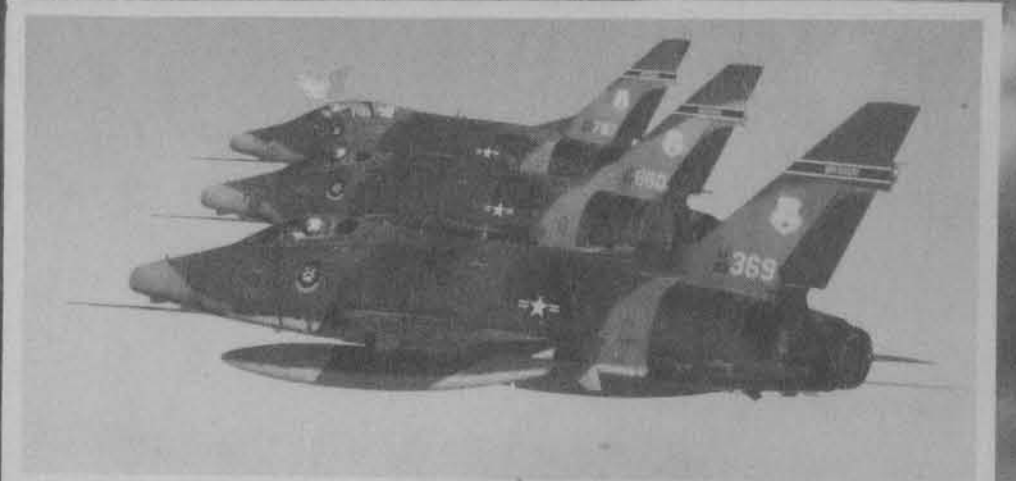


1978

annual review

Chief
National Guard Bureau
Fiscal Year
1978

341 Years of
Dedicated Service to the Nation



To the Secretaries of the Army and the Air Force

My fourth report to you covers the activities during the past year which reflect continued progress in both the Army and the Air National Guard. During this period bold efforts on behalf of the active forces and ourselves have made the Total Force Policy a reality.

The maintenance of strength continued to be a major objective of the Army and Air National Guard. Despite significant efforts at both state and federal levels, recruiting and retention remain a critical issue. An intensive advertising campaign which promotes specific National Guard programs as well as the benefits of National Guard membership is being carried out at the national level to create interest in membership in the Guard.

Overall minority strength for the Army and the Air National Guard is climbing. Recruitment of blacks and women has been very successful, showing strength gains for both. Special recruiting efforts were made to attract minority men and women to our commissioned officer programs. Efforts will continue in that area until minorities are represented in the officer ranks in the same percentages as they appear in the communities in which they serve.

Recruiting and retention of Army Medical Department (AMEDD) officers continued to be of major importance, with recruiting efforts slowing the downward trend in MC officer strength.

National Guard personnel continue to fulfill a vital role in providing support and assistance to the states during emergencies. Over a twelve month period the National Guard responded 294

times to emergency conditions in 47 states. This involved a total call-up of 31,477 Guard personnel and the use of 191,357 man-days, paid for by the respective states.

Increased awareness of the significant role assigned to the Army National Guard as a part of the Total Army led to intensified efforts to improve combat readiness during FY 78. Progress toward attainment of current training objectives continues. To enhance training, innovative training programs were utilized by Army National Guard units. Exchange of training sites between NATO reserve force units and National Guard CONUS units, a "Division Partnership" program, and a program whereby active Army components train with the Guard only during weekend training periods have been tried and found effective. During AT 78, Army National Guard units participated in field training exercises with active component units. Such exercises were BRAVE SHIELD, EMPIRE GLACIER, BOLD EAGLE, REFORGER, and FOAL EAGLE.

The Army National Guard flew 302,629 hours during the fiscal year in accomplishing individual aviator and aviation unit training programs. Major aviation programs conducted during FY 78 were instrument qualification, terrain flying qualification, aerial gunnery qualification, and day and night unit tactical training.

Logistical priorities continued to be directed toward improved material readiness throughout the Army National Guard force structure. Special emphasis was placed on mobilization preparedness in high priority affiliated and early

deploying units. Programs in support of this improvement ranged from equipment modernization to increased mechanization of supply operations in the field.

Considerable effort was devoted to preliminary preparation and the conduct of MOBEX 78, the largest mobilization exercise since World War II. The purpose of the exercise was to examine the policies and procedures designed to mobilize and deploy Army National Guard forces in support of the active Army during a national emergency.

There were eight Air National Guard unit aircraft conversions during FY 78, which equates to a 9% modernization rate. Two units also increased in total unit equipped (UE) aircraft. Introduction of more modern aircraft included KC-135A, C-130B, F-4C, and A-7D. Increased UE aircraft included EB-57's and A-7D's. Aircraft retired from the inventory were KC-97L's and F-100D's.

The Air National Guard completed FY 78 with a major aircraft accident rate of 5.2, compared to 4.2 for FY 77. The increase in accident rate is attributed to a rising trend in pilot factor accidents due to increased emphasis on realistic combat training.

The Air National Guard continued unit participation in the enhanced Operational Readiness Inspection concept.

The Air National Guard assumed the JCS directed United States Southern Command rotation at Howard AFB, Canal Zone, on 1 October 1977. During FY 78, ANG C-130 units flew 700 sorties, carrying over 4,000 passengers and 1,200 tons of cargo, and conducted 15 search and rescue missions.

The Air National Guard Tactical Air Support force has stabilized at six units. All units have furnished extensive support for JCS and RED FLAG exercises. Air National Guard Tactical Reconnaissance units participated in

numerous deployments and exercises, including deployment to Norway on CORONET SNIPE and participation in BEST FOCUS.

The Air National Guard air defense force remains at eleven units, providing aircraft and aircrews to CINCNORAD on a continuing basis for air defense of the continental United States.

Since the Air National Guard's first KC-135 conversion began in July, 1975, thirteen units have entered the program for conversion to that aircraft, with the Strategic Air Command as the gaining command.

As of October, 1978, ten ANG KC-135 units have been performing Single Integrated Operations Plan (SIOP) alert, with the three remaining units in conversion. The final unit will complete conversion in July, 1979.

The Air National Guard participated in seven JCS exercises in

FY 78. Sixty-seven units from every ANG-assigned mission deployed 7,186 personnel in support of these exercises.

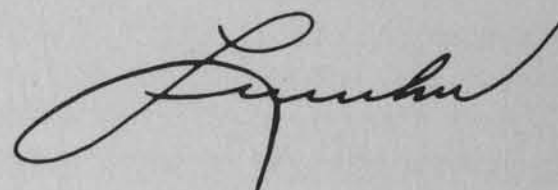
The Air National Guard began an aircraft conversion in FY 78 which will ultimately place six T-43A aircraft in the ANG inventory. The T-43's will fly administrative support airlift missions through MAC scheduling, and also will fly missions in support of the USAF Academy Airmanship Program.

Concentrated training and support of the active Air Force continued through deployment throughout the United States and Europe of Air National Guard flying units, Communications and Electronics units, Tactical Control Units, and Civil Engineering Prime Beef Units.

The Army National Guard construction backlog of approximately \$300 million in FY 72 has

steadily increased due to additional facility requirements resulting from more modern equipment issued to units and greater emphasis placed upon reserve component readiness. These factors together with inflation will increase the construction backlog to \$672 million by end FY 79. The total Air National Guard major construction backlog calculated for end FY 78 at \$314 million will reach \$330 million by end FY 79.

The 72d annual review by the Chief of the National Guard Bureau for the fiscal year ending 30 September 1978, is respectfully submitted.



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



Missouri Air National Guard F-100's during refueling exercise over Northern Illinois.

Contents

1978 IN REVIEW	2
-----------------------------	---

MISSION: ORGANIZATION AND ADMINISTRATION

National Guard Bureau	4
Organization	5
The Army National Guard	6
The Air National Guard	6
Legislation	6
Public Affairs	9
Trophies and Awards Program	10
Human Resources	10
Military Support to Civil Authorities	13
Administrative Services	13
Publications Management	14
Technician Personnel	14

ARMY NATIONAL GUARD

Comptroller	18
Personnel	20
Army Surgeon	25
Organization and Training	28
Aviation	31
Logistics	34
Installations	35
Mobilization Readiness	38

AIR NATIONAL GUARD

Comptroller	41
Personnel	42

Surgeon	46
Aerospace Safety	47
Plans and Operations	47
Training	54
Logistics	56
Civil Engineering	60
Chaplain	62

APPENDICES

A. Chiefs of the National Guard Bureau and Predecessor Organizations	63
B. State Adjutants General	63
C. United States Property and Fiscal Officers	63
D. Military Personnel on Duty in the National Guard Bureau	64
E. Trophies and Awards	67
F. ARNG Tables	70
G. ANG Tables	78
H. Human Resources and Military Support	90
	92

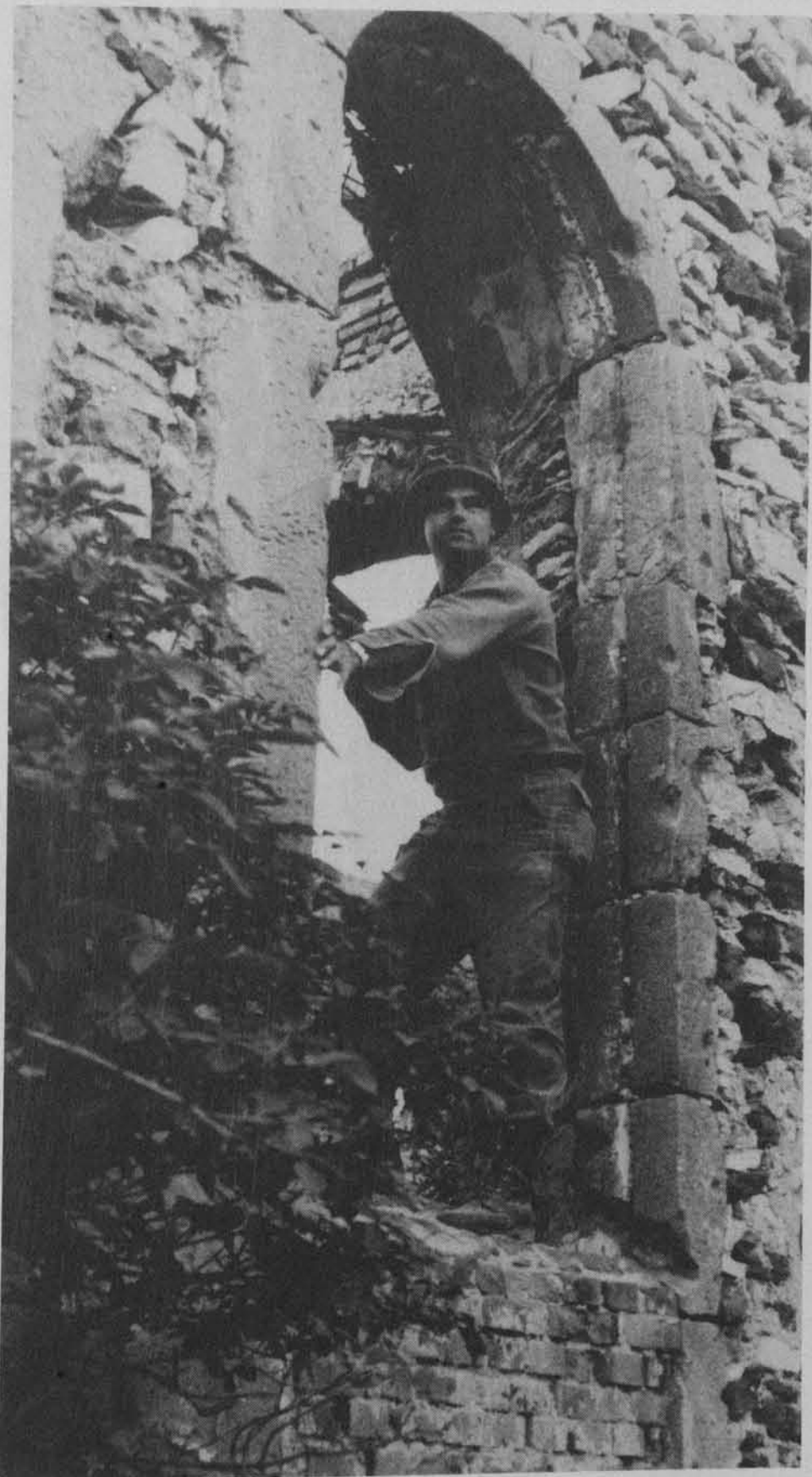
1978 NGB-NGAUS PHOTO CONTEST WINNERS

Winner ARNG Color	99
Runner-Up ARNG Color	100
Winner ARNG Black & White	101
Runner-Up ARNG Black & White	102
Winner ANG Color	103
Runner-Up ANG Color	104
Winner ANG Black & White	105
Runner-Up ANG Black & White	106

1978 In Review

Congress appropriated \$2,700,815,454 for the Army and Air National Guard in FY 78 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 78 the Army National Guard was in possession of federal equipment and vehicles in excess of \$4.7 billion. The Air National Guard equipment and aircraft are valued at over \$4.0 billion.



Army National Guard

Personnel

347,340 Personnel
88,594 Enlistee Accessions
28,377 Assigned Technicians

Organization
3,355 Units

Major Units

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

Facilities

2,799 Armories
2,143 Non-armory Facilities and Camps

	ARNG Actual	ANG Actual
Operations and Maintenance	\$763.5	\$848.3
Personnel	769.5	236.8
Military Construction	49.4	43.3
Total	\$818.9	\$1,128.4

Kentucky Army National Guard trained for two weeks on European terrain. SSgt Dishman stands in the window of an old church north of Grafenwohr. The church, located in Dartstelle Hopfenoke, was the site of Audie Murphy's heroic stand against German tanks.

Air National Guard

Personnel

91,674 Officers and Airmen
15,445 Total Airman Accessions
22,473 Assigned Technicians

Organization

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

Facilities

89 Flying Bases
82 Non-flying Bases

National Guard Bureau Personnel Strength 30 September 1978

Military	Authorized	Assigned
ARNGUS	32	31
Active Army	62	60
ANGUS	36	34
Active Air Force	53	52
Total	183	177

Civilian

Army	344	260
Air Force	120	89
Total	464	349

Lieutenant Colonel Bobby P. Huskey, pilot and Guardsman with the 145th Tactical Airlift Squadron, Charlotte, North Carolina, flies a search and rescue mission for the sinking yacht Capricorn.

National Guard in American Wars

War of 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

Mission of the National Guard

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

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

While its federal reserve potential has been strengthened,

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

National Guard Bureau

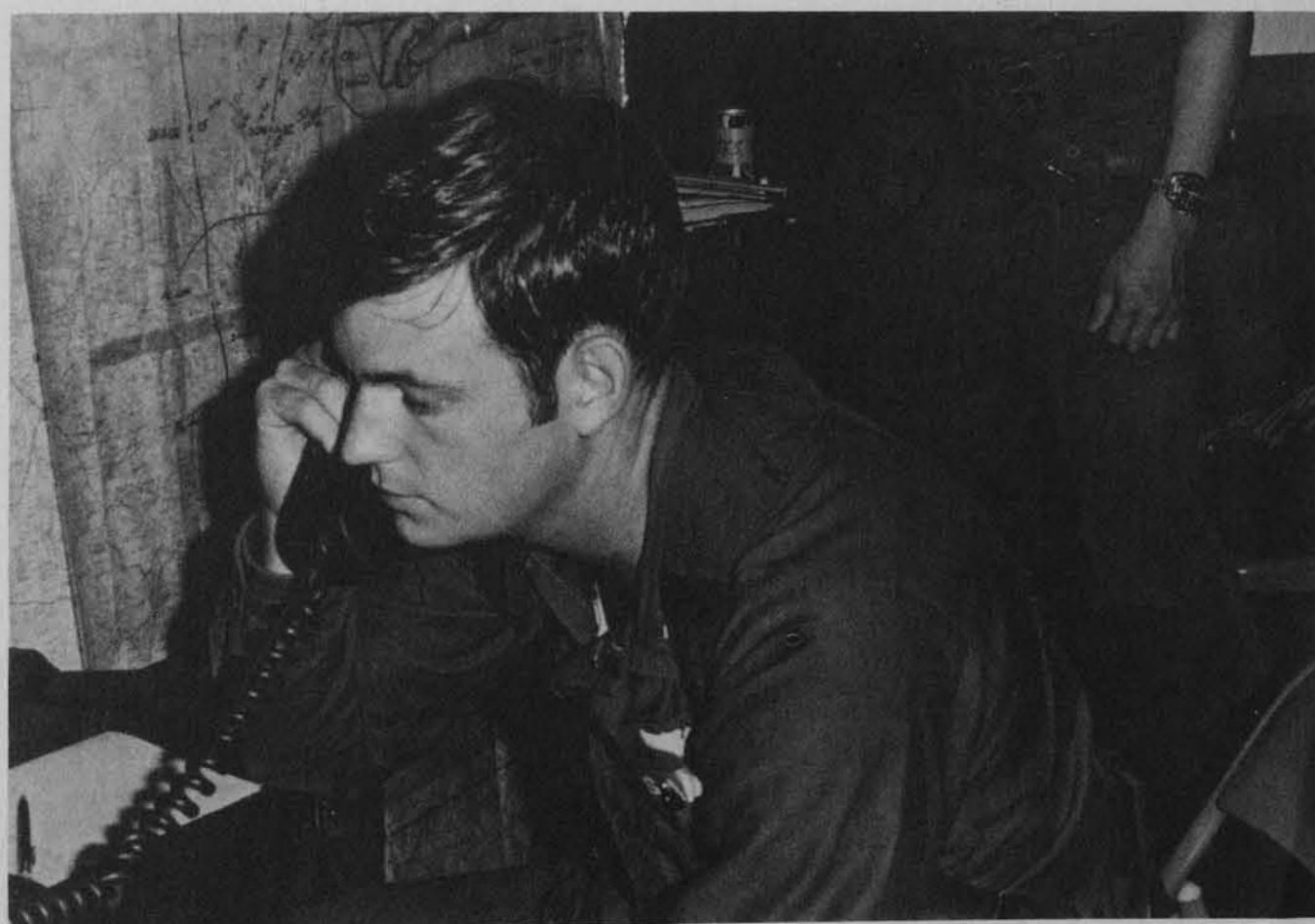
The National Guard Bureau is both a staff and operating agency. As the chart shows, it is a Joint Bureau of the Departments of the Army and the Air Force.

The Chief, National Guard Bureau, reports to the Secretaries of the Army and the Air Force through the respective Chiefs of Staff and is the principal staff advisor on National Guard affairs.

As an operating agency, the National Guard Bureau is the channel of communication between the states and the Departments of the Army and the Air Force (AR 130-5/AFR 45-17).

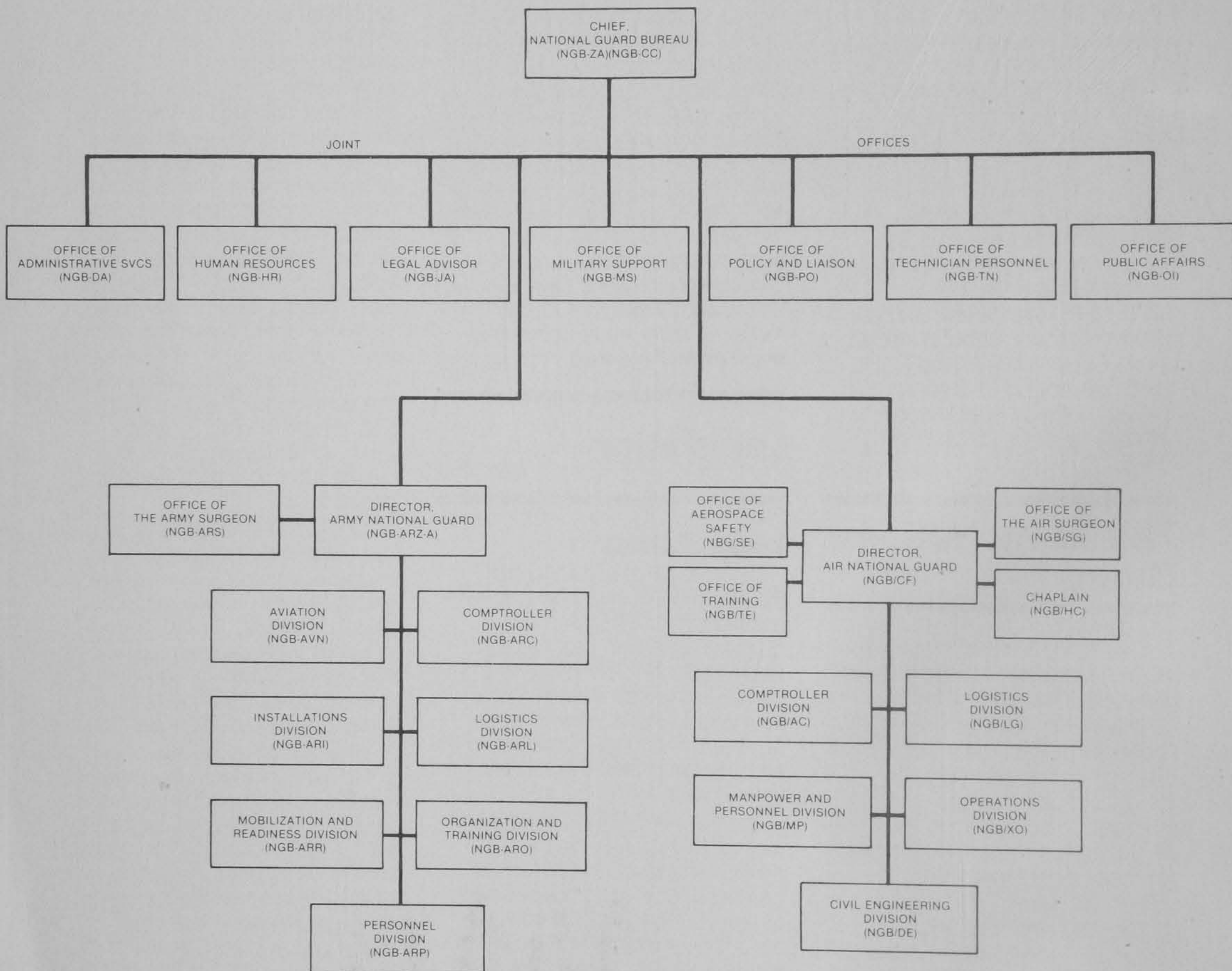
The function of the National Guard Bureau is to formulate and administer a program for the development and maintenance of Army and Air National Guard units in the several states, the Commonwealth of Puerto Rico, the Virgin Islands and the District of Columbia in accordance with Departments of the Army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

The organization of the National Guard Bureau is shown on the chart. The Office of the Director, Army National Guard is organized into seven divisions, the Office of the Director, Air National Guard is organized into five divisions. The Office of Administrative Services; Office of Human Resources; Office of Legal Ad-



Captain Melvin Ozeki from the 2nd Battalion, 299th Infantry of the Hawaii Army National Guard, plots the location of troop positions while his active Army counterpart receives the location over the field telephone. The joint Army/National Guard command post exercise successfully provided guardsmen with training under the Roundout program.

Organization



visor; Office of Military Support; Office of Policy and Liaison; Office of Technician Personnel; and Office of Public Affairs advise and assist the Chief on both Army and Air National Guard 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 1978.

The Army National Guard

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

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

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

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; Strategic Air Command; Tactical Air Command; Military Airlift Command; and Pacific Air Force.

Legislation

Legal Advisor

The Office of Legal Advisor (NGB-JA) was expanded and reorganized this year to meet increased legal and procurement responsibilities. The office is comprised of the Administrative Law and Litigation Branch, the Contract and Fiscal Law Branch, and the Labor and Personnel Law Branch.

During FY 78, the responsibilities of NGB-JA continued to grow in the area of general administrative law and the rendition of legal advice and opinions to our primary clients, the Chief, National Guard Bureau, the Directorates and Divisions of the National Guard Bureau (NGB), the United States Property and Fiscal Officer's (USPFO's), and the State Adjutants General. Over 500 controlled (suspended) administrative law items were processed, as well as an uncounted number of informal actions.

1978 was a year of beginnings as a number of major pro-

jects were commenced and remain pending at year's end. NGB-JA prepared drafts of ANGR 110/14, Aircraft Accident Investigations, and NGR 27-XX/-ANGR 112/XX, Medical Malpractice Claims, and participated in the preparation and review of NGR 735-11, Accounting for Lost, Damaged and Destroyed Property. NGB-JA also participated in development of the Pre-Mobilization Legal Counselling Program, conducted Standards of Conduct compliance review for NGB staff, USPFO's and designated Army National Guard (ARNG) and Air National Guard (ANG) technicians, sponsored an annual ARNG/ANG Judge Advocate conference at Charlottesville, Virginia, and reviewed all National Guard publications for legal sufficiency. A representative of NGB-JA also participated in the development of the ARNG Full Time Manning Program (FIM). All these programs and activities are ongoing or continuing projects.

NGB-JA continued to assist the Litigation Divisions of The Judge Advocates General, Army and Air Force, in defending Army and Air National Guard lawsuits in which legal representation of the United States Department of Justice is being provided to federal and state defendants.

Approximately 55 lawsuits could be considered as being "active" cases at any given time. Plaintiffs in the lawsuits challenged the National Guard on a wide variety of grounds, including race or sex discrimination, improper or illegal selective retention board proceedings, and wrongful discharges. Although the plaintiffs in the vast majority of lawsuits were either current or former members of the National Guard, there were several cases in which non-Guardsmen filed suits claiming that they were injured by National Guard activities. The most dramatic case involved a lawsuit brought by a citizens' environmental group in Westfield, Massachusetts, which alleged that the ANG unit at its municipal

airport is damaging the environment.

The ARNG's and ANG's selective retention board regulations came under attack in several 1978 cases. In *Johnny Walker vs. Clifford C. Alexander*, decided March 9, 1978, by the U.S. Court of Appeals for the Fifth Circuit, 569 F. 2d (5th Cir. 1978), an officer in the Florida Army National Guard who had been non-selected by an NGR 635-102 selective retention board, sought an injunction barring his discharge. The officer, who was also a technician, contended that the board had deprived him of both property and liberty rights, without due process of law, in violation of the Fifth Amendment. He also asserted that the selective retention board violated applicable regulations. The court of appeals affirmed the district court's granting of summary judgment for the defendants. In doing so, it applied several cases, including *Sims vs. Fox*, 505 F. 2d 857 (5th Cir. 1974), *Mindes vs. Seamans*, 453 F. 2d 197 (5th Cir. 1971), and *Tennessee vs. Dunlap*, 426 U.S. 312 (1976), and concluded that the plaintiff had no property right in continued retention as a commissioned officer in the Florida National Guard. A secondary issue considered by the court was whether the plaintiff had been denied due process because the selective retention board had before it defamatory information which was allegedly untrue. This information appeared as an entry in Walker's Office Efficiency Reports. Again, the court found in favor of the defendants, and concluded that due process is not violated by the mere presence of derogatory information in confidential files, absent a showing that the government has made or is likely to make the alleged derogatory information public.

Recently enacted legislation of interest to the National Guard includes:

Public Law 95-485, the FY 79 DoD Authorization Bill, which



A New Jersey Army National Guard Medevac crew helps civilian nurses lift a critically burned commercial airline pilot aboard a UH-1H (Huey) helicopter for transportation to a burn center near Philadelphia.

authorizes military strength ceilings for the Air National Guard of 92, 150 and for the Army National Guard of 362,200; authorizes the Secretary of Defense to exceed civilian personnel ceilings by one and one quarter percent; provides a two-year extension of the statutory authority to pay enlistment and reenlistment bonuses and prohibits reserve component members from transferring to the Standby Reserve during the last year of their six-year service obligation.

Public Law 95-457, the FY 79 DoD Appropriation Bill, authorizes enlistment and reenlistment bonuses and an educational assistance program for reserve component members, continues the requirement for civilian employees to utilize available government quarters when on temporary duty (TDY), and limits to four the number of equivalent training periods for which a member may be paid during one year.

Public Law 95-454, the Civil Service Reform Act, divides the responsibilities of the Civil Service Commission between two new agencies, consolidates federal labor relations programs in a new federal labor relations

authority, establishes a Senior Executive Service for certain employees of GS-16 and above, creates a merit pay plan for employees in grades GS-13 to 15, protects "whistleblowers" from reprisals, establishes save pay and save grade provisions for employees whose positions are reclassified, limits the number of civilian employees for FY 79 and FY 80 to the 30 September 1977 baseline and limits future military retirees to a combined civil service salary and military annuity of not more than the executive level V ceiling.

Public Law 95-397, the Survivor Benefits Amendments, establishes a survivor benefit for reserve component members who are eligible to retire but who have not reached age 60, provides cost-of-living increases for beneficiaries receiving Retired Servicemen's Family Protection Plan (RSFPP) annuities, provides cost-of-living increases for beneficiaries receiving RSFPP annuities, authorizes reinstatement of Survivor Benefit Plan (SBP) and RSFPP payments to surviving spouses who remarry after age 60, eliminates the SBP social security offset for working widows and widowers and provides a guaranteed minimum an-

nual income (\$2,340) for certain needy surviving spouses.

Public Law 95-610, Unionization of the Armed Forces, prohibits military personnel on active duty or members of reserve components while on inactive duty training from engaging in collective bargaining, strikes or solicitation or from joining or remaining a member of a military labor organization. The law also prohibits individual and organizations from engaging in collective bargaining with members of the armed forces or soliciting, enrolling or accepting dues from military personnel.

The Chief, National Guard Bureau, is delegated procuring authority of the Department of the Army. Pursuant to this delegation, contracting activities for both the ARNG and ANG are authorized. The primary function of the Contract and Fiscal Law Branch is to advise the Chief, Office of Legal Advisor, NGB and all divisions of the NGB, and the USPFO's of 53 jurisdictions with regard to contract and fiscal law matters.

Specifically, the Contract and Fiscal Law Branch of NGB-JA reviews contracts drafted by the USPFO's in the 53 jurisdictions for legal sufficiency, prepares

opinions and renders advice on legal problems relating to negotiations, administration, and performance of negotiated and formally advertised contracts for procurement of supplies and construction, conducts research on DoD Directives, Armed Services Procurement Regulations and Army and Air Force Regulations, requests advisory opinions from The Comptroller General on contract and fiscal law questions, prepares legal memoranda on contract protests before the General Accounting Office and prepares litigations reports for the Department of the Army Contract Litigation Section on matters appealed to the Armed Services Board of Contract Appeals.

NGB-JA also confers with legal personnel in the Offices of The Judge Advocate General, Comptroller of the Army, other Army agencies and similar Department of the Air Force and Department of Defense agencies as is necessary to develop solutions to procurement law problems.

During FY 78, the Air National Guard Support Center Contracting Office was established at Andrews Air Force Base, Maryland. The primary purpose of this office is to provide staff

surveillance and technical advice to ANG contracting activities and USPFO's relative to the improvement and administration of their contracting program. In addition, this office assists in the development of policies established by NGB-JA; implements policies, procedures and directives of NGB-JA to assure compliance by all contracting activities.

Programs and work accomplished by the Contract and Fiscal Law Branch ranged over a wide number of legal and contracting activities as follows:

Eighty-three invitations for bids and 318 contracts (in excess of \$50,000) were reviewed by both NGB-JA and the contracting office at Andrews AFB, Maryland. Also, NGB-JA reviewed, 1,122 state contracts, 170 federal state agreements and 66 Certificates of Title. A total of 1,759 contracts were reviewed by NGB-JA.

In October 1977, an intensive procurement training program was established. This was a milestone in that it was the first training program established for National Guard contracting personnel. It received the approval of the DoD contracting training committee and was welcomed by all personnel.

There are approximately 225 contracting officers and procurement agents at our contracting activities. Each contract warrant is periodically reviewed to assure compliance of personnel concerned with Defense Acquisition Regulation, Army Procurement Procedures and NGB-JA training policies. As of 30 August 1978, a total of 240,782 separate procurement actions were initiated by our contracting officers and procurement agents. These actions resulted in expenditures of \$73,819,000. NGB-JA emphasis resulted in 79 percent or \$58,417,000 being set aside for small business. In addition to the above, during FY 78 NGB-JA established a viable working relationship with the directorates of Air Force and Air major commands contracting staffs. For ex-



An Air National Guard P-4 fire apparatus from the 193rd Tactical Electronic Warfare Group at Harrisburg International Airport, Middletown, Pennsylvania rushed to the scene of a commercial helicopter crash in a neighboring community.

ample, we participated with the Air Force in negotiations that resulted in the identification and of the assignment of contracting responsibility between the National Guard Bureau and major Air Force commands; implemented the changes in the Defense Acquisition Regulations and the Army Procurement Procedures by establishing uniform contracting procedures; continued the use of NGB-JA Procurement Information Letters. They provide for the immediate implementation of changes in the Defense Acquisition Regulation and Army Procurement Procedures; developed National Guard Bureau policy in the contract administration by giving specific guidance in areas of progress schedules, progress reports, payroll checks, change orders, etc.; established procedures for official federal contract files, thus providing a

uniform filing system throughout the entire National Guard system; prepared and conducted a USPFO Conference on procurement in November 1977 and again in June 1978. In addition, we prepared and conducted a Head of Procuring Activity Conference at Camp Robinson, Little Rock, Arkansas, 11-12 October 1978 for the USPFO's, procurement officers, and Air procurement agents. Emphasis was on construction contracts. The conference included in-depth discussions of a construction contract format and all elements of contract administration. This was accomplished through the use of the lecture method with handouts followed by a day of seminar discussions; and performed a manpower study which resulted in the recommendation of the establishment of contract administration positions within USPFO's offices.

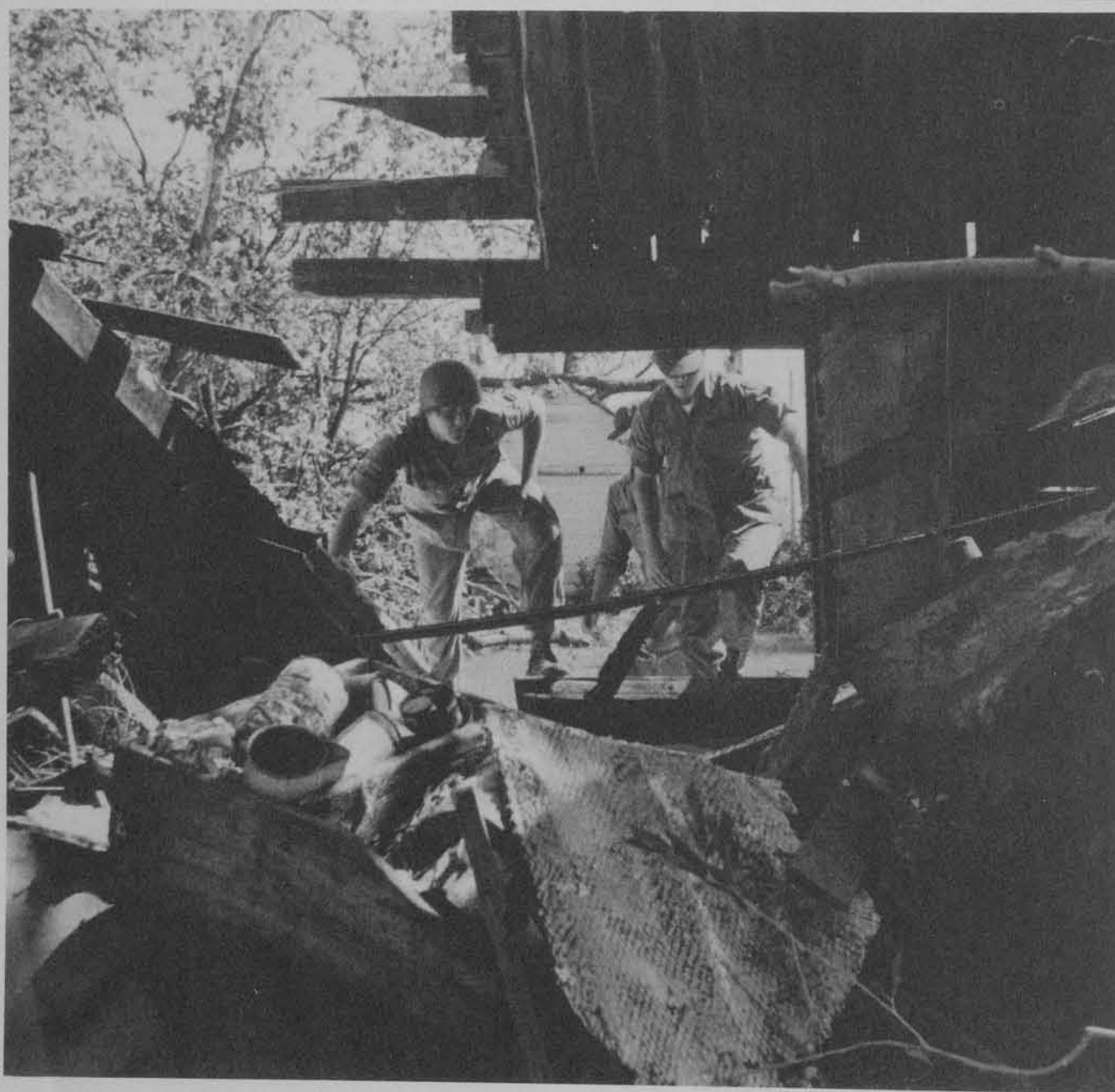
Public Affairs

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.

The 1978 advertising program was known as the year of THE DIFFERENT GUARDS with magazine ads pointing out the distinctive responses the Guard makes to various geographic locations: urban, suburban, small town, and rural. An effort was made to highlight the differences between the Army and Air National Guards. Army ads were green and used the theme "Help Somebody Including Yourself", while the Air Guard ads were blue and proclaimed "We Guard America's Skies". As in previous years, the Guard participated with other military services in a joint mailing to high school seniors. For the first time, however, the Guard shared in a joint magazine ad that appeared in the February and September issues of *Reader's Digest*.

Four sports and movie/television personalities were featured in the print ads as well as national radio and television public service announcements, billboards, transit cards, and posters. Arthur Ashe and Bert Jones appeared for the Army Guard. Davis Janssen and Nate Archibald were the Air Guard spokesmen.

For the second consecutive year, an intensive advertising campaign was undertaken during July, August, and September and to assist State Adjutants General with their retention objectives. The special effort consisted of personality posters, billboards, brochures, print ads, radio and television public service announcements, banners, bumper stickers, and transit cards. The field ser-



Minnesota Army Guardsmen search a devastated farm near Gary, Minnesota, following a tornado that killed three persons, and injured more than thirty others.

vice force was expanded from six to nine persons during the campaign.

A unique regional/local television program was undertaken to provide, within the next three or four years, each state with a local Army spot and each region with an Air spot. During 1978, 12 local Army spots and four Air spots were produced.

Another first in 1978 was the development of a special National Guard calendar. All states were invited to submit a historical or community involvement event. Twelve submissions were selected and artists commissioned to depict these events in suitable calendar form. A descriptive narrative of each event was also incorporated.

The Guard's 1978 National Convention Program was larger than ever. Recruiters and officers exhibited and participated in 24 meetings of influencer groups throughout the states. Special display materials were developed this year and used at ethnic and educational conventions.

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 PROFILE, quarterly magazine-format news film has replaced "National Guard Today". Produced in 16mm format, the film chronicles various activities of the Guard and focuses on individuals in the Guard. PROFILE is distributed to state headquarters for further distribution to the units.

Distribution of the series of 20 Commander's Briefings, designed for Commanders to present to their people, continued. 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.

National Guard activities during FY 78 generated significant news media interest. The Public Affairs Office responded to 178 news media queries from local, regional and national news media. Positive press coverage was received by the Army and Air National Guard resulting from 78 news media airlifts and orientation flights. Activities included coverage of Air National Guard European deployments in support of Strategic Air Command's Tanker Task Force and Tactical Air Command's Short Term Tactical Deployments. Army National Guard units received coverage of their participation in OCONUS training and exchange programs with NATO allies. In the CONUS, Army and Air National Guard units received extensive coverage of their participation in numerous Joint Chiefs of Staff exercises.

As part of an ongoing effort to increase public awareness of the role and functions of National Guard Community Relations, activities increased in both numbers and scope during FY 78. Orientation flights, public affairs airlifts and aircraft flyovers were performed at no additional cost to the U.S. Government, while increasing the public's knowledge of who we are and what we do.

Guard members lent their time and effort to a host of worthwhile community assistance projects to help enable all Americans to share in the better things in life. Domestic Action projects, to help those in need in the community, continue to provide a valuable source of training for Guard members, while improving the quality of life of our neighbors.

