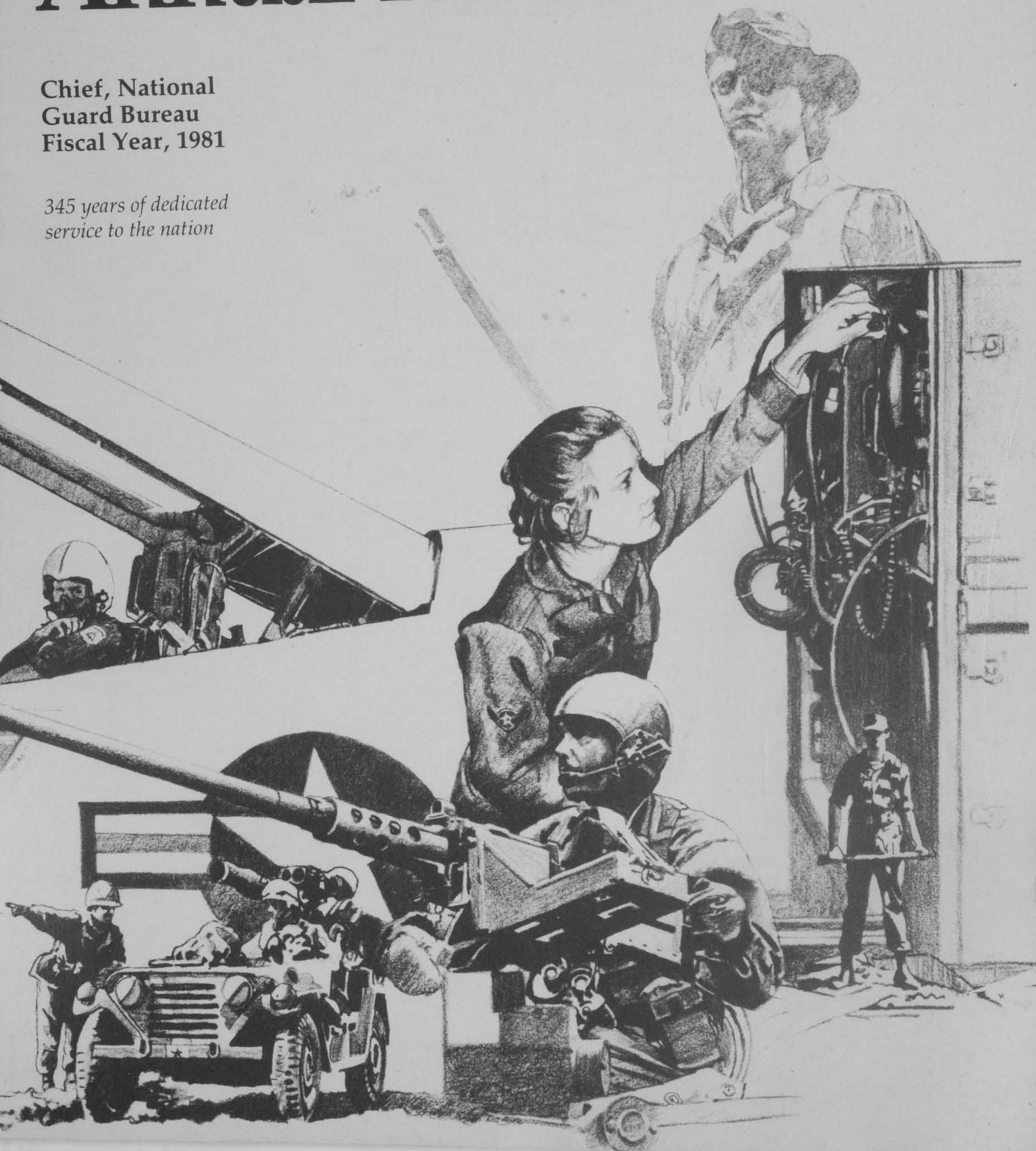


1981 Annual Review



Chief, National
Guard Bureau
Fiscal Year, 1981

*345 years of dedicated
service to the nation*



To the Secretaries of the Army and the Air Force

The Annual Review of the Chief, National Guard Bureau, for the fiscal year ending 30 September 1981 is respectfully submitted.

The capability of the National Guard to respond quickly and efficiently to assist civil authorities in the preservation of life, protection of property and maintenance of order, was again demonstrated during Fiscal Year 1981 (FY 81). Over a twelve month period, National Guard personnel responded 374 times to emergency conditions in 43 states. This involved a total call up of 20,843 Guardsmen and women.

The Army National Guard's recruiting and retention goals were successful with over 100 percent of the objective being achieved. At the end of FY 81, ARNG strength was 390,659 officers and enlisted personnel which was a net gain of 22,405. Incentive programs, flexible enlistment and training options, and a generally favorable climate for military recruiting contributed to the ARNG achieving its highest strength since 1975. It is expected that the ARNG will continue to climb in strength.

In July 1981, the Guam Army National Guard was organized, making Guam the 54th state or territory with a National Guard. In addition, the 149th Armored Brigade, Kentucky ARNG was also organized which brought the number of ARNG combat brigades to 22.

Participation of ARNG units in Overseas Deployment Training increased by 35 percent. The 2d Battalion, 152d Infantry, Indiana ARNG was the first ARNG maneuver battalion to participate in REFORGER. Other ARNG units trained with their overseas CAPSTONE headquarters.

The Affiliation Training program continues to improve the operational readiness of selected ARNG units through a formal relationship with their active Army sponsors. The number of units participating in the program grew from 63 to 125 in FY 81. The Key Personnel Upgrade Program (KPUP) provides the opportunity for selected ARNG officers and NCOs to train with an Active Component counterpart in order to improve the individual's military skills thereby increasing the readiness of his unit. This program will increase in size and scope and will become an important part of the Total Army concept.

Army National Guard aviation, which constitutes almost one-third of Army aviation assets, completed another successful year. The ARNG received 15 additional AH-1S Cobra aircraft and two U21 aircraft. The Eastern Aviation Training Site at Fort Indiantown Gap, PA, was opened. This facility will provide intensive individual aviation training. The Regional Accident Prevention Survey, in its second year of implementation, continues to significantly decrease the number of accidents.

The logistics posture of the ARNG improved during FY 81. All our self-propelled eight-inch howitzers

were converted to M110A2 models while the program to convert M109A 155mm howitzers to M109A3 models began. The program to convert the M113 family of vehicles from gasoline to diesel powered models also continued. Significant quantities of new communications equipment came into the ARNG inventory this year. In addition, the ARNG received other types of weapons and equipment.

The National Guard continued its emphasis on equal opportunity. Minority strength in the Army National Guard reflected population parity with 100,379 personnel or 25.7 percent of the force. The Minority Officer Recruiting Effort program continued to increase minority officer representation. Both Army and Air National Guard equal opportunity personnel continued to attend the Defense Equal Opportunity Management Institute. The National Guard Organizational Effectiveness program completed its second full year of operation. Organizational effectiveness officers provided consultant support to National Guard units throughout the states.

The Air National Guard continues to maintain its high level of readiness. As part of the Total Force policy, Air National Guard units are assigned to seven gaining major commands of the Air Force. This policy insures that ANG units are capable of smoothly merging with

active forces in wartime. The continuing modernization of the Air National Guard and realistic training enables the ANG to maintain its record of combat ready status.

The Air National Guard ended FY 81 with 98,293 officers and airmen which is the highest strength the ANG has ever achieved. The recruitment of minorities and women was again successful. The retention rate improved from 61.4 percent in FY 80 to 63.1 percent in FY 81. Recruiting goals were also met.

Air National Guard units participate heavily in the entire range of Air Force and unified command exercises and deployments. These exercises and deployments produce realistic training opportunities for the ANG and provide necessary support of active Air Force missions. These include overseas tactical deployments, Red Flag, JCS exercises and close air support for the U.S. Army.

In FY 81, ANG units provided the fighter and communications element in the major Rapid Deployment Joint Task Force exercise in

Egypt, five other fighter units deployed to Europe while combat communications units supported Air Force activities worldwide and tactical radar units provided personnel augmentation for Southwest Asia missions. CONUS exercise participation included 48 ANG units in Red Flag and involvement in every major JCS exercise.

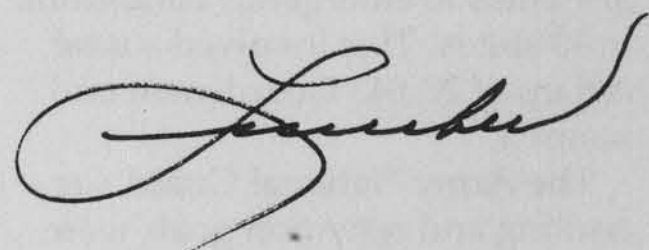
Day to day alert, in support of active force requirements, remain a part of the Air National Guard's contribution to national defense. Thirteen ANG KC-135 units continuously maintain a crew and aircraft on 24-hour alert to support the Strategic Air Command's Single Integrated Operations Plan. Additionally, the Air National Guard provides 66 percent of the dedicated air defense forces with ten units providing aircraft and associated crews on continuous alert for the peacetime air sovereignty of the United States.

Tactical airlift units flying C-130 aircraft continued to support the ARNG, ANG and active forces by providing airlift as a by-product of their primary mission—tactical training. Humanitarian support

represented another by-product as several C-130 units assisted in domestic forest fire fighting operations as well as providing search and rescue assistance. Using HH-3E helicopters in addition to HC-130s, Aerospace Rescue and Recovery units were credited with saving or rescuing 45 people during FY 81.

In 1981, the Air Guard achieved the lowest Category A Aircraft Accident Rate in its history with a rate of 1.7 accidents per 100,000 hours of flying.

During its 345 years of existence, the National Guard has ably protected and served the nation and the states. Today, the Army and Air National Guard continue to play a central role in our national defense. The capability of the citizen soldier and airman to respond to demanding wartime missions is a matter of record. This report details the many accomplishments of the National Guard for Fiscal Year 1981.



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

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1981 In Review

Congress appropriated \$4,146,621,876 for the Army and Air National Guard in FY 81 while additional funds were appropriated for the National Guard by the states. Substantial support was also provided by county and municipal governments in terms of police and fire protection, maintenance of roads, and, in many localities, direct county and municipal fiscal support of local units.

At the end of FY 81, the Army National Guard was in possession of federal equipment and vehicles valued at \$8.1 billion. Air National Guard equipment and aircraft are valued at \$6.0 billion.

Specialist 4 Biran Hirose, Company A, 1st Battalion, 299th Infantry, Hawaii ARNG prepares to board a helicopter as part of airmobile exercise.



Army National Guard

PERSONNEL

390,659 Personnel
96,436 Enlistee Accessions
31,748 Support Personnel
Organization
3,431 Units
Major Units
8 Divisions (5 Infantry, 2 Armored, 1 Mechanized)
22 Separate Brigades (10 Infantry, 8 Mechanized, 4 Armored)
4 Armored Cavalry Regiments
2 Special Forces Groups
1 Infantry Group (Arctic Recon)
20 Field Artillery Brigade Headquarters
4 Engineer Brigade Headquarters
3 Medical Brigade Headquarters
2 Signal Brigade Headquarters
2 Military Police Brigade Headquarters
1 Air Defense Artillery Brigade Headquarters
1 Transportation Brigade Headquarters
1 Corps Artillery Headquarters
1 Signal Command Headquarters
1 Support Command Headquarters
4 Infantry Battalions (TLAT)
Facilities
2,821 Armories
2,112 Non-armory Facilities and Camps

Air National Guard

PERSONNEL

98,293 Personnel
14,637 Airmen Accessions
24,763 Support Personnel
Organization
1,055 Units
24 Wings
67 Groups
91 Squadrons
651 Support Units
104 Communications-Electronics Units
117 Miscellaneous Units
Facilities
86 Flying Bases
110 Non-flying Installations

	ARNG Actual	ANG Actual
Operations and Maintenance	\$ 948.5	\$1,518.6
Personnel	1,175.0	386.2
Military Construction	37.2	51.2
Total	\$2,160.6	\$1,955.9

NATIONAL GUARD BUREAU
PERSONNEL STRENGTH

Military	Authorized	Assigned
ARNG	38	35
Active Army	66	64
ANG	36	34
Active Air Force	54	52
Total	194	185
<i>Civilian</i>		
Army	154	147
Air Force	116	108
Total	270	255

THE NATIONAL GUARD IN AMERICAN WARS

War or Conflict	Guardsmen/Militia on Active Duty
Revolutionary War	164,087
War of 1812	116,000
Mexican War	73,260
Civil War	1,933,779*
Spanish-American War	164,932
Mexican Border Campaign	158,664
World War I	433,478
World War II	300,034
Korean War	183,600**
Berlin Crisis	65,438**
Vietnam War	22,745**

*Union forces only
**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 organization of militia units 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

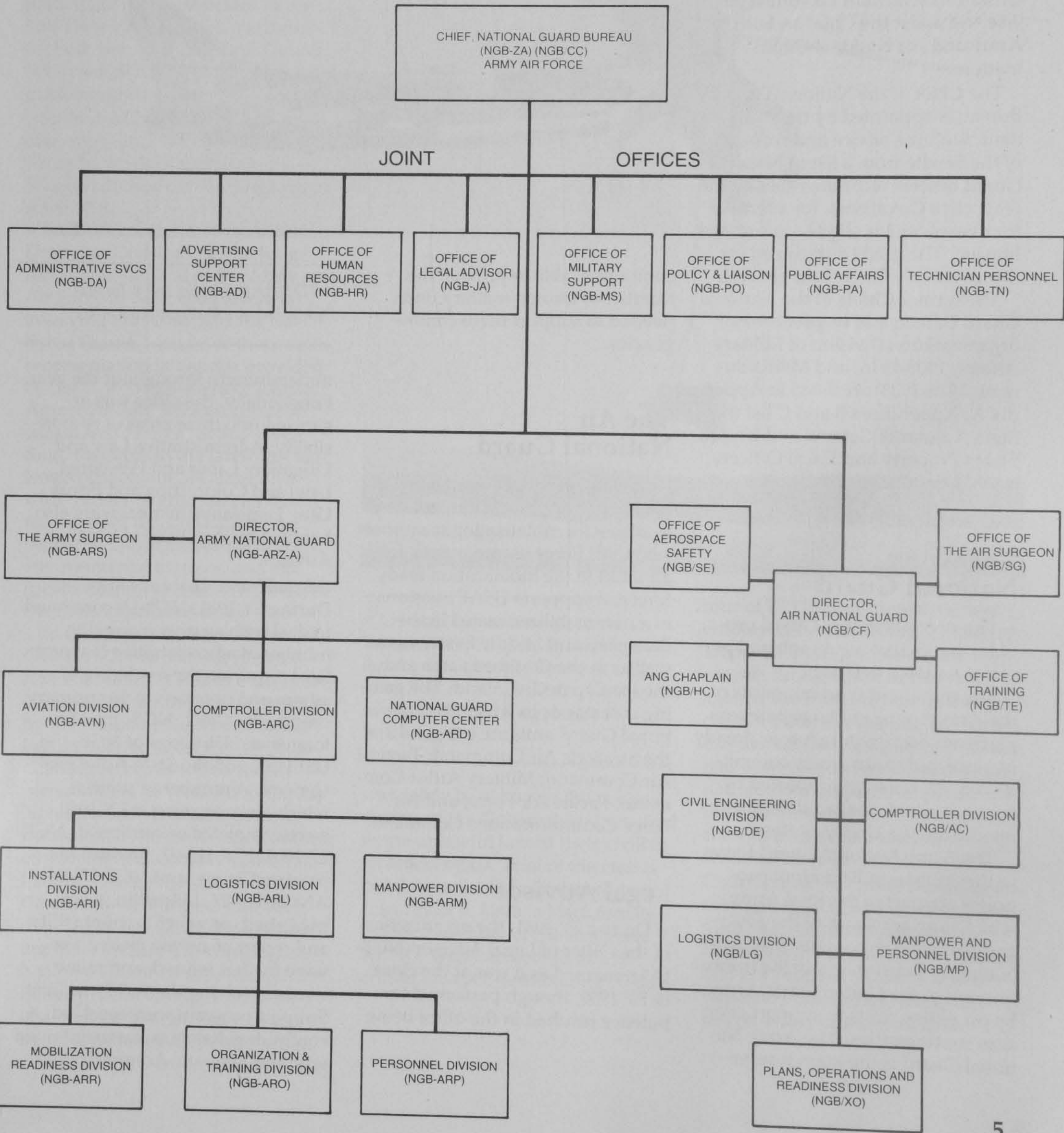
A M-113 armored personnel carrier from Company A, 2d Bn, 137th Infantry, Kansas ARNG, crashes through a mud hole during an exercise at Fort Riley, KS.

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, Guam, and the District of Columbia in accordance with Departments of the Army and Air Force policy.

Organization



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 Advisor; Office of Military Support; Office of Policy and Liaison; Office of Public Affairs; and Office of Technician Personnel 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 lieutenant 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 1981.

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-mobilized 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 Strategic Air Command; Tactical Air Command; Military Airlift Command; Pacific Air Force; and Air Force Communications Command.

Legal Advisor

During FY 1981, the organization of the Office of Legal Advisor (NGB-JA) remained as it was at the close of FY 1980, though personnel turbulence resulted in the office being

A-7D aircraft from the 169th Tactical Fighter Group, South Carolina ANG.

understrength throughout the year. Functionally, the office was organized into three areas of responsibility: Administrative Law and Litigation; Labor and Personnel Law; and Contracting and Fiscal Law. Legislative matters were also handled by the Office of Legal Advisor.

Administrative Law and Litigation: During FY 1981, NGB-JA continued to deal with an ever-increasing number of administrative law problems requiring the rendering of advice and opinions to our primary clients, the Chief, NGB, the Directorates and Divisions of NGB, the USPFOs, and the State Adjutants General. A number of projects which were ongoing in FY 1980 were completed or continued: NGR 27-20/ANGR 112-02, Medical Malpractice Claims, and NGR 27-40/ANGR 110-24, Litigation, were published; property accountability and report of survey procedures were further refined, and many issues involving the Full Time Unit Support program were resolved. A continuing dialogue was maintained with the Veterans Administration

on a number of unresolved benefits issues. Considerable time was consumed by interpretations required by new legislation, particularly the Defense Officer Personnel Management Act, and PL 96-328, revising property accountability in the National Guard. NGB-JA also conducted Standards of Conduct compliance review for NGB staff, USPFOs and designated ARNG and ANG technicians; continued to participate in development of the Full Time Unit Support programs for both the ARNG and ANG; and reviewed all National Guard Bureau publications for legal sufficiency.

A joint ARNG-ANG judge advocate conference was held at the U.S. Army Judge Advocate General School, Charlottesville, Virginia, in April, 1981.

NGB-JA continued to assist the Litigation Divisions of The Judge Advocates General of the Army and Air Force in defending lawsuits involving the Army and Air National Guard. In most of these cases, representation in court is provided by the U.S. Department of Justice. Approximately 50 cases could be considered "active" at any given time. Plaintiffs in the lawsuits challenged the National Guard on a wide variety of grounds, including race and sex discrimination, improper or illegal personnel actions, environmental matters, and tort (personal injury) claims. In some of the more significant cases:

In *Christofferson, Warn, Main and Gibson v. United States of America*, four Air National Guard officers are suing over their military separation by the Adjutant General of Washington (following an ANGR 36-06 vitalization board which recommended they be retained in the Air National Guard) which, in turn, necessitated the termination of their employment as civilian technicians. Plaintiffs allege that the Adjutant General of Washington had been directed by the Governor of Washington to vitalize the Washington National Guard by separating from military membership retirement-qualified personnel. They charge that the Adjutant General's action in separating them from the military

A CH-54A Skycrane from the 1028th Transportation Company lifts out the last of the 105mm howitzers of Battery A, 1st Bn, 229th Field Artillery, PAARNG during movement to a new firing point at Ft. Indiantown Gap, PA.

was solely based upon the political desires of the Governor and resulted in the unlawful loss of their civilian technician jobs. Trial of the case is pending in the U.S. Court of Claims.

In *Taylor v. Jones*, a black female enlisted member of the Arkansas ARNG, who had served as a recruiter on a self-terminating 90-day

tour of FTTD and, thereafter, was employed by the Arkansas Military Department as a civilian state employee, brought suit under Title VII against the State Adjutant General claiming that her resignation from the civilian State employee position had been coerced by racial discrimination. At trial, plaintiff alleged for the first time that she had also been the victim of sexual harassment while on duty as a recruiter. The Court found that plaintiff had been discriminated against in both positions. Although neither position was a Federal position and plaintiff had not brought a class action or requested class relief, the Court nevertheless ordered a blanket



freeze on *all* hiring (Federal and state) by the Arkansas Military Department. This order, engendered by an apparent misunderstanding of the strictly state nature of the positions involved, posed significant problems for the Arkansas Military Department in maintaining operational readiness, filling critical technician vacancies, and participating in the crucial final stages of the CFTM test program. Despite a partial new trial and intervention by the United States to protect Federal interests, the Court's final order still purported to effect controls on both Federal and state hiring by requiring that the Military Department hire at least one black person for every two white persons employed, in both state and Federal positions, until the level of black employees reaches 16 percent. Both the United States and the Arkansas ARNG appealed to the Eighth Circuit Court of Appeals, and on 30 June 1981 the Circuit Court affirmed the order of the District Court.

In *Page v. Orr*, an ANG member is bringing a class action on behalf of all black persons who are now, have been, might have been, or might become, members of, or be employed by, the Virginia ANG or ARNG. Plaintiff alleges the establishment of a hiring, promotional and seniority system which has the effect of continuing and preserving defendant's policy, practice and custom of limiting the employment, job assignment and promotional opportunities of black persons on the basis of their race. Plaintiff, on behalf of the class, seeks \$15 million for mental distress and \$30 million in punitive damages, plus a permanent injunction, an affirmative action plan, back pay, benefits, and entitlements. Trial of the case is pending, and the class has not yet been certified by the Court. However, the Court did order the Government to pay plaintiff's attorney the sum of \$17,343 as attorney's

fees for his services during the administrative processing of plaintiff's complaint, thus directly overruling the prior position of the Government that the attorney should not receive any fee award for his administrative services until the entire case had been finally adjudicated by the Court.

In *Mackey V. Stetson et. al.*, one of several Title VII class action suits currently pending or recently decided, members of the Air National Guard sue on behalf of all black persons who are or have been or may be employed by the North Carolina ANG, all black persons who have sought or applied for employment with the North Carolina ANG, and all other black persons who have been or will be otherwise adversely affected by any alleged discriminatory employment practices or acts of the North Carolina ANG at its Charlotte, North Carolina, facility since 24 March 1972. The plaintiffs allege that due to the North Carolina ANG's employment policies they were victims of race discrimination when they sought employment or promotion, as National Guard technicians. A consent judgment was approved by the court on 13 August 1981. Though denying that they did discriminate against the plaintiffs, the defendants agreed not to engage in any act or practice which has the purpose or effect of invidiously discriminating against any plaintiff or any class member on the basis of race. Settlement of four individual claims are being considered by the Government. The court will subsequently determine the amount of attorney fees and expenses to which the plaintiffs are entitled. The case will remain on the Court's docket until some as yet undetermined date to insure compliance with the consent judgment.

In *Harris v. Missavage*, a member of the Army National Guard alleges medical malpractice by ARNG medical personnel. The plaintiff claims that, while at annual training, he was injured during a physical training exercise when he severely twisted and injured his left ankle and foot. In the same incident, he

also ruptured his Achilles tendon. The plaintiff alleges that, upon being taken to the Camp Grayling, Michigan, Medical Facility, the defendants misdiagnosed his injury, and that this misdiagnosis was repeated on several subsequent visits made by the plaintiff to the medical facility. To compensate for the injuries allegedly incurred as a result of this medical malpractice, the plaintiff seeks a judgment of two million dollars plus costs. This case is only the second case we are aware of in which the United States may be obliged to indemnify National Guard medical personnel for malpractice judgments under 32 U.S.C. 334. The case is pending trial.

In *Lindenau v. Alexander, et. al.*, an ARNG member alleges that due to her sex and her marital status she was denied due process of the law when she was administratively discharged from the New Mexico ARNG. The plaintiff, a divorcee, was discharged when routine processing of her personnel file disclosed that she had enlisted in the National Guard when she had two dependent children. She did not deny this fact, nor did she challenge the procedure whereby she was discharged. It has been the Government's practice and policy to exclude from enlistment unmarried parents with minor dependent children. The plaintiff alleges that these policies and practices deny her a freedom of personal choice in matters of marriage and family life, a liberty allegedly protected by the due process clause of the Fifth Amendment to the U.S. Constitution, due to an arbitrary and invidious classification based on sex. Plaintiff sought injunctive relief, retroactive back pay, any promotions she may have been entitled to before her discharge, and any other relief which the Court may deem just, equitable and proper. The Government's motion for Summary Judgment was granted on 19 November 1979. The case is presently awaiting an appeals decision from the U.S. Tenth Circuit Court of Appeals.



PFC Roger Moffitt applies camouflage on PFC David Woodall, 2d Bn, 152d Infantry, Indiana ARNG during Reforger.

In *Anderson v. the United States of America, the Department of the Army, et. al.*, an ARNG member alleges that the defendants falsely imprisoned him. After missing a number of scheduled meetings of the Minnesota ARNG, plaintiff received a general discharge under honorable conditions on 7 January 1976. On 15 October 1976, the plaintiff was arrested on an AWOL charge by two Minnesota ARNG military policemen and incarcerated in different facilities for over one month. Plaintiff alleges that he was falsely imprisoned, which caused him personal and economic damage, and that he was denied his constitutional rights and suffered both mental distress and emotional anguish due to his false imprisonment. The plaintiff seeks \$220,000.00 under the FTCA in general and compensatory damages, and whatever costs and fees may be incurred by him in his suit. The case is still in discovery. The Government plans to file for summary judgment.

In *Grier v. Schlesinger, et. al.*, plaintiff filed suit in September 1975, alleging sexual discrimination in the Texas ANG technician program. She alleged that the fact that no position in the competitive service (not requiring military membership) was graded above GS-6 discriminated against women and perpetuated the effects of past discrimina-

tion against women. In March 1979, the trial court (USDC, Southern District of Texas, Houston Division) ruled for defendants, dismissing plaintiff's suit. In December 1980, the 5th Circuit Court of Appeals affirmed the District Court's decision, per curiam. The plaintiff requested a writ of certiorari be issued by the U.S. Supreme Court, but the Court denied plaintiff's request, thus closing this case.

In *Kawcak v. Weinberger, et. al.*, plaintiff brings suit alleging that he was improperly discharged from the ANG and then separated from his technician position because of his religious beliefs which prohibited him from participating in unit training assemblies on the Sabbath. The trial judge has recently granted plaintiff a preliminary injunction barring the New Mexico ANG from dismissing him from his technician position, even though plaintiff has been discharged from the ANG and thus is statutorily ineligible for employment as a technician. Upon motion of the US Attorney, who appeared at the hearing when the preliminary injunction was issued, the Secretary of Defense has been dismissed as a party, thus leaving only the Adjutant General of New Mexico and three ANG officers as

the named defendants. These remaining defendants are presently represented by a New Mexico ANG judge advocate. The case has not yet been set for trial.

In *Thornton v. Coffey, et. al.*, an ARNG member brought suit in February 1976, alleging that he was denied promotion to major and selection to the technician position of State EEO officer due to racial discrimination. In May 1978, the U.S. District Court ruled in plaintiff's favor on both claims of discrimination but the judgment was not implemented at that time due to the defendant's appeal in July 1978, to the 10th Circuit Court of Appeals. In March 1980, the 10th Circuit affirmed the District Court's decision that plaintiff had been discriminated against by his non-selection for the technician position, but remanded the military discrimination issue to the trial court. At this point, the trial court deferred consideration of that issue to permit plaintiff to seek correction of his records by the Army Board for the Correction of Military Records (ABCMR). The then Adjutant General of Oklahoma executed an affidavit agreeing to be bound by the decision of the ABCMR. In May 1981, the ABCMR directed that plaintiff's Army records be corrected to reflect his promotion to major in the Reserve



A rifleman from the 249th Infantry, Oregon ARNG, taking part in a squad line fire exercise.

of the Army and the Oklahoma ARNG effective on 7 May 1975. Subsequent to the ABCMR decision, the District Court reopened the case and directed that the ABCMR's decision be implemented, to include as an additional remedy, the reinstatement of plaintiff in the Oklahoma ARNG. The state then attempted, but failed, to obtain a stay of this order. The court activity in this case has now concluded and plaintiff has been reinstated in the Oklahoma ARNG as a major (DOR 7 May 75) and given a technician position of training officer, GS-11. Plaintiff also will be given consideration for ROPA promotion to lieutenant colonel by a ROPA standby board.

Legislative Matters: Legislation which directly or indirectly affects the National Guard is analyzed by NGB-JA. When the National Guard Bureau is assigned the task of preparing a position for the Department of Defense on a bill in the House of Representatives or in the United States Senate, NGB-JA prepares the position in the format of a report to Congress. Inputs from within the National Guard Bureau are utilized in developing these positions which then are submitted to service offices for coordination. NGB-JA also develops legislative proposals of interest to the National Guard Bureau and prepares the NGB position on legislation proposed by other segments of the Department of Defense. NGB-JA receives copies of all bills which are introduced in Congress and reviews these bills to ascertain which ones affect the National Guard. At the end of FY 1981, no legislation of significance to the National Guard had been enacted by the 97th Congress, although a number of bills of interest to the National Guard were pending.

Labor and Personnel Law: The Office of Legal Advisor works closely with National Guard Bureau offices and State Adjutants General in carrying out its major responsibilities in labor-management relations and civilian personnel policies and procedures. 1981 was a significant year in Federal sector labor relations and civilian personnel development because of continued changes brought about by the Civil Service Reform Act of 1978, Public Law 95-454, which became effective on 11 January 1979, and numerous decisions of the Federal Labor Relations Authority. Labor-management relations responsibilities of this office include reviewing labor-management agreements and providing labor law advice to National Guard field personnel. NGB-JA works closely with the Office of General Counsel of the Department of Defense and with the Office of Civilian Personnel Policy of the Office of Secretary of Defense whenever liaison and coordination with these offices is needed. The new statutory provisions for Federal sector labor relations, Title VII of the Civil Service Reform Act of 1978, have caused

and will continue to cause numerous revisions in the former methods of handling unfair labor practice charges, negotiability determinations, impasses, appeals of decisions, etc. The new statutory framework for these actions has resulted in a more active NGB-JA role in their resolution. NGB-JA reviews personnel regulations and personnel publications of the National Guard Bureau. During the development of personnel policies and procedures, NGB-JA works with the applicable headquarters and field offices. In the area of equal employment opportunity, NGB-JA reviews affirmative action plans and employment discrimination case decisions. Significant labor cases in which NGB-JA participated in FY 1981 included appeals to the Third and Ninth Circuit Courts of Appeals of Federal Labor Relations Agency decisions imposing binding arbitration on the decisions of State Adjutants General in technician adverse actions.

Contracting and Fiscal Law: The National Guard Bureau is a contracting activity of the Army in accordance with the authority granted in paragraph 1-201.14, Defense Acquisition Regulation (DAR). Mr. James C. Hise, NGB-JA, was appointed Principal Deputy for Acquisition by then Major General La Vern E. Weber in March 1976 (authority: Army Defense Acquisition Regulation Supplement (ADARS), paragraph 1-401). This position has recently been redesignated as Principal Assistant Responsible for Contracting (PARC). Procurement, or contracting as it is now known, continues to be the responsibility of the Office of Legal Advisor. Specifically, NGB-JA reviews contracts drafted by the USPFOs in the 54 jurisdictions for legal sufficiency; prepares opinions and renders advice on legal problems relating to negotiations, administration, and formally advertised contracts for procurement of supplies and con-

struction; conducts research on DOD Directives, Defense Acquisition 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 litigation 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 1981, the Air National Guard Support Center contracting office continued to operate at Andrews Air Force Base. The primary purpose of this office is to provide staff supervision and technical advice to Air National Guard contracting activities and United States Property and Fiscal Officers relative to the improvement and administration of their contracting program. In addition, this office assists in the development of procedures to implement contracting policies, procedures and directives to assure compliance by all contracting activities. It is currently staffed with a procurement qualified major and captain, and a GS-12 contracting analyst, along with a GS-5 clerk.

Our records indicate that, for FY 1981, 166 Federal Invitations for Bids and 455 Federal contracts were reviewed by both NGB-JA and the contracting office at Andrews AFB, MD. Also, NGB-JA reviewed 504 state contracts, 180 Federal-State Agreements, 56 Certificates of Title, and 550 Federal-State Service, Operations and Maintenance Funding Agreements.

The procurement training program established in 1977 was continued in FY 1981. Our records indicate that virtually all NGB contracting personnel are now fully trained.



SSGT Karen Welsh, air traffic controller, 121st Tactical Fighter Wing, Ohio Air National Guard, Rickenbacker ANGB, OH.

There are approximately 225 contracting officers and procurement agents at our contracting activities. Each contract appointment (warrant) is periodically reviewed to assure compliance of personnel concerned with Defense Acquisition Regulation, Army Defense Acquisition Regulation Supplement, and NGB-JA training policies. In FY 1981, a total of 344,895 separate contract actions were initiated by our contracting officers and procurement agents. These actions resulted in expenditures of \$183,273,000. NGB-JA emphasis resulted in 81.2% or \$109,197,000 being set aside for small business.

The National Guard Small and Disadvantaged Business Utilization (SADBU) program was a tremendous success awarding \$21,281,000.

The SADBU program is a consolidation of the 8(a) program awards, direct awards and subcontract awards.

NGB-JA continued a viable working relationship with the Directories of the Air Force and Air Major Commands' contracting staffs. NGB-JA continued to implement the changes in the Defense Acquisition Regulation and the Army Defense Acquisition Regulation Supplement by establishing uniform contract procedures.

NGB-JA continued the use of NGB Contracting Information Letters. They provide for the immediate implementation of changes in the Defense Acquisition Regulation and Army Defense Acquisition Regulation Supplement. Currently, these are being incorporated into NGB contracting instructions. NGB-JA continued to develop National Guard Bureau policy in contract administration by giving specific guidance in areas of progress schedules, progress reports, payroll checks, change orders, etc. Procedures were further refined for official Federal contract files, thus providing a uniform filing system throughout the entire National Guard system.

Public Affairs

The Office of Public Affairs is charged with the responsibility for all matters relating to public information, community relations and command information for the National Guard.

The Command/Internal Information Program continued with publication of *On Guard*, a monthly bulletin board publication, *Eye-O to Eye-O*, a monthly newsletter for public affairs officers, and production of "Profile," a film series depicting some of the unique people and missions of the National Guard, and "Equal to the Challenge," a film depicting the state duty mission. These films are used by both internal and external audiences. Recruiters also show the films before high schools, community groups and prospective recruits. The Presidential Portrait Series neared completion with the addition of Presidents Pierce, Polk, and McKinley. The series depicts those Presidents who were members of the militia or National Guard. Six new subjects for the National Guard Heritage Series have been approved and will be added to this popular historic series.

Distribution of the Commander's Briefing Series continued. These slide presentations deal with command information topics which are designed for commanders to present to their units.

There was significant coverage of Army and Air National Guard activities by various elements of the news media, both print and electronic. The Office of Public Affairs responded to numerous media queries from local, regional, national and international reporters.

Positive coverage was gained by National Guard units through media orientation flights given in their local areas. News media representatives also travel with units to report on their annual training. Members of the news media also traveled with National Guard units to cover major exercises and competitions such as Reforger, Border Star, Gunsmoke 81 and Photo Finish.

As part of the ongoing effort to increase public awareness of the role and functions of the National Guard, community relations activities continued to increase during FY 81. The Army and Air National Guard provided flyovers and static displays for civic events as well as for military open houses and other events. The National Guard continued its program of orientation flights and public affairs airlifts, which were performed at no additional cost to the U.S. Government, while increasing the public's knowledge of the National Guard.

Guard members lent their time and effort to a host of worthwhile community assistance projects in order to help those in need in the community. At the same time, these projects provide a valuable source of training while improving the quality of life in the community.

Human Resources

OVERVIEW

During FY 81, the National Guard continued to take significant steps to improve its equal opportunity posture. Overall minority strength in the ARNG continued to reflect population parity with 100,379 personnel, or 25.7 percent of the force. Emphasis continued to be placed on the Minority Officer Recruiting Effort (MORE) Program to increase minority and female officer representation. Minority strength in the ANG has not yet reached population parity but continued to increase, with a year-end total of 13,985, or 14.3 percent of the force. A newly expanded training program for Guard and Reserve members was implemented at the Defense Equal Opportunity Management Institute (EOMI) to train Equal Opportunity/Social Action officers for both the Army and Air National Guard. This program will make a significantly greater degree of equal opportunity expertise available to the adjutants general of the states.

NGB worked closely with the Deputy Assistant Secretary of Defense for Equal Opportunity and Safety to improve enforcement of Title VI of the Civil Rights Act of 1964 and military affirmative action planning. In addition, NGB, in concert with the Equal Employment Opportunity Commission (EEOC) developed a new affirmative action program for National Guard technicians using military minority representation of the National Guard as a basis for technician minority recruiting goals.

Two equal opportunity awards were accepted by the Chief, National Guard Bureau (CNGB) during FY 81. The Secretary of Defense presented a special award during Black History Month ceremonies in February 1981, citing outstanding progress in the National Guard in minority officer recruiting. In July 1981, the NAACP presented the Roy Wilkins Award in recognition of equal opportunity progress and black officers recruiting efforts in the Guard.

The National Guard Organizational Effectiveness (OE) program was fully operational in NGB and in three Regional OE Centers, and provided OE consultant support to National Guard units throughout the nation on a broad spectrum of organizational and managerial issues.

EQUAL OPPORTUNITY

During Fiscal Year 1981, the Office of Human Resources continued to work to strengthen the Equal Opportunity (EO) Programs for military and technician personnel in the National Guard, to institutionalize the Organizational Effectiveness Program, and to increase emphasis on other aspects of human resource management as well. This office is one of eight joint offices responsible to the Chief, National Guard. The Human Resources office is actively



A mounted color guard from Troop A, 1st Sq, 104th Cavalry (First Troop, Philadelphia City Cavalry) during the presidential inaugural.

involved in policy, plans programs, and operations associated with: Affirmative Action in Equal Opportunity and Race Relations, and Equal Employment Opportunity programs; Compliance Reviews and investigations; Quality of Life issues, and Human Resource Training programs for in excess of 499,000 Army and Air Guard persons.

During FY 81, the Compliance Review section worked with the Office of the Deputy Assistant Secretary of Defense for Equal Opportunity and Safety on procedures for strengthening enforcement of military EO/RR (Title VI), nondiscrimination in federally assisted programs, in the National Guard. Compliance reviews of the states, under Title VI were held in abeyance to provide the opportunity to finalize new compliance procedures based on new DOD and DOJ guidelines, as well as evaluate the application and implementation of new statutes regarding age and handicap EO programs, a new NG 600-21 was published in March 1981, providing guidance to the states on implementation of the military EO pro-

gram requirements of the Department of the Army.

In order to provide maximum effective opportunities to train EO officers and specialists in the National Guard, a new course developed by the Defense Equal Opportunity Management Institute was expanded during FY 81 to include two cycles each of both ARNG and ANG students. The course, entitled the EOMI Resident/Non-resident Course, initially developed for Army Guard and Reserve students in 1979, consists of a year-long, five phase program of resident and nonresident instruction. Seventy ARNG students graduated in July 1981, with 130 new ARNG students and 40 ANG students enrolled in the new 81-82 year course. This program is a practical and cost effective alternative to the regular 16 week resident course at EOMI and has greatly increased the availability of trained Equal Opportunity expertise to the adjutants general. NGB supported the course development and instruction during FY 81 by providing ARNG and ANG tour officers for the EOMI staff and by providing six ARNG officers and two ANG officers to serve as facilitators during the resident phases of the instruction.

MINORITY PARTICIPATION

Overall minority strength in the ARNG and ANG continued to increase numerically during FY 81. ARNG minority strength continued to reflect population parity with 100,379 minority personnel or 25.7 percent of the force. ARNG minority officers increased to 8.7 percent of the officer corps. ANG minority strength has not yet reached population parity, with a year-end total of 13,985 minority personnel or 14.3 percent of the force. ANG minority officers reached 6.5 percent of the officer corps.

Women in the ARNG and ANG increased during FY 81 and were utilized in more nontraditional job specialities. NGB is reviewing its authorities and policies to insure maximum recruitment and utilization of women in the Guard. During FY 81, the percentage of women in the ARNG increased by .5 percent to 5 percent of the ARNG force. The percentage of women in the ANG increased by .6 percent to a year-end total of 9.1 percent of the force. Detailed minority and female statistics are shown at Tables 1 & 2 Appendix J.

Continued emphasis was placed during FY 81 on increasing minority and female officer recruitment through the Minority Officer Recruiting Effort program. A special MORE task force of key NGB personnel meets bi-monthly to review progress and develop new actions. Highlights of the program include emphasis on the ROTC Simultaneous Membership Program and Early Commissioning Program, as well as State OCS programs. These programs involve relatively high numbers of minorities and women as prospective ARNG officers. Emphasis also is placed on close cooperation with historically Black colleges and on increased national advertising geared specifically toward minority and female officers.

During FY 81, the Equal Employment Opportunity Section focused on development of a new Technician Affirmative Action Plan under new

Equal Employment Opportunity Commission guidelines. After extensive negotiation, the EEOC approved a deviation from the norm in National Guard goal setting for minority technician recruitment. Since technician employment requires military membership in over 95 percent of the cases, the recruiting base for technician goal setting is the military minority representation rather than the local civilian labor force. This concept was incorporated into the NGB Affirmative Action Plan for FY 80 and FY 81, and into the related Federal Equal Opportunity Recruitment Program (FEORP) required by OPM. Guidance on this concept was published in the summer of 1981 to assist the states in developing their multi-year Affirmative Action Plans.

During FY 81, ARNG minority technician representation remained relatively constant with a year-end total of 1,712, or 7.8 percent of the work force. Women constitute 8.3 percent of ARNG technicians. ANG technicians increased slightly with a year-end total of 1,457, or 7.0 percent of the work force. Women constitute 9.1 percent of ANG technicians. Detailed statistics are at Tables 3 & 4, Appendix J.

The increased number of Active Guard Reserve (AGR) fulltime tour positions in the states has resulted in a decrease in the number of overall technician positions and, therefore, reduced employment opportunities for minorities and women in the technician work force; however, this impact has been offset by the increased representation of minorities and women in the various aspects of the fulltime military AGR program.

During FY 81, NGB took specific steps to improve the special emphasis programs for women and Hispanics. A Sexual Harassment Policy Statement pertinent to the military and technician work force of the National Guard was issued

by the CNGB in May 1981. A Sexual Harassment Affirmative Action Plan was developed in accordance with EEOC directives. A guide for managers and supervisors on sexual harassment prevention and a pamphlet on roles and responsibilities of Federal Women's Program Managers were developed and approved for publication in 1982.

NGB hired a Hispanic consultant in January 1981, to provide recommendations on the Puerto Rico National Guard English Technical Language School and to develop recommendations and objectives to improve Hispanic program emphasis and effectiveness in military and technician programs. The Puerto Rican English Technical Language School is a successful pre-basic training program to raise the English language fluency levels of Puerto Rican National Guard recruits. During FY 81, the Department of the Navy negotiated with NGB and PRNG to allow Navy recruits to participate in the program. An agreement was signed in September 1981, to accept a limited number of Navy enlistees into the course.

