

# *Annual Review*



*Fiscal Year 1976 & TQ*  
*Chief, National Guard Bureau*

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

My second report to you covers the activities during the last year, including the transitional quarter, and reflects another year of progress in both the Army and Air National Guard. During this period, continued emphasis was placed on increased reliance on Guard and Reserve Forces under the "Total Force" policy.

The Adjutants General of the 50 states, the Commonwealth of Puerto Rico, the Virgin Islands and the District of Columbia have had their work "cut out" for them in meeting federal objectives. These managers have adjusted well to an environment of increased contingency requirements in the fields of combat and operational readiness. The National Guard continues to accept more sophisticated and complex responsibilities with sincere and dedicated enthusiasm.

Currently, the Army Guard supplies 46% of the combat elements of the Army while the Air side provides 26% of the Tactical Air Command's fighter aircraft. Forty-seven percent of Tactical Air Support fixed-wing capability and about 60% of the Aerospace Defense Command jet interceptor force is supplied by the Air National Guard. One of the year's highlights involves the lowest major flying accident rate in the history of the Air National Guard with a 3.1 rate while flying 511,877 hours during the period covered.

On the Army side, the "affiliation" program, conceived in 1973 by the Secretary of Defense as a plan to equip and train battalions to deploy as a portion of an active Army division plus other early deploying brigades, reached an affiliated total of 81 Army National Guard battalions which represents more than 83% of participating reserve component units.

The Army Guard "roundout" program saw one additional ARNG brigade added. The 41st Infantry Brigade, Oregon, became a roundout element to the 7th Infantry Division, Fort Ord, California.

Most commanders report reaping great benefits from the "roundout" and "affiliation" programs. Although still short many items of first line equipment, they have seen a substantial increase in the issuance of modern equipment. The combat clout of many National Guard units increased with the delivery of 747 top grade tanks, including 392 M60s and 335 M48A5s. The current five-year Army plan for equipping the Army Guard calls for all Guard tank authorizations to be filled by early fiscal year 1978. Other significant modernization programs included the introduction of Gama Goats into the highest priority, earliest deploying combat units and the recent issue of the new family of FM radios to high priority units. The introduction of the TOW anti-tank missile system into the Guard infantry battalions, beginning in September, 1977, will conclude in November, 1979.

Significant improvement in modern aviation assets has also been realized. Purification of the Army Guard's rotary wing aircraft to turbine power has resulted in improved readiness and realistic training opportunities for Army aviators and has streamlined the Army aviation logistical system as well. The Army Guard today operates nearly 3,000 first line combat aircraft.

While the federal mission of the National Guard expands in importance and scope, the secondary mission, state service, continued to be demanding. On the one hand, a citizen soldier must train to and maintain high standards of readiness to meet the nation's emergencies; on the other, he or she must be ready to respond 24 hours a day, day in and day out, weekends and holidays, to the governor's call for assistance in state emergencies. More than 21,600 Guardsmen and women were called to assist requests in 48 states in 232 emergencies during the last 15 months.

During the same period, the Air Guard underwent 17 conversions of aircraft and mission. The continued up-



grade to more modern weapon systems include unit conversions to KC-135A, RF-4C, C-130B, C-130D, A-7D and F-4C aircraft. The 154th Fighter Interceptor Group at Hickam AFB was redesignated the 154th Tactical Fighter Group coincidentally with conversion from F-102A to F-4C aircraft. The 141st Aerial Refueling Wing was relocated from Spokane to Fairchild AFB at the time of conversion from F-101B to KC-135A aircraft. The Strategic Air Command vice Tactical Air Command was designated the gaining wartime command for all KC-97L units. This change was designed to preclude dual command management of tanker forces during the time the Air Guard units were converting.

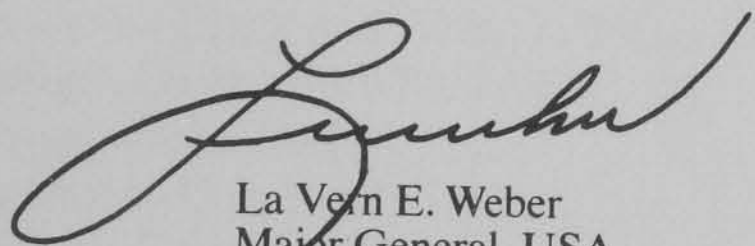
Tactical fighter and reconnaissance aircraft deployed to European locations for two week training periods and three units participated in multi-threat simulated combat training at Nellis AFB, Nevada, under the TAC "Red Flag" training program. "Operation Creek Party" completed its ninth successful year providing refueling support for fighter/reconnaissance forces in overseas locations.

The impact of zero draft environment remains and dynamic recruiting efforts have been pursued in the face of the "all volunteer" force.

The many accomplishments of the National Guard are detailed throughout the pages of this report enabling us to place into the record another successful story in its 340 year history in the defense of the Nation.

Our Nation's birthday also found the National Guard involved in many Bicentennial activities. Highlighting these were the honoring of revolutionary units, dedication of the "Minuteman Hall" in the National Guard Bureau headquarters in the Pentagon, establishment of October 7th as the first official birthday anniversary of the National Guard, and the honoring of the first militia units from Massachusetts, founded in 1636.

This annual review by the Chief of the National Guard Bureau for the fiscal year and the transition quarter, September 30, 1976, is respectfully submitted.



La Vern E. Weber  
Major General, USA  
Chief, National Guard Bureau



A mock battle was a part of the bicentennial pageant held on the grounds of the Washington Monument, August 1976.



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Best in show—Black & White/ARNG  
SP4 James R. Prindle 112th P.I.D., Wisconsin

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128th ARG, Wisconsin ANG ready to refuel active Air Force plane.



# 1976 AND TRANSITION QUARTER IN REVIEW

Congress appropriated \$3,041,788 for the Army and Air National Guard in FY 1976 and Transition Quarter (TQ) and additional money was appropriated directly for the National Guard by the states. Substantial support was also provided by state, county, and municipal governments in land, police, and fire protection, maintenance of roads, and the provision of direct county and municipal fiscal support to local units.

At the end of TQ the Army National Guard was in possession of federal equipment and vehicles in excess of \$4.6 billion. The Air National Guard equipment and aircraft are valued at over \$4 billion.



A-7D assigned to the 156th Tactical Fighter Group, Puerto Rico.

## Army National Guard

### Personnel

376,141 Personnel  
108,481 Enlistee Accessions  
32,210 Authorized Technicians

### Organization

3,299 Units

### Major Units

5 Infantry Divisions  
1 Mechanized Infantry Division  
2 Armored Divisions  
18 Separate Brigades  
2 Divisional Brigades  
3 Armored Cavalry Regiments  
2 Special Forces Groups

### Facilities

2,740 Armories  
1,330 Nonarmory Facilities & Camps

## Air National Guard

### Personnel

91,206 Officers and Airmen  
20,545 Total Airman Accessions  
22,158 Authorized Technicians

### Organization

1,018 Units  
24 Wings  
69 Groups  
91 Squadrons  
536 Support Units  
190 Communications Units  
108 Miscellaneous Units

### Facilities

89 Flying Bases  
67 Nonflying Bases

	ARNG	ANG
Operations and Maintenance	\$ 823.2	\$ 902.3
Personnel	905.9	282.1
Military Construction	64.2	64.0
	<u>\$1,793.3</u>	<u>\$1,248.4</u>

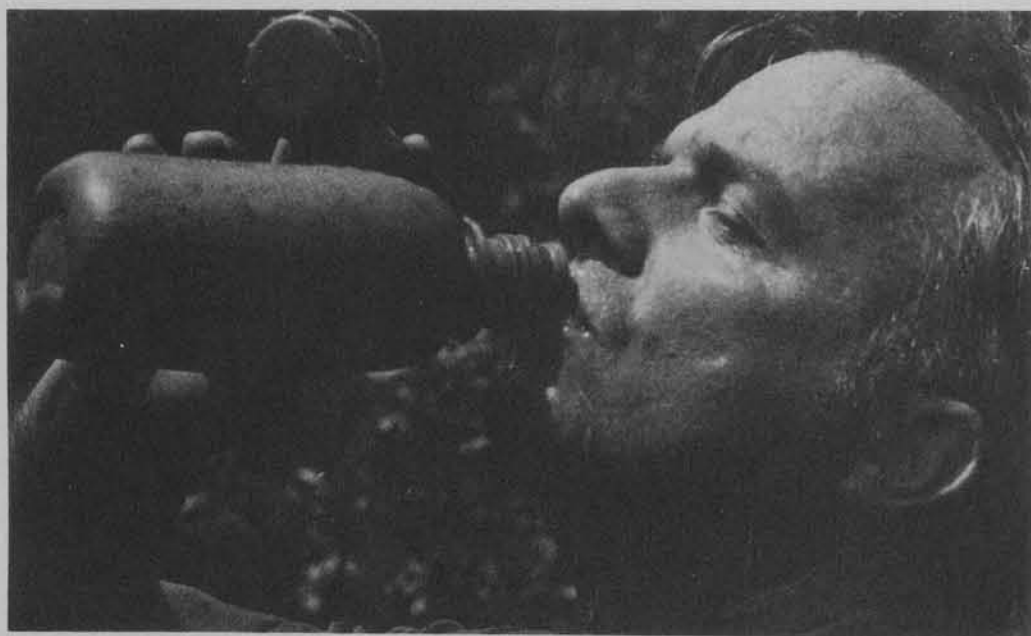


Lt. Colonels Hargis and Thrash review the troops of the 1st Battalion, 153rd Infantry, Arkansas ARNG.



**National Guard Bureau Personnel Strength  
30 June 1976**

<b>Military</b>	<b>Authorized</b>	<b>Assigned</b>
ARNGUS .....	32	16
Active Army .....	69	19
ANGUS .....	35	32
Active Air Force .....	52	47
<b>TOTAL .....</b>	<b>188</b>	<b>114</b>
<b>Civilian</b>		
Army .....	197	76
Army Guard Technician .....	136	116
Air Force .....	8	7
Air Guard Technician .....	150	136
<b>TOTAL .....</b>	<b>491</b>	<b>335</b>



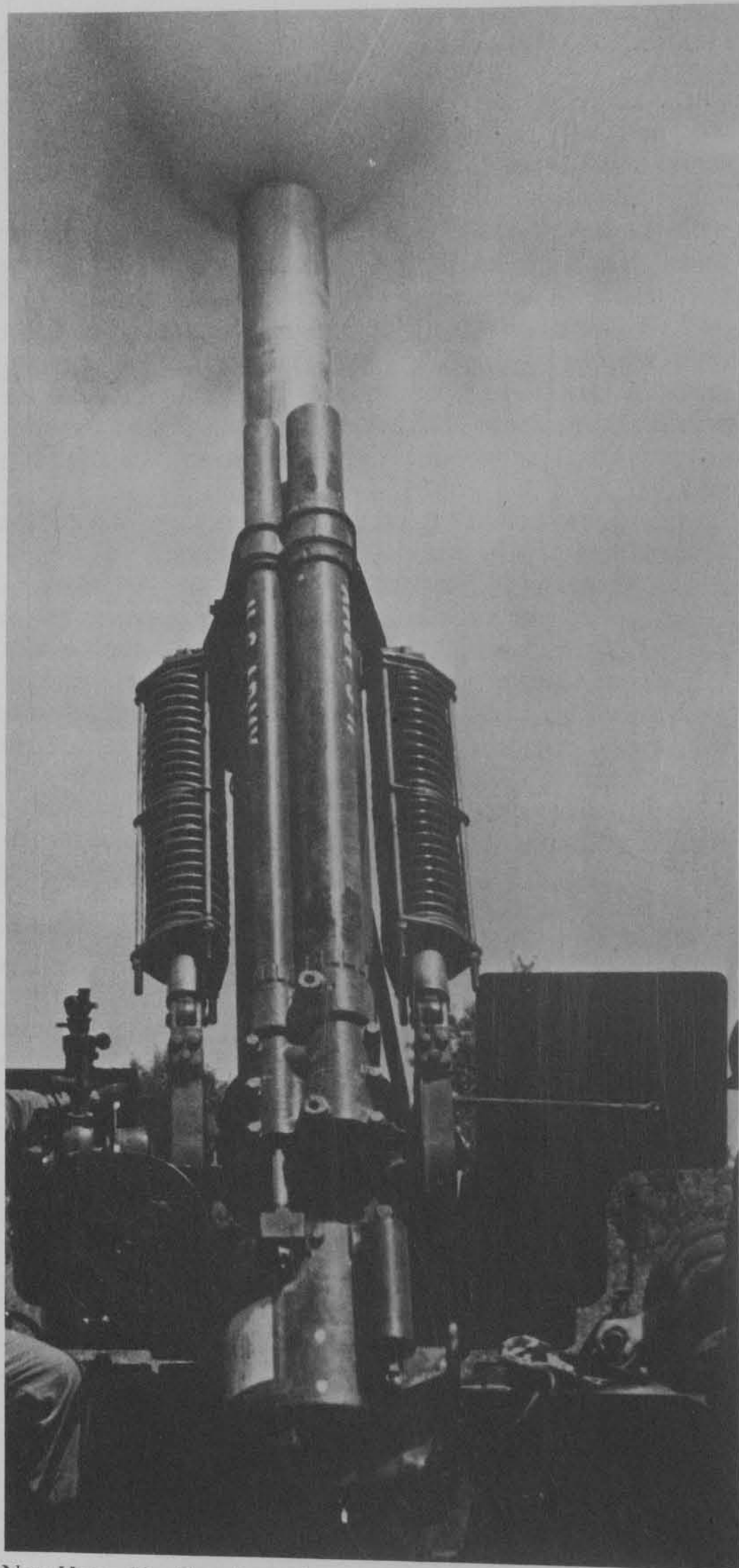
Sgt. Joe Perkins, Battery B1/181st Field Artillery, quenches his thirst after field fire exercises.

**NATIONAL GUARD IN AMERICAN WARS**

<b>War or Conflict</b>	<b>Guardsmen (Militia) on Active Duty</b>
Revolutionary War .....	231,771
War of 1812 .....	116,000
Mexican War .....	73,297
Civil War .....	1,933,779*
Spanish-American War .....	216,225
Mexican Border Campaign .....	170,000
World War I .....	433,478
World War II .....	297,654
Korean War .....	183,600**
Berlin Crisis .....	65,460**
Vietnam .....	22,745**

\*Figure for Union forces only. All Confederate forces were volunteer militia (National Guard): estimates on the number who served in the Confederate Army range from 600,000 to 1,500,000.

\*\*Includes both Army and Air National Guard.



New Hampshire Guardsmen fire 155mm Howitzer, Ft. Drum, New York.



# MISSION: ORGANIZATION AND ADMINISTRATION

## Mission of the National Guard

The National Guard is rooted in the concept of the privilege and responsibility of our able-bodied citizens to be ready at all times to bear arms for the common defense. This tradition was begun in the early seventeenth century, with the development of militia bands in the various colonies. The authors of the Constitution recognized the importance of the concept by empowering the Congress to "provide for organizing, arming and disciplining the militia." National military policy subsequently enacted into law has served to enhance the availability and improve the readiness of the National Guard as a federal reserve force. The general policy stated in current law (Section 102, Title 32, United States Code) is quoted:

In accordance with the traditional military policy of the United States, it is essential that the strength and organization of the Army National Guard and the Air National Guard as an integral part of the first line defenses of the United States be maintained and assured at all times. Whenever Congress determines that more units and organizations are needed for the national security than are in the regular components of the ground and air forces, the Army National Guard of the United States, or such parts of them as are needed, together with such units of other reserve components as are necessary for a balanced force, shall be ordered to active federal duty and retained as long as so needed.

While its federal reserve potential has been strengthened, the National Guard of each state remains constitutionally a state-administered military force. The dual state-federal missions are set forth in National Guard Regulation No. 350-1 and Air National Guard regulation No. 20-1. The state mission is to provide units organized equipped and trained to function effectively in the protection of life and property and the preservation of peace, order and public safety under competent orders of federal or state authorities.

## National Guard Bureau

The National Guard Bureau is both a staff and operating agency. As the chart shows, it is a Joint Bureau of the Departments of the Army and the Air Force. The Chief, National Guard Bureau, reports to the Secretaries of the Army and the Air Force through the respective Chiefs of Staff and is the principal staff advisor on National Guard affairs.

As an operating agency, the National Guard Bureau is the channel of communication between the states and the

Departments of the Army and the Air Force (AR 130-5/AFR 45-17).

The function of the National Guard Bureau is to formulate and administer a program for the development and maintenance of Army and Air National Guard units in the several states, the Commonwealth of Puerto Rico, the Virgin Islands and the District of Columbia in accordance with Departments of the Army and Air Force policy.

The organization of the National Guard Bureau is shown on the chart. The Office of the Director, Army National Guard is organized into five divisions: the Office of the Director, Air National Guard is organized into seven divisions. The Office of the Legal Advisor; Office of Policy and Liaison; Office of Equal Opportunity; Office of Public Affairs; Office of Technician Personnel; the Office of Administrative Services; and the Office of Mobilization Readiness advise and assist the Chief on both Army and Air matters.

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

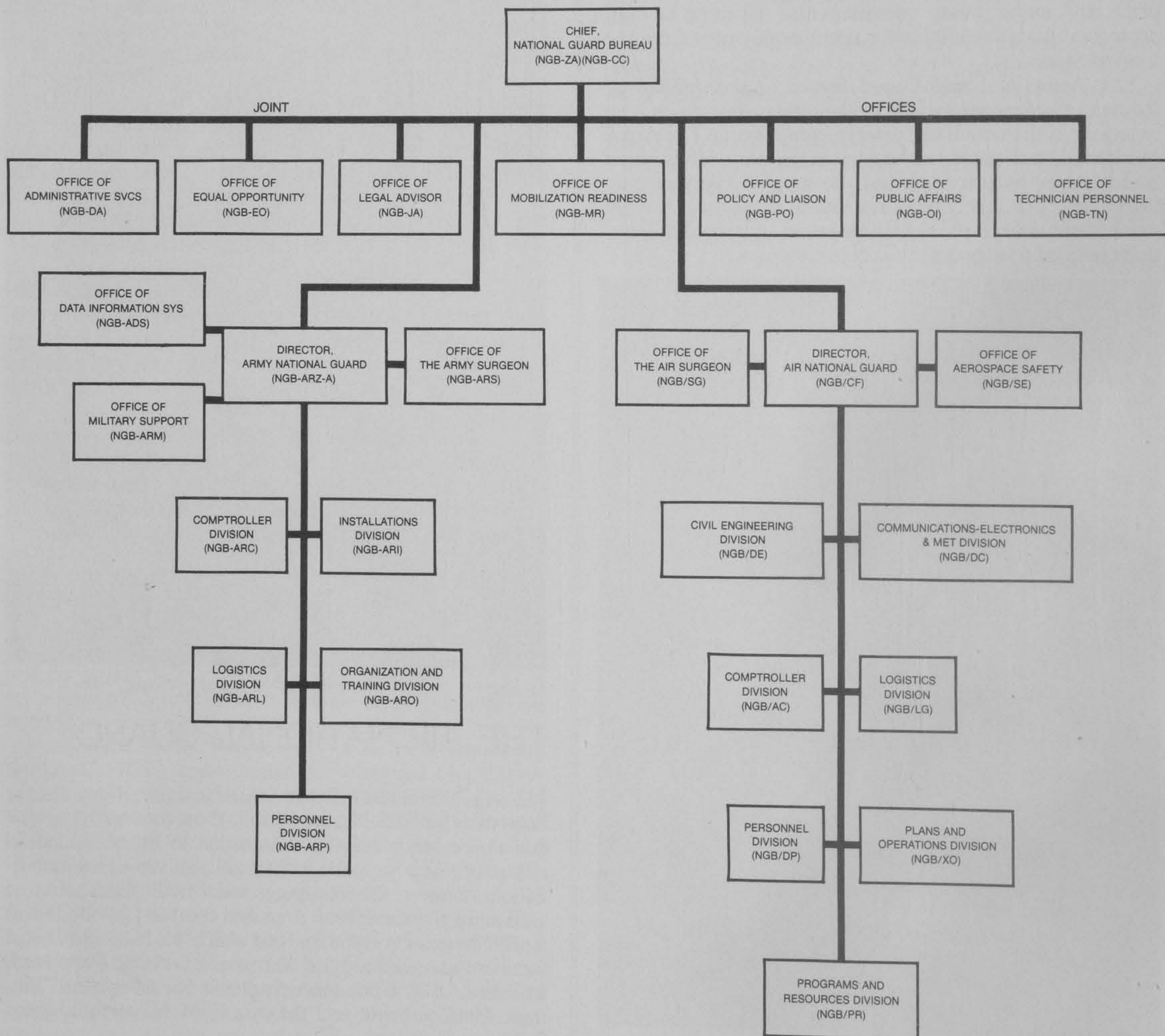
The former Chiefs of the National Guard Bureau and its predecessor organizations (Division of Military Affairs, 1908-1916, and Militia Bureau, 1916-1933) are listed in Appendix A. Appendices B and C list the State Adjutants General and United States Property and Fiscal Officers as of 30 June 1976.



Pilot of 180th TFG, Ohio ANG, dismounts his F-100.



# Organization

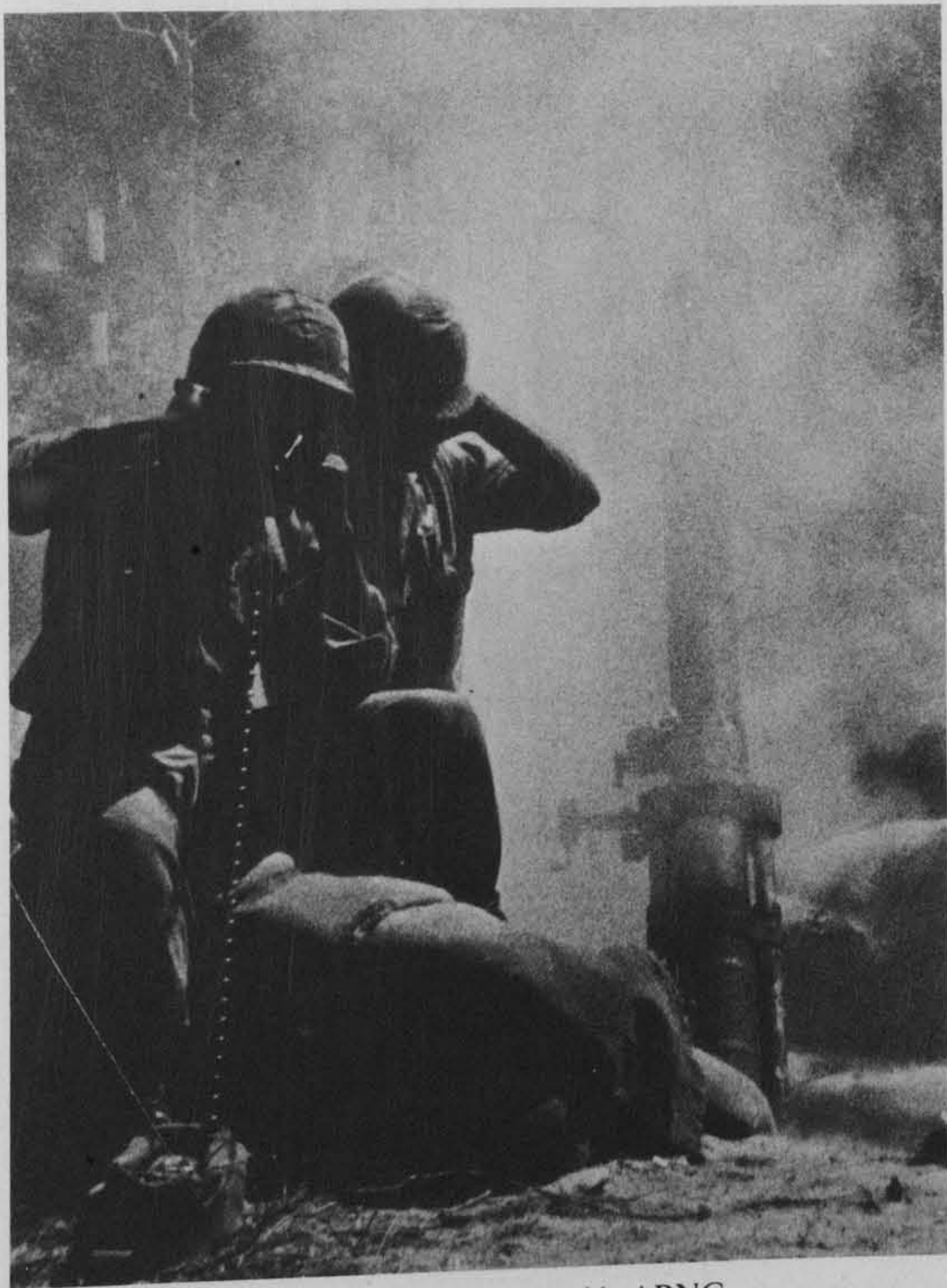


## THE ARMY NATIONAL GUARD

The Army National Guard provides forces that are an integral part of the Nation's defenses.

The worldwide commitments of the Army represent large overseas garrisons and fighting forces already in place and major treaty commitments. All must be supported by forces available for rapid deployment from the United States.

The Army National Guard forces in the Affiliation/Roundout programs are part of the total Army which is an amalgam of the active and reserve components. The Army National Guard shares in the combat mission of the United States Army by providing units to support overseas contingencies. The Army National Guard is the main reserve component able to provide the number of trained military units needed to support these contingencies.



Men of the 1st Battalion 53rd Infantry, Florida ARNG.



Members of the New Hampshire ANG remove "drogue" from a KC-135.

## THE AIR NATIONAL GUARD

The Air National Guard is a combat ready force that is immediately available for mobilization to support active Air Force requirements. In addition to the mobilization ready forces, it supports USAF missions in a non-mobilization status in the European and Middle East areas as well as in the Caribbean area and the Ice Cap in Greenland. The gaining commands to which Air National Guard units are assigned are the Aerospace Defense Command, Military Airlift Command, Strategic Air Command, Tactical Air Command and the Air Force Communications Service.



## Legislation

### Legislation Enacted:

Public Law 94-106, "Department of Defense Appropriation Authorization Act, 1976", provides that the Selected Reserve shall be programmed to attain an average strength of not less than 400,000 for the Army National Guard of the United States (ARNGUS) and 94,879 for the Air National Guard of the United States (ANGUS) for fiscal year 1976; for the period beginning July 1, 1976 and ending September 30, 1976, 400,000 for the ARNGUS and 94,543 for the ANGUS. This Act also changed, from 4 months to 12 weeks, the required training time necessary before an active duty service man can be assigned overseas. That same time reduction applies to the initial active duty training for the reserves.

Public Law 94-126 provides 100 percent credit for Civil Service Retirement Annuity computation for National Guard technician service prior to January 1, 1969, for those technicians who have service on or after January 1, 1969. Before passage of PL 94-126, such service prior to January 1, 1969, a 55 percent rate was used in computing the retirement annuity. The amount of an annuity received by a technician from a State retirement plan will be deducted from the amount received from the Federal Civil Service retirement annuity.

Public Law 94-138 Military Construction Appropriation Act, 1976 appropriated for military construction for Army National Guard \$62,700,000 and for period July 1, 1976 through September 30, 1976, an additional \$1,500,000 to remain available until expended; for the Air National Guard, military construction \$63,000,000 and for period July 1, 1976 through September 30, 1976 an additional \$1,000,000 to remain available until expended.

Public Law 94-212 "Department of Defense Appropriation Act, 1976", appropriated for National Guard Personnel, Army, \$696,900,000 and for period July 1, 1976 through September 30, 1976, \$209,050,000; for Air National Guard Personnel, \$212,318,000 and for period July 1, 1976 through September 30, 1976, \$60,924,000. For Operation and Maintenance, Army National Guard \$649,930,000; for period July 1, 1976 through September 30, 1976, \$173,285,000, and for Operation and Maintenance, Air National Guard \$697,100,000 and for period July 1, 1976 through September 30, 1976, \$181,200,000.

Public Law 94-286 provides that the President may authorize the involuntary ordering to active duty of Selected Reservists, for a period of not more than 90 days,

whether or not war or a national emergency has been declared.

Public Law 94-296 increased per diem expenses for members of the uniformed services from \$25 to not more than \$35 per day. Reimbursement for actual and necessary expenses increased from \$40 to not more than \$50 per day.

Public Law 94-361 "Department of Defense Appropriation Authorization Act, 1977", authorized for the fiscal year beginning 1 October 1976, an average strength of not less than 390,000 for the ARNGUS and not less than 390,300 for the ANGUS.

Public Law 94-367 "Military Construction Appropriation Act, 1977", appropriated \$61,128,000 for military construction for Army National Guard and for Air National Guard, \$37,200,000.

Public Law 94-419 "Department of Defense Appropriation Act, 1977" appropriated for National Guard Personnel, \$714,665,000 for Army, and \$219,515,000 for Air; for Operation and Maintenance, National Guard Army \$706,200,000 and for Air \$774,600,000.

Public Law 94-431 "Guard and Reserve Forces Facilities Authorization Act 1977" authorized \$54,745,000 the ARNGUS and \$33,900,000 for the ANGUS to establish or develop additional facilities, including the acquisition of land therefor.

Public Law 94-455 "Tax Reform Act of 1976" provides that a member of the Army or Air National Guard is not considered to be an active participant in a retirement plan because of membership in a reserve component unless member has served in excess of 90 days active duty (other than for training) during the year. Therefore, certain members of the Army and Air National Guard are eligible for participation in IRA (Individual Retirement Plans). This amendment applies to taxable years beginning after December 31, 1975.

Public Law 94-464 provides defense medical personnel are provided full indemnification for any medical malpractice liability when operating in a federal status. This law eliminates the need of malpractice insurance for medical personnel, including physicians, dentists, nurses, and other medical support personnel.

### Pending Legislation:

H. R. 96, 94th Congress, would authorize enlisted members assigned to the Selected Reserve of an armed force, partial payment of tuition, or fees in lieu of tuition, as an incentive for enlisting or reenlisting in the reserve components.



H. R. 7461, 94th Congress, provides that a member of the Ready Reserve may not request transfer to the standby reserve unless he has served on active duty, other than for training, for at least 91 days. An additional 180 days must expire before the transfer will be effective.

H. R. 8328, 94th Congress, would allow the Service Secretaries to assign National Guard units to training categories on the same basis that USAR and AFRES units are now assigned. Category A, the category which prescribes the most intensive training, calls for 48 unit training assemblies and 14 (Reserve) or 15 (Guard) days of annual training per year. All National Guard units are in Category A. H. R. 8328 would enable the Service Secretaries to assign National Guard units (or, apparently, individual members of units) to training categories requiring less than 48 unit training assemblies per year, or none at all.

S. 2774, 94th Congress amends the Federal Tort Claims Act to provide that members of the Army and Air National Guard, while engaged in specific statutory training or duty functions, would be considered to be Federal employees in order that the United States would become liable for any negligent or wrongful acts or omissions on their part.

## Public Affairs

The Office of Public Affairs is charged with the responsibility for all matters relating to the public and internal information, community relations, and advertising and publicity required in support of recruiting for the National Guard.

In keeping with America's Bicentennial, all National Guard recruiting and retention advertising gave emphasis to the rich National Guard heritage. A special "Voices of Freedom" history film with its matching record, both narrated by David Janssen, were distributed to each state for use in public service advertising and community relations efforts. A special recruiting drive package was produced to help in planning short recruiting drives for any size unit, Army or Air. This theme package provides coordinated material in radio public service announcements, television, bus cards, posters, pamphlets and advertisements. Audio-visual products included films on Army Guard Engineers, Combat Service Support, and Aviation Units while the Air Guard concentrated on Aerospace Defense, Profes-

sional Military Education Center, TAC Recon, and a general film on the "Story of the Air National Guard."

Magazine advertisements used the themes of George Washington; a female revolutionary soldier; Sergeant Carney, a black in the Civil War; and Sergeant Gonzales, a Medal of Honor winner from World War II. Over 190,000 recruiting leads resulted for the Army and Air National Guard from using mailback coupons with all of the magazine ads.

This year, additional emphasis on retention has been added to the recruiting advertising. The effort to retain members requires a special internal advertising program to aid commanders. A package of material was designed, which included a film, posters, pamphlets, and a mailer. The program, designed to be used over a nine to twelve month period before ETS date, illustrates the advantages of staying in the Guard.

The National Exhibit Program continued to reach influential groups in education, counseling, media, minority, and military organizations.

The Guard's internal information program, "InterCom," continued to provide basic news and feature items for the benefit of individual Guardsmen through its monthly bulletin board publication, "Push Pin Post."

This item is sent directly to every unit in the National Guard. A 30 minute video-tape covering events in which National Guard units or individuals participated has been distributed to each state on a quarterly basis. The use of this special events program as part of command information creates an awareness among Guard members of the activities of other units and missions.

The Bicentennial year created an extra heavy demand on Public Affairs in the area of flyovers, static displays, and coordination of armed forces participation in public events. The Office of Public Affairs also supervised the distribution of \$60,000 received by the Guard from the Active Army in support of Bicentennial projects.

The Army and Air Guard increased their participation in JCS exercises conducted in CONUS and overseas. In some cases, Army National Guard Public Information Detachments were integrated with their active counterparts. ANG information personnel also provided information support and served as media escort officers for short term TAC deployments to Europe.

Other highlights of the Bicentennial activities in Washington, DC in which the Office of Public Affairs was involved were the honoring of revolutionary units, dedication of "Minuteman Hall" in the Pentagon, and the honoring of the first militia units from Massachusetts, founded in 1636.





Training session in sextant operation. New Hampshire ANG.

## Trophies and Awards Program

The purpose of the trophies and awards program is to instill a spirit of wholesome rivalry among individuals, units, and organizations of the Army and Air National Guard and to stimulate interest in proficiency in training and maintenance. To this end, trophies and awards are presented annually by the Chief of the National Guard Bureau and other agencies to outstanding personnel and units in both the Army and the Air National Guard and are listed in Appendix E.

## Regulations

The National Guard, when not in active federal service, is governed by National Guard regulations and Air National

Guard regulations. These regulations announce the approved policies of the Departments of the Army and the Air Force pertaining to the Army and Air National Guard. Also, certain procedural matters are published in National Guard pamphlets and Air National Guard pamphlets. These may be separate or joint publications, depending upon the applicability of the contents to both the Army and Air National Guard. Further, certain Army and Air Force regulations govern the Army and Air National Guard when specifically made applicable by the Chief, National Guard Bureau.



Runner-up—Black & White/ARNG  
Pfc Kenneth B. Gatow 132nd P.I.D., Vermont

## Equal Opportunity

During FY 76 and 77, the Office of Minority Affairs was merged with the Office of Special Assistant for Equal Op-



portunity, creating the present Office of Equal Opportunity. During this period an increased awareness of the mission essential nature of equal opportunity programs was accomplished. The National Guard continued to increase its minority and female strength and to improve its image in the minority community. During GY 76 and 77, equal opportunity specialists from the Bureau participated in five conventions conducted by major minority organizations.

One of seven joint offices responsible to the Chief, NGB, the Office of Equal Opportunity includes two branches. The Compliance Review Branch provides assistance on all matters pertaining to equal opportunity for National Guardsmen. The Equal Employment Opportunity Branch is responsible for all aspects of equal opportunity pertaining to National Guard technicians. Both branches work toward the goal of a military and technician workforce which reflects the ethnic composition of the respective local communities.

The Compliance Review Branch conducted 16 program reviews or evaluations from 1 July 1975 thru 30 June 1976 and eight from 1 July 1976 thru 30 September 1976. Each onsite review was conducted to determine compliance with Title VI of the Civil Rights Act of 1964. In conducting these reviews, the following areas were analyzed: program implementation; staffing and MOS/AFSC training of Race Relations/Equal Opportunity (RR/EO) and Social Actions (SA) section; affirmative actions plan; race/human relations councils; unit race/human relations training; minority/women recruiting and retention; and units visited.

As of 30 September 1976, a total of 836 Army National Guard RR/EO positions had been authorized by TDA and TOE modifications, of which 697 have been staffed. A total of 155 personnel from 38 States have attended the Defense Race Relations Institute (DRRI). In addition to DRRI graduates, approximately 645 personnel have attended the two week Unit Discussion Leaders Course (UDLC). Training required at DRRI was reduced from 11 weeks to 10 weeks for E7s and below, and to eight weeks for E8s and above. [It is anticipated that] A correspondence package being developed at Fort Benjamin Harrison will shorten the DRRI residence training required for National Guard personnel. To date, only a small amount of unit level RR/EO training has been conducted.

Two-hundred and forty-five, or 90% of the 273 authorized SA positions, have been staffed. Ninety percent of these personnel have attended their appropriate AFSC awarding schools. Most Air National Guard units have conducted some human relations training and several

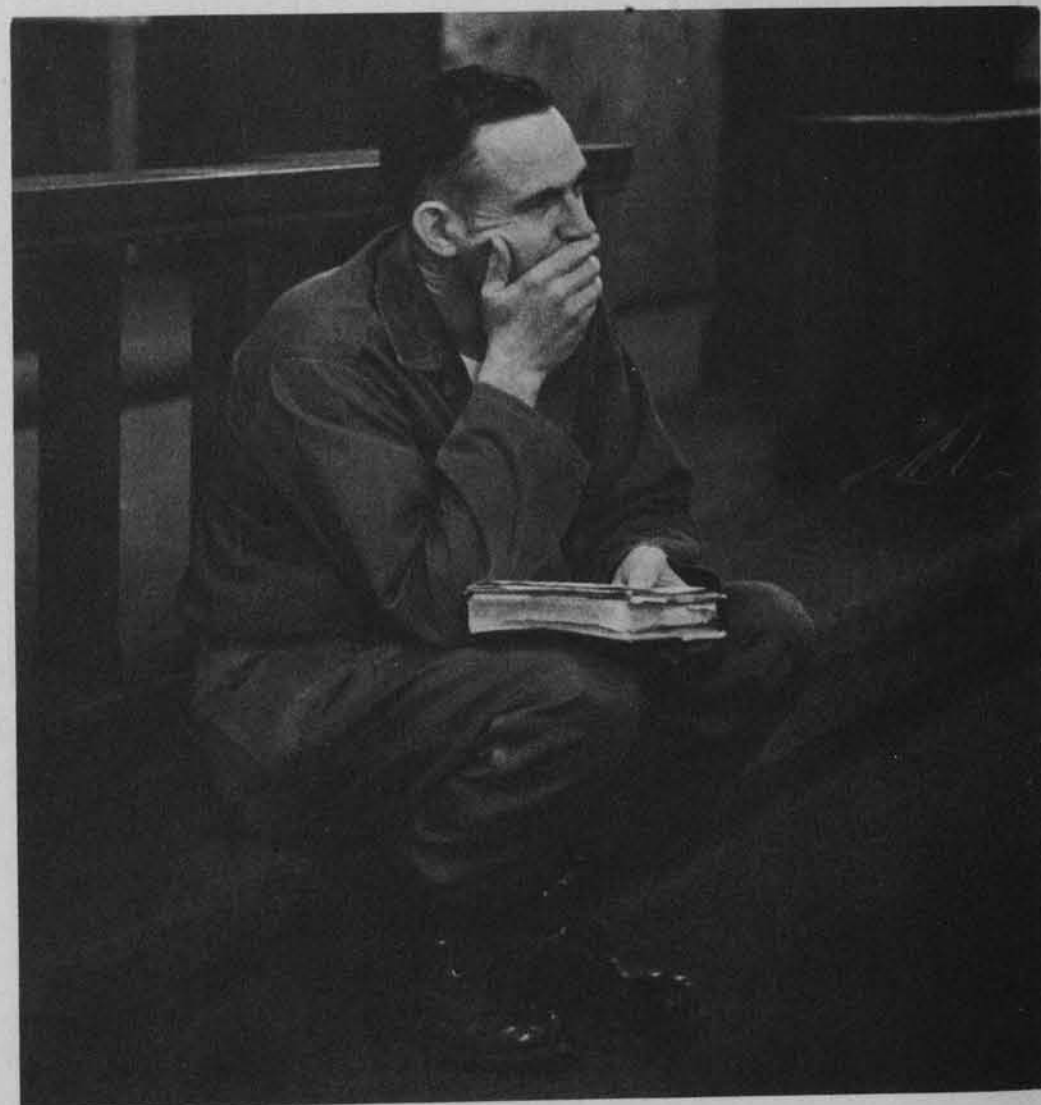
units have begun the second five hour annual cycle.

Two complaints of alleged discrimination were investigated in ARNG units with neither case revealing discrimination. No cases of alleged discrimination were filed by ANG members. Generally speaking, the human relations environment in ANG units is rated excellent.

During FY 76, the Compliance Review Branch mechanized statistical data products to provide improved feedback to the individual States in the area of minority representation.

The Equal Employment Opportunity Branch prepared a National Guard Bureau Affirmative Action Plan. The plan included a concept of upward mobility, wherein eight target positions were identified, and training packages for modified position descriptions were sent out to all States. These positions have served as a bridge to provide employment in the technician program for underutilized technician skills and disadvantaged persons.

Eighteen complaints of alleged discrimination were filed by National Guard technicians and applicants for employment during the period 1 July 1975 to 30 September 1976. Seven were ANG in origin and eleven were from the ARNG. The complaints fell in the following areas: national origin and race—one; national origin—three; age—



Major Donald L. Cone, chaplain of Wisconsin's 1st Battalion, 121st Field Artillery, in a pensive moment.





**Runner-up — Color/ARNG**

SGT (E-5) Jeffrey J. Neuffer 29th P.I.D. (Field Service), Maryland

three; race—four; race and color—three; sex—two; and two were third party cases. No case based on religion was filed and eleven of the eighteen cases have been closed.

The Federal Women's Program Coordinator's Handbook and the Spanish Speaking Program Handbook are currently being staffed and will soon be distributed. **Equal Opportunity In Action**, a quarterly publication printed by NGB-EO was developed to provide a means in which the States can share in and contribute to the development of an affirmative EO/EEO program for military and technician members of the Army and Air National Guard. The newsletter has had numerous contributions by State Equal Opportunity Officers and has been well received by the States.

Appendix H reflects minority and female strength in the military and technician workforce.

## Administrative Services

### Privacy Act of 1974

The Privacy Act and Freedom of Information Act program for the National Guard attained measurable progress during FY 1976. The Chief, National Guard Bureau was designated as the Access and Amendment Refusal Authority (AARA) for all Army National Guard military personnel and all Army and Air National Guard Technicians. The National Guard Bureau Privacy Act Board was established in August 1975 with a basic charter to study the Privacy Act of 1974, determine its impact on the structure of the Guard at the Bureau level and in the field, and implement the Act into the organization of the National Guard. A training program to instruct personnel within the Na-



tional Guard, relative to personal transactions impacted by the Privacy Act, was devised.

The board accomplished several major tasks in the implementation of the Privacy Act. Direct liaison was established with the active Army, Air Force and the Department of Defense in the areas of administration and General Counsel. All joint offices and the Army and Air Directorates were visited and closely inspected to insure that personnel information files were legally justified and necessary to the function. Locally devised file systems were redesigned to exclude personal identifiers and retrievers, and all unnecessary systems were destroyed.

Systems notices, which indicate what information is available on an individual, were published in the Federal Register so that National Guard units could use their personnel record systems to pull that information. No information concerning an individual may be legally used or disclosed unless it has first been published in the Federal Register 30 days before utilization. Instructional messages were forwarded to the field to clarify provisions of the Privacy Act. Letters of instruction were also forwarded to the field, including various hard copy training material packages for both Army and Air National Guard personnel. Several milestones were accomplished. In addition to the day to day processing of work, telephone requests and questions averaged about 23 calls a day. Direct communication with our field units decreased the paper flow in both directions. Because of continual changes in personnel and procedures, the daily field contact will be maintained.

## Regulations

National Guard Regulations and Air National Guard Regulations are the governing directives for the National Guard when not in Federal service. These regulations announce the approved Department of the Army and Department of the Air Force policies pertaining to the Army and the Air National Guard. Pamphlets and manuals are published to furnish procedural instructions and guidance. Matters pertaining to technician personnel are covered in Technician Personnel Pamphlets, Manuals, and Supplements.

Certain Army and Air Force standard publications may apply to the Guard if they have been specifically made applicable by the Chief, National Guard Bureau, and have been listed in the NGB Pamphlet 310-1 or the ANGR 0-2. In the same manner, Major Command publications may be made applicable to the Guard.

In FY 76 the National Guard Bureau wrote and distributed a total of 92 standard publications and 12 changes



Safety officer of the South Carolina ARNG inspects scorecard.

to publication; five were joint directives governing both the Army and the Air National Guard; 47 were for the ANG only; 35 were for the ARNG only; and 17 were Technician Personnel publications.

In an effort to make it easier for the Guard personnel to remain aware of current National Guard directives and those Army and/or Air Force publications that were made applicable to them, NGB Pamphlet 310-1 and ANGR 0-2 were published more frequently in FY 76. The new policy is to disseminate the ARNG index semiannually and the ANG index quarterly.

The National Guard Bureau Library maintains a historical file of all the National Guard standard publications. Information from these files is available upon request.

## Publications Management

The Army National Guard FY 1976/TQ Program for Department of Defense and Department of the Army Publications and Blank Forms was initially established at \$1,757,000.00. However, \$2,070,000 was overobligated



because of unprogrammed requirements, which necessitated additional procurement of manuals and forms.

Culminating a more than 10-year effort, the NGB was successful in getting all battalions and separate ARNG companies on pinpoint publications distribution.

## Mobilization Readiness

The Office of Mobilization Readiness was established during FY 1976 for the purpose of providing the CNGB with a continuous appraisal of the mobilization status of the National Guard. It provides a tool to pinpoint deficiencies and then to directly impact on these matters. The Office also serves as a link between CNGB, DOD, senior commands, state Adjutants General, and other officials to address the National Guard's role in total mobilization and preparedness.

In addition, the Office serves a particularly useful role as the CNGB's representative at tests and exercises, etc., to determine cost effectiveness of National Guard participation, develop more streamlined and simple mobilization procedures, and measure improvement in mobilization/deployment capability. Of significance during fiscal year 1976 was the planning, in coordination with FORSCOM, for a major mobilization exercise to evaluate current mobilization plans. This month-long exercise will be conducted in November and December 1976.

## Technician Personnel

### Personnel Management Evaluation

An assessment of the technician program over the last several years has shown many improvements in technician personnel management, some resulting from the evaluation process and some evolutionary due to the initiative and foresight of NGB, State staffs and technician personnel officers. Significant starts have been made in many areas, including implementation of hiring practices which provide better future career opportunities and experience development for technicians, learning to live with an intensified labor management relationship while upholding mission accomplishment, pursuing equal opportunity understanding, weeding out compatibility trouble spots, and dealing with the demands of efficient and economical work organization and job classification. Training incentives and the suggestion program have made strong showing as motivational realities for many technicians while promotion systems continue to metamorphose into merit systems.

To help maintain the momentum stimulated by these and other improvements, and improve technical personnel

proficiency, the evaluation of technician personnel management is taking on a more regulatory compliance nature. In the fact finding efforts of evaluation, the swing is to firmness where regulatory violations are discovered that warrant required or corrective action. During fiscal year 1977, special emphasis will be given to the review of Position Management and Classification to meet Presidential Memorandum directives aimed at ensuring effective compliance with laws and regulations. In this respect, added dimension is being given to the evaluation of State technician programs by adding classification specialists to Bureau evaluation teams. These teams will review classification program administration to include; position accuracy in terms of local position management including work organization, the classification maintenance system, mal-assignment avoidance, proper control of details, salary retention operations, and classification appeals systems operations. In addition to classification, evaluation efforts will continue to stress merit promotion and staffing, equal employment opportunity, military/technician compatibility, technician qualifications, environmental differential pay, labor management relations, and State self evaluation systems. Many of these areas listed provided primary coverage in the last year of evaluations, during which 12 NGB and Civil Service Commission evaluations were conducted. From 12 to 14 evaluations are planned during the 1977 fiscal year.



Colonel Andrew C. Lacy, 178TFG Commander during pre-flight check.



## Compensation and Classification

Three National Guard Classification Activities located in Salt Lake City, Ut., St. Louis, Mo., and Alexandria, Va., became operational during the year. These Classification Field Activities are the result of the increased need for an operating classification program which will better serve the needs of local management and the individual technician. Prior to the establishment of these Activities, Classification and Position management responsibilities for the technician workforce of approximately 51,000 technicians were accomplished centrally by an insufficient number of classification specialists.

