

# **ANNUAL REVIEW**

**FISCAL YEAR 1977**

**CHIEF, NATIONAL GUARD BUREAU**

**340 YEARS OF DEDICATED SERVICE TO THE NATION**



# FORWARD TO FY 77 ANNUAL REVIEW

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Recruiting and retention continues to be a priority effort in the Army and Air National Guard. In the last half of FY 1977, it was possible because of the emphasis in this area, to temporarily reverse the downward trend in strength that had generally persisted since FY 1975. The catalyst in reversing the trend was a national recruiting and retention campaign developed with the phrase "Get Your Guard Up" as its slogan. Over a two-month period, 26,907 individuals were recruited into the Army and Air National Guard.

The program for women in the Army National Guard continued to expand. Major program advances in the assignment of women in the Guard were developed and will be implemented during FY 1978. As of 30 September 1977, total female strength including nurses was 12,908.

Because of the increased awareness the Guard generated during the Bicentennial year, National Guard participation in the community relations activities continued at a high level. Domestic action projects to help those in need in the community continue to provide a valuable source of training for Guard members while aiding their neighbors.

The Equal Opportunity program continued to expand in programs oriented on recognition of interests and responsibilities in the broader area of human resources. The Human Resources Training Seminars attended by over 400 General Officers of the Army and Air National Guard contributed significantly to the success, support and effectiveness of the equal opportunity programs in the Guard.

The Army National Guard participated in a major mobilization exercise, "MOBEX 76". This exercise simulated mobilization of approximately 95,000 Army National Guard troops. Units ranging in size from small detachments to divisions. Planning is now in progress for "MOBEX 78" which will be used to test the improved plans, policies and procedures developed as a result of "MOBEX 76".

The capability of the National Guard to respond quickly and efficiently to assist civil authorities in the preservation of life, protection of property and maintenance of order was again demonstrated during FY 1977. A total of 19,737 members of the Guard responded 229 times to emergency conditions in 46 states.

Major changes occurred within the Army National Guard troop structure during this period. Significant changes were reorganization of states headquarters and headquarters detachments, realignment of the 38th Infantry Division, activation of the 73d Infantry

Brigade in Ohio, and activation of the 278th Armored Cavalry Regiment of Tennessee.

The Army National Guard affiliation program continued by reorganizing and converting three brigades to roundout. Reorganization of the 41st Infantry Brigade to roundout the 7th Infantry Division, reorganization of the 48th Infantry Brigade (Mech) to roundout the 24th Infantry Division, and conversion and reorganization of the 256th Infantry Brigade (Mech) were effected.

The Army National Guard flew 337,611 hours during FY 1977 in accomplishing aviation unit training programs. The accident rate for this period was 3.26 percent. The Army National Guard continued to maintain its position as the Army component with the lowest aircraft accident rate.

Logistic priorities during this period continued to be directed toward improved materiel readiness of designated, high priority deploying combat and combat support units. Throughout this period the Army National Guard continued to achieve an improved level of materiel readiness resulting from increased issue of deployable equipment, more efficient maintenance and management of assets, and enhanced organizational training.

The Air National Guard maintained a high degree of readiness during the fiscal year and continued program of equipment modernization as well as improvements in organizational structure.

The Air National Guard continued to augment the active forces and made significant contributions to total Air Force requirements.

To meet active force obligations during the fiscal year, Air National Guard aircrews and combat support units provided augmentation worldwide.

There are 91 Air National Guard flying squadrons for direct mission support.

During FY 1977, there were eleven aircraft conversions. Introduction of more modern aircraft included KC-135As, A-7Ds, F-4Ds, C-130Bs, and EC-130Es. Aircraft retired from the inventory were 32 KC-97Ls, 72 F-100Ds, 18 F-101Bs, 18 O-2As, and four C-121Cs. The 193d Tactical Electronic Warfare Group, Harrisburg, Pennsylvania retains four EC-121 aircraft in non-operational status, and each EC-121 will go to Military Aircraft Storage and Disposition Center (MASDC).

Eleven Air National Guard units participated in RED FLAG exercises at the Nellis AFB, Nevada range complex. Primary responsibility for RED FLAG 78-1 was delegated to an Air National Guard unit with direct operational control of active Air Force, Navy, and Canadian forces.

By end FY 1977, KC-135A units were standing



Major James Herron and SSgt Andrew Copeland of the Pennsylvania National Guard 112th Tactical Control Flight in a radio van at Johnstown during the flood of 1977.

alert. In addition to supporting SACs ALFA ALERT, Air National Guard KC-135 units augmented SAC's permanent European Tanker Task Force (ETTF). Air National Guard tankers also supported JCS/TAC exercises and deployments such as CRESTED CAP, RED FLAG, BLUE FLAG, and CORONET deployments outside the contiguous United States.

Operation Creek Party terminated in May 1977 following ten successful accident-free years of operation. This was ANG's longest continual support of the active force on foreign soil without mobilization.

Twenty-one ANG medical units performed annual training in active Air Force medical facilities. In addition to augmenting Air Force hospitals and clinics, ANG medical personnel provided critical manning assistance to active duty hospitals.

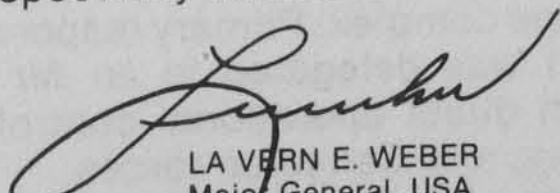
ANG Electronic Installation personnel contributed significant direct labor (mission skills) to the Air Force Communications Service (AFCS) workload. In addition, proficiency training was obtained under the volunteer augmentation program during this period in support of the AFCS workload. The program carried ANG EI volunteers in Europe, Middle East, Far East, Hawaii, Alaska, and throughout, the CONUS to augment AFCS active units.

Tactical Reconnaissance in the ANG has experienced a tremendous expansion of experience level, overall upgrading of mission readiness and mission tasking. Seven of the eight Reconnaissance units are now equipped with the RF-4C and are operationally ready.

The Air National Guard Tactical Air Support role has continued to increase in FY 1977. All units have furnished extensive airborne and ground Forward Air Control support for RED FLAG and JCS exercises. Increased close air support combat readiness has been a direct result of the increased participation.

Fiscal year 1977 saw a continuation of the concentrated training and support of the active Air Force through deployment throughout the United States and Europe of ANG flying units, Communications and Electronics units, Tactical Control units, and Civil Engineer Prime Beef units.

The 71st annual review by the Chief, National Guard Bureau for the fiscal year ending 30 September 1977 is respectfully submitted.

  
LA VERN E. WEBER  
Major General, USA  
Chief, National Guard Bureau





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# 1977 *IN REVIEW*

Congress appropriated \$2,558,587,895 for the Army and Air National Guard in FY 1977 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 FY 1977 the Army National Guard was in possession of federal equipment and vehicles in excess of \$4.1 billion. The Air National Guard equipment and aircraft are valued at over \$3.9 billion.

	ARNG	ANG
Operations and Maintenance	\$ 727.3	\$ 790.3
Personnel	721.1	221.8
Military Construction	66.1	30.6
Total	\$1,514.5	\$1,042.7

## ARMY NATIONAL GUARD

### Personnel

363,777 Personnel  
103,987 Enlistee Accessions  
32,369 Authorized Technicians

### Organization

3,297 Units

### Major Units

5 Infantry Divisions  
1 Mechanized Infantry Divisions  
2 Armored Divisions  
17 Separate Brigades  
4 Divisional Brigades  
4 Armored Cavalry Regiments  
2 Special Forces Groups  
126 Separate Battalions  
723 Company and Detachment Size Units

### Facilities

2,771 Armories  
2,114 Non-armory Facilities and Camps

## AIR NATIONAL GUARD

### Personnel

91,840 Officers and Airmen  
15,295 Total Airman Accessions  
21,954 Authorized Technicians

### Organization

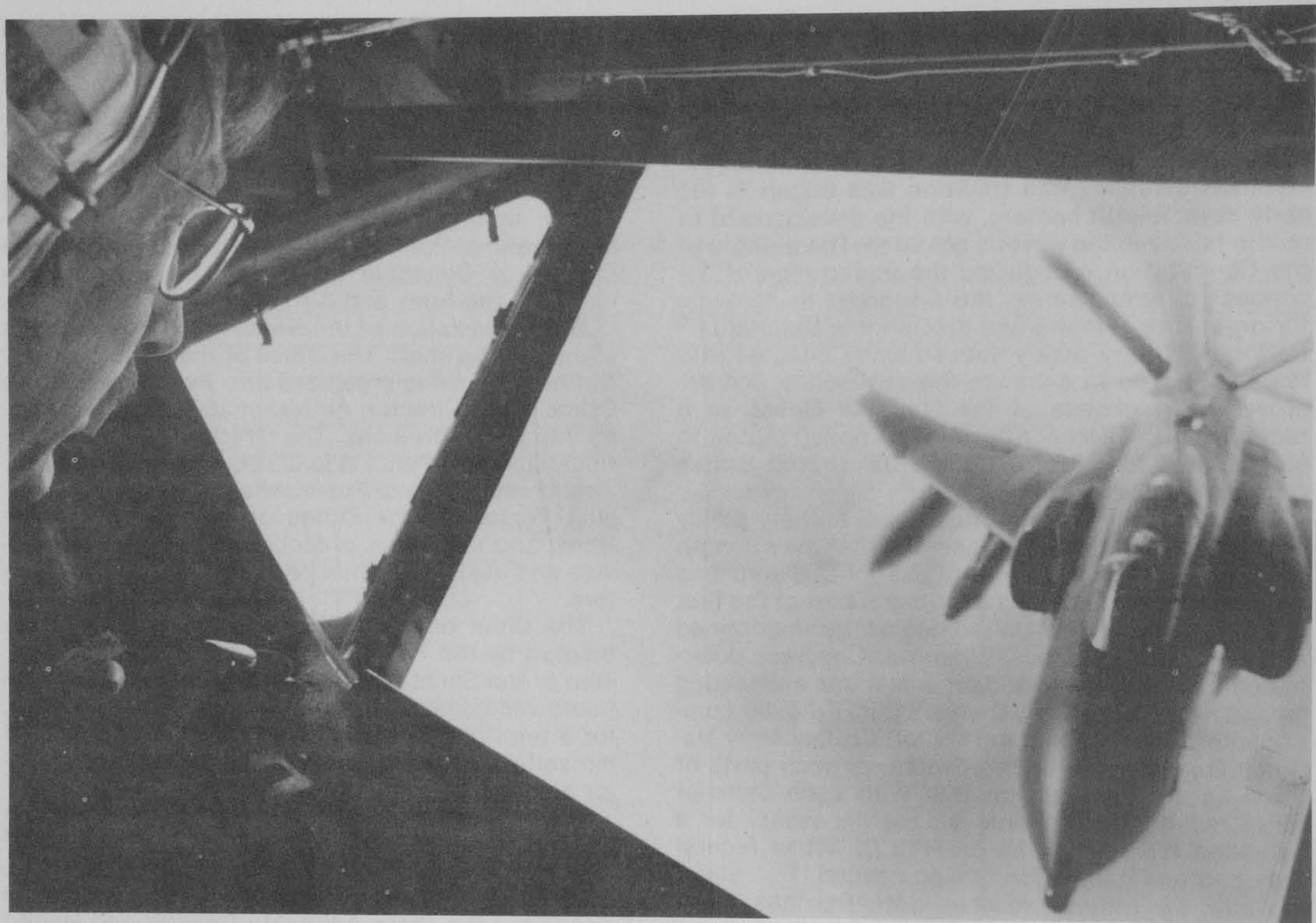
1,020 Units  
24 Wings  
69 Groups  
91 Squadrons  
618 Support Units  
110 Communications Units  
108 Miscellaneous Units

### Facilities

89 Flying Bases  
82 Non-flying Bases



TSgt Ron Marish, a 136th ARW (Dallas, TX), boom operator, guides an Air Force F-4 into position for refueling.



National Guard Bureau Personnel Strength  
30 September 1977

Military	Authorized	Assigned
ARNGUS .....	32	30
Active Army .....	62	51
ANGUS .....	34	32
Active Air Force .....	52	53
Total .....	180	166
<b>Civilian</b>		
Army .....	172	148
Air Force .....	138	125
Total .....	310	273

National Guard in American Wars

War or Conflict	Guardsmen (Militia) on Active Duty
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.



# **MISSION: ORGANIZATION AND ADMINISTRATION**

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## **MISSION OF THE NATIONAL GUARD**

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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**

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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 communications 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 Human Resources; 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 September 1977.

## **THE ARMY NATIONAL GUARD**

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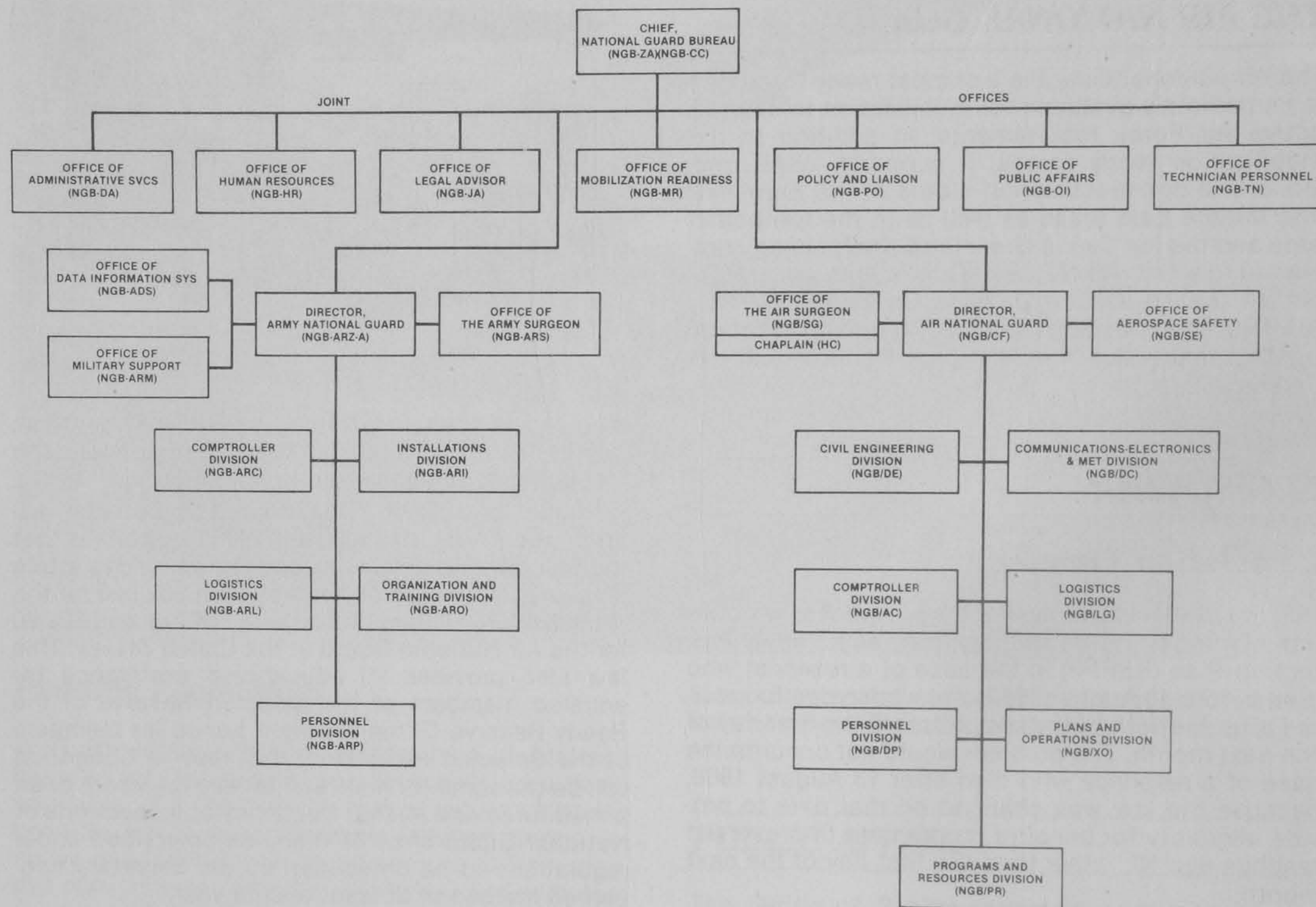
The Army National Guard provides forces that are an integral part of the Nation's defenses.

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



# ORGANIZATION





#### M 578 battle tank recovery.

able to provide the number of trained military units needed to support these contingencies.

## 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 94-448 allows for the payment of widow's annuity under the Retired Serviceman's Family Protection Plan (RSFPP) in the case of a reservist who died before 13 August 1968, and whose death occurred after his 60th birthday but before the first day of the next month. The problem would not occur in the case of a reservist who died after 13 August 1968, because the law was changed on that date to provide eligibility for benefits on the date the reservist reaches age 60, rather than the first day of the next month.

Public Law 94-445, Section 1503 of "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 Individual Retirement Plans (IRA). This amendment applies to taxable years beginning after 31 December 1975.

Public Law 94-464 provides that defense medical personnel are immunized from medical malpractice suits. National Guard medical personnel are not immunized from suit, but the United States is required to indemnify them for judgments and costs. This law eliminates the need of malpractice insurance for



medical personnel, including physicians, dentists, nurses, and other medical support personnel, with respect to torts committed in line of duty.

Public Law 95-79 "Department of Defense Appropriation Authorization Act, 1978" authorizes that the Selective Reserve shall be programmed to attain an average strength of not less than 382,000 for the Army National Guard of the United States and 92,500 for the Air National Guard of the United States. This law also provides (1) educational assistance for enlisted members of the Selected Reserve of the Ready Reserve (2) reenlistment bonus for members of the Selected Reserve (3) that reserve obligation will be the same for male and female members of an armed force and (4) that frequency of inspections of National Guard shall be made as prescribed under regulations to be prescribed by the Secretary concerned instead of at least once a year.

Public Law 95-92 "Military Construction Authorization Act, 1978" authorized \$44,377,000 for Army National Guard of the United States and \$37,300,000 for Air National Guard of the United States to establish or develop additional facilities.

Public Law 95-101 "Military Construction Appropriation Act, 1978" appropriated \$49,400,000 for Army National Guard construction and \$43,300,000 for Air National Guard construction.

Public Law 95-111 "Department of Defense Appropriation Act, 1978" appropriated for Army National Guard personnel \$782,500,000 for Air National Guard personnel \$231,800,000; Operation and Maintenance, Army National Guard \$745,666,000, for Air National Guard Operation and Maintenance \$825,207,000.



Self propelled howitzer (8" M 110).



## Pending Legislation

H. R. 96 would authorize medical care and related benefits for Guardsmen and Reservists on a basis equitable with the active forces. It would authorize benefits for injury or disease incurred during inactive duty training; while traveling to or from inactive duty training, during a reasonable period before or after or between consecutive periods of inactive duty training.

H. R. 97 would provide survivor benefits in case of death of certain members or former members of the armed forces who die before becoming entitled to retired pay for non-regular service.

H. R. 99 would provide full retirement for non-regular service at age 55 with actuarially reduced retired pay at age 50.

S. 274 would prohibit union organization and membership in the armed forces. It also prohibits any military or civilian official of the Department of Defense from negotiating or bargaining with a purported military union or from authorizing union activities on government property.

H. R. 571 removes current restriction for payment of a cash award to a member of an armed force who

was not on active duty at time of suggestion, invention, or scientific achievement that formed basis of award.

## 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.

Magazine advertisements in 1977 used the theme, THE GUARD OF OPPORTUNITY, pointing out the benefits of Guard membership. Mailback coupons attached to the magazine ads produced approximately 57,289 recruiting leads for the Army and 37,602 for the Air Guard.

An intensive advertising campaign entitled, GET YOUR GUARD UP was undertaken to assist State Adjutants General with their retention objectives. August was designated as SALUTE THE GUARD month. Deemed highly successful, the campaign consisted of posters, billboards, brochures, and



newspaper/magazine ads featuring nationally recognized personalities. There also were special radio and television public service spot announcements, banners, bumper stickers, transit cards, counter cards, planning calendars, and office signs. The field service force was expanded from three to six persons during the campaign.

The Guard exhibited at 17 conventions of influential groups in education, counseling, media, and military organizations during FY 1977. Plans were approved to expand the National Exhibit Program and to contribute to the enhancement of the National Guard image by developing exhibits that will conform to the goals of the conventions attended.

In the Command/Internal area, our bulletin board publication PUSH PIN POST, continued to provide news and feature items of interest to Guardsmen. PUSH PIN POST is mailed directly to each Army and Air National Guard unit every month.

NATIONAL GUARD TODAY, the quarterly news-format production, produced in both video-tape and film formats, continued. Various activities of Guard units, primarily contributed from the units themselves, were covered via this medium. NATIONAL GUARD TODAY is distributed to State Headquarters for further distribution to the units.

A new element was introduced in the Command/Internal area this year. Distribution of a series of 20 Commander's Briefings, designed for Commanders to present to their people, was begun. The briefings are comprised of a manuscript with 20 slides and are mailed in bulk to the states for further distribution to each unit. Included in the topics covered are total force, mission and structure, educational system, training structure, benefits, community involvement, and others.

Public information activity was heavy during FY 1977 with the Office of Public Affairs responding to 108 news media queries from local, regional and national news media. In addition, the Office completed assistance to NGB-TV for their special on the Reserve Components and on a 1/2 hour special on the NBC affiliate in Cleveland, Ohio, featuring the Chief, National Guard Bureau, Major General LaVern E. Weber. The Army and Air National Guard received significant news media publicity resulting from 49 news media airlifts and orientation flights conducted during the fiscal year. Activities included coverage of local mission stories and publicity on ANG KC-135 support of the SAC Tanker Task Force deployments to Europe. Additional publicity was received from news media representatives traveling with ANG Deployments to Europe as a part of the



ongoing Tactical Air Command (TAC), short-term deployments.

Because of the increased awareness of the Guard generated during the Bicentennial, National Guard participation in community relations activities continued at a high level. Over 400 orientation flights and more than 110 flyovers were performed at no additional cost to the government. Domestic action projects to help those in need in the community continue to provide a valuable source of training for Guard members while aiding their neighbors.

The Army and Air Guard continued to increase participation in training exercises conducted in CONUS and overseas. Three ARNG Public Affairs Detachments participated in JCS exercises and two more joined REFORGER 77 in West Germany. ANG information personnel continued to provide information support on several JCS exercises and have acted as media escort officers on the TAC European deployments.



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## **TROPHIES AND AWARDS PROGRAM**

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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.

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## **HUMAN RESOURCES**

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During FY 1977, the Office of Equal Opportunity was expanded and redesignated the Office of Human Resources. This action represents a recognition of increased interests and responsibilities in the broader area of human resources and parallels related actions at Department of Army and Department of Air Force.

One of seven joint offices responsible to the Chief, NGB, the Office of Human Resources now includes three branches. The Compliance Review Branch provides assistance on all matters pertaining to equal opportunity for National Guard military members. The Equal Employment Opportunity Branch is responsible for all aspects of equal employment opportunity pertaining to National Guard technicians. Both of these branches work toward the goals of a military and technician workforce which reflects the ethnic composition of

the population served by the Guard at the local, state and national level.

The Organization Effectiveness Branch was created in May 1977 when the Office of Equal Opportunity was redesignated the Office of Human Resources.

The Organizational Effectiveness Branch is responsible for planning, implementing and monitoring a program for improving organizational effectiveness at every level throughout the National Guard system. The Organizational Effectiveness Program is a systematic application of advance management principles and applied behavioral science techniques to the Guard system. Both the Army and the Air Force have developed similar programs and have documented dramatic improvement in those units that have successfully applied the principles and techniques.

The Compliance Review Branch conducted five program reviews or evaluations during FY 1977. 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: general EO program implementation, staffing and training of EO staff personnel, affirmative action plans, human relations councils, unit human relations training, minority and women recruiting and retention efforts, and the rapport of Guard units with the local minority community.

As of the end of FY 1977 there were 864 ARNG RR/EO positions authorized, of these approximately 690 have been staffed. However, only 20 percent have been trained at the Defense Race Relations Institute (DRRI). A new training program was initiated for Army Guard members in August 1977, whereby part of the DRRI training requirement can be completed through a correspondence course program with the remainder completed in residence at DRRI. This program should significantly increase the number of Army Guardmembers qualified in the RR/EO field. During FY 1977 a number of states initiated RR/EO training programs at unit level in the Army National Guard.

In the ANG there are 325 social action positions authorized, with 290 presently staffed. Over 80 percent of the authorized social action positions are filled with AFSC qualified personnel. Most ANG units have completed two five hour phases of human relations training at unit level and the training has been generally well received.

In March 1977, a twelve hour Human Relations Training Seminar for general officers was presented by specially assembled NGB Instructor Teams. Over 400 general officers of the Army and Air National



In FY 1977, ten formal complaints of discrimination were filed with NGB-HR by members of the National Guard; five from Army Guard members and five from Air Guard members. Six were based on race and two on sex and two on race/national origin. Five were investigated and resulted in findings of no discrimination. One was resolved by the amendment of an Air National Guard regulation, and three are still under investigation.

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Thirty-eight complaints of alleged discrimination were filed by National Guard technicians and applicants for employment during FY 1977. Nineteen were ANG in origin, 18 were ARNG and one filed against the National Guard Bureau. The basis for the complaints were in the following areas: race-eight; color-one; race and sex-one; third party-one; sex and age-one; and eight were rejected as not within the purview of the regulations. An analysis of all complaints indicates that two important causative factors are: a violation of the merit promotion plan and a lack of management and supervisory commitment to the EEO program.



During the past fiscal year, the Federal Women's Program Coordinator's Handbook and the Spanish Speaking Program Handbook were published and distributed to the field. EEO Branch personnel participated in numerous FWPC and SSPC seminars and conferences. The Native American Handbook is being developed and will soon be distributed.

During FY 1977 representatives of the Office of Human Resources participated in six national conventions of major minority organizations (black, Hispanic, and American Indian organizations). In addition, the Office of Human Resources sponsored the first National Guard Equal Opportunity Conference for military and technician Equal Opportunity representatives from all the states. A number of prominent guest speakers and senior DOD officials also participated. The conference was successful in increasing the technical knowledge of Equal Opportunity personnel and increasing communication between the states and the Office of Human Resources.

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

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## **ADMINISTRATIVE SERVICE**

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### **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 applicable to the Guard.

In FY 1977 the National Guard Bureau wrote and distributed a total of 55 standard publications and 20 changes to publications; three were joint directives governing both the Army and the Air National Guard; 30 were for the ARNG only; 29 were for the ANG only; and 13 were Technician Personnel publications.

The National Guard Bureau Library maintains a historical file of all National Guard standard publica-

tions. Information from these files is available upon request.

### **Publications Management**

The Army National Guard FY 1977 program for Department of Defense and Department of the Army Publications and Blank Forms was \$1,987,000. However, \$156,000 was spent over the program because of unprogrammed requirements, which necessitated additional procurement of manuals.

Distribution of Soldier's Manuals was converted from a system whereby manuals were being distributed direct to units based on data furnished by TRADOC (Push system) to a system whereby each unit now requisitions required manuals (Pull system).

Initial testing of requisitioning publications and blank forms via AUTODIN was begun in Kentucky, Mississippi, Texas, and Utah. This system has proven highly satisfactory. AUTODIN requisitioning of publications and blank forms is being implemented ARNG wide.

Seventy five ARNG publications personnel attended the FY 1977 Worldwide Publications Conference sponsored by DAAG at St. Louis, Missouri.

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## **MOBILIZATION READINESS**

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The Office of Mobilization Readiness is charged with the responsibility for reviewing and making recommendations to plans, policies, and procedures pertaining to mobilization of the National Guard and to provide the CNGB with a continuous appraisal of the mobilization readiness of the National Guard. The Office also serves as a link between CNGB, OSD, senior commands, State Adjutants General, and other officials to address the National Guard's role during mobilization.

During FY 1977 the ARNG participated in a major mobilization exercise — "MOBEX 76." This Department of the Army exercise was conducted to evaluate current mobilization plans, policies and procedures in support of more advanced planning. Real world data and real time were used during the exercise for the first time in recent years.

This exercise, conducted during the period 8 November to 9 December 1976, simulated mobilization of approximately 95,000 ARNG troops in 275 units ranging in size from public information detachments to divisions. To conserve funds, movement of people and things were simulated. However, all systems were loaded with requirements to determine problem areas. Filler personnel and equipment shortages were requisitioned, movement plans and



schedules were checked, and training requirements were established.

Approximately 1,000 ARNG personnel were ordered to active duty for five days to prepare and process documents to exercise the system and perform evaluation duties. Therefore, the evaluation process was completed at every level from small units through the Office of the State Adjutants General. The results of the exercise have been evaluated and the National Guard Bureau has been and will continue to cooperate with other elements of the Department of the Army staff and Forces Command to correct the deficiencies and provide for a smoother and simpler mobilization process. Planning is now in progress for "MOBEX 78" which will be used to test the improved plans, policies and procedures.

## **TECHNICIAN PERSONNEL**

### ***Staffing and Technician Career Management Division***

During FY 1977, the Staffing Branch published a new and more comprehensive National Guard reduction-in-force plan (TPM 300 (351)). To coincide with the publication date of the plan, staffing branch members conducted a three-day training seminar to familiarize the Technician Personnel Office staff with the procedures and requirements of the plan.

The development of specific qualification standards for all technician positions continue to have top priority. This project when completed will cover approximately 1,700 jobs.

Another Staffing Branch project undertaken during FY 1977 was the development of revised merit placement plan for both excepted and competitive technicians. In response to request from many of the States, the revised merit placement plans will contain more detailed guidance on the rating and ranking of job candidates. To coincide with the publishing of these plans the Staffing Branch will be conducting a Staffing and Placement Training Course at the National Guard Professional Education Center (NGPEC) during January 1978.

Military/technician compatibility requirements for all ARNG positions were reviewed and staffed during FY 1977 and are scheduled for distribution to States in early FY 1978. ANG technician/military compatibility will be reviewed during FY 1978.

Emphasis on the use of NGPEC continued during FY 1977 especially in the training of ASTs. Approximately 1,300 ASTs were trained at NGPEC during the fiscal year with a total of over 3,200 ASTs having



received training at the center since it became operational in late FY 1975. As an adjunct to the AST course, a training course for Command Administrative Assistants (CAAs) was developed during FY 1977 for presentation during FY 1978.

During FY 1977 the facilities at NGPEC were expanded in order to be more responsive to the training needs of technicians. NGPEC now has the capacity to train, quarter, and feed 240 students at any given time. During FY 1977 technicians also received training at NGPEC in the fields of personnel management, financial management, procurement, and training readiness. In addition to the training conducted at NGPEC, the Training and Career Development Branch coordinated formal training for technicians utilizing U.S. Civil Service Commission and Departments of the Army and the Air Force Training facilities.



ARNG survey team and roadgrader in operation.



An Upward Mobility Plan for National Guard technicians was developed during FY 1977. This publication is currently being staffed and should be published during first quarter FY 1978. The efficiency of the technician on the job and the achievement of career development goals continue to receive much emphasis from the National Guard Bureau.

### ***Technician Management and Labor Relations Division***

Contract negotiations in certain States have resumed due to the declaration by the Federal Labor Relations Council on 19 January 1977 that the wearing of the military uniform by National Guard technicians in the pursuit of their day-to-day operations was a negotiable item. These negotiations have led to a marked increase in hearings before the Federal Service Impasse Panel. The Labor Relations Branch becomes involved either as management representative or in an advisory capacity assisting the State in the writing of posthearing or pre-appeal briefs. Assistance to the States' negotiation teams is provided prior to the onset of bargaining and continual liaison is affected throughout the negotiation period. Additionally, the Labor Relations Branch in coordination with NGB-JA has initiated a labor relations team concept utilizing the legal expertise of the State Judge Advocate Generals in third-party presentations. The Labor Relations newsletter continues to be published periodically.

There has been an evening out of unfair Labor Practice cases in comparison with the same time frame last year. It is assumed that this can be attributed to a maturing of both labor and management representatives in the States. Of those cases that reach the formal presentation stage, the Labor Relations Branch assists the States in an advisory capacity which includes writing 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.

Coordination has also been affected with the Technician Personnel Officers in the selection and acquisition of trained grievance and appeals examiners to insure correct procedural guidance on adverse action processing in the States. To this end, the Division in conjunction with the Training Branch has conducted two 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 and non-monetary awards for suggestions submitted by National Guard technicians and other special achievements that contribute to the efficiency, economy and benefit to the National Guard, U. S. Army or the U. S. Air Force. During this reporting period, the highest cash award paid for a single suggestion was \$2,200. The suggestion was submitted by a technician employed by the California Air National Guard and resulted in an estimated tangible total first year net dollar benefit saving of \$115,866, and a substantial/extended scale of intangible benefits.

### ***Compensation and Classification***

The Compensation and Classification Division continues to provide policy guidance, adjudicate appeals, issue standard position descriptions, coordinate actions with the Civil Service Commission and Department of Defense components, and to monitor and evaluate actions of the Classification Activities. Actions coordinated with the Civil Service Commission included responses to reports of personnel management evaluation visits by regional offices of the Civil Service Commission to various National Guard units. Most of the classification problems pinpointed by the Commission evaluation teams are linked with technicians not performing duties as described in their official position descriptions, and with the National Guard relying on a



higher level of standardization in position and organization structures without the controls, evaluation, and feedback necessary to maintain an effective standardized system.

In response to the Commission evaluations greater emphasis has been placed on program review, position management and review of organization structures to determine if standard structures are compatible with current manning levels and changes in mission requirements. The new manning criteria for surface maintenance activities in the Combined Support Maintenance Shops, is one significant improvement in that area, an improvement which resulted from a survey and analysis of operating maintenance organization by classification specialists in coordination with NGB Logistics Division personnel.

Many other substantial improvements have been made in position management and classification programs as a result of the establishment, at the beginning of the fiscal year, of the three National Guard Classification Activities, located in Salt Lake City, Utah; St. Louis, Missouri; and Alexandria, Virginia. They have developed a full-scale program of position classification and position management administration in their assigned areas. The following are some of the more significant actions taken during FY 1977.

Developed new ARNG position descriptions for MATES with Support Maintenance for UTES and MATES without Support Maintenance, and for CSCS Shop Control Offices.

Issued a new Safety Specialist position description for use in State Headquarters for all ARNG elements.

Conducted a position classification and position management study of USPFO offices in various States, with development of new position descriptions.

Issued new position descriptions for Secretary (Typing) and of Aviation Administrative Assistant for use in the State Aviation Office of those States with multiple ARNG facilities (AASF/AAFA's).

Developed new ARNG position descriptions for Comptroller Division, USPFO, JUMPS-(RC).

Developed new position description for Supervisory Fire Fighter in AASF/AAFA's (ARNG).

Conducted a study of the Supply Division of ANG flying units, with the development of new position descriptions and a new organizational structure.

Studied the ANG Comptroller (Accounting and Finance) function at flying bases; developed new position descriptions.

Conducted a study of ANG CBPO functions at various flying units, with the development of new position descriptions.

Made a special study of life support positions in operations sections of ANG flying units.

Conducted a classification and organizational structure review of ANG Field Training Sites. Issued new position descriptions.

Developed new position descriptions for the ANG Field Support Center as the result of the elimination of management/staff headquarters functions from those positions.

Reduced excessive organizational layering in the Organizational Maintenance Branch of ANG flying units by elimination of Line Chief and Inspection Chief positions.

Revised and expanded portions of the TPM, providing additional guidance on implementing downgrades resulting from classification actions.

Participated in executive development seminars for Position and Pay Management chiefs (Fort Belvoir, Virginia; St Louis, Missouri; and San Francisco, California).