COMPLAINTS

In the area of discrimination complaints management, NGB entered FY 81 with a backlog of 30 ARNG and ANG Title VI and VII complaints. A total of 66 additional formal complaints were received during the year. With the assistance of qualified short-tour officers serving as investigators, the NGB-HR staff completed 96 investigations by year-end. Similar to experience in the private sector, there were increases in numbers of sexual harassment, age, and handicap complaints during the past year.

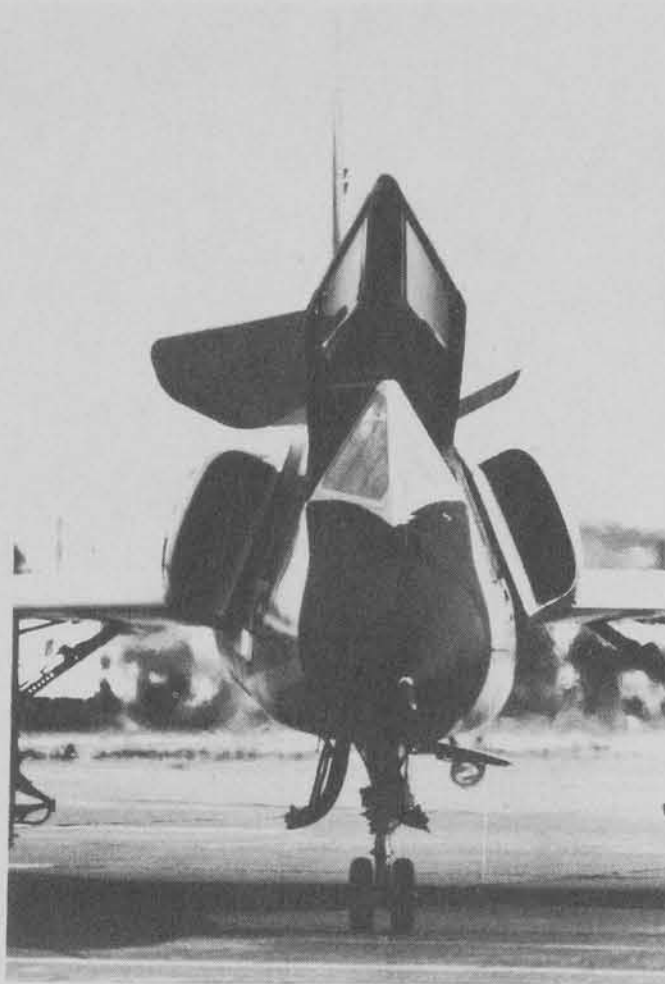
During FY 81, there were 30 formal military complaints of discrimination filed with NGB-HR under Title VI. ARNG personnel filed 24 complaints while ANG personnel filed six. The types of the complaints included: race, sex discrimination, sexual harassment, age, and handicap. Of the cases completed, eight

were resolved without findings of discrimination; six were withdrawn; six received findings of discrimination in violation of Title VI and TAGs are entering conciliation agreements to correct the discrimination.

During FY 81, there were 32 formal technician complaints of discrimination filed with NGB-HR under Title VII; 20 were from ARNG technicians and 12 from ANG technicians. The types of the complaints included: race, sex discrimination, sexual harassment, national origin, age, and reprisal. Of the cases completed during FY 81, seven were resolved without findings of discrimination; one was withdrawn; one reprisal complaint was settled by inclusion in an administrative hearing of a related individual complaint; one was settled by consent decree; and two received findings of discrimination and were settled with appropriate corrective action.

ORGANIZATIONAL EFFECTIVENESS

In its first full year of operation at NGB level and in three Regional Centers, the National Guard Organizational Effectiveness program provided OE consultant support to National Guard units throughout the nation on a broad spectrum of organizational and managerial issues. In accordance with Department of the Army and NGB policy, more than 50 percent of the NGB OE Regional Centers' operations were conducted at the general officer level (Separate Brigade, Division, and State Headquarters). Institutionalization of OE in the National Guard was enhanced by the attendance of several senior Army and Air National Guard officers at the US Army Organizational Effectiveness Center and School (USAOECS) training courses, and the attendance by 40 ARNG general officer commanders at FORSCOM High Performance Programming Seminars.



An F-106 from the 102d FIW, Otis ANGB, MA.

NEW PROGRAMS

During FY 81, NGB laid the groundwork for establishing the military Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) in the Army National Guard. Previous efforts to confront alcohol and drug abuse problems in the ARNG had been focused on individual states and local activities as command prerogatives. In view of increasing concern within DOD and NGB, the CNGB directed establishment of an ARNG program that will be practical and realistic in the National Guard setting where contact with the part-time military force is limited. The program was developed and incorporated into the new AR 600-85 for publication in early FY 82.

During FY 81, NGB participated in numerous DOD-sponsored observances in the Pentagon honoring special minority and women's events. NGB representatives, including general officers in some instances, participated in numerous major national minority and women's organizations conferences

and conventions. The objective was to elicit support of minority and women's organizations in improving the image of the National Guard and in increasing minority and female membership in the Guard.

Action was set in motion during FY 81 to reorganize the Office of Human Resources. As recommended in a Department of the Army manpower survey in 1980, a Human Resources Operations and Support Field Operating Activity was established which will separate the HR operational functions from the staff level functions. In addition, a joint Army and Air National Guard Directorate manpower survey validated the need for 12 additional spaces, six Army and six Air, which were approved for the newly established FOA.

Military Support

Fiscal Year 1981 again saw the National Guard respond to the call from its leaders and fellow citizens to assist in the preservation and protection of life and property and the maintenance of order. This year 20,843 Guard personnel responded to 374 call ups involving civil emergencies in 43 states.

CIVIL DISTURBANCE CONTROL

Guard personnel were placed on state active duty 14 times to assist civil authorities in civil disturbance control operations. The calls involved 11 states and 5,122 personnel. These operations involved five employee strikes, five civil disorders, and four possible civil disorders. Additionally, plans were finalized and units were alerted to provide national assistance in the event of a threatened postal strike. This year also saw renewed emphasis on the training of both individuals and units in civil disturbance control operations and the updating and preparation of a regulation relating to this critical area.



NATURAL DISASTERS AND OTHER EMERGENCIES

Fiscal Year 1981 also saw 360 call ups in 40 states to assist civil authorities on other emergencies. Natural disasters accounted for 87 call ups, of which 46 were forest fires, 19 floods, 9 snow and ice storms, 2 windstorms, 11 tornados, and 29 were support missions to preserve life and protect property resulting from natural disasters. Included was the efforts to eliminate the disastrous and elusive Med-fly in California which caused massive damage to crops and fruit in that state. Medical evacuation and support required 137 missions, and search and rescue operations involved 64 call ups. Droughts and other water emergencies required 30 water hauls; and the Presidential Inaugural, security/traffic control, train wrecks, chemical spills, explosions, emergency shelters, EOD support and power outages accounted for the remaining 13 missions. A total of 15,721 Guard personnel were called for duty in these areas. See Table 5, Appendix J.

Administrative Services

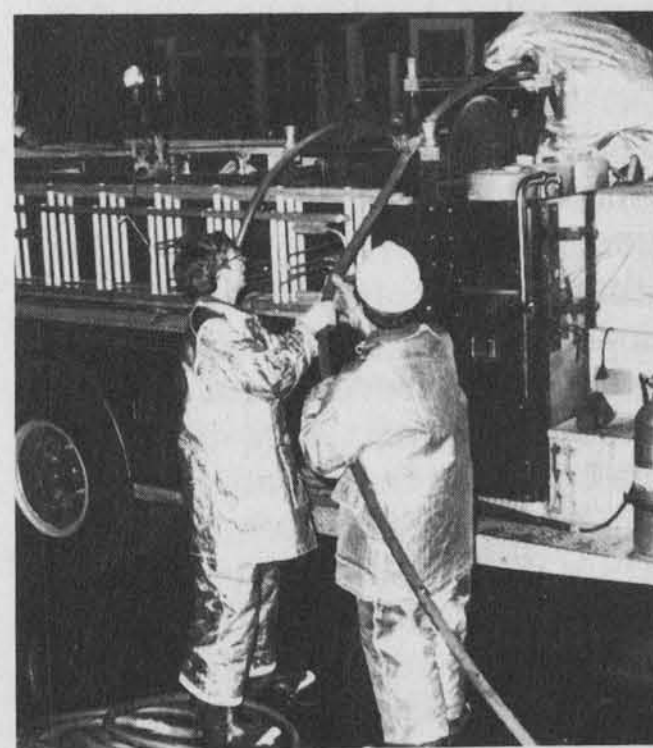
During FY 81, the Army and Air National Guard Administrative Systems Program grew substantially as word processing systems at several state headquarters, US Property and Fiscal Offices, flying bases and troop units became fully operational. These systems have allowed Army/Air National Guard offices to increase their administrative productivity without increasing their already austere administrative personnel staffing. Fifteen additional word processing systems were approved in FY 81. These systems should be fully operational in FY 82. It is anticipated that the program will continue to grow as funds become available.

REGULATIONS

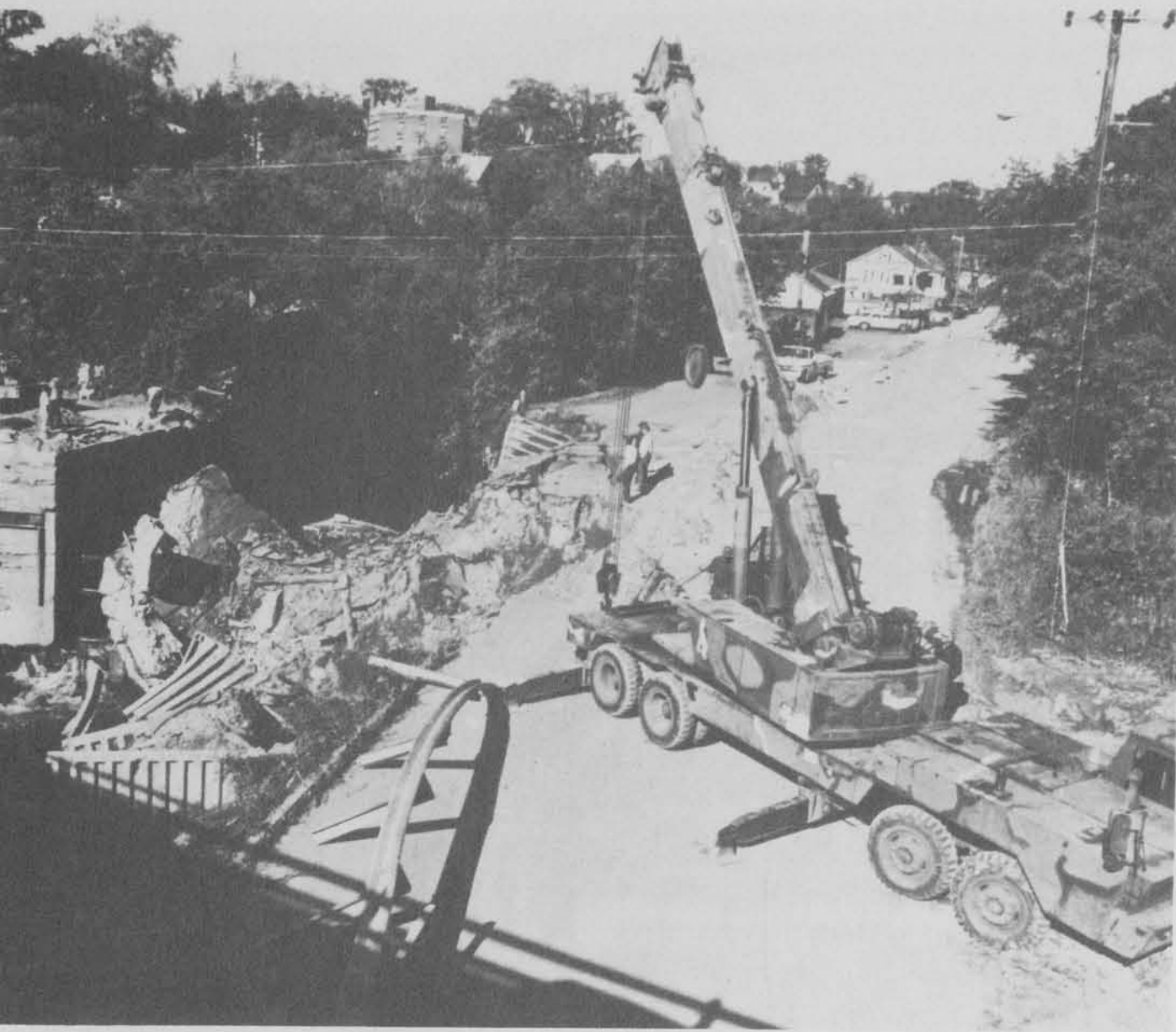
In FY 81 the National Guard Bureau wrote and distributed a total of 58 standard publications and 36 changes to publications; 2 were joint directives governing both the ARNG only; 27 were for the ANG only; and 1 was a technician personnel publication.

One National Guard Bureau publication was consolidated with the

A CH-47 from the California National Guard's 40th Aviation Battalion, banks toward a helipad set up on the parking lot of the Diablo Canyon nuclear power plant. Commuter flights from nearby Camp San Luis Obispo became the main form of transportation for peace officers protecting the controversial plant site during the blockade by the Abalone Alliance.



Members of the 122 Civil Engineering Flight, Indiana ANG replaced striking firemen in Marion, IN.



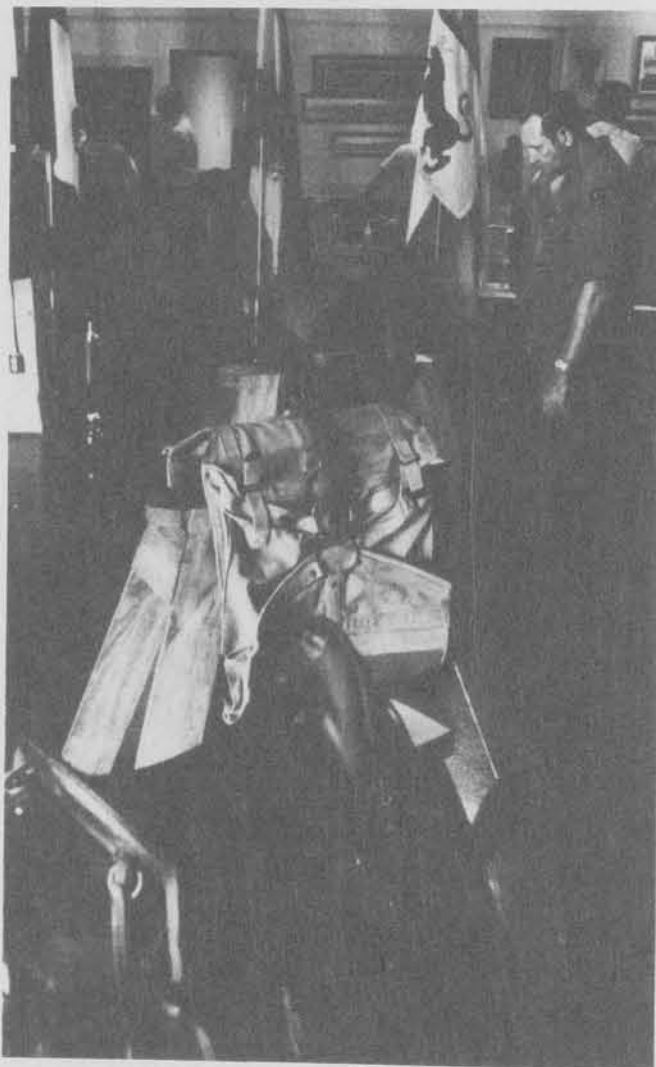
Guardsmen and equipment from the 133d Engineer Battalion, Maine ARNG repairing damage caused by flooding in Caribou, Maine.

appropriate Department of the Army publication during FY 81.

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 ARNG FY 81 Program for Department of the Army and Department of Defense Publications and Blank Forms was \$3,200,000, which was totally obligated. The 400,000.00 increase over last fiscal year was caused primarily by the requirement to procure two books: 1, Soldiers Manual of Common Tasks, Skill Level 2; 2, Soldier's Manual of Common Tasks, Skill Level 3.



Interest in National Guard history continues to grow. One aspect of this interest is the growing number of State National Guard museums. Seven museums have been designated as Provisional ARNG Museums by the U.S. Army Center of Military History. Four other states have nascent museums that have been classified as history holdings.

The fifth issue of the quarterly *History, Heraldry and Museum News Bulletin* has been published. This historical publication continues to be well received by Guardsmen in the field.

Some of the exhibits in the Arizona National Guard Museum, one of seven State National Guard museums.

HISTORY

A computerized data base containing unit lineages, distinctive insignia, consolidations, changes of station, reorganizations and redesignations is now on line. Up to date reports on present units can be

produced on demand along with their locations, size and type. The input for unit lineages of nine states is now complete while the unit lineages of the other states is progressing daily.

Office of Technician Personnel

TECHNICIAN PERSONNEL SERVICES

The National Guard Technician training program for FY 82 saw some major changes. Besides an increase in the number of students trained throughout the states, facilities at the National Guard Professional Education Center (NGPEC) have been enlarged.

A new classroom/auditorium building has been completed at Camp Robinson, North Little Rock, Arkansas. "Militia Hall" will be the central training building for NGPEC. It offers an auditorium that will hold 600 people, has seven classrooms, and several administrative offices.

With a view of conducting more full-time training at NGPEC for military technician and full-time military personnel, an additional student dormitory, housing 165 personnel, will be furnished in 1982. Also, a new and larger dining hall is in the planning stage.

NGPEC trained over 4,500 students in FY 82. There were 860 Unit Administrators (UAs) that completed the thirteen day course. In addition to the nine UA courses, there were three Military Personnel Technician courses, and two Administrative Officer courses. Total there were eighty-one courses and seminars conducted at NGPEC during this twelve month period.

Technicians also attended new equipment acquisition courses with emphasis on diesel generators, communications security radio typewriters, 915-series trucks, ribbon bridges, and semitrailer fuel tankers.

Four supervisory courses were conducted at NGPEC covering technician personnel policies. A newly developed middle-management course was also established. Technicians attended personnel procedure courses throughout the country conducted by the Army and Air Force. Technicians also attended

personnel courses that were conducted by regional offices of the Office of Personnel Management.

Technician Personnel Regulation 300 which deals with employment, promotions, transfers, etc., was published in March 1981. This major revision contains several delegations of authority necessitated by the Civil Service Reform Act.

A one-week Personnel Staffing Course was conducted during June 1981 at the National Guard Professional Education Center for thirty participants. The course was designed to develop basic staffing skills and provide training on job analysis procedures used in the development of qualification standards.

In May 1981, the National Guard Bureau implemented a change to the qualification system for excepted service positions. The new procedures eliminate standardized qualification requirements. The National Guard Bureau will develop the general experience requirements with the specialized experience being expressed in a range of months. The states are responsible for establishing the specialized qualifications, based on the specific local requirements of the job. Approximately one-third of the General Schedule and Wage Grade standards have been issued together with instructions for developing qualifications.

In January 1981, the Office of Technician Personnel conducted a performance appraisal training course for National Guard technician managers and supervisors. This training was part of the effort to get all National Guard technicians trained in the new performance appraisal system required by the Civil Service Reform Act of 1978. The new appraisal system was effective for all technicians on 1 October 1981.

The National Guard Technician Incentive Awards Program, which deals with cash awards for suggestions, inventions, and special



An RTO from the 28th Infantry Division takes a break during an FTX.

achievements, continues to show a great deal of activity. During FY 81, over 300 suggestions were processed resulting in significant savings to the Government. Among the final Presidential Letters of Commendation issued by former President Carter, three were received by Army National Guard technicians and seven by Air National Guard technicians. To qualify for such recognition, an adopted suggestion must result in first-year tangible savings to the Government of \$5000.00 or more.

*An RF-4C from the 117th Tactical
Reconnaissance Wing, Alabama ANG.*

as the effectiveness of their administration of classification policies and related matters. A major step in the effectiveness of their position management efforts was made with the issuance of a position management plan, which outlined responsibilities, considerations, and procedures for an effective position management program. Development of a National Guard Merit Pay Plan was accomplished as required by the Civil Service Reform Act of 1978. This plan, along with the new technician performance appraisal plan, provides for salary increases to technician managers and supervisors in grades GS-13 through GS-15 based on quality performance. All technician managers and supervisors at these grade levels were given training throughout this year on these two new programs to be effective in October 1981. Those weeks prior to the implementation of the Merit Pay System, a Comptroller General's decision was issued which brought about major changes to the National Guard Merit Pay Plan as well as to all other Federal agency plans. The required changes essentially reduced in half the amount of monies that would have otherwise been available in the merit pay funds established in each State. All actions, which included revising the National Guard Merit Pay Plan and obtaining approval of these changes from the Office of Personnel Management, were accomplished in a timely manner so as to meet the implementation date of October 1981 as required by law.

Major position reviews included ARNG Surface Maintenance, DLOGS, Examiners, ANG munitions and propulsion, and ANG Air Operations positions. An extensive number of classification appeals were adjudicated, primarily involving Type I small shop chief positions and electronic mechanics appealing



COMPENSATION AND CLASSIFICATION

The Compensation and Classification Division provides policy guidance in position classification, position management, and compensation matters. The division adjudicates classification appeals, issues standardized position descriptions, and coordinates with the Office of Personnel Management, Department of Defense components, and the National Guard classification actions having widespread impact.

*Members of HHB, 103rd FA Bde, RIARNG
prepare for an FTX at Ft. Indiantown
Gap, PA.*

The classification activities have continued to improve the effectiveness of their working relationships with management officials and technician personnel representatives in their assigned areas, as well

for higher grades described in the integrated systems mechanic series.

TECHNICIAN LABOR RELATIONS

Labor relations activity in the technician program continues to increase. Unfair labor practice cases had the heaviest activity with 48 cases pending on 1 October 1980, 66 cases filed during the year, 33 cases closed, which left 81 cases pending on 30 September 1981. Requests for negotiability determinations stood at 15 cases open at the beginning of FY 81; 4 additional cases were filed; and with 6 cases closed, 13 cases remained open on 30 September 1981. The year began with 18 open-arbitration cases, and 12 more were filed. As 16 were closed, the year ended with 14 cases. Though these complaints and cases involve many different subject matter areas, the two most controversial issues are allegations of failure to negotiate the impact of the AGR program on the technician work force and failure to negotiate a full scope grievance procedure which would take an appeal of an adverse action under 32 USC 709(e) beyond the jurisdiction of the Adjutant General. This latter issue is currently in the U.S. District Courts in two states.

The National Guard Bureau continues to offer assistance and guidance to State Adjutants General and their negotiations teams in the negotiation of labor contracts. This assistance is provided in many forms beginning with pre-negotiations advice and counselling, meetings with State negotiators, guidance during negotiations and advice concerning contract administration after approval. In this particular area of labor relations, progress continues to be achieved as evidenced by more sophisticated contracts and fewer contract adminis-



tration problems. The National Guard Bureau additionally advises and assists the states on third-party issues such as unfair labor practice complaints, negotiability issues and arbitration hearings.

Two labor organizations, the National Federation of Federal Employees and the National Association of Government Employees filed consolidation petitions this year. If the Federal Labor Relations Authority determines that consolidated units in the Guard are appropriate, recognition and negotiations would elevate to the National Guard Bureau. The Chief, NGB, would be the bargaining agent and NGB regulations would no longer be a bar to negotiations. Hearings on these petitions are scheduled for end of the first quarter.

PERSONNEL MANAGEMENT EVALUATION

Personnel management is more complex with the inception of the Active Guard/Reserve (AGR) program in the Army National Guard. Important questions are being surfaced by State Adjutants General about the impact AGR, military technician and Full-time Manning

(FTM) programs will have on each other and their collective ability to fulfill their mission to support the National Guard in peace-time. Evaluations of technician personnel management during FY 1981 found that many top managers adopted a "wait and see" attitude during FY 1981 while wrestling with day to day management problems associated with the full-time support programs.

Evaluations found, as was the case last year, that the greatest improvement overall in the technician program was in technician/military compatibility. More and more, statistics represent that ARNG compatibility is approaching, and in some states passing the 90 percent zone. The ANG has been steady in the 97 percent range. The most significant hindrance to the progress seen in compatibility statistics has been the failure to prevent assignments at local levels which are contrary to National Guard criteria. In an attempt to accomplish this, dates were established after which any new incompatibilities required correction. Reviews showed that a new problem has surfaced in that AGR compatibility has not been controlled at state level and many technicians converted to AGR are in incompatible positions. More emphasis is needed at state level to eliminate any new incompatibilities. Position management and classification successes were found in improved knowledge, training and better technician personnel office cooperation with National Guard Classification Activities (to administratively support the classification system). However, some positions continue to be incorrectly used and some supervisory positions unsupported.

Staffing activity was down in the ARNG technician program due to conversion of spaces to AGR; nonetheless, evaluations found no state difficulties in obtaining technicians for vacancies.

Fifteen of the 16 personnel management evaluations (PMEs) sched-

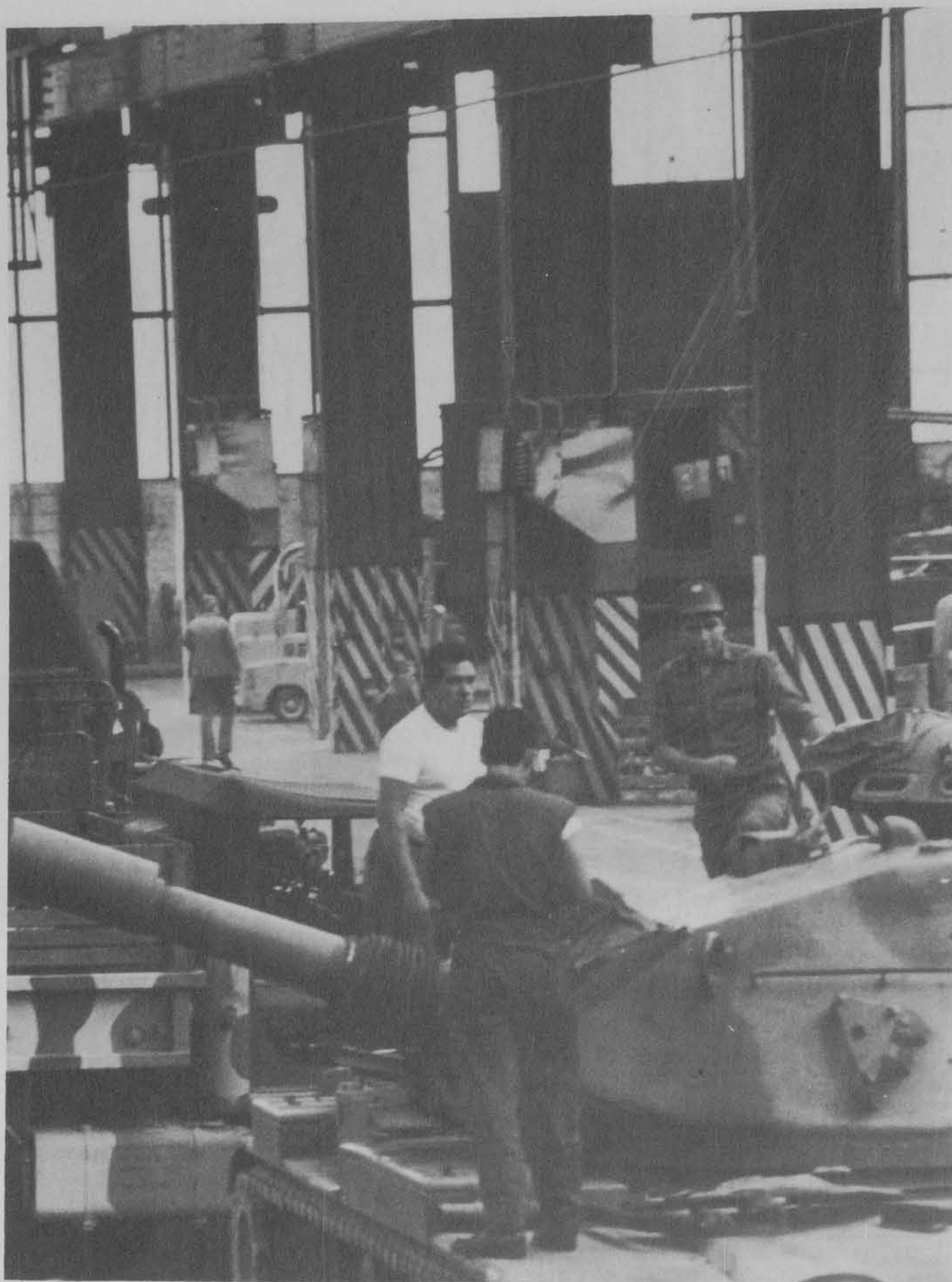
uled for FY 1981 were completed, with 16 PMEs scheduled again in FY 1982.

TECHNICIAN DATA MANAGEMENT

Several staff assistance visits were conducted to provide education on the preparation and reporting for the Technician Personnel Management Information System (TPMIS). In addition, approximately ten to fifteen newly assigned TPMIS clerks performed 2-3 day TDY tours at NGB throughout the year for initial orientation training. Various orientation sessions were also conducted for state technician personnel officers discussing problems encountered during normal reporting cycles. The TPMIS training program, as well as the quality of assigned personnel, are the key factors contributing to the overall success in maintaining an effective Technician Personnel Management Information System.

Members of the 642d Maintenance Co., New Mexico ARNG, repair a tank at a US Army depot in Kaiserslauten, Germany.

Two F-106's from the 120th Fighter Interceptor Group, Montana ANG fly over a glacier.



Army National Guard

Improved readiness, increased strength, new programs and changes in the force structure were some of the important trends and highlights for the Army National Guard in Fiscal Year 1981. The increased readiness of the ARNG was highlighted by the addition of two more units to the Rapid Deployment Joint Task Force. The results of the Rapid Mobilization for Direct Deployment Exercise (RAMDEP) demonstrated that selected ARNG units are capable of early direct deployment. As a result of the RAMDEP exercises, a new exercise, the Mobilization Deployment Exercise, will improve mobilization and deployment awareness as well as prepare the unit for overseas Annual Training.

At the end of the fiscal year, ARNG strength was 390,659 officers and enlisted personnel. This is the highest ARNG strength since 1975. All indications are that the strength of the Army National Guard will continue to grow.

New programs, such as the Key Personnel Upgrade Program, and continuing programs, such as the Affiliation Program and the Overseas Deployment Training Program, support the Total Army concept and increase the readiness of the Army National Guard. During the 1981 REFORGER exercise, the 2d Battalion, 152d Infantry, Indiana ARNG participated in a three-week Annual Training. This was also the first time that an ARNG maneuver battalion took part in REFORGER. The CAPSTONE Program continues to be a vital link between ARNG units and their active Army wartime headquarters.

The 149th Armored Brigade, Kentucky ARNG was organized in FY 81. Two additional TOW light anti-armor battalions were also organized, bringing the total of these Army National Guard unique units to four. An ammunition group was organized as well as two nuclear, biological and chemical defense companies. In July 1981, the Guam ARNG was established.

Detailed planning was undertaken this year to study the consolidation of each State Headquarters with the State Area Command and the Command and Control Headquarters. The new organization will be structured to meet mobilization and wartime requirements while maintaining flexibility to meet peacetime needs.

The Eastern Aviation Training Site was opened at Fort Indiantown Gap, Pennsylvania. This modern facility will provide individual qualification training and standardization on aircraft systems unique to the ARNG.

The Army National Guard ROTC Scholarship Program began this year. This program awards scholarships to ROTC cadets who will serve as commissioned officers in the ARNG. This was also the first year that ARNG officers were assigned as Assistant Professors of Military Science to 51 ROTC units. In addition to their teaching duties, they will assist in the operation of the Simultaneous Membership Program. In FY 81, the Selected Reserve Incentive Program was expanded to include personnel with critical skills regardless of the unit's deployment schedule. Also implemented were three additional incentive programs.

Minority strength in the ARNG continued to increase reflecting an end strength of 100,379 which is 25.7 percent of the force. Blacks make up 16.6 percent of the strength of the ARNG, 7.1 percent are Hispanic and 2.0 percent are other minorities. In addition, women account for 5.0 percent of the ARNG's strength. The Minority Officer Recruiting Effort program continues to receive strong emphasis at the National Guard Bureau as well as in the states. ARNG minority officers increased to 8.7 percent of the officer corps.

The number of ARNG personnel assigned to the Conversion to Full-Time Military program and the Additive Full-Time Manning program continued to grow. At the end of FY 81, there were 5,525 personnel serving in the CFTM program and 1,986 serving in the AFTM program. In addition, there were 22,247 technicians. There are also 1,990 full-time recruiting personnel and 551 Guardsmen serving with the active Army as tour personnel.

The Army National Guard completed 1981 with improvements in readiness, strength and equipment. New and continuing programs also enhanced the readiness of the ARNG. Today, as in its past 345 years of service, the Army National Guard continues to be capable of responding to its assigned mission.

The annual review submitted for FY 80 reflected that approximately 550 reports and output products had been produced from the TPMIS system during the reporting cycle. This year an entirely new reporting



system will be implemented to accommodate changes as imposed by FPM 296-33. This new system will require the change to all programs currently being used by the Technician Personnel Management Information System. The TPMIS system will continue to expand during the next year and will require still more reports due to the implementation of the merit pay system and bargaining unit status for Labor Relations.

The TPMIS system is designed primarily to reduce and/or eliminate reporting requirements at state level. As evidenced above, all required reports are being produced at the National Guard Bureau level. Through the TPMIS system, however, other equally important products such as compatibility listings are being furnished to all states monthly so that they can monitor ARNG and ANG technician assignments, and position description listings to aid states in having a sound position management pro-

gram. It is expected that the ongoing changes to command level computer programs effected by the National Guard Computer Center will further allow more useful information to be provided to the states once the programs are identified and established.

Comptroller

APPROPRIATIONS

The Congress appropriated \$1,960,700 for the support of the Army National Guard for fiscal year 1981. The initial amounts for each appropriation were as follows: (dollars in millions)

<i>Appropriation</i>	<i>Appropriated FY 81</i>
National Guard	1,035.9
Personnel, Army	
Operations and	890.8
Maintenance,	
Army National Guard	
Military Construction,	34.0
Army National Guard	

The 3rd Bn, 178th Field Artillery, South Carolina ARNG march by the reviewing stand during the Presidential Inaugural parade.

FUNDING

The ARNG budgets submitted to Congress in January 1980, supporting a beginning strength of 358,644 an average strength of 371,300 and an ending strength of 381,359 for our ARNG units. The Budget submissions were as follows:

<i>Appropriation</i>	<i>Submission</i>
NGPA	\$1,056,200,000
OMARNG	\$ 847,500,000
MCARNG	\$ 34,364,000

Members of Company B, 150th Aviation Bn, Delaware ARNG, load their helicopters onto an Air Force CSA.

NATIONAL GUARD PERSONNEL, ARMY (NGPA)

The Congress appropriated (Title 1, PL 96-527) \$1,035,997,000 for the NGPA appropriation to support an average strength of 371,300 with an end strength of 381,359 and to train 48,776 non prior service accessions under the REP 63 program. A supplemental appropriation (PL 97-12) of \$104,803,000 was enacted for military pay increases. A supplemental appropriation was also provided for additional paid strength, PCS travel and subsistence price increases. This amounted to \$27,400,000. An FY 81 reprogramming action transferred \$7,400,000 to the NGPA appropriation from the Operation and Maintenance Army National Guard appropriation to support 981 military man-years for ARNG technician positions converted to full-time active duty positions. After the FY 81 NGPA appropriation was amended and the funded reimbursements were included, the FY 81 NGPA funding availability was \$1,179,916,000.

OPERATION AND MAINTENANCE, ARMY NATIONAL GUARD (OMARNG)

The Congress appropriated (Title III PL 96-527) \$890,820,000. A supplemental appropriation (PL 97-12) provided \$41,800,000 for civilian pay increases, \$7,000,000 for fuel increases, \$10,000,000 for supplies for early deploying units and \$9,150,000 for inflation. A reprogramming action transferred \$7,400,000 to the National Guard Personnel Army appropriation. With automatic reimburseable orders and the above increase adjustments the over all fund availability was \$976,489,000.



Company C, 1st Bn, 125th Infantry, Michigan ARNG practice a river crossing during AT.

MILITARY CONSTRUCTION, ARMY NATIONAL GUARD (MCANRG)

The Congress appropriated (PL 96-436) \$42,269,000 for the Military Construction Army National Guard appropriations, for armory and non-armory projects, minor construction and planning and design efforts.

MANAGEMENT INFORMATION CONTROL PROGRAM

During FY 81, the periodic review of 82 reports, required by higher headquarters and NGB, was completed. Of the reports surveyed, 21 were discontinued or recommended, to the higher headquarters office of primary responsibility, for discontinuance. Additionally, all ARNG staff activities have become more aware of the value of the ARNG Management Information Control System and are giving it greater emphasis. The periodic review schedule for FY 82 has been received. An accelerated program during FY 81 reviewed five of the reports and have eliminated three.

FINANCIAL SERVICES

Payments for the Selective Reserve Incentive Program (SRIP) continued throughout the year; over \$12,000,000 was spent in support of the program. The United States Army Finance and Accounting Center (USAFAC) is completing the automated computation and payment system for this program. The system development has been delayed, but USAFAC expects field implementation in early 1982. This automated system will relieve units from preparation of manual pay vouchers relating to SRIP.

The ARNG Financial Management Quality Assistance Program was implemented and was successful. During FY 81, 12 states were visited. In FY 82, 29 states are scheduled for assistance visits. These visits provide guidance in accounting, budgeting, civilian and military pay and travel entitlements.

The Financial Services Branch conducted three Military Pay Branch classes during Fiscal Year 1981. Class No. 1 (25 October-7 November 1980) was given in three phases, with different students attending each phase. Phase I was attended by 31 students from 24 states and

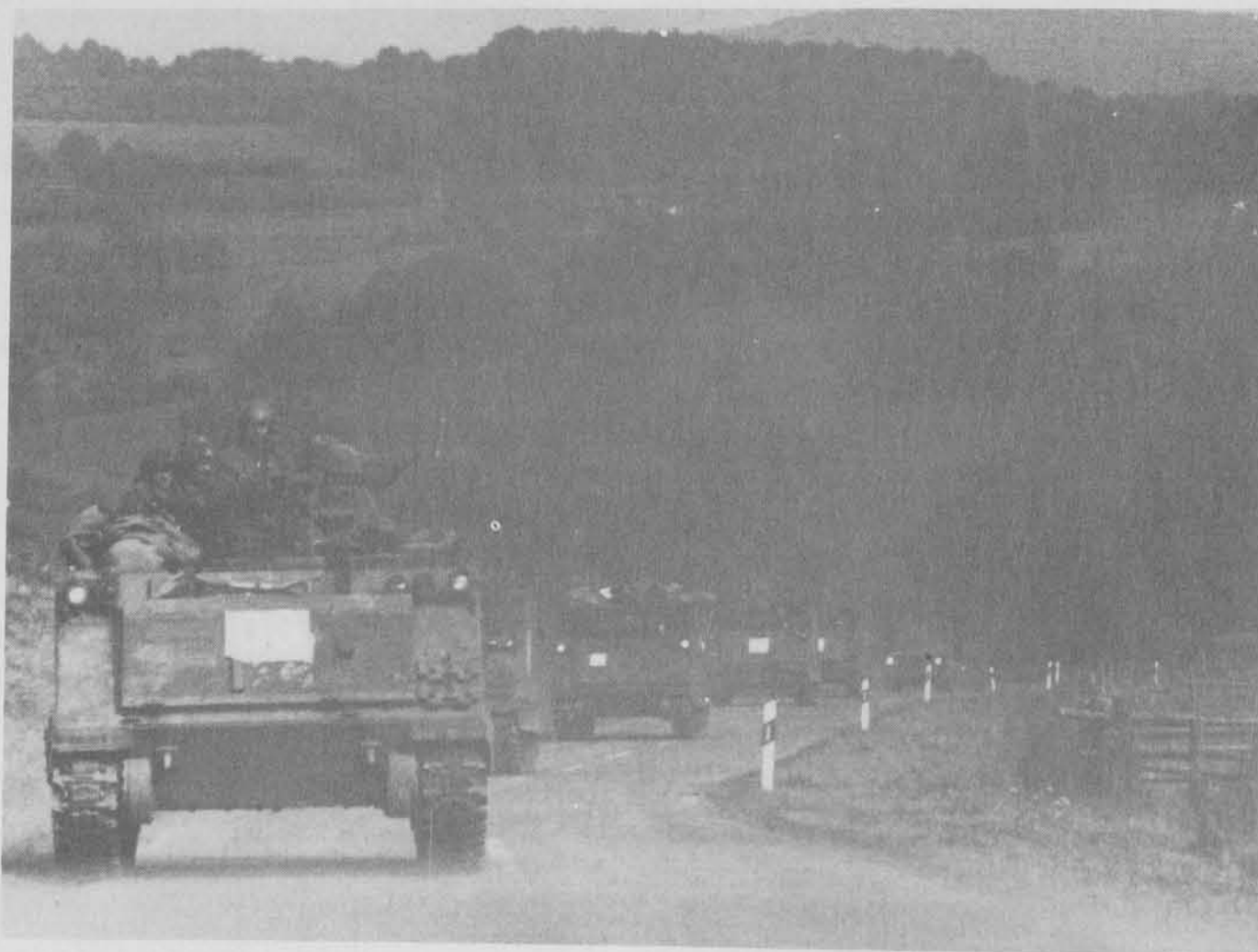
territories. Phase II was attended by 31 students from 23 states and territories. Class No. 2 (26 January-4 February 1981) was attended by 35 students from 22 states. Class No. 3 (27 April-5 May 1981) was attended by 22 students from 16 states and territories.

Conversion of automated pay systems, JUMPS, ADAPS, and DAMPRE, to standard COBOL programming language has proceeded. JUMPS and DAMPRE programs will be available in early FY 1982.

ACCOUNTING & REPORTING

The emphasis in FY 81 was on better reconciliation procedures. States were required to reconcile their Status of Allotment and Status of Reimbursement Reports as submitted to the Fiscal Accounting Branch, to the RCS CSCFA-304

A convoy from the 2d Bn, 152d Infantry, Indiana ARNG during Reforger. The 2d Bn, 152d Infantry was the first ARNG maneuver battalion to participate in Reforger.



Tow gunners and vehicles from the 73d Infantry Bde, Ohio ARNG during AT.



Report (CER) as submitted to USAFAC. The reconciliation was to be made at FAC levels for expenditure data and at reimbursable source code levels for reimbursable data. To facilitate this process NGB-ARC-A reformatted the CER to reflect all appropriation data for each State on a single page, or pages as applicable, to facilitate the review and correction of any erroneous data on either report.

In FY 81, the Department of the Army decentralized a portion of the Other Procurement Appropriation (OPA) to provide for procurement of Base Level Commercial Equipment (BCE). Prior to FY 81, BCE was either centrally procured or funded with OMARNG funds. Effective with the FY 81 budget, the Army National Guard Logistics Division (BCE Program Manager) identified approximately 246 thousand dollars for transfer from OMARNG to OPA for BCE procurement.

The ARNG is continuing to pursue eventual conversion to Army standard financial management and civilian pay systems (STANFINS REDESIGN). The system specifications for STANFINS REDESIGN includes consideration of ARNG requirements and will be incorporated in the system as it evolves. The present expected date for implementation of the STANFINS REDESIGN is circa FY 85. The Army Civilian Pay System (STARCIPS) is also under redesign and plans call for the National Guard to switch from our present technician pay system to STARCIPS circa FY 85.

