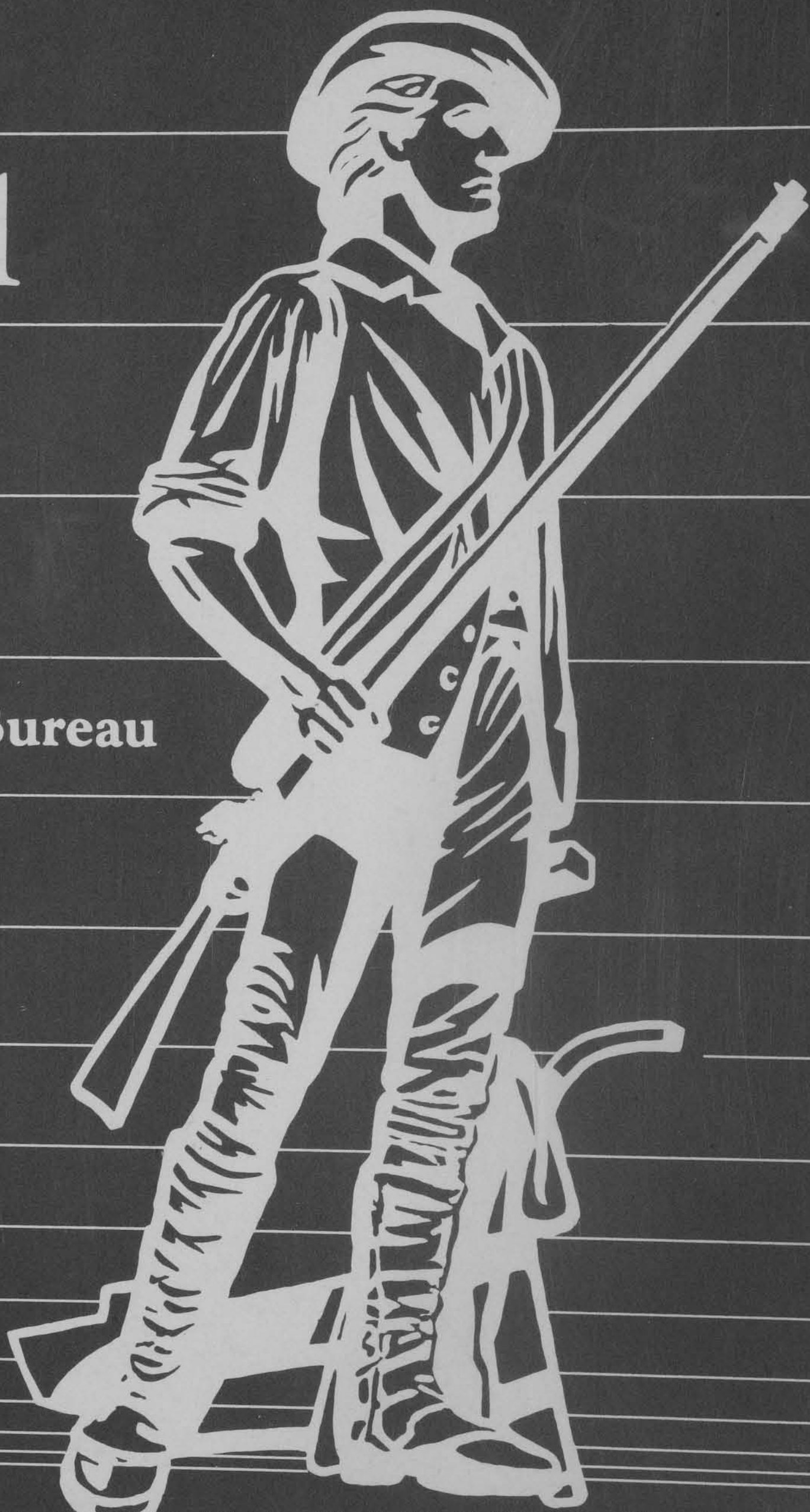


1982

Annual Review

of the Chief,

National Guard Bureau



To my favorite
in force person in the
entire world,
Jim Kuchinski

Property of
Historical Services Branch
Office of Public Affairs
National Guard Bureau

1982 Annual Review



Departments of the Army and the Air Force
National Guard Bureau
Washington, D.C. 20310

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 1982 is respectfully submitted.

This report, my first as Chief of the National Guard Bureau, details the National Guard's accomplishments and programs for Fiscal Year 1982 (FY 82). Under the Total Force Policy, the Army and the Air National Guard are integral elements of our national defense. The Army National Guard contributes 46 percent of the combat units and 37 percent of the support forces in the U.S. Army. The Air National Guard provides 66 percent of the interceptor force, 54 percent of the reconnaissance force, 32 percent of the tactical airlift units and 27 percent of the fighter aircraft in the U.S. Air Force. Both the Army and the Air National Guard provide units for the Rapid Deployment Joint Task Force.

While the defense of the nation is our primary mission, the National Guard has the additional mission of assisting civil authorities in the preservation of life, the protection of property and the maintenance of order. During FY 82, the National Guard responded 390 times to the emergency conditions in 52 states and territories. This involved a total call up of 10,164 soldiers and airmen.

At the end of the FY 82, ARNG strength was 409,238 officers and enlisted personnel. This is the highest strength that the Army Guard has achieved since 1974 and reflects the volunteer spirit of today's National Guardsmen.

While the force structure of the Army National Guard remained stable, the mobilization readiness of the Army Guard increased to its highest level. Participation in JCS exercises, OCONUS training and the Affiliation Training Program improves the operational readiness of the Army National Guard. Individual training programs such as the Key Personnel

Upgrade Program, attendance at Army service schools and the National Guard Professional Educational Center and other individual training courses improve the individual Guardsman's military skills, thereby increasing the readiness of his unit.

Major improvements were made in the logistical posture of the Army National Guard. A significant step was the issue of new equipment to ARNG roundout units similar to the equipment used by their host Active Component division. As a result, the 1st Battalion, 108th Armor, 48th Infantry Brigade, Georgia ARNG, which rounds out the 24th Infantry Division, was issued the M60A3 tank. The brigade was also issued the M901 antitank combat vehicle. As part of this program, the 2nd Battalion, 252d Armor, North Carolina ARNG, roundout to the 2d Armored Division, will receive the M1 tank and the M2 fighting vehicle in FY 83. Also notable is the announcement that the National Guard would receive the Roland forward area defense missile. The New Mexico ARNG will be organizing a new battalion which will be equipped with the Roland.

Army National Guard aviation, which constitutes almost one-third of the Army's aviation assets, completed another successful year. While flying 296,604 hours, ARNG aviators completed FY 82 with the lowest Class A mishap rate ever achieved in the Army National Guard.

The National Guard continued its emphasis on equal opportunity. Minority strength in the Army National Guard reflected population parity with 104,611 minority personnel or 25.8 percent of the force. Minority strength in the Air National Guard consists of 14,311 personnel or 14.4 percent of the force. The Minority Officer Recruiting Effort Program continued to increase minority officer representation.

The Air National Guard

continued its record of achieving high levels of readiness during FY 82. 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 combat ready status.

The Air National Guard ended FY 82 with 100,657 officers and airmen, its highest strength ever. Recruiting and retention levels remain high.

The Air National Guard units participate heavily in the entire range of Air Force and unified command exercises and deployments which produce realistic training opportunities and provide support to the active Air Force. During FY 82, seven ANG fighter units deployed to Europe and Iceland, two units deployed to Egypt, while other units, taking part in JCS exercises, deployed to Panama, Korea and the Caribbean. In addition, two engineering installation squadrons and one tactical control squadron deployed to Europe. CONUS exercise participation included 43 ANG units in Red/Maple Flag and involvement in every major JCS exercise.

Day-to-day alert missions, in support of active force requirements, are an important part of the Air 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 two-thirds of the Air Force's air defense capability with ten units providing aircraft and crews on continuous alert in order to protect American air space.

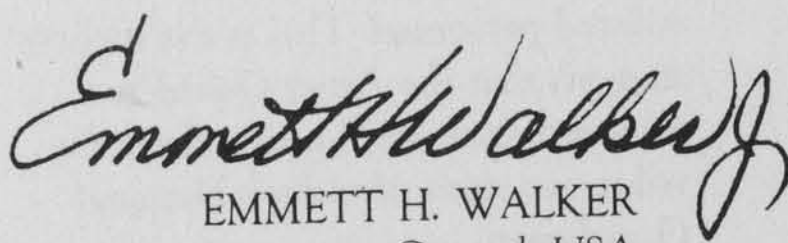
Tactical airlift units flying the C-130 continued to support the ARNG,

ANG and active forces. Air National Guard airlift units once again supported the airlift requirements of the U.S. Southern Command and also provided supplemental airlift support for the U.S. European Command. ANG C-130 units also participated in numerous exercises such as Reforger 82.

Aircraft modernization is of vital importance to the Air National Guard. In keeping with the Total Air Force Policy, during FY 83 the Air National Guard will receive the F-16 Fighter. Its introduction into the Air Guard is another step forward in the continuing effort to upgrade mission capability and achieve aircraft compatibility with the active Air Force.

In 1982 the Air Guard achieved its second lowest Category A aircraft accident rate with a rate of 1.9 accidents per 100,000 hours of flying.

During its 346 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 1982.



EMMETT H. WALKER
Lieutenant General, USA
Chief, National Guard Bureau

Contents

Foreword	1
1982 in Review	2

Mission Organization and Administration	4
National Guard Bureau.....	4
Organization.....	5
The Army National Guard.....	6
The Air National Guard.....	6
Public Affairs.....	6
Legal Advisor.....	7
Human Resources.....	11
Military Support.....	17
Administrative Services.....	17
Technician Personnel.....	18

Army National Guard	22
Personnel.....	23
Organization and Training.....	29
Comptroller.....	32
Aviation.....	38
Logistics.....	40
Installations.....	42
Mobilization Readiness.....	44
Computer Center.....	47
Manpower.....	47
Surgeon.....	47

Air National Guard	50
Manpower and Personnel.....	50
Plans and Operations.....	55
Training.....	58
Comptroller.....	59
Logistics.....	62
Civil Engineering.....	64
Surgeon.....	66
Aerospace Safety.....	67
Communications-Electronics and Meteorology.....	67
Chaplain.....	68

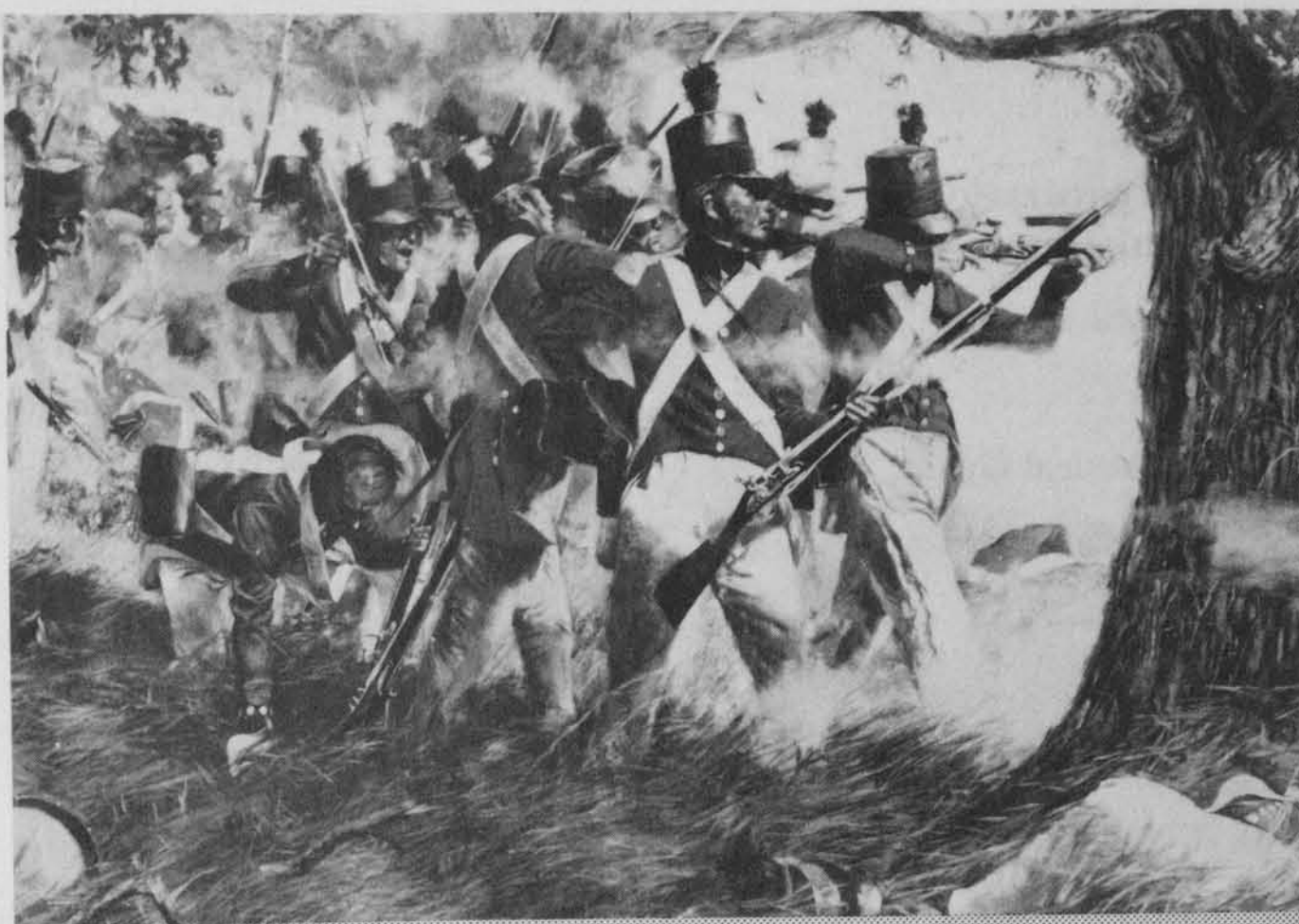
Appendices	69
A. Chiefs of the National Guard Bureau.....	69
B. State Adjutants General.....	69
C. United States Property and Fiscal Officers.....	70
D. Military Personnel on Duty in the National Guard Bureau.....	70
E. Army National Guard Officers on Tour.....	73
F. Air National Guard Officers on Tour.....	77
G. Trophies and Awards.....	78
H. ARNG Tables.....	82
I. ANG Tables.....	88
J. NGB Joint Office Tables.....	96