Conducted a program-wide study of earning and use of compensatory time to determine if there is need for regulations or controls in this area.

Implemented the four-day workweek on a test basis at two ANG bases.

Assisted several States with the implementation of flexitime experiments.

Participated with the DOD Compensation Committee in continuing efforts to eliminate inconsistencies in wage and salary administration within the DOD community.

## ***Personnel Management Evaluation***

As indicated in the 1976 Annual Review regulatory coverage in evaluations received special emphasis in 1977. Position Management and Classification reviews were particularly significant. Those conducted by the Civil Service Commission highlighted supervisory layering and wage grade position grade additives as areas needing attention. Compatibility review indicated an upswing in the overall compatibility in the technician workforce. In general, delegations of authority and responsibility continue to need revitalization in order to bring about more effective supervisory chains and establish viable lower level supervisory positions. Federal Women's



ARNG roadgrader in operation.



Programs and Spanish Speaking Programs are in much need of activation and support.

In Fiscal Year 1978, emphasis will be spotlighted on bringing the State self-evaluation program into focus by familiarizing managers with the requirements for this function. Technician Personnel Pamphlet 908, now approaching its third year in print, will be the text for future evaluations. Eight evaluations are scheduled to be conducted by the National Guard Bureau with Civil Service Commission Scheduling to be announced.

### ***Data Management Activity***

Although the anticipated enhancement of the TPMIS system at State level was not accomplished this year as the proposed acquisition of the Data Entry System was cancelled, the National Guard Computer Center has agreed to provide other improvements within current resources available to them, consisting primarily of expanded use of AUTODIN as a means of transmitting Edit Errors, Update Errors and standardized reports back to the States. These documents are now mailed, and take up to a week or longer to reach the TPO.

Efforts to secure the degree of systems automation necessary to eliminate the manual functions now performed at State level will continue. Upon completion of the on-going documentation of all functional area ADP requirements within the Army National Guard Directorate, we are hopeful that sufficient justification will be provided for acquisition of additional ADP resources.

At Bureau level, availability of current technician personnel data was significantly improved by the installation of a computer terminal within the Data Management Activity. This terminal provides the capability of obtaining much of the current required data that heretofore had to be requested in writing from the National Guard Computer Center. Tie in with a small remote printer located in the National Guard Computer Center provides a limited print capability. State TPOs may avoid themselves of this service by calling the Data Management Activity. Requirements that cannot be satisfied due to program complexities, source of data (historical files), and printing requirements (size, number of copies) will be produced by the National Guard Computer Center.

Looking ahead to FY 1978, it is planned that during the 2nd quarter, a two day training session on



the TPMIS System will be held at NGPEC. A new TPM covering the system should also be ready at this time.

### **ANG Civilian Personnel Activity**

During the 1977 fiscal year, conversion actions continued with 168 positions at the National Guard Bureau being converted from Title 32 competitive status to that of Title 5. The initial conversion was for 138 positions and subsequent Bureau level conversions raised the total to its present level of 168. Additional conversion actions are taking place at Hill AFB, Utah, for the National Guard Western Classification Activity; at Andrews AFB, for Edgewood Arsenal, Maryland, functional transfer; and at Scott AFB for the National Guard Central Classification Activity. Also converting at Scott AFB is the ANG Fiscal Support Station, Robinson ANGB. One position at Randolph AFB will be converted and become the ANG liaison with the Air Force Military Personnel Center.

Throughout the conversions, NGB/DPC has coordinated the requests to the Civil Service Commission and has provided information to assist the State Adjutants General, Technician Personnel offices, and Servicing Civilian Personnel offices in conversions. Excellent support was realized and most of the conversions occurred without setbacks.

Labor agreements were renegotiated at Otis and Selfridge ANG Base and approved by NGB/DPC during FY 1977. Assistance was provided under the negotiated grievance procedure. Two cases were settled by formal arbitration, and in each instance the ANG base action was sustained by the arbitrator. Guidance on agreement analysis, merit promotion and health and safety were provided to assist Civilian Personnel Officers (CPOs) in negotiating labor agreements. Formal training was provided in grievance arbitration and in other labor relations areas to NGB/DPC and ANG CCPO staffs.

NGB/DPC requested that ANG CCPOs develop merit promotion plans to appropriately cover local requirements. Assistance was provided and suggestions were made for further refinements by NGB/DPC staff.

In response to specific requests, NGB/DPC provided assistance in reconstructing pay actions to assure Title 5 employee pay adjustments were proper.

A traumatic injury compensation study was conducted and it was found that ANG CCPOs had considered possible adverse affects before assigning related light duty to recuperating Title 5 employees

to achieve a reduction in the cost of pay continuation benefits.

The signature of the Director ANG was obtained on Length of Service Recognition Certificates for all ANG Title 5 employees who merited recognition for 30 years of Federal service during FY 1977.

Equal Employment Opportunity (EEO) Plans of Action were prepared for Title 5 employees at ANG CCPOs under a new format specified by the Civil Service Commission. The new format provides a more detailed, individual assessment, and goal-setting than was permitted in the past. This is particularly important to some ANG activities which have undergone reductions and have many employees who qualify for repromotion. Under the new EEO plan, a detailed analysis can identify repromotion eligibles and will include them as factors to be considered when hiring and promotion practices are analyzed within the EEO Plan of action. Related EEO goals can also be made within the plan and will be realistic. The EEO Plan of action continues to provide an opportunity for management involvement, and managements concern is evidenced in that most complaints are resolved informally with very few EEO complaints being elevated for processing as formal complaints. The attainment of EEO goals was hindered by the hiring freezes imposed by presidential directive and by the Guard Bureau in anticipation of a reduction in strength.

The training program for Title 5 employees was cited by an Air Force Personnel Evaluation Team as very effective and responsive to identified training needs. The overall budget has steadily grown as new conversions have increased Title 5 ANG strength and created needs for mission-related training and support. Reduced Air Training Command funding for FY 1977 required a 30 percent reduction in ATC courses. NGB/DPC conducted a review to assure that only the most essential requirements were retained, and that alternate methods of training were obtained where necessary. Because of the unique organization of Title 5 ANG employees, in-house training methods are often used rather than obtaining training from active duty Air Force personnel. As an example, Phase III Human Relations Training is provided by a Title 5 instructor from Selfridge ANGB, Michigan who travels to instruct other Title 5 personnel in Human Relations and in Alcohol and Drug Abuse training.

Members of the Title 5 Civilian Personnel Office staff at base and headquarters level have recently been provided with the opportunity to enroll in a centrally managed career program for personnelists





throughout Air Force. The (CPCP) Civilian Personnel Career Program requires performance and qualifications assessments and a statement of availability for key positions identified by grade level and geographical location. A central register is alternately updated and reestablished every six months.

Activity in the classification program of Title 5 employees has increased in proportion to the increase in the Title 5 workforce. Two formal classification appeals have been initiated and numerous advisory allocations requested. With increased emphasis on position management and average grade control by USAF, NGB/DPC developed a plan to reduce the average grade. A survey was conducted on position management and additional controls were established. Average grade and salary continue to remain at a revised 30 June 1974 base line. Revision of the base line was necessary to properly reflect increases in Title 5

strength from Title 32 conversions.

Quarterly reports on wage increases for Title 5 ANG employees at various localities were submitted during FY 1977.

Under a progressively expanding APDS-C Program, data on ANG Title 5 personnel are stored in a computer processing system. This system is identical to the active duty military system called APDS-M with certain added information specifically required for civilians. APDS-C is a total data system which completes almost 100 percent of the personnel processing actions and provides most of the data required in reporting to the Civil Service Commission. During 1977 the data records underwent two additional conversions to increase the records and provide automated reporting in training. Additionally, system enhancements now provide assistance in recruiting and promotion evaluation patterns (PEPs), which should increase staffing efficiency.



# ARMY NATIONAL GUARD

Enhanced active component support and the issue of deployable equipment to Army National Guard units contributed to the improved overall readiness capability of the Army Guard during this period.

To combat the continuing decline in personnel strengths, a new recruiting campaign was mounted using the phrase "Get Your Guard Up". As of 30 September 1977 this effort has raised the assigned strength to 363,777, temporarily reversing the decline. The Army National Guard anticipates achievement of its recruiting goals for FY 1978.

Through a vigorous recruiting campaign, minority strength continued to make significant gains with fiscal year end strength of 85,304. The program for women in the Army National Guard continued to expand. As of 30 September 1977, total female strength including nurses was 12,908.

The Army National Guard continued its important role in the community in civil disturbance and natural disaster assistance. Over a twelve month period, members of the Guard responded 229 times to emergency conditions in 46 states. This involved a total call up of more than 19,737 members of the Guard.

Major changes occurred within the Army Guard troop structure. These changes primarily were reorganization of state headquarters and headquarters detachments, realignment of the 38th Infantry Division, activation of the 73rd Infantry Brigade, and the 278th Armored Cavalry Regiment. The affiliation program continued by reorganizing and converting three brigades to roundout.

Exercise "MOBEX 76" was a simulated mobilization of approximately 95,000 Army National Guard troops. Planning is now in progress for "MOBEX 78" which will be used to test the improved plans, policies, and procedures as a result of "MOBEX 76".

These accomplishments, together with improvement in the affiliation program, improved materiel readiness, and continued success in more efficient maintenance, management and enhanced organizational training, the Army National Guard can look forward to maintaining a high degree of readiness during FY 1978.

## COMPTROLLER

### Appropriation

The Congress appropriated a total of \$1,481,993,000 for the Army National Guard for FY 1977. The initial amounts in each appropriation are as follows: (dollars in millions).

Appropriation	Appropriated FY 1977
National Guard Personnel, Army	\$714.7
Operation and Maintenance, Army National Guard	\$706.2
Military Construction, Army National Guard	\$61.1
See Table 1 Appendix F for ARNG Obligations	

### Funding

The Army National Guard budgets which were submitted to Congress in January 1976 supported a strength plan with a beginning strength of 380,000, an average strength of 390,000 and an ending strength of 400,000 in 3,285 units in 2,600 communities.

The budget submissions were as follows:

	FY 1977
NGPA	\$699,565,000
OMARNG	\$719,200,000
MCARNG	\$61,128,000
National Guard Personnel, Army (BP 3100)	

The Congress appropriated (Title I, PL 94-419) \$714,655,000 for FY 1977 for the National Guard Personnel, Army appropriation to support an end strength of 400,000 and to provide an input to train 38,160 non prior service accessions under the REP-63 program. A pay raise supplemental for FY 1977 was requested in the amount of \$15,235,000. The Congress, however, enacted only \$8,750,000 due to shortfalls in actual paid strength below the approved program. A FY 1977 reprogramming action transferred \$1,500,000 to the Operation and Maintenance Army appropriation. FY 1977 direct funds and funded reimbursements resulted in a total NGPA funding availability of \$724,421,000.

### Operations and Maintenance Army National Guard (BP 3700)

The Congress appropriated (Title III, PL 94-419) \$706,200,000 for FY 1977 for the Operation and Maintenance, Army National Guard. A supplemental appropriation of \$20,766,000 was requested but only \$17,866,000 was enacted for civilian pay increases. The absorption of the \$2.9 million reduction required intensive manpower management and prolonged



Woman member of the Guard takes aim with her M-16 during a training exercise.



hiring freeze. Automatic Reimburseable Orders totaled \$6,500,000 for FY 1977 for an overall funds availability of \$730,566,000 in FY 1977.

### ***Military Construction Army National Guard (BP 8500)***

The Congress appropriated (PL 94-367) \$61,128,000 for FY 1977 for the Military Construction Army National Guard appropriation. This was to accomplish 40 armory projects and 42 non-armory projects.

### ***Accounting and Reporting***

During FY 1977, as in FY 1976, the concern over the administrative control of funds was given special emphasis, and was included as a topic at the Army National Guard Management Conferences. Related to this, the presentations at the USPFO Conference included a discussion on the method of issuing and controlling funds to program directors.

The General Accounting Office expressed interest in the funding and accounting systems of NGB and briefings were given to key GAO officials.

The documentation of the ARNG accounting system, to include those changes requested by the General Accounting Office, was substantially completed and it is expected that detailed information will be submitted to GAO in FY 1978 to obtain approval of the accounting system.

In continuation of the Army's financial management improvement program, 13 States were visited and accounting and technician pay systems were reviewed as part of the surveillance program.

Headquarters, Department of the Army instituted changes for a major systems modification of the accounting and reporting of interfund and transactions by others and for others. The change provides more disciplined control by using one source of data input for expenditure reporting and for monitoring the subsequent clearance of these transactions. Likewise, the TBO and interfund transactions used



**FOLLOW ME**—Infantrymen from Company C, 2nd Battalion, 299th Infantry of Hawaii's 29th Infantry Brigade, move out during a tactical phase of their training.



to liquidate the obligation will be the source for status of allotment reporting.

The reporting system achieved a milestone in procedures developed for transceiving monthly accounting reports by AUTODIN. This allows the States approximately three additional days for reports preparation. The new procedure was effective 1 October 1977.

A total of 1,928 funding documents were issued during FY 1977 to 55 fiscal stations using National Guard funds. This included the Military District of Washington (for Bureau level operations) and the Defense Personnel Support Center. Approximately 564 financial reports were received monthly on the execution of funds and for other purposes. Fifty-four quarterly reports were received reflecting costs relating to selective service training. To provide accounting policies and guidance to the State USPFO's, 28 accounting letters and 50 messages were issued during FY 1977.

### **Finance Service**

An automated program to prepare and compute Annual Training (AT) and ADT/FTTD payrolls has been distributed to each State. This will relieve units of having to prepare these payrolls manually and eliminates the computation formerly accomplished

by the USPFO or servicing Finance and Accounting Offices. Automating these payments will assure more timely and accurate payments to Guard personnel. This program will be incorporated into the centralized Joint Uniform Military Pay System-Reserve Component pay system at USAFAC when Phase II of that system is implemented.

The inactive duty phase (Phase I) of the automated centralized pay system, which was fully implemented in November 1975, is currently paying approximately 345,000 ARNG members monthly with an average monthly error rate of less than four percent.

During FY 1977 fifty-nine more incapacitation payrolls were processed than in FY 1976 and 7T combined. The 370 payrolls represent a substantial increase over the 291 cases processed in FY 1975 but are less than the 398 processed in FY 1974.

### **Audits**

The Army National Guard was the subject of five audits by Army Audit Agency, one by Defense Audit Service, and three studies conducted by General Accounting Office. The objective of these audits and studies was to evaluate ARNG operational effectiveness in the areas studied. The functional areas studied varied considerably but heavy emphasis



**"DOUBLE TIME" ...**Wasting no time, these Florida Air National Guardsmen use teamwork to load up an Army Guard dump truck with their front end loaders during annual training exercise.



was placed on readiness. The findings have provided the basis for taking corrective action in the areas in which deficiencies were noted.

The internal review course for examiners developed in FY 1976 and TQ is being revised. The revision will be developed by a select group based on changes recommended by USPFO's.

### ***Management Improvement***

The study of ARNG surface maintenance activities undertaken last year in conjunction with Army Logistics Division as the initial phase of a project to develop performance standards has been completed. Current manning criteria were validated and recommendations for improvements developed during the surface maintenance study by Army Comptroller management analysts have been accepted and installed. A similar study of aircraft maintenance activities, another facet of the effort to validate staffing and develop performance standards, is now being undertaken.

Army Comptroller Division Personnel participated with Army Logistics Division in the conduct of Command Logistics Review Team surveys of selected States. Recommendations for improving the interface between comptroller and logistics functional areas were developed and submitted to the State or the Bureau, as appropriate, for necessary action.

Personnel of Army Comptroller Division participated with personnel from Army Personnel Divi-

sion and Office Technician Personnel in the on-site portion of a 10-State manpower survey of USPFO offices. The survey provided workload data on the comptroller functional area which is being evaluated and if warranted, will be used to adjust manning.

A reporting system was developed and installed to evaluate the increased effectiveness resulting from assigning Operations Readiness Specialists to selected units.

Civil Service Commission training material was obtained, modified for National Guard use and will be used to instruct first-line supervisors in the ARNG.

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## **MILITARY SUPPORT TO CIVIL AUTHORITIES**

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### ***General***

The capability of the National Guard to respond quickly and efficiently to assist civil authorities in the preservation of life, protection of property and maintenance of order was again demonstrated during FY 77. Over the twelve month period, Guardsmen responded 229 times to emergency conditions in 46 states. This involved a total call up of more than 19,737 Guardsmen. See Table 2, Appendix F for National Guard state service.



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## **Civil Disturbance Control**

During this period, National Guardsmen were placed on state active duty nine times to assist civil authorities in controlling civil disorders. Incidents occurred in eight different states and involved 5,605 troops. They were committed on seven occasions. Incidents included two public employee strikes, one civil disturbance, one prison disorder and five potential civil disturbances.

Guard units assigned civil disturbance control missions conducted up to 20 hours of refresher training in control operations and conducted annual evaluations to determine state of preparedness during the period.

## **Natural Disasters and Other Emergencies**

In this period, 13,889 Guardsmen assisted civil authorities during 220 emergencies in 44 states. Natural disasters accounted for 96 of the call ups. Twenty-seven disasters were forest fires, 29 were floods, seven were tornados, and 30 were to combat the effects of snow, wind, and cold weather conditions. The remaining three natural disaster responses were the result of a volcanic eruption, a hurricane and drought conditions. Included in the 124 other emergencies were 44 search and rescues, 37 water hauls, 12 medical evacuations, 10 support missions and seven security missions. Traffic control, chemical spills, power outages, train derailments, other fires and providing emergency shelters accounted for the remaining 14 emergencies.

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## **PERSONNEL**

### **Military Strength**

The assigned strength of the Army National Guard continued the decline started in FY 1974 and at the end of July reached a fiscal year low of 355,721 or 86.7 percent of authorized. Not since August 1963 had the federally recognized strength dropped to less than 90 percent of authorized and at that time it only reached 89.7 percent, reflecting an assigned strength of 360,411 against an authorization of 401,720. Authorized strength is measured as the number of spaces in units against which individuals may be assigned. During FY 1977 we were authorized to fill at 100 percent for officers and 90 percent for enlisted personnel, except aviation units which could be filled at 100 percent enlisted. It also

represents an average manning level of 93 percent of the required/structured strength. During FY 1977 the emphasis on maintaining strength could not be overemphasized. It was the most critical and the number one program in the Guard. NGB believes that the decline in strength is primarily due to the loss of those who joined the Guard as a legal alternative to the draft in the early 1970's, 104,000 non-prior service males in FY 1970 alone, and are now reaching the end of their service obligation. An analysis of enlisted losses indicate non-ETS losses increased in FY 1977 both in number and as a percentage of total losses. The movement of personnel in the population, unsatisfactory performance, and bad enlistments were among the main contributors.

As a result of this increase in non-ETS losses, new measures were initiated to help stem this loss rate;

- Pass detailed information to each state on these losses for their corrective action.

- Increased use and visibility of ARNG liaison personnel in the training base.

- Encourage the states to increase use of AFEES. During FY 1978 - Place 66 ARNG Guidance Counselors in AFEES; Test Career Counselors, Retention Bonus, and OPNS-Readiness NCO's, and provide funds for increased use of escorts to initial active duty for training (IADT).

- Try to find a way to orient non-paid NPS awaiting IADT.

The phrase "Get Your Guard Up" became a national slogan, and as of 30 September 1977 the assigned strength of the ARNG had reversed itself and climbed to a total of 363,777; including 27,079 commissioned officers, 6,894 warrant officers and 329,804 enlisted personnel. See Table 3, Appendix F.

At the end of FY 1977 paid drill strength had also declined to an all time low. Its relationship to assigned strength is based on changes in the rate of entry into IADT and the accession of NPS enlistees not eligible for pay until on IADT. As of 30 September 1977, paid drill strength was 354,706.

There were 1,629 personnel in the inactive Army National Guard at the end of FY 1977. These individuals were attached to units for administrative and accounting purposes and are available in the event of mobilization.

### **Officer Personnel**

#### **Procurement**

Commissioned and warrant officer strength remained relatively stable over the past year. State OCS continued to be the primary source of commission-



## Ohio Guardsmen assist in clean up after winter deluge



ed officers, however, more emphasis was placed on the accession of recent ROTC graduates.

In FY 1977, 1,171 officers were procured through state OCS courses and 208 were procured through ROTC.

An experimental tuition assistance program being conducted by the Ohio National Guard at Ohio University got off to a spectacular start. Fifty-six National Guardsmen/ROTC students were enrolled for the 1977-1978 school year. If expanded nationwide, this program could be a very lucrative source of highly qualified junior commissioned officers.

The assignment of recent Reserve Officer Training Corps-Active Duty for Training (ROTC-ADT) graduates by Administration Center Reserve Component Personnel (RCPAC) to National Guard unit vacancies, with the approval of the state AG, is being tried in Texas and Georgia. The potential for this program appears to be encouraging, considering the anticipated expansion of the ROTC program.

AR 145-1 was changed to allow the commission-

ing and assignment to a unit vacancy of ROTC students who had completed their ROTC requirements, but had not yet received a baccalaureate degree.

Command emphasis continued to be placed upon the recruiting of qualified minority officers.

Progress continued toward the implementation of the ARNG Officer Personnel Management System (OPMS) although complete implementation is not expected until the end of CY 1978.

## ***Enlisted Personnel***

### ***Procurement***

Gains for enlisted personnel during FY 1977 reached a total of 103,987 or 85.3 percent of the OSD programmed budget. However, losses continued to run high and at the end of the fiscal year totaled 112,708. Table 4, Appendix F lists data reflecting the enlisted personnel gains and losses.



An officer candidate takes a precise compass reading during day navigation orientation exercises at Camp Perry, Ohio.

## ***Initial Active Duty for Training Program (IADT)***

The National Guard Bureau continued to monitor and assist non-prior service (NPS) personnel in completing IADT. Assistance was rendered by NGB in the areas of establishing training requirements to accommodate State NPS accessions, resolution of trainee problems by ARNG Training Center Liaison Personnel and overall monitorship of the Army training base.

During late FY 1977, the NGB developed an automated model that projects ADT training space requirements for ARNG NPS personnel. This model replaced the manual process of projecting training requirements and has improved the accuracy of projections for future years. During the model operation over 3,000 units, 1,000,000 records and 232 MOS are queried by the master program. This model has provided a reliable tool for training space managers.

NGB Training Center liaison personnel continued to provide assistance to the FY 1977 trainees. At the end of the fiscal year, NPS input to training totaled 37,457. These liaison personnel have been the key in providing assistance to states, guidance to trainees and insuring that training centers accommodate NGB training requirements.

The NGB continues to maximize on the efficient use of the automated Recruit Quota System (REQUEST) which provides the states with by-name training space reservation through a computer terminal. All data, to include reporting dates, are provided by REQUEST. Since April 1975, a total of 115,275 reservations have been placed on the system with an average cost of \$3.11 per reservation. REQUEST has proven invaluable in insuring timely input into the training base and will be an integral part of expanded Armed Forces Entrance and Examining Station (AFEES) processing.

Continued use of One Station Unit Training (OSUT) and self-pace instruction has been exploited by the NGB. These training programs which capitalize on reduced IADT time allow personnel to return to states quicker as deployable assets. Presently 55 self-pace courses and 11 OSUT courses are available for state use.

The IADT training program has accommodated NGB training requirements for FY 1977. Improvements are constantly being made to obtain 100% efficiency in the training of our most important resource "The Soldier."

## ***Initial Active Duty for Training***

Beginning FY 1977 there were 15,883 enlistees



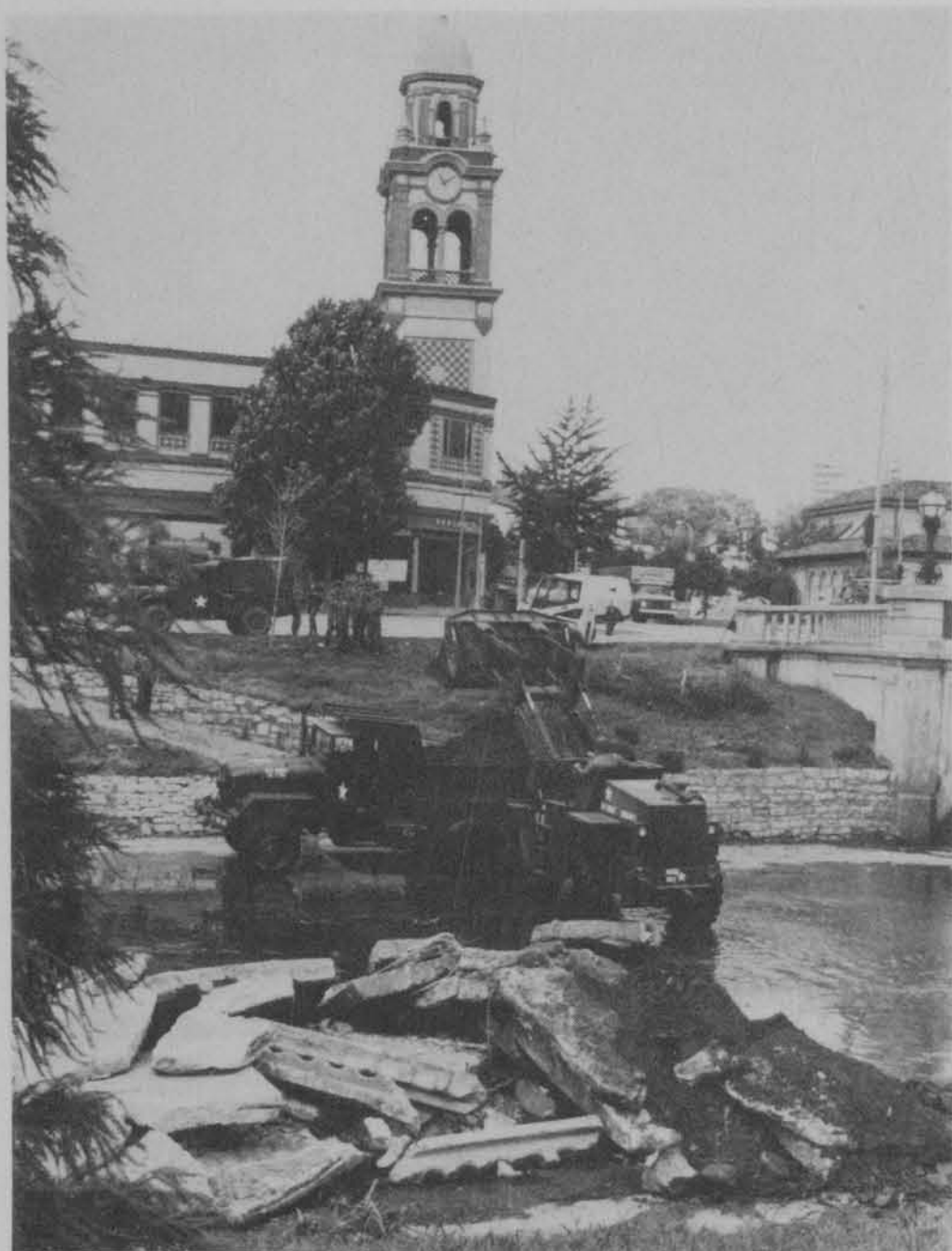
awaiting initial active duty for training (IADT) in active Army training centers. By 30 September 1977 15,567 personnel were awaiting training, a slight decrease of 316 for the fiscal year. A total of 37,457 Army Guardsmen actually entered the IADT program this fiscal year. The program began in 1956 and since that time 1,168,883 personnel have enlisted; 1,079,622 have actually entered training; and 1,003,619 have completed IADT and returned to units. By the end of FY 1977, 15,334 were participating in the IADT program in Army Training Centers, Service Schools, and other facilities within the boundaries of the United States.

## ***Personnel Reporting System Developments***

In FY 1977 the Army National Guard entered into an active role in developing Standard Installation/Division Personnel System (Reserve Components) SIDPERS-RC. When extended to the field in mid to late 1980, SIDPERS-RC will be the replacement for our current officer and enlisted personnel reporting systems. Primary goals of the new system are to enhance the mobilization processes by making our system as similar to the active Army system as possible while retaining those unique data elements and features needed for peacetime ARNG personnel management.



110th Engineers activated to clean up  
after flash flood in Kansas City, Missouri.



### ***Command Sergeants Major Program***

Ninety-nine nominations were forwarded by states to the Chief, National Guard Bureau for participation in the Command Sergeants Major Program during FY 1977. They were reviewed by an informal review board for administrative correctness and professional qualifications. Of the 99 nominations received, 77 were forwarded to the Department of the Army Reserve Components Command Sergeants Major Selection Board for consideration and the remainder were returned to the states as administratively unqualified. From the nominations forwarded to the Selection Board, 76 were selected for Command Sergeant Major designation and have been announced. This represents a selection rate of 99 percent.

### ***Personnel Actions***

Federal recognition actions increased slightly during FY 1977. Appointments increased from 5,495 to 5,521. Promotions decreased from 5,521 to 4,979. Transfers were down slightly from 5,476 to 5,100. These figures reflect normal activity in all areas.

### ***Military Service Verification***

During FY 1977, 3,535 letters of eligibility for retired pay at age 60 were processed.

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 3,259 pieces for FY 1977.

### ***Reserve Officer Personnel Act (ROPA)***

Table 5, Appendix F shows the results of selection boards announced during FY 1976 and FY 1977. These boards considered officers under the mandatory provisions of the Reserve Officer Personnel Act.

### ***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 reflects an increase over FY 1976. Statistics are reflected in Table 6, Appendix F.

### ***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 administration, 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 FY 1977, the total authorized strength was 28,200 technicians. The program provided for 9,226 technicians in organizational administrative and training operations, 17,775 in USPFO, maintenance and other logistical support, and 1,199 in Adjutant General Commands, including the Military Support to Civil Authorities program.

At the end of FY 1977, 27,597 permanent technicians and temporary employees were assigned. This included 9,000 organizational, 17,445 logistical sup-



The 105mm tracer round shows the exact path of the round during night firing on one of several tank ranges at Ft. Stewart, Georgia. Georgia National Guard.



port and 1,152 in headquarters and command. The approved Department of Army manning criteria for technicians for this fiscal year was 32,369 positions. The approved support of 28,200 represented approximately 85.3 percent of the requirements.

### ***Tour Program***

The Army Directorate, National Guard Bureau, continues to evaluate all tours of active duty for Army National Guard personnel. As a result, more efficient utilization of tour personnel supporting the diversified missions of the Total Army has been achieved. Accordingly, some tour positions have been and are being eliminated while new positions are being established. As an example, four tour positions were established at Headquarters, United States Army Europe, which is located in Heidelberg, Germany and one position was established at the Ordnance School at Aberdeen Proving Grounds, Maryland.

During the fiscal year, many active Army personnel reported for duty with the National Guard Bureau thereby reducing the need for Army National Guard personnel on active duty for training (ADT). At the end of the fiscal year, 52 active Army personnel and 41 Army National Guard personnel were assigned or attached to the National Guard Bureau.

The total number of ARNG personnel in the tour program at the end of the fiscal year, including recruiting and retention personnel on ADT, was 329.

### ***Recruiting and Retention***

Recruiting and retention continues to be the priority ARNG effort. In the last half of FY 1977, this priority of effort was successful in reversing a downward strength trend that had generally persisted since FY 1975. The catalyst in reversing the trend was a massive, coordinated, total involvement national recruiting and retention campaign under the theme, "Get Your Guard Up." The total involvement included unit members serving short tours of active duty for recruiting, unit members diverted from training, unit technicians as part of their full time job and unit members as volunteer recruiters.

The "Try One" program, initiated during FY 1970, remains an effective tool in assisting the Guard to attract trained veterans into its ranks. Cooperation between the Army National Guard and the United States Army Recruiting Command (USAREC) continued. ARNG recruiters were authorized co-location at Army recruiting stations on a space available basis. The sharing of recruiter training and training materials improved. ARNG armories were made available to the Military Enlistment Processing Command (MEPCOM) as sites for testing active and reserve component applicants for all services. The joint recruiting venture between the ARNG, USAR and active Army continued at 24 installations. In this program, personnel separating from the active Army are solicited to join the Guard or Reserve unit in their home town.



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## **Minority Strength**

Although there are no numerical goals for minority participation in the Army National Guard, gains were still made in the overall minority strength. At the beginning of the fiscal year there were 73,519 minorities in the Army National Guard. This represented 19.6 percent of the total Army Guard strength. With continued application of affirmative action concepts that a Guard unit should reflect the character of the population of the community it serves, the minority strength by the end of FY 1977 had increased to 85,304 or 23.4 percent of the total Army Guard strength. Black participation continued to be a leader among minority groups. Statistics reveal that as of 1 October 1976 there were 46,696 black members in the ARNG, representing 63.5 percent and 12.4 percent of the total minority and Guard strengths respectively. Black membership as of 30 September 1977 had increased to 54,595 or 64.0 percent and 15.0 percent of the total minority and Army Guard strengths respectively. However, while minority strengths have increased overall, new initiatives and programs are being developed and implemented to effect significant increases in the minority officer ranks.

## **Women in the Army National Guard**

During FY 1977, upward mobility opportunities continued to increase for the women in the Guard. As is the case with women in the active Army, Guardswomen participated in a common male/female basic training test program and served in all military occupational specialties except those which were combat or close combat support. A Department of the Army study to resolve the objective combat exclusion level for women, the rate of entry and the accession criteria is currently being conducted and the results, as appropriate, will be expanded for use in the Guardswoman program. As of 30 September 1977 the total female strength was 12,908 including 608 officers (590 commissioned officers, 18 warrant officers) and 12,300 enlisted personnel.

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## **ARMY SURGEON**

The Army Surgeon, NGB has continued its involvement in all medical activities within the ARNG during this past year with the following report on certain programs and projects.

## **ARNG Medical Brigade Situation**

There has been an ARNG Medical Brigade in being in each Army area for approximately two years. Their mission is to establish a medical technical channel of communication to each Army Guard medical unit in their Army area and to work with the respective AGs in this area to effect what they can sensibly do to coordinate the medical activities and to improve the medical readiness of these units. All three medical brigade commanders are now federally recognized brigadier generals, Medical Corps and are major commanders within the ARNG. They and their brigades are the 175th Medical Brigade, Sacramento, California; the 112th Medical Brigade, Worthington, Ohio; and the 213th Medical Brigade, Jackson, Mississippi.

All three commanders are also members of the Advisory Council to the Surgeon General on reserve component medical affairs. This Council meets twice annually to advise the Surgeon General on military medical matters as they relate to the reserve components in the U.S. Army. Based upon the Advisory Council's recommendation, the Surgeon General made the decision to suspend the military educational requirements for promotion of reserve component Medical Corps, Dental Corps and other health care AMEDD officers on 1 January 1977.

## **ARNG 91C Civilian Education Program**

The ARNG 91C civilian (equivalent) education program, initiated prior to the beginning of FY 1977, with a pilot program of 15 individuals, was continued with great success during FY 1977. In this program the individuals receive their 91C equivalent training, in federal pay training status, at a local Licensed Practical Nurse (LPN) school within 50 miles of their own home. Including the initial 15 individuals who entered this program, a total of 112 individuals by 30 September 1977 had been approved for entrance into the program during FY 1977. Of this number, only three individuals were dropped for academic reasons. This was a substantial improvement over the percent loss previously sustained when individuals were sent to the active Army for this training.

## **State Surgeon's Session at the Army Area Management Conference**

The Surgeon's two-day session at the Management Conferences were believed to be the best ever conducted for the state Surgeon attendees. Almost every state had their Surgeon there. The quality of the outside visiting presentations contributed



Nevada Army National Guard members participated in the semi-annual "Combat Ready" maneuvers during a weekend at the Indian Springs test range.



significantly to the success of the conference. The Army Surgeon General's Chief of Operations, BG Mendez, attended all three sessions. In addition, there were other representatives in attendance from the Surgeon General's office and the Health Services Command. There were also specialized presentations from individuals of the Academy of Health Sciences. Many aspects of Army medicine, as it relates to the ARNG, were discussed at these two-day sessions. It is felt that the conferences established a true feeling of "One Army".