Trophies and Awards Program

The purpose of the trophies and awards program is to instill a spirit of wholesome rivalry

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

Regulations

The National Guard, when not in active federal service is governed by National Guard regulations and Air National Guard regulations. These regulations announce the approved policies of the Departments of the Army and the Air Force pertaining to the Army and Air National Guard. Also, certain procedural matters are published in National Guard pamphlets and Air National Guard pamphlets. These may be separate or joint publications, depending upon the applicability of the contents to both the Army and Air National Guard. Further, certain Army and Air Force regulations govern the Army and Air National Guard when specifically made applicable by the Chief, National Guard Bureau.

Human Resources

During FY 78, the recently reorganized Office of Human Resources was involved in institutionalizing Equal Opportunity (EO) programs into the day-to-day operation of the National Guard. Interest and momentum was generated to broaden the scope of compliance review, complaints investigations, and organizational effectiveness. Toward the end of this fiscal year, emphasis was placed on integrating those aspects of Human Resources Management which have not been addressed adequately in the past.



Airmen of Delaware Air National Guard gain valuable training in joint training exercises at Savannah Air National Guard Training Site with Army's 75th Infantry Division of Airborne Rangers.

One of seven joint offices responsible to the Chief, National Guard Bureau, the Office of Human Resources now includes three branches. The Compliance Review Branch provides assistance, investigation, and review of all matters pertaining to equal opportunity for National Guard military members. The Equal Employment Opportunity Branch is responsible for the equal employment opportunity program pertaining to National Guard technicians. Both of these branches work toward the goals of a military and technician workforce which reflect the ethnic composition of the population served by the Guard at the local, state, and national level.

The Organization 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 advanced 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 which have successfully applied the principles and techniques.

The Compliance Review Branch conducted ten program reviews or evaluations during FY 78. 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. All states were found to be in compliance.

As of the end of FY 78 there were 826 Army National Guard (ARNG) EO positions authorized. Approximately 83 percent of the authorized positions are staffed; however, fewer than 22 percent of the positions are staffed with personnel who are military specially code (MOS) qualified through the Defense Race Relations Institute (DRRI).

A new DRRI reserve component (RC) training program was developed in FY 78 and is being prepared for implementation in the summer of 79. The program cycle consists of a two week annual training (AT) period beginning in the summer of 79 at DRRI, Patrick AFB, Florida; an

11-month correspondence course and/or regional EO Conferences conducted by DRRI; and a final two week AT period in the summer of 1980. After one year of study under this system, a RC EO staff member may be MOS qualified. This program will allow participation of RC personnel to a much greater extent than that permitted by the present 16-week active component program.

In the Air National Guard (ANG) there are 325 social actions positions authorized, with 290 presently staffed. Over 80 percent of the authorized social actions positions are filled with Air Force special code (AFSC) qualified personnel. Most ANG units have completed three, five-hour phases of human relations training at unit level and the training has been generally well received.

In FY 78, 22 formal military complaints of discrimination were filed with the Office of Human Resources. This constitutes an increase of 22.2 percent over FY 77, when 18 complaints were filed. Investigation of one complaint of these 22 resulted in a finding of discrimination which would indicate that the National Guard Bureau (NGB) is exerting a commendable good faith effort in the area of equal opportunity.

Eighteen of the complaints were from the ARNG and four from the ANG. Basis for the complaints was 16 on race; one on sex; and five on national origin. Ten cases are in their final stages of resolution and 12 have been adjudicated at this level.

Generally speaking, FY 78 has shown marked increases in minority enlisted representation in both the ARNG and ANG. However, minority officer representation is relatively low and progress has been slow. In response to this situation, a Task Force was formed at NGB in late FY 77 to develop new ideas and initiatives on minority officer recruiting and retention. The resulting program, called the Minority Officer Recruiting Effort (MORE) is currently in full swing, and minority officer advertising and recruiting activities will continue to receive increased emphasis during the coming year.

The National Guard Bureau Equal Employment Opportunity Affirmative Action Plan was developed by the Equal Employment Opportunity (EEO) Branch with input from other NGB staff offices. The plan assesses the EEO posture of the National Guard Bureau, and identifies problem areas. Action items and objectives to resolve identified problems were designed to be accomplished through the efforts of management and supervisory personnel.

Several objectives identified in the 1978 National Guard Bureau Equal Employment Opportunity Affirmative Action Plan were not accomplished. For this reason, several objectives appearing in the FY 79 plan were also contained in the FY 78 plan.

The National Guard Bureau published and distributed to the states, two territories and the District of Columbia, the NGB Upward Mobility Plan. The states are tasked with identifying targeted positions and establishing the mechanism for restructuring technician positions to provide employees, in deadend positions,

an opportunity to progress to higher level jobs.

During FY 78, 33 complaints of alleged discrimination were filed by National Guard technicians and applicants for employment. This constitutes an increase of 120 percent over FY 77, when 15 complaints were filed. Eleven were ANG in origin, and 22 were filed against the ARNG. Thirteen complaints were rejected as not being within the purview of the Civil Service Commission regulations. Five final agency decisions were appealed and are pending final adjudication by the Appeals Review Board. The Appeals Review Board has remanded two cases to the NGB for further investigation and new decision. The bases for the complaints are as follows: age (7); race (5); race/color (2); race/sex (2); sex (3); and national origin (1). Three charges of reprisal were also filed. Complainant elections in this regard indicated that two chose to file complaints under the accelerated procedure for a determination, and the remaining case is pending a decision by the Chief, National Guard Bureau.

An analysis of the complaints reflects that findings of

discrimination have been made in three cases. In each case of these three cases, the complainant was accorded the remedy being sought, i.e., promotion and back pay awarded. Presently, six cases are being investigated, and four cases are pending a proposed disposition by the respective State Adjutant General.

During the past fiscal year, the EEO Branch and State Equal Opportunity staff personnel participated in major minority organizations' national conventions (Black, Hispanic, and American Indian organizations). The objective was to elicit support of these minority organizations in increasing minority membership in the National Guard. The cost effectiveness of such participation has not been evaluated. Participation at national conventions is considered successful even though the short term benefits are not immediately discernable.

State Equal Opportunity Officers continue to be assigned duties and responsibilities by Adjutants General contrary to the duties and responsibilities outlined in their position description. Civil Service Commission and National Guard Bureau personnel management evaluations have pointed out this deficiency in several reports.

The statistical data presented in Tables 1 and 2 reflect that the ARNG hired approximately one minority for every ten non-minorities as of 30 September 1978. The ANG statistics during this same period reflect an increase of 1,198 new positions. Minorities were hired at the same one to ten ratio as indicated above for new ARNG hires. Data on women technicians reveal that of the 1,674 new positions, 230 were acquired by women, with minority women receiving 152 of these positions, or 66 percent of the new females hired. The overall technician workforce reveals that women occupy 3.36 percent of the technician positions nationwide.



TSgt. Tom Welsh, co-chairman of the Christmas Needy Family Program, gives smiling approval as members of the Sagemont Brownie Troop 776 — a suburb of Houston — help unload toys they have gathered for the annual community service program sponsored by the 147th Fighter Interceptor Group, Texas Air National Guard, at Ellington Air Force Base, Texas.

Military Support to Civil Authorities

General

National Guard personnel continue to fulfill an integral role in providing support and assistance during emergencies throughout the United States. Over the twelve month period, the National Guard responded 294 times to emergency conditions in 47 states. This involved a total call-up of 31,477 Guard personnel and the use of 191,357 man-days.

Civil Disturbance Control

During this period, National Guard personnel were placed on state active duty 22 times to assist civil authorities in controlling civil disturbance incidents.

Incidents occurred in 12 states and involved 5,970 troops. Incidents included 12 strike situations, one prison riot and one call-up was to assist law enforcement. 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. See Table 5, Appendix H.

Natural Disasters and Other Emergencies

In this period 25,507 Guard personnel assisted civil authorities during 272 emergencies in 47 states. Natural disasters accounted for 116 of the call-ups. Fifteen were forest fires, 45 were snow and ice storms, 46 were floods, and 10 were tornados.

The remaining 154 emergencies were 41 search and rescue, 28 water hauls, 27 medical evacuations, 13 support missions, and four security missions. Traffic control, chemical spills, power outage, train derailments, and providing emergency shelters accounted for the remaining



Top Photo: Ohio Army National Guard assist in snow removal. *Bottom Photo:* Louisiana Air National Guard, 159th Tactical Fighter Group firefighter.

23 emergencies. See Table 6, Appendix H.

Administrative Services

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 Departments of the Army and 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 National Guard.

In FY 78 the National Guard Bureau wrote and distributed a total of 73 standard publications and 33 changes to publications; six were joint directives governing both the Army and the Air

National Guard; 36 were for the Army National Guard only; 54 were for the Air National Guard only; and 10 were Technician Personnel publications.

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

Publications Management

The Army National Guard FY 78 Program for Department of Defense and Department of the Army Publications and Blank Forms was \$2,237,000 of which \$2,230,000 was obligated.

Testing of requisitioning publications and blank forms via AUTODIN was completed in the first quarter of FY 78. This system was fully implemented Army National Guard wide during the second quarter of FY 1978.

Eighty seven Army National Guard publications personnel attended the FY 78 World Wide Publications Conference sponsored by The Adjutant General of the Army at Baltimore, Maryland.

Technician Personnel

Technician Staffing and Training

During FY 78 the Staffing Branch completed a study of technician/military compatibility for all Army National Guard (ARNG) and Air National Guard (ANG) technician positions. Up-to-date compatibility criteria for ARNG technicians was issued in July 1978. ANG criteria is scheduled for release to the states in December 1978. During this time frame, the Staffing Branch also initiated the project of developing valid qualification standards for all technician posi-

tions. When completed, this project will be of significant help to the State Adjutants General in filling technician positions. In addition, standardized guidance was developed for both the excepted and competitive merit placement programs. Guidance in these areas will be issued during FY 79. The Staffing Branch provided on-the-job training assistance for a number of State Technician Personnel Office members during the fiscal year as well as providing on-site aid in the areas of staffing and reduction in force.

During FY 78 the National Guard Bureau emphasized training for technicians that supported Department of Defense career programs for procurement personnel communications security. New equipment training was accomplished by using formal Department of the Army and the Department of the Air Force Training Centers. Managerial and administrative training was primarily accomplished through the use of regional Civil Service Commission Offices.

The National Guard Professional Education Center (NGPEC) located at North Little Rock, Arkansas has trained approximately 900 Administrative Supply Technicians (ASTs) in FY 1978, and since late FY 75 has trained a total of over 5,000 ASTs. The Center conducted 16 special courses in the past fiscal year, such as Zero Base Budgeting, Command Administrative Assistant, Alcohol and Drug Abuse, Contract Solicitation, Safety, Pay Administration, Operational Readiness, and Tube Optical Wire (TOW) training.

First-level supervisory training which is conducted in two 40-hour phases continues to be a major technician training program. This necessary training is accomplished by contract with the Civil Service Commission (CSC). Four 30-student courses were conducted at NGPEC for those states not having enough untrained supervisors to warrant an on-site CSC contracted course.

The Upward Mobility Plan for technicians was issued in FY 1978. This NGB plan offers guidance to the states to help technicians in dead-ended positions advance to higher grades. Each state will develop a plan for the under-utilized technicians. The Upward Mobility Program is to be a joint effort at all levels of management.

In summary, the technician training program is aimed at getting the best training for the least expense possible.

Personnel Management Evaluation

In the past year, as in the previous year, the technician program has undergone considerable study and review from outside agencies and internally through personnel management evaluation. Some significant studies from the previous year were: Department of Defense Report on the Full-Time Training and Administration of the Selected Reserve (FTTA), Study on the Full-Time Personnel Requirements of Reserve Components (Stroud Study) and Army Audit Agency (AAA) reviews on manpower and compatibility. Briefly, the FTTA Study found that cost differences between a military support force and technician support force were not of significant magnitude to justify a change in current systems. The Stroud Study recommended an increase in ARNG unit level manning. Personnel management evaluations by the Civil Service Commission and National Guard Bureau continue to cast a critical but impartial eye on the management of technician resources in an effort to provide useful feedback that can be used in a positive way to improve the technician program.

Those areas that continue to draw intensified evaluation attention are position management and classification, staffing and merit promotion, equal employment opportunity and technician/military assignment compatibility.

The technician/military compatibility concept is vital to the effectiveness of the technician program and National Guard and has emerged as a top priority in areas needing improvement. Much added emphasis is demanded since correcting lack of compatibility requires concerted effort over longer periods of time, especially where excessive promotion is the cause. Emphasis will again be given to those areas in the next fiscal year. Technician/military assignment compatibility evaluations will focus on the effectiveness of local compatibility policies, identifying incompatibilities, looking at local systems for assuring future compatibility and effective delegations of responsibility. During the next fiscal year, fifteen personnel management evaluations are scheduled.

Compensation and Classification

The Compensation and Classification Division is responsible for providing policy guidance in position classification, position management and compensation matters. The Division adjudicates classification appeals, issues standardized position descriptions, and coordinates with the Civil Service Commission, Department of Defense components, and the National Guard Classification Activities on classification actions having wide-spread impact.

The Classification Activities established and developed an effective working relationship with management officials and technician personnel representatives in their assigned areas. The effectiveness of position management efforts within the states has risen with the assistance of Activity personnel.

Of particular note during the period was the issuance by the Civil Service Commission of classification guidelines for small shop chief positions in both the ARNG and ANG. A review of all such positions was required by

this issuance. The Classification Activities accomplished the review of positions in this category, which are incumbered by over 2,500 technicians.

A major new program to assist in improving the classification program was implemented. This program, The National Guard Bureau Classification and Placement Plan for Overgraded Positions, follows the Department of Defense plan which was approved by the Civil Service Commission. Definite was issued to the states during the year.

The following are some other significant actions accomplished during the period:

Established a new position of Readiness Management Specialist at State Headquarters.

Established a new position of Logistics Management Specialist for use at ANG flying activities.

Developed revised Procurement Officer position descriptions for the United States Property and Fiscal Officers (USPFOs).

Revised Supply position descriptions in the USPFO Publications Management Office.

Established new position descriptions for the ARNG Recruiting and Retention function at the State Headquarters.

Established ARNG positions for maintenance of TOW/DRAGON missiles and related equipment.

Developed new position descriptions for use in the Operations and Training function of Army Aviation Support Facilities and Army Aviation Flight Activities.

Established new ARNG position descriptions for the Consolidation of Administration at Battalion Level-Personnel Administration Center (CABL-PAC) project.

Developed revised position descriptions in the Storage and Distribution Branch of the USPFO.

Developed new position descriptions for a revised air technician management structure that is designed to align more closely with the military structure in ANG flying units.

Developed both new and revised ARNG position descriptions for the Military Personnel Management Office, State Headquarters.



Molokai guardmen work with the ground surveillance radar equipment during annual training at Schofield Barracks.



OUT OF THE SKY AND INTO THE WATER — It was too late to back out as SP4 David Wade (right) signed his reenlistment papers just prior to making a parachute jump at Camp Grayling. With him was 1LT Wayne McKalpain; both are from Company F, (Ranger) 425th Infantry of Pontiac, Michigan Army National Guard.

Data Management Activity

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

Revision of governing publication (TPP 906) as a NGB Technician Personnel Supplement to FPM 296-31 in order to provide a more expeditious and less expensive means of updating plus establish a closer association with the governing FPM Supplement 296-31 which provides the major policies and procedures governing the TPMIS system. This revision also contained the addition of new Nature of Action Codes 013 Handicap, Reportable, and 462 Leave With Pay Pending Disability Retirement, plus the conversion of Pay Plan WB to WU, WR, WQ for Puerto Rico, to comply with U.S. Civil Service directives. To increase local efficiency of the system, instructions were amended to delete requirement for preparing a Text Trailer for AUTODIN submissions and use of Nature of Action Codes 280 and 470 as they are excluded from the Technician reduction in force plan. Addition of the new data element Occupying Obligated Position Code was implemented to monitor/identify technicians occupying a position to which another has reemployment or restoration

rights in accordance with FPM Chapter 352 or 353.

To further improve operation and maintenance of the system, two days of training were provided to over 100 local Technician Personnel Officer personnel directly involved in the system.

Service to information users/requestors was also improved significantly by installation of a Visual Display Terminal within the Data Management Activity.

Further improvement, to include implementation of a fully automated personnel system at state level is anticipated with procurement of new automated data processing hardware.

Technician Management and Labor Relations Division

Due to the negotiability ruling issued on 19 January 1977, there was a marked increase in supplemental contract negotiations concerning the wear of the military uniform versus standardized civilian work attire during technician work status. Standardized civilian work attire has been negotiated and adopted for wear in twenty-three states. Additionally, there has been a marked increase in impasse hearings and arbitration cases covering a wide range of subjects from disputes in commuting areas during a reduction-in-force to consecutive days off during the work week.

The Labor Relations office becomes involved either as a management representative or in an advisory capacity assisting the states in providing workable viable language for the mediator or in writing of post-hearing or pre-appeal briefs for arbitration. Assistance to the states negotiations team continues to be provided prior to the onset of bargaining and continual liaison is affected throughout the negotiation period.

The National Guard Grievance Examiner refresher courses were held last year at NGPEC producing a marked improvement in the quality and objectivity of the findings and recommendations provided to the Adjutants General in adverse action cases. NGB will continue to provide this course in order to provide correct procedural guidance on adverse action processing to the states.

The National Guard Incentive Awards Program continues to receive enthusiastic support and response from individual states. This program deals with cash awards for suggestions, inventions, special achievement (sustained superior performance, special acts or services) and quality salary increases for all National Guard technicians. During FY 78, 807 suggestions were processed. Out of the 807 suggestions processed, 217 were adopted representing an adoption rate of 27 percent.

Suggestions adopted have resulted in an estimated first year savings to the government of \$17 million with cash awards to technicians of over \$68,000. There were a total of 1,661 Special Achievements Awards granted which resulted in technicians receiving cash awards totaling more than \$681,000. Of significant note, was one such suggestion from an ANG technician which resulted in savings to the government of over \$13 million and a cash award to the technician of \$15,915.

During this reporting period, 1,294 technicians received a Quality Salary Increase.

Army National Guard

Major changes occurred within the Army National Guard during this period. Those of primary significance are, increasing Unit Authorized Level of Organizations for units designated as early deploying; Command and Control through placement of pre-mobilization assets in table of distribution and allowance in each state with a headquarters to manage pre-mobilization assets and to support and control separate non-organic units; aviation requirements were restructured through implementation of ARCSA III whereby Army National Guard aircraft will primarily be authorized within Divisions and Armored Cavalry Regi-

ments; elimination of the aviation element from the group headquarters structure with redesignation as a Field Artillery brigade, Headquarters and Headquarters Detachment; and incorporation of Fire Support Team Doctrine in the Army National Guard Troop Basis.

Although an intensified recruitment program enlisted 104,000 personnel and 113,000 extensions were obtained, Army National Guard strength declined to 83.5 percent of the authorized by 30 August 1978.

To reverse this trend, actions were instituted to decrease non-ETS losses, improve screening of new enlistees, adding an Army National Guard guidance counselor in each of the Armed Forces Examination and Entrance Stations, assigning 1,750 fulltime recruiting positions, and initiating a state level work group to study the strength problem.

Minority strength within the Army National Guard continued

to increase, reflecting and end FY 78 total of 90,038, of this, black strength was 58,594 and Guardswomen was 13,715.

National Guard personnel continued to fulfill an integral role in providing support and assistance during emergencies throughout the United States. Over a twelve-month period, the National Guard responded 294 times to emergency conditions in 47 states. This involved a total call-up of 31,477 Guard personnel and the use of 191,357 mandays.

Logistical programs ranging from equipment modernization to increased mechanization of supply operations in the field improved material readiness throughout the Army National Guard force structure.

Through these accomplishments and initiative actions, the Army National Guard can look forward to maintaining a high degree of readiness during FY 79.



A Nebraska Army National Guard person tries his hand on the .50 caliber machine gun range while at annual training at Camp Roberts, California.

Comptroller

Appropriations

The Congress appropriated \$1,577,566 for the support of the Army National Guard (ARNG) for FY 78. The initial amounts for each appropriation were as follows: (Dollars in millions)

Appropriation	Appropriated FY 1978
National Guard Personnel, Army	\$782.5
Operation and Maintenance, Army National Guard	\$745.7
Military Construction Army National Guard	\$ 49.4

See Table 1, Appendix F for ARNG
Obligations

Funding

The ARNG budgets, submitted to Congress in January 1978, supported a beginning strength of 354,706, an average strength of 356,700 and an ending strength of 358,200 for over 3,200 units. The budget submissions were as follows:

Appropriation	FY 78 Submission
NGPA	782,500,000
OMARNG	768,346,000
MCARNG	49,400,000

National Guard Personnel, Army (NGPA)

The Congress appropriated (Title I, PL 94-419) \$782,500,000 for FY 78 for the NGPA appropriation to support the authorized

end strength and to train 47,000 non-prior service accessions under the REP 63 program. A FY 78 reprogramming action transferred \$10,000,000 to the Military Personnel, Army appropriation for permanent change of station costs. When the FY 78 appropriation and funded reimbursements were totaled, there was an adjusted NGPA funding availability of \$775,378,000.

Operation and Maintenance, Army National Guard (OMARNG)

The Congress appropriated (Title III, PL 94-419) \$745,666,000 for FY 78 for OMARNG. A supplemental appropriation of \$26,800,000 was enacted for civilian pay increases and \$6,120,000 was transferred to the Army. Automatic Reimbursable Orders totaled \$8,393,000 for an overall funds availability of \$774,739,000 in FY 78.

Military Construction, Army National Guard (MCARNG)

The Congress appropriated (PL 95-101) \$49,400,000 for FY 78 for the Military Construction Army National Guard appropriation. This was to accomplish 37 armory projects and 55 non-armory projects.

Accounting and Reporting

The emphasis in FY 78 was on the changed system and procedures for accounting and reporting interfund and transactions by others (Interfund/TBO) activity. Several changes were required to the ARNG procedures, and uncleared transactions accumulated in the early months of the fiscal year. However, this situation improved by the end of the second quarter and the states performed better than active Army installations concerning the number of uncleared transactions.



District of Columbia and Maryland Guard members work together for first time at Fort Indiantown Gap, Pennsylvania. The 400th Medical Company and the 136th Combat Support Hospital, work hand in hand during a mass casualty exercise during annual training.

The General Accounting Office reviewed the initial documentation prepared for approval of the ARNG accounting system and made several recommendations for improvement. In conjunction with this project, a systems accountant was hired to assist in the development effort. To help accelerate the work, a committee was formed to study the Army standard systems with the purpose of possible adoption of selected procedures.

In the interest of economy, the complexion of the accounting surveillance program changed in February 1978, and the responsibility for reviews was assumed by a comptroller representative on the Command Logistics Review Team.

Many changes were made to the standard accounting programs to improve the processes, and a new edit program was implemented that is helping to provide better reports.

A total of 2,219 funding documents were issued during FY 78 to 55 fiscal stations using

National Guard funds. This included the Military District of Washington (accounting for Bureau level operations) and the Defense Personnel Support Center. Approximately 564 financial reports on the execution of funds were received monthly. Fifty four quarterly reports were received, reflecting costs relating to selective service training. The fiscal accounting branch prepared and issued to the United States Army Finance and Accounting Center, 21 monthly reports, one quarterly report, and three annual reports. To provide accounting policies and guidance to the State United States Property and Fiscal Officers (USPFOs) 23 accounting letters and 20 messages were issued during FY 78.

Management Improvement

The management survey of ARNG aircraft maintenance activities in conjunction with Army Aviation Division continues. Studies were conducted in Penn-

sylvania, Texas and Connecticut in FY 78. The initial phase of the project is to develop performance standards, while validating manning standards. Recommendations for improvement are being compiled. Work is also underway in the area of reporting systems which will standardize data from the field. Army Comptroller Division Personnel participated with Army Logistics Division in the conduct of Command Logistic 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.

Audits

The Army National Guard was the subject of numerous audits by the Army Audit Agency and General Accounting Office. The objectives of these audits continue to show a heavy emphasis on strength and readiness. The findings have provided the basis for taking corrective action in the areas in which deficiencies were noted.

The study of space requirements for new Transportation Aircraft Repair Shops in conjunction with Army Installations Division have resulted in significant cost savings.

Financial Services

A program to implement the preparation of payrolls by data processing was initiated. This reduces the workload of the unit personnel and eliminates the manual preparation of payrolls. Arrangements to pay the bonus test were completed and these payments are made centrally by the United States Army Finance and Accounting Center (USAFAC).

The cost of incapacitation pay continued to increase during FY 78 for a total of \$6.8 million. This constituted a 22 percent cost growth over FY 77. As a result, incapacitation pay has been singled out as an area for special review and audit during FY 79.



RADIO CHECK—SFC James Kaolowi of Ookala on the Big Island, assembles a radio during a test of soldiers' skills conducted to all Big Island Army National Guardsmen at Schofield Barracks.



Top Photo: Army National Guard CH-54 Skycrane. Bottom Photo: M60 Tanks and UH1 Helicopters of 48th Inf Bde, Georgia Army National Guard, Ft. Stewart, Georgia.

National Guard Technicians

Army National Guard Technicians, except for a limited number, are members of federally recognized units and are employed by the Adjutants General of the respective states. They assist unit commanders in the day-to-day administrative, supply, operations and training responsibilities, and help the United States Property and Fiscal Officers (USPFOs) 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.

The total authorized strength for FY 78 was 28,374 technicians. The program provided for 9,375 technicians in organizational administrative and training operations, 17,830 in USPFO, maintenance and other logistical support, and 1,169 in Adjutant

General Commands, including the Military Support to Civil Authorities program.

At the end of FY 78, 28,364 permanent technicians and temporary employees were assigned. This included 9,287 organizational, 17,897 logistical support and 1,180 in headquarters and command. The approved Department of Army manning criteria for technicians for this fiscal year was 33,812 required positions. The approved support of 28,374 represented approximately 84 percent of the requirement.

Personnel

Military Strength

The maintenance of strength continued to be the most critical problem and the number one program in the Army National Guard (ARNG) during FY 78.

Despite the significant effort of enlisting 104,000 personnel and obtaining 113,000 extensions during FY 77, the decline in ARNG strength continued in FY 78 and reached a new low of 344,431 on 30 August 1978. This was 83.5 percent of the authorized strength. Although the ARNG attributes this strength decline which began in FY 76 largely to the loss of personnel who have reached the end of their six-year term of military service obligation (ETS), non-ETS losses have increased both in number and percentage to reach a high of 50.3 percent of the total losses as of 30 June 1978. Main contributors to this category of non-ETS losses are:

- Incompatible civilian occupation
- Movement of personnel in overall population
- Unsatisfactory participation
- Failure to meet enlistment standards
- Discharge from the training base



PFC Bryan Natividad of Ka'u on the Big Island (left), is instructed by SFC Ronald Rillow of the 25th Infantry Division on the proper way to use the Army's lethal anti-tank weapon.

To identify the underlying causes for an initiate corrective measures required to reverse this strength decline, several actions were instituted:

a. Decrease non-ETS losses and improve the screening of new enlistees, funds have been provided for and the states are encouraged to increase their use of Armed Forces Examination and Entrance Stations (AFEES). Positions have been approved for an ARNG guidance counselor in each of the AFEES.

b. Congress approved 1,750 positions for a fulltime recruiting force for the ARNG.

c. The Guard has increased the use and visibility of ARNG liaison personnel in the training base to help salvage trainees with problems.

d. Detailed comparative data has been furnished to each state regarding non-ETS losses for their corrective action. This area has been of major emphasis with the states since May 1977.

e. Support was sought for a national analysis of the strength problem. The Adjutants General conducted state level work-groups to identify no cost, low cost actions that could be taken by commanders at the company, battalion, major unit level by the

state, National Guard Bureau (NGB), Department of the Army (DA), or the Office of the Secretary of Defense (OSD) and items requiring changes to federal law.

As of 30 September 1978, the assigned strength of the ARNG was 347,340 (34,305 officers and warrant officers and 313,035 enlisted) personnel. The average strength for the year was 354,715. Average year end strength figures for selected years are shown in Table 2, Appendix F.

Paid drill strength declined steadily since the beginning of the fiscal year. Originally, paid drill strength was projected to 358.2 for the end of FY 78. However, OSD/Office of Management Budget (OMB) budget submission for FY 80 revised the strength downward. And, based on July data, the year end paid drill strength of the ARNG was projected to 342,000. The shortfall represented fewer enlistments than were planned as the ARNG continued to recruit in a no draft environment with no enlistment incentives. The national unemployment rate dropped to its lowest in five years. The pool of available prior service personnel kept shrinking, and a new

fulltime recruiting force was authorized, recruited and partially trained to replace the thousands of days of parttime effort that had been the mainstay of Guard recruiting. The above estimate, expected to be within $\pm 2,000$ of the actual paid at end FY 78 was realized. As of 30 September 1978 ARNG paid drill strength was 340,996.

There were 2,275 personnel in the inactive Army National Guard at the end of FY 78, an increase of more than 50 percent. These individuals were attached to units for administrative and accounting purposes and are available in the event of mobilization.

Officer Personnel Procurement

Commissioned officer strength rose slightly over the past year (+207). Warrant officer strength also continued to improve. Twenty-four officer accession initiatives have been put into effect during FY 78 in an attempt to fully exploit all possible sources of high quality commissioned officers.

The primary source of officer procurement continues to be the state Officer Candidate School (OCS). In FY 78, 1,472 officers were graduated from state OCS. See Table 3, Appendix F.

Reserve Officer Training Corps (ROTC) is receiving increased emphasis as a source of officers. Six-hundred officers of the class of 1978 are programmed to join the ARNG. This is a more than 500 percent increase over the class of 1977. Several states have developed ROTC associated tuition assistance programs which should prove to be lucrative sources of commissioned officers.

As of 30 September 1978, there were 817 women officers in the ARNG. Currently, all officer accession programs are open to women as well as men. A recent change has equated the female OCS prerequisites to that of their male counterparts. It is anticipat-

ed this change will result in a significant increase in the number of women officers serving in the ARNG.

The Minority Officer Recruiting Effort (MORE) was established at the beginning of FY 78. This program, designed to increase minority officer accessions in the ARNG, has been successful. Since its implementation, minority officer representation has shown an increase from six to seven percent.

Compared to end FY 77 strength, a net gain of officers and warrant officers was realized. Assigned officer strength as of 30 September 1978 was 27,286 officers and 7,019 warrant officers. These strengths equate to 87.0 percent and 88.7 percent of the authorized strength respectively.

Officer Personnel Management System

The Officer Personnel Management System (OPMS) in the ARNG during FY 78 has not progressed as well as expected due to lack of manpower at state level to implement and manage the program. In August this problem was solved by the Chief, National Guard Bureau, authorizing 17 additional positions to support the system. These technician positions are beginning to be filled. OPMS-ARNG should progress at a rapid rate and be completely implemented by September 1979.

Enlisted Personnel Procurement

During FY 78, enlisted personnel (non-prior and prior service) totaled 88,594 or 85.2 percent of the Office of the Secretary of Defense programmed budget. This percentage gain is slightly below FY 77. The minimum quality standards of enlisted not more than 18 percent mental Category IV and not more than 45 percent non-high school graduates, effective 1 April 1975, have been maintained by the ARNG. More significant, the



RAPPELLING EXERCISE — Members of the Hawaii Army National Guards's 227th Engineer Company refine their rappelling techniques which enables them to be dropped into isolated or otherwise inaccessible terrain.

ARNG has increased the enlistment percentage of Category I personnel and decreased the number of Category IVs. The ratio of enlistments of non-prior service (NPS) to prior service (PS) personnel continues toward a more favorable balance between the two. At end FY 78 ratio had reached a 45 to 55 NPS/PS ratio, well toward the goal of a 50 to 50 accession mix by 1981. High losses continued during the fiscal year with non-ETS reaching a record high of 50.0 percent of the total losses. Table 4, Appendix F lists data reflecting the enlisted personnel gains and losses for the fiscal year.

Initial Skill Qualification

The National Guard Bureau continues to obtain initial skill qualification for all NPS personnel through an efficient initial active duty for training program. Military Occupational Specialty (MOS) courses taught in the One Station Unit Training (OSUT) and Split Training Modes have afforded the enlistee the opportunity to

perform initial skill training without extended absence from civilian employment. OSUT provides condensed training time, approximately 12 weeks, by integrating the programs of instruction for conventional basic and advanced individual training. Split training entails two distinct training periods thus accommodating the limited training time available to students and seasonal workers.

The National Guard Bureau has streamlined the training space projection process by developing an automated model known as Automated Program to Project AIT Training Space (APPATS). This mode has reduced a four-week manual process of formulating training space projections to hours. It has improved the accuracy of these projections and provided a reliable tool to the ARNG training space managers. The National Guard Bureau accomplished 93.7 percent of the projected FY 78 advanced individual training program.

States continued to obtain training spaces for enlistees through the Automated Recruit Quota System (REQUEST). REQUEST computer terminals are available at all state headquarters and AFEES. Since May 1975, the ARNG made 152,675 training space reservations on the system at an average cost of \$3.28 per reservation.

The ARNG Training Center Liaison Non-Commissioned Officer (NCO) program, initiated in 1974, continues to assist ARNG trainees with personal and military problems. This program has been very valuable in that the liaison NCO, through administrative action and counselling, has been able to assist and encourage trainees with problems to complete training, thus saving the individual for qualitative service in the ARNG. Liaison NCOs are currently assigned to Fort Jackson, Fort Knox, Fort Dix, Fort Leonard Wood, Fort McClellan, Fort Benning, Fort Gordon, and Fort Sill.

Initial Active Duty for Training

Fiscal year 1978 opened with 15,567 enlistees awaiting initial active duty for training (IADT) in active Army Training Centers. By 30 September 1978, 10,748 personnel were awaiting entry into training, a major decrease of 4,819 personnel during the fiscal year. A total of 39,367 Army Guardsmen actually entered the IADT program during FY 78. Since the inception of this program in 1956, 1,208,425 personnel have enlisted; 1,118,989 have actually entered training; and 1,037,578 have completed IADT and returned to units. By the end of the fiscal year 13,677 personnel were participating in the IADT program in Army Training Centers, Service Schools, and other facilities within the boundaries of the United States.

Personnel Reporting Systems Developments

The ARNG entered into an active role in developing the Standard Installation/Division Personnel System-Reserve Components (SIDPERS-RC) during the past year. SIDPERS-RC is the Headquarters, Department of the Army umbrella term for two systems -- SIDPERS-ARNG and SIDPERS-USAR. When extended to the field in mid to late 1981, SIDERS-ARNG 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.

Command Sergeants Major Program

During FY 78, a total of 97 nominations were forwarded by the states to the Chief, National Guard Bureau, for participation in the Command Sergeants Major Program. All nominations were reviewed by an informal review board in the National Guard Bureau for administrative correctness and professional qualification. Of the 97 nominations, 86 (89 percent) were forwarded to the Department of the Army Reserve Components Command Sergeants Major Selection Board for consideration. The remaining 11 were returned to the states as administratively unqualified for consideration. Of the 86 nominations forwarded to the Selection Board, 84 (98 percent) were selected for Command Sergeant Major designation and have been



Pfc. Paul Moore, Btry B, 1-142nd, Field Artillery Brigade pulling lanyard of 105mm howitzer during annual training at Fort Chaffee, Arkansas.

announced in Department of the Army messages.

Military Service Verification

During FY 78, 2,783 letters of eligibility for retired pay at age 60 were issued. This reflects a downward trend over the past two years and indicates that the bulk of the individuals who entered service during the Korean era have completed their 20 years of qualifying service. In addition, requests for verification of service performed in the ARNG and requests for statements of service for retired pay purposes were processed. Correspondence of this nature totaled 3,391 pieces for FY 78.

Reserve Officer Personnel Act (ROPA)

Table 5, Appendix F shows the results of selection boards announced during FY 77 and FY 78. 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 responsibility for line of duty determinations for Army National Guard personnel not on active duty. A major change taking effect during the 1978 annual training period, resulted in a significant reduction in processing time which in turn enabled a much more timely settlement of medical benefit and incapacitation pay claims. This change decentralized, for the first time, to the State Adjutants General authority to take final action for the Secretary of the Army in certain cases of injury incurred during annual training which could properly be handled by informal determination procedures, Table 6, Appendix F.

Tour Program

The Army Directorate of the National Guard Bureau has continuously reviewed and evaluated the tour positions within the ARNG Tour Program. The reviews and evaluations are designed to insure that only those positions deemed necessary for support of the ARNG and the "Total Army" are retained. In conjunction with the reviews and evaluations, a reduction in authorized Active Duty for Training (ADT) strength has caused some positions to be vacated while others have been eliminated. In consonance with the changing priorities and requirements of the ARNG, some new ADT positions have been created. These actions have resulted in ADT positions closely attuned to the needs of the Total Army.

The Secretary of the Army has approved three additional statutory tour positions (10 USC 265). Two positions are in the Office of the Joint Chiefs of Staff and one with the National Committee for Employer Support of the Guard and Reserve. These actions bring the total of statutory tours to 120.

Recruiting and Retention

The ARNG continued to recruit in a no-draft environment with no-enlistment incentives. The national unemployment rate dropped to its lowest in five years, the pool of available prior service personnel kept shrinking, and a new fulltime recruiting force was authorized, recruited and partially trained to replace the thousands of days of parttime effort that had been the mainstay of Guard recruiting. Tests are being conducted with the following programs to improve retention.

Fulltime Reenlistment NCO's - Sixteen fulltime reenlistment NCO's were tested in four states. The ARNG requested funding to expand the program to provide a cost effective mix of fulltime per-

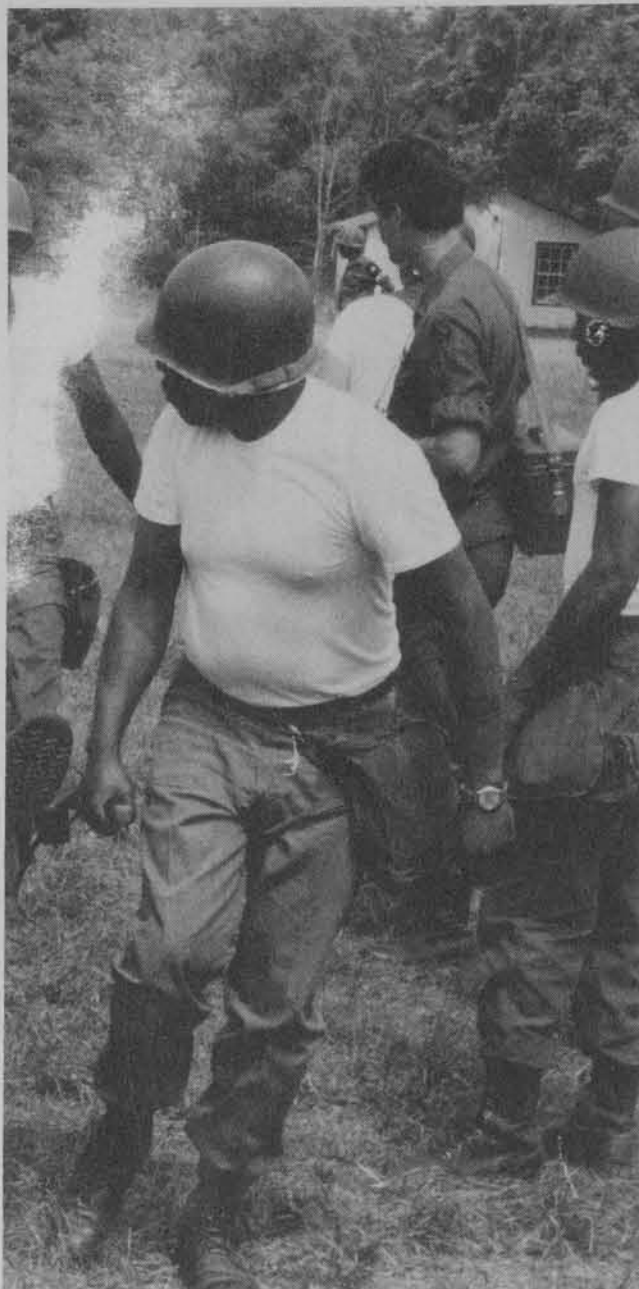
sonnel augmented with manday support. The test report will be submitted to Congress. Fulltime reenlistment NCO's provided 1.54 extensions for each loss, whereas control units operating with drill time (MTOE) Reenlistment NCO's provided only .97 extensions for each loss.