The National Guard

The National Guard traces its history to the organization of the North, South and East Regiments organized in the Massachusetts Bay Colony on December 13, 1636. It has fought in every American war from the Pequot War of 1637 to the Vietnam War. The National Guard forms part of the first-line defense of the United States: both Army and Air National Guard units are assigned to the Rapid Deployment Joint Task Force, Air National Guard fighter-

interceptor units provide 24-hour air defense, while Army National Guard units roundout active Army divisions. Army and Air National Guard units support the active forces on a worldwide basis, as a result, training is also conducted in Europe, Greenland, Central America and the Mid-East. In its state role, the National Guard responded 390 times this year in the preservation and protection of life and the maintenance of order.

The Fifth Maryland during the "Battle of North Point" in Sept. 1814, a new National Guard Heritage painting. This unit is now the 175th Infantry.



This new National Guard Heritage painting "Scramble at Phan Rang" depicts the 120th Tactical Fighter Squadron, Colorado ANG during its tour in South Vietnam in 1968.



Army National Guard

Personnel

409,238 Personnel
34,271 Support Personnel

Organization
3,482 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

2,806 Armories
2,104 Non-armory Facilities and Camps

Air National Guard

Personnel

100,657 Personnel
25,168 Support Personnel

Organization

1,054 Units
24 Wings
67 Groups
91 Squadrons
650 Support Units
106 Communications-Electronics Units
116 Miscellaneous Units

Facilities

86 Flying Bases
110 Non-flying Installations

National Guard Bureau Personnel Strength

	Authorized	Assigned
<i>Military</i>		
ARNG	40	39
Active Army	65	63
ANG	37	33
Active Air Force	54	50
Total	196	185
<i>Civilian</i>		
Army	148	139
Air Force	116	107
Total	264	246

The National Guard in American Wars

War or Conflict	Guardsmen/Militia on Active Duty
Revolutionary War.....	164,087
War of 1812.....	489,173
Mexican War.....	73,260
Civil War.....	1,933,779*
Indian Wars.....	65,397
Spanish-American War.....	164,932
Philippine Insurrection.....	13,154
Mexican Border Campaign.....	158,664
World War I.....	379,071
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

	ARNG Actual	ANG Actual
Operations and Maintenance	\$1,109.7	\$1,668.8
Personnel	1,512.9	478.1
Military Construction	67.6	60.4
Total	\$2,690.2	\$2,207.3

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 began in the early seventeenth century with the organization of militia units in the various colonies. At the end of the Revolutionary War, it was recognized that the militia had played an important role in winning the nation's independence. Because of the war, the militia had acquired a dual mission—the defense of the nation and the defense of the respective state. The authors of the Constitution recognized the importance of this concept by empowering Congress to “provide for organizing, arming and disciplining the militia.” However, the appointment of officers and training of the militia, according to the discipline prescribed by Congress, was reserved to the states. 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. In

accordance with the traditional military policy of the United States, the National Guard continues its historic mission as an integral part of the first line of defense of the United States.

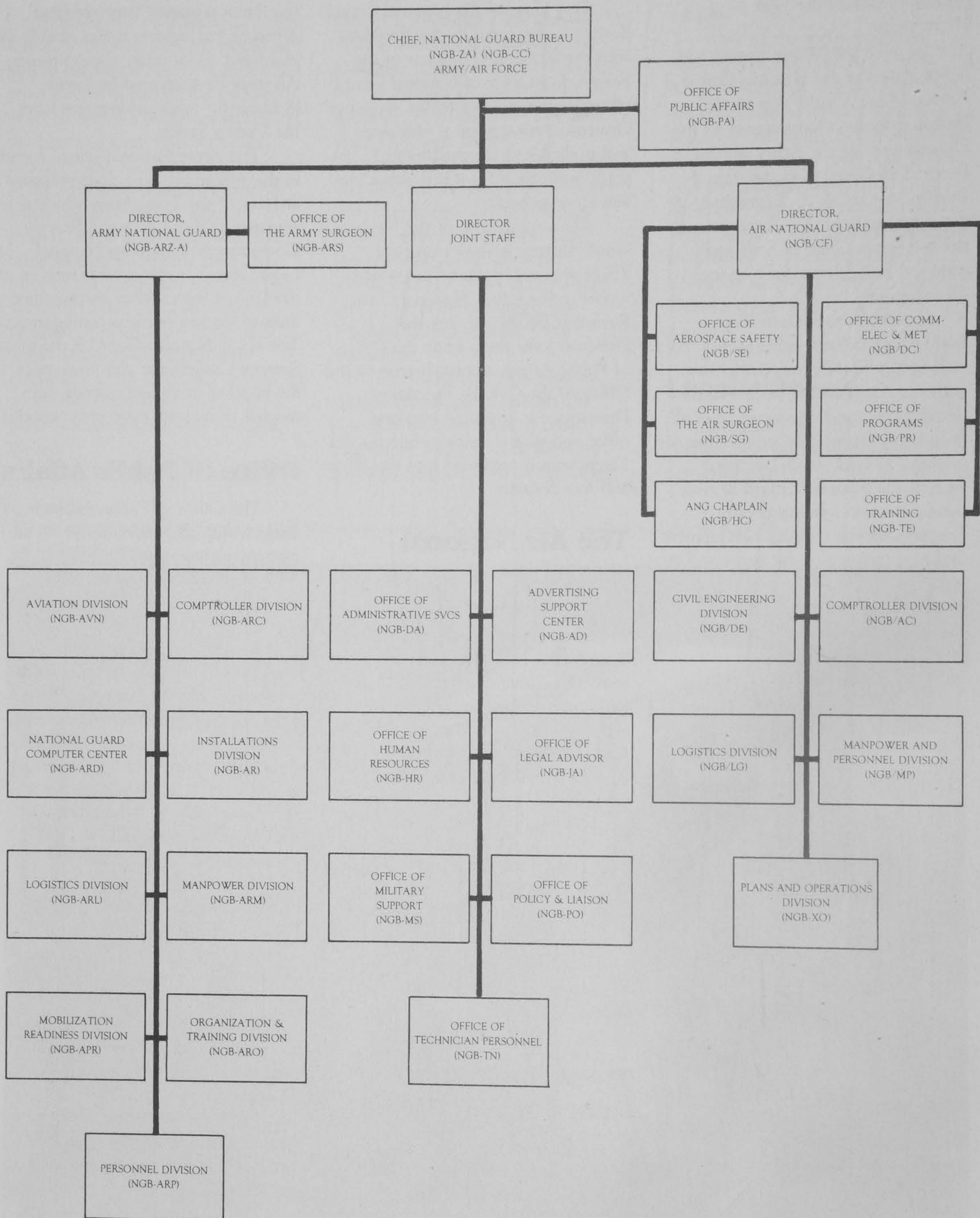
While its Federal reserve potential has been strengthened, the National Guard of each state remains, constitutionally, a state-administered military force. The dual state-Federal missions are set forth in National Guard Regulation 350-1 and Air National Guard Regulation 20-1. The state mission is to provide units organized, trained and equipped to function effectively in the protection of life and property and the preservation of peace, order and public safety under orders of state or Federal authorities.

National Guard Bureau

The National Guard Bureau was created in 1908 as the Division of Militia Affairs in the Office of the Secretary of War. In 1910 the Division was placed under the Chief of Staff. Under the National Defense Act of 1916, the Division was redesignated as the Militia Bureau and became one

LTG La Vern E. Weber presents MG Emmett H. Walker, Jr. with the flag of the Chief, National Guard Bureau. Gen. Walker was appointed the 21st Chief of the National Guard Bureau on 21 August 1982.





of the bureaus of the War Department.

In 1933 the Militia Bureau was redesignated as the National Guard Bureau. After World War II, the Bureau became a joint agency 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 Chief of Staff and is the principal staff adviser for National Guard affairs.

The National Guard Bureau is both a staff and operating agency. As a staff agency, the Bureau participates with the Army and Air Staffs in the development and coordination of all programs pertaining to or affecting the National Guard. As an operating agency, the National Guard Bureau formulates and administers the programs for the training, development and maintenance of the Army and Air National Guard and acts as the channel of communications between the states and the Departments of the Army and the Air Force.

A Kansas ANG security policeman guards a NASA U-2.



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 organization of the National Guard Bureau is shown on page 6. There are seven joint offices which report to the Chief, National Guard Bureau (CNGB) through the Director, Joint Staff, while the Office of Public Affairs reports directly to the Office of the CNGB. The Army Directorate is organized into one office and nine divisions while the Air Directorate is organized into six offices and five divisions.

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, the Air National Guard supports Air Force missions in a non-mobilized status in Europe, the Middle East, Central America and Greenland. The Air National Guard, on a 24-hour basis, is responsible for providing air defense for most of the United States. The gaining commands to which Air National Guard units are assigned are the Strategic Air Command, Tactical Air Command, Military Airlift Command, Air Force Communications Command, and the Pacific Air Force.

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.

Office of Public Affairs

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

At the beginning of the fiscal year, the Office of Public Affairs was reorganized into five sections: Policy, Plans and Special Projects, Community Relations, Public Information, Command Information and Documentation and History. It also is responsible for increasing public understanding and support of the roles, missions and capabilities of the Army and Air National Guard.

The Policy, Plans and Special Projects section is responsible for National Guard Bureau policy review of Defense, Army and Air Force regulations, programs and plans.

The National Guard continued to receive significant coverage of its activities by various elements of the news media. As a result, the Public Information section responded to numerous media queries from local, regional, national and international reporters.

The Community Relations section

is responsible for coordinating flyovers and static displays for civic events as well as for military open houses and other events as part of the ongoing effort to increase public awareness of the National Guard. Community Relations also coordinated ceremonies at the Arlington National Cemetery where the governor or adjutant general of ten states presented their respective state's highest award for valor to the Unknown Soldiers. The National Guard also continued its program of orientation flights and public affairs airlifts which were performed at no additional cost to the government while increasing the public's knowledge of the National Guard.

The Documentation and History

section is responsible for matters dealing with history, heraldry and museums. This section is responsible for the *Annual Review of the Chief, National Guard Bureau*, "The National Guard Heritage Series," "The Presidential Series," and *The History, Heraldry and Museum News Bulletin*. The Documentation and History section maintains historical files, answers official and unofficial correspondence concerning history and is the point of contact for National Guard historians and museums.

The Command Information section continued to publish *On Guard*, a monthly bulletin board newspaper, and *Eye-O to Eye-O*, a monthly newsletter for public affairs

officers.

One of the most important projects that the Office of Public Affairs undertook this past year was the coordination of ceremonies honoring the 369th, 370th and 372d Infantry Regiments of World War I. held in Chicago, New York, Baltimore, Boston, Columbus and Washington. These ceremonies received wide coverage in newspapers and television and brought the National Guard a great deal of favorable publicity.

Legal Advisor

During FY 82, the Office of Legal Advisor reached its authorized personnel strength for the first time in

A recent museum exhibit depicting the pre-Civil War volunteer militia. The volunteer militia provided the cadre for most of the regiments of the Union and Confederate armies.



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

In the area of personnel and judge advocate support, three major programs were initiated. The Chief, NGB approved the Full-Time Judge Advocate Test Program which authorized full-time judge advocates at six state headquarters to deal with the ever increasing legal workload faced by the National Guard. Four new judge advocate detachments (three ARNG, one ANG) were established in the District of Columbia National Guard to perform training in the Office of Legal Advisor at the Pentagon. In addition, the National Guard Bureau Legal Information Line was established which provides taped messages containing the latest legal information and guidance to the states on a 24-hour, seven-day-a-week basis. The year was also marked by successful Procurement and Judge Advocate Conferences in November and June.