### ***ARNG Medical Commander's Conference***

Immediately following each state Surgeon's session at the Army Area Management Conferences, a conference for ARNG medical commanders was held for one and a half days. These commanders were ARNG field grade AMEDD officers who held a command slot in a TO&E unit that called for an 05 or higher. Through these seminars and conferences, medical commanders in the ARNG could be given most of the important military medical information that was presented to the state Surgeons. In addition, and this was deemed to be most important, each medical brigade commander and his staff had an opportunity to present and discuss certain medical matters with the commanders of the ARNG medical units within their Army area.

### ***ARNG Early Commissioning Program for Medical and Dental Students***

In July 1977, the ARNG reactivated the old early commissioning program in which 2nd, 3rd, and 4th year medical and dental students are assigned to vacant MC or DC TO&E spaces and then given direct appointments as second lieutenants in the Medical Service Corps (MSC). From the time of their commissioning the non-prior service officer assumes a six year obligation in the ARNG. When the individual graduates from his professional school, he is transferred to either the Medical Corps or Dental Corps, as appropriate, and is also promoted to the rank of first lieutenant.

It is anticipated that this program should bring a modest number of medical and dental students into the ARNG.

### ***ARNG Physician's Assistant Program***

In June 1977, the first five ARNG student candidates entered the USAF Physician's Assistant School at Sheppard AFB in Wichita Falls, Texas. This is a two year program with Phase I, the first year, performed at Sheppard AFB and Phase II, the second year, planned for Brooke Army Medical Center. When these students graduate they are granted a Physician's Assistant degree and are promoted in the ARNG to W01 and awarded MOS 011A, that of a military



Radioman from the Georgia Army National Guard stands by for instructions during a training exercise in the wilds of Ft. Stewart.



Physician's Assistant. They then assume a six year obligation in the ARNG. For this program, interservice support agreements have been developed between the USAF at Sheppard and the U.S. Army at Brooke. It is currently planned that five ARNG student candidates will enter this program every four months.

During October 1977 a second group of five ARNG student candidates entered the new Physician's Assistant class.

It is hoped that this current arrangement with the USAF can be continued by the ARNG for as long as needed and necessary to augment Physician's Assistant procurement for the ARNG.

### ***Strength Figures - ARNG AMEDD Personnel 30 September 1977***

Recruiting and retention of AMEDD officers and enlisted personnel continued to be an item of major importance during FY 1977. Enlisted strength was on the downswing to start the year but the FY 1977 end strength on AMEDD enlisted personnel was slightly higher than the start of the year. The vigorous recruiting program has apparently changed enlisted strength trends. MC officer strength continued to drop substantially through the year. All other AMEDD officer strength is up from the beginning of FY 1977. Hopefully the early commissioning program and other extensive recruiting efforts will stop the downward trend in the MC and continue to build the strength of the other AMEDD officer corps. See Table 7, Appendix F, for the strength figures.

### ***FY 1977 Annual Medical Budget Program***

During the past fiscal year, greater control was established throughout the military funding system. This produced stricter monitorship of the medical budget program and closer contact with each of the state budget officers and/or USPFO's. The overall declining strength within the ARNG dictated that a strong recruiting drive be conducted, which in turn, required increased funds for medical examinations. The number of federal medical facilities decreased during the year as did the medical personnel to staff them. Therefore, a much larger percent of medical examinations of necessity had to be done at greater cost in civilian community. The cut back of the availability of federal medical facilities and their physician staffs was the major reason for an unprecedented increase in the cost of the medical treatment portion of the medical budget. FY 1977 showed still another year of increased accidents over the preceeding year, most of which required emergency/ initial treatment from civilian sources. In addition to managing the medical budget program account, the ARNG Surgeon's office reviewed and approved 1,184 medical vouchers received from various states and reviewed and replied to 1,378 requests for medical care (civilian and military) and 2,809 notifications of medical care.

### ***Medical Examinations Reviewed***

The Army Surgeon's office carefully reviewed all medical examinations pertaining to procurement, retention, separation, medical board findings,



The Army National Guard World Wide Military Command and Control (WWMCCS) computer terminal located in the Mobilization Readiness Division in the Pentagon. The terminal provides instant access to FORSTAT information on personnel, unit status, unit identification, mobilization data and logistics and operational planning data on all units in the ARNG.

periodics and special school applications. In addition, the office handles enlisted and officer waivers and appeals, and any unusual or medically complicated LOD's, and maintains close surveillance on all medical actions pertaining to the Army National Guardsmen. The constant, day-by-day review is reflected by the number of medical actions as shown in Table 8, Appendix F.

Continuing coordination/guidance with the states is also reflected by the large number of telephonic queries handled every day in the ARNG Surgeon's office and is estimated to be approximately 2,600 per year.

## **ORGANIZATION AND TRAINING**

### **Force Structure and Organization**

As of 30 September 1977, the Army National Guard structure included 3,297 units. The organizations in the structure as noted in Table 9, Appendix F.

### **Reorganization**

During FY 1977 the following major changes occurred within the Army National Guard structure.

- The 38th Infantry Division became a two-state division located in Indiana and Michigan.

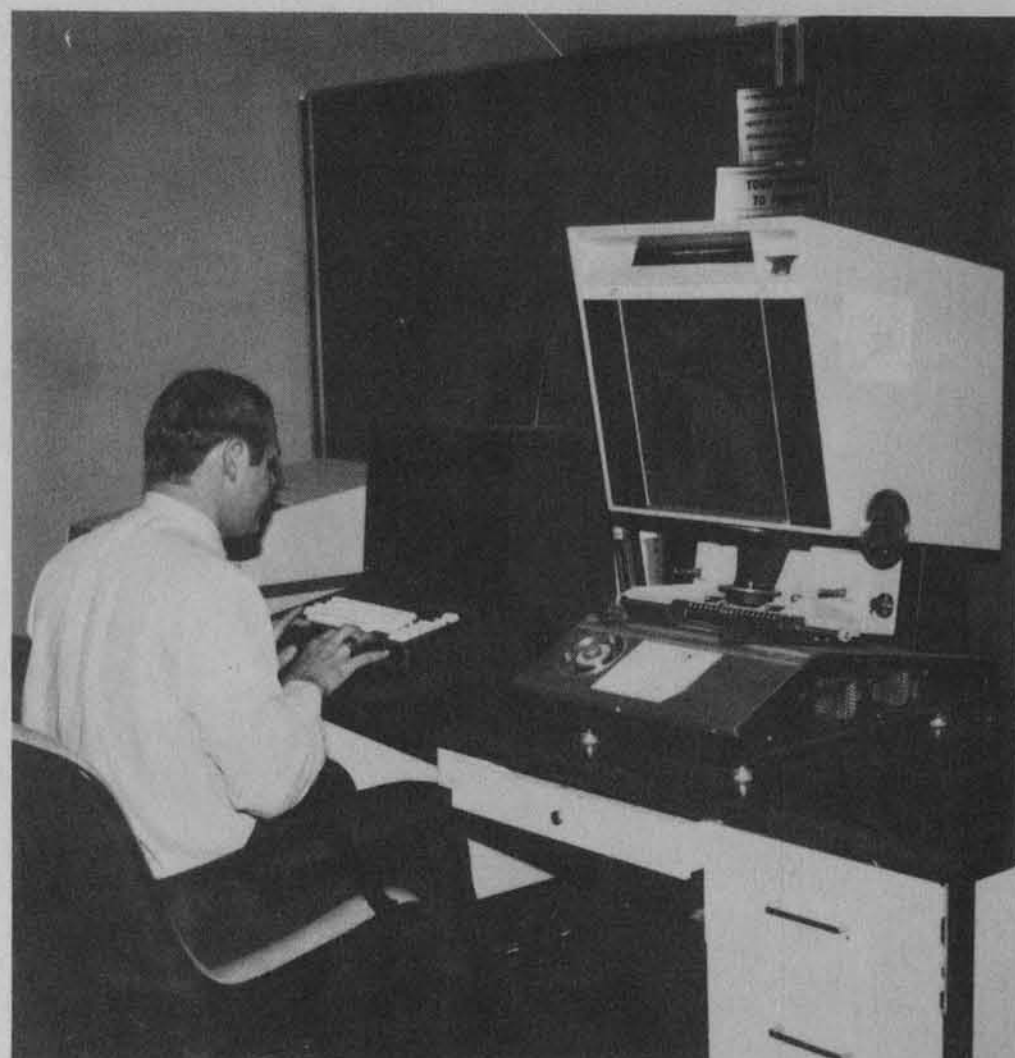
- The 73d Infantry brigade was organized in Ohio to replace divisional units displaced by the 38th Division realignment and to provide the total force structure with an additional brigade.

- The 256th Infantry Brigade in Louisiana was mechanized and converted to a divisional brigade to improve its readiness posture and mission capability in rounding out the 5th Division.

- The 41st Infantry Brigade in Oregon and the 48th Infantry Brigade in Georgia were converted to divisional brigades to enhance their roundout capabilities to the 7th Division and 24th Division respectively.

- The 69th Infantry Brigade in Kansas was mechanized to assist the Army in meeting its heavy force objective.

- The 278th Armored Cavalry Regiment was activated in Tennessee with two squadrons relocated from Ohio and Idaho. This change, which included realignment of two Separate Armored Cavalry Squadrons under existing Armored Cavalry Regiments (ACR) was accomplished to enhance the strength and readiness posture of ARNG ACR's while providing the total force structure with an additional ACR.



- One Field Artillery Battalion (Honest John) was inactivated in Oklahoma and was replaced by a (TOW) Light Antitank (TLAT) Battalion to improve the Army's antitank capability.

- One Field Artillery Battalion in Kansas was converted from 105 (T) to 8" SP.

### **Force Status and Identity Report (FORSTAT)**

The Army National Guard continues to expand its role in the Joint Reporting System through the utilization of the World Wide Military Command Control System (WWMCCS) classified computer terminal in the Readiness Branch in the Pentagon. This terminal keeps the Chief, National Guard Bureau abreast of information on all Army National Guard units throughout the United States and territories.

Readiness information, unit location, operational status, and current activities are available, in addition to monthly personnel data, quarterly logistics information, and mobilization and deployment information 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 NGB is anticipating increased capabilities within the WWMCCS system when the Prototype WWMCCS Intercomputer Network (PWIN) is accepted and implemented during the coming year. This will provide



New York Guardsmen fire 155mm howitzer during annual training.



the CNGB with a data base information exchange capability with other WWMCCS sites throughout the United States. The availability of this information continues to prove invaluable during the conduct of Joint and Unilateral Exercises and real world crises during the year.

## Training

ARNG training was enhanced during FY 1977 by the momentum of several ongoing training programs and some new initiatives that already show potential for improved retention and unit readiness. Both ongoing programs and new initiatives have challenged Guardsmen with realistic tasks and tough standards. In addition, innovative programs have been devised to exercise deserving units in different environments related to contingency missions which has proven a rewarding experience and has resulted in increased readiness.

During CY 1978 ARNG units will take the Skill Qualification Training (TEST) (SQT) in Career Management Fields 11, 16, 95 and 76. All States will participate by testing Guardsmen in selected units throughout the State and determine the impact on

training resources in order to complete the program. Initial results will be used for training management and not keyed to the Enlisted Personnel Management System (EPMS).

ARNG units continued to participate in JCS directed joint readiness exercises with active components during the year. Particular training benefits were realized in; air and rail movement, night training, resupply operations, and environmental training. ARNG combat service support units, working alongside USAR units, continued to provide supplies and services at selected high density annual training sites through the Army and Readiness Region sponsored Major Logistical Headquarters (MLCH) and Scenario Oriented Corps Area Training System (SOCATS) plans. Services and supplies were provided from field locations with real and canned logistical problems provided by assisting Readiness Region personnel. Unit training during FY 1977 was centered on the use of the Army Training and Evaluation Program (ARTEP) as the primary training document. Again, affiliated units were evaluated by active component sponsors while other units were tested by higher headquarters within their chain of command or by Maneuver Training Commands.



**Overview of summer camp, annual training, fiscal year 1977 for Maine Army National Guardsmen.**

Training outside the Continental United States (OCONUS) took a large jump during the year with a significant increase in the number of participating units. High priority ARNG units selected for this training must have a contingency mission comparable to the overseas training area and must have high scores in individual and unit training accomplishments. The success of this program has surfaced the need for the designation of gaining commands for deploying AC and RC units. Known as the Gaining Command Concept (GCC), this association will enable the Army to plan missions and deployment command relationships for the early deploying force. Reinforcement of unit/command associations can then be strengthened by training together where deployment would occur. It is envisioned that selected units will participate in OCONUS/GCC every three years. In addition to mission contingency training, ARNG units continue to participate in exchange programs with Norway and the United Kingdom which has proven to be highly successful in retention and equipment interoperability training.

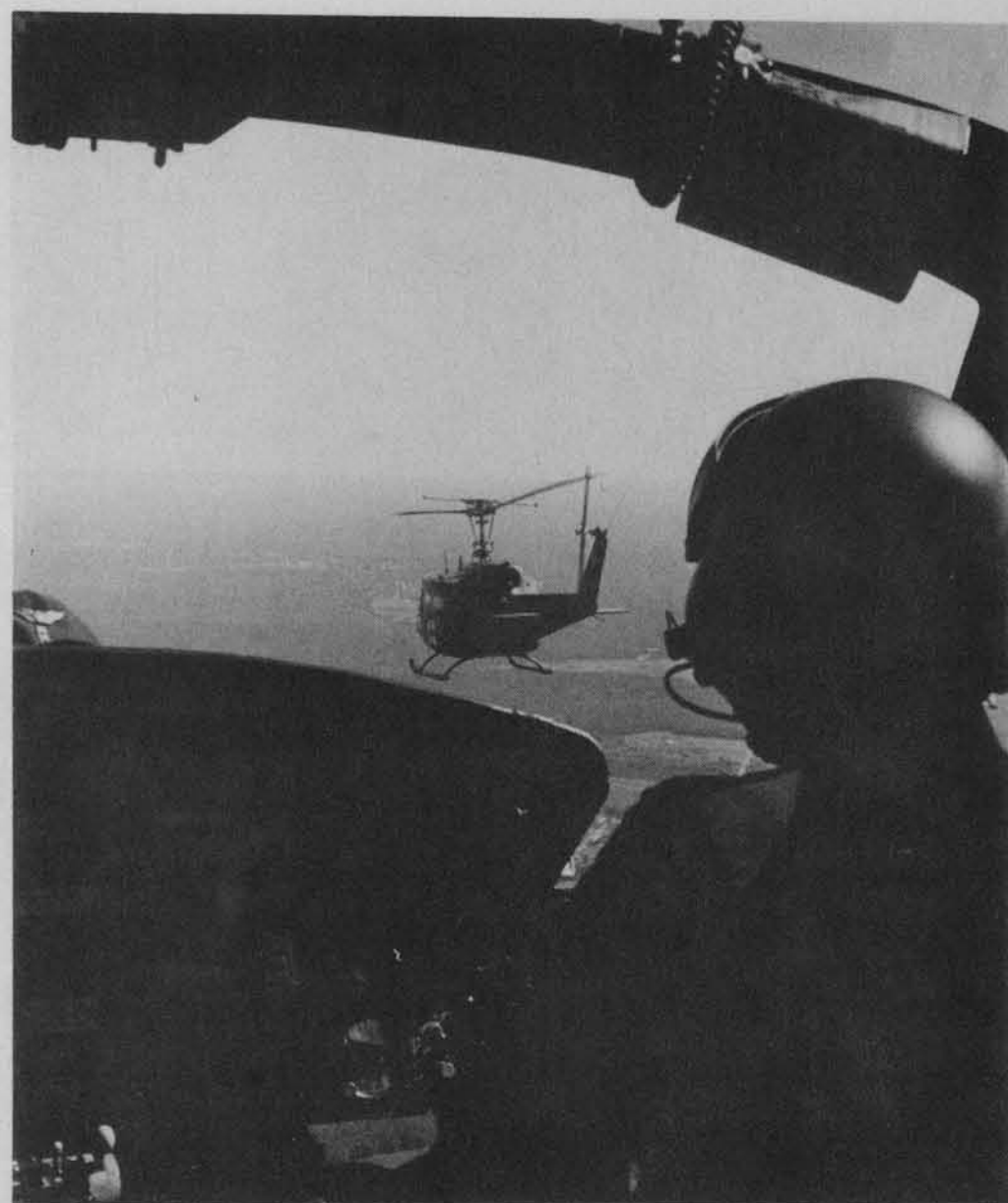
A new training initiative that promises to impact favorably on readiness is the Operations Readiness Specialist (ORS) Program which was recently approved. The ORS Test Program will place Guardsmen on active duty in company size units during FY 1978 for the purpose of improving training readiness. Contingent upon favorable test validation indicators during FY 1978, the program will be expanded in FY 1979.

### ***Schools Program***

The FY 1977 Schools Program initial enrollment projection envisioned 39,020 officers and enlisted Army National Guard personnel would participate in courses of instruction offered at Army Service Schools, Department of Defense Schools, Inter-Service Schools (Navy and Air Force), Army Area and Unit Schools. These courses, at all schools, vary in length, but are designed to increase the proficiency of personnel selected to attend with a view toward improving the readiness posture of their units. Actual attendance by Army National Guard personnel amounted to 40,728.

The enrollment of Army National Guard personnel in correspondence courses for FY 1977 continued as it has for the past several years. The fiscal year ended with 54,079 Army National Guard personnel enrolled.

Initial flight training for the Army National Guard commenced on a limited basis during FY 1977 with



individuals entering the Warrant Officer Candidate and Officer/Warrant Officer Flight courses for the first time since 1974.

FY 1977 also saw the consolidation of the TRADOC Schools Correspondence Course other than Command and General Staff School (C&GS) at the U.S. Army Training Support Center, (USATSC) at Fort Eustis.

The State OCS Program started the academic year 1976-1977 with 2,948 individuals enrolled. The number graduating from this program in FY 1977 was 1,482. The Officer Candidate School for Reserve Components, USAIS, Fort Benning, Georgia, provided 126 graduates for the Army National Guard in FY 1977. The Army National Guard also had nine individuals graduate from the Branch Immaterial Officer Candidate School, Fort Benning, Georgia.

Army National Guard Personnel were involved in training on the following items of new equipment.

TOW Heavy Antitank/Assault Weapon System  
Truck, Dump, 20 Ton 6X4, Commercial Construction Equipment (CCE)  
25 Ton Hydraulic Crane  
Nuclear Soil Density and Moisture Tester  
Truck, 1-1/4 ABT/M880, 4X4, M890, 4X2



In position over the hills of Kahuku, members of Company C from the Big Island of Hawaii serve as forward observers while waiting for a helicopter pickup. Hawaii National Guard.



### **ARNG Aviation Training and Standardization**

During FY 1977 the ARNG flew 337,611 hours in accomplishing individual aviator and aviation unit training programs, and support missions required to maintain the combat readiness posture expected of ARNG aviation. The hours flown represent 103.13 percent completion of 327,320 hours programmed. See Chart 1, Table 10, Appendix F. Major aviation training programs conducted during FY 1977 were: the instrument qualification program, the terrain flying qualification program, the aerial gunnery qualification program, and day and night unit tactical training.

Gains in accomplishment of these special training programs continued during FY 1977. There are currently 4,138 ARNG aviators instrument qualified in at least one category of aircraft. This represents 82 percent of the total authorized aviator population and over 95 percent of the aviators assigned on flying status and currently requiring an instrument qualification based on the time phasing for attaining instrument qualification for aviators newly assigned to the ARNG.

Terrain flying operations, which consist of varied combinations of low-level, contour and nap-of-the-earth (NOE) flying was instituted to counter the enemy air defense threat on the future mid-to-high

intensity battlefield. The NOE portion of these flying operations required special qualification training. Initial problems regarding instructor pilot (IP) acquisition and NOE physical course layouts have been almost completely resolved and the program expanded during the annual training period cycle with year-end figures indicating that 74 percent or 2,340 of the 3,163 Priority I aviators were NOE qualified. Additionally, over 250 Priority II aviators also had successfully completed NOE qualification training.

The aerial gunnery qualification program involved transitioning from high altitude running and diving firing techniques to terrain flying techniques designed to counter the anti-aircraft threat. The demanding combinations of terrain flying, target acquisition at low altitudes, and target destruction from concealed or standoff positions make training of attack helicopter crews the most difficult task ever undertaken by ARNG Aviation.

While maintenance of individual flying proficiency remains at the cornerstone of the Aviation Program, unit collective training using the Army Training and Evaluation Program (ARTEP) to accomplish training objectives and achieve readiness goals has expanded exceptionally well during FY 1977. Emphasis is being placed on tactical application of all flying operations, both day and night. While aviation unit



Training is as realistic as possible for these Georgia Army National Guard Infantrymen. Blanko ammo is used but the equipment and the setting is all to real right down to the camouflage and insects.

night tactical program is relatively new to the ARNG, many units are conducting training with zest and a positive attitude. This phase of training is possible only after the majority of assigned aviators have successfully completed individual qualification requirements and integration during days tactical training has been accomplished.

Other ARNG Aviation Program accomplishments during FY 1977 include: the continuation of the joint ARNG/USAAVNC SIP/IP Refresher Training Courses conducted regionally to insure ARNG instructor pilots are kept abreast of the latest flying techniques, standardization, and tactical doctrine being developed within the U.S. Army. Over 250 ARNG IP's from all the states have participated at least once in this program since FY 1975. During FY 1977, the ARNG aviation community provided over 3,000 aircraft flying hours in support of disaster relief missions. These vital missions were flown by aviators in many different states in response to disasters which included a severe winter, floods, and forest fires.

### **ARNG Aviation Logistics Program**

During FY 1977 the ARNG Aviation Logistics Program continued to support the expanding Aviation Program. Chart 2, Table 10, Appendix F displays the FY 1977 monthly aircraft inventory. Year end totals were 2,410 rotary wing aircraft and 154 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 is 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 is 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 3, Table 10, Appendix F displays the ARNG Aviation Maintenance Organizations.

Although the mixed composition of the ARNG aircraft fleet creates logistical support challenges, the operational rate of the ARNG fleet remained above DA standards during FY 1977. Chart 4, Table 10, Appendix F displays the monthly Operational Readiness rate for the ARNG aircraft inventory. The Department of Army standard (70 percent) has been exceeded for 30 consecutive months.



The ARNG Aviation Repair Parts Direct Exchange (DX) Program has increased during FY 1977 and has contributed to the increased availability of ARNG aircraft. Chart 5, Table 10, Appendix F displays the total DX Program operated by the four TARS DX activities.

The ARNG during FY 1977 funded for and paid for all aircraft depot work. The aircraft Major Item Exchange Program continued to operate very efficiently. A total of 120 aircraft were input into the depot during FY 1977 at a cost of \$15,594,190.

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, 77, and FY 1977 time frame, as well as increasing the availability of AIMI assets to meet Army-wide requirements.

During FY 1977 the ARNG piloted a maintenance program for the U.S. Army Aviation Systems Command. This program involved the issue and use of the first Aviation Unit Maintenance Tool Set #2 for support of the Army's new three Levels of Maintenance. The set was issued to the 635th Aviation Company (ASLT HEL) at Warrensburg, Missouri. The results of the pilot program were most beneficial in the fielding of this new tool set to Aviation units throughout the Army spectrum.



M551 Armored Reconnaissance Airborne Assault Vehicle firing Shillelagh missile from the Idaho Army National Guard.



### ***ARNG Aviation Division Flight Certification***

At the close of FY 1977 ARNG Aviation had 4,878 assigned aviators against an authorized figure of 5,010. During FY 1977 the Aviation Division conducted statistical research to determine the number of prior service aviators acquired from FY 1969 to present. The acquisition of these experienced aviators had maximized the return on the Army's investment in aviator training with a total dollar savings of \$254,642,780. Chart 6, Table 10, Appendix F depicts accessions and dollar savings by year beginning in 1969.

### ***ARNG Safety Office***

The ARNG Safety Office efforts are primarily directed toward increasing the "safety awareness" of all ARNG personnel. Success in this endeavor will significantly reduce accidental losses and improve the readiness posture of the ARNG. Toward this end, the training of ARNG safety personnel in the areas of accident prevention, investigation, and reporting continues to be a primary function of the ARNG Safety Office. Formal courses of instruction con-

ducted by USAAVS, DARCOM, and Arizona State were attended by 327 Guardsmen during FY 1977. These courses provided instruction in the areas of safety management, accident prevention, investigation and reporting, occupational safety, munitions safety and industrial health and hygiene. In addition, personnel from the ARNG Safety Office conducted five one-week OSHA Survey Schools for 270 ARNG personnel assigned collateral duties as OSHA inspectors.

The ARNG aircraft accident rate for FY 1977, based on 11 major and minor aircraft mishaps and 337,532 flying hours, is 3.26. This allowed the ARNG to maintain its position as the Army component with the lowest aircraft accident rate in FY 1977. For the first seven months of FY 1977 the ARNG aviation accident rate was actually "zero"; the elusive goal of ARNG aviation safety. See Table 10, Charts 7 and 8, Appendix F.

The availability of UH-1 flight simulators to ARNG aviators should increase the aviator's capability to recognize and safely practice emergency procedures which could not be practiced in the actual aircraft. This should help to reduce the "human error" element occurring in many ARNG aircraft mishaps by providing aviators with realistic training



SP4 John Jones of the 111th Aviation Assault Helicopter Company from Jacksonville, Florida refuels helicopter under combat conditions during annual training at Camp Blanding.

to better prepare them to handle an actual aircraft emergency.

## LOGISTICS

Logistic priorities during FY 1977 continued to be directed toward improved material readiness of designated high priority, early deploying combat and combat support units. Activities in this area ranged from equipment modernization to more effective support procedures and further mechanization of supply operations in the field. Throughout the year, there was continuing emphasis on Army affiliations and the development of increased compatibility between ARNG affiliated/roundout combat units and the active component commands.

### Material Readiness

The material readiness rating of high priority ARNG combat and combat support units continued to show progressive improvement during fiscal year 1977. Intensive management of readiness producing combat equipment and distribution of other logistic assets by unit priority resulted in higher readiness ratings of most roundout and augmentation units as well as the Deployment Capability Improvement (DCI) units. Approximately 80 percent of the roundout/augmentation units met or exceeded the readiness condition (REDCON) for the authorized level of organization (ALO) for equipment on hand. An improvement has also been achieved in equipment serviceability ratings for combat equipment on hand. Recent Command Logistics Review Team (CLRT) visits indicate this improvement is due to increased emphasis on maintaining authorized equipment and provision of accurate and timely readiness data to the reporting system. Material readiness improvement during fiscal year 1977 is also attributed to the increased level of modern equipment issues. The dollar value of equipment received exceeds the average level over the past three years by 38 percent. The on-going project Readiness from Redistribution of Army Material (REDFRAM) also contributed to fiscal year 1977 readiness improvement. REDFRAM is designed to provide the highest priority, earliest deploying combat and combat support units with the most modern deployable equipment available to the ARNG. Through the end of fiscal year 1977 over 5,200 major items of equipment had been redistributed by means of the REDFRAM procedures.

### Equipment

During FY 1977 the dollar value of assets on hand



reached a level of 73 percent of authorization. This was a 5 percent over the previous year level of fill at 68 percent of authorization. Ninety-six percent of the equipment assets on hand at end fiscal year were either standard A or B classified. Three percent of the assets on hand were classified Mission Essential Contingency Items (MECI) and therefore deployable and supportable in event of emergency. Only one percent of the equipment assets on hand were classified as Contingency and Training (C&T). The fill of equipment realized from three major Army commodity commands by end fiscal year 1977 averaged 81 percent of current authorization. Critical equipment shortages continue to exist in the communications/electronics area even though some progress has been achieved and several ongoing programs indicate positive near time improvement.

Of significant importance during FY 1977 was the accelerated issue of rebuilt main battle tanks. By end of year all FAD III units and 85 percent of FAD IV units were equipped with M60 series tanks. Over 65 percent of the ARNG FAD V units were equipped



Maine Army National Guardsman aims a 155 millimeter howitzer during annual training exercises.



with either the M60 series tank or the recently converted M48A5 tank. The remaining contingency M48A1/A2C tanks now on hand are scheduled for replacement with standard A or B tanks during FY 1978. This action will complete the major ARNG tank modernization program initiated in FY 1972.

Of further significance was the initial beginning of the program for issue of the TOW missile system to early deploying ARNG units. The improved ARNG equipment status realized during FY 1977 substantially increases the training sufficiency of all ARNG units as well as material readiness of high priority units.

### ***Automatic Data Processing Equipment (ADPE)***

The conversion of selected ARNG combat units to the Division Logistics Systems (DLOG) from manual supply records is an ongoing program to modernize and align units with the active Army supply system and provide an automated property book similar to combat commands in the active Army. This insures rapid integration into the Army supply system in the event of mobilization. During FY 1977, units in Georgia, Oregon, Nebraska, Wisconsin, New Jersey, Massachusetts, Florida and Louisiana were converted to DLOGS. The DLOGS Class IX subsystem

now operational in nine ARNG brigades, provides for a demand support authorized stockage list (ASL) and prescribed load list (PL) stockages of repair parts that will accompany units upon mobilization. Arizona and Tennessee are operating the NCR 500 Magnetic Card Ledger System and are supporting non-brigade units. A pilot program has been initiated in Florida using the NCR 499, to assist in the Class IX support of a large National Guard Training Center. Both the conversion to DLOGS and automation of repair parts procedures contribute greatly to mobilization preparedness.

### ***Logistics Procedures***

The program for refining and improving logistics support policies and procedures continued through FY 1977 with emphasis on emergency mobilization. All procedures for unit mobilization and movement to assigned active component installations were under review to insure adequacy, expediency and sound logic that would be applicable under emergency conditions. The upgrading of regulatory publications and operating procedures was directed toward maximum compatibility with active component procedures. Program benefits have become more evident as the roundout and augmentation units are interfacing more closely with their active



SGT Larry Clark, VT ARNG displays the stride that lead him to the individual championship in the Third Annual NGB Biathlon Championship held at the BT NG Biathlon Training Center in Underhill, VT.

component affiliations. During FY 1977 additional Army regulations were made applicable to the ARNG with only minor NGR guidelines to satisfy peculiar execution requirements.

### **Logistics Services**

Communications services were expanded greatly in FY 1977 to better support the ARNG mission accomplishment. The two major programs for this expansion were the integration of numerous states into the Automatic Digital Network (AUTODIN) and the Automatic Voice Network (AUTOVON).

Based on plans and programs developed in FY 1974 and FY 1975, the installation of Mohawk Data System and UNIVAC communications terminals began in FY 1976. In FY 1977 twenty-two AUTODIN communication terminals were added to the 10 installed in 1976. At the end of FY 1977 these terminals were provided direct access to the AUTODIN network for headquarters elements in 31 states. With the completion of the program in FY 1978, 41 states will be served by dedicated AUTODIN terminals. Headquarters in the remaining states are located near an existing DoD AUTODIN terminal which will continue to provide record communications service to those ARNG customers.

Responding to authorized and validated AUTOVON requirements, 138 service orders were initiated in FY 1977 to provide AUTOVON access lines between ARNG users and a servicing AUTOVON switching center. With the elimination of expensive four wire instrument terminated AUTOVON access lines a major goal, telephone systems were upgraded in 15 states to accept AUTOVON and provide improved telephone service. Over 80 percent of the remaining AUTOVON actions concerned provision of temporary AUTOVON service to major training sites to support ARNG annual training.

### **Maintenance**

ARNG surface maintenance programs for FY 1977 have been expanded to include coverage of new items of equipment being assigned. A new Watercraft Support Maintenance Center has been activated in the South Carolina ARNG consisting of a 100 ton floating crane and two 60 ton LARCs.

During FY 1977 TOW missile systems were deployed within four ARNG roundout battalions and four brigades. Direct support maintenance capability has been established by augmenting applicable MTOEs with team EO TOE 9-550H. A general support maintenance capability is in the process of being established.



In addition to the receipt of new equipment, the ARNG is deeply involved in DA Product Improvement Programs (PIP) that upgrade equipment currently in the Army system. Primarily, the ARNG M109 SP howitzers are having modified weapon systems installed to extend the range and to change the designation to M109A1.

PIP programs have also been accomplished on the M110, 8 inch SP howitzer, M107-175MM SP howitzer, and the M578 Light Recovery Vehicle. Concurrently, with the PIP program, inspect/repair and overhaul has been accomplished. This will greatly enhance the maintenance and readiness posture of these SP howitzers. During the fourth quarter, FY 1977, the first induction of the M88 Medium Recovery Vehicle to Bowen-McLaughlin-York for conversion to M88A1 got underway. The conversion will replace the gasoline fueled engine and auxiliary power unit with a diesel fueled engine, improved cross drive transmission and numerous state-of-the-art reliability, maintainability and service improvements. This program will continue through FY 1981 for all ARNG assets.

The NGB continued to support Inter-Service Support Agreements that were currently in force, however, new ISSA's that required additional technician spaces required special consideration. ARNG policy is to provide ISSA support to DoD agencies within our capability.



Georgia National Guard APC crew wear bandanas to keep the dust away as they move to another position in the backwoods of Ft. Stewart, GA.



## 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 1977

Congress approved during FY 1977 the construction of 45 armories for \$18.7 million and 73 non-armory projects for \$43.3 million. During FY 1977 armories and non-armory prior year and FY 1977 projects were awarded and their breakout is as follows:

Prior Year Projects			FY 1977 Projects		Totals	
Type Project	No Proj	\$000	No Proj	\$000	No Proj	\$000
Armory	1	375	43	\$16,445	44	\$16,820
Non-Armory	9	3,083	64	\$39,049	73	\$43,132
Total	10	\$3,458	107	\$55,494	117	\$58,952

The non-armory projects consisted of 29 organizational maintenance shops, 19 training facilities, seven aviation facilities, three combined support maintenance shops, one ammunition storage facility, eight USPFO warehouses and offices, four mobilization and annual training equipment sites, one training equipment site and one DLOG facility. Nineteen projects worth \$9.1 million which were authorized by Congress were not awarded during FY 1977 and will be accomplished during FY 1978.

### Funding

Carry-over funds from prior years for the Military Construction Army National Guard Program amounted to \$11.9 million. An additional \$61.1 million appropriation was made by the Congress in PL 94-367 bringing the total available to \$73.0 million.

### Obligations

In the execution of the program, the total obligation for FY 1977 was \$66.1 million and the breakdown is as follows:

	\$000
Armory	\$16,952
Non-Armory	\$42,000
Advance Planning and Design (A&E)	\$3,767
Minor Construction	\$3,420
	\$66,139



PTC James Kahalua, Hawaii National Guard, shovels dirt while digging a foxhole and gun position at Schofield Barracks East Range training area.

The difference in the armory and non-armory obligation figures and the awards noted above is due to construction contract change orders. With the \$73.0 million available and the \$66.1 million obligated, leaves \$6.9 million carried over to FY 1978.

### ***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 2,771 armories used for home station assembly, storage and training. Additionally, there are over 1,800 administrative and logistical support facilities located in individual communities. There are also 287 state operated training sites of various sizes and two semi-active Army installations. Camp facilities are in accordance with approved master plans. A tabulation of facilities by general category is located in Table 12, Appendix F.

