned to the Medical Squadron continually train to fulfill the skill level requirements of tasked positions or to augment fixed or field medical facilities as tasked.

137th Space Warning Squadron.

Although under the command of the 140th Wing, this unit's mission is completely separate from the fighters. The 137th provides missile warning, space launch, and nuclear detonation information to the NORAD, Unified Commander, the JCS, and survivable commanders. It deploys on short notice, both overseas and CONUS and is equipped to survive and operate through all phases of attack. The Defense Support Program (DPS) satellites provide immediate worldwide missile warning, space launches and reports nuclear detonation.

“
It is the mission of the 140th Support Group to provide mission ready facilities, utilities, personnel, and services.
”



Colorado Department of Military Affairs 2002 Report to the Governor

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**The Air
National
Guard
is an
integral
part of
the Total
Defense
Force.**

”

Air Guard Deployments and Activities

The Air National Guard is an integral part of the Total Defense Force. It has been long known that the weekend drills once a month and two weeks in the summer or historical only. Our members perform many days more than those minimums. The following are three basic efforts that Guard members actively support: small group deployments in support of active duty missions, total wing deployments, and activities within the State of Colorado, the local mission of the Guard.

Small Group Deployments.

Colorado Air Guard members are called upon to travel throughout the world to work with active duty counterparts and backfill as needed. They not only bring their skills, they develop new ones to bring back to Colorado. The following list, though rather lengthy, is repeated as a complete list to show how broadly Colorado Guard men and women serve. They come from all the units within the Air National Guard and the state is asked to perform many more missions that can be supported. Our members have been deployed to the following locations: Al Jaber, Kuwait; Holloman AFB, NM; Prince Sultan AB, Saudi Arabia; Osan and Kunsan Air Bases, Korea; Rein Mein and Sembach, Germany; Canada; Okinawa AFB, Japan; Slovenia;

Incirlik, Turkey; Aviano, Italy; and Bondsteel, Kosovo.

140th Wing Deployments.

During the two years of this report, the Wing made two total deployments. In 1999, the wing went to Curacao, Netherland Antilles in support of Coronet Nighthawk. This deployment was in support of the drug interdiction mission of the Department of Defense. In 2000, the wing went to Incirlik, Turkey as participants in Operation Northern Watch, an Aerospace Expeditionary Force mission.

State and Local Missions.

The Colorado Air National Guard, though a part of the international defense role, knows its roots belong in Colorado. We are prepared and trained to undertake immediate action in support of our local communities. Representative activities include: F-16 Fly Bys commemorating military and community gatherings; round-the-clock readiness for Y-2K problems (luckily a non-event); fire fighting response, particularly in the Pagosa Springs area; security for President Clinton, Colin Powell and Madeline Albright; security guards for important days — such as the opening of the legislature and the funeral of Vicky Buckley, former Secretary of State.

Not only do we perform these missions, but, our people are among the best. In fact, one Air Guard



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member, competing with the entire defense community, was selected as Military Person of the year in 1999. We host foreign dignitaries and work closely with our employers to be certain they understand our member's needs and importance. Although we no longer are host at Buckley Air Force Base, we shoulder broad responsibilities for our state and nation as we enter the new millennium under the Air Guard motto "Americans at their best - citizen airmen defending freedom".

Air National Guard Engineering.

The Air National Guard Engineering Office provides the entire spectrum of professional engineering service to the Colorado Air National Guard, State Civil Defense, Civil Air Patrol, and host engineering support for tenants to the Air National Guard at Buckley Air Force Base. The office is authorized thirty-three state, eighty-nine federal and four active Guard and Reserve positions to provide this support.

There are seven major staff areas within the Engineering Office: crash rescue/fire protection, construction and engineering, operations and maintenance, real property environmental, disaster preparedness and engineering training.

Construction Projects.