Administrative Law and Litigation: During FY 82, the Office of Legal Advisor 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. Considerable time was consumed by interpretations required by new legislation and clarifying existing legislation with respect to property accountability, reemployment rights, military personnel law with respect to the AGR program and support to civilian law enforcement officials. The annual Standards of Conduct compliance review was performed as well as the review of all National Guard Bureau regulations for

legal sufficiency.

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 60 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, age 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 brought suit in the United States Court of Claims on 16 September 1980 over their military separation by the Adjutant General (following an ANGR 36-06 selective retention 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 was solely based upon the political desires of the Governor and resulted in the unlawful loss of their civilian technician jobs.

On 28 May 1982, the Court of Claims dismissed the plaintiff's petition for failure to state a claim upon which relief can be granted. The Court based its holding primarily on the theory that the selective retention board process is purely a state matter. While the Court was correct in dismissing the case, NGB-JA believes the Court's rationale that the vitalization board process as purely a state matter is in error. NGB-JA has raised this matter to the Department of Justice and pointed out that the

Elements of the 1st Bn, 141st Field Artillery, Louisiana ARNG move into position for a road march.



selective retention process is carried out by state authorities acting on behalf of the Federal government to promote a Federal purpose.

In *Castle v. Weinberger et al.*, an enlisted member of the California Army National Guard brought suit on 1 December 1981 alleging that his proposed discharge from the California ARNG was improper, asserting primarily that the age and service limitations for National Guard enlistment of 32 U.S.C. 313(a) are unconstitutional. The case file shows plaintiff initially enlisted in the California ARNG on 13 April 1976 at 50 years of age and did not have any prior service in a regular component of the Army, Navy, Air Force, or Marine Corps. Since 32 U.S.C. 313(a) states that "to be eligible for original enlistment in the National Guard, a person must be at least 17 years of age and under 45, or under 64 years of age and a former member of the Regular Army, Regular Navy, Regular Air Force or Regular Marine Corps," the plaintiff was statutorily ineligible for original enlistment in the National

Guard and should never have been enlisted. However, the plaintiff did enlist and his erroneous enlistment went undiscovered until late October 1981 when an NGB official, during a routine review of a security classification, discovered the improper enlistment. When the erroneous enlistment was discovered by NGB, the California ARNG was notified and the plaintiff was processed for discharge. However, just prior to his discharge the plaintiff filed suit and obtained a temporary restraining order barring his separation.

The Government has filed a motion to dismiss, or in the alternative, for summary judgment. The motions were referred to a magistrate, and on 23 March 1982, the Magistrate found that the Court rightfully may agree with plaintiff's contention that the above cited provisions of 32 U.S.C. 313 may be unconstitutional. The Court has not yet ruled on the magistrate's report.

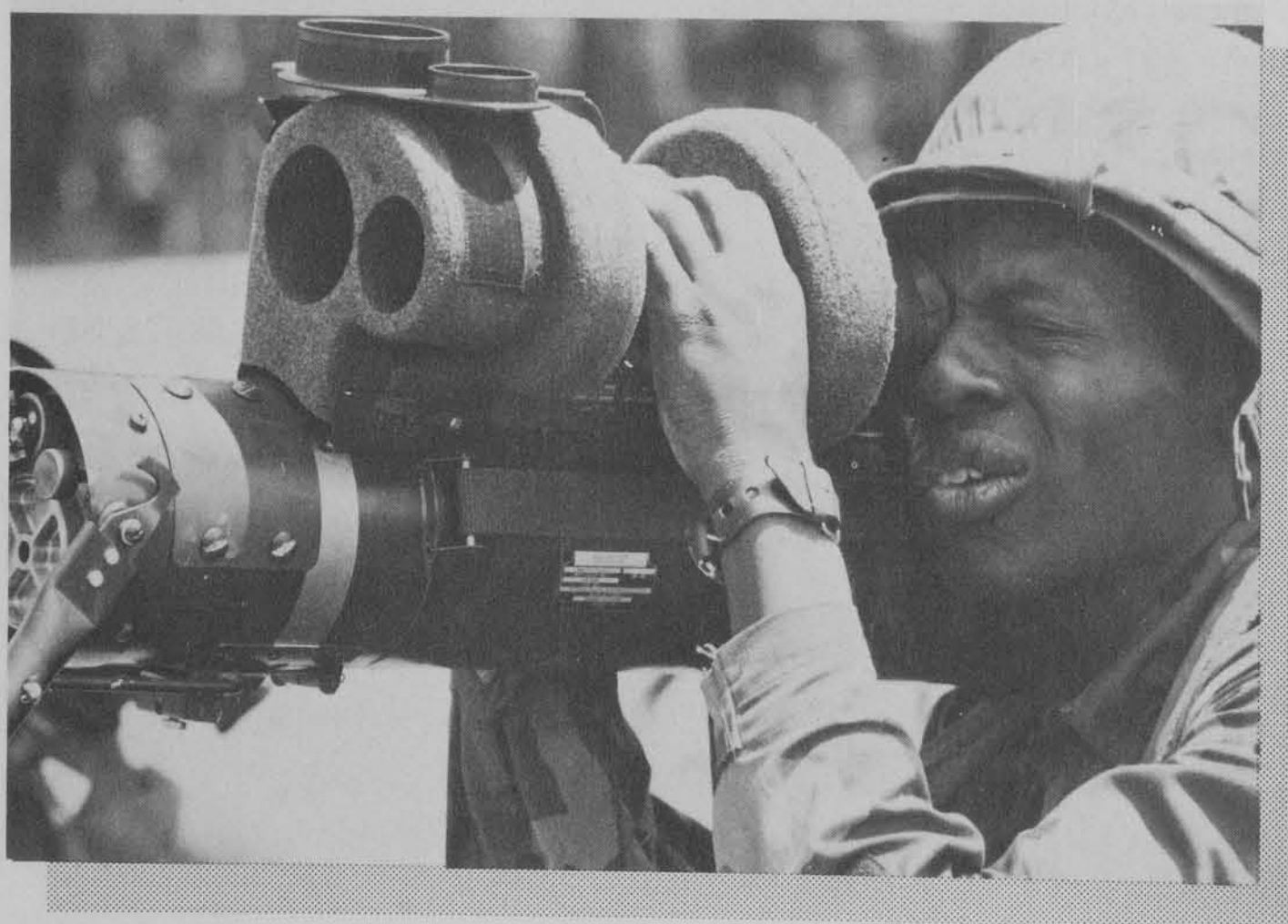
In *Halliday v. Walker et al.*, an ARNG officer, who was serving on a 179-day active duty support tour,

brought suit on 27 October 1981 seeking to bar his separation from active duty. Plaintiff claimed that he had been promised a two-year tour of active duty, but for budgetary and other accounting reasons, the 24-month tour was divided into consecutive 179-day tours. Plaintiff asserts that his active duty tour was improperly terminated at the conclusion of a 179-day tour based on an investigation of him under AR 15-6 which denied him his procedural rights and resulted in improper adverse action. Plaintiff successfully obtained a temporary restraining order and a temporary injunction barring his separation from active duty status, but on 29 December 1981 the 9th Circuit Court of Appeals vacated their temporary injunction, clearing the path for plaintiff's removal from active duty, which was accomplished on 9 January 1982. Subsequently, the plaintiff's complaint was dismissed without prejudice on 25 June 1982 pursuant to a stipulation between the parties whereby certain documents were removed from the plaintiff's personnel file.

In *Kawak v. Weinberger, et al.*, plaintiff brought suit on 1 September 1981 alleging that he was improperly discharged from the Air National Guard and then separated from his technician position because of his religious belief which prohibited him from participating in unit training assemblies on the Sabbath.

On 7 May 1982, the District Court granted the remaining defendant's motion for summary judgment and vacated the preliminary injunction that it had rendered earlier. The Court held that the New Mexico ANG had met its burden of demonstrating that its requirement that members attend a monthly drill on Saturday and Sunday is the least restrictive alternative to meet a compelling state need. The Court held

A Dragon gunner from the 28th Infantry Division, Penn. ARNG takes aim.



further that the New Mexico ANG had made every effort, within the confines of its needs, to accommodate the religious beliefs of its member.

In *New York v. Weinberger, et al.*, filed in July 1982, the State of New York alleges that the Air Force and Air National Guard caused chemical contamination of groundwaters under Suffolk County Airport, formerly an Air Force base, and surrounding Long Island in violation of the Rivers and Harbors Act of 1899, Federal Clean Water Act and New York law. A prior \$45 million claim by New York for clean-up costs was denied by the Air Force in July 1981. New York is asking the Court to require the defendants to remove contaminants, provide safe drinking water to persons affected, pay the costs of removal, and to pay fines for each day of the alleged violation of Federal and state law. The defendants have not yet filed a responsive pleading.

In *Niles v. California et al.*, filed in June 1982, the plaintiff alleges that the actions of the Flight Facility Commander, Los Alamitos Army Aviation Support Facility, California, in referring allegations of misuse of an aircraft by plaintiff to plaintiff's commander for appropriate action constituted libel, intentional infliction of emotional distress and negligence. Plaintiff requested general and special damages according to proof and punitive damages of \$250,000. On 11 August 1982, the case was removed from state to Federal Court. On 16 August 1982, the Assistant United States Attorney filed a motion to dismiss on behalf of the defendants. A hearing is scheduled for 12 October 1982 on the motion to dismiss.

In *Warren v. Franklin, et al.*, a member of the District of Columbia ARNG brought suit on 30 August 1982 alleging that his constitutional rights had been violated by a selective retention board which did not recommend him for retention in the

ARNG. Plaintiff sought an injunction restraining his discharge from the National Guard and from termination of his Federal technician position, plus \$250,000 in damages. On 31 August 1982, the District Court dismissed the case. It held it did not have jurisdiction since the plaintiff had not exhausted his administrative remedies to include the Army Board for the Correction of Military Records.

Contract and Fiscal Law: FY 1982 was a year of increased guidance to the field and changing contract formats. The funding agreements used to transfer monies to the States were reworked as well as the Federal construction and architect-engineer formats to insure compliance with Congressional mandates and the Defense Acquisition Regulations. In addition, the NGB Contracting Instruction, a comprehensive guide to the processing of Federal contracts, was published to assist the states in the processing of Federal contracts. Currently a new state construction contract format is being prepared to facilitate the review of state armory construction projects. As a head of contracting activity for the Army, in accordance with the Defense Acquisition Regulations and the Army Defense Acquisition Regulation Supplement, the National Guard Bureau continued to implement social policy relating to small businesses, disadvantaged business concerns and current labor laws.

Labor Law: FY 1982 is highlighted by the employment of an attorney to work exclusively in Labor Law. This has resulted in increased involvement in contract negotiations between the states and technician unions, and the preparation of NGB cases currently in the Federal Court system.

In 1982 several significant labor cases involving the National Guard units were considered by the Circuit Courts. In *New Jersey Air National*

Guard v. F.L.R.A., 677 F2d 276 (3d Cir. 1982), union petition for cert. pending, *American Federation of Government Employees v. New Jersey Air National Guard*, No. 82-224 and *Department of Military Affairs, Commonwealth of Pennsylvania, v. F.L.R.A.*, case No. 82-3052 (3d Cir., August 4, 1982), the Third Circuit upheld the Adjutant General's authority to make the final decision on adverse actions under 32 U.S.C. 709(e) by ruling that adverse actions in the National Guard are not subject to the collective bargaining requirements of the Federal Labor-Management Act, 5 U.S.C. 7121. The New York National Guard was the first agency to win a decision in the Circuit Courts on the travel and per diem issue, *Division of Military and Naval Affairs, State of New York v. F.L.R.A.*, 683 F.2d 45 (2d Cir. 1982). The Second Circuit agreed with the New York National Guard that there was no specific statutory authority mandating the payment of travel and per diem to union negotiations. Finally, the negotiability of the uniform regulation after years of administrative review is now being considered by four Circuit Courts, and the following cases are expected to be decided in late 1982 or early 1983: *Puerto Rico Air National Guard v. F.L.R.A.*, case No. 82-1537 (1st Cir.); *State of New York, Division of Military and Naval Affairs v. F.L.R.A.*, case Nos. 82-4072 and 82-4090 (2d Cir.); *Nevada National Guard and California National Guard v. F.L.R.A.*, case Nos. 82-7034 and 82-7122; 82-7187 and 82-7278 (9th Cir.); *Military Department, State of Oregon v. F.L.R.A.*, case No. 82-7382 (9th Cir.); and *Florida Department of Military Affairs v. F.L.R.A.*, Case No. 82-5901 (11th Cir.).

Legislation: The most significant piece of legislation was the passage of Public Law 97-124, which extended the Federal Tort Claims Act coverage to acts or omissions of

members of the National Guard when performing duty under section 316, 502, 503, 504 or 505 of title 32 United States Code. The enactment of the amendments represented the achievement of one of the National Guard Bureau's most important legislative goals in recent years.