Approval of extension of paid drill status has received for all enlistees for a period not to exceed six months prior to initial active duty for training (BCT/AIT). Implementation of split training program which will allow enlistees to complete their training in consecutive summers will increase enlistments. A total of 26 ARNG in-service recruiters are on ADT at 20 major Army installations counseling active Army service members who are processing out of the Army. Their objective is to point out the advantages of the ARNG and obtain commitments for enlistment, if possible.

The recruiting of officers is receiving new impetus from the fulltime recruiting force. The Recruiting and Induction Officer (a member of the ARNG fulltime recruiting force) has been designated to be in charge of officers recruiting.

Minority Strength

Gains continue minority strength with ARNG striving to have all units reflect the character of the population within each community having Guard representation facilities. Overall minority strength is good but, minority officer strength is low. A minority officer content improvement program has been implemented. Minority and female officer accessions are receiving high priority in order to achieve a balanced force. At the end of FY 78, minority strength of 90,038 was 25.9 percent of the assigned strength, reflecting a slight increase over FY 77. Black strength was 58,594 or 16.9 percent of total assigned strength.



Litter bearers of 136th CSH Maryland National Guard carry one of injured, (from 400th Medical Company District of Columbia National Guard helicopter) during the mass casualty exercise at annual training at Fort Indiantown Gap, Pennsylvania.

Guardswomen

Retention of Guardswomen is not as high as initially expected, therefore, the accession plan has been increased and the number of training spaces has been doubled. Effective 1 February 1978, non-prior service women under age 26 incur six-year statutory obligations the same as men; with the approval for 3x3 enlistment option for women effective at the same time. A combat exclusion definition for women permits women to serve in any unit, regardless of category, except infantry, cannon field artillery, armor, combat engineer, and low altitude air defense artillery units of battalion/squadron or smaller size. Some MOS, regardless of unit remain closed. Based on the same policy as males, effective 28 August 1978, the involuntary order to active duty for unsatisfactory participation became

applicable to women.

Policies and regulations have been changed to provide equal options for men and women officers. Guardsmen and women who apply for OCS must meet the same entrance requirements.

As of 30 September 1978, total Guardswomen strength was 13,715 which included 817 officers (427 commissioned officers; 362 Army nurses; 28 warrant officers and 12,898 enlisted personnel.

Personnel Actions

Federal recognition actions decreased slightly during FY 78. Appointments decreased from 5,521 to 4,708. Promotions decreased from 4,979 to 4,547. Transfers and reassignments increased from 31,506 to 34,680. Separations were down slightly from 5,100 to 4,639. These figures reflect normal activity in all areas.

Army Surgeon

The Army Surgeon, National Guard Bureau has continued its involvement in all medical activities within the Army National Guard (ARNG) during FY 78 with the following report on certain programs and projects.

ARNG Medical Brigades

There are three Medical Brigades in the ARNG, and one is located in each Army Area. Their mission is to establish a medical technical channel of communication to each ARNG medical unit in their Army Area, and to work with the respective Adjutants General in their 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 federally recognized brigadier generals Medical Corps and are major commanders within the ARNG. They are also official members of the Army Surgeon General's Advisory Council on Reserve Components Medical Affairs, which meets twice annually to advise The Surgeon General, Department of the Army, on military medical matters as they relate to the Army reserve components. These medical brigade commanders and their respective units had another good year in FY 78 during which they had a positive impact on improving the total medical readiness of the ARNG.

ARNG 91C Civilian Education Program

The ARNG 91C Civilian (Equivalent) Education Program was continued again with great success during FY 78. In this program individuals receive their 91C equivalent training at a local Licensed Practical Nurse (LPN) school within 50 miles of their home while in a federal pay training status. The program is



AIR ANGELS TO THE RESCUE — Medics from Nebraska's 24th Medical Air Ambulance Company run to minister to the mock wounded, prior to loading them on the awaiting helicopters during annual training at Camp Ripley, Minnesota.

operated by the Schools Branch of the Organization and Training Division and is funded with an annual budget of \$1.67 million in BP 3140.42. During FY 77, 112 individuals were placed into the program and during FY 78 this number increased when 180 individuals were selected for the program. Upon graduation from the program, the individual is awarded their 91C MOS and assumes an obligation of four years duty in the ARNG.

ARNG Utilization of USAF Physician's Assistant School

Since June of 1977 the ARNG has been able to place five Army Guardsmen every four months into the two year USAF Physician's Assistant Program at Sheppard AFB, Texas. Those individuals who eventually graduate from this training will owe the ARNG six years of duty. In June of 1978, four Army Guardsmen graduated from their Phase I Training (first year) at Sheppard AFB. The top graduate and one of three other honor graduates were Army Guardsmen. The

Chief, National Guard Bureau attended this ceremony and was one of the featured speakers. The Phase II Training (second year) of this program for Army Guardsmen is conducted with the active Army at Brooke Army Medical Center, Ft. Sam Houston, Texas. It is hoped that this Physician's Assistant Training Program with the USAF can be continued for the next several years.

ARNG Early Commissioning Program for Medical/Dental Students

In July 1977, the ARNG reactivated the former RC Early Commissioning Program of some several years ago. At that time the ARNG was the only reserve component of the United States Armed Forces to effect this. Under this program, second, third, and fourth year medical/dental students are assigned to vacant Medical Corps (MC) and Dental Corps (DC) table of organization and equipment (TOE) spaces and then given appointments as second lieutenant

Medical Service Corps (MSC). From the time of their commissioning, they assume a six year obligation in the ARNG. When the individuals graduate from their respective professional school they are then transferred to either the MC or DC, as indicated, and also promoted to the rank of first lieutenant. During FY 78 approximately 80 students in professional schools joined the ARNG under this program.

State Surgeons Meeting at Army Area Management Conferences

The State Surgeons Session at the Management Conferences were most successful. Again, the conferences were for two full days which gave sufficient time to complete almost all agenda items. And again the conferences were given maximum support by The Surgeon General, Department of the Army and by the Commander, Health Services Command with each entity having a general officer attend all three conferences. The Surgeon General was represented at all



A Huey helicopter of Nebraska's 24th Medical Air Ambulance Company negotiates a nap-of-the-earth course during annual training at Camp Ripley, Minnesota.

three conferences by Chief of the Operations Directorate, Office of The Surgeon General, and Health Services Command was represented at each conference by a different Army Medical Department (AMEDD) general officer. In FY 78, over ninety percent of all state surgeons within the ARNG system personally attended these conferences, and Sixth Army Area had 100 percent representation of their surgeons at their conference in Portland, Oregon.

ARNG Medical Commanders Conference

Again this past fiscal year, immediately following the Army Area Management Conferences, a one and one-half day medical commanders conference for key ARNG medical commanders was held. In this way these key medical commanders could receive most of the important military medical information presented to the state surgeons with a minimum of scheduling and also receive a modest

amount of additional information directed to them specifically as medical commanders. In addition, for the first time ever, each medical brigade commander and his staff had an opportunity to present and discuss at length certain medical matters as they relate to the key medical commanders of the ARNG Medical Units within their Army Area.

Strength Figures — ARNG AMEDD Personnel

Recruiting and retention of AMEDD Officers continues to be of major importance in FY 78. Officer recruiting efforts slowed the downward trend in MC officer strength and produced an increase in overall AMEDD Officer strength during FY 78.

Enlisted strength showed a slight decline. It is expected that new programs developed during the past year will actually help build the MC Officer strength along with the continued growth of the Physicians Assistant (PA) strength and other AMEDD branches.

FY 78 Annual Medical Budget Program

During the past fiscal year greater control was established throughout the military funding system. Although this produced monitorship of the medical budget program and closer contact with each of the state USPFO's and budget officers, the cost of both medical care and procurement/retention physicals showed an increase. The declining strength within the ARNG dictated that a strong recruiting drive be conducted, which in turn, required increased funds for medical examinations. While the number of federal medical facilities decreased during the year as did the medical personnel to staff them.

An increased reliance on medical examination help came from the Armed Forces Examination and Entrance Stations (AFEES) facilities available in many strategic locations, however, some geographic locations made it necessary for the more expensive civilian medical exams to be accomplished.

The cut back of the availability of federal medical facilities and their physician/specialist staffs was the major factor for the unprecedented increase in the cost of the medical treatment portion of the medical budget. FY 78 showed a drastic climb in the accident rate over FY 77, the preceding year, most of which required emergency initial treatment and longer hospitalization for treatment from civilian sources. See Table 7, Appendix F for strength figures.

Medical Examinations

The Army Surgeon's office carefully reviewed all medical examinations pertaining to procurement, retention, separation, medical board findings, 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 Army National Guard members. The constant, day-to-day review is reflected by the number of medical actions as shown in Table 8, Appendix E.

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 1978, the Army National Guard structure included 3,355 allotted units or 4,118 including splits. The organizations in the structure are noted in Table 9, Appendix F.

During FY 78 the following major changes occurred within the Army National Guard structure.

Increasing Unit Authorized Level of Organizations (ALOs) for Early Deploying Unit

For units that have been designated as early deploying, their ALOs have been raised. Exceptions to this requirement have been granted when the designation is in conflict with the Total Army Analysis scheduled actions.

Command and Control (CAC)

Action has been taken to eliminate all non-required personnel and equipment from modified table of organization and equipment (MTOE) documents and place these pre-mobilization assets in table of distribution and allowances (TDAs). These TDAs are being formed in each state with a headquarters to manage pre-mobilization assets and to administratively support and control separate, non-organic units.

Aviation Requirements for the Combat Structure of the Army III (ARCSA III)

ARNG implementation of ARCSA III structuring methods was initiated in FY 78. Aircraft, in the ARNG will primarily be authorized within Divisions and Armored Cavalry Regiments. Relatively few aircraft will be authorized above division level in Corps or Army Area. MTOE changes deleting aviation assets were selectively applied concurrent with activation/implementation of MTOE's gaining aircraft. This procedure minimized turbulence and took advantage of existing facilities and units in being while complying with the new aviation force structure.

Conversion/Reorganization Field Artillery (FA) Groups

A structure change occurred in the Field Artillery group headquarters in the ARNG structure.

The aviation element was eliminated from the group headquarters structure and the type unit was redesignated a Field Artillery brigade, Headquarters and Headquarters Battalion.

Fire Support Team (FIST)

Fire Support Team doctrine was incorporated in the ARNG Troop Basis during FY 78. This doctrine applies to all organizations with direct support field artillery units. The doctrine places a brigade and battalion/maneuver fire support sections in direct support Field Artillery battalion headquarters. In addition, a fire support team is added to the battalion headquarters battery(s) for each maneuver company in the organization.

Training

Increased awareness of the significant role assigned to the Army National Guard (ARNG) as a part of the Total Army led to intensified efforts to improve combat readiness during FY 78. Progress towards attainment of current training objectives continue. These objectives remain readiness condition (REDCON) C1 for ARNG companies and C2 for ARNG battalions slated to mobilize from D to D + 60. Objectives for company and battalion-sized units for D + 61 and later is C2 and C3 respectively.

The basic training vehicle for ARNG units continue to be home station inactive duty for training designated as unit training assemblies. Each unit conducts 48 such training assemblies each year with a focus on maintaining and improving unit readiness, development of team skills, and enhancement of individual proficiency in assigned military occupational specialties. Additional training assemblies are authorized to maintain special skills such as aviation, airborne, and civil disturbance training.

Related to unit training is the integration of new training methodologies developed by the



Top Photo: South Carolina Army National Guardsmen man 8-inch howitzer during summer camp exercises at Fort Stewart, Georgia. *Bottom Photo:* The Hawaii Army National Guard's 487th Field Artillery Battalion sharpen their skills at the Big Island's Pohakuloa Training Area.

Training and Doctrine Command (TRADOC). Specifically, soldiers manuals and commanders manuals are now being issued to ARNG personnel and the skill qualification test (SQT) program is being implemented for Guard units. During FY 78 SQTs were given to ARNG personnel in three career management fields — 11 (infantry), 16 (air defense artillery), and 95 (military police). In FY 79 the SQT program will be expanded to include ARNG personnel in nine career management fields, i.e., add 55 (ammunition specialists), 74 (computer specialists), 63 (maintenance), 13 (field artillery), 64 (transportation), and 91 (medical specialists). Supporting this expanded SQT effort is the concur-

rent development of an applicable library of training extension course (TEC) material at the unit and battalion level. Use of these individual training and diagnostic developments, in an improved, integrated training system, is providing improved individual skills to ARNG units. Concurrently, the individual skills support improved unit performance now being evaluated through use of Army Training Evaluation Program (ARTEP) exercises designed to measure a unit's effectiveness. In this regard, ARTEPs are now being administered to ARNG units whose readiness is C2 or above. The ARTEP is normally conducted during the final phase of annual training (AT) for ARNG units. This concentrated period of two

week training for all ARNG units provides for consolidation of the year's training and is the instrument for evaluating unit training needs for the coming year.

To enhance training during the AT period numerous innovative training options are available and utilized by ARNG units. One such key program is the employment of ARNG units in field training exercises with active component units. During AT 1978 ARNG units participated in such exercises as BRAVE SHIELD in the southwest, EMPIRE GLACIER for arctic training, BOLD EAGLE in the southeast, REFORGER in Europe, and FOAL EAGLE in Korea, plus numerous reserve oriented exercises such as LOGEX, MOBEX, SOCATS, and GOLDEN PISTOL. Experience training options also include state exchanges in like units for training in new environments under varying command structures. For example, this year 13 units from ten states were allowed this type exchange training. Next year, exchanges will include approximately 30 company-sized ARNG units. Modern computer assisted exercises also afforded valuable, unique training as selected ARNG combat units tested their skills during FY 78 by participating in Combined Arms Tactical Training Simulator (CATTS) and Computer Assisted Map Maneuver System (CAMMS). These real time, free play exercises provided valuable training in staff operations and operational procedures.

Thirty-eight ARNG units gained invaluable training with overseas commands as elements of expanded Overseas Continental United States (OCONUS) training. In the case of the units participating, they were selected due to their early deployment designation and were able to train with probable gaining overseas commands in the environment of designated deployment. For the first time combat units were included in such training with four ARNG combat units gaining this unique training experience. Addi-

tionally, exchange programs afforded training of two units in the United Kingdom and one in Norway.

The OCONUS training described is only part of the valuable interface ARNG units are gaining by training alongside active component units. The effective, tested, affiliation program also grants active component (AC)/ARNG interface. This important program now includes 80 ARNG battalion sized units in roundout, augmentation, and deployment capability improvement (DCI) roles. In each case the relationship between AC/ARNG is not only improving the effectiveness of ARNG training, but is making the Total Army philosophy an operational reality. Reenforcing the success of the OCONUS and affiliation programs is Active Component Support for Active Training (ACSAT) which provides dedicated AC support to non-affiliated ARNG divisions and separate brigades. During AT 78 ACSAT training involved eight divisions, 13 brigades and one separate battalion from the ARNG with similar participation scheduled for AT 79. Further, a division partnership pilot program initiated in FY 78 formally tied two ARNG divisions with like AC units for the purpose of improving training and relating readiness.

To capitalize on these training initiatives the Operational Readiness Specialist (ORS) program was implemented during this past year. Under this enhancement program, 146 full-time training NCOs were added to the ARNG. Further expansion of this program envisions authorization of additional ORS personnel, to provide dedicated training expertise for all ARNG early deploying units. Other options now being examined include full-time manning, expanded affiliation, and initiation of a gaining command program.

In each case the object will be to continue to improve the readiness and deployment capability of ARNG units. In this regard the

training posture of ARNG remains paramount and is the ultimate measure of the effectiveness of the ARNG program. To this end changes, improvements, and innovations will be supported to retain the readiness of ARNG resources.

Schools Program

The FY 78 Schools Program called for an estimated 34,008 officer and enlisted personnel of the ARNG to participate in school training. School training courses range from two days to 52 weeks in length, covering all aspects of training, basic skills, refresher and proficiency training, career development and the senior service colleges.

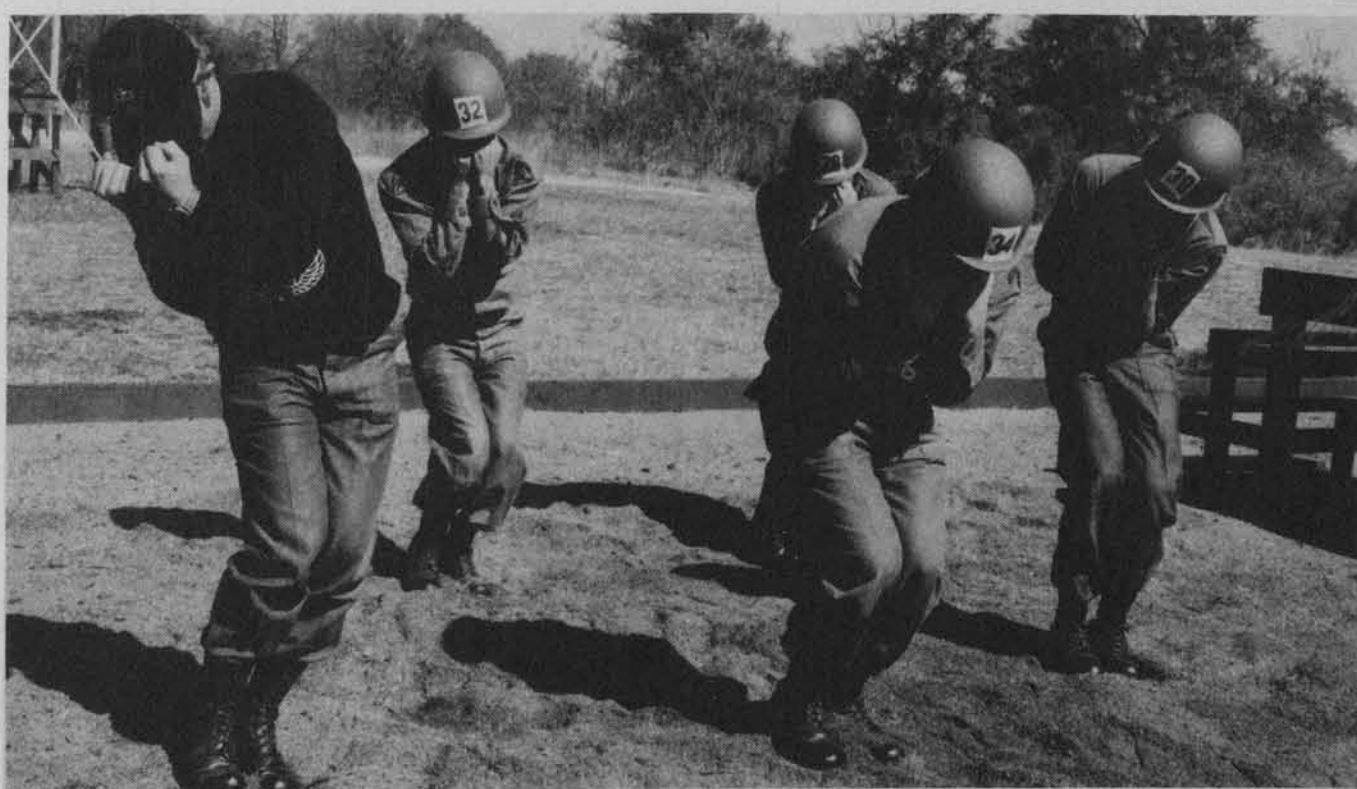
In addition to the projected number of individuals who would participate in school training

identified above, it was estimated that 60,000 individuals would be enrolled in correspondence programs.

The actual participation in the schools programs for FY 78 was 40,571 officers and enlisted and 48,545 enrolled in correspondence courses.

The State Officer Candidate Program started the FY 77/78 school year with 3,036 participants enrolled. The total graduated from the State Military Academies is 1,559.

The ARNG standardized the Non-commissioned Officer Education Programs which are authorized to be conducted under the auspices of the State Military Academies. Twenty-three states implemented the new program in FY 78. To date, 24 additional states have indicated that they



Top Photo: Specialist 4 Chris Fisher, of Portland, aligns his claymore mine during a training session with the Hawaii Army National Guard at Schofield Barracks. Fisher is one of 130 Oregon National Guardsmen, 162nd Infantry, who were trained by Guardsmen from Hawaii's 29th Infantry Brigade. *Bottom Photo:* Falling without getting hurt is the first subject taught in the Texas Guard's Airborne School. Instructors, known as black hats, teach the students the correct body position to do a parachute landing fall.

will implement the new program of instruction in FY 79.

In FY 78 the ARNG participated in various types of training on equipment that is "new" to the ARNG. Some examples are Tube Launched Optically Tracked Wire Guided Missile (TOW) training, TOW Field Test Sets, Dragon Training, XM876 Truck Telephone Utility, XM911 Heavy Equipment Transporter, M88A1 Medium Recovery Vehicle, 4 1/2 Yard Scoop Loader.

The ARNG also was involved in civilian education for medical specialists and continuing medical education for medical personnel. There were 180 individuals enrolled in the 91C Medical Specialist Training under this program in FY 78.

Aviation

ARNG Aviation Logistics

During FY 78, the Army National Guard (ARNG) Aviation Logistics Program continued to support the Aviation Program. Chart 1, Table 10, Appendix F displays the FY 78 monthly aircraft inventory. Year end totals were 2,392 rotary wing aircraft and 146 fixed wing aircraft.

The Aviation Requirements for the Combat Structure of the Army (ARCSA III) study was implemented in the ARNG during FY 78. This action resulted in an increase from three to 12 Attack Helicopter Companies, the deletion of 18 Assault Helicopter Companies, and the reassignment of 305 aircraft. The redistribution of aviation assets, as directed by the Aviation Logistics Office, is being accomplished with a minimum impact upon the ARNG aviator training mission.

In compliance with Department of the Army directives, the ARNG began turning in U-8D/G aircraft in accordance with schedules developed by United

States Army Troop Support and Aviation Materiel Readiness Command (TSARCOM). During FY 78, 31 U-8D/G aircraft have been excessed while 15 have been turned in. Twenty-one each are still being screened for disposition by TSARCOM.

Although the mixed composition of the ARNG aircraft fleet creates logistical support challenges, the operational rate of the ARNG fleet remained above Department of the Army standards for 10 of the 12 months in FY 78. Chart 2, Table 10, Appendix F displays the monthly operational readiness rate for the ARNG aircraft inventory.

The ARNG Aviation Repair Parts Direct Exchange (DX) Program has increased during FY 78, and has contributed significantly to the sustainability of the operational readiness rate of ARNG aircraft.

During FY 78, the ARNG funded and paid for all aircraft depot work. The aircraft Major Item Exchange Program continued to operate with smooth efficiency. A

total of 95 aircraft were input into the depot during FY 78 at a cost of \$15,501,007 million.

The ARNG Consolidated Aviation Intensive Management Items (AIMI) Program, which is managed by the four Transportation Aircraft Repair Shops (TARS) in support of all ARNG requirements for AIMI assets, produced during FY 78 a significant cost savings as well as enhancing the availability of intensively managed repair parts.

During FY 78, the Aviation Logistics Office completed the test and evaluation phase of the ARNG aviation manhour accounting data system and began preparation for the full implementation in ARNG aviation activities. It is anticipated that this program, when fully implemented, will contribute to the ARNG Productivity Improvement Program.

ARNG Aviation Operations

During FY 78 the ARNG Aviation Program continued to add to the successes of the last few



years. The Operations Office, with its three branches: Certification, Standards and Training, and Operations, assisted the states in the management of this vital and demanding program.

Assigned aviators at the end of FY 78 numbered 4,692 against an authorized figure of 4,893. The Army National Guard implemented several measures to maintain aviator strength and insure that the correct ratio of officer to warrant officer population is achieved. Among the steps taken was the institution of a program to recruit, as ARNG aviators, personnel with exceptional skills in civilian aviation. Only individuals with pre-eminent credentials in civilian aviation are selected for entry into this program. Once selected they must successfully complete a three-month graduate course of instruction at Fort Rucker, Alabama to qualify as Army Aviators. The program is particularly significant in areas where prior military aviators are scarce or non-existent. Also, the Aviation Division has challenged the states and territories to insure that every individual selected for entry into Undergraduate Flight Training successfully completes the course. This objective is to be achieved through a comprehensive selection and counseling process for qualified applicants. A dedicated effort by everyone involved in the selection process will enable students to report for training with the physical stamina and mental attitude required to complete this demanding course, and earn their aviator wings. Further, the National Guard Bureau will consider requests from units to exceed their authorized strength based on projected losses. This permits units to have immediately available resources to fill vacancies. While these programs are highly useful in filling vacancies in hard to recruit areas only, the continued and increased allocation of Undergraduate Flight Training quotas will insure that sufficient numbers of young aviators are produced to

maintain the ARNG Aviation Program as a viable member of the Army structure.

During FY 78, the ARNG flew 302,618 hours in accomplishing individual aviators and aviation unit training programs, and support missions required to maintain the combat readiness posture expected of ARNG Aviation. The hours flown represent 91.6 percent completion of 330,191 hours programmed. Chart 3, Table 10, Appendix F. Major aviation training programs conducted during FY 78 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 78. There are currently 3,950 ARNG aviators instrument qualified in at least one category of aircraft. See Chart 4, Table 10, Appendix F. This represents 84 percent of the total authorized aviator population and over 97 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



Chief Warrant Officer 2 Robert Fry of the Nebraska Army National Guard's 67th Infantry Brigade enjoys a flight over one of Minnesota's 10,000 lakes during his two weeks of annual training at Camp Ripley.

air defense threat on the mid-to-high intensity battlefield. The NOE portion of these flying operations require special qualification training. Initial problems with instructor pilot (IP) acquisition and NOE physical course layouts have been resolved and the program expanded during the annual training period cycle with year-end figures indicating that 63.7 percent or 2,991 of the aviators were NOE qualified. See Chart 5, Table 10, Appendix F.

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 makes training of attack helicopter crews one of the most difficult tasks ever undertaken by ARNG Aviation.

While maintenance of individual flying proficiency remains as 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 78. Emphasis is being placed on tactical application of all flying operations, both day and night.

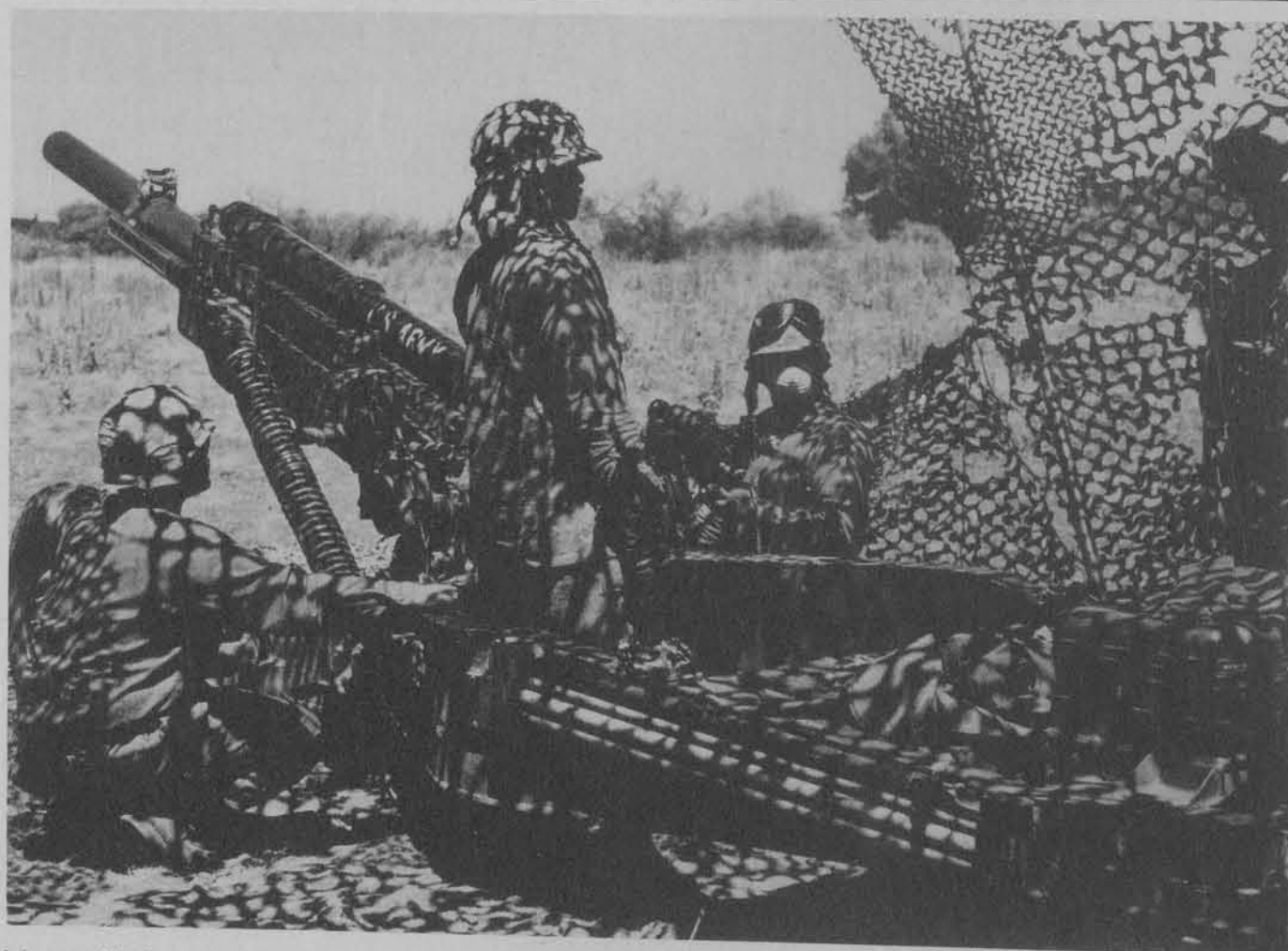
While aviation unit night tactical program is relatively new to the ARNG, many units are conducting training with zest and a positive attitude. This phase of training is possible only after the majority of assigned aviators have successfully completed individual qualification requirements and integration during day tactical training has been accomplished. The newly announced Aircrew Training Manual Program (ATM), which identifies aviation tasks and their frequency rather than pure flying hours as the measurement tool for aviation readiness, should enhance these already ambitious training programs.

Other ARNG Aviation Program accomplishments during FY 78 include the continuation of the joint ARNG/United States Army Aviation Center Standardization Instructor Pilot (USAAVNC SIP)/Instructor Pilot (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 United States Army. Over 250 ARNG IP's from all the states have participated at least once in this program since FY 75. During FY 78, 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. Also, during FY 78, the ARNG cleared the last legal hurdle which had kept the ARNG from participating in the Interagency Military Assistance to Safety and Traffic (MAST) Program. ARNG participation in this humane and worthwhile program will become a reality in FY 79.

ARNG Safety

The ARNG Safety Office directed its efforts toward a "Total Safety Program" this year. Mishap reporting has shown significant improvement with the authorization of fulltime safety specialists in each state, concentrating on surface safety. However, only forty states have filled this portion. The mishap data being gathered by these specialists will enable each state to identify trends in manpower and equipment losses. This will indicate where the concentrated effort should be placed to reduce these losses.

The ARNG Safety Office conducted its first Basic Introductory Course for Safety Specialists at the National Guard Professional Education Center in Little Rock, Arkansas, in April this year. Approximately 25 specialists attended this special training session. The training highlighted the use of safety publications, record-keeping, duties of the safety specialist, etc. Many states also conducted their first Annual Safety Conference during FY 78. These have proved to be very



Hawaii Army National Guardsmen, belonging to the 487th Field Artillery Battalion, prepare to fire a 105mm howitzer at the Big Island's Pohakuloa Training Area.

beneficial and successful. The theme of these conferences has been accident prevention and effective safety management.

Additional safety training was also given by United States Army Agency for Aviation Safety (USAAVS), Department of the Army Readiness Command (DARCOM) and OSHA Training Institute (OTI) to the assigned specialists, thereby increasing their safety management and technical knowledge.

The assignment of fulltime safety specialists within the ARNG has paid off handsomely. The fatality rate for the ARNG in FY 78 decreased 55 percent from FY 77. Although reportable accidents have increased over FY 77, this trend should also decrease in the coming year with more emphasis at the unit level through training and interest. The ARNG is currently developing film education series called Safety Audio-Visual Field Educational Kit (SAFE Kit) to assist in this requirement.

The ARNG Aviation Safety record for FY 78 showed its first major increase in several years. The accident rate of 7.27 accidents per 100,000 flying hours is the highest it has been since FY 74. Of major concern is the eleven fatalities and five serious injuries associated with the 22 major/minor aircraft accidents which occurred. See Charts 6 and 7,*Table 10, Appendix F.

The understanding of human behavior to better provide effective motivation appears to be the key to reversing a major portion of the current ARNG aircraft accident trends. Efforts are being made at all levels to create the necessary safety attitude and atmosphere to reduce those accidents which primarily fall into the categories of pilot error and supervision.

Logistics

Logistical priorities during FY 78 continued to be directed

toward improved materiel readiness throughout the Army National Guard (ARNG) force structure with special emphasis on mobilization preparedness in high priority affiliated/early deploying organizations/units. Programs in support of this improvement ranged from equipment modernization to increased mechanization of supply operations in the field and implementation of more effective/compatible logistical support procedures. On-going logistic readiness improvement programs and their progress status as of the end of FY 78 are as follows:

management operations. At the end of FY 78 visits to 32 states had been conducted. In all cases, these reviews were well received at operational level and positive improvements achieved.

The tank modernization program was completed during FY 78 with all ARNG tank authorization filled by 105mm gun main battle tank (M60/A1 or M48A5). In addition distribution of the TOW weapons system continued to progress and issue of the Dragon weapons system began. These weapons systems will provide the ARNG with a modern light anti-tank weapon in infantry,



During summer field training at Camp Blanding, Florida, members of Company B, 1/124 Infantry - 53rd Brigade, of West Palm Beach, Florida - fire 81mm mortar at night firing exercises.

Readiness from Redistribution of Army Materiel (REDFRAM) continues to distribute available equipment/resources to ARNG organizations/units in support of wartime preparedness based on the priorities assigned. At end FY 78 this highly effective program had resulted in accumulative distribution/redistribution of 107,791 equipment items in support of improved logistic readiness since its inception in 1974.

The National Guard Bureau (NGB) program for Command Logistics Review Team/Expanded (NGB CLRT/CLRTX) visits continued to provide assistance to the field in improving logistic readiness through enhanced logistical

cavalry and engineer organizations/units. The conversion of ARNG divisions/separate brigades to the Division Logistics System (DLOGS) to more closely align these organizations with the active Army supply system was accomplished in one division and three brigades during FY 78. This brings the total DLOGS supported organizations in the ARNG to six divisions (property book only), 13 brigades (property book and Class IX) and four brigades (property book only). In addition to DLOGS, ARNG units in Tennessee, Arizona, and Florida are supported by the NCR 500/499 non-divisional Direct/General (DS/GS) support system.

Communications services were expanded greatly during FY 78 to better support effective accomplishment of the ARNG mission. The two major programs in this expansion are the integration of numerous states into the Automatic Digital Network (AUTODIN) and the Automatic Voice Network (AUTOVON). In FY 78, eight states were provided AUTODIN communications terminals bringing the number of states provided direct access to the AUTODIN network for headquarters elements to 38. (Fourteen states receive over the counter service from nearby telecom centers.) In response to authorized and validated long haul communications requirements in the ARNG, 132 service orders were initiated in FY 78 to provide AUTOVON access lines between ARNG users and a servicing AUTOVON switching center and/or private line service. With the elimination of expensive four wire instrument terminated AUTOVON access lines a major goal, telephone systems were upgraded in twelve states to accept AUTOVON and provide improved telephone service. In addition, provisions were made to provide temporary AUTOVON and voice or data service to major training sites supporting ARNG annual training.

The ARNG made substantial improvements in equipment maintenance during FY 78. Actions/concepts considered principally responsible for this improvement were; (1) organizational maintenance emphasized as a command responsibility and requirements clearly identified at every level; (2) more intensive management, revised system procedures and increased utilization of unit personnel; (3) increased availability of repair parts and the continued implementation of mechanized supply operations at organization/unit level; and (4) annual training schedules stringently reviewed to ensure that support maintenance units were provided maximum "hands on"



The fierce winter really hurt the shore. To help get it back into shape, members of the 104th Engineer Battalion tore down a heavily damaged pavilion and bulldozed sand back into place in Ocean Grove.

training. Of particular note was the increase in ARNG Combat Service Support (CSS) unit participation in the OCONUS training program.

The overall ARNG equipment status by dollar value, at *standard* Army prices, at the end of the fiscal year is reflected below:

Equipment Level	Dollar Value (Millions)
Requirement (ALO 1/ Wartime)	\$6,731
Authorization (ALO 3/ Peacetime)	6,291
Inventory (All on-hand assets)	4,723
Percent Fill (ALO 1/ Wartime)	70%
Percent Fill (ALO 3/ Peacetime)	75%

Installations

Military Construction Program

The National Defense Act of 1950 (PL 81-783) provides for federal support of Army National Guard (ARNG) facilities construction. Each year since FY 52, with the exception of FY 67, 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.



The MPs of the 177th MP Group had a busy AT-78 as evidenced by SP4 Stephanie Wills, from the 144th MP Company, in the field.

FY 78

Congress approved during FY 78 the construction, rehabilitation, or addition to 37 armories for \$18.5 million and 64 non-armory projects for \$31.3 million. During FY 78 armories and non-armories prior year and FY 78 projects were awarded and their breakout is as follows:

The non-armory projects consisted of 18 organizational maintenance shops, 14 training facilities, six aviation facilities, one combined support maintenance shop, five United States Property and Fiscal Officer (USPFO) warehouses and offices, two mobilization and annual training equipment sites, four unit training equipment sites, one Division

Type Project	Prior Year Projects		FY 1978 Projects		Totals	
	No Proj	\$000	No Proj	\$000	No Proj	\$000
Armory	1	508	40	17,147	41	17,655
Non-armory	7	3,130	48	23,266	55	26,396
Total	8	3,638	88	40,413	96	44,051

Logistics System (DLOG) facility, and one environmental project. Five projects worth \$4.0 million, which were authorized by Congress were not awarded during FY 78 and will be accomplished during FY 79.

Funding

Carry-over funds from prior years for the Military Construction ARNG Program mounted to \$6.8 million. An additional \$49.4 million appropriation was made by the Congress in PL 95-101 bringing the total available to \$56.2 million.

Obligations

In the execution of the program, the total obligation for FY 78 was \$52,024 million, which represents 93 percent of the total funds available. The breakdown is as follows:

	<u>\$000</u>
Armory	\$17,844
Non-armory	26,891
Advance planning and design (A&E)	3,337
Minor construction	<u>3,952</u>
	\$52,024

The difference in the armory and non-armory obligation figures and the awards noted above is due to construction contract change orders. With the \$56.2 million available and the \$52.0 million obligated, leaves \$4.2 million carried over to FY 79.

Future Requirements

The Army National Guard operates and maintains facilities in all 50 states, the Commonwealth of Puerto Rico, the Virgin Islands, and the District of Columbia. There are 2,799 armories used for home station assembly, storage and training. Additionally, there are over 1,846 administrative and logistical support facilities located in individual communities. There are also 297 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 72 was approximately \$300 million. As a result of increased amounts of equipment issued to ARNG 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 will increase to \$672 million as of the end of FY 79.

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 ARNG units. Armories, which comprise 57 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 armor-

ies 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 43 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 training of units either during the year or during the two weeks annual training period. Any lack or inadequacy in these non-armory facilities, which are at best austere, will seriously detract from the achievement of prescribed training readiness goals.

Real Property

The National Guard Bureau (NGB) provides all possible assistance to the states in licensing available federally-owned facilities and in leasing appropriate privately-owned facilities for the ARNG. During FY 78, the ARNG made use of 325 federally-owned facilities and 153 privately owned facilities under federal lease, including 12 aircraft facilities, several Organizational Maintenance Shops, one

USPFO and warehouse, one mooring space and 125 training area sites and ranges. Table 13, Appendix F, is a list of state-operated camps.

Support Facilities

Federal funds in the amount of \$17.6 million for FY 78 were allotted under 52 separate service contracts with the states to operate, maintain and repair the non-armory support facilities of the ARNG.

These funds provide for the costs of utilities, operations, and for maintenance and repair of facilities such as USPFO offices and warehouses, combined support maintenance shops, 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, \$693,000 for FY 78 in Organization and Maintenance (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 re-



Battery B, 1st Battalion, 120th Field Artillery fires one of its big guns at an unseen target about 3½ miles away.

quirements for support of ARNG 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 \$18.9 million for FY 78 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 78.