The Classification Activities will be performing much the same functions as an operating level civilian personnel office in the active Services would. Their operations will allow the National Guard to refine its classification program and allow adjustments to local working conditions while retaining a standardized concept. These operations will provide required on-site audits or positions reviews, improved management advisory services, and all other tasks associated with classification program maintenance.

The Compensation and Classification Division in the National Guard Bureau will, in addition to its wage and salary functions, continue to provide classification policy

guidance, adjudicate agency appeals, publish and issue standard position descriptions, coordinate actions with the Civil Service Commission and Department of Defense components, and monitor and review the work of the Classification Activities.

The following significant actions were taken during FY 1976:

New organizational charts and position descriptions for the 53 Technical Personnel Officers were released. This was done in conjunction with revised manpower criteria developed during an extensive study of the function.

Implemented new RJETS (Remote Job Entry Terminal System) Technician Position Descriptions as a result of the introduction of this system into the Air National Guard program.

Developed a new Command Administrative Officer position description for states which embraced the organizational structure depicted in the release letter.

Developed and released a position description for a Personnel Assistant at large flying bases that were a distance from TPO.

Released new position descriptions for Vehicle Maintenance functions at flying bases, Tactical Control organizations, State Headquarters, and Supply and Services in the Air National Guard technician program.



Aircraft of the 997th Aviation Co., Arizona ARNG on patrol.



Released selected new position descriptions for Organizational Maintenance Shops, CSMS, MATES, and ADP functional areas in the Army National Guard technician program.

Effected initial application of nine CSC Job Grading Standards which impacted on the title and series, but not the grade, of positions affected.

Implemented the Job Grading Standard for Material Classifier and Sorter (6912) which resulted in approximately 300 downgrades. The number of classification appeals being received remains high. The interaction with the Civil Service Commission has been extremely beneficial in determining the correct application of standards to unique technician positions.

## Technician Management and Labor Relations

Contract negotiations in the states slackened somewhat from the pace set the year before, as most agreements negotiated at that time are now settling into their second year. Increased activity has been noticed in the Grievance/Arbitration area. As these reach the stage of formal proceedings, the Labor-Relations Branch becomes involved either as a participant representing the state or in an advisory capacity assisting the state in the writing of prehearing and posthearing briefs.

Assistance to the states negotiation teams is provided prior to the onset of bargaining and continual liaison is effected throughout the negotiation period. Additionally, the Labor-Relations Branch, in coordination with the Training branch and the Department of the Air Force, recently ran a highly successful contract negotiators course for state negotiators at Gunter Air Force Station, Alabama. The Labor-Relations newsletter continues to be published periodically.

A marked increase was noted in the volume of unfair labor practice cases in the states over the past year. In some instances this involved the presentation of management's cases by the Labor-Relations Branch while at other times the role of the Branch was of an advisory nature to the management representative. The Labor-Relations Branch additionally assisted the states in the writing of the pre and post hearing briefs to the Assistant Secretary of Labor or the Federal Labor Relations Council. This is done in close liaison and coordination with NGB-JA and the Department of Defense. Another area of liaison and coordination is with NGB-JA on adverse action proceedings within the states which have reached Civil or Federal Courts. Coordination has also been effected with the Technician Personnel Officers in the se-



Best in show — Color/ARNG  
2nd Lt. Paul Waters 135th Transportation Co., Mississippi



lection and acquisition of trained grievance and appeals hearing examiners to insure correct procedural guidance on grievance and adverse action processing in the states. In a continuing effort to maintain a cadre of trained hearing examiners, the Labor-Relations Branch, in conjunction with the Training Branch, is planning a series of examiner refresher courses at the National Guard Professional Education Center, Little Rock, Arkansas.

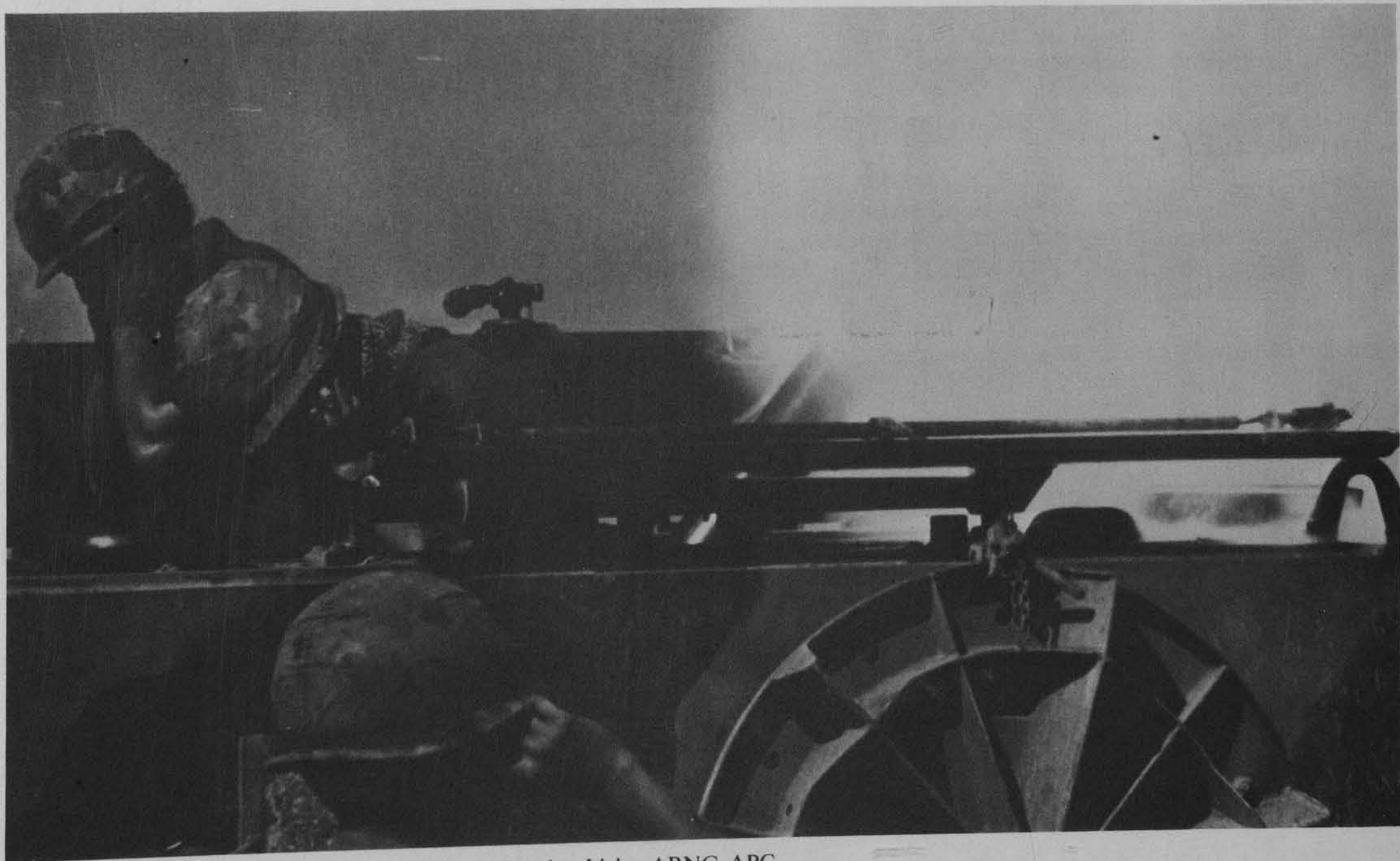
The National Guard Incentive Awards Program continues to receive enthusiastic support and response from the individual states. This program deals with cash awards for suggestions, submitted by the National Guard technicians, that are judged to be of benefit to the National Guard, U.S. Army, or the U.S. Air Force. During FY 1976, 680 suggestions were processed representing a 65% increase over FY 1975.

Suggestions completed and reviewed have resulted in an estimated first year savings of \$9,110,403.00, with cash awards to technicians of over \$106,317.00. During the Presidential Cost Reduction Campaign for the period 6

May 1975-5 May 1976 there were a total of 31 technicians in 17 states (5 ARNG and 26 ANG) who qualified for Presidential Letters of Recognition. Suggestions during this period have resulted in an estimated saving to the Government of \$8,163,146.00. (\$6,362,765.00 ARNG and \$1,800,381.00 ANG.)

During this reporting period, President Ford signed PL-94-126, which provided 100% retirement credit for all National Guard technician service performed prior to 1 January 1969. Prior to the implementation of this law, National Guard technicians upon retirement had their annuities computed at the rate of 55%.

The National Guard Bureau requested and received from the Civil Service Commission an important determination impacting upon the Civil Service Retirement rules for Firefighting and Law Enforcement Technician Personnel. Under the provisions of PL 92-282, technicians are eligible to retire on an immediate annuity provided they have served as a firefighter or law enforcement official for at least 20 years and are age 50 or older.



A mortar round leaves the tube of a 116th Armored Cavalry, Idaho, ARNG APC.



## Staffing and Technician Career Management

During FY 1976 and FY TQ the National Guard Bureau continued its emphasis on formal training for technicians. Regional Civil Service Commission Offices, Department of the Army and Department of the Air Force training centers were used by the National Guard for training purposes.

The National Guard Professional Education Center (NGPEC) located at Little Rock, Arkansas, became fully operational during FY 1976. The training of administrative supply technicians (AST), which began late in FY 1975, was intensified during FY 1976 and FY TQ. Approximately 2,216 ASTs have received formal training from NGPEC as of the end of FY TQ leaving approximately 3,800 ASTs who have not. Intensive efforts will continue during FY 1977 and FY 1978 to complete this special emphasis training.

The development of standardized training courses was accelerated during FY 1976 to coincide with the planned expansion of training facilities at NGPEC. These planned courses cover the fields of personnel management, financial management, procurement, training readiness, equal employment opportunity and legal services.

The planned completion of retraining of Air Defense technicians who have been affected by reduction-in-force did not materialize. The major reason for the delay was the inability of the states to obtain training quotas from the various Army and Air Force Commands. It is anticipated that the remainder of this training will be conducted during FY 1977.

During FY 1976 the development of a flexible and responsive career management system for technicians was established as a high priority personnel management objective. Preliminary planning indicates that full implementation of a productive career management system will take from three to five years. Progress achieved in implementing this career management system will be expressed in future annual reports.

In summary, the goals for the training and development of technicians remain in two areas: (1) to increase the day-to-day efficiency of technicians through the presentation of quality training courses, and (2) to provide technicians with a career system that is responsive to their promotional and development goals thereby maintaining a high level of morale.

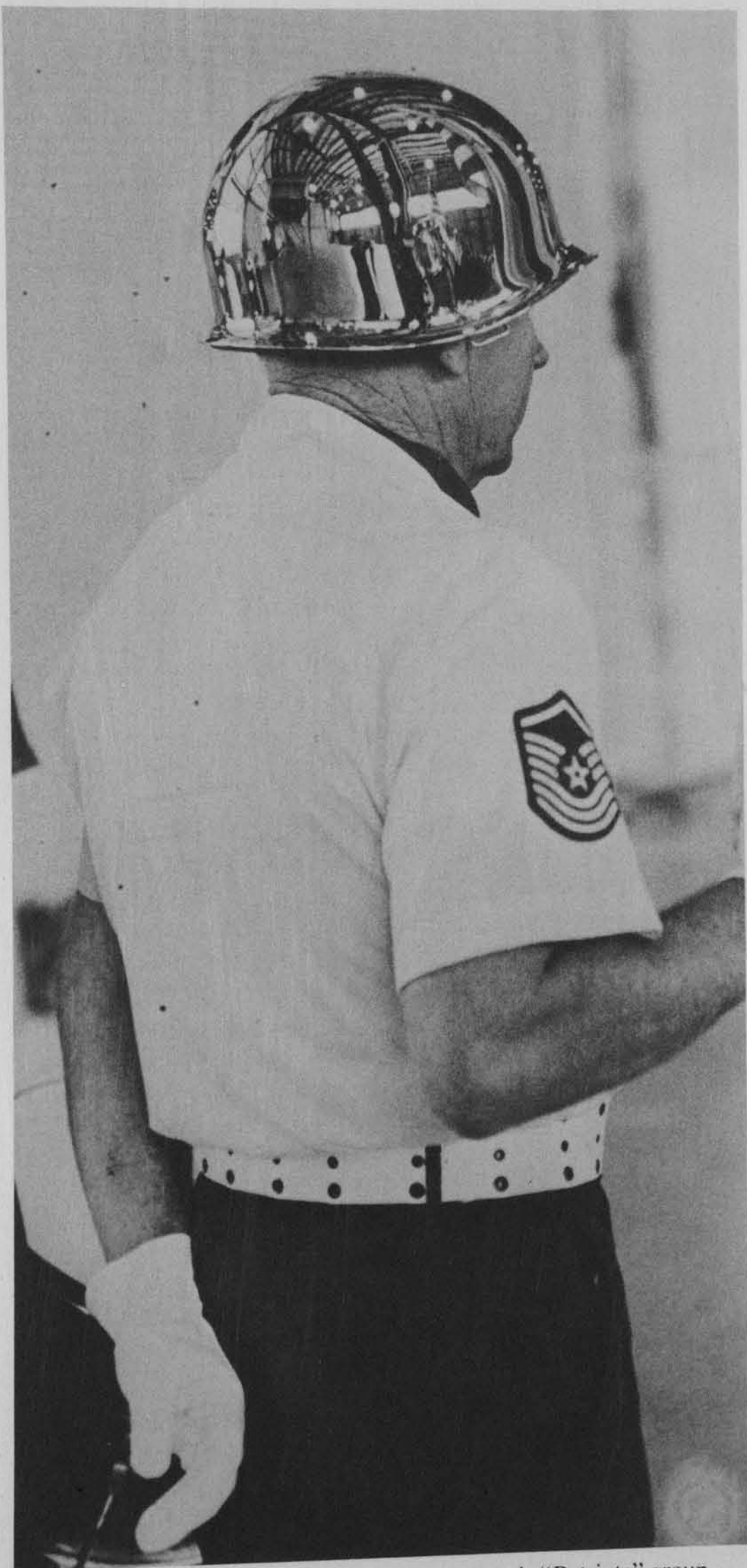
Several new areas of emphasis were undertaken by the Staffing Branch. In addition to providing guidance and staff research in various placement programs, the Staffing



Guardsmen build new road at Camp Ripley, Minnesota.

Branch provided on-the-job training assistance for a number of personnel from State Technician Personnel Offices, on-site recruiting and examining expertise and on-site aid in preplanning for organizational changes and reduction in force procedures. During this time frame the Staffing Branch was also tasked with the responsibility for monitoring and developing criteria to insure a better compatibility between military and technician assignments. Efforts toward this task have included detailed guidance and information systems to monitor and compare assignments. Through various guidance and information media, greater emphasis has been placed on the qualification, examination and quality of personnel selection. A new and more comprehensive plan was developed to provide direction to the states' Technician Personnel Offices when conducting reductions in force. Publication of this plan is expected early in FY 1977. Recognizing that a lack of expertise in recruiting and examining existed in the State Technician Personnel Offices, the Staffing Branch initiated the development of a staffing and employee relations course to be conducted at the National Guard Professional Education Center (NGPEC) during FY 1977. All of the tasks and accomplishments of the Staffing Branch in FY 1976 were important but probably the most significant undertaking of all has been the responsibility to redevelop qualification standards for all job series in the technician program. This project, when completed, will cover more than 1,675 jobs and 175 job series.





Member of the 190th Combat Support Squadron's "Patriots" group standing by.

## Data Management Activity

Improvement of the Technician Personnel Management Information System (TPMIS) continued during this period as a result of the following actions:

Addition of the data element "program element code (PEC)" to the TPMIS record in order to identify the weapons system or support category, as dictated by DOD reporting requirements, eliminates current manual reporting. Through the incorporation of technician training data as a part of the TPMIS system, the old manual system, which did not supply all of the necessary management information, has now been eliminated. Under the old manual system, separate reports from each of the 53 Technician Personnel Offices were required each month.

The collection and reporting of the technicians minority group designator has been combined with the personnel record, thereby eliminating preparation of a separate card for this purpose. The U. S. Civil Service Commission requirement also necessitated the publication of National Guard Bureau privacy and safeguard procedures for a combined personnel EEO File. The publication of these procedures was also accomplished.

The monthly TPMIS master file records are now microfiched for delivery to the State Technician Personnel Offices. This procedure, started in September 1975, assists the state in correcting TPMIS errors and provides the state with a complete data base, including data elements from the technician's military record. This allows for more efficient monitoring and updating of required data elements. The production of these small 4" x 6" plastic "fiche" (two per state) at a cost of \$87 per month, makes available data which, because of much higher costs, was previously provided only once every six months. Incorporation of the selected military data elements is also significant in view of management's requirement to insure technician and military job compatibility in accordance with PL 90-486, the National Guard Technician Act of 1968.

Improvement of the TPMIS system at the state level began in June 1976 as a joint effort between the Office of Technician Personnel, National Guard Computer Center and selected State Technician Personnel Offices. With completion of test and evaluation of the data entry system at Richmond, Virginia, expected in early Fiscal Year 1977, long sought improvements of TPMIS at state level will be realized.

## ANG Civilian Personnel Activity

NGB/DPC requested AF/DPC approval to conduct a reduction-in-force (RIF) of the majority of the Title 5





Self-propelled 155-mm Howitzer of B Battery, 1st Battalion, 126th Field Artillery, Wisconsin ARNG.

workforce at Forbes ANG Base, KS. Approval was received on 5 April 1976 and 184 Title five positions were abolished. Extensive assistance was provided to these employees with the result that 95 were placed at other federal and non-federal installations, 37 were retired, four resigned, and 46 were separated after refusing suitable job offers. Formal arrangements were made with Hq, SAC, to have McConnell AFB, KS, become the servicing Central Civilian Personnel Office (CCPO) for the Title 5 employees remaining at Forbes and Smoky Hill Bomb Range, and official personnel folders were transferred to the McConnell CCPO.

NGB/DPC became responsible for the administration of Title 5 ANG civilian employees at Ellington AFB, TX. NGB/DPC staff personnel participated in the conversion, reduction, and servicing arrangements to effect the transition of Ellington AFB from an Air Force Reserve-operated base to Air National Guard control. A transition force of 160 civilian authorizations was established effective 1 April 1976.

Fifteen additional Title 32 positions were approved for conversion by Hill AFB, UT, CCPO by the Civil Service Commission (CSC) on 22 July 1976. CSC was also requested to approve the conversion of 50 technicians to Title 5 status and approval was obtained on 20 May 1976. With each CSC approval to convert technician positions to Title 5 status, NGB/DPC prepared and mailed a set of comprehensive guidelines to each State Adjutant General affected as a substantive and procedural guide for CCPOs and Technician Personnel Offices (TPOs) involved. This guidance served to reduce the number of telephone inquiries customarily experienced during conversion.

The Title 5 classification program continues to be well administered and accepted by Title 5 employees. This is exemplified by the fact that there was one formal classification appeal initiated by a Title 5 employee out of a workforce of 1,780 employees. That appeal was adjudicated by the Boston CSC regional office and substantiated the reclassification of the individual. Servicing from host Air Force CCPOs is generally well received by ANG commanders and NGB/DPC base visits provide evidence of sound and effective position management and wage administration programs. The ANG Title 5 average grade and salary continues to follow closely the baseline reference point of 30 June 1974, and "grade creep" is not indicated. The effectiveness of position management is assessed through analysis of statistical data on the Title 5 workforce.

The training program for Title 5 employees has become more effective during FY 1976. Due to increased attention by NGB/DPC staff, training support was improved and ATC has become more responsive to requested class quotas. The continued conversion of Title 32 to Title 5 status during FY 1976 has increased the scope of the Title 5 training program. The training budget has steadily grown and this growth is forecast to continue into FY 1978. Phase II of human relations training was completed for all Title 5 employees as of 13 August 1976. Phase III workshops have been attended and the Phase III human relations training will commence in November 1976. In addition to human relations training, Title 5 personnel will receive at least two hours of drug and alcohol abuse training in conjunction with Phase III.

FY 1976 Equal Employment Opportunity (EEO) plans of action were prepared and implemented. These plans were based upon criteria of the HQ, USAF Five-Year Affirmative Action Plan concept. Significant EEO progress was made in the Title 5 area during FY 1976 pertaining to employment of minorities and women. The FY 1976 EEO





F-100F from 114th TFG, South Dakota, landing at Aviano Air Base, Italy on exercise Coronet Curve, May 1976.

program was characterized by relatively few EEO complaints. Of the three formal complaints processed, a decision of non-discrimination was rendered locally on one complaint.\* Eight informal complaints were also resolved during the counseling stage. Federal Women's Program Coordinators (FWPCs) at ANG bases attended a four-day course at the USAF Personnel Development Center in September 1976, and the NGB/DPC FWPC attended a three-day workshop at the CSC in August 1976.

Installations servicing ANG Title 5 employees converted from the Civilian Personnel Management Information System (CPMIS) to the Advanced Personnel Data System—Civilian (APDS-C). Currently, the data system stores a detailed and extensive personnel record for each military and civilian person in the Air Force. Plans are now underway for a Phase II conversion which will expand the information on Title 5 civilian personnel training, appraisals and career program areas. Additionally, a conversion to a better manpower data system (Base Manpower Data System (BMDS) and Command Manpower Data System (CMDS)) will be accomplished during FY 1977.

The NGB/DPC Merit Promotion Plan for ANG Title 5 employees was revised and republished during May 1976. The revised plan emphasizes the possession of desirable skills, knowledge, and abilities and allows for the incorporation of more sophisticated rating procedures through supplementation as developed by CSC, the Air Force, or the National Guard Bureau.

The summer employment program during FY 1976 resulted in a total of 71 appointments, of which 66 were high school students and five were undergraduate college students. They were appointed under the special needy-youth criteria. Feedback indicated that many of the students desired consideration for future employment and ANG supervisors were interested in participating in future programs. Management generally believed that the overall program was a good investment for present and future employment needs. Employment of retired military personnel was a significant source for many hard-to-fill jobs at ANG bases. Appointments totaled 29; six of these required CSC waiver of the six-month waiting period between release from military service and DOD federal employment. Vietnam Era Veterans Employment, Public



Law 93-508, received directed emphasis and numerous appointments were made. FY 1977 plans for employment of the handicapped were also developed and implemented by ANG bases. Environmental surveys were made to determine deterrents to the free movement and mobility of handicapped employees on the base. This was done with a view toward building ramps for wheel chairs, cutting accesses into curbs, etc.

NGB/DPC involvement resulted from a variety of Labor Management relations (LMR) activity at Forbes ANG Base, KS, Otis AFB, MA, Selfridge ANG Base, MI, and Buckley ANG Base, CO. At Forbes, the International Association of Firefighters, Local F-178, filed a petition in November 1975 for representation of the firefighters at Forbes. There was further LMR activity at the Smoky Hill Bomb Range, a satellite of Forbes, when the AFGE Local 2324 charged management with an Unfair Labor Practice (ULP) violation of EO 11491 related to disagreement over the number of union people who could be considered as members of the negotiation team and the amount of official duty time allotted each member for negotiation. Several meetings were held on these issues until there was informal resolution. LMR activity at Otis centered around supplementation to the existing agreement between NAGE Local R1-54 during October 1975. The supplementation had the effect of including guards in the unit definition. The Department of Labor authorized an election for 21 May 1976, and on 1 June 1976, the IBPO/NAGE Local 559 was granted exclusive representation of the unit defined as all guards and police officers employed at Otis. During February 1976, AFGE Local 2077 petitioned for exclusive representation of a unit including all professional employees of the Naval Air Facility at Selfridge ANG Base, MI. An election was directed by the Department of Labor and resulted in a rejection even though this was decided by a single vote. At Buckley, a general agreement between Colorado ANG and the Columbine Council, Association of Civilian Technicians, was submitted to NGB in March 1976. It was reviewed and forwarded with recommendations to the servicing CCPO at Lowry AFB, CO, and final approvals were made by Colonel Walter Schreiber, Base Commander at Buckley, and Colonel William D. Weller, Adjutant General, State of Colorado.

Under PL 93-416, Compensation for Work Injury, employee coverage was expanded to include the provision that employees who incurred a job-related disabling "traumatic" injury would receive full salary up to 45 calendar days. HQ USAF was concerned about the increase of traumatic injury claims and an Air Force-wide study has

been conducted from 1 June 1976 through 31 August 1976. NGB/DPC is an action office and project manager for ANG bases. Information and case data will be gathered and submitted to AF/DPCER by 30 November 1976.

Effective 14 June 1976, NGB/DPC published a leave plan for ANG Title 5 employees. The plan was implemented primarily as a supervisory tool to insure fair and equitable administration of the leave program.

Recommendation for special achievement awards in an explosive accident were received for six Title 5 firefighters at Buckley ANG Base. In accordance with AFR 40-470, the nominations were approved, and each received the Air Force Award for Valor certificate, an engraved valor medal, and a cash award of \$200, all of which were presented by the Governor of Colorado. Special achievement awards for performance by youths were also granted in accordance with AFR 40-470 at Selfridge. Presidential Letters of Recognition for cost reduction suggestions with measurable benefits of \$5,000 or higher were granted for ANG Title 5 employees. The Air Force award for Meritorious Civilian Service was presented to the Chief, Position Classification Branch, in the CCPO at Selfridge in January 1976.

Two of the three CCPOs received formal evaluation visits during FY 1976 and another ANG CCPO is scheduled for a USAF evaluation with NGB/DPC participation during FY 1977. The AF/DPC evaluation office has also requested NGB/DPC participation in the joint CSC/Air Force evaluation scheduled for Lowry AFB, CO, which will include Buckley ANG Base as a tenant organization.

During FY 1976, the Forbes ANG Base CCPO was evaluated as satisfactory by the St. Louis regional office of the CSC. NGB/DPC had conducted a staff assistance visit prior to the CSC evaluation in an effort to pinpoint areas which appeared somewhat vulnerable.

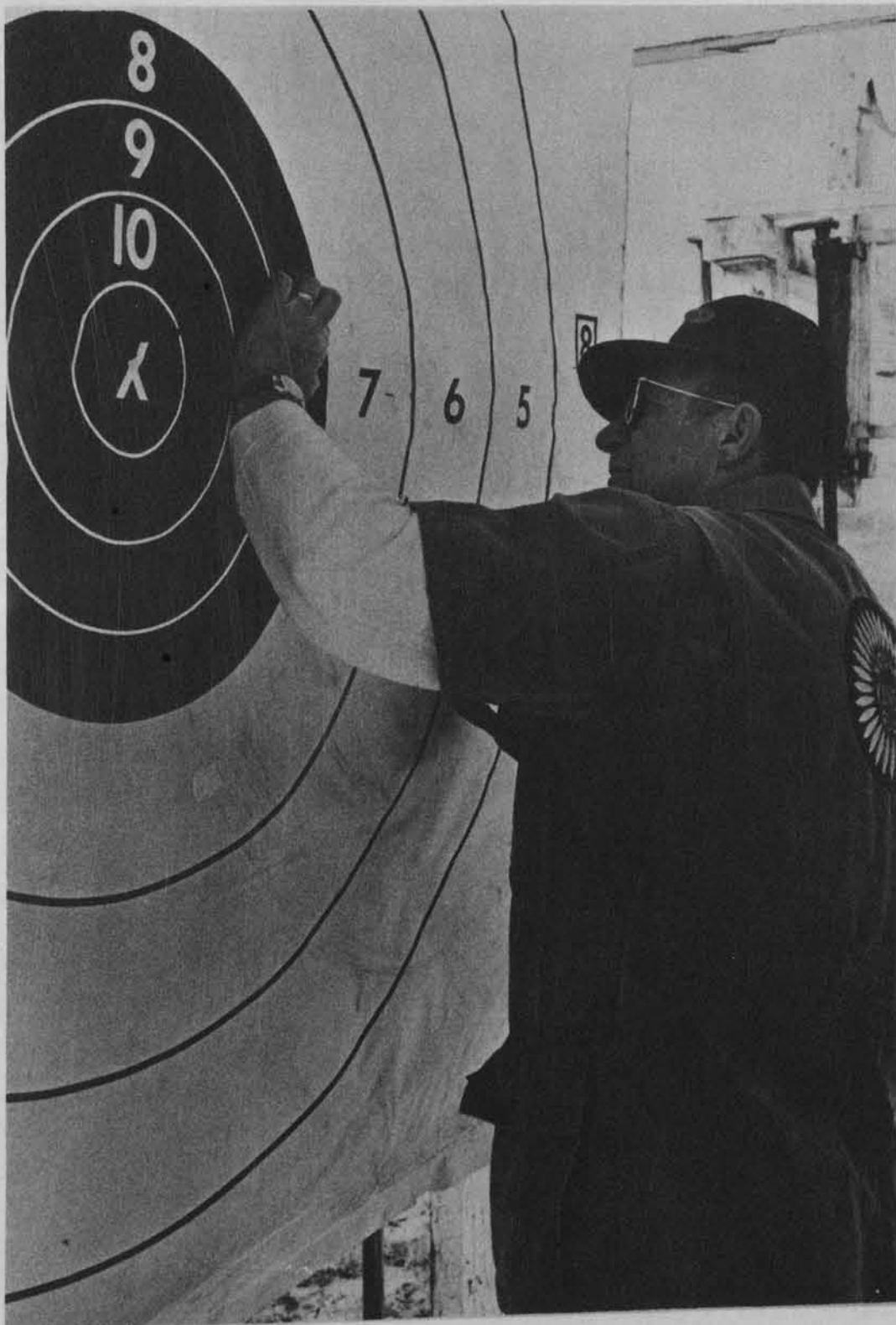
The Otis AFB CCPO received a formal evaluation from NGB/DPC staff members during FY 1976 and, while it was evaluated as satisfactory, several substantive recommendations for improvement were made including a reorganization within the CCPO and specific suggestions for strengthening the EEO program. NGB/DPC provided specific personnel management objectives in its annual evaluation plan sent to AF/DPC. This plan required that ANG CCPOs formulate narrative objectives, assign action officers and target dates and use the management-by-objectives format. Personnel management objective plans for FY 1977 were received from ANG CCPOs, and specific recommendations for improvement were made.



# Army National Guard

The overall readiness capability of the Army National Guard continued to improve during the reporting period as a result of enhanced active component support and the issue of equipment to Guard units. Although personnel strengths and retention rates show a drop for the period, the trend appears to be reversing and did, in fact, move upward during the last two months of the period. The ARNG anticipates achievement of its recruiting goals for FY 1977.

Minority recruiting continues to make significant gains with a total ARNG minority strength standing at 73,519 at the end of FY TQ. Women continue to play a more important role in the ARNG as the recruiting efforts in that area continue to be highly successful. As of the end of FY TQ, there were 11,146 women in the ARNG.



Member of Kansas ARNG checks score.

The Army National Guard continued its important community role in civil disturbance and natural disaster assistance. National Guardsmen were called 16 times for civil disturbance incidents and committed eight of those times. In the area of natural disasters, while the number of call ups was down significantly, the number of troops responding increased over the previous year.

Major reorganizations during the past year have brought the ARNG structure into alignment with the active component requirements. Two battalions, one Armor and one Artillery, were relocated to different states and, additionally, one infantry battalion was inactivated while one infantry brigade was activated.

The passage of the 50,000 call up authority in May 1976 has renewed interest in the procedures and requirements used during mobilization. Several small scale exercises have been conducted to evaluate existing mobilization procedures. Modifications and refinements of the mobilization procedures can be expected as a result of these exercises and MOBEX 76, a mobilization exercise conducted by FORSCOM to evaluate the capability of the active Army to support full mobilization.

Conclusions derived from this unilateral exercise will be incorporated in a joint service mobilization exercise planned for next year. These actions, in conjunction with new requirements for early deploying units, new mobilization stationing, new priorities, and the possibility of direct deployability, promise to make FY 1977 a year of continued challenge and new horizons for the Army National Guard.

## COMPTROLLER

### Appropriation

The Congress appropriated \$1,409,530,000 for the Army National Guard for FY 1976 and \$383,835,000 for the transition quarter (FY TQ). This is the total of the three Army National Guard appropriations. The initial appropriations by each are as follows: (dollars in millions)

Appropriation-	Appropriated	
	FY 1976	FY 19TQ
National Guard		
Personnel, Army (NGPA)	\$696.9	\$209.1
Operations and Maintenance		
Army National Guard (OMARNG)	\$649.9	\$173.3
Military Construction		
Army National Guard	\$ 62.7	\$ 1.5



Funding

The Army National Guard budgets which were submitted to Congress in January 1975 supported a strength plan with a beginning strength of 400,000, an average strength of 400,000, and an ending strength of 400,000 in 3,286 units, in 2,561 communities.

The budget submissions were as follows:

	FY 1976	TQ 76
NGPA	\$697,300,000	\$225,300,000
OMARNG	\$678,200,000	\$183,400,000
MCARNG	\$ 62,700,000	\$ 1,500,000

The budgets provided for an input of 31,000 recruits in FY 1976 and 7,925 recruits in FY TQ into the Reserve Enlistment Program (REP 63) training, an ARNG technician strength of 29,524 and man year program of 28,819.

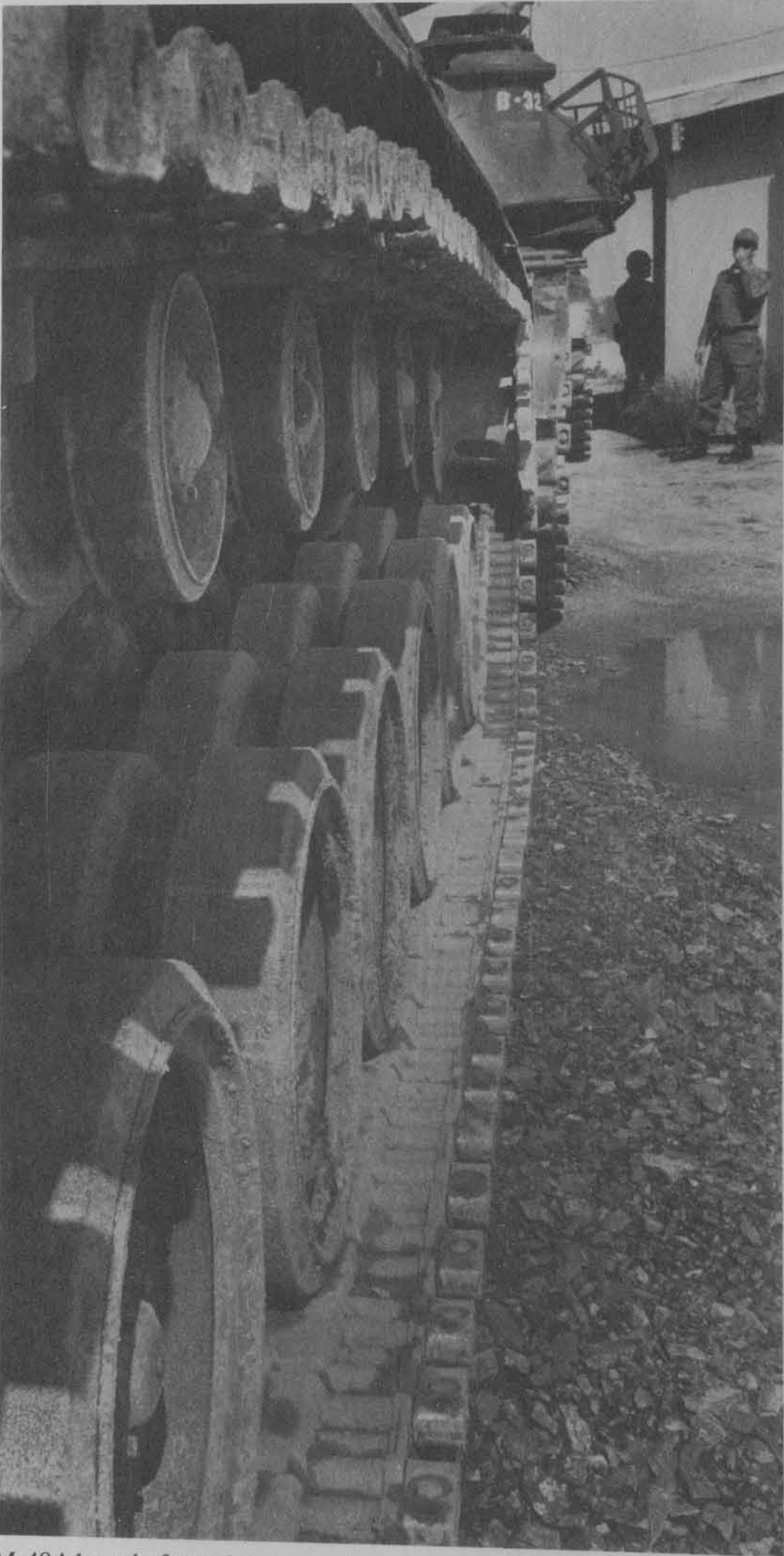
National Guard Personnel, Army  
(BP3100)

The Congress appropriated (Title I, PL 94-212) \$696,900,000 for FY 1976 and \$209,050,000 for the transition quarter for the National Guard Personnel, Army Appropriation to support an end strength of 380,000 and to provide an input to train 31,000 non prior service accessions under the REP-63 program. A pay raise supplemental for FY 1976 was not required due to paid strength short falls; however, \$6,950,000 was enacted for pay raises in the transition quarter. In addition, \$2,837,000 for FY 1976 and \$737,000 in FY TQ was provided for funded reimbursements. \$3,800,000 was transferred to the Operation and Maintenance, Army Reserve Appropriation. When appropriations and funded reimbursements were totaled, resulting NGPA funding availability was \$695,937,000 for FY 1976 and \$216,737 for FY TQ.

Operations and Maintenance  
Army National Guard (BP 3700)

The Congress appropriated (Title III, PL 94-212) \$649,930,000 for FY 1976 and \$173,285,000 for the transition quarter for the Operation and Maintenance, Army National Guard. A supplemental appropriation of \$20,800,000 for FY 1976 and \$9,400,000 for the transition quarter was enacted for civilian pay increases. Automatic Reimbursable Orders totaled \$2,300,000 for FY 1976 and \$575,000 for FY TQ for an overall funds availability of \$673,030,000 in FY 1976 and \$183,260 for the transition quarter. Limitations placed on the amount of funding

available for procurement of organizational clothing and equipment had an adverse impact on improvement of organizational clothing and equipment in Army National Guard units.



M-48A1 ready for training exercise, Ft. Dix, New Jersey.



## Military Construction Army National Guard (BP 8500)

The Congress appropriated (PL 94-138) \$62,700,000 for FY 1976 and \$1,500,000 for the transition quarter for the Military Construction Army National Guard appropriation. No funding for major construction was provided for this transition quarter. The increase in FY 1976 over FY 1975 was \$3,700,000.

### Summary of Obligations (\$000) as of 30 Sep 1976

	FY 1976	FY 1976
NGPA	\$692,018 <sup>1</sup>	\$219,595 <sup>2</sup>
OMARNG	666,962 <sup>3</sup>	191,718 <sup>4</sup>
MCARNG	54,230	3,807

<sup>1</sup> Includes \$2,777 funded reimbursement.

<sup>2</sup> Includes \$737 funded reimbursement.

<sup>3</sup> Includes \$3,764 automatic reimbursement.

<sup>4</sup> Includes \$1,500 automatic reimbursement.

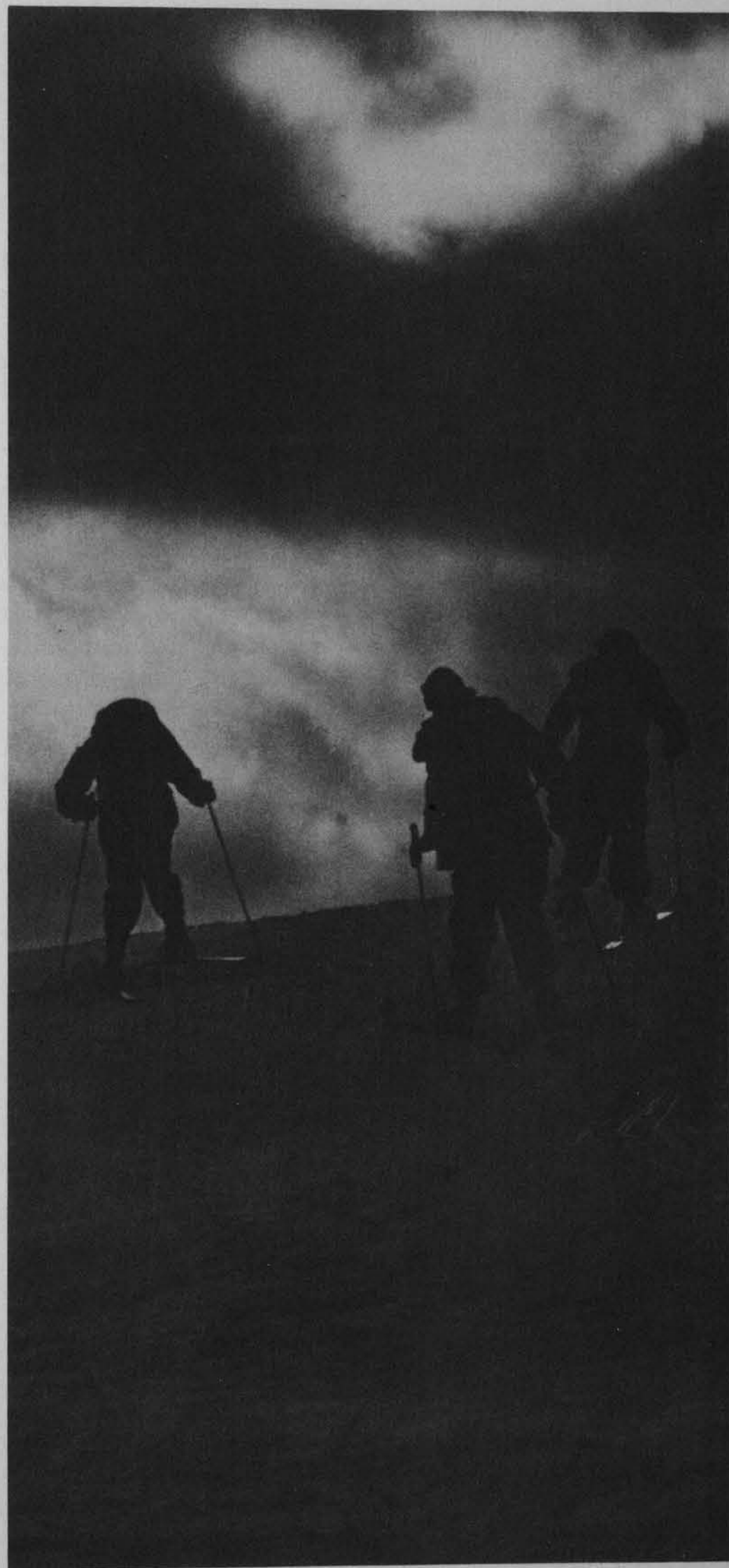
### MCARNG Funding Summary (dollars in thousands)

Funding available from Prior Years	
FY 1976 Appropriation	\$62,700
Total Availability	\$68,385
FY 1976 Obligations	\$54,230
Funds Carried Over to FY TQ	\$14,155

## Accounting and Reporting

FY 1976 and FY TQ was a very busy period; the Comptroller of the Army's financial management improvement program was initiated and the fiscal year was changed; the Army NG financial accounting and fund control system and procedures was presented to the FMIP general officer steering committee; a three day, top level financial management conference was held at the Airlie Conference House, Airlie, VA; an internal review course was established at the NG professional Education Center; a Handbook on Financial Management for ARNG executives was developed and will be published in early FY 1977.

The change in the fiscal year from the June/July 12 months period to a September/October 12 months period was managed by having a three month transition period from 1 July 1976 to 30 September 1976 with a 30 June 1976 closing and a 30 September 1976 closing and certification. Although considerable confusion and hardship was experienced by all, the new fiscal year period will prove beneficial to accounting activities by having the fiscal year closing a month or two after AT has been completed rather than during the AT period.



Men of the 127th Infantry, Wisconsin 1st Battalion during winter training.



The General Accounting Office has completed its initial review of the documentation of the ARNG accounting system. Several changes were requested and these will be developed and installed in the Fiscal Accounting System during FY 1977-78.

A total of 2,588 funding documents was issued during the FY 1976 and FY TQ periods to 55 fiscal stations using NG funds. These documents provided the annual funding program and allotments of federal funds to support NGB and ARNG activities at state level. Funds were provided to all states, the Virgin Islands, the Military District of Washington and the Defense Personnel Support Center. An approximate yearly total of 2010 financial and status reports was received on a monthly basis, reporting on the execution of funds. Fifty-two quarterly reports on selective service activities were received. To provide correct accounting policies and procedures to the state USPFO's, 19 fiscal accounting letters and 15 messages were issued during FY 1976 and FY TQ.

The ARNG operates 53 JUMPS (RC), input stations; one in each state, Puerto Rico, the Virgin Islands, and the District of Columbia. These input stations are military pay branches located in the office of the USPFO and are staffed by full time ARNG military pay technicians.

The JUMPS (RC) program is a modification of the



Member of Kansas ARNG shooting team sights in.



Tank crew of the 145th Armored Cavalry, Oklahoma ARNG takes a break during training exercise.

JUMPS-Army program. It differs in that it makes special provision for Guard-unique data such as drill attendance, equivalent training and additional training assemblies. JUMPS (RC) is programmed to be computed on a daily authorization for pay while JUMPS-Army is computed on a monthly rate basis.

The JUMPS (RC) program is administered by the US Army Finance Center (USAFAC). Data received by the military pay branch in each USPFO is edited, verified, batched and transmitted to USAFAC. USAFAC updates the master pay file and computes entitlements monthly. The member of the Guard is sent the check and the National Guard Bureau is furnished with accurate monthly manday usage and accounting data. The JUMPS (RC) program is currently paying approximately 345,000 ARNG members monthly with an error rate of less than 4%. Phase II of JUMPS (RC) to convert AT, FTTD/ADT and special entitlements such as incapacitated pay and travel to the centralized automated system is under study for implementation when USAFAC receives the new equipment necessary to handle the additional workload.

During FY 1976 and TQ, 373 incapacitation payrolls were processed, 311 during FY 1976 and 62 during TQ. The 311 payrolls processed during FY 1976 compare fa-



vorably with the 291 processed in FY 1975 and represent a substantial reduction from the 398 processed in FY 1974.

## Audits

During FY 1976 and TQ the United States Army Audit Agency submitted 11 audit reports. This was a decrease of two reports from FY 1975. The objective of these audits is to evaluate operations in the functional areas surveyed to determine the effectiveness of the ARNG's ability to perform assigned missions. The major audit effort in FY 1976-TQ was a multilocation audit of Reserve Components Technician and Maintenance Program, a comprehensive review of all aspects of ARNG maintenance.

The findings contained in these audits have provided the National Guard Bureau information on existing deficiencies in order that corrective action might be taken.

The ARNG Comptroller, in conjunction with the Financial Management Improvement Program of the Army, developed an internal review course of instruction for examiner personnel in the various states. The initial course was given in August and it is expected that additional courses will be given until all state examiners have been trained.

## Finance Service

With the full implementation of the inactive duty phase (Phase I) of the automated centralized pay system (JUMPS (RC)) in the ARNG in November 1975, all members are currently receiving their inactive duty training pay each month rather than quarterly. This allows for prompt, efficient and accurate payment to the member on a regular monthly schedule and for the collection of more timely and accurate budget and manday accounting data. JUMPS (RC) interfaces with the ARNG military personnel reporting system data base producing pay transactions from related personnel data input with "finance-unique" transactions that do not correlate to the personnel data base being processed separately.

## Management Improvement

Army Comptroller Division, in coordination with Army Logistics Division, has undertaken a management study of ARNG surface maintenance activities. The objective of the study is to validate current manning criteria through the use of industrial and management engineering concepts, techniques, and practices to develop a logical mix of engineered and non-engineered performance standards.

# MILITARY SUPPORT TO CIVIL AUTHORITIES

## General

National Guardsmen continue to fulfill an integral role in providing relief and assistance during emergencies throughout the United States. Over the 15 month period from 1 July 1975 through 30 September 1976, more than 21,600 Guardsmen responded to assist requests in 48 states.