Human Resources

Overview

The Office of Human Resources is one of seven joint offices responsible to the Director of the National Guard Bureau Joint Staff. As such, NGB-HR participates with the DOD, Army and Air Force staffs and Army and Air Joint Directorates in the formulation, development, and coordination of all programs, policies, principles, concepts, and plans pertaining to or affecting the National



Guard, the Army National Guard of the United States, and the Air National Guard of the United States. It develops and administers such detailed policy and operating programs as are required to execute the ARNG and the ANG Human Resource (HR) program based on approved programs, policies and guidance from the Departments of the Army, Air Force, Defense, Justice, the Equal Employment Opportunity Commission and the courts. The office participates with and assists the states in the organization,

TSgt David Adams and Capt. Michael Swope, 156th Tactical Airlift Sqdn, North Carolina ANG take part in the Volant Rodeo Exercise.

Elements of the 1st Bn, 295th Infantry, Puerto Rico ARNG make an assault landing as part of "Ocean Venture 82."



maintenance, and operation of local National Guard Equal Opportunity, EEO, and Community Relations Programs.

The HR staff advises the CNGB and Directors of the ARNG, ANG, and Joint Staff and provides policy and program direction to human resources programs, management, and development for ARNG and ANG military and technician personnel. NGB-HR administers plans, programs, and policies regarding race relations, equal opportunity (EO),

social actions equal employment opportunity (EEO), affirmative action, organizational effectiveness (OE), quality of life (QOL), and alcohol and drug abuse prevention and control programs in the National Guard. NGB-HR also advises and provides human resources policy and planning for Federally assisted programs in the National Guard.

Civil Rights in the National Guard are protected under two titles of the Civil Rights Act of 1964. Military membership in the Army and

Air National Guard of the States is protected under Title VI of the Civil Rights Act of 1964 (Nondiscrimination in Federally Assisted Programs) since in peacetime the National Guard is under state control. Full-time National Guard technicians are protected by Title VII of the Civil Rights Act of 1964, as amended (EEO Program for Federal Employees). In addition, the National Guard, by virtue of being a reserve force of the active Army and Air Force, is also required to implement the military EO/Social Action programs of the Army and Air Force respectively, under DOD policies and regulations.

Equal Opportunity

Affirmative Action

Overall minority strength in the ARNG and ANG continued to increase numerically during FY 82. ARNG minority strength continued to reflect population parity with 105,608 minority personnel or 25.8 percent of the force. ARNG minority officers increased to 9.1 percent of the officer corps. ANG minority strength has not yet reached population parity, with a year-end total of 14,311 minority personnel or 14.4 percent of the force. ANG minority officers reached 6.8 percent of the officer corps. During FY 82, the percentage of ARNG military women increased by .3 percent to 5.5 percent of the ARNG. The percentage of women in the ANG increased by .4 percent to a year-end total of 9.5 percent of the



An ARNG female soldier taking part in a field training exercise.

Two members of the 169th Support Bn, Kansas ARNG service a generator during annual training at Cp. Ripley, Minn.

force. Detailed minority and female statistics are shown at Tables 1 and 2 Appendix J.

The continued rise in the number of minority and female officers in the National Guard is attributable to national and local support of the Minority Officer Recruiting Efforts (MORE). 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 specially toward minority and female officers.

During FY 82, the number of ARNG minority officers increased to 9.1 percent while in the ANG minority officers increased to almost .7 percent. This trend did not go unnoticed. In answer to the administration's concern over the continued positive progress of minority officer representation in the National Guard, the President sent letters to each of the Governors commending them for positive minority officer progress in the National Guard and encouraging them to seek out and develop minority officers for top leadership roles in the National Guard.

During FY 82, ARNG minority technician representation increased by 201 positions with a year-end total of 1,913, or 6.3 percent of the work force. Women constitute 6.6 percent of ARNG minority technicians. ANG minority technicians decreased slightly with a year-end total of 1,386, or 6.6 percent of the work force. Women constitute 9.5 percent of the ANG



A C-130 of the 130th Tactical Airlift Group, West Virginia ANG flies over the Pyramids in Egypt during "Brightstar."

technician strength. Detailed statistics are at Tables 3 & 4, Appendix J.

The increased number of Active Guard Reserve (AGR) full time tour positions in the states has resulted in a decrease in the number of overall technician positions. However, despite the reduction in total technical positions, the actual numbers and percentages, minorities have increased as indicated above. The advent of the AGR program has also increased the full-time employment opportunities offered to minorities and women in the National Guard.

Training and Assistance

In order to provide maximum effective opportunities to train EO officers and specialists in the National Guard, a course developed by the Defense Equal Opportunity Management Institute continued during FY 82. The course, entitled, the EOMI Resident/Nonresident Course, initially developed for Army National Guard and Army Reserve students in 1979, consists of a year-long, five-phased

program of resident and nonresident instruction. One hundred twenty ARNG students were graduated in July and September 1982, while 116 new ARNG students and 20 ANG students enrolled in the 1981-82 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 EO expertise to the state Adjutants General. NGB supported the course development and instruction during FY 82 by providing nine ARNG officers and a three ANG officers to serve as facilitators during the resident phase of the instruction.

Training is afforded to EEO staff and management officials on a continuing basis. NGB conducts an annual workshop for all EEO staff officials during the annual Army Management Conferences. In addition, the Office of Human Resources plans to participate in the Annual Support Personnel Management Officers (SPMO) conferences. These conferences are designed to provide EO and personnel officials with recent policy and procedure changes, and to get feedback from these officials on Bureau policy, guidance, and assistance. Also sexual harassment has been included in our training program and to date has been provided to 96 managers and supervisors.

It should also be noted that Office of Human Resources personnel conduct assistance visits to the various states where a need for such a visit has been indicated. Many of these assistance visits are conducted in conjunction with EEO investigations on discrimination complaints filed in that particular state, or in a bordering state. This practice has resulted in a savings in travel funds.

During FY 82, there were a total of 84 active complaints pending in the Office of Human Resources. Of this number, 59 were Title VII claims and 29 were filed under Title VI. Fifty-five of these complaints cited

race as being the discriminatory factor. These same records reflect that complaints alleging sex and age numbered 15 and three, respectively.

Also during FY 82, NGB changed its method of review and

evaluation of complaint of discrimination filed under Titles VI and VII of the Civil Rights Act of 1964 (as amended). Specifically, all claims of prohibited discrimination are reviewed under a particular Cause of Action (i.e., McDonnell Douglas vs. Green, Similarly Situated But Treated Differently, disparate, and impact, etc). As a result of this system of review, a higher degree of consistency and conformity exists in the NGB decision making process for complaints of discrimination.

In addition to the above, a new standardized report of investigation format was adopted for both Titles VI and VII cases. The objective of this change was to insure coverage of all factors considered germane to a particular case and to allow for a more definitive analysis of accepted cases. An extension of this effort included standardization of usual and customarily associated correspondence to be transmitted to State Adjutants General offices and regulatory agencies.

Due to a lack of available man-years during FY 82, Title VI enforcement activity focused on complaint investigation and processing at the expense of compliance review activity. This will be corrected with the addition of the new NGB-HR Staff positions in FY 83. Consistent with this increased capability, the Office of Human Resources will initiate a system of structured desk audits of each state in FY 83 (total of 54 desk audits). In addition, 15 on site compliance reviews are planned for FY 83. This will make a total of 69 planned reviews.

A new NGR-600-23/ANGR 30-12 was drafted by NGB-HR for staffing. This new regulation will implement Title VI requirements of DOD Directive 5500.11 in the National Guard. All future compliance reviews will be conducted consistent with the new NGR 600-23/ANGR 30-12.

TSgt Joel Bennette, 169th Tactical Air Support Sqdn, Illinois ANG, calls in an air strike during ORI exercises at Volk Field, Wisconsin.



The National Guard Bureau has continued a major public relations effort designed to improve the image of the National Guard in the minority community, which will help facilitate minority officer recruiting. The National Guard had general officer participation at most of the national minority organization in FY 82. In addition, NGB participated in the planning, development, and conduct of the successful Black Flag Officers Banquet at the D.C. National Guard Armory during Black History month in February 1982.

In an effort to address an issue of growing concern, NGB has initiated an effective Sex Harassment Prevention Program. Based on a firm CNGB policy statement published in FY 81, a special training program was developed and initiated during FY 82. Each state is sending two representatives to be trained at the National Guard Professional Education Center.

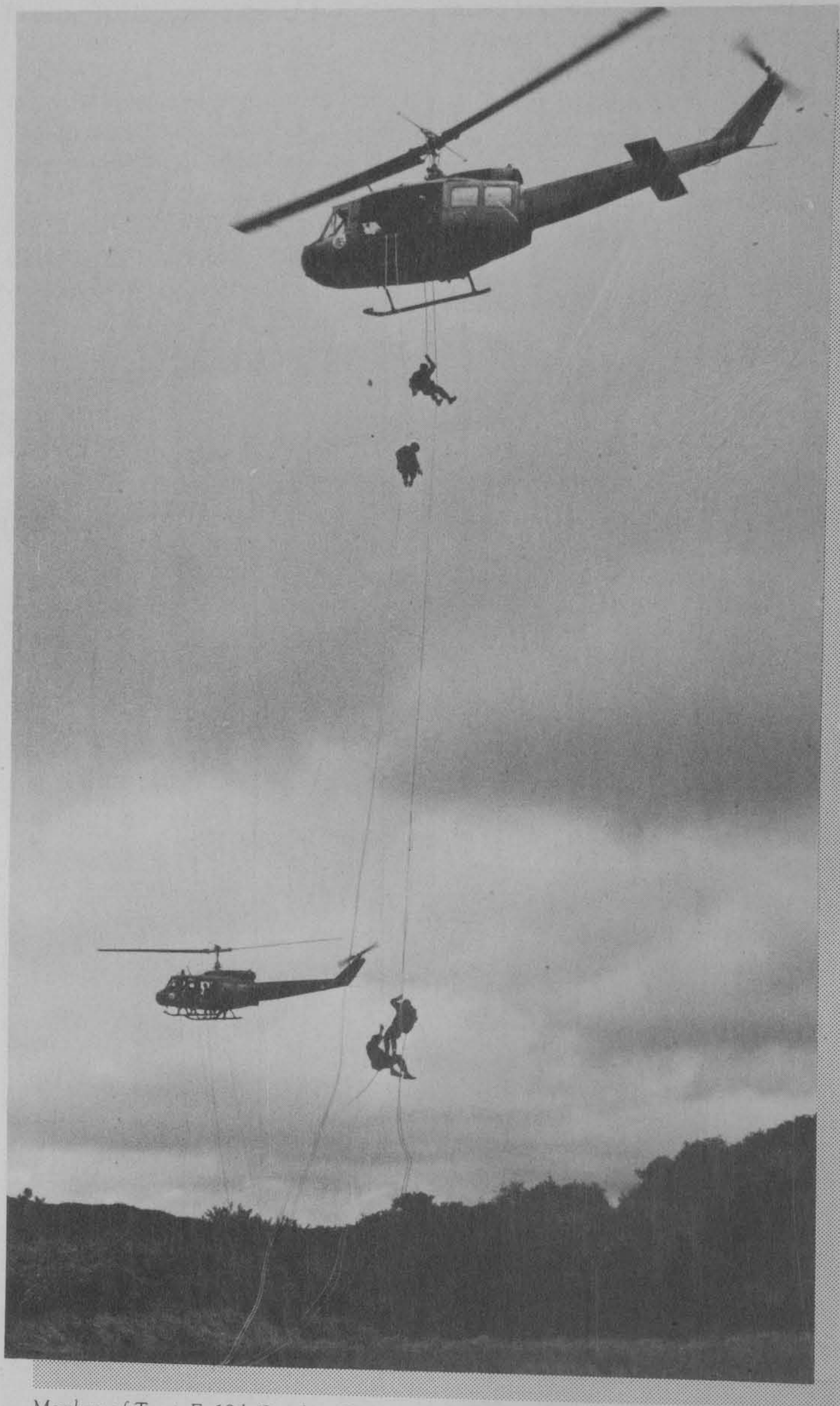
These representatives are returning to conduct sex harassment prevention training programs initially for managers and supervisors, then employees of the National Guard in their respective states during FY 83. In addition, State Adjutants General have received a special briefing on their role in the prevention of sexual harassment.

Quality of Life Programs

NGB has worked closely with Department of Army to develop and carry out initiatives to help improve the quality of life for National Guard members. The Army Quality of Life Program was established in 1979 to improve soldier involvement with the Army and enhance individual commitment and retention. Specific initiatives for the Guard and Reserve were developed under the auspices of the Army Reserve Components Coordination Council (RCCC). Highlights of these initiatives have

included: family support programs, increased SGLI benefits, low interest home loans, and extending commissary benefits to Guard/Reserve members

on fragmented/year round Annual Training. During FY 82, as a result of Quality of Life Program efforts, a policy was approved by Congress and



Members of Troop E, 19th Cavalry, Hawaii ARNG practice air assault techniques.



An F-106 of the 102nd Fighter Interceptor Wing, Massachusetts ANG.

the Office of the Secretary of Defense to allow commissary privileges for Guard and Reserve members who perform Annual Training in increments of less than 72 hours. This was previously precluded by DOD Directive. Also during this fiscal year a decision was made to involve National Guard spouses in the annual Army Family Symposium. A delegation of six spouses was selected to represent the National Guard at the next symposium. Efforts are planned, through this involvement, to develop specific Quality of Life initiatives to improve family support and commitment in the National Guard.