As an interim, upgraded versions of the National Guard Financial Accounting System (NGFACTS) and the Standard Army Technician



Payroll System (STARTEPS) which will operate on the replacement state mini-computers are in the final stages of programming and testing. It is expected that during FY 82, extension of the new versions of these systems will be completed to all states.

MANAGEMENT IMPROVEMENT

Reduction of Administrative Workload at the Unit Level A 1980 Office of the Adjutant General (TAGO), DA study into the administrative workload imposed on the Reserve Component unit determined that the workload was unrealistic and a serious threat to mission accomplishment. The study identified 23 problem areas in which the National Guard Bureau was a proponent.

During 1981 the National Guard Bureau has taken positive actions, such as eliminating unnecessary regulations on each of the 23 findings. Further, the National Guard Bureau Reduction of Administrative workload at Unit Level Committee has been charged by the CNGB to monitor and evaluate additional initiatives aimed at reducing unit workload. The Army Directorate formed a subcommittee to conduct further effort in this area. Headed by the Management Analysis Branch, Comptroller Division, the subcommittee has prepared an

action plan to attack the current Army National Guard workload situation. The plan will be accomplished in four phases, as follows:

Phase One—Creation of a study group composed of short tour personnel from state-level and National Guard Bureau personnel. The study group will:

- (1) Identify the unit workload;
- (2) Evaluate Army National Guard workload reduction initiatives taken to date;
- (3) Present real or potential workload problems;
- (4) Develop a valid questionnaire for surveying unit administrator and administrative officer course conducted at the National Guard Professional Education Center (NGPEC).

Phase Two—Management analysis personnel will conduct surveys of courses at NGPEC, perform unit visitation, and make reduction of administrative workload an item of interest during management assistance visits.

Phase Three—Utilize to perform a detailed analysis of data gathered during previous phases, draft a report, brief the Director, Army National Guard, and task appropriate level/functional areas to take necessary remedial action.



SGT K.B. Jones, 133d Engineer Co, Wyoming ARNG guards the company trains during AT.

Phase Four—Implementation of an aggressive follow up program to monitor Phase Three tasking and preparation of final report.

Conference Programs A program initiated two years ago to control the number of conferences, meetings, and gatherings generated by the Army Directorate has greatly reduced the number of conferences. In addition to the monetary and man-day savings, most of the conferences are now being conducted at NGPEC. The increased utilization of this facility has proved most beneficial in the control and participation of conferences. The new NGPEC auditorium has increased the capability of holding larger conferences.

Schools The Management Audit/Studies (MAS) Course conducted at the National Guard Professional Education Center four times each year has again expanded the scope of instruction. This course being the Army National Guard's vehicle for enhancement of the Internal Review Program (IR) has received considerable attention from outside agencies

as well as within the Guard. The Inspector General Offices of the First and Fifth United States Armies are sending their personnel to the course, and Comptroller of the Army Internal Review Program managers participate in each course. The IR Program has created a new relationship with the US Army Audit Agency (USAAA). They now recognize the USPFO Examiner Force as a valid Internal Review element of the Department of the Army. USAAA is now putting on an eight-hour block of instruction in the MAS course. The Guard is receiving notice at the USAAA schools and the contribution of Guard students has greatly improved the image of examiner forces. USAAA has also shown an interest in participating in the Guard schools, as the Guard is providing a block of instruction in the USAAA basic course. They will probably start with a block of instruction in the Management Audit/Studies Course 2-82. This course is unique in that the Department of the Army does not have a comparable school for their IR personnel.

Composite Performance Profile The Composite Performance Profile (CPP) was further refined during FY 1981. Overall ranking by state was discontinued. Each individual indicator is now ranked as are the Comptroller, Personnel, and Logistical functional areas. Indicators that have been found to be contrary to criteria as good indicators have been removed. FY 1982 will see the addition of new, more responsive indicators on the CPP's.

AUDITS AND AUDIT COMPLIANCE

Audits of Army National Guard units and activities completed in FY 81 increased by approximately 60 percent over the number completed in FY 80. In addition to comprehensive audits of thirteen states by the US Army Audit Agency, Defense Audit Service (DAS) and the General

Accounting Office (GAO), also reviewed twelve subject areas of special interest and concern. Among the most prominent reviews were drill attendance, pay systems, recruiting and retention, and readiness. Regardless of the prominence or visibility of an audit, all audit reports were closely scrutinized and used to advantage as objective management tools for evaluation and improvement of ARNG operations.

Consistent with previous FY 80 ARNG efforts to detect and eliminate opportunities for fraud and waste, the Guard continued to emphasize identification of potentially troublesome situations and the need for installing preventive safeguards. Once identified, these "troublesome" situations were widely publicized for easy recognition, and guidance concerning preventive or corrective measures was rapidly disseminated to facilitate timely implementation. A "standing" ARNG committee organized for this purpose will continue to monitor and act in this important area.

Audit review and compliance was improved by new procedures which facilitate coordination between audit agencies and the Army National Guard. These procedures include: pre-audit briefings of auditors on Guard-unique activities, when required; closer NGB liaison with both audit agencies and the states to facilitate auditor "on-site" visits; timely NGB review and response to tentative findings and recommendations (FAR) and draft reports; NGB emphasis on compliance with regulations to ensure timely review and follow-up of final reports; and continuation of NGB compliance follow-up visits initiated in FY 80. The procedures were recently reinforced by Guard-wide reporting of audit activities using the "Follow-up Status Report on Audits and Internal Reviews" recently implemented by The Inspector General. In conjunction with periodic dissemination of audit trends, these actions are expected to reduce audit deficiencies and

significantly improve audit compliance and follow-up, ARNG-wide.

Personnel

MILITARY STRENGTH

The Army National Guard is committed to obtaining its authorized strength goals. As of the end of FY 1981, the ARNG was 91.6 percent of authorized strength with an assigned strength of 390,659 which includes 38,364 officers and warrant officers and 352,295 enlisted personnel. ARNG strength is now at its highest level since FY 76. Minority strength reflected a slight percentage increase in gains in relation to overall gains of 22,405 for FY 81. Gains to female strength were on the upswing and reflect percentage increases in all categories. Entrance requirements for women were made equal to men at the beginning of the fiscal year.

Maintaining strength has been the primary concern of the Army National Guard since FY 1974 when assigned strength began a decline from 411,000 to a low of 344,000 by FY 1978. Reversal of this downward strength trend occurred late in FY 79 and the upswing is continuing into the 1980's. Implementation of

our aggressive recruiting and retention programs, incentive programs, and flexible enlistment and training options, aided by the state of the economy and the world situation, attributed to the success of the increase in strength. Further, these intensive recruiting and retention programs emphasize the dual elements of quality and quantity; also to new orientation by the people who run the programs—commanders at all levels and ARNG recruiting and retention force.

ARNG has recruited only 13.2 percent of NPS enlistees scoring in Category IV for this fiscal year. The Total Army ceiling of 30 percent for Test Score Category IV effective 1 May 1981, appears to be well within ARNG demonstrated capability.

Beginning with FY 1981, the minimum recruiting standards of 60 percent high school graduates was implemented. ARNG high school content for nonprior service enlistees reached 63.7 percent as of the end of the fiscal year.

Retention efforts reflect continued success in retaining those personnel nearing the end of their service. The ARNG achieved 102.0 percent of its extension goals with 73,193 personnel extending or reenlisting during the fiscal year.

Concurrent with increases in assigned strength, the growth of the Inactive National Guard (ING) continued at an accelerated pace, reaching 8,871 by the end of FY 81. Future growth in the ING is expected to continue, as is the ARNG contribution to the Individual Ready Reserve (IRR). At the end of FY 81, the ARNG had transferred 1,729 soldiers to the IRR because of stricter discharge policies developed to strengthen the pre-trained manpower force. FY 81 proved to be a successful year for recruiting and retention and reflects the outstanding efforts of Guardsmen throughout the nation to provide a ready force. With the support from the Congress and the nation, the authorized strength of 432,000 will be reached in FY 1987.

OFFICER PERSONNEL

The ARNG commissioned and warrant officer strengths for FY 81 achieved the highest ever recorded for the ARNG. The assigned officer strength as of 30 September 1981 was 30,399 officers and 7,965 warrant officers. These strengths equate to 94 percent and 92 percent of authorized strengths respectively. Compared to the end of FY 80 strength, a net gain of 783 officers

Left: A tactical officer inspects an officer candidate of the Florida Officer Candidate School.

Center: SSGT Myron Frick, Co A, 1st Bn, 635th Armor, Kansas ARNG, peers through the rangefinder in his M-60 tank.

Right: SGT Raymond Barfield, a forward observer in Battery C, 1st Bn, 152d Field Artillery, Maine ARNG showing two ROTC cadets how to prepare a call for fire.



and 294 warrant officers was realized. Upward trends in the strength of the professional branches (AMEDD, JAG, Chaplain) have also been encouraging.

Much of the increase in ARNG officer strength is attributed to increased gains from ROTC. Almost 1,000 new lieutenants were appointed in the ARNG from ROTC during FY 81. The increased ARNG officer production from ROTC has resulted from the success of the Simultaneous Membership Program (SMP) and the Early Commissioning Program (ECP). Both programs were initiated in 1979 and have grown steadily. The SMP enables a full time college student to earn an officers commission in as little as two years through simultaneous membership in the ARNG and Advanced ROTC while attending college. The ECP permits former SMP members and others who complete ROTC requirements early to be commissioned in the ARNG and serve as an officer prior to graduation from college. At the end of FY 81, ARNG participation in the SMP had reached almost 3,200 and was still growing. Officer gains to the ARNG from ROTC were forecast to continue to increase during FY 82 and FY 83.

Beginning with School Year 1981-82, a new program was begun entitled the Army National Guard Reserve Officer Training Corps (ARNG-ROTC) Scholarship Program. The program is based on legislation (PL 96-357) effective 1 October 1980 which authorized additional ROTC scholarships and provided that cadets awarded the scholarships may serve their obligated service in the ARNG.

The ARNG was allocated 54 ROTC scholarships during the first year of the program, and will receive the same number for School Year 1982-83. Each State Adjutant General is permitted to recommend one primary candidate and three alternates for consideration. The two-year scholarships are awarded to college students for use in the junior and senior years and include full tuition, books, fees, equipment, and \$100 per month subsistence. The recipient is required to participate in the ARNG Simultaneous Membership Program. He or she also receives a Guaranteed Reserve Forces Duty contract and serves with the ARNG after graduation.

The Officer Candidate School (OCS) Program is the largest source of career ARNG commissioned officers. During FY 81, 1,300 officer candidates graduated from the 1980/1981 State OCS class. A total of 233

officers graduated from other OCS programs during FY 81.

OFFICER PERSONNEL ACTIONS

Federal recognition actions again were at a higher level over the preceding fiscal year. While appointments decreased from 6,227 to 6,146, promotion actions increased from 5,160 to 5,891. Transfer and reassignments increased from 35,492 to 39,471. Separations increased from 4,828 to 5,061. 2,298 extracts of special orders were published affecting 20,196 officers for Federal recognition related actions.

OFFICER EVALUATION REPORT (OER) SECTION

The automated OER system is nearing completion. This system had originally projected to be operational by mid-February 1981. Delays resulted when a shift of ADP priorities to support the state mini-computer conversion effort became necessary. In addition, a shortage of programmers to provide the computer software support was experienced. As a result a significant backlog has developed. As of the close of the fiscal year the automated system for OERs had produced more than 6,400 senior rater labels



and more than 1,500 senior rater profiles reports. This initial print of profile reports was produced to provide commanders in the field with an early view of senior rater tendencies. As yet, however, an insufficient number have been processed to provide for any statistically related analysis. It is anticipated that the backlog will diminish and the system, itself, will become fully operational in the mid-FY 82 time frame.

OMPF MICROFICHE

The project to place official military personnel files of each Army National Guard officer and warrant officer on microfiche has been delayed a few months because of technical difficulties encountered in developing conversion contract specifications. The conversion contract will be processed for award during October 1981 and should lead to commencement in 60-120 days. Equipment delivery is being coordinated to arrive prior to the anticipated start of conversion early in the second quarter of FY 82. Completion is now anticipated during FY 84.

RESERVE OFFICER PERSONNEL ACT (ROPA)

Table 4, Appendix H, shows the results of selection boards reported during CY 80 and 81. These boards considered officers under the mandatory provisions of the Reserve Officer Personnel Act.

ENLISTED PERSONNEL

Procurement Enlistments for Fiscal Year 1981 totaled 96,436 or 100.7 percent of the programmed objective. With expansion of the Selective Reserve Incentive Program (SRIP), 75 percent of the enlisted structure was eligible for the enlistment bonuses and 63 percent for retention bonuses. Concurrently, non-prior service (NPS) enlistments reached

52,447 reflecting 103.6 percent of the gains while prior service (PS) enlistments were 43,989 or 97.4 percent of objective. When compared to FY 80, the breakout of gains in FY 81 reversed; NPS exceeded the objective, wherein last year PS exceeded the objective thus further emphasizing the value of incentive programs.

The Guard continues to maintain an intense interest in the quality of enlistments. During FY 1980, ARNG recruited only 10.1 percent of its non-prior service enlistees in Test Category IV. That achievement has carried forward into this fiscal year with 13.2 percent of enlistees scoring in Category IV. The Total Army ceiling of 30 percent for TSC IV was effective 1 May 1981, and appears to be well within ARNG demonstrated capability.

High school graduates and seniors continue to join the Guard at an increasing and acceptable rate which is attributed to our incentive programs. Beginning with FY 1981, the minimum recruiting standards of 60 percent high school graduates was implemented. Our high school content for non-prior service enlistees reached 63.7 percent as of 30 September 1981, which exceeded the objective.

Expiration of Term of Service (ETS) losses are substantially below programmed objective and have prevailed for the entire fiscal year. Non-ETS losses climbed slowly to 69.2 percent of total losses and 110.2 percent of the objective.

ETS losses were programmed at 31,473, however, actual losses were only 22,501 or 30.8 percent of the total loss of 73,070.

ENLISTED PERSONNEL PROCUREMENT

Significant changes to NGR 600-200 Enlisted Personnel Management included incorporation of (1) the change to Paragraph 511a, Title 10 US Code for fulfilling the six-year statutory obligation, (2) the change in criteria in accordance with the change to Public Law 96-107 concerning the military service obliga-

tion (MSO) and training requirements and (3) the policy to retain in IRR or ING, as appropriate, all soldiers who have not completed their MSO and who have some potential for service under conditions of full mobilization.

ENLISTED INCENTIVES

The Army National Guard continued the Selected Reserve Incentive Program begun in FY 78 as a test and then implemented in FY 79 as a permanent program. In FY 81, SRIP was expanded to include not only early deploying units but also critical skills regardless of unit. With this expansion, 75 percent of the enlisted structure is eligible for enlistment bonuses and 63 percent of the enlisted structure is eligible for retention bonuses.

The Educational Assistance Program was expanded from a maximum of \$2000 in FY 1980 to \$4000 in FY 1981 and has grown steadily each month. The ARNG issued 2,963 education packages during Fiscal Year 1981. Cash bonuses and educational assistance programs continued to attract and retain enlistees in the ARNG.

During the fiscal year, three new incentives were authorized and implemented. The affiliation bonus for prior active duty personnel with a remaining military service obligation pays \$25 per month for each month of remaining obligation. The loan repayment program repays certain federal guaranteed and/or direct student loans. The loans are repaid at a rate of 15 percent or \$500 per year whichever is greater for each year of satisfactory service for individuals who enlisted, reenlisted or extended during FY 81. The Inactive National Guard (ING) Bonus paid \$600 to individuals who reenlisted or extended in the Inactive National Guard for an additional three years.

The effects of the incentive programs are evidenced by the greater strength gains in those units and/or skills authorized the incentives. Efforts to expand SRIP will continue in order to maximize this valuable recruiting and retention tool.

Reserve Components Command Sergeants Major Program. The 1981 Reserve Components Command Sergeants Major Selection Program was conducted at the U.S. Army Reserve Components Personnel and Administration Center, St. Louis, Missouri, 25 through 28 August 1981. The National Guard Bureau submitted 127 applications to the Selection Board for consideration. The Board selected 123 for lateral appointment to Command Sergeant Major.

ENLISTED EVALUATION REPORTS

Effective 1 October 1981 changes were made in the Enlisted Evaluation Reporting System. Army Regulation 623-205, Enlisted Evaluation Reporting System was revised to govern the active Army, the Army National Guard, and the Army Reserve. The enlisted evaluation report was modified and reorganized to emphasize (1) duty description, (2) performance narrative and (3) potential evaluation.

OFFICER AND ENLISTED OVERSTRENGTH

An overstrength policy was approved for the ARNG and USAR in April 1981, allowing combat, medical, and military police units to maintain enlisted overstrength up to 125% of "required strength," in battalions and smaller units. The policy also authorizes lieutenant and captain positions to be filled up to 125% of "authorized strength" in brigade and smaller units. The training pipeline and known losses may be discounted in computing enlisted recruiting capability, the CNGB was given latitude to allow units with key mobilization missions, to recruit beyond the limits of the policy, and in addition, to allow personnel strength up to required levels in early deploying units. General guidance was provided to the field in August 1981. The policy stems from Congressional guidance in 1979 that non-combat units should not be overstrength.



Enlisted Force Management Plan (EFMP). The 1980 EFMP describes the management of the career of a soldier and establishes an objective force by grade for the ARNG, USAR and active Army. This plan received attention at the March and September 1981 meetings of the Reserve Components Coordinating Council (RCCC), and stemmed from the need to adopt a permanent promotion policy to replace an interim policy, that allowed promotion without a unit vacancy after a

PVT Andrew Theriault, 1st Bn, 152d Field Artillery, Maine ARNG drapes a camouflage net over a 2½ ton truck during annual training at Camp Petersville, New Brunswick, Canada.

Members of Florida's 3d Bn, 20th Special Forces climb the snow capped mountains of Alaska during AT-81.

specified number of years of service. A new policy was instituted with the publication of NGR 600-200.

MINORITY STRENGTH

Minority strength reflected a positive percentage gain during the second half of this fiscal year. However, actual gains did not keep pace in relation to ARNG total gains, thereby reflecting a percentage decrease this fiscal year below FY 80. As of end fiscal year, minority strength was composed of 3,318 officers and warrant officers and 97,061 enlisted personnel for a total of 100,379 which is 25.7 percent of assigned strength.

Likewise, gains to Black strength were also down as they relate to total ARNG gains. Officer gains were only half of FY 80 gains, reflecting a total of 110. Gains to the enlisted strength was 3,378 which was slightly more than FY 80. Fiscal Year 81 ended with a Black strength of 1,553 officers and warrant officers, 63,459 enlisted personnel for a total of 65,012 which comprises 16.6 percent of strength.

GUARDSWOMEN

Female gains increased, both in officer and enlisted personnel, in relation to ARNG total gains. End fiscal year Guardswomen strength was 1,653 officers and warrant officers; 17,968 enlisted personnel, for a total of 19,621 comprising 5.0 percent of assigned strength.

MILITARY SERVICE VERIFICATION

During FY 81, approximately 3,200 Letters of Eligibility for Retire Pay at age 60 were issued and the same number of DD Forms 1883 (Survivor Benefit Plan Election Certificates) were processed. Requests for verification of service performed in the Army National Guard and for statement of service for retired pay purposes were also processed. Correspondence of this nature totaled approximately 1,900 pieces.

OFFICER & ENLISTED PERSONNEL LINE OF DUTY DETERMINATIONS

The Chief, National Guard Bureau continues to exercise responsibility for line of duty determinations for Army National Guard personnel not on active duty. Continued emphasis is being placed at all levels on timely and accurate processing of all injuries and diseases requiring Line of Duty investigations. State Adjutants General have been authorized to approve line of duty determinations for the Secretary of the Army for injuries sustained at Annual Training, provided the condition did not exist prior to training and will clearly not cause a permanent disability. This activity is being examined with the view to possible further delegation of this responsibility to each State Adjutant General.

INITIAL ENTRY TRAINING

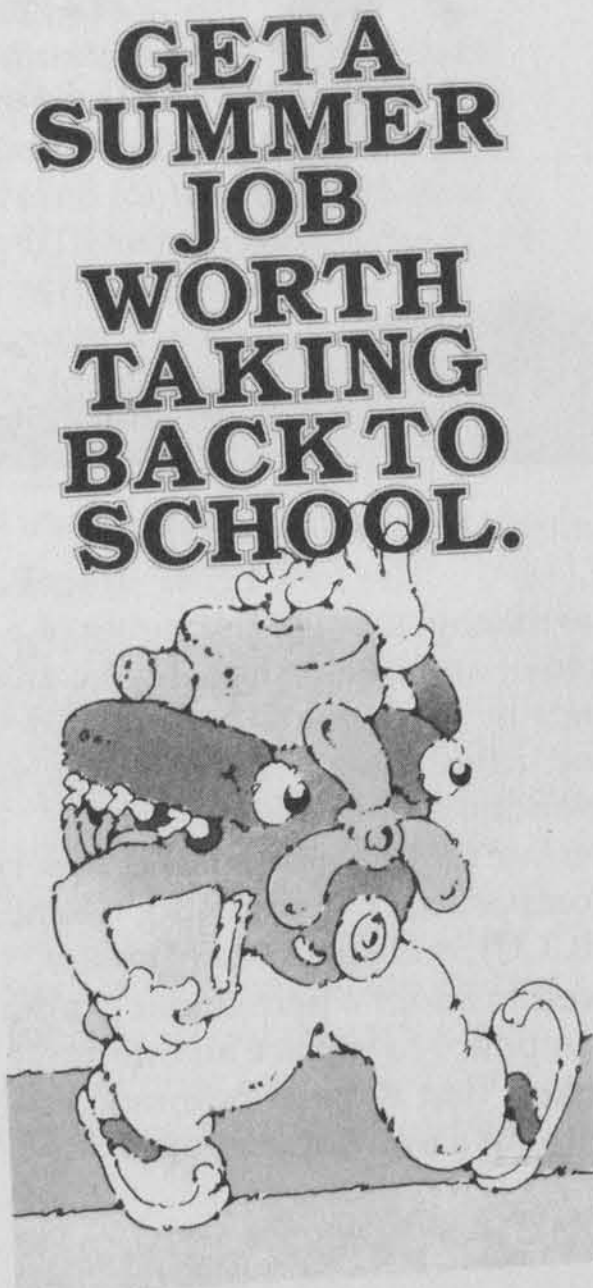
During FY 81, the buddy platoon training concept enjoyed good success within the Army National Guard with ten states participating

and 31 total platoons entering initial entry training (IET). Based on this FY 81 success, the ARNG with US Army Training and Doctrine Command (TRADOC) concurrence, has expanded the FY 82 program to include "Winter Buddy Platoons."

A total of 51,017 individuals entered initial entry training during FY 81 which is an increase of 2,198 from FY 80. Of the total number who entered IET during FY 81, 8,500 were Phase I, Split Training Option individuals.

RECRUITING AND RETENTION

During FY 1981 ARNG obtained 96,436 enlistments which was 100.7 percent of the programmed objective for the fiscal year. Prior service accessions were 43,989 and non-prior service accessions were 52,447. This successful recruiting and retention was enhanced by the expansion of the Selective Reserve Incentive Program.



Retention programs during FY 1981 reflected continued success in retaining those personnel nearing the end of their service. The ARNG is achieving 102.0 percent of its extension goals and extended or reenlisted 73,193 soldiers during the fiscal year. Extension rates are 53.0 percent for first terms and 70.4 percent for careerists. The fiscal year total rate is 67.4 percent.

Combined with the numerous recruiting and retention incentives now available, the reversal in strength decline over the last two years can also be traced to new orientation by the people who manage the programs—commanders at all levels and the ARNG recruiting and retention force. With the authorization of 79 full-time Retention NCO positions in FY 1981, the ARNG has fielded the first increment of a Full-Time Attrition/Retention Force designed to supplement the retention efforts of ARNG units. An additional 179 positions are planned in FY 1982 to assist unit commanders in achieving strength

objectives. The retention personnel, in conjunction with the 1,888 ARNG recruiting personnel, have added immeasurably to the Guard's ability to fill its ranks.

The Army National Guard's recruiting program was successful with over 100 percent of the recruiting objective being achieved. Exceeding the recruiting goal of non-prior service high school graduates offset the shortfall in prior service accessions. The officer strength of the Army National Guard reached the highest level ever recorded. A shortfall still exists in the ranks of lieutenants and captains in the combat arms. If the additional AMEDD recruiting personnel are authorized, the critical shortage of physicians should be reduced in 1982. Advertising for physicians was initiated in 1981 with increased emphasis planned in 1982. The promotion of opportunities for minorities continues to be of paramount interest.

The In-Service Recruiting Program continued in FY 81 with 30 Full-Time recruiters assigned to Army installations. An increased emphasis on recruiting prior service

personnel in Europe was initiated with the training of active Army retention personnel by ARNG personnel. Special European advertising "Stay Army Go Guard" on the Armed Forces Radio Network, in the *Stars and Stripes*, and the *Army Times* was initiated in support of increasing the interest level of separating active Army service members to join the ARNG.

"The Guard is America at its Best" theme initiated in 1980 was fully implemented in 1981. This theme for the 1980s is highlighted with current attitudes appealing to patriotism, service, partnership with the active Army and assistance to community, state and nation. Localizing of nationally produced advertising materials is a landmark in providing support to state recruiting efforts.

Special emphasis is being placed on state recruiting programs by providing state peculiar TV and radio public service advertising materials with a primary focus on the non-prior service prospects.

The Army Guard belongs.



Opportunities for
Medical and Dental Professionals
and Para-professionals in
the Army National Guard



GRADUATION
and the ARMY NATIONAL GUARD.



The Guard is America at its best.



STANDARD INSTALLATION/ DIVISION PERSONNEL SYSTEM (SIDPERS-ARNG)

In April 1981, the Detailed Functional Systems Requirement (DFSR) was completed and forwarded to the National Guard Computer Center (NGCC) for analysis. The DFSR provides the functional requirements for an automated personnel management system. SIDPERS-ARNG will meet the requirements for mobilization, personnel reporting and interface with other systems. In July 1981, a total of 189 Active/Guard Reserve tours were authorized to staff the state Systems Interface Branches (SIB). Each state was authorized between two and seven AGR tours. These personnel attended a course of instruction at the National Guard Professional Education Center in August and September 1981. The SIB personnel were taught procedures for early data capture, quality assurance and maintenance of the information gathered. They were also instructed in the new NGB Manual 680-29 (Data Dictionary) and Pre-Implementation Users Manual. The SIDPERS-ARNG Project will be implemented in two phases with the first phase scheduled for October 1983.

INACTIVE NATIONAL GUARD

The Inactive National Guard realized a gain of 3,337 during FY 81 to reach an end year strength of 8,871. In order to facilitate growth, the National Guard Bureau allows the ARNG to retain in the Inactive National Guard those members who leave the Selected Reserves prior to fulfillment of their contracted term of service. Further, Congress authorized the ING Bonus, which pays \$600 to personnel having no remaining service obligation to remain in the ING for three years. The ING Bonus Program was initiated late in the fiscal year.

A Troop D, 26th Cavalry, RIARNG attack helicopter fires off a 2.75 inch rocket during weapons qualification exercises at Camp Blanding, Florida.

Surgeon

ARNG MEDICAL BRIGADES

The three Army National Guard Medical Brigades are making significant contributions in developing and implementing plans for the achievement of the "Total Army" concept.

The largest medical field training exercise conducted in CONUS since World War II, occurred during the last two weeks of May 1981. The 175th Medical Brigade, California Army National Guard, with the full support of the Commanding General, Sixth U.S. Army, formulated the plan for "Wounded Warrior I."

"Wounded Warrior I" was a theater Army level multi-phased medical exercise encompassing the communications zone and the corps area. The supporting forces and participating units came from 12 states and 17 commands with just over 4500 medical and support personnel playing the exercise at Camp Roberts, Fort Hunter-Liggett, and Camp San Luis Obispo. NATO teams from Canada and the Federal Republic of Germany were also actively involved in the exercise, as were elements of the US Army, US Navy and the US Air Force.

"Wounded Warrior I" was a successful exercise in every respect and highly praised by all participants as an outstanding training exercise.

More invaluable training was conducted by the 213th Medical Brigade, Mississippi ARNG, with the advent of OCONUS training by a 20-man team from the brigade

headquarters and a 9-man team from the 127th Medical Group, Alabama ARNG. Hosted by the 30th Medical Group, VII Corps, US Army Europe, a first ever medical training program was conducted that provided a rare opportunity for the staffs of ARNG units, Active Army units and Federal Republic of Germany medical units to meet face-to-face and discuss problem areas of mutual concern. Under the Army CAPSTONE program, both the 30th Medical Group and the 127th Medical Group become major subordinate units of the 213th Medical Brigade upon mobilization. The cohesiveness and personal relationships established during this training exercise between the various staff elements, and their allied counterparts, will provide residual benefits to all concerned in the months and years to come.

The Medical Brigade Planning Conference was held at the Academy of Health Sciences during the first week of August 1981. The Academy of Health Sciences staff presented timely updates and briefings concerning Army Medical Department (AMEDD) training and trends that will enable the brigades to better plan and coordinate medical training needs in their respective Army areas.

ARNG PHYSICIAN ASSISTANT PROGRAM

Recent changes to this outstanding training program make the ARNG Physician Assistant (PA)



course even more attractive to capable and qualified ARNG medical personnel. PA candidates are appointed to the grade of WO1 upon successful completion of the first year's academic requirements. Upon the successful completion of the PA program, and the assumption of an additional two years ARNG obligation (for a total of eight years), a PA is now promoted to CW2. The first ever all-ARNG PA class reported in September 1981 to Sheppard Air Force Base with 11 candidates for the two-year PA program.

ARNG 91C CIVILIAN EDUCATION PROGRAM

After five years, this program has proven to be, not only the most popular, but also the most successful method of training personnel in a hard skill MOS. Not only does this program solve a service member's need for MOS training, it also provides the individual with a marketable civilian skill. Of the nearly 1100 91C's in the ARNG today, over 800 have been trained under the civilian education concept.

ARNG AMEDD OFFICER CME PROGRAM

The ARNG Continuing Medical Education (CME) Program provides refresher and proficiency training for Physician Assistants, Army Nurse Corps, Dental Corps and Medical Corps officers. This program has proven to be an extremely valuable tool in the recruiting and retention of the professional complement assigned to ARNG medical units. At the end of FY 1981, over 740 health care professionals have received training through this program since its inception. Continued funding for this program has been assured with the allocation of \$1.5M funds (BP 3141.43) for FY 82.

OPERATIONAL DISASTER MEDICINE COURSE

The first Operational and Disaster Medicine Course for Reserve Component health care professionals was held at the University of Oklahoma Health Sciences Center during the period of 18-21 March 1981. Co-sponsored by the Office of the Surgeon General and the Oklahoma National Guard and hosted by the University of Oklahoma, this course provided the participants with relevant classroom and field experience in various aspects of military medicine. The course curriculum was developed by the Academy of Health Sciences to enhance the medical officer's knowledge of field medicine and to increase their ability to manage combat casualties in providing optimal support for field units and their commanders.

Organization and Training

FORCE STRUCTURE

Several force structure actions begun in previous years were completed in Fiscal Year 1981. Two additional NBC defense companies were organized; one in New Hampshire and one in Texas. The Eastern Aviation Training Site, long planned for, was activated at Fort Indian-town Gap, Pennsylvania. This modern facility will provide aviation units the ability to more easily meet intensive individual aviation training requirements. A western training site is planned for 1982-83.

Detailed planning was undertaken this year to reorganize Table of Distribution and Allowance (TDA) organizations to more effectively support the mobilization of the ARNG. Envisioned is the consolidation of several TDA organizations into a single organization which performs many mobilization functions. It is expected that specific organizational requirements will be established to meet specific mobilization missions. The reorganization

will affect every state, commonwealth and territory and is scheduled for implementation on 1 October 1982. The ARNG has worked closely with FORSCOM and the states during the planning stages and expects that the new organization will be structured to meet mobilization and wartime requirements while maintaining sufficient flexibility to meet peacetime needs as well. The reorganization is vital to the identification and organization of the mobilization base within the state. Implementation will accomplish the reorganization's single underlying objective of having the same people perform the same function on the day after mobilization as they do on the day before mobilization.

The organization of the Army National Guard in the Territory of Guam was accomplished in July 1981, bringing to fifty-four the number of states and territories with National Guard units.

During FY 81, an ammunition group was organized in Alabama and a separate armor brigade was organized in Kentucky.

TRAINING

Planning and training under the Army CAPSTONE Program continued to improve during FY 81. Although unfunded, many ARNG units were able to meet with their CAPSTONE headquarters to either initiate or continue their wartime planning. ARNG units participating in Overseas Deployment Training trained with their CAPSTONE headquarters which provided a better understanding of their wartime mission, and contributed to unit readiness.

In coordination with Forces Command, a new training initiative, titled Key Personnel Upgrade Program (KPUP), was implemented. KPUP provides for key unit personnel to train with an Active Component counterpart during a Command Post Exercise or Field Training Exercise. KPUP is designed to improve individual skills and unit

readiness. During FY 81 200 officers and NCO's from selected divisions and combat brigades trained with their Active Component Partnership unit. KPUP has proven beneficial to the units and personnel who participated.

Participation of ARNG units in Overseas Deployment Training increased by 35 percent during FY 81. Overseas Deployment Training provides high priority units the opportunity to train with their CAPSTONE headquarters, and receive valuable training. Included in the FY 81 Overseas Deployment Training, the 2d Battalion, 152d Infantry (Mechanized), 38th Infantry Division, Indiana Army National Guard participated in Joint Readiness Exercise, Return of Forces to Germany (REFORGER). The battalion drew POMCUS (Preposition of Material-Configured Unit Set) and participated with the 4th Infantry Division during the ten-day field training exercise. Additionally, the 38th Infantry Division Tactical Operations Center participated in a VII Corps CPX.

Participation in exercises such as REFORGER affords units the opportunity to exercise their chain of command, standard operating procedures, and mobilization plans, cell under realistic and stressful conditions.

The affiliation program continues to improve the operational readiness of selected ARNG units through a formal relationship with their Active Component sponsors. Under this program, nine complete ARNG brigades, 44 battalions and 72 separate companies/detachments are utilized to round-out active units, augment active units, or receive mobilization and deployment capability improvement training. The affiliation program was expanded in FY 81 from 63 total units to its present total of 125 units.

The OCONUS small unit exchange program involves exchanges of up to company size units with allied nations. The program provides challenging training, opportunities, and improves relationships between countries. During FY 81, exchanges with Norway, the United



Hawaii Army National Guard soldier Sp4 Melelini Fiso dons her helmet at Hickam AFB in preparation for her flight to the Pohakuloa Training Area for her two weeks of annual training.

Kingdom, and Barbados continued, and was expanded to include Uruguay and the Dominican Republic.

AMMUNITION

The training portion of the ARNG-Ammunition Information Management System was implemented. The system uses state of the art on line technology to assist functional managers in managing scarce training ammunition resources. The system tracks unit requirements, sub-authorizations, expenditures and forecasting of training ammunition.

The education program for state ammunition managers was expanded during FY 81. Three seminars were conducted at the National Guard Professional Education Center. A total of 90 individuals from 39 states were trained during the year. Additionally, assistance was provided to several states in conducting their own seminar/workshops for commanders and training officers.

MILITARY EDUCATION

During FY 81, military education continued the growth patterns of past years with increased participation by officer and enlisted personnel in active Army service schools, DOD schools and schools of other services.

Since the introduction of the Continuing Health and Education (CHE) program in the ARNG in 1978, the number of participants, primarily doctors and nurses, has increased from 18 to 363 participants in 1981. Both the ARNG and active Army have seen this program as a major factor in the recruitment and retention of medical personnel.

During FY 81, NGB conducted two new courses of instruction, the Unit Size Company Commanders Course and the TAC (Teach, Advise and Counsel) Officer Training program at the National Guard Professional Education Center (NGPEC) at Camp Robinson, Arkansas. Current plans are to continue to offer these programs and conduct a Direct Appointment Orientation Course at NGPEC in FY 82.

The Puerto Rican English Technical Language School (PRETLS) is continuing in FY 82 with funding from the National Guard Bureau. The PRETLS will also host students from the Navy in FY 82.

State military academies conducted NCO Schools, where 14,641 enlisted personnel participated in the Reserve Component Noncommissioned Officer Education System (RCNCOES). The State Officer Candidate Schools, the largest source of junior officer accessions for the ARNG, commissioned 1,356 second lieutenants.

Members of the 441st Air Ambulance Detachment, Kentucky ARNG maintaining their aircraft while participating in REFORGER exercises in the FRG.

Aviation

ARNG aviation constitutes approximately one-third of the total Army Aviation Program and incurred only \$39.6M in cost or 12.3 percent of the total DA Flying Hour Program. ARNG aviators logged more than 28,000 aircrew training creditable hours in flight simulators in each of the last two years. The ARNG continues to explore increased use of simulation as a viable alternative to offset petroleum, oils and lubricants (POL) funding constraints. Ninety-one percent of the 293,375 hour FY 81 program will be applied toward aircrew training requirements in conjunction with mission support. This is in support of the 4,522 ARNG aviators, 156 MTOE and 61 TDA units. Briefly stated, ARNG aviation remains cost effective in the utilization of flying hours to train aviators and units.

In FY 81, the aircraft suffering wind damage during the previous year were inducted into rebuild programs.

During FY 81, the ARNG received 15 additional AH-1S Cobra aircraft bringing the total to 21 at FY 81 year end. In addition, two U21 aircraft were added to the inventory. A multi-application in the ARNG Materiel Fielding Plan was developed and implemented in FY 81 to insure that newly fielded equipment is logistically supportable.

The ARNG, in its continuing effort to conserve resources through safety awareness developed a countermeasure program directed to the reduction of personal injuries and conservation of equipment. The program, entitled Operation Safe-Guard I — "Arrive Alive" was designed to create individual safety awareness relating to safe operation of Army motor vehicles. Program elements were 16mm films, television tapes, brochures, posters and recall symbols. Extensive utilization of the program by the several states



was indicated, and analysis of reports indicates target results were achieved. The program was produced and distributed by the ARNG Multi-Media Group.

The ARNG Regional Accident Prevention Survey (RAPS) Program in its first full year of implementation has been highly praised by its users. In addition to the meaningful inspections of ARNG aviation facilities being conducted, RAPS provides a means for the mutual exchange of ideas and managerial concepts. It has also provided command emphasis and involvement at all levels in the accident-prevention effort, thereby enhancing the combat readiness of the ARNG through resource conservation. FY 82 will be the first year this program will be actually funded by the National Guard Bureau. One hundred percent participation is anticipated to help reduce the 2.89 accidents per 100,000 flying hours experienced by

Members of Company B, 53d Support Bn, Florida ARNG prepare to load a simulated casualty onto a waiting helicopter.

the ARNG in FY 81.

The ARNG conducted its fourth training course in aviation life support equipment (ALSE) during FY 81. The ARNG now has a minimum of one technician in each aviation facility trained in the inspection, maintenance, and supply of ALSE. In FY 82, the ARNG will conduct four one-week aviation survival training courses. The first two classes will be held at the National Guard Professional Education Center, Camp Robinson, Arkansas in October 1981, and the last two will be held in April 1982. These courses include a two-day field training exercise as part of the curriculum.

ARNG Logistics

Improvements in the logistics posture of the ARNG continued during Fiscal Year 1981. Some of the improvements realized included: completion of the program to convert M110A1 8" howitzers to M110A2 models, initiation of a program to upgrade M109A 155mm howitzers to M109A3 models, completion of a program to dieselize AVLB launchers and continuation of the program to upgrade the ARNG fleet of M113 family of vehicles from gasoline to diesel powered models.

During FY 81, the ARNG received significant quantities of new communications equipment including AN/TRC 138 and AN/TRC 145 radio repeaters and AN/GRC 122 and AN/GRC 142 radio teletypewriters. This first line equipment will greatly improve ARNG communications and command and control capabilities and make the ARNG more compatible with active component units.

Additional M915 series vehicles and ribbon bridges continued to be received and 111 M60A1 (AOS) models with the add on stability system were received. More TOW and DRAGON anti tank weapons and M88A1 medium recovery vehicles were also received.

During FY 81, the equipment status of the ARNG and USAR became a high interest issue. There is now wide spread interest in Congress and in both the Department of Defense and Department of the Army, concerning the status of the ARNG equipment inventory. This high level interest will undoubtedly have a favorable impact on the future ARNG equipment posture.

An overview of some key logistics programs and their progress during FY 81 follows.

DIRECT SUPPORT SYSTEM (DSS)

Progress continued on extension of the DSS to ARNG supply activities. The DSS was extended to an additional 13 states during FY 81

with a total of 29 states under the DSS by the end of the fiscal year. The balance of the states will be converted to the DSS during FY 82. DSS eliminates backup stocks currently maintained by USPFOs and provides a more efficient supply operation.

LOGISTICS SYSTEM AUTOMATION

One additional ARNG infantry brigade (116th, Virginia) was converted to the standard Division Logistics System (DLOGS) during FY 81. All eight ARNG divisions and 18 of the ARNG brigades now operate the DLOGS system. The eight divisions and three of the brigades operate only automated property books. Fifteen of the brigades operate both property book and class IX supply procedures. The remaining four ARNG brigades will not be converted to DLOGS until the FY 84 to FY 87 time frame when new automatic data processing hardware becomes available. The divisions and brigades currently operating DLOGS are also scheduled to convert to new hardware during the FY 84-87 time frame.

Final planning was performed during FY 81 for extension of the Decentralized Automated Service Support System (DAS³), a state of the art mini-computer, to 19 ARNG non divisional Direct Support/General Support (DS/GS) units during FY 82. These extensions will begin in November 1981 and continue throughout the fiscal year. Addition of this equipment will significantly improve the capability of recipient units to train for and accomplish doctrinal wartime missions.

COMMUNICATIONS SERVICES

Expansion of commercial communications services for the ARNG continued during FY 81. Replacement of antiquated, inefficient telephone systems at State Headquarters remained a high priority. Upgrade

of telephone systems was initiated or completed at 17 locations. Facsimile service was provided to all states with Army National Guard telecommunications centers and planning was initiated to provide secure communications to the 41 locations that currently do not have access to secure autodin facilities.

PROPERTY ACCOUNTABILITY

Efforts to improve property accountability in the ARNG continued. New procedures for processing reports of survey were developed and implemented on 1 October 1981. A 56-hour supply course was developed for full time military supply personnel. The first class was taught at the National Guard Professional Education Center in October 1981. This course was designed to teach students the basic fundamentals of the ARNG supply system.

COMMAND LOGISTICS REVIEW TEAM (CLRT)

The ARNG CLRT program continued with visits to 18 states during the fiscal year. A separate CLRT was organized effective 1 September 1981 as a Field Operating Activity at the National Guard Bureau Operating Activity Center, Edgewood, MD. The team consists of three military and eight civilian personnel. While recruitment of personnel was not complete by the end of the fiscal year, the process was well under way. Addition of this full team will allow the National Guard Bureau to provide more assistance to the states in the management of logistics and logistics readiness areas.

LOGISTICS READINESS

Logistics readiness of the ARNG continued to show improvement. The improvement was particularly pronounced in the high priority roundout and early deploying units. Most ARNG Rapid Deployment Joint Task Force units achieved an Equipment On Hand (EOH) Readiness

ness Condition (REDCON) of C1; fully ready. These high readiness conditions were achieved through redistribution of ARNG assets.

During FY 81, a decision was made to suspend withdrawals of equipment from ARNG units to support prepositioning of Material Configured to Unit Sets (POMCUS) build ups. Additional withdrawals of equipment for this purpose is not anticipated.