Although a decrease in the number of call ups was experienced compared to a similar previous period of time, troops responded to 232 emergency situations. In these crises, Guardsmen assisted civilian authorities in protecting life and property and preserving law and order.

## Civil Disturbance Control

During the period of this report, National Guardsmen were placed on State Active Duty 16 times to assist authorities controlling civil disturbance incidents. They were committed on eight occasions.

Incidents occurred in 11 different states and involved 7,004 troops. Nine incidents were potential civil disturbances; two each were public employee strikes, prison disorders and school busing problems, and one required an assist to law enforcement.

The lack of student input from agencies and organizations, other than the National Guard, and funding problems, which caused course cancellation, resulted in fewer Guardsmen completing the Civil Disturbance Orientation Course. Over the 15 month period, 105 Army and two Air Guardsmen completed the Senior Officer Course at the US Army Military Police School.

Guard units assigned civil disturbance control missions conducted up to 20 hours of annual refresher training in control operations and training evaluations during the period. Selected key personnel occupying leadership positions within these units received special leadership training.

## Natural Disasters and Other Emergencies

Continuing a trend established several years ago, the main effort of the Military Support Program was again manifested in assistance provided during natural disasters and other emergencies.

Call ups for this type of assistance were down approximately 20 percent. However, the number of National



Guardsmen responding to call ups during the emergencies increased over the previous year. In this period, 14,605 Guardsmen assisted civil authorities during 216 emergencies in 47 states.

Natural disasters accounted for 102 of the call ups: thirty-seven disasters were forest fires; 25 were floods; there were 11 tornados and eight hurricanes. The remaining 21 natural disaster responses were to combat the effects of snow, ice, windstorms and several types of fires.

Included in the 114 other emergencies were 44 searches and rescues and 28 water hauls. Medevacs, security, traffic safety, support and various miscellaneous missions accounted for the remaining 42 emergencies.

See Appendix K for a listing by state of military support missions during the period 1 July 1975 through 30 September 1976.

## Personnel

### Military Strength

The federally recognized strength of the Army National Guard as of 30 June 1976 was 375,706, a decrease of 26,275 from the end FY 1975 strength of 401,981. Overall strength declined steadily throughout the fiscal year with a slight upturn in March and April. Assigned strength for officers and warrant officers was 34,325 and the assigned enlisted strength was 341,381. FY TQ ended with an assigned strength of 376,141, comprised of 34,145 officers and 341,996 enlisted personnel.

The paid drill strength at the end of June 1976 had declined to 362,330, down 32,390, since the beginning of FY 1976. Paid drill strength varies in its relationship to assigned strength. This is due to changes in the rate of entry into initial active duty for training and accession of non prior service (NPS) enlistees not eligible for pay until on IADT. Two recent Office of the Secretary of Defense (OSD) Program Budget Decisions (PBD) widened the gap between assigned and paid drill strength. The first PBD reduced the paid drill end strength from 400,000 to 380,000 for FY 1976 and TQ. The other PBD, together with Congressional action, directed that no new input of NPS enlistees be made into a paid drill status after 1 January 1976 with the same to be true for FY 1977 as well. However, a reprogramming action was submitted to reestablish Pay Group P (NPS enlistees being paid while awaiting training) on 1 April 1976. It was approved and Pay Group P was reinstituted on that date. Paid drill strength at end FY TQ was 365,199 a slight upturn from end FY 1976.



CH-54 Tarhe of the 276th Engineer Battalion, Virginia ARNG moves pontoon section into place.

At the end of FY 1976, there were 1,391 personnel in the inactive Army National Guard who were attached to units for administrative and accounting purposes and who would be available in the event of mobilization. FY TQ ended with a total of 1,560 personnel.

The average strength for the year was 390,540. Average year end strength figures for selected years are shown in Table 1, Appendix F.

### Officer Personnel

#### Procurement

Commissioned officer strength rose slightly over the past year reversing a slight downward trend that began in FY 1975. Warrant officer strength continued to improve over the last year. Over 100 qualified junior officers, released from the active Army because of the FY 1976 RIF, have joined Guard units giving valued experience to the ARNG. ARNG continues to gain junior officers from ROTC/ADT as well as direct appointments and from State OCS's.





Kansas Guardsman prepares for 300 yard rapid fire.

The primary source of officer procurement still continues to be the State Officer Candidate School. In FY 1976, 1,258 officers were graduated from state OCS courses. A new innovative program by the Ohio National Guard is being evaluated over a two year period by DA and the NGB which could provide another valuable source of lieutenants should it be successful. The program provides for a tuition grant by Ohio University to Ohio Guardsmen, if the individual meets the entrance requirements and takes ROTC. A total of 50 grants are available. Upon graduating and being commissioned, the Guardsmen would return to the Ohio Guard or the Guard of another state. Should the program prove successful, it could be the beginning of a nationwide program which would provide the Army National Guard with an additional source for commissioned officers.

Recruitment of women officers continues to spiral upward and as of end FY 1976 there were 230 WAC officers in the ARNG. With added command emphasis, military education continued to show improvement at all grades enhancing the ARNG from the standpoint of mobilization.

Compared to end FY 1975 strength, a net gain of 504 officers and warrant officers was realized. Assigned officer strength as of 30 June 1976 was 27,672 officers and 6,653 warrant officers.

The Officer Personnel Management System (OPMS) in the ARNG during FY 1976 took great strides toward becoming compatible with the active Army OPMS and the one Army policy.

As of the end of June 1976 all officer duty MOSs had been converted to Duty SSI and ASI. NGB Pam 600-1 on Officer Career Development as it relates to OPMS is at the printer and should be distributed to the field shortly. NGB Pam 600-3, which tells the OPMS managers how to implement this new concept, has been written and is being staffed at DA level.

The states are actively pursuing the ARNG OPMS program and, barring any unforeseen circumstances, complete implementation of OPMS into the ARNG should be accomplished on schedule. A new proposed Officer Efficiency Report (OER) was tested by the ARNG working in conjunction with the active Army and Army Reserve. Test results have been completed and a revised report is being developed. If the revised OER is approved by the Army Chief of Staff, implementation would be the end of calendar year 1977.

During FY 1976, the Army Personnel Division formed a Military Personnel Committee of five of the state personnel officers to assist the Personnel Division on tasks and issues. This committee has been of great assistance in many areas of personnel.



## Enlisted Personnel

### Procurement

Enlisted personnel gains for FY 1976 totaled 108,481 while enlisted personnel losses during the same period totaled 135,260. Table 3, Appendix F, lists data reflecting the enlisted personnel gains and losses.

### Initial Active Duty for Training Program

The National Guard Bureau continued to monitor the initial active duty for training program in FY 1976. Non-prior service personnel enlisted under the program during this period totaled 43,864. The initial active duty for training (IADT), required for all nonprior service male obligated enlistees, varies from a minimum of 12 weeks to that period required for Military Occupational Sociality (MOS) qualifications. Non-obligated males and females are required to be on IADT for the minimum period of 16 weeks for MOS qualification. Special attention was given training space allocations to preclude any individual waiting six months or longer for training. As specific MOS programs were maximized, they were the subject of special action to obtain additional input in those MOSs through coordination with appropriate Army staff agencies.

The National Guard Bureau has implemented the Project Request program which provides the states with by-name training spaces through a computer terminal located in the state headquarters. Confirmed reservations are made for training spaces with reporting dates supplied immediately. The management of training spaces allocated the ARNG is accomplished in a real-time atmosphere which results in vastly improved responsiveness and a savings of training resources.

The use of the Request System at the state level makes it possible to have a new NPS enlistee go into training in as short a time as a week from enlistment, or defer that entry up to nine months.

In FY 1976, with the use of the Request System, the Army National Guard met 102.6 % of the annual ARNG Program input into training. The average cost for making reservations for the Army National Guard, since April 1975, is \$3.32 per reservation.

The ARNG Training Center Liaison NCO program, initiated in 1974, assists ARNG trainees with personal and military problems in BCT and AIT. This program has been very valuable in that the liaison NCO, through administrative action and counselling, has been able to assist and encourage trainees with problems to complete training, thus saving the individual for qualitative service in the Army National Guard. Liaison NCOs are currently as-

signed to: Forts Jackson, Knox, Dix, Leonard Wood, Polk, McClellan, Benning, Bliss, Gordon, and Sill.

### Initial Active Duty for Training

Fiscal year 1976 opened with 13,672 enlistees awaiting training in the active Army training centers. At the close of FY 1976, 18,822 individuals were awaiting entry into initial active duty for training (IADT). During FY 1976, 32,279 Army Guardsmen actually entered the ADT program. Since the inception of this program in 1956, 1,113,076 personnel have volunteered for this program: 1,028,603 have actually entered training, and 963,383 have completed IADT and returned to their units. As of 30 June 1976, 15,655 Army National Guard enlisted personnel were participating in the IADT program in Army Training Centers, Service Schools and other facilities throughout the United States.

During FY 1976 and TQ a special training program "Rep-Train '76" was begun by FORSCOM. A total of 6,631 ARNG personnel entered this program.

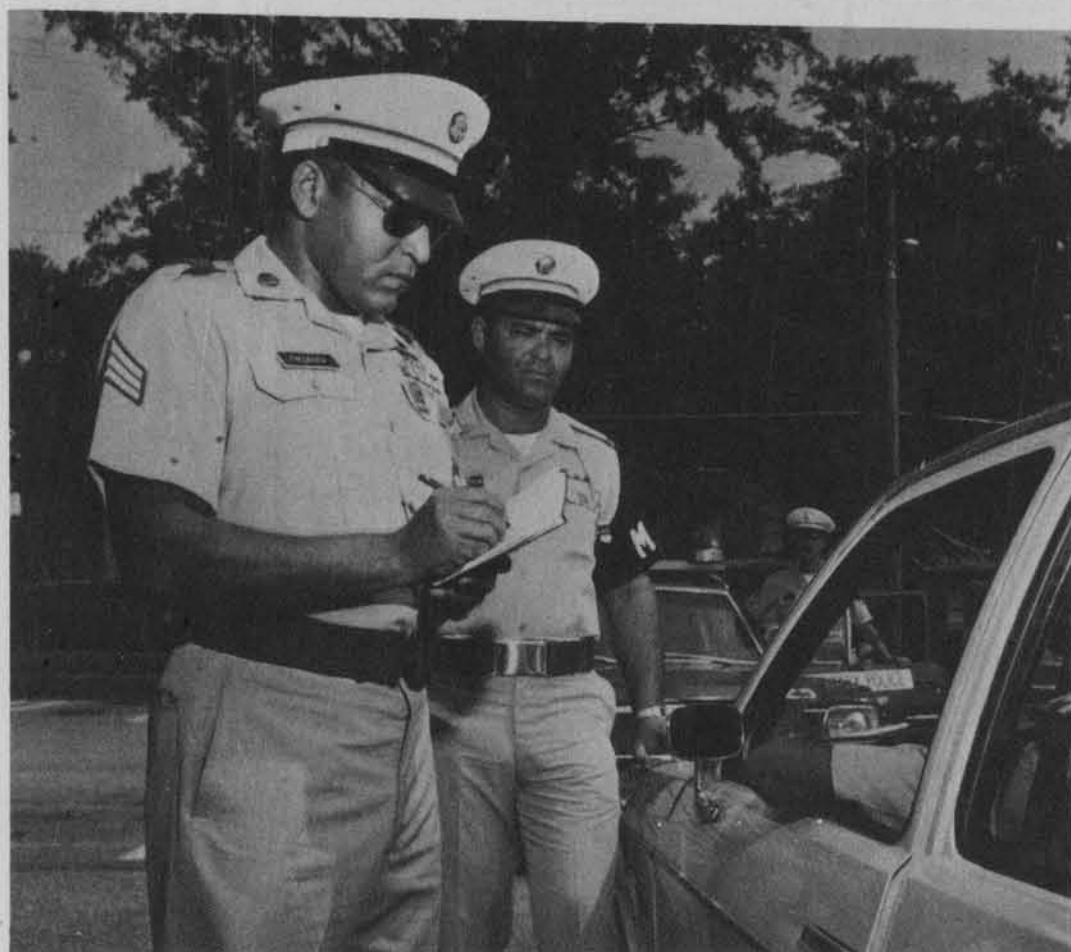
### Command Sergeants Major Program

During FY 1976/TQ, a total of 199 nominations were forwarded by the states to the Chief, National Guard Bureau, for participation in the Command Sergeants Major Program. All nominations were reviewed by an informal review board in the National Guard Bureau for administrative correctness and professional qualification. Of the 199 nominations, 97 (49%) were forwarded to the Department of the Army Reserve Components Command Sergeants Major Selection Board for consideration. The remaining 102 were returned to the states as administratively unqualified for consideration. Of the 97 nominations forwarded to the Selection Board, 87 (90%) were selected for Command Sergeant Major designation and have been announced in DA Messages.

### Personnel Actions

Federal recognition actions decreased slightly during FY 1976. Appointments decreased from 5,660 to 5,495 while 1,622 appointments were accomplished during FY 1976. Promotions decreased from 6,165 to 5,521 and there were 1,711 promotions during FY 1976. Transfers and reassignments increased from 28,464 to 30,804 with an additional 8,293 transfers and reassignments occurring during FY 1976. Separations were down slightly from 5,995 last year to 5,476, with another 1,556 taking place during FY 1976. These figures reflect normal activity in all areas.





Members of the 661st Military Police Company, Virgin Islands ARNG during training exercises, Ft. Benning, Georgia.

### Military Service Verification

During FY 1976, 3,769 letters of eligibility for retired pay at age 60 were processed. An additional 929 letters of eligibility for retired pay at age 60 were issued during FY 19TQ.

In addition, requests for verification of service performed in the Army National Guard and requests for statements of service for the retired pay purposes were handled. Correspondence of this nature totaled 2,881 pieces for FY 1976 and 945 pieces for FY 19TQ.

### Reserve Officer Personnel Act (ROPA)

Table 2 Appendix F shows the results of FY 1975 and FY 1976 selection boards which considered officers for promotion under the mandatory provisions of the Reserve Officer Personnel Act. Additionally, there were two selection boards conducted during the fiscal transitional period FY 19TQ.

### Officer and Enlisted Personnel Line of Duty Determinations

The Chief, National Guard Bureau, continued to exercise his responsibility for line of duty determinations for Army National Guard personnel not on active duty. Activity in this area for the year was considered to be normal. Statis-

tics are reflected in Table 4 Appendix F. The figures for FY 19TQ reflect the higher incidence that occurs each year during the summer camp season. These figures are also considered to be normal and reflect to a great extent the effort that is made to decrease processing time in the National Guard as much as practicable.

### Army National Guard Technicians

Army National Guard Technicians, except for a limited number, are members of federally recognized units and are employed by the Adjutants General of the respective states. They assist Unit Commanders in the day-to-day administrative, supply, operations and training responsibilities, and help the United States Property and Fiscal Officers with their duties. Technicians provide organizational maintenance in the organizational maintenance shops and direct support and limited general support maintenance in state shops. They also provide organizational maintenance and direct support of aircraft. The coordination of military resources available for assisting civil defense missions and civil authorities during domestic emergencies is provided by technicians.

For fiscal year 1976 and the transition quarter, the total authorized strength was 28,892 technicians. The program provided for 9,266 technicians in organizational administrative and training operations, 18,356 in USPFO, maintenance and other logistical support, and 1,270 in Adjutant General Commands, including the Military Support to Civil Authorities program.

At the end of fiscal year 1976, 28,892 permanent technicians and temporary employees were assigned. This included 9,375 Organizational, 18,268 Logistical Support and 1,249 in Headquarters and Command. The approved Department of Army manning criteria for technicians for this fiscal year was 32,144 positions. The approved support of 28,892 represented approximately 90 percent of the requirement.

At the end of the transition quarter, there were 9,354 Organizational, 18,204 Logistical Support and 1,257 Headquarters and Command permanent technicians and temporary employees assigned. This total of 28,815 represented approximately 89.5% of the requirement of 32,210 positions.

### Tour Program

The Army Directorate, NGB, completed an evaluation of tour positions throughout the Continental United States, utilizing validation guidance provided by OASD. A total of 256 ADT tour positions in the field and 13 existing statutory tour positions were evaluated.



Some of the OSD guidelines addressed in the tour evaluation were:

1. Organizationally place position so incumbents would have direct access to top level management.
2. Standardize job descriptions where applicable.
3. Insure that the majority of incumbents' time be spent on ARNG matters.

The Chief of Staff of the Army approved an increase of 15 statutory tour positions (10 USC 3496) and 53 active Army positions in NGB. As a result of this increase in NGB TDA military spaces, ADT tour positions at NGB, except for project related requirements, will not be authorized.

## Recruiting and Retention

Recruiting and Retention continued to be accomplished by using various combinations of the following manpower: Unit members diverted from training, unit members hired for short tours of recruiting duty, unit technicians as part of their administrative-supply (AST) job and unit members as volunteer recruiters.

Retention became the number one priority with emphasis on quality and continuation of the quality enlistment programs.

The "Try One" program, initiated during FY 1970, continued to be effectual, assisting the state Adjutants General to attract trained veterans.

Cooperation between the Army National Guard (ARNG) and the United States Army Recruiting Command (USAREC) reached a new high. The mutual referral program between USAREC and ARNG recruiters was strengthened with additional incentives and improved management. ARNG recruiters were authorized collocation at Army recruiting stations on a space available basis. The sharing of recruiter training and training materials improved. ARNG armories became available to the Military Enlistment Processing Command (MEPCOM) as sites for all DOD active and reserve component applicant mental testing.

A joint recruiting venture between the active Army, the ARNG and the United States Army Reserve (USAR) continued at 31 Army installations. Through this program, personnel separating from the active army are encouraged to join the Guard or Reserve unit in their home town.

## National Guard Bureau "Chief's 50 Award."

This national recruiting award is presented annually by the Chief, National Guard Bureau, to the top recruiter selected by the Adjutants General of all states, Puerto

Rico, Virgin Islands and the District of Columbia. The recipient is selected on the basis of having secured more enlistments than any other contestant within the state during the contest year. The Chief, National Guard Bureau, or his representative presents the annual award to the top recruiters at a ceremony held in Washington, D.C. The 1976 Annual Award Ceremony was held at the NGAUS Building in Washington. Award recipients were given a tour of the Heritage Gallery at the NGAUS building, a tour of the Pentagon and, in some cases, a tour of the White House.

## Minority Strength

Minority strength in the Army National Guard continues to successfully meet its projected fiscal year goals. A review of prior minority statistics reveals minority participation in the ARNG has made significant gains since 1 January 1974, the date of inception of the ARNG affirmative actions plan. It also revealed that black participation continues to be a leader among minority groups. As of 1 January 1974, there were 33,900 minorities, or 8.7% of the total ARNG. However, with minority goals of 61,000 for FY 1976 and 63,500 for TQ, which were achieved in February 1976 and March 1976 respectively, statistics showed the total ARNG minority strength at 30 June 1976, as 68,878 or 18.3% of the total ARNG. Total minority strength at the end of TQ was 73,519, or 19.5%. Statistics further showed that black ARNG strength as of 1 January 1974 was 16,942, or 50% of the total minority strength. At the end of FY 1976, black ARNG strength was 42,728, representing 62% of the total minority strength. Three months later, at the end of TQ, black strength was 46,696, or 12.4% of the total minority strength.

## Women in the Guard

During FY 1976, the program for women in the Army National Guard continued to expand as is the case with women in the active Army, women in the Guard now serve in a wide variety of nontraditional jobs. At the end of FY 1976, there were 10,349 women in the ARNG; 462 Officers (218 ANC, 234 WAC, 10 W.O.) and 9,887 enlisted.

A study to determine the optimum ratio of women for different types of units in the Army and to validate a previously informal total content of approximately 20,000 women in the Guard is continuing. This project is affected by the fact that 63% of our authorized spaces are in category one units (Combat Units). A total of 11,146 women (489 officers and 10,657 enlisted) were in the Guard at the end of TQ.



## Army Surgeon

The ARNG Medical Service continued its dynamic involvement in the many areas of medical activity, during this past fiscal year, as delineated by the following programs and projects.

### ARNG Medical Brigade Activation

One ARNG Medical Brigade has now been activated in each of the three CONUS Army Areas. In the First Army, the 213 Medical Brigade was activated in the Mississippi ARNG at Jackson, MS, on 1 March 1975. In the Fifth Army, the 112th Medical Brigade was activated in the Ohio ARNG at Worthington, OH, on 1 July 1975, and in the Sixth Army, the 175th Medical Brigade was activated in the California ARNG at Sacramento, CA, on 1 February 1976. The mission of the ARNG Medical Brigades is to work with the respective Adjutants General in their Army area to coordinate the medical activities and improve the medical readiness of the ARNG medical units within that Army area. In addition, the Medical Brigade is to establish a technical medical channel of communication to not only the ARNG medical units in their Army area but also to other Army medical staffs such as those at Readiness Regions, CONUS Armies, FORSCOM, HSC, NGB and TSG, DA. The commander of the 213th Medical Brigade was promoted and federally recognized as a Brigadier General, Medical Corps, in September 1975. He is the first medical officer in the entire history of the ARNG to have received this unique honor.

### ARNG 91C Civilian Education Program

A civilian equivalent training program for the 91C MOS (Clinical Specialist) was developed within the ARNG during this past year. This was brought about because the significant reduction of the training base of the active Army during the past few years had produced within the ARNG a backlog of some several hundred individuals waiting training for this particular MOS. So, as an alternative, the ARNG investigated possibilities within the civilian community and noted that the LPN/LVN medical training was quite comparable to that of the 91C MOS in the Army. In fact, individuals who are graduates of civilian LPN schools may enlist in the ARNG under the CASP and be awarded a 91C MOS. So the ARNG, by turning this around, devised a program to use these schools for this training. The individual Army Guardsman must first of all have an Academy of Health Sciences 91B awarded MOS and then obtain his own acceptance to one of these schools. This school must be located within 50 miles of his home of record and he must also agree to pay for his own tuition and books. But, if the individual is



River crossing training by 928th Medical Company members. Colorado ARNG.

accepted into this program, he will receive full pay and allowances in an FTTD (over 30 days) status starting from his first day at school until the day he graduates. He must also sign a letter of intention to remain in the ARNG four years from the date he graduates from the LPN school. A pilot project for this program involving only several students and a few states was instituted near the end of FY 1976. Thus on 30 September 1976 there were already 15 students approved for enrollment in this program for the ARNG. Plans have been made by the Army Directorate, NGB, to fund about 200 spaces for this program for the next several years. This should reduce backlog within the ARNG and at the same time actually save the Government money. This type of civilian equivalent training is available in many more MOSs and the possibilities of using this type of program in certain other areas of key MOS short-fall should be considered. Thus, this gives the ARNG a viable training alternative which has tremendous future possibilities.

### ARNG Participation in DA, TSG Advisory Council Meeting on RC Med Affairs

The ARNG again had its customary six official representatives at the Army Surgeon General's Advisory Council Meeting on RC Medical Affairs. This past year, for the second time in a row, one of these representatives was invited into the executive session of this council meeting. It is anticipated that the number of ARNG representatives will grow as other senior ARNG MC are promoted to general officer rank. The major topic discussed at this past council meeting was top level reorganization of the RC AMEDD major medical units. The ARNG with their three medical brigades already in position and functional are now set and ready to fit into this new organization when it is implemented.



### Surgeon's Session at Army Area Management Conference

The Army Surgeon, NGB, and his staff again conducted, for the second year in a row, a surgeon's session at the three Army Area Management Conferences. Almost all states, 44 out of 52, again sent a surgeon's representative. The two major missions of the Army Surgeon's Office within the NGB were outlined as follows:

- 1) The medical readiness of the individual Army Guardsman.
- 2) The organizational readiness of ARNG medical units.

The medical readiness of the individual Army Guardsman was stressed to all State Surgeons by the Army Surgeon, NGB, as their single most important function within their respective state ARNG.

A concept of evaluating and improving the organizational readiness of ARNG medical units was discussed by the respective Medical Brigade Commander within that specific Army area and each outlined his plan to address this mission within his Army area. It is anticipated that these Medical Brigade Commanders will render an annual report to this conference and others concerning their efforts to improve medical readiness of the ARNG medical units within their respective Army area.

The general consensus at these three representative sessions was that the most important single problem facing the medical situation in the ARNG was the recruitment and retention of the key health care professionals (i.e. the MC, DC, ANC, PA, 91C and others). It was felt that all other problems were a distant second to this one and that the states, the NGB, DA and DOD should make a maximum effort to address this problem and improve this situation.

### Strength Figures—ARNG AMEDD Personnel A/O 30 September 1976

Recruiting and retention continued to be an item of major importance in FY 1976. The enlisted personnel recruitment program was not as successful as was hoped (87%) though most states pressed extensive recruiting drives. Recruitment and retention of officer health care professional personnel continued to prove extremely difficult. It is hoped that the anticipated loss of Medical Corps officers due to ETS this next FY can be remedied considerably by the revision of the medical educational standards now required and by adopting an early commissioning program and other incentive programs which are now under consideration by DA staff agencies. See Table 7, Appendix F, for the strength figures.

### FY 1976 Annual Medical Budget Program

During the past fiscal year a tremendous increase in the cost of medical care was realized for the ARNG while providing for the necessary physical examinations and for an unprecedented number of medical cases requiring care by civilian sources. A large amount of the expenditure can be attributed to the cut back in the various regular federal uniform servicing facilities. The budget increase to the states was approximately 38% over that of the preceding year. In addition to managing the medical budget project account, the ARNG Surgeon's office reviewed and approved 901 medical vouchers received from the various states, and reviewed and replied to 247 requests for medical care (civilian and military) and 1,913 notifications of medical care.

### Medical Examinations Reviewed

The Army Surgeon's Office maintains close surveillance and carefully examines all medical records pertaining to Army National Guardsmen. Medical regulations applicable to the active Army also apply to the Army National Guard. The constant, day-by-day review is reflected by the number of medical examinations shown in Table 8, Appendix F.



Kentucky Military Academy's first woman candidate Deleanus Lamar starts to repel.



## ORGANIZATION AND TRAINING

### Organization

The 24 Division Force, 16 active and eight National Guard, represents the minimum level of Army combat power required to preserve peace and provide for our national defense. Four National Guard Brigades and nine Separate Combat Battalions are designed to "Roundout" active divisions to standard configuration. These roundout units have priority for the issuance of equipment which is equal to the active Army unit which they roundout.

### Total Force Analysis

Total Force Analysis (TFA) is an Army force structure methodology for determining prioritized force structure requirements. The Reserve Component Troop Basis (RCTB), which is derived from the Total Force Analysis, provides guidance for force realignment actions for the Army National Guard and the Army Reserve.

### Army National Guard (ARNG)

#### Force Structure and Organization.

As of 30 September 1976, the Army National Guard structure included 3,299 units. The organizations in the structure are noted in Table 9, Appendix F.

### Reorganization

During FY 1976 and FY TQ, the following major changes occurred within the Army National Guard troop structure:

—One Armor Battalion was relocated to Kansas from Pennsylvania and one Artillery Battalion was relocated to Arizona from Michigan. These changes were accomplished to enhance the readiness posture of these units

and complement the troop allotment of the states concerned.

—Inactivation of one Separate Infantry Battalion in Illinois brought the state authorized strength in line with current strength capabilities.

—Activation of the 58th Infantry Brigade in Maryland and the 116th Infantry Brigade in Virginia was accomplished utilizing assets currently within each state troop allotment.

### Force Status and Identity Report (FORSTAT)

The Army National Guard has continued to expand its role in the Joint Reporting System during the past year. The most significant event was the installation of a World Wide Military Command and Control (WWMCCS) classified computer terminal in the Mobilization and Readiness Branch in the Pentagon. This terminal gives the Chief, National Guard Bureau, instant access to the Department of the Army WWMCCS computer that provides information on all Army National Guard units throughout the United States and territories.

In addition to readiness information, unit location, operational status and current activities, the ARNG is now providing personnel data on a monthly basis, logistics information on a quarterly basis and mobilization stationing information as needed on all ARNG units. The integration of the NGB into the DA system enables this information to be provided to REDCOM, FORSCOM, and the three CONUSAS on a continually updated basis. The availability of this information has proven invaluable during the conduct of Joint Exercises and real world crises during the past year.



E-6 Wayne Harrison instructs his crew in bore sighting.



## Training

All aspects of ARNG training showed continued progress during FY 1976 and TQ. The premobilization training objectives of REDCON C-1 for company size units and C-2 for battalions remained in effect during this period. Personnel readiness was improved in the area of MOS qualifications. There had been major constraints in past years due to shortages of modern, mission essential equipment. During FY 1976 and FY TQ there was a noted upswing in the issue of such critical major items as M-60 or M48A5 tanks, tactical FM radios and the conversion of 8" and 155mm SP Howitzers to the extended range barrel.

Individual training for ARNG personnel was highlighted in three specific areas. The first area was the retraining of personnel back to older mission essential contingency equipment such as the M48A1 tank. This type training was accomplished during the FY 1976-TQ period. The conversion and issue to newer types of equipment will eliminate the need for this type training during the coming year. The One Station Unit Training (OSUT) Program has consolidated Basic Combat Training (BCT) and Advance Individual Training (AIT) in the same unit at the same training installation. ARNG is making full use of this program in the MOSs that are available. A second Basic Combat Training Program was conducted during FY 1976-TQ and was called REPTRAIN 76. The purpose of this program was to reduce the backlog of personnel awaiting Initial Active Duty for Training (IADT). This program was responsible for providing the IADT for 6,631 ARNG personnel during the FY 1976-TQ period.

Participation in unit training continued at a high level throughout FY 1976 with an average attendance of 91% for both officers and enlisted personnel. Unit training during the past reporting period was highlighted by the introduction of the Army Training and Evaluation Program (ARTEP) which is replacing the current Army Training Program (ATP) as the primary means of training ARNG units. Various ARNG units participated in ARTEP evaluation programs during FY 1976-TQ. Affiliated units were tested by active component sponsors while selected ARNG units piloted a program where the specific type unit prepared, administered and evaluated their own subordinate units. The training programs conducted during the FY 1976-TQ period continued to maximize the amount of readiness training within both the IDT and AT time periods.



Guardsman welcomes supper in a tactical situation.



Annual Training in FY 1976-TQ was conducted by units utilizing over 100 different training locations throughout the 50 states, District of Columbia, Puerto Rico, Norway, Germany and the Canal Zone. As in past years, concentration was made in accomplishing mission essential training designed to improve unit readiness and individual proficiency. Small unit tactics, individual and crew served weapons qualification and demonstrated maintenance capabilities were accomplished at the unit level. Battalions conducted intensified training in the areas of staff functioning and coordination, supervision of subordinate units and general support roles required for efficient operations. New training innovations, such as Major Logistical Control Headquarters (MLCH) and Senior Oriented Combat Tactical System (SOCATS), proved to be valuable training measures designed to train combat service units. Overall, the FY 1976-76 AT period was a viable training experience. Active component evaluators conducted rigorous evaluations, placing emphasis on how well units could perform their TOE missions under simulated combat conditions. The Affiliation Program showed major expansion during this past training year. In addition to the eight ARNG Infantry brigades and 13 separate combat battalions that were previously affiliated through the "Round-

out" and "Augmentation" portions of this program, there was a third major portion of the Affiliation Program activated during the past 18 months. This new division of affiliation is called "Deployment Capability Improvement" (DCI). Under this relationship 30 battalion-size units of the ARNG are affiliated with like type active component units for the purpose of improving the deployment capability of the ARNG units. While the ARNG units concerned neither roundout nor augment their active component sponsor, they do conduct intensified training activities with their counterparts to assist them in meeting their required deployment dates.

Other training programs that have been initiated within ARNG units to assist in providing the maximum amount of training value within the available training time are the Training Extension Course (TEC), the Combined Arms Tactical Training Simulator (CATTs) and the Computer Assisted Map Maneuver System (CAMMS). The TEC program is providing performance oriented training to improve individual MOS proficiency. CATTs and CAMMS are computer assisted programs for the training of combat battalion and brigade staffs. During the FY 1976-TQ period, participation of ARNG units and individuals in Joint Training/Joint Readiness Exercises showed a continued increase. There was limited participation in such major OCONUS exercises as JACK FROST and REFORGER. Participation in the JTX/JRX program is some of the most realistic deployment/employment readiness training available to the ARNG.

## Schools Program

The FY 1976 Schools Program initial enrollment projection envisioned more than 27,923 officers and enlisted Army National Guard personnel would participate in courses of instruction offered at Army Service Schools, DOD Schools, Inter-Service Schools (Navy & Air Force), Army Area and Unit Schools. These courses, at all schools, may vary in length, but are designed to increase the proficiency of personnel selected to attend with a view toward improving the readiness condition of their units. Actual attendance by Guard personnel amounted to 36,479 enrollments.

During FY 1976 (July through September 1976) the number of Guard personnel attending these courses was 7,843. Several significant changes evolved in the military education system as a result of the continuing internal evaluation of the system, training requirements, the implementation of the Officer Personnel Management System (OPMS) and the Enlisted Personnel Management System (EPMS). Based on career development progres-



Perimeter outpost reports in.





Men of the 3rd Battalion, 111th Air Defense Artillery, Virginia, ARNG form ammo conga line.

sion planning, many officer and enlisted courses were revised in length and content in order to convert to the requirements of OPMS and EPMS. Although the most desirable vehicle for acquiring a military skill is through attendance at resident courses of instruction, this is not always possible for Army National Guard personnel due to the demands of their civilian careers which preclude their resident participation. As an alternative means of acquiring needed skills and also meeting educational requirements for promotion, Army National Guard personnel enroll in correspondence courses offered by Army Service Schools. Fiscal year 1976 ended with 57,535 Guard personnel enrolled in correspondence courses. During FY 1977 the number of Guard personnel enrolled was 55,618.

The equipment inventory of the ARNG continued to be upgraded in both number and sophistication, which generated new training requirements. Correlation of new equipment training and delivery of equipment increased during FY 1976.

Staff training at Army Service Schools and at locally conducted unit schools was very active during FY 1976. This training requirement is evidence of the genuine effort being exerted by commanders at all levels to improve the effectiveness of their units.

A breakthrough which represented a step forward in the implementation of the one-Army policy occurred in FY 1976 when 63 Army National Guard officers enrolled

in the Command and General Staff Officer Course. Reserve components at Fort Leavenworth, KS, were integrated with active component officers in the regular course. This procedure fostered favorable personal relationships among students and a greater understanding of the Army National Guard by their active counterparts.

The impact on the Schools Program by women in the Army National Guard increased significantly during FY 1976 and FY 1977 by way of the greater number that participated in most courses of instruction offered in the Service School System. This participation included increased enrollment in the State OCS Program.

In order to meet the requirements established by FORSCOM for all Army pilots, much of the specialized training for aviators, such as instrument flight training, nap-of-the-earth flying and transition training into new types of aircraft, was accomplished during FY 1976 and FY 1977 in locally conducted schools.

The majority of military education for officers during this period was accomplished utilizing resident/non-resident courses. Participation by enlisted personnel in MOS training and NCO academies in the resident/non-resident mode was also stressed during the period. The State OCS Program started the academic year 1975-76 with 2718 individuals enrolled. The number graduated from this program in FY 1976 was 1272. The Officer Candidate School for Reserve Components, USAIS, Ft. Benning, Georgia, provided 242 graduates for the Army National Guard in FY 1976.





A direct hit by the 1st Battalion, 185th Field Artillery, Iowa ARNG.

## Readiness

The Mobilization and Readiness Branch has continued to expand the ARNG role in the total Army through the active examination and development of effective mobilization procedures. During the earlier part of the year the Branch supervised and coordinated a TESTEX mobilization exercise in conjunction with the 218th Bde, South Carolina and Ft. Stewart, Georgia. Refined procedures identified during the 1974 exercise were implemented and evaluated. An automated personnel accession system was developed and successfully tested, enabling the ARNG personnel files to be integrated into the active SIDPERS system on an interim basis until SIDPERS-RC is fully developed and implemented. Other functional systems in the logistics area, readiness reporting, and FORSTAT mobilization requirements have been examined in detail and will be implemented during the conduct of MOBEX 76 scheduled in November 1976. MOBEX will be conducted by FORSCOM, to evaluate the capability of the active Army to support full mobilization. The exercise will involve all major commands, to include the NGB.

Thirty-one states and 275 ARNG units will be played though the various systems. Although no personnel or equipment will actually be moved or mobilized, complete data in all functional areas will be processed into the systems to evaluate the capabilities of the existing communications and data processing system.

In conjunction with these ongoing actions, NGB staff officers are now actively participating as staff members of the Chief of Staff of the Army during exercises at the various Alternate National Military Command Centers on a regular basis. Various teams have been established to provide an instant capability to provide National Guard expertise to the CSA, the Joint Chiefs of Staff (JCS) and the National Command Authority (NCA) during periods of crisis or increased international tension, whether at the Pentagon or other locations.

The active and knowledgeable participation of National Guard personnel on these high level staffs is constantly increasing the awareness of all levels of command and government to the significant role the Army National Guard has in the support and defense of the country.



## ARNG AVIATION

The Army Aviation Division of the National Guard Bureau was reorganized during FY 1976 to provide more intensive management for significant functions peculiar to aviation. The Division (Chart 1, Table 12, Appendix F) now consists of the ARNG Aviation Logistics Office, the ARNG Aviation Operations Office and the ARNG Safety Office. Responsibility for the entire ARNG Safety Program was vested in the Aviation Division to utilize the expertise and experience of the aviation personnel who have developed a remarkable safety program.

### ARNG Aviation Training and Standardization

During FY 1976 the ARNG flew 324,064 hours in accomplishing the individual aviator training programs, aviation unit training programs, and support missions required to maintain the readiness posture expected of ARNG Aviation. The hours flown represent an accomplishment of 101.3% of the 320,000 hours programmed. During FY TQ the ARNG flew 95,362 of the 95,000 programmed for a completion rate of 100.5% (Chart 2, Table 12, Appendix F). The major aviation training programs continued or

initiated in FY 1976 and FY TQ were: the instrument qualification program, the nap-of-the-earth (NOE) qualification program, the aerial gunnery program, and the newly developed night unit training requirement.

The accomplishments of prior years in the instrument qualification program continued during FY 1976 and TQ with a total of 3720 ARNG aviators instrument qualified in at least one category of aircraft. This represents 78% of the total ARNG aviator population and over 95% of the aviators currently requiring an instrument qualification based on the time phasing for acquiring or reacquiring the qualification for aviators newly assigned to the ARNG.

The NOE training program began to accelerate during FY 1976 and TQ. After initial problems in acquiring IP's and NOE course layouts during the first half of the fiscal year, the program expanded during the annual training cycle with year end figures indicating that 40% or 1228 of the 3163 Priority I aviators were NOE qualified. In addition, over 220 Priority II aviators also had qualified in this most demanding flight mode which was instituted to counter the enemy air defense threat on the mid-to-high intensity battlefield.

The aerial gunnery program took on a new look as the units involved transitioned from the running and diving fire techniques of the low threat environment to the terrain flying techniques required to counter the anti-aircraft



CH-47's during airmobile exercises at Camp Ripley, Minnesota.



threat. The combination of NOE flying, target acquisition at low altitudes, and target destruction from concealed or standoff positions makes the training of the attack helicopter pilot one of the most difficult ever undertaken by ARNG Aviation.

While the night aviation unit training program is relatively new to the ARNG, many aviation units are attacking it with zest and a positive attitude. This program is possible only after the majority of the assigned aviators have their individual training requirements complete and integration during day training has been accomplished.

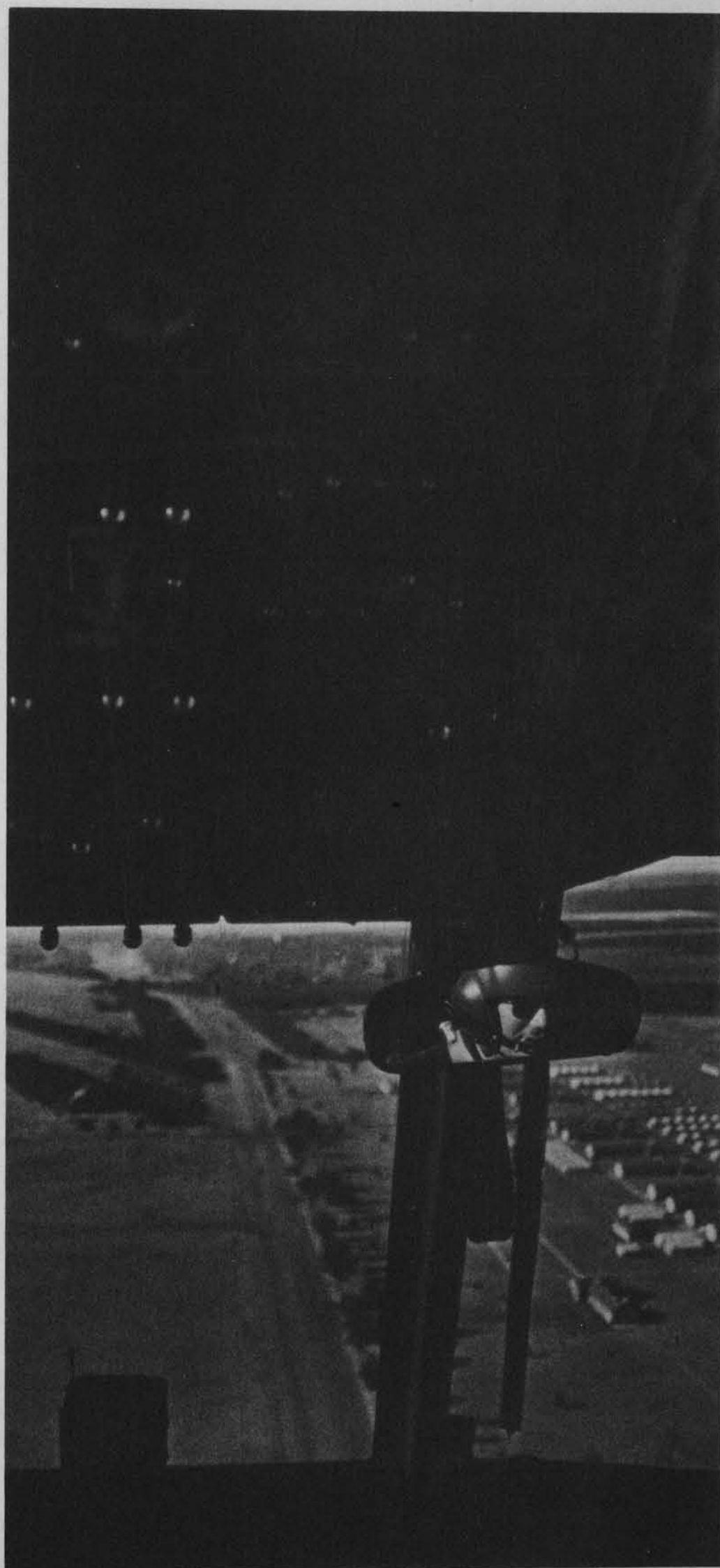
Other ARNG aviation program accomplishments during FY 1976 and FY TQ include: the continuation of the joint ARNG/USAAVNC SIP/IP refresher training courses conducted to insure ARNG instructor pilots are kept abreast of the latest techniques and doctrine developed at the Aviation Center, and the local transitioning of ARNG aviators into the CH-54 "flying crane."

## Army Aviation Logistics

During FY 1976 and FY TQ the ARNG Aviation Logistics Program continued to support the expanding Aviation Program. Chart Number 3 (Table 12, Appendix F) displays the FY 1976 monthly aircraft inventory. Year end totals were 2,449 standard rotary wing aircraft and 150 fixed wing aircraft. Chart Number 4 (Table 12, Appendix E) displays the FY TQ monthly inventory. Year end totals were 2,436 standard rotary wing aircraft and 152 fixed wing aircraft.

All aircraft maintenance on ARNG aircraft, up to and including general support, is the responsibility of Army National Guardsmen. Maintenance not performed by TOE maintenance personnel during training periods was accomplished by National Guardsmen in their technician capacity. Each of the 67 Army Aviation Support Facilities (AASF) has a TDA direct support aviation maintenance capability. General support maintenance was performed on an area basis at the four ARNG Transportation Aircraft Repair Shops (TARS). The entire integrated aviation logistics program was managed by the ARNG Aviation Logistics Office. Chart Number 5 (Table 12, Appendix E) displays the ARNG Aviation Maintenance Organizations.

By the end of June 1976, all states had been issued a twin engine fixed wing aircraft. Many U-8D aircraft which have been issued to the states have undergone extensive maintenance at the Fresno, CA TARS. Four RU-8D's had been converted to a U-8D configuration by the Fresno TARS during FY 1976. By the end of FY TQ, one additional aircraft had been converted. This is the first



View from cockpit of Iowa ARNG CH-47 Helicopter.



program of this kind performed by the ARNG on ARNG aircraft. At the end of FY 1976, 52 U-8D aircraft and 27 U-3 aircraft were on hand in the ARNG. At the end of FY TQ, 57 U-8D's and 27 U-3's were on hand.

Although the rapidly expanding ARNG aircraft fleet has created logistical support challenges not previously encountered in the ARNG aviation program, the operational rate of the ARNG fleet has remained above DA standards during FY 1976 and FY TQ. Chart Number 6 displays the monthly operational readiness rate for the ARNG aircraft inventory. The Department of Army standard (70%) has been exceeded for each month during the FY 1976 and FY TQ periods.

The ARNG aviation repair parts direct exchange (DX) program has increased during FY 1976 and has contributed to the increased availability of ARNG aircraft. Chart Number 7 displays the total DX program operated by the four TARS DX activities.

The ARNG during FY 1976 and FY TQ funded and paid for all aircraft depot work. The aircraft major item exchange program continued to operate very efficiently. A total of 153 aircraft were input into the depot during FY 1976 at a cost of \$19,584,007. During FY TQ 35 aircraft were input at a cost of \$3,932,898.

During FY 1976 the ARNG consolidated aircraft intensive management items (AIMI) program was put into operation. This program is managed by the four TARS in support of all ARNG requirements for AIMI assets. Significant cost savings have been realized by the ARNG during the FY 1976 and FY TQ time frame, as well as an increased availability of AIMI assets to meet Army wide requirements.

During FY 1976 and FY TQ the ARNG, in coordination with the US Army Aviation Systems Command (USA-AVSCOM), completed a program designed to significantly reduce the backlog of unapplied Modification Work Orders (MWO). This effort, Project Code ZYA, has aided materially in improving the safety and operational capability of the aircraft by installing crashworthy fuel systems and improved communication equipment. In order to effect economy, most other required modifications were completed at the same time. The application, which was done by contract, depot contact, and ARNG technicians, significantly reduced the large backlog of unapplied MWO's. A follow-on program, Project OLR, is being planned to eliminate the remaining unapplied backlog by September 1978.

The ARNG troop structure includes 33 aviation units in 30 states that are authorized helicopter weapon systems. All helicopter weapons system training, to include

aviator and ground crew, is closely coordinated by personnel of the Aviation Division. There have been no weapons system related accidents in the ARNG.

## ARNG Aviation Division Flight Certification

Army National Guard Aviation expanded dramatically in the area of aviator assignment during FY 1976 and FY TQ. The close of FY 1976 saw 4767 assigned aviators against an authorized figure of 4818 (Chart 8). Intensive recruiting efforts by the states in procuring aviators and the implementation of more expeditious procedures in placing aviators on flying status resulted in this growth. While the figure of 4767 indicates a growth of 431 in the nationwide aviation population, it is notable that 1213 were actually assigned but 782 losses during the same period kept the net increase to 431.

As reported last year, a computerized program for DA Form 759 (Individual Flight Records) was developed in a joint effort with Oklahoma and Kentucky. This has not developed into a national program to date; however, much progress has been made and the National Guard Bureau Computer Center is conducting a feasibility study prior to full implementation of the program. In full operation this program will reduce by thousands the manhours required to process these records manually.

## ARNG Safety Office

The consolidation of safety related functions under a Safety Director, with coordinators for surface and aviation, has brought about many significant changes in the Safety Office. The entire staff is working toward one goal, safety awareness through a well developed accident prevention program for the Army National Guard.

All of the 10 major safety areas in the ARNG receive attention. However, maximum effort in FY 1977 will be directed toward accurate and responsible mishap reporting. This will improve the significance of the data gathered and enable us to more quickly identify the trends in manpower and equipment losses. We will then be better able to develop appropriate counter-measures to enhance resource conservation and mission accomplishment.