Approximately 18 percent of the facilities listed in Table 12, 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 approximately \$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 \$586 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 60 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 at over 600 ARNG armories result in a waste of valuable training time, lower morale, loss or damage of supplies and equipment, create a more difficult recruiting and retention problem, and an overall lowering of unit readiness. The remaining 40 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 two designated semi-active Army camps used for annual training. All of these non-armory facilities are urgently required to support the train-



ing 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 1977, the Army National Guard made use of 321 federally-owned facilities and 160 privately owned facilities under federal lease, including two Army Advisor offices, 17 aircraft facilities, seven Organizational Maintenance Shops, one U.S. Property and Fiscal Office and warehouse, one armory, one mooring space and 120 training area sites and ranges. Table 13, Appendix F, is a list of state-operated camps.



Ft. Stewart, GA.—Enroute to its target, the projectile of a 155mm Howitzer is suspended in time after firing during annual training of South Carolina Guard members.



### ***Support Facilities***

Federal funds in the amount of \$13.9 million for FY 1977 were allotted under 52 separate service contracts with the states to operate, maintain and repair the non-armory support facilities of the Army National Guard.

These funds provide for the cost of utilities, operations and for maintenance and repair of facilities such as USPFO offices and warehouses, combined support maintenance shops, organizational maintenance shops, aviation support facilities and transportation aircraft repair shops required for the care and safeguarding of federal equipment and property used in the various states to perform their federal missions.

In addition to funding under service contracts \$1.3 million for FY 1977 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 kitchens, 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 more austere facilities required for the health and safety of troops as well as security of federal property. In addition, range facilities of all kinds and tactical maneuver areas are provided to enhance combat readiness.

A total of \$17.2 million for FY 1977 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 1977.

Training was conducted at 289 training sites during the period of this report. Minor construction using OMARNG funds at these sites during FY 1977 totaled \$717,000.

## ***OFFICE OF DATA INFORMATION SYSTEMS***

The NGB-AD commenced development of an automated supply system for use by the 41 ARNG Direct Support Units. This system will provide the ARNG interface with the standard Army Logistics systems during the mobilization period D + 61-D + 90 days.

Tests of the Automated Multi-Media Exchange (AMME) on-line AUTODIN system were completed. AMEE provides processing enhancement by elimination of over-the-counter service and reduction of data receipt and distribution time.

Substantial system improvements have been realized by NGB functional users through the application of the National Information Processing System (NIPS), data base management systems and on-line terminal devices. Expansion of this capability to other areas will be accomplished when the NGB-AD hardware upgrade or replacement is approved and installation completed.

Additional 1401 tape systems were installed at five United States Property and Fiscal Offices (USPFO) locations. This brings the total installed, as of the end of FY 1977, to 49. The remaining three will be installed by May 1978.



# AIR NATIONAL GUARD

The Air National Guard maintained the highest degree of readiness of any reserve component during the fiscal year and continued efforts to modernize equipment and improve organizational structure.

As a by-product of realistic training, the Air National Guard augmented the active force and made significant contributions to the total Air Force. Air National Guard aircrews flew missions and combat sustaining units provided personnel worldwide to meet active force requirements during the fiscal year. Airlift units again flew missions as an integral part of the Military Airlift Command and ANG interceptor squadrons provided the major portion of fulltime, 24-hour a day, manned interceptor capability of the Aerospace Defense Force. In addition to supporting SAC's ALFA ALERT, ANG KC-135 units augmented SAC's permanent Tanker Task Force (ETTF). ANG tankers also supported JCS/TAC exercises and deployments such as CRESTED CAP, RED FLAG, BLUE FLAG, and the CORONET deployments outside the contiguous United States.

During inspections under an enhanced Operational Readiness Inspection concept, units surged to wartime utilization rates, both at home station and in field training. Many MAC and TAC-gained flying units were inspected while deployed at Permanent Field Training Sites. These inspections also provided valuable experience for combat support and weapon system security personnel who accompanied the flying units. Fiscal year 1977 also saw Air Guard units providing the major Air Force contribution to numerous Joint Chiefs of Staff exercises.

ANG flying units, Communications and Electronics units, Tactical Control units, and Civil

Engineer Prime Beef units continued a concentrated effort on training and support of the active Air Force in at home and overseas.

Air National Guard accomplishments during FY 1977 continued to indicate significant contributions to the Total Force and provided a sound base for increased readiness in support of our national defense.

## COMPTROLLER

### Budget

#### ANG Financial Overview - FY 1977

The financial resources appropriated for the ANG in fiscal year 1977 provided an excellent balance against approved programs. Once again the annual program exceeded the billion dollar funding level. This continued high level of funding required increased emphasis on financial management both at base and Bureau level. Increased emphasis was placed on management of our financial resources by upgrading our data automation capability and improving our accounting systems.

#### Budget Highlights - FY 1977

The basic FY 1977 President's budget request was \$1,032,900 with supplemental requests for various FY 1977 pay raises of \$24,985,000. These budget requests are categorized in three major operating accounts as follows:

1977				
	O&M	NGP	ANG Mil Con	Total Request
President's Budget	\$784,600,000	\$211,070,000	\$37,200,000	\$1,032,870,000
Supplemental Request	18,000,000	6,985,000	0	24,985,000
Prior Year Carryover	0	0	20,062,000	20,062,000
<b>TOTAL Requested</b>	<b>\$802,600,000</b>	<b>\$218,055,000</b>	<b>\$57,262,000</b>	<b>\$1,077,917,000</b>

Congressional action on these budget requests added: \$2.5 million for continued authorization of aircrew additional flying training periods; \$.3 million for establishment of pay group P and \$5.6 million for ANG recruiters and special training. Reductions

made were: \$3 million for the flying hour program; \$5 million for stock fund surcharge, \$1.7 million for C-130 rotation and \$.3 million for TDY. Final Congressional action resulted in FY 1977 appropriations as follows:



O&M	NGP	MCP	TOTAL
\$792,000,000	\$226,500,000	\$57,262,000	\$1,075,762,000

In addition to these appropriations, a reimbursable program which is for the support of other government agencies, we were authorized to obligate \$16,140,000 in O&M and \$212,000 for the Military Personnel appropriation. Also, \$1.5 million was provided for the purchase of investment type items with unit cost over \$1,000.

FY 1977 year end obligations of these funds appropriated were as follows:

Operations and Maintenance	\$ 790,317,000
Military Personnel	\$ 221,830,000
ANG Military Construction	\$ 48,024,000
Investment Appropriations	\$ 1,461,000
<b>TOTAL</b>	<b>\$1,061,632,000</b>

## Accounting and Finance

During FY 1977 the Air National Guard implemented procedures for accounting and reporting by Element of Expense Investment Code. This will provide program managers with more significant data with which to manage their programs. Procedures were also developed for providing accounting data by Program Element Code. When implemented in FY 1978 this will provide the detail necessary to support Zero Base Budgeting in the Air National Guard. A major revision to the Air National Guard Manday Accounting and Reporting System was developed. When implemented in FY 1978, this change will reduce workload at Air National Guard bases while expanding the reporting system to include mandays for service and technical schools. It also provides for more timely reporting.

## Data Automation

Fiscal year 1977 saw the RJET Network firmly established and effectively utilized by all 86 ANG data processing installations (DPI's). Seventeen standard USAF systems have been installed to date and are providing support to base level functional areas.

Equally important, a uniform and timely flow of command level management data, produced as a by-

product of the base level effort was operating with improved effectiveness.

The following three computer network upgrade projects approved in FY 1977 were in the installation phase at the close of the fiscal year.

### Communications Bridging

Provides each ANG DPI base with the capability to add additional terminal 'on-line' to the host base B-3500. Previously only the CBPO terminal had this capability.

### Accounting and Finance Terminal

Each ANG DPI base has been authorized to install one additional terminal to accomodate the increased A&F on-line workload.

### CBPO Cathode Ray Tube (CRT)

Most ANG DPI bases, depending on the number of personnel served, have been authorized to upgrade on TC521 to a CRT terminal device.

All projects are expected to be completed in the second quarter of FY 1978.

The last link in the ANG data automation chain, a UNIVAC 9030 minicomputer, was installed in the Computer Support Facility at St. Louis in August 1977, replacing the ageing IBM 1401. This new capability coupled with RJETS; host base B-3500/U-1050/II- and the USAF Data Center Command level H-6000's equate ANG data processing capabilities to the active forces.

## PERSONNEL

### Personnel Strengths and Manning Levels

The Air National Guard achieved 99.8 percent of both the programmed end strength of 92,000 and the Congressional average floor of 91,500 during FY 1977. The 30 September 1977 actual end strength was 91,840 and the actual average strength was 91,336. See Table 2, Appendix G. A satisfactory strength posture was enjoyed most of the fiscal year, however, net losses to strength occurred during the months of October, March, April, May, June and July. Intensive recruiting efforts during the summer



**F-101 Voodoo's fly in formation above visiting spectators during annual Oregon Air National Guard Open House Celebration.**

months offset the losses experienced in the earlier part of the fiscal year. The recruiting of blacks and women was most successful. A net gain of 735 blacks and 1,388 women was achieved. See Table 3, Appendix G.

The retention rate for FY 1977 was 50.3 percent, a decrease from the FY 1976 rate of 58.7 percent and the FY TQ rate of 64.9 percent.

### ***Air National Guard Recruiting***

The Air National Guard continued to recruit personnel in large numbers during FY 1977 and ended the fiscal year with 99.8 percent manned.

In FY 1977 Air Force separatees were counseled concerning the advantages of belonging and participating in the Air National Guard. This counseling was conducted through the Palace Front Program. The Palace Front Program utilizes ANG unit recruiters to visit local Air Force bases several times each month to counsel persons scheduled for separation. This program will be expanded to include additional Air Force bases in FY 1978. The Palace Chase early release program separated 88 officers and 2,399 airmen during FY 1977. The Palace Front and Palace Chase programs have been widely publicized by the USAF which has assisted in maintaining Air Guard strength levels.

During FY 1977, the Air National Guard trained 110 recruiters at the four-week Recruiting School, Lackland Air Force Base, Texas. A total of 340 recruiters served on active duty during FY 1977. The Air National Guard is programmed to utilize 340 fulltime recruiters in FY 1979. These levels of recruiters are necessary to insure ANG units maintain desired strength levels.

### ***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 preformatted reports and deferred inquiries. Update transactions are made via remote terminals by the National Guard Bureau and Air National Guard bases.



The quality of the ANG RCCPDS input was cited during the year by a memorandum from Deputy Assistance Secretary, Reserve Affairs. The memo closed by stating that the overall ANG data quality was the "... objective we would hope to achieve from every reserve component." Action is underway to respond to the revised RCCPDS directive with an expanded data base. Program changes are due to be implemented by all reserve components in October 1978.

Staffing was completed during the year with the data automation community to replace ANG CBPO remote typewriter terminal with visual screen CRT devices. Installation of the CRT terminals will commence with the larger ANG CBPOs in FY 1978. A CRT device was also secured to support the operational elements assigned to the Andrews AFB Support Center. Program changes were made to the Point Credit Accounting and Reporting System (PCARS) in order to flow transaction registers directly through the APDS vertical system to ANG CBPOs.

Further enhancements of the PCARS system are being developed in conjunction with the Air Reserve Personnel Center (ARPC) for implementation in early FY 1979. Initial planning is also underway to upgrade the current personnel data system under the informal title of APDS-II.



A-37 aircraft of the Maryland Air National Guard.



### ***Master Personnel Records— Microform System***

In the early 1960s it was acknowledged that the hard copy document data base was rapidly becoming too voluminous to serve the needs of personnel managers. In October 1963, a Data Automation Proposal was approved to develop specifications for a system to store, retrieve and disseminate master personnel records, utilizing computer technology and related records handling techniques. Extensive research culminated in development of an innovative microform master personnel records system which provides accessibility, integrity, security and responsiveness. On 3 May 1976, Document Storage and Retrieval (DS&R) number was assigned, designating this as the official master personnel record system for use within the Air Force.

Initially, records of all members of the active Air Force were converted to microfiche. Contract negotiated with the Planning Research Corporation provided for conversion to microfiche of master personnel records of Air National Guardsmen and Air Force Reservists. Conversion of ANG officer master personnel records was completed during FY 1977 in conjunction with records of Air Force Reserve officers, and returned to the Air Reserve Personnel Center (ARPC) with no change in custodial responsibility. As additional master personnel record documents are created, the master microfiche (silver halide) file is updated by ARPC.

Conversion of ANG airman records to microfiche began in July 1977 and will be completed by February 1978. Custodial responsibility will transfer

from the State Adjutants General to ARPC, where the master microfiche file will reside and update will be performed. Duplicate microfiche file (diaz copy) will be returned to the appropriate state after conversion and upon each subsequent update.

The Archivist of the United States has approved destruction of the paper record after assurance that the microform record is a complete and adequate substitute for the original paper source document. Except for officer selection record documents, the hard copy of the converted records will be stored in a non-maintenance mode and will be audited against the microfiche file as attrition occurs. Quality control during update process will include audit to satisfy the Archivist's requirement and the paper update document will not be retained.

As an interim measure, the officer selection record will continue to be maintained in hard copy, as well as microfiche, to permit refinement of retrieval and display techniques to satisfy selection board requirements.

### ***Training***

The Air National Guard school training program provides formal school training for qualified Guardsmen enabling them to be trained to meet mission requirements. Guardsmen attend the same schools as Air Force personnel and meet the same prerequisites. The ANG school program comprised of four major categories—flight, technical, professional, and recruit—ensures that ANG unit commanders get maximum assistance in achieving an adequately skilled unit.



Pennsylvania Air Guard ground crewmen ready an EC-121 Super Constellation for flight at Harrisburg International Airport.

## **ANG FORMAL SCHOOLS**

The ANG operates formal schools at four 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. Two of the schools are advanced flying schools providing combat crew training and technical training for aircrews; one school provides maintenance technical training for the C-130 aircraft and the ANG Professional Military Education Center provides precommission training for individuals not attending USAF Officer Training Schools, leadership training for junior NCOs and professional military education for senior NCOs. During FY 1977, 1,995 students graduated from one of the ANG operated schools.

### ***F-100 Combat Crew Training School***

The 162d Tactical Fighter Training Group, Tucson, Arizona provides F-100 and A-7 transition training for ANG pilots assigned to tactical fighter units. In addition, the 162d TFTG provides upgrade and maintenance training necessary to support the requirements of units converting to A-7 aircraft. The primary mission of the 162d TFTG is to provide advanced flying training for all UPTs assigned to F-100 and A-7 units. During FY 1977, a total of 78 students entered into courses conducted by the 162d TFTG.

### ***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 FY 1977, 35 ANG pilots 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 C-130 aircraft. Two week courses are offered in Aircrew Familiarization, seven week in Basic/Technician Loadmaster, and ten week in Flight Engineer Technician Cruise Control. Since FY 1971, the 133d FTF has been assigned as a Mobile Training Team (MTT) and aided in a timely training needed to support ANG units converting to the C-130 aircraft. FY 1977 saw the 133d FTF provide training for 307 and 908 officers and airmen respectively of the ANG, the USAF and Military Assistance Program.

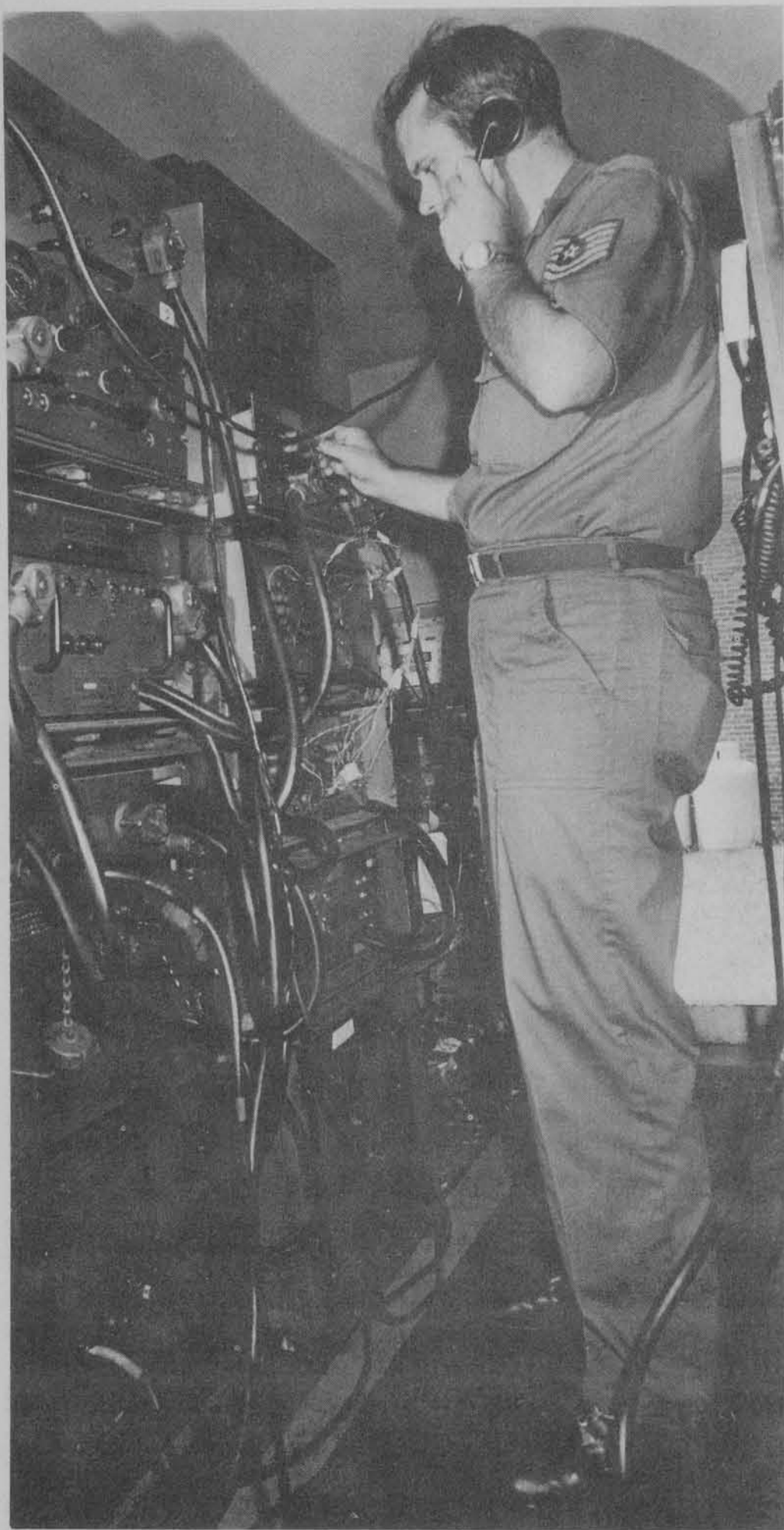
Like the Leadership School, the ANG NCO Academy offers special two-week courses to enable



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 major command NCO academies. During FY 1977, 17 ANG students graduated from other major command NCO academies.



TSgt William Hall, 112th technician, of the Pennsylvania National Guard working in the radio van at Cambria County Airport, Johnstown.



### ***Seminar For Direct Commissioned Officers***

This program is designed to increase the skills and managerial abilities of direct commissioned officers. The program offers participants the opportunity to examine military organizational environments and to discuss with each other and resource personnel personal professional develop-

ment, communication, and management in the ANG. The course is open to those ANG personnel in the grades of second lieutenant through major who did not have the opportunity to attend The Academy of Military Science or any other pre-commissioning program.

### ***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. For the present, 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***

Pursuant to the provisions of DoD Instruction 1200.7, continued attention was given to the screening of Air National Guard personnel. Seven officers and 240 airmen were screened out of the Air National Guard program during FY 1977.

### ***ANG Social Actions Program***

The ANG Social Actions Program was established in 1973 with three positions authorized per flying unit. These positions are, one Equal Opportunity and Treatment Officer (O-4), one Race Relations Officer (O-3), and one Drug and Alcohol Abuse NCO (E-6).

Of these 273 positions, 95 percent are currently filled and of those 90 percent 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. These requirements are, one hour Equal Opportunity and Treatment, three hours Human Relations Education, and one hour Drug and Alcohol Abuse.

The training program is currently operational with approximately 85 percent of all personnel receiving the required training. The social actions function at the National Guard Bureau is currently staffed as an additional duty by one of the officers assigned to NGB-DPT.



SSgt. Micheal Gillespie, 114th TAC Clinic (SDANG), checked blood pressure for the Head Start physicals.

## SURGEON

The Medical Service provides care to Air National Guardsmen during periods of training, ensures the fitness of personnel for worldwide duty and maintains a state of readiness for mobilization.

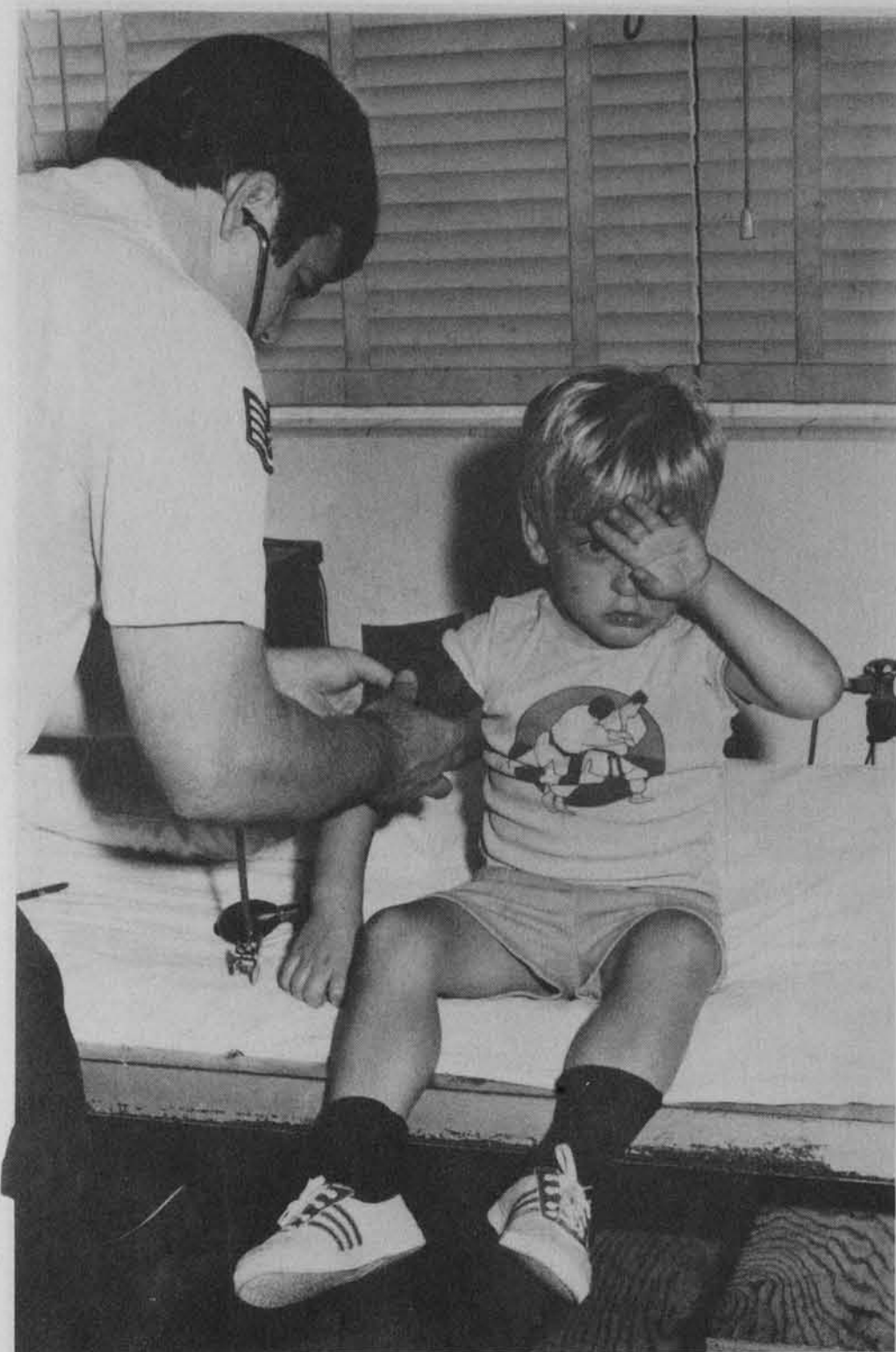
A major ongoing program has been the training of Air National Guard personnel in active Air Force medical facilities. This affords some officers and airmen their only opportunity to train in an actual patient environment where specialized medical procedures and current Air Force policies are practiced on a daily basis. The host medical units also benefit during these training periods. In addition to the staffing augmentation that occurs, Guard units often have highly-skilled medical specialists with invaluable experience and knowledge to share with their active duty counterparts.

In addition to the 21 medical units which deployed to active facilities during 1977, many Guardsmen individually volunteered to fill critical manning shortages at Air Force hospitals and clinics. This assistance was particularly valuable during the summer months when staffing is traditionally critical.

The recruitment and retention of health professionals in the Air National Guard continued to be of major concern to the National Guard Bureau and the Office of the Surgeon General. While most medical units were capable of performing their wartime mission, serious shortages existed throughout the Air National Guard for physicians. At the end of FY 1977, physician manning, for example, was approximately 63 percent compared to the overall Guard manning of 93 percent. These shortages place a very heavy and disproportionate workload on the dedicated few who carry the burden. Medical staffing will improve in FY 1978.

Air National Guard Aeromedical Evacuation crews eagerly participated in the Military Airlift Command's C-9A cross-training program. Like all MAC Aeromedical Evacuation crews Air National Guard personnel must have the capability to care for sick and wounded personnel in all types of aircraft, if mobilized. This limited program gives our nurses and medical technicians a one-time opportunity to experience the unique nursing/patient care problems they would encounter in live missions. MAC also provided aeromedical evacuation operations personnel training in the aeromedical evacuation control center at Scott AFB.

The feasibility of supporting medical material requirements of the ANG units through Medical-Dental Division, Air Force Stock Fund, accounts of



the active Air Force was tested at 10 locations. Most ANG medical activities currently procure their medical supplies and equipment through base supply accounts. Initial results of the test were very favorable and it is being expanded during FY 1978.

In April 1977, the Air Force's Medical Equipment Repair Centers were given responsibility for providing intermediate level maintenance support to Air National Guard medical activities. This action resolved a long standing problem of obtaining reliable calibration and repair of sophisticated medical equipment at many bases.

Brigadier General Emory M. Wright, Jr, Arizona Air National Guard, a noted thoracic surgeon from Tucson, has been assigned to Headquarters, USAF, as Special Assistant to the Surgeon General for Air National Guard.

In addition to performing state duty in support of local disasters, such as fires, droughts and floods,





medical personnel in Wisconsin manned state hospitals left unattended by striking state employees. Many Guardsmen were also actively involved in many community programs such as supporting a special olympics for mentally retarded children and providing pre-school and Boy Scout physicals, cardiopulmonary (CPR) training, and blood pressure screening.

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## **PROGRAMS AND RESOURCES**

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### **Organization**

As of 30 September 1977, the Air National Guard had 1,020 federally recognized units with an authorized military strength of 98,739. Flying units were organized into 24 wings, 69 groups, and 91 squadrons. The number of support units were 618, and there were 218 non-flying units. See Tables 15 and 16, Appendix G.

### **Conversions**

During FY 1977 there were eleven aircraft conversions. Introduction of more modern aircraft included the following types and numbers: KC-135A (32), A-7D (54), F-4D (18), C-130B (8), and EC-130E (8). Aircraft retired from the inventory were 32 KC-97Ls, 72 F-100Ds, 18 F-101Bs, 18 O-2As, and four C-121Cs. The 193rd Tactical Electronic Warfare Group, Harrisburg, Pennsylvania is to retain four EC-121 aircraft

in NOA status, and as each EC-121 is replaced by EC-130Es they will go to MASDC. See Table 17, Appendix G.

### **Flying Hour Program**

The ANG FY 1977 flying hour program was 404,874 hours. The ANG flew 96 percent of the program or 386,015 hours. Approximately three percent of the underfly was associated with unanticipated maintenance problems and approximately one percent of the underfly was due to inclement weather conditions.

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## **AEROSPACE SAFETY**

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The Air National Guard completed FY 1977 with a major aircraft accident rate of 4.6, while flying 387,469 hours. There were 18 major aircraft accidents in FY 1977 compared to 14 in FY 1976. The increase in accidents was caused by a rise in material failure, primarily in the F-105 aircraft. ANG units received USAF Safety recognition as follows:

- 25 Flight Safety Certificates for three years of accident free operations (period 1 Jan 74 - 31 Dec 76)
- 4 Missile Safety Certificates (1 Jan 76 - 31 Dec 76)
- 1 Explosive Safety Certificate (1 Jan 76 - 31 Dec 76)
- 4 National Safety Council Awards (Ground Safety) (1 Jan 76 - 31 Dec 76)



Col. Nicholas J. Bereschak, 193rd Tactical Electronic Warfare Group, gets a check ride in the units new aircraft - the C-130 Hercules.

- In June 1977 the Air National Guard was presented with the Benjamin F. Foulois (Daedalian) Safety Award for having the best accident prevention in 1976.

In FY 1977 The ANG expanded unit participation in the enhanced Operational Readiness Inspection Concept. Units participated in the surge to wartime utilization rates both at home station and in field training. In addition, ANG Combat Support Groups and Weapon System Security Flights supported both MAC and TAC units who received Operational Readiness Inspections at ANG Permanent Field Training Sites. This concept has enhanced the training and morale of ANG Combat Support personnel. In 1977 the Air National Guard Operational Readiness Inspections Rate was 100 percent.

## PLANS AND OPERATIONS

### *Tactical Airlift*

The Air National Guard Tactical Airlift Force is composed of seventeen C-130 units and one C-7 unit. four C-130 units and the C-7 unit are in conversion. The 136th Air Refueling Wing, Dallas, Texas, will convert from KC-97 to C-130B in FY 4/78. The ANG/MAC airlift agreement for the exchange of capabilities to improve productivity of available airlift is operational.

The ANG airlift force continues to provide significant airlift support of ANG and ARNG training requirements, in addition to Joint Airborne Training, Artic DEW Line Support, Modular Airborne Firefighting System and other requirements as an adjunct to Readiness Training. The Air Reserve Forces (ANG/AFRES) will assume the JCS directed USSOUTHCOM Rotation at Howard AFB, CZ on 1 October 1977. This a replacement of active C-130s. Rotation will consist of six aircraft, seven aircrews and support personnel; total of 92 personnel. ANG rotational responsibility is FY 2/78 and 3/78.

Propeller, engine truss mount and severe wing crack problems will continue to impact overall readiness of ANG airlift forces.

### *KC-135 Strategic Mission for ANG*

Since the ANG's first KC-135 conversion began in July 1975, ten ANG units have entered the program for conversion to the KC-135 strategic mission with SAC as the gaining command.

As of October 1977 six of these units are standing SIOP alert and four units are in their conversion phase. The three remaining units are scheduled for



KC-135 conversion in FY 1978 for a total of 13 units (104 aircraft).

In addition to supporting SAC's ALFA ALERT, ANG KC-135 units are augmenting SAC's permanent European tanker task force and numerous other HHD and JCS fighter movements along with the active force.

### *Aerospace Rescue and Recovery*

The two ANG Aerospace Rescue and Recovery Groups Completed conversion during FY 1977. Unit equipment is mixed HC-130 and HH-3 aircraft. The



Missouri ANG KC 97 refueling A7's from  
Buckley Colorado on a cross country mission.



HH-3 is the first helicopter operated by the ANG. These composite UE units are ideally tailored for the world-wide rescue mission as well as for integrated training and peacetime search and rescue.

### ***Operation Creek Party***

Operation Creek, aerial refueling support by the ANG KC-97L tanker force of Air Force tactical fighter and reconnaissance aircraft in Europe, terminated in May 1977 following ten successful accident free years of operation. This was ANG's longest continual support of an active force without mobilization. During the ten year period, the tanker units flew 6,512 sorties, completed 47,207 hookups and off-loaded 137,398,620 pounds of fuel.

### ***Tactical Fighter Units***

The Air National Guard Tactical Fighter Force continued to modernize with the conversion of three F-100 units to the A-7D weapons system and the establishment of an A-7D combat crew training group during FY 1977.

This action increased ANG A-7 strength to ten units and results in the assignment of fifty percent of total Air Force A-7 assets to ANG units. F-4, F-105, and A-37 units were unchanged.

Tactical Fighter units were involved in realistic training during overseas and Red Flag exercises. Successful deployments to overseas locations were conducted by two F-105 units, 192d Tactical Fighter Group and 113th Tactical Fighter Wing, and five A-7 units, 121st Tactical Fighter Wing, 112th Tactical Fighter Group, 140th Tactical Fighter Wing, 150th Tactical Fighter Group, and 169th Tactical Fighter Group. Deployments were to Lakenheath, England; Ingolstadt, Germany; Gilze-Rijen, Netherlands; and to Barbers Point, Hawaii for indoctrination and training.

F-105 and F-100 units participated in Red Flag exercises at the Nellis AFB, Nevada range complex. Red Flag is a Tactical Air Command initiated and managed series of realistic tactical training exercises designed to provide aircrew training in a simulated, multiple threat environment which approximates combat conditions.



## Virginia Air National Guard F-105's.



Tactical Fighter units participated in the development and test of major command manual 51-50, Graduated Combat Capability (GCC). GCC test results were favorable resulting in better utilization of flying resources, better management tool for supervisors, increased training flexibility, more realistic assessment of unit combat capability and provides for prioritized training to meet wartime tasking. GCC will be implemented in FY 1978.

### ***Aerospace Defense - 1 October 1976 - 30 September 1977***

The Air National Guard Defense Force is composed of six F-106 units, three F-101 units, one F-4D unit and two EB-57 units

The F-106, F-101 and F-4 units are providing aircraft and crews to CINCNORAD. These aircraft provide air defense for the continental United States and are on continuous 24-hour a day alert.

The EB-57 units provide Electronic Warfare Training and Evaluation for interceptors and ground units of ADCOM, Alaska, Air National Guard and NORAD. Three to four aircraft of each unit are normally deployed to support this mission.

The 119th Fighter Interceptor Group, formerly an F-101 unit converted to the F-4D aircraft. The conver-

sion started on 6 July 1977 and the unit assumed alert duties in the F-4 60 days later on 6 September 1977.

The mobility and flexibility of the Air National Guard Defense Force was proven as they assumed the Holloman Air Defense Alert from the 49th Tactical Fighter Wing during September. Units of the 144th Tactical Interceptor Wing, Fresno, California, the 120th Fighter Interceptor Group, Great Falls, Montana, and the 191st Fighter Interceptor Group, Selfridge, Michigan supported this mission with aircraft and aircrews.