During FY 82, NGB continued to build the foundation of a military Alcohol and Drug Abuse Prevention and Control Program in the Army National Guard. The basic program was incorporated into the new AR 600-85 published in early FY 82. A

draft NGR 600-85 and a CNGB policy statement were developed for future publication in FY 83. In the Air National Guard, Drug and Alcohol Prevention Program has been a long established part of the Social Actions Program and is implemented throughout the states under ANGR 30-2.

Organizational Effectiveness

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 the OE in the National Guard was enhanced by the attendance of several senior National Guard officers at the US Army Organizational Effectiveness Center and School training course.

Management Initiatives

During FY 81 a Joint Manpower Management Survey was conducted of the NGB Office of Human Resources to review functional workload requirements and available manpower to meet those requirements. As a result of the survey, an authorization was approved to increase personnel in the Office of Human Resources. Additionally, a Field Operating Activity was authorized that separated the policy functions from the operating and support functions. The Army National Guard authorized six additional positions during FY 82. The Air National Guard authorized a

total of seven additional positions beginning FY 83. The additional manpower will significantly increase NGB's ability to enforce Title VI and Title VII Civil Rights programs and to perform other EO program activities.

Military Support

Fiscal Year 1982 was another active year as the National Guard continued to respond to emergencies throughout the states and territories and assist in the preservation and protection of life and property and the maintenance of order. This year 10,164 National Guard personnel responded to 390 call ups in 52 states and territories. An analysis of the missions reveals changing weather patterns in 1981 and 1982 which affected some states more than usual, and further reveals a trend to use fewer personnel by the states, an obvious indication of tighter state budgets. Overall, the involvement of the National Guard in different types of missions reflects better training and public acceptance as a professional emergency force to protect the well-being of our fellow citizens. (See Appendix J for detailed missions.)

Civil Disturbance Control

Six civil disturbance call ups in six states occurred in FY 82 involving 492 personnel. These operations involved anti-nuclear demonstrations against power plants and laboratories, as well as prison disorders and employee strikes. Plans and preparations were also made for a possible large anti-nuclear demonstration against a nuclear submarine base. A series of three counter-terrorism orientation programs were prepared and presented at the National Guard Professional Education Center to senior National Guard personnel from the 54 states and territories.

Natural Disasters and Other Emergencies

Natural disasters and other unpredictable emergencies continue to dominate the scene in National Guard operations. Natural disasters accounted for 100 call ups; two wind storms, nine forest fires, 11 tornados, 33 snow/ice storms, and 45 floods. The remaining 284 operations involved 66 search and rescues, 75 medical evacuations, four chemical spills, 108 support missions involving sundry emergencies, 23 water hauls to areas experiencing drought or contamination, two power outages requiring emergency

electrical power, two large structural fires involving a cathedral and a National Guard armory, one train derailment and three EOD missions. These call ups involved 52 states and totaled 8,453 personnel and reflect both the nationwide aspects of National Guard activity as well as unpredictability of the missions.

Administrative Services

Regulations

In FY 82 the National Guard Bureau wrote and distributed a total

Members of the 113th Infantry, New Jersey ARNG unload cases of drinking water for distribution to residents of Jersey City who were without water for several days.



of 85 standard publications and 34 changes to publications; seven were joint directives governing both the ARNG and ANG; 33 were for the ARNG only; 40 were for the ANG only; and five were technician personnel publications.

Publications Management

The ARNG FY 82 Program for Department of the Army and Department of Defense Publications and Blank Forms was \$3,700,000, which was totally obligated. The \$500,000 increase over last fiscal year was primarily due to increased printing costs.

Administrative Systems

During FY 82 the Army and Air National Guard Administrative Systems Program continued to grow at a fast rate. Thirty-five new systems were approved in FY 82. This figure more than doubled that for FY 81. It is anticipated that the program will continue to grow at an increasingly fast rate if funding is made available.

In an effort to insure optimum equipment usage, a study has been initiated to develop a long-range plan for the use of word processing equipment in the Army and Air National Guard. The study is addressing issues such as equipment compatibility, optimum system type and configuration, system implementation, and specific applications. It is expected that the study results, when applied, will further increase office productivity and improve information processing.

Technician Personnel

Training for the National Guard technicians during the past year was conducted at the National Guard Professional Education Center (PEC) at Camp Robinson, North Little Rock,

Arkansas. A new multi-purpose training building completed in October 1981, increased the available classrooms at PEC to seventeen.

In September 1982, a new student dormitory was completed enabling the total student capacity to increase to 400. Some of the courses to be conducted by the permanent staff in FY 83 are: Unit Administration, Training NCO, Military Personnel, Supply NCO, and Training Administration.

Other courses taught at PEC using National Guard instructors from various organizations are: Company-Size Unit Commander, Financial Manager, Safety, Ammunition Management, Labor Relations, Supervisory Development, Procurement and Contracting, and Medical Brigade Workshop.

Technician Personnel Regulation 300(351) which deals with reduction in force (RIF) procedures for technicians was published in May 1982. The revised regulation outlined the basic requirements and listed the sequence of events in a RIF. Changes also included new performance appraisal scores and a revision of the military appraisal.

The regulatory requirements of the National Guard Technician Incentive Awards Program, which deals with cash awards for suggestions, inventions and special achievements was revised to incorporate changes in Quality Salary Increases and Sustained Superior Performance criteria, new cash award amounts payable for suggestions and to provide instructions for Title 32 military members of the National Guard who are now eligible to participate in the suggestion program. During FY 82, over 350 suggestions were processed resulting in significant savings to the government.

Thirty-one personnel specialists were trained at PEC in April 1982 in the development of technician qualification standards by means of job analysis. It is expected that all General

Schedule and Wage Grade standards will be issued this year; therefore, continued emphasis will be placed on this training.

In March 1982, the Office of Technician Personnel, conducted a three-day training course on alcohol and drug abuse, at the Professional Education Center. This course provided the Technician Assistance Program Coordinators instructions on their responsibilities for administering the alcohol and drug abuse program at state level, and how to train managers and supervisors on the proper procedures for dealing with technicians having job performance problems, caused by alcohol and drug abuse.

Personnel Management Evaluation

Personnel management evaluations showed good progress toward meeting several key management objectives during FY 1982. First, the numbers of incompatible technicians were reduced again this year as in the previous year. This was accomplished as a direct result of continuing emphasis by the Adjutants General with the support of the National Guard Bureau. States showing improvement have implemented control systems, monitored case actions and refined and delegated responsibilities.

Second, personnel offices are beginning to develop more local expertise in position classification through conducting more position reviews and providing more position management advisories. This change represents a desired personnel office transition in the classification area to a personnel management orientation where previously only administrative and clerical work was found.

Third, work progressed on resolution of the problem of how best to manage all full-time resources, military duty and technician. To aid Adjutants General to manage these

diverse resources, primary consideration is being given to placing responsibility in a single office at state level called the Support Personnel Management Office (SPMO).

Among the problems surfaced during reviews, violations of employment of relatives regulations and individual position classification errors constituted the majority. Action is being taken currently to clarify regulations covering employment of relatives, while position classification will continue to be emphasized in future reviews in order to reduce errors.

A very heavy schedule of 16 evaluations of state personnel management was conducted during FY 1982. That is a combined total of 43 states reviewed in the last three fiscal years. Fourteen evaluations are scheduled for FY 1983. If completed, every state except one will have been reviewed no longer ago than 1980, or within four years.

Technician Labor Relations

Unfair labor practice cases had the heaviest activity with 81 cases pending on 1 October 1981, 46 cases filed during the year, 66 cases closed which left 61 cases pending on 30 September 1982. Requests for negotiability determinations stood at 13 cases open on 1 October 1981; seven additional cases were filed; and with 11 cases closed, nine cases remained open on 30 September 1982. The year began with 14 open-arbitration cases, and 19 more were filed. As 13 were closed, the year ended with 20 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 Active Guard/Reserve (ARG) 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. The courts, to date, have ruled in our favor finding the 32 USC 709 precludes binding arbitration of adverse actions and RIF issues.

There is increasing activity in the area of whether or not flight training

instructors are members of the bargaining unit. A recent decision by the Federal Labor Relations Authority in one state found they indeed were in the bargaining unit. These positions are being closely studied to determine if certain flight training instructors are in fact supervisors or management officials and, if so, their position

Members of Company A, 2nd Bn, 116th Infantry, Virginia Army National Guard wait for helicopters to land during annual training at Ft. Bragg, NC.



descriptions would be rewritten to properly reflect their duties. The Air Force Reserve recently received a similar decision from the FLRA which they have discussed with us.

The National Guard Bureau continues to offer assistance and guidance to State Adjutants General and their negotiating 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 the contract is approved. In this particular area of labor relations, progress continues to be achieved as evidenced by more sophisticated contracts and fewer contract administration 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 Associa-

tion of Employees, have previously filed consolidation petitions. If the Federal Labor Relations Authority determines that consolidation units in the National Guard are appropriate, recognition 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. A decision on these cases can be expected in FY 83.

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 activities on classification

actions having widespread impact.

All Federal agencies were required to review their position classification program since the Office of Personnel Management (OPM) concluded that there was an overgrade factor of 13 percent in the Federal Government, costing taxpayers over a half-billion dollars per year. A complete review of the National Guard Program revealed that in November 1981 our program error rate was approximately 10.5 percent. Due to program vigilance during the fiscal year the overgrading rate has been reduced to approximately six percent. During the past three years 1,661 positions were upgraded and 3,500 positions were downgraded in order to properly classify National Guard positions in accordance with OPM standards. These changes represent 15 percent of our total strength. This agency has a viable position classification program and continues to strive for an error free program.

Major position reviews included ARNG Aviation Units, Surface

Louisiana Guardsmen sift through rubble after the crash of a commercial airliner.



Maintenance, Examiners, Safety, Bindery Machine Operators, Offset Press Operators, Flight Instructors, Budget Analyst and Contract and Procurement positions. In the Air National Guard, Civil Engineering, Logistic Management Specialist, Disaster Preparedness Specialist, Non-Destructive Inspector, Combat Communications, Tactical Control, Transportation, Photographer, Air Traffic Control, Navigator and Base Supply and Packer positions received extensive reviews in the ANG classification program. In essence, 88 percent of all merit pay technicians in the National Guard were rated above fully acceptable.

We cannot require a forced distribution of ratings to occur in the states and we will not attempt to do so. It is imperative, however, that management at all levels continue to place a considerable amount of emphasis on the accuracy of performance ratings and that by skewing all ratings to the outstanding category the truly outstanding performer will not be adequately rewarded for superior performance.

The Civil Service Reform Act of 1978 required all Federal agencies to develop and implement a Merit Pay Plan by 1 October 1981. This was accomplished in the National Guard Technician program in a timely manner and was made applicable to all managers and supervisors at the GS 13, 14 and 15 grade levels. The Merit Pay System is a pay for performance type system and as such, the performance appraisal serves as the basis on which to compute the amount of pay received at the time of the comparability increase which occurs in October each year.

In order to have a sound and meaningful merit pay system, continued emphasis has to be placed on the performance appraisal process. In this regard, the following data is furnished based on the FY 82 results. In many instances the system was compromised

in that the largest percentage of ratings rendered fall in the excellent and outstanding categories. This then prevents the truly outstanding performer from being adequately rewarded for superior performance. The distribution of ratings for the ARNG revealed that only six percent of the GM-13's were rated at the "fully acceptable" level, or 16 technicians out of 251 assigned. The ratings for ANG GM-13's reflected 15 percent at the "fully acceptable" level or 100 technicians out of 648 assigned. The other grade levels for GM-14 and GM-15 revealed about the same percentage in the fully acceptable level of performance. The overall distribution of ratings in both the ARNG and ANG in all grades was 12 percent in the fully acceptable category or 121 technicians out of 1,024 assigned.

Technician Data Management

Formal training was conducted for all states in the proper procedures for reporting in the Technician Personnel Management Information System (TPMIS), in accordance with the new procedures as established by the Office of Personnel Management, at the Professional Education Center in January 1982. Several staff assistance visits were conducted orientating newly assigned personnel on TPMIS and the proper utilization of FPM Supplement 296-33. In addition, approximately eight to ten newly assigned TPMIS clerks performed two-three 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 and the overall importance of an effective management information system. All the above factors contributed to the overall

success in maintaining an effective Technician Personnel Management Information System.

The Technician Personnel Management Information System was entirely revised during fiscal year 1982, as directed by the Office of Personnel Management, in accordance with FPM Supplement 296-33. All program changes were made accordingly and the implementation date of 1 January 1982 was met. During FY 1983, a field system will be implemented for each Support Personnel Management Office, giving them a more viable system with retrieval capabilities. To accomplish this task, plans are currently being developed to expand the current data base to accommodate more access to data elements thus alleviating manual suspenses. Visits will be conducted to several SPMOs for direct input and advisory service.

Prior to nationwide implementation, some states will be utilized as test states in order to offset any program problems that may be encountered prior to utilization. The TPMIS system will continue to expand and through the implementation of the aforementioned field system, the effectiveness of the overall command operation will be enhanced.