One of the most significant accomplishments in Aviation Safety during FY 1976 was the reduction in the number of major accidents. This reduction, from nine in FY 1975 to six in FY 1976, resulted in the prestigious accident flying rate of 2.78 per 100,000 flying hours, the lowest accident rate attained in the history of the National Guard and the lowest of any military service this year.





40mm crew of Battery B, 1/265 ADA, Florida, ARNG during annual training.

The Safety Office is also continuing the Educational Training Program for ARNG safety specialists. Safety personnel from several states have attended various courses in safety training, ranging from Basic Safety Management to Accident Investigation, throughout the year. Additional surface safety courses have been programmed for FY 1977.

## Logistics

Fiscal Year 1976 saw Army National Guard logistic priorities directed toward improved materiel readiness of designated high priority, early deploying combat and combat support units. Concurrently, major emphasis was placed on support sufficiency, effective utilization of all available assets and maximum compatibility between the active component and Army National Guard logistics support systems. Thus, the combined logistics effort has become increasingly consistent with mission demands for improved mobilization preparedness.

## Materiel Readiness

During fiscal year 1976 and 1977, the Army National Guard continued to achieve a substantial improvement in materiel readiness. Approximately 75% of the ARNG

units assigned a Force Activity Designator III (FAD III) attained at least a C-3 rating on equipment on hand even though the number of FAD III units nearly doubled in the 15 month reporting period. Of the 13 highest priority ARNG combat units designated to round out active Army Commands, nine attained a C-2 or better rating on equipment on hand. The equipment serviceability rating of combat equipment on hand in high priority units has also shown corresponding progress. This degree of materiel readiness improvement substantially enhanced the overall ARNG mobilization posture. To a large measure, improvement in materiel readiness was achieved through intensive control/management of the available equipment assets on hand. Items of readiness producing combat equipment are distributed and/or redistributed under ARNG Project REDFRAM (Readiness from Redistribution of Army Materiel). Asset distribution patterns are developed in conformance with mobilization and deployment requirements to insure a maximum readiness posture with the resources available. By 31 August 1976, over 40,000 items of equipment had been redistributed under this project. A secondary objective of Project REDFRAM has been to provide the highest priority units with the most modern standard equipment while still providing essential equipment for training of all units. Project REDFRAM was also used to achieve the maximum equipment compatibility possible between ARNG affiliated and round out units and their active Army counterparts.

## Equipment

The current dollar value of equipment assets on hand at the end of fiscal year 1976 approximated 68% of the current authorization. This constitutes a 4% annual increase in fill at unit level. Of those assets on hand, 98% are classified as deployable with only 2% retained in the contingency and training category. The dollar value of Army equipment issues to ARNG during FY 1976 was 62% above the FY 1974-1975 level. Of significant importance was the issue of rebuilt main battle tanks. At end FY 76, the ARNG has standard assets at 57% of the authorized level. Seventy-eight percent of the modern tank assets on hand are of the M60 series and 22% are of the M48 series recently converted to the M48A5. Comparative improvements have been achieved in crew served weapons, Engineer equipment and wheeled vehicles.

## Automatic Data Processing Equipment (ADPE)

Action continued to implement the ARNG program of



providing major combat units (divisions and brigades) with Army owned ADPE for conversion to the Division Logistics Systems (DLOGS). The DLOGS conversion is a positive readiness producing program to modernize and align priority ARNG organization with the active Army supply system. This standard system provides for an automated Brigade/Division Property Book similar to that of combat commands in the active Army. This insures rapid conversion (plug-in capability) to the active component supply system in the event of mobilization. During FY 1976, the 28th INF DIV, Pennsylvania, the 41st INF BDE, Oregon, and the 48th INF BDE(M), Georgia, were converted to this system, completing the initial program for conversions. Approval was received and action is currently underway to extend this program to the remaining 10 ARNG divisions/brigades. The DLOGS Class IX Subsystem, now operational in five ARNG Brigades, provides for a demand support authorized stockage list and prescribes load list stockage of repair parts that will accompany units upon mobilization. The first NCR 500 Magnetic Card Ledger System was introduced into the ARNG during this period and placed in the 777th Maint Co TNARNG. Class IX supply support for all units not organic to the 30th ARBDE in Tennessee is now being furnished through this unit. Both the conversion to DLOGS and automation of repair parts procedures contribute greatly to positive mobilization preparedness.

## Logistics Procedures

The program for updating and improving logistic support procedures and regulations was also continued during FY 1976. ARNG logistic management and reporting procedures now more closely interface with those prescribed for active component units than at any previous time. Progressive refinement of ARNG logistics publications is continuing in order to minimize the time consuming change over requirements at time of mobilization. This is a primary objective in development of improved ARNG logistics policies and procedures.

## Logistics Services

Additional ARNG access to rapid communications service, including Automatic Digital Network (AUTODIN), continued as a priority ARNG support requirement. The National Guard Bureau reviewed overall ARNG communications support to validate requirements and ensure that ARNG activities are provided the most adequate and viable system consistent with assets available.

The current approved AUTODIN program provides for AUTODIN access by both TAG and USPFO. Ten AUTODIN terminals were installed at ARNG locations during the past year and 25 additional terminals are scheduled for installation in FY 1977. At 18 locations, ARNG activities are located near an existing DOD AUTODIN terminal which will be used. This AUTODIN access is the most cost effective means of timely data transmission and prevents costly duplication of data and message communication activities. As a result of ARNG communication studies, additional Automatic Voice Network (AUTOVON) service was approved by the US Army Communications Command. Some existing ARNG activities, as well as several newly authorized facilities, were provided AUTOVON service. Under current JCS/DCA policies the elimination of four wire terminated AUTOVON lines has been a priority program in the ARNG. During the reporting period, Army National Guard changed termination of AUTOVON lines in 17 states to new or existing switchboards, thereby providing improved service at substantially less cost to DOD. Re-termination programs for FY 1977 will eliminate all four wire terminated AUTOVON circuits in the ARNG except for approximately three percent where system alteration would not be economically feasible.

## Maintenance

The overall condition of ARNG equipment continues to improve. Operationally ready rates, which compare favorably with DA standards, can be attributed to increased technician manning, better utilization of ARNG MTOE maintenance units and a better parts availability at both the support and organizational maintenance level. Some major components are still in a critical supply position; however, repair parts resupply in general showed considerable improvement. The ARNG depot maintenance program, which provides Army maintenance support beyond ARNG capabilities on a reimbursable basis, continues to increase in effectiveness. The depot maintenance input on a repair and return basis included four M60 tanks, 18 M48A1 tanks, 90 M109 155MM Self-Propelled Howitzers, seven M88 track recovery vehicles, seven AN/MRC 54 radio relays and numerous other items.

During the year, increased emphasis was placed on maintenance training and operation. Positive action was continued to insure better utilization of maintenance units authorized in the troop structure. Troop units were required to more effectively satisfy the requirements for operator and organizational maintenance. Certain support



maintenance units were scheduled to perform AT at ARNG maintenance shops and/or mobilization and training equipment pools to ensure maximum hands-on training and provide required support to these activities. Additionally, the total force policy and development of the Army affiliation roundout programs generated a closer interface at active Army-ARNG unit level. This training relationship has caused numerous suggestions that would increase maintenance intraservice support agreements that would benefit the overall Army posture. However, many factors such as the impact on unit readiness, cost effectiveness, personnel limitations, parts supply and statutory restrictions, must be considered on a case by case basis.

## Installations

### Military Construction Program

The National Defense Act of 1950 (PL 81-782) provides for federal support of Army National Guard facilities

construction. Each year since FY 1952, with the exception of FY 1967, funds have been appropriated for purchase, construction, expansion, rehabilitation and conversion of existing facilities. Under this legislation the states are required to furnish suitable construction sites for armories at no cost to the federal government. Funding for approved armory construction is 75 percent federal and 25 percent state, with 100 percent federal support for approved non-armory construction.

### FY 1976

Congress approved, during FY 1976, the construction of 55 armories for \$28.4 million and 55 non-armory projects for \$28.0 million. During FY 1976, 54 armory and 52 non-armory projects, including some prior year carry-overs, were awarded and their breakout is as follows:

Type Project	Prior Year		FY 76 Projects		Totals	
	No Proj	\$000	No Proj	\$000	No Proj	\$000
Armory .....	3	1,000	51	21,568	54	22,568
Non-Armory .....	4	2,426	48	23,039	52	25,465
Total .....	7	3,426	99	44,607	106	48,033



Men of the 1st Battalion, 498th Field Artillery, Hawaii ARNG during air-lift operation.



The non-armory projects consisted of 22 organizational maintenance shops, 15 training facilities, four aviation facilities, one combined support maintenance shop, one ammunition storage facility, five USPFO warehouses and offices, one transportation aircraft maintenance shop, one mobilization and annual training equipment site and three unit training equipment sites. Nine projects worth \$4,254,000, which were authorized by Congress, were not awarded during FY 1976. It is expected that they will be accomplished during either FY TQ or FY 77.

Funding

Carry-over funds from prior years for the Military Construction Army National Guard Program amounted to \$5.7 million. An additional \$62.7 million appropriation was made by the Congress in PL 94-138 bringing the total available to \$68.4 million.

Obligations

In the execution of the program, the total obligation for FY 1976 was \$54.2 million and the breakdown is as follows:

	\$000
Armory	22,606
Non-Armory	25,715
Advance Planning and Design (A & E)	2,869
Minor Construction	3,040

The difference in the armory and non-armory obligation figures and the awards noted above is due to construction contract change orders. With \$68.4 million available and only \$54.2 million obligated, a net \$14.2 million was carried over to FY TQ.

FY TQ

During FY 19TQ, Congress approved the construction of seven non-armory projects for \$2.9 million. During FY 19 TQ two armories for \$950,583 and two non-armory (one aviation and one training facility) for \$1,568,249 were awarded.

Funding

Carry-over funds from FY 1976 for Military Construction Army National Guard Program amounted to \$14.2 million. An additional \$1.5 million appropriation was made by the Congress in PL 94-138 bringing the total available to \$16.7 million.

Obligations

In the execution of the program, the total obligation for FY TQ was \$3.8 million and the breakdown is as follows:

	\$000
Armory	\$ 966
Non-Armory	1,720
Advance Planning and Design	430
Minor Construction	690
	<u>\$3,806</u>

Again, the difference in the armory and non-armory obligation figures and the awards noted above is due to construction contract change orders. With \$15.7 million available and \$3.8 million obligated, a net \$11.9 million was carried over to FY 1977.

Future Requirements

The Army National Guard operates and maintains facilities in all 50 states, the District of Columbia, the Commonwealth of Puerto Rico, and the Virgin Islands. There are 2,740 armories used for home station assembly, storage and training. Additionally, there are over 1,000 administrative and logistical support facilities located in individual communities. There are also 257 state operated camps of various sizes. Camp facilities are constructed in accordance with approved master plans. A tabulation of facilities by general category is located in Table 15, Appendix G.

Approximately one-fourth of the facilities listed in Table 10, Appendix F, are not adequate to provide the intended support function and must be replaced. The backlog of construction requirements at the beginning of FY 1972 was nearly \$300 million. As a result of increased amounts of equipment issued to Army National Guard units and the increased emphasis placed on reserve component readiness, additional requirements for maintenance, storage and training facilities have been created. With these added requirements and the construction cost escalation, the construction backlog has increased to \$612 million. Although other factors, such as personnel and equipment, are equally important, there is a direct relationship between the availability of adequate facilities and the readiness posture of Army National Guard units. Armories, which comprise 63 percent of the backlog of construction are needed for assembly of the unit, storage of weapons and supplies and for the administration and training of the unit at the home station. The overcrowded, insecure and makeshift facilities now used by over 700 ARNG units cause a waste of valuable training time, lower morale, an





Crew of the 1/102 50thAD during maneuvers at Ft. Dix, New Jersey.

increased recruiting and retention problem and loss or damage of supplies and equipment. All of this results in an overall lowering of unit readiness. The remaining 47 percent of the construction backlog is for non-armory facilities. These are of three general types; administrative/logistical facilities not in an armory, state operated training sites and certain designated semi-active Army camps used for annual training. All of these non-armory facilities are urgently required to support the training of units either during the year or during the two weeks annual training period. Any lack or inadequacy in these non-armory facilities, which are at best austere, will seriously detract from the achievement of prescribed training readiness goals.

## Real Property

The National Guard Bureau provides all possible assistance to the states in licensing available federally-owned facilities and in leasing appropriate privately-owned facilities for the Army National Guard. During FY 1975, the Army National Guard made use of 314 federally-owned facilities and 151 privately-owned facilities under federal lease, including two Army Advisor offices, 23 Aircraft Facilities, eight Organizational Maintenance Shops, one U.S. Property and Fiscal Office and warehouse, one armory, one mooring space and 121 Training Area Sites and Ranges. Table 17, Appendix G, is a list of state-operated camps.

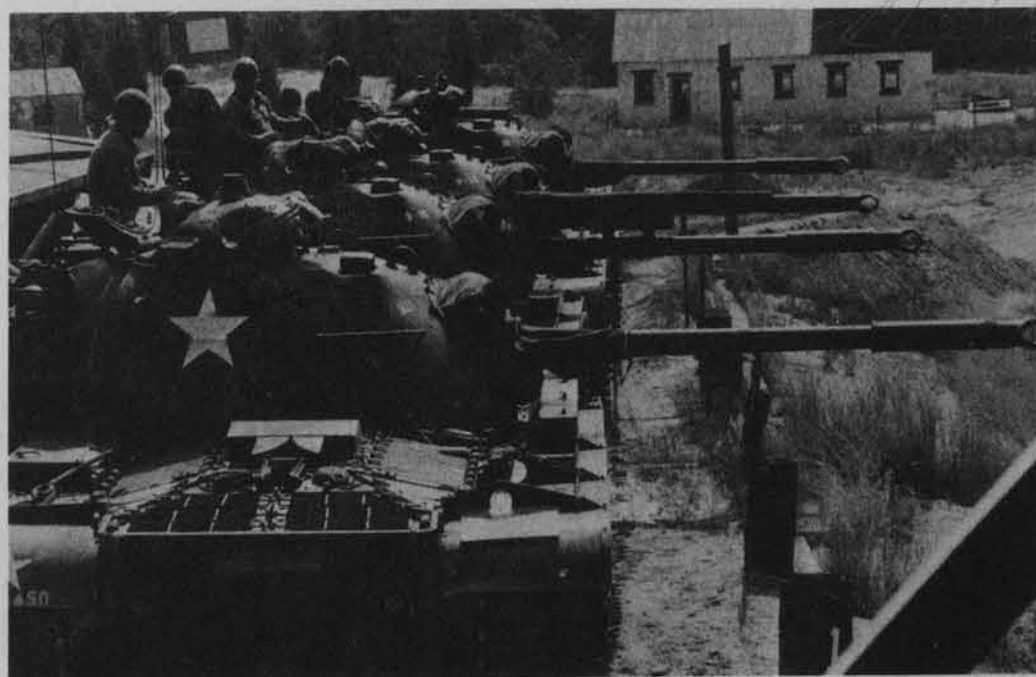
## Support Facilities

Federal funds in the amount of \$13.0 million for FY 1976 and \$3.5 million for FY TQ were allotted under 52 separate service contracts with the state to operate, maintain and repair the non-armory support facilities of the Army National Guard.

These funds provide for the costs of utilities, operations and for maintenance and repair of facilities such as USPFO offices and warehouses, combined support maintenance shops (CSMS), organizational maintenance shops (OMS), aviation support facilities (AASF) and transportation aircraft repair shops (TARS). All of these are required for the care and safeguarding of federal equipment and property used by the various states to perform their federal missions. In addition to funding service contracts for the operation and maintenance of the above facilities, \$.9 million for FY 1976 and \$.3 million for FY TQ in O&M ARNG funds were allotted to support projects for minor new construction, alterations, extensions and relocations of non-armory facilities.

## Training Sites

Training sites are designed to provide minimum essential requirements for support of Army National Guard units during periods of both annual and weekend training. Generally the following cantonment-type facilities are authorized for sites that are used both for annual and weekend training: mess halls and kitchen, latrines, company administration and supply buildings, battalion and brigade headquarters, dispensaries, enlisted barracks and officer's quarters. Construction at sites that are used primarily for weekend training is generally limited to the more austere facilities required for the health and safety of troops as well as security of federal property. In addition, range facilities



M48A1s line-up for 30 caliber qualification



of all kinds and tactical maneuver areas are provided to enhance combat readiness.

A total of \$14.8 million for FY 1976 and \$4.2 million in FY TQ in federal funds was allotted to support the year-around maintenance and operation of ARNG training sites. Federal funding reimbursement to the active Army for ARNG troops performing annual training at active Army locations amounted to \$3.8 million in FY 1976 and \$2.3 million for FY TQ.

Training was conducted at 257 training sites during the period of this report. Minor construction, using OMARNG funds at these sites, totalled \$404,000 during FY 1976 and \$125,000 in FY TQ.

## Office of Data Information Systems ADP Summary—FY 1976

IBM 1401 computers, 28 tape and 24 card systems, have been installed, and conversion to standard systems completed in all 52 states. Approval was obtained for upgrading the 24 card processor systems to tape. Operational standard systems include Logistics, Personnel, Comptroller, Technician Pay, Maintenance, Technician Personnel, Unit Readiness and Joint Uniform Military Pay System (Reserve Components) (JUMPS-RC).

The development of SIDPERS-RC continued during FY 1976. The National Guard staff developed the Economic Analysis for ARNG SIDPERS-RC which reflected the cost and benefits associated with this system. Also, the detailed functional systems requirements were updated.

The National Guard Computer Center implemented a new data base management system on the IBM 360 computer. This system has the capability to permit both batch and on-line inquiry from the major Army National Guard data bases resident at the Computer Center. On-line capabilities to the National Guard Bureau staff is scheduled for FY 1977 and is dependent on upgrade of Computer center hardware.

The National Guard Computer Center installed an on-line AUTODIN capability to the IBM 360/40 computer as part of the Automated Multi-Media Exchange (AMME) upgrade. This system will be tested during first quarter FY 1977 and begin operation by 1 December 1976. All AUTODIN traffic received by the Computer Center will be processed through this on-line system eliminating the over-the-counter handling of high volumes of magnetic tape and cards submitted by the states.



An ordnance specialist checks a clip on the firing range.



# AIR NATIONAL GUARD

## AIR NATIONAL GUARD

During FY 1976 and FY TQ the Air National Guard continued to maintain a high degree of readiness while continuing its already impressive advancements toward modernizing the force. With full implementation of the Total Force Policy, greater reliance was placed on the Air National Guard. Despite rapid changes, the Air National Guard not only met the mission requirements, but established the best flying safety record in its history while doing it. During this fiscal period, many Air Guard units served without mobilization as integral functioning parts of active Air Force commands. The Air National Guard provided full-time KC-135 tanker support on a 24 hour alert basis in support of the Strategic Air Command's bomber force. Airlift units flew missions worldwide as a functional part of the Military Airlift Command and ANG interceptor squadrons provided sixty percent of the full time, 24 hour a day, manned interceptor capability of the Aerospace Defense Force.

FY 1976 and FY TQ also saw Air Guard units participating as an integral part of the active Air Force in Joint Chiefs of Staff exercises, RED FLAG exercises and joint Army/Air Force activities. Air Guard Construction and Electronic Installation units performed construction projects on active Air Force installations in both CONUS and overseas.

An objective evaluation of FY 1976 and FY TQ indicates that the year's efforts were well placed and that our accomplishments during this period will provide the base to make FY 1977 another year of continued progress.

## Comptroller

### ANG Financial Overview— FY 1976 and 197TQ

The three major federal financial sources of the Air National Guard include the Operation and Maintenance, Military Personnel and Military Construction appropriations of the United States Congress. The largest of these, the Operation and Maintenance appropriation, is used to finance the recurring operation and maintenance of ANG organizations and facilities. Training support and aircraft fuel costs consumed 88.7% of FY 1976 and FY 197TQ O&M obligations which amounted to \$899,626,000.

Fiscal year 1976 Military Personnel obligations of \$210,346,000 were devoted to the training, pay and allowances for an average strength of 92,904 Air Guardsmen. For FY TQ, Military Personnel obligations were \$62,418,-

000 with an average strength of 90,965. The bulk (91.5%) of the 1976 Military Construction obligations of \$43,622,000 were devoted to major construction projects. The total obligations for these three federal appropriations amounted to \$963,444,000 for FY 1976 and \$252,568,000 for FY 197TQ. Additionally, the states provided substantive resources to the financial strength of the Air Guard during FY 1976 and 197TQ.

### Budget Highlights—FY 1976 and 197TQ

The President's Budget for FY 1976 totaled \$999.7 million, and \$251.3 million for 197TQ. This included requirements for military personnel, operation and maintenance, and military construction. The budget was based on an approved force structure of 91 flying units, 629 direct support units, 298 communications and miscellaneous units, and contained funding for 94,879 military average strength and 404,627 flying hours.

Supplemental appropriations were requested as follows:

	FY 1976*	FY 197T*
Military Pay Raise . . . . .	\$6,154,000	\$2,727,000
General Schedule Pay Raise..	\$6,600,000	\$2,200,000
Wage Board Pay Raise. . . . .	\$8,700,000	\$4,800,000
Federal Employees Health	-	-
Benefit Rate Increase. . . . .	\$1,100,000	\$ 600,000

\*These figures are included in the total appropriations.

In other FY 1976 actions, the Congress reduced the TDY program by \$1.1 million, flying hours by \$1.4 million, C-130 rotation by \$1.4 million, and Stock Fund Surcharge by \$22.5 million. We also absorbed the cost impact of the FY 1975 civilian per diem increase of \$1.0 million. For FY TQ, the Congress reduced the TDY program by \$0.3 million, C-130 rotation by \$0.4 million and the Stock Fund Surcharge by \$7.3 million.

Fiscal Year 1976 reimbursable obligations for the support of other agencies, and not included below, were \$200,000 in the Military Personnel appropriation and \$12,242,000 in Operation and Maintenance. FY 197TQ reimbursable obligations were \$77,000 in Military Personnel and \$3,638,000 in Operation and Maintenance.

In the Military Construction Program (MCP) the Congress appropriated \$63 million.

Base procured equipment items with a unit cost of \$1,000 or more are funded under the USAF "Other Procurement" Appropriation. During FY 1976 \$1 million was made available to the Air National Guard for procurement of this equipment. In FY TQ the amount was \$0.3 million.



	National Guard Personnel	FY 1976 Operation and Maintenance	Military Construction	Total ANG Carryovers & Appropriations
President's Budget.....	\$213,200,000	\$723,500,000	\$63,000,000	\$ 999,700,000
Initial Congressional Appropriation.....	212,318,000	697,100,000	63,000,000	972,418,000
Prior Year Carryover .....	—	—	9,600,000	9,600,000
Supplemental Appropriations .....	6,154,000	16,400,000	—	22,554,000
Totals .....	\$218,472,000	\$713,500,000	\$72,600,000	\$1,004,572,000
		FY 1976 Operation and Maintenance	Military Construction	Total ANG Carryovers & Appropriations
President's Budget.....	\$61,100,000	\$189,200,000	\$ 1,000,000	\$251,300,000
Initial Congressional Appropriation.....	60,924,000	181,200,000	1,000,000	243,124,000
Prior Year Carryover .....	—	—	9,600,000	9,600,000
Supplemental Appropriations .....	2,727,000	7,600,000	—	10,327,000
Totals .....	\$63,651,000	\$188,800,000	\$10,600,000	\$263,051,000

## Accounting and Finance

During the final month of Fiscal Year 1976 the Air National Guard completed its conversion from punched card accounting machine procedures to the use of Air Force B3500 base level computer systems, for Air Technician payroll and appropriation accounting functions, at the 86 ANG bases. ANG military personnel manday accounting was also converted from punched card accounting machines to a small computer system called Remote Job Entry Terminal System (RJETS). The use of these computer systems provides an improved capability for the management of ANG resources. During Fiscal Year 1976, the newly instituted accounting procedures were evaluated and plans were formulated for implementation of several improvements during FY 1977.

## Unit Capability Measurement System (UCMS)

During FY 1976, the Air National Guard further refined the unit capability measurement system. This system measures the overall readiness capability of a unit by the number of sorties or flying hours it can generate in support of the mission. The "C" rating gave only a statistical evaluation of the unit and has been discontinued by the Air Force. The Air Force extended the test period by six months and finally discontinued the reporting of C ratings as a means of measuring unit readiness.

Correlation of UCMS data to C rating data has verified ANG C ratings accuracy and the Air National Guard will shortly cease C ratings in favor of the new UCMS program. UCMS verification instructions have now been in-

corporated into many Air Force major command inspection manuals and regulations. While this measurement is initially limited to flying organizations, the active Air Force is developing UCMS for selected non-flying organizations. The first Air National Guard non-flying organizations to be placed under UCMS will be the Civil Engineering PRIME BEEF and RED HORSE Teams. This priority for CE results from the tasking of several different capabilities to the PRIME BEEF Teams. Tactical Air Command (TAC) is testing a Tactical Air Control System (TACS) UCMS. When TACS has been purified, it will be applied against ANG units with like missions.

Air Force Communications Service is also developing a UCMS for Combat Communications organizations. It should be ready some time after January 1977. Military Airlift Command (MAC) has developed a UCMS for Aerial Port Squadrons and will adapt it for Aerial Port Flights.

In summary, UCMS has proved itself in flying organizations and will now be extended to many different types of non-flying organizations. The system provides a more precise reflection of an ANG units capability to perform its war time mission by identifying shortfalls and thus permitting positive management action. It also ensures a uniform evaluation system within the total force policy.

## Data Automation

Installation of the RJETS and the transition from unique to Air Force standard Automatic Data Processing (ADP) systems was completed on schedule in March 1976. The ANG funds for 35 systems operated by Air Force host bases that support the ANG in addition to the 86 systems located at ANG bases. These systems comprise 67% of the total RJETS program. This system satellited on to Air



Force base-level computers along with selective adoption of Air Force standard systems and procedures enhances the ANG's ability to effectively manage its resources. During FY 1976, the Air Directorate, National Guard Bureau, began utilizing the computers of the Air Force Data Services Center in the Pentagon for selected Command level ADP systems. This action permits the efficient flow of information from base to NGB functional managers comparable to that of the active force and will facilitate management access of data via remote terminals on-line to computerized data files.

Effective utilization of Air Force standard systems demands that unique ANG requirements be included in the early stages of planning and systems design. The assignment of a liaison officer at the AF Data Systems Design Center and one at HQ USAF provides direct lines of communication. Future actions will strengthen this participation and improve communication at all data automation levels.

## Personnel

### Personnel Strengths and Manning Levels

The 30 June 1976 strength of the Air National Guard was 90,992 or 96.2 percent of the programmed end strength of 94,574. The average strength was 92,904 or 97.9 percent of the Congressional average floor of 94,879. The 30 September 1976 strength was 91,206 or 96.5 percent of the programmed end strength of 94,519 and the average was 90,965 or 96.2 percent of the Congressional average of 94,543 for FY TQ.

ANG recruiters obtained an average of 76 accessions each. But the decrease in the retention rate from 62.8% to 38.7% caused losses that were impossible to overcome. However, a stepped up recruiting effort resulted in a smaller than expected shortfall for FY 1976. There has, however, been a definite upward trend in strength during FY TQ. Retention also has improved during the transition quarter and the ANG ended the transition quarter with a 64.9 percent rate.

### Air National Guard Recruiting

The challenges of recruiting in the all volunteer force had a significant impact on Air National Guard procurement program during FY 1976. The loss of many draft motivated personnel required increased emphasis and resources dedicated to maintain our mandated strength levels. Innovative management decisions and additional resources allowed us

to keep pace with the program and succeeded in attaining 97.9 percent of the Congressional average floor.

Air Force separatees were counselled concerning the advantages of belonging to and participating in the Air National Guard. This counselling was conducted through two programs, the in-service recruiting program and the Palace Front program. The in-service recruiting program involved five CONUS bases at which ANG recruiters were assigned on a full time basis to counsel separatees. The Palace Front program utilized ANG unit recruiters visiting local Air Force bases several times each month to counsel persons scheduled for separation. In FY 1977 the Palace Front program will be used exclusively for counselling Air Force separatees. The Air Force Palace Chase early release program brought 62 officers and 3,349 airmen during FY 1976 and FY TQ. The in-service recruiting, Palace Front and Palace Chase programs have been widely publicized and have helped to maintain Air National Guard strength levels. During FY 1976 and FY TQ, the Air Force trained 129 Air Guard recruiters at the four-week Recruiting School, Lackland Air Force Base, Texas. A total of 210 recruiters served on active duty on 360 day tours during FY 1976.

The actions taken in FY 1976 have continued to be effective and resulted in an improved strength posture in FY TQ.

### Personnel Data Systems

The Advanced Personnel Data System (APDS) became fully operational during FY 1975. Under this system, the active duty, ANG and USAFR central site processing is accomplished on a large computer at the Air Force Military Personnel Center, Randolph AFB, Texas. This integrated system, enhances ANG mobilization readiness by facilitating the expeditious input, storage and transfer of personnel data. APDS also supports the Reserve Components Common Personnel Data System (RCCPDS) and other personnel data requirements through the production of pre-formatted reports and deferred inquiries. Update transactions are made via remote terminals by the National Guard Bureau and Air National Guard Bases. Planning is underway to examine APDS in view of technological advances made in the management of large scale data bases, microfiche record applications and the overall equipment cost effectiveness. Visual screen and portable computer terminals are also being reviewed as possible replacement items for current computer terminals. By the close of the next fiscal year the initial requirements document should be completed outlining the plan for upgrading the current personnel system.



## Training

The Air National Guard school training program provides formal school training for qualified Guardsmen. Guardsmen attend the same schools as Air Force personnel and meet the same prerequisites. This program, comprised of four major categories—flight, technical, professional and recruit—greatly enhances the ANG units training program and their combat readiness.

### ANG Formal Schools

The ANG operates formal schools at five locations. These schools provide both advanced technical and professional training to Army and Air National Guardsmen, USAF personnel and certain foreign nationals in the Military Assistance Program. Three of the schools provide combat crew training and technical training for aircrews. One provides maintenance technical training for the KC-97 and C-130 aircraft. The fifth school, the ANG professional Military Education Center, provides precommission training, leadership training for junior NCOs and professional military education for senior NCOs. During FY 1976 and FY TQ, 2,344 and 375 students respectively entered training in one of the ANG operated schools.

### F-100 Combat Crew Training School

The 162d Tactical Fighter Training Group, Tucson, Arizona provides F-100 transition training for ANG pilots

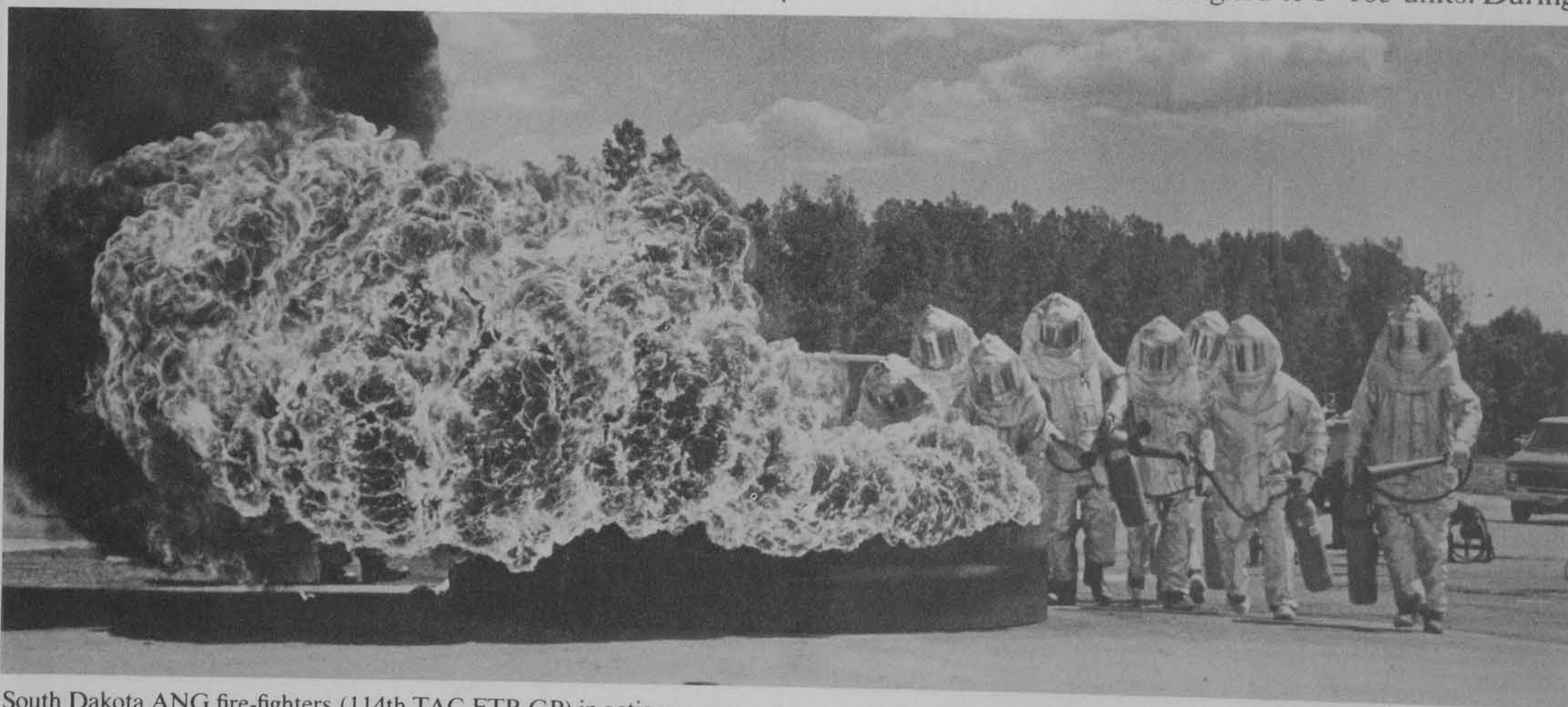
assigned to tactical fighter units. In addition, the 162d TFTG provides upgrades and maintenance training necessary to support the requirements of units converting to F-100 aircraft. The primary mission of the 162d TFTG is to provide advanced flying training for all UPTs assigned to F-100 units. During FY 1976 and FY TQ a total of 84 and 15 students respectively entered into courses conducted by the 162d TFTG.

### F-101B/RF-101 Combat Crew Training School

The 147th Fighter Interceptor Group, Houston, TX provided transition and intercept training through 31 March 1976 for all ANG F-101B/T-33 students assigned to Aerospace Defense Command aircraft. Effective 1 April 1976, the 147th ceased operation as an ANG F-101/T-33 training facility. However, currently enrolled students continued training at the 147th until the unit no longer had a training capability. Individual training was then completed at homestation in accordance with appropriate directives and current NGB/DPT authorizations. During FY 1976, 76 pilots entered courses conducted by the 147th Fighter Group.

### F-105 Combat Crew Training School

The 184th Tactical Fighter Training Group, McConnell AFB, Kansas, provides advance flying training for ANG and AF Reserve aircrews assigned to F-105 units. During



South Dakota ANG fire-fighters (114th TAC FTR GP) in action.



FY 1976 and FY TQ, 42 and 16 ANG pilots respectively entered training courses conducted by the 184th TFTG.

### 133d Field Training Flight (FTF)

The 133d Field Training Flight, St. Paul, Minnesota, provides maintenance and technical training for aircrews assigned to the KC-97 and C-130 aircraft. Courses are offered in Aircrew Familiarization (2 weeks), Basic/Technician Loadmaster (7 weeks), and Flight Engineer Technician Cruise Control (10 weeks). Since FY 1971, the 133d FTF has been assigned as a Mobile Training Team (MTT) and has aided in timely training needed to support ANG units converting to the KC-97 and C-130 aircraft. FY 1976 and FY TQ saw the 133d FTF provide training for 1,088 and 195 officers and airmen respectively of the ANG, the USAF and Military Assistance Program.

### The Air National Guard

#### Professional Military Education Center

The Air National Guard operates three professional military schools at McGhee-Tyson Airport, Knoxville, Tennessee. The oldest and the largest of the three schools is the ANG NCO Academy established in 1968. During FY 1971, a Leadership School for junior NCOs was established and an Officers Preparatory Academy (now known as the Academy of Military Science) conducted its first class in April. In December 1975, the ANG PMEC was granted accreditation by the Southern Association of Colleges and Schools' Commission on Occupational Education. This resulted in seven semester hours credit for the ANG NCOA and three semester hours credit for the ANG Leadership school.

#### ANG Leadership School

The Leadership School curriculum consists of 138 academic hours in the following subject areas: Human Relations in Leadership, World Affairs, Communicative Skills, Supervision and Management, and Military Training. The course is offered in two two-week segments to allow Guardsmen who cannot take more than two weeks of military training each year an opportunity to complete the prescribed course.

#### ANG NCO Academy

The NCO Academy curriculum, consisting of 225 academic hours, is devoted to the same basic areas as the Leadership School. Like the Leadership School, the ANG NCO Academy offers special two-week courses to enable Guardsmen the opportunity to attend in two segments. In

addition, a regular five and one-half week course is offered. Graduates of the NCO Academy are authorized to wear the NCO Academy Ribbon. The ANG NCO Academy is currently exchanging students with seven other MAJCOM NCO academies. During FY 1976 and FY TQ, 17 and 2 ANG students respectively graduated from other MAJCOM NCO academies.

#### ANG Academy of Military Science

The Academy of Military Science provides the ANG officer selectee with his initial military training. Students attend the course in pay grade of E-5 or their former enlisted grade, if higher, and are commissioned upon graduation. Priority for selection is being given to UPT and UNT candidates; however, the goal of the Academy is to provide the initial military training for all officer candidates in the ANG.

#### Screening of the Ready Reserve

Continued attention was given to the screening of Air National Guard personnel. Six officers and 300 airmen were screened out of the Air National Guard program during FY 1976 and five officers and 69 airmen were screened out during FY TQ.

#### ANG Social Actions Program

The ANG Social Actions Program was established in 1973 with three positions authorized per flying unit as follows:

- One Equal Employment Opportunity Officer (O-4)
- One Race Relations Officer (O-3) and
- One Drug and Alcohol Abuse NCO (E-6)

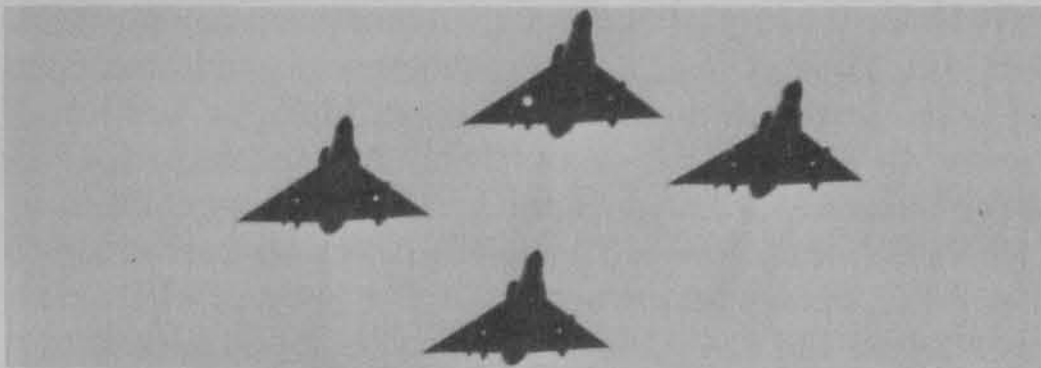
Of those 273 positions, 95% are currently filled and of those, 90% are AFSC qualified.

ANGR 30-02, Social Actions Program, was published 6 July 1976 and an ANG Affirmative Actions Plan was published in September 1975. A social actions training program for all personnel was established in August 1974 with the following annual training requirements:

- 1 Hour Equal Employment Opportunity Training
- 3 Hours Human Relations Education Training and
- 1 Hour Drug and Alcohol Abuse Training

The training program is currently implemented by all units with approximately 85% of all personnel receiving Human Relations Training. The social actions function at the National Guard Bureau is currently staffed by a short tour officer in lieu of an authorized position.





F106 fly by during parade, Great Falls, Montana.

## Surgeon

The Air National Guard Medical Services provide medical care and services during training and active duty periods and ensure that all personnel are medically qualified for worldwide duty.

The medical or health aspects of flying safety have been of special concern to this office since many ANG units are routinely flying several days per week and do not always have a Flight Surgeon on duty. To alleviate this situation and to ensure that medical attention and advice is readily available to aircrews prior to flight, medical units have been authorized to coordinate backup Flight Surgeon coverage from local active duty medical facilities or to obtain this backup service from a Federal Aviation Certified Medical Examiner. This increased coverage should provide for better monitoring of the health of flying personnel.

At the request of the Air Force Surgeon General's Office, ANG Medical Units provided direct support to 16 active duty hospitals and clinics. Numerous individual officers and airmen augmentees also provide assistance in patient care areas. This is an ongoing project and provides critical resources to the active duty medical facilities as well as much needed direct patient care experience and upgrade training for our medical personnel.

ANG Medical Units routinely provided physical examinations for ROTC appointments, service academy applicants, and limited active duty periodics and annual flying exams. Medical support was also provided to Army National Guard and Navy Aviation.

The ANG Medical Conference was held in December, in conjunction with the Association of Military Surgeons of U. S. Annual Meeting. This conference provides the opportunity for ANG personnel to enrich their professional specialties and to receive the latest information on Air Force, ANG and gaining command medical programs.

A medical unit self inspection check list was developed and provided to all ANG hospitals and clinics as well as the medical elements of TAC Control and Mobile Communication Units. This check list is a valuable management tool for self evaluation and self inspection.

## Programs and Resources

### Organization

As of 30 September 1976, the Air National Guard had 1,018 federally recognized units with an authorized military strength of 99,081. Flying units were organized into 24 wings, 69 groups, and 91 squadrons. The number of support units was 536, and there were 298 non-flying units. See Tables 16, 17, 18, Appendix G.

### Conversions

During FY 1976/77 there were 17 aircraft conversions. The introduction of more modern aircraft included the following types and numbers: KC-135A (40), RF-4C (72), C-130E (16), C-130B (8), C-130D (8), A-7D (36), and F-4C (18). Aircraft phased out of the inventory were 54 F-101s, 54 RF-101s, 36 F-102s, 36 F-100s, 18 F-104s, 16 C-119s, 8 C-123s, and 8 C-130As. In February 1976 all O-2 Tactical Air Support squadrons were reduced from 24 UE to 18 UE.

The 141 ARW was relocated from Spokane International Airport to Fairchild AFB at the time of conversion from F-101B to KC-135A aircraft.

The 154 FIG at Hickam AFB was redesignated the 154 TFG coincident with the unit conversion from F-102A to F-4C aircraft in April 1976. The designated operational capability remained the Air Defense Mission.

As of 1 July 1976, Strategic Air Command vice Tactical Air Command was designated the gaining wartime command for all KC-97L units. This change was designed to preclude dual command management of tanker forces during the time that selected ANG units were converted from KC-97 to KC-135 aircraft. See Table 20, Appendix G for a list of aircraft conversions.

### Air Technician Program

The air technician program experienced a strength decline during fiscal year 1976. Reductions resulting from the annual budget process caused the air technician program to end FY 1976 with 22,223, which was 327 below the 30 June 1975 actual strength. The 30 September 1976 actual strength was 22,107.

### Flying Hour Program

In FY 1976, had it not been for fact-of-life changes and unusual maintenance problems, the ANG would have needed more hours than the fiscally constrained program of 404,627. As it was, the ANG flew 406,200 hours or 100.4% of



the program. In FY TQ, the ANG flew 105,677 actual hours against 104,833 programmed hours for a 100.01% attainment.

## Aerospace Safety

The Air National Guard completed FY 1976 with a major aircraft accident rate of 3.4 while flying 406,200 hours. This is the lowest major aircraft accident rate in the history of the ANG. There were 20 major aircraft accidents in FY 1975 compared to 14 in FY 1976. In FY TQ, the Air National Guard flew 105,677 hours and had two accidents for a major aircraft accident rate of 1.9. This computes to a rate of 3.1 for the entire fifteen month reporting period.

## Plans and Operations

### Tactical Reconnaissance Units

Tactical Reconnaissance in the Air National Guard experienced a period of turmoil in FY 1976 as two previously C-1 RF-101 units converted to the RF-4C, and two ADC units converted to the RF-4C and the reconnaissance mission. The four conversions have gone extremely well with only normally anticipated problems occurring. All four converting units are expected to achieve a mission ready status by the projected dates.

The decision to equip all units with the full WS-430B complex in FY 1976 has been rescinded due to technician strength limitations. This WS-430B equipment will now be stored by AFLC and designated as ANG assets.

In March 1976 the 117 TRW performed a highly successful two week deployment to Ramstein, Germany, as a part of the Tactical Air Command program of more realistic training.

### Tactical Fighter Units

FY 1976, in true Bicentennial fashion, was witness to many noteworthy events in the Tactical Fighter commu-

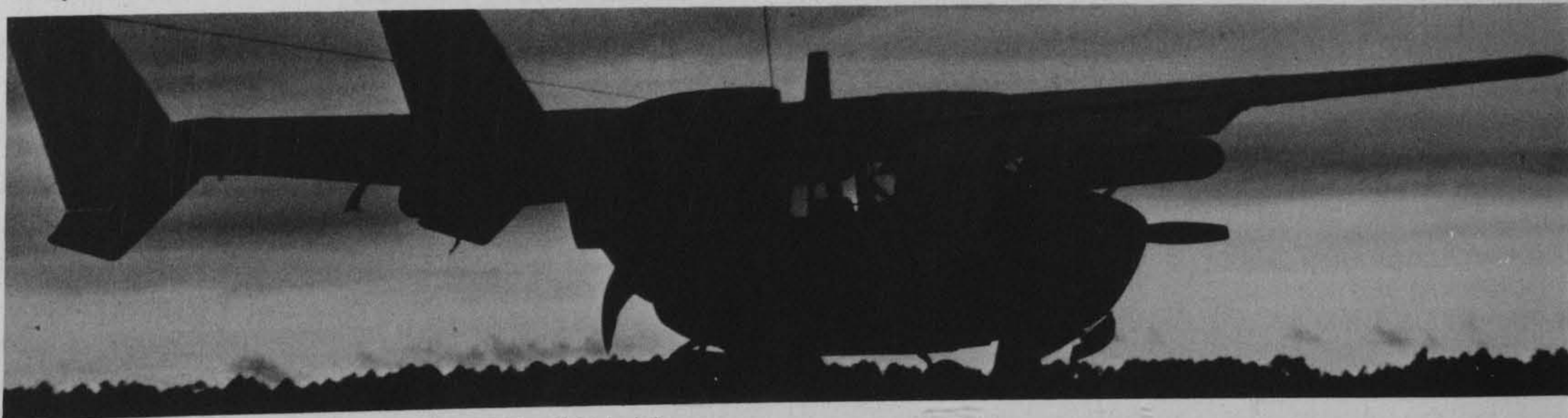
nity. It was a year of continued conversions to more modern aircraft and marked the termination of two weapon systems in the Air National Guard. The 156 TFG converted to the A-7D in March, and flew the last of ANG F-104 aircraft to Davis-Monthan AFB, Arizona for storage in February, 1976. The 154 FIG began conversion to the F-4C, becoming the second ANG F-4 unit with redesignation as the 154 TFG in April 1976. Upon assumption of Air Defense alert in the F-4, their present F-102 aircraft will be placed in storage, terminating the F-102 in the ANG inventory. The 162 TFTG began the first of two stages of conversion to A-7D aircraft in July 1976. They will conduct A-7D aircrew training beginning in January 1977 and will be dual equipped with F-100F/A-7D aircraft through FY 1977.

1976 also marked the beginning of ANG participation in two deployment programs—tactical deployments to Europe and Red Flag training at Nellis AFB, Nevada.

Successful deployments to Europe were conducted by four F-100 wings—the 121st, 122nd, 127th, and 132nd Tactical Fighter Wings; using elements from six additional groups within the Wings—the 103rd, 114th, 178th, 180th, 185th Tactical Fighter Groups. The F-100 deployments were to Ramstein, Germany; Aviano, Italy; and Lakenheath, England for two weeks of theater indoctrination and training.