Training was conducted at 297 training sites during the period of this report. Minor construction using OMARNG funds at these sites during FY 78 totaled \$294 thousand.

Mobilization Readiness

Fiscal year 1978 saw the organization of a new division, Mobilization Readiness, within the Army National Guard Directorate, resulting from the consolidation and realignment of the former Readiness Branch within the Organization and Training Division and the joint Office of Mobilization Readiness.

The responsibilities of this division include the review and preparation of recommendations for plans, policies and procedures pertaining to mobilization of the Army National Guard (ARNG) and to provide the Chief, National Guard Bureau and the Director, Army National Guard with continuous appraisals of ARNG mobilization readiness. The division also serves as the primary link between the Chief, National Guard Bureau, the Director, Army National Guard, and the Office of the Secretary of Defense, senior commands, State Adjutants General, and other officials to address matters involving the ARNG's mobilization role. Of equal importance is the responsibility to represent the ARNG in all readiness measuring actions at Department of the

Army and Department of Defense levels and to constantly monitor the readiness status and trends of ARNG units.

A significant portion of this latter responsibility is discharged through the division's use of the World Wide Military Command Control System (WWMCCS) classified computer terminal. WWMCCS provides a wide array of vital information on all ARNG units throughout the United States and its territories. The National Guard Bureau (NGB) has been fully integrated into the WWMCCS Intercomputer Network which includes the service chiefs, the National Military Command Center, most Department of the Army staff agencies, Forces Command, joint and specified commands, and will eventually include all overseas commands. The entire system was employed during exercise NIFTY NUGGET/MOBEX 78 as a means to manage and account for the vast number of moving player units.

Inherent to the utility of the WWMCCS and Force Status and Identity Report (FORSTAT) systems is the recent implementation of the revised AR 220-1 which instituted a comprehensive change in the readiness reporting system for the Army and the ARNG. This new AR was first employed by 400 ARNG units



Squad Leader of 2nd Battalion, 128th Infantry Marks Landing Zone for Choppers of the 53rd Aviation Company during the Wisconsin Guardsmen's annual training at Camp Ripley, Minnesota.

during the July reporting period as a means of developing and refining computer programs prior to full implementation for all ARNG units. It is anticipated that the new reporting procedures will enjoy an increasing degree of credibility by commanders at all levels and will result in improved accuracy.

All of the above improvements of the past fiscal year are now beginning to mesh together in a manner which has greatly improved the NGB's ability to fulfill a professional management role as a contributing member of the total Army. The various information systems are used on a daily basis by the entire NGB staff in support of ongoing actions to provide the most capable and ready ARNG units to Army planners for placement on the Post-Mobilization Deployment List in support of national contingency plans. The data is also used to determine priorities for distribution of fiscal assets, man-day allocations, logistical procurement and distribution, and force structure requirements of current and future year.

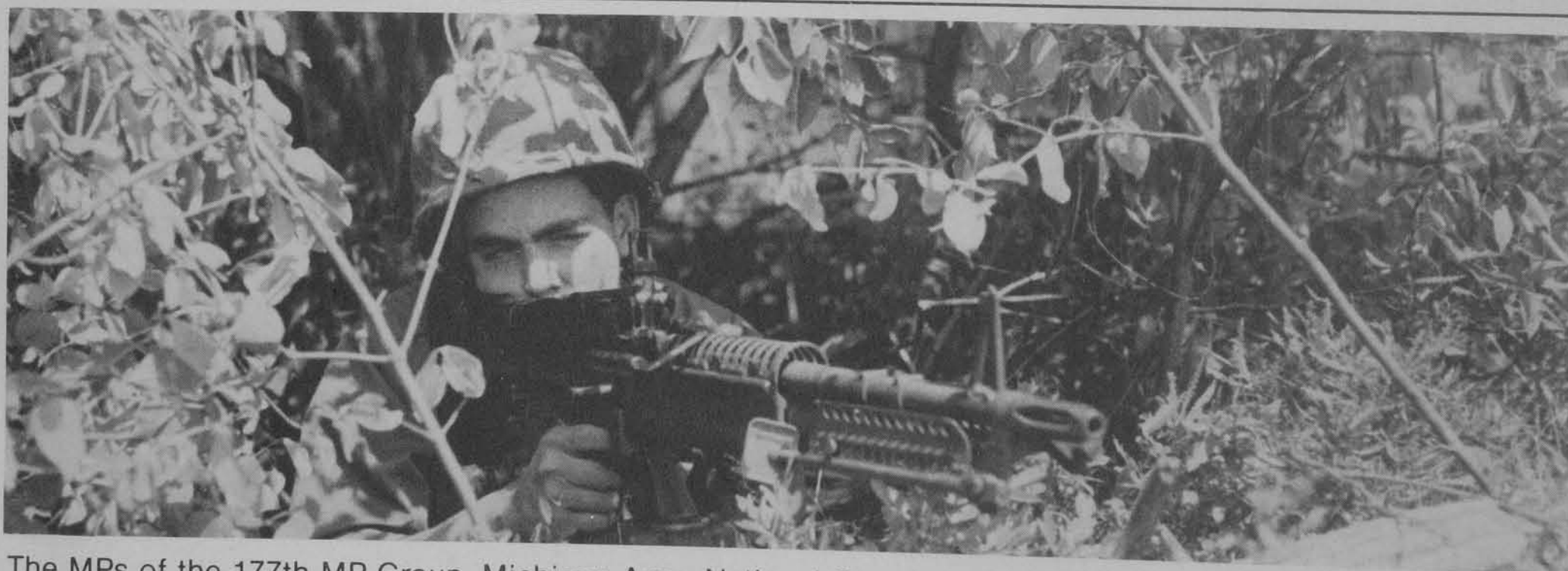
The data base within the FORSTAT system is also used extensively in the planning processes associated with initiation of major readiness improvement programs such as fulltime manning, educational benefits, and

enlistment/reenlistment bonuses. The full significance of the FORSTAT system capabilities has been recognized by NGB and has resulted in the recent authorization of a Readiness Management Specialist technician position within each state.

During FY 78 considerable effort was devoted to the preparatory activities and conduct of the largest post-World War II mobilization exercise, MOBEX 78. The purpose of the exercise was to examine the policies and procedures designed to mobilize and deploy ARNG forces in support of the active Army during a national emergency. Over 440 units from 44 states participated in this exercise. Alert systems, plans for movement to mobilization stations, mobilization station processing and training requirements, and deployment to an overseas theater were subjected to critical review at all levels. In conjunction with annual training 1978, the NGB conducted its own direct deployment Preparation for Overseas Replacement exercise (POM/POR) for three company-size units scheduled for Outside Continental United States (OCONUS) training. The exercise was very successful and has provided a sound basis for the future modification of POM/POR requirements as they apply to ARNG units.

Revitalization of the State Area Commands (STARCs) constituted a major FY 78 achievement. Each state formally organized this essential stand-by operational headquarters which will play a crucial role in any future full mobilization. Each STARC is organized, and will be staffed upon mobilization, to assume Operational Control over and provide increased levels of support to federalized ARNG units as they are moved from home stations to mobilization stations or ports of embarkation. The feasibility of this concept will be evaluated as a part of MOBEX 78. The STARCs will also exercise OPCON over units engaged in Land Special Security Force (LSSF) and Military Support to Civil Defense (MSCD) missions.

The Mobilization Readiness Division is also responsible for monitoring the conduct and results of all general inspections performed on ARNG units. Continental United States Army (CONUSA) inspection reports are reviewed and subjected to sophisticated analysis in an effort to detect trends and problem areas as well as to assist in the evaluation of many programs designed to enhance readiness. Inspector General regulations, bulletins and inspection policies at all levels are also reviewed for applicability to and impact upon ARNG units.



The MPs of the 177th MP Group, Michigan Army National Guard, had a busy AT-78 as evidenced by Private Brian Bishop from the 144th MP Company in the field.

Air National Guard

The Air National Guard attained the highest combat ready status in its history (97 percent) during Fiscal Year 1978 (FY 78). Force modernization continued with eight aircraft conversions that increased the number of KC-135A's, C-130B's, F-4C's, and A-7D's in the inventory.

As in previous years, Air National Guard aircrews flew missions and provided personnel worldwide to meet active force requirements. During this period, sixty-seven units from every Air National Guard-assigned mission area participated in Joint Chiefs of Staff (JCS) exercises. Direct

support of the active Air Force was provided by deployments throughout the United States and Europe of Air National Guard flying units, communications and electronics units, tactical control units, and civil engineering PRIME BEEF teams. The Air National Guard also assumed a JCS directed United States Southern Command Rotation at Howard AB, Canal Zone, in both C-130 and A-7 weapon systems.

The Air National Guard ended FY 78 with 99.1 percent of the programmed personnel strength level. Although recruitment of blacks and women was very successful, total recruitment became more difficult as the market continued to diminish. New recruitment programs together with additional recruiters indicate a reversal of this trend is obtainable. As in the past two years, retention continues to be a serious problem.

The Air National Guard completed FY 78 with a major aircraft accident rate of 5.2 while flying 382,145 hours. The slight increase above the FY 77 rate is attributed primarily to pilot factor accidents that may be attributable to increased emphasis on realistic combat training.

In FY 78, the Air National Guard continued unit participation in the enhanced Operational Readiness Inspection (ORI) concept. In addition to wartime sortie generation rates, units were tasked with responding to realistic combat scenarios. Inspections tested the coordination between Command and Control, Intelligence, Operations, Security, and Maintenance functions in response to a simulated threat using the same criteria applied to active Air Force units. The pass rate for FY 78 was 100 percent for the second consecutive year.



F-100D of Missouri Air National Guard during training mission over Southern Missouri.



"Coming Home" - C-130 from the Delaware Air National Guard.

Comptroller

Budget

ANG Financial Overview

The three major Federal financial sources of the Air National Guard (ANG) include the Operation and Maintenance, Military Personnel and Military Construction appropriations of the United States Congress. The largest of these, the Operations and Maintenance appropriation, is used to finance the recurring operation and maintenance of ANG organizations and facilities. FY 78 O&M obligations amounted to \$848,306,000. Fiscal year 78 Military Personnel obligations of \$236,591,000 were devoted to the training, pay and allowances for an average monthly strength of \$90,949 Air Guardsmembers. The bulk (87

percent) of the 1978 Military Construction obligations of \$17,754,967 were devoted to major construction projects. The total obligation for these three federal appropriations amounted to \$1,102,651,967 for FY 78.

Other sources of Air National Guard funding are the Other Procurement, Air Force Appropriation, and substantive contributions by each of the 50 States, District of Columbia and Puerto Rico. The amounts of these State contributions are not available but all obligations of federal funds are as shown in Table 1, Appendix G. The total FY 78 obligations for Other Procurement, miscellaneous items of equipment costing more than \$1000 was \$1,941,034.

Budget Highlights

The President's Budget for FY 78 totaled \$1,107,200,000. This

included requirements for military personnel, operation and maintenance, and military construction. The budget was based on an Office of the Secretary of Defense/Air Force approved force structure of 91 flying units and contained funding for 92,500 military average strength and 405,892 flying hours.

Supplemental appropriations were requested as follows:

1978*

Military Pay Raise	7,800,000
General Schedule Pay Raise	14,000,000
Wage Board Pay Raise	9,900,000

*These figures are included in the total appropriations.

In other FY 78 actions, the Congress added \$1.3 million for Real Property Maintenance, \$5 million to increase A-7 unit equipped (UE) to 24, \$0.4 million for Presidential aircraft support. In addition, Congress reduced KC-135 flying hours by \$9 million, inflation by \$1.6 million, Technicians by \$2.5 million, with a reduction of \$0.5 million for flying hour recoupment.

Fiscal Year 78 reimburseable obligations for the support of other agencies, and not included below, were \$236,000 in the Military Personnel appropriation and \$14,229,000 in Operation and Maintenance.

In the Military Construction Program (MCP) the Congress appropriated \$43.3 million.

FY 78

	National Guard Personnel	Operation and Maintenance	Military Construction	Total ANG Appropriation
President's Budget	\$231,800,000	\$832,100,000	\$43,300,000	\$1,107,200,000
Initial Congressional Appropriation	231,800,000	825,207,000	43,300,000	1,100,307,000
Prior Year Carryover	—	—	9,200,000	9,200,000
Supplemental Appropriations	7,800,000	23,900,000	—	31,700,000
TOTAL	\$239,600,000	\$849,107,000	\$52,500,000	\$1,141,207,000

Accounting and Finance

During FY 78, the ANG continued emphasis on improvements in management of financial data. Accounting and reporting by Element of Expense Investment Codes and Program Element Codes was expanded, providing greater control and accuracy in budgeting. Computer remote terminals were installed in each ANG base level Accounting and Finance Office. This provides necessary on-line communication with automated data bases at Air Force support bases, resulting in efficient update and responsive management and reporting of base level financial data. The ANG Comptroller Support Center at St. Louis, Missouri was established and has effectively assumed its role as the ANG data collection and reporting focal point. In addition, significant Accounting and Finance responsibilities were transferred to that location as a part of the continuing program to remove from the Pentagon those functions which can effectively be accomplished elsewhere.

Data Automation

In FY 78 two major Air Force Standard Automated Data Processing (ADP) Systems were field tested and evaluated in terms of applicability to the ANG.

The Base Engineering Automated Management System (BEAMS) will automate Real Estate Property Accountability and Reoccurring Maintenance schedules at base level. Implementation is underway and expected to be completed in second quarter FY 79.

The Maintenance Management Information and Control System (MMICS) has been successfully demonstrated at three field locations. Selected modules of this system will be implemented over the next three years with the Centralized Engine Management Sub-System receiving priority.

Remote Job Entry Terminal System (RJETS) Enhancement is

scheduled for installation in second quarter FY 79 after slipping a year. This important feature will allow uploading/downloading of B3500 products simultaneously with the processing of supply transactions.

A top secret RJET system was installed at the ANG Support Center at Andrews AFB Maryland. This new capability will give the Air Directorate direct access to all Air Force World-Wide Military Command and Control (WWMCCS) computers on a par with all other major commands.

All of the above efforts were undertaken with no increase in personnel and are another step in furthering the Total Force Policy.

Programs Organization

As of 30 September 1978, the Air National Guard consisted of 91 flying squadrons organized under 24 wings and 67 groups. Additionally, there were 231 independent non-flying ground support organizations. See Table 2 and 3, Appendix G.

Conversions

During FY 78 there were eight aircraft conversions that equates to a nine percent modernization rate. See Table 6, Appendix G. Two units also increased in total unit equipped (UE) aircraft. Introduction of more modern aircraft included the following types and numbers: KC-135A (32), C-130B (eight), F-4C (18), and A-7D (36). Increased UE included six EB-57's and six A-7D's. Aircraft retired from the inventory were KC-97L's (32) and F-100D's (42).

Personnel

Personnel Strengths and Manning Levels

The Air National Guard (ANG) ended FY 78 with 91,674 on

board which was 99.1 percent of the programmed level of 92,500. The average strength achieved was 90,949 or 98.5 percent of the Congressional floor of 92,300. See Table 10, Appendix G. Although the numbers appear to be close to the programmed levels, both the end and average were lower than that achieved during FY 77. This seems to indicate that recruiting is becoming more difficult and the market is diminishing. Further, retention continued to be a problem during FY 78. Retention has dropped from 58.7 percent in FY 76 to 50.3 percent in FY 77 and to only 49.3 percent in FY 78.

The recruiting of blacks and women was very successful. A net gain of 604 blacks and 759 women was achieved. See Tables 11 and 12, Appendix G.

Recruiting

At the end of FY 78, the ANG was 99.1 percent of its programmed end strength. With a total strength goal of 92,500, the year ended with a final strength of 91,674, a shortfall of 826.

During FY 78, 11,718 prior service and 3,739 non-prior service personnel joined the Air Guard for a total of 15,457. Realizing that prior service personnel offer the best recruiting leads, a continued and expanded effort to contact them was made by ANG recruiters during the past year.

Air Guard recruiters are now tasked with the "Palace Front" program. This program is carried out on active duty CONUS Air Force bases where our recruiters address active Air Force separates on the advantages and benefits of the ANG.

The "Palace Chase" program is another avenue for active Air Force personnel to enter the ANG. It allows an individual to join the Guard with a two-for-one commitment for total time left with the active Air Force. During FY 78, 2,650 people entered the ANG through the "Palace Chase" program.

Minority representation in the ANG increased from 10,947 in FY 77, to 11,887 in FY 78. This figure includes 606 officers and 11,281 enlisted personnel.

In FY 78, a panel of nine ANG recruiters was established to provide the Chief, Personnel Division with input from the field level concerning recruiting policies and practices. This panel, the Recruiting Advisory Council, convenes twice a year and discusses topics such as recruiting advertising, enlistment criteria and procedures, non-prior service and prior service recruiting program, and recruiter welfare.

The main problems preventing attainment of FY 78 strength objectives were an extremely difficult recruiting market and a high turnover rate (25 percent) in our recruiting force.

The ANG was authorized 340 recruiters during FY 78. We were able to maintain an average of only 321. The Air Force Recruiting School at Lackland AFB, Texas graduated 92 new ANG recruiters during FY 78. Of this number, 82 (or 89.1 percent) went into fulltime recruiting duties, with the others serving as parttime recruiters. The reported reasons for the difficulties in maintaining a full recruiting force are long hours, time away from families, and an insecure job future.

Personnel Data Systems

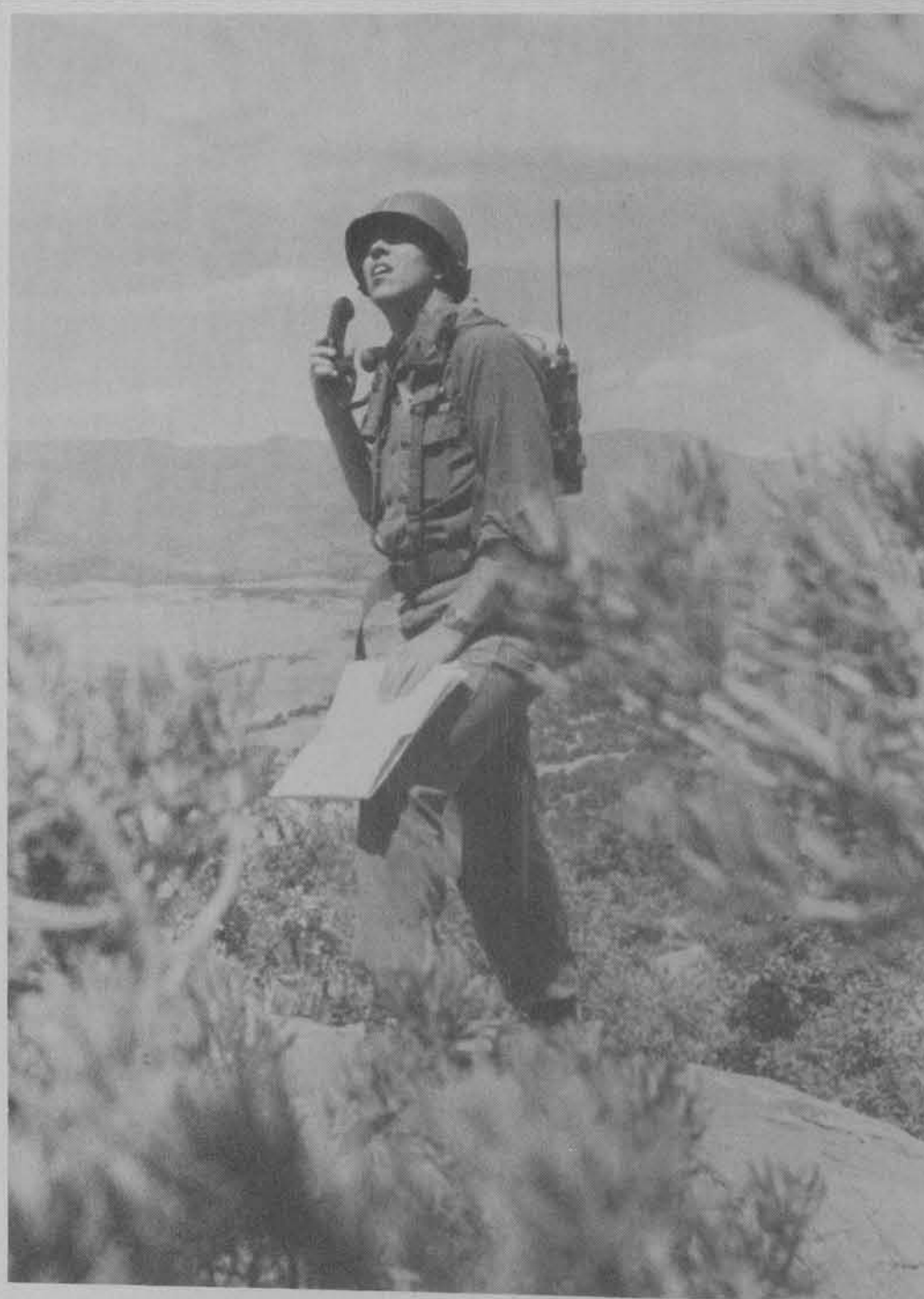
The Advanced Personnel Data Systems (APDS) utilizes a large computer system located at the Air Force Manpower and Personnel Center to provide central site processing for all active duty,

ANG and United States Air Force Reserve (USAFR) units. The ANG files are manipulated and updated via remote devices located at the National Guard Bureau (NGB) in the Pentagon, the ANG Support Center at Andrews AFB, Maryland, and at the Consolidated Base Personnel Office (CBPO) located at each ANG base. This integrated system enhances ANG mobilization readiness by facilitating the expeditious input, storage, and transfer of personnel data. A test project is currently underway in the State of California to determine the feasibility of installing remote devices at the State Headquarters and thus provide the Adjutants General and their staff access to the central site computer files.

The APDS also provides an automated interface between



Airborne Rangers during joint training exercises at Savannah Air National Guard Training Site with Army's 75th Infantry Division



Michigan Air National Guard ground FAC getting visual contact with fighters.

ANG files and the Reserve Components Common Personnel Data System (RCCPDS) which is maintained by Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics) (OASD [MRA&L]). Staffing was completed during the year to respond to a revised RCCPDS directive with an expanded data base.

The ability of some ANG CBPOs to provide on-site personnel support to both commanders and individual members was enhanced by replacing typewriter-like remote terminals with cathode ray tubes (CRT) which feature visual screen displays.

Requirements are being outlined throughout the active duty, ANG and USAFR communities for an upgrade of the APDS. Our coordination with project officials at the Air Force Manpower and Personnel Center indicates that improved mobilization procedures, new capabilities to support our State Headquarters and a significantly improved predictive analysis capability through user oriented modeling techniques are all potential areas for high payback.

Master Personnel Records Microfiche System

The process of converting ANG airman master personnel records from hard copy paper to microfilm was completed in February 1978 by Planning Research Corporation, San Antonio, Texas. Following screening and inventory, the microfiche files were transferred to the Air Reserve Personnel Center (ARPC) in Denver, Colorado and effective 1 March 1978 ARPC assumed custodial responsibility for them. After filing of the ANG airman microfiche files, ARPC began receiving update and accession documents to effect the ongoing process of records maintenance.

Screening of the Ready Reserve

Pursuant to the provisions of DoD Instruction 1200.7, continued attention was given to the screening of ANG personnel. Nine officers and 237 airmen were screened out of the ANG program during FY 78.

Air Technician Program

The Air Technician Program continued to expand during FY 78 commensurate with the assignment of highly sophisticated weapons systems into the ANG inventory. The Air Technician Program experienced an actual growth of 519 which resulted in a 30 September 1978 strength of 22,473.

Civilian Personnel Activity

Title 32 technician positions continue to be converted into Title 5 competitive service positions when there is no further requirement for these positions to provide direct military support. A total of 53 conversions were effected at the following locations during FY 78.

Location	No. of Positions Converted
ANG Fiscal Station, St. Louis, Missouri	18
Edgewood Arsenal, Maryland	19
Selfridge ANGB, Michigan	15
Randolph AFB, Texas	1

ANG Civilian Personnel Activity (ANGSC/MPK staff assisted in conversions, transfers of function and orientation of technicians as they became Title 5, non-technician federal employees in the competitive civil service. Written guidance was provided to State Adjutants General, Technician Personnel Offices, and Air

Force servicing Civilian Personnel Offices. Civilian personnel servicing agreements were made with major command Directors of Civilian Personnel to assure that converted workforce would receive the full range of civilian personnel services offered by their servicing civilian personnel offices.

In accordance with applicable Air Force and Civil Service directives, the quality of the ANG civilian personnel management and administration was determined through on-site formal evaluations. These evaluations were specifically designed to identify those practices or functions which may be further developed to produce more effective personnel management at Otis AFB and at Selfridge ANGB. As evaluation teams found civilian personnel programs or functional areas which could be improved, field activity managers and civilian personnel office staffs worked together to formulate narrative improvement plans which include quantitative and qualitative goals and a timetable for completion of recommended actions. These actions have been monitored by the ANG through the ANGSC/MPK since 1972. Annual evaluation visits are conducted at field activities in an effort to continuously upgrade the quality of civilian personnel service in all functional areas. These evaluations have determined that civilian positions are well managed and accurately described and classified to provide civilian employees with the proper pay; hiring practices are conducted in accordance with the provisions of the civil service merit system; the ANG civilian workforce receives adequate training to enable it to compete for future career opportunities and managers receive training to enable them to carry out their responsibilities for managing and administering the civilian workforce; managers and employees are prepared to live with an intensified labor management relationship without jeopardizing mission

requirements; and personnel actions are taken within the spirit and intent of the federal Equal Opportunity program.

The Headquarters, United States Air Force Directorate of Civilian Personnel has embarked upon a course of having a highly mechanized personnel data system and requires Air Force Civilian Personnel Offices to enhance its data systems. Otis AFB and Selfridge ANGB are included in this Air Force program and are on target in data capture activities for the Advanced Personnel Data System — Civilian (APDS-C). During FY 78 enhancements in the data system occurred in computer recording and tracking of civilian training requirements, and in coding past experiences to be used in a mechanized system of searching and ranking on board civilians for vacant positions. The ANG, through ANGSC/MPK has monitored implementation of the Civilian Promotion and Placement Referral System (PPRS) which is scheduled to come "on-line" in January 1978. Civilian personnel staff in ANGSC/MPK and at field installations are receiving training to keep abreast of the rapidly growing APDS-C system which has recently installed new subsystems and is developing new ways of managing personnel data.

Civilian training needs have expanded with the conversions of technical positions and updating of ANG equipment. However, Air Force training funds have been cut this fiscal year. Accordingly, ANG Title 5 civilian training quotas were reduced almost two thirds from past years. Close scrutiny and trade-offs in requirements have become the keynote and only mission-essential training needs are now being met. Program administration has been refined and is operating well. The decreased funding serves to tighten controls, and the ANG review process is critical to assure that training funds are well administered.

The past year was a stable year in terms of Title 5 civilian workforce movement. Attention to average grades, manning levels, and reductions-in-force reduced recruiting to extremely low levels. Accordingly, minority representation statistics did not vary appreciably. Activity Equal Employment Opportunity (EEO) Plans were reviewed and some progress noted in awards and minority education. There was increased emphasis in special EEO Programs such as Federal Womens Programs and Hispanic Programs. No formal discrimina-

program was returned to the CPO's in the field with HQ USAF/MPK concurrence. The HQ USAF EEO Officer agreed and this reorganization has been completed. We also concurred with the proposed establishment of an Air Force Affirmation Action Assistance Team.

Activity in the Labor Management Relations area at each base required increased guidance during FY 78. At Otis AFB a contract was successfully renegotiated. The negotiated agreement was reviewed and re-



TSGT Arnaldo L. Amador, New Mexico Air National Guard, weapons technician guides a Maverick Missile into proper position for attaching to the A7D aircraft pylon.

tion complaints were filed by ANG Title 5 employees in the field during the past year. The Upward Mobility Program has been given emphasis and we look optimistically to important program gains during FY 79. ANGSC/MPK requested that AF/MPK withdraw waivers for activity EEOs to be placed outside the Civilian Personnel Office (CPO) and directly under the ANG Commander. Our review of the EEO Program indicated minimal progress with this arrangement and the ANG Title 5 EEO

written to clarify the meaning and to prevent disputes over interpretations at a later date. The purpose of such agreement is to specify and limit union and management discretion that would otherwise be unrestricted. After necessary revision, we approved the agreement.

At Selfridge ANGB, the employee union grieved management decisions and went to formal arbitration in two cases. ANG obtained assistance from AK/MPK in determining the names of arbitrators whose

records revealed a good understanding of issues similar to those being contested at Selfridge. In each instance the arbitrator ruled in favor of Selfridge ANGB management. Employee acceptance of future management decisions should be strengthened because the arbitrator's decision supported management actions.

ANGSC/MPK provided assistance to the Otis and Selfridge ANG Commanders in staffing their Civilian Personnel Officer (CPO) positions during FY 78. In an effort to fill these key posi-

at the Precision Acquisition Vehicle Entry Phased Array Warning System (PAVE PAWS) site for the Aerospace Defense Command tenant.

During FY 78 a formal grievance filed by an ANG Title 5 employee came to the attention of the Director of the ANG. Our review of this case established that additional facts were needed before a decision could be rendered. The grievant at Forbes Field, Kansas, was informed that there would be a review of his case on the worksite by an Air Force grievance examiner. The grievant

Surgeon

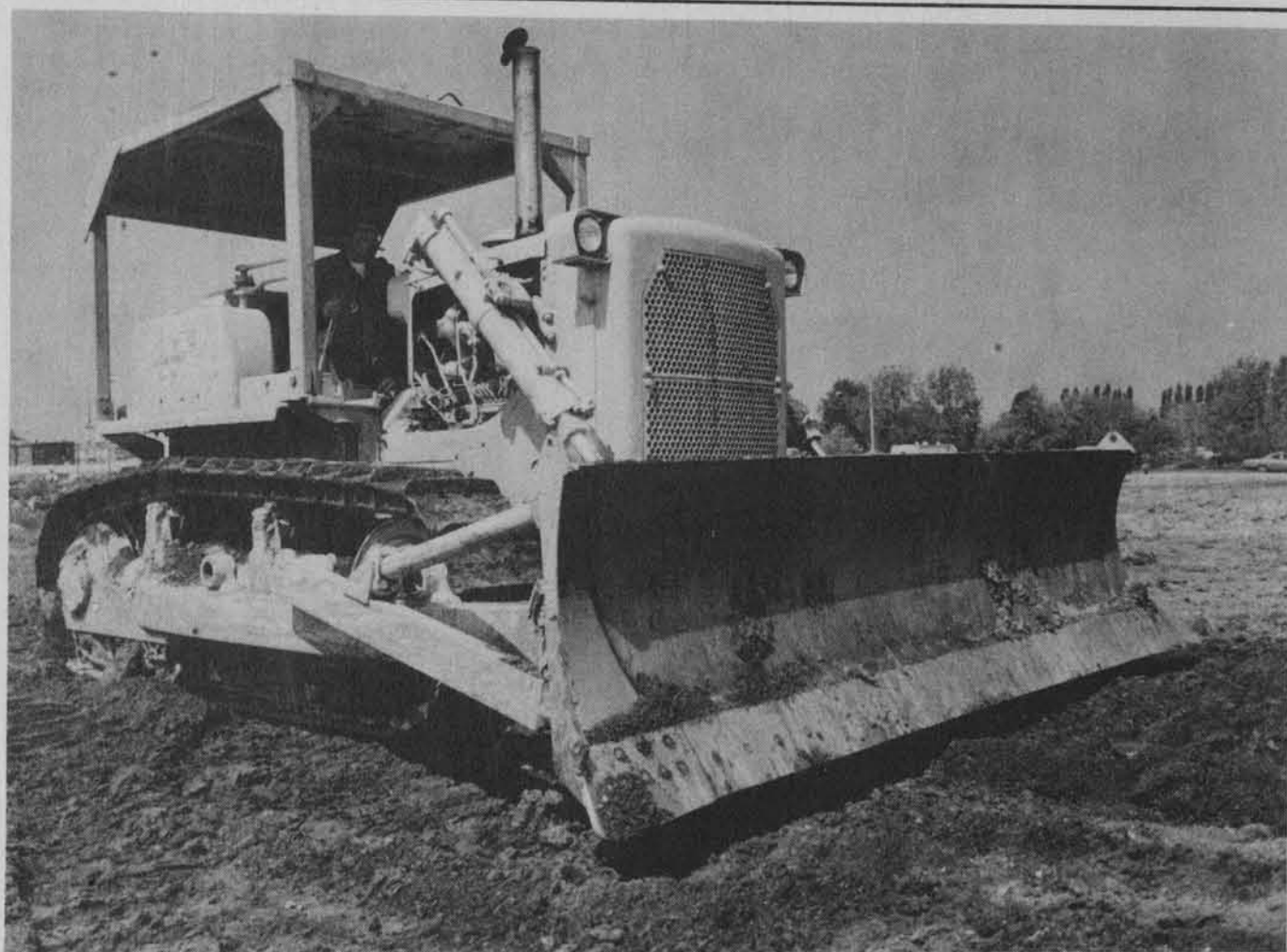
The Air National Guard (ANG) Medical Service provided medical care and services to all ANG members during unit and active duty training periods thereby ensuring that Guard personnel are medically capable of worldwide assignment when needed. As a part of their annual training, 28 medical units performed two weeks active duty tours at active duty hospitals to supplement the professional staff and sharpen their medical skills.

Unit Detail Listings (UDL) of ANG medical units were revised to make them more compatible with unit workloads and wartime missions.

An automated workload reporting system was developed and implemented, in the ANG. In this System, individual units report their actual procedures/workload to the ANG Comptroller Support Center for incorporation into a single report document. This workload report will be of immense value in determining future manning requirements as well as materially assisting in the programming of new equipment to units. Eleven new X-Ray units have been or are in the process of being installed at 11 ANG medical units at an approximate cost of \$35,000 per unit. We have also been able to purchase and deliver to ANG unit inventories five new van-type ambulances.

Eleven physicians from the ANG medical units augmented active duty Air Force hospitals for periods of time ranging from two to 60 days. These periods of duty were not only of great value to the United States Air Force (USAF) units concerned, but allowed Guard members invaluable training experience.

ANG Aeromedical Evacuation nurses and technicians from two units participated in a large scale Field Training Exercise at Westover ANGB, Massachusetts, in conjunction with the Air Force



200th Civil Engineering, Squadron Ohio Air National Guard preparing the drainage area between taxiways at the local Tri-County Airport.

tions with quality candidates, we utilized the Air Force Civilian Personnel Career Program (CPCP) and it was recommended a candidate for each position who was subsequently selected by the ANG Commanders at Otis and Selfridge. Both Commanders are pleased with their new CPOs. The Commander at Otis recognized the outstanding performance of his new CPO by awarding him a Quality Step Increase (QSI) for his successful efforts in locating highly skilled employees to perform the strategic mission

found a job with another agency and resigned from his position before the grievance examiner could hold the hearing which had been scheduled.

The number of civilian employees serviced was not significantly altered during FY 78. As of 30 September 1978, approximately 2,180 civilian employees received personnel service at nine field installations. Approximately 1,650 of these employees are serviced by the Otis and Selfridge Central Civilian Personnel Office.

Reserve. The exercise involved the use of C-7, C-130, and C-123 aircraft and familiarization training on C-9 and C-141 aircraft.

Medical Equipment Repair Centers (MERC) support is currently being received from all area MERCs. This support, and the reports issuing from it is improving continually. Teams are finding fewer discrepancies, basic equipment in better states of readiness and more knowledgeable personnel insofar as equipment is concerned at our units.

In the area of medical supply the results of a two year study have been very favorable. We have found that there is reduced pipeline time for filling supply requests, since they are coming directly from existing Medical-Dental Stock Fund (MDSF) operating stocks. Then too, our inventories in medical units' supply sections need not be as extensive as in the past, since supplies are more readily obtainable. Another benefit has been that our medical material personnel are receiving improved training and experience as a direct result of association with MDSF account personnel. We have also gained improved products and a more comprehensive quality control program because of frequent interface with MDSF personnel.

The Medical Unit Readiness Report (MEDRED) has been automated. It is designed to provide information to HQ USAF on the readiness status, unit availability, and/or patient care facilities of the ANG Medical Services. It now parallels the FORSTAT Report which has been used by flying organizations for some time. ANG medical personnel, either as entire units or as individuals, participated in numerous joint exercises, including Solid Shield 78, Brave Shield 18, and Coronet Swallow, which involved a European scenario.

A Bioenvironmental Engineer has been assigned to the Air Surgeon's office to develop more comprehensive guidance for the

ANG Environmental Health program. Also, 20 units have been authorized bioenvironmental engineer positions. These efforts were made as a result of medical inspector general reports indicating deficiencies in this area and to ensure that the ANG is capable of meeting the minimum Legislative and Executive order requirements such as those contained in the Occupational Safety and Health Act of 1970 and Executive Order 11807 which implement these requirements in federal agencies.

In all, we consider that the Medical Services have had a productive year in terms of command and control, improved/updated equipment, training and material supply. We believe our readiness posture has improved significantly.

Aerospace Safety

The Air National Guard completed FY 78 with a Class "A" aircraft accident rate of 5.2 while flying 382,115 hours, compared



Missouri Guardsmen of the 131st Tactical Fighter Wing preparing for take off at Aviano AB, Italy during European deployment for NATO exercises.

to 4.6, while flying 385,917 hours in FY 77. The increase in accident rate was caused by a rising trend in pilot factor accidents due to the increased emphasis on realistic combat training. Material factor accidents are on the decline. ANG units received United States Air Force Safety recognition as follows:

— 8 Flight Safety Certificates for three years of accident free operations (period 1 January 1975 - 31 December 1977).

— 1 Missile Safety Certificate (1 January - 31 December 1977).

— 6 National Safety Council Awards (Ground Safety) (1 January - 31 December 1977).

In FY 78 the ANG continued unit participation in the enhanced Operational Readiness Inspection (ORI) concept. In addition to war-time sortie generation rates, units were tasked with responding to realistic combat scenarios. Scenarios tested the coordination between Command and Control, Intelligence, Operations, Security and Maintenance functions in response to a simulated threat. The pass rate for 1978 was 100 percent for the second consecutive year.

Plans and Operations

Tactical Fighter Units

The Air National Guard (ANG) Tactical Fighter Force continued to modernize with the conversion of F-100 units to the F-4C, F-105G, and A-7D weapons systems.

This action increases ANG A-7 strength to 12 units, ANG F-4C strength to seven units and F-105G Wild Weasel to one unit. F-105B/D/F and A-37 units were unchanged.

Tactical Fighter units participated in RED FLAG exercises at 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.

Tactical Fighter units participated in the reaccomplishment of major command manual 51-50, Graduated Combat Capability (GCC). GCC has been conceptually revised resulting in better utilization of flying resources, better management of tool for supervisors, increased training flexibility, more realistic assessment of unit combat capability prioritizing training to meet wartime tasking. The new GCC concept will be implemented in FY 79.

Tactical Airlift

The ANG Tactical Airlift Force is composed of 18 C-130 units and one C-7 unit. One C-130 unit is in conversion. The 136th Air Refueling Wing, Dallas, Texas, is converting from KC-97 to C-130B. Estimated C-3 date is 1 February 1979. The 137th Tactical Airlift Wing will convert to factory line "H" models in July 1979. The ANG/Military Airlift Command (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 Army National Guard (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 following are Joint Airborne Training accomplishments in support of MAC OPORD 17-76.

	Sorties	Personnel Airdrop/Airland	Tons of Equipment Airdrop/Airland
FY 77	474	7,472	77.6
FY 78	830	12,349	58.1*

*More equipment drops are desired but the United States Army is reluctant to risk possible damage of expensive unit equipment due to parachute malfunction.

Artic DEW Line Support January - November 1978, consisted of:

Station	Fuel (Gals)	Cargo (lbs)	Cargo Backhaul (lbs)
DYE 2	339,200	153,650	24,000
DYE 3	306,800	1,156,870*	1,433,000**
DYE 4	—	190,800	34,000

Sorties flown 348
Hours flown 737.5

*Site Extension Material
**Contractor Equipment

The Air Reserve Forces (ANG Air Force Reserve (AFRES)) assumed the Joint Chiefs of Staff (JCS) directed United States Southern Command (USSOUTHCOM) Rotation at Howard AFB, Canal Zone, 1 October 1977. This is a replacement of active C-130s. Rotation consists of six aircraft, seven aircrews and support personnel; total of 94 personnel. ANG responsibility was FY 2/78 and FY 3/78. During this period, ANG C-130 B and E model airlift units flew 700 sorties, carried over 4,000 passengers and 1,200 tons of cargo, and flew 15 Search and Rescue (SAR) missions. Approximately 100 ANG aircrews gained invaluable intro-theatre experience. Augmentees from such fields as supply, intelligence, photo, security police, administration, and aerial port received realistic and beneficial training. ANG C-130A model units will participate in the Volant Oak activity, FY 1/79 and FY 4/79.