Military Construction (MILCON) projects are those approved by Congress for Air National Guard Installations in Colorado. The Program is supported by line item for the Air Force. On-going projects include:

Infrastructure upgrade
at Buckley - \$11.8 million

Mobile Ground Station
Maintenance Complex
in Greeley - \$4.7 million

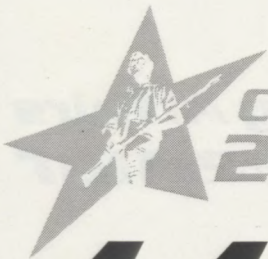
Minor construction projects include minor repair, maintenance or modification to existing facilities. These include:

- Alter communication facility,
Buckley \$982,000
- Alter Squadron Operations
building at Buckley
\$589,000
- Repair taxiway lighting,
Buckley \$727,000
- Repair Airfield Pavements
Buckley \$266,000

Repair and Maintenance Projects.

Recurring maintenance, repairs and modifications of facilities are accomplished by in-house and contracted maintenance personnel, or by formal construction projects. This program is supported by federal or joint federal/State matching funds. The federal

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”**



Colorado Department of Military Affairs 2002 Report to the Governor

“

“The office also managed 10 installation restoration program sites (closing two this year), and resolved several environmental concerns on Air Guard installations.”

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Service Contracts were:

- Buckley (75/25)
\$1,450,000
- Real Property
\$51,340
- Air Burst Range (Ft Carson)
\$31,700
- Greeley
\$177,100

Environmental Office.

The Colorado Air National Guard Environmental Office collaborates extensively with federal, State and local agencies to include U.S. Fish & Wildlife, the Environmental Protection Agency and the Colorado Department of Public Health and Environment. The office managed the relocation of prairie dogs for industrial and airfield areas to open lands on Buckley and protection of burrowing owls during their nesting season. The office also managed 10 installation restoration program sites (closing two this year), and resolved several environmental concerns on Air Guard installations .



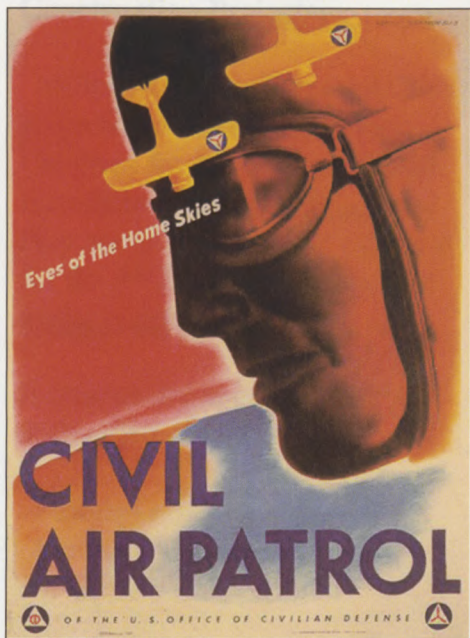
Colorado Department of Military Affairs 2002 Report to the Governor

The Civil Air Patrol also has three missions:

1. To operate as an auxiliary of United States Air Force providing volunteers for search and rescue of missing and downed aircraft, missing and lost persons, and to assist federal and state organizations in disaster response.

2. To provide aerospace education and experience to educators and youth.

3. To operate a volunteer youth Cadet program that provides direction, purpose and discipline building on a shared interest in aerospace.