The 132 TFW deployment to Italy occurred during the period of an earthquake disaster which required redeployment of the aircraft to Ramstein, Germany; however, many ANG personnel remained in Italy to assist in disaster relief.

The Red Flag training at Nellis provides aircrews with a realistic simulation of the air and ground threats they would encounter during their first eight combat missions in order to reduce losses upon introduction into actual combat. Southeast Asia veterans report that some of the mis-



An F-4 of the 105th TFW awaits clearance during field training.



sions are more demanding and challenging than those they encountered in actual combat. The ANG has had the opportunity for three units to participate as full 18 aircraft F-100 squadrons—the 180TFG, 131TFW and 104TFG. Additionally, the 140 TFW, 150 TFG and 121 TFW A-7 units have participated with 8 to 12 aircraft as supporting forces for two week intervals.

## Tactical Airlift

The Air National Guard Tactical Airlift Force is composed of seventeen C-130 units and one C-7 unit. Five of the C-130 units are completing conversion while a sixth unit is completing a FY TQ series change from C-130A to C-130B.

Those actions, required as a result of reassignment of Tactical Airlift forces from TAC to MAC, have been fully implemented. Appropriate agreements and coordinated operations orders now reflect the assumption of gaining command responsibilities. ANG and MAC have entered an agreement for the exchange of capabilities to improve productivity of available airlift. The ANG airlift force continues to provide significant airlift support of ANG and ARNG training requirements, in addition to Joint Airborne Training, Arctic DEW Line Support, Coronet Cove, Modular Airborne Firefighting System and other requirements as an adjunct to readiness training. The C-130A propeller problem will continue to impact overall readiness of ANG airlift forces. Most recent propeller inspection results have required extraordinary management actions to maintain a minimum level of readiness training in our eight C-130A/D units.

## Rescue Forces

Two ANG combat rescue units are in conversion to mixed equipages of HC-130 and HH-3 aircraft. The HH-3 is the first helicopter operated by the ANG. These composite UE units are ideally tailored for the worldwide rescue mission as well as for integrated training and peacetime search and rescue.

## Aerospace Defense Command

During this reporting period the F-101 CCTS conducted by the 147-FIG, Ellington AFB, TX, was closed on 30 April 1976. Similar program changes affected the 101FIG, Bangor, ME, and the 141FIG, Spokane, WA. Both units have now transitioned to the KC-135 aircraft and are gained by the Strategic Air Command.

As of 30 September 1976, there are four F-101 units, six F-106 units and two EB-57 units. The F-101/F-106

units provide 24 hour alert for CINCNORAD and the EB-57 units provide ECM training to all NORAD ground and Air Defense forces.

## Tactical Air Support

The ANG Tactical Air Support role has increased dramatically during FY 1976/TQ. Two former ADC units have completed conversion from F-102s to O-2s bringing the total number of ANG gained tactical air support units to seven.

TAC's emphasis on Red Flag to increase an aircrew's proficiency and survivability has included elements of the 128th TASW, 163rd TASG, and 182nd TASG. These units were used in both the airborne and ground FAC role in order to increase the close air support capability during the Red Flag air to ground scenarios. ANG units have increased their participation in JCS exercises in order to increase joint combat readiness of selected active and reserve forces. In line with this increasing participation, the 182nd TASG sent a complete Tactical Air Support Squadron and Direct Air Support Center with all functional elements to Brave Shield XIV on 10-30 August 1976. NGB anticipates ANG participation at increasing levels for Tactical Air Support units in future JCS exercises.

## KC-135 Strategic Mission for ANG

The transfer of KC-135 assets to the ANG began during the first quarter of FY 1976. Thirteen ANG units will be involved in the transfer which will mark the first association of the ANG with SAC as the Gaining Command. Six units are currently in conversion and are proceeding on schedule. The ANG will perform basically the same strategic mission as the active force. Four ANG units are currently operationally ready and two units are providing aircrews and aircraft in support of SAC ALFA Alert. ANG KC-135 units have also augmented the SAC permanent tanker forces and Coronet East and West fighter movements.

## Operation Creek Party

Operation Creek Party, aerial refueling support by the ANG KC-97L tanker force of Air Force tactical fighter and reconnaissance aircraft in Europe, completed a ninth successful year in May, 1976. During FY 1976 the tanker units flew 636 sorties, completed 3135 hookups and off-loaded 10,203,900 pounds of fuel. In FY 77 the totals were 144 sorties flown, 920 hookups completed and 2,914,500 pounds of fuel off-loaded.



## Communications-Electronics and Meteorology

Fiscal year 1976 saw the Communications-Electronics and Meteorology (CEM) units training with emphasis on participation in joint exercises. CEM units assisted the Air Force and Air National Guard whenever possible by accomplishing as training projects work that needed to be done. Maximum efforts also continued toward equipping units with late model mission equipment and vehicles to enhance mobility. Specifics are included under the various mission areas that follow.

### Base Communications

The overall base communications support provided in FY 1976 was improved by the addition of new switchboards, AUTOVON circuitry and modifications to the DCT 1000 AUTODIN terminals with the addition of cathode ray tube and magnetic tape cassettes. This modification replaces outdated paper tape in message preparation. The state-of-the-art is continually changing in the field of base communications and the NGB endeavors to stay abreast of these changes. The ANG has its first satellite circuit from Homestead AFB, FL, to San Juan, PR, for computer support.

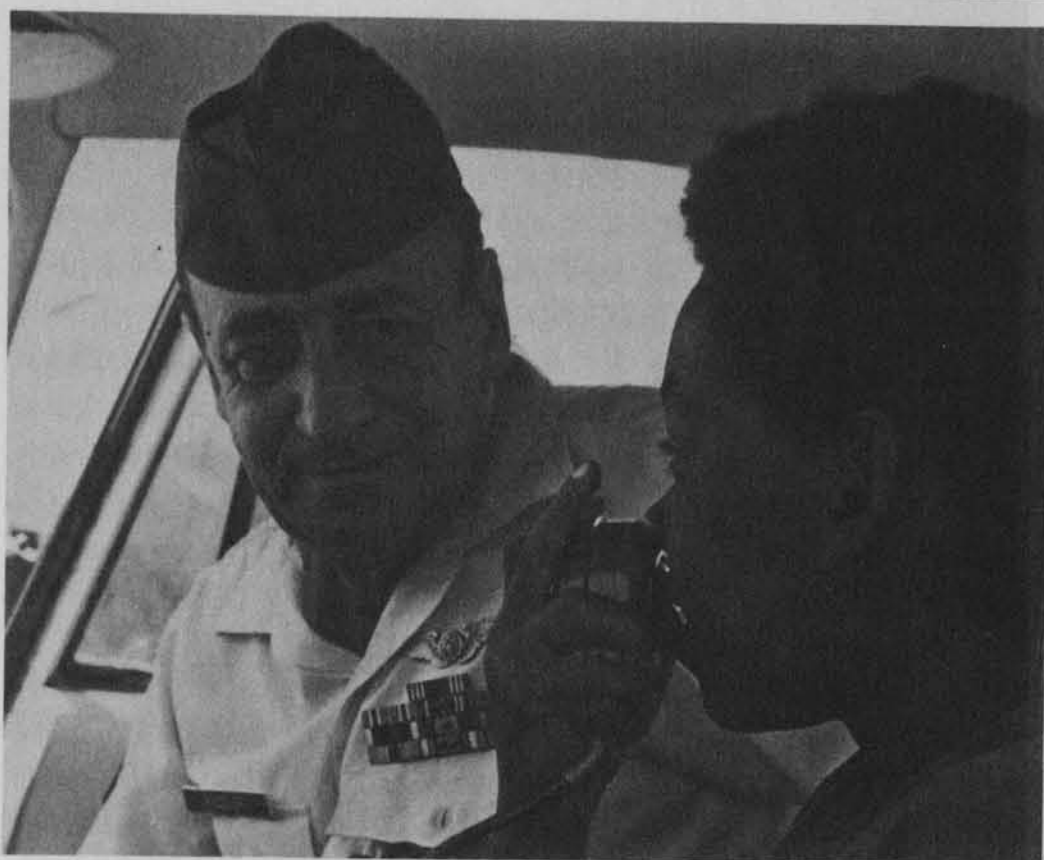
### Communications Flights (Support):

A large number of personnel from the Communications Flights were used to provide assistance to the active duty communications units at several Air Force bases during FY 1976.

### Tactical Control Units

During FY 1976, Air National Guard Tactical Control Groups underwent a major reorganization. On 1 April 1976, ANG Tactical Control Groups were reduced from six to three, four Tactical Air Control Center Squadrons were eliminated, nine Control and Reporting Center/Posts were converted to expanded Forward Air Control Posts (FACPs), four 407L-equipped FACPs were inactivated and shipped to USAFE, and two FACPs were relocated. As a result of this reorganization, approximately 1800 military and 73 air technician spaces were lost. Equipment made excess by inactivating units were redistributed to units with equipment shortages.

The transfer of equipment to other units has helped to eliminate critical equipment shortages. The vehicle short-



Sgt. Fiedler of the 175th TFG checks out his buddy on a fire truck loud speaker.

age is on the way to solution. Truck shortages (M-35) are now being filled and all units should be satisfactorily equipped in the vehicle area by third quarter, FY 1977.

Complementing the equipment transfer program is the on-going procurement program to modernize Tactical Control units. Progress was made toward equipping manual Tactical Control units (nonautomated) in FY 1976. A new aluminum operations shelter was delivered to the 107 Tactical Control Squadron, Phoenix, AZ. The 105th, 116th and 129th Tactical Control Squadrons will receive this shelter in early FY 1977. Some additional AN/TRC-97 Tropo radios and AN/TSC-60 HF radios are on procurement. Also, AN/TPS-43E radar sets are being procured for the Tactical Control Squadrons and Flights. Because of this modernization the ANG Tactical Air Control Systems have seen a significant increase in JCS exercise support. Virtually all ANG Tactical Air Control units and/or personnel participated in one or more JCS exercises or operational tests in FY 1976. Some of the exercises supported were: Brave Shield XII, Brave Shield XIII, Jack Frost 76, Bold Eagle 76, Solid Shield 76, Brave Shield XIV, Stinger II, Salty Net. Units were commended by exercise commanders for their outstanding contributions to the success of the exercises.

In summary, tremendous strides were made in the improvement of the readiness status of ANG Tactical Control units in FY 1976. Improvements will continue until all units are properly equipped, manned, and trained to provide USAF/DOD with a highly usable force in emergencies and contingencies.



## Combat Communications Units

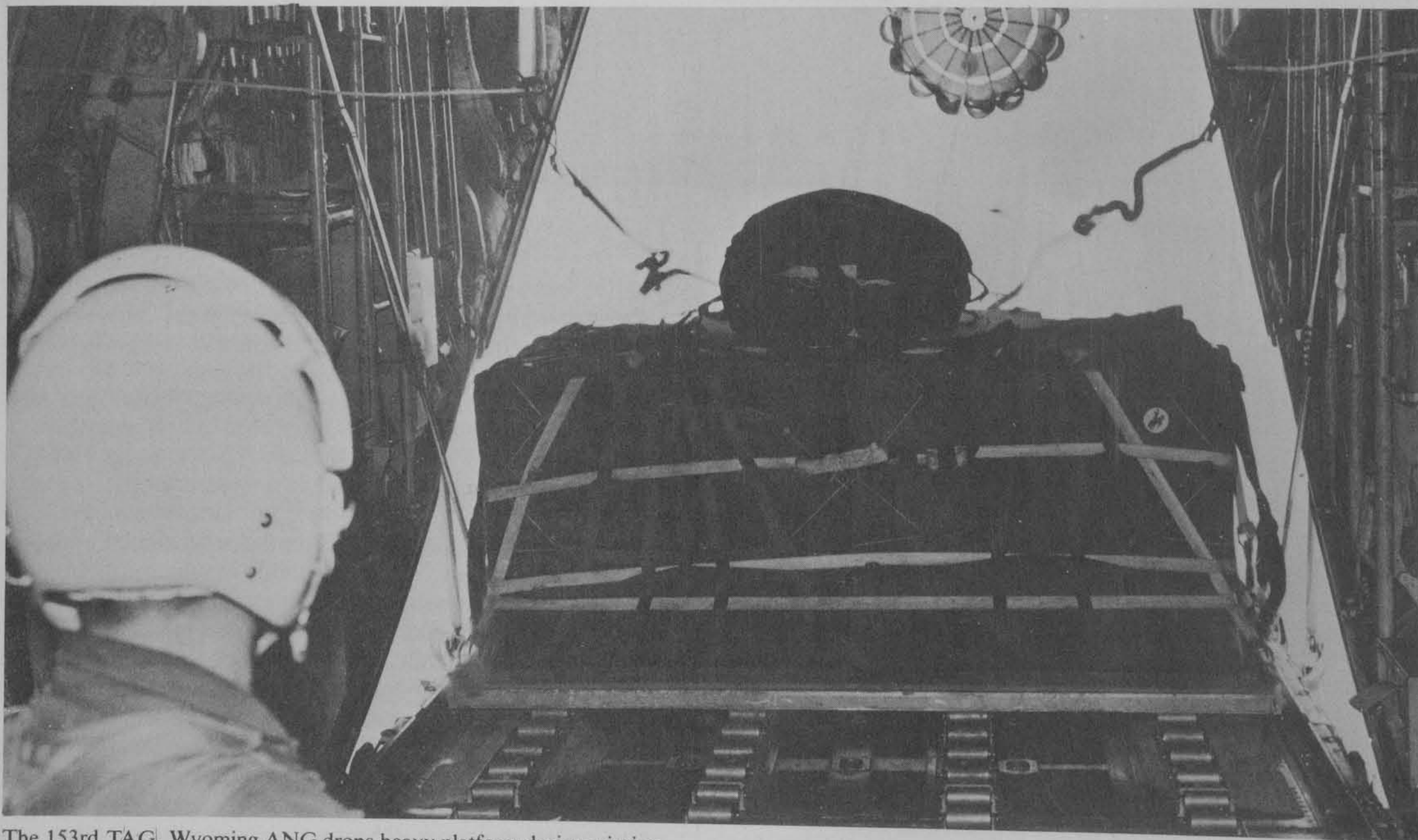
The Air National Guard Combat Communications forces experienced dynamic changes during FY 1976. The implementation of USAF Decision Letter D75-67 (Subject: Additional USAFE TACS) and a basic unit detail listing (UDL) change to provide adequate manning for CEM facilities necessitated major revisions in each unit and a restructuring of forces in the ANG program.

As a direct result of the USAF Decision Letter, the ANG received a new mission, the support, restoral or extension of the existing worldwide Defense Communications System (DCS). Among the equipment transferred was the one-of-a-kind Joint Mobile Relay Center (JMRC). The 281 CMBTCG (DCS) located in Coventry, RI, with subordinate units in Coventry, RI, and Savannah, GA, was formed to meet this mission responsibility. Other actions that occurred as a result of this decision letter were the reduction of the number of ANG Air Force Component Headquarters (AFCH) units from six to four and the addition of three Combat Communications Flights.

Air National Guard Combat Communications units participated in JCS exercises throughout FY 1976, deploying elements to Alaska and providing support to Brave Shield, Bold Eagle and Solid Shield exercises in the CONUS. The Air Force also requested and received the ANG Combat Communications units to provide support to active units at several air bases during the fiscal year. The equipment deployed included mobile control towers (AN/TSW-7), digital subscriber terminal equipment (AN/TYC-8), tropospheric scatter radio system (AN/TRC-97A) and tactical tacan (AN/TRM-26).

The upgrade of the ANG air traffic control capability was enhanced by the transfer of two AN/MPN-13 radar sets to replace AN/CPN-4 systems. Additionally, the ANG received three of the five AN/TSW-7 control towers placed on procurement, with two more to follow in FY 1977. These five towers fill the ANG requirement for 14 state-of-the-art air traffic control tower facilities.

The Combat Communications force has increased from 50 to 55 units, and from 7,060 to 7,475 authorized personnel; they have an overall combat readiness rating of C-2.



The 153rd TAG, Wyoming ANG drops heavy platform during mission.





Airman First Class Cynthia Belue the first woman crew chief of the 117th TRW, in action.

## Electronics Installation Squadrons (EIS)

During FY 1976, the 19 ANG EI Squadrons continued training at AF bases overseas and at CONUS locations, including ANG bases.

ANG EIS personnel obtained proficiency training by contributing 366,500 manhours of direct mission skill labor to the gaining command (AFCS) workload.

In addition, 35,600 manhours of proficiency training were obtained under the volunteer augmentation program in support of the AFCS workload. This program carried ANG EIS volunteers to Germany, England, Turkey, Iran, Italy, Hawaii, Philippines, Korea, Japan and throughout the CONUS to augment AFCS active units.

## Fixed AC&W Squadrons

The ground radar control squadrons assigned to Puerto Rico and Hawaii continued to demonstrate effective island defense capabilities. These units are directly responsive to the needs of their respective gaining command, Antilles

Air Defense Command (TAC) and PACAF.

There were no major equipment changes; however, the ground radar equipment at Detachment 1, 140 AC&W Squadron is being programmed to be upgraded from AN/GPS-3 and AN/TPS-40 radars to AN/FPS-90 and AN/FPS-67 radars in the late 1970s.

## Weather Units

The Air National Guard weather force remained constant at 39 flights and one weather squadron which functions as the parent organization for all flights. Thirty-one flights are organized and trained to support flying units while eight are in support of Army units. Both types provide services, in unit training assemblies (UTAs) and during annual training, that would otherwise be required from active Air Force resources. Maximum effort was made in FY 1976 to have weather flights train in collocated active DOD weather stations, i.e., Navy, Air Force, etc. Fourteen out of 16 collocated units are now training in that manner.



## Air Logistics

### Aircraft Inventory

The aircraft inventory of the Air National Guard totaled 1,615 aircraft as of the end of Fiscal Year 77. A comparison with the previous year inventory of 1,634 aircraft shows a net loss of 19 aircraft. While the 241 replacement aircraft did not physically offset the 260 losses, the decrease does not conflict with Department of Defense policy to modernize the ANG fleet under the Total Force Policy. The most significant change toward modernization was replacing our F-100's, F/RF-101's, F-102, F-104 and C-123 aircraft with additional A-7D's, F/RF-4C, C-130's and KC-135A aircraft.

The support aircraft fleet remained relatively stable throughout the year. We have been successful in replacing our high time C-131A aircraft with low time C-131D aircraft. In addition, we have added one C-7A aircraft to our support fleet.

### Propulsion Systems

During FY 1976 and TQ a mixed bag of success and setback was experienced in propulsion systems management.

The National Guard Bureau initiated a program to provide complete intermediate maintenance for the TF-41 engine used in the A-7D aircraft. Field technical orders were developed and the concept was tested by the ANG 150 TFG, Albuquerque, New Mexico. The funds to procure required tooling for ANG units were made available at no additional government expense by cancelling two TF-41 engines from the Buy Program. This cancellation was made possible by increased field level repair capability which decreased the number of engines required to fill the pipeline. This change in the maintenance capability concept of the TF-41 engine will eventually be adopted by Air Force A-7 units as well as the ANG and will result in a considerable dollar saving because of a significant reduction in the number of engines returned to overhaul.

The KC-97 is being gradually phased out of the ANG tanker force. Because of this, the ANG centralized J47 repair facility at Meridian, Mississippi was terminated 15 July 1976. For the remainder of the KC-97 program, J47 replacement engines will be provided from aircraft going to storage.

In July, 1975 a C-130A aircraft was lost due to a propeller blade separating from the shaft and passing through the fuselage. Investigation revealed that the blade was cracked prior to catastrophic failure. As a result, all Detroit Diesel Allison Division propellers overhauled prior to 31 January

1976 are being inspected for incipient failure indications. ANG propellers have been inspected and 179 of 182 have been returned to overhaul. Only 50% of rejected propellers are capable of being overhauled. As a result, the ANG has six C-130A aircraft not flyable due to lack of propellers. Additional aircraft will be without propellers as inspections continue. New propellers are on procurement with delivery to begin in fourth quarter of FY 1977 and are to be completed in second quarter of FY 1979.

During TQ a serious engine compressor stall problem developed in the J65-5 engine used in the EB-57 aircraft. At the end of TQ the most probable cause identified by Air Force engineering was deficient coating of compressor blades at overhaul. Overhaul procedures are being revised. In the interim, in order to preclude widespread grounding of aircraft, ANG C-130 aircraft are transporting used engines from the aircraft storage site at Davis Monthan AFB, AZ to EB-57 units.



Indiana Air Guardsmen fusing bombs for the 181st Fighter Group's F-100s.



## Command Equipment Management

The FY 1976 dollar value of the ANG equipment authorization has increased slightly from \$993 million to \$1 billion while, conversely, the number of pieces decreased to 630,000, accompanied by a comparable reduction in item records managed to 305,000. Although the dollar figure remains relatively stable, it gains percentage significance when compared to the decreases in the number of pieces and the records managed. This situation is caused, in part, by ANG conversions to more sophisticated and expensive weapons systems. These conversions have had the effect of reducing the higher quantity, low cost inventories while acquiring newer, lower quantity, high cost inventories. As a parent command, the ANG still retains one of the largest accountable record accounts in the USAF.

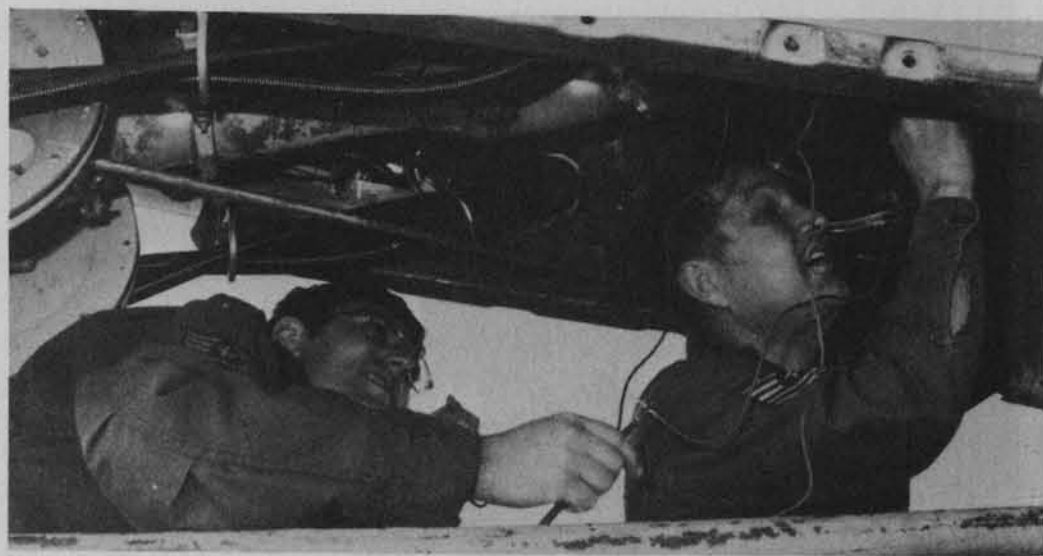
A reconfiguration of the ANG Tactical Air Control Groups was implemented in FY 1976 and completed during the year. This resulted in a reduction from six to three groups and from a total of 42 TAC units to 31 TAC units. Four hundred seventy-one line items equaling 5,476 pieces of equipment with a monetary value of \$17.7 million were redistributed among other ANG units. In connection with this reconfiguration, equipment from five ANG units is being transferred to USAFE, 2d Allied Tactical Air Force area. The first two units are being transferred in Sep 1976 with the other three units expecting transfer in FY 1977.

## Supply and Funds Management

Implementation of the remote job entry terminal system (RJETS) was completed in FY 1976. This computer telecommunications system provided the capability to expand in-line real time processing to daily management reports from the U-1050-II standard base supply system computer, thereby fully implementing the USAF standard supply system within the ANG. Implementation of the system revealed that the equipment was not configured to fully accommodate the extremely high volume demand at a few locations. As a result, coordination was begun in FY 1976 and TQ with the Air Force Data System Design Center to further increase the capability of the system in order to provide the support required in today's environment.

## Weapon Systems Support

Logistical support of airborne and CEM systems includes 1,615 aircraft at 91 locations, eight Combat Communication Groups with 45 units, and three Tactical Control Groups



Guardsmen check the inflight refueling equipment sensors on a KC-135 aircraft.

with 28 units. Additional units rendered support include three Radar Squadrons and 19 Electronic Installation Squadrons. Specialized procedures and guidance were also provided to 85 munitions accounts and 74 fuels accounts. Weapons system support is provided by the Logistics Readiness Center (LRC) staffed by volunteer Guardsmen from field units. LRC coordinates unit support problems by interfacing with depots and NGB counterparts. Measured success of the weapon system support provided is evidenced by a low Not Operationally Ready—Supply (NORS) rate. The FY 1976 ANG NORS rate was 4.9% versus the AF rate of 5.7%. The effectiveness of LRC support is also illustrated by the manner in which the F-100 broken vertical stabilizer problem was handled. Through coordination with AFLC, 57 stabilizers were obtained for grounded aircraft. This improved the depot get-well dates by three and one-half months.

Reducing depot exchangeable charges was a project initiated to save NGB funds. In the past, repairables, no matter what magnitude the repair, were usually returned to depot. By research and coordination with depot, GSA and other supply areas, it was found that many small items necessary to effect repair could be obtained at base level for local repair use. Through this coordination of small bit and piece requirements, the number of repairables returned to depot was reduced.

As a result of this action, approximately \$100,000 exchangeable dollars are being saved each month.

The Weapon System Support Section also manages munitions and aircraft cargo pallets/nets. The ANG expends yearly over 10 million rounds of small arms and machine gun ammunition. In addition, another 225,000 munition items, ranging from 750 pound bombs to blasting caps, are consumed yearly. Aircraft cargo pallets have been critically short worldwide. ANG units are now authorized 7,225 pallets and have 3,126 on hand. This rep-



resents a shortage of 57 percent. However, the foregoing percentage is a 100% improvement over FY 1975 when only 1,500 pallets were on hand. By January 1977, 1,590 more pallets are scheduled for delivery to ANG units and will decrease ANG shortage to only 34 percent. Estimated get-well date is FY 1978. A critical shortage of RR-125/AL chaff existed in the F-106, F-101, and EB-57 aircraft units. The shortage was caused by chaff, in-use, which did not meet AF and FAA specifications. As a result of a new contract, shortages should be corrected by September 1976.

Based on pending aircraft conversions, designated ANG units are now collecting mission change data by weapon system. The collection of this data, via automated data processing equipment, will aid future unit conversions to A7, KC-135, and F-4 aircraft.

The Weapon Systems Support Section also monitors ANG fuels consumption and reports findings to DFSC under the defense energy information system. ANG units consumed over 5 million barrels of aviation fuels and 280,000 barrels of ground fuels for a 15 month period. Recently, the reporting of fuels status was changed from weekly to monthly. This decreased reporting frequency will result in a savings of approximately \$10,000 per month.

## KC-135 Conversions

Project Pacer Angler involves the conversion of thirteen ANG sites and three AFRES sites to the KC-135 aircraft. The program began in the third quarter of FY 1975 with the lay-in of Aerospace Ground Equipment (AGE) at the

initial conversion site and will continue into third quarter FY 1978 for the final (sixteenth) conversion. The required AGE was identified in TA 360, and tailored to support eight UE squadrons. Initial spares were identified, using actual demand data from larger SAC squadrons, and factored to accommodate the smaller ANG/AFRES activities. The AFLC inventory managers for AGE and spares were advised of total requirements for the 16 conversions. AFLC managers have initiated support plans, involving both new procurement and increased repairs, that are tailored to provide total program support.

The KC-135 SM (System Manager) elected to manage the AGE acquisition through an established reporting system formally designated CO13. Through this medium, it is possible to ascertain the range and depth of AGE support present at a site or available to that location prior to actual need date. This provides visibility of actual net AF AGE shortage existing at that site. This net shortage then becomes a hard requirement which must be met by the appropriate AFLC Air Logistics Center. The CO13 also provides a continuing view of receipt of AGE against the net deficit declared by the individual site.

The actual distribution of AGE to converting sites is, with the exception of the first three sites, being accomplished through the DO34 system of aggregated AGE storage at OC-ALC. Through the use of this system, the KC-135 SM has the capability to acquire, store and physically control AGE for sites well in advance of actual need dates. This assures that assets procured or repaired for this program are available. Under this concept, the SM requisi-



O-2's of the 105th TASG, New York ANG return after training mission.



tions assets from the appropriate ALC, stores the assets, and, in turn, reacts to conversion site requisitions. The first three converting locations were not included in the aggregated storage concept. Their individual need date milestones occurred prior to Hqs AFLC approval to use the DO34 system for the KC-135 program and, therefore, AGE was requisitioned directly from the individual ALCs.

Surveillance of AGE status for all sites is a continuous effort on the part of the KC-135 SM. In Sep 1975, an AFLC support conference was conducted at San Antonio ALC during which time a support position and plan for each item involved, relating to the total sixteen site program, was presented and documented. All items which appeared to pose a potential for adverse support were identified and interim short term work-around procedures were initiated. A follow-on meeting is scheduled for Sep 1976 at SA ALC for the same purpose and to update or add new items.

In addition to the continuing SM/NGB conversion site coordination being accomplished, the KC-135 program has initiated quarterly on-site weapon phasing group meetings which began in June 1975. In summary, Project "Pacer Angler" is on schedule in all phases (AGE support, spares support, and aircraft transfer) and is anticipated to not only continue with a high degree of support but improve in the forthcoming three to six months.

## Mobility

The majority of ANG units are tasked to deploy in case of war. To do this rapidly and smoothly plans must be developed to move people and equipment. A computer orientated base automated mobility system (BAMS) has been developed to facilitate this movement.

Throughout the year, units gained experience in BAMS by using a computer to produce equipment lists, mobility rosters and other computer products necessary to maintain currency of the deployment packages. Directly proportional to the experience gained is the reduction in man-hours expended in maintaining the system and the accuracy of the data base contained on the computer tapes. Units are finding the system extremely beneficial in fulfilling their mobility responsibilities.

In February 1976 the first effort to identify ANG support forces against specific wartime tasks was published. This marked a departure from the old method of using the ANG as a manpower pool to fill specific technical specialties as the need arose during wartime. Allied with this effort to depict specific wartime tasks for the ANG combat support forces was the development of unit type codes (UTC) tailored for the Reserve Forces' manpower au-

thorizations. This initial effort included supply, fuels, wing headquarters, weapon system security, civil engineers, aerial port, air transportable clinics, aeromedical evacuation teams and some base augmentation packages.

Major efforts are continuing to: (1) refine these deployment packages; (2) develop deployment packages to cover functional areas not currently specifically tasked, such as Food Service, Personnel, Comptroller, Vehicle Maintenance, etc.; (3) develop new package designed to offer planners flexibility in selecting forces to meet any contingency; (4) realign manpower authorizations so that the peacetime organizations are designed to meet the specific wartime tasks leaving a minimum of residual forces. By identifying functional capabilities rather than individuals to deploy to wartime bases, ANG units are able to pre-select the equipment required to accompany the individuals. This identification of functional capabilities also enables the units to pre-prepare airlift packing lists, load lists and manifests, train individuals to function as a team, identify immunization requirements, determine weapons qualification requirements and task special duty assignments. In addition, preplanning and preparation allows ANG units to further compress the time required to deploy subsequent to federalization. It also ensures that properly trained personnel possessing the proper equipment are available to meet any foreseen contingency.



Members of the 151st Weapons Control FLT, Utah ANG prepare plastics charge during demonstration.





The first of the new A-7Ds are escorted over San Juan, Puerto Rico by F-104, which was phased out in 1976.

## Transportation

The ANG vehicle inventory remains the second largest fleet of vehicles within the Air Force. The fleet consists of 16,046 vehicle authorizations with fifty percent of these authorizations used to support mobility requirements. The total inventory asset posture is comprised of 13,889 assets, valued at \$116,365,663. Overall transportation management of this fleet has been greatly affected by the rapid growth of this vehicle inventory. Implementation of the short vehicle integrated management system (SVIMS) throughout the ANG was completed in FY 1976 and the data derived from this system provides local managers with the necessary information for effective management of the vehicle fleet.

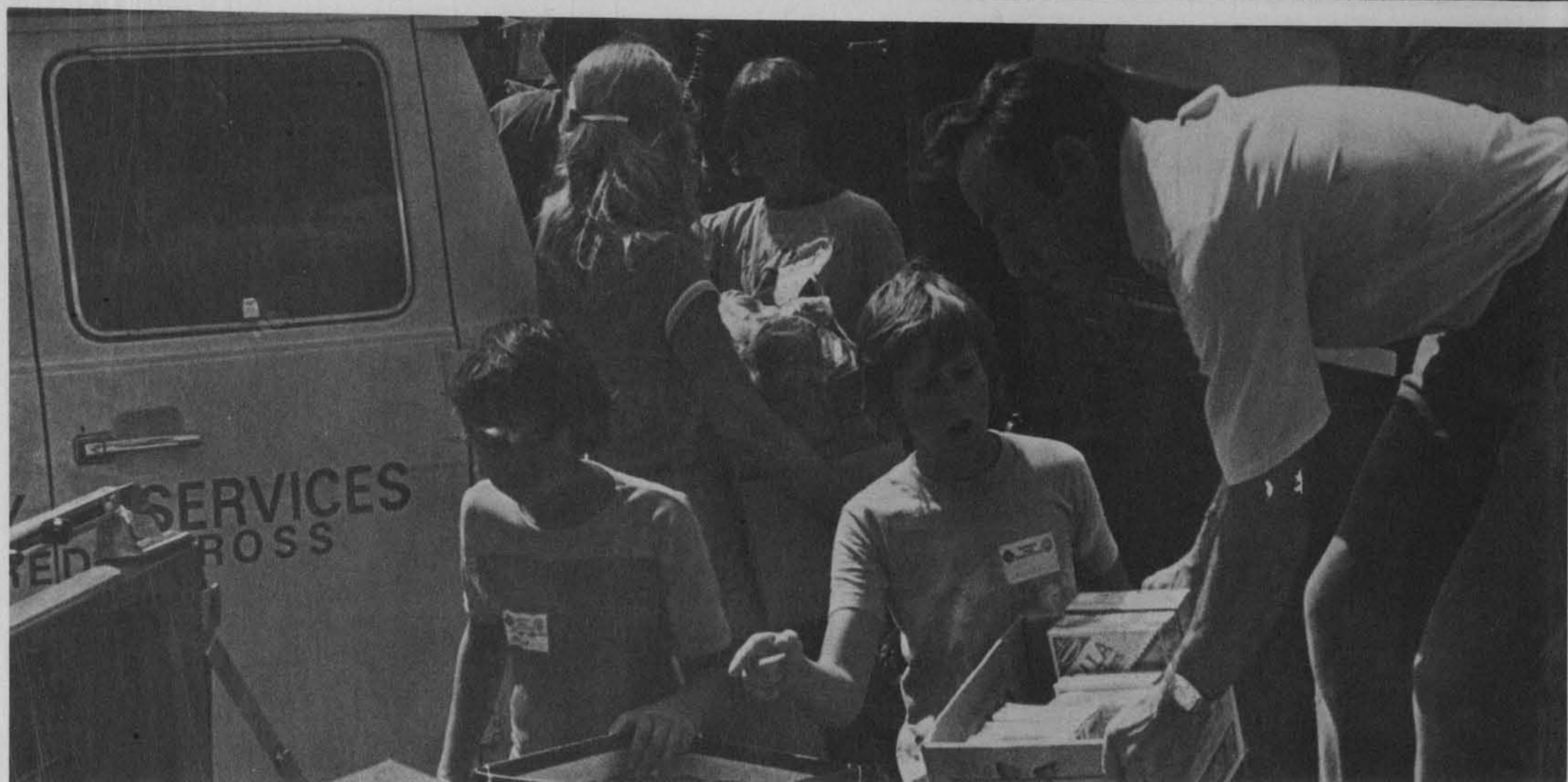
The ANG sponsored project for reclamation and repair of military design vehicles, "Operation Barstow," continued in earnest throughout this period. A total of 912 vehicles have been repaired and shipped by this project primarily to Tactical Control and Combat Communications

units. This project, thus far, has resulted in a net cost avoidance of over 13 million dollars. During this fiscal period \$574,400 was expended toward depot repair of ANG special purpose vehicles through WR-ALC controlled GSA contracts.

Traffic management activity also increased during this period. Tremendous improvements to the ANG participation in the DOD military supply and transportation evaluation procedures (MILSTEP) were made, with intransit data response rates as a specific example. In December of 1975, only 31% of the ANG consignee bases realized adequate response rates. This equated to only 27 of 86 supply accounts reporting adequately. Concerted efforts on the part of base supply accounts have improved consignee response rates to 81 of 86 reporting adequately at the end of this fiscal period.

Hq. MTMC arranged 149 separate military group movements for ANG personnel via commercial means. This involved the transport of 5,424 personnel resulting in a total dollar cost of \$376,721.





Red Cross supplies were airlifted by Colorado ARNG helicopters during flood emergency.

## Civil Engineering

### Military Construction (P 321)

Fiscal years 1976 and TQ saw an increase in the Air National Guard's Military Construction Program (MCANG) authorization from \$31.5 million to \$55.1 million, of which \$39.6 million has been obligated involving 83 projects in 35 states as of 1 October 1976.

Utilizing prior year carryover and uncommitted authorization, an additional \$6.6 million was obligated, involving 14 projects in 13 states, for a total obligation of \$46.2 million for the fiscal year.

A slow commercial construction season resulted in 52 ANG projects, in 28 states having successful bids at less than the programmed amount. Sufficient savings were realized so that an additional ten projects in nine states totaling \$5.6 million were cleared with the Congress for advertising. These totals are included in the figures listed above.

During FY 1976 only one project exceeded the National Guard Bureau's approval authority. This project is currently being submitted to Congressional Committees for reclearance at the increased construction amount.

The FY 1977 Military Construction Program was approved by Congress and provides \$33.9 million for major construction, \$1.3 million for planning and design, and \$2.0 for minor construction. Although this funding level is lower than that received for FY 1976, it is adequate to support current ANG mission requirements provided future funding levels identified in the FYDP are not substantially reduced.

### Minor Construction (P 341)

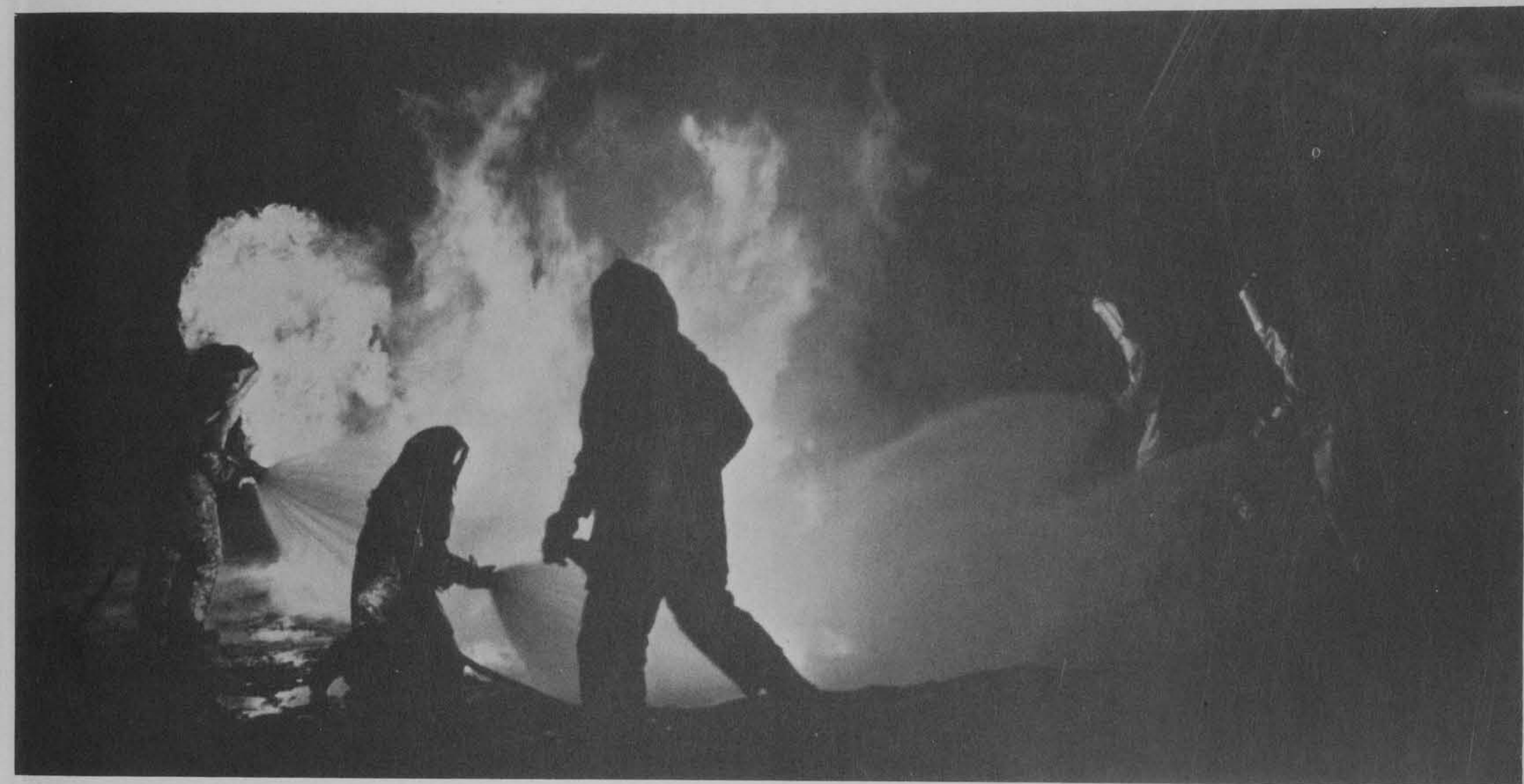
Four million one hundred thousand dollars (\$4,100,000) was allocated for P 341 projects in FY 1976 and TQ. Of this, \$3,417,830 was spent, including \$434,000 from prior year funds. In this program, 55 projects were completed in 24 states, at 34 separate locations.

### Maintenance and Repair (P 449)

Maintenance, Repair, Alteration and Construction projects are accomplished in this program. Alteration and construction projects are limited to \$50,000.

Operations and Maintenance (O&M) projects totaling \$9.9 million were accomplished in FY 1976 and \$5.8 mil-





#### Runner-up — Color/ANG

TSGT Antonio B. Peralta 162nd TFTG, Arizona

lion in FY TQ. This program included a variety of projects for maintenance, repair and alteration of ANG facilities, airfield pavements and utility systems. Projects associated with aircraft conversions, utilities and fuel systems, roofs, energy conservation, pollution control, general facility maintenance, security, safety, fire protection, airfield pavements and emergency repairs comprised the major portion of this program in FY 1976 and FY TQ.

### Real Estate

The total value of real estate administered by the Air National Guard was approximately \$685 million at the close of FY 1976 and through FY TQ. ANG flying units are located on 89 flying bases and 67 non-flying bases. ANG flying units were located on 70 civilian airports, 12 active Air Force bases, three Naval Air Stations and four ANG bases.

### Operations and Maintenance (P 448.02)

The daily operation and maintenance of Air National Guard base facilities is accomplished through O&M agreements between the federal government and the

states. These federal/state cost sharing agreements provide utility, facility maintenance, airport use fees, security guards, etc. The federal share of these costs during FY 1976 totaled \$29.5 million, and \$8.8 million during FY TQ.

### Air National Guard Prime BEEF Teams

During FY 1976, 22 ANG Prime BEEF teams deployed to Tyndall AFB, FL and 31 to Plum Brook, OH for Prime BEEF Mobility Training.

In FY 1976, 120 ANG civil engineering units deployed for Annual Training, with 57 deploying to other ANG bases and 63 deploying to USAF bases, including a limited number of deployments to Alaska, Germany, Azores and Canal Zone.

These deployments provided training not generally available at home station, and enhanced the mobility mission. The training projects, as well as the deployments, were aimed at developing and maintaining a highly skilled, mobile, military engineering force, capable of rapid response to tactical air, special air warfare, and contingency operations worldwide. A double benefit accrued to the Air Force and the Air National Guard from these deployments; read-



iness of the Prime BEEF/RED HORSE units was markedly increased, and the Air Force and Air National Guard saved hundreds of thousands of dollars. The estimated savings in project costs ranged between forty and sixty percent. This savings allowed the completion of projects that would not normally have been accomplished.

In light of the above, the practice of supporting USAF requirements with the highly successful "composite team" continues, due to the availability of volunteers for periods of 30 to 120 days supported by USAF mandays. Deployments were conducted to Eielson AFB, AK (AAC) for priority facility alteration projects; Loring AFB, ME for mission support through re-installation of BAK 12 arresting barriers; Tyndall AFB, FL and Plum Brook, OH (AFCEC) to augment the AFCEC training cadre; and JCS Exercise Brave Shield XIV in Washington State (MAC) to provide landing zone and air operations fire protection.

## Air National Guard RED HORSE Squadron

In FY 1976 both ANG RED HORSE units, 200CES, Camp Perry, OH and 201CEF, Fort Indiantown Gap, PA again deployed the majority of their personnel for training projects. Two small arms ranges were constructed by the 200CES at Travis AFB, CA and Dover AFB, DE.

The 201 CEF completed 80% of the 2½ mile railroad spur extension at Otis AFB, MA. The remaining 20% will be completed during FY 1977. In addition, the 201CEF relocated a BAK 12 aircraft arresting barrier at McChord AFB, WA for the Aerospace Defense Command (ADCOM) to support flying operations of the 25th Air Division.

Both ANG RED HORSE units deployed a portion of their personnel to Rhein-Main AB, Germany in support of priority facility projects (German "Kanteen" and operations building).

As of 30 September 1976, the overall manning of both units was 105% and both units rated C-1.

## Chaplain

During FY 1976 the position of Chaplain for the Air National Guard was established within the Chief of Chaplains Office. The Chaplain for the Air National Guard, physically located in the National Guard Bureau, is responsible for liaison between AF/HC and NGB/CF. As such, he attends the staff meetings of both the Director of the Air National Guard and the Chief of Chaplains.

**Objectives:** to provide the best possible chaplain service for the 93,000 men and women of the ANG, through assigned State Staff and unit chaplains; to focus the concern of the Chief of Chaplains for the quality, training and professionalism of ANG chaplains and chapel managers; to advise both the Chief of Chaplains and the Director of the ANG on relevant chaplain matters; to coordinate on chaplain personnel actions within NGB; and to serve as chaplain to the personnel assigned to NGB.

**Principal Thrust:** to become acquainted personally with ANG commanders and chaplains. To this end the chaplain flew some 73,000 air miles, visited 72 ANG chaplains at their units and/or their congregations, visited 66 ANG and 27 USAF bases, met personally 104 of the 108 assigned chaplains, and presented 21 NGB Certificates of Appreciation to congregations/schools which share their pastors with the ANG.

**Chaplains Assigned:** 108, with five vacancies; net gain of five. Chapel Management Personnel assigned: 93, with 14 vacancies; net gain of three.

**New Regulations:** A revised ANGR 265-1 was published. This, together with a revised AFR 265-8 which has been written to be applicable to the ANG, brings ANG chaplains under virtually the same standards and expectations as USAF chaplains.

**Coordination with Gaining MAJCOMS/HC:** These Command Chaplains bear the major responsibility for the supervision of training, inspection and "support" of ANG chaplain functions. Great care has been exercised by NGB/HC not to usurp the functions of the gaining MAJCOMS/HC but to complement and supplement them. In an effort to maintain frequent contact with all four Com-



Armament troops from the 180th TAC FTR GP, Ohio ANG, prepare to load a "heavy" on an F-100.



mand Chaplains, the chaplain visited HQ TAC three times and HQ MAC twice and provided assistance to MAC/HC in developing their conference for ANG chaplains in October 1975. To acknowledge the gratitude of the NGB to these MAJCOM chaplains, the ANG Meritorious Service Award was presented to the Chiefs, Reserve and ANG Affairs, of both MAC and ADCOM upon their reassignment/retirement.

**ANG Chaplain Workshop:** 70 ANG chaplains attended an ANG Chaplain Workshop in Denver in June 1976 and then participated in the ARPC-sponsored conference for ANG and USAFR chaplains. The focus was upon a theological updating from the Protestant, Catholic and Jewish perspectives, and upon professional development and career planning.