FORCE MODERNIZATION

During FY 81, the National Guard Bureau became increasingly involved in force modernization activities. A full-time force modernization analyst was added to the NGB staff, providing a capability to participate more extensively in the force modernization process. A number of ARNG concerns have been raised to the Department of the Army staff and are now receiving attention. The National Guard Bureau is now participating in the Modernization Resource Information Submission (MRIS) process, a means to program operations and support resource requirements to support modernization.

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. 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 nonarmory construction.



CPL Harold Thompson, Company A, 2d Bn, 137th Infantry, Kansas ARNG keeps a watchful eye open for enemy troops during an FTX.

FY 81 MCARNG EXECUTION

Congress approved for construction during FY 81, 19 armories for \$12.2 million and 24 nonarmory projects for \$21.1 million. During FY 81, the following breakout of projects were awarded:

FY 81 Projects

Type Project	No. Projects	\$000
Armory	19	11,225
Nonarmory	23	17,923
Total	42	29,148

The nonarmory projects consisted of 4 organizational maintenance shops, 8 training facilities, 4 aviation facilities, 2 motor vehicle storage buildings, and 3 unit training equipment sites, 1 medical facility and 1 logistics facility. One training facility project, which was authorized and apportioned by Congress, worth \$.2 million was not awarded during FY 81.

FUNDING

Carryover funds from prior years for the military construction ARNG program amounted to \$4.9 million. An additional \$42.3 million appropriation was made by the Congress in PL 96-436 bringing the total available to \$47.2 million.

OBLIGATIONS

In the execution of the program, the total obligation for FY 81 was \$37.2 million, which represents 79 percent of the total funds available. The breakdown is as follows:

	\$000
Armory	11,288
Nonarmory	19,496
Advance planning and design (A/E)	1,595
Minor construction	4,805
	37,184

The difference between the armory and nonarmory obligation figures and the awards noted above is due to construction contract change orders. With the \$47.2 million available and the \$37.2 million obligated, \$10 million will be carried over to FY 82.

FUTURE REQUIREMENTS

The ARNG operates and maintains facilities in all 50 states, the District of Columbia, the Commonwealth of Puerto Rico, Guam, and the Virgin Islands. There are 2,821 armories used for home station assembly, storage and training. Additionally, there are over 1,842 administrative and logistical support facilities located in individual communities. There are also 270 state operated training sites of various sizes and one semi-active Army installation at which the National Guard Bureau supports the military construction requirements. Camp facilities are in accordance with approved master plans. A tabulation of facilities by general category is located in Table 15, Appendix H.

Approximately 20 percent of the facilities listed in Table 15, Appendix H 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. Dollar levels assessed to this backlog have increased by additional construction requirements caused by continuing deterioration of existing facilities and unit changes and increased troop strengths. With the 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 increased to \$740 million as of the end of FY 81.

Mobilization preparedness represents the ultimate goal of all efforts of the ARNG. With major programs being undertaken to improve training and modernize the combat equipment in order to prepare the units for mobilization, use of local outside training sites must be expanded to reduce nonproductive travel time and conserve energy. Increased ARNG strength and

equipment modernization will require expanded facilities for maintenance and storage.

There is an inevitable relationship between the adequacy of facilities and the readiness posture of the ARNG units. The overcrowded, insecure, aging, and makeshift facilities now utilized as armories at about 500 ARNG armory locations result in a waste of time, lower morale, loss or damage of supplies and equipment. These critical armory projects represent about half of the construction backlog.

The remainder of the backlog represents administrative, logistical, and aviation support type facilities, state operated training sites, including the close to outside armory training sites, and minor construction. Any inadequate or nonavailable training facility, which is at the best very austere and usually multi-purpose, will seriously detract from achieving the prescribed level of training readiness.

REAL PROPERTY

The National Guard Bureau provides all possible assistance to the states in licensing available Federally owned facilities and in leasing appropriate privately owned facilities for the ARNG. During FY 81, the ARNG made use of 319 Federally owned facilities and 138 privately owned facilities under Federal lease, including 10 aircraft facilities, 4 organizational maintenance shops, 2 United States Property and Fiscal Officer (USPFO) offices and warehouses, 1 mooring/docking space and 112 training area sites and ranges. Tables 16 and 17, Appendix H, contain lists of state operated installations.

SUPPORT FACILITIES

Federal funds in the amount of \$25.0 million for FY 81 were allotted under 55 separate service funding agreements 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, maintenance

and repair, labor and security of facilities, such as: USPFO offices and warehouses, combined support maintenance shops, organizational maintenance shops, aviation support facilities and aviation classification repair activity depots, required for the care and safeguarding of federal equipment and property used in the various states to perform their Federal missions. In FY 81, the Los Alamitos Armed Forces Reserve Center (AFRC) was funded \$3.8 million by NGB for the host responsibilities performed by the California Army National Guard. In addition to funding under service agreements, \$867,000 for FY 81 in operations and maintenance (O&M) ARNG funds were allotted to support projects for minor new construction, alterations, extensions and relocations of nonarmory facilities.

TRAINING SITES

Training sites are designed to provide essential requirements 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 \$28.0 million for FY 81 in Federal funds was allotted to support the year round 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 \$3.2 million in FY 81. Training

was conducted at 272 state operated training sites. During the period of this report, minor construction using OMARNG funds at these sites during FY 81 totalled \$586,500.

Mobilization Readiness

Fiscal Year 1981 saw continued growth for the Mobilization Readiness Division from twelve to sixteen personnel to support the increasing responsibilities of the Army National Guard.

The National Guard Bureau for the first time was required to submit ARNG C-Rating (Combat Readiness) Projections to Congress. Per Title 10 of the FY 81 Defense Authorization Act, the Secretary of Defense is required to submit service C-Rating data to Congress on February 15 of each fiscal year. The projected C-Ratings (overall, and in each measured resource area) for the coming fiscal year are for each division, brigade, regiment, air wing, air squadron, and most ships in the U.S. Armed Forces. Based on this requirement which contains vital readiness information, NGB is exploring the possibility of utilizing this report as an effective management tool for the ARNG both at state and Bureau level.

The readiness of the Army National Guard was highlighted by the addition of two more units in the Rapid Deployment Joint Task Force (RDJTF) and the programming of the first National Guard combat unit for the RDJTF in FY 84. This is definitely a positive step in the role of the Army National Guard in the Total Army concept.

The Reserve Component Resource Priority List (RCRPL) was developed as a Reserve Component resourcing tool specifically for the application of Additive Full-Time Manning (AFTM) and Selective Reserve Incentive Program (SRIP) by the Secretary of the Army. The priorities range from 1 through 11, with priority 1 being the highest. The new Reserve Component Resource Priority List was published with the units in priorities 1 through

5 receiving funds for Additive Full-Time Manning and Selective Reserve Incentive Program in FY 82. The Intensive Management Force List (IMFL) was expanded to include theater defense brigades and other selected units. The resourcing level for Additive Full-Time Manning and Selective Reserve Incentive Program for those units previously, but no longer in the Intensive Management Force, will not change. The status of resourcing for these units will be reviewed by Department of the Army in FY 82.

PROUD SPIRIT/MOBEX 80, a sequel to NIFTY NUGGET/MOBEX 78, further evaluated the Army and ARNG mobilization and deployment capabilities and improvements since MOBEX 78. Participation included all State Area Commands (STARC) and 665 ARNG units, which were actively involved in the review and update of mobilization plans and procedures. MOBEX's have proved to be a valuable tool for improving mobilization deployment capabilities, responsibility awareness, functional training and surfacing weaknesses in the systems. MOBEX's are now an established program and MOBEX 82 is in the initial planning stages. NGB initial plans include a repeat of the STARC Command Post Exercise (CPX) and increased unit participation at selected installations similar to MOBEX 78 is being considered. This division is actively involved in the planning for this exercise to insure meaningful ARNG participation.

The State Area Command received increased emphasis from all levels of command this past year. A STARC merger with Headquarters and Headquarters (HHD) and Command and Control (CAC) headquarters concept study, recently conducted, shows promise of a realistic alignment of key personnel with pre- and post-mobilization functions. National Guard Regulation (NGR) 10-3, STARC Organization Missions and Functions, is now included in NGR 10-2 (Draft) and is scheduled for publication later this

year. In addition, based on the positive results of MOBEX 80 participation, each state is requested to conduct annual STARC exercises beginning in FY 82. STARC exercises will be expanded to include: Land Defense, Military Support in Civil Defense, and Dependent Assistance. STARC exercises will be conducted in conjunction with biennially scheduled MOBEX's every other year.

The Mobilization Readiness Division completed an evaluation of the direct deployment concept. The exercise titled Rapid Mobilization for Direct Deployment (RAMDEP) to POMCUS (Prepositioned Organizational Material Configured in Unit Sets) was a two-year study completed in December 1980. The exercise was designed to evaluate State Area Commands and selected units capability to be alerted, mobilized, and directly deployed from Home Station to POMCUS. Five units were selected and evaluated in FY 79 and seven were evaluated in FY 80. The concept offers great promise for significantly reducing the time necessary to deploy certain units overseas and to further enhance our mobilization readiness and response time. The results of the RAMDEP evaluation demonstrated that selected ARNG units are capable of early direct deployment, but require additional resources, planning guidance, and training time. HQDA is now establishing direct deployment as a system of deployment and has assigned the US Army Forces Command (FORSCOM) the mission of developing procedures and selecting units for this mission. NGB will participate with FORSCOM in the development of procedures and selection of units. Additional guidance should be published early next year.

As a result of the RAMDEP exercises, NGB has developed Overseas Deployment Exercises titled Mobilization Deployment Exercise (MODEX) as a follow-on. Problems associated with overseas training have identified a need to conduct an exercise for selected units prior to deployment. The exercise will

improve mobilization and deployment awareness and better prepare the unit for its overseas Annual Training (AT). Twelve ARNG units selected as a test base participated in FY 81. The program will be expanded to all ARNG units selected for overseas deployment training beginning in FY 82.

Additionally, NGB developed a new mobilization exercise concept for the ARNG. The exercise is titled Readiness for Mobilization Evaluation (REMOBE). The concept is for STARC to conduct an alert/mobilization exercise to evaluate a unit's capability to accomplish those actions required at Home Station prior to reporting to the Mobilization Station. The exercise is oriented primarily at essential early deploying units. During the past year, 22 units participated in REMOBE. Due to the overwhelming success of this program, REMOBE will be expanded to include selected units in every state in FY 82. Ultimately, all Essential Force units will participate in REMOBE over the next five years.

A significant portion of the aforementioned 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 is fully integrated into the WWMCCS Inter-computer Network which includes the service chiefs, the National Military Command Center, most DA staff agencies, Forces Command, joint and specified commands, and will eventually include all overseas commands. The entire system was employed during exercise PROUD SPIRIT/MOBEX 80 as a means to manage and account for the vast number of moving player units.

Inherent to the utility of the WWMCCS and Unit Identity and Status Report (UNITREP) System is AR 220-1, which has been revised and includes pertinent input from the Mobilization Readiness Division. These changes have been

implemented and the first unit status report was due October 1981. This regulation will provide a system of accurate reporting procedures in order to provide an increasing degree of credibility for the ARNG.

The data base within the UNITREP system is also used extensively in the planning processes associated with initiation of major readiness improvement programs such as full-time manning, educational benefits, and enlistment/reenlistment bonuses. In addition, the data is used to determine priorities for distribution of fiscal assets, manday allocations, logistical procurement and distribution, and force structure requirements of current and future years. The full significance of the UNITREP system capabilities is recognized by NGB and the authorized Readiness Management Specialist technician positions initiated by this division have had a tremendous impact.

The improvements of the past fiscal year are now meshing together in a manner which continues to improve 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 for placement on the Post-Mobilization Deployment List in support of national contingency plans. In addition, the UNITREP system includes POMCUS status reporting for ARNG units.

A totally new Automatic Data Processing (ADP) system for the states has been developed for the new ADP equipment in each state. The system has been thoroughly tested and is ready for release; however, due to the classification of the file it has not been released. Most states do not meet the physical security requirements of AR 380-380. Funds to solve this problem have been identified in the FY 82 budget but have been deferred to FY 83.

Computer Center

The National Guard Computer Center (NGB-ARD) is responsible for the automation management, Automation Management Officer (AMO), functions and policy for the Army National Guard to include the fifty states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. NGB-ARD is responsible for providing data processing services to the Chief, National Guard Bureau, the Director, Army National Guard, and for establishing a standard automatic data processing (ADP) system for implementation by the Army National Guard field data processing installations (DPIs).

HARDWARE/SOFTWARE UPGRADE

During FY 81, the 54 ARNG state computer systems, with the exception of Guam, were upgraded with the installation of the Burroughs B1955 minicomputer in each state and the National Guard Computer Center. Equipment was provided by a small business firm, Computer Software Analysts, Inc., under a contract awarded during FY 80. The contract covers hardware, software, maintenance and training.

The National Guard Computer Center converted the Military Personnel System to Common Business Oriented Language (COBOL) and fielded the system to the 54 state minicomputers as the first operational system. The Ammunition Management System was also fielded.

Program conversion for Logistics, Fiscal, Joint Uniformed Military Pay System — Reserve Components (JUMPS-RC), and technician pay was initiated and these systems are in varying stages of development and test. Implementation is scheduled for FY 82.

The Technician Pay System will utilize the Business Software, Inc., tax package for computation of state and local taxes. The package was purchased centrally and will be used nationwide.

An M-48 A5 tank from the 172d Armor, Vermont ARNG, prepares to engage a target at Camp Ethan Allen, VT.



NGB-ARD AUTOMATION ACTIONS

During FY 81, several automation actions were initiated to improve services provided by the NGB-ARD.

The most significant of these include:

- Acquisition of a computer to microfiche processor—ICOM—which is used to produce microfiche out products in lieu of hard copy reports.
- Installation of a combination word processing and computer terminal system to support these requirements at the NGB-ARD site.
- Acquisition of a motor generator system which will deliver clean power to the NGB-ARD computer system, eliminating transient power failures.

Manpower

Two relatively new programs, Conversion to Full-Time Military and Additive Full-Time Manning, implemented in January 1979 and January 1980 respectively, brought a significant increase in the total number of Army National Guard personnel serving on active duty to

support the Guard. Fiscal year 1981 ended with 7,511 Army National Guard personnel on active duty in these two programs, an increase of 5,291 over fiscal year 1979.

Conversion to Full-Time Military (CFTM), implemented as a two year test program by Congressional action, was designed to determine the Guard's ability to attract, hire and retain individuals in a full-time military status to occupy vacant and new technician positions. The test was successfully concluded on 30 June 1980, when the goal of 3,161 was attained. Congress then determined on 23 June 1981, after evaluation of the program, to continue and accomplish the remaining 2,473 conversions budgeted in 1981. As of 30 September 1981, there were 5,525 Army National Guard personnel serving in this category.

The Additive Full-Time Manning (AFTM) program, implemented as a result of several manpower studies (Stroud, Sills, etc.) was designed to provide additional personnel (both Army National Guard and active Army) in a full-time military status to help improve training readiness posture and mobilization capability at unit level. FY 80 concluded with 1,077 Army National Guard and 460

active Army officer and enlisted personnel assigned to the program. A total of 1,986 ARNG and 720 active Army personnel were serving in this program on 30 September 1981. Additive Full-Time Manning ARNG authorizations are projected to increase from the present 2,306 to 12,959 in FY 87 with active Army support remaining constant at 784.

Army National Guard personnel are performing a multitude of duties in an Active Duty Guard/Reserve status in the Long Tour program. ARNG members with experience, expertise and Guard "know-how" perform duties as advisors, coordinators, and action officers at the Office of the Secretary of Defense, Headquarters, Department of the Army, and active Army headquarters and installations in major commands in CONUS and OCONUS.

These personnel provide National Guard experience and expertise for those headquarters and installations for their planning and daily military routine to promote a better understanding of the Army National Guard which furthers the "Total Army" concept.

Air National Guard

Air National Guard flying units closed FY 81 with a continued extremely high combat ready status. Modernization of the ANG aircraft inventory was enhanced with the acquisition of 54 A-7Ds, 43 F-4Ds, 11 A-7Ks and 10 A-10 aircraft, bringing the Air National Guard aircraft inventory to more than 1,600.

The Total Force policy has had a dramatic impact on the Air National Guard. This policy directs that the ANG be manned, trained, and equipped the same as the active force. This, plus emphasis on realistic exercises and training, enables Air National Guard units to maintain a level of combat readiness that provides credibility to the Total Force concept.

The missions of Air National Guard units are multifaceted. Tactical fighter units provide close air support to ground units and interdict targets behind enemy lines. The conversion of units to the F4 and A7 further expanded the ANG tactical air capability. Taskings range from Rapid Reactors to participation in the Rapid Deployment Joint Task Force (RDJTF).

Air National Guard C-130 units provide a much needed boost to U.S. Air Force airlift capabilities. Air Defense F-101, F-106, and F-4 units support 24-hour alert commitments. The ANG KC-135 units are an active component of the Strategic Air Command's Tanker Task Force commitment and support SAC's Single Integrated Operational Plan with a continuous alert line.

An F-101 from the 107th Fighter Interceptor Group, New York ANG.

Communications, electronics, and meteorology units continued to upgrade their combat readiness capability. As an indication of their readiness, ANG combat communications units provided a major portion of the total communications requirement for European and Pacific Air Forces exercises and deployments in FY 81.

During FY 81, ANG Civil Engineering teams deployed to 92 locations for training projects. The projects supported 16 Air Force bases, 58 Air National Guard bases, and 18 Army National Guard installations. There were 13 deployments for Rapid Runway Repair Training at Eglin AFB, Florida, included in the totals above.

The Air National Guard completed 1981 with a Category A aircraft accident rate of 1.7 while flying 417,476 hours compared to 3.3 while flying 394,080 hours in 1980. FY 80.

The Air National Guard exceeded the programmed end strength of 98,083 and ended FY 81 with 98,293 personnel, the highest overall strength in the history of the ANG. The recruitment of minorities and women was again successful.

Minority strength in the Air National Guard continued to increase in FY 81 reflecting a year end total of 13,985 or 14.3 percent of the ANG. Of this total, 7.1 percent are Black, 4.1 percent Hispanic, and 3.1 percent are other ethnic minorities. The number of women increased to 9.1 percent.

In an effort to increase minority officer representation, emphasis continued to be placed on the recruitment of minority officers. Minority officer strength increased during FY 81 to 6.5 percent of the ANG officer-corps.

Air National Guard technician representation reflects 7.0 percent minorities and 9.1 percent women.



Comptroller

BUDGET

ANG Financial Overview The major Federal sources of Air National Guard funding are the Operation and Maintenance (O&M), Military Personnel (MILPERS), and Military Construction (MILCON) appropriations. The O&M account is the largest appropriation and is used to finance the day-to-day operating and maintenance costs of ANG activities. These funds include amounts for the pay of civilians and air technicians, contract services for maintenance of equipment and facilities, fuel, supplies, and repair parts for weapon systems and equipment. Fiscal Year 1981 O&M obligations amounted to \$1,518,588,392. The MILPERS account finances ANG pay and allowances including clothing, subsistence, and travel expenses, as well as active and inactive duty training costs. MILPERS obligations in FY 81 were \$386,199,173 and supported an average strength of 97,176 Air Guard members. The MILCON account supports major and minor construction of ANG facilities. Over 86 percent of FY 81 MILCON obligations of \$51,183,790 were devoted to major construction projects. Fiscal Year 81 obligations for these three federal appropriations totaled \$1,955,971,355.

Other sources of ANG funding are the Other Procurement, Air Force Appropriation and substantive contributions by each of the 50 states and Puerto Rico. The amounts of these state contributions are not available but all obligations of Federal funds are shown in Table 1, Appendix G. The total FY 81 obligations for Other Procurement were \$1,429,159. This account finances miscellaneous items of equipment costing more than \$3,000.

BUDGET HIGHLIGHTS

The President's amended Budget for FY 81 totaled \$1.8 billion. This included requirements for Military

Personnel, Operation and Maintenance, and Military Construction. The budget was based on approved force structure of 91 flying units and contained funding for 97,091 military average strength and 410,129 flying hours.

Supplemental appropriations were approved by Congress primarily for the following:

(\$ in millions)	
	1981
Military Pay Raise	\$34.4
General Schedule Pay Raise	21.1
Wage Board Pay Raise	20.3
Fuel Price Increases	67.4

In other FY 81 actions, the Congress added \$29.2 million to the O&M appropriation. This increase was primarily for fuel price increases. In the National Guard Personnel, Air Force appropriation, the Congress added \$18.4 million. A large portion of this increase, \$13.8 million, was to finance actual strength gains attained by the ANG in FY 80. Also, the appropriations committee added \$13 million to fund the Fair Benefits Package and the Nunn Warner Benefits. These items were Variable Housing Allowance, Flight Pay, Basic Allowance for Subsistence, Per Diem, and the Selective Affiliation Bonus. Offsetting these increases in the Military Personnel appropriation

were reductions amounting to \$8.4 million. Of this reduction, \$3.7 million was part of an overall Air Force reduction for obligated/unexpended balances which Congress felt were too high. Another \$1.6 million reduction was based on a House Investigative and Survey Report on inaccurate drill reporting in Guard and Reserve units. Although the ANG appealed this issue strongly, it was to no avail. A reduction of \$2 million was suffered based upon what Congress felt was an over-optimistic full-time workyear utilization plan. A balancing \$1 million transfer was made between the O&M and Military Personnel appropriation to account for military conversions in FY 81. No adjustments were made by the Congress in the Military Construction appropriation.

DATA AUTOMATION

The close of FY 81 marked the completion of three multi-year base level Automatic Data Processing Projects.

1. The Maintenance Management Information and Control System (MMICS) is now fully operational in the ANG. Culminating a two and one-half year project involving over 300 pieces of ADP Equipment this system provides on-line computer access for all flying unit maintenance organizations. This standard USAF computerized system is geared to

FY 81	(\$ millions)			
	National Guard Personnel	Operation and Maintenance	Military Construction	Total ANG Appropriations
Amended President's Budget	\$322.8	\$1,390.4	\$ 83.2	\$1,796.4
Initial Congressional Appropriation	341. 2	1,419.6	83.2	1,844.0
Prior Year Carryover			21.3	21.3
Supplemental Appropriations	45.0	112.3	6.5	163.8
Other Congressional Actions	1.0	-1.0	-	-
Total	\$387.2	\$1,530.9	\$111.0	\$2,029.1

keep pace with newer advanced weapons systems requiring automated maintenance support. Additionally, it facilitates mobilization by providing fully trained personnel conversant with active force maintenance support systems.

2. All thirteen air refueling units have a microcomputer installed in air operations. This device allows unit navigators to "fly" simulated missions entering heading, altitude and air speed changes. The simulator produces a mission summary for purposes of evaluating the "flight." This system both improves navigation techniques and reduces the number of "live" navigation legs required with a resultant savings in aviation fuel.

3. The four Permanent Field Training Sites at Savannah, Volk Field, Alpena and Gulfport are now "on-line" to USAF Base Level (B3500) computers. A terminal and printer was installed at each location to serve the Civil Engineering and Accounting and Finance sections at each site.

In addition to the above base level projects, other ADP projects were initiated to facilitate operations at the National Guard Bureau. These include:

1. The planning and control of all ANG airlift requests are now handled by the fully automated Flight Log Activity Performance System (FLAPS) which was installed in the ANG Air Operations Center at Andrews AFB. Using a combination of intelligent terminals and commercial time-shared computers this "paperless system" tracks all requests from receipt, through assignment to a C-130 flying unit to mission completion.

2. Honeywell Level six minicomputers have been installed at both the St. Louis and Andrews Support Centers. Both systems will communicate with a USAF large-scale command computer located at Andrews. Principal NGB data bases will be located on a common computer for the first time. Data entered via the St. Louis Remote Network



Processor (RNP) will be processed and immediately available to their Andrews counterpart. When fully operational this system will reduce Automatic Data Processing "turn around" resulting in more timely data for the Bureau functional divisions.

ACCOUNTING & FINANCE

During FY 81 the ANG continued to place emphasis on improvements in management of financial data. Concurrent with the Air Force, and ANG implemented the Aviation Fuels Management Accounting System. This system centrally pays all USAF and ANG aviation fuels costs and provides more accurate and timely cost data and funds status.

The ANG Comptroller Support Center moved into new facilities which replace the offices destroyed by fire in 1979. The new facility includes installation of a computer capacity which has been missing since the fire. This has resulted in

Airman Byron Todd, 133d Weapons System Security Flight, Minnesota ANG during Emergency Response Team training.

more effective control of ANG financial reporting and enhanced their capability to support other reporting requirements of the Air Directorate, NGB.

PROGRAMS

During FY 81 the ANG maintained its 91 flying squadrons organized under 67 groups and 24 wings while converting nine units to newer aircraft. The 438 independent non-flying ground support organizations were also maintained. See Tables 2 and 3, Appendix I.

Manpower and Personnel

OVERVIEW

The Air National Guard exceeded the programmed end strength of 98,083 and ended FY 81 with 98,293, the highest overall strength in the history of the Air National Guard. The recruitment of minorities and women was again successful. The retention rate improved from 61.4 percent in FY 80 to 63.1 percent in FY 81. Prior service gains were slightly below the FY 81 goal, however, the non prior service goal was exceeded.

PERSONNEL STRENGTHS AND MANNING LEVELS

For the third consecutive fiscal year, The Air National Guard exceeded the programmed end strength. An end strength of 98,293 was achieved versus a program of 98,083. The average strength

achieved was 97,170 or 100.1 percent of the Congressional average floor.

In order to provide a viable combat ready force, Adjutants General were requested to improve personnel readiness by precluding imbalances within skills. This was to be accomplished by reducing overages by skill and accelerating retraining programs. Additionally, precision recruiting was required with priority emphasis on filling critical skills and recruiting into projected or valid Unit Manning Document vacancies. Vigorous recruiting efforts produced 5,461 non-prior service individuals and 9,177 prior service personnel.

The recruiting of minorities and women was again successful. A net gain of 451 minority personnel and 72 women was achieved.

During June 1981, authority was granted to hire base career advisors and retention improved from 61.4 percent in FY 80 to 63.1 percent in FY 81.

RECRUITING AND RETENTION

The Air National Guard's recruiting and retention programs were successful in attaining 100 percent of the FY 81 personnel requirements. Vacancies continue to exist however, creating critical manning levels in particular enlisted specialties and officer career areas. Aircraft conversions and increases in the number of assigned aircraft have contributed substantially to increases in enlisted personnel requirements. Similarly, the Air Guard's officer requirements are in technical areas such as communications/electronics, engineering, and medical fields. Rated officers, to fill aircrew vacancies, are also needed. The Air National Guard continues to promote opportunities for minorities and women with both the enlisted and officer forces.

The Air National Guard ended FY 81 with 100.2 percent of the programmed strength level. Recruiting efforts continued to be targeted toward our critical skill shortages. The Air Guard's Recruiting program




**JOIN THE
PEOPLE
MANAGEMENT
TEAM.**

**HUNDREDS
OF MEDICAL
PROFESSIONALS
ENJOY ANOTHER
LIFE IN THE
AIR GUARD
AND THEY
DON'T MIND
TELLING YOU
WHY.**



**AIR
NATIONAL
GUARD**
The Guard Belongs



**YOU'RE
THE FIRST ONE
ON THE SCENE.**



is currently structured toward precision recruiting (recruiting for critical skills or valid UMD vacancies only). The overall responsibility for each state recruiting program has been delegated from NGB to each State Adjutant General and the recruiters have administratively been reassigned from the state to each base. Along with precision recruiting, the Air Guard is placing special command emphasis on rated officers, medical officers and minority/women procurement. Renewed emphasis is being placed on the Palace Front program. This program allows us to identify prior service Air Force personnel separating from the active Air Force. The special emphasis on these programs will aid our recruiters in finding qualified individuals from all backgrounds to fill existing critical skill vacancies.

The Incentives Section became a part of the Retention Branch in July 1981, in an effort to effectively align Recruiting, Retention and Incentives. Incentives has a direct effect on both recruiting and retention. FY 81 saw two new programs, the af-

filiation bonus and the student loan repayment program. The affiliation bonus provides \$25 per month remaining of the enlistees MSO. All non-technicians are eligible for the student loan repayment program. The loan is forgiven at the rate of 15 percent or \$500, whichever is greater, to be paid at the end of each completed year of a FY 81 enlistment or reenlistment. The end of FY 81 marked the beginning of each state administering their own bonus program with NGB direction. This change in procedures will make the incentive program more responsive to individual states needs.

The Recruiting and Retention Branch affords the Air National Guard a strong, united effort directed to acquire and maintain a quality force. The new branch structure affords an opportunity to assure positive management actions to support field operations.

To meet the recruiting and retention requirement of the Air National Guard, a general advertising program designed to appeal to the nonprior and prior service markets, combined with advertising targeted at specific needs, is being developed. The general advertising will insure a continual flow of prospects of various abilities and backgrounds. Target advertising will attract individuals with specific prior military or professional skills. Additionally, the Air Guard is also developing materials to support its retention efforts in FY 82.

The Air National Guard reorganized its recruiting structure in

	Total Funds Committed For FY 81	Total Participants
Enlistment Bonus	\$1,212,750	1,617
Education Bonus	400,000	400
Reenlistment 3 year	335,700	746
Reenlistment 6 year	1,303,200	1,448
Affiliation	18,565	48
TOTAL	\$3,270,215	4,259

FY 81. This reorganization placed supervisory control of production recruiters at the unit level. Each State Headquarters is assigned one Senior Recruiter/Retention NCO who is charged with assisting and advising the state staff in recruiting and retention matters. The Senior Recruiter/Retention NCO is also charged with coordinating state advertising programs and with being the primary point of contact for the advertising agency's Field Service Representatives. Realizing the demands placed on the time of the Field Service Representatives, they have been directed to concentrate their time with priority units identified by the Air National Guard.

In FYs 80 and 81 the Air National Guard's advertising campaigns centered around the theme "We Guard America's Skies." We believe that consistency with this theme will insure effective and recognizable advertising. Tailoring of this theme to highlight the increased dependence and training requirements placed on the Air Guard will be incorporated into recruiting and retention advertising in FY 82. Air Guard participation in air defense, strategic air refueling, alerts, continental and overseas exercises, and deployments demonstrates this fact well.

The Air National Guard increased its effort in retention in FY 81 by authorizing employment of 91 full-time retention personnel. These individuals are assigned at unit level to each of the Air Guard flying units. Few retention materials exist in the Air Guard inventory today and items on hand are outdated. The Air Guard will begin to develop new materials to support the retention program in FY 82.

ANG TECHNICIAN PROGRAM

ANG technician strengths were programmed to be lower in FY 81 commensurate with additional technician conversions to military status in functions involving Weapons System Security, Professional Military Education Center at Knoxville and Flight Instructors at ANG Replacement Training Units. However, due to a later than expected Congressional decision that permitted voluntary conversion of these technicians, we were unable to meet the lower end year authorization. The ANG received Air Force authority to exceed its FY 81 end strength program to accommodate these additional technicians; consequently, the 30 September 1981 technician strength of 21,829 was actually higher than end FY 80.

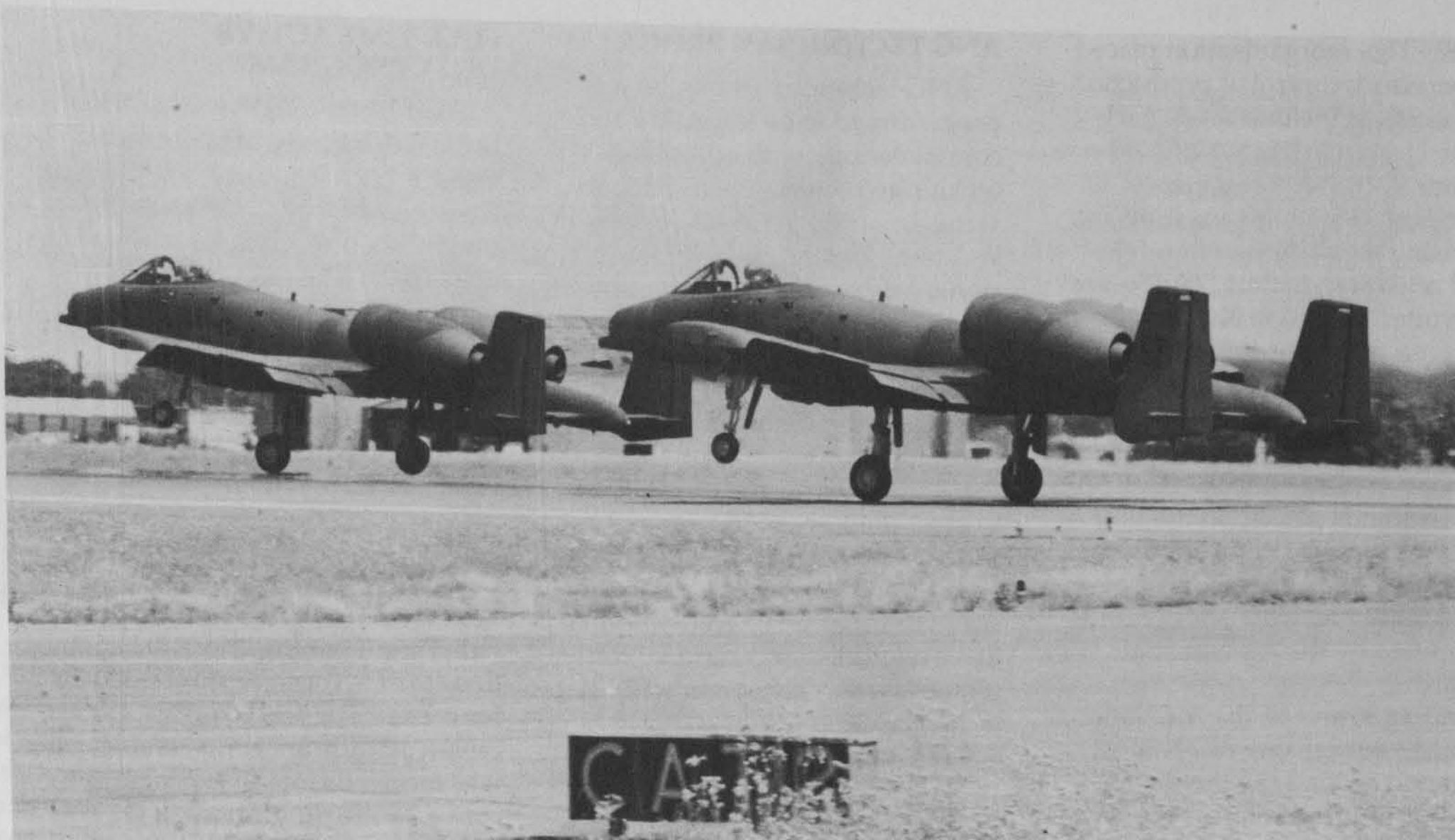
FULL-TIME ACTIVE DUTY PROGRAM

The full-time Active Guard/Reserve (AGR) program continued into FY 1981. The Air National Guard employed 2,934 individuals under this program. These full-time active duty tours are being utilized to support ANG administration, Permanent Field Training Sites, Gunnery Ranges, ANG training, USAF mission-support such as security and detached alerts and full-time unit support personnel.

The full-time unit support personnel program was tied to the Congressionally directed (House Report 95-1398 and 96-450) Military Full-Time Training and Administration (MFTTA) test which ended 30 June 1980. The test results were reviewed during FY 81 and authority was received from the Congress to continue the program with the mix of technicians and full-time military to be determined each year through the budget cycle.



A member of the 117th Tactical Reconnaissance Wing, Alabama ANG servicing an RF-4C.



SOCIAL ACTIONS PROGRAM

During FY 81, under the reorganization of the Manpower and Personnel Division (NGB/MP), the Social Actions Branch became an Air Directorate Action office reporting to NGB/MP. The officer assigned to this responsibility is the Chief, Retention Programs Section (ANGSC/MPRR).

The ANG Affirmative Action Plan (AAP) has been revised, staff, and is expected to be printed by 31 October 1981. While the new AAP has fewer objectives, it stresses the need to develop management program to correct deficiencies. Emphasis is focused on initiating positive steps to insure compliance with DOD, Air Force and ANG policies. The revision of ANGR 30-2, Social Actions Programs, is being rewritten and is expected to be printed by the close of the first quarter of FY 82.

Significant progress has been made in training Social Action personnel. The ANG Merger Training program was approved by Air Force and has been implemented. The Air Force merged the Equal Opportunity and Treatment (EOT) and

Human Relations Education (HRE) career fields, however many ANG personnel were unable to complete the resident course, necessitating an alternative plan of action. The Defense Equal Opportunity Management Institute (EOMI) has begun the Resident/Non-Resident (R/NR) course for members of the ANG and Air Force Reserve. ANGSC/MPRR and the Chief, Social Actions/Air Force Reserve coordinated efforts to establish this cost savings program. Presently forty ANG members are enrolled. One ANG officer is serving as a staff member to EOMI for program development and implementation.

Four newsletters have been mailed to each State/Unit Social Actions personnel. This increased communication ties and provided timely guidance and input on such issues as sexual harassment, drug/alcohol abuse, racism and program management.

Reporting procedures have been streamlined. An All States letter now requires the Drug/Alcohol Abuse Control Report and the EOT/HRE Summary to be submitted annually and consolidated to one page each.

Two A-10 aircraft from the 103rd Tactical Fighter Group, Connecticut ANG taking off from Bradley IAP, Windsor Locks, CT.

Throughout FY 81, this office represented the ANG at two meetings of the Defense Advisory Committee on Women in the Services (DACOWITS) and the DOD Conference on Alcohol and Drug Abuse. Air Staff presentations on behalf of the ANG were made at the Social Actions Staff Officer Course, Lackland AFB, Texas, (three briefings) and the Defense Equal Opportunity Management Institute, Patrick AFB, Florida (two briefings).

The ANG continues to access women into rated and non-rated officer positions. Of prime importance is the accession of minority officers and on-going continuing efforts are being made in this area. Implementation of the new ANG AAP will contribute to the development of stronger programs.



Members of the 212th Electronic Installation Squadron, Massachusetts ANG, installing cable during annual training at Westover AFB, MA.

Surgeon

Training opportunities for ANG health professionals continue to grow. Both individual and unit training programs have provided new challenges and chances for training in Active Force facilities. During FY 81 three units were selected to participate in overseas training activities. Duty was performed at Upper Heyford and Alconbery, England and Wiesbaden AB, Germany. Two individual training programs continue to enhance training opportunities. One began this year, the Individual Overseas Annual Training (IOSAT) program. This program allows individual health professionals to deploy to overseas locations with their parent Air Refueling Group/Wing during Tanker Task Force deployments to US Air Force Europe and NATO countries. Individuals are selected on the basis of the needs of the deployment location hospital.

Augmentation of active USAF medical facilities under the Temporary Tours of Active Duty Program (TTAD) continues to be a valuable tool to the active force and the Air National Guard. Support and assistance provided by ANG profession-

als continues to allow active duty facilities to maintain their mission capability, provide continued care for eligible beneficiaries and invaluable training and experience for Air Guardsmen. During FY 81 a total of 1,295 mandays were utilized by ANG professionals in support of the program.

Recruiting and retention of physicians and medical professionals continues to be of major concern within the ANG medical service. Many new initiatives have alleviated the physician shortage. Authority was granted for ANG medical units to recruit as many physicians as practicable. These authorizations would then be counted against total ANG mobilization needs. Another innovation which proved successful during FY 81 is the Early Commissioning Program for Physicians. This program allows for recruitment of third and fourth year medical students as Medical Service Corps officers. Upon completion of requisite professional training they are recommissioned as Medical Corps officers. This provides the ANG a

source of future physicians. Retention of physicians continues to be a problem within the active Air Force and the Air National Guard. The ANG medical service continues to participate in the USAF Surgeon General's Project KEEP. (Keep Each Eligible Person). Throughout the year, each person in the medical field career field is counselled by the commander regarding the job, the unit and retention in the Guard. We feel that this program has had a significant effect on retention in the ANG medical service.

Medical materiel problems continue to plague the ANG medical service. Antiquated equipment in many facilities needs to be replaced. Due to fiscal restraints many innovative and less costly ways of providing medical support had to be found. Utilization of active Air Force medical supply and equipment accounts has enabled the ANG hospitals and clinics to provide better and more timely support to ANG units. Active Air Force Medical Equipment Repair Center personnel have provided ANG medical facilities with much needed equipment upgrading and repair. This has enabled the ANG to utilize equipment longer until necessary funding for replacement can be legislated. A change in the aeromedical evacuation crew configuration was implemented 1 October 1980. This reconfiguration changed the tactical crews to meet the needs of the USAF. This change will add a total of 134 officers and 134 airmen positions to the air evacuation Unit Manning Document over the next three years. Additional expansion of the Guard medical air evacuation mission is programmed for FY 83.

Aerospace Safety

The Air National Guard completed 1981 with a Category "A" aircraft accident rate 1.7 while flying 417,476 hours. This is a significant reduction in accident rate and is the lowest rate ever achieved by the ANG. The ANG continues its outstanding capability to perform wartime missions as indicated by Operational Readiness Inspections.

The following Department of the Air Force/Air National Guard Awards were earned by Air National Guard units:

- **USAF Flight Safety Plaques.** Awarded for meritorious achievement in mishap prevention; 132d Tactical Fighter Group, 104th Tactical Fighter Group, 184th Tactical Fighter Group, 147th Fighter Interceptor Group, 165th Tactical Airlift Group, 102d Fighter Interceptor Wing, 144th Fighter Interceptor Wing, 165th Tactical Reconnaissance Squadron.
- **USAF Missile Safety Plaque.** Awarded for outstanding achievement and contributions to missile safety: 107th Fighter Interceptor Group, 191st Fighter Interceptor Group.
- **USAF Explosive Safety Plaque.** Awarded for outstanding achievement and contributions to explosive safety: 125th Fighter Interceptor Group, 184th Tactical Fighter Group.
- **Nuclear Surety Plaques.** Awarded for outstanding achievement and contribution to nuclear safety: 107th Fighter Interceptor Group.
- **ANG John J. Pesch Award.** Awarded for maintaining high standards of flight safety for a sustained period: 145th Tactical Airlift Group.
- **National Safety Council Awards.** Award of Honor: 107th Fighter Interceptor Group, 154th Composite Group. Award of Commendation: 150th Aircraft Control & Warning Squadron, 234th Combat Communications Squadron, 263d Combat Communications Squadron, 269th Combat Communications Flight. President's Award Letter; 128th Tactical Control Flight.



Plans, Operations & Readiness

TACTICAL RECONNAISSANCE (TAC/RECCE)

The primary mission of TAC/RECCE is to provide timely intelligence to satisfy the requirements of tactical field commanders.

The Air National Guard provides 57 percent of the Total Force tactical reconnaissance assets. Certain Air National Guard reconnaissance units have been designated as rapid reactors as well as being an integral part of the Rapid Deployment Joint Task Force (RDJTF).

During FY 81, TAC/RECCE units answered numerous active duty requests for reconnaissance support in addition to participating in JCS, Red Flag and Composite Force Training exercises.

TSGT Jay Jinks, "Pararescueman of the Year," 102d Aerospace Rescue and Recovery Group, New York ANG, jumps from a HH3 helicopter.

AEROSPACE DEFENSE FORCES

The ANG provided 66 percent of the dedicated air defense forces for the continental United States. Ten units, flying F-4, F-101, and F-106 aircraft, provide two aircraft each and three units have an additional two aircraft on alert at detached locations to provide peacetime air sovereignty for the continental United States. The Hawaii Air National Guard provides aircraft, ground radar, and crews to operate the Hawaiian Air Defense system and is responsible for the entire air defense of Hawaii.