“
...a
**volunteer
cadet
program
that
provides
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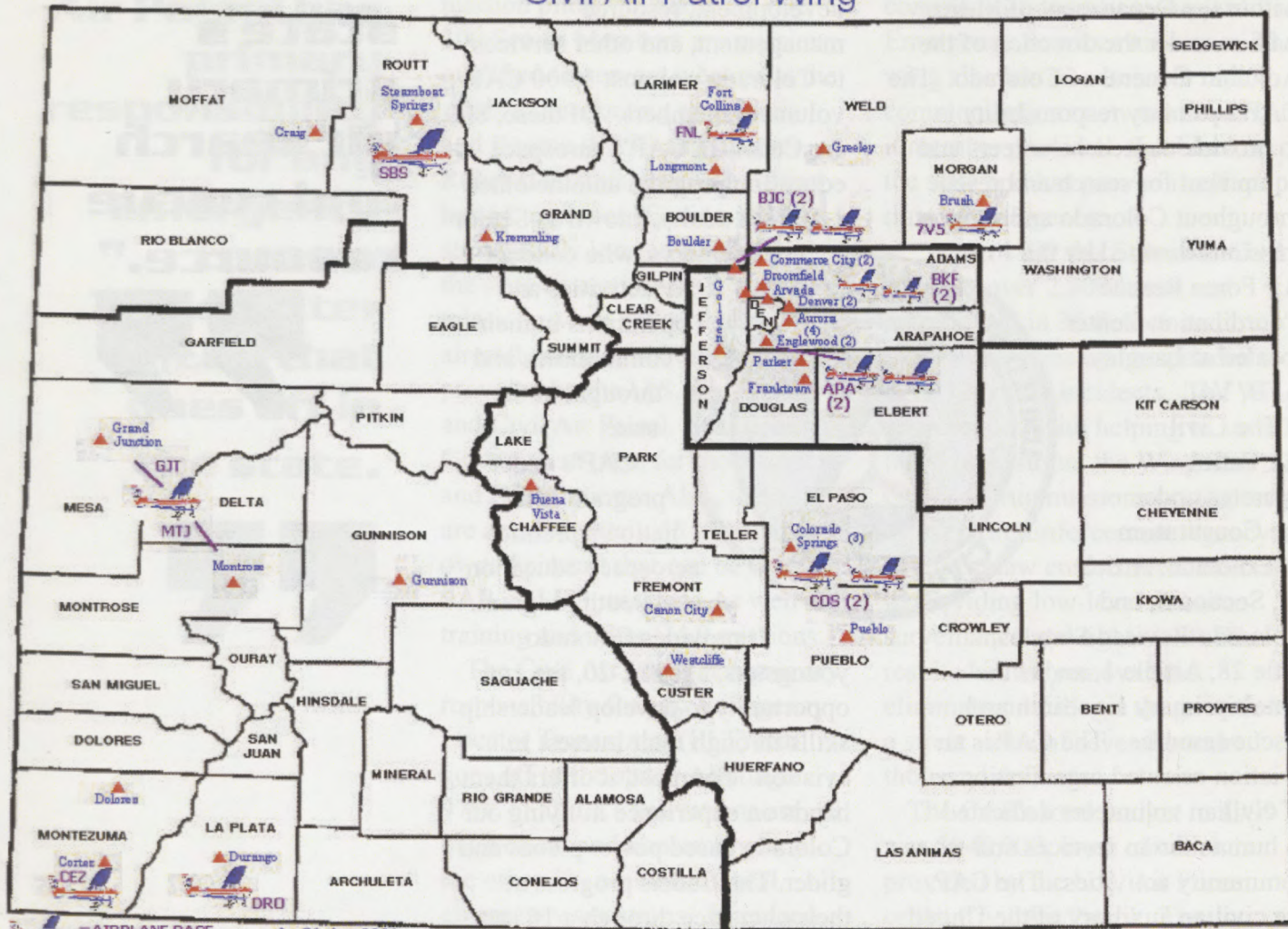
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Colorado Department of Military Affairs 2002 Report to the Governor

Civil Air Patrol Locations

Civil Air Patrol Wing



✈ = AIRPLANE BASE

As Of: Jan 2001

▲ = CAP Squadrons/Flights



Colorado Department of Military Affairs 2002 Report to the Governor

Civil Air Patrol

Colorado Civil Air Patrol (CAP) was established as a Division within the Department of Military Affairs under the direction of the Adjutant General of Colorado. The CAP's primary responsibility is to provide trained volunteers and equipment for search and rescue throughout Colorado and support missions directed by the Air Force Rescue Coordination Center located at Langley AFB, VA

The Civil Air Patrol operates under the Constitution of Colorado, Article IV, Section 5, and Colorado Revised Statutes, Title 28, Article 1, and is the state's primary air search and rescue resource. The CAP is an aviation oriented organization of civilian volunteers dedicated to humanitarian services and community activities. The CAP, the civilian auxiliary of the United States Air Force, is organized geographically with its wing headquarters at Buckley Air Force Base, four intermediate group headquarters, and 37 community based squadrons throughout the state.