Tactical Air Support Units

The ANG Tactical Air Support force has stabilized at six units. All units have furnished extensive support for JCS and RED FLAG exercises. Both the 128th Tactical Air Support Wing and the 163rd Tactical Air Support Group

provided 0-2 support for RED FLAG exercises. JCS exercises were supported with 0-2s, Direct Air Support Center (DASCs) and Tactical Air Control Party (TACPs). All Tactical Air Support units were involved in supporting one or more JCS exercises. In addition, two overseas deployments were provided DASC augmentation.

Increased Tactical Air Support readiness has been a direct result of RED FLAG and JCS exercise participation. All aspects of the Tactical Air Support mission have received valuable training while rendering a needed service.

A recent reorganization resulted in the formation of a Communications Electronics Maintenance Squadron thus separating this function from the aircraft maintenance function.

Tactical Reconnaissance

Tactical Reconnaissance in the ANG consisted of seven RF-4C units, one RF-101 unit and two Reconnaissance Technician Squadrons. All units were mission ready and all inspections were successfully completed.

Activities during FY 78 included numerous deployments and exercises. The 123rd Tactical Reconnaissance Wing deployed



177th Fighter Interceptor Group, near Atlantic City, New Jersey. F-106 pilots are combat-ready 24 hours a day.

to Norway on CORONET SNIPE. The 152d Tactical Reconnaissance Group also deployed to Norway to participate in BEST FOCUS. BEST FOCUS is an Air Force North sponsored reconnaissance competition. A deployment to Alaska was accomplished by the 124th Tactical Reconnaissance Group. The 117th Tactical Reconnaissance Wing participated in RED FLAG 78-01. All JCS exercises were supported in varying amounts by ANG reconnaissance units.

The first ANG sponsored Reconnaissance Competition (Photo Finish) was developed and finalized. Photo Finish was scheduled for October 1978 at Savannah Municipal Airport, Georgia.

Installation of Instrument Landing System (ILS) and adapting the RF-4C to accept the new infrared sensor has begun. Advanced radar warning receivers are also being installed during depot maintenance.

Aerospace Defense

The ANG Air Defense force is composed of five F-106 units,

three F-101 units, one F-4C, one F-4D unit and one EB-57 unit.

The F-106, F-101, and F-4 units are providing aircrews and aircraft to CINCNORAD on a continuing basis to provide Air Defense for the Continental United States.

The 158th Defense Systems Evaluation Group converted from nine EB-57s to 15 EB-57s when the 190th Defense Systems Evaluation Group converted to the KC-135. This unit deploys its aircraft to provide Electronic Warfare Training and Evaluation for interceptors and ground units of Air Defense Command (ADCOM), Alaska, the ANG and North American Air Defense Command (NORAD). They have also provided electronic counter measures (ECM) training to Korea and the United States Army. Tasking has been increased from three or four aircraft deployed to six aircraft deployed at one time.

The 191st Fighter Interceptor Group, Selfridge ANGB, Michigan started a conversion from the F-106 to the F-4 aircraft on 1 July 1978. The unit assumed alert duty in the F-4 60 days

after the start of the conversion.

The 190th Defense Systems Evaluation Group, Forbes AFB, Kansas was relieved from ADCOM ECM tasking on 1 April 1978 and converted to the KC-135.

The 177th Fighter Interceptor Group, Atlantic City, New Jersey assumed a detached alert at New Orleans Naval Air Station, Louisiana from 30 June 1978 to 1 September 1978. This alert was in addition to their normal home alert. It allowed the 87th Fighter Interceptor Squadron who normally pull the New Orleans alert to assume the Selfridge alert while the 191st Fighter Interceptor Group was converting to the F-4.

The 120th Fighter Interceptor Group, Great Falls, Montana was selected to represent the ANG in Hughes Trophy Competition.

The 119th Fighter Interceptor Group, Fargo, North Dakota, 102d Fighter Interceptor Wing, Otis AFB, Massachusetts, 120th Fighter Interceptor Group, Great Falls, Montana, 142d Fighter Interceptor Group, Portland, Oregon and 147th Fighter Inter-

ceptor Group, Ellington AFB, Texas were selected to represent the ANG in William Tell 1978. The 147th Fighter Interceptor Group won the F-101 competition and the 120th Fighter Interceptor Group took second in the F-106 competition.

KC-135 Strategic Mission

Since the ANG's first KC-135 conversion began in July 1975, 13 ANG units have entered the program for conversion to the KC-135 Strategic Mission with Strategic Air Command (SAC) as the gaining command.

As of October 1978, ten of these units are performing single integrated operations plan (STOP) alert with the three remaining units in conversion. The final unit will complete conversion in July 1979 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 headquarters and headquarters detachments and JCS fighter movements along with the active force.

Joint Chiefs of Staff/Major Command (JCS/MAJCOM) Exercises

The ANG participated in seven JCS exercises in FY 78 at a cost of \$1.6 million. Sixty seven units from every ANG-assigned mission deployed 7,186 personnel (25 percent of the total number of personnel) in support of these exercises. See Table 22, Appendix G.

Tactical Deployments

ANG Tactical Fighter and Reconnaissance units made six out of CONUS deployments in FY 78, See Table 23, Appendix G. In

addition, 13 ANG Communications units deployed to United States Air Force Europe (USAFE) in FY 78. See Table 24, Appendix G.

Red Flag

Sixteen ANG units (1,080 personnel) participated in these realistic tactical exercises at Nellis AFB Nevada, which have proven to be extremely valuable in providing valuable cost-effective training in a multiple, high-threat environment. See Table 25, Appendix G.

Blue Flag

Selected members of the ANG participated in Blue Flag at Eglin AFB Florida. Blue Flag is a command control, communications, and intelligence inter-operability training exercise that provides emphasis on specific environments in a crisis management situation.

United States Army Close Air Support

ANG Tactical Fighter Close Air Support (CAS) of United States Army training (CONUS) in FY 78 consisted of 58 percent of total

sorties requested. See Table 26, Appendix G.

Snowbird Deployments

Thirteen northern-based ANG Tactical Fighter and Tactical Air Support units deployed to Davis-Monthan AFB Arizona under the National Guard Bureau-funded annual Snowbird operation program. See Table 27, Appendix G.

Tactical Air Command (TAC) Forward Air Controller (FAC) Training Support

Ten TAC-gained ANG fighter units deployed to Patrick AFB Florida in FY 78, in support of Tactical Air Command's Forward Air Controller Training program. See Table 28, Appendix G.

Higher Headquarters Directed Air Refueling Support

Eleven Strategic Air Command (SAC)-gained ANG Air Refueling units provided 358 KC-135 airframes in support of TAC Deployments and JCS exercises during FY 78. Additionally ANG

F-100D's of the 114 Tactical Fighter Group pass in review during the 30th Anniversary celebration of the South Dakota Air National Guard. Ex-THUNDERBIRD aircraft, 754 is now on display at the Air Force Museum, Wright-Patterson AFB Ohio.



KC-135s were responsible for one line of the Mildenhall Permanent Tanker Task Force.

Joint Airborne/Air Transportability Training (JA/ATT)

The JA/ATT program provides interservice training for the wartime application of airlift. JA/ATT offers the services and the ANG an opportunity to jointly develop knowledge, procedures and proficiency for combat operations to attain and maintain wartime readiness. See Table 29, Appendix G.

Aerospace Rescue and Recovery

The two ANG Aerospace Rescue and Recovery Groups provided support for higher headquarters directed Rescue missions. See Table 30, Appendix G.

T-43 Conversion

During FY 78, the ANG began work on a T-43A aircraft conversion. The conversion is programmed to begin 1 December 1978 and will ultimately place six T-43A aircraft in the ANG inventory. These aircraft will replace three C-131H aircraft which will be transferred to the Department of the Navy. The T-43's at Andrews AFB will fly administrative airlift missions through Military Airlift Command (MAC) scheduling and also fly missions in support of the United States Air Force Academy Airmanship Program.

Disaster Preparedness Program

On 15 September 1977, Air Force Airlift and Special Operations Division (AF/XOOTA) advised Operations (NGB/XO) that approximately \$980,000 of uncommitted funds were available to the ANG for procurement of Chemical Warfare Defense Equipment (CWDE) if these funds could be allocated by the end of the fiscal year.

Immediate identification of the top 20 most likely to deploy ANG units was coordinated with the NGB Plans office and further coordination with Logistics (NGB/LG) resulted in successful and timely allocation of these unexpected funds. The actual 1977 fund allocation to the ANG amounted to \$988,000.

Since 1 October 1977, FY 78 funds of \$867,000 have been allocated to the ANG. These funds combined with 77 funds, with fully equipped 34 ANG flying units with CWDE for ground personnel. In addition, eight ANG flying units will receive their total aircrew CWDE requirements by use of FY 78 funding. The ANG has been advised to anticipate FY 79 funding of approximately \$900,000 from AF/XOOTA for purchase of CWDE. FY 80 and out-year funding is to be budgeted by the ANG. The total ANG requirements of \$5.6 million for procurement of CWDE has been identified by NGB/LG.



Members of the 147th Fighter Interceptor Group "hoist the colors" as part of the unit's participation in parade festivities in the greater Houston area. The color guard lead the festivities in the Fiestas Patrias Parade through the downtown area of the "Space City."

ANG Life Support Program

The maintenance, storage, inspection and training for Aircrew Chemical Warfare Defense Equipment (CWDE) has been identified as a responsibility of ANG Life Support Sections. In that regard, the ANG has identified a need for an increase in Life Support manning on ANG Military Source Listings (MSL) and has to date certified as CWDE instructors one Life Support technician from each of 34 TAC-gained ANG units. As more CWDE is received, additional units will be afforded CWDE instructor training and those instructors in turn will provide training to their respective ANG aircrews.

Air Space

All ANG flying units have responsibility for controlling some special use air space such as restricted areas (RANGES), Military Operating Areas (MOA's), Military Training Routes (MTR's to change designation from training routes (TRs) to visual routes/instrument routes (VR/IRs) by January 1979, and Air Refueling Routes (ARs). These areas are essential for the maintenance of combat readiness for all ANG flying units.

Permanent Field Training Sites (PFTS)

The ANG has four PFTS's which support the field training requirements of all ANG units. These sites are also utilized by active Air Force units to meet the bare base requirements for operational readiness inspections (ORIs).

Air-to-Ground Ranges

The ANG currently operates 11 scoreable air-to-ground gunnery ranges. Three more are proposed. Fort Leonard Wood, Missouri and Fort Indiantown Gap, Pennsylvania are scheduled to open before spring 1979. Townsend Range, near Savan-



Navigator Maj. William C. Holtzman, a guardsman with the 145th Tactical Airlift Squadron, Charlotte, North Carolina, plots a course during a search and rescue mission for the sinking yacht Capricorn.

nah, Georgia, should be operational by summer 1979. All range manning is gradually being changed from air technician to active duty status.

Flying Hour Program

The ANG funded flying hour program for FY 78 was 397,046 and the adjusted flying hour program was 392,000. The ANG flew 382,115.4 hours, or 96.2 percent and 97.4 percent, respectively. The underfly was associated with unanticipated maintenance problems (i.e., F-105 wing cracks and C-130 wing cracks and engine truss mount problems); converting units not receiving or losing aircraft as scheduled; and inclement weather conditions.

Communications-Electronics and Meteorology

Fiscal Year 1978 saw a continuation of concentrated training in the Communications-Electronics and Meteorology (CEM) units with emphasis on participation in joint and United States Air Force (USAF) exercises. CEM units provided assistance to the Air Force and ANG 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. Significant progress was also made in the identification and definitiz-

ing of wartime mission requirements for ANG CEM units. Specifics are included under the various mission areas.

Base Communications

The overall base communications support provided in FY 78 was improved by the installation of new telephone systems, and improved AUTODIN terminals, and by the addition of AUTOVON, AUTODIN and computer remote circuitry. It is still the objective of the ANG to provide our bases with the latest state-of-the-art equipment and facilities in order to meet the expanding requirements of our ANG flying units.

Communications Flights (Support)

Personnel continued to support active duty communications units at several Air Force (AF) bases during FY 78. Communications Flight personnel also provided augmentation for several CONUS and overseas deployment/exercises. Most flights were deployed to Europe in support of AF/ANG tactical aircraft deployments to collocated operating bases. A tactical communications equipment familiarity/training program was implemented in FY 78. This will give the Communications Flights the capability to operate in a deployed/COB environment.

Headquarters, USAF directed a Communications Flight reorganization study which will be completed in FY 79. This study addressed current and future Communications Flight mission requirements and will result in significant changes to the flights manning structure.

Electronics Installation (EI) Squadrons

During FY 78, the 19 ANG EI Squadrons continued training at Air Force bases overseas and at CONUS locations, including ANG bases. Fifty percent of the Air Force's capability is in the ANG EI units.



A tactical air base communications center or Air Force forces (AFFOR) communications centers keep theater or tactical air commanders in communication with national defense authorities.

During FY 78, ANG EI personnel obtained proficiency training by contributing approximately 50,000 mandays of direct labor (mission skills) to the gaining command (Air Force Communications Service [AFCS]) workload. The work accomplished by ANG EI personnel would require 290 more active duty people to get the same job done.

It costs the taxpayers \$9 million a year to have this ready force, and they put back over \$5 million a year in construction work, or to put it another way, they pay 56 percent of the cost of having a wartime force in the Reserve.

Weather Units

The ANG 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 78 to have non-collocated weather flights train in active Department of

Defense weather stations, i.e., Navy, Air Force, etc. A second ANG Tactical Weather System located at Gadsden, Alabama, became fully operational in FY 78. Approximately 50 percent of our weather personnel have been trained on this system through FY 78. FY 78 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 (PFTSs).

During FY 78, installation of the CONUS Meteorological Data System (COMEDS) was completed at two PFTS locations.

Combat Communications Units

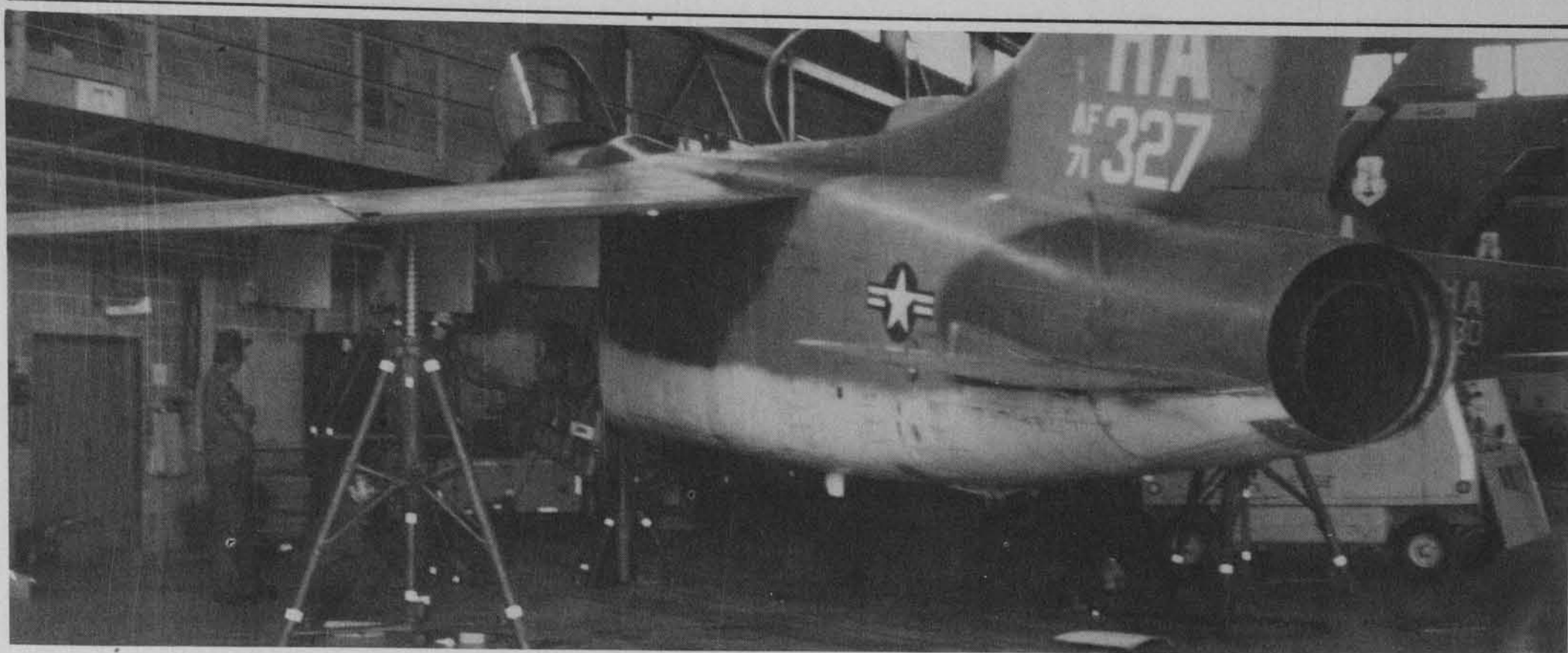
Air National Guard Combat Communications units' participation in JCS exercises increased in FY 78. Approximately 75 to 80 percent of combat communications support to the JCS exercises was provided by ANG Combat Communications units. The ANG 201st Combat Communications Group, which is the

only tactical communications units in the Pacific Theater supported several minor Pacific Air Force (PACAF) deployments through the Pacific and provided the majority of the tactical communications to the PACAF flying units that deployed to Korea under Operations Peak Effort.

Air Traffic Control Specialists from these Combat Communications groups are not only participated in these same exercises, but they further enhanced their readiness by operating and maintaining active tower and radar facilities.

During FY 78, contracts were awarded for procurement of new high frequency radios, tropospheric scatter radios and technical control vans. Delivery of most of this equipment will be in FY 79. This equipment will greatly enhance the ANG's capability to support the USAF Tactical Air Control System (TACS).

Air National Guard Combat Communications units in the Northeast, Midwest, and Far West also provided extensive and valuable communications support to their respective status during periods of emergency, e.g., forest fires in California and Oregon and the blizzards in New England and the Midwest.



Landing gear hydraulic system being checked while unit A7D is on jacks. 187th Tactical Fighting Group, Sioux City, Iowa.

The 252nd, 253rd, 261st, and 162nd Combat Communications Groups all received outstanding unit commendations for their support during these natural disasters.

Tactical Control Units

The TSQ-91 Operations Centers operated by all five 407-L equipped units were upgraded to accommodate the Interface Operational and Recording Program (IORP), giving these squadrons the capability to interface, when augmented with a message processing center, with Airborne Warning and Control System (AWACS) and the semi-automated systems of other services and allied nations. Retraining of operations personnel was accomplished with minimum loss of readiness as a result of assistance from Air Training Command.

Air National Guard Tactical Control units participated in JCS exercises BOLD EAGLE 78, BRAVE SHIELD XVII, EMPIRE GLACIER 78, BRAVE SHIELD XVIII, and SOLID SHIELD 78. These exercises provided an excellent opportunity for mobility, regeneration, and employment training.

Repair of tactical shelters continued to be a major program. The five 407-L heavy elements had significant portions of their TSQ-91 modules rebuilt and most other units had some shelters overhauled. All TRC-87 UHF radio sets were modified with Rivet Switch equipment and a project was approved to modify TRC-32 radios to the same internal configuration.

After lengthy negotiations, a contract was awarded for purchase of 18 TPS-43E radars required to equip the remaining ANG Tactical Control units with a common radar. Delivery is scheduled to begin in August 1979. Sixteen TSC-60 high frequency radios were delivered to ANG Tactical Control and Tactical Air Support units during FY 78.

Technical Sergeant Spencer T. Hayes of 155th Tactical Control Squadron, Dothan, Alabama, developed an inexpensive modification to the TSQ-91 Operations Center which will provide an Automatic Radar Tracking (ART) capability. The Air Force had developed a more complicated modification to provide the same capability. Sergeant Hayes' modification was installed in all TSQ-91's and resulted in a

\$13,812,598 first year savings to the Air Force. Additionally, the ART capability was provided to operational units approximately two years earlier than the contractor proposed modification could have been fielded.

Fixed Aircraft Control and Warning (AC&W) Squadron

Temporary installation of equipment required to support continuous air defense operations in Hawaii during conversion to the ARSA-3 radar was begun. Installation of the ARSA-3 has been delayed several months because of contractor slippages.

The AC&W program in Puerto Rico and other aspects of the program in Hawaii have remained stable.

Training

The National Guard Bureau Office of Training was established on 1 July 1978. The reduction in National Guard Bureau (NGB) Air Directorate manpower resulted in an internal reorganization to consolidate the manage-

ment of training resources and responsibilities which had become decentralized during the past several years. This fragmentation and the increased training load generated at all levels of command necessitated a single office to interface training requirements with the extremely limited time available to a Guardsman.

The Office of Training serves as the NGB focal point for unit training activities. Training management responsibilities range from basic military training through appointment to senior service schools. The training office represents the NGB on the Air Staff for Rated Distribution and Training Management (RDTM). It is responsible for rated resource management including the allocation of undergraduate flying training quotas and follow-on formal flying training.

The Office of Training formulates and defends basic requirements for the on-going readiness training requirements of the ANG. Through the monitor, review, and allocation of training resources in the form of unit training assemblies, annual training, special training, school training, basic military training and additional flying training period, the office insures maximum

benefit for each training dollar expended.

ANG training policy as directed by Department of Defense and Air Force is reviewed by the training office, for the Director ANG, prior to implementation at the unit level. To more adequately deal with the impact of higher headquarters directed training and to more effectively analyze and forecast overall requirements, an ANG training analysis section is being developed within the Office of Training.

The NGB Office of Training provides guidance and support to the ANG Center Training Branch at Andrews AFB, Maryland, the ANG Multi Media Training Branch at Buckley ANGB, Colorado, and the I.G. Brown Professional Military Education Center at Knoxville, Tennessee.

The overall objective in establishment of the Office of Training is to formalize, justify, and defend the allocation of training resources in the ANG. The management of the total training program must depend on the analysis of ANG training requirements as related to available training time.

ANG Formal Schools

The ANG operates formal schools at several locations.

These schools provide technical and professional training to Army and Air National Guardmembers. United States Air Force (USAF) personnel and some foreign nationals in the Military Assistance Program. Two of the schools are advanced flying schools providing combat crew training for tactical fighter aircrews; one provides technical training for C-130 aircrews; while another, the ANG Professional Military Education Center, provides pre-commission training for individuals not attending United States Air Force Officer Training Schools as well as leadership training for Junior NCOs and professional military education for Senior NCOs. During FY 78, 614 officers and 1,866 enlisted personnel graduated from one of the ANG operated schools.

A-7 Combat Crew Training School

The 162d Tactical Fighter Training Group in Tucson, Arizona completed conversion to the A-7 from the F-100 in FY 78. The primary mission of the 162d Tactical Fighter Training Groups is to provide advanced flying training for pilot training graduates assigned to A-7 units. They also provide transition training for ANG pilots assigned to A-7 tactical fighter units as well as upgrade and maintenance training for converting A-7 units. During FY 78, a total of 146 pilots completed training from the 162d Tactical Fighter Training Group, 13 in the F-100 and 133 in the A-7.

F-105 Combat Crew Training School

The 184th Tactical Fighter Training Group, McConnell AFB, Kansas provides advance flying training for ANG, Air Force Reserve, and active Air Force aircrews assigned to F-105, 18 from the ANG, 18 from the Air Force Reserve and 14 from the active Air Force.



Texas Air National Guard F-101.

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. Courses are offered in Aircrew Familiarization, Basic/Technician Loadmaster, and Flight Engineer Technician Cruise Control. Since FY 71, the 133d Field Training Flight has been identified as a Mobile Training Team (MTT) and aided in the timely training needed to support those ANG units converting to the C-130 aircraft. In FY 78, the 133d Field Training Flight provided training for 181 officers and 1,142 airmen from the ANG, the United States Air Force and Military Assistance Program.

Like the Leadership School, the ANG Non-commissioned Officer Academy offers special courses to enable Guardmembers the opportunity to attend in two segments. The ANG Non-commissioned Officer Academy is currently exchanging students with seven other major command non-commissioned officer academies. During FY 78, 17 ANG students graduated from other major command non-commissioned academies.

Seminar for Direct Commissioned Officers (SDCO)

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 personal professional development, 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 either the Academy of Military Science or other pre-commissioning programs.



Members of the Kansas Air National Guard, 190th Air Refueling Group perform maintenance on the refueling boom of a KC-135.

The 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. The goal of the Academy is to provide the initial military training for all officer candidates in the ANG.

Logistics

The aircraft inventory of the ANG at the end of FY 78 was 1,540 as compared with 1,560 at the end of FY 77. The net decrease of 20 aircraft in FY 78 was the result of only 119 replacement aircraft to offset the 139 aircraft dropped from the inventory. However, this trend is still in line with the Department of Defense policy to modernize the ANG fleet under the "Total Force Policy". The most significant change toward modernization was the continued replacement of our F-100s, F-101s and KC-97L aircraft with A-7Ds, F-4Cs, C-130Bs, C-130Es, and KC-135A aircraft.

The support aircraft fleet remained relatively stable throughout the year.

Outstanding USAF Supply Award

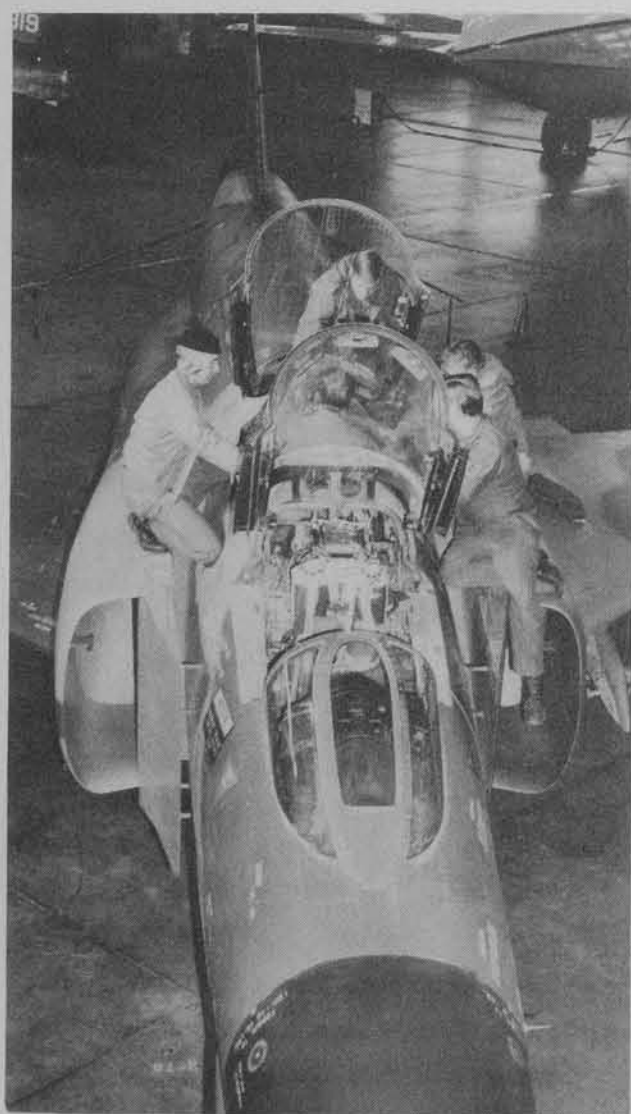
In April 1978, the supply account of the 141st Air Refueling Wing (ANG), Fairchild AFB, Washington was selected by Headquarters, United States Air Force (HQ USAF) as winner of the Air Force Supply Effectiveness Award. Completion for this award is open to smaller supply accounts operating as satellite (telecommunications) accounts of the U1050-II USAF Standard Base Supply Computer. Supply accounts having the U1050-II computer compete for the Daedalian Supply Award. This makes the second consecutive year that the ANG has won this award in competition with active and Air Force Reserve supply accounts.

Supply Management Data Bank

In July 1978 monthly supply management data for each ANG supply account was established in a Command Management Data Bank. The data bank provides 12 months management effectiveness and workload data for each ANG Supply account. It was not previously available to the NGB staff for readily



A close shot of Tech. Sgt. Denny Baden from the 180th Tactical Fighter Squadron suited up in flight gear waiting for his flight in F-100.



Louisiana Air National Guard F-4 instructor with the 159th Tactical Fighter Group Personnel.

available analysis and Management Engineering Team measurement. Additionally, the data bank is providing quarterly comparative analysis data to the ANG Chiefs of Supply.

Combat Supply System (CSS)

In January 1978, Headquarters, United States Air Force (HQ USAF) queried the NGB as to the feasibility of an ANG unit "live" testing the USAF Combat Supply System. The system is a mini-computer application, self-contained in an air transportable van which possesses its own power and environmental control. The CSS eliminates the current manual process for deployment and allows the deployed Supply function to operate using standard automated supply procedures plus eliminates the training

requirements for manual operations. The CSS was tested by the 117 Tactical Reconnaissance Wing (ANG), Birmingham, Alabama during January and February 1978 in a simulated deployed situation. The test was successful, however, it highlighted some necessary modifications. The test environment was monitored by representatives of each of the USAF major commands, HQ USAF, The Air Force Data Systems Design Center and the NGB. Early adoption of the system was unequivocally recommended by all test participants.

Aviation and Ground Fuels

The ANG has 68 fuel accounts that receive, store, and issue aviation and ground fuels. Issues during FY 78 from these accounts amounted to five and one half million barrels. ANG units have 393 R-5 and R-9 mobile refueling vehicles to service the majority of the aircraft. To service the 104 KC-135 tanker aircraft in the 13 air refueling units, underground hydrant fuel systems are planned or are installed. The use of hydrants expedites refueling and reduces the fire hazard that would exist in transferring large quantities of fuel from tank trucks. Four of these 13 hydrant systems will be the latest pressurized systems available to Air Force activities.

Unit Mobility Plans

The major continuing problem was ensuring that the major command mobility directives could be complied with by the ANG units which are assigned to that wartime gaining command because each major command plan is written for active units and accentuates the peculiarities of that command. Much more standardization should result from AFR 28-4 on mobility which is forecasted for publication in November 1978.

Weapon Systems Conversions

Conversion of ANG units continued to be a major function. There were eight conversions to newer weapon systems and one unit equipped (UE) change. Two units went to A-7Ds, one to F-4C's, four to KC-135s and one to C-130Bs. These conversions eliminated the KC-97 aircraft from the ANG inventory and reduced the F-100 aircraft inventory by 1977. One A-7D unit increased its UE from 24 to 36 aircraft.

Command Equipment Management

The ANG maintains one of the largest accountable equipment record accounts in the USAF. The FY 78 dollar value of ANG authorized equipment increased from the FY 77 figure of \$1,125 billion to \$1,315 billion. The total number of equipment item records increased from 295,000 in FY 77 to 323,527 for FY 78. These increases are attributed to the on-going conversion program of the ANG to modernize its units with more sophisticated and effective weapon systems. The ANG equipment program successfully supported the 10 ANG aircraft conversions scheduled for FY 78.

The ANG Command Equipment Management Office also employs and monitors a cost-effective equipment redistribution program to satisfy current requirements with available excess assets. As a result of this program, 430 excess ANG assets reflecting a total dollar value of \$638,604 were redistributed to fill equipment shortages within the ANG.

The ANG continues to implement the Chemical Warfare Defensive Equipment (CWDE) "Constant Shelter Program" as funds become available. The

ANG was allocated CWDE funds by HQ USAF in the amounts of \$980,000 for FY 77 and \$847,000 for FY 78. As a result of these fund allocations, 35 ANG Tactical Airlift Command-gained units have requisitioned and are receiving Constant Shelter assets.

Transportation

The ANG vehicle inventory is now the largest vehicle fleet within the Air Force. It consists of 15,832 vehicle authorizations with approximately 50 percent of these used to support mobility requirements. There are 14,653 assets currently on hand valued at \$168,685,100. The continued growth and increased complexity of vehicles being added to our fleet are the direct result of the introduction of more complex and sophisticated aircraft in the ANG inventory. Additionally, the "total force" policy has placed a renewed emphasis on updating support equipment in the ANG.

During FY 78, \$446,659 were expended toward depot repair of 18 ANG special purpose vehicles through General Services Administration (GSA) contracts controlled by Warner Robins Air Logistics Center (WRALC). The Air Force is in the process of replacing all R-2 and R-5 aircraft refuelers within the next two years. These replacements will be either new or remanufactured units and the ANG will receive approximately 200. This will completely update our aircraft refueling vehicle fleet.

The ANG sponsored project for reclamation and repair of military design vehicles, "Operation Barstow", was terminated 21 July 1978. This project repaired and shipped a total of 1,364 vehicles primarily to communications units that resulted in a net cost avoidance for the Air Force of over \$20 million. The additional vehicles brought into the ANG inventory via this project greatly accelerated the fill rate of required military design vehicles.

At the rate these types are procured by the Air Force, it would have taken approximately ten years to provide this number while we obtained them through "Operation Barstow" in a mere three years.

The ANG mobile aerial port units almost doubled in size effective 1 January 1978. Four municipal airport flights were changed to squadrons with 123 authorizations; one additional squadron with 123 authorizations was created; 13 42-man flights were increased to 62 authorizations; and one 42-man flight was decreased to 29 authorizations. As the authorized strength increased, so did the recruiting and training requirements. At the current time, manning is 67 percent of the authorized strength. Training was wide and varied during this period. It included academic and airdrop training at home station plus proficiency or hands-on training through participation in exercises (i.e., RED FLAG and BRAVE SHIELD) or annual field training at selected



Personnel of the 255th Combat Communications Sq., Gulfport Air National Guard, check recent modifications made on the UHF microwave antenna. The man on the antenna is SSgt. Jimmy Britt and assisting him are, left to right, AIC John Simmons, Sgt. Charles Breazeale, MSgt. Walter Gibbons.

strategic CONUS aerial ports and off-shore locations (i.e., Canal Zone, Germany, and Hawaii). The hands-on training served a dual purpose. It not only provided the ANG mobile aerial port units with needed proficiency training but also provided the active Air Force units assistance in accomplishing their mission. An instructor from the 133rd Field Training Flight, Minneapolis-St. Paul conducted on-site classes in the preparation and handling of hazardous materials for five ANG aerial port units.

Future plans include centralization of ANG mobile aerial port units annual field training assignments at NGB level; conducting additional on-site classes in the preparation and handling of hazardous materials at the remaining 14 units; and the establishment of an Aerial Port Operations and Management class for ANG aerial port officers and senior non-commissioned officers.

During FY 78, over 200 ANG Traffic Management and Packaging Specialists attended various formal schools for the packing, preparation and certification of hazardous materials. The reason for this training was to comply with the Department of Transportation regulations which requires all personnel dealing with hazardous materials mandatorily receive training every 24 calendar months.

Weapons Systems Support

General logistical support was provided to 91 flying units equipped with 1,559 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, three fixed aircraft control and warning squadrons, a RED HORSE flight and squadron and 92 PRIME BEEF flights. Specialized procedural guidance also



MSGT Elwood C. Acree, New Mexico Air National Guard, hydraulic technician is purging the hydraulic system of the A7D. This is done when air gets into the hydraulic system, aircraft is purged for about two hours before all air is completely removed from the hydraulic system.

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) located at the ANG Support Center, Andrews AFB, Maryland.

In June 1977, the LRC improved its ability to monitor depot Mission Capable (MICAP) support by implementing the mechanized USAF Standard D-165, MICAP Analysis System. The success of the LRC was evident by the low FY 78 ANG Not Mission Capable Supply rate of 4.0 percent.

The LRC made numerous improvements some of which were:

- Identifying spare parts that should be classified as Line Replacement Units for inclusion in T.O. 00-20-9 as MICAP reportable.

- Provided data to Headquarters, Air Force Logistics Command to convert the 430 Standard Reporting Designators being used by ANG units for Aircraft Engine and Auxiliary Power Units into a single Specialized Repair Depot (SRD) for each weapon system. This conversion to be implemented in January 1979 will delete 365 Standard Reporting Designators from the T.O. 00-20-9 system.

- Provided detailed input for the annual F-106 Aircraft Supply Support Conference held at the San Antonio Air Logistics Center.

- Coordinated with the Naval Aviation Supply Office in Philadelphia, Pennsylvania to enhance supply support rendered A-7D units.

- Continued emphasis on reducing cost incurred in the Depot Exchangeable Billing Program through aggressive research and follow-up on awaiting parts (AWP) requirements.

- Monitoring the selected calendar time change forecast requirements submission to Ogden Air Logistics Center provided an overall increase in the support of time change items.

- Weapon system support and Total Force readiness improved in numerous areas this year by working more closely with ANG units and the supporting Air Logistics Commands (ALCs). Some examples were:

- Initial spares layin support for converting flying units was examined in depth. This resulted in a more accurate layin of spares and bench stocks for converting units.

- Management of ANG War Readiness Spares Kits (WRSKs) was greatly improved. The mag-

nitide can be appreciated by noting that the ANG maintains 17 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:

Field unit WRSK reports being reviewed by NGB with each gaining major command and published in the USAF Quarterly Worldwide Logistics Readiness Assessment Report.

Requests for WRSK changes to AFM 67-1, Supply Procedures being submitted by NGB.

Several NGB munitions management improvements were initiated. These included:

Assistance training visits by Headquarters, Tactical Airlift Command to gaining ANG units.

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 very little, 8,257 FY 77 to 8,330 which indicate ANG pallet requirements have peaked. On-hand quantities increased from 4,502 in FY 77 to 6,000 in FY 78 which is above the minimum mission essential quantity of 5,902. The overall shortage of 2,330 has been brought to the attention of WRALC which plans to allocate an additional 2,000 pallets in December 1978.

Chaff, which is used by the EB-57, F-101, and F-106 units, is currently in ample supply and there were no shortages encountered in FY 78.

Civil Engineering

Military Construction (P-321)

Fiscal year 1978 saw an increase in the Guard's Military Construction Program (MCANG) from \$33.9 million to \$37.3

million, of which a total \$23.2 million has been obligated involving 28 projects in 17 states as of 1 October 1978. Remaining unobligated are 25 projects in 17 states. Three projects in two states were deferred to subsequent fiscal years.

Utilizing prior year carryover and uncommitted authorization, an additional \$10.7 million was obligated, involving nine projects in seven states, for a total obligation of \$33.9 million for the fiscal year.

An unfavorable construction season during FY 78 resulted in many ANG projects exceeding their programmed costs. Not only were no savings realized from construction bids, but several remaining projects will probably need to be reprogrammed in subsequent fiscal years.

During FY 78 fifteen projects exceeded the National Guard Bureau's approval authority. Several projects were submitted to Congressional Committees for reclearance at the increased construction amount, and six of these had been awarded as of 1 October 1978. Bids on the remaining eight projects were rejected and redesigned to lower their costs.

After the FY 78 authorizations noted above, there will remain a long range requirement of approximately \$314 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.

Minor Construction (P-341)

Three million (\$3,000,000) was allocated for P-341 projects in FY 78. The carryover of FY 77 was \$67,000 which resulted in a total fund availability for Minor Construction projects of \$3,067,000. Of this, \$2,702,000 was spent to complete 31 projects in 21 states and 28 locations.



RED HORSE personnel from the 200th Civil Engineering Squadron, Ohio Air National Guard, drilling a well for the citizens of Washingtonville, Ohio.

Maintenance and Repair (P-449)

Major maintenance and repair projects are accomplished in this program as well as minor construction projects up to \$50,000 each. The wide variety of projects include airfield pavement projects, utility systems repairs, and all major building maintenance and repairs. Energy conservation measures are emphasized in all appropriate projects as are security improvements and reduced operating costs. For FY 78 a total of \$21.6 million in projects were awarded.

Real Estate

The total value of real estate administered by the ANG was approximately \$737 million at the close of FY 78. The ANG consisted of 91 flying units which were located on 69 civilian airports, 13 active Air Force bases, three Naval Air Stations and four ANG bases. There were 81 non-flying units which were not collocated with an ANG flying unit.

Operations and Maintenance (P-448.02)

The daily operation and main-

tenance 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 utilities, recurring facility maintenance, airport use fees, custodial services, pest control and similar services. The federal share of these costs during FY 78 totaled \$30.7 million.