### ***Tactical Reconnaissance Units***

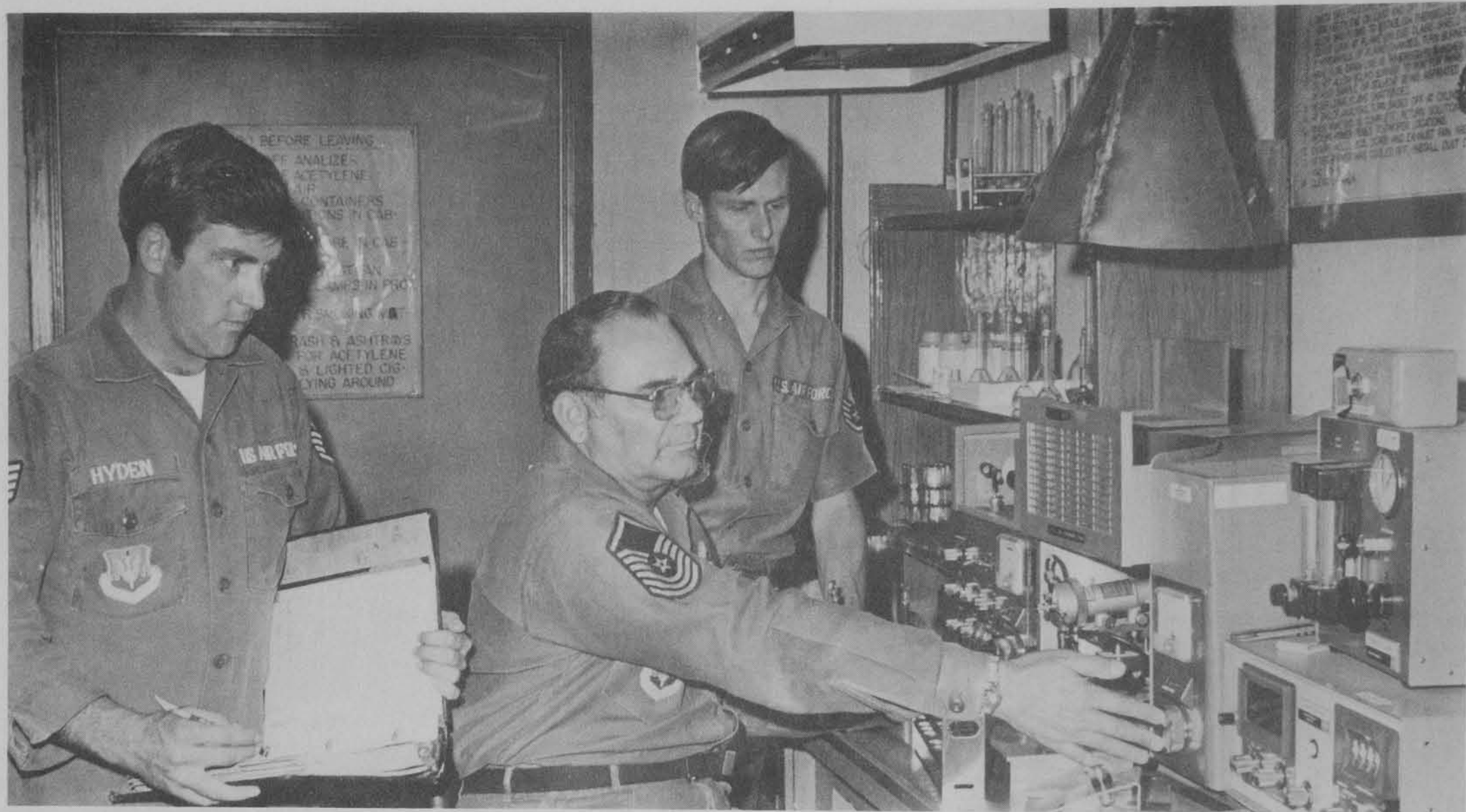
Tactical Reconnaissance in the Air National Guard has experienced a tremendous expansion of experience level, overall upgrading of mission readiness and mission tasking in FY 1977. Seven of the eight Reconnaissance units are now equipped with the RF-4C and are operationally ready.

The four units which converted to the RF-4C in FY 1976 have all done very well on ORIs.

As a result of phasedown of active Tactical Reconnaissance forces, and increased readiness of the ANG units, the ANG units are gradually assuming contingency tasking which has previously been



Ohio Air National Guard Sergeants, Don Hyden, Dave Gallagher and Ken Duffey check an atomic absorption spectrophotometer at the 178th Tactical Fighter Group at Springfield Airport.



reserved for active units. This trend is expected to continue and will effect full implementation of the Total Force.

### ***Tactical Air Support***

The ANG Tactical Air Support role has continued to increase in FY 1977. All units have furnished extensive airborne and ground FAC support for RED FLAG and JCS exercises. Increased close air support combat readiness has been a direct result of the increased participation.

The total number of Tactical Air Support units in the ANG dropped to six in FY 1977 when one unit converted out of the mission. The equipment from that unit was redistributed among the remaining six ANG units, and active force units. All units are now equipped with an operational DASC.

FY 1978 will see a continuance of increased exercise participation and mission readiness within the ANG Tactical Air Support units.

## **COMMUNICATIONS-ELECTRONICS AND METEOROLOGY**

Fiscal year 1977 saw a continuation of concentrated

training in the Communications-Electronics and Meteorology (CEM) units with emphasis on participation in joint and USAF exercises. CEM units provided assistance to the Air Force and Air National Guard whenever possible by accomplishing work that needed to be done as training projects. 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 below.

### ***Communications Flights (Support)***

Personnel from the communications flights continued to be used to provide assistance to the active duty communications units at several Air Force bases during FY 1977. One communications flight was also deployed to Europe in support of ANG tactical aircraft deployments. The flight was deployed with personnel and equipment to a designated collocated operating base. We expect similar deployments of other communications flights in FY 1978.

### ***Tactical Control Units***

The five 407-L equipped CRC/CRP units converted to the TPS-43E radar during 1977. The TPS-43 (basic)



SSgt Joseph Hollshwander, 112th communications specialist, stands atop the Pennsylvania turnpike's micro-wave repeater tower at Bald Knob Summit in the Allegheny Mountains.



radars previously assigned to these units were redistributed to ANG Forward Air Control Posts (FACPs) to replace older logistically unsupportable radars. The remaining 21 ANG TACS elements will convert to the TPS-43E during 1979 and 1980.

ANG Tactical Air Control units participated in JCS exercises BOLD EAGLE 77, JACK FROST 77, BRAVE SHIELD XV, SOLID SHIELD 77, BRAVE SHIELD XVI, and GALLANT CREW 77. Air National Guardsmen augmented Air Force units during exercise TEAM SPIRIT 77. The 154th Tactical Control Group (ANG)

MSgt George Newman, 112th technician handled the voice radio communications network as it was tied into the turnpike's micro-wave system at Bald Knob Summit, Pa.



planned and conducted the very effective exercise HOT WHEELS VII which provided realistic training for USAF and ANG Tactical Fighter, Air Defense, and Tactical Control units.

Concepts of operation and maintenance were developed for the ANG unique FACP-Heavy which evolved from the April 1976 reorganization. These concepts were validated through operational readiness inspections of several units. Procurement was initiated to support modernization of these nine units.



ANG personnel and equipment augmented the 72d Tactical Control Flight on a full-time basis in support of operation READY EAGLE. ANG personnel received valuable training while providing the additional operational capability required to support the F-15 pilot upgrade program.

Readiness of ANG Tactical Air Control units improved considerably during FY 1977, primarily as a result of delivery of five new radars, a vigorous 407-L shelter repair program, and effective management at unit level.

### ***Electronics Installation (E1) Squadrons***

During FY 7T and FY 1977, the 19 ANG E1 Squadrons continued training at AF bases overseas and at CONUS locations, including ANG bases.

During FY 7T and FY 1977, ANG E1 personnel obtained proficiency training by contributing 414,600 manhours of direct labor (mission skills) to the gaining command (AFCS) workload.

In addition, 45,500 manhours of proficiency training was obtained under the volunteer augmentation program during this period in support of the AFCS workload. This program carried ANG EIS volunteers into Europe, Middle East, Far East, Hawaii, Alaska and throughout the CONUS to augment AFCS active units.

### ***Combat Communications Units***

Air National Guard Combat Communications units have continued to participate in JCS exercises throughout FY 1977, deploying elements to Alaska and providing support to BRAVE SHIELD, BOLD EAGLE, and SOLID SHIELD exercises in the CONUS. This is the fifth consecutive year the ANG has participated in these exercises.

In addition to JCS exercise support, the Air Force also requested the ANG Combat Communications units to provide support to several air bases during the fiscal year. The equipment deployed included mobile control towers (ANG/TSW-7), digital subscriber terminal equipment (AN/TYC-8), and tropospheric scatter radio systems (AN/TRC-97A).

The upgrade of the ANG Tactical Air Control System was enhanced by OSD approval to procure 40 each AN/TRC-97A tropo radios in the FY 1979-80 time frame. These systems will be allocated to both ANG Combat Communications and Tactical Air Control units to replace the older line-of-sight AN/TRC-24 radio systems presently in use throughout the ANG.

The Combat Communications force has a total of 55 units, 7,475 authorized personnel, and have an overall combat readiness rating of C-2.

### ***Fixed AC&W Squadrons***

The Aircraft Control and Warning (AC&W) Squadrons assigned to Puerto Rico transitioned from a full-time air defense mission to a standard 40-hour week training mission on 1 July 1977. Their mobilization mission was unaffected by this transition; however, air technician manning was reduced by 40 spaces.

The 169 AC&W Squadron in Hawaii is scheduled to convert from a FPS-93 search radar to an FAA owned and maintained ARSA-3 radar during 1978. The presently assigned height finders will be retained. The 326 Air Division Air Defense Control Center was relocated to the 169 AC&W Squadron's facility at Wheeler AFB during 1977. ANG manning was not changed.

### ***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. Eight are in support of Army units. Both types provide services in unit training assemblies (UTA's) and during annual training that would otherwise be required from active Air Force resources. Efforts were continued in FY 1977 to have non-located weather flights train in active DOD weather stations, i.e., Navy, Air Force, etc. A training program was also established to have the weather flights train on the Tactical Air Weather System. Approximately 25 percent of our weather personnel completed this training in FY 1977. FY 1977 also saw ANG weather personnel participating and supporting ANG flying units during operational readiness inspections. ANG weather personnel also participated in JCS and Air Force exercises, and provided direct weather support to ANG flying units that deployed to the four ANG Permanent Field Training Sites.

During FY 1977, installation of the COMEDS (CONUS Meteorological Data System) was completed at 70 ANG locations.

This system provides weather data to our flying and weather units directly from the computer in the Automated Weather Network Management Center (AWNMC) at Carswell AFB, Texas.



Pennsylvania Air Guard's 193rd Tactical Electronic Warfare Group's EC-121 Super Constellation starts engines.

## AIR LOGISTICS

### *Propulsion Systems*

A program initiated in FY 1976 to increase field maintenance of TF41-1 engines used in the A-7D aircraft was progressing satisfactorily by the end of FY 1977. Five of the ANG's 10 A-7D units had attained complete hot section repair capability and the remaining five units were in various stages of reaching this goal. Twenty-four engines which would have been returned to overhaul under the original maintenance concept at the time of engine design were repaired locally. During FY 1977 our C-130A/D fleet continued to be plagued by propeller shortages and wing spar cap cracks. By the end of FY 1977, 40 of our C-130A/D aircraft were either undergoing depot repair or grounded at home station due to lack of propellers. Thirty three aircraft are scheduled to be returned from a contractor facility during FY 1978 with new four bladed propellers installed. In addition to the propeller retrofit at the contractor's plant, contract field teams at our C-130A units will also install four bladed propellers on remaining aircraft. We expect to have all our C-130A/D aircraft flyable by the end of FY 1978. During FY 1977 the C-130E fleet suffered a setback with the discovery of outer wing cracks. Of the ANG's 44 E models 16 were grounded for outer wing spar cracks and excessive outer wing web cracks. A later engineering study changed the grounding criteria on web cracks. However, 11 of our E models had serious enough wing cracks to require depot facility repairs. Organizational level repair for minor web cracks continue as part of the C-130E maintenance program. Completion date is March 1978.

### *Aircraft Inventory*

The aircraft inventory of the Air National Guard at the end of fiscal year 1977 was 1,560 as compared with 1,615 at the end of FY 1976. The net decrease of 55 aircraft in FY 1977 was the result of only 119 replacement aircraft to offset the 174 aircraft dropped from the inventory. However, this trend is still in line with DoD policy to modernize the ANG fleet under the "Total Force Policy". The most significant changes toward modernization was replacing some of our F-100's, F-101's, and KC-97L aircraft with additional A-7D's, C-130's, KC-135A's, and F-4D aircraft.

The support aircraft fleet remained relatively stable throughout the year. We did acquire four additional C-131H aircraft to replace four C-131D aircraft. The four C-131D aircraft were redistributed to replace four C-131B's transferred to storage.



### *Logistics Plans*

A major realignment of readiness functions occurred in April 1977 with the establishment of the Air National Guard Readiness Committee. (See NGB Office Memorandum 15-9). Under the new policy the Chief, Plans and Operations Division (NGB-XO) became the overall coordinator of all facets of readiness and the other Air Directorate Division Chiefs became responsible only for portions relating to their specific functions. Prior to this time, the majority of readiness actions such as unit wartime tasking by unit type codes (UTCs), coordination with the Air Staff regarding War Mobilization Plans and aligning peacetime authorizations with wartime UTC taskings originated unofficially with NGB/LGSX. The new operational structure has greatly improved the Air Directorate's readiness staff procedures and increased the responsiveness to readiness problems. The responsibility for mobility plans and regulations remained with NGB/LGSX.



Airman Linda Jean Hall became the Air Guard's first female airborne radio operator at the Pennsylvania Air Guard's Harrisburg International Airport in 1977.



Until April 1977 only Tactical Air Command (TAC), Aerospace Defence Command (ADCOM) and Air Rescue and Recovery Service (ARRS) had published mobility plans. These outlined in detail how a unit's personnel and equipment are marshalled and deployed. Because every ANG unit is assigned to a CONUS Air Force major command (MAJCOM) upon mobilization, the MAJCOM mobility publications impact directly on ANG flying and non-flying units.

In April Military Airlift Command (MAC) published MACR 28-3 which became applicable to all ANG airlift units. Prior to this time ANG C-130 units had operated under TACR 400-1. Strategic Air Command (SAC) and AF Communications Service (AFCS) also will write mobility directives. Existing SAC plans relate to strategic operations because units generally operate from their home bases. The SAC directives will relate to unit deployments that might occur if some units moved outside of CONUS.

In September 1977, Hq USAF began staffing mobility regulation (AFR 28-4). The purpose is to eliminate the differences that exist in the various MAJCOM publications. These variances cause considerable problems for the ANG and AFRES because of the numerous MAJCOMs involved. Publication is

anticipated in FY 1978. At this time the MAJCOM mobility plans probably will be revised to become supplements to the AFR.

NGB/LGSX assumed a major additional function from NGB/DEM in August 1977 when it became the office of primary responsibility for all host tenant and inter-service support agreements affecting the Air National Guard.

Conversion of ANG units continued to be a major function. The major problem encountered was the delay in receiving the public announcement. Until the Congressional release is received, all actions relating to the conversion are classified SECRET. This prohibits requisitioning and accomplishing related logistical and operational actions.

There were 12 conversions to newer weapons systems and two model changes. Two units went to C-130s, four to KC-135s, three to A-7Ds, one to F-4Ds, one to EC-130s and one to C-7As. The phase out of older systems continued. The following units were dropped; four KC-97s, three F-100s, and one O-2/F-101/EC-121. However, the EC-121, will remain in the inventory until the C-130E aircraft are modified to an EC-130 configuration. Model changes involved an upgrade from C-130A to C-130B and operating location AA Andrews AFB converting from C-131D to C-131H aircraft.

### ***ANG Supply Units Reorganize Internal Structure***

Since the inception of the USAF Standard Base Supply System and eventual adoption of this system by the Air National Guard in 1968, the basic organizational structure of both the Air Force and ANG supply accounts remained virtually unchanged although there were many automated modifications to the system. The USAF recognized this deficiency and proposed a realignment of the supply activities. The new organizational alignments were environmentally tested at various locations. The ANG supply account at McGuire ANG Base, New Jersey participated in this test from February 1976 until December 1976. Hq USAF and the Director ANG approved the new organizational structure which is more strongly aligned along functional lines primarily to provide better service to the supply customer.

During FY 1977 NGB/LGS personnel, in concert with NGB/PRM, NGB-TNC, and selected ANG field representatives participated in working sessions formulated to: Revise the military and civilian manning documents; establish corresponding civilian position descriptions and develop a plan for implementation. Planning actions for the reorganization of ANG



EB 57 crew "preps" for take off at Forbes field Topeka, Kansas.

supply accounts were completed in September 1977. All ANG supply accounts will have completed their conversion to the New Standard Base Supply System in early FY 1978.

## ***Energy Management***

Attention to aviation and ground fuels has taken on a new emphasis and perspective within the Director, Air National Guard Logistics Staff. There have been several actions which support this comment. An energy Management Section has been established. It monitors all ANG fuels activities and also represents the Air National Guard on the Hq USAF Energy Conservation Task Group. Final publication of ANGR 144-1, Energy Management, is expected in early FY 1978.

It is anticipated that this major publication will result in significant improvements in fuels management by ANG units. A second project will be the review of fuels quality assurance and workload factors within ANG fuels accounts. This also should assist in enhancing ANG fuels operations.

The magnitude of Air National Guard fuels operations can be obtained by noting that there are 68 fuels accounts that receive, store, and issue aviation and ground fuels. Issues during FY 1977 from these accounts amounted to nearly six million barrels. ANG units have 394 late model (R-5 and R-9) mobile refueling vehicles to service the majority of the aircraft. To service the 104 KC-135 tanker aircraft possessed or soon to be on hand in the 13 air refueling units, underground hydrant fuel systems are planned or already installed. The use of hydrants expedite refueling and reduces the fire hazard that would exist in transferring large quantities of fuel from tank trucks. Four of these 13 will be the latest pressurized systems available to Air Force activities. The other nine are older models which use pumps.

## ***Command Equipment Management***

One of the largest accountable equipment record accounts in the USAF is maintained by the Air National Guard. The continual streamlining process in which the ANG is involved through its conversions to more modern and effective weapons systems increases equipment costs while it decreases equipment requirements. For example, the FY 1977 dollar value of authorized equipment increased from the FY 1976 figure of \$1 billion to \$1.125 billion. However, the total number of equipment item records decreased from 305,000 in FY 1976 to 295,000 in FY 1977. The total dollar value of equipment on hand during FY



1977 was \$878.3 million. A portion of this figure reflects the dollar value of the equipment to support the 12 ANG aircraft conversions scheduled in FY 1977.

The newest ANG equipment project is the Chemical Warfare Defense (CWD) Program. ANG CWD funding of the program was not expected until FY 1979; however, limited USAF FY 1977 funds were allocated in mid-September 1977 to be obligated by 30 September 1977. As the purpose of Chemical Warfare Defensive Equipment is to provide capability to survive and work in a chemical warfare environment, priority ANG units were allotted initial dollars and requisitions were placed against code name CONSTANT SHELTER Project Number 456 in time to meet funding deadline. Prioritization of other units will continue as additional funds become available.

The Chemical Warfare Defensive Equipment is divided into four categories: Individual Protection (ensemble for aircrews, ground crews and special



Pennsylvania Air Guard's 112th Tactical Fighter Group at Greater Pittsburgh Airport and their A-7D fighters.



teams): Collective Protection (shelters for "shirt sleeve" working environment); Detection/Warning, and Decontamination. The FY 1977 funds for ANG were restricted to acquisition of ground crew ensembles. Purchase of other categories will be made in future years as funds become available.

### ***Transportation***

The ANG vehicle inventory remains the second largest fleet of vehicles within the Air Force. The fleet consists of 15,701 vehicle authorizations with approximately 50 percent of these authorizations used to support mobility requirements. There are 14,135 assets on hand valued at \$152,874,980. This is an increase of 250 vehicles. It is anticipated that ANG units will have authorized quantities on hand within the next three years. Management of this fleet has been greatly affected by the rapid growth of the vehicle inventory and complexity of the vehicles being added. Local vehicle managers are provided necessary data for effective fleet management via an automated vehicle integrated management system (VIMS).

The ANG sponsored project for reclamation and repair of military design vehicles, "Operation Barstow" has repaired and shipped a total of 1,130 vehicles primarily to Tactical Control and Combat Communications units since its inception in FY 1975. This project, thus far, has resulted in a net cost avoidance for the Air Force of over 16 million dollars. During the FY 1977 period \$710,000 was expended toward depot repair of 26 ANG special purpose vehicles through WR-ALC controlled GSA contracts. This program effectively extends the life of these vehicles from three to five years.

As the ANG Recruiter force increased, so did the requirement for additional administrative use vehicles to support the recruiting effort. The Air Force cannot purchase additional administrative use vehicles and until recently ANG Recruiters have used commercial rentals extensively. Efforts were underway throughout FY 1977 to obtain rental vehicles from GSA in lieu of commercial rentals because of the savings which could be realized. In September 1977, GSA agree to provide vehicle support to the ANG Recruiters with a net cost avoidance of \$298,000 expected in each subsequent year.



Pennsylvania Air Guardsmen know the troubles of runway snow removal at Harrisburg international airport.

Traffic management activity remained steady during this period. However, increased emphasis by the Department of Transportation on preparation of hazardous material for air shipment, and a change to AFR 71-4, Preparation of Hazardous Materials for Military Air Shipment, required that all personnel certifying hazardous material for air shipment must have attended formal training within the preceding 24 calendar months. Although all ANG freight rate specialists had completed formal training in previous years, at the time of this change only 26 percent were qualified under the new two year criteria. Early identification of this problem was made to Air Training Command (ATC) by the NGB and extra in-residence school spaces were requested to resolve it. Through a combination of attendance at in-residence and mobile training courses held at various active Air Force bases throughout the United States, percentage of qualified personnel increased to 86 percent by the end of FY 1977. The balance are scheduled for school during the first part of FY 1978.

Hq, Military Traffic Management Command (MTMC), arranged 105 separate military group movements (Prime BEEF, annual field training, etc.) for ANG personnel via commercial means. This involved transporting 3,748 personnel at a cost of \$259,646.

## Weapons Systems Support

General logistical support was provided to 91 flying units equipped with 1,556 aircraft of 18 different types at 86 locations, as well as eight combat communications groups with 45 subordinate units, three tactical air control groups with 28 subordinate units, 19 electronic installation squadrons, 3 fixed aircraft control and warning squadrons, a RED HORSE flight and squadron and 92 PRIME BEEF flights. Specialized procedural guidance also was provided to 86 munitions accounts and 74 fuels users. Daily priority spares support and training for ANG units was provided by the Logistics Readiness Center (LRC) which relocated to the ANG Support Center, Andrews AFB, Maryland in August 1977.

In June 1977 the LRC improved its ability to monitor depot NORS support by implementing the mechanized USAF Standard D-165, NORS Analysis System. The success of the LRC was evident by the low FY 1977 ANG NORS rate of 4.6 percent.

The LRC made numerous improvements some of which were:

- a. Identifying 3,724 NORS reportable Standard



- b. Providing detailed input for two Ogden Air Logistics Center (ALC) F-106 supply support Reporting Designators (SRDs) for inclusion in T.O. 00-20-9. conferences, which kept the ANG NORS rate at a low 3.7 percent.
- c. Improving the accuracy of Ogden ALC procurement forecasts pertaining to time change items. This resulted from complaints regarding errors in unit submissions.
- d. Continued emphasis on reducing depot exchangeable charges through aggressive research and follow-ups on all awaiting parts (AWP) requisitions.

Weapon system support and Total Force readiness improved in numerous areas this year by working more closely with ANG units and the supporting ALCs.

Some examples were:

- a. Initial spares lay-in support for converting flying units was examined in depth. This resulted in a more accurate lay-in of spares and bench stocks for converting units.
- b. Management of ANG War Readiness Spares Kits (WRSKs) was greatly improved. The magnitude can be appreciated by noting that the ANG maintains 18 different aircraft WRSKs, 125 different tactical air control system WRSKs, and 97 different combat communications WRSKs which total approximately 3,100 kits. The WRSK improvement program has resulted in:

- (1) Field unit WRSK reports being reviewed by NGB with each gaining MAJCOM



Snow removal by the Pennsylvania Air Guard at Harrisburg International Airport. Left is the 193rd Tactical Electronic Warfare Group's new aircraft, the C-130, and center is the EC-121 Super Constellation scheduled to be phased out in the future.



and published in the USAF Quarterly World-Wide Logistics Readiness Assessment Report.

- (2) Revision of ANG 67-07, ANG WRSK Procedures, dated 13 May 1977 to strengthen WRSK reviews and unit management.
- (3) Requests for WRSK changes to AFM 67-1, Supply Procedures being submitted by NGB.

Several NGB munitions management improvements were initiated. These included:

- a. Assistance training visits by Headquarters, Tactical Air Command (TAC) to gaining ANG units.
- b. An NGB munitions supply account inspection guide was provided to all ANG accounts.
- c. Procedures were developed for the four manual munitions supply accounts. These are being incorporated into ANGR 67-011, Special Procedures, for ANG Field Training Sites.

Availability of 463L pallets and nets is another area which was monitored closely. Based on mission changes caused by conversions, a new pallet/net authorization letter was published. The

pallet authorization increased from 7,225 in FY 1976 to 8,257 this year partly due to inclusion of electronic installation squadrons. On-hand quantities increased from 3,126 in FY 1976 to 4,502 in FY 1977. The minimum mission essential quantity is 5,902. The shortage of 1,400 mission essential pallets could adversely affect ANG mobility requirements in the event of mobilization.

The importance of this shortage has been identified to WR-ALC which plans to deliver an additional 800 pallets before 1 January 1978.

Chaff, which is used by the EB-57, F-101, and F-106 units, was in critical short supply in FY 1976 because of contractor production problems. These were rectified and there were no shortages in FY 1977.

## **CIVIL ENGINEERING**

### **Military Construction (P 321)**

Fiscal year 1977 saw a decrease in the Air National Guard's Military Construction Program (MCANG) from \$55.1 million to \$33.9 million, of which a total \$27.8 million has been obligated involving 44 projects in 29 states as of 1 October 1977. Remaining



A1C Cynthia Belue, the first female crew chief for the 117th TRW, Alabama Air National Guard helps check RF-4C to prepare for launch.

unobligated are eight projects in five states. Two projects in two states were deferred to subsequent fiscal years.

Utilizing prior year carryover and uncommitted authorization, an additional \$13.3 million was obligated, involving 22 projects in 16 states, for a total obligation of \$41.1 million for the fiscal year.

An upturn in the commercial construction season resulted in smaller savings during FY 1977 than in the previous fiscal year. As a result, only two projects in two states, totaling \$1.5 million were cleared with the Congress for advertising based on the savings realized. These totals are included in the figures listed above.

During FY 1977 only two projects exceeded the National Guard Bureau's approval authority. One project was submitted to Congressional Committees for reclearance at the increased construction amount, and was subsequently awarded. The second project is currently being submitted to the Congressional Committees for reclearance.

After the FY 1977 authorizations noted above, there will remain a long range requirement of approximately \$333 million in authorizations for construction of facilities to eliminate currently known facility deficiencies at ANG installations throughout the 50 states, the District of Columbia and the Commonwealth of Puerto Rico. These projects include 414 operational-type facilities with an estimated cost of \$109 million, and 437 general-type facilities with an estimated cost of \$115 million.

### **Minor Construction (P 341)**

Two million (\$2,000,000) was allocated for P341 projects in FY 1977. The carryover of FY 1976 and TQ funds was \$1,259,962, which resulted in a total fund availability for Minor Construction projects of \$3,259,962. Of this, \$3,193,144 was spent to complete 35 projects in 26 states and 34 locations.

### **Maintenance and Repair (P 449)**

The Maintenance, Repair, Alteration and Construction projects are accomplished in this program. In this program alteration and construction projects are limited to \$50,000. Projects totaling \$11.5 million were accomplished in FY 1977. This program included a variety of projects for maintenance, repair, alteration and construction of ANG facilities, airfield pavement and the whole spectrum of utility systems. As in the past few years, a major portion of the FY 1977 P 449 program consisted of projects associated with aircraft conversions, utilities, and fuel systems, roofs, energy conservation, safety fire



protection and crash rescue, airfield pavements and emergency repairs.

### **Real Estate**

The total value of real estate administered by the Air National Guard was approximately \$711 million at the close of FY 1977. The Air National Guard consisted of 89 flying units which were located on 69 civilian airports, 13 active Air Force bases, three Naval Air Stations and four ANG bases. There were 82 non-flying units which were not collocated with an ANG flying unit.

### **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 1977 totaled \$34.5 million.

### **Air National Guard Prime Beef Teams**

During FY 1977, 15 ANG Prime BEEF teams deployed to Tyndall AFB, Florida and 14 to Plum Brook, Ohio for Prime BEEF Mobility Training.

In FY 1977, 74 ANG civil engineering units deployed for annual training, 16 to other ANG bases, nine to ARNG installations and 49 to USAF bases, this included deployments to Alaska, Germany, Japan, Azores and Canal Zone.

The deployments were designed to provide training not available at home station, and enhance the



Pennsylvania Air Guardsman at Harrisburg International Airport tossing a wheel chock from under an EC-121 Super Constellation.



mobility mission. The training projects, as well as the deployments themselves, were aimed at developing and maintaining a highly skilled, mobile military engineering force, capable of rapid response to tactical air warfare and contingency operations worldwide. A double benefit accrued to the Air Force and the Air Guard from these deployments: Readiness of the Prime BEEF/RED HORSE units was markedly increased, and Air Force and Air Guard priority project were accomplished.

The practice of supporting USAF requirements with a "composite team" continues, due to the availability of volunteers for periods of 30 to 120 days supported by USAF mandays. Deployments

were conducted to Oklahoma City AFS, Oklahoma, in support of AFCEC Readiness Center; and Tyndall AFB, Florida to relocate BAK-12 barriers; Tyndall AFB, Florida and Plum Brook, Ohio to augment the AFCEC Training Cadre; and JCS exercises Brave Shield XVI in California and Solid Shield in North Carolina (MAC) to provide landing zone and air operations fire protection.

### ***Air National Guard Red Horse Squadron***

In FY 1977 both ANG RED HORSE units, 200th Civil Engineering Squadron, Camp Perry, Ohio and 201st



Lt. Col. Wilson A. Foust of the Pennsylvania Air Guard at Harrisburg International Airport, gives youngsters a tour of the air guard facilities.



Civil Engineering Flight, Fort Indiantown Gap, Pennsylvania again deployed the majority of their personnel for training projects. A one half mile road extension was constructed by the 200th Civil Engineering Squadron at Phoenix ANGB, Arizona and portions of a FAMCAMP Project was completed at Elmendorf AFB, Alaska.

The 201st Civil Engineering Flight Completed the two-and-one-half mile railroad spur extension at Otis AFB, Massachusetts that was begun in FY 1975. This project will immeasurably aid in the off-loading and transporting of coal deliveries.

Both ANG REG HORSE units deployed a small portion of their personnel to Mill Valley AAS, California in support of priority facility projects for ADCOM.

As of 30 September 1977, the overall manning of both units was 102 percent.

## CHAPLAIN

The position of the Air National Guard Chaplain technically is in the Office of the Chief of Chaplains, USAF, but the Chaplain is duty located in the National Guard Bureau. The Chaplain attends staff meetings for both the Director of the Air National Guard and the Chief of Chaplains.

**Continuing 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 be the channel for the concern of the Chief of Chaplains relative to the selection, training, professionalism and readiness 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 person-



Hawaii Air National Guard's first air to air refueling using KC-135 from the Washington Air National Guard.



nel actions within NGB: and to serve as chaplain to personnel assigned to the Air Directorate.

**Principal Thrust:** To become acquainted with all ANG commanders and chaplain service personnel. The telephone and the airplane proved invaluable tools. Traveling more than 53,299 miles in FY 1977, the Chaplain for the Air National Guard established a personal relationship with all assigned chaplains, made staff assistance visits to 41 ANG units and state headquarters and to the headquarters of four of the gaining MAJCOMs. Seventeen civilian congregations or institutions of higher learning were presented certificates of appreciation from the NGB, thanking them for sharing a priest/pastor with the ANG.

**Chaplains Assigned:** At the close of FY 1977, 101 chaplains were assigned, and 90 chapel managers. The 119 chaplain positions include eight newly acquired positions in ANG Combat Communications Groups. Nineteen units were without chaplains at the end of the fiscal year, though five were at the time processing new chaplains. During the final months of the fiscal year three ANG chaplains were selected for extended active duty.

**Accomplishments:** The real action is with the unit chaplains and their chapel managers. Their reports include accounts of field duty during joint exercises, a congregation of more than 700 for a Palm Sunday observance, Saturday masses, flight-line services and other imaginative efforts to integrate worship with the unit's demanding training requirements. Increasingly commanders are utilizing their chaplains to gauge the morale and other needs of personnel, and to serve as "sounding boards" and advisors to the command section.

**Public Relations:** Indeed, ANG chaplains served their units faithfully and provided a needed boost to active duty chapels and joint exercises on repeated occasions. However, during the course of the year it became apparent that the true role and importance of ANG chapel service personnel are not fully understood and appreciated. Lest chaplain positions be deleted from the UDLs, commanders and chaplains alike will need to publicize widely the true picture of the vital chaplain role in the total force--now, and in the future.

**Training:** Thanks to excellent cooperation among AFRes, ARPC and the ANG, more training opportunities were provided for ANG chaplains at the USAF Chaplain School than ever before. This professional training was augmented by a series of regional workshops sponsored by the Chaplain for the Air National Guard and by two command-sponsored ANG chaplain conferences, at SAC and MAC. The emphasis: professionalism and readiness.

**Decay and Renewal:** Some of our great ANG chaplains with more than 20 years service are scarcely decayed; nevertheless, several retired or transferred to a reserve program during the year. They have been our great strength, and they will be missed. Yet, the good news is that a number of young, vital, rather recently-ordained priests and pastors have been recruited. When others are processed to fill the existing vacancies, we will be a younger and more vital ANG chaplain corps than ever before, ready to serve God and his people, in peace--or in any emergency!