Colonel John R. Bushman is Commander of the Colorado Wing of the Civil Air Patrol and volunteers his time to the CAP. The Division has two

full time state employees who are responsible for program development, resource management, and other services to Colorado's almost 1,900 CAP volunteer members. Of these, 800 are Cadets in CAP's aerospace education program and the other 1,100 are adults, known as Senior

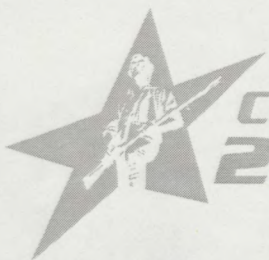
Members, who conduct CAP activities and operations in their communities and throughout the state.

CAP's cadet program is the nation's premier aerospace education based youth program.

It provides Colorado youngsters, ages 12-20, the opportunity to develop leadership skills through their interest in aviation. For most, it offers them hands on experience in flying our Colorado based power planes and glider. The Cadets progress at their own pace through a 16 step program that includes aerospace education, leadership training, physical fitness, and moral leadership. Numerous summer activities are also available for them at the state, national, and international level. CAP's National Scholarship Program offers our cadets the chance to advance their education in engineering, science, flight training, and other aviation related fields.



“...is the state's primary air search and rescue resource.”



Colorado Department of Military Affairs 2002 Report to the Governor

**“
The Civil
Air Patrol has
primary
responsibility
for any
Emergency
Locator
Transmitter
(ELT) that
goes off in
the state.**

”

Over 300 Senior Members have current Federal Aviation Agency pilot certificates and nearly 200 of them are qualified as CAP mission pilots. In addition, over 100 Senior Members are mission qualified Observers who assist the pilots in conducting air Search and Rescue (SAR) and disaster Relief (DR) missions. The Wing has 14 airplanes (Cessna 182's) strategically located throughout the state to support SAR and DR missions when called upon. These aircraft and other equipment are provided by the U.S. Air Force and Civil Air Patrol. The Federal Government pays for most SAR and DR missions. Also, there are approximately 45 member owned aircraft that can be used for SAR and DR missions, as well as training and other CAP missions.

The Civil Air Patrol has primary responsibility for any Emergency Locator Transmitter (ELT) that goes off in the state. Although 97%, of all ELT activations are inadvertent and non-emergency, the other 3% account for real emergency situations. If a plane is reported missing or an ELT activation indicates a downed aircraft, then the CAP is called upon and volunteer aircrews assemble and are directed in their searches by CAP Mission Coordinators and ground support staff. The CAP flies over 85% of all SAR, DR and other Civil Defense missions in the continental United States.

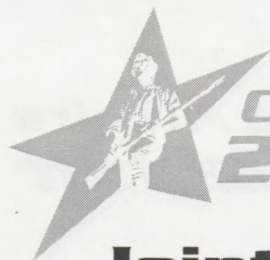
In addition to aircraft, the

Colorado CAP has 18 vehicles, such as 12 and 15 passenger vans, four wheel drive utility vehicles, and a sophisticated communications van to support its Emergency Services missions. The wing also has an extensive radio communications network, much of it member provided, that blankets the state and has proven itself in time of emergency.

In 1999 the Colorado Civil Air flew over 2,800 hours and participated in 36 Search and Rescue missions and responded to over 320 other incidents. The Wing was credited with helping to save 7 lives. In addition, the Wing flew 32 Counter-drug missions in support of the Drug Enforcement Agency and local law enforcement officials in providing low-level airborne surveillance and light airlift. This resulted in the removal and elimination of illegal drugs with a street value of several hundred thousand dollars.

The CAP's total budget in 1999 was \$940,000, most of which is provided by the U.S. Air Force or the Civil Air Patrol. The state provided \$176,582. The dollar value of the time and services provided by its Colorado members is estimated at \$4,000,000.

As the Colorado Wing of the Civil Air Patrol moves into its 60th year of service to our state and nation, it continues to improve its capabilities and seek further opportunities to serve the citizens of Colorado.



Colorado Department of Military Affairs 2002 Report to the Governor

Joint Operations



During the past year, the CST was certified “operational” and participated in disaster preparedness exercises with Buckley Air National Guard Base, Aurora, Gunnison, and Colorado Springs.