Air National Guard Prime Beef Teams

During FY 78, 14 ANG Prime BEEF teams deployed to Tyndall AFB, Florida and eight deployed to Camp Roberts, California for Prime BEEF Mobility Training.

In FY 78, 75 ANG civil engineering units deployed for annual training, with 21 deployments to other ANG bases, ten to Army National Guard installations, one to an Air Force Reserve base and 50 deployments to USAF bases, this included deployments to Alaska, Germany, Japan, Azores and Canal Zone.

The deployments were designed to provide training not avail-

able at home station, and enhance the 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 Air Guard from these deployments: Readiness of the Prime BEEF/RED HORSE units was markedly increased, and Air Force and Air Guard priority projects 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 day supported by USAF mandays. Deployments were conducted to Goshute site in northeast Nevada for priority facility support in support of flight test programs for Air Forces Systems Command, Tyndall AFB, Florida and Camp Roberts, California to augment the Air Force Civil Engineer Center Training Cadre; and JCS exercises Brave Shield XVII in California and Empire Glacier in



KC-135 assigned to the 190th Air Refueling Group, Kansas Air National Guard.

New York (MAC) to provide landing zone and air operations fire protection. Also fire protection was provided at Marshall Space Center, Huntsville, Alabama in support of the space shuttle program. Air National Guard Red Horse Squadron.

In FY 78 both ANG RED HORSE units, 200th Civil Engineering Squadron, Camp Perry, Ohio and 201st Civil Engineering Flight, Fort Indiantown Gap, Pennsylvania again deployed the majority of their personnel for training projects. An addition to a mess hall facility was constructed by the 200th Civil Engineering Squadron at Phoenix ANGB, Arizona and an operations facility for (Operation Snowbird) was completed at Davis-Monthan, AFB, Arizona.

The 201st Civil Engineering Flight constructed a needed operations facility at Punta Boninquen, Puerto Rico for the 140th Aircraft Control and Warning Squadron.

Both ANG RED HORSE units deployed a small portion of their personnel to Hill AFB, Utah in support of priority air to ground range projects for AFLC.

Chaplain

Principal Thrust: To provide total professional training for assigned ANG chaplains, and to set in motion procedures for recruiting and commissioning the chaplains to replace the 28 ANG Chaplains who will complete their career during this and the next two calendar years.

An ANG Chaplain professional workshop was held in Colorado Springs in April 1978. Eighty ANG Chaplains and active duty observers attended. The workshop was an imaginative ecumenical venture in taking a fresh look at worship.

A milestone was passed in August when 58 ANG enlisted chapel management personnel joined their reserve counterparts for a basic workshop in Management Techniques. The Senior Command Chapel Managers were the instigators and instructors at the workshop.

Fully a dozen would-be chaplains are being processed for appointment as ANG unit chaplains.

They will join five recently commissioned chaplains to fill virtually all current chaplain vacancies. For the first time chaplain positions will be established and filled in our Hawaii units.

Accomplishments: The real action is with the unit chaplains and their chapel managers. Their reports include accounts of field duty during joint exercises, 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: ANG chaplains served their units faithfully and provided a needed boost to active duty chapels and joint exercises on repeated occasions.

From the most senior colonel to the newest first lieutenant our ANG chaplains continue their dual careers in civilian churches and education institutions while training to go with their military congregations, wherever duty calls.



New Jersey Air National Guard F-105.

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 W. Weber	1974-Present

Dist. of Col.	Maj. Gen. Cunningham C. Bryant (CG)
Florida	Maj. Gen. Kennedy C. Bullard
Georgia	Maj. Gen. Billy M. Jones
Hawaii	Maj. Gen. Valentine A. Siefermann
Idaho	Maj. Gen. James S. Brooks
Illinois	Maj. Gen. John R. Phipps
Indiana	Maj. Gen. Alfred F. Ahner
Iowa	Brig. Gen. Junior H. Burkhead
Kansas	Maj. Gen. Edward R. Fry
Kentucky	Maj. Gen. Billy G. Wellman
Louisiana	Maj. Gen. O'Neil J. Daigle, Jr.
Maine	Maj. Gen. Paul R. Day
Maryland	Maj. Gen. Edwin Warfield, III
Massachusetts	Maj. Gen. Vahan Vartanian
Michigan	Maj. Gen. John A. Johnston
Minnesota	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. C. Emerson 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
Virginia	Maj. Gen. William J. McCaddin
Virgin Islands	Brig. Gen. Joe E. Burke
Washington	Maj. Gen. Robert J. Collins
West Virginia	Maj. Gen. Robert L. Childers
Wisconsin	Brig. Gen. Hugh M. Simonson
Wyoming	Maj. Gen. James L. Spence

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

APPENDIX C

United States Property and Fiscal Officers

Alabama	LTC Max S. Bowdoin
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. Andrew D. Perkins
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. James M. McFall
Massachusetts	Col. Joseph M. Ambrose
Michigan	Col. Ralph C. Phillips
Minnesota	Col. Duane W. Kunde
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. Russel J. Grady
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. James M. Bullock, Jr.
Oregon	Col. John G. Yeager
Pennsylvania	Col. Richard H. Houser
Puerto Rico	Col. Jose A. Canals-Vidal
Rhode Island	Col. Lynwood F. Hoxsie
South Carolina	Col. Clifton B. Wingate
South Dakota	LTC Edward P. Rowen
Tennessee	LTC Billy F. Alderson
Texas	Col. Vernon M. Scofield
Utah	Col. Morgan G. Higham
Vermont	Col. Burton A. Paquin
Virginia	LTC William C. Fielden
Virgin Islands	LTC Lionel A. Jackson
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
Bache, William E., Major, ARNGUS, Assistant
Executive, National Guard Bureau

Avant, Thomas L., LTC, USA, Chief, Organizational
Effectiveness Branch, Office of Human Resources
Bailey, Amon L., Major, ARNGUS, Staff Action
Officer, Office of Policy and Liaison
Buckley, Paul R., Colonel, USA, Assistant for Audits
and Investigations, Office of the Chief, National
Guard Bureau
Christenson, Willard M., Colonel, USA, Chief, Office
of Human Resources
Edler, Anthony L., Major, USAF, Office of Policy
and Liaison
Gibson, Robert A., Captain, USAF, Information
Officer, Office of Public Affairs
Grubaums, Gunar, Major, USA, Information Officer,
Office of Public Affairs
Matthews, Thomas O., Captain, USAF, Office of
Legal Advisor
Olson, Ralph E., Captain, USAF, Office of
Legal Advisor
Opsahl, Erhard P., Major, ARNGUS, Information
Officer, Office of Public Affairs
Phillips, Edelbert F., Major, USA, Procurement
Attorney, Office of Legal Advisor
Steeves, Robert G., LTC, ANG, Deputy Chief,
Office of Public Affairs
Temple, Herbert R., Jr., Colonel, ARNGUS, Chief,
Office of Policy and Liaison
Tudor, Donald M., Major, ARNGUS, Chief,
Compliance Review Branch, Office of
Human Resources
Wolf, Andrew G., Jr., Colonel, ARNGUS, Chief,
Office of Public Affairs

Director, Army National Guard

Walker, Emmett H., Jr., Major General, ARNGUS,
Director, Army National Guard
Temple, Herbert R., Jr., Colonel, ARNGUS, Acting
Deputy Director, Army National Guard, Chief,
Office of Policy and Liaison
Keener, Robert E., Colonel, USA, Executive, Army
National Guard
Tech, Larry L., Major, ARNGUS, Assistant Executive,
Army National Guard
Glasscock, James A., Major, USA, Administrative
Officer, Army National Guard
Acree, Carl L., Colonel, ARNGUS, Chief, Organization
and Training Division
Badger, Bill D., LTC, ARNGUS, Chief, Aviation
Operations Branch, Aviation Division
Bishop, John C., LTC, USA, Staff Action Officer,
Training Branch, Organization and Training Division
Blevins, Dean S., LTC, USA, Staff Action Officer,
Training Branch, Organization and Training Division
Bogard, Robert L., Jr., Major, USA, Ammunition
Management Officer, Training Branch, Organization
and Training Division
Bohannon, Melvin L., Major, USA, Personnel Staff
Officer, Enlisted and Special Activities Branch,
Personnel Division

Booth, Raymond M., Colonel, ARNGUS, Chief, Logistics Division

Bryan, Alan J., Major, ARNGUS, Personnel Staff Office, Tour Management Branch, Personnel Division

Carr, John W., LTC, ARNGUS, Staff Action Officer, Mobilization and Readiness Division

Chacon, Hope G., 2LT, ARNGUS, Personnel Staff Officer, Enlisted and Special Activities Branch, Personnel Division

Coleman, John L., Major, USA, Personnel Staff Officer, Officers Branch, Personnel Division

Compton, Otha H., Major, USA, Communications-Electronics Management Officer, Maintenance Branch, Logistics Division

Coverdale, Charles E., Jr., LTC, ARNGUS, Troop Support Officer, Services Branch, Logistics Division

Cronin, Kenneth J., Jr., Captain, USA, Personnel Staff Officer, Officers Branch, Personnel Division

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

Devlin, Barbara, Major, USA, Troop Support Officer, Services Branch, Logistics Division

Dilworth, Robert L., LTC (P), USA, Chief, Comptroller Division

Dolan, Edmund J., LTC, USA, Aviation Logistics Officer, Logistics Division

Echols, William H., Major, USA, Acting Chief, Unit Authorization Branch, Organization and Training Division

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

Engen, Dennis L., LTC, USA, Maintenance Analyst, Aviation Logistics Branch, Aviation Division

Freeman, John R., LTC, ARNGUS, Chief, Materiel Branch, Logistics Division

Galioto, Joseph, Major, ARNGUS, Chief, Technician Manpower and Program Branch, Comptroller Division

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

Glashan, Rolfe A., LTC, ARNGUS, Facilities Officer, Installations Division

Gooden, William J., LTC, USA, Systems Staff Officer, Mobilization and Readiness Division

Hakola, John A., LTC, USA, Systems Staff Officer, Mobilization and Readiness Division

Hall, James W., Major, USA, Logistics Staff Officer, Plans and Analysis Branch, Logistics Division

Hartmeyer, James T., Major, USA, Communications-Electronics Officer, Services Branch, Installations Division

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

Hinton, Edith M., Colonel, USA, Chief, Personnel Division

Holcomb, Cornelius C., Jr., LTC, USA, Operations Research/Systems Analysis Officer, Maintenance Branch, Logistics Division

Huffman, Linda O., Captain, ARNGUS, Personnel Staff Officer, Officers Branch, Personnel Division

Hunter, Harry D., LTC, USA, Staff Action Officer, Mobilization and Readiness Division

Jaffe, Stephen G., LTC, USA, Financial Manager, Comptroller Division

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

Johnson, Tom M., Major, USA, Program Budget Officer, Program and Budget Branch, Comptroller Division

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

Knapp, George C., Jr., Captain, USA, Logistics Staff Officer, Materiel Branch, Logistics Division

Komorski, Zenon A., SGM, USA, Operations Sergeant, Training Branch, Organization and Training Division

Laird, William R., LTC, USA, Personnel Staff Officer, Recruiting and Retention Branch, Personnel Division

Lawson, Johnny B., MSG, USA, Senior Supply Sergeant, Services Branch, Logistics Division

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

Lyle, Millard D., LTC, ARNGUS, Staff Action Officer, Mobilization and Readiness Division

Mackintosh, Hartley B., LTC, USA, Staff Action Officer, Training Branch, Organization and Training Division

Matthews, Ralph A., Jr., Colonel, USA, Deputy Chief, Aviation Division

McCain, William D., Jr., Colonel, ARNGUS, Chief, Mobilization and Readiness Division

Melvin, Charles R., Jr., Captain, USA, Personnel Staff Officer, Tour Management Branch, Personnel Division

Meyer, Henry W., Jr., Captain, USA, Resources Management Officer, Services Branch, Logistics Division

Morai, Edward C., LTC, USA, Staff Action Officer, Force Program and Structure Branch, Organization and Training Division

Moreau, James G., Major, USA, Management Analyst, Plans and Analysis Branch, Logistics Division

Murdoch, Robert V., LTC, USA, Personnel Staff Officer, Officers Branch, Personnel Division

Nissen, Maurice J., Major, ARNGUS, Maintenance Management Officer, Maintenance Branch, Logistics Division

Patterson, Gordon W., Major, USA, Personnel Staff Officer, Recruiting and Retention Branch, Personnel Division

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

Philippovic, Gordon, LTC, USA, Logistics Staff Officer, Materiel Branch, Logistics Division

Perkins, Gordon R., LTC, ARNGUS, Chief, Officers Branch, Personnel Division

Propp, Carl R., LTC, USA, Personnel Staff Officer, Officers Branch, Personnel Division

Randle, Jimmie L., Jr., MSG, USA, Senior Supply Sergeant, Plans and Analysis Branch, Logistics Division

Reeder, Alan D., Captain, USA, Materiel Authorization Officer, Plans and Analysis Branch, Logistics Division

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

Sanders, Dale M., SP6, USA, Program Analyst, Mobilization and Readiness Division

Scott, William R., Major, ARNGUS, Staff Action Officer, Training Branch, Organization and Training Division

Sempek, Robert A., Major, USA, Logistics Staff Officer, Plans and Analysis Branch, Logistics Division

Sirois, George A., Major, USA, Maintenance Management Officer, Maintenance Branch, Logistics Division

Sniadach, Louis M., Major, ARNGUS, Schools Program Officer, Schools Branch, Organization and Training Division

Socks, Hugh J., Jr., LTC, USA, Staff Action Officer, Mobilization and Readiness Division

Stevens, Jack D., LTC, ARNGUS, Chief, Recruiting and Retention Branch, Personnel Division

Swanson, Edward L., LTC, ARNGUS, Staff Action Officer, Force Program and Structure Branch, Organization and Training Division

Thomas, Golden L., LTC, USA, Chief, Maintenance Branch, Logistics Division

Welborn, Larry D., Major, USA, Transportation Officer, Services Branch, Logistics Division

Wheelock, Eddie D., Major, USA, Personnel Staff Officer, Enlisted and Special Activities Branch, Personnel Division

Wilson, Donald E., LTC, ARNGUS, Logistics Readiness Officer, Plans and Analysis Branch, Logistics Division

Young-Renner, Stephen A., Major, USA, Management Information Systems Officer, Enlisted and Special Activities Branch, 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, Air National Guard

Lednak, John P., Colonel, ANG, Deputy for Support

Price, John C., Lieutenant Colonel, USAF, Executive, Air National Guard

Hoadley, William F., Major, USAF, Office of the Director, Air National Guard

Alexander, Lynn E., CMS, ANG, Senior Enlisted Advisor

Adams, Thomas R., LTC, ANG, Chief, Maintenance and Engineer Branch, Logistics Division

Anderson, James E., Major, ANG, Comptroller Division

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

Bloomer, Dennis W., LTC, ANG, Logistics Division

Bobick, James C., LTC, USAF, Comptroller Division

Burkett, Theodore J., LTC, USAF, 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., LTC, ANG, Chief, Training Division

Clark, John W., Major, USAF, Logistics Division

Cobb, Billy J., LTC, USAF, Chief, Fighter Branch, 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, Manpower and Personnel Division

Cunningham, Joseph D., Major, ANG, Plans and Operations Division

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

DeFranco, Carl P., Major, USAF, Plans and Operations Division

Denman, Harold R., LTC, ANG, Chief, Logistics Resources Branch, Logistics Division

Dorwaldt, Richard H., LTC, USAF, Chief, Budget Branch, Comptroller Division

Ellis, George J., Jr., LTC, USAF, Plans and Operations Division

Emmons, Charles F., LTC, USAF, Comptroller Division

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

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

Foster, Marvin J., Major, ANG, Comptroller Division

Frey, Bernard E., Captain ANG, Manpower and Personnel Division

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

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

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

Glessner, Donald G., Captain, USAF, Manpower and Personnel Division

Guetig, Donald A., Major, USAF, Plans and Operations Division
Guggolz, Allan D., LTC, USAF, Civil Engineering Division
Halt, Charles I., Major, USAF, Logistics Division
Hanig, William J., LTC, USAF, Chief, Airlift, Tanker and Rescue Branch, Plans and Operations Division
Hanner, Larry F., Major, USAF, Logistics Division
Harland, Bernard S., Major, USAF, Comptroller Division
Harris, Richard C., Colonel, USAF, Comptroller Division
Hawthorne, John C., LTC, ANG, Chief, Personnel Branch, Manpower and Personnel Division
Hayward, Stacey L., Major, ANG, Logistics Division
Higgins, R. Clark, Major, ANG, Logistics Division
Holtam, Ashley N., Captain, USAF, Logistics Division
Horton, Roy E., Major, ANG, Comptroller Division
Immel, Allen E., LTC, USAF, Chief, Construction Engineering Branch, Civil Engineering Division
Ison, Maurice G., LTC, ANG Manpower and Personnel Division
James, William K., Colonel, USAF, Chief, Plans and Operations Division
Johnson, Clarence C., Jr., Major, USAF, Manpower and Personnel Division
Joy, Austin F., Colonel, ANG, Chief, Logistics Division
Kampe, Arnold J., Major, USAF, Logistics Division
Lee, Daniel G., Captain, USAF, Office of the Air Surgeon
Long, Richard W., LTC, ANG, Logistics Division
May, Harold D., Major, USAF, Manpower and Personnel Division
Montplaisir, David, Colonel, ANG, Manpower and Personnel Division
Mullen, James A., Major, ANG, Plans and Operations Division
Mullen, James V., Major, ANG, Training Division
Richwine, Barton W., Jr., Major, USAF, Logistics Division
Sawhill, Robert R., Jr., Colonel, USAF, Chief, Office of Aerospace Safety
Schantz, Bruce M., Major, ANG, Plans and Operations Division
Schneider, John A., Major, ANG, Plans and Operations Division
Schreiber, Charles G., Colonel, USAF, Chief, Comptroller Division
Shaw, Robert D., LTC, USAF, Chief, Supply and Services Branch, Logistics Division

Sowerby, John H., LTC, ANG, Civil Engineering Division
Stevens, Michael C., LTC, USAF, Plans and Operations Division
Stevens, Robert E., Colonel, USAF, Chief, Manpower and Personnel Division
Thomas, James G., LTC, USAF, Plans and Operations Division
Tollefson, Harold R., Major, ANG, Logistics Division
Walsh, Thomas M., Major, ANG, Civil Engineering Division
Walston, Gary R., LTC, ANG, Chief, Manpower Branch, Manpower and Personnel Division
Walters, Roger W., Major, USAF, Civil Engineering Division
Weaver, James D., Colonel, USAF, The Air Surgeon
Wherley, David F., Jr., Major, ANG, Office of Aerospace Safety
Wohhueter, Robert D., Major, USAF, Manpower and Personnel Division
Yakovich, Jack A., Captain, ANG, Training Division

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 on-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 U.S. Army Infantry School and the U.S. Army Artillery and Missile School and the distinguished graduate of each of the State Officer Candidate Schools. The original Erickson Trophy, a replica of the "Sons of Liberty" bowl made by Paul Revere, is permanently displayed in the Milton A. Reckord Lounge at the National Guard Association Memorial, Washington, DC. Each distinguished graduate receives a smaller facsimile of the trophy. Additionally, the names of the recipients are permanently recorded on parchment displayed with the original trophy.

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

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

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

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

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. Winners of the above are announced annually in NGB official bulletins.

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 bulletins.

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.

The Colonel James B. Deerin Public Affairs Award. An award for excellence in the area of information activity, the Colonel James B. Deerin Public Affairs Award established in 1978. Each year the top Public Affairs Detachment will receive the award to recognize their achievements. Personnel strength, MOS qualification, training, equipment status, professional products, and past performance are the criteria upon which the evaluations are made. The best units are those selected for training exercises with the active forces. The first winner was the 29th Public Affairs Detachment, Maryland Army National Guard. In addition, individuals and units making other outstanding contributions to the National Guard in the area of public affairs, will also be eligible to receive the award.

Air National Guard

Spaatz Trophy. This trophy, named for General Carl Spaatz, former Chief of Staff of the United States Air Force, is awarded by the National Guard Association each year to the most outstanding Air National Guard flying group. It remains in permanent possession of the winning unit. Units are judged on the basis of their tactical, technical, administrative, logistical efficiency, aircrew readiness, readiness of other than aircrew personnel, operational readiness of aircraft and flying safety program. The trophy is a large silver globe on a silver base. The FY 78 recipient is the 120th Fighter interceptor Group, Montana Air National Guard.

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:

190th Defense Systems Evaluation Group,
Kansas ANG

157th Air Refueling Group, New Hampshire ANG
161st Air Refueling Group, Arizona ANG
184 Tactical Fighter Training Group, Kansas ANG
104th Tactical Fighter Group, Massachusetts 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 78 winner is the 162d Combat Communications Group, California Air National Guard.

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—108th Tactical Control Flight,
New York ANG
Outstanding Weather Flight—127th Weather
Flight, Kansas ANG
Outstanding Communications Flight—138th
Communications Flight, Oklahoma ANG
Outstanding Tactical Control Unit—119th Tactical
Control Flight, Tennessee ANG

Air Force Association Outstanding Unit Trophy. This trophy is awarded yearly on a rotating basis to the most outstanding Air National Guard flying group (winner of the Spaatz Trophy). The trophy is a large bowl upon which is engraved the name of each winning unit. The 162d Tactical Fighter Training Group, Arizona Air National Guard is the FY 78 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 78 winner is the 117th Tactical Reconnaissance Wing, Alabama Air National Guard.

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 78 winner is the 104th Tactical Fighter Wing, Colorado Air National Guard.

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. Captain Joe L. Rhoden, 174th Tactical Fighter Group, New York Air National Guard was the FY 78 recipient.

The Colonel James B. Deerin Public Affairs Award. An award for excellence in the area of information activity, the Colonel James B. Deerin Public Affairs Award established in 1978. Each year the top Public Affairs Detachment will receive the award to recognize their achievements. Personnel strength, MOS qualification, training, equipment status, professional products, and past performance are the criteria upon which the evaluations are made. The best units are those selected for training exercises with the active forces. The first winner was the 29th Public Affairs Detachment, Maryland Army National Guard. In addition, individuals and units making other outstanding contributions to the National Guard in the area of public affairs, will also be eligible to receive the award.

APPENDIX F

ARNG

**Table 1—
Army National Guard Obligations Fiscal Year 1978 (All Appropriations)**

Army National Guard 1978		Grand Total All Appropriations	National Guard Personnel, Army 2182060	Operation and Maintenance Army National Guard 2182065	Military Construction Army National Guard 21X2085
GRAND TOTAL		1,596,222,584	772,278,766	771,919,540	52,024,278
STATE OBLIGATIONS - TOTAL		1,059,655,591	295,435,125	712,423,630	51,796,836
ALABAMA.....	AL	40,847,517	13,867,188	24,536,902	2,443,427
ALASKA.....	AK	15,692,291	2,314,127	9,697,385	3,680,779
ARIZONA.....	AZ	11,990,824	3,265,757	7,601,429	1,123,638
ARKANSAS.....	AR	23,280,107	6,862,795	14,311,051	2,106,261
CALIFORNIA.....	CA	66,901,130	15,172,822	51,158,329	569,979
COLORADO.....	CO	10,401,915	2,324,746	7,591,081	486,088
CONNECTICUT.....	CT	17,390,393	4,228,855	12,377,434	784,104
DELAWARE.....	DE	8,463,154	1,840,006	6,623,148	-0-
DIST. OF COL.....	DC	7,351,742	1,864,950	4,232,580	1,256,212
FLORIDA.....	FL	22,373,838	6,536,275	13,979,924	1,857,639
GEORGIA.....	GA	29,058,654	7,433,195	21,409,257	216,202
HAWAII.....	HI	11,547,457	2,955,769	8,577,278	14,410
IDAHO.....	ID	12,831,199	2,587,510	9,325,558	918,131
ILLINOIS.....	IL	18,950,475	5,246,538	13,703,937	-0-
INDIANA.....	IN	30,063,448	8,952,359	15,934,090	5,176,999
IOWA.....	IA	17,611,862	4,808,331	12,798,375	5,156
KANSAS.....	KS	15,772,087	4,069,119	11,473,106	229,862
KENTUCKY.....	KY	14,012,253	4,267,436	9,566,347	178,470
LOUISIANA.....	LA	24,138,492	6,566,966	14,763,205	2,808,321
MAINE.....	ME	9,217,309	2,623,594	6,278,696	315,019
MARYLAND.....	MD	18,032,266	4,564,272	12,452,185	1,015,809
MASSACHUSETTS.....	MA	25,651,025	8,402,764	17,109,251	139,000
MICHIGAN.....	MI	30,008,231	7,711,998	19,022,252	3,273,981
MINNESOTA.....	MN	23,327,837	8,852,717	15,875,267	599,853
MISSISSIPPI.....	MS	39,006,636	10,077,332	26,805,183	2,124,121
MISSOURI.....	MO	24,174,450	6,790,701	17,278,946	104,803
MONTANA.....	MT	8,437,856	2,214,568	6,198,748	24,540
NEBRASKA.....	NE	10,907,410	3,039,167	7,819,706	48,537
NEVADA.....	NV	5,437,903	1,148,101	4,260,149	29,653
NEW HAMPSHIRE.....	NH	5,808,846	1,569,388	4,219,561	19,897

NEW JERSEY.....	NJ	32,389,675	7,929,926	21,310,043	3,149,706
NEW MEXICO.....	NM	10,513,969	2,918,524	7,114,732	480,713
NEW YORK.....	NY	43,133,278	12,326,247	30,409,362	397,669
NORTH CAROLINA.....	NC	26,307,126	8,570,408	17,243,398	493,320
NORTH DAKOTA.....	ND	8,602,296	2,317,201	5,774,163	510,932
OHIO.....	OH	30,933,114	9,838,007	20,640,031	455,076
OKLAHOMA.....	OK	20,762,326	6,874,851	13,295,841	591,634
OREGON.....	OR	18,202,092	4,686,503	11,974,644	1,540,945
PENNSYLVANIA.....	PA	35,445,523	11,152,931	24,221,528	71,064
PUERTO RICO.....	PR	16,902,415	7,069,589	9,665,932	166,894
RHODE ISLAND.....	RI	8,675,986	2,381,521	6,267,574	26,891
SOUTH CAROLINA.....	SC	24,289,890	7,612,269	14,763,281	1,914,340
SOUTH DAKOTA.....	SD	10,781,621	2,734,215	7,310,503	736,903
TENNESSEE.....	TN	28,994,883	9,853,289	17,106,052	2,035,542
TEXAS.....	TX	46,675,608	13,271,052	30,241,674	3,162,882
UTAH.....	UT	13,780,365	3,832,385	8,394,363	1,553,617
VERMONT.....	VT	7,900,414	2,112,828	5,420,312	367,274
VIRGINIA.....	VA	19,232,786	5,213,950	13,855,527	163,309
VIRGIN ISLANDS.....	VI	1,973,149	667,941	1,260,146	45,062
WASHINGTON.....	WA	18,904,990	3,871,974	14,001,114	1,021,902
WEST VIRGINIA.....	WV	8,860,355	2,490,151	6,366,331	3,873
WISCONSIN.....	WI	20,946,005	6,171,290	14,148,061	626,654
WYOMING.....	WY	6,759,118	1,380,727	4,648,658	729,733
OBLIGATIONS BY OTHER THAN STATES - TOTAL		536,566,993	476,843,641	59,495,910	227,442
CHIEF, NATIONAL GUARD BUREAU.....		482,776,542	476,717,400	6,059,142	
F&AO, USA MDW.....		34,123,343	116,241	34,007,102	
CHIEF OF ENGINEERS.....		777,512		550,070	227,442
THE ADJUTANT GENERAL.....		9,305,264		9,305,264	
CHIEF OF STAFF - DA.....		5,210,741		5,210,741	
USARC.....		70,976		70,976	
USAFAC.....					
DEFENSE SUPPLY AGENCY.....		43,806		43,806	
USAHS.....		10,000	10,000		
FORSCOM.....		4,248,809		4,248,809	

**Table 2—
Army National Guard Assigned Strength FY 1951 - FY 1978**

	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
1978.....	347,340	34,305	313,035	354,715	33,765	320,950

**Table 3—
Source of Second Lieutenants**

Officer Candidate Schools:	
Regular	3
Special	199
State	1,472
TOTAL	1,674

**Table 4—
Enlisted Personnel
Procurement**

Enlisted in FY 78 to take ADT	39,542
Veterans	25,613
Obligors	9,530
Transferred from Inactive National Guard	748
Enlisted from Other Reserve Forces	5,030
Reenlistments	8,131
TOTAL GAINS	88,594
TOTAL LOSSES	104,123

Minnesota Army Guardsmen
man a roadblock near a
washed-out bridge over the Red
River of the North, at East
Grand Forks, Minnesota. One
hundred Guardsmen from three
units spent a week on
emergency duty during the
April, 1978 flood.

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

		FY 77		
	Grade	Number Considered	Number Selected	Percent Selected
	1LT to CPT	1087	987	90.0
	CPT to MAJ	1036 •	518	50.0
	MAJ to LTC	305	210	68.9
1	LTC to COL	707	277	39.1

		FY 78		
	Grade	Number Considered	Number Selected	Percent Selected
	1LT to CPT	1504	1449	96.3
	CPT to MAJ	1621	977	60.3
2	MAJ to LTC	334	252	75.5
1 & 2	LTC to COL	589	134	22.8

Note 1: Selection based on best qualified to fill existing or anticipated vacancies in the Reserve of the Army. For this reason selection rates will remain at low levels and fluctuate from year to year.
Note 2: Statistics reflect results of boards convened during FY 78.

**Table 6—
Line of Duty Determinations ARNG**

Type of Action		
Formal Investigations (other than death)		960
In Line of Duty		782
Not in Line of Duty—Not Misconduct		77
Not in Line of Duty—Misconduct		42
Returned as Unnecessary		59
Death Cases (No Determinations made)		39
Informal Investigation		4,518
TOTAL		5,517



**Table 7—
Army Medical Strength**

Branch	Auth	Asgd
MC	1,274	494
MSC	1,096	1,150
DC	203	160
ANC	626	428
AMSC	7	10
VC	10	7
PAs	268	
Enl Pers	16,803	13,127

**Table 8—
Medical Examination Reviews**

Federal Recognitions	8,266
Waivers (Enl & Off)	852
Schools	2,147
Line of Duty	223
Annuals	8,525
Vouchers	1,353
Requests for Care	1,250
Notification of Medical Care	1,987

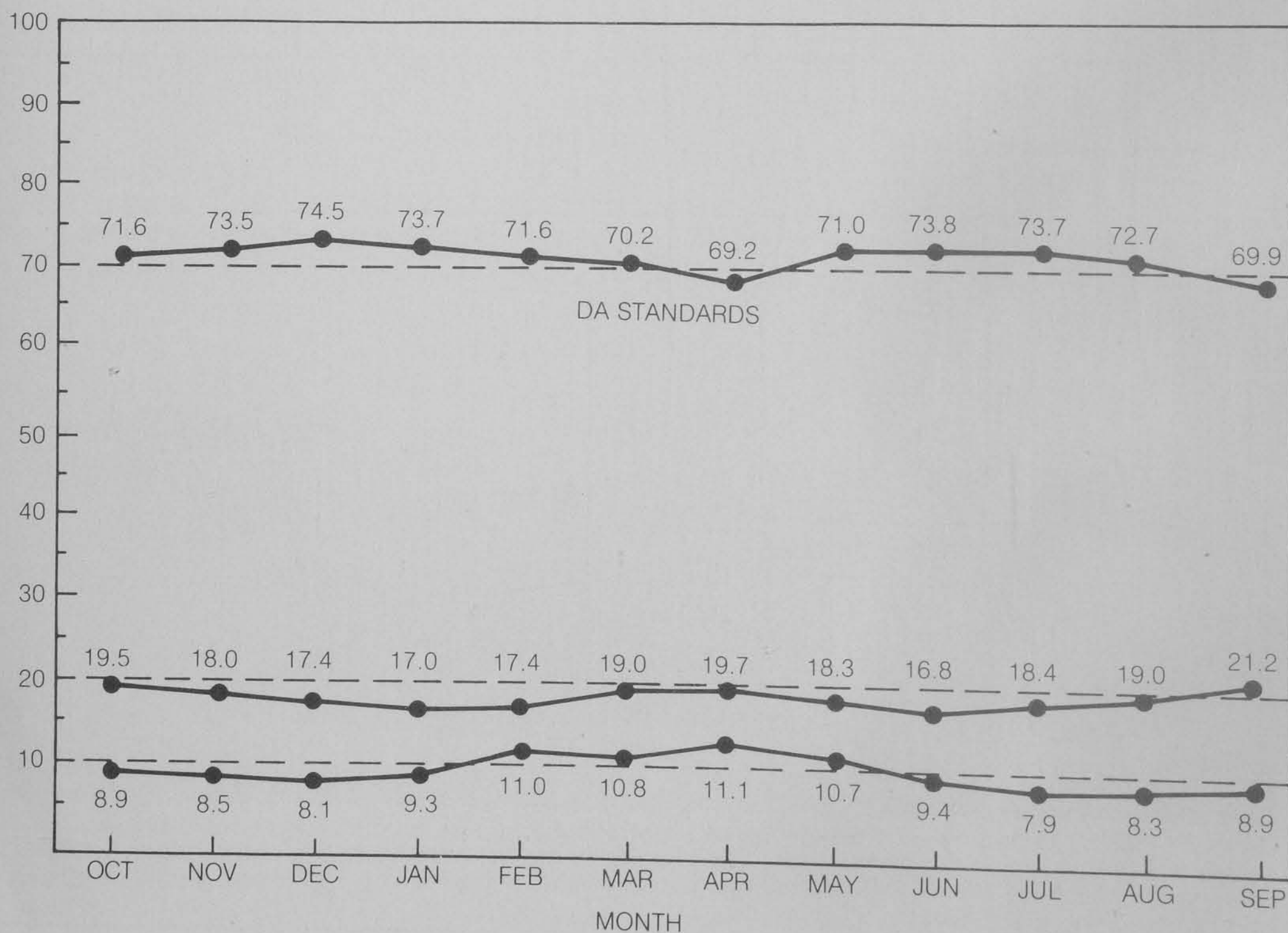
**Table 9—
Army National Guard
Troop Structure**

5	Infantry Divisions
1	Mechanized Infantry Division
2	Armored Divisions
17	Separate Brigades
4	Divisional Brigades (Roundout)
4	Armored Cavalry Regiments
2	Special Forces Groups
126	Separate Battalions
724	Company and Detachment size units

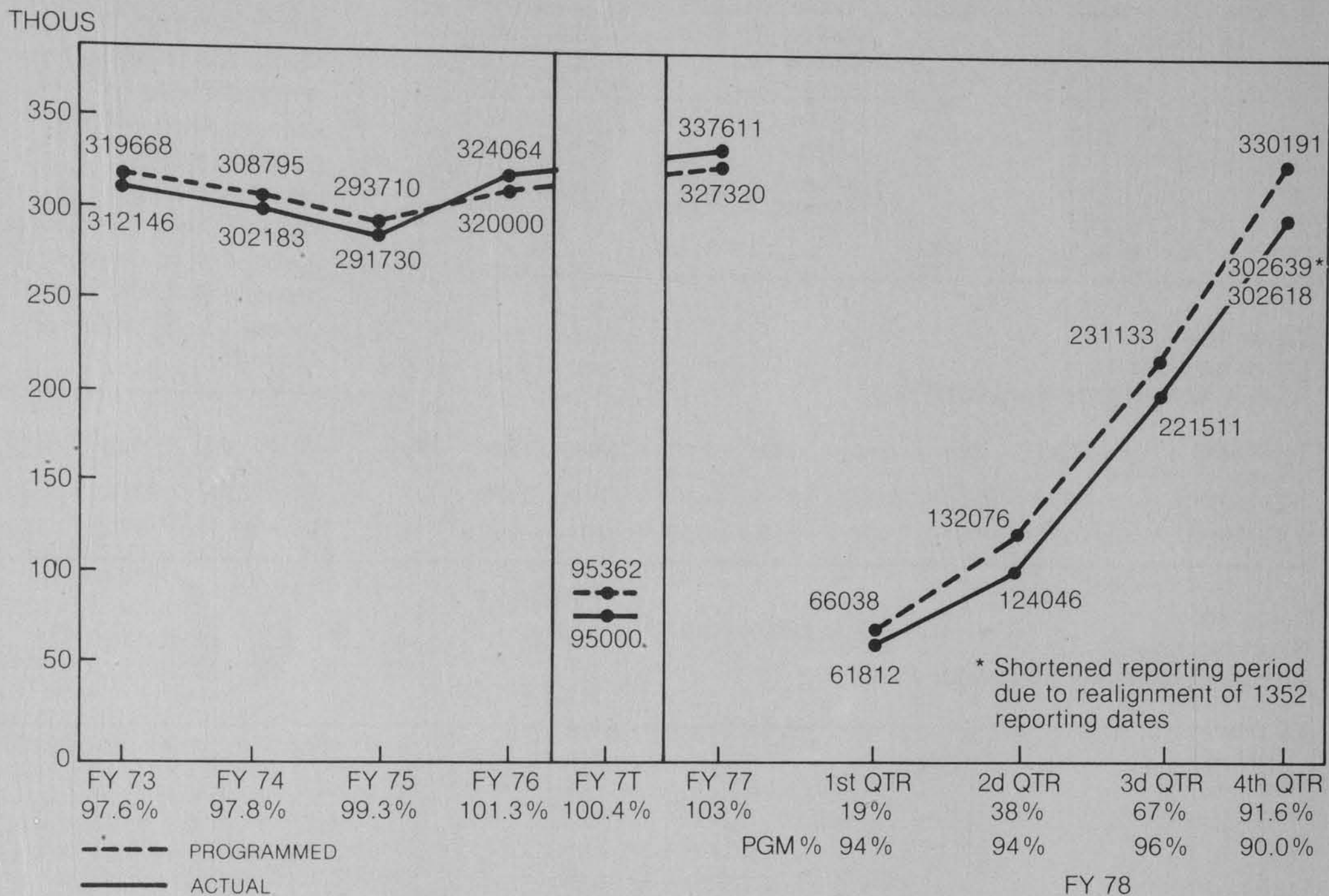
**Table 10—
Chart Number 1
ARNG Aircraft Inventory for FY 78**

Type Acft	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Rotary Wing	2401	2396	2385	2378	2372	2373	2370	2371	2384	2390	2382	2393
Fixed Wing	156	157	157	158	157	156	156	152	151	151	151	146

**Table 10—
Chart Number 2
Aircraft Availability Status for FY 78**

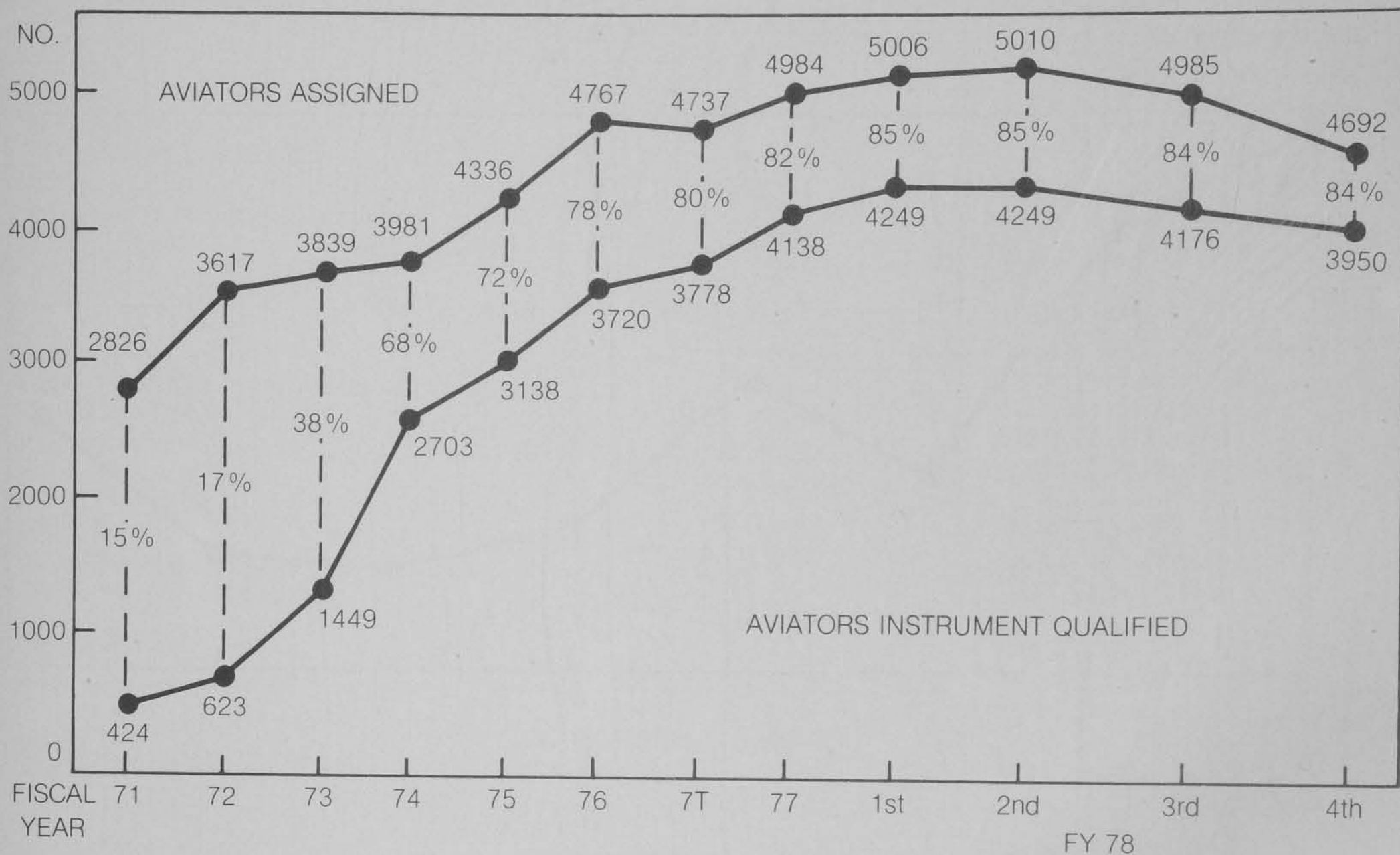


**Table 10—
Chart Number 3
ARNG Aviation Program—Flying Hours**

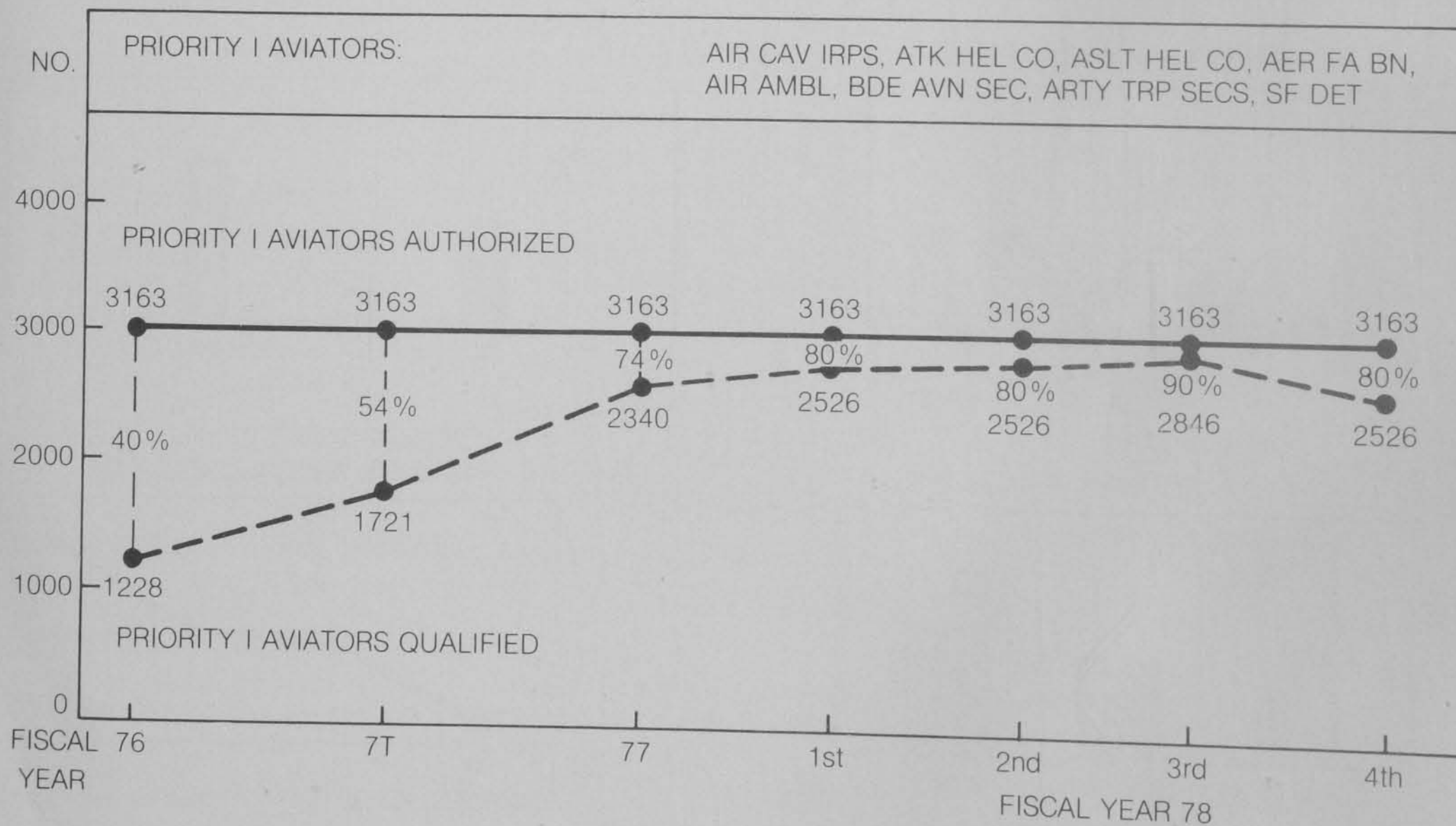


Left: SPC Neil L. Shedd, Special Forces paratrooper (Parachute Rigger) descends upon drop zone panels at Camp Dawson-Kingwood, West Virginia. *Right:* Armor from the 3d Squadron, 116th Armored Cavalry, Oregon Army National Guard charge across desert near 29 Palms, California, during joint field training exercise, Brave Shield XVI.