During FY 81, one of three ANG

fighter interceptor units flying with aging F-101 interceptors converted to the F-4 Phantom. The two remaining F-101 units will convert to the F-4 beginning in FY 82. When these conversions are complete ANG interceptor units will be flying the same equipment as the active force interceptor units. The National Guard Bureau is sponsoring initiatives to continue interceptor force modernization with the F-15 or F-16 as the active forces modernize.

ANG interceptor units swept the William Tell 80 Worldwide Interceptor Meet taking the overall competition award and F-106 category (California ANG), the F-101 category (Texas ANG), individual aircrew "Top-Gun" awards for F-106 and F-101 (Massachusetts and Texas ANG), and the Top Weapons Load Crew Award (Michigan ANG). ANG units also swept several maintenance awards making William Tell 80 a tribute to ANG professionalism in air defense.

CLOSE AIR SUPPORT

Air National Guard A-7 and A-10 units' primary mission is to provide close air support to Army ground operations. The unique GAU-8 30MM A-10 gun provides an effective system against enemy armor. The A-10 is designed to operate

from marginally improved forward operating locations with minimum maintenance support. This capability enables it to respond rapidly to changing military scenarios. The A-7 automatic weapons delivery system is lethal against ground personnel and equipment.

During FY 81, ANG units provided 50 percent of Ninth Air Force and 59 percent of Twelfth Air Force requirements for close air support and they continued to participate in RED FLAG and numbered Air Force exercises. Units also provided support for the Forward Air Control Course at Patrick AFB, Florida. ANG A-7 units provided continued rotation to Panama for defense of the canal in the event of hostilities and to support the 193rd Infantry Brigade.

USAF WORLDWIDE FIGHTER GUNNERY MEET, "GUNSMOKE 1981"

After a break of 19 years, the Tactical Air Command reinstated the Worldwide Gunnery Competition by hosting a weapons meet at Nellis AFB, Nevada, from 30 August to 12 September 1981. Fourteen teams represented the finest flight and ground crews that the USAF Worldwide Fighter Forces could assemble in A-7, A-10, and F-4 aircraft. Teams from the ANG, Air

Force Reserve, Tactical Air Command, US Air Forces Europe, Pacific Air Forces, and Alaskan Air Command competed.

The ANG was represented by: The 140TFW, Buckley ANGB, Colorado (A-7); 121TFW, Rickenbacker ANGB, Ohio (A-7); 174TFW, Syracuse, New York (A-10); and the 183TFG, Springfield, Illinois (F-4).

The 140TFW from Buckley ANGB won Top Overall Team, and one of its pilots was "Top Gun." Other first place winners from the Guard were from the 140TFG, Top Low Angle Bomber, and the 174TFW, Top Level Bomber.

KC-135 REFUELING ACTIVITIES

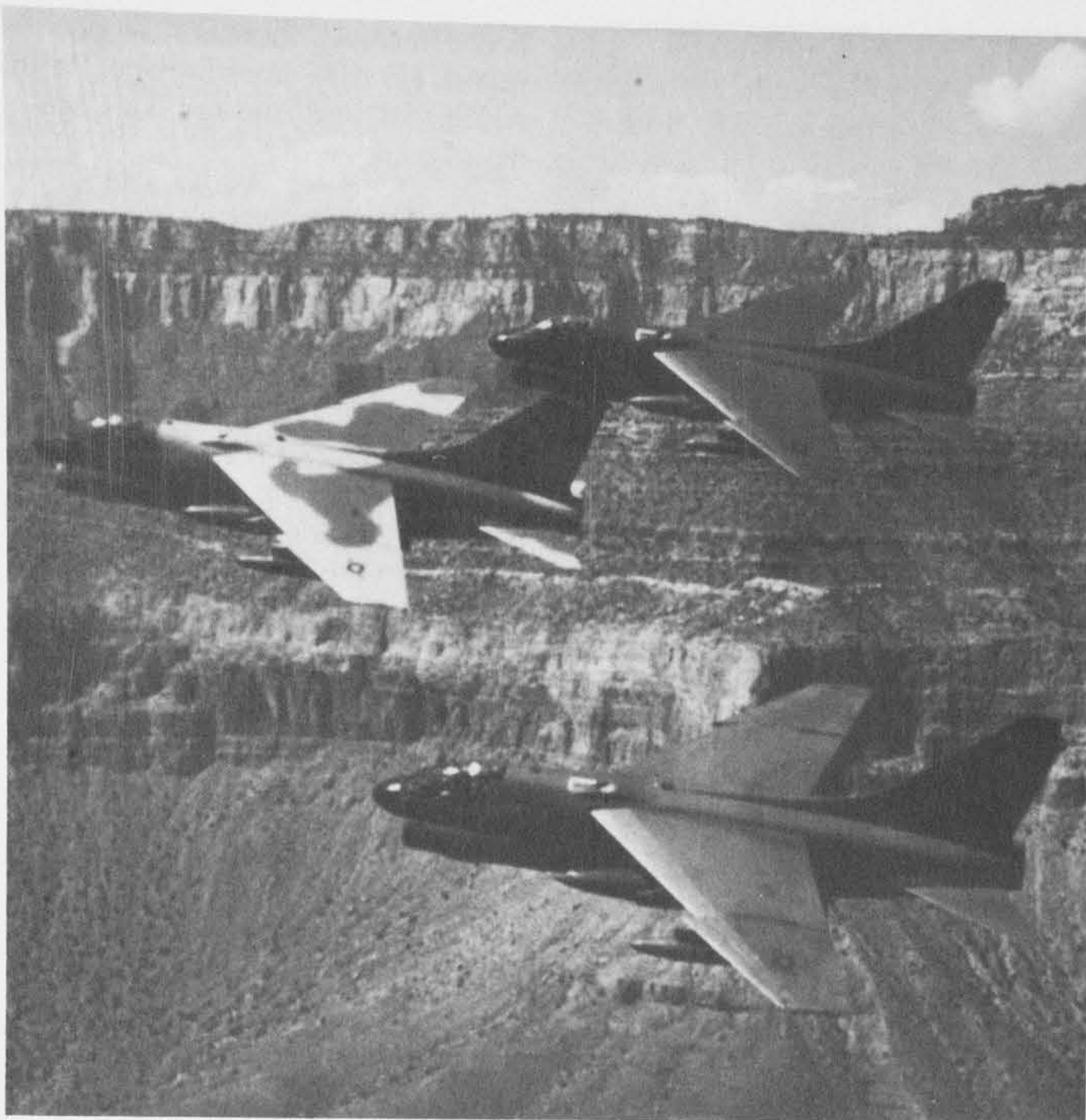
The thirteen KC-135 units' primary mission is to provide strategic refueling in support of the Strategic Air Command's Single Integrated Operational Plan (SIOP). During FY 81, each unit provided aircraft and crews to support one continuous line of SIOP alert. The alert crew and aircraft are capable of immediate response to short-term enemy attack warnings.

ANG KC-135 units also support the European Tanker Task Force with two deployed aircraft and crews for all of FY 81. In addition, the members of the 141st Air Refueling Wing, 151st Air Refueling Group and the 161st Air Refueling Group deployed to Andersen AFB, Guam, for a total of 45 days to participate in the Pacific Tanker Task Force.

During FY 81, units supported numerous other higher headquarters deployments and exercises. In some cases this support far exceeded the sixteen percent pro rata share of the KC-135 fleet assigned to the ANG. During last year the Guard provided 44 percent of the Pease Tanker Task Force.



A KC-135 from the 190th Air Refueling Group, Kansas ANG refuels an ANG F-4.



TACTICAL AIRLIFT

Air National Guard C-130 tactical airlift units reached an all-time level of activity during FY 81. While accomplishing their prescribed training requirements, they provided airlift support for ARNG and other ANG Weapons Systems training deployments and associated activities. Added emphasis was placed on tactical training during the year to better prepare the airlifters to operate in a hostile environment. This training included participation in RED FLAG, a very intensive exercise conducted five times each year at Nellis AFB, Nevada, and in MAPLE FLAG, a similar exercise held in Canada. Flying in this realistic environment

A 7-D aircraft of the 162d Tactical Fighter Group, Arizona ANG.

A C-130E from the 165th Tactical Airlift Group, Georgia ANG.



against defensive fighter aircraft, ground threat simulators and communications jamming provided valuable training. Tactics employed including contour flight at 300 feet above the ground, random drop zone ingress, modified formation geometries, and delayed slow-downs for airdrop. Two of the units, 136th Tactical Airlift Wing, Dallas, Texas, and 130th Tactical Airlift Group, Charleston, West Virginia, also conducted an extensive composite force hostile environment training exercise at the Gulfport, Mississippi, Annual Training Site which significantly enhanced tactical airlift training activities. The ANG's participation in such operations has increased training realism, validated existing tactics, and aided development of new airborne operations tactics.

Air National Guard tactical airlift organizations provided substantive support to active forces throughout the fiscal year in several other types of operations including Joint Airborne/Air Transportability Training. Each month, ANG C-130s accomplished missions involving airdrop and airdrop of troops, equipment, and supplies to support US Army training activities.

Air Guard airlifters provided another six months of support to the US Southern Command (US-SOUTHCOM). This JCS-directed deployment, nicknamed VOLANT OAK, involves the positioning of six aircraft at Howard AFB, Panama, on a continuing basis. ANG C-130s provide intratheater movement of USSOUTHCOM personnel and materiel throughout Central and South America. During the typical month, the C-130s fly 52 missions consisting of 144 sorties totalling 382 flying hours. On these missions, they will transport 208 tons of cargo and 842 passengers. During their tactical airborne operations they will airdrop 224 troops and 1,650 pounds of equipment or supplies.

Operations in the European Theater became a matter of routine during the year. ANG airlifters provided supplemental airlift to

EUCOM on a bi-weekly basis on logistical routes throughout Europe. Additionally, they provided extensive augmentation to theater airlift requirements on five different occasions during the period.

The 109th Tactical Airlift Group, Schenectady, New York, had yet another successful and productive year in their unique mission. Being the sole Air Force activity possessing aircraft fitted with skis, they provide resupply to the radar, communications, and scientific stations in the frozen north. Much of their effort was devoted to transport of oversize cargo, fuel, and life site extension materials between Sondstrom AB, Greenland and the Greenland Ice Cap Dye Stations.

ANG airlifters also participated in several JCS and USAF directed exercises during the year along with their active duty counterparts. One particular exercise, REFORGER 81, conducted in Europe, involved an especially noteworthy test of combat capability. The 167th Tactical Airlift Group, Martinsburg, West Virginia, deployed all eight of their authorized aircraft to Europe. Operating from two different air bases, they accomplished a wide range of tasked missions including operations from unimproved airfields, intratheater logistical and tactical airlift, and aeromedical evacuation.

AEROSPACE RESCUE AND RECOVERY SERVICE (ARRS)

The two ARRS-gained ANG units, 106th Aerospace Rescue and Recovery Group at Suffolk County Airport, West Hampton Beach, New York, and the 129th Aerospace Rescue and Recovery Group at Moffett, Naval Air Station, California, provided extensive and immediate response to national research and rescue mission requirements. These units, utilizing both the KC-130 and HH-3E helicopters, received invaluable training while accomplishing real lifesaving missions. In 1981, they were credited with saving 45 lives. They additionally perform numerous precautionary search and rescue missions for air defense

exercises, space shuttle launch and recovery operations, and other special missions.

WEATHER UNITS

The ANG weather force remains constant at 39 flights and 1 squadron; however, there was a major change in the mission of these flights during FY 80. Previously, all but eight flights were trained to support air units. However, due to changing worldwide requirements, the Air Weather Service, part of the Military Airlift Command, tasked all but one of the 39 weather flights to deploy with Army field units. During the FY 80 and FY 81 annual field training of these units, significant progress was achieved towards developing the capability to adequately support the Army mission. However, there continues to be a shortage of field equipment that is to be provided by the Army.

ELECTRONIC INSTALLATION (EI) SQUADRONS

The 19 ANG EI squadrons are located throughout the CONUS. They are equipped and trained to engineer, install, relocate, remove, restore and accomplish on-site depot level maintenance on all ground CEM equipment. These units provide a trained force capable of responding to contingency requirements in minimum response time. They maintain their proficiency by accomplishing actual workload for the Air Force and by participating in tactical deployments. In FY 81 EI units accomplished 5,200 mandays of work for the Air Force. Upon mobilization, the ANG units comprise 55 percent of the Air Force EI capability to install and restore CEM facilities. Healthy Comet exercises are used to test the units by deploying them under simulated combat conditions to check their response time and readiness. Units have been successfully deployed to Europe and planning is being done to deploy to the Pacific area in the near future.

COMBAT COMMUNICATIONS UNITS

The 54 Air National Guard combat communications units comprise about 70 percent of the total force combat communications capability. These units are manned and equipped to provide voice and message lines of communication and air traffic control services for Air Force elements deployed in a tactical war-time environment.

Utilizing their mixture of current and Korean war vintage equipment, the dedicated members of these units are becoming increasingly involved in the total force activities. They have provided outstanding support for exercises throughout Europe, Korea, Egypt and the continental United States. Five of these units have been designated as Rapid Deployment Force units. A new mission to provide support of the U.S. Readiness Command's Joint Communications Support Element has been tasked to ANG combat communications. In addition to these missions, the ANG combat communications units are heavily tasked in many major war plans.

These units are especially useful during state emergencies. They have provided communications to assist during forest fires, floods,

mudslides and other natural and manmade disasters.

Additions of some more modern equipment have improved the capability of these units to support their expanding roles. These units are scheduled to receive additional new assets, along with the active force, over the next several years. Modernization of the ANG assets is essential for technical interface with equipment in the active force in order to provide reliable communications.

TACTICAL AIR CONTROL SYSTEM (TACS)

The 31 Air National Guard Tactical Air Control units comprise approximately 50 percent of the Air Force's total capability. Twenty-four of the units operate the three dimensional AN/TPS-43E radars. Two units operating older radars will convert to the TPS-43E in March 1983. Two new units operate the AN/TPB-1C radar. The TPB-1C equipped Air Support Radar Teams (ASRTs) provide precision guidance to tactical aircraft conducting operations during night/weather conditions.

The readiness of the ANG TACS has never been higher than the levels reached during FY 81. During the year, the TACS demonstrated

its capabilities by participating in numerous JCS readiness exercises. In addition, one unit deployed to Germany to participate in the Re-forger exercise.

AIRCRAFT CONTROL AND WARNING (ACW)

The ANG has four fixed aircraft control and warning radar sites, two in Hawaii and two in Puerto Rico. These sites provide the radar and control capability for the air defense of Hawaii and Puerto Rico. Funds have been released to provide an Automated Region Operations Control Center to replace the manual Air Defense Control facility in Hawaii. This new equipment adds significantly to the modernization of the Air Defense System in Hawaii.

JOINT CHIEFS OF STAFF EXERCISES

The ANG participated in ten JCS exercises in FY 81. Sixty-three units deployed approximately 4,695 personnel in support of these exercises. Valuable training in deployment and weapons system employment was received by all participating units. (See Appendix I, Table 21).

TACTICAL DEPLOYMENTS

In FY 81, eight ANG fighter units deployed to locations in Egypt, Panama, West Germany, Norway, the Philippines, Iceland, Italy and the United Kingdom. These deployments were supported, in part, by the ANG KC-135 aerial refueling units. (See Appendix I, Table 22).

SNOWBIRD/WINTER BASING DEPLOYMENTS

Snowbird/Winter Basing is a series of two week winter deployments limited to northern based TAC-gained ANG units. These units



Members of the 121st Tactical Fighter Wing, Ohio ANG load ordnance onto an A-7D.



An F106 from the 102d Fighter Interceptor Wing, Massachusetts ANG, intercepts a Soviet Bear bomber off the coast of New England.

deploy to southern bases to maintain weapons delivery readiness during periods of local inclement weather. Five ANG tactical fighter and tactical air support units deployed to Davis Monthan AFB, Arizona, and Luke AFB, Arizona, in FY 81 for this training.

RED FLAG/MAPLE FLAG EXERCISES

RED FLAG and MAPLE FLAG are exercises conducted at Nellis AFB, Nevada, and Cold Lake CFB, Alberta, Canada respectively. GREEN FLAG exercises are identical to RED FLAG except that they emphasize electronic warfare. These exercises provided a realistic high-threat tactical environment for 45 ANG flying units in FY 81. One combat communications group and one tactical control flight also supported these operations. For the first time, every ANG C-130 unit, except for one, participated in the exercises. (See Appendix I, Table 23).

READINESS AND FLYING HOURS

The ANG flying units closed FY 81 with a very high combat ready status. Unit conversions accounted for the reduction from the FY 80 figure.

Additional ANG units were tasked during FY 81 to serve in the Rapid Deployment Joint Task Force. Moreover, certain units previously assigned assumed even greater roles. The RDJTF assignment is in addition to other operations plans which the ANG units must support.

Outstanding resource management was apparent as flying units flew 99.14 percent of the programmed 410,129 hours despite handicaps such as the FAA air controller strike.

Training

The Office of Training serves as the National Guard Bureau 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 periods, the office insures maximum benefit for each training dollar expended.

ANG training policy as directed by the Department of Defense and the Air Force is reviewed by the training office, for the Director ANG, prior to implementation at the unit level.

The NGB Office of Training provides guidance and support to the ANG Schools Training Branch and the ANG Multi-Media Training Branch at Andrews AFB, Maryland, along with the I.G. Brown Professional Military Education Center and Office of Air National History at Knoxville, Tennessee.

I.G. BROWN ANG PMEC

The I.G. Brown ANG Professional Military Education Center (PMEC) is the single ANG organization charged with the conduct of ANG Professional Military Education. It stresses positive motivation in the development of skills and values necessary for professional service to our nation's aerospace team. On 30 June 1978, the ANG PMEC celebrated its tenth anniversary and was dedicated the I.G. Brown ANG Professional Military Education Center. The Center uniquely combines into one organization, the functions of what have traditionally been separate activities. This consolidation has resulted in noted improvements in the professional military education of our NCOs.

The ANG Leadership School trains noncommissioned officers in the grades of E-4 and E-5 in a learning climate that will expand the airman's capacity in supervisory skills and provides a military training experience that will lead to confident and competent leadership. The Leadership School has trained, to date, 1,094 airmen.

The Noncommissioned Officers Academy (NCOA) provides an academic and training environment that will increase the noncommissioned officer's ability to function as a supervisor, communicator, resource manager, and professional leader. Since inception 5,478 NCO's in the grades of technical sergeant and master sergeant have graduated from the NCOA.

The mission of Academy of Military Science (AMS) is to prepare high calibre men and women mentally, morally, and physically to become commissioned officers in the ANG. The school has helped 2,720 students achieve commissions in the ANG.

A-7 COMBAT CREW TRAINING SCHOOL

The primary mission of the 162nd Tactical Fighter Group, Arizona ANG, is to provide advanced flying training for pilot training graduates assigned to A-7 units. They also provide transition, conversion, and fighter weapons training for ANG and active Air Force pilots assigned to A-7 tactical fighter units. During FY 81 a total of 70 pilots completed flying training, while an additional 13 pilots attended academic training at the 162nd Tactical Fighter Group.

F-4 COMBAT CREW TRAINING SCHOOL

The 184th Tactical Fighter Group, Kansas ANG provides advanced flying training for all ANG pilot training graduates assigned to F-4 units. They also provide transition, and conversion training for ANG pilots assigned to F-4 tactical fighter and fighter interceptor units.

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 81, the 133d Field Training Flight provided training for 80 pilots and 1,337 airmen from the ANG, the Air Force and Allied airmen under the Military Assistance Program.

THE MULTI-MEDIA TRAINING BRANCH

The Air National Guard Multi-Media Training Branch (ANGSC/MMTB), located at the Air National Guard Support Center, Andrews AFB, Maryland, is responsible for

MSGT Virgil Bloom, 133rd Resource Management Squadron, Minnesota ANG, secures a 2½ ton truck.



all media and photographic assets in the ANG.

The Multi-Media Production Center (MMPC) located at Buckley ANG Base, Aurora, Colorado, is responsible for development and production of media training material for closed circuit television or slide/tape format concerning operation and maintenance of aircraft and weapons systems, procedures and training of supporting units, combat support, ancillary training, documentation of federal/state activations and/or deployments, exploitation of the accident safety programs and other combat readiness subjects.

During FY 81, major emphasis was placed on the development and production of ancillary training programs.

Logistics

The ANG aircraft inventory continued to experience considerable turnover. A total of 173 A-7s, A-10s, OA-37s, F-4C/Ds, F-105Gs, F-106s and C-130Hs were gained while 112 older model aircraft were retired to the "boneyard" at Davis Monthan AFB, Arizona, for a net gain of 61 aircraft. The total ANG aircraft inventory as of 30 September 81 was 1,617.

DEPOT MAINTENANCE PROGRAM

A total of \$206,995,513 was spent during FY 81 for depot level maintenance in support of the ANG's 1,600 airframes. The type of work performed included both programmed and unprogrammed depot maintenance, analytical condition inspection, numerous modifications and overhauls on over 770 engines. Depot costs continue to climb due to the increasing number of more technically sophisticated weapons systems.

SUPPLY POLICY AND SYSTEMS

The ANG continued to demonstrate its excellence in supply support capabilities. The 120th Fighter Interceptor Group, Great Falls, Montana, was selected the best satellite supply account in the Air Force. Competing against all Air Force MAJCOM and Air Force Reserve nominees, the 120th FIG showed they could provide supply support better than any other and deserved the FY 80 Air Force Supply Effectiveness Award.

During FY 81 the ANG continued to upgrade and modernize its weapon systems and support equipment. Receiving its highest level of funding in recent years, the ANG was able to fund one hundred percent of its general purpose mobility bag and mobility equipment requirements in an effort to upgrade and increase ANG unit readiness.

Increased specific unit tasking caused the Air National Guard to change its philosophy on storage of cold weather mobility bags. About 4,000 bags were redistributed from a centralized storage point to ANG units that are now specifically identified for operations in cold weather areas. A large requirement for cold weather bags remains; however, due to Department of Defense funding constraints and lack of sufficient commercial manufacturing capability, the remaining assets will be incrementally purchased over the period FY 1982-1984.

AVIATION FUELS AND ENERGY MANAGEMENT

The continued conversion to more modern fighter aircraft, particularly the F-4 and A-10, and an increase in flying hours caused FY 81 jet fuel consumption to go over six million barrels. Automotive fuel consumption decreased two percent over FY 80; a direct result of unit level energy conservation programs throughout the Air National Guard.

Evidence of the Air National Guard's increased role in the RDJTF is seen in twelve ANG units being

selected to send 21 fuels specialists to TAC's Aerial Bulk Fuel Delivery Systems and Air Transportable Hydrant Refueling System School. Previous attendees participated in several major Air Force exercises to sharpen their skills at operating in a field environment.

The Air Directorate Energy Conservation Task Group continued to move ahead improving the ANG's conservation efforts. The task group wrote and published the first Air Guard policy statement on energy conservation in the form of a new ANG regulation. The regulation sets the foundation for a standard Air National Guard program aimed at holding down consumption while implementing long range programs to increase our efficiency in energy usage.

TRAFFIC MANAGEMENT

During FY 81, the Air National Guard's Intransit Data Card (IDC) response rates were better than "All Commands." The "All Commands" response rate was 84.4 percent, ANG 90.3 percent, and "All Commands" usable response rate was 82.4 percent, ANG 87.6 percent. Out of the 90 flying bases evaluated each month, 90 percent averaged adequate response/usable rates.

AERIAL PORT UNITS

The manning of our 19 aerial port units increased from 94 percent to 99 percent this year. Eight of the 19 units are manned over 100 percent. Over 1,100 personnel participated in scheduled annual field training at MAC Continental United States strategic aerial ports, off-shore locations and in support of Joint Chiefs of Staff exercises during FY 81. The results of Management Effectiveness Inspections (MEI's) at ten units were: one outstanding, seven excellent, one satisfactory, and one marginal. The 145th Mobile Aerial Port Squadron, Charlotte, North Caroli-

na, won the Outstanding MAC Air Reserve Forces (ARF) Mobile Aerial Port Squadron of the year. Also, the 165th Mobile Aerial Port Flight, Savannah, GA, won the Outstanding MAC Air Reserve Forces (ARF) Mobile Aerial Port Flight of the year.

VEHICLE INVENTORY

The ANG vehicle inventory consists of 16,628 vehicle authorizations with 15,237 assets on hand valued at \$232,161,443. These assets include a near record number of new vehicles allocated during FY 82; 1,039 valued at 22 million dollars. The ANG is currently 98 percent equipped with support vehicles and 86 percent equipped with mobility vehicles. This equates to an overall equippage rate of 92 percent.

Civil Engineering

VEHICLE DEPOT PROGRAM

The ANG vehicle depot repair program for FY 81 completed twenty-two special purpose vehicles at a cost of \$1,413,459. These vehicles included aircraft refuelers, fire trucks and snow removal vehicles.

AIR NATIONAL GUARD MILITARY CONSTRUCTION PROGRAM

The FY 81 ANG Military Construction Program (MCP) was included in the President's Budget to Congress at \$90.2 million, the largest program in ANG history. After the submission, a reduction to the President's Budget was directed. The ANG share of the reduction was \$7.0 million. In mid-FY 81, a supplemental MCP request was presented to Congress and was approved. This brought the MCP to its present amount of \$89.7 million, which is made up of \$80.0 million for major construction, \$4.7 million for minor construction, and \$5.0 million for planning and design.

The major construction amount was to provide 88 projects at 51 locations in 39 states.

By the end of the fiscal year, cost savings from a good competitive bidding environment had allowed us to obtain Congressional construction authority for more requirements than were originally programmed. About \$12.9 million in fund underrun has been realized thus far. Of this, \$8.2 million has been reprogrammed with Congressional approval against other urgent requirements. The remainder will be combined with other savings, if/when they are obtained, and will be reprogrammed to provide for additional facility needs. The FY 81 program now provides 99 projects at 51 locations in 39 states and this will increase until the fund underrun is totally used.

PRIME BEEF FIRE PROTECTION TEAMS

During FY 81, 108 ANG Prime BEEF Fire Protection teams deployed to 30 Air Force bases (74 teams) and four ANG training sites (34 teams) to support concentrated flying activities representing all Major Commands.

The deployments are designed to achieve the maximum experience exposure during the team's Annual Field Training. Training not normally available at home station is provided by "hands on" work experience with our Active Force fire protection organizations. We have been very pleased with this work relationship that has provided many benefits to both parties.

Deployments were also made to support the following Joint Chiefs of Staff (JCS) exercises to provide fire protection during landing zone and base flying activities: Team Spirit 81 in the Republic of Korea; Brave Shield in various locations in Southeastern US; Empire Glacier 81 in New York; Gallant Eagle 81 in California and Bold Eagle 81 in Florida.

PRIME BEEF AND RED HORSE TEAMS

During FY 81, 13 ANG Prime BEEF teams deployed to Eglin AFB, Florida, for mandatory Prime BEEF Rapid Runway Repair Training.

In FY 81, 92 ANG Civil Engineering teams deployed for annual training with 58 deployments to other ANG bases, 18 to Army National Guard installations, and 16 deployments to United States Air Force bases; this included deployments to Alaska, Hawaii, and Panama.

The deployments were designed to provide training not available 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.

In FY 81 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 to the following locations: Langley AFB, Virginia, for demolition and clearing; Rickenbacker ANGB, Ohio, for roadway improvement; Camp Blanding, Florida, for electrical and asphalt paving and Cold Lake CFB, Alberta, Canada, in support of two dormitory construction projects.

PRIME RIBS (READINESS IN BASE SERVICES)

During FY 81, sixty-four Prime RIBS (Food Service) teams deployed in support of Prime BEEF engineering teams. Fourteen to ARNG sites, sixteen to ANG field training sites, and thirty-four to other ANG bases. These deployments normally con-



An F-105D from the 192d Tactical Fighter Group, Virginia ANG.

sist of three to eight food service personnel who support fifty to ninety Prime BEEF personnel.

In addition, thirteen Prime RIBS teams attended mandatory Prime RIBS field training at Eglin AFB, Florida. This is five days of intensive training in the use of field kitchen equipment and field feeding.

Also, three flying groups requested and received food service support from other locations during their field training/ORI deployments.

Prime RIBS food service personnel from many ANG units deployed in support of Joint Chiefs of Staff exercise Team Spirit 81 in the Republic of Korea.

All of the above mentioned deployments are in addition to normal home base/field training site on Air Force base unit deployments for annual field training.

REAL ESTATE

During FY 81, the ANG at 142 sites (civil airports, active AF bases, Naval Air Stations, and ANG bases) controlled 65,081 acres. The land and improvement real property value was approximately \$851 million with a replacement value of \$3.5 billion. Additionally, this fiscal year, Otis Air National Guard Base, Massachusetts, consisting of 3,858 acres and at a total value of \$60 million, was added into our real property inventory.

At this time, we are looking toward 100 percent mechanization of the Real Property System by 30 January 1982.

Chaplain

"Readiness to Minister with People in Stress" was the emphasis of the Air National Guard Chaplaincy in FY 81. This emphasis culminated with the Annual ANG Chaplain Conference theme "Readiness is a State of Mind" which was held in September 1981 at the US Air Force Academy. ANG chaplains, who had served in deployments outside of the continental United States and a former American hostage from Iran, related their experiences of coping with stress and ministering to people in stress.

The growing concern of the Air National Guard and its chaplains for Air Guard families in the pre- and post-mobilization periods is evidenced by the chaplain sponsored production of the TV short subject film "Ready to Go! Ready to Leave?," in which the crisis points of mobilization are fully illustrated through the statements of ANG members. With 71 percent of the ANG married, family life and family/dependent support is a high priority in the ANG chaplain ministry. The Air Force Chief of Chaplains study *Families in Blue* and its supporting documents were distributed to all State Adjutants General and ANG chaplains to support family program development.

To keep the ANG Chaplain Program in touch with the field, an ANG Chaplain Advisory Group was established in November 1980. Ten senior ANG chaplains meet quarterly to discuss new problems and concerns as well as to provide program guidance and direction.

Career development for the ANG chaplain service was also enhanced. Additional training positions were obtained for the Chapel Manager School. The negotiations with the US Air Force Chaplain School were completed to include substantial instruction blocks in the Guard and Reserve Orientation Courses for the Air Guard unit ministry program. A major retention action for career chaplains was the new waiver policy which will permit qualified chaplains to serve 28 years.

Closer liaison with Air Force gaining commands was insured by the assignment of ANG Assistant Chaplains to the headquarters of the Strategic Air Command and the Air Force Communications Command. With these assignments and the two previously authorized positions at the headquarters of the Tactical Air Command and Military Airlift Command, there are now four Air Guard Assistant Chaplains.

The active Air Force, recognizing the professionalism of Air Guard Chaplains, invites their participation in various support programs. Several Air Guard Roman Catholic Chaplains provide auxiliary chaplain service to Air Force bases. In support of the Air Force active duty mission, more than 200 mandays were provided through the temporary tour of active duty program and another 250 mandays were used to support JCS exercises. An example of the latter is "Brite Star 1981" in which the only Air Force chaplain was an Air Guard chaplain who was awarded the Meritorious Service Medal for his exemplary service.

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
Lieutenant General La Vern E. Weber	1974-Present

Appendix B

State Adjutants General

Alabama	Maj. Gen. Henry H. Cobb, Jr.
Alaska	Maj. Gen. Conrad F. Necrason
Arizona	Maj. Gen. John G. Smith, Jr.
Arkansas	Maj. Gen. Harold L. Gwatney
California	Maj. Gen. Frank J. Schober, Jr. (CG)
Colorado	Brig. Gen. John L. France
Connecticut	Maj. Gen. John F. Freund
Delaware	Maj. Gen. Joseph M. Lank
Dist. of Col. ..	Maj. Gen. Cunningham C. Bryant (CG)
Florida	Maj. Gen. Kennedy C. Bullard
Georgia	Maj. Gen. Billy M. Jones
Guam	Brig. Gen. Robert H. Neitz
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	Maj. Gen. Roger W. Gilbert
Kansas	Maj. Gen. Ralph T. Tice
Kentucky	Maj. Gen. Billy G. Wellman
Louisiana	Maj. Gen. Ansel M. Stroud
Maine	Maj. Gen. Paul R. Day
Maryland	Maj. Gen. Warren D. Hodges
Massachusetts	Maj. Gen. Vahan Vartanian
Michigan	Maj. Gen. John A. Johnston
Minnesota	Maj. Gen. James G. Sieben
Mississippi	Maj. Gen. Cohen E. Robertson
Missouri	Maj. Gen. Charles M. Kiefner
Montana	Maj. Gen. James W. Duffy
Nebraska	Maj. Gen. Edward C. Binder
Nevada	Maj. Gen. William F. Engel
New Hampshire	Maj. Gen. John Blatson
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. Robert M. Morgan
Oregon	Maj. Gen. Richard A. Miller
Pennsylvania	Maj. Gen. Richard M. Scott

Puerto Rico	Maj. Gen. Orlando Llenza
Rhode Island	Maj. Gen. Leonard Holland (CG)
South Carolina	Maj. Gen. T. Eston Marchant, Jr.
South Dakota	Maj. Gen. Duane L. Corning
Tennessee	Maj. Gen. Carl D. Wallace
Texas	Maj. Gen. Willie L. Scott
Utah	Maj. Gen. Van Hixson
Vermont	Maj. Gen. Donald E. Edwards
Virgin Islands	Brig. Gen. Clifton B. Wingate
Virginia	Maj. Gen. William J. McCaddin
Washington	Maj. Gen. George E. Coates
West Virginia	Maj. Gen. Robert L. Childers
Wisconsin	Maj. Gen. Raymond A. Matera
Wyoming	Maj. Gen. James L. Spence

Appendix C

United States Property and Fiscal Officers

Alabama	Col. Max S. Bowdoin
Alaska	Col. Edward M. Johnson
Arizona	Col. Simon C. Krevitsky
Arkansas	Col. Wallace B. Shaw
California	Col. Theodore M. Robinson
Colorado	Col. Donald S. Hightower
Connecticut	Col. Richard V. Lugli
Delaware	Col. Clarence E. Atkinson
Dist. of Col.	Col. Andrew D. Perkins
Florida	Col. George H. Moseley
Georgia	Col. George W. Roberts
Guam	LTC John P. D'Araujo, Jr.
Hawaii	Col. Thomas S. Ito
Idaho	Col. Milton J. Hengel
Illinois	Col. Gene W. Blade
Indiana	Col. Byron L. Dukes
Iowa	Col. Franklin D. Peterson
Kansas	Col. Clayton H. Bowman
Kentucky	Col. Edward H. Milburn
Louisiana	Col. Edwin P. Roux
Maine	Col. Richard D. Sylvain
Maryland	Col. James M. McFall
Massachusetts	Col. Thomas J. Bittelari
Michigan	Col. Arthur J. Ueberroth
Minnesota	Col. William S. Mahling
Mississippi	Col. Robert M. Dent, Jr.
Missouri	Col. William E. Hasler
Montana	Col. Peter Tyanich
Nebraska	Col. Harold S. Sherman
Nevada	Col. Willis L. Garretson
New Hampshire	Col. Russell J. Grady
New Jersey	Col. Edward F. Barth
New Mexico	Col. Antonio M. Martinez
New York	Col. Lloyd E. Haas

North Carolina	Col. Earl B. Huie
North Dakota	Col. Earl D. Holly
Ohio	Col. Thomas S. Farrell
Oklahoma	Col. James M. Bullock, Jr.
Oregon	Col. Hugh B. Nelson
Pennsylvania	Col. Richard H. Houser
Puerto Rico	Col. Jose A. Canals-Vidal
Rhode Island	Col. John B. Altieri
South Carolina	Col. Catha L. Ridgeway, Jr.
South Dakota	Col. Lowell M. Davis
Tennessee	Col. Billy F. Alderson
Texas	Col. Vernon M. Scofield
Utah	Col. Wayne H. Holt
Vermont	Col. William C. Wilson
Virgin Islands	Col. John O. Keeling
Virginia	Col. Horace Mann, III
Washington	Col. Gerald A. Dines
West Virginia	Col. Zane H. Summers
Wisconsin	Col. John M. Spaulding
Wyoming	Col. Robert E. Latta

Appendix D

Military Personnel on Duty in the National Guard Bureau

<i>Weber, LaVern E.</i> , Lieutenant General, ARNG, Chief, National Guard Bureau
<i>Davis, Russell C.</i> , Colonel, ANG, Executive, National Guard Bureau
<i>Gray, Franklin M.</i> , Lieutenant Colonel, ARNG, Assistant Executive, National Guard Bureau
<i>Anderson, Charles E.</i> , Lieutenant Colonel, USA, Chief, Office of Human Resources
<i>Edler, Anthony L.</i> , Lieutenant Colonel, USAF, Office of Policy and Liaison
<i>Fahey, David A.</i> , Captain, USAF, Office of Legal Advisor
<i>Florence, William E.</i> , Lieutenant Colonel, ARNG, Office of Policy and Liaison
<i>Halus, Michael B.</i> , Lieutenant Colonel, USA, Chief, Organizational Effectiveness Branch, Office of Human Resources
<i>Harrison, Joseph J., Jr.</i> , Lieutenant Colonel, USA, Assistant for Property and Fiscal Affairs, Office of the Chief, National Guard Bureau
<i>Hunter, Harry D.</i> , Lieutenant Colonel, USA, Office of Military Support
<i>Jessup, Harold G.</i> , Major, ARNG, Office of Public Affairs
<i>Kelly, Ivan B.</i> , Major, ANG, Office of Human Resources
<i>Klar, Lawrence F.</i> , Major, USA, Office of Legal Advisor
<i>Kondratiuk, Leonid</i> , Captain, ARNG, Office of Public Affairs

Leader, Jason A., Major, USA, Office of Public Affairs
Pollard, Gordon K., Colonel, USA Assistant for Audits
 and Investigations, Office of the Chief, National
 Guard Bureau
Ragan, James H., Major, USAF, Office of Public Affairs
Reynolds, George D., Major, USA, Office of Legal Advisor
Stuckey, John D., Colonel, ARNG, Chief, Office of
 Policy and Liaison
Tudor, Donald M., Major, ARNG, Chief, Compliance
 Review Branch, Office of Human Resources

Director, Army National Guard

Walker, Emmett H., Jr., Major General, ARNG, Director,
 Army National Guard
Temple, Herbert R., Jr., Brigadier General, ARNG,
 Deputy Director, Army National Guard
Vierra, Victor S., Colonel, USA, Executive, Army
 National Guard
Van Fleet, Frank C., Lieutenant Colonel, ARNG,
 Assistant Executive, Army National Guard
Bower, David W., Major, USA, Administrative Officer,
 Army National Guard
Ingram, Donald R., Sergeant Major, ARNG, Enlisted
 Advisor, Army National Guard
Baird, Raymond P., Major, USA, Mobilization &
 Readiness Division
Barnes, Charles W., Jr., Lieutenant Colonel, USA,
 Organization & Training Division
Brandon, James B., Major, ARNG, Organization &
 Training Division
Buff, Max L., Colonel, USA, Chief, Manpower Division
Burton, Ronald P., Major, USA, Logistics Division
Carter, Richard O., Lieutenant Colonel, ARNG,
 Manpower Division
Chipps, James D., Major, USA, Logistics Division
Coletto, Frank G., Major, USA, Mobilization &
 Readiness Division
Coverdale, Charles E., Jr., Lieutenant Colonel, ARNG,
 Logistics Division
Crocker, William R., Major, ARNG, Logistics Division
Debolt, Edwin L., Master Sergeant, USA, Logistics
 Division
Devlin, Barbara, Major, USA, Logistics Division
Duckworth, Charles H., Lieutenant Colonel, USA,
 Personnel Division
Edmonson, Joseph E., Chief Warrant Officer, USA,
 Office of the Army Surgeon
Fillmore, Benjamin M., Jr., Major, USA, Personnel
 Division
Gereski, John T., Colonel, ARNG, Chief, Organization &
 Training Division
Gonzales, Richard C., Sergeant Major, ARNG,
 Manpower Division
Goodrich, Roger L., Lieutenant Colonel, ARNG,
 Aviation Division

Gore, Thomas P., Colonel, ARNG, Office of the Army
 Surgeon
Graf, Robert B., Major, USA, Organization & Training
 Division
Greene, Patricia A., Major, ARNG, Personnel Division
Guthrie, Lamont M., Lieutenant Colonel, ARNG, Chief,
 Manpower & Readiness Division
Hakola, John A., Lieutenant Colonel, USA, Mobilization
 & Readiness Division
Hall, James W., Major, USA, Logistics Division
Headley, Jerry A., Major, USA, Mobilization & Readiness
 Division
Heyman, Eugene F., Jr., Lieutenant Colonel, USA,
 Organization & Training Division
Hoch, Edwin E., Chief Warrant Officer, ARNG,
 Manpower Division
Hunter, Harry D., Lieutenant Colonel, USA,
 Mobilization & Readiness Division
Ingleright, George A., Lieutenant Colonel, USA,
 Organization & Training Division
Jackson, William L., Captain, USA, Logistics Division
Johnson, Tom M., Lieutenant Colonel, USA, Comptroller
 Division
Komorski, Zenon A., Sergeant Major, USA, Organization
 & Training Division
Lafratte, Dianna M., Major, USA, Logistics Division
Laird, William R., Lieutenant Colonel, USA, Personnel
 Division
Lauer, Donald M., Major, USA, Organization & Training
 Division
Leinweber, Don L., Major, ARNG, Installations
 Division
Leiser, Ancil D., Jr., Lieutenant Colonel, USA,
 Logistics Division
Lott, Cleveland B., Lieutenant Colonel, ARNG,
 Personnel Division
Loveless, Henry C., Captain, USA, Logistics Division
Lyle, Millard D., Lieutenant Colonel, ARNG,
 Mobilization & Readiness Division
Mackert, William C., Colonel, ARNG, Chief Logistics
 Division
Marshall, Eric R., Major, USA, Personnel Division
Martin, Kenneth B., Lieutenant Colonel, ARNG,
 Manpower Division
Moore, Albert F., Lieutenant Colonel, ARNG,
 Personnel Division
Morai, Edward C., Lieutenant Colonel, USA,
 Organization & Training Division
Naylor, Eddie L., Sergeant First Class, USA,
 Mobilization & Readiness Division
Palumbo, Lewis A., Major, USA, Personnel Division
Parris, James A., Colonel, ARNG, Chief,
 Computer Center
Perkins, Roger A., Lieutenant Colonel, ARNG,
 Aviation Division
Pruter, Roger A., Lieutenant Colonel, ARNG,
 Organization & Training Division
Raiford, John A., III, Lieutenant Colonel, USA,
 Logistics Division
Reigle, Thomas, Major, USA, Logistics Division

Richardson, James L., Captain, USA, Organization & Training Division
Rushforth, Durward M., Major, USA, Personnel Division
St. Pierre, Robert E., Major, USA, Logistics Division
Sanders, Dale M., Sergeant First Class, USA, Mobilization & Readiness Division
Simpson, Daniel H., Lieutenant Colonel, USA, Mobilization & Readiness Division
Sirois, George A., Lieutenant Colonel, USA, Logistics Division
Smith, Richard H., Master Sergeant, USA, Logistics Division
Squier, Michael J., Major, ARNG, Mobilization & Readiness Division
Stemberger, Victor J., Major, USA, Personnel Division
Terrell, Richard D., Major, ARNG, Manpower Division
Thomas, James M., Lieutenant Colonel, USA, Personnel Division
Wallace, Raymond R., Major, ARNG, Logistics Division
Welborn, Larry D., Lieutenant Colonel, USA, Logistics Division
Wellen, Donald L., Major, ARNG, Comptroller Division
White, Wayne L., Major, USA, Personnel Division
Whitley, Milton A., Major, USA, Personnel Division
Wiggins, Harry R., Lieutenant Colonel, USA, Logistics Division
Willson, Michael P., Major, USA, Logistics Division
Wilson, Winfield S., Major, ARNG, Logistics Division
Windsor, James A., Colonel, USA, Chief, Personnel Division
Woodruff, John W., Major, ARNG, Installations Division