The TPMIS system is designed primarily to reduce and/or eliminate reporting requirements at state level. At the present time, all required reports are being produced at the National Guard Bureau level but future report requirements will eventually be produced at the state level. Until future requirements are achieved, all reports will continue to be generated at the National Guard Bureau level through the TPMIS system. During the transition, the ongoing changes to the command level computer programs effected by the National Guard Computer Center will further enhance the overall system which will be provided each SPMO for future operations.

Army National Guard

Higher levels of readiness, increased strength, new equipment and changes in the force structure were some of the important trends and highlights for the Army National Guard in Fiscal Year 1982. The increased readiness of the ARNG was highlighted by the addition of sixteen more units to the Rapid Deployment Joint Task Force (RDJTF). Mobilization Deployment Exercises and other similar exercises helped to increase the mobilization capabilities of the Army National Guard.

At the end of the fiscal year, ARNG strength was 409,238 officers and enlisted personnel. This is the highest ARNG strength since 1974 and reflects the volunteer spirit of today's National Guardsmen.

Programs such as the Key Personnel Upgrade Program, Affiliation Program and the Overseas Deployment Training Program, support the Total Army concept and increase the readiness of the Army National Guard. Elements of the 40th Infantry Division, California ARNG participated in the Joint Staff Exercise "Gallant Eagle 82." The 48th Infantry Brigade, Georgia ARNG and 30th Armored Brigade, Tennessee ARNG participated in "Bold Eagle 82." Participation in JCS exercises contribute to ARNG capabilities and give division and brigade staffs the opportunity to work with higher level Army echelons.

ARNG force structure remained stable. Several new companies were organized while other units increased



M102 howitzer of the 142d Field Artillery, Arkansas ARNG firing during Annual Training.

However, projected gains beyond that level required the implementation of enlistment controls and state strength ceilings to hold the Army National Guard to the adjusted end strength. To improve the quality of the force while holding the line on strength, the Director, Army National Guard initiated the following enlistment controls effective 10 May through 30 September 1982:

- a. NPS Enlistees
 - HSDG/GED or attending senior only.
 - Test Score Category I-III only.
- b. PS Enlistees
 - Grade E5 or below, or E6 and above only if a grade and MOS vacancy exist.
- c. Each state was assigned an end strength ceiling to preclude growth beyond the adjusted program level.

However, by August it was evident that these constraints were too severe and the end strength projections would not be met. Assigned strength ceilings were then withdrawn and new measures substituted which eased the restrictions on non prior service male enlistments. The new controls also represent an initiative to renew emphasis on an aggressive recruiting program

Minority Strength

The continued growth in aggregate strength was reflected in gains in minority strength. Although small, a positive percentage gain to total strength was realized during the fiscal year. Net gains were over 5,200. At the close of the fiscal year the overall minority strength of 105,608 consisted of 3,683 officer/warrant officers and 101,925 enlisted personnel, comprising 25.8 percent of assigned strength, see Table 2, Appendix H.

Net gains in Black strength were approximately 3,200 for this fiscal year. Black officer strength rose to 4.4

percent of total officers, a marked increase over the past years. As of 30 September, 1982 there were 1,774 Black officers and warrant officers and 66,417 enlisted personnel for a total of 68,191 or 16.7 percent of assigned strength. This percentage was stable throughout the fiscal year.

Female Strength

The number of female soldiers in the ARNG continued to increase throughout the fiscal year. There were a total of 2,808 officer and enlisted accessions for FY 82 as compared to 2,793 for FY 81. This steady growth in comparison to total assigned strength, reflected the largest increase in overall growth. End fiscal year female strength was 1,917 officers and warrant officers, and 20,514 enlisted personnel, a total of 22,431 or 5.5 percent of total assigned strength.

Inactive National Guard

The Inactive National Guard (ING) is authorized to retain soldiers

An infantryman from the Iowa ARNG takes a break during Annual Training.



who leave the Army National Guard prior to fulfillment of their contracted term of service. These individuals are attached to their parent unit for administrative and accounting purposes and remain available for deployment with their unit in the event of mobilization. The ING bonus authorized in FY 81 to those members of the selected reserve who reenlisted or extended for an additional three years in the ING was discontinued for FY 82. The strength of the ING as of end FY 82 was 9,332, consisting of 626 officers and warrant officers and 8,706 enlisted personnel.

Officer Personnel

The ARNG commissioned and warrant officer strengths again reached unprecedented high levels in FY 82. The assigned officer strength as of 30 September 1982 was 32,098 commissioned officers and 8,289 warrant officers. These strengths equate to 98.7 percent and 91.7 percent of authorized strengths respectively. Compared to FY 81 officer end strength, a net gain of 1,699 commissioned officers and 324 warrant officers was realized in FY 82.

The State Officer Candidate School Program continued as the largest single source of new lieutenants to the ARNG. During FY 82, 1,418 officer candidates graduated from 1981/82 State OCS class. A total of 233 new ARNG officers were commissioned from other OCS programs during FY 82.

Increased emphasis by the ARNG on Reserve Officer Training Corps (ROTC) again paid dividends in terms of officer procurement and quality. The Simultaneous Membership Program (SMP) was in the forefront with more than 3,500 ARNG members participating. A total of 1,101 new lieutenants were appointed in the ARNG from ROTC during FY 82. Most of these officers were

commissioned under the Early Commissioning Program (ECP).

Support for the ROTC Reserve Forces Duty Scholarship Program improved during the second year of the program's existence. This program provides a unique vehicle for attracting college students with outstanding potential as future officers to the ARNG. Under the program, 50 two-year ROTC scholarships were awarded to ARNG members in FY 82.

Due to the Expand the Base Program, The National Guard has an excellent relationship with the ROTC. During FY 82, 49 more ARNG officers were assigned as Assistant Professors of Military Science (APMS) at host ROTC detachments. Added to the 51 officers assigned in FY 81, 100 ARNG officers have now been assigned as APMS under this program,

with 64 additional ARNG officers projected for APMS assignments during the next two years. Feedback from the states, Professors of Military Science, and the ARNG officers selected as assistant professors, has been highly favorable in support of the program.

The Cadet Troop Leader's Training Program remained popular with the ARNG and ROTC cadets. A total of 206 ROTC cadets spent two weeks of training with ARNG units during their annual training.

Officer Evaluation Report (OER) Section

Purging of the automated OER system was completed and the system was completed and the system went into operation during the latter part of FY 82. The production of the annual

senior rater profile was deferred pending the accumulation of sufficient accurate data to provide viable reports. The first full reports were programmed for the second quarter of FY 83.

Commercially contracted support was provided for keypunching of data for the 50,000 OERs that were pending the system purge. To resolve the initial 12,000 computer edit generated rejections, additional personnel have temporarily augmented the OER section. More than 50 percent of the rejected OERs have been validated and entered into the system. It is anticipated that normal processing activities will be in full swing by the start of January 1983.

Microfiche

The commercial contract for converting Army National Guard

A TOW gunner from the 2d Bn, 128th Infantry, Wisconsin ARNG. The National Guard's force structure includes the only four TOW battalions in the U.S. Army.



officer and warrant officer Official Military Personnel Files (OMPF) to microfiche was finally awarded and commenced on 9 August 1982. This contract will expend \$1.4 million dollars excluding equipment and supplies. The initial training of the contractor's employees was conducted by ARNG Personnel Center personnel. The time required was greater than expected because of the contractor's lack of experience with Army National Guard unique documents. Barring unforeseen circumstances, it is anticipated that the contract will be completed within approximately 18 months.

Military Service Verification

During FY 82, approximately 3,242 letters certifying eligibility for retired pay at age 60 were issued. At the same time each individual was offered the opportunity to elect an option for participation in the Reserve Components Survivor Benefit Plan (RCSBP). A total of 1,879 requests for verification of service performed in the Army National Guard were handled. Additionally, computations of service were completed for both the non-regular and regular retirement programs.

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 a Line of Duty investigation. The delegation to State Adjutants General of authority to approve line of duty determination for the

Secretary of the Army for certain injuries sustained during Annual Training (AT), has materially speeded processing during the busy annual training session and has resulted in more rapid payment of benefits. The National Guard Bureau is actively considering further delegation for injuries incurred during Inactive Duty Training. However, because of the relatively short period of time elapsed during MUTA 4's and MUTA 5's many more gray areas are encountered in administering the program than occurs during AT. A concerted effort to diminish their effect is being conducted. Statistics are reflected in Table 6, Appendix H.

Personnel Actions

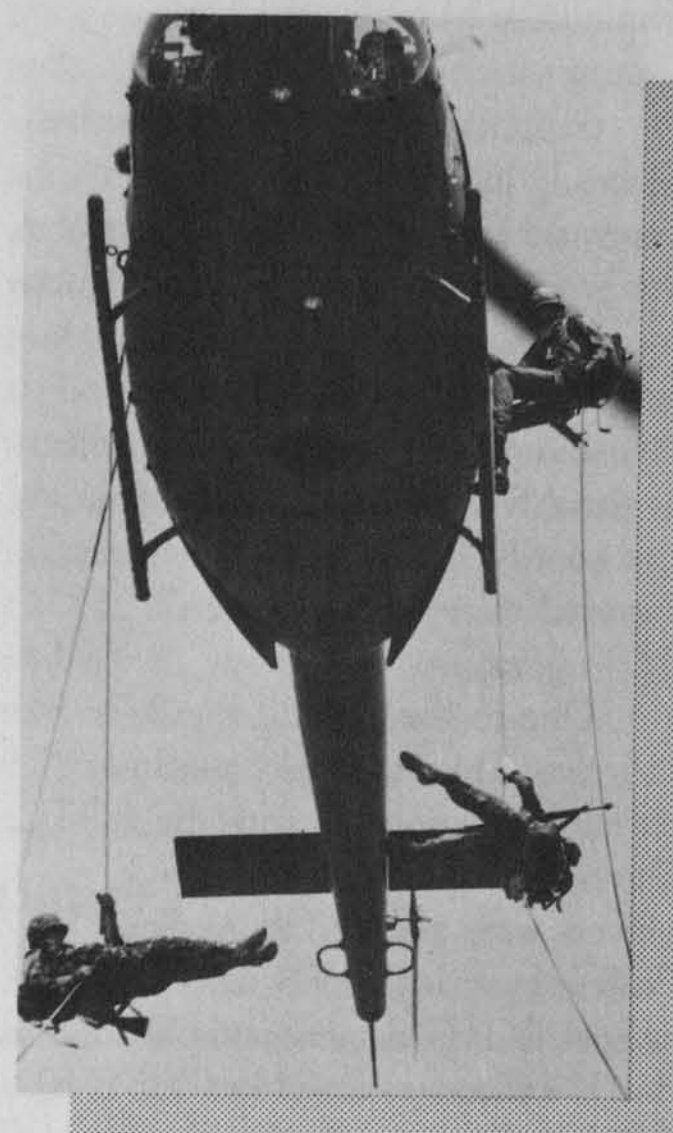
Federal recognition actions were at a lower level over the preceding FY. Appointments decreased from 6,146 to 5,573 promotion actions decreased from 5,891 to 5,464. Transfer and reassignments decreased from 39,471 to 33,029. Separations decreased from 5,061 to 4,118. 1,680 extracts of special orders were published affecting 17,857 officers for Federal recognition related actions.

Reserve Officer Personnel Act (ROPA) Promotions

Table 4, Appendix H, shows the results of selection boards convened during FY 82. This board considered officers for mandatory promotion under the provisions of the Reserve Officer Personnel Act.

Enlisted Personnel

Procurement: Enlistments for Fiscal Year 1982 totalled 95,618, 99.6 percent of the programmed objective. Throughout the fiscal year, both non-prior service and prior service enlistments continued to exceed the



Florida Guardsmen of the 2d Bn, 124th Infantry rappel from a helicopter.

objective, thus requiring the aforementioned enlistment constraints imposed by the Director, Army National Guard in May 1982. NPS enlistments were 51,649 or 94 percent of objective. Prior service enlistments were 43,969 or 107 percent of objective. Breakout of total gains in these two categories reflect 54 percent NPS and 46 percent Prior Service. The Selected Reserve Incentive Program (SRIP), tailored to attract quality members of both groups has been instrumental in the continuing success of the recruiting and retention program.

High quality enlistees continue to be a major goal of the ARNG. Accession quality has remained high. By mid-year FY 82, NPS accessions in Test Score Category (TSC) IV were only 14.8 percent of new enlistees, slightly higher than the ARNG objective of 12.0 percent. As of end FY 82, only 11.8 percent of NPS accessions were in TSC IV, a decline from 13.2 percent for FY 81. With

accessions surpassing the objective throughout the fiscal year, this lower rate is attributed to the restriction imposed in May to enlist members in TSC I-III only. The Total Army ceiling of 25 percent for TSC IV was in effect for this fiscal year. The ARNG continues to achieve its enlistments well within this limitation.

Effective during first quarter, FY 82, the minimum recruiting standards of 65 percent high school graduates was implemented as the Total Army Goal. By mid-year, ARNG High School Diploma Graduate (HSDG) and High School Senior content had exceeded the goal of 65.5 percent. Continued excellence in quality enlistment must be attributed to the outstanding efforts of the recruiting and retention force, and to the Selected Reserve Incentive Program. As of end fiscal year, High School Diploma Graduates comprised 70.3 percent of total NPS enlistments.