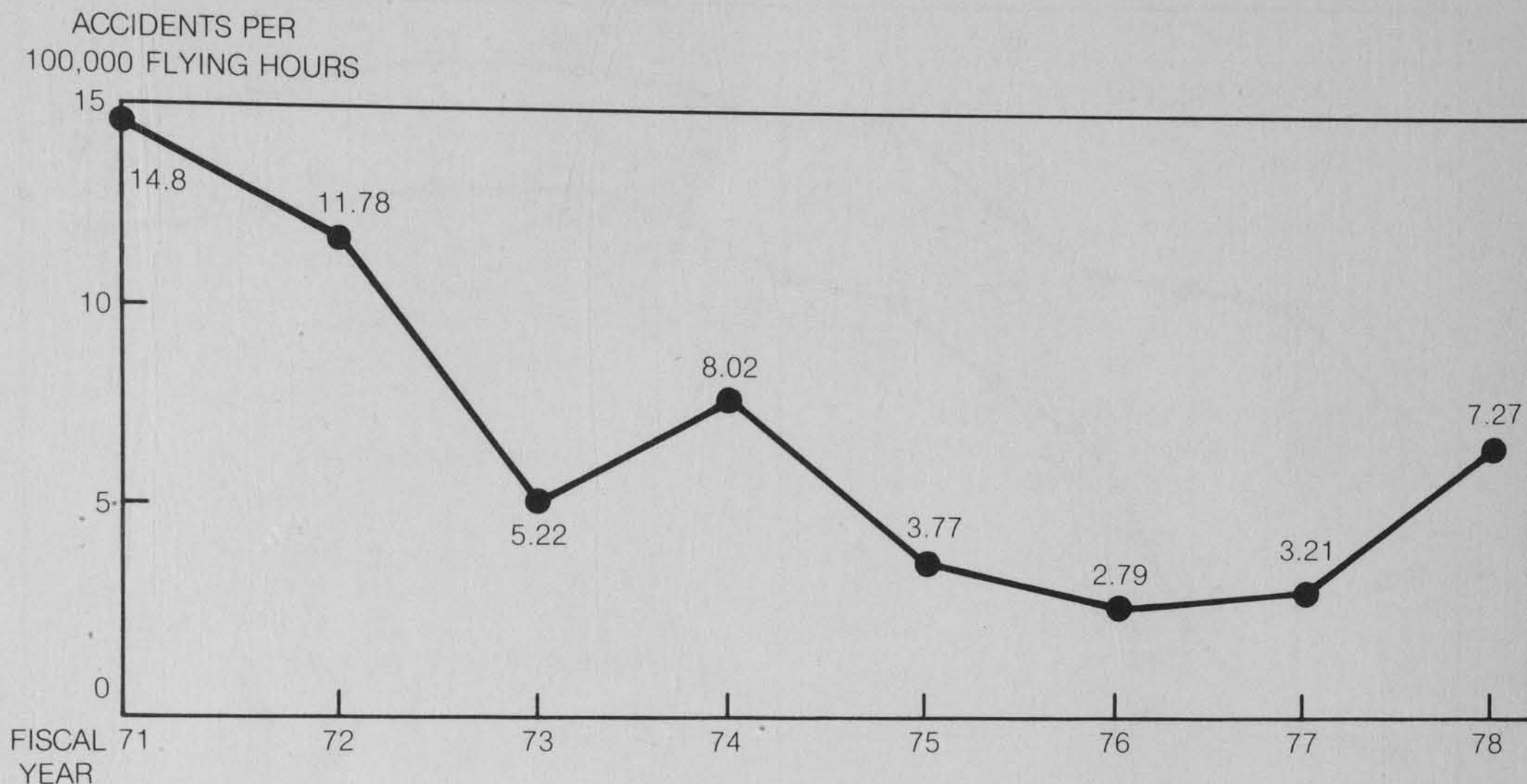
**Table 10—
Chart Number 4
Army National Guard Instrument Training**



**Table 10—
Chart Number 5
Army National Guard Terrain Flying Training**



**Table 10—
Chart Number 6
ARNG Aircraft Accident Rate FY 71-78**



**Table 10—
Chart Number 7
FY 78 Accident Statistics and Information
Aircraft Accident Rate Per 100,000 Flying Hours = 7.27**

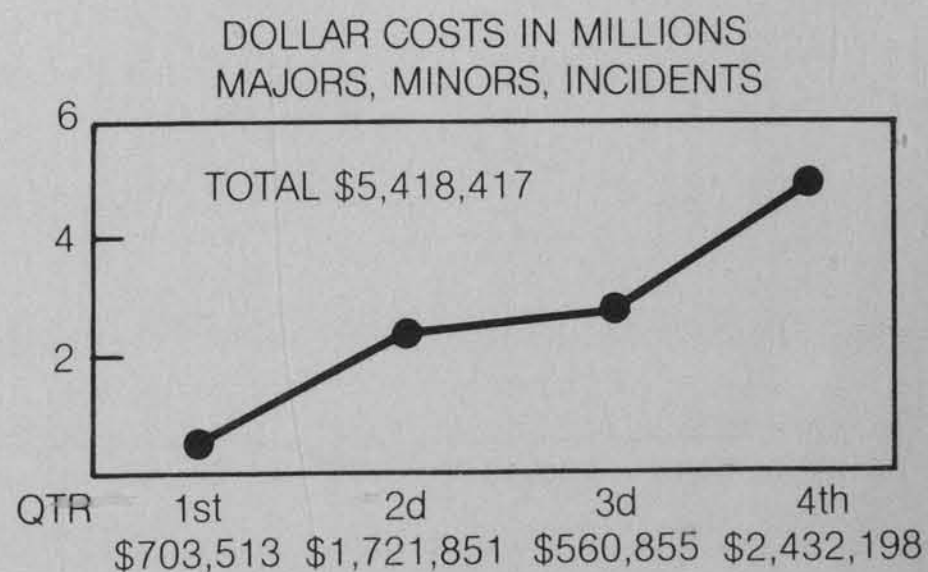
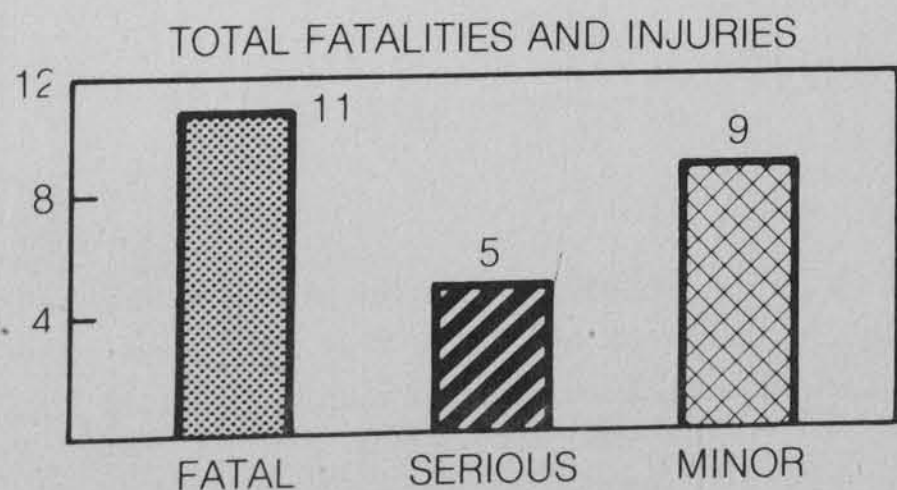
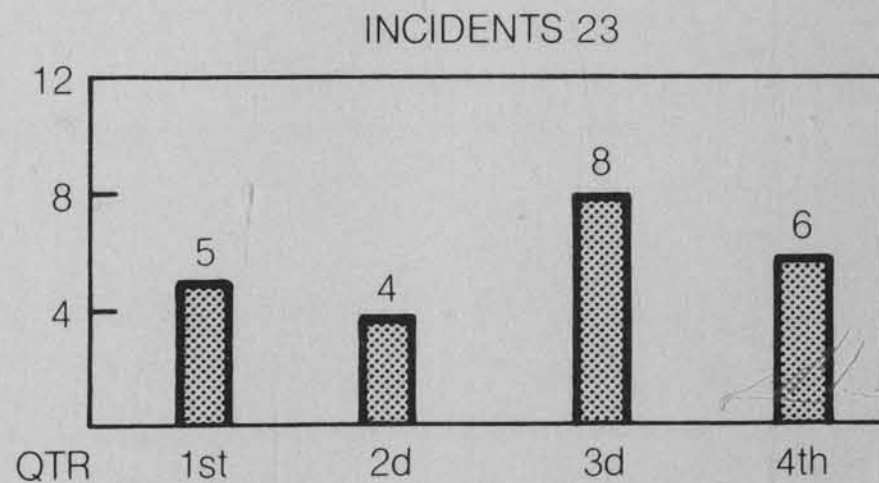
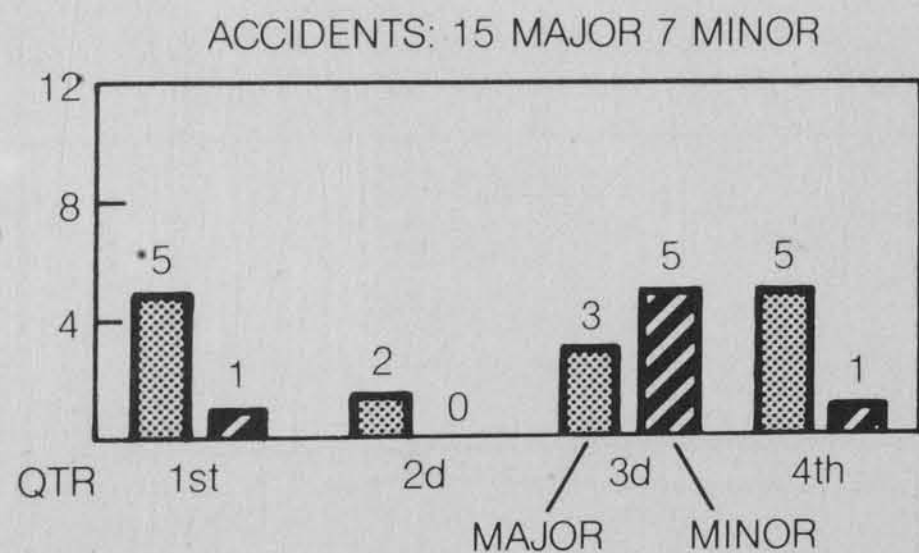


Table 11—
Construction Requirements and Costs
(Includes new construction, additions and alterations)

	No Proj	\$Million
Armory	624	339
Nonarmory (less training facilities)	203	97
Training facilities	106	160
Planning and minor construction	—	76
	933	672

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

Armory	2,799
Non-Armory	1,846
State Operated Camps	297
Semiactive Army Camps	2
	4,944

Table 13—
State Operated Installations

ALABAMA:
Montgomery (Montgomery)

ALASKA:
Camp Carroll (Anchorage)

ARIZONA:
Phoenix (Papago Park)

ARKANSAS:
Camp Robinson (N. Little Rock)

CALIFORNIA:
Camp San Luis Obispo (Same)
Camp Roberts (Paso Robles)
Fort Irwin (Barstow)
AFRC Los Almitos (Los Almitos)

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
(Havre de Grace)

MASSACHUSETTS:

Camp Curtis Guild (Wakefield)
Camp Edwards (Bourne)

MICHIGAN:

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

MINNESOTA:

Camp Ripley (Little Falls)

MISSISSIPPI:

Camp McCain (Grenada)
Camp Shelby (Hattiesburg)

MISSOURI:

Camp Clark
Fort Crowder

MONTANA:

Fort Wm. H. Harrison (Helena)

NEBRASKA:

Camp Ashland (Ashland)

NEVADA:

Stead Trng Fac (Reno)

NEW HAMPSHIRE:

Camp La Bonte SMR (Concord)

NEW JERSEY:

Sea Girt (Sea Girt)

NEW MEXICO:

Dona Ana Range (Ft. Bliss, TX)

NEW YORK:

Camp Smith (Peekskill)

NORTH CAROLINA:

Camp Butner (Butner)

NORTH DAKOTA:

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

OHIO:

Camp Perry (Fort Clinton)

OKLAHOMA:

Camp Gruber (Muskogee)

OREGON:

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

PUERTO RICO:

Camp Santiago (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)

APPENDIX G**ANG TABLES**

**Table 1—
Air National Guard FY 78 Obligations
By State**

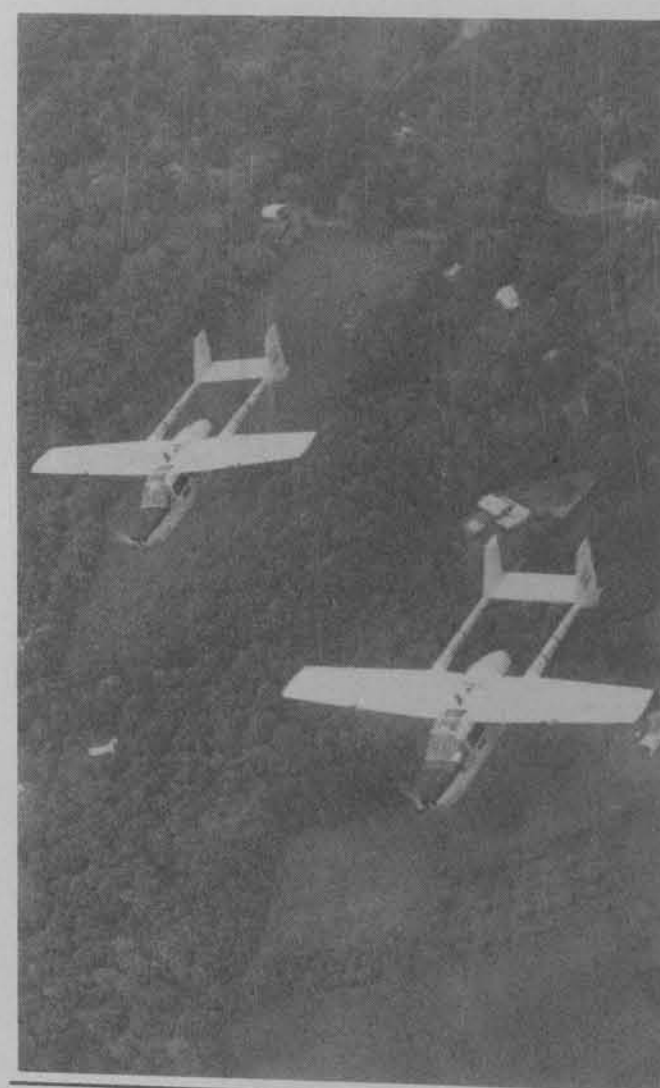
State	5783080 Other Procurement	5783830 Military Construction	5783840 Operations & Maintenance	5783850 ANG Mil Personnel	State Total
ALABAMA	55,980	61,725	15,078,665	467,043	15,663,363
ALASKA	18,163	4,188	6,229,706	221,272	6,473,329
ARIZONA	79,192		17,699,874	328,056	18,007,122
ARKANSAS	28,291	162,449	10,617,257	288,511	11,096,508
CALIFORNIA	84,945	15,432	29,022,479	1,027,279	30,150,135
COLORADO	22,791	244,015	8,265,448	238,327	8,770,581
CONNECTICUT	16,760	48,550	5,746,296	197,085	6,008,691
DELAWARE	12,847	676,388	4,564,948	102,303	5,356,486
ANDREWS AFB	31,420		10,197,409	165,034	10,393,863
FLORIDA	13,981	90,973	8,123,871	144,453	8,373,278
GEORGIA	47,696		14,281,368	747,348	15,076,412
HAWAII	11,884	315,324	13,935,346	286,445	14,548,999
IDAHO	52,168	48,770	6,366,052	169,949	6,636,939
ILLINOIS	70,719		16,318,902	670,305	17,059,926
INDIANA	19,993	1,203,881	12,184,003	368,716	3,756,593
IOWA	27,855	898,248	12,506,147	200,619	13,632,869
KANSAS	54,973	101,037	12,933,085	243,948	13,332,443
KENTUCKY	8,835	28,980	6,049,759	108,002	6,194,576
LOUISIANA	9,482		5,103,187	189,643	5,302,312
MAINE	65,197	240,416	6,901,314	197,041	7,403,968
MARYLAND	20,280		7,233,805	273,650	7,527,735
MASSACHUSETTS	38,658	159,607	19,126,494	460,415	19,785,174
MICHIGAN	54,641	152,320	26,349,775	505,180	27,061,916
MINNESOTA	33,154	1,085,152	12,501,747	348,022	13,968,075
MISSISSIPPI	48,214	77,230	12,029,311	537,780	12,692,535
MISSOURI	36,564	2,081,882	13,913,333	448,818	16,480,598
MONTANA	15,594	32,342	7,974,057	162,375	8,184,367
NEBRASKA	41,008	82,938	6,178,409	133,247	6,435,602
NEVADA	20,891		5,965,214	165,071	6,151,176
NEW HAMPSHIRE	21,829	18,400	4,918,872	101,412	5,060,513
NEW JERSEY	61,989		17,615,334	329,223	17,996,546
NEW MEXICO	13,207	153,431	6,772,444	94,510	7,033,692

NEW YORK	97,981	662,203	27,453,667	632,141	29,046,992
NORTH CAROLINA	11,039		4,965,314	208,313	5,179,666
NORTH DAKOTA		45,217	6,608,967	156,193	6,810,377
OHIO	121,513	1,072,954	28,518,792	931,166	30,644,425
OKLAHOMA	55,121	7,778	10,641,253	404,286	11,108,438
OREGON	7,805		9,611,121	313,003	9,931,929
PENNSYLVANIA	76,274	206,432	21,446,277	595,468	22,324,451
PUERTO RICO	1,020	169,633	7,933,669	253,160	8,357,482
RHODE ISLAND	34,580	7,089,625	6,053,810	215,753	13,393,768
SOUTH CAROLINA	4,559		6,491,608	268,072	6,764,239
SOUTH DAKOTA	10,721		5,674,242	116,924	5,801,887
TENNESSEE	52,034	193,738	18,446,724	678,463	19,370,959
TEXAS	28,830	197,200	19,731,506	527,986	20,485,522
UTAH	47,042	27,805	6,757,901	204,842	7,037,590
VERMONT	46,964		6,572,296	110,689	6,729,949
VIRGINIA	8,530		6,569,723	229,586	6,807,839
WASHINGTON	37,963	46,545	10,168,347	367,241	10,619,096
WEST VIRGINIA	28,376	16,705	8,904,165	352,545	9,301,791
WISCONSIN	102,881	35,710	11,538,086	322,422	11,999,099
WYOMING	38,650	744	4,600,016	149,318	4,788,728
ANGCSC, ST. LOUIS, MO			247,957,024	(236,000)	247,721,024
BOLLING AFB			81,461		81,461
WRIGHT PATTERSN, AFLC			4,754,490		4,754,490
SCOTT AFB			18,021		18,021
TINKER AFB, OCAFLC			4,164		4,164
HILL AFB, OOAFLC			24,319		24,319
McCLELLAN, AFB, SMAFLC			18,662		18,662
KELLY AFB, SAAFLC			9,260		9,260
ROBINS, AFB, WRAFLC			14,626		14,626
HQ USAF, PENTAGON			4,153,673		4,153,673
LACKLAND AFB				1,019,721	1,019,721
AFAFC/ACF				218,654,000	218,654,000
TOTALS	1,941,034	17,764,967	848,306,095	236,690,774	1,104,692,870

**Table 2—
Force Structure Flying Units
ANG Units as of 30 September 1978**

Gaining Command	Wings	Groups	Squadrons
ADCOM Fighter Interceptor	2	8	10
ADCOM Defense Systems Evaluation ...	—	1	1
SAC Air Refueling	4	9	13
TAC Tactical Fighter	9	21	30
PACAF Tactical Fighter	—	1	1
TAC Tactical Reconnaissance	2	6	8
TAC Tactical Air Support	2	4	6
TAC Tactical Electronic Warfare	—	1	1
MAC Tactical Airlift	5	14	19
MAC Aerospace Rescue/Recovery ..	—	2	2
TOTAL	24	67	91

137 TASS O-2's in formation
over Otis Air Force Base,
Massachusetts.



**Table 3—
Additional Support Units
By Types of Mission**

Force Summary

AC&W Units	3
Tactical Control Units	
Group Headquarters	3
Tactical Air Control Center Sq	2
Control and Reporting Center Sq	3
Control and Reporting Post Sq	6
Forward Air Control Post (Heavy) Flt	9
Forward Air Control Post (Light) Flt	8
	<u>31</u>
Communications Units	
Group Headquarters	8
Air Force Component Headquarters Sq	4
Tactical Air Base Sq	5
Contingency Sq	16
Defense Communications Systems	
Contingency Support Sq	2
Combat Communications Flt	9
Air Traffic Control Flt	9
Electronic Installation Sq	19
Special Communication Sq	1
Range Support Sq	1
	<u>74</u>
Weather Units	40
Miscellaneous Units	
Bands	12
Civ Eng Sq/Flt	3
Fld Tng Flt	1
Permanent Field Training Sites	4
State Hq	52
State Hq Det	10
Professional Military Education Center	1
	<u>83</u>
Grand Total	231

**Table 4—
Aircraft, Unit and Location by Gaining
Command**

Aerospace Defense Command

Aircraft	Unit	Location
F-101B/F	107 FIG	Niagara Falls NY
	142 FIG	Portland OR
	147 FIG	Ellington TX

F-106A/B	102 FIW	Otis MA
	144 FIW	Fresno CA
	120 FIG	Great Falls MT
	125 FIG	Jacksonville FL
	177 FIG	Atlantic City NJ
F-4C	191 FIG	Selfridge AFB MI
F-4D	119 FIG	Fargo ND
EB-57B/C	158 DSEG	Burlington VT
Strategic Air Command		
KC-135A	101 ARW	Bangor ME
	126 ARW	Chicago IL
	141 ARW	Fairchild AFB WA
	171 ARW	Pittsburgh PA
	134 ARG	Knoxville TN
	157 ARG	Pease NH
	160 ARG	Rickenbacker OH
	189 ARG	Little Rock AR
	170 ARG	McGuire AFB NJ
	161 ARG	Phoenix AZ
	128 ARG	Milwaukee WI
	151 ARG	Salt Lake City UT
	190 ARG	Forbes KS
Tactical Air Command		
A-7D	121 TFW	Rickenbacker OH
	132 TFW	Des Moines IA
	140 TFW	Buckley CO
	112 TFG	Pittsburgh PA
	150 TFG	Kirtland NM
	156 TFG	San Juan PR
	169 TFG	McEntire SC
	185 TFG	Sioux City IA
	114 TFG	Sioux Falls SD
	178 TFG	Springfield OH
	138 TFG	Tulsa OK
P-100D/F	116 TFW	Dobbins GA
	122 TFW	Ft Wayne IN
	127 TFW	Selfridge MI
	131 TFW	St Louis MO
	103 TFG	Bradley CT
	104 TFG	Barnes MA
	149 TFG	Kelly TX
	159 TFG	New Orleans LA
	180 TFG	Toledo OH
	181 TFG	Terre Haute IN
	188 TFG	Ft Smith AR
A-7D	162 TFTG	Tucson AZ
F-105B	108 TFW	McGuire AFB NJ
F-105D/F	113 TFW	Andrews AFB DC
	192 TFG	Byrd VA

F-105D/F	184 TFTG	McConnell KS
A-37B	174 TFG 175 TFG	Syracuse NY Baltimore MD
F-4C	183 TFG	Springfield IL
RF-4C	117 TRW 123 TRW 124 TRG 148 TRG 152 TRG 155 TRG 187 TRG	Birmingham AL Louisville KY Boise ID Duluth MN Reno NV Lincoln NE Montgomery AL
RF-101C	186 TRG	Meridian MS
O-2A	128 TASW 105 TASW 110 TASG 111 TASG 163 TASG 182 TASG	Truax WI Westchester NY Kellogg MI Willow Grove PA Ontario CA Peoria IL
EC-130E	193 TEWG	Harrisburg PA

Military Airlift Command

C-130	A 118 TAW A 133 TAW A 136 TAW A 137 TAW	Nashville TN Miss/St Paul MN Dallas TX Will Rogers OK
	B/E 146 TAW D 109 TAG E 130 TAG A 139 TAG A 143 TAG B 145 TAG B 153 TAG A 164 TAG E 165 TAG A 166 TAG B 167 TAG E 172 TAG E 176 TAG B 179 TAG	Van Nuys CA Schenectady NY Charleston WV St Joseph MO Providence RI Charlotte NC Cheyenne WY Memphis TN Savannah GA Wilmington DE Martinsburg WV Jackson MS Anchorage AK Mansfield OH
C-7A	135 TAG	Baltimore MD
HC-130/HH-3	106 ARRG 129 ARRG	Suffolk NY Hayward CA

Pacific Air Force

F-4C	154 TFG	Hickam AFB HI
------	---------	---------------

**Table 5—
Communications Installations and
Units by Location**

Location	30 September 1978
Alabama	
Dothan	115 TCS (CRP)
Gadsden	226 Cmbt Comm Gp/ 226 AFCH SQ
Maxwell AFB	280 Comm Sq Spl
Montgomery	232 TAB Sq
Alaska	No Unit
Arizona	
Phoenix	107 TCS (CRP)
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
Los Alamitos	210 WX
Colorado	
Buckley	154 TCG/120WX/St Hg 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)/ Fld Tng Site
Kennesaw	129 TCS (CRP)/129 TCF (FACP-L)
St Simons	224 Contg Sq
Macon	202 EI Sq

Hawaii

Hickam AFB

201 Cmbt Comm Gp/201
TAB Sq/Flt/202 CC Flt/
202 ATC Flt/199 WX
150 AC&W Sq
169 AC&W Sq
201 CC Flt
201 ATC

Kokee

Mt Kaala

Kahulue, Maui

Kona, Hawaii

Idaho

No Unit

Illinois

Chicago

264 Contg Sq/217 EI Sq/
566 Band

Indiana

Ft Wayne

Terre Haute

Shelbyville

Camp Atterbury

235 ATC Flt/163 WX
113 WX
207 WX AR
St Hq Gnry Rg Det

Iowa

Fort Dodge

133 TCF (FACP-H)/134 TCF
(FACP-L)

Kansas

McConnell AFB

Forbes

127 WX
St Hq Base Spt Det

Kentucky

Louisville

165 WX

Louisiana

New Orleans

Hammond

214 EI Sq/122 WX
236 CC Flt/236 ATC Flt

Maine

Portland

243 EI Sq/265 Contg Sq

Maryland

Baltimore

104 WX

Massachusetts

Otis AFB

Westfield

Worcester

Wellesley

101 WX/202 WX AR/
567 Band/St Hq Base Spt Det
131 WX
212 EI Sq/101 TCS (CRP)
253 Cmbt Comm Gp/
267 AFCH Sq

Michigan

Selfridge ANGB

Phelps Collins

107WX/St Hg Det
Flt Tng Site

Minnesota

Minn-St Paul

210 EI Sq/237 ATC Flt/
208 WX AR/133 Fld Tng Flt

Mississippi

Gulfport

Meridian

255 Contg Sq/173 Civ Engrg
Flt/Fld Tng Site
238 CC Flt/238 ATC Flt

Missouri

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

Jefferson Barracks

Montana

No Unit

Nebraska

No Unit

Nevada

No Unit

New Hampshire

No Unit

New Jersey

McGuire AFB

Atlantic City

204 WX AR
119 WX

New Mexico

No Unit

New York

Roslyn

152 TCG/152 TACC Sq/
274 Contg Sq/213 EI Sq/
552 Band
108 TCF (FACP-H)/
113 TCF (FACP-L)
201 WX AR

Syracuse

Amityville

North Carolina

Charlotte

Badin

156 WX
263 Contg Sq

North Dakota

No Unit

Ohio

Mansfield

Toledo

Springfield

164 WX
555 Band
251 Cmbt Comm Gp/
269 CC Flt
123 TCF (FACP-H)/
124 TCF (FACP-L)
220 EI Sq
200 Civ Engrg Sq

Blue Ash

Zanesville

Camp Perry

Oklahoma

Oklahoma City

Tulsa

205 EI Sq/219 EI Sq
125 WX

Oregon

Portland

123 WX/153 TACC Sq/
116 TCS (CRC)/244 Contg
Sq/St Hg Det/244 CC Flt
104 TCF (FACP-H)

Kingsley

Pennsylvania

Pittsburgh

Willow Grove

Middletown

Indian Tn Gap

146 WX
140 WX
553 Band
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
Puerto Rico	
Punta Salinas	140 AC&W Sq
Rhode Island	
Coventry	281 Cmbt Comm Gp/ 282 DCS Sq
N Smithfield	102 TCS (CRC)
South Carolina	
McEntire ANGB	240 Cmbt Comm Flt/ 240 ATC Flt/ST Hq Tower Opns Det
South Dakota	No Unit
Tennessee	
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
Texas	
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
Utah	
Salt Lake City	109 TCF (FACP-H)/ 106 TCF (FACP-L) 130 EI Sq/299 Comm Sq Rg Spt
Vermont	No Unit
Virginia	
Langley AFB	200 WX
Washington	
Spokane	242 TAB Sq/242 ATC Flt/ 560 Band/116 WX
Paine Field	252 Cmbt Comm Gp. 215 EI Sq
Everett	256 AFCH Sq
Seattle	143 Contg Sq
Four Lakes	105 TCS (CRP)
Bellingham	262 Contg Sq
West Virginia	
Charleston	130 WX

Wisconsin	
Milwaukee	128 TCF (FACP-H)/ 126 WX
Volk Field	Flt Tng Site/St Hq Tower Opns Det

Wyoming	No Unit
----------------	---------

+ 52 State Headquarters =

TOTAL NON-FLYING UNITS — 231

**Table 6—
Aircraft Conversions**

Unit & Location	From	To	FQ
161ARG Phoenix, AZ	8 KC-97L	8 KC-135A	1
128ARG Milwaukee, WI	8 KC-97L	8 KC-135A	2
151ARG Salt Lake, UT	8 KC-97L	8 KC-135A	3
136TAW Dallas, TX	8 KC-97L	8 C-130B	3
191FIG Selfridge, MI	15 F-106A	18 F-4C	3
178TFG Springfield, OH	24 F-100D	18 A-7D	3
190ARG Forbes, KS	9 EB-57	8 KC-135A	4
138TFG Tulsa, OK	18 F-100D	18 A-7D	4

Increased UE

Unit & Location	From	To	FQ
158DSEG Burlington, VT	9 EB-57	15 EB-57	4
140TFW Buckley, CO	18 A-7D	24 A-7D	4

**Table 7—
Activations**

The following units were activated on dates indicated below:

Location & Unit	Effective Date
Fargo, ND 119 Scty Police Flt	1 June 1978
Mt Clemens, MI 191 Scty Police Flt	1 June 1978
Dallas, TX 136 Mobile Aerial Port Sq	1 April 1978
Forbes AFB, KS 190 Scty Police Flt	8 July 1978
Charleston, W VA 130 Wea Flt (FIX)	1 September 1978
Fresno Air Term, CA 144 Scty Police Flt	1 June 1978

Jacksonville IAP, FL 125 Scty Police Flt	1 June 1978
Otis AFB, MA 102 Scty Police Flt	1 June 1978
Great Falls IAP, MT 120 Scty Police Flt	1 June 1978
Atlantic City Apt, NJ 177 Scty Police Flt	1 June 1978
Niagara Falls IAP, NY 107 Scty Police Flt	1 June 1978
Portland IAP, OR 142 Scty Police Flt	1 June 1978
Ellington AFB, TX 147 Scty Police Flt	1 June 1978
Ontario, CA 163 Com Elect Maint Sq	28 August 1978
Ontario, CA 163 Consol Acft Maint Sq	28 August 1978
Peoria, IL 182 Com Elect Maint Sq	1 August 1978
Peoria, IL 182 Consol Acft Maint Sq	1 August 1978
W.K. Kellogg, MI 110 Consol Acft Maint Sq	1 July 1978
W.K. Kellogg, MI 110 Consol Acft Maint Sq	1 July 1978
Westchester, NY 105 Com Elect Maint Sq	1 September 1978
Westchester, NY 105 Consol Acft Maint Sq	1 September 1978
Willow Grove, PA 111 Com Elect Maint Sq	11 September 1978
Willow Grove, PA 111 Consol Acft Maint Sq	11 September 1978
Truax, WI 115 Com Elect Maint Sq	1 July 1978
Truax, WI 115 Consol Acft Maint Sq	1 July 1978

Table 8— Inactivations

The following units were inactivated on dates indicated below:

Location & Unit	Effective Date
Tucson, AZ 162nd Supply Sq	1 January 1978
McConnell AFB, KS 184th Supply Sq	1 January 1978
Niagara Falls, NY 107th Supply Sq	1 January 1978
Fargo, ND 119 Supply Sq	1 January 1978
Great Falls, MT 120 Supply Sq	1 January 1978
Jacksonville, FL 125 Supply Sq	1 January 1978
Portland, OR 142 Supply Sq	1 January 1978
Ellington AFB, TX 147 Supply Sq	1 January 1978
Burlington, VT 158 Supply Sq	1 January 1978
Atlantic City, NJ 177 Supply Sq	1 January 1978
Forbes AFB, KS 190 Supply Sq	1 January 1978
Mt Clemens, MI 191 Supply Sq	1 January 1978
Savannah, GA 226 Air Traffic Reg Ctr Flt	1 February 1978
Slatersville, RI 253 Air Traffic Reg Ctr Flt	1 February 1978
Charleston, WV 167 Wea Flt (FIX)	1 September 1978

Table 9— Redesignations

	Effective Date
Sky Harbor, Phoenix, Arizona From: Hq 161 Air Rfl Gp To: Hq 161 Air Rfl Gp, Heavy	1 October 1977