Director, Air National Guard

Conaway, John T., Major General, ANG, Director, Air National Guard
Chambers, Wess P., Brigadier General, ANG, Deputy Director, Air National Guard
Quisenberry, Jesse D., Colonel, ANG, Assistant to the Director and Deputy Director, Air National Guard
Cunningham, Joseph D., Lieutenant Colonel, ANG, Executive, Air National Guard
Shoemaker, Sidney L., Major, ANG, Assistant Executive, Air National Guard
Floyd, Hasford B., Major, ANG, Office of the Director, Air National Guard
Alexander, Lynn E., Chief Master Sergeant, ANG, Senior Enlisted Advisor
Allen, Richard N., Lieutenant Colonel, ANG, Plans, Operations and Readiness Division
Alston, Warner L., Captain, USAF, Civil Engineering Division
Arnett, Paul P., Major, ANG, Logistics Division
Brimmer, Kirk R., Major, ANG, Plans Operations and Readiness Division

Buckey, Robert G., Colonel, USAF, Plans, Operations and Readiness Division
Bunting, Alfred P., Colonel, ANG, Chief, Manpower and Personnel Division
Clark, John W., Lieutenant Colonel, USAF, Logistics Division
Coker, Artis B., Lieutenant Colonel, USAF, Logistics Division
Cook, Thomas A., Colonel, USAF, Chief, Office of Communications-Electronics and Meteorology
Cronan, William C., Lieutenant Colonel, USAF, Manpower and Personnel Division
Daft, Roger H., Major, USAF, Office of the Air Surgeon
Daniels, Tommy L., Major, ANG, Manpower and Personnel Division
Dedona, Daniel B., Captain, USAF, Manpower and Personnel Division
Downer, Ronald E., Lieutenant Colonel, USAF, Logistics Division
Fell, James R., Major, USAF, Logistics Division
Festerman, Gary T., Major, USAF, Logistics Division
Fisher, John A., Major, USAF, Comptroller Division
Fowble, Ralph E., Lieutenant Colonel, ANG, Logistics Division
Furr, Marshall W., Major, USAF, Office of Communications-Electronics and Meteorology
Gallimore, George H., Major, USAF, Comptroller Division
Gatto, Francis R., Colonel, USAF, Comptroller Division
Golsby, Robert, Lieutenant Colonel, USAF, Logistics Division
Halt, Charles I., Lieutenant Colonel, USAF, Logistics Division
Harland, Bernard S., Lieutenant Colonel, USAF, Comptroller Division
Harris, Richard C., Colonel, USAF, Comptroller Division
Haskell, Paul F., Major, ANG, Logistics Division
Hindman, John F., Lieutenant Colonel, ANG, Logistics Division
Immel, Allen E., Lieutenant Colonel, USAF, Civil Engineering Division
Kostan, William R., Lieutenant Colonel, ANG, Manpower and Personnel Division
Kronk, Herbert I., Lieutenant Colonel, USAF, Plans, Operations and Readiness Division
Lesley, Harry M., Major, ANG, Office of Training
Little, Carl S., Captain, USAF, Plans, Operations and Readiness Division
Little, Harrell W., Lieutenant Colonel, USAF, Civil Engineering Division
Mann, Ernest, D., Jr., Major, USAF, Logistics Division
Meshell, Raymond E., Lieutenant Colonel, ANG, Office of Communications-Electronics and Meteorology
Morris, Gayle N., Lieutenant Colonel, USAF, Office of Programs
Moss, Richard E., Colonel, USAF, Chief, Office of Training

Moss, Wayne D., Major, USAF, Office of Training
 Montplaisir, David H., Colonel, ANG, Special Assistant
 to the Deputy Director, Air National Guard
 Orelana, William B., Major, USAF, Plans, Operations
 and Readiness Division
 Pate, George W., Colonel, USAF, Office of the Air
 Surgeon
 Patrick, Jay W., Major, USAF, ANG, Logistics Division
 Pezzullo, Richard E., Lieutenant Colonel, ANG, Civil
 Engineering Division
 Roberson, Russell L., Colonel, USAF, Chief, Logistics
 Division
 Sams, James H., Colonel, ANG, Chief, Civil Engineering
 Division
 Sawhill, Robert P., Jr., Colonel, USAF, Chief, Office of
 Aerospace Safety
 Schantz, Bruce M., Lieutenant Colonel, ANG,
 Manpower and Personnel Division
 Schneider, John A., Lieutenant Colonel, ANG, Plans,
 Operations and Readiness Division
 Schreiber, Charles G., Colonel, USAF, Chief,
 Comptroller Division
 Shorb, Brian H., Major, USAF, Logistics Division
 Sirk, Arnold E., Major, Logistics Division
 Sluis, James K., Major, USAF, Plans, Operations and
 Readiness Division
 Smith, Allan R., Major, ANG, Logistics Division
 Sturn, William A., Major, ANG, Manpower and
 Personnel Division
 Tinkham, Alan T., Major, USAF, Manpower and
 Personnel Division
 Tollefson, Harold R., Lieutenant Colonel, ANG,
 Comptroller Division
 Truitt, Roland D., Lieutenant Colonel, USAF, Plans,
 Operations and Readiness Division
 Vance, Jane H., Major, USAF, Comptroller Division
 Wagner, Robert K., Colonel, USAF, Chief, Plans,
 Operations and Readiness Division
 Walsh, Thomas M., Lieutenant Colonel, ANG, Civil
 Engineering Division
 Weaver, James D., Colonel, USAF, Chief, Office of
 the Air Surgeon
 Wherley, David F., Jr., Major, ANG, Office of Aerospace
 Safety
 Wilson, Calvin J., Lieutenant Colonel, USAF, Manpower
 and Personnel Division
 Yakovich, Jack A., Major, ANG, Office of Training

Appendix E

Army National Guard Officers on Tour

Abel, Colvin J., CWO	NGB
Acker, Donald J., Col.	USAFAC
Adams, Gary L., Lt. Col.	ARMR VII
Adamson, Orville B., Maj.	ROTC
Alston, Andrew A., Maj.	NGB
Auker, Denzil M., CWO	NGB
Avery, James C., Maj.	ROTC
Bache, William, Maj.	ROTC
Bax, Giles A., Col.	USREDCOM
Beacraft, Ralph H., Jr., CWO	NGB
Beckenhauer, Jon R., Maj.	ROTC
Beckwith, Ralph G., Maj.	ROTC
Bendix, Richard C., Col.	NGB
Bielot, Richard, Lt. Col.	ARMR IV
Biscomb, David A., Maj.	2d Armd Div
Bishop, Ralph L., Lt. Col.	FORSCOM
Blazek, Louis J., III, Capt.	ROTC
Boone, William F., Lt. Col.	USASS
Bradlee, William J., Maj.	MILPERCEN
Bridgeman, Alan A., Maj.	Ft. McClellan
Brown, Richard G., Lt. Col.	TRADOC
Bryan, Alan F., Lt. Col.	Ft. Meade
Bryant, Alvin M., Col.	HQDA
Buitrago-Gonzales, Jose A., Col.	NGB
Burden, Roger E., Maj.	HQDA
Burkett, Charles F., Lt. Col.	NGB
Burkhead, Junior H., Col.	ARMR I
Butehorn, Robert F., Maj.	NGB
Cable, Vincent, Maj.	ARMR II
Caldarone, Rosindo E., Col.	NGB
Callahan, William P., Maj.	ROTC
Carter, Richard O., Lt. Col.	NGB
Castaldi, William G., Maj.	ROTC
Castulik, John J., Capt.	NGB
Chadlek, Richard M., Lt. Col.	NGB
Chapman, Michael G., Lt. Col.	FORSCOM
Christopherson, Gary, Maj.	ROTC
Cloore, James A., Lt. Col.	FORSCOM
Coffey, William T., Col.	USACAC
Cole, John C., Col.	USAWC
Cole, Larry K., Lt. Col.	Ft. Stewart
Conerly, Clinton E., Maj.	ROTC
Cope, John F., Lt. Col.	NGB
Coristine, Thomas F., Lt. Col.	USAORDS
Cox, Lynn R., Maj.	NGB
Curtis, Susanne M., CWO	NGB
Damkaer, Donald M., Lt. Col.	Ft. Ord
Dampier, William E., Maj.	FORSCOM
Dance, Ronald L., Maj.	ROTC
Davis, Joseph M., CWO	USAAVNS
Davis, Wallace C., Lt. Col.	NGB
Deaner, Clifford M., Maj.	NGB
Delk, James D., Col.	USAWC

Dempsey, Peter C., Maj.	ROTC	Janssen, Wayne G., Lt. Col.	TRADOC
Denniston, Perry F., Maj.	ROTC	Jernigan, Walter, CWO	FUSA
Denson, Terry, Maj.	NGB	Joyner, James L., Lt. Col.	Ft. Carson
Dixon, Gary R., Lt. Col.	ARMR VI	Kearney, Frederick, Lt. Col.	HQDA
Dolan, Robert, Lt. Col.	Ft. Drum	Keller, Nicholas R., Maj.	NGB
Dubuque, Richard G., Maj.	ROTC	Kelly, Ralph B., Maj.	NGB
Dunn, Robert P., Maj.	USAAVNS	Kenny, Michael T., Capt.	USAAVNS
Edwards, Larry V., Lt. Col.	HQDA	Killgore, William D., Lt. Col.	ATB
Eggleston, Darry D., Maj.	NGB	Kimbrell, Gary M., Capt.	NGB
Ehrlich, Addison C., Lt. Col.	HQDA	King, Harold E., Jr., Capt.	ROTC
Emmons, Galen G., Maj.	USAEUR	Kingsley, John C., Maj.	NGB
Engstrand, Raymond D., Lt. Col.	NGB	Klein, Wilbert G., Lt. Col.	USAIS
Erakovich, Rodney, CWO	USAAVNS	Knowles, Charles R., Maj.	USAEUR
Ertesvaag, Rolf W., Maj.	ROTC	Koba, Roger B., Lt. Col.	RCPAC
Fairchild, Robert P., Maj.	1st Cav. Div.	Kondi, Albert J., Lt. Col.	NGB
Faught, Jesse E., Col.	USAAHS	Kozacek, Donald E., Maj.	NGB
Finken Keller, Donald, Maj.	NGB	Kramer, Theodore, III, Maj.	ROTC
Fish, Ray M., Maj.	ROTC	Krisak, Ronald W., Maj.	USATSC
Fleming, James B., Col.	FORSCOM	Kuczynski, Leroy L., CWO	FUSA
Floyd, Philip A., Col.	TRADOC	Lantry, Richard C., Lt. Col.	ARMR I
Frederick, Carrol J., Lt. Col.	Ft. Polk	Lattanzi, Ronald J., Maj.	NGB
Freeman, John R., Col.	FUSA	Lauerman, Dean A., Capt.	NGB
Friedman, Douglas, 1st Lt.	NGB	Layton, Gary E., Col.	ARMR VIII
Gallego, Gilbert A., Lt. Col.	NGB	Leal, Raymond R., Capt.	ROTC
Gannon, Harold P., Capt.	NGB	Lejune, Robert, Maj.	TRADOC
Gedmintas, Kestutis, Maj.	ROTC	Leon, Gustavo A., Col.	USAEUR
Gillespie, Robert E., Maj.	ROTC	Liepert, Gerald C., Col.	NGPEC
Glock, Larry D., WO	NGB	Loe, Robert D., Lt. Col.	Ft. Gordon
Gosnell, Paul W., Maj.	ROTC	Lomax, John B., Maj.	USACC
Graton, Austin A., Lt. Col.	4th ROTC Rgn.	Looney, Victor N., Jr., Maj.	ROTC
Gresko, Charles N., Lt. Col.	Ft. Belvoir	Lopez, Javier, Lt. Col.	193d Inf. Bde.
Haggin, Michael D., Maj.	ROTC	Luchner, Henry S., CWO	NGB
Hallanger, Kay, Capt.	ROTC	Lynch, John F., CWO	NGB
Hamm, Anthony B., Lt. Col.	TRADOC	Magrogan, Francis G., Col.	DOD
Haney, James O., Jr., Lt. Col.	NCESGR	Manly, Charles, Maj.	ROTC
Hanna, Fred E., Capt.	NGB	Margetts, Charles M., Lt. Col.	USAEUR
Hansen, Harold N., Lt. Col.	Ft. Lewis	Massion, Barry W., Lt. Col.	NCESGR
Harbold, Charles A., CWO	NGB	McStay, Daniel J., CWO	NGB
Hardin, Louis R., Jr., Maj.	USAJAGS	McCain, William D., Col.	FUSA
Harper, Johnnie W., Capt.	ROTC	McCarrell, H. Denis, Lt. Col.	USAFAC
Harrison, Frederick, Maj.	USAIS	McCracken, Charles M., Maj.	1st ROTC Rgn.
Harrison, William B., CWO	USAAVNS	McDaniel, Lloyd D., Lt. Col.	ARMR V
Harrison, William T., Lt. Col.	DESCOM	McDevitt, James P., Lt. Col.	HQDA
Hathcock, John D., Maj.	ROTC	McMahon, Russell F., Maj.	ROTC
Henderson, Lee A., Lt. Col.	Ft. Campbell	McQuilliams, Dwayne L., Maj.	HQDA
Henley, Rodney C., Maj.	ROTC	Menard, Michael J., CWO	USAAVNS
Hess, Gerald R., CWO	USAAVNS	Merritt, Paul G., Lt. Col.	Ft. B. Harrison
Hill, Howard D., III, Lt. Col.	HQDA	Messer, John, Maj.	TRADOC
Hill, Leroy J., Jr., CWO	NGB	Meyer, Stephen R., Capt.	ROTC
Holt, Richard L., Lt. Col.	NGPEC	Miller, Jon D., Maj.	USAARMS
Holt, William R., Capt.	NGB	Miller, Lewis C., Lt. Col.	ARMR VII
Horan, James F., Maj.	NGB	Miller, S.W. Kent, CWO	USAFAC
Houchens, Harry W., Capt.	ROTC	Millner, Jon M., Maj.	USACGSC
Hunter, Dennis L., Maj.	USAEUR	Mongolo, William T., Lt. Col.	USACERCOM
Irr, Joseph L., CWO	NGB	Moore, John F., Lt. Col.	Ft. Knox
Jacobs, William L., Maj.	ROTC	Morton, Richard P., Maj.	ROTC
James, Patrick F., CWO	USAAVNS	Muller, Francis W., Lt. Col.	ARMR IX
James, Robert B., Capt.	ROTC	Munger, Edward E., Col.	RFPB
		Murphy, Gerald L., Maj.	USATS
		Murphy, Richard E., Lt. Col.	LOGCEN

Murrell, Stanley A., Maj.
 Mustico, Roberta M., 2d Lt.
 Norman, Edward C., Maj.
 O'Keefe, James W., Lt. Col.
 Onoszko, Peter W., Maj.
 Opsahl, Erhard P., Lt. Col.
 Patterson, William M., Maj.
 Peabody, Albert R., Lt. Col.
 Pearson, David, Maj.
 Peart, Frank E., Lt. Col.
 Petrick, Thomas G., Capt.
 Pilarinos, Dean, Maj.
 Pitt, Roger W., Maj.
 Pool, Robert H., Maj.
 Powell, John S., Col.
 Powers, John T., Lt. Col.
 Pyle, Langston, Col.
 Rasak, Carl L., Col.
 Rawlings, Rodney L., Capt.
 Reinartz, David F., Col.
 Rhoades, Kenneth D., Lt. Col.
 Rhoads, Russell E., Col.
 Rhyne, Garland R., Maj.
 Roberts, Thomas P., Col.
 Robertson, Michael S., Lt. Col.
 Robertson, Wayman D., Lt. Col.
 Robitaille, Fabian J., Lt. Col.
 Rountree, Samuel A., Maj.
 Royse, Edward E., Lt. Col.
 Sanfason, David B., Maj.
 Schrimpf, John D., Maj.
 Schultz, Gary, Lt. Col.
 Schwartz, Lester H., CWO
 Scorzato, Steven M., Capt.
 Scott, Troy C., Maj.
 Sedillo, Cruz M., Maj.
 Sherrill, Joe E., Jr., CWO
 Shindbur, Fred L., WO
 Simmerman, Ralph W., Maj.
 Simmons, Jerry D., Lt. Col.
 Smith, David H., Col.
 Smith, Vernal J., Lt. Col.
 Smith, Wayne A., Lt. Col.
 Sniadach, Louis M., Lt. Col.
 Southwick, William R., Capt.
 Spinks, Kenneth R., CWO
 Stark, James M., Maj.
 Stilley, Kenneth J., Maj.
 Stokes, Joseph B., CWO
 Stull, William A., Capt.
 Suggs, Clarence E., Lt. Col.
 Sullivan, Brian F., Maj.
 Sundeen, Oluf J., Maj.
 Surface, Ronald J., Maj.
 Swanson, Edward L., Lt. Col.
 Taylor, Alfred T., Lt. Col.
 Tennill, Clinton L., Maj.
 Thomas, Richard, Col.
 Thompson, Gerald H., 2d Lt.
 Trampe, Kenneth L., CWO

USAADS
 NGB
 ARMIR IV
 Ft. Jackson
 NGB
 DOD
 NGB
 Ft. Dix
 ROTC
 USAHSC
 USAAVNS
 NGB
 Ft. Sill
 ROTC
 ARMIR V
 HQDA
 ARMIR VII
 DOD
 NGB
 SUSA
 Ft. Rucker
 ARMIR IV
 USAEUR
 ARMIR VI
 Ft. Bliss
 Ft. L. Wood
 HQDA
 NGB
 2d ROTC Rgn.
 ROTC
 USAFAS
 USAFAC
 SUSA
 USAFAC
 ROTC
 NGB
 NGB
 NGB
 ROTC
 USAREC
 ARMIR III
 USACGSC
 NGB
 NGB
 ROTC
 NGB
 NGB
 USAEUR
 USAAVNS
 NGB
 NGB
 ROTC
 FORSCOM
 ROTC
 FORSCOM
 NGB
 ROTC
 Ft. Irwin
 NGB
 USAAVNS

Tripp, Robert, Maj.
 Turk, William C., Maj.
 Vandermolen, Darryl, CWO
 Viner, Myron P., Col.
 Wade, Stanley L., Lt. Col.
 Wakeman, James H., Maj.
 Walker, Lynn O., Maj.
 Walker, Paul D., Capt.
 Walsh, John P., Maj.
 Wampler, Dennis F., Maj.
 Warren, Sammy G., CWO
 Watson, Glenn M., Col.
 Watts, John A., Maj.
 Webb, Cleburne L., Maj.
 Weiskopf, Ronald W., Maj.
 Werner, William J., 1st Lt.
 Wheeler, Donald L., Col.
 White, William C., Maj.
 White, William F., Capt.
 Wiant, Fredrik W., Maj.
 Wilhem, David P., Maj.
 Wilson, Donald E., Col.
 Winkler, Jack L., Col.
 Wood, Bruce M., Capt.
 Wood, Morris W., Maj.
 Wright, Richard A., Maj.
 Wurtele, Ronald M., Lt. Col.
 Wyro, Peter L., Maj.

Ft. Devens
 NGB
 NGB
 ARMIR IX
 NGB
 ROTC
 HQDA
 ROTC
 ROTC
 NGB
 USAAVNS
 JCS
 Ft. Bragg
 ROTC
 ROTC
 NGB
 TRADOC
 NGB
 NGPEC
 ROTC
 USAFAC
 DARCOM
 HQDA
 NGB
 ROTC
 XVII Corps
 Ft. Benning
 NGB

Appendix F

Air National Guard Officers on Tour

Arvizu, Armando, Col.
 Ashley, Wiley R., Lt. Col.
 Ausen, Ardyce M., Lt. Col.
 Bell, Elvin C., Lt. Col.
 Blackwell, James R., Col.
 Blamires, Robert B., Col.
 Bones, Robert P., Lt. Col.
 Brendal, Wayne R., Col.
 Byrne, Stewart R., Lt. Col.
 Cascio, Peter, Col.
 Cole, Robert L., Col.
 Coward, Clarence L., Jr., Col.
 Curran, John C., Lt. Col.
 Daly, Terrence P., Col.

HQ USAF
 TAC
 HQ USAF
 HQ USAF
 ARPC
 HQ USAF
 TAC
 HQ USAF
 TAC
 HQ USAF
 HQ USAF
 AFLC
 AFCC
 HQ USAF

Dean, John L., Col.
 Diestler, Denton D., Lt. Col.
 Dversdall, Dean A., Lt. Col.
 Endicott, Melvin E., Lt. Col.
 Fincannon, Arthur D., Col.
 Fisher, Reginald J., Jr., Lt. Col.
 Flaten, Eric A., Col.
 Gallagher, Thomas, Lt. Col.
 Gemeny, John G., Col.
 Gleason, William E., Col.
 Godbey, Ronald L., Lt. Col.
 Goldstein, Norman J., Lt. Col.
 Gourdin, Melvin E., Col.
 Grant, Paul E., Lt. Col.
 Hane, Edward P., Col.
 Hawthorne, John C., Lt. Col.
 Henderson, Jesse J., Col.
 Higgins, R. Clark, Col.
 Hollinger, Thomas, Jr., Lt. Col.
 Hostetler, Richard O., Lt. Col.
 Howard, David F., Lt. Col.
 Hoyt, Peter G., Lt. Col.
 Hudgins, Richard C., Col.
 Koontz, Robert E., Col.
 Lay, Richard I., Jr., Col.
 Long, Richard, Col.
 Lundin, Lars N., Maj.
 Madison, Curtis A., Col.
 Martin, James W., Col.
 Martin, Rufus G., Col.
 Marvin, John M., Col.
 McCartney, Richard P., Lt. Col.
 McNamara, Robert S., Lt. Col.
 Miller, Bernard L., Col.
 Milton, Charles L., Col.
 Napolitan, Thomas W., Lt. Col.
 Pierce, Marshall C., Col.
 Potts, John L., Maj.
 Renfroe, Aubrey V., Maj.
 Roberts, William D., Col.
 Scarborough, Melvis O., Col.
 Schmitt, Ronald T., Lt. Col.
 Seavers, Victor C., Lt. Col.
 Seibert, Richard L., Col.
 Shoemake, Charles K., Lt. Col.
 Smith, Robert E., Maj.
 Smith, Pinckney B., Col.
 Snight, James E., Col.
 Sowerby, John H., Lt. Col.
 Spessert, Daren L., Col.
 Strate, David J.E., Col.
 Thomas, James G., Lt. Col.
 Troutman, Ray K., Col.
 Villarreal, Guadalupe, Lt. Col.
 Weidinger, Charles L., Col.
 Williams, John M., Jr., Lt. Col.
 Zelhart, Ward H., Col.

AFAFC
 TAC
 AFLC
 AFESC
 MAC
 TAC
 HQ USAF
 AFCC
 USAFE
 ADC
 MAC
 NCESGR
 AFLC
 AFAFC
 HQ USAF
 AFMPC
 TAC
 HQ USAF
 AFCC
 ATC
 AFCC
 TAC
 TAC
 AFMPC
 TAC
 HQ USAF
 AFESC
 HQ USAF
 SAC
 HQ USAF
 AFISC
 MAC
 AFCC
 AFCC
 AFCC
 JCS
 SAC
 AFESC
 HQ USAF
 AFCC
 ATC
 AFCC
 SAC
 AFLC
 HQ USAF
 AFCC
 MAC
 OSD
 HQ USAF
 AFLC
 HQ USAF
 MAC
 AFLC
 AFCC
 HQ USAF
 HQ USAF
 TAC

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

THE NATIONAL GUARD AWARD FOR EFFICIENCY IN MAINTENANCE.

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

THE ERICKSON TROPHY.

This trophy is named for Major General Edgar C. Erickson who served as Chief of the National Guard Bureau from 1953 to 1959. It is awarded annually to the distinguished graduate of the Officer Candidate course conducted by the U.S. Army Infantry 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 Building, Washington, D.C. 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 and Mobilization Region. 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 the 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 was 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. 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 of the United States each year to the most outstanding Air National Guard flying unit. 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 81 recipient is the 101st Air Refueling Wing, Maine Air National Guard.

ANG DISTINGUISHED FLYING UNIT PLAQUES.

These plaques are awarded by the National Guard Association of the United States each year to the top five runner-ups in the Spaatz Trophy competition:

- 150th Tactical Fighter Group, New Mexico Air National Guard
- 172nd Tactical Airlift Group, Mississippi Air National Guard
- 120th Fighter Interceptor Group, Montana Air National Guard
- 141st Air Refueling Wing, Washington Air National Guard
- 128th Tactical Support Wing, Wisconsin 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), and one to the most outstanding tactical control unit.

- Runner-up C&E Unit—169th Communications Flight, South Carolina Air National Guard
- Outstanding Weather Flight—121st Weather Flight, District of Columbia Air National Guard
- Outstanding Communications Flight—169th Communications Flight, South Carolina Air National Guard
- Outstanding Tactical Control Unit—128th Tactical Control Flight, Wisconsin Air National Guard

AIR FORCE ASSOCIATION OUTSTANDING UNIT TROPHY.

This trophy is awarded by the AFA to the best overall Air National Guard flying unit. The trophy is a large bowl. The FY 81 winner was the 117th Tactical Reconnaissance Wing, Alabama Air National Guard.

WINSTON P. WILSON TROPHY.

This trophy is named for Major General Winston P. Wilson, former Chief, National Guard Bureau. The Wilson Trophy is awarded to the most operationally ready fighter or reconnaissance group. The trophy is a large silver urn surmounted by an eagle. The FY 81 winner was the 114th Tactical Fighter Group, South Dakota Air National Guard.

WILLIAM W. SPRUANCE SAFETY AWARD.

This award is named for Brigadier General William W. Spruance, former Assistant Adjutant General for Air, Delaware Air National Guard. The award is presented annually to the unit which is judged to have contributed most significantly toward accident prevention. The FY 81 winner was the 147th Fighter Interceptor Group, Texas 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 aircraft on a silver base. The FY 81 winner was Major John H. Smith, 178th Tactical Fighter Group, Ohio Air National Guard.

OUTSTANDING ANG AIRMEN OF THE YEAR.

Six Air National Guard airmen are selected and nominated each year to Headquarters, United States Air

Force to compete for the designation of Outstanding Airman of the Year Award sponsored by the Air Force Association. Air National Guard nominees are Chief Master Sergeant Charles E. Andrie, Texas; Senior Master Sergeant George H. Day, Tennessee; Technical Sergeant Charles E. Savage, South Carolina; Technical Sergeant Grady J. Sharps, North Carolina; Staff Sergeant Linda K. Ashby, Colorado; Airman First Class Karen A. Brown, Pennsylvania; Airman William G. Gessner, Maryland.

HUGHES TROPHY.

This trophy is awarded to the most outstanding fighter interceptor unit in the Air Force. The Air National Guard nominee was the 144th Fighter Interceptor Wing, California Air National Guard.

McCLELLAN TROPHY.

This trophy is awarded to the most outstanding communications-electronics unit in the Air Force. Air National Guard units were included in the competition for the first time in 1981. The 1981 winner is the 251st Combat Communications Group, Ohio Air National Guard.

Appendix H

Table 1 —
Army National Guard Obligations
Fiscal Year 1981 (All Appropriations)

Army National Guard 1981	Grand Total All Appropriations	National Guard Personnel, Army 2112060	Operation and Maintenance Army National Guard 2112065	Military Construction Army National Guard 21X2085
<i>Grand Total</i>	2,189,221,362.19	1,178,500,153.68	973,584,617.12	37,136,591.39
<i>State Obligations — Total</i>	1,312,597,270.46	369,831,036.48	906,474,629.29	36,291,604.69
ALABAMA	52,407,857.83	17,199,863.90	33,257,792.05	1,950,201.88
ARIZONA	14,701,020.55	4,176,703.10	10,489,170.90	35,146.55
ARKANSAS	33,074,212.22	10,326,367.96	18,888,390.91	3,859,453.35
CALIFORNIA	88,248,333.26	17,222,461.00	69,593,013.93	1,432,858.33
COLORADO	11,930,451.34	3,089,446.84	8,842,035.68	(1,031.18)
CONNECTICUT	22,568,533.23	4,982,733.11	17,570,002.98	15,797.14
DELAWARE	9,619,385.54	2,047,966.48	7,503,733.06	67,686.00
FLORIDA	28,009,207.22	9,509,230.54	18,180,369.64	319,607.04
GEORGIA	35,658,015.88	8,994,002.39	26,589,096.94	74,916.55
IDAHO	14,514,277.86	3,312,765.26	11,193,057.74	8,454.86
ILLINOIS	23,326,777.94	6,572,103.27	16,738,413.28	16,261.39
INDIANA	33,205,020.39	11,462,668.84	19,154,943.46	2,587,408.09
IOWA	19,995,557.30	5,417,836.91	14,577,720.41	(.02)
KANSAS	20,091,975.29	4,810,827.05	15,276,097.64	5,050.60

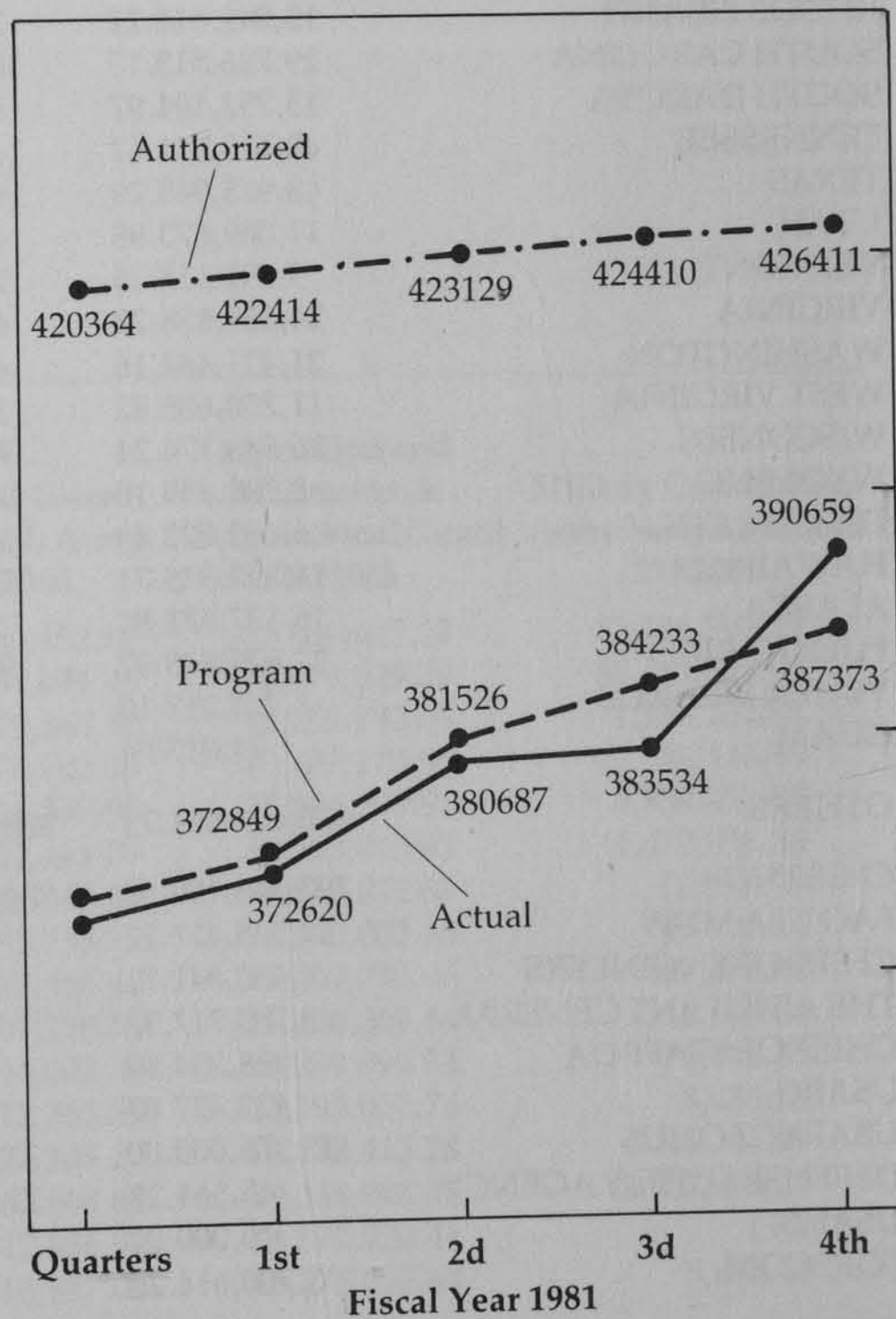
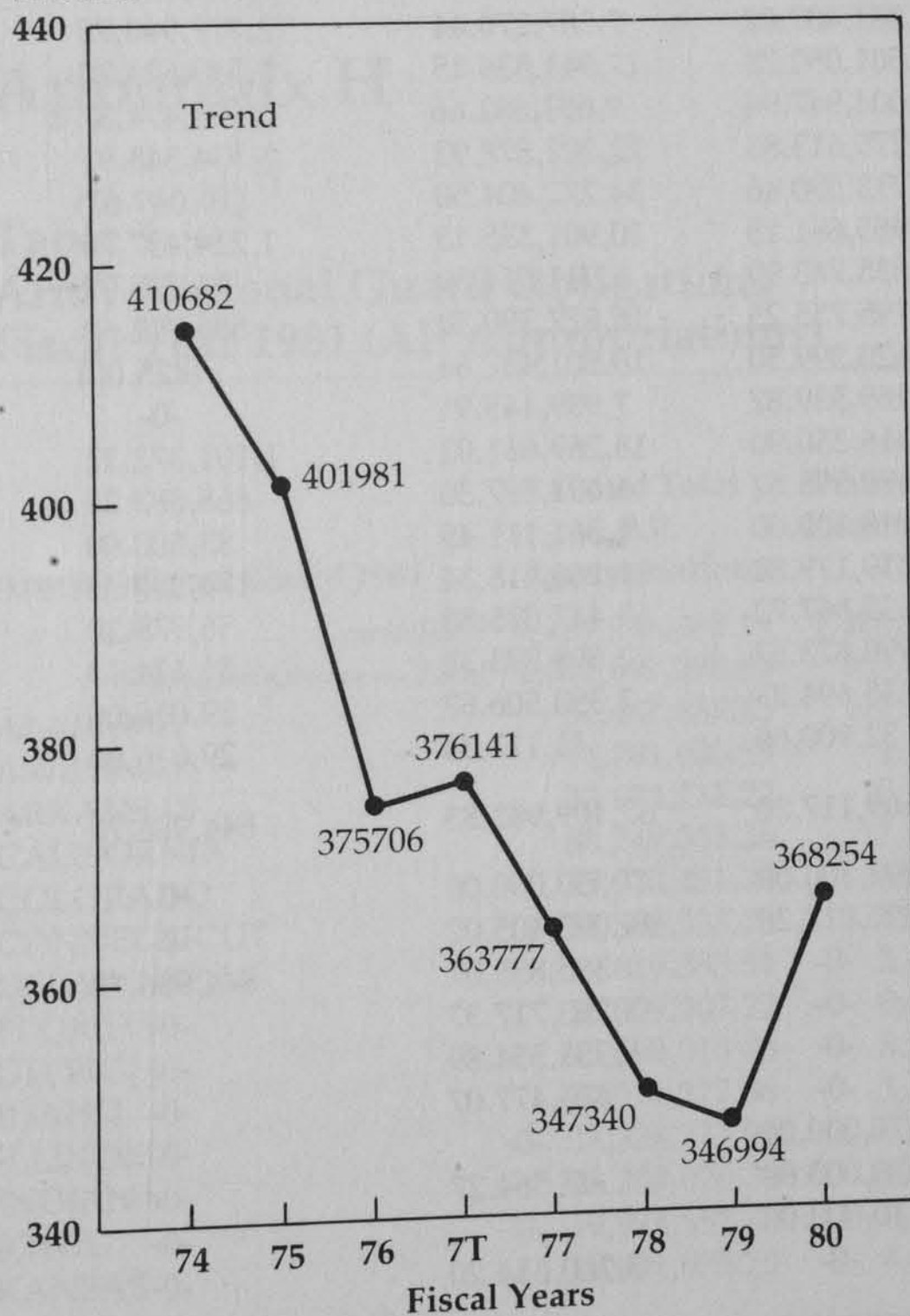
Army National Guard 1981	Grand Total All Appropriations	National Guard Personnel, Army 2112060	Operation and Maintenance Army National Guard 2112065	Military Construction Army National Guard 21X2085
KENTUCKY	18,860,450.14	6,101,238.10	12,139,999.05	619,212.99
LOUISIANA	25,069,319.21	7,089,438.02	17,918,708.16	61,173.03
MAINE	11,881,980.28	3,396,512.91	8,337,871.80	147,595.57
MARYLAND	21,803,871.41	5,568,591.36	16,233,434.36	1,845.69
MASSACHUSETTS	32,055,008.21	10,297,420.60	21,411,952.62	345,634.99
MICHIGAN	35,849,793.73	10,054,285.66	24,101,338.91	1,694,169.16
MINNESOTA	30,058,025.05	8,454,213.50	20,562,165.63	1,041,645.92
MISSISSIPPI	51,427,807.75	13,042,101.62	37,903,585.33	482,120.80
MISSOURI	34,306,196.30	8,073,935.77	24,118,132.87	2,114,127.66
MONTANA	10,351,748.06	2,559,527.86	7,779,049.20	13,171.00
NEBRASKA	13,789,159.87	3,916,291.64	9,593,878.13	278,990.10
NEVADA	6,827,006.88	1,277,974.73	5,549,032.15	-0-
NEW HAMPSHIRE	7,494,180.32	2,061,575.16	5,432,605.16	-0-
NEW JERSEY	34,807,745.24	9,592,949.60	24,997,792.45	217,003.19
NEW MEXICO	12,654,067.50	4,076,855.43	8,188,020.12	389,191.95
NEW YORK	53,329,814.49	15,814,345.94	37,366,125.57	149,342.98
NORTH CAROLINA	33,243,836.52	10,143,861.52	22,069,923.50	1,030,051.50
NORTH DAKOTA	13,731,318.19	3,175,452.77	7,474,232.06	3,081,633.36
OHIO	37,551,556.07	11,905,832.10	25,528,464.82	117,259.15
OKLAHOMA	24,718,151.45	7,343,540.93	16,735,944.32	638,666.20
OREGON	20,985,117.41	6,506,001.55	14,419,920.76	59,195.10
PENNSYLVANIA	45,975,054.46	13,475,307.55	31,156,086.03	1,343,660.88
RHODE ISLAND	13,041,618.21	2,882,407.02	7,387,270.44	2,777,940.75
SOUTH CAROLINA	29,786,513.13	10,501,052.28	17,941,836.15	1,343,624.70
SOUTH DAKOTA	13,752,104.97	4,004,947.94	9,653,682.66	93,474.37
TENNESSEE	40,413,041.67	14,275,613.83	22,202,878.93	3,934,548.91
TEXAS	48,975,945.29	14,713,590.46	34,272,404.50	(10,049.67)
UTAH	17,069,673.98	4,953,681.15	10,901,555.13	1,214,437.70
VERMONT	9,791,115.26	2,835,743.90	6,941,044.39	14,326.97
VIRGINIA	24,259,858.23	6,795,755.25	16,877,390.30	586,712.68
WASHINGTON	21,421,462.16	4,620,399.50	16,801,487.66	(425.00)
WEST VIRGINIA	11,258,685.82	3,269,539.87	7,989,145.95	-0-
WISCONSIN	26,846,774.24	7,316,350.90	18,269,661.02	1,101,372.32
WYOMING	8,280,489.10	1,679,398.52	6,091,597.30	668,883.28
DIST. OF COL.	6,662,720.49	2,018,109.00	4,561,111.49	83,500.00
HAWAII	14,859,935.71	3,419,179.82	11,266,418.34	174,337.55
ALASKA	16,137,571.80	2,633,567.72	13,447,025.88	56,978.20
PUERTO RICO	22,620,690.97	9,990,873.52	12,598,393.32	31,424.13
VIRGIN ISLANDS	3,223,217.10	835,694.23	2,358,506.87	29,016.00
GUAM	74,017.94	32,900.60	41,117.34	29,016.00
OTHERS:	876,624,091.73	808,669,117.20	67,109,987.83	844,986.70
CHIEF NGB	792,543,100.00	784,993,100.00	7,550,000.00	-0-
FAO USA MDW	44,385,422.22	290,017.20	44,095,405.02	-0-
CHIEF OF ENGINEERS	1,430,841.71	-0-	585,855.01	844,986.70
THE ADJUTANT GENERAL	3,750,717.37	-0-	3,750,717.37	-0-
CHIEF OF STAFF DA	6,958,354.89	-0-	6,958,354.89	-0-
USARC	423,477.07	-0-	423,477.07	-0-
USAFAC BONUS	23,376,000.00	23,376,000.00	-0-	-0-
DEFENSE SUPPLY AGENCY	45,564.27	23,376,000.00	45,564.27	-0-
USAHS	10,000.00	10,000.00	-0-	-0-
FORSCOM	3,700,614.20	-0-	3,700,614.20	-0-

**Table 2 —
Army National Guard Strength
FY 1950-FY 81**

Fiscal Year	Aggregate	Year End		Aggregate	Average	
		Officer	Enlisted		Officer	Enlisted
1950	326,395	30,716	295,679	332,762	27,855	304,907
1955	358,241	34,665	323,576	339,043	33,783	305,260
1960	401,765	37,142	364,623	397,634	37,388	360,246
1965	378,985	34,353	344,632	376,957	34,369	342,588
1970	409,192	29,391	379,801	392,388	30,146	362,242
1975	401,981	33,821	368,160	404,708	34,337	370,371
1978	347,340	34,305	313,035	354,715	33,765	320,950
1979	346,974	35,849	311,125	346,170	34,738	311,432
1980	368,254	37,287	330,967	354,773	36,059	318,714
1981	390,659	38,364	352,295	378,719	37,514	341,205

**Table 3 —
ARNG — Military Strength Assigned**

(Thous.)