# 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. Henry B. Gray, III
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	Maj. Gen. William D. Weller
Connecticut	Maj. Gen. John F. Freund
Delaware	Maj. Gen. Francis A. Ianni

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	Brig. Gen. John R. Phipps (Actg)
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 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	Maj. Gen. James G. Sieben
Mississippi	Maj. Gen. Glenn D. Walker
Missouri	Maj. Gen. Robert E. Buechler
Montana	Maj. Gen. John J. Womack
Nebraska	Maj. Gen. Edward C. Binder
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. William E. Ingram
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. Nicholas P. Kafkalas
Puerto Rico	Maj. Gen. Orlando Llenza
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
Virgin Islands	Col. Joe E. Burke
Virginia	Maj. Gen. William J. McCaddin
Washington	Maj. Gen. Howard S. McGee
West Virginia	Brig. Gen. Robert L. Childers
Wisconsin	Brig. Gen. Hugh M. Simonson
Wyoming	Maj. Gen. James L. Spence

## APPENDIX C United States Property and Fiscal Officers

Alabama	Col. Herman A. Price, Jr.
Alaska	LTC Edward M. Johnson



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. Clarence E. Atkinson  
 Dist. of Col.....Col. Leonard F. Bergstrom  
 Florida.....Col. William H. Pruitt  
 Georgia.....Col. George W. Roberts  
 Hawaii.....Col. 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. Duane W. Cunde  
 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.....LTC Jose A. Canals-Videl  
 Rhode Island.....Col. Lynwood F. Hoxsie  
 South Carolina.....Col. Clifton B. Wingate  
 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  
 Virgin Islands.....LTC Lionel A. Jackson  
 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

## 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,  
 National Guard Bureau  
**Brewer, Franklin L.**, Major, ARNG, Assistant  
 Executive, National Guard Bureau  
**Avant, Thomas L.**, LTC, USA, Chief,  
 Organization Effectiveness Branch, HR  
**Bailey, Amon L.**, Major, ARNGUS, Staff Action  
 Officer, Office of Policy and Liaison  
**Bax, Giles A.**, Colonel, ARNG, Chief,  
 Office of Mobilization and Readiness  
**Edler, Anthony, L.**, Major, USAF,  
 Office of Policy and Liaison  
**Gibson, Robert A.**, Captain, USAF,  
 Office of Policy and Liaison  
**Grubaums, Gunar**, Major, USA,  
 Office of Public Affairs  
**Monachino, Joseph V.**, Major, ANG,  
 Office of Legal Advisor  
**McGill, Douglas J.**, Colonel, ANG,  
 Office of Policy and Liaison  
**Olson, Ralph E.**, Captain, USAF,  
 Office of Legal Advisor  
**Opsahl, Erhard P.**, Major, ARNG,  
 Office of Public Affairs  
**Phillips, Edelbert F.**, Captain, USA,  
 Office of Legal Advisor  
**Sewell, George Q.**, Captain, USAF,  
 Office of Legal Advisor  
**Steeves, Robert G.**, LTC, ANG,  
 Office of Public Affairs  
**Temple, Herbert R., Jr.**, Colonel, ARNG, Chief,  
 Office of Policy and Liaison  
**Vierra, Victor S.**, LTC, Office of  
 Mobilization and Readiness  
**Watson, H. Glenn**, Colonel, USA, Chief,  
 Office of Human Resources  
**Wolf, Andrew G., Jr.**, Colonel, ARNG, Chief,  
 Office of Public Affairs

### *Director, Army National Guard*

**Ott, Charles A., Jr.**, Major General, ARNGUS,  
 Director, Army National Guard  
**Walker, Emmett H., Jr.**, Brigadier General, ARNGUS,  
 Deputy Director, Army National Guard



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**Keener, Robert E.**, Colonel, USA, Executive,  
Army National Guard

**Huffman, Linda O.**, Captain, ARNGUS, WAC Staff  
Advisor, Office of the Director,  
Army National Guard

**Tech, Larry L.**, Major, ARNGUS, Staff Action Control  
Officer, Office of the Director,  
Army National Guard

**Bishop, John C.**, LTC, USA, Organization and  
Training Division

**Blevins, Dean S.**, LTC, USA, Organization and  
Training Division

**Bogard, Robert L., Jr.**, Major, USA,  
Personnel Division

**Bohannon, Melvin L.**, Major, USA,  
Personnel Division

**Carpenter, Donald B.**, LTC, ARNGUS,  
Logistics Division

**Carr, John W.**, LTC, ARNGUS, Chief, Readiness  
Branch, Organization and Training Division

**Chacon, Hope G.**, 2LT, ARNGUS, Personnel Division

**Coffey, William T.**, Colonel, ARNGUS, Chief,  
Organization and Training Division

**Cronin, Kenneth J., Jr.**, Captain, USA,  
Personnel Division

**Daniels, John R.**, Colonel, USA, Chief,  
Office of the Army Surgeon

**Devlin, Barbara**, Major, USA, Logistics Division

**Dolan, Edmund J.**, LTC, USA, Logistics Division

**Echols, William H.**, Major, USA, Organization and  
Training Division

**Elliott, David R.**, LTC, USA, Chief, Tour Management  
Branch, Personnel Division

**Engen, Dennis L.**, LTC, USA, Aviation Division

**Freeman, John R.**, LTC, ARNGUS, Chief, Material  
Branch, Logistics Division

**Gereski, John T.**, LTC, ARNGUS, Chief, Training  
Branch, Organization and Training Division

**Glashan, Rolfe A.**, LTC, ARNGUS, Chief, Facilities  
and Requirements Branch, Installations Division

**Gooden, William J.**, LTC, USA, Organization and  
Training Division

**Gray, Franklin M.**, Major, ARNGUS, Comptroller  
Division

**Hakola, John A.**, Major, USA, Organization and  
Training Division

**Hall, James W.**, Major, USA, Logistics Division

**Hartmeyer, James T.**, Major, USA, Logistics Division

**Henderson, Charles F.**, LTC, ARNGUS, Chief,  
Technician Manpower and Program Branch,  
Personnel Division

**Hillen, John F., Jr.**, LTC, USA, Chief, Enlisted and  
Special Activities Branch, Personnel Division

**Holcomb, Cornelius C., Jr.**, Major, USA,  
Logistics Division

**Honaker, Robert G.**, LTC, ARNGUS,  
Logistics Division

**Jaffe, Stephen G.**, LTC, USA, Comptroller Division

**James, Lynn M.**, LTC, USA, Chief, Force Program  
and Structure Branch, Organization and  
Training Branch

**Keeling, John O., Jr.**, Colonel, ARNGUS, Chief,  
Logistics Division

**Kilgore, Jack E.**, LTC, USA, Chief, Programs and  
Analysis Branch, Logistics Division

**Knapp, George C., Jr.**, Captain, USA,  
Logistics Division

**Komorski, Zenon A.**, SGM, USA, Organization and  
Training Division

**Koons, James S.**, Major, USA, Logistics Division

**Laird, William R.**, LTC, USA, Personnel Division

**Lawson, Johnny B.**, MSG, USA, Logistics Division

**Lott, Kirby J.**, Colonel, USA, Chief, Comptroller  
Division

**Matthews, Ralph A., Jr.**, Colonel, USA, Chief,  
Aviation Operations Branch, Aviation Division

**Morai, Edward C.**, LTC, USA, Organization and  
Training Division

**Moreau, James G.**, Major, USA, Logistics Division

**Murdoch, Robert V.**, Major, USA, Personnel Division

**Nissen, Maurice J.**, Major, ARNGUS, Logistics  
Division

**Patterson, Gordon W.**, Major, USA,  
Personnel Division

**Paul, Harlow W.**, CW4, USA, Office of the  
Army Surgeon

**Philippovic, Gordon**, LTC, USA, Logistics Division

**Propp, Carl R.**, Major, USA, Personnel Division

**Randle, Jimmie L., Jr.**, MSG, USA, Logistics Division

**Reeder, Alan D.**, Captain, USA, Logistics Division

**Robertson, Wayman D.**, Major, ARNGUS,  
Personnel Division

**Runken, Roy G.**, LTC, ARNGUS, Chief,  
Safety Branch, Aviation Division

**Sanford, David G.**, Colonel, USA, Chief,  
Personnel Division

**Scott, William E.**, Major, ARNGUS, Organization  
and Training Division

**Sempek, Robert A.**, Major, USA, Logistics Division

**Silva, Warren R.**, LTC, USA, Deputy Chief,  
Organization and Training Division

**Sirois, George A.**, Major, USA, Logistics Division

**Sniadach, Louis M.**, Major, ARNGUS, Organization  
and Training Division

**Socks, Hugh J., Jr.**, LTC, USA, Organization and  
Training Division

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Major Sam Sox, pilot for the 106th Tactical Reconnaissance Squadron, checks his flight schedule as he prepares to fly a mission in the RF-4C for the 117th Tactical Reconnaissance Wing Birmingham ANG.



**Sowa, Alexander P.**, Major, USA, Organization and Training Division  
**Stevens, Jack D.**, LTC, ARNGUS, Chief, Recruiting and Retention Branch, Personnel Division  
**Swanson, Edward L.**, LTC, ARNGUS, Organization and Training Division  
**Thomas, Golden L.**, LTC, USA, Chief, Maintenance Branch, Logistics Division  
**Wheelock, Eddie D.**, Major, USA, Personnel Division  
**Wilson, Donald E.**, LTC, ARNGUS, Logistics Division  
**Young-Renner, Stephen A.**, Major, USA, Personnel Division

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

**Guice, John T.**, Major General, ANG, Director, Air National Guard  
**Conaway, John B.**, Brigadier General, ANG, Deputy Director, Air National Guard  
**Muir, Willis D.**, Colonel, ANG, Assistant Deputy Director  
**Price, John C.**, LTC, USAF, Executive  
**Adams, Thomas R.**, LTC, USAF, Logistics Division  
**Anderson, James E.**, Major, ANG, Comptroller Division  
**Beck, Jerry E.**, Major, ANG, Chief, Administrative Branch, Plans and Operations Division  
**Bennett, James B.**, Colonel, USAF, Deputy Chief, Programs and Resources Division  
**Bloomer, Dennis W.**, Major, ANG, Logistics Division  
**Brendel, Wayne R.**, LTC, ANG, Plans and Operations 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  
**Clark, John W.**, Major, USAF, Logistics Division  
**Cobb, Billy J.**, LTC, USAF, Plans and Operations Division  
**Corea, Anthony N.**, Major, USAF, Comptroller Division  
**Cram, Donald L.**, Major, ANG, Plans and Operations Division  
**Cronan, William C.**, Major, USAF, Personnel Division  
**Curtis, Arthur W.**, Major, USAF, Logistics Division  
**DeFranco, Carl P.**, Major, USAF, Communications-Electronics and Met. Division  
**Denman, Harold R.**, LTC, ANG, Logistics Division  
**Dorwaldt, Richard H.**, LTC, USAF, Chief, Budget Branch, Comptroller Division



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

**Fell, James R.**, Captain, USAF, Logistics Division

**Festerman, Gary T.**, Major, USAF, Logistics Division

**Foster, Marvin J.**, Major, ANG, Programs and Resources Division

**Frey, Bernard E.**, Captain, ANG, Personnel Division

**Gagnon, Raymond C.**, Colonel, ANG, Chief, Civil Engineering Division

**George, Richard L.**, Major, ANG, Plans and Operations Division

**Gerken, Thomas L.**, LTC, USAF, Plans and Operations Division

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

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

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

**Guetig, Donald A.**, Major, USAF, Communications-Electronics and Met. Division

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

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

**Hanig, William J.**, LTC, USAF, Chief, Airlift, Tanker and Rescue Branch, Plans and Operations Division

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

**Hawthorne, John C.**, LTC, ANG, Chief, Military Personnel Branch, Personnel Division

**Hayward, Stacey L.**, Major, ANG, Personnel Division

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

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

**Higgins, R. Clark**, Major, Logistics Division

**Holton, Ashley N.**, Captain, USAF, Logistics Division

**Horton, Roy E.**, Major, ANG, Comptroller Division

**Immel, Allen E.**, LTC, USAF, Chief, Construction Engineer Branch, Civil Engineering Division

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

**Johnson, Bernard L.**, Colonel, USAF, Chief, Fighter Branch, Plans and Operations Division

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

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

**Kampe, Arnold J.**, Major, USAF, Logistics Division

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

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

**Lee, Daniel G.**, Captain, USAF, Office of the Air Surgeon

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

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

**Matthews, Larry J.**, MSG, USAF, Programs and Resources Division

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

**McLaughlin, David A.**, LTC, ANG, Chief, Accounting and Finance Branch, Comptroller Division

**McMerty, John F.**, LTC, ANG, Chief, Manpower and Organization Branch, Programs and Resources Division

**Moss, Richard E.**, LTC, ANG, Deputy Chief, Personnel Division

**Mullen, James V.**, Major, ANG, Plans and Operations Division

**Richwine, Barton W., Jr.**, Major, Logistics Division

**Sawhill, Robert R., Jr.**, Colonel, Chief, Office of Aerospace Safety

**Schantz, Bruce M.**, Major, ANG, Plans and Operations Division

**Shaw, Robert D.**, LTC, USAF, Chief, Supply and Service Branch, Logistics Division

**Sowerby, John H.**, LTC, ANG, Civil Engineering Division

**Stallings, Malcom O., Jr.**, Major, USAF, Programs and Resources Division

**Stevens, Michael C.**, LTC, USAF, Plans and Operations Division

**Stevens, Robert E.**, Colonel, USAF, Chief, Personnel Division

**Thomas, James G.**, Major, USAF, Plans and Operations Division

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



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**Townsend, Johnnie F.**, LTC, USAF,  
Programs and 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, Chief,  
Communications-Electronics and Met. Division

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## **APPENDIX E**

### ***Trophies and Awards***

#### ***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. Reckford 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 inspection 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 NGUAS. 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. Six Army Guard units earned recognition in five categories. Winners of the Keith L. Ware awards are for the Authorized Mimeograph/Multilith, "Maine Guardsman," ME ARNG; News Magazine Format, "The Buckeye Guard," OH ARNG; Third Place Winner, "Virginia Guardpost," VA ARNG; Television Programming, Small Facility First Place Winner, "Ground Pounding '77," OH ARNG; Radio Spot, Small Facility, Second Place Winner, OH ARNG; and Authorized Letterpress/Offset, Honorable Mention, "The Guard," PA 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 1977.

**Francis S. Greenlief Award for Excellence in ARNG Aviation.** This award is presented in the name of former Chief, National Guard Bureau, Major General Francis S. Greenlief. A plaque is presented to award winners who may be either civilian or military assigned to any agency within the Department of Defense. The purpose of the award is to give special recognition for contributions of outstanding significance to ARNG Aviation.

### ***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



EB 57 pilot from the Kansas Air National Guard on pre-flight preparations.



personnel, operational readiness of aircraft and flying safety program. The trophy is a large silver globe on a silver base. The FY 1977 recipient is the 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.

- 151st Air Refueling Group, Utah ANG;
- 119th Fighter Interceptor Group, North Dakota ANG;
- 120th Fighter Interceptor Group, Montana ANG;
- 104th Tactical Fighter Group, Massachusetts ANG;
- 142nd Fighter Interceptor Group, Oregon 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 1977 winner is the 299th Communications Squadron, 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—145th Communications Flight, North Carolina ANG.
- Outstanding Communications Flight—138th Communications Flight, Oklahoma ANG.
- Outstanding Weather Unit—131st Weather Flight, Massachusetts 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 win-

ning unit. The 161st Air Refueling Group, Arizona ANG, is the FY 1977 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 1977 winner is the 116th Tactical Fighter Wing, Dobbins AFB Georgia.

**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 and the FY 1977 winner is the 159th Tactical Fighter Group, Louisiana 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. 1LT Ronald Kukuruda, 112th Tactical Fighter Group, Pennsylvania ANG was the FY 1977 recipient



# APPENDIX F

# ARNG TABLES

**Table 1—  
Army National Guard Obligations Fiscal Year 1977 (All Appropriations)**

Army National Guard 1977	Grand Total All Appropriations	National Guard Personnel, Army 2172060	Operation and Maintenance Army National Guard 2172065	Military Construction Army National Guard 21X2085
GRAND TOTAL	1,514,614,020	721,138,846	727,338,177	66,138,996
STATE OBLIGATIONS - TOTAL	995,208,235	265,824,955	666,300,883	63,082,392
1. ALABAMA .....	38,204,492	11,674,076	22,995,582	3,534,834
2. ALASKA .....	11,907,104	1,789,880	8,723,859	1,393,365
3. ARIZONA .....	10,206,517	2,846,280	7,239,668	120,569
4. ARKANSAS .....	23,340,372	6,421,117	13,879,358	3,039,897
5. CALIFORNIA .....	61,120,976	13,818,119	45,890,542	1,412,315
6. COLORADO .....	10,057,529	2,268,613	6,728,349	1,060,567
7. CONNECTICUT .....	15,714,908	3,984,614	11,283,221	447,073
8. DELAWARE .....	7,849,711	1,735,961	6,109,871	3,879
9. DISTRICT OF COLUMBIA .....	5,406,345	1,448,075	3,955,439	2,831
10. FLORIDA .....	22,090,456	6,189,880	12,617,572	3,283,004
11. GEORGIA .....	26,188,050	6,591,947	19,588,419	7,684
12. HAWAII .....	10,694,086	2,554,546	7,692,558	446,982
13. IDAHO .....	12,876,783	2,407,570	9,322,614	1,146,599
14. ILLINOIS .....	19,363,116	4,558,647	13,721,433	1,083,036
15. INDIANA .....	26,554,219	7,764,949	15,218,336	3,570,934
16. IOWA .....	17,658,685	4,718,123	12,163,986	776,576
17. KANSAS .....	14,829,757	3,938,298	10,889,851	1,608
18. KENTUCKY .....	13,783,525	3,799,669	9,020,341	963,515
19. LOUISIANA .....	22,001,078	5,845,333	12,791,968	3,363,777
20. MAINE .....	8,166,943	2,104,801	5,852,285	209,857
21. MARYLAND .....	17,236,584	4,223,527	11,946,139	1,066,918
22. MASSACHUSETTS .....	24,168,842	7,486,182	16,273,321	409,339
23. MICHIGAN .....	26,765,353	6,557,161	18,106,065	2,102,127
24. MINNESOTA .....	30,058,876	6,393,910	15,688,750	7,976,216
25. MISSISSIPPI .....	35,730,060	9,088,122	25,054,880	1,587,058
26. MISSOURI .....	23,694,748	6,620,514	16,740,018	334,216
27. MONTANA .....	8,024,528	1,810,519	5,916,899	297,110
28. NEBRASKA .....	9,914,288	2,627,011	7,183,849	103,428
29. NEVADA .....	5,552,165	1,108,691	3,954,879	488,595
30. NEW HAMPSHIRE .....	5,732,311	1,548,168	3,881,497	302,646
31. NEW JERSEY .....	30,399,796	7,751,941	20,544,073	2,103,782
32. NEW MEXICO .....	10,905,926	2,593,814	6,731,452	1,580,660
33. NEW YORK .....	45,840,220	11,818,811	29,583,013	4,438,396
34. NORTH CAROLINA .....	25,342,203	7,760,949	16,243,256	1,337,998
35. NORTH DAKOTA .....	6,964,721	1,704,972	5,174,229	85,520
36. OHIO .....	28,863,662	8,673,525	19,587,585	602,552
37. OKLAHOMA .....	19,662,433	5,986,636	12,134,597	1,541,200
38. OREGON .....	15,834,992	4,570,142	10,652,681	612,169
39. PENNSYLVANIA .....	33,622,328	9,765,357	23,113,836	743,135
40. PUERTO RICO .....	16,116,141	6,499,797	8,659,447	956,897
41. RHODE ISLAND .....	7,952,172	1,957,663	5,869,996	124,513
42. SOUTH CAROLINA .....	22,957,167	6,535,339	13,783,313	2,638,515
43. SOUTH DAKOTA .....	10,284,852	2,529,984	6,947,434	807,434
44. TENNESSEE .....	24,316,054	8,408,948	14,618,011	1,289,095
45. TEXAS .....	39,870,172	11,462,141	28,106,923	301,108
46. UTAH .....	12,032,927	3,517,151	7,607,996	907,780
47. VERMONT .....	7,740,101	1,983,696	5,094,773	661,632
48. VIRGINIA .....	17,921,840	4,724,870	13,057,153	139,817
49. WASHINGTON .....	17,685,854	3,759,767	12,888,568	1,037,519
50. WEST VIRGINIA .....	9,053,270	2,448,192	6,276,696	328,382



51. WISCONSIN .....	20,077,136	5,766,544	14,125,315	185,277
52. WYOMING .....	5,685,038	1,196,887	4,365,690	122,461
53. VIRGIN ISLANDS .....	1,186,823	483,526	703,297	-0-
OBLIGATIONS BY OTHER THAN STATES - TOTAL	519,405,785	455,313,891	61,037,296	3,056,599
CHIEF, NATIONAL GUARD BUREAU .....	462,602,359	455,243,731	7,360,629	
F&AO, USA MDW .....	34,806,014	60,160	34,745,854	
CHIEF OF ENGINEERS .....	580,932		580,932	2,917,588
THE ADJUTANT GENERAL .....	9,071,969		9,071,969	
CHIEF OF STAFF - DA .....	5,099,890		5,099,890	
FORSCOM .....	4,100,833		4,100,833	
USAHS .....	10,000	10,000		
USARC .....	29,405		29,405	
DEFENSE SUPPLY AGENCY .....	47,784		47,784	
USAFAC .....	139,011			139,011

**Table 2—  
National Guard State Service  
Natural Disasters and Other Emergencies**

State/Date	Location	Nature of Emergency		
<b>ALABAMA</b>				
18-20 Jan 77	Central	Snow Emergency		
22-23 Jan 77	Muscle Shoals	Search		
23 Jan-4 Feb 77	Gateville	Water Haul		
2 Feb-3 Mar 77	Berry	Water Haul		
21-23 Feb 77	Northeast	Forest Fire		
22-26 Feb 77	Collinsville	Support Mission		
1-7 Apr 77	Piedmont	Water Haul		
4-7 Apr 77	Jefferson County	Tornado		
24-25 May 77	Brilliant	Security		
30 Jun-5 Jul 77	Double Springs	Water Haul		
9 Jul 77	Roeten	Search		
10 Jul 77	Blue Ridge	Water Haul		
12-26 Jul 77	Berry	Water Haul		
16-21 Jul 77	Camden	Security		
25 Jul-8 Aug 77	Margaret	Water Haul		
28 Jul-11 Aug 77	Berry	Water Haul		
12-17 Aug 77	Level Plain	Water Haul		
15-17 Aug 77	Brilliant	Support Mission		
25 Aug-8 Sep 77	Etowah County	Water Haul		
31 Aug-14 Sep 77	Elkmont	Water Haul		
3-4 Sept 77	Centerville	Search		
7-12 Oct 77	Nauvoo	Water Haul		
<b>ARIZONA</b>				
18-23 Jun 77	Coconino County	Forest Fire		
20-24 Jun 77	Cochise County	Forest Fire		
6-14 Aug 77	Coconino County	Forest Fire		
17 Aug 77	Mohave County	Flood		
10-12 Oct 77	Nogales	Flood		
<b>ARKANSAS</b>				
18 Sep 77	Berryville	Security		
<b>CALIFORNIA</b>				
7 Jan 77	Monterey	Airlift		
29 Jan-5 Feb 77	Corona	Search		
7 Mar 77	Placer County	Search		
8 Mar 77	Alameda County	Search		
14-25 Mar 77	Sonoma County	Water Haul		
7 Apr 77	Alameda County	Search		
9 Apr 77	Off Coast	Rescue		
29 Apr-2 Jun 77	Camp Roberts	Emergency Shelter		
7 May 77	Eldorado County	Search		
8 May 77	Tehama County	Search		
17 May 77	San Francisco	Medevac		
18 Jun 77	Toulumne County	Medevac		
15-17 Jul 77	San Luis Obispo	Search		
26-31 Jul 77	Santa Barbara	Forest Fire		
29 Jul 77	Placer County	Search & Rescue		
29 Jul-19 Aug 77	Statewide	Forest Fire		
		Suppression		
31 Jul-1 Aug 77	Los Angeles County	Search		
1-3 Aug 77	Santa Barbara County	Forest Fire		
2-16 Aug 77	Northern	Forest Fire		
2 Aug 77	Contra Costa County	Forest Fire		
2-30 Aug 77	Monterey County	Forest Fire		
2-8 Aug 77	Mendocino County	Forest Fire		
10 Aug 77	Shasta County	Evacuation		
13 Aug 77	Siskeyou County	Forest Fire		
16 Aug 77	Butte County	Search		
16-19 Aug 77	Kern County	Forest Fire		
21 Aug 77	Nevada County	Medevac		
25 Aug 77	Monterey County	Airlift		
29 Aug 77	Eldorado County	Search		
13 Dec 77	Alameda County	Evacuation		
20-23 Dec 77	Kern County	Search & Rescue		



State/Date	Location	Nature of Emergency			
<b>COLORADO</b>			<b>MARYLAND</b>		
12-18 Mar 77	Northeast	Snowstorm	11 Jan-13 Feb 77	Oakland	Snowstorm
			6-8 Jul 77	Montgomery County	Water Haul
<b>FLORIDA</b>			<b>MASSACHUSETTS</b>		
19-20 Jan 77	Tampa	Support Mission	10-21 Jan 77	Eastern	Snowstorm
23 Jan 77	Miami-Belle Glade	Support Mission	11-12 May 77	Norfolk	Power Outage
23-24 Sep 77	North Miami	Water Haul	11-28 May 77	Eastern	Snow/Windstorm
			6-7 Jul 77	Concord	Power Outage
<b>GEORGIA</b>			16-19 Sep 77	Lowell	Security/Traffic Control
7-10 Nov 77	Toccoa	Flood			
<b>HAWAII</b>			<b>MICHIGAN</b>		
16-17 Mar 77	Kahoolawe	Search	28 Jan-7 Feb 77	Southern	Snowstorm
31 May-5 Jun 77	Maui/Kauai	Search	10-12 Dec 77	Hamtramck	Snow Emergency
29 Sep-3 Oct 77	Kalapala	Volcanic Eruption			
12-14 Dec 77	Mt. Mauna Loa	Volcanic Survey			
<b>IDAHO</b>			<b>MINNESOTA</b>		
28-29 Jul 77	Lewiston	Fire	27-28 Jan 77	Polk City	Snowstorm
18-23 Aug 77	Bonner County	Forest Fire	10-15 Apr 77	St. Louis County	Forest Fire
20-24 Aug 77	Boise County	Forest Fire	10-15 May 77	Camp Ripley	Forest Fire
			2-5 Sep 77	Statewide	Traffic Control
<b>ILLINOIS</b>			13-17 Nov 77	Baudette	Search
18 Nov 77	Jacksonville	Search			
<b>INDIANA</b>			<b>MISSISSIPPI</b>		
14-17 Jan 77	Eastern	Snowstorm	20-21 Oct 77	Amite County	Security
28 Jan-1 Feb 77	Statewide	Snowstorm			
18 Mar-2 Apr 77	West Terre Haute	Water Haul	<b>MISSOURI</b>		
5-12 Dec 77	North Central	Snow Emergency	28-30 Jan 77	Novinger	Water Haul
9-11 Dec 77	Montgomery County	Snow Emergency	4-10 May 77	Sedalia/Pleasant Hill	Tornado
			17-18 Sep 77	Kansas City	Flood
<b>IOWA</b>			<b>NEBRASKA</b>		
22 Mar-3 Apr 77	Fort Dodge	Security	11-19 Mar 77	Western	Snowstorm
4-8 May 77	Fort Dodge	Tornado	11-15 Sep 77	Hastings	Flood
17 Jun-1 Jul 77	Corning	Water Haul	27-29 Nov 77	Battle Creek	Train Derailment
7-11 Jul 77	Fort Dodge	Windstorm			
11 Aug 77	Boone County	Search	<b>NEVADA</b>		
13 Aug 77	Boone County	Search	1-5 Jun 77	Nye County	Search
17 Aug 77	Ottumwa	Search	30 Jun-1 Jul 77	Yerington	Flood
17-18 Sep 77	Perry	Fire	1 Jul 77	Mason, Lyon Counties	Flood
27-20 Sep 77	Washington	Medevac			
<b>KANSAS</b>			<b>NEW HAMPSHIRE</b>		
19-22 Feb 77	Atchison	Search	26 Jan 77	Jaffrey	Cold Weather Emergency
12-15 Mar 77	Northwest	Snowstorm			
18-20 Jun 77	Ogden	Flood	14 Mar 77	Plymouth	Flood
8 Aug 77	Halstead	Search	17 Apr 77	Pinkham Notch	Medical Evacuation
30 Aug 77	Holton	Flood	16 Jun 77	Mount Washington	Medical Evacuation
			24 Jun 77	Nashua	Search
<b>KENTUCKY</b>			3 Jul 77	Mount Washington	Medical Evacuation
19-20 Jan 77	Providence	Water Haul	1 Sep 77	Glenclyff	Search
4 Apr-1 May 77	Eastern	Flood	31 Oct 77	Mt. Chocorua	Search
7 May 77	Louisville	Security			
<b>LOUISIANA</b>			<b>NEW MEXICO</b>		
19-26 Apr 77	Southeast	Flood	17 Jan 77	La Bajada	Water Haul
5-7 Sep 77	Lafourche Parrish	Hurricane	11 Feb-15 Mar 77	El Rito	Water Haul
28-29 Dec 77	Goldana	Train Derailment	10-11 Mar 77	Lumberton	Water Haul
			11-12 Mar 77	Union County	Snowstorm
<b>MAINE</b>			30-31 May 77	Dawson	Forest Fire
10-21 Jan 77	Portland	Snowstorm	10-17 Jun 77	Puerto de Luna	Water Haul
20-29 Jul 77	Piscataquis County	Forest Fire	17-21 Jun 77	Cimarron	Forest Fire
			19-20 Jun 77	Dona Ana County	Forest Fire
			19-23 Jun 77	Los Alamos	Forest Fire
			1 Jul 77	Santa Fe County	Medical Evacuation



State/Date	Location	Nature of Emergency			
12 Jul 77	San Miguel County	Medical Evacuation			
14-26 Jul 77	San Juan/McKinley Co.	Water Haul			
22 Jul 77	Colfax County	Medical Evacuation			
11 Aug 77	Socorro	Flood			
31 Aug-6 Sep 77	Albuquerque	Water Haul			
31 Aug-12 Oct 77	Puerto de Luna	Water Haul			
27 Sep 77	Regina	Water Haul			
3 Oct 77	Santa Fe	Search			
27 Oct 77	Regina	Water Haul			
9-31 Dec 77	Orogrande	Water Haul			
<b>NEW YORK</b>					
27 Jan-5 Mar 77	Buffalo/Watertown	Snowstorm			
14-15 Mar 77	Warren County	Flood			
13-15 Jul 77	New York City	Power Outage			
<b>NORTH CAROLINA</b>					
7-10 Feb 77	Marshall	Water Haul			
13 Feb 77	Wake County	Search			
17-18 Feb 77	Danbury	Water Haul			
6 Mar 77	Washington County	Search			
9-10 Jul 77	Danbury	Water Haul			
1-16 Oct 77	Raleigh	Power Failure			
20 Oct 77	Jones County	Search			
6 Nov-1 Dec 77	Northwestern	Flood			
<b>NORTH DAKOTA</b>					
29-30 Aug 77	Oakes	Tornado			
9 Sep 77	Jamestown	Windstorm			
18-24 Dec 77	Central	Power			
<b>OHIO</b>					
27 Jan-10 Feb 77	Statewide	Cold Weather Emergency			
22-26 Feb 77	Washingtonville	Support Mission			
1-15 Jul 77	Fremont	Tornado			
<b>OKLAHOMA</b>					
9-11 Jan 77	Muskogee	Snowstorm			
13-15 Jan 77	Lawton	Support Mission			
21 May 77	Ripley	Water Haul			
21-22 May 77	Kingfisher	Flood			
24 May 77	Tipton	Support Mission			
30 May 77	Tipton	Support Mission			
23-24 Jun 77	Locust Grove	Search			
27-28 Jun 77	Locust Grove	Search			
22-23 Jul 77	Konawa	Water Haul			
23-24 Sep 77	Howe	Tornado			
20-22 Dec 77	Vanoss	Search			
<b>OREGON</b>					
2-7 Aug 77	Mount Hood	Forest Fire			
13-16 Aug 77	La Pine	Forest Fire			
<b>PENNSYLVANIA</b>					
27 Jan-15 Feb 77	Statewide	Cold Weather Emergency			
27 Jul-14 Aug 77	Johnstown Area	Flood			
6-7 Nov 77	Northeast	Flood			
<b>SOUTH CAROLINA</b>					
14-16 Feb 77	Georgetown	Search			
<b>SOUTH DAKOTA</b>					
14-17 Mar 77	Rose Bud	Snowstorm			
30-31 Mar 77	Western	Snowstorm			
<b>TENNESSEE</b>					
4-5 Apr 77	Tullahoma	Flood			
8-10 Apr 77	Eastern	Flood			
12-13 Jun 77	Petros	Search			
12-13 Jul 77	Rochwood	Chemical Spill			
17 Aug 77	Memphis	Traffic Control			
<b>TEXAS</b>					
28 Dec 77	Judson	Water Haul			
<b>VERMONT</b>					
30 Jul-19 Aug 77	Franklin County	Drought Conditions			
<b>VIRGIN ISLANDS</b>					
7 Oct-14 Nov 77	St. Croix	Flood			
<b>VIRGINIA</b>					
20 Jan-3 Mar 77	Schuyler	Water Haul			
31 Jan-10 Feb 77	Gate City	Cold Weather Emergency			
3-5 Jan 77	Richmond	Cold Weather Emergency			
4-10 Apr 77	Southwest	Flood			
10-13 Nov 77	Damascus	Water Haul			
15-18 Nov 77	Southwestern	Flood			
25 Dec 77	Loudoun County	Search & Rescue			
<b>WEST VIRGINIA</b>					
17 Jan-19 Mar 77	Statewide	Snow/Cold Emergency			
4 Apr-2 Jul 77	Southern	Flood			
13-23 Aug 77	Lenori	Flood			
29 Aug-2 Sep 77	Logan & Mingo Cos.	Flood			
<b>WISCONSIN</b>					
21 Jan 77	Madison	Cold Weather Emergency			
27-29 Apr 77	Millston	Forest Fire			
29-30 Apr 77	Black River Falls	Forest Fire			
1-2 May 77	Webb Lake	Forest Fire			
4-13 Jul 77	Phillips	Tornado			
1-2 Sep 77	Portage	Rescue			
22-23 Nov 77	Sawyer County	Search			
26-28 Nov 77	Winnebago County	Search			
<b>WASHINGTON</b>					
2-4 Dec 77	Clark, Lewis & Cowlitz Counties	Flood			
14-15 Dec 77	King County	Flood			
<b>WYOMING</b>					
10-13 Mar 77	Eastern	Snowstorm			
1 May 77	Cheyenne	Flood			
13-15 Jul 77	Teton County	Search & Rescue			
7-8 Oct 77	Sheridan	Search			



Georgia National Guard—After a day of knocking down targets with their 105mm guns, this tank crew gets set to begin a phase of night firing as the blazing south Georgia sun sheds its final searing rays on the firing line.



**Table 2—  
Civil Disturbances**

State/Date	Location	Nature of Emergency			
<b>ARIZONA</b> 19-23 Apr 77	Florence	Prison Disorder	<b>NEW HAMPSHIRE</b> 29 Apr-13 May 77	Seabrook	Civil Disorder
<b>DISTRICT OF COLUMBIA</b> 19-20 Jan 77	DC	Potential Civil Disturbance	<b>PUERTO RICO</b> 30 Apr-2 May 77	Islandwide	Potential Civil Disturbance
<b>ILLINOIS</b> 30 Oct 77	Marion	Potential Civil Disturbance	<b>VIRGIN ISLANDS</b> 2-12 Sep 77	St. Croix	Public Employee Strike
3-4 Jul 77	Skokie	Potential Civil Disturbance			
<b>IOWA</b> 31 Oct 77	West Des Moines	Possible Civil Disturbance	<b>WISCONSIN</b> 2-22 Jul 77	Statewide	Public Employee Strike

**Table 3—  
Army National Guard Assigned Strength FY 1951-FY 1977**

		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
1977 .....	363,777	33,973	329,804	367,304	33,923	333,381



FORT WAINWRIGHT, AK. — CNO Charles Preaus, 242nd Aviation Company goes over details of a mission requirement in the flight operations center.

**Table 4—  
Enlisted Personnel Procurement  
FY 1977**

Enlisted in FY 1977 to take ADT .....	43,512
Veterans .....	37,238
Obligors .....	12,217
Transferred from Inactive National Guard .....	619
Enlisted from Other Reserve Forces .....	2,030
Reenlistments .....	8,371
TOTAL GAINS .....	103,987
TOTAL LOSSES .....	112,708



**Table 5—  
Reserve Officer Personnel Act (ROPA)**

FY 1976				
	Grade	Number Considered	Number Selected	Percent Selected
(Note 1)	1LT to CPT	974	873	90.0
	CPT to MAJ	1024	623	60.8
	MAJ to LTC	310	186	60.0
	LTC to COL	705	270	38.3
FY 1977				
(Note 2)	1LT to CPT	1087	987	90.0
	CPT to MAJ	1036	518	50.0
	MAJ to LTC	305	210	68.9
(Note 1 & 2)	LTC to COL	707	277	39.1

Note 1: Selection based on best qualified to fill existing or anticipated vacancies in Reserve of the Army. For this reason selection rates will remain at low levels and fluctuate from year to year.

Note 2: Statistics reflect results of boards convened during FY 1977.