MILITARY SUPPORT OFFICE (POMSO)

The Military Support Office of the Colorado National Guard (CONG) has two overriding missions. The most common mission is to support community organizations with CONG equipment and personnel for public events. Examples may include patriotic holidays such as the 4th of July or by special approval, the Channel 9 Health Fair. The U.S. Congress has designated certain non-profit agencies as organizations authorized military support if it does not conflict with needed training. These include organizations such as the Boy Scouts, Girl Scouts, Special Olympics and the Civil Air Patrol. The CONG also has the responsibility to provide the governor emergency support, as rescue authorities.

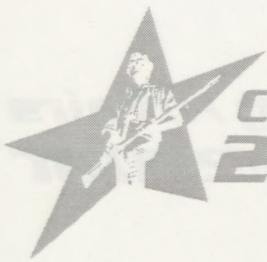
Civil Support Team (CST-8)

The CST is a 22-man response team for any incident regarding weapons of mass destruction in Colorado and Federal Emergency Management Agency Region 8. The Team can deploy within two hours of notification to support the civilian incident commander with nuclear, biological, and chemical detection capability and expertise. The CST helps assess the situation and advise the incident commander

on possible courses of action, to include the facilitation of a vast array of follow-on state and federal resources. During the past year, the CST was certified “operational” and participated in disaster preparedness exercises with Buckley Air National Guard Base, Aurora, Gunnison, and Colorado Springs. During May 2000, the CST participated in the Federal “Top-Off” exercise that was managed by the Department of Justice and involved integration of federal state and local responders.

Joint Support Office (JSO)

The Joint Support Office mission is to provide drug demand reduction support as requested by local, state and federal law enforcement agencies and community based organizations. The JSO consists of Drug Demand Reduction (DDR), Counterdrug and Substance abuse section. The DDR section role is to support community-based drug and violent crime prevention programs utilizing risk-focused prevention. Additionally the DDR section supports community programs for prevention/ demand reduction that directly involve law enforcement officers, such as the Drug and Alcohol Resistance Education (DARE) and the “Red Ribbon” program in schools. The counterdrug section provides officer training in the use of



Colorado Department of Military Affairs 2002 Report to the Governor

surveillance equipment and evidentiary and privacy laws. An aviation section provides aerial surveillance, enhanced communication, and assists in detection and eradication of marijuana plants.

State Partnership for Peace, FY 2000

Background: Dramatic political, socio-economic, and military changes occurring in recent years have caused the United States European command to refocus its support of the U.S. National Security and National Command Authorities' strategic objectives in Europe. The change in focus increased the role of the Reserve Components in USEUCOM's strategy of engagement and preparedness. In 1993, the National Guard Bureau developed the State Partnership Program, which was authorized for implementation by the Joint Staff. The National Guard Bureau is the lead agent for the SPP, with the other Reserve Components in support of the program. The SPP aligns selected American states with the independent states of Central and Eastern Europe (former Warsaw Pact and former Yugoslav nations) as well as other countries around the world. The program encourages the development of economic, political, and military ties between

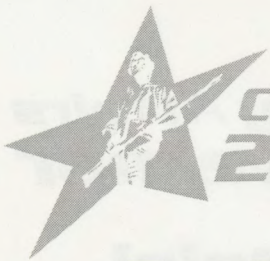
our states and the new democracies.

The Republic of Slovenia is located on the Adriatic Sea bordering Croatia, Hungary, Austria, and Italy. Slovenia celebrates national statehood on 25 June 1991, which is the day the republic won independence from Yugoslavia. In 1997, Slovenia received an invitation to begin accession negotiations with the European Union due to the nation's relatively high gross domestic product, moderate inflation, and comfortable level of international reserves. In the next 2-5 years, both NATO and European Union (EU) will decide whether to admit Slovenia as a new member. Slovenia's successful entry into both organizations will greatly contribute to the vision of a European that is whole and free, at peace, and which works in partnership with the United States.