**Table 4 —
Reserve Officer Personnel Act**

Grade	FY 1980: Oct 1, 79-Sep 30, 80		
	Number Considered	Number Selected	Percent Selected
1LT to CPT	949	781	82.3
CPT to MAJ	1463	905	61.9
MAJ to LTC	370	297	80.3
LTC to COL*	680	266	39.1
Grade	FY 1981: Oct 1, 80-Sep 30, 81		
	Number Considered	Number Selected	Percent Selected
1LT to CPT	241	194	80.5
CPT to MAJ	595	384	64.5
MAJ to LTC**			
LTC to COL	764	231	30.2

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

**Board convened 15 Sep and is scheduled to adjourn 16 Oct 81. Results not available for inclusion in this report.

**Table 5 —
Enlisted Personnel
Procurement FY 1981**

Enlisted in FY 81	
to take ADT	52,447
Veterans	17,258
Obligors	8,676
Transferred from Inactive	
National Guard	1,619
Enlisted from Other	
Reserve Forces	5,973
Reenlistments	10,463
Total Gains	96,436
Total Losses	73,070

**Table 6 —
Army Medical Strength
(30 Sep 81)**

Branch	Auth	Asgd
MC	1,234	620
DC	203	261
ANC	662	830
VC	26	32
MSC	1,071	1,404
AMSC	18	16
PA	268	156
91C	2,092	1,670*
Total Enlisted Strength	17,742	16,168

*(MOS Qualified) 1124-67%

**Table 7 —
Medical Examination
Reviews**

Federal Recognition	6,383
Waivers (Enl & Off)	809
Schools	1,396
Line of Duty	205
Periodics	7,382
Vouchers	1,929
Request for Care	1,586

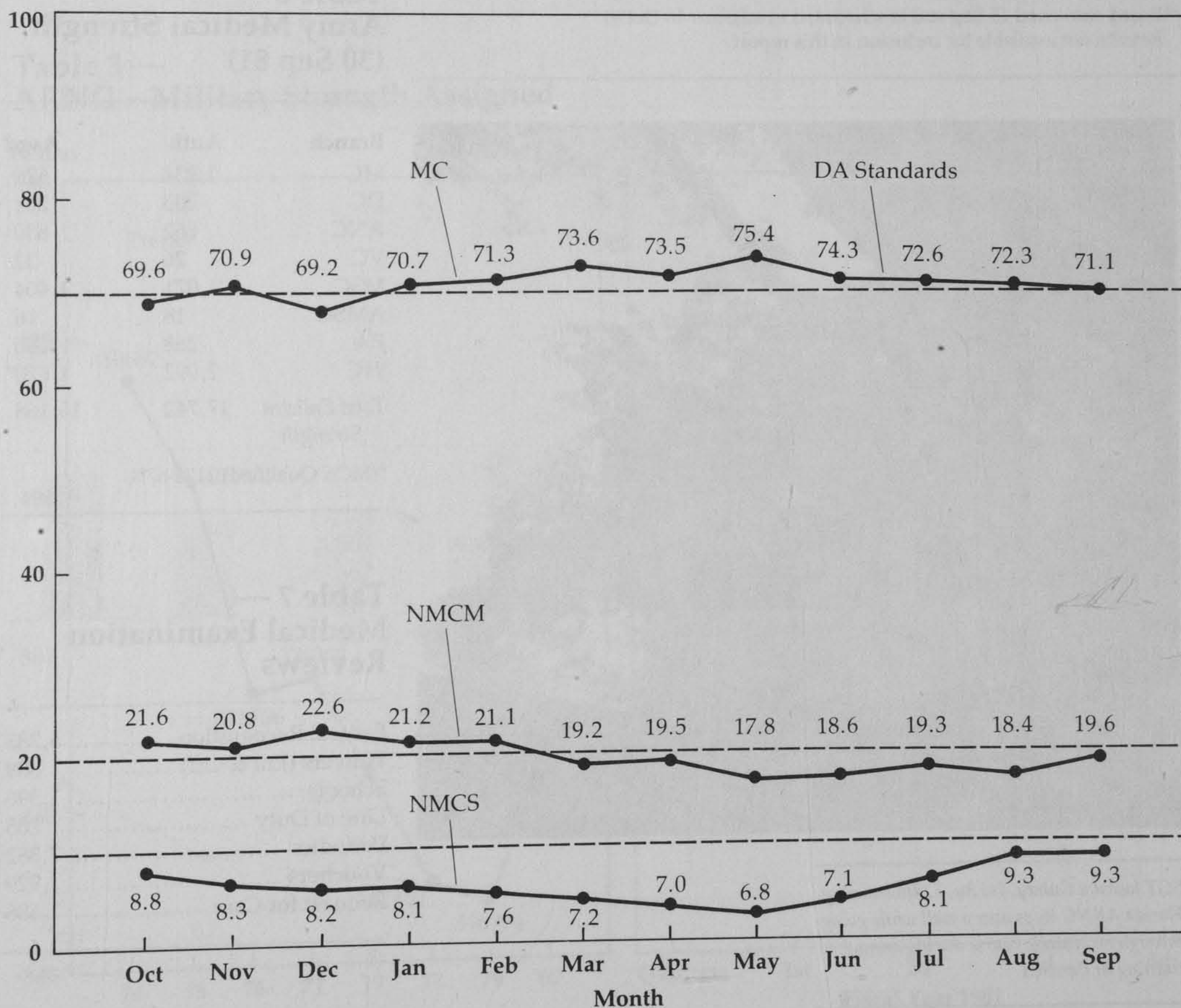


SGT Josephy Gundy, 1st Bn, 124th Infantry, Florida ARNG leaps over a wall while going through an obstacle course during annual training in Panama.

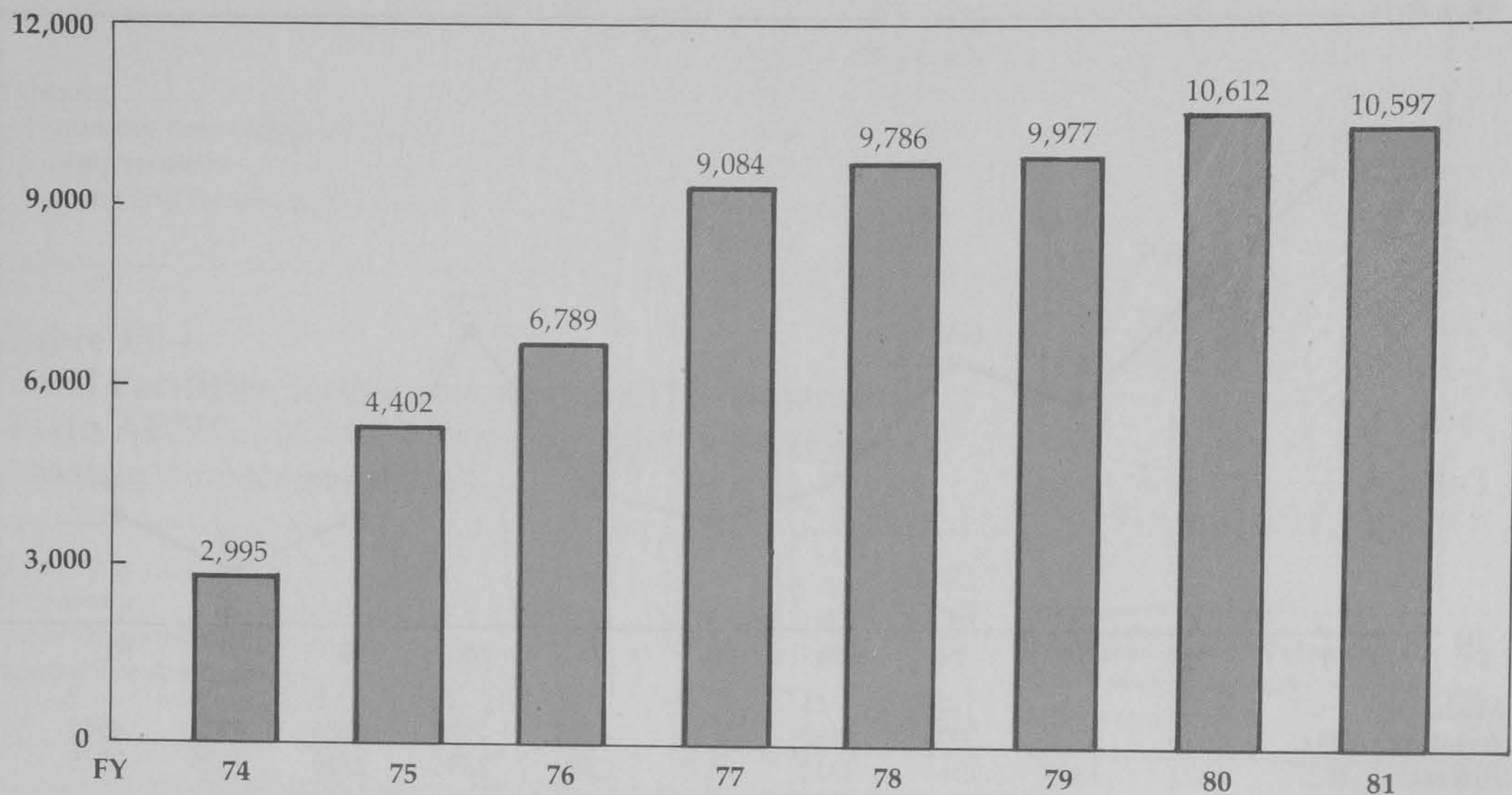
**Table 8 —
ARNG Aircraft Inventory for FY 81**

Type Acft	Oct	Nov	Dec	Jan	Feb	Mar
Rotary Wing	2,403	2,404	2,409	2,409	2,383	2,384
Fixed Wing	143	145	146	160	144	143
Total	2,546	2,549	2,555	2,569	2,527	2,527
Type Acft	Apr	May	Jun	Jul	Aug	Sep
Rotary Wing	2,384	2,387	2,393	2,397	2,403	2,409
Fixed Wing	144	145	143	143	143	143
Total	2,528	2,532	2,536	2,540	2,546	2,552

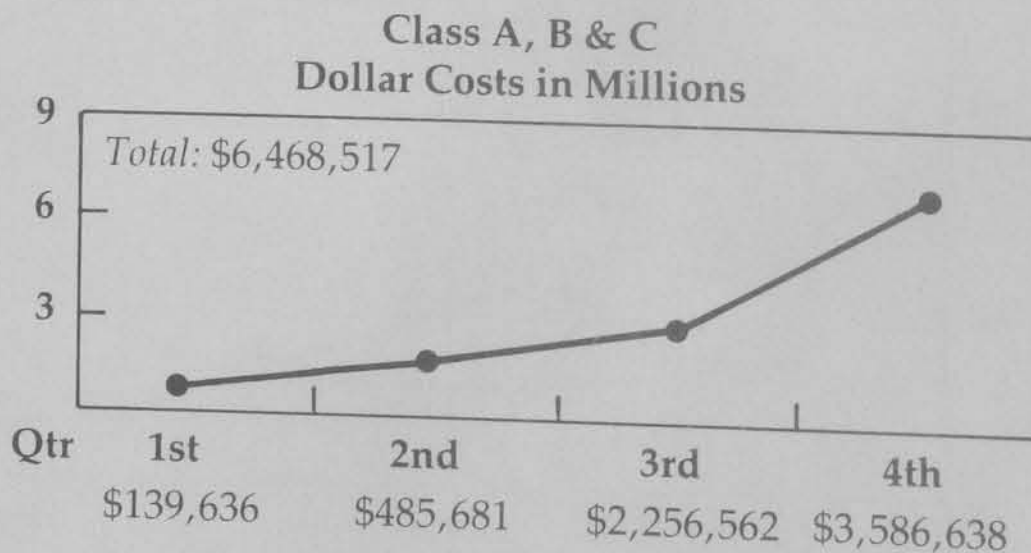
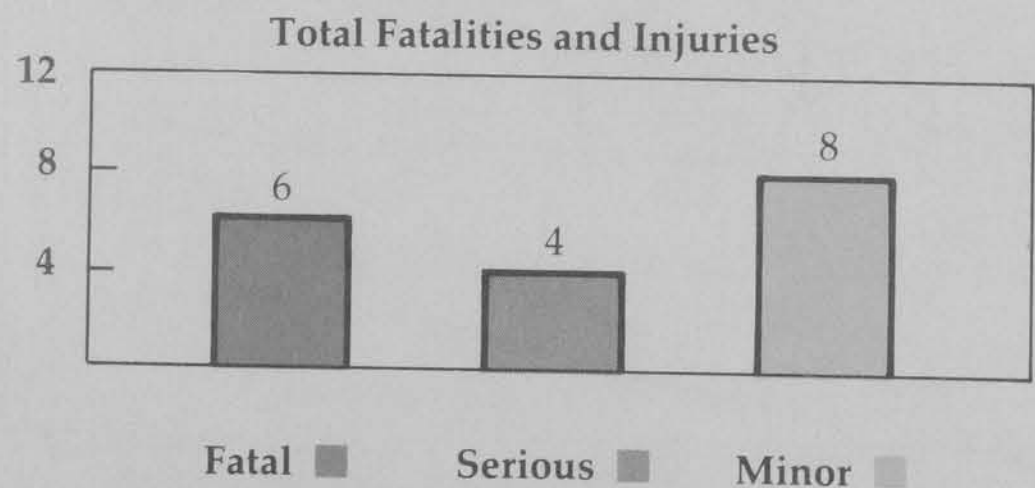
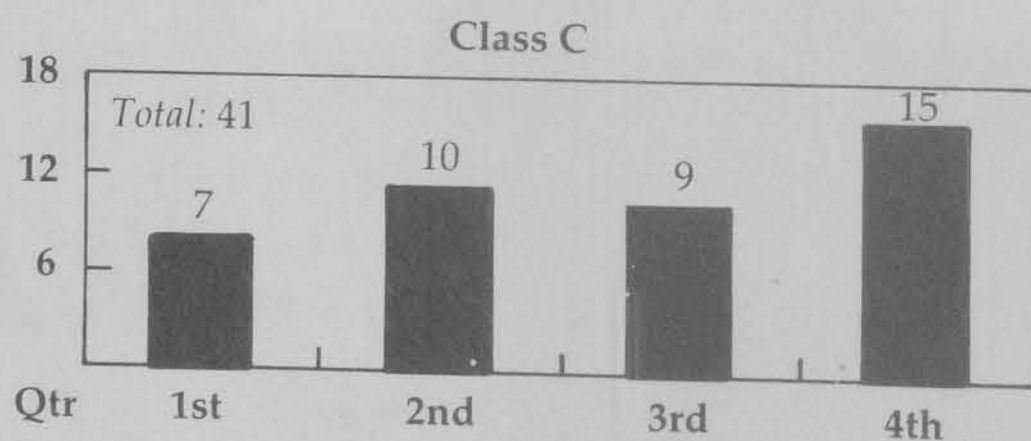
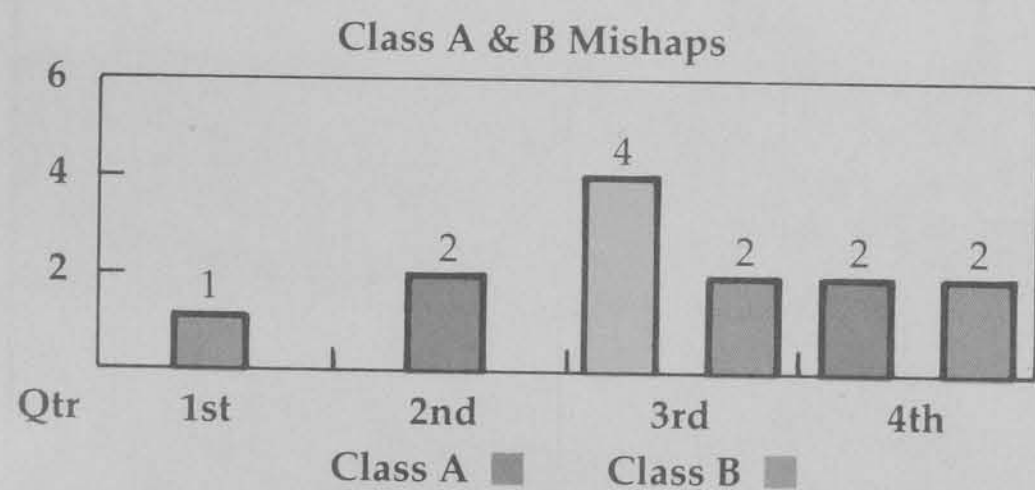
**Table 9 —
Aircraft Availability Status for FY 81**



**Table 10 —
Aircraft Component Direct Exchange (DX) Program FY 74 thru FY 81**

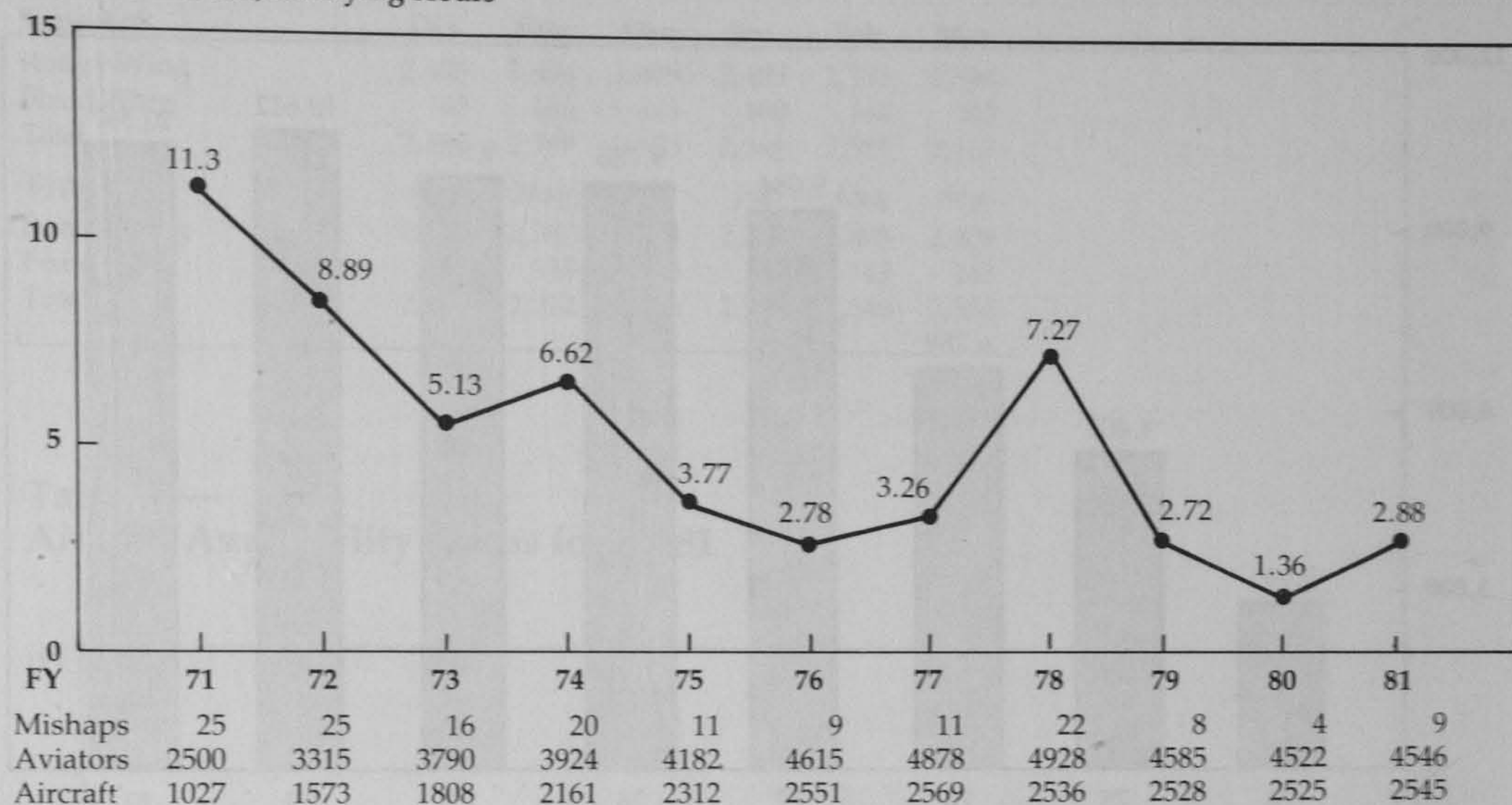


**Table 11 —
ARNG Safety Office
Accident Statistics and Information (Aviation)**



**Table 12 —
ARNG Aircraft Accident Rate FY 71-FY 81**

Accidents Per 100,000 Flying Hours



**Table 13 —
Army National Guard Fatalities**

NR.

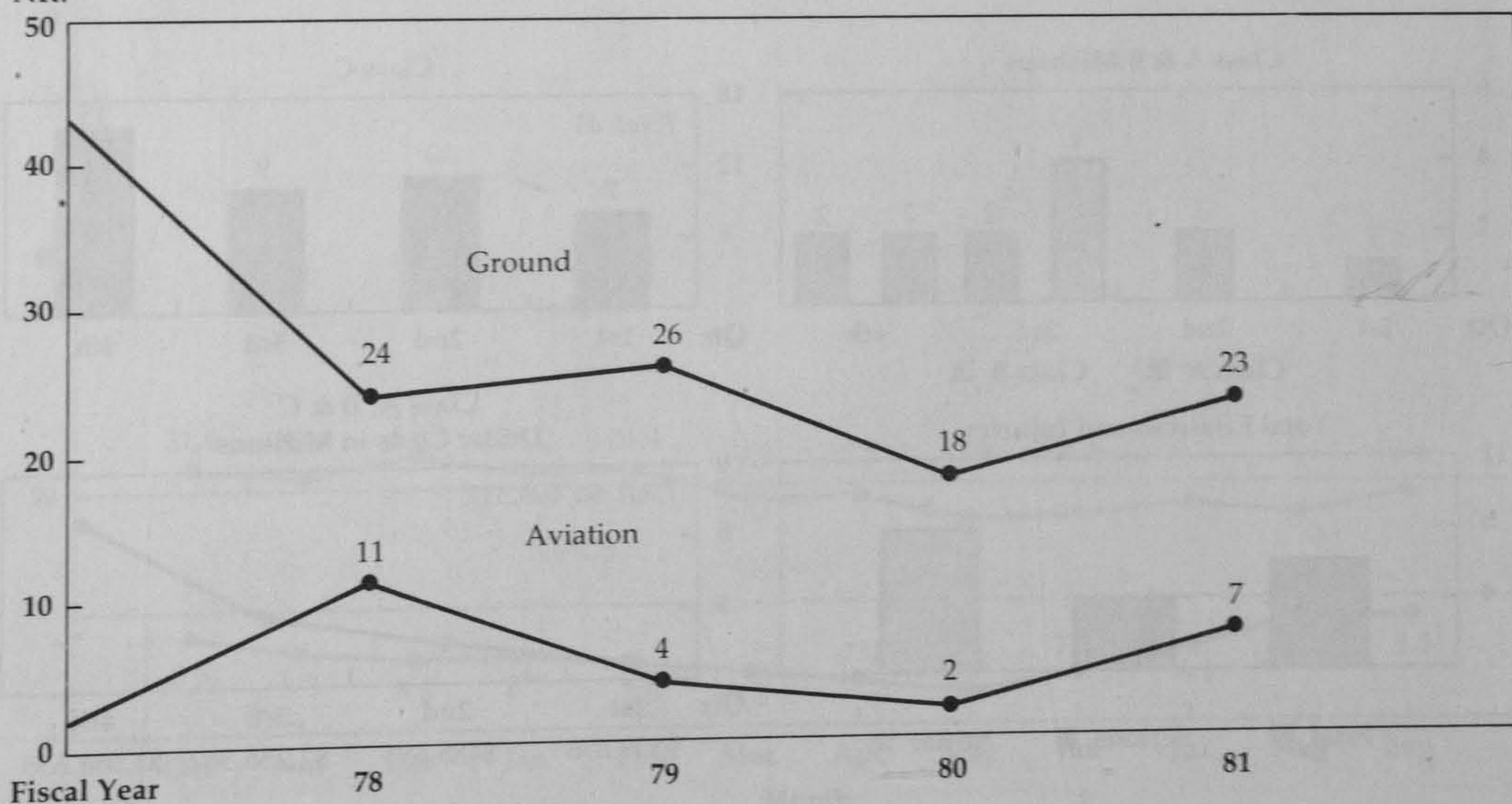


Table 14 —
Construction Requirements and Costs
 (includes new construction, additions, and alterations)

	No Proj.	\$ Millions
Armory	523	\$367
Nonarmory (less training facilities)	189	128
Training facilities	179	156
Planning and minor construction	—	89
	891	\$740

Table 15 —
Total Facilities Needed to Adequately House and
Train ARNG (and for which National Guard has
 construction responsibility)

Armory	2,821	<i>Infantrymen of the 299th Infantry, Hawaii ARNG participating in airmobile training during a weekend drill.</i>
Nonarmory	1,842	
State Operated camps	270	
Semiactive Army camps	1	
	4,934	



Table 16 — State-Owned Installations

ARIZONA:

Papago Park (Phoenix)

ARKANSAS:

Camp Robinson (N. Little Rock)

CALIFORNIA:

Camp San Luis Obispo (Same)

COLORADO:

Camp George West (Golden)

CONNECTICUT:

Camp Hartell (Windsor Locks)

Camp O'Neill (Niantic)

Stone's Ranch (E. Lyme)

DELAWARE:

Bethany Beach (Rehobeth)

FLORIDA:

Camp Blanding (Starke)

ILLINOIS:

Camp Lincoln (Springfield)

Camp Logan (Zion)

IOWA:

Camp Dodge (Des Moines)

LOUISIANA:

Camp Beauregard (Pineville)

Camp Villere (Slidell)

Jackson Barracks (New Orleans)

MAINE:

Camp Keyes (Augusta)

Hollis Plains (Buxton)

MARYLAND:

Gunpowder Range (Glen Arm)

State Military Reservation
(Havre de Grace)

MASSACHUSETTS:

Camp Curtis Guild (Wakefield)

MICHIGAN:

Camp Grayling (Grayling)
(Except Airfield)

MINNESOTA:

Camp Ripley (Little Falls)

MISSISSIPPI:

Camp Shelby (Hattiesburg)

NEW HAMPSHIRE:

Camp La Bonte SMR (Concord)

NEW JERSEY:

Sea Girt (Sea Girt)

NEW YORK:

Camp Smith (Peekskill)

NORTH CAROLINA:

Camp Butner (Butner)

NORTH DAKOTA:

Camp G.C. Grafton (Devils Lake)

OHIO:

Camp Perry (Port Clinton)

OREGON:

Camp Rilea (Astoria)

Camp Withycombe (Clackamas)

RHODE ISLAND:

Camp Varnum (Narragansett)

SOUTH DAKOTA:

Camp Rapid (Rapid City)

TEXAS:

Camp Barkeley (Abilene)

Camp Bowie (Brownwood)

Camp Mabry (Austin)

Camp Maxey (Paris)

Eagle Mt. Lake (Newark)

UTAH:

Camp W.G. Williams (Lehi)

VERMONT:

Camp Johnson (Burlington)

VIRGINIA:

State Military Reservation
(Virginia Beach)

WEST VIRGINIA:

Camp Dawson (Kingwood)

WISCONSIN:

Camp Williams (Tomah)

WYOMING:

Camp Guernsey (Guernsey)

M-109 howitzer from the 86th Field Artillery, Vermont ARNG, during annual training at Ft. Drum, NY.

A note of thanks from a group of children who were rescued by the Air Troop, 163d Armored Cavalry Regiment, Montana Army National Guard during the Memorial Day flood 1981.



**Table 17 —
Federally-Owned State-Operated Installations**

ALASKA: Camp Carroll (Anchorage)	MAINE: Auburn Range (Auburn) Caswell Range (Caribou)	OREGON: Camp Adair (Corvallis)
ARIZONA: Buckey Range (Buckeye)	MASSACHUSETTS: Camp Edwards (Bourne)	PUERTO RICO: Camp Santiago (Salinas)
CALIFORNIA: Camp Roberts (Paso Robles) AFTC Los Alamitos (Los Alamitos)	MICHIGAN: Custer Res For Trng Area (CRFTA) (Battle Creek)	TENNESSEE: Smyrna (Former Sewart AFB) (Smyrna) Catoosa Range, GA (Fort Oglethorpe) John Sevier Range (Fountain City)
DELAWARE: Dover Trng Site (Dover) New Castle Range (New Castle)	MISSISSIPPI: Camp McCain (Grenada)	TEXAS: Camp Swift (Bastrop) Former Fort Wolters (Mineral Wells)
IDAHO: Gooding Range (Gooding) Hailey Range (Hailey) Pocatello Trng Site (Pocatello) Kimama Trng Site (Rupert)	MISSOURI: Camp Clark (Nevada) Fort Crowder (Neosho)	VERMONT: Ethan Allen (Jerico)
INDIANA: Atterbury Res For Trng Area (AFRTA) (Edinburg)	MONTANA: Fort Wm. H. Harrison (Helena)	WASHINGTON: Camp 7 Mile (Spokane)
LOUISIANA: Camp Livingston (Pineville) New Iberia Trng Site (New Iberia)	NEBRASKA: Camp Ashland (Ashland)	WISCONSIN: Racine County Range (Racine)
	NEVADA: Stead Trng Area (Reno)	WYOMING: Lander Range (Lander) Lovell Range (Lovell) Sheridan Range (Sheridan)
	NEW MEXICO: Deming Range (Deming) Tucumcari Range (Tucumcari)	
	OKLAHOMA: Camp Gruber (Muskogee)	



Appendix I

**Table 1 —
Air National Guard
FY 81 Obligations by State**

State	5713080 Other Procurement	5713830 Military Construction	5713840 Operations & Maintenance	5713850 ANG Mil Personnel	State Total
Alabama	\$ 25,037	\$ 139,531	\$ 20,686,994	\$ 680,350	\$ 21,531,912
Alaska	12,901	31,343	8,139,588	208,641	8,392,473
Arizona	47,608		23,134,444	519,489	23,701,541
Arkansas	28,121	820,900	13,932,185	451,478	15,232,684
California	37,757	368,979	35,265,863	1,375,947	37,048,546
Colorado	7,531	1,847,979	17,133,604	326,094	19,315,208
Connecticut	48,151	1,185,060	8,429,677	261,506	9,924,394
Delaware	12,641		6,408,651	240,738	6,662,030
Andrews AFB		126,120	13,760,753	420,636	14,307,509
Florida		365,510	9,826,970	157,987	10,350,467
Georgia	54,387	293,890	20,724,600	1,016,403	22,089,280
Guam			37,903		37,903
Hawaii	35,475	2,796,287	18,074,612	343,255	21,249,629
Idaho	16,360	141,925	8,215,894	289,652	8,663,831
Illinois	40,673	203,646	23,252,011	789,007	24,285,337
Indiana	21,706	3,025,745	19,146,329	569,310	22,763,090
Iowa	8,713	217,502	16,184,779	481,135	16,892,129
Kansas	33,244		18,184,792	335,622	18,553,658
Kentucky	14,783	519,032	8,261,809	271,121	9,066,745
Louisiana	7,433		7,980,789	316,046	8,304,268
Maine	20,949		8,599,284	369,980	8,990,213
Maryland			10,722,568	487,037	11,209,605
Massachusetts	65,081	178,278	25,476,822	711,422	26,431,603
Michigan	47,109	3,627,414	37,211,471	708,882	41,594,876
Minnesota	30,338	272,504	16,188,677	589,895	17,081,414
Mississippi	35,386	263,832	16,736,130	868,597	17,903,945
Missouri	93,938	3,190,013	20,326,677	797,790	24,408,418
Montana	9,400		10,227,745	224,811	10,461,956
Nebraska	23,116		8,409,144	226,636	8,658,896
Nevada	10,895	348,843	7,554,145	176,838	8,090,721
New Hampshire	16,681		5,929,110	174,917	6,120,708
New Jersey	19,196	270,000	22,922,948	497,940	23,710,084
New Mexico		607,664	8,253,113	167,145	9,027,922
New York	60,171	1,746,666	37,032,519	1,163,924	40,003,280
North Carolina	25,035	904,567	6,718,173	328,772	7,976,547
North Dakota			8,942,026	249,547	9,191,573
Ohio	42,807	1,179,951	37,426,606	1,300,610	39,949,974
Oklahoma	21,456	1,379,145	14,612,520	546,136	16,559,257
Oregon	12,702	40,167	12,904,355	507,176	13,464,400
Pennsylvania	83,711	404,776	27,116,875	1,047,971	28,653,333
Puerto Rico		417,381	9,491,018	288,200	10,196,599
Rhode Island	13,508	2,002,613	8,952,854	438,661	11,407,636
South Carolina	11,719	945,417	9,011,113	238,124	10,206,373
South Dakota	23,352	140,000	7,041,095	185,661	7,390,108
Tennessee	82,421	2,719,921	25,659,939	1,213,764	29,676,045
Texas	42,650	1,546,552	26,164,437	863,170	28,616,809
Utah	33,217	173,048	8,970,144	368,614	9,545,023

State	5713080 Other Procurement	5713830 Military Construction	5713840 Operations & Maintenance	5713850 ANG Mil Personnel	State Total
Vermont			7,166,315	214,561	7,380,876
Virginia		762,479	9,192,961	286,819	10,242,259
Virgin Islands			35,298	19,174	54,472
Washington	41,288	1,529,575	13,289,451	500,787	15,361,101
West Virginia	17,689	303,389	11,805,299	583,145	12,709,522
Wisconsin	83,187	971,568	15,851,581	476,558	17,382,894
Wyoming	3,184	1,450,895	7,050,163	193,547	8,697,789
ANGCSC, St. Louis	6,452		219,123,574	[312,000]	218,834,026
Bolling AFB D.C.			86,620		86,620
Wright Patterson, AFLC			6,918,331		6,918,331
Tinker AFB, OCAFLC			67,338		67,338
Hill AFB, OOAFLC			58,161		58,161
McClellan AFB, SMAFLC			77,670		77,670
Kelley AFB, SSAFLC			27,256		27,256
Robins AFB, WRAFLC			67,770		67,770
HQ USAF, Pentagon			5,270,849		5,270,849
Lackland AFB				1,949,357	1,949,357
AFAFC/ACF			487,116,000	358,490,588	825,809,287
US Army Corps of Engineers		9,127,380			
Naval Facilities Eng Cmd		2,596,303			
<i>Total</i>	1,429,159	51,183,790	1,518,588,392	386,199,173	1,957,400,514

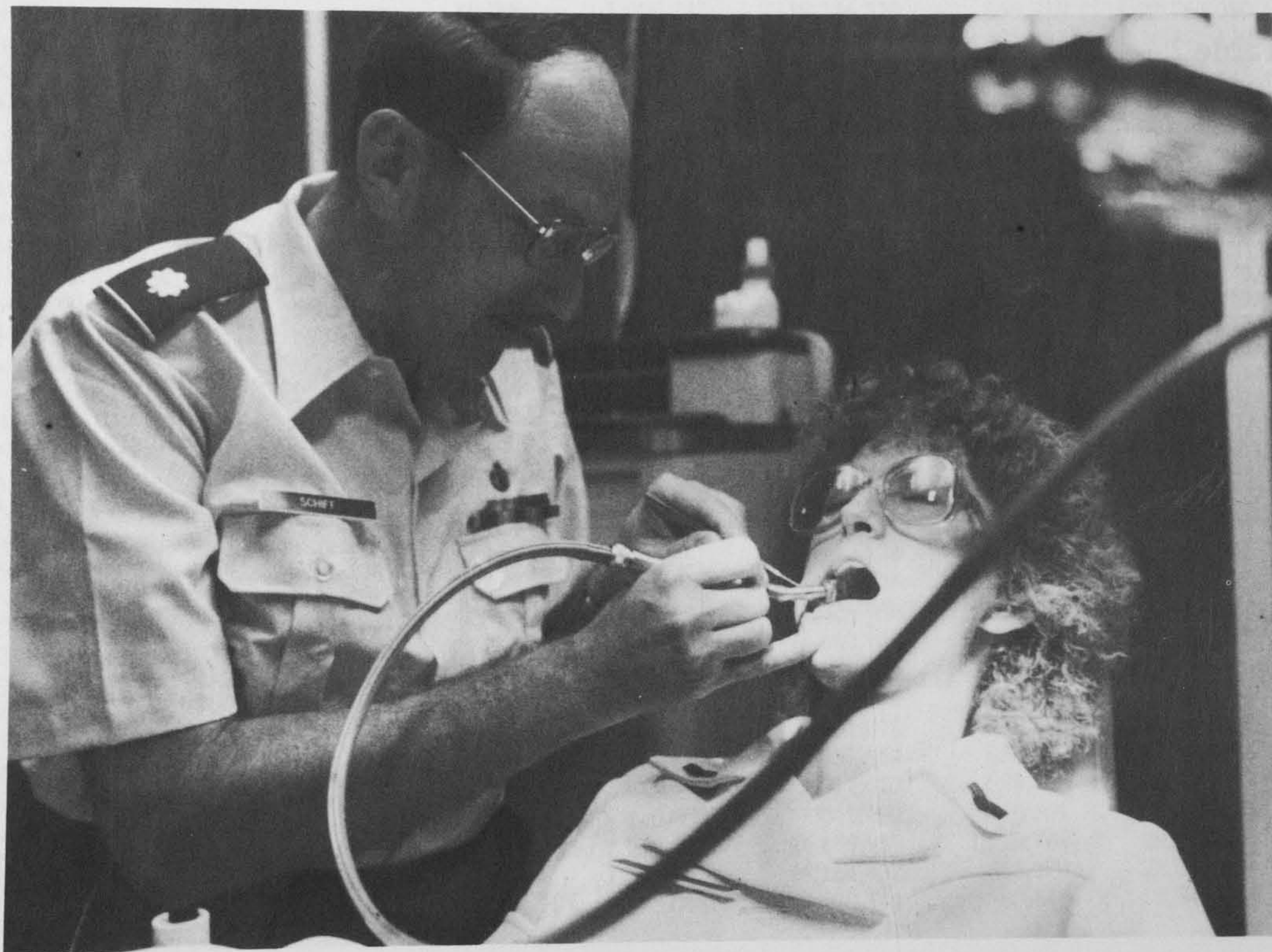
**Table 2 —
Force Structure Flying Units**

GAINING COMMAND		WINGS	GROUPS	SQUADRONS
ADTAC	Fighter Interceptor	2	8	10
ADTAC	Defense Systems Evaluation	—	1	1
SAC	Air Refueling	4	9	13
TAC	Tactical Fighter	10	20	30
PACAF	Composite Group	—	1	1
TAC	Tactical Reconnaissance	2	6	8
TAC	Tactical Air Support	1	5	6
TAC	Tactical Electronic Warfare	—	1	1
MAC	Tactical Airlift	5	14	19
MAC	Aerospace Rescue/Recovery	—	2	2
<i>Total</i>		24	67	91

**Table 3 —
Additional Support Units
By Types of Mission**

FORCE SUMMARY			
AC&W Units	3	Weather Units	
Tactical Control Units		Weather Squadrons	1
Tactical Control Groups	3	Weather Flights	39
Tactical Control Squadrons	9		40
Tactical Control Flights	18	Miscellaneous Units	
	30	State Headquarters	53
Communications Units		Air Force Bands	12
Combat Communications Groups	8	Civil Engineering Units	8
Combat Communications Squadrons	27	Field Training Flights	1
Combat Communications Flights	10	Operating Locations	
Communications Squadrons (Special)	2	Base Operating Support	7
Electronic Installation Squadrons	19	Permanent Field Training Sites	4
Air Traffic Control Flights	9	Tower Operations	1
	75	Airlift Support	1
		Professional Military Education Ctr	1
		Comptroller Support Center	1
		Audio-Visual Support	1
			90
		Grand Total	238

*Lt. Col. Thomas Schiff, dental commander,
131st Tactical Hospital, Missouri Air
National Guard, preparing a tooth for a
filling.*



**Table 4 —
Aircraft, Unit and Location
by Gaining Command**

AIRCRAFT UNIT LOCATION					
<i>Air Defense • Tactical Air Command</i>					
F-101B/F	107 FIG 147 FIG	Niagara Falls, NY Ellington AFB, TX	A-10	103 TFG 104 TFG 174 TFW 175 TFG	Bradley IAP, CT Barnes Fld, MA Syracuse, NY Baltimore, MD
F-106A/B	102 FIW 144 FIW 120 FIG 125 FIG 177 FIG	Otis ANGB, MA Fresno, CA Great Falls, MT Jacksonville, FL Atlantic City, NJ	F-4C	122 TFW 131 TFW 149 TFG 159 TFG 181 TFG 188 TFG	Ft. Wayne, IN St. Louis, MO Kelly AFB, TX New Orleans NAS, LA Terre Haute, IN Ft. Smith, AR
F-4C	191 FIG 142 FIG	Selfridge ANGB, MI Portland, OR	F-4D	108 TFW 113 TFW 183 TFG 184 TFG (RTU)	McGuire AFB, NJ Andrews AFB, MD Springfield, IL McConnell AFB, KS
F-4D	119 FIG	Fargo, ND	RF-4C	117 TRW 123 TRW 124 TRG 148 TRG 152 TRG 155 TRG 187 TRG 186 TRG	Birmingham, AL Louisville, KY Boise, ID Duluth, MN Reno, NV Lincoln, NE Montgomery, AL Meridian, MS
EB-57B/C	158 DSEG	Burlington, VT	O-2A	105 TASW 163 TASG	Westchester, NY Ontario, CA
<i>Strategic Air Command</i>			OA-37	110 TASG 111 TASG 128 TASW 182 TASG	Kellogg, MI Willow Grove NAS, PA Truax, WI Peoria, IL
KC-135A	101 ARW 126 ARW 141 ARW 171 ARW 134 ARG 157 ARG 160 ARG 189 ARG 170 ARG 161 ARG 128 ARG 151 ARG 190 ARG	Bangor, ME Chicago, IL Fairchild AFB, WA Pittsburgh, PA Knoxville, TN Pease AFB, NH Rickenbacker ANGB, OH Little Rock AFB, AR McGuire AFB, NJ Phoenix, AZ Milwaukee, WI Salt Lake City, UT Forbes Fld, KS	EC-130E	193 TEWG	Harrisburg, PA
<i>Pacific Air Force</i>			<i>Military Airlift Command</i>		
F-4C	154 Comp Gp	Hickham AFB, HI	C-130 A	118 TAW	Nashville, TN
<i>Tactical Air Command</i>			A	133 TAW	Minn/St. Paul, MN
A-7D	121 TFW 127 TFW 132 TFW 140 TFW 112 TFG 150 TFG 156 TFG 169 TFG 185 TFG 114 TFG 178 TFG 138 TFG 162 TFG (RTU) 180 TFG	Rickenbacker ANGB, OH Selfridge ANGB, MI Des Moines, IA Buckley ANGB, CO Pittsburgh, PA Kirtland AFB, NM San Juan, PR McEntire ANGB, SC Sioux City, IA Sioux Falls, SD Springfield, OH Tulsa, OK Tuscon, AZ Toledo, OH	A	139 TAG	St. Joseph, MO
F-105D	192 TFG	Byrd Fld, VA	A	143 TAG	Quonset Pt., RI
F-105G	116 TFW	Dobbins AFB, GA	A	164 TAG	Memphis, TN
			A	166 TAG	Wilmington, DE
			B	135 TAG	Baltimore, MD
			B	136 TAW	Dallas NAS, TX
			B	145 TAG	Charlotte, NC
			B	153 TAG	Cheyenne, WY
			B	167 TAG	Martinsburg, WV
			B	179 TAG	Mansfield, OH
			D	109 TAG	Schenectady, NY
			E	130 TAG	Charleston, WV
			E	146 TAW	Van Nuys, CA
			E	165 TAG	Savannah, GA
			E	176 TAG	Anchorage, AK
			H	137 TAW	Will Rogers IAP, OK
			H	172 TAG	Jackson, MS
			HC-130/ HH-3	106 ARRG 129 ARRG	Suffolk Fld, NY Moffett NAS, CA

**Table 5 —
Aircraft Conversions**

LOCATION AND UNIT		FROM	TO	QUARTER
Van Nuys, CA	146 TAW	8/8 C-130B/E	16 C-130E	1/81
Baltimore, MD	135 TAG	16 C-7	8 C-130B	1/81
Kellogg, MI	110 TASG	18 O-2A	18 OA-37B	1/81
Jackson, MS	172 TAG	8 C-130E	8 C-130H	1/81
Springfield, IL	183 TFG	24 F-4C	24 F-4D	2/81
Portland, OR	142 FIG	18 F-101B/F	18 F-4C	2/81
McGuire AFB, NJ	108 TFW	18 F-105B	18 F-4D	3/81
Andrews AFB, DC	113 TFW	24 F-105D/F	18 F-4D	4/81
Willow Grove NAS, PA	111 TASG	18 O-2A	18 OA-37B	4/81
INCREASED PAA				
LOCATION AND UNIT		FROM	TO	QUARTER
Dobbins AFB, GA	116 TFW	18 F-105G	24 F-105G	1/81
McConnell AFB, KS	184 TFG	30 F-4D	36 F-4D	2/81
Syracuse, NY	174 TFW	18 A-10	24 A-10	2/81
Fresno, CA	144 FIW	15 F-106A	18 F-106A	3/81
Des Moines, IA	132 TFW	18 A-7D	24 A-7D	3/81
Selfridge ANGB, MI	127 TFW	18 A-7D	24 A-7D	3/81
Great Falls, MT	120 FIG	15 F-106A	18 F-106A	3/81
Rickenbacker ANGB, OH	121 TFW	18 A-7D	24 A-7D	3/81
McEntire ANGB, SC	169 TFG	18 A-7D	24 A-7D	3/81
Kellogg, MI	110 TASG	18 OA-37B	24 OA-37B	4/81

**Table 6 —
Air National Guard Strength**

	FY 77	FY 78	FY 79 *	FY 80	FY 81
Total	91,840	91,674	93,379	96,283	98,293
Officers	11,219	11,157	11,503	11,897	12,378
Airmen	80,621	80,517	81,876	84,386	85,915

**Table 7 —
Black Strength**

	FY 76	FY TQ	FY 77	FY 78	FY 79	FY 80	FY 81
Total	4,388	4,573	5,308	5,912	6,328	6,883	6,156
Officers	135	135	153	176	197	226	254
Airmen	4,253	4,438	5,155	5,736	6,131	6,657	6,

**Table 8 —
Female Strength**

	FY 76	FY TQ	FY 77	FY 78	FY 79	FY 80	FY 81
Total	3,992	4,241	5,284	6,048	6,842	7,829	
Officers	67	71	89	114	138	175	
Airmen	3,925	4,170	5,195	5,954	6,704	7,654	

**Table 9 —
Officer Personnel**

**OFFICERS AVERAGE AGE BY GRADE
TOTAL OFFICERS**

<i>Gen</i>	<i>Col</i>	<i>Lt Col</i>	<i>Maj</i>	<i>Capt</i>	<i>1Lt</i>	<i>2Lt</i>	<i>W/O</i>	<i>Average</i>
54	50	47	40	34	31	27	56	38

PILOTS

<i>Gen</i>	<i>Col</i>	<i>Lt Col</i>	<i>Maj</i>	<i>Capt</i>	<i>1Lt</i>	<i>2Lt</i>	<i>Average</i>
53	49	45	38	33	29	26	37

**Table 10 —
Officer Longevity**

AVERAGE YEARS OF SERVICE BY GRADE

<i>Gen</i>	<i>Col</i>	<i>Lt Col</i>	<i>Maj</i>	<i>Capt</i>	<i>1Lt</i>	<i>2Lt</i>	<i>W-4</i>	<i>Average</i>
33.6	29.4	24.9	17.5	12.2	9.0	5.5	35.2	15.9

**AVERAGE YEARS OF SERVICE OF OFFICERS
ON FLYING STATUS BY GRADE**

<i>Gen</i>	<i>Col</i>	<i>Lt Col</i>	<i>Maj</i>	<i>Capt</i>	<i>1Lt</i>	<i>2Lt</i>	<i>Average</i>
33.3	28.7	24.0	16.7	11.2	7.7	5.3	15.3

**Table 11 —
Rated Officers**

	ASSIGNED FY 81
Pilots	3,908
Navigators & Weapons Systems Officers	1,232
Others on Flying Status	468

**Table 12 —
Grade Distribution of Pilots**

<i>Gen</i>	<i>Col</i>	<i>Lt Col</i>	<i>Maj</i>	<i>Capt</i>	<i>1Lt</i>	<i>2Lt</i>	<i>Total</i>
70	147	624	1,071	1,710	180	106	3,908

**Table 13 —
Officer Flying Status**

Aeronautical Rating Boards	(49)
Cases Pending	2
Cases Approved	42
Disapproved or Declined ...	5
	<u>49</u>
Flying Evaluation Boards	(17)
Cases Pending	2
Cases Approved	12
Disapproved or Declined ...	3
	<u>17</u>



An F-4C from the 131st Tactical Fighter Wing, Missouri ANG, flying over St. Louis.