**Table 6—  
Line of Duty Determinations ARNG  
Fiscal Year 1977  
1 October 1976 — 30 September 1977**

Type of Action	
Formal Investigations (other than Death) .....	606
In Line of Duty .....	446
Not in Line of Duty—Not Misconduct ...	88
Not in Line of Duty—Misconduct .....	36
Returned as Unnecessary .....	36
Death Cases (No Determination made) .....	38
Informal Investigation .....	5,094
TOTAL .....	5,738

**Table 7—  
Army Medical Strength  
as of 30 September 1977**

Branch	Auth	Asgd
MC .....	1,269	547
MSC .....	1,094	1,045
DC .....	203	146
ANC .....	676	299
AMSC .....	7	8
VC .....	8	6
PA's .....	268	43
Enl Pers .....	16,411	13,814



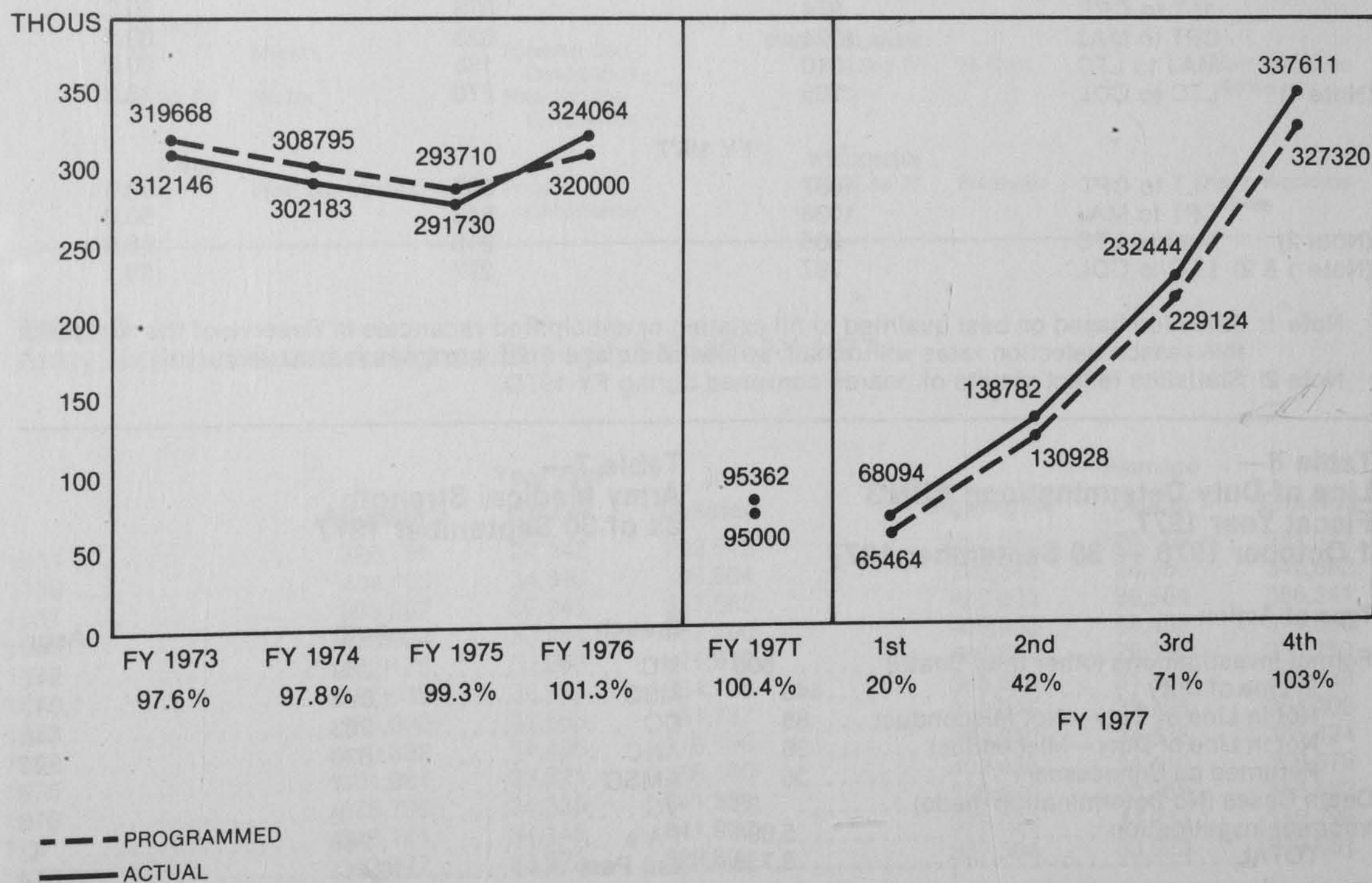
**Table 8—  
Medical Examination Reviews  
Fiscal Year 1977**

Vouchers .....	1,184
Requests for Care .....	1,378
Notifications of Medical Care .....	2,809
Federal Recognitions .....	10,708
Annuals .....	9,678
Schools .....	2,330
Line of Duty .....	183
Medical Waivers (Enl & Off) .....	1,550

**Table 9—**

5	Infantry Divisions
1	Mechanized Infantry Division
2	Armored Divisions
17	Separate Brigades
4	Divisional Brigades
4	Armored Cavalry Regiments
2	Special Forces Groups
126	Separate Battalion
723	Company and Detachment size units

**Table 10—  
Chart Number 1  
ARNG Aviation Program—Flying Hours**





Sgt. James Kindley and SP4 David Simpson of Asheville, members of the NC National Guard 540th Transportation Battalion, work on a five-ton tractor during annual training. In the background a C-131 flies over. (NC NATIONAL GUARD PHOTOGRAPH)

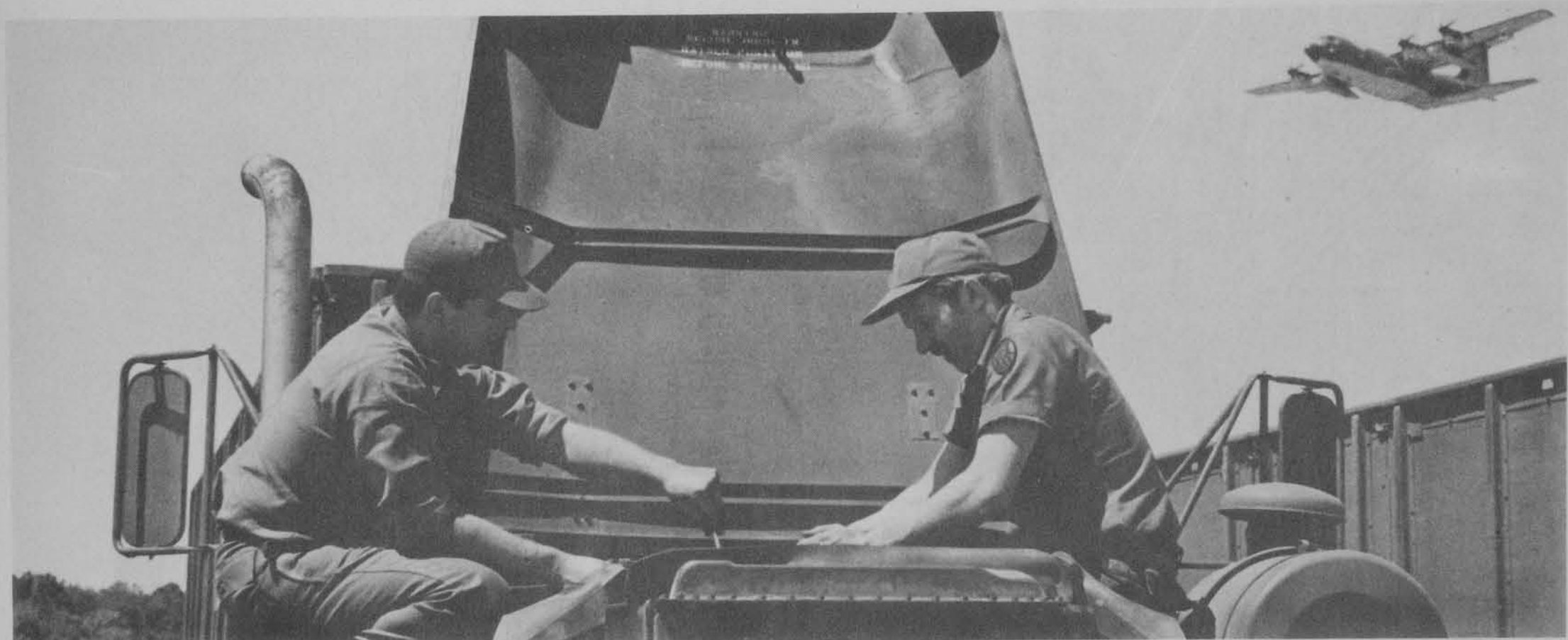
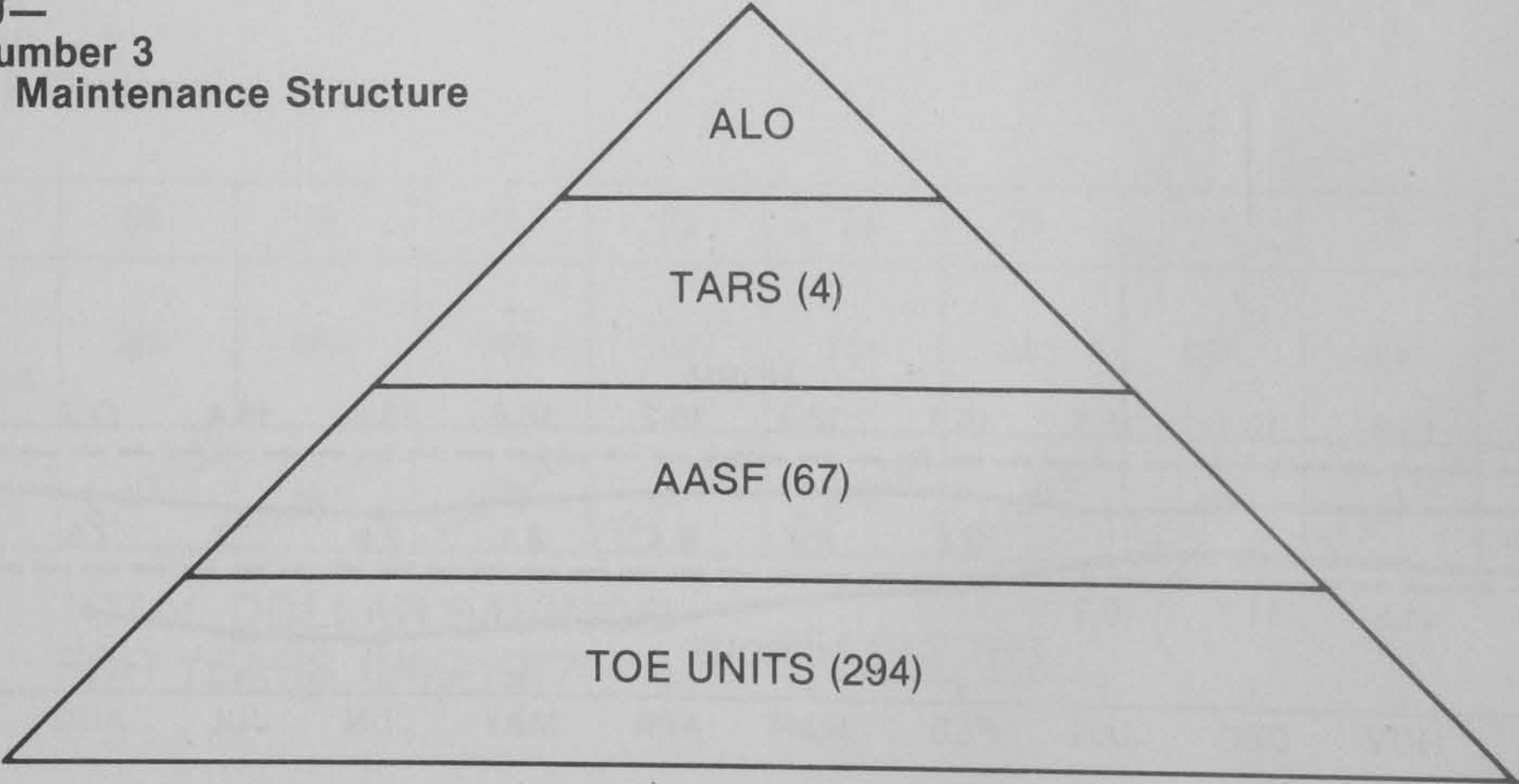


Table 10—  
Chart Number 2  
ARNG Aircraft Inventory for FY 1977

Type Acft	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ROTARY WING	2435	2429	2429	2424	2426	2422	2424	2423	2409	2403	2405	2410
FIXED WING	154	152	152	153	149	149	148	148	151	151	151	154

Table 10—  
Chart Number 3  
Aviation Maintenance Structure





Ohio Guardsmen help in snow emergency after winter storm in Toledo.

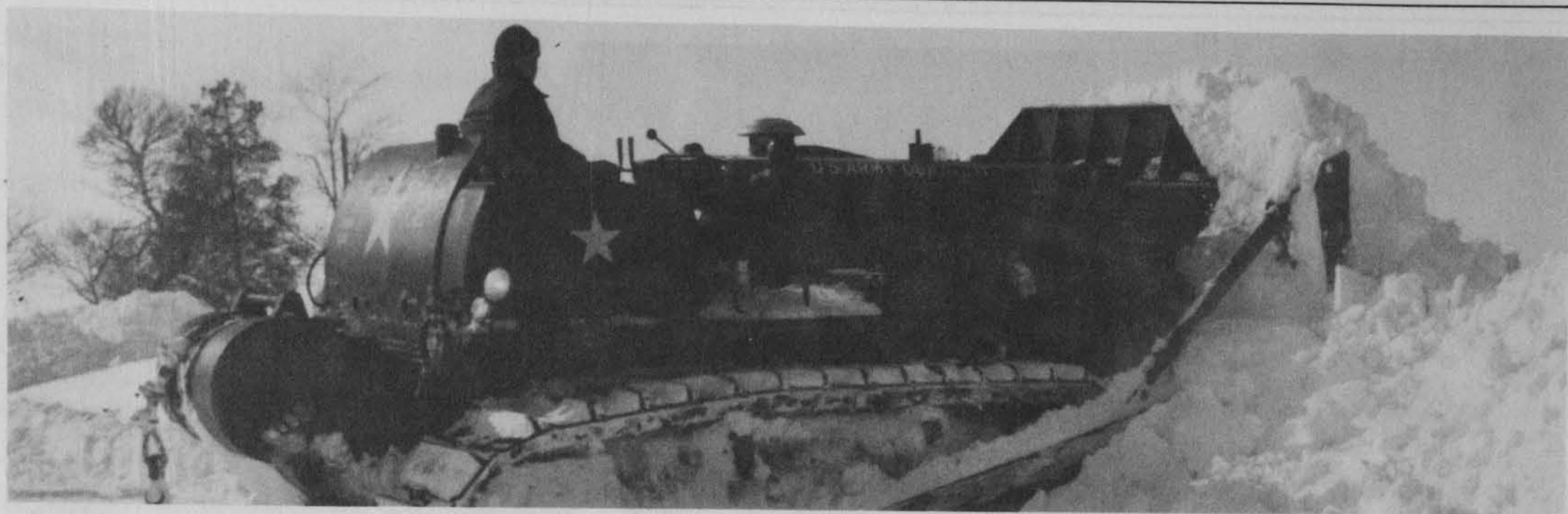


Table 10—  
Chart Number 4  
Aircraft Availability Status for FY 1977

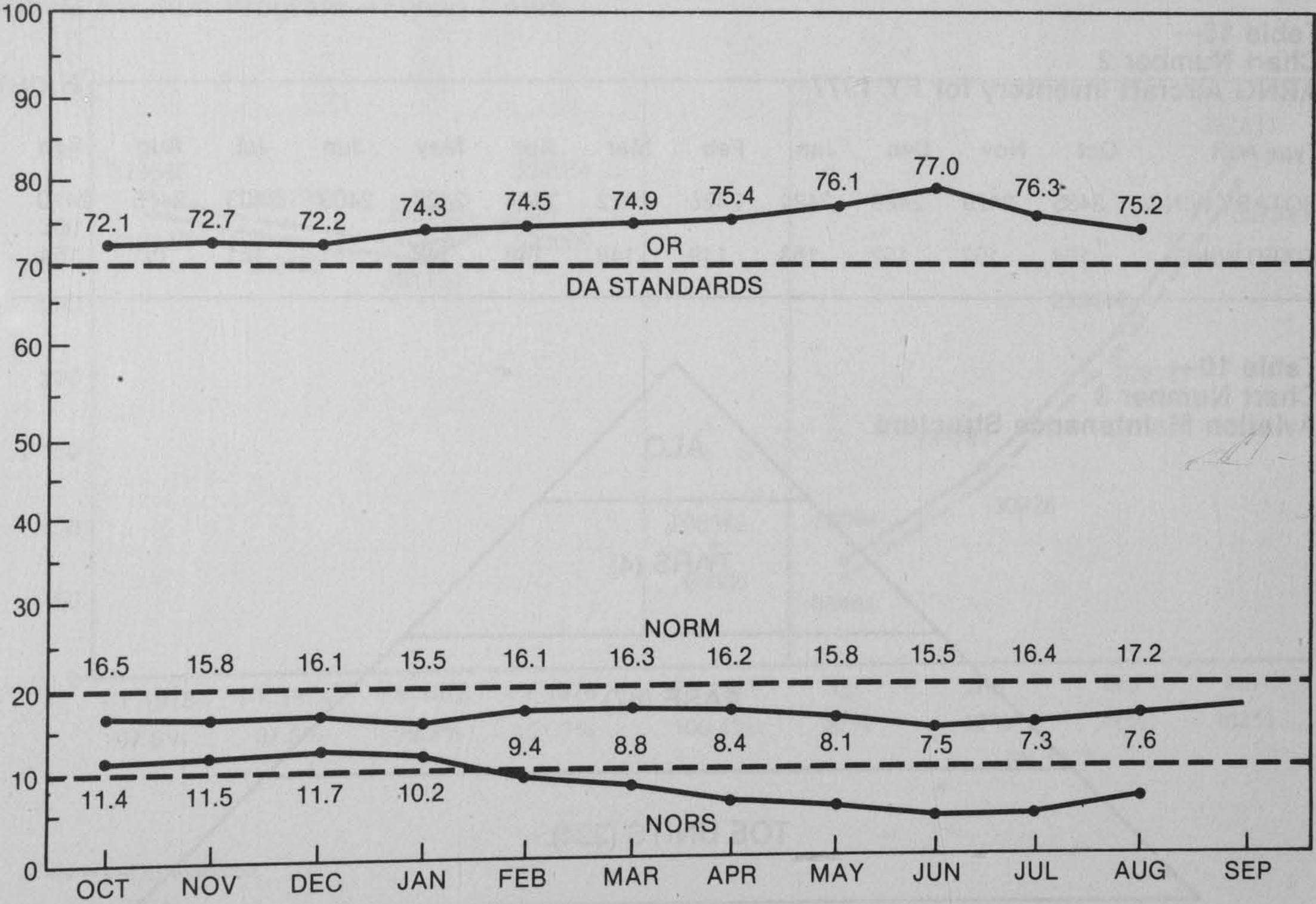




Table 10—  
Chart Number 5  
FY 75/FY 76/FY 7T/FY 77 Aviation DX Comparison

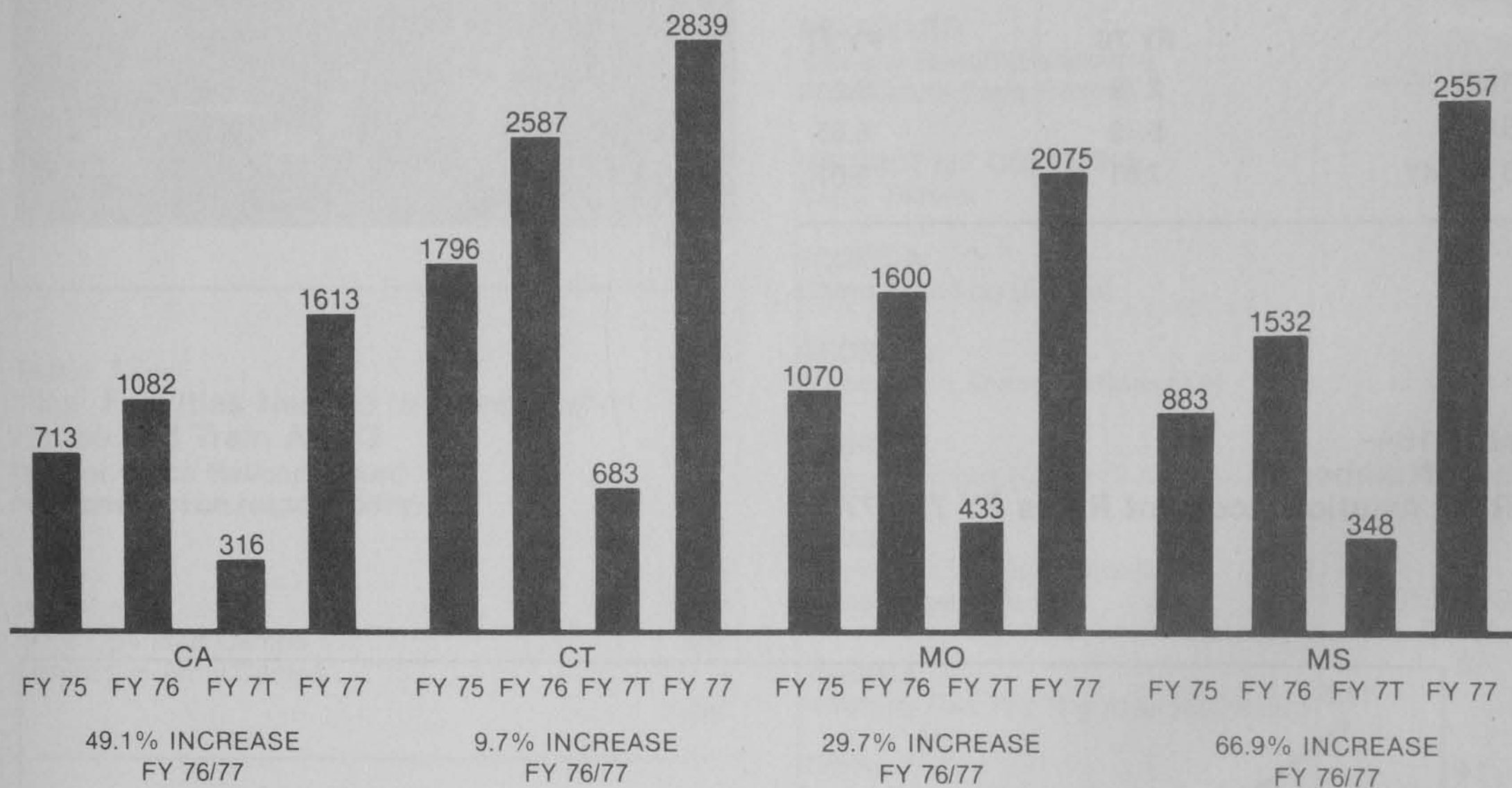


Table 10—  
Chart Number 6  
ARNG ASP Program

YEAR	69	70	71	72	73	74	75	76	77
PRIOR SERVICE ACCESSIONS	265	866	996	1047	704	683	857	986	524
DOLLAR VALUE	10,122,735	23,080,334	38,046,204	39,994,353	26,892,204	26,089,917	32,736,543	37,664,214	20,016,276

TOTAL DOLLAR SAVINGS  
FOR YEARS 1969-1977

254,642,780



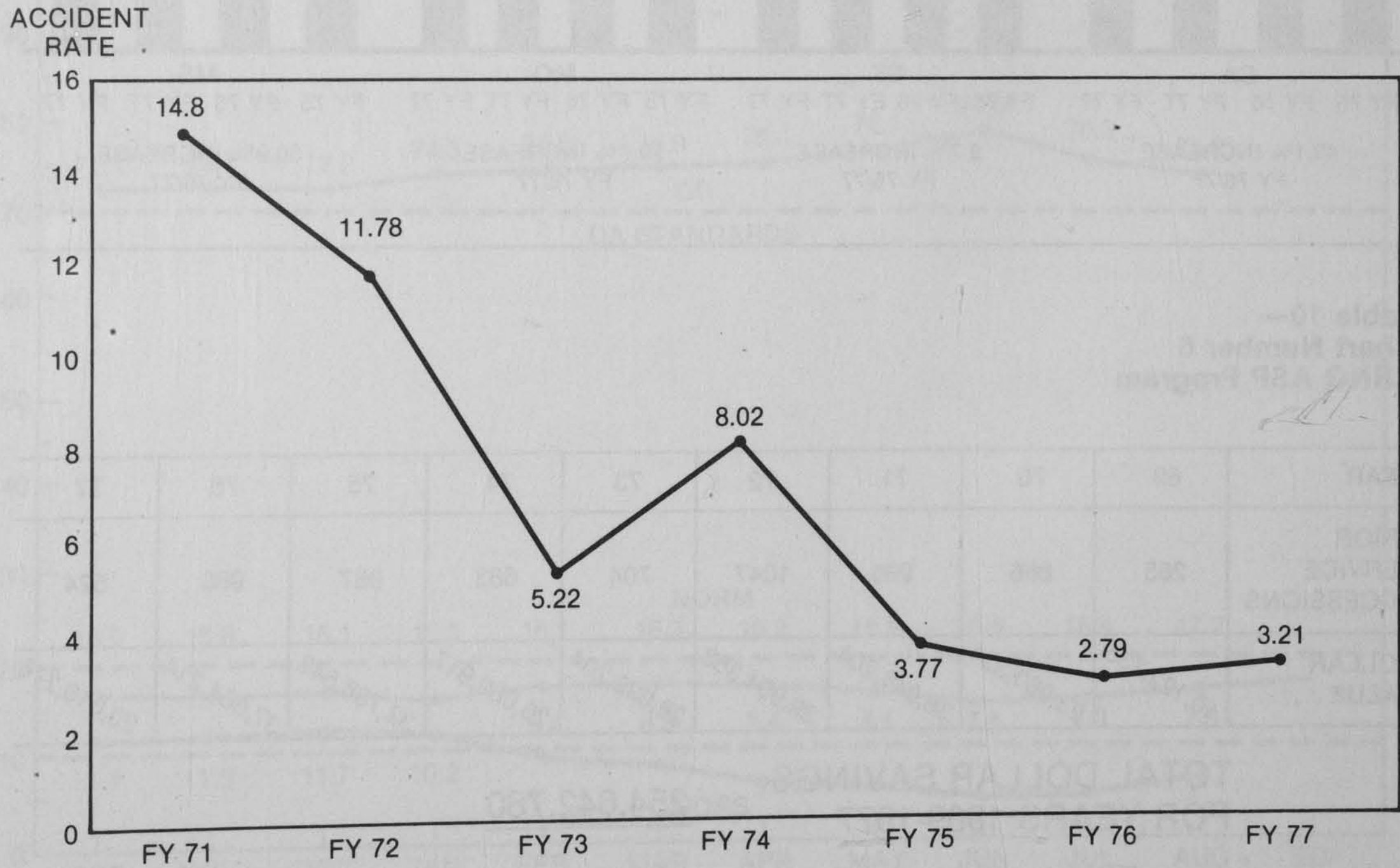
A mobile bridge helps Ohio National Guardsmen get their tanks to the destination.

Table 10—  
Chart Number 7  
Aviation Safety Accident Rates —  
Army Components

	FY 76	FY 77
ARNG	2.79	3.21
USAR	5.72	6.65
US ARMY	7.61	6.01



Table 10—  
Chart Number 8  
ARNG Aviation Accident Rates FY 71 - 77





**Table 11—  
Construction Requirements and Costs**  
(Includes new construction, additions, and alterations)

	No Proj	\$Million
Armory .....	603	304
Non-Armory .....	167	92
(less training facilities)		
Training Facilities .....	117	109
Planning & Minor Construction .....	—	81
	887	586

**Table 12—  
Total Facilities Needed to Adequately  
House and Train ARNG**  
(and for which National Guard  
has construction responsibility)

Armory .....	2,771
Non-Armory .....	1,827
State Operated Camps .....	287
Semiactive Army Camps .....	2
	4,887

**Table 13—  
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 (Rehobeth)  
New Castle (New Castle)

**DISTRICT OF COLUMBIA:**

Camp Simms

**FLORIDA:**

Camp Blanding (Starke)

**GEORGIA:**

Portion 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 (Harve de Grace)

**MASSACHUSETTS:**

Camp Curtis Guild (Wakefield)  
Camp Edwards (Bourne)



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**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 (Camp Butner)

**NORTH DAKOTA:**

Camp G.C. Grafton (Devils Lake)  
Fraire Barracks (Bismark)

**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)

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# APPENDIX G

# ANG TABLES

**Table 1—  
Air National Guard FY-77 Obligations**

	5773080 Other Procurement	5773830 Military Construction	5773840 Operations & Maintenance	5773850 ANG Mil Personnel	Total FY 77 Obligations
ALABAMA .....	39,277	701,438	14,177,748	405,912	15,324,375
ALASKA .....	4,342	5,875	5,854,892	187,422	6,052,531
ARIZONA .....	6,314	3,066,017	15,106,746	330,949	18,510,026
ARKANSAS .....	14,934	948,857	9,273,531	221,472	10,458,794
CALIFORNIA .....	70,615		26,361,865	997,538	27,430,018
COLORADO .....	3,299	2,295	7,233,562	719,124	7,958,280
CONNECTICUT .....	8,165	387,914	5,277,223	204,667	5,877,969
DELAWARE .....	6,836	85,000	4,508,895	94,749	4,695,480
DIST OF COL .....	6,949	54,690	9,464,154	161,748	9,687,541
FLORIDA .....	3,496	39,000	7,489,128	130,829	7,662,453
GEORGIA .....	53,449		13,126,048	620,958	13,800,455
HAWAII .....	12,386		12,083,401	234,100	12,329,887
IDAHO .....	1,173	328,647	5,739,078	138,623	6,207,521
ILLINOIS .....	43,308	941,750	14,708,953	397,782	16,091,793
INDIANA .....	14,971	113,437	10,613,587	305,793	11,047,788
IOWA .....	11,033	520,963	11,412,047	270,792	12,214,835
KANSAS .....	9,775	3,552,823	12,045,213	191,360	15,799,171
KENTUCKY .....	13,339	1,303,346	5,998,738	109,074	7,424,497
LOUISIANA .....	10,297		4,830,853	127,125	4,968,275
MAINE .....	13,331	740,744	6,553,475	192,187	7,499,737
MARYLAND .....	10,814		7,419,134	173,730	7,603,678
MASSACHUSETTS .....	17,858		17,659,184	347,271	18,024,313
MICHIGAN .....	187,030	700,000	25,009,745	437,763	26,334,538
MINNESOTA .....	22,383	972,199	11,865,652	322,616	13,182,850
MISSISSIPPI .....	24,111	324,199	10,764,062	682,252	11,794,624
MISSOURI .....	14,763	906,159	12,559,236	205,225	13,685,383
MONTANA .....	5,148	692,048	7,053,390	148,719	7,899,305
NEBRASKA .....	1,487		5,696,559	146,024	5,844,070
NEVADA .....	8,895		5,566,036	108,513	5,683,444
NEW HAMPSHIRE .....	3,246		4,620,019	103,299	4,726,564
NEW JERSEY .....	26,127	288,000	16,324,264	294,332	16,932,723
NEW MEXICO .....			6,180,668	89,377	6,270,045
NEW YORK .....	41,837	466,573	24,353,127	751,276	25,612,813
NORTH CAROLINA .....	40,743		4,514,786	154,473	4,710,002
NORTH DAKOTA .....	9,563	253,740	5,828,837	143,199	6,235,339
OHIO .....	69,614	2,864,034	25,935,498	1,125,120	29,994,266
OKLAHOMA .....	33,992	760,279	9,326,254	337,390	10,457,915
OREGON .....	5,930	1,732,447	8,632,975	324,191	10,695,543
PENNSYLVANIA .....	73,351	1,774,982	19,433,406	539,258	21,820,997
PUERTO RICO .....			7,282,331	228,985	7,511,316
RHODE ISLAND .....	23,056	461,257	5,567,806	214,670	6,266,789
SOUTH CAROLINA .....	6,563		5,570,590	112,652	5,689,805
SOUTH DAKOTA .....	15,289	1,931,788	5,063,079	124,024	7,134,180
TENNESSEE .....	37,963	989,838	16,145,972	658,341	17,832,114
TEXAS .....	10,841	1,070,887	15,955,511	517,926	17,555,165
UTAH .....	57,639		5,363,957	221,996	5,643,592
VERMONT .....	14,047	593,919	4,790,732	89,569	5,488,267
VIRGINIA .....	10,214	614,109	6,238,627	227,839	7,090,789
WASHINGTON .....	48,873	72,247	9,672,433	330,105	10,123,658
WEST VIRGINIA .....	53,710	325,000	8,256,567	192,687	8,827,964
WISCONSIN .....	23,505		10,377,366	293,817	10,694,688
WYOMING .....	1,010		4,392,349	145,430	4,538,789



BOLLING AFB .....			58,020		58,020
AFLC-WPAFB .....			6,131,544		6,131,544
SCOTT AFB, IL .....			13,335		13,335
OCAMA TINKER OK .....			3,670		3,670
OOAMA HILL UT .....			12,760		12,760
SMAMA McCLELLAN CA .....			5,743		5,743
SAAMA KELLY TX .....			584		584
WRAMA ROBINS GA .....			9,026		9,026
HQ USAF, PENTAGON ..			2,877,586		2,877,586
NGB-SC .....			245,917,419		245,917,419
LACKLAND AFB, TX .....				940,244	940,244
AFAFC, DENVER, CO ...				205,056,990	205,056,990
TOTAL .....	1,246,891	30,586,501	790,308,976	221,831,510	1,043,973,875

**Table 2—  
Air National Guard Strength**

	FY 73	FY 74	FY 75	FY 76	FY TQ	FY 77
Total .....	90,371	93,884	95,360	90,992	91,206	91,840
Officers .....	11,564	11,669	11,635	11,417	11,341	11,219
Airmen .....	78,807	82,215	83,725	79,575	79,865	80,621

**Table 3—  
Black Strength**

	FY 73	FY 74	FY 75	FY 76	FY TQ	FY 77
Total .....	1,841	2,704	3,716	4,388	4,573	5,308
Officer .....	81	96	118	135	135	153
Airmen .....	1,760	2,608	3,598	4,253	4,438	5,155

### Women Strength

	FY 73	FY 74	FY 75	FY 76	FY TQ	FY 77
Total .....	628	1,277	2,718	3,992	4,241	5,284
Officer .....	24	42	63	67	71	89
Airmen .....	604	1,235	2,655	3,925	4,170	5,195
Nurses .....	368	402	413	387	385	391
Male .....			44	41	43	46
Female .....			369	346	342	345



**Table 4—  
Officer Personnel**

FY 1977 30 SEPTEMBER 1977 OFFICERS AVERAGE AGE BY GRADE TOTAL OFFICERS								
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	W/O	Average
54	51	46	40	33	30	27	55	37

FY 1977 30 SEPTEMBER 1977 TOTAL PILOTS								Average
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt		
53	50	45	38	32	28	26		36

**Table 5—  
Officer Longevity**

FY 1977 30 SEPTEMBER 1977 AVERAGE YEARS OF SERVICE BY GRADE									
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	W-4	W-3	Average
33.5	30.2	25.4	18.3	11.3	7.9	5.9	32.8		15.7

FY 1977 30 SEPTEMBER 1977 AVERAGE YEARS OF SERVICE OF OFFICERS ON FLYING STATUS BY GRADE								Average
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt		
32.5	29.4	24.2	17.5	10.1	7.1	5.7		14.9

**Table 6—  
Officer Promotion Actions**

Unit Vacancy Promotions Effected in FY 1977 to the Grades Indicated:

Brigadier General to Major General	8
Colonel to Brigadier General	23
Lieutenant Colonel to Colonel	85
Major to Lieutenant Colonel	113
Captain to Major	258
First Lieutenant to Captain	212
Second Lieutenant to First Lieutenant	42

**Table 7—  
ROPA Board Results (FY 1977)**

	Considered	Selected	Deferred	
			First	Second
First Lieutenant to Captain	219	219	0	0
Captain to Major	537	441	73	23
Major to Lieutenant Colonel	408	314	58	36
Warrant Officers	0	0	0	0

**Table 8—  
Officer Flying Status**

1 October 1976 through 30 September 1977

Aeronautical Rating Boards (31)	
Cases Pending	13
Cases Approved	16
Disapproved or Declined	2
Flying Evaluation Boards (56)	
Cases Pending	17
Cases Approved	36
Disapproved or Declined	3

**Table 9—  
Rated Officers**

	Assigned FY 77	Assigned FY 77
Pilots	3,746	3,741
Navigators & Weapons Systems Officers	819	854
Others on Flying Status	291	342

**Table 10—  
Grade Distribution of Pilots**

FY 1977 30 SEPTEMBER 1977							
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	Total
47	153	616	916	1,528	419	62	3,741



Alabama RF4C pilot Col. James D. Shepherd sits in cockpit of his reconnaissance aircraft ready for take off on a photo mission during summer camp training.