From: 197 Air Rfl Sq To: 197 Air Rfl Sq, Heavy	1 October 1977	Mansfield, OH From: 179 Aerial Port Flt To: 179 Mobile Aerial Port Flt	
From: 161 Wpn Sys Scty Flt To: 161 Security Police Flt	1 October 1977	Salt Lake City, Utah From: Hq 151 Air Rfl Gp To: Hq 151 Air Rfl Gp, Heavy	1 April 1978
From: 161 Tac Clinic To: 161 USAF Clinic	1 October 1977	From: 191 Air Rfl Sq To: 191 Air Rfl Sq, Heavy	1 April 1978
Milwaukee, Wisconsin From: Hq 128 Air Rfl Gp To: Hq 128 Air Rfl Gp, Heavy	2 January 1978	From: 151 Wpn Sys Scty Flt To: 151 Scty Police Flt	1 April 1978
From: 126 Air Rfl Sq To: 126 Air Rfl Sq, Heavy	2 January 1978	From: 151 Tac Clinic To: 151 USAF Clinic	1 April 1978
From: 128 Wpn Sys Scty Flt To: 128 Security Police Flt	2 January 1978	Forbes AFB, Kansas From: Hq 190 Def Sys Eval Gp To: Hq 190 Air Rfl Gp, Hvy	8 July 1978
From: 128 Tac Clinic To: 128 USAF Clinic	2 January 1978	From: 117 Def Sys Eval Sq To: 117 Air Rfl Sq, Hvy	8 July 1978
Dallas, Texas From: Hq 136 Air Rfl Wg To: Hq 136 Tac Alft Wg	1 April 1978	Van Nuys, CA From: 146 Aerial Port Flt To: 146 Mobile Aerial Port Sq	1 January 1978
From: 181 Air Rfl Sq To: 181 Tac Alft Sq	1 April 1978	Charlotte, NC From: 145 Aerial Port Flt To: 145 Mobile Aerial Port Sq	1 January 1978
Kulis ANGB, AK From: 176 Aerial Port Flt To: 176 Mobile Aerial Port Flt	1 January 1978	Nashville, TN From: 118 Aerial Port Flt To: 118 Mobile Aerial Port Sq	1 January 1978
Wilmington, DE From: 166 Aerial Port Flt To: 166 Mobile Aerial Port Flt	1 January 1978	Charleston, WV From: 130 Aerial Port Flt To: 130 Mobile Aerial Port Sq	1 January 1978
Savannah, GA From: 165 Aerial Port Flt To: 165 Mobile Aerial Port Flt	1 January 1978	Oklahoma City, OK From: 137 Aerial Port Flt To: 137 Mobile Aerial Port Flt	1 January 1978
Martin Airport, MD From: 135 Aerial Port Flt To: 135 Mobile Aerial Port Flt	1 January 1978	Providence, RI From: 143 Aerial Port Flt To: 143 Mobile Aerial Port Flt	1 January 1978
Minn/St. Paul, MN From: 133 Aerial Port Flt To: 133 Mobile Aerial Port Flt	1 January 1978	Memphis, TN From: 164 Aerial Port Flt To: 164 Mobile Aerial Port Flt	1 January 1978
Jackson, MS From: 172 Aerial Port Flt To: 172 Mobile Aerial Port Flt	1 January 1978	Martinsburg, WV From: 167 Aerial Port Flt To: 167 Mobile Aerial Port Flt	1 January 1978
St. Joseph, MO From: 139 Aerial Port Flt To: 139 Mobile Aerial Port Flt	1 January 1978	Cheyenne, WY From: 153 Aerial Port Flt To: 153 Mobile Aerial Port Flt	1 January 1978
Schenectady, NY From: 109 Aerial Port Flt To: 109 Mobile Aerial Port Flt	1 January 1978		

**Table 10—
Air National Guard Strength**

	FY 74	FY 75	FY 76	FY TQ	FY 77	FY 78
Total.....	93,884	95,360	90,992	91,206	91,840	91,674
Officers.....	11,669	11,635	11,417	11,341	11,219	11,157
Airmen.....	82,215	83,725	79,575	79,865	80,621	80,517

**Table 11—
Black Strength**

	FY 74	FY 75	FY 76	FY TQ	FY 77	FY 78
Total.....	2,704	3,716	4,388	4,573	5,308	5,912
Officer.....	96	118	135	135	153	176
Airmen.....	2,608	3,598	4,253	4,438	5,155	5,736

**Table 12—
Women Strength**

	FY 74	FY 75	FY 76	FY TQ	FY 77	FY 78
Total.....	1,277	2,718	3,992	4,241	5,284	6,048
Officer.....	42	63	67	71	89	114
Airmen.....	1,235	2,655	3,925	4,170	5,195	5,934
Nurses.....	402	413	387	385	391	397
Male.....		44	41	43	46	58
Female....		369	346	342	345	339

**Table 13—
Officer Personnel**

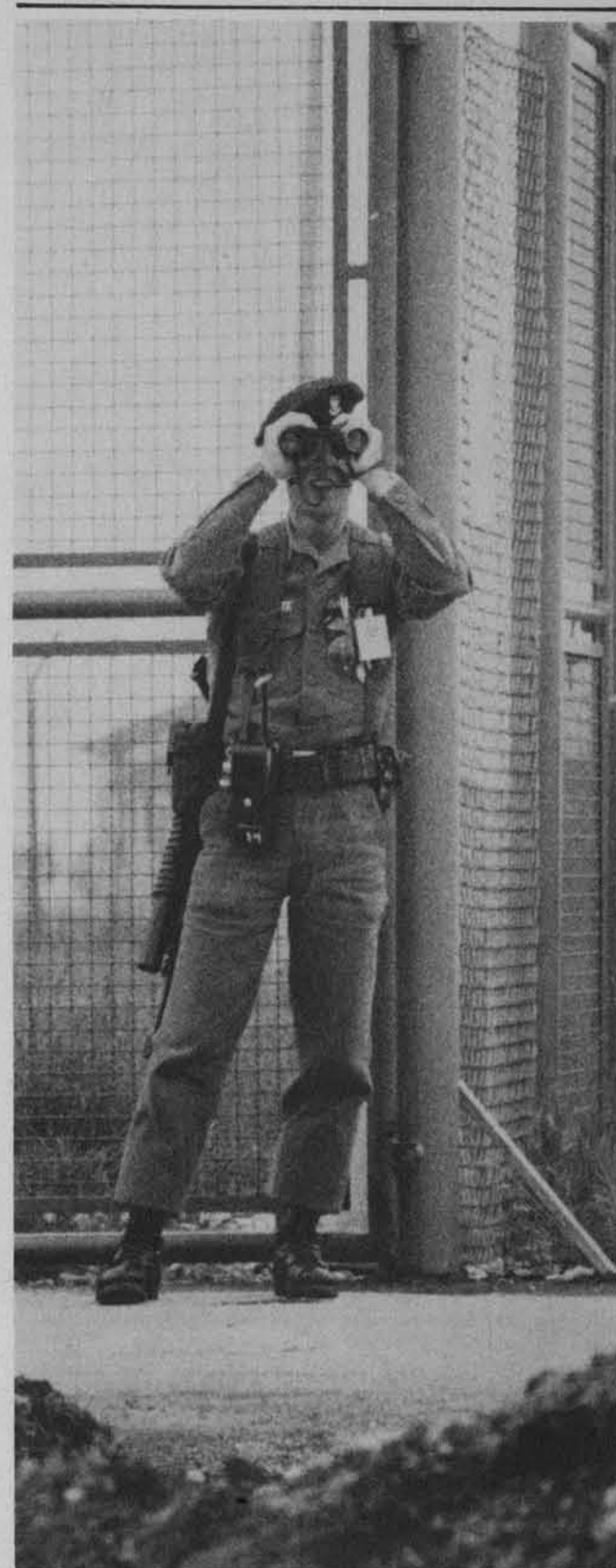
**OFFICERS AVERAGE AGE BY GRADE
TOTAL OFFICERS**

Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	W/O	Average
53	51	46	40	34	30	27	55	37

TOTAL PILOTS

Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	Average
52	50	45	38	32	28	26	36

Top Photo: Missouri Guardsman of the 131st Tactical Fighter Wing on sentry duty at Aviano AB, Italy during European deployment for NATO exercises. *Bottom Photo:* An instant response by firefighters from the Pa Air National Guard's 193rd Tactical Airport, Middletown, Pennsylvania saved a CH-47 Chinook helicopter when its engine caught fire.



**Table 14—
Officer Longevity**

AVERAGE YEARS OF SERVICE BY GRADE									
Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	W-4	W-3	Average
33.2	30.3	25.3	18.0	11.6	8.1	6.0	33.6	—	15.8

**AVERAGE YEARS OF SERVICE OF OFFICERS
ON FLYING STATUS BY GRADE**

Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	Average
32.5	29.5	24.4	17.1	10.3	7.4	5.8	15.0

**Table 17—
Total Airman Personnel**

Airman Average Age by Grade									
E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
51	47	43	37	31	27	24	22	21	32

Average Years of Service by Grade

E9	E8	E7	E6	E5	E4	E3	E2	E1	Average
30.0	26.4	22.4	15.6	8.6	5.4	3.5	1.9	.7	10.3

**Table 15—
Rated Officers Assigned**

	Assigned FY 78
Pilots	3,698
Navigators & Weapons Systems Officers	891
Others on Flying Status	371

**Table 18—
Officer Flying Status**

1 October 1977 through 30 September 1978

Aeronautical Rating Boards (34)	
Cases Pending	3
Cases Approved	26
Disapproved or Declined	5

Flying Evaluation Boards (65)	
Cases Pending	9
Cases Approved	53
Disapproved or Declined	3

**Table 16—
Grade Distribution of Pilots**

Gen	Col	LtCol	Maj	Capt	1Lt	2Lt	Total
54	146	600	894	1626	313	65	3698

Colorado Air National Guard A-7's.



**Table 19—
ROPA Board Results**

	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 20—
Officer Promotion Actions**

Unit Vacancy Promotions Effected in FY 1978 to
the Grades Indicated:

Brigadier General to Major General.....	5
Colonel to Brigadier General.....	14
Lieutenant Colonel to Colonel.....	53
Major to Lieutenant Colonel	174
Captain to Major	302
First Lieutenant to Captain	248
Second Lieutenant to First Lieutenant.....	38

**Table 21—
Involuntary Recall Cases (FY 1978)**

	Palace Chase	NPS
Cases Approved	151	75
Cases Disapproved or Returned.....	8	3

**Table 22—
ANG Activity in Support of JCS, USAF, MAJCOM, and Army Exercises in FY 78**

Exercise	Date	No. Units	No. Personnel	Location
Bold Eagle 78	10 Oct - 11 Nov 77	13	1360	Eglin AFB FL
Tropic Lightning	Dec 77	4	12	Pacific
Empire Glacier	16 Jan - 3 Feb 78	13	1682	Ft. Drum NY
Team Spirit		3	250	Pacific
Brave Shield 17	27 Mar - 19 Apr 78	14	2143	Nellis/Ft. Irwin
Solid Shield 78	May 78	6	600	SE CONUS
Brave Shield 18	7 - 25 Aug 78	14	1150	Ft. Carson CO
Totals	7	67	7186	

**Table 23—
ANG Tactical Deployments - FY 78**

Deployment (TAC)	Date	Unit	Home Station	No. Personnel	No. Aircraft	Location
Coronet Flamingo	23 Jan - 4 Feb 78	124TRG	Boise, ID	200	10/RF-4	Alaska
Coronet Snipe	26 Feb - 11 Mar 78	123TRW	Louisville, KY	306	18/RF-4	Norway
Coronet Mallard	10 - 31 May 78	131TFW	St Louis, MO	210	12/F-100	Italy
Coronet Quail	12 May - 2 Jun 78	183TFG	Springfield, IL	240	12/F-4	Italy
Coronet Teal	6 - 29 Jul 78	169TFG	Columbia, SC	315	18/A-7	England
Coronet Swallow	9 - 25 Sep 78	114TFG	Sioux City, IA	347	18/A-7	Norway
Totals	6	6		1618	88	

**Table 24—
ANG Communications Unit Tactical Deployments - FY 78**

Exercise	Location/Date	Unit	# People	Remarks
Coronet Snipe	Norway - 22 Feb - 11 Mar	123 Comm Flt	15	Deploy with 123TRW
Coronet Teal	UK - 6 - 29 Jul 78	169CF	26	Deploy with 169TFG
		240 Comm Flt		
		240 ATCF		
		183CF		
Coronet Sparrow	Denmark - 12 Aug - 1 Sep	171CF & 172CF	3	Deploy with 35TFW
Reforger 78	Europe - 12 Aug - 1 Sep	251 Comm CG	10	4 UHF Radios
	16 Sep - 1 Oct,			
	3-13 Sep			
Coronet Swallow	Norway - 9 - 25 Sep	114CF	27	Deploy with 114TFG
		253 Cmbt CG		
		132 CF		
Coronet Stork	Germany - 23 Aug - 1 Oct	252 Cmbt CG	22	Deploy with 347TFW
Display Determination	Europe - 18 Sep - 15 Oct	226 Cmbt CG	27	
Totals		13 Units	130 Personnel	

**Table 25—
ANG Red Flag Participation - FY 78**

Date	Unit	Home Station	Location	No. Aircraft	No. Personnel
20 Oct - 19 Nov 77	116TFW	Dobbins AFB GA	Nellis AFB NV	9/F-100	120
	159TFG	NAS New Orleans LA		9/F-100	120
	169TFG	McEntire ANGB SC		6/A-7	65
	117TRW	Birmingham AL		2/RF-4	10
	193TEWG	Harrisburg PA		1/EC-121	12
26 Nov - 17 Dec 77	193TEWG	Harrisburg PA	Nellis AFB NV	1/EC-121	12
7 Jan - 4 Feb 78	132TFW	Des Moines IA	Nellis AFB NV	10/A-7	85
	128TASW	Madison WI		2/O-2	6
	163TASG	Ontario CA		2/O-2	6
	193TEWG	Harrisburg PA		1/EC-121	12
13 Feb - 10 Mar 78	193TEWG	Harrisburg PA	Nellis AFB NV	1/EC-121	12
18 Mar - 15 Apr 78	192TFG	Richmond VA	Nellis AFB NV	8/F-105	80
	175TFG	Baltimore MD		8/A-37	90
	174TFG	Syracuse NY		8/A-37	65
3 Jun - 1 Jul 78	122TFW	Ft Wayne IN	Nellis AFB NV	12/F-100	85
	181TFG	Terre Haute IN		8/F-100	65
8 Jul - 5 Aug 78	188TFG	Ft Smith AR	Nellis AFB NV	8/F-100	65
9 Sep - 7 Oct 78	121TFW	Rickenbacker AFB OH	Nellis AFB NV	10/A-7	85
TOTALS	16			114	1080

**Table 26—
Close Air Support for U.S. Army
Training - FY 78**

	Total Sorties Required	Sorties Flown by ANG Units	ANG % of Total
9AF	2,474	1,262	51%
12AF	1,644	1,110	68%
Total	4,118	2,372	58%

**Table 27—
Snowbird FY 78**

188TFG/182TASG	16-22 Oct 77
114TFG	3 - 21 Jan 78
185TFG/115TASG	22 Jan - 4 Feb
131TFW/163TASG	5 - 18 Feb
112TFG/110TASG	19 Feb - 4 Mar
103TFG	5 - 18 Mar
181TFG	19 Mar - 1 Apr
104TFG	9 - 16 Apr
188TFG	16 - 22 Apr
113TFW	22 - 29 Apr
104TFG/182TASG	16 - 30 Sep (ORI)

**Table 28—
Forward Air Controller (RTU) Support**

Date	Unit	No. Aircraft
2 - 8 Oct 77	174TFG	8/A-37
30 Oct - 5 Nov	174TFG	8/A-37
27 Oct - 3 Dec	174TFG	8/A-37
9 - 13 Jan 78	104TFG	8/F-100
16 - 20 Jan	180TFG	8/F-100
23 - 27 Jan	113TFG	8/F-105
30 Jan - 3 Feb	103TFG	8/F-100
6 - 10 Feb	127TFW	8/F-100
13 - 17 Feb	159TFG	8/F-100
20 - 24 Mar	116TFW	8/F-100
10 - 14 Apr	122TFW	8/F-100
26 - 30 Jun	122TFW	8/F-100
17 Jul - 11 Aug	159TFG	8/F-100
14 - 25 Aug	192TFG	8/F-105
25 - 29 Sep	122TFW	8/F-100

**Table 29—
ANG Participation in the Joint Airborne/Air
Transportability Program (FY 78)**

Sorties Flown	830
Personnel Airdropped/Airlanded	12,349
Tons Equipment Airdropped/Airlanded	58.1

Note: Figures Denote Air National Guard's Support of
MAC OPOD 17-76
(Joint Airborne/Air Transportability Training)

**Table 30—
ANG ARRS Support of Higher Headquarters
Directed Mission (FY 78)**

Sorties Flown	205
Hours Flown	787.5
Lives Saved and Credited to ANG	10
Persons Found and Credited to ANG	3

APPENDIX H

**Table 1—
Total ARNG Race/Ethnic Statistics as of 30 September 1978**

Ethnic Gp	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black	957	2.8	57,637	18.4	58,594	16.9
SSA	378	1.1	11,653	3.7	12,031	3.5
Puerto Rican	606	1.8	12,166	3.8	12,772	3.6
Oriental	230	.7	841	.3	1,071	.3
Filipino	40	.1	1,127	.4	1,167	.3
Am Indian	51	.1	1,239	.4	1,290	.4
Eskimo	28	.1	1,209	.4	1,237	.4
Aleut	1	.0	23	.0	24	.0
Other	77	.2	1,777	.6	1,854	.5
Sub-Total	2,368	6.9	87,672	28.0	90,040	25.9

Caucasian	31,937	93.1	225,363	2.0	257,300	74.1
Total	34,305	100.0	313,035	100.0	347,340	100.0
Women	817	2.4	12,898	4.1	13,715	4.0
Minority	158	.5	4,746	1.5	4,904	1.4

**Table 2—
Total ANG Race/Ethnic Statistics as of 30 September 1978**

Ethnic Gp	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black	173	1.5	5,591	6.9	5,764	6.3
SSA	90	0.8	1,993	2.5	2,083	2.3
Puerto Rico	125	1.2	1,278	1.6	1,403	1.5
Oriental	125	1.2	1,006	1.2	1,131	1.2
Filipino	6	.0	289	.3	295	.3
Am Indian	66	.6	726	.9	792	.9
Eskimo	2	.0	10	.0	12	.0
Aleut	2	.0	10	.0	12	.0
Sub-Total	589	5.3	10,903	13.5	11,492	12.5
Caucasian	10,519	94.3	69,052	85.8	79,571	86.8
Unk/Unclas.	49	0.4	562	0.7	611	0.7
Total	11,157	100.00	80,517	100.00	91,674	100.00
Women	453	4.1	5,933	7.4	6,386	7.0
Minority	44		1,270		1,314	

**Table 3—
Minority Participation in the National Guard
Technician Workforce**

ARNG	Total	Black	Hispanic	Am. Indian	Oriental	Others
30 Sep 78.....	28,377	859	762	70	71	26,615
ANG						
30 Sep 78.....	22,475	439	605	82	57	21,292

**Table 4—
Participation of Women in the National Guard
Technician Workforce**

ARNG						
30 Sep 78.....	2,372	140	48	6	8	2,170
ANG						
30 Sep 78.....	1,710	97	39	10	6	1,558

**Table 5—
National Guard State Service
Civil Disturbances**

State/Date	Location	Nature of Emergency
Alabama		
8-13 Jan 78	Fort Payne	Potential Civil Disturbance
11-15 Mar 78	Sheffield	Coal Strike
12-16 Mar 78	Birmingham	Coal Strike
Hawaii		
3-4 Sep 78	Hilo	Potential Civil Disturbance
Illinois		
30 Oct 77	Marion	Potential Civil Disturbance
2-9 Jan 78	Metropolis	Coal Strike
13-14 Mar 78	Baldwin	Coal Strike
22 Jul 78	Pontiac	Prison Riot
Indiana		
14 Feb-26 Mar 78	Mt. Carmel and Petersburg	Coal Strike
Iowa		
31 Oct 77	West Des Moines	Potential Civil Disturbance
27 May 78	West Des Moines	Potential Civil Disturbance
Kansas		
14-22 Sep 78	Wichita	Fireman Strike
Kentucky		
14-17 Jul 78	Louisville	Fireman Strike
11-17 Sep 78	Lexington	Support Mission
New Hampshire		
23-26 Jun 78	Seabrook	Potential Civil Disturbance
6-22 Sep 78	Manchester	Potential Civil Disturbance
Rhode Island		
12-13 Mar 78	Statewide	State Employees Strike
South Carolina		
29 Apr-2 May 78	Barnwell	Potential Civil Disturbance
6 Aug 78	Westinghouse Nuclear Plant	Potential Civil Disturbance
Tennessee		
1-5 Jul 78	Memphis	Fireman Strike
11-19 Aug 78	Memphis	Police & Fireman Strike
West Virginia		
10-17 Mar 78	Statewide	Coal Strike

**Table 6—
Natural Disasters and Other Emergencies**

State/Date	Location	Nature of Emergency
Alabama		
1-3 Oct 77	Waterloo	Water Haul
7-18 Oct 77	Nauvoo	Water Haul
9-30 Jan 78	Gaylesville	Water Haul
15-16 Jan 78	Auburn	Gas Explosion
25-30 Jan 78	Dale	Flood

1-2 Apr 78	Sulligent	Forest Fire
4-9 Apr 78	Jasper	Forest Fire
7-8 Apr 78	Gadsden	Forest Fire
18-21 Apr 78	Monroeville	Tornado
25-26 Apr 78	Hanceville	Search
14-31 Jul 78	Pea Ridge	Water Haul
27-31 Jul 78	Fairhope	Flood
1-15 Aug 78	Etowah	Water Haul
17 Aug-1 Sep 78	Margaret	Water Haul
Alaska		
23 Nov 77	Chefornak	Power Outage
Arizona		
9-12 Oct 77	Nogales	Flood
2-11 Mar 78	Phoenix	Flood
12-13 Mar 78	Apache Junction	Rescue
10-15 Aug 78	Pinal County	Search
29 Sep-3 Oct 78	Chinle	Support Mission
Arkansas		
7-8 Jan 78	Wynne	Tornado
13-14 Jan 78	Bradley County	Ice Storm
30 Jan-1 Feb 78	Paragould	Snow Emergency
7-8 May 78	Danville	Flood
13-18 Sep 78	Little Rock	Flood
California		
20-22 Dec 77	Kern County	Search & Rescue
22-27 Dec 77	Humboldt County	Power Outage
16 Jan 78	Santa Barbara	Flood
16-17 Jan 78	San Luis Obispo	Flood
24 Jan 78	Quincy	Support Mission
30 Jan 78	Lassen County	Search
30-31 Jan 78	Los Angeles County	Search
10-11 Feb 78	Bakersfield	Flood
13-15 Feb 78	Bridgeport	Search & Rescue
14-16 Feb 78	Riverside	Search
3 Mar 78	Hayward	Search
4-8 Mar 78	Los Angeles County	Flood
9 Mar 78	Santa Barbara	Search
29 Apr 78	Half Moon Bay	Search
10-18 May 78	Soledad	Power Outage
13 May 78	Auburn	Evacuation
3 Jun 78	Redding	Search
4 Jun 78	Redding	Search
11-16 Aug 78	Downieville	Forest Fire
Colorado		
10-17 Feb 78	Wild County	Power Outage
Connecticut		
6-17 Feb 78	Statewide	Snow Emergency
Delaware		
6-8 Feb 78	Statewide	Snow Emergency
Florida		
4-5 Jan 78	Hampton	Water Haul
29-31 Jan 78	Careyville	Water Haul
6-7 Feb 78	Western	Flood
23-27 Feb 78	Live Oak	Search
26 Feb-3 Mar 78	Youngstown	Train Derailment
15-16 May 78	Bear Lake	Water Haul
Georgia		
7-10 Nov 77	Toccoa	Flood

Hawaii

12-14 Dec 77
 21-22 Mar 78
 29 Aug-1 Sep 78
 5 Sep 78
 11-14 Sep 78

Mt. Mauna Loa
 Lanai
 Maui
 Moloka

Volcanic Survey
 Search
 Support Mission
 Support Mission

Illinois

18 Nov 77
 25 Jan-5 Feb 78
 2-3 Mar 78
 7-11 Mar 78

Jacksonville
 East Central
 Effingham
 Effingham & Edgar
 Counties

Search
 Snow Emergency
 Snow Emergency
 Snow Emergency

24 Mar-7 Apr 78
 26 May 78
 19 Jul-5 Aug 78
 19 Sep 78

Central
 Springfield
 Dunlap
 Carpentersville

Ice Storm
 Search
 Water Haul
 Water Haul

Indiana

5-12 Dec 77
 9-11 Dec 77
 26-31 Jan 78
 31 Mar 78
 5-9 Apr 78
 16-21 Apr 78

North Central
 Montgomery County
 Statewide
 Kingsbury
 Shelby
 Shelby

Snow Emergency
 Snow Emergency
 Snow Emergency
 Chemical Explosion
 Flooding
 Flooding

Iowa

31 Jan-1 Feb 78
 17 Sep 78
 17 Sep 78

Stanhope
 Grinnell
 Burlington

Cold Weather Emergency
 Tornado
 Search

Kansas

2 Jan 78

Garnett

Fire

Kentucky

19 Jan-11 Feb 78
 31 Jan-10 Feb 78
 6 May 78
 28 May 78
 31 Aug-28 Sep 78
 11 Sep 78

Statewide
 Leon
 Louisville
 Pine Mountain
 South Shore
 Lexington

Snow Emergency
 Train Derailment
 Traffic Crowd Control
 Search
 Support Mission
 Support Mission

Louisiana

28-29 Dec 77
 3-11 May 78

Goldana
 Jefferson, Orlean &
 St. Bernard
 Monroe

Train Derailment
 Flooding

15-16 Sep 78

Flooding

Maine

11 Jan 78
 11-13 Jan 78
 13-16 Jan 78
 16 Jan 78
 16 Jan 78
 29 Jan 78
 4 Feb 78
 7-14 Feb 78
 10 Feb 78
 11 Feb 78
 25 Feb 78
 3 Mar 78
 7 Mar 78
 11-12 Mar 78
 16 Mar 78
 16 Mar 78
 24 Mar 78

Maxfield
 Piscataquis
 Kennebec County
 Nasher Lake
 Rockport
 Nicotous
 Chimney Pond
 York County
 Bangor
 Caribou
 Rockport
 Richmond
 Brunswick
 Hudson
 Richmond
 Richmond
 Bangor

Emergency Evacuation
 Flood
 Ice Jam
 Medical Evacuation
 Medical Evacuation
 Medical Evacuation
 Medical Evacuation
 Snow Emergency
 Medical Evacuation
 Medical Evacuation
 Medical Evacuation
 Support Mission
 Support Mission
 Medical Evacuation
 Support Mission
 River Cleaning
 Medical Evacuation

4 Apr 78	Machias	Medical Evacuation
12 Apr 78	Bangor	Medical Evacuation
26 Apr 78	Bangor	Medical Evacuation
27-28 Apr 78	Augusta	Support Mission
3-4 Mar 78	Bangor	Medical Evacuation
7 May 78	Machias	Medical Evacuation
8 May 78	Castine	Medical Evacuation
14 May 78	Rockland	Medical Evacuation
15 May 78	Augusta	Support Mission
30 May 78	Bangor	Medical Evacuation
3 Jun 78	Bangor	Medical Evacuation
11 Jun 78	Bangor	Medical Evacuation
26 Jun 78	Monhegan Island	Medical Evacuation
20 Jul 78	Baxter State Park	Medical Evacuation
9 Aug 78	Baxter State Park	Medical Evacuation
14 Aug 78	Acadia National Park	Medical Evacuation
24 Aug 78	Machias	Medical Evacuation

Maryland

20-27 Jan 78	Western	Snow Emergency
6-10 Feb 78	Cecil County	Snow Emergency
10-14 Jul 78	Baltimore	Support Mission

Massachusetts

9 Jan 78	Brockton	Windstorm
9-10 Jan 78	Provincetown	Flooding
21-23 Jan 78	Statewide	Snow Emergency
6-19 Feb 78	Statewide	Snow Emergency
9-12 Jun 78	Provincetown	Water Haul

Michigan

10-12 Dec 77	Hamtramck	Snow Emergency
14-18 Jan 78	Au Train	Ice Jam
26 Jan-4 Feb 78	Statewide	Snow Emergency
30 Jan-8 Feb 78	Southern Half	Snow Emergency
7-10 Feb 78	Woodland Park	Train Derailment

Minnesota

13-17 Nov 77	Baudette	Search
15-16 Jan 78	St. Paul	Support Mission
25-26 Jan 78	Crookston	Snow Emergency
8-16 Apr 78	East Grand Forks	Flood
22 Apr 78	Virginia	Search
20 May 78	Harden	Flooding
2 Jul 78	Hastings	Flooding
5-6 Jul 78	Gary	Tornado
6-7 Jul 78	Rochester	Flooding
17 Jul 78	Austin	Flooding

Mississippi

20-21 Oct 77	Amite County	Aircraft Crash
18-19 Apr 78	Utica	Tornado

Missouri

20-24 Jan 78	Southeast	Snow Emergency
27-31 Jan 78	Southeast	Snow Emergency
19 May-8 Jun 78	Howell & Oregon Counties	Water Haul

Montana

9-17 Feb 78	Northeast	Snow Emergency
-------------	-----------	----------------

Nebraska

27-29 Nov 77	Battle Creek	Train Derailment
12-14 Feb 78	Beatrice	Snow Emergency
15 Mar-7 Apr 78	East Central	Flooding
2 Apr 78	Sidney	Train Derailment

15 Jul 78	Beatrice	Support Mission
17 Jul 78	York	Support Mission
25-28 Jun 78	Gordon	Tornado
Nevada		
15 Mar 78	East Central	Flooding
5-7 Aug 78	Washoe County	Forest Fire
21-26 Aug 78	Coulee Canyon	Forest Fire
New Hampshire		
31 Oct 77	Mt. Chocorua	Search & Rescue
11 Jan 78	Lincoln	Search
7-9 Feb 78	Hampton/Rye	Flood
7-16 Feb 78	New Hampton	Flood
28 May 78	White Mountains	Evacuation
9 Aug 78	Ossipee	Search
17 Aug 78	Rockingham	Search
New Jersey		
20-22 Jan 78	Statewide	Snowstorm
New Mexico		
3 Oct 77	Santa Fe	Search & Rescue
27 Oct 77	Regina	Water Haul
9 Dec 77	Oragrande	Water Haul
1-5 Jan 78	El Rito	Water Haul
3-10 Mar 78	Gallup	Snow Emergency
17-21 Apr 78	Chama	Water Haul
14-19 Jun 78	Chama	Water Haul
20 Jun 78	Madrid	Water Haul
5 Jul 78	Tros County	Search
31 Jul-11 Aug 78	Rio En Medio	Water Haul
14 Aug 78	Cebolla	Water Haul
New York		
16-20 Jan 78	Long Island	Snow & Ice Storm
20-28 Jan 78	New York City	Snow Emergency
21 Jan-12 Mar 78	Lake Placid	Support Mission
6-10 Feb 78	New York City	Flood
28 Feb 78	Monroe County	Support Mission
2-5 May 78	Rockland County	Forest Fire
North Carolina		
14-16 Oct 77	Raleigh	Power Failure
20 Oct 77	Jones County	Search
6 Nov-1 Dec 77	Northwestern	Flood
14-17 Jan 78	Alamance County	Ice Storm
20-24 Jan 78	Burlington & Roxboro	Snow & Ice Storm
26-27 Jan 78	Tillery	Power Outage
28-29 Jan 78	Yancey County	Flood
3-6 Mar 78	Tillery	Power Outage
28-29 Mar 78	Youngsville	Water Haul
29-30 Mar 78	Walnut Grove	Water Haul
6-7 Apr 78	Walnut Grove	Water Haul
8-9 Apr 78	Pinehurst	Water Haul
18-20 Apr 78	Walnut Grove	Water Haul
26 Aug 78	Georgetown	Water Haul
North Dakota		
18-24 Dec 77	Central	Snow Emergency
27 Jan-15 Mar 78	Sioux & Grant Counties	Snow Emergency
26 Mar-1 Apr 78	Mott	Flooding
10-17 Apr 78	Grand Fork	Flooding
4-9 Jul 78	Elgin	Tornado

Ohio

10-15 Jan 78
 16-23 Jan 78
 26 Jan-5 Feb 78

Northern
 Southern
 Statewide

Snow Storm
 Snow Storm
 Snow Emergency

Oklahoma

16 Jan 78
 21 May 78
 25 May 78
 26 May 78
 26 May 78
 27 May 78
 28 May 78
 30 May 78
 24 Jun 78
 17 Aug 78
 25 Aug 78
 25 Aug 78

Oklahoma City
 Midwest City
 Durant
 Durant
 Oklahoma City
 Lawton
 Enid
 Oklahoma City
 Purcell
 Purcell
 Pauls Valley
 Oklahoma City

Snow & Ice Storm
 Flooding
 Search
 Search
 Support Mission
 Flooding
 Support Mission
 Support Mission
 Search
 Search
 Support Mission
 Search

Oregon

12-16 Aug 78

Dayville

Forest Fire

Pennsylvania

24 Jan-8 Feb 78

Western

Snow Emergency

Rhode Island

20-27 Jan 78
 17 Feb 78

East Greenwich
 Statewide

Snow Emergency
 Snow Emergency

South Carolina

3 Jan 78
 7-13 Apr 78

Barnwell County
 Oconnee County

Search & Rescue
 Forest Fire

South Dakota

10-28 Feb 78
 25 Apr-5 May 78
 25 Jun 78

Pekin County
 Lake Poinsett
 Eastern

Snow Emergency
 Health Emergency
 Tornado

Tennessee

6-7 Nov 77
 24-26 Feb 78

Northeast
 Waverly

Flooding
 Train Derailment

Texas

28 Dec 77
 8-10 Apr 78
 2 Aug 78
 3 Aug 78
 3 Aug 78
 3 Aug 78

Judson
 Davis Mt. Area
 Kernville
 Albany
 Bandera
 Graham

Water Haul
 Forest Fire
 Flood
 Flood
 Flood
 Flood

Utah

12 Jul 78
 27 Jul 78

Duchesne
 Bruin Point

Forest Fire
 Forest Fire

Vermont

12-13 Jan 78
 25-26 Jan 78
 18 Aug 78

Middlesex
 Middlesex
 Colchester

Ice Jam
 Ice Jam
 Chemical Leak

Virginia

10-13 Nov 77
 15-18 Nov 77
 25 Dec 77
 28 Jan 78
 25-27 Mar 78
 26-27 Apr 78
 26-27 Apr 78

Damascus
 Southwestern
 Loudon County
 Randolph
 Staunton
 Poquoson/Hampton
 Roanoke

Water Haul
 Flood
 Search
 Flood
 Ice Storm
 Flood
 Flood

Virgin Islands

7 Oct-4 Nov 77

St. Croix

Flood

Washington

2-4 Dec 77

Cowlitz

Flood

14-15 Dec 77

King County

Flood

West Virginia

17-18 Jan 78

Poca

Security

21 Jan-13 Feb 78

Statewide

Snow Emergency

26-27 Mar 78

Greenbrier County

Flood

3-4 May 78

Wood County

Forest Fire

26 Jun 78

Weston

Tornado

8 Sep 78

Elk Garden

Search

13 Sep 78

Williamson

Water Haul

Wisconsin

22-23 Nov 77

Sawyer County

Search

26-28 Nov 77

Winnebago County

Search

10 Apr 78

Monroe County

Search

17 Apr 78

Lake Geneva

Search

2 Jul 78

Crawford County

Flood

Wyoming

7-8 Oct 77

Sheridan

Search

5-6 Mar 78

Albany County

Rescue

19 May 78

Worland

Flooding

9-28 Jun 78

Teton County

Flooding

26 Aug 78

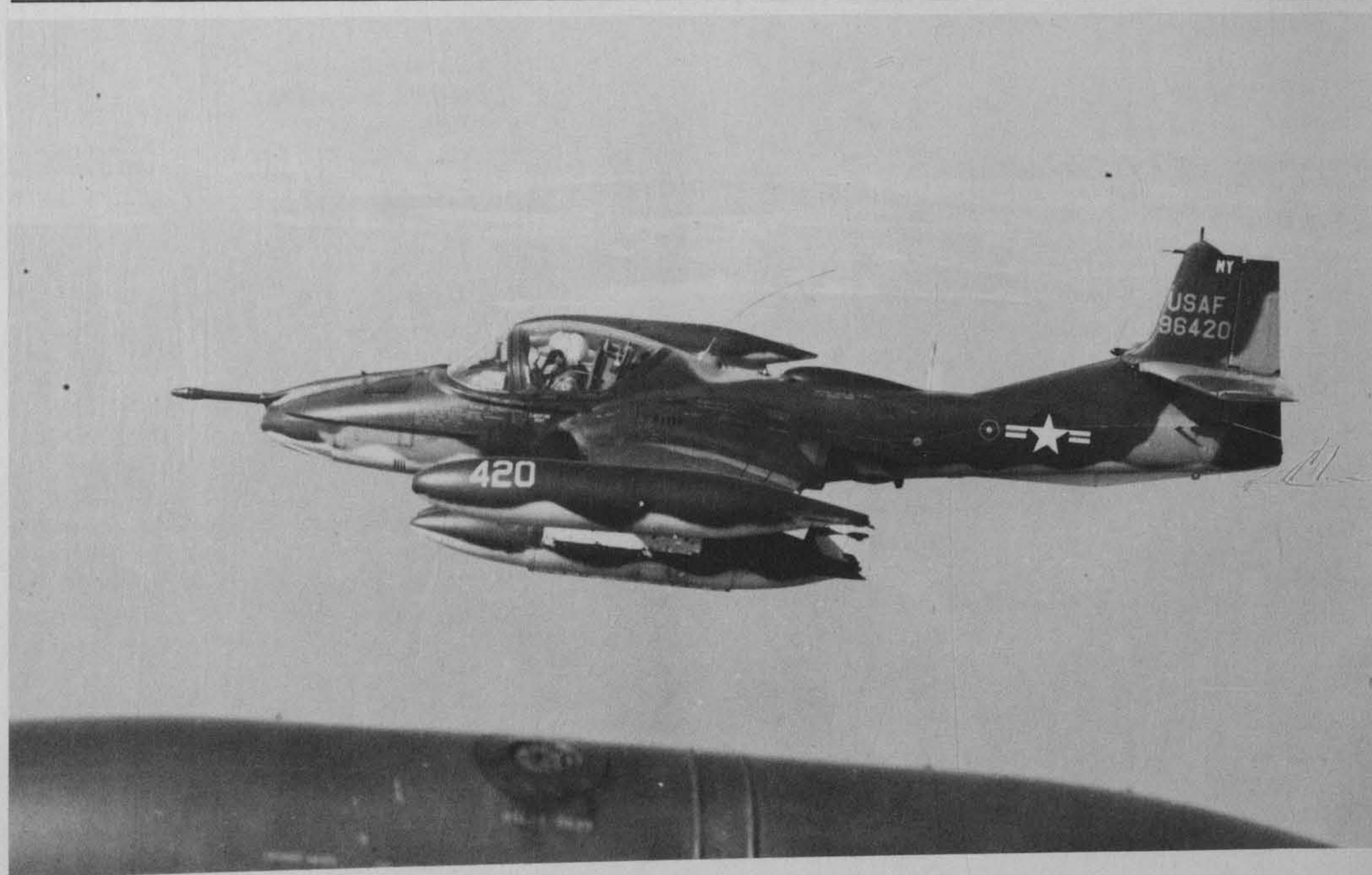
Cloud Peak

Rescue

6-12 Sep 78

Bighorn Forest

Forest Fire



A-37 from the New York Air National Guard.

13th ANNUAL NGB-NGAUS PHOTO CONTEST



Winner ARNG Color

Captain John R. Randt

Co A, 1st BN (Mech), 120th Infantry, 30th Infantry Brigade
North Carolina Army National Guard — "On Guard"



Runner-up ARNG Color

SFC Phillip Jones

108th Public Affairs Detachment

South Carolina Army National Guard — “Right on Target”



Winner ARNG Black and White

Sergeant William T. Wilfong, III

HHC, 1st BN, 111th Infantry, 28th Division

Pennsylvania Army National Guard "Taking a Breather During AT 77"



Runner-up ARNG Black and White
Major Leonard E. Krenk
111th Public Affairs Detachment
Nebraska Army National Guard — "Stack Arms"



Winner ANG Color
Colonel Albert Mulder, Jr.
Utah Air National Guard — "Creek Party Rainbow"



Runner-up ANG Color

Major Maxey Phillips

186th Tactical Reconnaissance Group

Mississippi Air National Guard — "Last of the Breed"



Winner ANG Black and White

TSGT Christian J. Forester

106th Aerospace Rescue and Recovery

New York Air National Guard — "The Loneliness of Command"



Runner-up ANG Black and White

AIC Jacqueline Meinhow

180th Tactical Fighter Group

Ohio Air National Guard — "180th Guardsman from Alpena, Michigan unit
on a tactical exercise at Alpena"