Colorado is Slovenia's partnership state and has been engaged since 1993 with familiarizing Slovenia in military, cultural, and political programs that will assist in their successful induction into NATO and the EU. The Colorado National Guard enjoys a strong relationship with Slovenia through the State Partnership Program. Further, the high level of professionalism of the Slovenes and the Colorado

“
The JSO consists of Drug Demand Reduction (DDR), Counterdrug and Substance abuse section.

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Colorado Department of Military Affairs 2002 Report to the Governor

**“
Colorado is
Slovenia's
partnership
state.
”**

Guardsmen has largely bridged linguistic and ethnic barriers.

In training year 2000, the Colorado National Guard conducted several events in support of the SPP:

1. Familiarization of U.S. Army artillery battery functions and roles.
2. Participation in a Joint Readiness Training Center exercise with the 5/19th Special Forces.
3. Non-commissioned Officers (NCO) specialty education and qualification training.
4. Military police NCO and Officer peace support roles.
5. Legislative liaison/process familiarization.
6. Helicopter operations and maintenance orientation during the 2/135th AVN Annual Training.
7. Adjutant General orientation on roles and functions.
8. 169th Field Artillery field operations familiarization.
9. Familiarization of U.S. Army Active Forces and the National Guard interaction.
10. Logistics familiarization by the Directorate of Logistics on

warehouse and installation procedures.

11. 140th Signal orientation on roles and functions at Echelons above Corps.

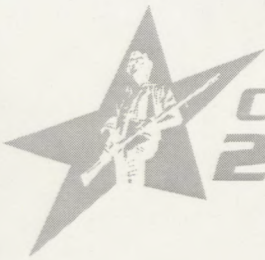
12. Military police orientation during the 220th MP Annual Training.

The Colorado National Guard is a force multiplier for the Governor of the State of Colorado. Under the direction of the Adjutant General we have assisted multiple organizations reach out to the community to aid worthy causes that benefit the local and state as a whole. We are also a reaction force. We have responded quickly and have adapted as required to State Declared Emergencies as directed by the Office of Emergency Management. We continue to provide the additional assets required by the commander in chief of the Colorado National Guard, the Governor, to create a positive impact on our community.

HUMAN RESOURCES OFFICE (HRO)

Mission

The Human Resources Office (HRO) is a consolidated office that provides personnel, manpower management and administrative support services for all federal full-time personnel programs. The office serves as the adjutant



Colorado Department of Military Affairs 2002 Report to the Governor

general's single point of control for managing and administering Colorado Army and Air National Guard federal personnel programs. The HRO is authorized a staff of 21. The current office staff includes 13 federal technicians and three Army Active Guard/Reserve (AGR) with one ANG remote designee.

Organization

A standard National Guard structure prescribes that the personnel office must be organized with the following operating sections: personnel management, employee services, military duty management, military duty

services, equal employment opportunity, labor relations and personnel data systems. The office is centrally located at the Englewood Headquarters.

All records and authorized staff are co-located to provide a single point of contact for personnel.

Personnel Management Section

Section staff members develop policy recommendations, procedures and plans in compliance with the U.S. Office of Personnel Management and National Guard Bureau.

**“
We have assisted multiple organizations reach out to the community to aid worthy causes that benefit the local and state as a whole.”**

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Colorado State
 Statewide
 partnership
 organizations
 to aid working
 causes that
 benefit the
 local and
 state as a
 whole.



1. Military police...
2. Legislative...
3. Helicopter operations...
4. Adjutant General...
5. 169th Field Artillery...
6. Familiarization of US Army Active Forces and the National Guard...
7. Logistics familiarization by the Directorate of Logistics...

general's single point of control
 for managing and administering
 Colorado Army and Air National
 Guard federal personnel programs
 The first of these is the
 of 21. The current office staff
 include 13 federal technicians and
 three Army Active Guard Reserve
 (AGR) personnel. The office is
 located in the 169th Field Artillery
 Battalion, Fort Collins, Colorado.
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 is a non-profit organization that
 provides free and low-cost
 books, e-books, and other
 digital content to the public.
 The library also provides
 research services and
 assistance to students and
 researchers. The library
 is a member of the
 American Library Association
 and the Colorado Library
 Association.

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