**Table 11—  
Total Airman Personnel**

Airman Average Age by Grade FY 1977 30 SEPTEMBER 1977									
E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
50	46	43	37	30	27	24	22	21	31

Average Years of Service by Grade FY 1977 30 SEPTEMBER 1977									
E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
29.8	26.1	22.2	15.6	8.4	5.4	3.3	2.1	.7	10.0

**Table 12—  
Airman Personnel on Flying Status**

Airman Average Age by Grade FY 1977 30 SEPTEMBER 1977									
E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
50	45	43	37	30	26	23	23	24	36

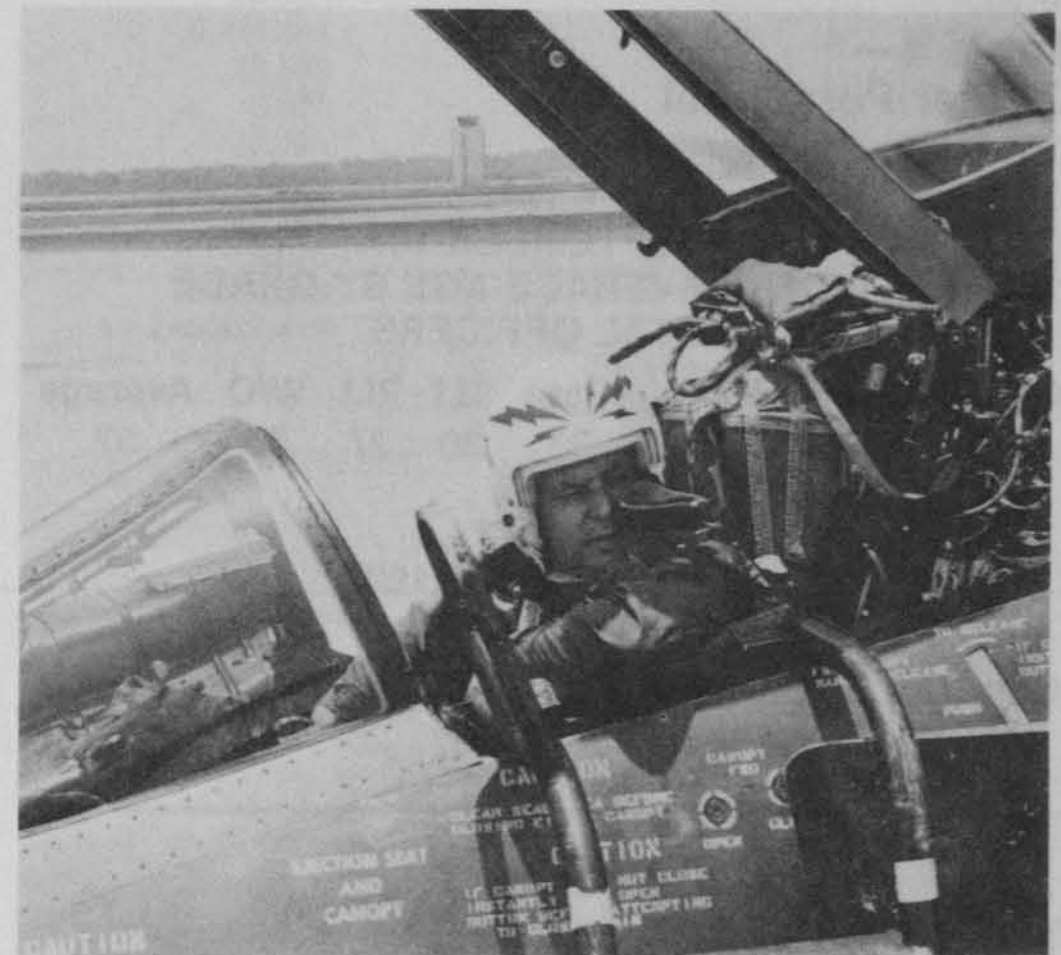
**Table 13—  
Involuntary Recall Cases (FY 1977)**

	Palace Chase	NPS
Cases Approved .....	154	195
Cases Disapproved/Discharged .....	25	34

The above cases pertain to individuals who were recommended for 45 day Active Duty tours because of unsatisfactory participation in Reserve Training.

**Table 14—  
FY 1975-FY 1977  
Formal Training Program**

Training Category	Student Entries			
	FY 1975	FY 1976	FY 1977	FY 1977
Flight .....	856	863	280	531



Skill and				
Professional .....	5,620	4,244	1,395	7,153
Recruit .....	3,692	4,250	1,215	3,604
TOTAL .....	10,168	9,357	2,890	11,288

#### Professional Military Training

Training Category	Student Entries			
	FY 1975	FY 1976	FY 1977	FY 1977
Academy of Military Science .	207	284	54	189
Officer Training School .....	1	0	0	0
Squadron Officer School .....	21	18	5	18
Air Command & Staff College ...	12	13	12	13
Senior Service School .....	6	6	8	8
NCO Academies ..	777	674	87	771
Leadership School .....	95	64	0	209
TOTAL .....	1,119	1,059	164	1,207

#### Recruit Training

	FY 1977 Entries	FY 1977 Completions
BMT/Tech .....	2,976	2,683
BMT/OJT .....	628	698
TOTAL .....	3,604	3,386



**Table 15—  
Force Structure  
ANG Units as of 30 September 1977**

**Flying Units**

Gaining Command		Wings	Groups	Squadrons	Support Units	Total
ADC	Fighter Interceptor .....	2	8 <del>11</del>	10	48	68
	Defense Systems Evaluation .....	—	2 <del>3</del>	2	10	14
PACAF	Tactical Fighter .....	—	1 <del>—</del>	1	5	7
TAC	Tactical Reconnaissance .....	2	6 <del>—</del>	8	58	74
TAC	Tactical Fighter .....	9	19 <del>—</del>	28	196	252
TAC	Tactical Fighter Training .....	—	2 <del>—</del>	2	12	16
TAC	Tactical Electronics Warfare .....	—	1 <del>—</del>	1	7	9
TAC	Tactical Air Support .....	2	6 <del>7</del>	6	30	44
MAC	Tactical Airlift .....	4	14 <del>13</del>	18	153	189
MAC	Aerospace Rescue/Recovery .....	—	2 <del>—</del>	2	8	12
SAC	Air Refueling .....	5	8 <del>—</del>	13	91	117
	TOTAL .....	24	69	91	618	802

**Table 16—  
Additional Support Units**

**Communications Units (110)**

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)  
 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 218**  
**Total Number of Units in the ANG 1,020**



**Table 17—  
Aircraft Conversions**

Unit and Location		From	To
134 ARG	Knoxville, TN	8 KC-97L	8 KC-135A
126 ARW	Chicago, IL	8 KC-97L	8 KC-135A
170 ARG	McGuire, NJ	16 C-7A	8 KC-135A
171 ARW	Pittsburg, PA	8 KC-97L	8 KC-135A
132 TFW	Des Moines, IA	24 F-100D	18 A-7D
185 TFG	Souix City, IA	24 F-100D	18 A-7D
114 TFG	Souix Falls, SD	24 F-100D	18 A-7D
139 TAG	St. Joseph, MO	8 KC-97L	8 C-130A
135 TAG	Baltimore, MD	18 O-2A	16 C-7A
119 FIG	Fargo, ND	18 F-101B	18 F-4D
193 TEWG	Harrisburg, PA	4 C-121C/4 EC-121S	8 EC-130E

**Table 18a—  
Activations**

The following units were activated on dates indicated below:

Location & Unit		Effective Date	
<b>St. Joseph, Missouri</b> 139th Aerial Port Flight	16 October 1976	135th Weapon System Security Flight	1 April 1977
		135th Aerial Port Flight	1 April 1977
<b>Baltimore, Maryland</b> 135th Mobility Support Flight	1 April 1977	<b>Ontario, California</b> 163rd Direct Air Support Squadron	23 April 1977

**Table 18b—  
Redesignations**

From	To	Effective Date
<b>St. Joseph, Missouri</b> Hq 139th Air Refueling Group 180th Air Refueling Squadron	Hq 139th Tactical Airlift Group	16 October 1976
	180th Tactical Airlift Squadron	16 October 1976
<b>Knoxville, Tennessee</b> 134th Weapon System Security Flight 134th Tactical Clinic Hq 134th Air Refueling Group 151st Air Refueling Squadron	134th Security Police Flight	1 November 1976
	134th USAF Clinic	1 November 1976
	Hq 134th Air Refueling Group, Heavy	1 November 1976
	151st Air Refueling Squadron, Heavy	1 November 1976
<b>Chicago, Illinois</b> Hq 126th Air Refueling Wing 108th Air Refueling Squadron 126th Weapon System Security Flight 126th Tactical Hospital	Hq 126th Air Refueling Wing, Heavy	1 January 1977
	108th Air Refueling Squadron, Heavy	1 January 1977
	126th Security Police Flight	1 January 1977
	126th USAF Clinic	1 January 1977



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**McGuire AFB, New Jersey**

Hq 170th Tactical Airlift Group  
150th Tactical Airlift Squadron  
170th Tactical Clinic  
170th Weapon System Security Flight

Hq 170th Air Refueling Group, Heavy  
150th Air Refueling Squadron, Heavy  
170th USAF Clinic  
170th Security Police Flight

1 April 1977  
1 April 1977  
1 April 1977  
1 April 1977

**Baltimore, Maryland**

Hq 135th Tactical Air Support Group  
135th Tactical Air Support Squadron

Hq 135th Tactical Airlift Group  
135th Tactical Airlift Squadron

1 April 1977  
1 April 1977

**Pittsburg, Pennsylvania**

Hq 171st Air Refueling Wing  
147th Air Refueling Squadron  
171st Tactical Hospital  
171st Weapon System Security Flight

Hq 171st Air Refueling Wing, Heavy  
147th Air Refueling Squadron, Heavy  
171st USAF Clinic  
171st Security Police Flight

1 July 1977  
1 July 1977  
1 July 1977  
1 July 1977

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**Table 18c—  
Inactivations**

The following units were inactivated on dates indicated below:

Location & Unit	Effective Date
<b>McGuire AFB, New Jersey</b> 170th Aerial Port Flight	31 March 1977
<b>Baltimore, Maryland</b> 135th Direct Air Support Squadron	31 March 1977

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**Arkansas**

Little Rock 154 WX  
Hot Springs 223 Contg Sq

**California**

Van Nuys 147 Contg Sq/261 Contg Sq/  
562 Band/195 WX  
Hayward 234 TAB Sq/216 EI SQ/561 Band  
North Highland 162 Cmbt Comm Gp/  
149 AFCH SQ  
Compton 148 Contg Sq  
Costa Mesa 222 Contg Sq  
Ontario 196 WX

**Colorado**

Buckley 154 TCG/120 WX/St Hq Det  
Greely 138 TCF (FACP-H)  
Peterson Fld 154 TCF (FACP-L)

**Connecticut**

Orange 103 TCS (CRP)

**Delaware**

No Unit

**District of Columbia**

Camp Sims 231 TAB Sq  
Andrews AFB 121 WX/St Hq Mtn Det

**Florida**

No Unit

**Georgia**

Dobbins AFB 530 Band  
Savannah 283 DSC Sq/117 TCS (CRC)/  
226 ATRC/Fld Tng Site  
McCollum 129 TCS (CRP)/129 TCF  
(FACP-L)

**Table 19—  
Communications Installations and  
Units by Location**

Location	30 September 1977
<b>Alabama</b>	
Dothan	115 TCS (CRP)
Gadsden	226 Cmbt Comm Gp/ 226 AFCH SQ
Maxwell AFB	280 Comm Sq Spl
Montgomery	232 TAB Sq
<b>Alaska</b>	No Unit
<b>Arizona</b>	
Phoenix	107 TCS (CRP)

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<b>St. Simons</b> Macon	224 Contg Sq 202 EI Sq	<b>Michigan</b> Selfridge ANGB Phelps Collins	107 WX/St Hq Det Fld Tng Site
<b>Hawaii</b> Hickam AFB	201 Cmbt Comm Gp/201 TAB Sq/ 201 CC Flt/201 ATC Flt/202 CC Flt/202 ATC Flt/199 WX	<b>Minnesota</b> Minn.-St. Paul	210 EI Sq/237 ATC Flt/208 WX AR/133 Fld Tng Site
Kokee Mt. Kaala	150 AC&W Sq 169 AC&W Sq	<b>Mississippi</b> Gulfport	255 Contg Sq/173 Civ Engrg Flt/ Fld Tng Site 238 CC Flt/238 ATC Flt
<b>Idaho</b>	No Unit	Meridian	
<b>Illinois</b> Chicago	264 Contg Sq/217 EI Sq/566 Band	<b>Missouri</b> St. Louis	239 CC Flt/241 ATC Flt/571 Band/ 110 WX/St Hq Mach Svc 157 TCG/157 TCF (FACP-L)/ 218 EI Sq
<b>Indiana</b> Ft. Wayne Terre Haute Shelbyville Camp Atterbury	235 ATC Flt/163 WX 113 WX 207 WX AR St Hq Gnry Rg Det	Jefferson Bks	
<b>Iowa</b> Fort Dodge	133 TCF (FACP-H)/134 TCF (FACP-L)	<b>Montana</b>	No Unit
<b>Kansas</b> McConnell AFB Forbes	127 WX St Hq Base Spt Det	<b>Nebraska</b>	No Unit
<b>Kentucky</b> Louisville	165 WX	<b>New Hampshire</b>	No Unit
<b>Louisiana</b> New Orleans Hammond	214 EI Sq/122 WX 236 CC Flt/236 ATC Flt	<b>New Jersey</b> McGuire AFB Atlantic City	204 WX AR 119 WX
<b>Maine</b> Portland	243 EI Sq/265 Contg Sq	<b>New Mexico</b>	No Unit
<b>Maryland</b> Baltimore	104 WX	<b>New York</b> Roslyn	152 TCG/152 TACC Sq/274 Contg Sq/213 EI Sq/522 Band 108 TCF (FACP-H)/113 TCF (FACP-L) 201 WX AR
<b>Massachusetts</b> Otis AFB	101 WX/567 Band/St Hq Base Spt Det 202 WX AR 131 WX 212 EI Sq/101 TCS (CRP) 253 Cmbt Comm Gp/267 AFCH Sq	Syracuse	
Otis AFB Westfield Worcester Wellesley		Amityville	
		<b>North Carolina</b> Charlotte Morrisville Badin	156 WX 206 WX AR 263 Contg Sq
		<b>North Dakota</b>	No Unit
		<b>Ohio</b> Mansfield Toledo Springfield Blue Ash	164 WX 555 Band 251 Cmbt Comm Gp/269 CC Flt 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	125WX
<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>	
Pittsburg	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 20—  
Aircraft, Unit and Location by Gaining Command**

Aerospace Defense Command		
Aircraft	Unit	Location
F-101	107 FIG	Niagra Falls NY
	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
F-4D	119 FIG	Fargo ND
EB-57	158 DSEG	Burlington VT
	190 DSEG	Forbes KS



KC-135	101 ARW	Bangor ME	F-4C	183 TFG	Springfield IL
	126 ARW	Chicago IL			
	141 ARW	Fairchild AFB WA	RF-4C	117 TRW	Birmingham AL
	171 ARW	Pittsburgh PA		123 TRW	Louisville KY
	134 ARG	Knoxville TN		124 TRG	Boise ID
	157 ARG	Pease NH		148 TRG	Duluth MN
	160 ARG	Rickenbacker OH		152 TRG	Reno NV
	189 ARG	Little Rock AR		155 TRG	Lincoln NE
	170 ARG	McGuire AFB NJ		187 TRG	Montgomery AL

KC-97L	136 ARW	Dallas TX			
	126 ARG	Milwaukee WI	RF-101C	186 TRG	Meridian MS
	151 ARG	Salt Lake City UT			
	161 ARG	Phoenix AZ	0-2A	128 TASW	Truax WI

A-7	121 TFW	Rickenbacker OH	111 TASG	Willow Grove PA
	132 TFW	Des Moines IA	163 TASG	Ontario CA
	140 TFW	Buckley CO	182 TASG	Peoria IL
	112 TFG	Pittsburgh PA		
	150 TFG	Kirtland NM	EC-130E	193 TEWG Harrisburg PA
	156 TFG	San Juan PR		
	169 TFG	McEntire SC		
	185 TFG	Sioux City IA		
	114 TFG	Sioux Falls SC		
				<b>Military Airlift Command</b>

	114 TFG	Sioux Falls SC	C-130	118 TAW	Nashville TN
F-100D	116 TFW	Dobbins GA		133 TAW	Minn/St Paul MN
	122 TFW	Ft Wayne IN		137 TAW	Will Rogers OK
	127 TFW	Selfridge MI		146 TAW	Van Nuys CA
	131 TFW	St Louis MO		109 TAG	Schenectady NY
	103 TFG	Bradley CT		130 TAG	Charleston WV
	104 TFG	Barnes MA		139 TAG	St Joseph MO
	138 TFG	Tulsa OK		143 TAG	Providence RI
	149 TFG	Kelly TX		145 TAG	Charlotte NC
	159 TFG	New Orleans LA		153 TAG	Cheyenne WY
	178 TFG	Springfield OH		164 TAG	Memphis TN
	180 TFG	Toledo OH		165 TAG	Savannah GA
	181 TFG	Terre Haute IN		166 TAG	Wilmington DE
	188 TFG	Ft Smith AR		167 TAG	Martinsburg WV
				172 TAG	Jackson MS
A-7D	162 TFTG	Tucson AZ		176 TAG	Anchorage AK
				179 TAG	Mansfield OH

F-105D	113 TFW 192 TFG	Andrews AFB DC Byrd VA	HC-130/HH-3	106 ARRG 129 ARRG	Suffolk NY Hayward CA
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A-37B	174 TFG 175 TFG	Syracuse NY Baltimore MD	F-4C	Pacific Air Force 154 TFG	Hickam AFB HI
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## APPENDIX H

## OFFICE OF HUMAN RESOURCES

**Table 1—  
ARNG Race Statistics by Commission As of 30 September 1977**

Ethnic Group	WO		01-03		04-05		06-08	
	#	%	#	%	#	%	#	%
Black .....	66	.9	640	3.2	85	1.4	11	1.1
SSA .....	63	.9	228	1.1	49	.8		
Puerto Rico .....	72	1.0	333	1.7	105	1.7	16	1.6
Oriental .....	34	.5	131	.7	49	.8	4	.4
Filipino .....	5	.01	24	.1	4	.01		
Am Indian .....	10	.1	21	.1	4	.01	1	.1
Eskimo .....	4	.01	22	.1	2	.0		
Aleut .....	1	.0						
Other .....	17	.2	44	.2	11	.2	3	.3
SUB TOTAL .....	272	3.9	1,443	7.3	309	4.9	35	3.6
Caucasian .....	6,621	96.0	18,383	92.7	5,940	94.9	948	96.4
Unclassified .....	1	.0	12	.01	9	.1		
TOTALS .....	6,894	100.00	19,838	100.0	6,258	100.00	983	100.00
Women .....	18	.3	529	2.7	59	.9	2	.0

**Table 2—  
ANG Race Statistics by Commission**

Black .....	0	.00	104	1.7	43	.9	2	.5
SSA .....	0	.00	44	.7	36	.8	1	.2
Puerto Rico .....	0	.00	80	1.3	32	.7	2	.5
Oriental .....	0	.00	63	1.0	55	1.2	3	.7
Filipino .....	0	.00	2	.0	2	.0	0	.0
Am Indian .....	0	.00	25	.4	31	.68	3	.7
Eskimo .....	0	.00	00	.0	0	.00	0	.0
Aleut .....	0	.00	2	.0	0	.00	0	.0
Other .....	0	.00	12	.2	1	.02	1	.2
SUB TOTAL .....	0	.00	332	5.4	200	4.4	12	2.9
Caucasian .....	95	100.00	5,743	94.2	4,373	95.4	408	97.1
Unclassified .....	0	.00	21	.3	11	.2	0	.0
TOTALS .....	95	100.00	6,096	100.0	4,584	100.00	420	100.00

This table shows distribution and progression of officers in grade groups. For example, caucasians own 100% of the WO grades in the Air Guard and 96% in ARNG. To see what happens to people by race as they move up the grade structure of the National Guard look at the percentages of groups as the rank structure increases.



**Table 3—  
ARNG Race Statistics by Enlisted Grade as of 30 September 1977**

Ethnic Group	E1-E4		E5-E6		E7-E9	
	#	%	#	%	#	%
Black .....	42,346	24.2	10,693	8.4	750	2.7
SSA .....	7,547	4.3	3,862	3.0	569	2.0
Puerto Rico .....	8,647	4.9	2,583	2.0	442	1.6
Oriental .....	323	.2	431	.3	144	.5
Filipino .....	673	.4	272	.2	63	.2
Am Indian .....	749	.4	314	.2	34	.1
Eskimo .....	572	.3	505	.4	95	.3
Aleut .....	13	.0	7	.0	2	.0
Other .....	1,172	.7	359	.3	77	.3
SUB TOTAL .....	62,042	35.4	19,026	14.9	2,180	7.9
Caucasian .....	112,694	64.5	108,418	85.1	25,475	92.1
Unclassified .....	28	.0	7	.0	4	.0
TOTALS .....	174,694	100.00	127,451	100.00	27,659	100.00
Women .....	10,002	5.7	2,245	1.8	53	.2

**Table 4—  
ANG Race Statistics by Enlisted Grade**

Black .....	3,059	9.1	1,588	4.1	132	1.3
SSA .....	639	2.0	856	2.2	184	1.8
Puerto Rico .....	571	1.7	529	1.4	107	1.0
Oriental .....	356	1.1	560	1.4	126	1.2
Filipino .....	124	.0	102	.3	18	.1
Am Indian .....	270	.8	329	.8	83	.8
Eskimo .....	5	.0	0	.0	0	.0
Aleut .....	4	.0	2	.0	1	.0
Other .....	196	.6	93	.2	10	.1
SUB TOTAL .....	5,278	15.6	4,059	10.5	661	7.1
Caucasian .....	25,819	76.7	34,251	89.2	9,251	93.2
Unclassified .....	12	.0	86	.2	74	.7
TOTALS .....	33,659	100.00	38,396	100.00	9,924	100.0

Use this table to show the distribution of minorities and to see what happens as soldiers move up through the ranks. Orientals and American Indians show a slight increase in percentage as they progress higher. Caucasian shows the greatest increase, occupying 76% in ANG E1-E4 category to 93% in E7-E9 category.



**Table 5—  
ARNG Race Statistics by Officer and Enlisted Total as of 30 September 1977**

Ethnic Group	Officers		Enlisted		Total	
Black .....	802	2.4	53,793	16.3	54,595	15.0
SSA .....	340	1.0	11,978	3.6	12,318	3.4
Puerto Rico .....	526	1.5	11,672	3.5	12,198	3.3
Oriental .....	218	.6	898	.3	1,116	.3
Filipino .....	33	.1	1,008	.3	1,041	.3
Am Indian .....	36	.1	1,097	.3	1,133	.3
Eskimo .....	28	.1	1,172	.3	1,200	.3
Aleut .....	1	.0	22	.0	23	.0
Other .....	75	.2	1,608	.5	1,683	.5
SUB TOTAL .....	2,059	6.1	83,248	25.2	85,307	23.4
Caucasian .....	31,892	93.9	246,517	74.7	278,409	76.5
Unclassified .....	22	.1	39	.0	61	.0
TOTALS .....	33,973	100.0	392,804	100.0	363,777	100.0
Women .....	608	1.8	12,300	3.7	12,908	3.5

**Table 6—  
ANG Race Statistics by Officer and Airman Total**

Black .....	149	1.33	4,779	6.01	4,928	5.43
SSA .....	81	.72	1,733	2.18	1,814	2.00
Puerto Rico .....	114	1.02	1,207	1.52	1,321	1.46
Oriental .....	121	1.08	1,042	1.31	1,163	1.28
Filipino .....	4	.04	244	.31	248	.27
Am Indian .....	59	.53	682	.86	741	.82
Eskimo .....	0	.00	5	.01	5	.01
Aleut .....	2	.02	7	.01	9	.01
Other .....	14	.13	299	.38	313	.35
SUB TOTAL .....	544	4.86	9,998	12.58	10,542	11.62
Caucasian .....	10,619	94.85	69,321	87.20	79,940	88.15
Unclassified .....	32	.29	175	.22	207	.23
TOTALS .....	11,195	100.00	79,494	100.00	90,680	100.00
Women .....	430	3.84	4,867	6.12	5,297	5.84

These tables show the overall makeup of the National Guard military forces. It gives figures showing minority representation in officer corps, enlisted ranks and the total makeup by ethnic group.



Two Ohio Guardsmen from the 174th artillery help load ammunition on a twin 40.



**Table 7—  
Minority Participation in the National Guard Technician Workforce**

ARNG	Total	Black	Hispanic	Am Indian	Oriental	Others
30 Jun 77 .....	27,314	792	748	58	63	25,653
30 Sep 77 .....	26,901	779	737	59	64	25,262
<b>ANG</b>						
30 Jun 77 .....	21,074	353	555	71	53	20,043
30 Sep 77 .....	21,164	381	565	71	53	20,094

**Table 8—  
Participation of Women in the National Guard Technician Workforce**

ARNG	Total	Black	Hispanic	Am Indian	Oriental	Others
30 Jun 77 .....	1,904	110	46	1	5	1,742
30 Sep 77 .....	1,844	100	44	1	4	1,695
<b>ANG</b>						
30 Jun 77 .....	1,462	71	32	8	3	1,348
30 Sep 77 .....	1,480	82	33	8	3	1,354



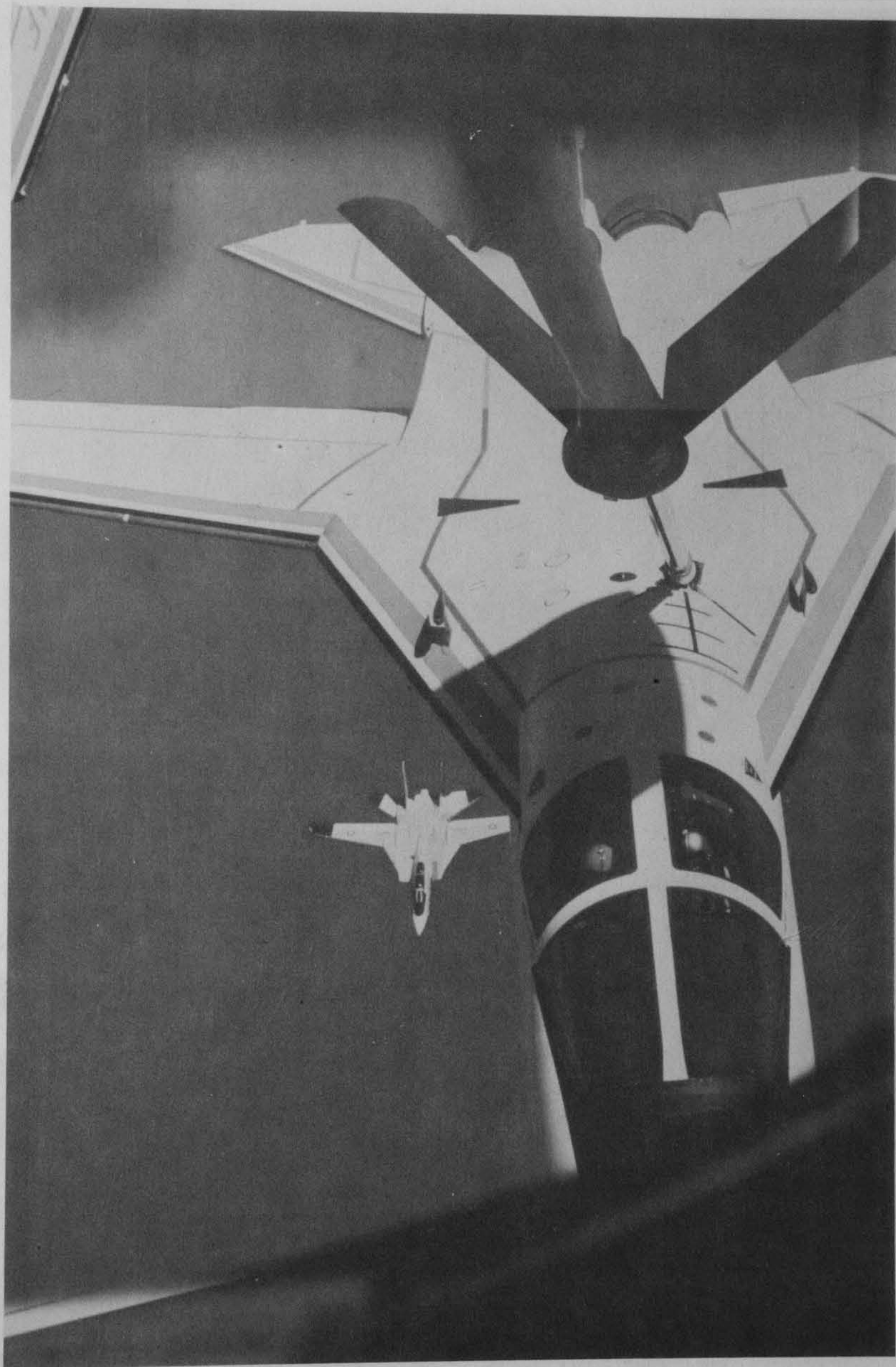
Troops from the 1st Battalion, 162d Infantry,  
Oregon Army National Guard descent nets into landing  
craft during Exercise EBBTIDE 1 near Astoria, Oregon.





# 12<sup>th</sup> ANNUAL NGB-NGAUS PHOTO CONTEST

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(Opposite page)

**Winner ANG Color/Best in Show**

LtCol Barry C. Marshall

133rd Air Refueling Squadron

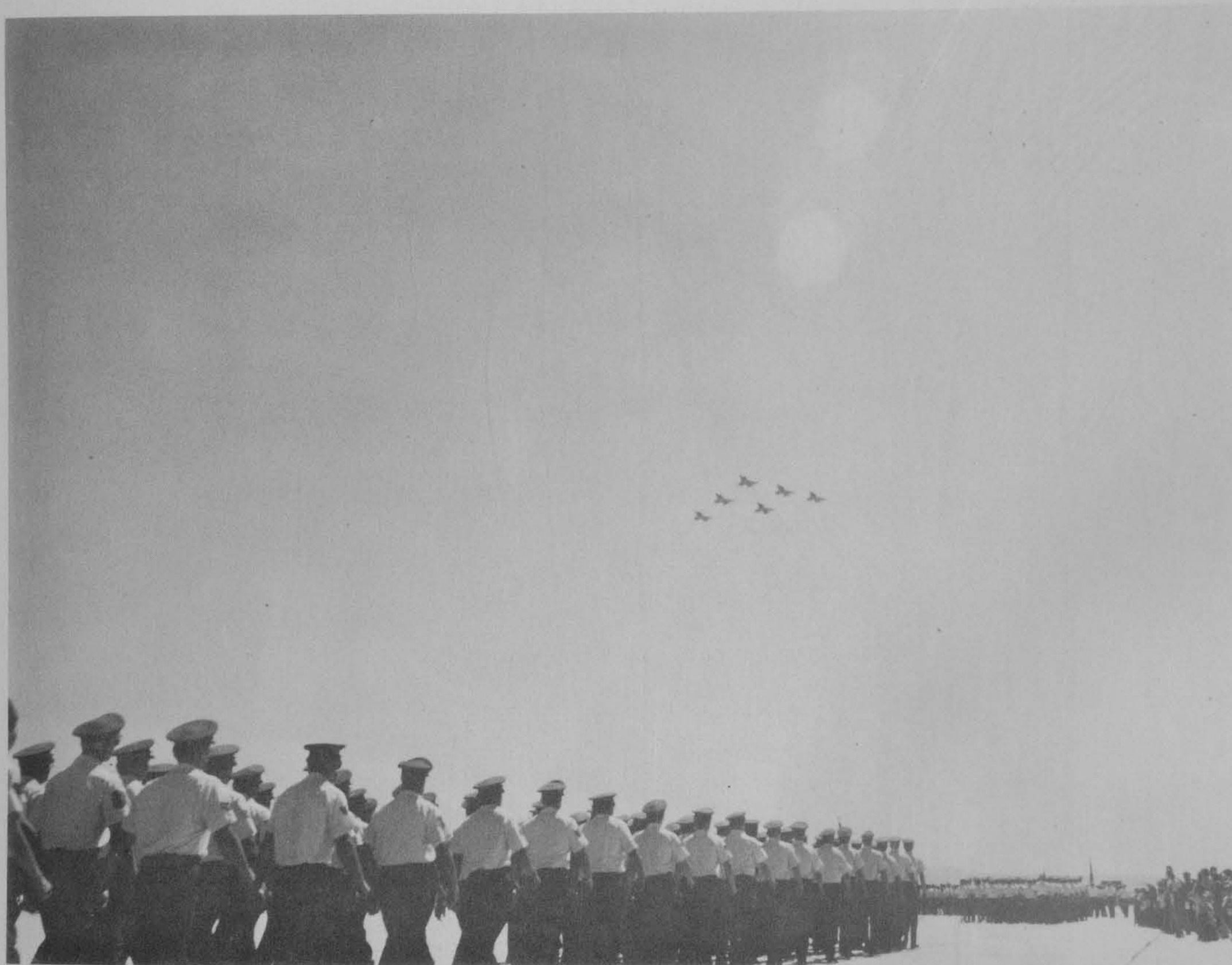
New Hampshire Air National Guard

**Runner-Up Color ANG**

TSgt George C. Metlgar

124th TAC RECON Group

Idaho Air National Guard





**Winner ANG Black & White/Best in Show**  
SSgt Larry R. Watkins  
114th Tactical Fighter Group  
South Dakota Air National Guard

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**Runner-Up ANG Black & White**

SSgt Jimmy W. Watford  
165th Tactical Airlift Group  
Georgia Air National Guard

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**Winner ARNG Color**  
Major Edward E. Royse  
HHB-1-180FA  
Arizona National Guard

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**Runner-Up ARNG Color**  
Major Dennis R. Brightwell  
441st Medical Detachment  
Kentucky National Guard

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**Winner ARNG Black & White**  
SSgt (E-6) Richard F. Lucas  
HHQ Co., 126th Signal Bn, Yankee Division  
Massachusetts National Guard





**Runner-Up ARNG Black & White**  
Cpt Robert J. Hoar  
65th Public Affairs Detachment  
Massachusetts National Guard