Incentives: The Selected Reserve

Incentive Program, Implemented in FY 79, provides enlistment, reenlistment, and educational assistance incentives to qualified personnel enlisting in critical skills or early deploying units. During FY 81, the incentive program was expanded to include the Affiliation Bonus for prior active duty personnel with a remaining military service obligation (MSO) and the Loan Repayment Program for certain Federal guaranteed or direct student loans. However, the loan repayment program was discontinued for FY 82. The effects of the incentive programs

are evidenced by the greater strength gains in those units and skills authorized the incentives. Continuation of the program is vital in the recruiting and retention efforts of the ARNG.

As of mid-year, FY 82, approximately 57 percent NPS enlistees, 3.3 percent PS enlistees and 24.5 reenlistees were participating in the program. For FY 82, 73 percent of all authorized positions were covered by the incentive program. The following chart illustrates the growth in participation in the incentive program:

	FY 81	Mid-Year	FY 82 End FY	Projected
Enlistment				
Bonus	18,389	14,449	15,415	25,172
Educational				
Assistance	3,120	2,197	2,922	4,394
Reenlistment	12,500	8,541	13,299	15,994
Affiliation	1,448	739	2,820	3,744
	35,457	25,926	34,456	49,304



Losses: Enlisted losses again were below programmed objective for the entire fiscal year. This trend has continued for the past five years. Of continuing concern is the high rate of Non-ETS losses which were 57,884, or 120 percent of programmed objective. The Attrition Management Team is diligently working with the states to reduce losses in this category. Total losses were 77,840 or 89.5 percent of the objective. Expiration of Term of Service losses were 19,958 or 51.5 percent of its objective. This loss ratio was 74.4 percent Non-ETS to 25.6 percent ETS.

Troops from 41st Infantry Brigade Headquarters, Oregon ARNG, off-load during amphibious landing exercise at Garrucha, Spain. The 41st was selected to command U.S. ground forces in a joint U.S.-Spanish military exercise near Almaria, Spain. It was the first time a National Guard unit commanded regular Army forces in international war games.

Initial Entry Training (IET)

The ARNG input to IET during FY 82 was programmed at 53,000. Actual input to training as reflected in the REQUEST system was 54,000. As a portion of the total input to training NGB authorized 134 "Buddy Platoons." The Buddy Platoon program allows individuals from the same locality or state to enter and undergo training as a platoon. The completion rate for personnel in this program is higher than that experienced by soldiers entering training on an individual basis.

Enlistment Control Measures

To increase emphasis on enlistment of only the highest quality applicant into the ARNG, enlistment controls were put into effect in May 1982, which restricted certain formerly eligible applicants. Effective in May 1982 all nonprior service female enlistees were required to be either high school seniors or graduates and had to score in the upper three mental categories on written entrance tests. Category IV male NPS enlistees were required to be high school graduates. In addition, enlistment of prior service applicants in grades E-6 and above were permitted only into a position vacancy with a compatible grade and MOS.

Women in the Army National Guard

National Guard Bureau representatives participated in the Women in the Army Policy Review Group. Recommendations of the group resulted in major policy revisions concerning women's status in the Army components. Policy modifications were made which affect sole parenthood, physical standards and

assignment policy for women. During FY 82, 83 additional specialties were closed to women for enlistment, based upon a determination of the combat probability for soldiers in that skill.

Standard Installation/Division Personnel System -Army National Guard (SIDPERS-ARNG)

Staffing for SIDPERS-ARNG was initiated in August 1981. Each state, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia was authorized AGR tour personnel to staff SIDPERS Interface Branch (SIB). The SIB will prepare for SIDPERS-ARNG implementation. Classes on SIDPERS-ARNG were conducted at the Professional Education Center encompassing a quality assurance program in preparation for additional data capture requirements, familiarization with system concepts, reports, and output products.

The SIB is now responsible for the current ARNG Personnel Reporting System (PRS), Drill Attendance Monitoring Procedures and Reports (DAMPRE). This branch continues to conduct quality assurance and assistance visits to ARNG units to assist in the updating of the current data elements.

System design, ADP programming and procurement of data entry terminals, communication links, and a new computer in each state to support SIDPERS-ARNG are continuing. SIDPERS-ARNG will provide an interface with active Army and USAR systems. Standard data elements and codes will provide rapid, accurate exchange of data that will meet mobilization requirements, provide DOD, DA, and NGB with information for strength, budget, and forecasting purposes. SIDPERS-ARNG will interface directly with JUMPS-RC. DISPERS-ARNG has been designed



A member of the 39th Infantry Brigade, Arkansas ARNG prepares to rappel.

to reduce the administrative workload at unit level. Input by the units will not require coding, key punch guide forms, or the use of cards. Plain English text or source documents will be the input to the system.

Recruiting

The Army National Guard's recruiting program was extremely successful during FY 1982. The Army Guard achieved 99.6 percent of its FY 82 recruiting objective, despite a four month strength ceiling and enlistment controls imposition. Non-prior service enlistment accounted for 54 percent, and prior service enlistment accounted for 46 percent of the Guard's enlistees. Additional AMEDD recruiting personnel were authorized and brought on board during FY 82. With

Don't waste your military experience. Guard it.



The Army National Guard needs more officers. Get in the picture. Get out front.

Right now, the Army National Guard is looking for men and women who want to be officers. It's a tough, challenging job. One of the most important jobs in America. And you'll find the rewards match the challenge.

For instance, in the Army Guard, you'll gain valuable management and leadership skills you may use in your civilian career. You'll earn an excellent part-time income and be entitled to free air travel, PX privileges, life insurance, a fully paid retirement plan, and lots more.

You'll be serving close to home, helping people in your community and state when natural disasters or

other emergencies arise. And, after your initial training, it takes just two days a month and two weeks annual training each year to serve, so you'll have plenty of time for your family, friends, school or job.

If you have previous experience as an Army officer, you can probably join the Army Guard as an officer. If not, and you qualify, you can get a commission through the Officer Candidate Program, or a direct commission based on your unique civilian job experience.

To get the total picture on opportunities for officers in the Army National Guard, contact your local Army Guard recruiter, or call toll free 800-638-7600.*

*In House: 137-2255; Palmdale: 721-4910; Vegas: 761-6610; Grand: 724-6446; San Diego: 724-6446; San Jose: 724-6446; San Francisco: 724-6446; San Jose: 724-6446; San Jose: 724-6446.

If you years of study and plain, hard work to master a job, so why throw that experience away just because you're in the military?

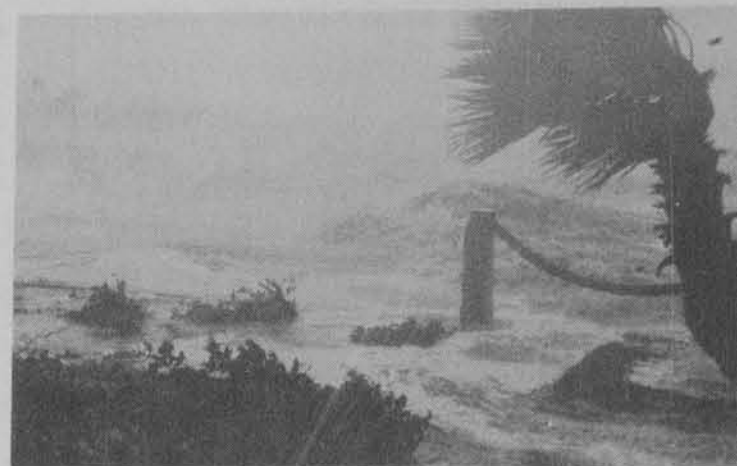
As a part-time job in the Army National Guard, you could gain extra income and add some excitement to your job. You keep up on the latest military skills and regain some military benefits.

You take much of your time—two days a month and two weeks annual training. And you'll be serving close to home, helping people in your community and state when natural disasters or other emergencies arise.

Good pay. Good benefits. That's a job in the Army National Guard. For more information on how you can join the Army National Guard, contact your local Army Guard recruiter, or call toll free 800-638-7600.*

*In House: 137-2255; Palmdale: 721-4910; Vegas: 761-6610; Grand: 724-6446; San Diego: 724-6446; San Jose: 724-6446; San Francisco: 724-6446; San Jose: 724-6446; San Jose: 724-6446.

The Guard is
America at its best.



A HURRICANE DOESN'T BATTER THE NATION.
IT WHIPS ONE STATE AT A TIME.

AND WHO'S THERE TO HELP PUT IT ALL TOGETHER?

And who's there to calm after the storm? The Army National Guard of Florida, California, or wherever that emergency may be.

You see, the Guard is the military branch that's first to come to a state's rescue.

The Army Guard is trained as a premier of the Army in national defense. Then it puts that training to work to protect your state and community.

Won't you join us? Two days a month and two weeks annual training (after your initial training) lets you earn extra income and learn new skills while you help protect your neighbors.

For more information contact your local Army Guard recruiter, or call toll free 800-638-7600.* And Guard everything that's close to you.

*In House: 137-2255; Palmdale: 721-4910; Vegas: 761-6610; Grand: 724-6446; San Diego: 724-6446; San Jose: 724-6446; San Francisco: 724-6446; San Jose: 724-6446; San Jose: 724-6446.

The Guard is
America at its best.



The Guard is
America at its best.



increased physician advertising and the additional AMEDD recruiting personnel, it is anticipated that the critical shortage of physicians will be reduced. Advertising of opportunities for minorities in the Guard were increased and remains a high priority area of interest and concern.

The In-Service Recruiting (ISR) Program continued to improve on its successful referral system throughout CONUS, Korea and USAREUR during FY 82. Quality prior service referrals were the main objective of the 30 ISR recruiters during the year. A 19 percent referral increase over FY 81 was realized during FY 82. Greater emphasis was placed on the ISR Program which increased its recognition at assigned Army installations. Advertisements in *Army Times* and *Stars and Stripes* assisted the ISR Program in its efforts to provide qualified leads to Army National

Guard and U.S. Army Reserve production recruiters.

"The Guard is America at its Best" theme of the 1980's continued to be well received nationally. The theme was a great asset in attracting public attention and interest to the benefits, service and assistance the Army National Guard provides to the community, state and nation. During FY 82, major revisions were made of ARNG recruiting pamphlets and brochures. Increased recruiter support was achieved through distribution of portable display units to each state and territory, assistance to certain states in local TV PSA production, and a major overhaul of the Lead Fulfillment Program. The ARNG national "Graduation" PSA was the recipient of two major awards while the number of public service announcement airings increased on both radio and television.

Organization and Training

FY 82 Army National Guard force structure actions were dedicated to increasing the Army's ability to meet force requirements. Other changes spanned the spectrum of force structure actions such as the organization of new units, conversions, and increases to unit authorized levels of organization (ALO).

During FY 82 the Guam National Guard organized their first three MTOE units; a military police company and two engineer detachments. Other new organizations included nuclear, biological and chemical defense companies for the 26th, 28th, 42d and 47th Infantry Divisions. An ammunition battalion was added to the Puerto Rico National Guard structure which increased the Army's ability to control

and distribute ammunition in wartime. A combat support aviation company was added to the Alaska National Guard which will provide aviation support to the 207th Infantry Group (Arctic Recon) in its day-to-day forward mission. The Army's ability to meet wartime requirements was increased by conversion/modernization of existing units to the types of units that would be needed in wartime. For example, twenty divisional and regimental cavalry squadrons and 21 separate brigade cavalry troops were upgraded to new Tables of Organization (TOE) or new TOE structure variations. To increase the Army's ability to meet early unit deployment requirements, the Army National Guard increased unit ALOs ranging from combat to service support organizations.

The State Area Command project moved closer to fruition during FY 82. The states submitted detailed proposals regarding their STARC requirements. These proposals were critically examined by NGB and then forwarded to the Office of the Deputy Chief of Staff for Operations. Approved proposals are scheduled for implementation on 1 October 1982 and 1 February 1983. The STARC reorganizations are expected to significantly improve the ability of the ARNG to mobilize.

In FY 83, the ARNG will submit the FORSCOM approved mobilization STARC TDA proposals from each state. The mobilization STARC is expected to be organized and structured like the STARC, but will show the complete mobilization requirements for each STARC, i.e., the USPFO "core" will be expanded to the mobilization day requirement in the mobilization STARC TDA. The projected publication date for mobilization STARC TDAs is 1 October 1983.

The outlook for FY 83 and beyond is a steady trend toward

stabilization and modernization of the Army National Guard force structure in consonance with Total Army requirements and resource availability. The primary focus will be on reducing force turbulence, thereby, improving readiness and reducing instability. The Army National Guard will continue to upgrade unit authorization documents (MTOEs) and align roundout unit organizations to active Army divisional structures.

Training

Planning and training under the CAPSTONE Program continued to improve during FY 82. Funds were provided to allow ARNG units to meet with their CAPSTONE headquarters to continue their wartime planning. ARNG units continued to participate in Overseas Deployment Training (ODT) by training with their CAPSTONE headquarters which provided them a better understanding of their wartime mission while improving readiness.