**Pressing Career Problem:** OERs and the promotion of ANG chaplains. The promotion folders and the OERs of ANG chaplains do not compare favorably with those of other Air Reserve Forces chaplains; hence a lower promotion rate, jeopardizing careers and depriving units of effective chaplains. Efforts have been initiated to enhance the training and resulting quality and professionalism of ANG chaplains and to urge ANG commanders to convey through

the OER the most accurate picture possible of the chaplain being rated.

**Publication Initiated:** The first issue of a newsletter for ANG Commanders and Chaplains has been edited in late September 1976. Its purpose is to establish a greater sense of unity among ANG chaplains and also to be a channel of information to both commanders and chaplains for significant actions and changes in the field of the military chaplaincy.

**The Counselling of ANG Chaplains:** Over the past year a pastoral relationship has been established by NGB/HC with many of the assigned State Staff and unit chaplains. Thus, from time to time, in person and often by phone or letter, ANG chaplains have been counseled and assisted from this office in their military careers, their civilian ministries and in their family responsibilities—a good example of the concern for the whole man.

**Pastoral Work Within NGB:** In addition to innumerable pre-counseling contacts with NGB personnel, counseling sessions and answers to specific questions, the Chaplain for the Air National Guard officiated at the burial in Arlington National Cemetery of a civil service employee of NGB and presided at the celebration of two marriages involving NGB personnel.



Best in show — Color/ANG MSG Peter A. Nardone 102nd Tactical Control Sqdn. Rhode Island



# APPENDICES

## Appendix A Chiefs of the National Guard Bureau and Predecessor Organizations

**Chief of  
National Guard Bureau 1933-Present  
Militia Bureau 1916-1933  
Division of Militia Affairs 1908-1916**

Colonel Erasmus M. Weaver .....	1908-1911
Brigadier General Robert K. Evans .....	1911-1912
Major General Albert L. Mills .....	1912-1916
Major General William A. Mann .....	1916-1917
Major General Jessie Mcl. Carter .....	1917-1918
Brigadier General John W. Heavey (Acting) ..	1918-1919
Major General Jessie Mcl. Carter .....	1919-1921
Major General George C. Rickards .....	1921-1925
Major General Creed C. Hammond .....	1925-1929
Colonel Ernest R. Redmond (Acting) .....	1929-1929
Major General William G. Everson .....	1929-1931
Major General George E. Leach .....	1931-1935
Colonel Herold J. Weiler (Acting) .....	1935-1936
Colonel John F. Williams (Acting) .....	1936-1936
Major General Albert H. Blanding .....	1936-1940
Major General John F. Williams .....	1940-1944
Major General John F. Williams (Acting) ....	1944-1946
Major General Butler B. Miltonberger .....	1946-1947
Major General Kenneth F. Cramer .....	1947-1950
Major General Raymond H. Fleming (Acting) ..	1950-1951
Major General Raymond H. Fleming .....	1951-1953
Major General Earl T. Ricks (Acting) .....	1953-1953
Major General Edgar C. Erickson .....	1953-1959
Major General Winston P. Wilson (Acting) ...	1959-1959
Major General Donald W. McGowan .....	1959-1963
Major General Winston P. Wilson .....	1963-1971
Major General Francis S. Greenlief .....	1971-1974
Major General LaVern E. Weber .....	1974-Present

## Appendix B State Adjutants General

Alabama .....	Maj. Gen. Charles A. Rollo
Alaska .....	Maj. Gen. Conrad F. Necrason
Arizona .....	Maj. Gen. John G. Smith, Jr.
Arkansas .....	Maj. Gen. Thomas C. Armstrong
California .....	Maj. Gen. Frank J. Schober, Jr. (CG)
Colorado .....	Brig. Gen. William D. Weller
Connecticut .....	Maj. Gen. John F. Freund
Delaware .....	Maj. Gen. Clarence E. Atkinson
Dist. of Col. ...	Maj. Gen. Cunningham C. Bryant (CG)
Florida .....	Maj. Gen. Kennedy C. Bullard
Georgia .....	Maj. Gen. Billy M. Jones
Hawaii .....	Maj. Gen. Valentine A. Siefermann
Idaho .....	Maj. Gen. James S. Brooks
Illinois .....	Maj. Gen. Harold R. Patton
Indiana .....	Maj. Gen. Alfred F. Ahner
Iowa .....	Maj. Gen. Joseph G. May
Kansas .....	Maj. Gen. Edward R. Fry
Kentucky .....	Maj. Gen. Richard L. Frymire, Jr.
Louisiana .....	Maj. Gen. O'Neil J. Daigle, Jr.
Maine .....	Maj. Gen. Paul R. Day
Maryland .....	Maj. Gen. Edwin Warfield III
Massachusetts .....	Maj. Gen. Vahan Vartanian
Michigan .....	Maj. Gen. John A. Johnston
Minnesota .....	Brig. Gen. James G. Sieben
Mississippi .....	Maj. Gen. Glenn D. Walker
Missouri .....	Maj. Gen. Charles M. Kiefner
Montana .....	Maj. Gen. John J. Womack
Nebraska .....	Maj. Gen. Francis L. Winner
Nevada .....	Maj. Gen. Floyd L. Edsall
New Hampshire .....	Maj. Gen. John Blatsos
New Jersey .....	Maj. Gen. Wilfred C. Menard, Jr. (CofS)
New Mexico .....	Maj. Gen. Franklin E. Miles
New York .....	Maj. Gen. Vito J. Castellano (CofS)
North Carolina .....	Maj. Gen. Clarence B. Shimer
North Dakota .....	Maj. Gen. Charles E. Murry
Ohio .....	Maj. Gen. James C. Clem
Oklahoma .....	Maj. Gen. John Coffey, Jr.
Oregon .....	Maj. Gen. Richard A. Miller
Pennsylvania .....	Maj. Gen. Harry J. Mier, Jr.
Puerto Rico .....	Maj. Gen. Salvador M. Padilla
Rhode Island .....	Maj. Gen. Leonard Holland (CG)
South Carolina .....	Maj. Gen. Robert L. McCrady
South Dakota .....	Maj. Gen. Duane L. Corning
Tennessee .....	Maj. Gen. Carl D. Wallace
Texas .....	Maj. Gen. Thomas S. Bishop
Utah .....	Maj. Gen. Maurice L. Watts
Vermont .....	Maj. Gen. Reginald M. Cram
Virginia .....	Maj. Gen. William J. McCaddin
Washington .....	Maj. Gen. Howard S. McGee
West Virginia .....	Maj. Gen. Jack W. Blair
Wisconsin .....	Maj. Gen. James J. Lison, Jr.
Wyoming .....	Maj. Gen. James L. Spence
Virgin Islands .....	Col. Joe E. Burke



## Appendix C

### United States Property and Fiscal Officers

Alabama	Col. Herman A. Price, Jr.
Alaska	Col. Dempsey A. Anderson
Arizona	Col. Norman L. Erb
Arkansas	Col. Lavaun M. James
California	Col. Theodore M. Robinson
Colorado	Col. Harold L. Wright
Connecticut	LTC Joseph A. Whelton
Delaware	Col. Ignatius DeCicco
Dist. of Col.	Col. Leonard F. Bergstrom
Florida	Col. William H. Pruitt
Georgia	Col. George W. Roberts
Hawaii	LTC Daniel K. C. Au
Idaho	Col. L. Everett Morrison
Illinois	Col. Thomas B. Bishop
Indiana	Col. John N. Owens
Iowa	Col. Arnold E. Harjehausen
Kansas	Col. Clayton H. Bowman
Kentucky	Col. Edward H. Milburn
Louisiana	Col. Henry J. Lala
Maine	Col. Calvin E. Nichols
Maryland	Col. Irvin E. Ebaugh
Massachusetts	Col. Joseph M. Ambrose
Michigan	Col. Ralph C. Phillips
Minnesota	Col. Edward R. Kiefer
Mississippi	Col. Robert M. Dent, Jr.
Missouri	Col. William E. Hasler
Montana	LTC Peter Tyanich
Nebraska	Col. Harold S. Sherman
Nevada	Col. Willis L. Garretson
New Hampshire	Col. Chester E. Marchut
New Jersey	Col. George W. Zalmas
New Mexico	Col. Antonio M. Martinez
New York	Col. Donald V. Holsclaw
North Carolina	Col. William P. Keeton, Jr.
North Dakota	LTC Raymond J. Bohn
Ohio	Col. Thomas S. Farrell
Oklahoma	Col. William R. Wilson
Oregon	Col. John G. Yeager
Pennsylvania	LTC Richard H. Houser
Puerto Rico	Col. Tulio L. Diaz-Ramirez
Rhode Island	Col. Lynwood F. Hoxsie
South Carolina	Col. James C. Dozier
South Dakota	LTC Edward P. Rowen
Tennessee	Col. Herschel C. Fox
Texas	Col. Vernon M. Scofield
Utah	Col. Morgan G. Higham
Vermont	Col. Burton A. Paquin
Virginia	Col. Charles R. Bradford
Washington	Col. Val E. McCreary
West Virginia	Col. Zane H. Summers
Wisconsin	Col. John M. Spaulding
Wyoming	Col. William A. Maxwell
Virgin Islands	LTC Lionel A. Jackson

## Appendix D

### Military Personnel on Duty in the National Guard Bureau

**Weber, LaVern E.**, Major General, ARNG, Chief,  
National Guard Bureau  
**Neitz, Robert H.**, Colonel, ANG, Executive  
**Brewer, Franklin L.**, Major, ARNG,  
Office of Public Affairs  
**Edler, Anthony L.**, Major, USAF,  
Office of Policy and Liaison  
**Gibson, Robert A.**, Captain, USAF,  
Office of Public Affairs  
**McGill, Douglas J.**, Colonel, ANG,  
Office of Policy and Liaison  
**Olson, Ralph E.**, Captain, USAF, Office of Legal Advisor  
**Sewell, George Q.**, Captain, USAF,  
Office of Legal Advisor  
**Shaw, Edward S.**, Major, ANG, Office of Public Affairs  
**Temple, Herbert R., Jr.**, Colonel, ARNG, Chief,  
Office of Policy and Liaison  
**Watson, Henry G.**, Colonel, USA, Deputy Special  
Assistance for Equal Opportunity  
**Wolf, Andrew G.**, Colonel, ARNG, Chief,  
Office of Public Affairs

### Director, Army National Guard

**Ott, Charles A., Jr.**, Major General, ARNG, Director,  
Army National Guard  
**Jelinek, Joseph R.**, Brigadier General, ARNG,  
Deputy Director, Army National Guard  
**Hendrix, Jamie R.**, Colonel, USA, Executive  
**Amidon, Bert C.**, LTC, USA, Operations and  
Training Staff Officer  
**Avant, Thomas L.**, LTC, USA, Chief,  
Organization and Training Division  
**Barton, Carol B.**, LTC, ARNG, Personnel Division  
**Blevins, Dean S.**, LTC, USA, Organization and  
Training Division  
**Bohannon, Melvin L.**, Major, USA, Personnel Division  
**Coffey, William T.**, Colonel, ARNG, Chief,  
Organization and Training Division  
**Daniels, John R.**, Colonel, USA, The Army Surgeon  
**Dolan, Edmund J.**, LTC, USA, Army Aviation  
**Freeman, John R.**, LTC, ARNG, Chief,  
Material Branch, Logistics Division  
**Gereski, John T.**, LTC, ARNG, Organization and  
Training Division  
**Glashan, Rolfe A.**, LTC, ARNG, Chief, Facilities and  
Requirements Branch, Installations Division  
**Gray, Franklin M.**, Major, ARNG, Comptroller Division  
**Henderson, Charles F.**, LTC, ARNG, Chief,  
Officers Branch, Personnel Division  
**Hillen, John F., Jr.**, LTC, USA, Chief, Enlisted and  
Special Activities Branch, Personnel Division  
**Jaffe, Stephen G.**, LTC, USA, Comptroller Division



**Kauffman, Robert R.**, Major, USA, Personnel Division  
**Keeling, John O., Jr.**, Colonel, ARNG, Chief,  
Logistics Division

**Kiely, John W.**, Colonel, USA, Chief,  
Comptroller Division

**Sammons, Anthony J., Jr.**, LTC, ARNG, Chief, Force  
Structure and Program Branch, Organization and  
Training Division

**Sawey, James W.**, Colonel, USA, Chief,  
Personnel Division

**Silva, Warren R.**, LTC, USA, Army Aviation

**Statler, James B.**, LTC, USA, Organization and  
Training Division

**Winkler, Jack L.**, LTC, ARNG, Chief, Programs and  
Readiness Branch, Logistics Division

**Zimmer, Lyle D.**, LTC, ARNG, Chief, Technician  
Manpower and Program Branch, Personnel Division

### **Director, Air National Guard**

**Pesch, John J.**, Major General, ANG, Director,  
Air National Guard

**Guice, John T.**, Brigadier General, ANG,  
Deputy Director, Air National Guard

**Muir, Willis D.**, Colonel, ANG, Executive

**Price, John C.**, LTC, USAF, Assistant Executive

**Adams, Thomas R.**, LTC, USAF Logistics Division

**Bavera, Barbara**, Captain, USAF, Personnel Division

**Beck, Jerry E.**, Major, ANG, Chief, Administrative  
Branch, Plans & Operations Division

**Bennett, James B.**, Colonel, USAF, Deputy Chief,  
Programs and Resources Division

**Brendel, Wayne R.**, LTC, ANG, Plans and  
Operations Division

**Browning, Richard R., III**, Captain, USAF,  
Logistics Division

**Bunting, Alfred P.**, LTC, ANG, Chief, Manpower &  
Organization Branch, Programs & Resources Division

**Cain, Edward M.**, Captain, USAF,  
Civil Engineering Division

**Carter, Ronald K.**, Major, USAF, Logistics Division

**Chapman, Samuel B.**, LTC, USAF,  
Office of the Air Surgeon

**Chrisjohn, Robert G.**, Major, ANG, Plans and  
Operations Division

**Cobb, Billy J.**, LTC, USAF, Plans and  
Operations Division

**Conrad, Glen P.**, LTC, ANG, Comptroller Division

**Corea, Anthony N.**, Major, USAF, Comptroller Division

**Cram, Donald L.**, Major, ANG, Plans and  
Operations Division

**Curtis, Arthur W.**, Major, USAF, Logistics Division

**Dean, John L.**, LTC, ANG, Chief, Accounting and  
Finance Branch, Comptroller Division

**DeFranco, Carl P.**, Major, USAF, Communications-  
Electronics & Met. Division

**Deneke, William L.**, Colonel, ANG, Chief,  
Civil Engineering Division

**Denman, Harold R.**, Major, ANG, Logistics Division

**Dorwalt, Richard H.**, LTC, USAF, Chief, Budget Branch,  
Comptroller Division

**Emmons, Charles F.**, LTC, USAF, Chief, Programs  
Branch, Programs & Resources Division

**Feltes, Lorentz A.**, Major, ANG, Comptroller Division

**Fincannon, Arthur D.**, LTC, ANG, Chief, Airlift Section,  
Plans and Operations Division

**Gagnon, Raymond L.**, Colonel, ANG,  
Civil Engineering Division

**Gilbert, Charles B.**, LTC, USAF, Logistics Division

**Grey, James H.**, Major, USAF,  
Office of Aerospace Safety

**Goudeau, James F.**, LTC, USAF, Chief, Operations,  
Maintenance and Real Property Branch,  
Civil Engineering Division

**Halt, Charles I.**, Major, USAF, Logistics Division

**Hamilton, Ernest V.**, SMS, USAF, Programs and  
Resources Division

**Hane, Edward P., Jr.**, LTC, ANG, Communications-  
Electronics and Met. Division

**Hanner, Larry F.**, Major, USAF, Logistics Division

**Hawthorne, John C.**, LTC, ANG, Personnel Division

**Henderson, Jesse J.**, LTC, ANG,  
Office of Aerospace Safety

**Hicks, Kenneth R.**, Major, USAF, Comptroller Division

**Hostetler, Richard O.**, Captain, ANG, Personnel Division

**Ison, Maurice G.**, Captain, ANG, Programs and  
Resources Division

**Johnson, Bernard L.**, LTC, USAF, Chief, Fighter  
Section, Plans and Operations Division

**Johnson, Clarence C., Jr.**, Major, USAF,  
Personnel Division

**Joy, Austin F.**, Colonel, ANG, Chief, Logistics Division

**Kilkenny, Gustave W.**, Major, USAF, Chief, Personnel  
Training Branch, Personnel Division

**Lednak, John P.**, LTC, ANG, Civil Engineering Division

**Lewis, Edward L.**, Colonel, ANG, Chief,  
Comptroller Division

**Long, Richard W.**, Major, ANG, Logistics Division

**May, Harold D.**, Major, USAF, Personnel Division

**McMerty, John F.**, Major, ANG, Programs and  
Resources Division



## Appendix E

### Trophies and Awards

**Moore, Clyde A., Jr.**, Major, USAF, Logistics Division  
**Morris, James K.**, LTC, USAF, Plans and Operations Division  
**Moss, Richard E.**, LTC, ANG, Deputy Chief, Personnel Division  
**Moss, Wayne D.**, Major, USAF, Chief, Personnel Procurement Branch, Personnel Division  
**Pombrio, Richard C.**, LTC, USAF, Logistics Division  
**Richwine, Barton W., Jr.**, Major, USAF, Logistics Division  
**Roark, Bob**, Colonel, USAF, Chief, Programs and Resources Division  
**Roberson, Larry L.**, Captain, USAF, Logistics Division  
**Roberts, John R.**, LTC, USAF, Plans and Operations Division  
**Sawhill, Robert R., Jr.**, Colonel, USAF, Chief, Office of Aerospace Safety  
**Sheads, Harold C., Jr.**, Major, ANG, Plans and Operations Division  
**Smith, Pinckney B.**, LTC, ANG, Chief, Operations Support Section, Plans and Operations Division  
**Sowerby, John H.**, LTC, ANG, Civil Engineering Division  
**Stallings, Malcolm O., Jr.**, Major, USAF, Programs and Resources Division  
**Stevens, Robert E.**, Colonel, USAF, Chief, Personnel Division  
**Thomas, James G.**, Major, USAF, Plans and Operations Division  
**Thompson, Raymond E.**, LTC, USAF, Chief, Construction Engineering Branch, Civil Engineering Division  
**Tollefson, Harold R.**, Major, ANG, Logistics Division  
**Townsend, Johnnie F.**, LTC, USAF, Programs & Resources Division  
**Waddell, Ralph D., Jr.**, Colonel, USAF, Chief, Plans and Operations Division  
**Walters, Roger W.**, Major, USAF, Civil Engineering Division  
**Weaver, James D.**, Colonel, USAF, The Air Surgeon  
**Whittlinger, Gary E.**, Major, USAF, Logistics Division  
**Zemple, Charles J.**, Colonel, USAF, Chief, Communications-Electronics and Met. Division  
**Zern, Richard A.**, Major, USAF, Communications-Electronics and Met. Division

### Army National Guard

**The Army National Guard Superior Unit Award.** This certificate award is presented annually by Chief, National Guard Bureau to Army National Guard units, at the company, battery, troop or detachment level, which have demonstrated a high degree of performance and have been rated "Superior" for the previous training year. Units are required to attain established Department of the Army minimum standards in the measurable areas of personnel strength and MOS qualification, training progression and satisfactory performance during the Annual General Inspection.

**Eisenhower Trophy.** This trophy, named in honor of General Dwight D. Eisenhower, is a bronze cup permanently on display in the National Guard Association Memorial in Washington, DC. Identical cups are awarded each year to the outstanding company-size unit in each state, the District of Columbia, the Commonwealth of Puerto Rico and the Virgin Islands. The trophies are rotated annually within each state with the winners receiving one-half scale replicas for permanent retention. Names of winning units are also inscribed on a parchment folio in the National Guard Association Memorial. Announcement of winning units is made annually in NGB Official Bulletins.

**The National Guard Award for Efficiency in Maintenance.** The National Guard Bureau Award for Efficiency in Maintenance is awarded to the Army National Guard company-size unit in each state that achieves the highest degree of efficiency during the fiscal year in maintenance of material and maintenance management. National Guard Bureau certificate award is issued by the Chief, National Guard Bureau, to the respective State Adjutant General for presentation to the winning unit at a suitable ceremony during the Annual Training period following the inspection.

**The Erickson Trophy.** This trophy is named for Major General Edgar C. Erickson who served as Chief of the National Guard Bureau from 1953 to 1959. It is awarded annually to the distinguished graduate of each of the Officer Candidate courses conducted by the US Army Infantry School and the US Army Artillery and Missile School and the distinguished graduate of each of the State Officer Candidate Schools. The original Erickson Trophy, a replica of the "Sons of Liberty" bowl made by Paul Revere, is permanently displayed in the Milton A. Reckord Lounge at the National Guard



Association Memorial, Washington, DC. Each distinguished graduate receives a smaller facsimile of the trophy. Additionally, the names of the recipients are permanently recorded on parchment displayed with the original trophy.

**Association of the United States Army Award.** This award consists of a plaque awarded to the graduate of each State Officer Candidate School who demonstrates the highest standards of leadership while participating in the program. Leadership criteria for this award are established by each school. The plaques are provided by the Association of the United States Army.

**Armor Leadership Award.** The Armor Leadership Award is a plaque awarded on an annual basis by the Commander, US Army Training & Doctrine Command, to outstanding Army National Guard tank companies, armored cavalry troops and similar sized units of armor designation. The plaque is rotated within each state until all the inscription spaces provided thereon are filled with the unit designations of the annual winners.

**The Milton A. Reckord, Outstanding Battalion/Squadron Award.** The award is named in honor of Major General Milton A. Reckord, and is the most prestigious award within the Army National Guard. The award is a rotating trophy presented each year to the outstanding battalion/squadron in each Army Readiness Region (ARR). It is presented at the NGAUS General Conference. The original trophy remains in the custody of the winning battalion for one year or until called for by the NGAUS. The designation of the winning battalion is engraved on the trophy and a replica of the trophy will be presented to the battalion for permanent possession.

**National Rifle Association (NRA) Tournament Trophy and Awards.** The NRA Tournament is conducted under the overall direction of the State Adjutant General utilizing NRA rules. In 1974 the NRA Tournament was changed. As a way of exposing a larger number of potential Guardsmen to the shooting program, team entries now consist of two Guardsmen and two teenage civilians who are potential members of the Guard. The NRA Trophy is awarded annually to the NG team attaining the highest score and announcement of the winners is made annually in the NGB Official Bulletin.

**Itschner Award.** This award is presented to the most outstanding Army National Guard Engineer Company. The intent of the award, named after former Chief of

Engineers, LTG Emerson C. Itschner, is to promote leadership in junior engineer officers and to foster "esprit" in company size engineer units. The award was first presented in 1974.

**Keith L. Ware Awards for Excellence in Newspapers, Radio and Television.** The annual Army awards are named in memory of Major General Keith L. Ware, former Chief of Information, Department of the Army, who was killed in Vietnam in 1968 while commanding the 1st Infantry Division. The purpose of the award is to stimulate excellence among authorized Army and civilian enterprise newspapers and news magazines, the Army radio and television programs. Two Army Guard units earned recognition in this Army-wide competition by tying for third place in the "Magazine Format-Print Media" category; "Virginia Guardpost," VA ARNG; "Sho-Me Sentinel," MO ARNG.

**Department of Defense Thomas Jefferson Awards Contest.** First place winners in the various service media contests compete at Department of Defense level. Statuettes of Thomas Jefferson are presented to the winning activities and to the individual who contributed the most toward each winning entry.

**National Guard Association Trophy, Pershing Trophy, and National Guard (State) Trophy.** These awards are presented as a result of annual marksmanship qualification competition with assigned individual weapons based on the highest figure of merit attained by Army National Guard units. The National Guard Association Trophy is awarded annually to the unit attaining the highest figure of merit of all competing teams. The Pershing Trophy is awarded annually to the unit attaining the highest figure of merit in each Army Area. The National Guard (state) Trophy is awarded annually to the unit attaining the highest figure of merit in each state. Winners of the above trophies are published annually in National Guard Bureau official bulletins.

**Chief, National Guard Bureau Annual Indoor Rifle and Pistol Tournament Trophies and Awards.** Marksmanship competition for these trophies and awards is conducted in three separate indoor .22 caliber rifle and pistol postal matches. The matches are sponsored jointly by Chief, National Guard Bureau and the National Rifle Association of America and consist of Individual Match, Unit (company level) Team Match and Battalion (or equivalent level) Team Match with each weapon. The winning unit team receives the trophy plaque which is



rotated annually to subsequent team winners. The name of winning units are permanently inscribed on the plaques. The complete list of winners is published in NGB Official Bulletin FY 1976.

## Air National Guard

**Spaatz Trophy.** This trophy, named for General Carl Spaatz, former Chief of Staff of the United States Air Force, is awarded by the National Guard Association each year to the most outstanding Air National Guard flying group. It remains in permanent possession of the winning unit. Units are judged on the basis of their tactical, technical, administrative, logistical efficiency, aircrew readiness, readiness of other than aircrew personnel, operational readiness of aircraft and flying safety program. The trophy is a large silver globe on a silver base. The FY 1976 recipient is: 161st Air Refueling Group, Arizona ANG.

**ANG Distinguished Flying Unit Plaques.** These plaques are awarded by the National Guard Association each year to the next five flying groups adjudged most operationally ready in Spaatz Trophy competition.

- 119th Fighter Interceptor Group, North Dakota ANG;
- 142nd Fighter Interceptor Group, Oregon ANG;
- 133rd Tactical Airlift Wing, Minnesota ANG;
- 186th Tactical Recon Group, Mississippi ANG;
- 181st Tactical Fighter Group, Indiana ANG.

**Communications and Electronics Trophy.** This large silver globe, mounted on a silver base, is awarded by the National Guard Association each year to the C&E unit adjudged most operationally ready. The trophy is permanently retained by the winning unit. The FY 1976 winner is: 299th Communications Flight, Utah ANG.

**ANG Distinguished CEM Unit Plaque.** These large distinctive plaques are awarded by the National Guard Association each year, one to the runner up C&E unit, one to the most outstanding weather unit, and one to the most outstanding communications flight (support).

Runner-up C&E Unit—235th Air Traffic Control Flight, Indiana ANG.

Outstanding Communications Flight—145th Communication Flight, North Carolina ANG.

Outstanding Weather Unit—156th Weather Flight, North Carolina ANG.

**Air Force Association Outstanding Unit Trophy.** This trophy is awarded yearly on a rotating basis to the most

outstanding Air National Guard flying group (winner of the Spaatz Trophy). The trophy is a large bowl upon which is engraved the name of each winning unit. The 161st Air Refueling Group, Arizona ANG, is the FY 1976 winner.

**Winston P. Wilson Trophy.** This trophy is named for Major General Winston P. Wilson, former Chief, National Guard Bureau. This trophy is a large silver urn, surmounted by an American Eagle and engraved with the inscription: "The Winston P. Wilson Trophy, awarded to the most operationally ready jet-engine equipped fighter/reconnaissance group." FY 1976 winner is 120th Fighter Interceptor Group, Montana ANG.

**William W. Spruance Safety Award.** In December 1975, the National Guard Bureau announced the establishment of the William W. Spruance Safety Award, named in honor of Delaware's Brigadier General (Retired) William W. Spruance, former Assistant Adjutant General for Air, Delaware Air National Guard. Air National Guard units throughout the nation compete for this award which is presented annually to the unit which is judged to have contributed most significantly toward accident prevention. The first award was presented at the 98th General Conference of the National Guard Association of the United States. The first winner of the award was the 149th Tactical Fighter Group, Texas ANG.

**Earl T. Ricks Memorial Trophy.** The Ricks Trophy is awarded by the Air Force Association to the most outstanding Air National Guard aircrew. The selection is based on the most significant achievement by an aircrew or aircrew member coping with an inflight emergency during the year. The trophy is a large silver replica of the Washington Monument, surmounted by a bronze jet airplane on a silver base. Miniature replicas of the trophy are retained permanently by the winning unit and aircrew.

1st Lt. Thomas R. Gorman, 102nd Fighter Interceptor Group, Massachusetts ANG, was the 1976 recipient.



# Appendix F

## ARNG Tables

**Table 1—Army National Guard Strength  
FY 1951-FY 1976 and TQ**

	YEAR END			AVERAGE		
	Aggregate	Officer	Enlisted	Aggregate	Officer	Enlisted
1951 .....	226,785	24,142	202,643	257,532	26,155	231,377
1956 .....	404,403	34,899	369,504	380,242	34,550	345,692
1961 .....	393,807	36,245	357,562	402,925	36,584	366,341
1966 .....	420,924	33,764	387,160	409,052	34,453	374,599
1971 .....	402,175	30,263	371,912	400,842	29,590	371,252
1972 .....	387,539	32,821	354,718	386,528	31,380	355,148
1973 .....	385,600	33,863	351,737	388,025	33,725	354,300
1974 .....	410,682	34,486	376,196	399,962	34,538	365,424
1975 .....	401,981	33,821	368,160	402,488	34,110	368,378
1976 .....	375,706	34,325	341,381	390,540	33,958	356,582
TQ .....	376,141	34,145	341,996	375,029	34,234	340,795

**Table 2—Reserve Officer Personnel Act (ROPA)  
FY 1975**

	Grade	Number Considered	Number Selected	Percent Selected
(Note 1)	1LT to CPT	1481	1141	77.0
(1st Bd)	CPT to MAJ	797	516	64.5
(2d Bd)	CPT to MAJ	829	429	51.7
	MAJ to LTC	324	161	49.7
(Note 2)	LTC to COL	655	296	45.1

### FY 1976

	1LT to CPT	974	873	90.0
	CPT to MAJ	1024	623	60.8
	MAJ to LTC	310	186	60.0
(Note 2)	LTC to COL	705	270	38.3

Note 1: Figures include 2 boards held at Hq, 1st Army.

Note 2: Selection based on best qualified to fill existing or anticipated vacancies in the Reserve of the Army. For this reason, selection rates will remain at low levels and fluctuate from year to year.

**Table 3—  
Enlisted Personnel Procurement  
FY 1976**

Enlisted in FY 1976 to take ADT .....	43,864
Veterans .....	37,910
Obligors .....	13,412
Transferred from Inactive National Guard .....	302
Enlisted from Other Reserve Forces .....	2,879
Reenlistments .....	10,114
<b>TOTAL GAINS .....</b>	<b>108,481</b>
<b>TOTAL LOSSES .....</b>	<b>135,260</b>

**Table 4—  
Line of Duty Determinations ARNG  
Fiscal Year 1976**

Type of Action	
Formal Investigations (other than death) .....	552
In Line of Duty .....	406
Not in Line of Duty—Not Misconduct .....	68
Not in Line of Duty—Misconduct .....	56
Returned as Unnecessary .....	22
Death Cases (No Determination made) .....	32
Informal Investigation .....	4,698
<b>TOTAL .....</b>	<b>5,282</b>



**Table 5—  
Line of Duty Determinations ARNG  
Fiscal Year 1976**

Type of Action	
Formal Investigations (other than death) .....	215
In Line of Duty .....	166
Not in Line of Duty — Not Misconduct .....	41
Not in Line of Duty — Misconduct .....	5
Returned as Unnecessary .....	3
Death Cases (No Determination made) .....	19
Informal Investigation .....	2,420
TOTAL .....	2,654

**Table 6—  
Source of Second Lieutenants  
Fiscal Year 1976**

Officer Candidate Schools:	
Regular .....	0
Special .....	242
State .....	1,258
TOTAL .....	1,500

**Table 7—  
Army Surgeon Strength  
as of 30 September 1976**

BRANCH	AUTH	ASGD
MC .....	1,210	863
MSC .....	1,036	970
DC .....	176	130
ANC .....	630	254
AMSC .....	8	5
VC .....	7	3
PA's .....	268	12
Enl Pers .....	15,814	13,733

**Table 8—  
Medical Examinations Reviewed  
Fiscal Year 1976**

Federal Recognition and/or Retention .....	10,988
Annuals (Periodics) .....	9,460
Attendance at Schools .....	2,299
Line of Duty .....	131
Medical Waivers .....	84
Enl Med Cases Review for ARP-E .....	1,869
Flight Physicals: .....	9,000
Class II .....	4,500
Annual .....	1,500
Class III .....	3,000
TOTAL .....	9,000
OVERALL TOTAL .....	33,831

**Table 9—**

5	Infantry Divisions
1	Mechanized Infantry Division
2	Armored Divisions
18	Separate Brigades
2	Divisional Brigades
3	Armored Cavalry Regiments
2	Special Forces Groups
136	Separate Battalions
965	Company and Detachment size units

**Table 10—  
Construction Requirements and Costs  
(Includes new construction, additions, and alterations)**

	No Proj	\$Million
Armory .....	658	328
Non-Armory .....	188	69
(less training facilities)		
Training Facilities .....	215	124
Planning & Minor Construction .....		91
	1,061	612

**Table 11—  
Total Facilities Needed to Adequately  
House and Train ARNG  
(and for which National Guard  
has construction responsibility)**

Armory .....	2,740
Non-Armory .....	1,071
State Operated Camps .....	257
Semiactive Army Camps .....	2
	4,070



**Table 12—**

**State Operated Installations**

**ALABAMA**

Montgomery  
(Montgomery)

**ALASKA**

Camp Carroll (Anchorage)

**ARIZONA**

Phoenix (Papago Park)

**ARKANSAS**

Camp Robinson  
(No. Little Rock)

**CALIFORNIA**

Camp San Luis Obispo  
(San Luis Obispo)

Camp Roberts  
(Paso Robles)

Fort Irwin (Barstow)

**COLORADO**

Camp George West  
(Golden)

**CONNECTICUT**

Camp Hartell  
(Windsor Locks)

Camp Grasso (Niantic)  
Stone's Ranch (E. Lyme)

**DELAWARE**

Bethany Beach (Rehoboth)  
New Castle (New Castle)

**DIST. OF COLUMBIA**

Camp Simms

**FLORIDA**

Camp Blanding (Starke)

**GEORGIA**

Porton Fort Stewart  
(Hinesville)

**IDAHO**

Camp Farragut  
(Coeur d'Alene)

**ILLINOIS**

Camp Lincoln (Springfield)  
Camp Logan (Zion)

**INDIANA**

Atterbury Res For Tng  
Area (Edinburg)

**IOWA**

Camp Dodge  
(Des Moines)

**KANSAS**

Nickell Barracks (Salina)

**KENTUCKY**

Boone NG Center  
(Frankfort)

**LOUISIANA**

Camp Beauregard  
(Pineville)

Camp Livingston  
(Pineville)

Camp Villere (Slidell)  
Jackson Barracks  
(New Orleans)

**MAINE**

Camp Keyes (Augusta)

**MARYLAND**

Gunpowder Target Range  
(Glen Arm)  
State Mil. Reservation  
(Havre de Grace)

**MASSACHUSETTS**

Camp Curtis Guild  
(Wakefield)  
Camp Edwards (Bourne)

**MICHIGAN**

Camp Grayling (Grayling)  
Custer RFT Area  
(Battle Creek)

**MINNESOTA**

Camp Ripley (Little Falls)

**MISSISSIPPI**

Camp McCain (Grenada)  
Camp Shelby  
(Hattiesburg)

**MISSOURI**

Camp Clark  
Fort Crowder

**MONTANA**

Fort Wm. H. Harrison  
(Helena)

**NEBRASKA**

Camp Ashland (Ashland)



**NEVADA**

Stead Trng Fac (Reno)

**NEW HAMPSHIRE**

Camp La Bonte SMR  
(Concord)

**NEW JERSEY**

Sea Girt (Sea Girt)

**NEW MEXICO**

Dona Ana Range  
(Ft. Bliss, TX)

**NEW YORK**

Camp Smith (Peekskill)

**NORTH CAROLINA**

Camp Butner (Butner)

**NORTH DAKOTA**

Camp G. C. Grafton  
(Devils Lake)  
Fraine Barracks  
(Bismarck)

**OHIO**

Camp Perry (Port Clinton)

**OKLAHOMA**

Camp Gruber (Muskogee)

**OREGON**

Camp Adair (Corvallis)  
Camp Rilea (Astoria)  
Camp Withycombe  
(Clackamas)

**PUERTO RICO**

Salinas Trng Area  
(Salinas)

**RHODE ISLAND**

Camp Varnum  
(Narragansett)

**SOUTH CAROLINA**

Former Charleston Army  
Depot (Charleston)

**SOUTH DAKOTA**

Camp Rapid (Rapid City)

**TENNESSEE**

Smyrna  
(Former Sewart AFB)  
Catoosa Range, GA  
(Ft. Oglethorpe)

**TEXAS**

Camp Barkeley (Abilene)  
Camp Bowie (Brownwood)  
Camp Bullis (San Antonio)  
Camp Mabry (Austin)  
Camp Maxey (Paris)  
Camp Swift (Bastrop)  
Eagle Mt. Lake (Newark)  
Former Ft. Wolters  
(Mineral Wells)

**UTAH**

Camp W. G. Williams  
(Lehi)

**VERMONT**

Camp Johnson  
(Burlington)

**VIRGINIA**

State Mil. Reservation  
(Va. Beach)

**WASHINGTON**

Camp Murray (Tacoma)

**WEST VIRGINIA**

Camp Dawson  
(Kingwood)

**WISCONSIN**

Camp Williams (Tomah)  
Camp Wismer (Hayward)

**WYOMING**

Camp Guernsey  
(Guernsey)



Table 12—  
Chart Number 1

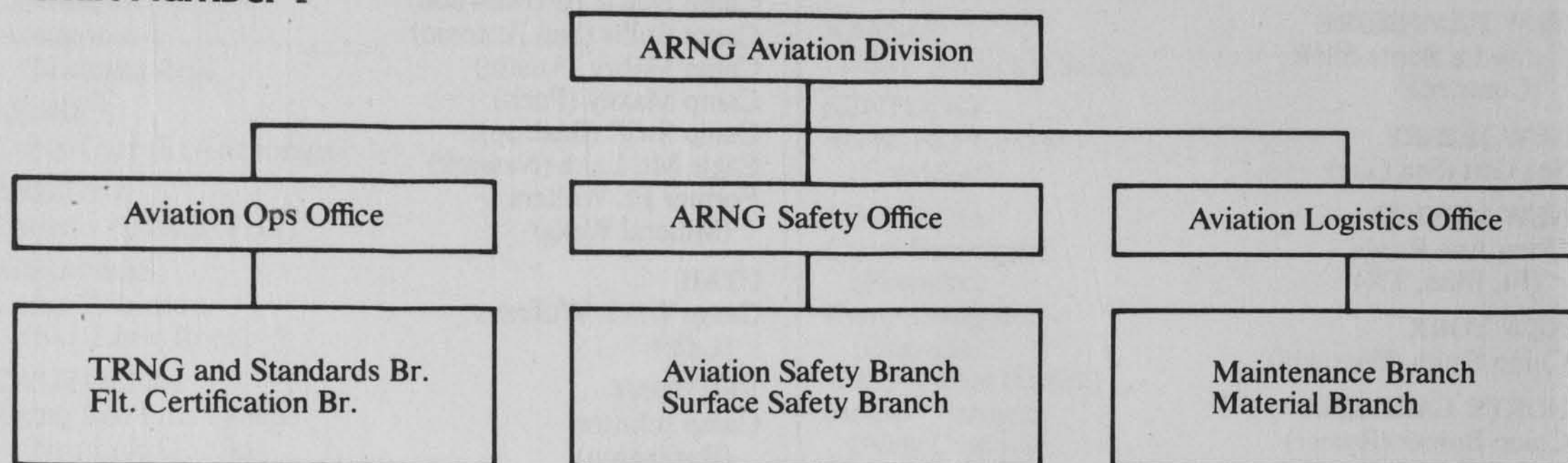


Table 12—  
Chart Number 2  
ARNG Aviation Program—Flying Hours

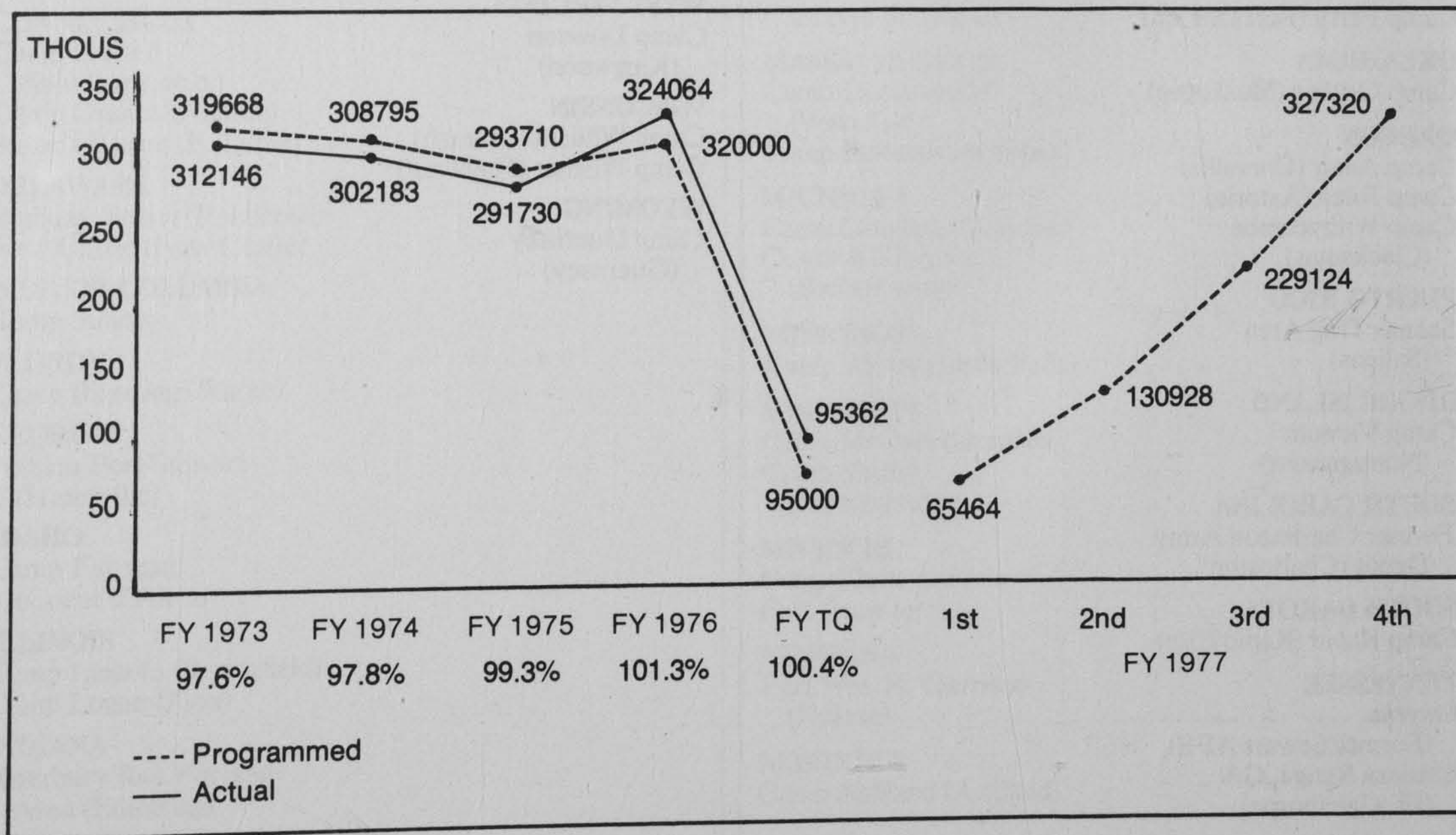




Table 12— Chart Number 3  
Monthly ARNG Aircraft Authorizations and On-Hand Quantities

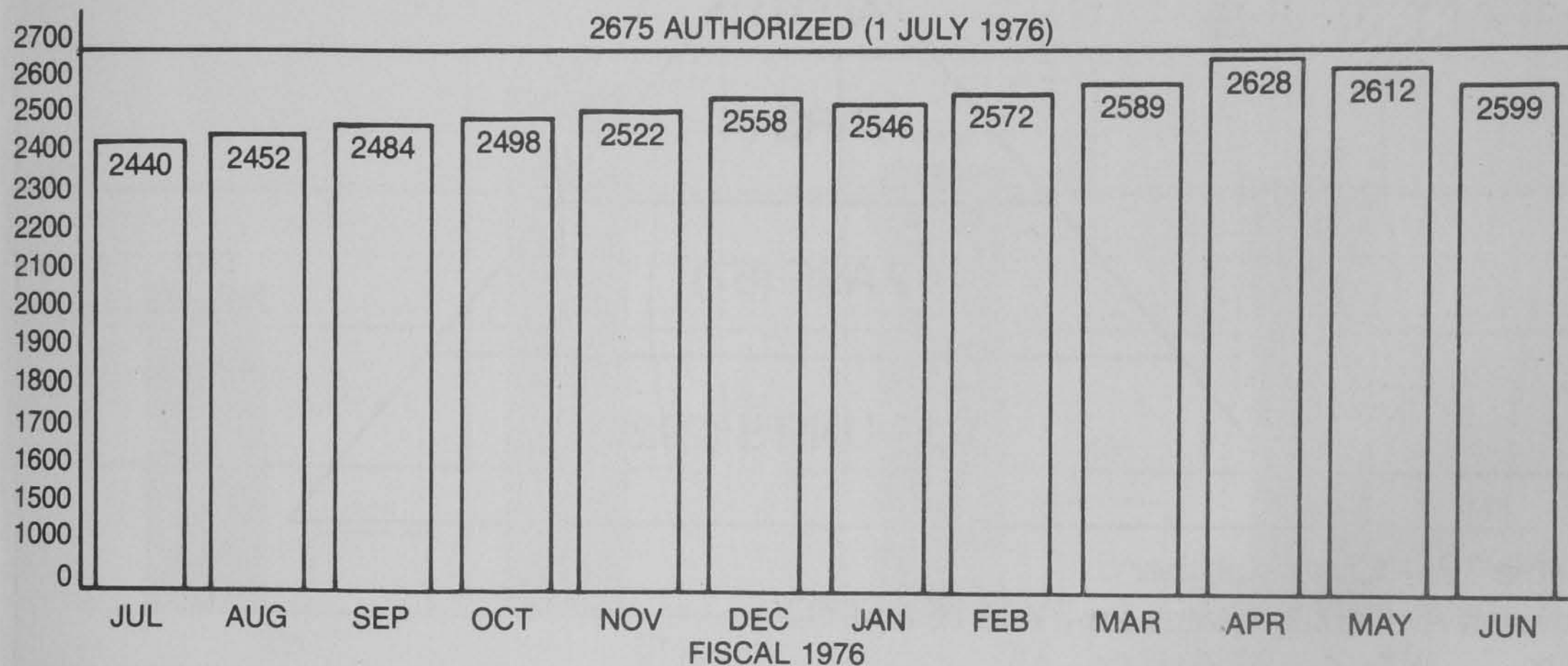


Table 12— Chart Number 4  
Monthly ARNG Aircraft Authorizations and On-Hand Quantities