**Table 14 —
Officer Promotion Actions**

**UNIT VACANCY PROMOTIONS EFFECTED IN
FY 1981 TO THE GRADES INDICATED:**

Brigadier General to Major General	8
Colonel to Brigadier General	17
Lieutenant Colonel to Colonel	87
Major to Lieutenant Colonel	86
Captain to Major	296
First Lieutenant to Captain	201
Second Lieutenant to First Lieutenant	61

**Table 15 —
ROPA Promotions
Effectuated in FY 81
to the Grades Indicated**

Major to Lieutenant Colonel	121
Captain to Major	491
First Lieutenant to Captain	145

**Table 16 —
Enlisted Personnel**

ENLISTED AVERAGE AGE BY GRADE

E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Average
51	47	43	37	31	27	23	22	21	33

**ENLISTED PERSONNEL ON FLYING STATUS
AVERAGE AGE BY GRADE**

E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Average
54	46	44	36	31	26	23	21	22	36

**Table 17 —
Enlisted Longevity**

AVERAGE YEARS OF SERVICE BY GRADE

E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Average
31.1	27.4	22.3	14.2	8.8	5.3	1.0	2.0	.8	11.2

**AVERAGE YEARS OF SERVICE OF ENLISTED
PERSONNEL ON FLYING STATUS**

E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Average
32.8	27.7	24.0	14.1	8.6	5.2	2.0	1.1	.3	14.9

**Table 18 —
Activations**

LOCATION & UNIT	EFFECTIVE DATE
Agana, Guam HQ, GUAM AIR NATIONAL GUARD	21 July 1981

**Table 19 —
Units Moves & Relocations**

LOCATION & UNIT	EFFECTIVE
OREGON 104th Tactical Control Flight (FACP) FROM: Kingsley Fld TO: North Bend ANG, Coos Bay	1 June 1981

**Table 20 —
Units by Number and Type
Assigned to the ANG**

1055 UNITS

24 Wings

- 4 Air Refueling
- 2 Fighter Interceptor
- 5 Tactical Aircraft
- 1 Tactical Air Support
- 10 Tactical Fighter
- 2 Tactical Reconnaissance

67 Groups (Flying Units)

- 2 Aerospace Rescue & Recovery
- 9 Air Refueling
- 1 Composite
- 1 Defense System Evaluation
- 8 Fighter Interceptor
- 14 Tactical Airlift
- 5 Tactical Air Support
- 1 Tactical Electronic Warfare
- 20 Tactical Fighter
- 6 Tactical Reconnaissance

91 Squadrons (Flying Units)

- 2 Aerospace Rescue & Recovery
- 13 Air Refueling
- 1 Defense System Evaluation
- 10 Fighter Interceptor
- 19 Tactical Airlift
- 6 Tactical Air Support
- 1 Tactical Electronic Warfare
- 31 Tactical Fighter
- 8 Tactical Reconnaissance

651 Support Units

- 7 Aeromedical Evacuation Flights
- 2 Aeromedical Evacuation Squadrons

- 88 Civil Engineering Flights (Prime BEEF)
- 91 Combat Support Squadrons
- 5 Communication/Electronic Maintenance Squadrons
- 25 USAF Clinics
- 89 Consolidated Aircraft Maintenance Squadrons
- 80 Communication Flights (Support)
- 5 Direct Air Support Center Squadrons
- 14 Mobile Aerial Port Flights
- 5 Mobile Aerial Port Squadrons
- 91 Resource Management Squadrons
- 2 Reconnaissance Technical Squadrons
- 25 Security Police Flights
- 45 Tactical Clinics
- 21 Tactical Hospitals
- 56 Weapon System Security Flights
- 105 *Communications/Electronics Units*
- 9 Air Traffic Control Flights
- 10 Combat Communication Flights
- 27 Combat Communication Squadrons
- 8 Combat Communication Groups
- 2 Communication Squadrons
- 19 Electronics Installation Squadrons
- 18 Tactical Control Flights
- 9 Tactical Control Squadrons
- 3 Tactical Control Groups
- 117 *Miscellaneous Units*
- 53 ANG State Headquarters
- 1 Aircraft Control & Warning Detachment
- 3 Aircraft Control & Warning Squadrons
- 12 Air Force Bands
- 1 Civil Engineering Flight (RED HORSE)
- 1 Civil Engineering Squadron (RED HORSE)
- 5 Civil Engineering Flights (Prime BEEF)
- 1 Field Training Flight
- 39 Weather Flights
- 1 Weather Squadron
- 46 *Operating Locations*
(These are not officially recognized as units.)

**Table 21 —
Support of JCS, USAF and Army Exercises**

EXERCISE	TYPE	NO. UNITS	NUMBER PERSONNEL	LOCATION	SUPPORTED ACTIVITY
Bright Star 81	JCS	2	288	Egypt	READINESS
Brim Frost 81	JCS	6	450	Alaska	READINESS
Team Spirit 81	JCS	5	553	Korea	CINCPAC
Border Star 81	JCS	15	1,518	SW US	READINESS
Black Hawk IV	JCS	3	340	Panama	SOUTHCOM
Solid Shield 81	JCS	9	850	SE US	CINCLANT
Reforger/Coldfire 81	JCS	4	412	Europe	USAFE
Crisex 81	JCS	2	39	Spain	USAFE
Ocean Venture 81	JCS	1	165	Caribbean	CINCLANT
Wintex 81	JCS	16	80	Europe	NATO

**Table 22 —
Tactical Deployments**

DEPLOYMENT	DATE	EXERCISE SUPPORTED	UNIT	HOME STATION	NUMBER* PERSONNEL	ACFT	DEPLOYED TO
Bright Star 81	Nov 80	Bright Star 81	150 TFG	Albuquerque, NM	190	8 A-7	Egypt
Black Hawk 81	Feb 81	Black Hawk 81	188 TFG	Ft. Smith, AR	194	10 F-4	Panama
Coronet Sail	Mar 81		174 TFW	Syracuse, NY	230	8 A-10	Germany
Coronet Mast	Mar 81	Cold Winter	181 TFG	Terre Haute, IN	199	7 F-4	Norway
Cope Thunder	Apr-May 81	Cope Thunder	154 COMPG	Hickam AFB, HI	115	7 F-4	Philippines
Coronet Canvas	Jun 81		138 TFG	Tulsa, OK	133	8 A-7	United Kingdom
Coronet Cruise	Aug 81	Ocean Venture 81	149 TFG	Kelly AFB, TX	115	8 F-4	Iceland
Coronet Rig	Sep-Oct 81	Display Determination	127 TFW	Selfridge ANGB, MI	250	10 A-7	Italy

*Number Approximated

**Table 23 —
Red Flag/Maple Flag Participation**

EXERCISE	UNIT	HOME STATION	LOCATION	ACFT	RMKS
<i>Red Flag 81-1</i> 15 NOV-13 DEC 80	104 TFG	Barnes, MA	Indian Springs, NV	10 A-10	4 WKS
	165 TAG	Savannah, GA	Nellis AFB, NV	2 C-130	1 WK
	106 ARRG	Suffolk County, NY	Nellis AFB, NV	1 HC-130	2 WKS
	129 ARRG	Moffet NAS, CA	Nellis AFB, NV	1 HH-53	1 WK
<i>Red Flag 81-2</i> 17 JAN-28 FEB 81	185 TFG	Sioux City, IA	Nellis AFB, NV	6 A-7	2 WKS
	139 TAG	St Joseph, MO	Nellis AFB, NV	3 C-130	1 WK
	164 TAG	Memphis, TN	Nellis AFB, NV	3 C-130	1 WK
	116 TFW	Dobbins, GA	Nellis AFB, NV	6 F-105G	2 WKS
	182 TASG	Peoria, IL	Indian Springs, NV	4 OA-37	2 WKS
	133 TAW	Minneapolis, MN	Nellis AFB, NV	1 C-130	2 WKS
	143 TAG	Quonset Pt., RI	Nellis AFB, NV	1 C-130	2 WKS
	166 TAG	Wilmington, DE	Nellis AFB, NV	1 C-130	2 WKS
	138 TFG	Tulsa, OK	Nellis AFB, NV	6 A-7	2 WKS
	140 TFW	Buckley ANGB, CO	Nellis AFB, NV	8 A-7	2 WKS
	163 TASG	Ontario, CA	Home Station	4 O-2	2 WKS

<i>Green Flag 81-3</i> 14 MAR-25 APR 81	183 TFG	Capital, IL	Nellis AFB, NV	6 F-4	2 WKS
	158 DSEG	Burlington, VT	George AFB, CA	2 EB-57	6 WKS
	193 ECG	Harrisburg, PA	Nellis AFB, NV	2 EC-130	1 WK
	145 TAG	Charlotte, NC	Nellis AFB, NV	3 C-130	1 WK
	131 TFW	St Louis, MO	Nellis AFB, NV	12 F-4	2 WKS
	167 TAG	Martinsburg, WV	Nellis AFB, NV	3 C-130	1 WK
	172 TAG	Jackson, MS	Nellis AFB, NV	2 C-130	1 WK
	188 TFG	Ft Smith, AR	Nellis AFB, NV	6 F-4	2 WKS
	146 TAG	Van Nuys, CA	Nellis AFB, NV	2 C-130	1 WK
<i>Maple Flag 7</i> 2-30 MAY 81	180 TFG	Toledo, OH	Cold Lake CFB, Canada	6 A-7	4 WKS
	128 TCF	Milwaukee, WI	Cold Lake CFB, Canada	Radar	4 WKS
<i>RDF Red Flag</i> 13 JUN-25 JUL 81	121 TFW	Rickenbacker ANGB, OH	Wendover, UT	8 A-7	2 WKS
	123 TRW	Louisville, KY	Nellis AFB, NV	3 RF-4	4 WKS
	150 TFG	Albuquerque, NM	Wendover, UT	8 A-7	2 WKS
	117 TFW	Birmingham, AL	Nellis AFB, NV	4 RF-4	2 WKS
	172 TAG	Jackson, MS	Nellis AFB, NV	3 C-130	1 WK
	137 TAW	Oklahoma City, OK	Nellis AFB, NV	3 C-130	1 WK
	130 TAG	Charleston, WV	Nellis AFB, NV	3 C-130	1 WK
	176 TAG	Anchorage, AK	Nellis AFB, NV	3 C-130	1 WK
	103 TFG	Bradley, CT	Nellis AFB, NV	8 A-10	1 WK
	254 CCG	Garland, TX	Nellis AFB, NV	COMM	6 WKS
	193 ECG	Harrisburg, PA	Nellis AFB, NV	1 EC-130	2 WKS
<i>Red Flag 81-5</i> 8 AUG-1 SEP 81	162 TFG	Tucson, AZ	Nellis AFB, NV	2 A-7	2 WKS
	181 TFG	Terre Haute, IN	Nellis AFB, NV	7 F-4	2 WKS
	114 TFG	Sioux Falls, SD	Nellis AFB, NV	8 A-7	2 WKS
	118 TAW	Nashville, TN	Nellis AFB, NV	3 C-130	1 WK
	153 TAG	Cheyenne, WY	Nellis AFB, NV	3 C-130	1 WK
	148 TRG	Duluth, MN	Nellis AFB, NV	4 RF-4	2 WKS
	122 TFW	Ft. Wayne, IN	Nellis AFB, NV	7 F-4	1 WK
	133 TAW	Minneapolis, MN	Nellis AFB, NV	2 C-130	1 WK
	143 TAG	Quonset Pt., RI	Nellis AFB, NV	2 C-130	1 WK
	166 TAG	Wilmington, DE	Nellis AFB, NV	2 C-130	1 WK
	182 TASG	Peoria, IL	Nellis AFB, NV	4 OA-37	1 WK
	112 TFG	Pittsburgh, PA	Nellis AFB, NV	7 A-7	1 WK
<i>Maple Flag 8</i>	140 TFW	Buckley ANGB, CO	Cold Lake CFB, Canada	12 A-7	2 WKS
	179 TAG	Mansfield, OH	Cold Lake CFB, Canada	2 C-130	1 WK
	136 TAG	Dallas, TX	Cold Lake CFB, Canada	2 C-130	1 WK
	132 TFW	Des Moines, IA	Cold Lake CFB, Canada	12 A-7	2 WKS

Table 24 —
ANG Share of Close Air Support
of Ground Forces

FY 77	FY 78	FY 79	FY 80	FY 81
55%	58%	59%	59%	54%

ANG TAC-gained fighter units assisted Air Force commitments to U.S. ground forces by providing 50% of 9AF tasking and 59% of 12AF tasking for a combined 54% of total TAC support provided. The anticipated 60% level was not reached due to a shortage of TAC provided workdays.

**Table 25 —
Snowbird/Winterbasing**

DATE	UNIT	HOME STATION	NUMBER PERSONNEL	ACFT	DEPLOYED TO
9-12 JAN 81	174 TFW	Syracuse, NY	40	8 A-10	Davis Monthan AFB, AZ
18-31 JAN 81	175 TFG	Baltimore, MD	135	12 A-10	Davis Monthan AFB, AZ
24 JAN-7 FEB 81	181 TFG	Terre Haute, IN	150	12 F-4	Luke AFB, AZ
1-14 FEB 81	180 TFG	Toledo, OH	150	12 A-7	Davis Monthan AFB, AZ
8-21 FEB 81	183 TFG	Springfield, IL	150	12 F-4	Luke AFB, AZ

**Table 26 —
Participation in the Joint Airborne/
Air Transportability Program**

	FY 79	FY 80	FY 81
Sorties Flown	949	828	777
Personnel Airdropped/ Airlanded	14,310	14,980	13,490
Tons Equipment Airdropped/Airlanded	66.2	63.1	66.0

**Table 27 —
ARRS Support of Higher Headquarters
Directed Missions**

	FY 79	FY 80	FY 81
Sorties Flown	318.0	141.0	151.0
Hours Flown	710.2	387.0	349.7
Lives Saved and Credited to ANG	20	53	30
Persons Found and Credited to ANG	0	19	15

*Lowboy from the 1033d Trans Co, Virginia
ARNG, transporting USAR equipment
crosses a river on board an Army landing
craft.*



Appendix J

**Table 1 —
Army National Guard
Military Race Ethnic Statistics as of 30 Sep 81**

ETHNIC GROUP	OFFICER		ENLISTED		TOTAL	
	No.	%	No.	%	No.	%
Black	1,553	4.1	63,459	18.0	65,012	16.6
Hispanic	1,212	3.2	26,411	7.5	27,623	7.1
Asian/PI	332	.9	2,046	.6	2,378	.6
Am. Ind.	72	.2	1,953	.6	2,025	.5
Other	149	.4	3,192	.9	3,341	.9
<i>Min. Sub Total</i>	3,318	8.7	97,061	27.6	100,379	25.7
Unk/Uncl	11	0	67	0	78	0
Caucasian	35,035	91.3	255,156	72.4	290,191	74.3
<i>Total</i>	38,364	100.0	352,284	100.0	390,648	100.0
Women	1,646	4.3	17,790	5.0	19,436	5.0

**Table 2 —
Air National Guard
Military Race Ethnic Statistics as of 30 Sep 81**

ETHNIC GROUP	OFFICER		ENLISTED		TOTAL	
	No.	%	No.	%	No.	%
Black	254	2.1	6,699	7.8	6,953	7.1
Hispanic	270	2.2	3,790	4.4	4,060	4.1
Asian/PI	172	1.4	1,425	1.7	1,597	1.6
Am. Ind.	76	.6	855	1.0	931	1.0
Other	28	.2	416	.5	444	.5
<i>Min. Sub Total</i>	800	6.5	13,185	15.4	13,985	14.3
Unk/Uncl	24	.2	199	.2	223	.2
Caucasian	11,414	93.3	72,508	84.4	83,922	85.5
<i>Total</i>	12,238	100.0	85,892	100.0	98,130	100.0
Women	614	5.0	8,320	9.7	8,934	9.1



Pvt. Barbara Cummings, 1059th Ordnance Company, Arizona ARNG maneuvers a 6,000-lb. capacity forklift during annual training at Navajo Army Ordnance Depot, AZ.

**Table 3 —
Army National Guard
Technician Race/Ethnic Statistics as of 30 Sep 81**

ETHNIC GROUP	GS		WG		WL/WS		TOTAL	
	No.	%	No.	%	No.	%	No.	%
Black	291	2.7	354	3.9	23	1.1	668	3.1
Hispanic	439	4.1	409	4.5	59	2.9	907	4.1
Asian/PI	26	.2	20	.2	4	.2	50	.2
Am. Ind.	32	.3	46	.5	9	.5	87	.4
<i>Min. Sub Total</i>	788	7.3	829	9.1	95	4.7	1,712	7.8
Caucasian/ Other	9,974	92.7	8,235	90.9	1,940	95.3	20,149	92.2
<i>Total</i>	10,762	100.0	9,064	100.0	2,035	100.0	21,861	100.0
Women	1,762	16.4	47	.5	0	0	1,809	8.3

**Table 4 —
Air National Guard
Technician Race/Ethnic Statistics as of 30 Sep 81**

ETHNIC GROUP	GS		WG		WL/WS		TOTAL	
	No.	%	No.	%	No.	%	No.	%
Black	274	3.1	256	2.5	17	.8	547	2.6
Hispanic	356	4.1	358	3.6	56	2.7	770	3.7
Asian/PI	30	.4	24	.2	3	.1	57	.3
Am. Ind.	37	.4	34	.3	12	.6	83	.4
<i>Min. Sub Total</i>	697	8.0	672	6.7	88	4.3	1,457	7.0
Caucasian/ Other	8,054	92.0	9,397	93.3	1,963	95.7	19,414	93.0
<i>Total</i>	8,751	100.0	10,069	100.0	2,051	100.0	20,871	100.0
Women	1,794	20.5	112	1.1	0	0	1,906	9.1

**Table 5 —
Civil Disturbances**

STATE/DATE	LOCATION	NATURE OF EMERGENCY
<i>California</i> 8-30 Sep	Diablo	Anti-Nuclear Protests
<i>Hawaii</i> 5-8 May	Maui County	Possible Civil Disturbance
<i>Illinois</i> 17-19 Aug	Galatia	Coal Miners' Strike
<i>Indiana</i> 24-26 Nov	Marion	Firemen's Strike
<i>Iowa</i> 2-3 Sep	Ft. Madison	Prison Riot
<i>Massachusetts</i> 6-7 Dec	Boston	Possible Civil Disturbance
20 Apr	Boston	(Marathon) Possible Civil Disturbance
10-14 Jul	Boston	State Employee's Strike
<i>Missouri</i> 12-14 Sep	Moch	Prisoner Round Up
<i>New Hampshire</i> 23-25 Jun	Concord, Manchester, Laconia	State Employee's Strike
<i>New Mexico</i> 1-10 Oct	Santa Fe	Prison Riot
<i>Virgin Islands</i> 30 Oct-6 Nov	St. Croix	Possible Civil Disturbance
<i>Wisconsin</i> 1-2 Mar	Milwaukee	Firemen's Strike
20-21 Mar	Milwaukee	Firemen's Strike

**Table 6 —
Natural Disasters and Other Emergencies**

STATE/DATE	LOCATION	NATURE OF EMERGENCY
<i>Alabama</i>		
22-23 Jan	Lafayette	Water Haul
17-18 Mar	Springfield	Forest Fire
1-5 Apr	Hurtsboro	Tornado
6 May	Mobile	Flood
<i>Alaska</i>		
11 Mar	Kotzebue	Search and Rescue
23 Mar	Nome	Search and Rescue
28 Mar	Cape Lisburne	Search and Rescue
20 Apr	Kotzebue	Search and Rescue
2-3 May	Tin City/Nome	Medical Evacuation
8 May	Kotzebue	Search and Rescue
13 May	Kotzebue	Medical Evacuation
16 May	Kotzebue	Medical Evacuation
30 July	Nome	Medical Evacuation
14 Aug	Kotzebue	Search and Rescue
20 Aug	Brooks Range	Search
29 Aug	Kotzebue	Medical Evacuation
16 Sep	Kotzebue	Search and Rescue
<i>Arizona</i>		
22 Oct	SW Part of State	Search and Rescue
18 Nov	Avra Valley	Search and Rescue
15 Jan	Superstition Mountain	Search and Rescue
27 Jan	Pinnacle Peake Area	Search and Rescue
9 Mar	Tuscon	Search and Rescue
22 Mar	Horsehoe Lake	Search and Rescue
31 Mar	Flagstaff	Chemical Spill
3 Apr	Tuscon	Search and Rescue
4-5 Aug	Young	Search and Rescue
<i>Arkansas</i>		
8-9 Oct	Carthage	Water Haul
13-14 Jun	Little Rock	Support Mission
5-9 Sep	Montrose	Water Haul
15-16 Sep	Hot Springs	Support Mission
<i>California</i>		
1-9 Oct	Stockton	Support Mission
3 Oct	Local Area	Search
10 Oct	Chrissy Army Afl	Medical Evacuation
25 Oct	Hawaii	Medical Evacuation
27 Oct	Hawaii	Medical Evacuation
20 Nov	Santa Cruz Mountains	Search and Rescue
21 Nov	Los Angeles	Support Mission
25-30 Nov	San Bernadino	Forest Fire
29 Nov	Local	Medical Evacuation
29 Nov	Local	Medical Evacuation
30 Nov	Local	Medical Evacuation
30 Nov	Chrissy Army AAF	Medical Evacuation
2 Dec	Nells AFB	Search
8 Dec	Phillipeans	Search
10 Dec	McClellan AFB	Search
11 Dec	Lake Tahoe	Search and Rescue
13 Dec	Placer County	Search and Rescue

STATE/DATE	LOCATION	NATURE OF EMERGENCY
25 Dec	Lovelock, NV	Search and Rescue
4 Jan-13 Mar	Santa Clara County	Med Fly Support Mission
14-15 Jan	N. of Crescent City	Medical Evacuation
29-30 Jan	Burbank	Flood
30 Jan	Edwards AFB	Medical Evacuation
5 Feb	Visalia	EOD Mission
15-17 Feb	Sierra Nevada Area	Search for Aircraft
17 Feb	Graps Mtn	Medical Evacuation
3 Mar	San Quentin	Metal Search
3-7 May	600 Mi. off Coast of San Francisco	Medical Evacuation
26 May	Off Coast of San Francisco	Medical Evacuation
3-4 Jun	Salinas	EOD Mission
4 Jun	San Francisco	Medical Evacuation
22 Jun	Red Bluff	Search and Rescue
8 Jul-30 Sep	Santa Clara	Med Fly Support Mission
28 Jul	Castle AFB	Medical Evacuation
4-5 Aug	San Francisco (800 Mi. NW)	Medical Evacuation
27 Aug	Tahoe/Moffett	Dog Haul
21 Sep	San Francisco (90 Mi. West)	Medical Support
<i>Colorado</i>		
5-8 Oct	Fort Collins	Forest Fire
3-9 Jun	Thornton	Tornado
22-25 Jul	Freemont City	Forest Fire
13-17 Aug	Trinidad	Water Haul
<i>District of Columbia</i>		
19-20 Jan	DC	Inaugural Support
<i>Florida</i>		
1 Oct-26 Nov	Miami Area	Support Mission
18-22 Mar	Duval County	Forest Fire
21-23 May	Jacksonville	Forest Fire
26-27 May	Lake County	Forest Fire
5-12 Jun	Volusia County	Forest Fire
18-19 Jun	Cross City	Forest Fire
1-13 Jul	Datona/Flagler Beach	Forest Fire
25-30 Sep	Everglades	Flood
<i>Hawaii</i>		
26 Nov	Kani	Support Mission
4-7 Dec	Kani	Support Mission
11 Dec	Ke-Ahola	Support Mission
23 Jan	Maui	Support Mission
11-23 Feb	Island of Hawaii	Power Outage
19-20 Feb	Island of Hawaii	Drought
12 Mar	Island of Hawaii	Drought
26-29 Mar	Kauai	Support Mission
24-26 Apr	Honolulu County	Support Mission
10-14 May	Hawaii County	Support Mission
8 Jul	Hawaii City	Drought Emergency
17 Jul	Hamaka/S. Kohala Districts	Drought Emergency
28 Jul	Waipoi Island	Search
29 Jul	Waimea District	Drought Emergency
31 Jul	Waimea District	Drought Emergency
6 Aug	Waimea District	Drought Emergency
7 Aug-30 Sep	Waimea District	Drought Emergency

STATE/DATE	LOCATION	NATURE OF EMERGENCY
12-15 Aug	Kauai Island	Support Mission
31 Aug	Hawaii Island	Support Mission
19-20 Sep	Maui County	Support Mission
19-23 Sep	Oahu	Support Mission
25 Sep	Kauai County	Support Mission
<i>Idaho</i>		
22-23 Jul	Clayton Area	Forest Fire
1-5 Aug	Challis National Forest	Forest Fire
20-24 Aug	Oakley Area	Forest Fire
20-21 Aug	Blackrock Canyon	Forest Fire
24-28 Aug	Payette National Forest	Forest Fire
26-29 Aug	Sawtooth National Forest	Forest Fire
27-31 Aug	Salmon National Forest	Forest Fire
28 Aug-2 Sep	Targee National Forest	Forest Fire
28 Aug-5 Sep	Boise National Forest	Forest Fire
20-25 Sep	Dubois	Forest Fire
<i>Illinois</i>		
3 Oct	Peoria	Medical Evacuation
7 Oct	Matoon	Medical Evacuation
8-9 Oct	Quincy	Medical Evacuation
10 Oct	Quincy	Medical Evacuation
10 Oct	Macomb	Medical Evacuation
15 Oct	Park Ridge	Medical Evacuation
17 Oct	Matoon	Medical Evacuation
17 Oct	Robinson	Medical Evacuation
20 Oct	Carbondale	Medical Evacuation
25 Oct	Matoon	Medical Evacuation
25-26 Oct	Staunton	Medical Evacuation
26 Oct	Quincy	Medical Evacuation
31 Oct	Pittsfield	Medical Evacuation
1 Nov	Quincy	Medical Evacuation
6 Nov	Quincy	Medical Evacuation
10 Nov	Decatur	Medical Evacuation
11 Nov	Salem	Medical Evacuation
11 Nov	Quincy	Medical Evacuation
12 Nov	Effingham	Medical Evacuation
16 Nov	Pittsfield	Medical Evacuation
17 Nov	Quincy	Medical Evacuation
18 Nov	Springfield	Medical Evacuation
19 Nov	Matoon	Medical Evacuation
21 Nov	Vandallia	Medical Evacuation
23-24 Nov	Springfield	Medical Evacuation
26-27 Nov	Decatur	Medical Evacuation
5 Dec	St. Louis, MO	Medical Evacuation
19 Dec	Vandalia	Medical Evacuation
22 Dec	Lawrensville	Medical Evacuation
8 Jan	Springfield	Medical Evacuation
15-16 Jan	Bridgeport/Summer	Water Haul
17-18 Jan	Vandalia	Medical Evacuation
18 Jan	Jerseyville	Medical Evacuation
1 Feb	Effingham	Medical Evacuation
8 Feb	Quincy	Medical Evacuation
8 Feb	Quincy	Medical Evacuation
11 Feb	Peoria	Airlift Medical Supplies
16 Feb	Shelbyville	Medical Evacuation

STATE/DATE	LOCATION	NATURE OF EMERGENCY
17 Feb	Quincy	Medical Evacuation
19 Feb	Salem	Medical Evacuation
24 Mar	Quincy	Medical Evacuation
31 Mar	Morris	Medical Evacuation
2-3 Apr	Pontiac	Medical Evacuation
3 Apr	Morris	Medical Evacuation
3 May	Decatur	Medical Evacuation
6 May	Danville	Medical Evacuation
6 May	Jerseyville	Medical Evacuation
9 May	Vandalia	Medical Evacuation
21 May	Sterling	Medical Evacuation
25 May	Effingham	Medical Evacuation
13-14 Jun	Joliet	Flood
16 Jun	Matoon	Medical Evacuation
17 Jun	Chicago	Medical Evacuation
6 Jul	Springfield/Peoria	Medical Evacuation
22 Jul	Quincy	Medical Evacuation
31 Jul	Decatur	Medical Evacuation
22 Aug	Matoon	Medical Evacuation
23 Aug	Quincy	Medical Evacuation
28 Aug	Vandalia/Springfield	Medical Evacuation
4 Sep	Bellville/Springfield	Medical Evacuation
10 Sep	Quincy	Medical Evacuation
16 Sep	Matoon/Springfield	Medical Evacuation
18-19 Sep	Quincy/Chicago	Medical Evacuation
<i>Indiana</i>		
14-15 Jun	Hammond	Flood
15-18 Jun	Rochester	Flood
24-25 Jun	Lafayette	Tornado
<i>Iowa</i>		
10 Feb	Des Moines	Snow Storm
13-14 Jul	Waterloo	Search
<i>Kansas</i>		
8-10 Dec	Markersville	Ice Storm
10-12 Dec	Russell	Ice Storm
4 Feb	Lansing Prison	Power Outage
10-11 Feb	Pittsburg	Snow Storm
14-17 Jun	Larned	Flood
19-21 Jun	Lawrence	Tornado
<i>Kentucky</i>		
9-15 Nov	Eastern Part of State	Forest Fire
27 Jan	Hickman	Fuel Tank Explosion
13-25 Feb	Louisville	Sewer Gas Explosion
2-5 Apr	Newport	Powder Explosion
2 May	Louisville	Crowd Control
9-10 Jun	Pikeville	Water Haul
21-22 Jun	Lexington	Wind Storm
6-7 Jul	Salysersville	Flood
<i>Maine</i>		
6-7 Oct	Jonesport	Search
28 Oct	Eagle Lake	Medical Evacuation
19 Nov	Machias	Search and Rescue
31 Dec	Sugarloaf Mountain	Medical Evacuation
11 Jan	Bangor	Medical Evacuation
18 Jan	Dover-Foxcroft	Medical Evacuation
18-19 Jan	Machias	Medical Evacuation



A 155mm self-propelled howitzer of the 2d Bn, 180th Field Artillery, Arizona ARNG being loaded during training at Ft. Huachuca during annual training.

STATE/DATE	LOCATION	NATURE OF EMERGENCY
21 Jan	Machias	Medical Evacuation
26 Jan	Ellsworth	Medical Evacuation
4 Feb	Eastern Maine	Medical Evacuation
10 Feb	Bangor	Medical Evacuation
3 Mar	Machias Lake	Medical Evacuation
1 Apr	Machias	Medical Evacuation
30 Apr	Calais	Medical Evacuation
5 May	Calais	Medical Evacuation
7 May	Bangor	Medical Evacuation
24 Jun	Bangor	Medical Evacuation
1 Jul	Bangor/Newburg	Search and Rescue
6 Jul	Bangor/Shin Pond	Search and Rescue
25 Jul	Baxter State Park	Medical Evacuation
26 Aug	Baxter State Park	Medical Evacuation
28 Aug-4 Sep	Caribou	Flood
1 Sep	Baxter State Park	Medical Evacuation
11 Sep	Spaulding	Medical Evacuation
<i>Maryland</i>		
23-31 Oct	Patasco State Park	Support Mission
<i>Michigan</i>		
26 May-17 Jun	Jackson	Support Mission
<i>Minnesota</i>		
14-16 Jun	Roseville	Tornado
8-9 Aug	Duluth	Search
<i>Mississippi</i>		
20-22 Mar	Jackson, Harrison, and Hancock Counties	Forest Fire
<i>Missouri</i>		
11-12 Apr	Fairfax	Flood
20-23 Apr	DeSoto	Tornado
23-25 Apr	Macden	Tornado
27-29 Jul	Ralls County	Flood
<i>Montana</i>		
22 May-2 Jun	Six County Area	Flood
<i>Nebraska</i>		
3 Oct	Beatrice	Medical Evacuation
2-3 Dec	Hebron	Medical Evacuation
8 Dec	York County	Medical Evacuation
16-17 Dec	York County	Medical Evacuation
3 Jan	York	Medical Evacuation
17 Jan	Kearney	Medical Evacuation
11 Feb	Lynch	Medical Evacuation
15 Feb	Tecumseh	Medical Evacuation
23 Mar	York	Medical Evacuation
5 Apr	Fairberry	Medical Evacuation
14 Jul	Hebron/Lincoln	Medical Evacuation
<i>New Hampshire</i>		
12 Feb	Plymouth	Flood
29-30 Apr	Newington	Fuel Tank Explosion
6-7 Jul	Haverhill	Search and Rescue
8 Jul	Franconia	Medical Evacuation
23 Jul	Lee	Search
11 Aug	Mount Liberty	Medical Evacuation

STATE/DATE	LOCATION	NATURE OF EMERGENCY
<i>Nevada</i>		
1-4 May	Mt. Rose	Forest Fire
11-19 Aug	Moapa	Water Haul
9-20 Aug	Mt. Rose	Forest Fire
<i>New Mexico</i>		
2 Oct-13 Nov	La-Luz	Water Haul
2 Oct-19 Nov	Tierra-Amarilla	Water Haul
19-21 Nov	Roy	Water Haul
26 Feb-9 Mar	Ojo Caliente	Water Haul
<i>New York</i>		
28 Oct	Mid Atlantic	Search and Rescue
30 Oct	Long Island, NY	Search and Rescue
7 Nov	Long Island, NY	Medical Evacuation
9 Nov	Mid Atlantic	Search and Rescue
12 Nov	Mid Atlantic	Search and Rescue
18 Nov	Long Island, NY	Medical Evacuation
19 Nov	Mid Atlantic	Search and Rescue
25 Nov	Mid Atlantic	Search and Rescue
5-12 Jan	New York City	Emergency Shelter
5 Jan	Bayshore	Medical Evacuation
7 Jan	Huntington	Medical Evacuation
3 Mar	250 Mi. Off Coast	Medical Evacuation
17 Mar	Smithtown	Medical Evacuation
27-28 Mar	Off Coast of Florida	Search
27-28 Mar	Off E. Coast	Search
22 Apr	Off Coast of Boston	Search and Rescue
28-30 Apr	Off Coast of Boston	Search and Rescue
30 Apr	St. Charles	Medical Evacuation
19 May	Port Jefferson	Medical Evacuation
18 Jun	Stony Brook	Medical Evacuation
23 Jun	Peconic	Search
30 Jun	Off Coast of New York	Search
2 Jul	E. Long Island	Medical Emergency
8 Jul	Off East Coast	Search and Rescue
8 Jul	Stony Brook	Medical Evacuation
13 Jul	Port Jefferson	Medical Evacuation
14 Jul	Off Coast of New Jersey	Medical Evacuation
21 Jul	Off Coast of North Carolina	Medical Evacuation
21 Jul	Off Coast of Montague	Search
29 Jul	Off Long Island	Search
8 Aug	St. Charles	Medical Evacuation
10-11 Aug	Long Island Sound	Search and Rescue
11 Aug	Off New York Coast	Medical Evacuation
22 Aug	Off Coast of Long Island	Search and Rescue
24 Aug	Off Coast of Long Island	Medical Evacuation
27 Aug	Stony Brook	Medical Evacuation
19 Sep	Off Coast of Boston	Search and Rescue
22 Sep	Off Coast of Long Island	Search
28 Sep	Stony Brook	Medical Evacuation
<i>North Carolina</i>		
13 Nov	Rowan County	Search and Rescue
3-4 Dec	Wake County	Search and Rescue
27-28 Dec	Butner/Thomasville	Snow Storm
29 Dec	Elizabethtown	Emergency Shelter
30-31 Jan	Butner	Snow Storm
18-19 Feb	Central Part of State	Search

STATE/DATE	LOCATION	NATURE OF EMERGENCY
21 Feb	Charlotte	Search
6-8 Mar	Wilkes County	Power Outage
6-8 Apr	Pender County	Forest Fire
8 Apr	Brunswick County	Forest Fire
16-20 Apr	Onslow County	Forest Fire
17-20 Apr	Onslow County	Forest Fire
17 Apr	Onslow County	Forest Fire
30 Apr-8 May	Hyde County	Forest Fire
2-4 Jun	Taylorville	Water Haul
26 Jul	Butner	Search and Rescue
21 Sep	Halifax	Water Haul
<i>North Dakota</i>		
14-15 Jul	Hettinger	Wind Storm
<i>Ohio</i>		
13-20 Oct	Athens	Water Haul
24-25 Nov	Corban Hill	Water Haul
13-15 Jun	Cardington	Tornado
14-19 Jun	Findlay/Ottawa	Flood
<i>Oklahoma</i>		
10 Feb	Enid	Snow-Ice Storm
10-11 Feb	Perry	Snow-Ice Storm
19-21 Apr	Kiefer	Tornado
25-26 May	Clinton	Tornado
25-26 Jul	Bugtussle	Water Haul
12 Aug	Shawnee	Water Haul
<i>Oregon</i>		
3-6 Oct	Sutherlin	Forest Fire
6-8 Oct	Cottage Grove	Forest Fire
10-12 Oct	Sweet Home	Forest Fire
23-25 Jul	Klamath Falls	Forest Fire
28-31 Jul	Klamath Falls	Forest Fire
8-11 Aug	Klamath Falls	Forest Fire
14-21 Aug	Klamath Falls	Forest Fire
29 Aug-2 Sep	Klamath Falls	Forest Fire
16-18 Sep	Tin Pan Peak	Forest Fire
18-20 Sep	Des Chutes	Forest Fire
<i>Pennsylvania</i>		
9-11 Jun	Oil City	Flood
<i>Texas</i>		
13-14 Jun	Austin/San Marcos	Flood
31 Aug-3 Sep	Halletville	Flood
6-11 Sep	Amarillo	Flood
<i>Utah</i>		
8-12 Oct	Whitney Reservoir	Forest Fire
9 Mar	Nethi	Search for Aircraft
26-30 Jul	Little Oak/Clay Springs	Forest Fire
5-7 Aug	West Mountain	Forest Fire
25-28 Aug	Stansburry	Forest Fire
<i>Virginia</i>		
4 Dec	Richmond Area	Search and Rescue
5 Aug	Roanoke/Richmond	Medical Evacuation
1 Sep	Roanoke/Richmond	Medical Evacuation
<i>Washington</i>		
6 Dec	Ferndale	Medical Support Mission
18-27 Feb	Chief Joseph Dam	Medical Support Mission



West Virginia

1-14 Oct	Harrison	Water Haul
7-23 Oct	Hancock	Water Haul
17 Dec	Pratt/Kanarohi	Water Haul
7-9 Jan	Spencer	Support Mission
2 Jul	Clarksburg	Support Mission
31 Jul	Pineville	Search
3-10 Aug	Four States	Water Haul
13-14 Aug	Clarksburg	Support Mission
7-11 Aug	Mannington	Water Haul

Wisconsin

14-15 Oct	Stoughten	Search and Rescue
17 Dec	Winnebago	Search and Rescue
11-15 Feb	La Cross Area	Ice Jam
14-15 Jun	Phillips	Flood
5 Apr	West Bend	Tornado

Wyoming

16-17 Oct	Albany County	Train Wreck
27 Jun	Riverton	Support Mission
2-4 Sep	Kaycee	Forest Fire
27 Sep-30 Sep	Matrona County	Forest Fire

Members of the 190th Air Refueling Group, Kansas ANG undergoing firefighting training.

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