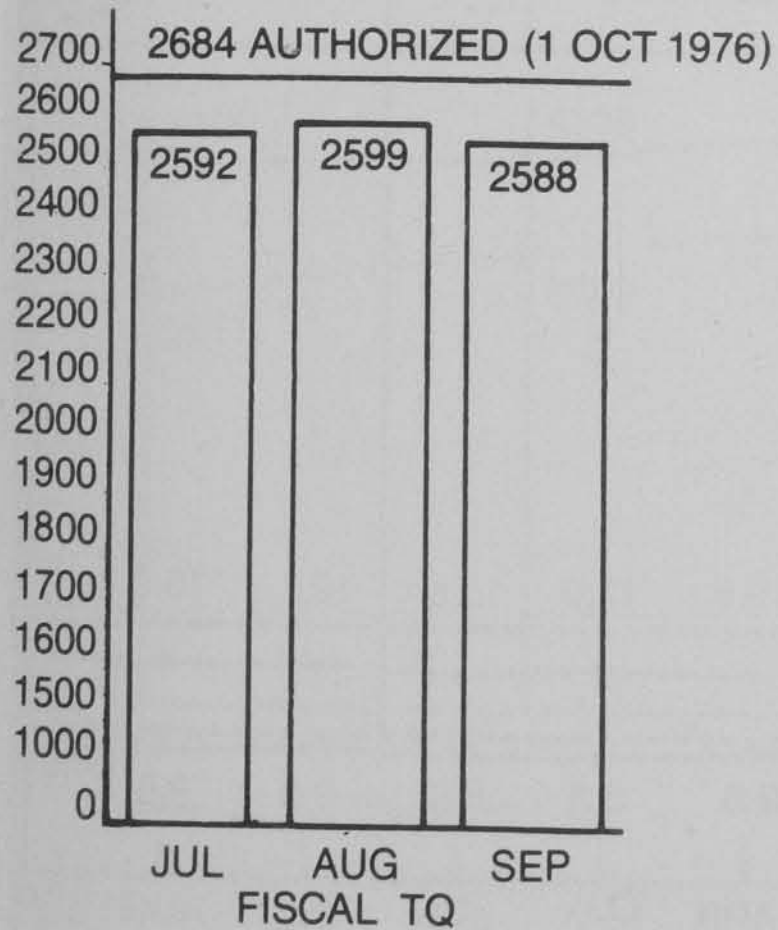




Table 12—  
Chart Number 5

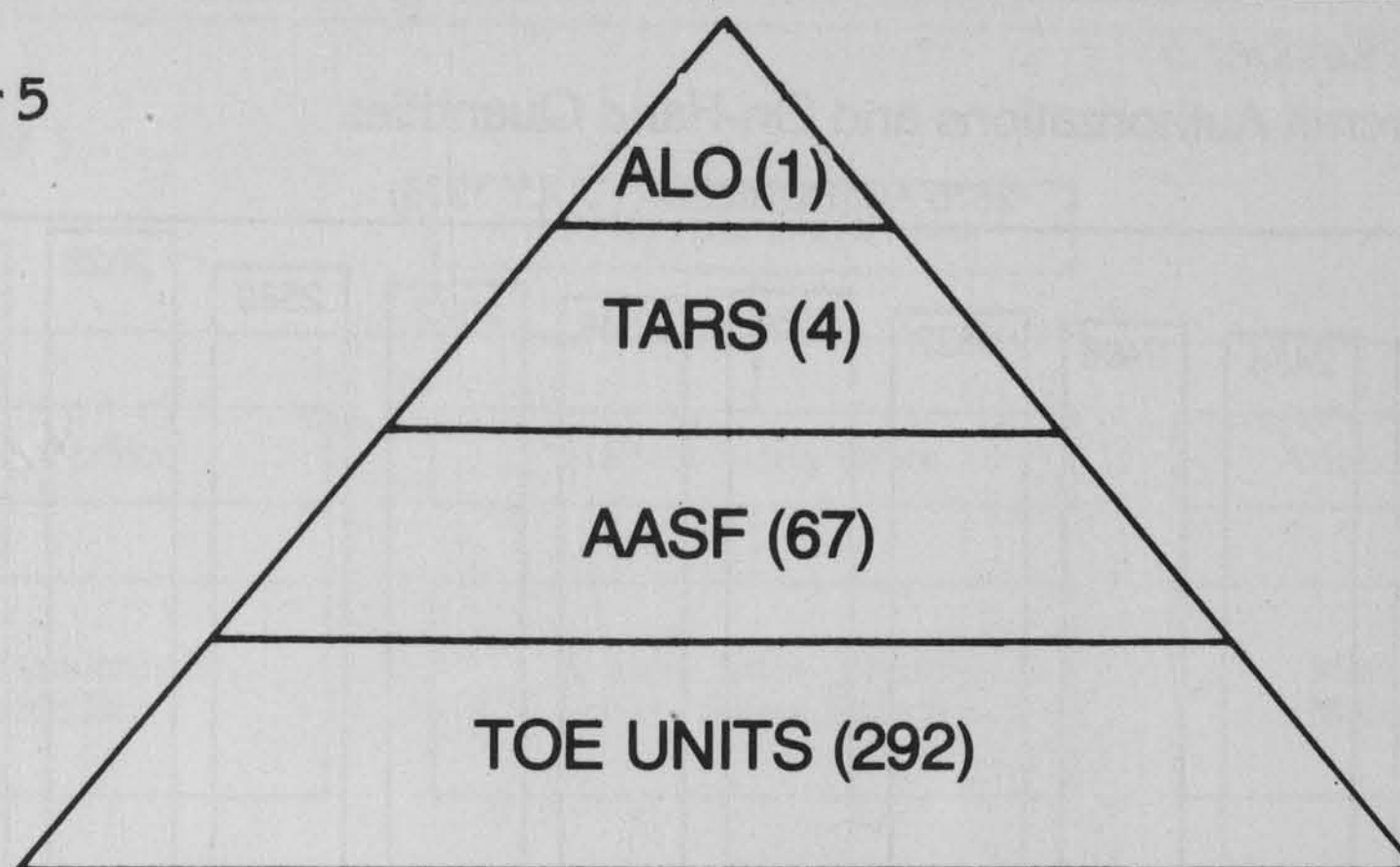


Table 12— Chart Number 6  
Aircraft Availability Status for FY 1976 and TQ

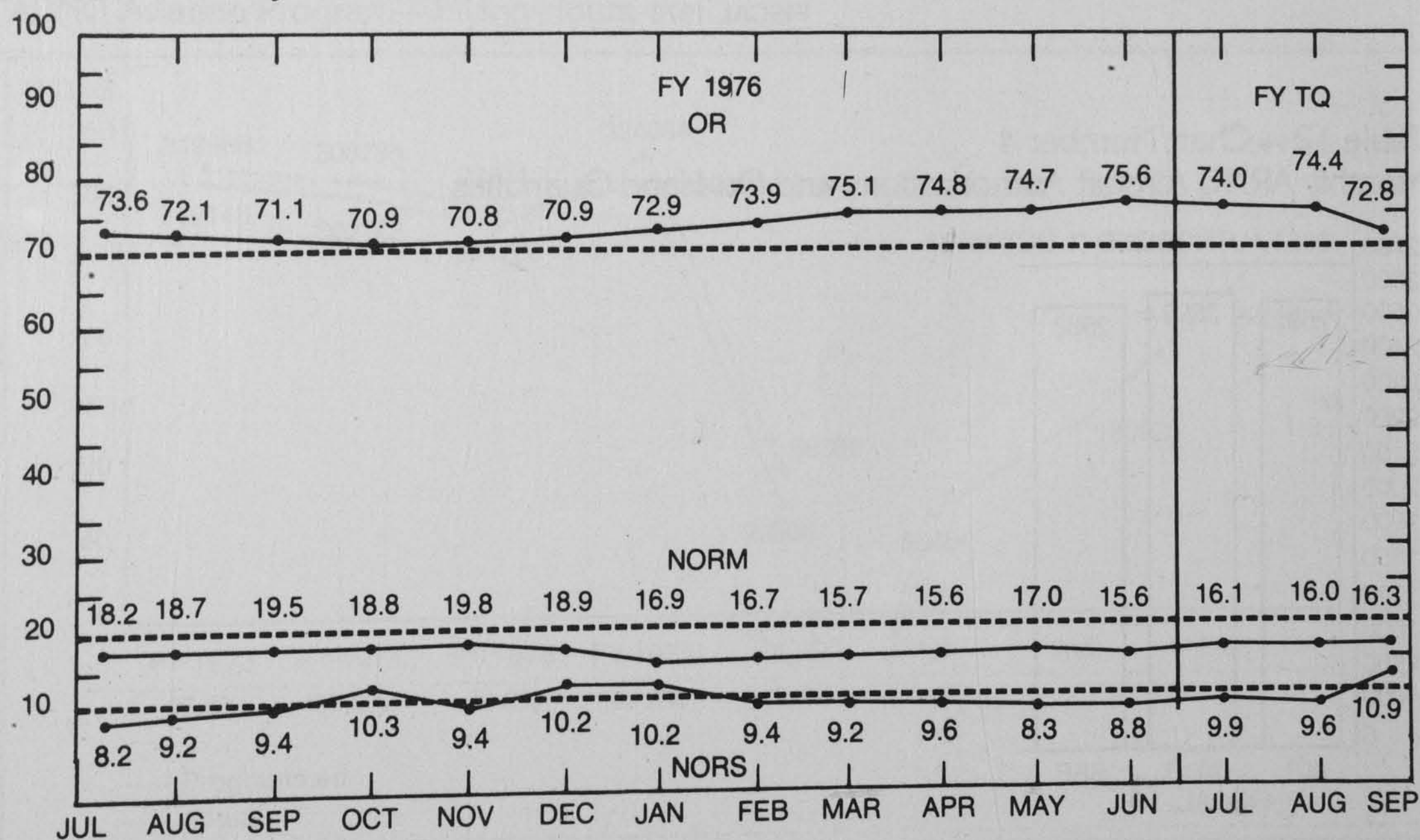




Table 12— Chart Number 7 FY 1976 TQ  
Aircraft DX Transactions by ARNG TARS

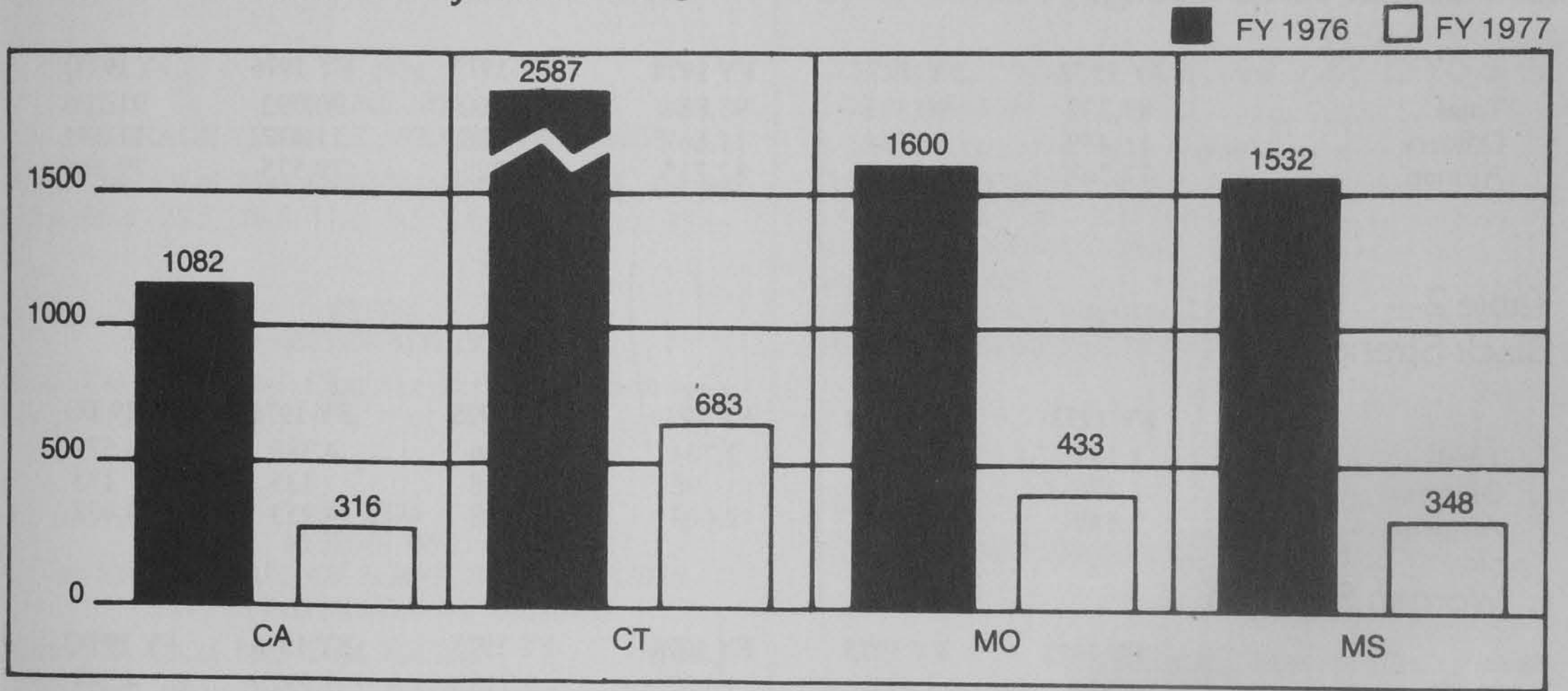
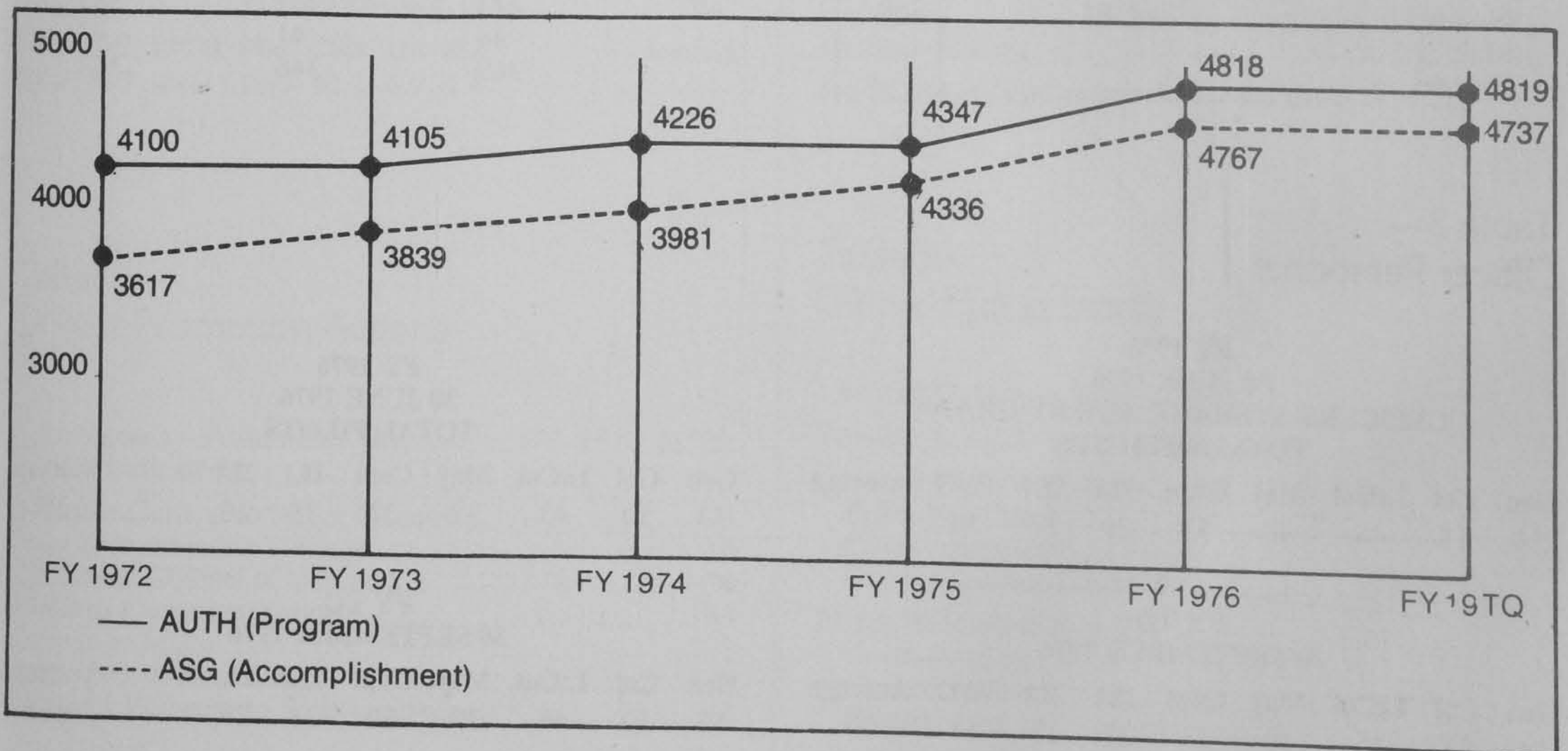


Table 12— Chart Number 8  
Aviators





# Appendix G

## ANG Tables

**Table 1—  
Air National Guard Strength**

	<b>FY 1972</b>	<b>FY 1973</b>	<b>FY 1974</b>	<b>FY 1975</b>	<b>FY 1976</b>	<b>FY 1976</b>
Total.....	89,237	90,371	93,884	95,360	90,992	91,206
Officers .....	11,489	11,564	11,669	11,635	11,417	11,341
Airmen.....	77,748	78,807	82,215	83,725	79,575	79,865

**Table 2—  
Black Strength**

	<b>FY 1972</b>	<b>FY 1973</b>	<b>FY 1974</b>	<b>FY 1975</b>	<b>FY 1976</b>	<b>FY 1976</b>
Total.....	1,225	1,841	2,704	3,716	4,388	4,573
Officers .....	76	81	96	118	135	135
Airmen.....	1,149	1,760	2,608	3,598	4,253	4,438

### Women Strength

	<b>FY 1972</b>	<b>FY 1973</b>	<b>FY 1974</b>	<b>FY 1975</b>	<b>FY 1976</b>	<b>FY 1976</b>
Total.....	275	628	1,277	2,718	3,992	4,241
Officers .....	15	24	42	63	67	71
Airmen.....	260	604	1,235	2,655	3,925	4,170
Nurses .....	385	368	402	413	387	385
Male .....				44	41	43
Female.....				369	346	342

**Table 3—  
Officer Personnel**

<b>FY 1976 30 JUNE 1976 OFFICERS AVERAGE AGE BY GRADE TOTAL OFFICERS</b>										<b>FY 1976 30 JUNE 1976 TOTAL PILOTS</b>								<b>FY TQ 30 SEPTEMBER 1976</b>									
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	W/O	Average		Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	Average	Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	Average		
54	51	46	40	33	29	27	54	37		53	50	45	39	32	28	26	36	53	50	45	39	32	28	26	36		



Table 4—  
Officer Longevity

FY 1976 30 JUNE 1976 AVERAGE YEARS OF SERVICE BY GRADE									
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	W-4	W-3	Average
33.2	30.5	25.5	18.8	11.2	7.5	5.8	32.0		15.6

FY TQ 30 SEPTEMBER 1976									
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	W-4	W-3	Average
33.3	30.4	25.4	18.7	11.3	7.6	5.8	32.1		15.7

FY 1976 30 JUNE 1976 AVERAGE YEARS OF SERVICE OF OFFICERS ON FLYING STATUS BY GRADE								Average
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt		
33.0	29.8	24.1	18.2	10.2	6.5	5.5		15.0

FY TQ 30 SEPTEMBER 1976								Average
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt		
33.0	29.7	24.1	18.0	10.2	6.7	5.4		14.9

Table 5—  
Officer Promotion Actions

Unit Vacancy Promotions Effected in FY 1976 to the Grades Indicated:

Brigadier General to Major General	3
Colonel to Brigadier General	10
Lieutenant Colonel to Colonel	34
Major to Lieutenant Colonel	196
Captain to Major	232
First Lieutenant to Captain	245
Second Lieutenant to First Lieutenant	79

Table 6—  
Officer Promotion Actions

Unit Vacancy Promotions Effected in FY 19 TQ to the Grades Indicated:

Brigadier General to Major General	2
Colonel to Brigadier General	5
Lieutenant Colonel to Colonel	37
Major to Lieutenant Colonel	17
Captain to Major	101
First Lieutenant to Captain	27
Second Lieutenant to First Lieutenant	14

Table 7—  
ROPA Board Results (FY 1976)

	Considered	Selected	Deferred	
			First	Second
First Lieutenant to Captain	299	297	2	0
Captain to Major	430	312	90	28
Major to Lieutenant Colonel	381	232	109	40
Warrant Officers	0	0	0	0

No ROPA Boards were held during the FY 19 TQ.

Table 8—  
Officer Flying Status

1 July 1975 through 30 June 1976

Revalidations of Pilots and Navigators.....63

Aeronautical Rating Boards (10)

Cases Pending.....6

Cases Approved.....3

Disapproved or Declined.....1

Flying Evaluation Boards (19)

Cases Pending.....2

Cases Approved.....15

Disapproved or Declined.....2



**Table 9—  
Officer Flying Status**

1 July 1976 through 30 September 1976

Aeronautical Rating Boards (8)	
Cases Pending .....	2
Cases Approved .....	6
Disapproved or Declined .....	0
Flying Evaluation Boards (10)	
Cases Pending .....	2
Cases Approved .....	15
Disapproved or Declined .....	2

\*Revalidation of Aeronautical Orders was delegated to the Flight Management Officers on 7 May 1976.

**Table 10—  
Rated Officers**

30 June 76

	Assigned FY 1976	Assigned FY 1976
Pilots .....	3,742	3,746
Navigators & Weapons Systems Officers .....	818	819
Others on Flying Status .....	320	291

**Table 11—  
Grade Distribution of Pilots**

FY 1976 30 JUNE 1976							
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	Total
50	155	615	938	1,413	480	91	3,742
FY TQ 30 SEPTEMBER 1976							
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	Total
46	159	621	916	1,432	476	96	3,746

**Table 12—  
Total Airman Personnel**

Airman Average Age by Grade FY 1976 30 JUNE 1976									
E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
50	46	42	36	29	26	24	22	21	30

FY TQ 30 SEPTEMBER 1976									
E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
50	46	42	36	29	26	24	22	21	30

**Average Years of Service by Grade  
FY 1976  
30 JUNE 1976**

E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
29.0	25.3	21.7	15.0	7.6	5.2	3.3	1.7	.6	9.4

**FY TQ  
30 SEPTEMBER 1976**

E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
29.2	25.5	21.8	15.1	7.7	5.3	3.2	1.7	.6	9.5

**Table 13—  
Airman Personnel on Flying Status**

**Airman Average Age by Grade  
FY 1976  
30 JUNE 1976**

E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
48	45	42	37	29	27	24	21		36

**FY TQ  
30 SEPTEMBER 1976**

E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
49	45	42	37	30	28	24	21		36

**Average Years of Service by Grade  
FY 1976  
30 JUNE 1976**

E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
28.4	25.5	22.5	16.2	8.3	5.7	2.5	1.2		15.7

**FY TQ  
30 SEPTEMBER 1976**

E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
29.0	25.6	22.6	16.3	8.4	5.7	2.8	1.1		15.5



**Table 14—  
Involuntary Recall Cases  
(FY 1976 & TQ)**

	Palace Chase		NPS	
	FY 1976	19 TQ	FY 1976	19TQ
Cases Pending .....	95	20	58	25
Cases Disapproved or Returned .....	90	15	10	05

**Table 15—  
FY 1974-FY 19TQ  
Formal Training Program**

Training Category	Student Entries			
	FY 1974	FY 1975	FY 1976	FY 19TQ
Flight.....	537	856	863	280
Skill & Professional ...	5,120	5,620	4,244	1,395
Recruit .....	2,362	3,692	4,250	1,215
TOTAL.....	8,019	10,168	9,357	2,890

**Professional Military Training**

Training Category	Student Entries			
	FY 1974	FY 1975	FY 1976	FY 19TQ
Academy of Military Science ....	244	207	284	54
Officer Training School .....	0	1	0	0
Squadron Officer School .....	21	21	18	5
Air Command & Staff College.....	12	12	13	12
Air War College.....	6	6	6	6
NCO Academies.....	826	777	674	87
Leadership School ....	110	95	64	0
TOTAL.....	1,219	1,119	1,059	164

**Recruit Training**

	FY 1976 Entries	FY 1976 Completions
BMT/Tech .....	2,963	1,311
BMT/OJT.....	1,287	2,518
TOTAL.....	4,250	3,829

	FY 19TQ Entries	FY 19TQ Completions
BMT/Tech .....	989	639
BMT/OJT.....	226	357
TOTAL.....	1,215	996



Table 16—  
Force Structure  
ANG Units as of 30 June 1976

Flying Units Gaining Command		Wings	Groups	Squadrons	Support Units	Total
ADC	Fighter Interceptor.....	3	11	11	55	80
	Defense Systems Evaluation .....	—	2	2	10	14
PACAF	Tactical Fighter.....	—	1	1	5	7
TAC	Tactical Reconnaissance.....	2	6	8	50	66
TAC	Tactical Fighter.....	9	19	28	168	224
TAC	Tactical Fighter Training.....	—	2	2	10	14
TAC	Tactical Electronics Warfare .....	—	1	1	6	8
TAC	Tactical Air Support.....	2	7	7	27	43
MAC	Tactical Airlift.....	4	13	17	128	162
MAC	Aerospace Rescue/Recovery .....	—	2	2	6	10
SAC	Air Refueling.....	4	8	12	72	96
TOTAL .....		24	72	91	537	724

Table 17—  
Force Structure  
ANG Units as of 30 September 1976

Flying Units Gaining Command		Wings	Groups	Squadrons	Support Units	Total
ADC	Fighter Interceptor.....	2	8	10	48	68
	Defense Systems Evaluation .....	—	2	2	10	14
PACAF	Tactical Fighter.....	—	1	1	5	7
TAC	Tactical Reconnaissance.....	2	6	8	50	66
TAC	Tactical Fighter.....	9	19	28	168	224
TAC	Tactical Fighter Training.....	—	2	2	10	14
TAC	Tactical Electronics Warfare .....	—	1	1	6	8
TAC	Tactical Air Support.....	2	7	7	27	43
TAC	Tactical Airlift.....	4	13	17	128	162
MAC	Aerospace Rescue/Recovery .....	—	2	2	6	10
MAC	Air Refueling.....	5	8	13	78	104
SAC						
TOTAL .....		24	69	91	536	720



**Table 18—  
Additional Support Units**

**Communications Units (190)**

8 Hq Cmbt Comm Groups  
 16 Cmbt Comm Squadrons (Contg)  
 4 Cmbt Comm Squadrons (AFCH)  
 5 Cmbt Comm Squadrons (TAB)  
 9 Cmbt Comm Flights  
 9 Air Traffic Control Flights  
 3 Aircraft Control & Warning Sqds (Fixed)  
 1 Communications Squadron (Special)  
 80 Communications Flights (Support)  
 19 Electronic Installation Squadrons  
 3 Tactical Control Groups  
 2 Tactical Air Control Center Squadrons  
 3 Tactical Control Sq (CRC)  
 6 Tactical Control Sq (CRP)  
 17 Tactical Control Flights (FACP)  
 2 Air Traffic Regulations Ctr Flights  
 1 Communication Flight (Range Spt)  
 2 Cmbt Comm Sq (DCS)

**Miscellaneous Units (108)**

1 Civil Engineer Flight  
 12 Air Force Bands  
 1 Weather Squadron  
 8 Weather Flights (SA)  
 31 Weather Flights (FIX)  
 52 State Headquarters (Air)  
 1 Field Training Flight  
 1 Civil Engineer Squadron (HR)  
 1 Civil Engineer Flight (HR)

**Total Communications & Miscellaneous 298**  
**Total Number of Units in the ANG 1,018**

**Table 19—  
Activations**

The following units were activated on dates shown below.

	Effective Date
<b>Boise, Idaho</b>	
124 Mobility Spt Flt	18 October 1975
124 Weapon Sys Scty Flt	18 October 1975
124 Comm Flt (Spt)	18 October 1975

<b>Providence, Rhode Island</b>	
143 Aerial Port Flt	4 October 1975
<b>Charleston, West Virginia</b>	
130 Aerial Port Flt	4 October 1975
<b>Duluth, Minnesota</b>	
148 Mobility Spt Flt	10 January 1976
148 Weapon Sys Scty Flt	10 January 1976
148 Comm Flt (Spt)	10 January 1976
<b>Mansfield, Ohio</b>	
179 Aerial Port Flt	5 January 1976
<b>Bangor, Maine</b>	
101 Mob Spt Flt	1 April 1976
101 Scty Police Flt	1 April 1976
101 Comm Flt (Spt)	1 April 1976
<b>Anchorage, Alaska</b>	
176 Mob Spt Flt	1 April 1976
176 Wpn Sys Scty Flt	1 April 1976
176 Aerial Port Flt	1 April 1976
<b>Fairchild AFB, Washington</b>	
Hq 141 Air Rfl Wg	1 July 1976 77T
141 Mob Spt Flt	1 July 1976 77T
141 Scty Police Flt	1 July 1976 77T
141 Comm Flt (Spt)	1 July 1976 77T
<b>Peterson, Colorado</b>	
154 Fac Con Flt (FACP)	1 April 1976
<b>Savannah, Georgia</b>	
283 Cmbt Comm Sq	1 April 1976
<b>Fort Dodge, Iowa</b>	
134 Tac Con Flt (FACP)	1 April 1976
<b>Portland, Oregon</b>	
244 Cmbt Comm Flt	1 April 1976
<b>State College, Pennsylvania</b>	
112 Tac Con Flt (FACP)	1 April 1976
<b>Coventry, Rhode Island</b>	
Hq 281 Cmbt Comm Gp	1 April 1976
282 Cmbt Comm Sq	1 April 1976
<b>Salt Lake City, Utah</b>	
109 Tac Con Flt (FACP)	1 April 1976
<b>Milwaukee, Wisconsin</b>	
128 Tac Con Flt (FACP)	1 April 1976
<b>Fresno ANG, California</b>	
144 Comm Flt (Spt)	10 July 1976
<b>Otis AFB, Massachusetts</b>	
102 Comm Flt (Spt)	10 July 1976



# Table 19—Redesignation

The following units were redesignated on dates indicated below.

	Effective Date		
<b>Rickenbacker AFB, Ohio</b>		<b>Little Rock AFB, Arkansas</b>	
From: 160 Tactical Clinic		From: Hq 189 Tac Recon Gp	
To: 160 USAF Clinic	1 July 1975	To: Hq 189 Air Rfl Gp	1 January 1976
From: 160 Weapon System Security Flight		From: 154 Tac Recon Sq	
To: 160 Security Police Flight	1 July 1975	To: 154 Air Rfl Sq	1 January 1976
<b>Boise, Idaho</b>		From: 189 Wpn Sys Scty Flt	
From: Hq 124 Ftr Intcp Gp		To: 189 Security Police Flt	1 January 1976
To: Hq 124 Tac Recon Gp	18 October 1975	From: 189 Tac Clinic	
From: 190 Ftr Intcp Sq		To: 189 USAF Clinic	1 January 1976
To: 190 Tac Recon Sq	18 October 1975	<b>Bangor, Maine</b>	
From: 124 USAF Clinic		From: Hq 101 Ftr Intcp Wg	
To: 124 Tactical Clinic	18 October 1975	To: Hq 101 Air Rfl Wg	1 April 1976
<b>Providence, Rhode Island</b>		From: 132 Ftr Intcp Sq	
From: Hq 143 Spec Opns Gp		To: 132 Air Rfl Sq	1 April 1976
To: Hq 143 Tac Alft Gp	4 October 1975	From: 101 Cmbt Spt Sq	
From: 143 Spec Opns Sq		To: Hq 101 Cmbt Spt Gp	1 April 1976
To: 143 Tac Alft Sq	4 October 1975	<b>Fairchild AFB, Washington</b>	
<b>Pease AFB, New Hampshire</b>		From: 116 Ftr Intcp Sq	
From: Hq 157 Tac Alft Gp		To: 116 Air Rfl Sq	1 July 1976 77T
To: Hq 157 Air Rfl Gp	1 October 1975	From: 141 Cmbt Spt Sq	
From: 133 Tac Alft Sq		To: Hq 141 Cmbt Spt Gp	1 July 1976 77T
To: 133 Air Rfl Sq	1 October 1975	<b>Greeley, Colorado</b>	
From: 157 Wpn Sys Scty Flt		From: 138 Tac Con Sq (CRC)	
To: 157 Security Police Flt	1 October 1975	To: 138 Tac Con Flt (FACP)	1 April 1976
From: 157 Tac Clinic		<b>Jefferson Bks, Missouri</b>	
To: 157 USAF Clinic	1 October 1975	From: 157 Tac Air Con Center Sq	
<b>Charleston, West Virginia</b>		To: 157 Tac Con Flt (FACP)	1 April 1976
From: Hq 130 Spec Opns Gp		<b>Syracuse, New York</b>	
To: Hq 130 Tac Alft Gp	4 October 1975	From: 108 Tac Con Sq (CRC)	
From: 130 Spec Opns Sq		To: 108 Tac Con Flt (FACP)	1 April 1976
To: 130 Tac Alft Sq	4 October 1975	<b>Springfield, Ohio</b>	
<b>Duluth, Minnesota</b>		From: 269 Mobile Comm Sq (AFCH)	
From: Hq 148 Ftr Intcp Gp		To: 269 Cmbt Comm Flt	1 April 1976
To: Hq 148 Tac Recon Gp	10 January 1976	<b>Alcoa, Tennessee</b>	
From: 179 Ftr Intcp Sq		From: 119 Tac Con Sq (CRC)	
To: 179 Tac Recon Sq	10 January 1976	To: 119 Tac Con Flt (FACP)	1 April 1976
From: 148 USAF Clinic		<b>Garland, Texas</b>	
To: 148 Tac Clinic	10 January 1976	From: 254 Mob Comm Flt (AFCH)	
<b>Mansfield, Ohio</b>		To: 254 Cmbt Comm Flt	1 April 1976
From: Hq 179 Tac Ftr Gp			
To: Hq 179 Tac Alft Gp	5 January 1975		
From: 164 Tac Ftr Sq			
To: 164 Tac Alft Sq	5 January 1975		

All ANG Mobile Communications Groups/Squadrons/Flights were redesignated Combat Communications Groups/Squadrons/Flights effective 1 April 1976.



**Table 19—Inactivations**

The following units were inactivated on dates shown.

	Effective Date
<b>Boise, Idaho</b>	
124 Supply Sq	17 October 1975
<b>Pease AFB, New Hampshire</b>	
157 Aerial Port Flt	30 September 1975
<b>Duluth, Minnesota</b>	
148 Supply Sq	7 January 1976
<b>Bangor, Maine</b>	
Hq 101 Ftr Intcp Gp	31 March 1976
101 Supply Sq	31 March 1976
<b>Anchorage, Alaska</b>	
176 Supply Sq	31 March 1976
<b>Spokane, Washington</b>	
Hq 142 Ftr Intcp Wg	30 June 1976
141 Supply Sq	30 June 1976
Hq 141 Ftr Intcp Gp	30 June 1976
<b>Hall ANG Sta, Alabama</b>	
115 Tac Con Flt (FACP)	31 March 1976
<b>Phoenix, Arizona</b>	
107 Tac Con Flt (FACP)	31 March 1976
<b>Buckley ANGB, Colorado</b>	
154 Tac Air Con Center Sq	31 March 1976
<b>Orange, Connecticut</b>	
103 Tac Con Flt (FACP)	31 March 1976
<b>Savannah, Georgia</b>	
Hq 155 Tac Con Gp	31 March 1976
155 Tac Air Con Center Sq	31 March 1976

**Table 20—Aircraft Conversions**

**Unit and Location**

160 ARG	Rickenbacker AFB, OH
157 ARG	Pease AFB, NH
189 ARG	Little Rock AFB, AR
101 ARW	Bangor, ME
141 ARW	Fairchild AFB, WA
152 TRW	Reno, NV
124 TRW	Boise, ID
148 TRW	Duluth, MN
123 TRW	Louisville, KY
143 TAG	Providence, RI
130 TAG	Charleston, WV
179 TAG	Mansfield, OH
176 TAG	Anchorage, AK
109 TAG	Schenectady, NY
156 TFG	San Juan, PR
154 TFG	Hickam, HI
162 TFTG	Tucson, AZ

**Fort Dodge, Iowa**

133 Tac Con Sq (CRP) 31 March 1976

**Worcester, Massachusetts**

101 Tac Con Flt (FACP) 31 March 1976

**Blue Ash, Ohio**

123 Tac Con Sq (CRP) 31 March 1976

**Portland, Oregon**

Hq 153 Tac Con Gp 31 March 1976

**Kingsley AFB, Oregon**

104 Tac Con Sq (CRP) 31 March 1976

**State College, Pennsylvania**

112 Tac Con Sq (CRP) 31 March 1976

**Coventry, Rhode Island**

Hq 156 Tac Con Gp 31 March 1976

156 Tac Air Con Center Sq 31 March 1976

**Salt Lake City, Utah**

106 Tac Con Sq (CRP) 31 March 1976

**Four Lakes, Washington**

105 Tac Con Flt (FACP) 31 March 1976

**Milwaukee, Wisconsin**

128 Tac Con Sq (CRP) 31 March 1976

**Fresno ANGB, California**

Hq 144 Ftr Intcp Gp 9 July 1976

144 Supply Sq 9 July 1976

**Otis AFB, Massachusetts**

Hq 102 Ftr Intcp Gp 9 July 1976

102 Supply Sq 9 July 1976

**From**

**To**

8 KC-97L	8 KC-135A
8 C-130A	8 KC-135A
18 RF-101C	8 KC-135A
18 F-101B	8 KC-135A
18 F-101B	8 KC-135A
18 RF-101B	18 RF-4C
18 F-102A	18 RF-4C
18 F-101B	18 RF-4C
18 RF-101C	18 RF-4C
8 C-119C	8 C-130A
8 C-119C	8 C-130E
18 F-100D	8 C-130B
8 C-123J	8 C-130E
8 C-130A	8 C-130D
18 F-104C	18 A-7D
18 F-102A	18 F-4C
31 F-100D	18 A-7D/13 F-100D



**Table 21—  
Communications Installations and  
Units by Location**

<b>Location</b>	<b>30 June 1976</b>		
<b>Alabama</b>		<b>Hawaii</b>	
Dothan	115 TCS (CRP)	Hickam AFB	201 Cmbt Comm Gp/201 TAB Sq/ 201 CC Flt/201 ATC Flt/202 CC Flt/202 ATC Flt/199 WX
Gadsden	226 Cmbt Comm Gp/ 226 AFCH SQ	Kokee	150 AC&W Sq
Maxwell AFB	280 Comm Sq Spl	Mt Kaala	169 AC&W Sq
Montgomery	232 TAB Sq	<b>Idaho</b>	No Unit
<b>Alaska</b>	No Unit	<b>Illinois</b>	
<b>Arizona</b>		Chicago	264 Contg Sq/217 EI Sq/566 Band
Phoenix	107 TCS (CRP)	<b>Indiana</b>	
<b>Arkansas</b>		Ft Wayne	235 ATC Flt/163 WX
Little Rock	154 WX	Terre Haute	113 WX
Hot Springs	223 Contg Sq	Shelbyville	207 WX AR
<b>California</b>		Camp Atterbury	St Hq Gnry Rg Det
Van Nuys	147 Contg Sq/261 Contg Sq/ 562 Band/195 WX	<b>Iowa</b>	
Hayward	234 TAB Sq/216 EI SQ/561 Band	Fort Dodge	133 TCF (FACP-H)/134 TCF (FACP-L)
North Highland	162 Cmbt Comm Gp/ 149 AFCH SQ	<b>Kansas</b>	
Compton	148 Contg Sq	McConnell AFB	127 WX
Costa Mesa	222 Contg Sq	Forbes	St Hq Base Spt Det
Ontario	196 WX	<b>Kentucky</b>	
<b>Colorado</b>		Louisville	165 WX
Buckley	154 TCG/120 WX/St Hq Det	<b>Louisiana</b>	
Greely	138 TCF (FACP-H)	New Orleans	214 EI Sq/122 WX
Peterson Fld	154 TCF (FACP-L)	Hammond	236 CC Flt/236 ATC Flt
<b>Connecticut</b>		<b>Maine</b>	
Orange	103 TCS (CRP)	Portland	243 EI Sq/265 Contg Sq
<b>Delaware</b>	No Unit	<b>Maryland</b>	
<b>District of Columbia</b>		Baltimore	104 WX
Camp Sims	231 TAB Sq	<b>Massachusetts</b>	
Andrews AFB	121 WX/St Hq Mtn Det	Otis AFB	101 WX/567 Band/St Hq Base Spt Det
<b>Florida</b>	No Unit	Fitchburg	202 WX AR
<b>Georgia</b>		Westfield	131 WX
Dobbins AFB	530 Band	Worcester	212 EI Sq/101 TCS (CRP)
Savannah	283 DSC Sq/117 TCS (CRC)/ 226 ATRC/Fld Tng Site	Wellesley	253 Cmbt Comm Gp/267 AFCH Sq
McCollum	129 TCS (CRP)/129 TCF (FACP-L)	<b>Michigan</b>	
St. Simons	224 Contg Sq	Selfridge ANGB	107 WX/St Hq Det
Macon	202 EI Sq	Phelps Collins	Fld Tng Site
		<b>Minnesota</b>	
		Minn-St Paul	210 EI Sq/237 ATC Flt/208 WX AR/133 Fld Tng Flt



<b>Mississippi</b>	
Gulfport	255 Contg Sq/173 Civ Engrg Flt/ Fld Tng Site
Meridian	238 CC Flt/238 ATC Flt
<b>Missouri</b>	
St Louis	239 CC Flt/241 ATC Flt/571 Band/ 110 WX/St Hq Mach Svc
Jefferson Bks	157 TCG/157 TCF (FACP-L)/ 218 EI Sq
<b>Montana</b>	No Unit
<b>Nebraska</b>	No Unit
<b>New Hampshire</b>	No Unit
<b>New Jersey</b>	
McGuire AFB	204 WX AR
Atlantic City	119 WX
<b>New Mexico</b>	No Unit
<b>New York</b>	
Roslyn	152 TCG/152 TACC Sq/274 Contg Sq/213 EI Sq/552 Band
Syracuse	108 TCF (FACP-H)/113 TCF (FACP-L)
Amityville	201 WX AR
<b>North Carolina</b>	
Charlotte	156 WX
Morrisville	206 WX AR
Badin	263 Contg Sq
<b>North Dakota</b>	No Unit
<b>Ohio</b>	
Mansfield	164 WX
Toledo	555 Band
Springfield	251 Cmbt Comm Gp/269 CC Flt
Blue Ash	123 TCF (FACP-H)/124 TCF (FACP-L)
Zanesville	220 EI Sq
Camp Perry	200 Civ Engrg Sq
<b>Oklahoma</b>	
Oklahoma City	205 EI Sq/219 EI Sq
Tulsa	125 WX
<b>Oregon</b>	
Portland	153 CC Flt/153 TACC Sq/116 TCS (CRC)/244 Contg Sq/ St Hq Det
Kingsley	104 TCF (FACP-H)

<b>Pennsylvania</b>	
Pittsburgh	146 WX
Willow Grove	140 WX
Middletown	553 Band
Indian Tn Gap	271 Contg Sq/201 Civ Engrg Flt/ 211 EI Sq
Philadelphia	270 EI Sq
State College	112 TCF (FACP-H)
New Cumberland	203 WX AR
<b>Puerto Rico</b>	
Punta Salinas	140 AC&W Sq
Ramey AFB	Det 1, 140 AC&W Sq
<b>Rhode Island</b>	
Coventry	281 DCS Gr/282 DCS Sq
N Smithfield	102 TCS (CRC)/253 ATRC Flt
<b>South Carolina</b>	
Columbia	240 Cmbt Comm Flt/240 ATC Flt/ St Hq Towers Opns Det
<b>South Dakota</b>	No Unit
<b>Tennessee</b>	
Nashville	105 WX
Knoxville	228 Contg Sq/572 Band/Prof Mil Ed Cen
Memphis	155 WX
Alcoa	119 TCF (FACP-H)/110 TCF (FACP-L)
Chattanooga	241 EI Sq
<b>Texas</b>	
Dallas	181 WX/531 Band
Ellington	111 WX
Kelly	182 WX
Garland	254 Cmbt Comm Gp/254 CC Flt
LaPorte	272 EI Sq
Nederland	273 EI Sq
Camp Mabry	209 WX AR
<b>Utah</b>	
Salt Lake City	109 TCF (FACP-H)/106 TCF (FACP-L)/130 EI Sq/299 Comm Sq Rg Spt
<b>Vermont</b>	No Unit
<b>Virginia</b>	
Langley AFB	200 WX



<b>Washington</b>	
Spokane	242 TAB Sq/242 ATC Flt/560 Band/116 WX
Paine Fld	252 Cmbt Comm Gp/215 EI Sq
Everett	256 AFCH Sq
Seattle	143 Contg Sq
Four Lakes	105 TCS (CRP)
Bellingham	262 Contg Sq
<b>West Virginia</b>	
Charleston	167 WX
<b>Wisconsin</b>	
Milwaukee	128 TCF (FACP-H)/126 WX
Volk Field	Fld Tng Site/St Hq Tower Opns Det
<b>Wyoming</b>	No Unit

Table 22—  
Aircraft, Unit and Location  
by Gaining Command

Aerospace Defense Command		
<b>Interceptors</b>		
Aircraft	Unit	Location
F-101	107 FIG	Niagara Falls NY
	119 FIG	Fargo ND
	142 FIG	Portland OR
	147 FIG	Ellington TX
F-106	102 FIW	Otis MA
	144 FIW	Fresno CA
	120 FIG	Great Falls MT
	125 FIG	Jacksonville FL
	177 FIG	Atlantic City NJ
	191 FIG	Selfridge AFB MI
<b>Defense System Evaluation</b>		
EB-57	158 DSEG	Burlington VT
	190 DSEG	Forbes KS

## Strategic Air Command

### Tankers

KC-135	101 ARW	Bangor ME
	160 ARG	Rickenbacker OH
	157 ARG	Pease NH
	189 ARG	Little Rock AFB AR
	141 ARW	Fairchild ARB WA
KC-97L	134 ARG	Knoxville TN
	136 ARW	Dallas TX
	171 ARW	Pittsburgh PA
	126 ARW	Chicago (O'Hare) IL
	128 ARG	Mitchell WI
	151 ARG	Salt Lake City UT
	161 ARG	Phoenix AZ

### Tactical Air Command

#### Fighters

A-7	121 TFW	Rickenbacker OH
	140 TFW	Buckley CO
	112 TFG	Pittsburgh PA
	150 TFG	Kirtland NM
	156 TFG	San Juan PR
	169 TFG	McEntire SC
F-100D	116 TFW	Dobbins GA
	122 TFW	Ft Wayne (Baer) IN
	127 TFW	Selfridge MI
	131 TFW	St Louis MO
	132 TFW	Des Moines IA
	103 TFG	Windsor Locks (Bradley) CT
	104 TFG	Westfield (Barnes) MA
	114 TFG	Sioux Falls (Joe Foss) SD
	138 TFG	Tulsa OK
	149 TFG	Kelly TX
	159 TFG	New Orleans LA
	178 TFG	Springfield OH
	180 TFG	Toledo OH
	181 TFG	Terre Haute (Hulman) IN
F-100D/F	185 TFG	Sioux City IA
	188 TFG	Ft Smith AR
	162 TFTG	Tucson AZ
	108 TFW	McGuire NJ
F-105B	113 TFW	Andrews AFB DC
	192 TFG	Sandston (Byrd) VA
F-105D	184 TFTG	McConnell KS
	174 TFG	Syracuse NY
F-105D/F	175 TFG	Baltimore (Martin) MD
	183 TFG	Springfield IL
A-37B		
F-4C		



### Reconnaissance

RF-4C 117 TRW Birmingham AL  
 123 TRW Louisville  
 (Standiford) KY  
 124 TRG Boise ID  
 148 TRG Duluth MN  
 152 TRG Reno NV  
 155 TRG Lincoln NE  
 187 TRG Montgomery AL  
 RF-101C 186 TRG Meridian MS

### Tactical Air Support

O-2A 115 TASW Madison (Truax) WI  
 105 TASW Westchester Co NY  
 110 TASG Battle Creek MI  
 111 TASG Willow Grove PA  
 135 TASG Baltimore (Martin) MD  
 163 TASG Ontario CA  
 182 TASG Peoria IL

### Tactical Electronic Warfare

EC-121S/  
 C-121C 193 TEWG Harrisburg PA

### Military Airlift Command

#### Tactical Airlift

C-130 118 TAW Nashville TN  
 133 TAW Minn/St Paul MN  
 137 TAW Will Rogers OK  
 146 TAW Van Nuys CA  
 130 TAG Charleston WV  
 143 TAG Providence RI  
 145 TAG Charlotte (Douglas) NC  
 153 TAG Cheyenne WY  
 164 TAG Memphis TN  
 165 TAG Savannah GA  
 166 TAG Wilmington DE  
 167 TAG Martinsburg WV  
 172 TAG Jackson MS  
 179 TAG Mansfield OH  
 109 TAG Schenectady NY  
 176 TAG Anchorage AK  
 139 TAG St Joseph MO  
 C-7A 170 TAG McGuire NJ

### Aerospace Rescue/Recovery

HC-130/HH-3 106 ARRG Suffolk NY  
 129 ARRG Hayward CA

### Pacific Air Force

#### Fighter

F-4 154 TFG Hickam AFB, HI



Runner-up—Black & White/ANG

TSGT Christian J. Foerster 106th Aerospace R & R Group, New York



# Appendix H

## Office of Equal Opportunity Tables

Table 1—  
ARNG Race/Ethnic Statistics as of June 1976

Ethnic Gp	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black .....	718	2.09	42,010	12.29	42,728	11.36
SSA .....	277	0.81	8,824	2.58	9,101	2.42
PR (CONUS).....	23	0.07	2,966	0.87	2,989	0.79
(In PR) .....	503	1.46	7,554	2.21	8,057	2.14
Oriental .....	218	0.63	1,230	0.36	1,448	0.38
Filipino .....	31	0.09	940	0.28	971	0.26
Am Indian.....	39	0.11	900	0.26	939	0.25
Eskimo.....	30	0.09	1,137	0.33	1,167	0.31
Aleut .....	0	0.00	15	0.00	15	0.00
Other .....	68	0.20	1,395	0.41	1,463	0.39
Subtotal .....	1,907	5.55	66,971	19.59	68,878	18.31
Caucasian .....	32,428	94.42	274,697	80.37	307,125	81.65
Unk/Unclas .....	8	0.03	125	0.04	133	0.04
Total.....	34,343	100.00	341,793	100.00	376,136	100.00
Women.....	462	1.35	9,887	2.89	10,349	2.75
Minority.....	75	(16.23)	3,421	(34.60)	3,496	(33.78)

Table 2—  
ARNG Race/Ethnic Statistics by Commission Grade as of June 1976

Ethnic Gp	WO		01-03		04-05		06-08	
	#	%	#	%	#	%	#	%
Black .....	64	0.96	562	2.71	81	1.35	11	1.20
SSA .....	54	0.81	186	0.90	35	0.58	2	0.22
PR (CONUS).....	4	0.06	18	0.09	1	0.02	0	0.00
(In PR) .....	69	1.04	331	1.59	92	1.53	11	1.20
Oriental .....	31	0.47	138	0.66	47	0.78	2	0.22
Filipino .....	5	0.08	21	0.10	5	0.08	0	0.00
Am Indian.....	11	0.17	22	0.11	5	0.08	1	0.11
Eskimo.....	3	0.05	25	0.12	2	0.03	0	0.00
Aleut .....	0	0.00	0	0.00	0	0.00	0	0.00
Other .....	17	0.26	38	0.18	10	0.17	3	0.33
Subtotal .....	258	3.88	1,341	6.46	278	4.62	30	3.28
Caucasian .....	6,394	96.09	19,410	93.52	5,742	95.38	882	96.50
Unk/Unclas .....	2	0.03	4	0.02	0	0.00	2	0.22
Total.....	6,654	100.00	20,755	100.00	6,020	100.00	914	100.00
Women.....	10	0.15	414	1.99	37	0.61	1	0.11
Minority.....	0	(0.00)	70	(16.91)	5	(13.51)	0	(0.00)



Table 3—  
ARNG Race/Ethnic Statistics by Enlisted Grade as of June 1976

Ethnic Gp	E1-E4		E5-E6		E7-E9	
	#	%	#	%	#	%
Black .....	33,642	17.74	7,691	6.11	677	2.58
SSA .....	5,722	3.02	2,645	2.10	457	1.74
PR (CONUS).....	2,562	1.35	369	0.29	35	0.13
(In PR) .....	5,301	2.79	1,875	1.49	378	1.44
Oriental .....	616	0.32	464	0.37	150	0.57
Filipino .....	638	0.34	243	0.19	59	0.22
Am Indian.....	618	0.33	255	0.20	27	0.10
Eskimo.....	559	0.29	508	0.40	70	0.27
Aleut .....	9	0.00	4	0.00	2	0.01
Other .....	998	0.53	323	0.26	74	0.28
Subtotal .....	50,665	26.71	14,377	11.43	1,929	7.34
Caucasian .....	138,921	73.24	111,415	88.55	24,361	92.66
Unk/Unclas .....	96	0.05	28	0.02	1	0.00
Total.....	189,682	100.00	125,820	100.00	26,291	100.00
Women.....	8,604	4.54	1,254	1.00	29	0.11
Minority.....	3,177	(36.92)	238	(18.98)	6	(20.69)

Table 4—  
ANG Race/Ethnic Statistics as of June 1976

Ethnic Gp	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black .....	134	1.17	4,168	5.24	4,302	4.73
SSA .....	79	0.69	1,515	1.90	1,594	1.75
PR (CONUS).....	4	0.04	120	0.15	124	0.14
(In PR) .....	104	0.91	942	1.18	1,046	1.15
Oriental .....	138	1.21	1,175	1.48	1,313	1.44
Filipino .....	3	0.03	215	0.27	218	0.24
Am Indian.....	46	0.40	556	0.70	602	0.66
Eskimo.....	1	0.01	4	0.01	5	0.01
Aleut .....	0	0.00	4	0.01	4	0.00
Other .....	0	0.00	5	0.01	5	0.01
Subtotal .....	509	4.46	8,704	10.94	9,213	10.13
Caucasian .....	10,892	95.40	70,611	88.74	81,503	89.57
Unk/Unclas .....	16	0.14	260	0.32	276	0.30
Total.....	11,417	100.00	79,575	100.00	90,992	100.00
Women.....	413	3.62	3,925	4.93	4,338	4.77
Minority.....	38	(9.20)	825	(21.02)	863	(19.89)



Table 5—  
ANG Race/Ethnic Statistics by Commission Grade as of June 1976

Ethnic Gp	WO		01-03		04-05		06-08	
	#	%	#	%	#	%	#	%
Black .....	0	0.00	93	1.47	40	0.88	1	0.24
SSA .....	0	0.00	46	0.73	32	0.70	1	0.24
PR (CONUS).....	0	0.00	3	0.05	1	0.02	0	0.00
(In PR) .....	0	0.00	74	1.17	28	0.62	2	0.48
Oriental .....	0	0.00	80	1.26	56	1.23	2	0.48
Filipino .....	0	0.00	2	0.03	1	0.02	0	0.00
Am Indian.....	0	0.00	20	0.32	24	0.53	2	0.48
Eskimo.....	0	0.00	0	0.00	1	0.02	0	0.00
Aleut .....	0	0.00	0	0.00	0	0.00	0	0.00
Other .....	0	0.00	0	0.00	0	0.00	0	0.00
Subtotal .....	0	0.00	318	5.03	183	4.02	8	1.90
Caucasian .....	122	100.00	5,996	94.80	4,362	95.87	412	98.10
Unk/Unclas .....	0	0.00	11	0.17	5	0.11	0	0.00
Total.....	122	100.00	6,325	100.00	4,550	100.00	420	100.00
Women.....	0	0.00	315	4.98	98	2.15	0	0.00
Minority.....	0	(0.00)	30	(9.52)	8	(8.16)	0	(0.00)

Table 6—  
ANG Race/Ethnic Statistics by Enlisted Grade as of June 1976

Ethnic Gp	E1-E4		E5-E6		E7-E8	
	#	%	#	%	#	%
Black .....	2,701	8.58	1,340	3.51	127	1.28
SSA .....	569	1.81	770	2.02	176	1.77
PR (CONUS).....	68	0.22	46	0.12	6	0.06
(In PR) .....	393	1.25	449	1.18	100	1.00
Oriental .....	478	1.52	581	1.52	116	1.16
Filipino .....	104	0.33	93	0.24	18	0.18
Am Indian.....	202	0.64	279	0.73	75	0.75
Eskimo.....	3	0.01	1	0.00	0	0.00
Aleut .....	2	0.01	1	0.00	1	0.01
Other .....	1	0.00	3	0.01	1	0.01
Subtotal .....	4,521	14.36	3,563	9.34	620	6.23
Caucasian .....	26,848	85.29	34,449	90.33	9,314	93.53
Unk/Unclas .....	109	0.35	127	0.33	24	0.24
Total.....	31,478	100.00	38,139	100.00	9,958	100.00
Women.....	3,381	10.74	534	1.40	10	0.10
Minority.....	756	(22.36)	67	(12.55)	2	(20.00)



Table 7—  
ARNC Race/Ethnic Statistics as of September 1976

Ethnic Gp	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black .....	738	2.16	45,958	13.42	46,696	12.40
SSA .....	280	0.82	9,135	2.67	9,415	2.50
PR (CONUS).....	24	0.07	3,306	0.97	3,330	0.88
(In PR) .....	494	1.45	7,571	2.21	8,065	2.14
Oriental .....	212	0.62	1,114	0.33	1,326	0.35
Filipino .....	31	0.09	971	0.28	1,002	0.27
Am Indian.....	38	0.11	940	0.27	978	0.26
Eskimo.....	30	0.09	1,131	0.33	1,161	0.31
Aleut .....	0	0.00	21	0.01	21	0.01
Other .....	69	0.20	1,456	0.43	1,525	0.40
Subtotal .....	1,916	5.61	71,603	20.90	73,519	19.52
Caucasian .....	32,255	94.39	270,846	79.08	303,101	80.47
Unk/Unclas .....	1	0.00	65	0.02	66	0.01
Total.....	34,172	100.00	342,514	100.00	376,686	100.00
Women.....	489	1.43	10,657	3.11	11,146	2.96
Minority.....	83	(16.97)	3,709	(34.80)	3,792	(34.02)

Table 8—  
ARNG Race/Ethnic Statistics by Commission Grade as of September 1976

Ethnic Gp	WO		01-03		04-05		06-08	
	#	%	#	%	#	%	#	%
Black .....	63	0.94	584	2.85	80	1.32	11	1.19
SSA .....	55	0.82	185	0.90	38	0.63	2	0.22
PR (CONUS).....	3	0.04	19	0.09	2	0.03	0	0.00
(In PR) .....	69	1.03	324	1.58	89	1.47	12	1.30
Oriental .....	30	0.45	134	0.65	45	0.74	3	0.33
Filipino .....	5	0.07	21	0.10	5	0.08	0	0.00
Am Indian.....	11	0.16	21	0.10	5	0.08	1	0.11
Eskimo.....	3	0.04	25	0.14	2	0.03	0	0.00
Aleut .....	0	0.00	0	0.00	0	0.00	0	0.00
Other .....	17	0.25	38	0.19	11	0.18	3	0.33
Subtotal .....	256	3.83	1,351	6.58	277	4.58	32	3.47
Caucasian .....	6,424	96.17	19,170	93.41	5,772	95.42	889	96.53
Unk/Unclas .....	0	0.00	1	0.01	0	0.00	0	0.00
Total.....	6,680	100.00	20,522	100.00	6,049	100.00	921	100.00
Women.....	11	0.16	438	2.13	39	0.64	1	0.11
Minority.....	0	(0.00)	78	(17.81)	5	(12.82)	0	(0.00)



**Table 9—**  
**ARNG Race/Ethnic Statistics by Enlisted Grade as of September 1976**

Ethnic Gp	E1-E4		E5-E6		E7-E9	
	#	%	#	%	#	%
Black .....	36,928	19.53	8,352	6.58	678	2.56
SSA .....	5,899	3.12	2,776	2.19	460	1.74
PR (CONUS).....	2,852	1.51	416	0.33	38	0.14
(In PR) .....	5,301	2.80	1,883	1.48	387	1.46
Oriental .....	531	0.28	433	0.34	150	0.57
Filipino .....	660	0.35	251	0.20	60	0.23
Am Indian.....	653	0.35	261	0.21	26	0.10
Eskimo.....	568	0.30	496	0.39	67	0.25
Aleut .....	13	0.01	6	0.00	2	0.01
Other .....	1,052	0.56	325	0.26	79	0.30
Subtotal .....	54,457	28.79	15,199	11.98	1,947	7.35
Caucasian .....	134,618	71.18	111,681	88.01	24,547	92.65
Unk/Unclas .....	51	0.03	14	0.01	0	0.00
Total.....	189,126	100.00	126,894	100.00	26,494	100.00
Women.....	9,189	4.86	1,434	1.13	34	0.13
Minority.....	3,435	(37.38)	268	(18.69)	6	(17.65)

**Table 10—**  
**ANG Race/Ethnic Statistics as of September 1976**

Ethnic Gp	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black .....	134	1.18	4,338	5.43	4,472	4.90
SSA .....	81	0.71	1,555	1.95	1,636	1.79
PR (CONUS).....	5	0.04	131	0.16	136	0.15
(In PR) .....	98	0.86	994	1.24	1,092	1.20
Oriental .....	146	1.29	1,204	1.51	1,350	1.48
Filipino .....	2	0.02	219	0.27	221	0.24
Am Indian.....	49	0.43	588	0.74	637	0.70
Eskimo.....	1	0.01	4	0.01	5	0.01
Aleut .....	1	0.01	5	0.01	6	0.01
Other .....	0	0.00	4	0.01	4	0.00
Subtotal .....	517	4.56	9,042	11.32	9,559	10.48
Caucasian .....	10,807	95.29	70,547	88.33	81,354	89.20
Unk/Unclas .....	17	0.15	276	0.35	293	0.32
Total.....	11,341	100.00	79,865	100.00	91,206	100.00
Women.....	413	3.64	4,170	5.22	4,583	5.02
Minority.....	38	(9.20)	890	(21.34)	928	(20.25)



Table 11—  
ANG Race/Ethnic Statistics by Commission Grade as of September 1976

Ethnic Gp	WO		01-03		04-05		06-08	
	#	%	#	%	#	%	#	%
Black .....	0	0.00	92	1.48	40	0.88	2	0.46
SSA .....	0	0.00	49	0.79	31	0.68	1	0.23
PR (CONUS).....	0	0.00	3	0.05	2	0.04	0	0.00
(In PR) .....	0	0.00	69	1.11	27	0.59	2	0.46
Oriental .....	0	0.00	83	1.33	60	1.32	3	0.69
Filipino .....	0	0.00	1	0.02	1	0.02	0	0.00
Am Indian.....	0	0.00	21	0.34	25	0.55	3	0.69
Eskimo.....	0	0.00	0	0.00	1	0.02	0	0.00
Aleut .....	0	0.00	1	0.02	0	0.00	0	0.00
Other .....	0	0.00	0	0.00	0	0.00	0	0.00
Subtotal .....	0	0.00	319	5.12	187	4.10	11	2.53
Caucasian .....	116	100.00	5,902	94.69	4,365	95.79	424	97.47
Unk/Unclas .....	0	0.00	12	0.19	5	0.11	0	0.00
Total.....	116	100.00	6,233	100.00	4,557	100.00	435	100.00
Women.....	0	0.00	307	4.93	106	2.33	0	0.00
Minority.....	0	(0.00)	28	(9.12)	10	(9.43)	0	(0.00)

Table 12—  
ANG Race/Ethnic Statistics by Enlisted Grade as of September 1976

Ethnic Gp	E1-E4		E5-E6		E7-E9	
	#	%	#	%	#	%
Black .....	2,786	8.90	1,423	3.69	129	1.29
SSA .....	582	1.86	790	2.05	183	1.83
PR (CONUS).....	67	0.21	57	0.15	7	0.07
(In PR) .....	445	1.42	448	1.16	101	1.01
Oriental .....	498	1.59	589	1.53	117	1.17
Filipino .....	104	0.33	97	0.25	18	0.18
Am Indian.....	214	0.68	293	0.76	81	0.81
Eskimo.....	3	0.01	1	0.00	0	0.00
Aleut .....	3	0.01	1	0.00	1	0.01
Other .....	0	0.00	3	0.01	1	0.01
Subtotal .....	4,702	15.03	3,702	9.59	638	6.39
Caucasian .....	26,476	84.61	34,744	90.05	9,327	93.36
Unk/Unclas .....	113	0.36	138	0.36	25	0.25
Total.....	31,291	100.00	38,584	100.00	9,990	100.00
Women.....	3,570	11.41	589	1.53	11	0.11
Minority.....	807	(22.61)	81	(13.75)	2	(18.18)



Table 13—

## Minority Participation in the National Guard Technician Workforce

	Total Employment	Black	Hispanic	Native American	Oriental	All Others
<b>Army National Guard</b>						
30 June 1976.....	28,179	814	728	66	69	26,502
30 September 1976.....	28,105	840	748	63	69	26,385
<b>Air National Guard</b>						
30 June 1976.....	21,398	371	558	68	51	20,350
30 September 1976.....	21,277	355	565	63	51	20,243

## Participation of Women in the National Guard Technician Workforce

	Total Employment	Black	Hispanic	Native American	Oriental	All Others
<b>Army National Guard</b>						
30 June 1976.....	1,926	112	41	5	6	1,762
30 September 1976.....	2,002	115	41	3	5	1,838
<b>Air National Guard</b>						
30 June 1976.....	1,491	71	34	9	6	1,371
30 September 1976.....	1,462	70	34	7	5	1,346



# Appendix I

## ARNG Obligations

### Army National Guard Obligations Fiscal Year 1976 (All Appropriations)

	Grand Totals All Appropriations	National Guard Personnel, Army 2162060 21T2060	Operation and Maintenance Army National Guard 2162065 21T2065	Military Construction, Army National Guard 21X2085
<b>Army National Guard 1976</b>				
GRAND TOTAL .....	1,807,569,283	903,992,748	845,539,568	58,036,967
State Obligations—Total .....	1,192,019,065	365,518,304	771,518,457	54,982,304
1. Alabama .....	48,559,942	19,639,145	26,674,447	2,246,350
2. Alaska .....	11,330,193	1,538,933	9,700,028	91,232
3. Arizona .....	11,979,546	3,857,800	8,001,129	120,617
4. Arkansas .....	22,812,022	6,892,588	14,322,010	1,597,424
5. California .....	76,150,574	20,720,654	52,252,434	3,177,486
6. Colorado .....	9,560,648	2,614,291	6,852,880	93,477
7. Connecticut .....	19,136,436	4,783,811	13,486,112	866,513
8. Delaware .....	10,839,174	2,760,491	7,465,841	612,842
9. District of Columbia .....	8,581,610	2,212,967	6,435,785	67,142
10. Florida .....	23,584,644	7,237,213	14,244,275	2,103,156
11. Georgia .....	33,627,294	8,480,444	21,177,053	3,969,797
12. Hawaii .....	14,178,918	3,936,383	9,572,904	669,631
13. Idaho .....	15,220,745	3,150,591	11,635,167	434,987
14. Illinois .....	25,292,745	8,217,586	16,322,056	753,103
15. Indiana .....	30,628,904	11,854,447	16,920,864	1,853,593
16. Iowa .....	22,011,470	7,018,558	14,234,149	758,763
17. Kansas .....	18,090,562	5,726,023	12,358,177	6,362
18. Kentucky .....	15,692,145	4,185,637	9,340,538	2,165,970
19. Louisiana .....	25,946,695	8,184,332	14,994,202	2,768,161
20. Maine .....	10,371,482	3,510,588	6,784,797	76,097
21. Maryland .....	18,778,718	4,906,238	13,212,603	659,877
22. Massachusetts .....	31,783,083	12,267,229	19,435,436	80,418
23. Michigan .....	34,313,160	10,083,222	22,121,181	2,108,757
24. Minnesota .....	26,284,412	7,878,173	17,146,323	1,259,916
25. Mississippi .....	42,841,556	12,813,421	27,599,543	2,428,592
26. Missouri .....	30,848,696	9,393,825	19,525,629	1,929,242
27. Montana .....	9,414,538	2,008,242	6,832,536	573,760
28. Nebraska .....	12,516,229	4,160,163	8,185,709	170,357
29. Nevada .....	5,883,225	1,233,872	4,628,625	20,728
30. New Hampshire .....	7,056,907	1,729,309	4,583,592	744,006
31. New Jersey .....	37,856,299	10,236,167	25,039,401	2,580,731
32. New Mexico .....	11,582,939	3,574,366	7,905,706	102,867
33. New York .....	54,031,221	16,428,378	36,233,010	1,369,833
34. North Carolina .....	28,831,551	8,710,763	18,814,836	1,305,952
35. North Dakota .....	7,588,700	1,797,688	5,668,387	122,625
36. Ohio .....	34,948,436	10,548,244	23,638,991	761,201
37. Oklahoma .....	24,575,399	9,402,295	14,403,000	770,104
38. Oregon .....	18,854,378	5,942,836	12,269,474	642,068
39. Pennsylvania .....	44,821,709	15,212,131	27,656,855	1,952,723
40. Puerto Rico .....	18,044,445	7,286,275	9,966,127	792,043



# Army National Guard Obligations Fiscal Year 1976 (All Appropriations) (Cont.)

	Grand Totals	National Guard	Operation and	Military
	All	Personnel, Army	Maintenance	Construction,
	Appropriations	2162060	Army National	Army National
Army National Guard 1976		21T2060	Guard	Guard
			2162065	21X2085
			21T2065	
41. Rhode Island .....	9,887,148	2,992,378	6,892,793	1,977
42. South Carolina .....	25,296,503	7,241,129	15,564,512	2,490,862
43. South Dakota .....	12,169,445	3,432,900	8,118,078	618,467
44. Tennessee .....	30,087,081	11,928,501	16,489,049	1,669,531
45. Texas .....	53,825,540	17,109,089	32,986,377	3,730,074
46. Utah .....	13,739,029	4,463,409	8,684,239	591,381
47. Vermont .....	7,928,172	2,153,079	5,754,106	20,987
48. Virginia .....	22,931,920	7,038,016	15,811,329	82,575
49. Washington .....	20,828,669	5,393,122	15,383,324	52,223
50. West Virginia .....	10,583,199	3,412,642	6,963,230	207,327
51. Wisconsin .....	22,428,032	6,500,109	15,553,357	374,566
52. Wyoming .....	6,916,030	1,427,831	5,020,084	468,115
53. Virgin Islands .....	946,947	290,780	656,167	—
Obligations By Other Than States—				
Total .....	615,550,218	538,474,444	74,021,111	3,054,663
Chief, National Guard Bureau .....	544,777,362	538,386,712	6,390,650	
F&AO, USA MDW .....	42,665,030	74,732	42,590,298	
Chief of Engineers .....	3,794,855		740,192	3,054,663
The Surgeon General .....	399,787		399,787	
The Adjutant General .....	8,770,132		8,770,132	
Chief of Staff—DA .....	3,141,714		3,141,714	
FORSCOM .....	5,940,696		5,940,696	
USAHS .....	13,000	13,000		
DARCOM .....	6,000,000		6,000,000	
DEFENSE SUPPLY AGENCY .....	47,642		47,642	

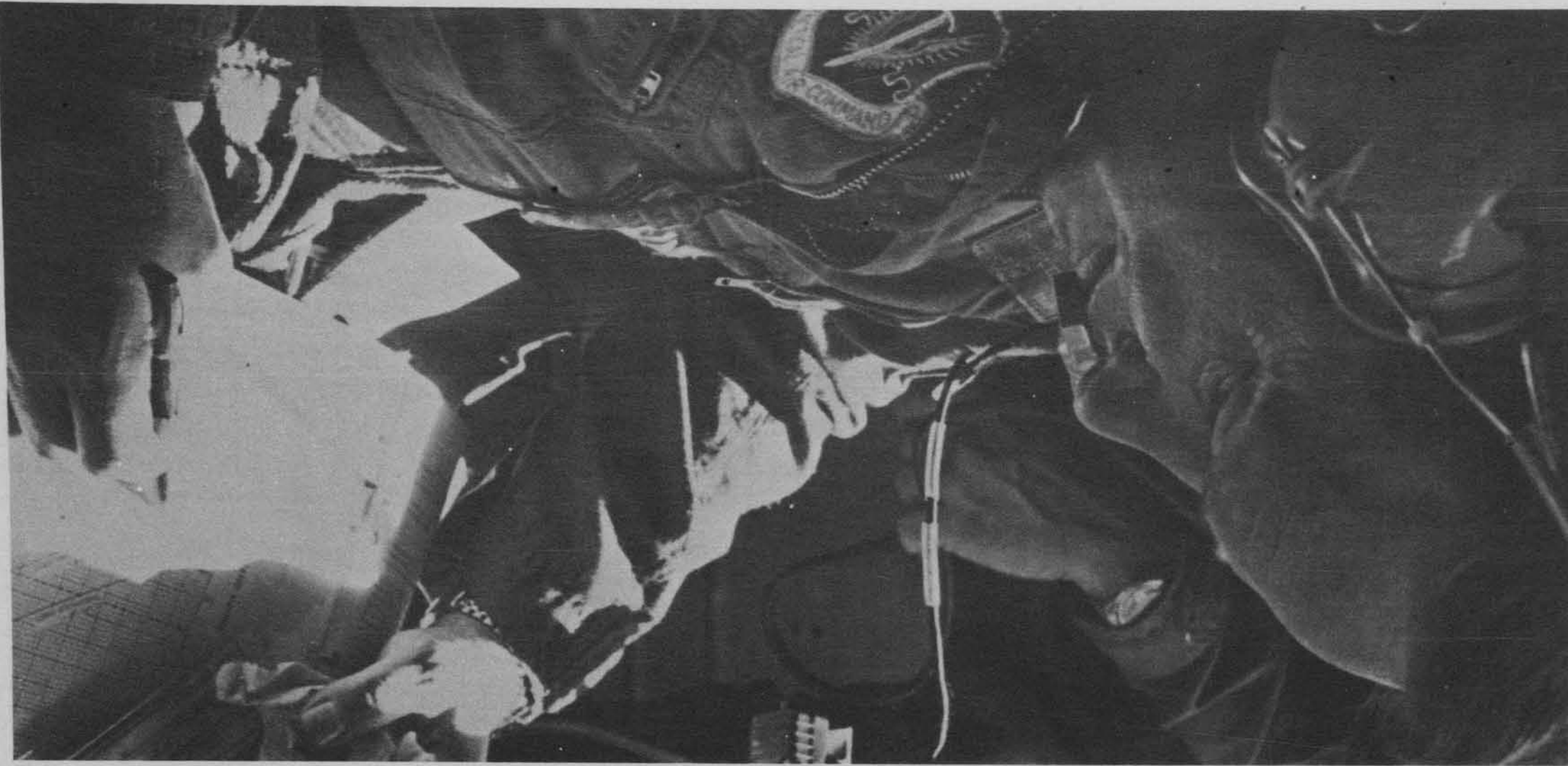




**Best in show — Black & White/ANG**  
TSGT Robert J. Barker 180th Tactical Fighter Gp., Ohio



# Appendix J ANG Obligations



## Air National Guard FY 1976 & FY TQ Obligations

	5763080 Other Procurement	57X3830 Military Construction	5763840 Operations & Maintenance	57T3840 Operations & Maintenance	5763850 ANG Mil Personnel	57T3850 ANG Mil Personnel	Total FY 76 & TQ
Alabama.....	14,397	76,836	12,840,762	3,601,408	364,329	141,927	17,039,659
Alaska .....	8,069	140,435	5,051,574	1,409,433	154,091	21,981	6,785,583
Arizona .....	31,899	2,220,836	13,277,678	3,772,866	284,634	100,815	19,688,728
Arkansas .....	5,018	113,499	8,545,800	2,262,788	186,149	77,767	11,191,021
California.....	9,660	906,255	23,906,424	6,267,600	854,180	328,313	32,272,432
Colorado .....	4,162		13,959,157	3,515,979	159,308	44,185	17,682,791
Connecticut.....	6,327		4,795,377	1,272,234	148,030	68,692	6,290,660
Delaware.....	8,039	22,432	4,167,433	1,178,703	98,903	26,165	5,501,675
District of Columbia .....	195,308	14,000	11,152,635	2,904,541	94,803	28,611	14,389,898
Florida.....	1,404	130,315	6,668,549	1,781,514	119,032	29,607	8,730,421
Georgia .....	20,110	75,204	12,206,203	3,471,018	486,824	204,218	16,463,577
Hawaii .....	8,343		10,683,322	2,824,536	261,177	60,592	13,837,970
Idaho .....	5,576	1,496,027	5,163,888	1,399,217	135,369	36,015	8,236,092
Illinois .....	24,246	1,006,946	12,831,179	3,303,367	339,915	116,666	17,622,319
Indiana.....	17,774	1,786,365	9,628,100	2,596,235	200,266	75,181	14,303,921
Iowa .....	18,636	1,649,153	9,359,497	2,457,978	225,734	62,315	13,773,313
Kansas .....	2,642	224,187	13,132,164	3,084,041	181,847	40,451	16,665,332
Kentucky.....	6,971	515,959	4,881,530	1,456,230	115,309	31,165	7,007,164
Louisiana.....	9,980		4,348,053	1,236,203	115,909	38,782	5,748,927
Maine.....	6,905	698,026	6,133,933	1,587,041	161,466	42,399	8,629,770



Maryland .....	4,314		6,812,027	1,784,620	190,883	75,078	8,866,922
Massachusetts .....	5,847	498,042	16,537,744	4,245,760	308,975	164,666	21,761,034
Michigan .....	55,368	904,670	25,613,057	6,549,476	338,221	166,792	33,627,584
Minnesota .....	12,256	2,721,860	11,321,365	3,130,081	281,473	51,317	17,518,352
Mississippi .....	13,187	385,279	9,933,077	2,603,710	367,776	132,041	13,435,070
Missouri .....	26,087	751,878	11,344,803	3,208,794	394,634	167,065	15,893,261
Montana .....	8,649	637,079	6,941,371	1,839,872	123,556	32,913	9,583,440
Nebraska .....	4,340	99,320	4,958,880	1,527,712	128,197	34,419	6,752,868
Nevada .....	10,085	1,457,042	4,948,844	1,312,796	92,339	25,561	7,846,667
New Hampshire .....	2,911		4,049,903	1,095,440	67,121	33,889	5,249,264
New Jersey .....	12,081	76,113	14,099,959	3,654,901	249,731	74,134	18,166,919
New Mexico .....	2,773	5,175	5,512,345	1,511,753	82,188	19,947	7,134,181
New York .....	29,566	684,549	22,980,639	6,253,611	674,197	175,778	30,798,340
North Carolina .....	5,765	763,516	4,188,233	1,143,238	155,389	45,864	6,302,005
North Dakota .....	8,011		5,394,966	1,393,436	90,819	19,634	6,906,866
Ohio .....	32,981	3,828,731	23,580,368	7,252,128	611,966	224,765	35,530,939
Oklahoma .....	13,759	925,379	8,476,072	2,321,231	278,561	74,756	12,089,758
Oregon .....	10,736	481,396	8,702,910	2,283,850	263,611	85,108	11,827,611
Pennsylvania .....	16,391	2,132,976	17,658,879	4,696,027	478,360	150,959	25,133,592
Puerto Rico .....	2,650		6,356,554	1,941,949	332,520	47,833	8,681,506
Rhode Island .....	11,337	11,032	4,928,364	1,368,104	218,776	44,228	6,581,841
South Carolina .....		818,426	5,381,361	1,569,934	103,233	22,443	7,895,397
South Dakota .....	5,035	767,352	4,123,000	1,098,339	90,482	11,751	6,095,959
Tennessee .....	21,572	1,559,144	14,182,873	4,051,372	600,946	197,693	20,613,600
Texas .....	12,548	393,862	16,256,231	4,954,169	358,829	123,165	22,098,804
Utah .....	5,865		5,235,348	1,418,601	226,401	76,036	6,962,251
Vermont .....	2,833		4,301,499	1,126,648	70,994	18,732	5,520,706
Virginia .....	6,171	416,831	5,479,834	1,414,232	99,455	29,897	7,446,420
Washington .....	16,492	1,773,236	9,407,428	2,445,662	353,690	110,402	14,106,910
West Virginia .....	52,133	844,932	7,665,306	2,190,369	219,702	73,633	11,046,075
Wisconsin .....	11,253	63,727	10,636,558	2,465,334	281,721	109,770	13,568,363
Wyoming .....	10,283		3,796,055	1,016,657	115,587	26,131	4,964,713

Lackland AFB .....					1,013,893	307,324	1,321,217
Bolling AFB .....			88,957	8,939			97,896
AFAFC .....					201,549,113	53,010,808	254,559,921
AFLC .....			6,295,577	1,726,453			8,022,030

Scott AFB, Illinois .....			6,101	3,151			9,252
Tinker AFB, Oklahoma .....			13,335	3,007			16,342
Hill AFB, Utah .....			22,598	4,162			26,760
McClellan AFB, California .....			5,227	2,497			7,724
Kelly AFB, Texas .....			11,171	2,318			13,489
Robins AFB, Georgia .....			13,872	2,753			16,625
AFESS .....			143,633	76,281			219,914
NGB—Fiscal Station .....			214,410,736	52,872,759			267,283,495
	838,745	34,078,022	724,550,318*	190,955,058	215,500,614	57,540,379	1,223,463,136



# Appendix K

## National Guard State Service

### Natural Disasters and Other Emergencies Fiscal Year 1976

State/Date	Location	Nature of Emergency			
<b>ALABAMA</b>					
31 Jul-2 Aug 75	Brewton	Flood			
1-2 Aug 75	Geneva	Flood			
22-30 Sep 75	South & East	Hurricane			
3-9 Oct 75	Level Plain	Water Haul			
9-10 Nov 75	Robertsdale	Flood			
23-30 Nov 75	Mobile	Medevac			
15-16 Jan 76	Nauvoo	Water Haul			
12-13 Feb 76	Cullman	Support Mission			
17 Feb 76	Clayton	Search			
13-14 May 76	West Blockton	Search			
<b>ALASKA</b>					
2-6 Dec 75	Bettal	Security			
5-9 Apr 76	Ketchikan	Security			
<b>ARIZONA</b>					
7-15 Aug 75	Sunflower	Forest Fire			
10-12 Jun 76	Navajo County	Forest Fire			
17-23 Jun 76	Mt. Ord	Forest Fire			
16-20 Jun 76	Walnut	Forest Fire			
29 Jun-6 Jul 76	Gila County	Forest Fire			
<b>ARKANSAS</b>					
17-18 Feb 76	Lake Village	Tornado			
29 Mar-4 Apr 76	Cabot	Tornado			
<b>CALIFORNIA</b>					
3-6 Jul 75	Fresno	Traffic Safety			
17 Jul 75	San Diego County	Forest Fire			
17-18 Jul 75	Madera County	Search			
5 Aug 75	Placer County	Search			
8-10 Aug 75	San Diego County	Forest Fire			
9 Aug 75	Placer County	Search			
10-11 Aug 75	Fresno County	Search			
15-16 Aug 75	Madera County	Medevac			
23-27 Sep 75	Riverside County	Forest Fire			
24-25 Sep 75	Lassen County	Search			
23 Oct 75	San Francisco	Search			
10-11 Nov 75	Butte County	Search			
24-25 Nov 75	Placer County	Search			
27-28 Nov 75	San Francisco & San Bernardino County	Support Mission			
2-4 Dec 75	San Bernardino County	Search			
6-7 Dec 75	San Bernardino County	Search			
16-17 Dec 75	Southern California	Support Mission			
29 Mar-1 Apr 76	El Dorado County	Search			
15 May 76	Calaveras County	Support Mission			
22 May 76	Tuolumne County	Support Mission			
23-25 May 76	Humboldt County	Support Mission			
24-25 May 76	Monterey County	Support Mission			
15-16 Jun 76	Tehama County	Forest Fire			
16-18 Jun 76	Tehama County	Forest Fire			
22-24 Jun 76	San Luis Obispo	Support Mission			
27 Jun-6 Jul 76	Tehama County	Forest Fire			
<b>DELAWARE</b>					
21 Mar 76	New Castle	Windstorm			
<b>DISTRICT OF COLUMBIA</b>					
26-27 Sep 75	Lorton Prison	Power Failure			
<b>FLORIDA</b>					
5-9 Aug 75	Western Florida	Aerial Survey			
22-29 Sep 75	Panama City	Hurricane			
<b>HAWAII</b>					
7-9 Feb 76	Oahu	Flood			
<b>IDAHO</b>					
5-23 Jun 76	Eastern Idaho	Flood			
<b>ILLINOIS</b>					
24-29 Jul 75	Canton	Tornado			
<b>INDIANA</b>					
5-6 Feb 76	Newcastle	Ice Storm			
<b>IOWA</b>					
4-5 Aug 75	Lakewood	Water Haul			
15-24 Aug 75	Des Moines	Security Mission			
18 Aug 75	Des Moines	Security Mission			
23 Aug 75	Storm Lake	Search			
16-21 Sep 75	Des Moines	Traffic Control			
23-24 Oct 75	Ottumwa	Forest Fire			
21-23 Feb 76	Boxholm	Snowstorm			
4-5 Mar 76	Boone & Linn Counties	Ice Storm			
24 Apr 76	Ottumwa	Rescue			
12-20 May 76	New Virginia	Water Haul			
18-24 Jun 76	Jordan	Tornado			
26-28 Jun 76	Minden	Tornado			
<b>KANSAS</b>					
19-20 Nov 75	Garden City	Snowstorm			
21 Feb 76	Ellis County	Snowstorm			
25 Feb 76	Southeastern Kansas	Range Fire			
4 Mar 76	Chanute	Ice Storm			
20 Mar 76	Garden City	Range Fire			
23 Mar 76	Council Grove	Range Fire			



<b>KENTUCKY</b>		
15-18 Aug 75	Oldham County	Water Haul
1 May 76	Louisville	Security
12-13 Jun 76	Lexington	Security
<b>MAINE</b>		
3-7 Sep 75	Coburn Gore	Search
23 Dec 75	Bangor	Search
<b>MARYLAND</b>		
25-28 Sep 75	Northern Maryland	Flood
<b>MASSACHUSETTS</b>		
5 Dec 75-13 Feb 76	Middleton	Dump Fire
30 May 76	Salem	Water Haul
<b>MICHIGAN</b>		
13-18 Nov 75	Ontonagon	Fire
3-12 Mar 76	Southern Michigan	Ice Storm
25 Apr 76	Saginaw	Flood
<b>MINNESOTA</b>		
5-6 Jul 75	Elba	Flood
29 Jul-12 Aug 75	Becker, Thay, Polk Co.	Insect Control
21-23 Aug 75	Lake City	Windstorm
20-21 Jun 76	Cass County	Search
<b>MISSISSIPPI</b>		
22-23 Sep 75	Gulfport/Biloxi	Hurricane
29 Mar-2 Apr 76	South Central MS	Tornado
31 Mar-2 Apr 76	Laurel	Flood
<b>MONTANA</b>		
23-25 Feb 76	Deerlodge	Support Mission
<b>NEBRASKA</b>		
24-27 Aug 75	Chadron	Forest Fire
19-22 Nov 75	Entire State	Snowstorm
10-14 Jan 76	Fremont	Explosion
30 Mar-30 Apr 76	East Central NE	Snowstorm
<b>NEVADA</b>		
3-5 Sep 75	Mercury	Forest Fire
6-12 Jun 76	Eli	Forest Fire
15 Jun 76	Washoe County	Search
<b>NEW HAMPSHIRE</b>		
6 Aug 75	Riley Township	Medevac
11 Aug 75	Mt. Mahosuc (ME)	Medevac
14 Aug 75	Bethlehem	Medevac
22 Sep 75	Ossipee	Water Haul
31 Oct 75	Derry	Search
28-29 Jan 76	Bath	Power Failure
8 May 76	Tuckerman	Medevac
16 May 76	Auburn	Search

<b>NEW JERSEY</b>		
2-7 Sep 75	Trenton	Water Haul
<b>NEW MEXICO</b>		
15-18 Jul 75	Canoncito	Water Haul
22 Jul 75	Scorro	Search
12-13 Aug 75	Corrales	Flood
28 Aug 75	Questa	Search
26 Oct 75	Rio Arriba County	Search
3-22 Nov 75	Union County	Aerial Surveillance
5-6 Jan 76	Zuni	Water Haul
13 Jan 76	Abiquiu	Search
18 Jan 76	Springer/Colfax Cos.	Search
21 Mar 76	Santa Fe County	Support Mission
25-26 Mar 76	Las Vegas	Grass Fire
15-26 Apr 76	Madrid	Water Haul
14-16 Jun 76	Cibola Ntl Forest	Forest Fire
17-18 Jun 76	Grants	Forest Fire
17-23 Jun 76	Sandoval County	Forest Fire
23-25 Jun 76	Mountainair	Forest Fire
<b>NORTH CAROLINA</b>		
14 Jul 75	Bynum	Rescue
6 Sep 75	Brunswick County	Search
8-12 Sep 75	Marshall	Water Haul
22 Feb 76	Newfound	Search
28-29 Feb 76	Roseboro	Search
15-16 May 76	Canton	Flood
4-9 Jun 76	Mt. Olive	Water Haul
<b>NORTH DAKOTA</b>		
7-8 Jul 75	Mott	Tornado
8-11 Aug 75	Hallway	Windstorm
22-24 Jan 76	Gackle	Water Haul
10 Apr-5 May 76	Minot	Flood
<b>OKLAHOMA</b>		
16-19 Jul 75	Holdenville	Water Haul
5-6 Dec 75	Wilburton	Tornado
6-7 Dec 75	Tulsa	Tornado
26-27 Dec 75	Muskogee	Search
12 Jan-24 Feb 76	Redbird	Water Haul
26-28 Mar 76	Spiro	Tornado
10-13 May 76	Maysville	Water Haul
27 Jun-2 Jul 76	Stigler	Search
<b>OREGON</b>		
15-16 Aug 75	Tyghe Valley	Forest Fire
<b>PENNSYLVANIA</b>		
26 Sep-3 Oct 75	Central Pennsylvania	Flood



<b>PUERTO RICO</b>		
18 Sep 75	South, West, Central Puerto	Flood
<b>SOUTH CAROLINA</b>		
12-13 Oct 75	Langley	Water Haul
8-10 Jan 76	Landrum	Water Haul
18-19 Feb 76	Waterloo	Search
15 Jun 76	Monetta	Water Haul
<b>SOUTH DAKOTA</b>		
20-24 Nov 75	Eastern SD	Snowstorm
<b>TENNESSEE</b>		
27-28 Jan 76	Lewisburg	Support Mission
<b>VERMONT</b>		
18 Aug-26 Sep 75	Franklin County	Water Haul
29 Oct-3 Nov 75	Swanton	Fire Watch
27-28 Jan 76	Southern Vermont	Flood
26-27 Apr 76	Rutland	Rescue
<b>VIRGINIA</b>		
21 Mar 76	South Boston	Support Mission
<b>VIRGIN ISLANDS</b>		
15-17 Sep 75	St. Croix	Flood
<b>WASHINGTON</b>		
2-12 Dec 75	King, Snohomish Cos.	Flood
<b>WEST VIRGINIA</b>		
31 Aug-4 Sep 75	Marshall & Ohio Cos.	Flood
22-23 Jan 76	Elkins	Search
19 Apr 76	Charleston	Medvac
21 Jun 76	Wayne County	Search
<b>WISCONSIN</b>		
23-24 Aug 75	Arcadia	Flood
5-14 Mar 76	East Central	Ice Storm
10 May 76	New Minor	Forest Fire
<b>WYOMING</b>		
31 Dec-1 Jan 76	Entire State	Snowstorm

## Civil Disturbances Fiscal Year 1976

State/Date	Location	Nature of Emergency
<b>ARKANSAS</b>		
13 Aug-8 Sep 75	Pine Bluff	Fireman Strike
<b>KENTUCKY</b>		
6-17 Sep 75	Louisville	Civil Disorder

<b>MASSACHUSETTS</b>		
7-19 Sep 75	Boston	Civil Disorder
<b>MISSOURI</b>		
3-9 Oct 75	Kansas City	Fireman Strike
14 Nov 75	Kirksville	Law Enforcement Assist
<b>NEW HAMPSHIRE</b>		
25 Dec 75	Concord	Prison Riot
<b>SOUTH CAROLINA</b>		
15-16 Aug 75	Greenwood	Potential Civil Disturbance
22-26 Oct 75	Florence	Potential Civil Disturbance
1-2 Nov 75	Anderson	Potential Civil Disturbance
<b>TENNESSEE</b>		
16 Sep-2 Oct 75	Nashville	Prison Disorder
<b>WYOMING</b>		
3-4 Jul 75	New Castle	Potential Civil Disorder

## Natural Disasters and Other Emergencies FY TQ

State/Date	Location	Nature of Emergency
<b>ALABAMA</b>		
20 Jul-1 Aug 76	Heflin	Water Haul
20 Aug-11 Sep 76	Heflin	Water Haul
<b>ARIZONA</b>		
31 Aug-4 Sep 76	Coconino County	Forest Fire
<b>CALIFORNIA</b>		
2-5 Jul 76	Mariposa-Fresno Cos.	Search
7 Jul 76	El Dorado County	Search
16-17 Jul 76	Madera County	Search
20 Jul 76	Stockton	Medevac
23 Jul 76	Alameda County	Support Mission
3-18 Aug 76	Statewide	Security Mission
12-14 Aug 76	Soledad	Weapons Search
8-9 Sep 76	El Dorado County	Search
11-20 Sep 76	Palm Desert	Flood
26 Sep 76	El Dorado County	Support Mission
<b>COLORADO</b>		
1-9 Aug 76	Loveland	Flood
<b>CONNECTICUT</b>		
9-10 Aug 76	New London	Hurricane



<b>FLORIDA</b>		
27-28 Sep 76	Deland	Support Mission
<b>INDIANA</b>		
26-27 Sep 76	Seymour	Tornado
<b>IOWA</b>		
18-19 Aug 76	Des Moines	Security Mission
<b>KANSAS</b>		
3-5 Jul 76	Southeast	Flood
<b>MARYLAND</b>		
9 Aug 76	Ocean City	Hurricane
<b>MASSACHUSETTS</b>		
9-10 Aug 76	Statewide	Hurricane
27 Sep-* 76	Belchertown	Support Mission
<b>MICHIGAN</b>		
25 Aug-* 76	Seney	Forest Fire
<b>MINNESOTA</b>		
20-22 Aug 76	Wadena	Forest Fire
24 Aug-1 Sep 76	Grand Marais	Forest Fire
1-10 Sep 76	Isabella	Forest Fire
7-15 Sep 76	Badoura	Forest Fire
8-26 Sep 76	Tamarack	Forest Fire
11 Sep-* 76	Hibbing	Forest Fire
28 Sep-* 76	Palisades	Forest Fire
<b>MISSOURI</b>		
3 Jul 76	Southwest	Flood
<b>NEBRASKA</b>		
2-7 Sep 76	Whitney	Forest Fire
<b>NEVADA</b>		
6-7 Jul 76	Carson City	Support Mission
20-23 Jul 76	Carson City	Forest Fire
<b>NEW HAMPSHIRE</b>		
17 Aug 76	Gorham	Search
17 Aug 76	Salem	Search
14-18 Sep 76	White Mountains	Search
27 Sep 76	Cornish	Search
<b>NEW MEXICO</b>		
19-21 Aug 76	Corrales	Flood
31 Aug-1 Sep 76	Regina	Water Haul
24 Sep 76	Regina	Water Haul
<b>NEW YORK</b>		
9-10 Aug 76	Long Island	Hurricane
30 Sep 76	Albany	Water Haul
<b>NORTH CAROLINA</b>		
8-10 Aug 76	Eastern	Hurricane

<b>OKLAHOMA</b>		
18 Sep-* 76	Redbird	Water Haul
<b>TEXAS</b>		
4 Jul 76	San Saba County	Search
<b>VERMONT</b>		
12-16 Jul 76	Rutland County	Flood
10-18 Aug 76	South Central	Flood
<b>WASHINGTON</b>		
26 Jul-1 Aug 76	Chelan County	Forest Fire
<b>WISCONSIN</b>		
14-17 Sep 76	Portage County	Forest Fire
<b>WYOMING</b>		
22-25 Aug 76	Worland	Search

\*Mission continued on date report compiled.

## Civil Disturbances FY TQ

State/Date	Location	Nature of Emergency
<b>DISTRICT OF COLUMBIA</b>		
2-4 Jul 76		Potential Civil Disturbance
<b>MASSACHUSETTS</b>		
9-11 Jul 76	Boston	Potential Civil Disturbance
<b>NORTH CAROLINA</b>		
5-6 Sep 76	Raleigh	Potential Civil Disturbance
<b>WISCONSIN</b>		
21-22 Jul 76	Waupun	Prison Disorder
<b>WYOMING</b>		
2-5 Jul 76	Cody	Potential Civil Disturbance