The Key Personnel Upgrade Program (KPUP) provides for key

unit personnel to train with an active component counterpart during a field training exercise. KPUP is designed to improve individual tactical skills and improve unit readiness. KPUP was initiated in FY 81 with officers and NCOs, from selected divisions and combat brigades, who trained with their active component partnership unit. Due to its success, funds were provided in FY 82 while participation included personnel from high priority units. With approximately 2,000 personnel participating in FY 82, KPUP has proven to be a beneficial training program for the Army National Guard.

Participation of ARNG units in Overseas Deployment Training increased by 20 percent this fiscal year. ODT provided high priority units with the opportunity to train with their CAPSTONE headquarters and receive valuable wartime mission-related training.

In coordination with the U.S. Army Forces Command, a five year ODT plan was developed.

Participation in JCS exercises affords units the opportunity to

The Rhode Island ARNG Buddy Platoon begins basic training.



exercise their chain of command, evaluate standard operating procedures and test unit deployment and employment capabilities under realistic conditions. During FY 82, the 40th Infantry Division tactical operations center and a brigade task force participated in "Gallant Eagle 82." Additionally, the 48th Infantry Brigade, Georgia ARNG and the 30th Armored Brigade, Tennessee ARNG participated in "Bold Eagle 82." Participation in exercises such as these contribute to improved unit readiness.

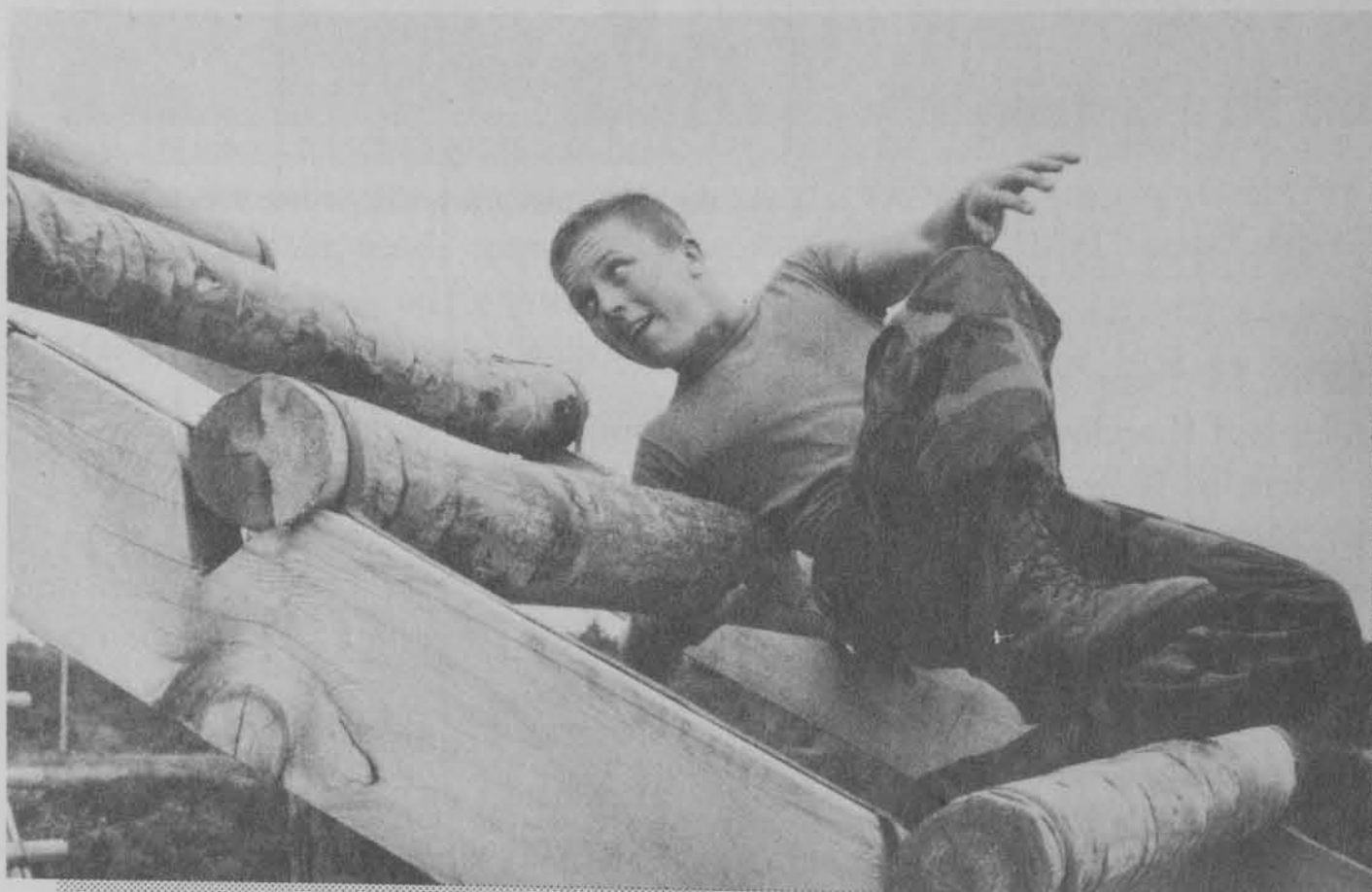
Force modernization in the Army National Guard took a big step forward in FY 82 when the 48th Infantry Brigade, which rounds out the 24th Infantry Division, was issued M60A3 tanks and M901 TOW vehicles. This force modernization is the result of the Department of the Army's policy to upgrade ARNG roundout units along with their active component counterpart. Planning was also started in FY 82 to introduce the M1 Abrams tank and the Bradley fighting vehicle to the 2d Battalion, 252d Armor, North Carolina ARNG in FY 83.

FY 82 saw the modest initiation of Tactical Intelligence Readiness Training (REDTRAIN) in the ARNG. REDTRAIN is the application of all operational and training techniques necessary to preclude the erosion of highly technical and perishable intelligence skills gained from institutional or other types of training. The enhancement of these skills in peacetime is required to insure a rapid and efficient transition to war. The REDTRAIN program provides training opportunities by either taking the

individual to the mission (live environment training) or bringing the mission to the individual (in-unit training). This program reflects a bolder and more realistic approach to intelligence training by allowing intelligence personnel to train in a simulated combat environment. Because of REDTRAIN, intelligence personnel of combat commands, aerial surveillance companies, Special Forces units and the 142d Military Intelligence Battalion, Utah ARNG will have the opportunity to participate in live

environment training and other approved programs.

The OCONUS Small Unite Exchange involves exchanges of up to company-size units with Allied nations. The program provides challenging opportunities and improves relationships between countries. During FY 82, exchanges with Norway, the United Kingdom, Barbados and the Dominican Republic continued. This year C Company, 2d Battalion, 102d Infantry, Connecticut ARNG and Company B, 1st Battalion, 125th



Oregon Guardsman going through an obstacle course.

Ohio ARNG recruits going through pre-basic training.



LTG Weber accepting the M60A3 tank and the M901 antitank vehicle for the 48th Infantry Brigade, Georgia ARNG.

Infantry, Michigan ARNG trained in the United Kingdom while the Royal Regiment of Wales and the Queen's Own Mercian Yeomanry, British Territorial Army, sent two of their units to the United States.

Military Education

During FY 82 Military Education continued the growth patterns of past years with increased participation by officer and enlisted personnel in active army service schools, USAR schools, Army Area schools, DOD schools, Federal agency schools, and in some cases universities and technical schools.

The Continuing Health and Education (CHE) program since its inception in 1978 has increased its number of participants significantly. This program has been directly responsible for the improved recruitment and retention of professional medical personnel for the Army National Guard. Participation has grown from 18 in 1978 to over 400 in 1982.

This fiscal year saw the continuation of three special courses: Unit Size Company Commander's Course, TAC (Teach, Advise and Counsel) Officer Training Course and the Direct Appointment Orientation Course.

The Puerto Rican English Technical Language School, in operation since 1976, continues to provide elementary and intermediate English instruction to Puerto Rico Army National Guard trainees. In addition to language training a pre-basic training course is conducted. As a direct result of this training, the percentage of basic trainees who were dropped prior to completion of basic training has been reduced from 29 percent to two percent.

The State Military Academy Officer Candidate School, the largest source of junior officer accessions for the ARNG commissioned 1,394 lieutenants. The NCO schools supported 13,727 personnel who graduated from the four courses offered in the Reserve Component Noncommissioned Officer Education System.

Ammunition

Version II of the ARNG-Ammunition Information Management System was fielded. Noticeable improvement has been achieved in the management of training ammunition by the ARNG. Expenditure rates are reaching the goals established by NGB resulting in better rates of utilization. There were also increases in some critical munitions such as Tow and Dragon missiles, artillery and mortar ammunition.

The Ammunition Surveillance Program has been closely monitored and 98 percent of the ARNG ammunition supply points were inspected at least once during this year. Ammunition supply activities with high volume business were inspected semiannually. Follow up action on discrepancies has been taken, resulting in safe and better secure installations.

Comptroller Division

Appropriations

The Congress appropriated \$2,449,708,000 for the support of the Army National Guard for Fiscal Year 1982. The initial amounts for each appropriation were as follows: (dollars in millions)

Appropriation	Appropriated
National Guard	
Personnel, Army	\$1,294.1
Operation and Maintenance, Army National Guard (OMARNG)	\$1,088.0
Military Construction, Army National Guard (MCARNG)	\$ 67.7

Funding

The ARNG budgets submitted to Congress in February 1981, support a

beginning military strength of 389,009 an average strength of 392,800 and an ending strength of 398,016 for over 3,400 ARNG units. The budget submissions were as follows:

Appropriation	Submission
NGPA	\$1,492,100,000
OMARNG	\$1,110,350,000
MCARNG	\$ 67,658,000

NGPA

The Congress appropriated \$1,294,100,000 (PL 97-114) for the NGPA appropriation. The budget request in February 1982 was to support an average strength of 392,800 with an end strength of 398,016 and to train 41,000 nonprior service accessions in Pay Group F (REP 63 program). A supplemental appropriation (PL 97-257) of \$171,900,000 was enacted for military pay increases (\$162,300,000), and for per diem and basic allowance for subsistence (\$9,600,000). Two FY 82 reprogramming actions were required to provide for a change in the strength mix and strength increases (\$46,900,000). The total availability of funds for NGPA, including funded reimbursements was \$1,517,347,000.

MCARNG

The Congress appropriated \$67,658,000 (PL 97-106) to support ARNG Military Construction for the minor construction, planning and design efforts of armory and non-armory projects.

OMARNG

The Congress appropriated \$1,087,950,000 (PL 97-114) for FY 82 OMARNG. A supplemental appropriation (PL 97-257) of \$21,747,000 was requested for civilian pay increases (\$20,247,000) and civilian health benefits (\$1,500,000).

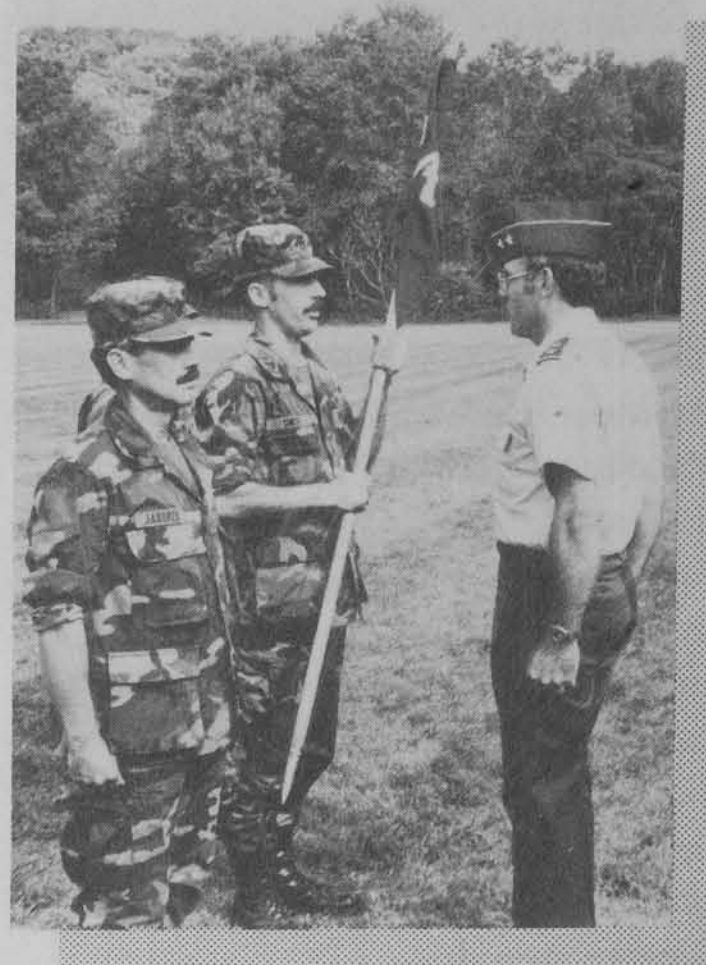
A reprogramming action transferred \$3,028,000 to OMARNG from Aircraft Procurement, Army (APA) to provide for repair parts. Including automatic reimbursement authority, the total availability of funds for this appropriation was \$1,132,497,000

Comptroller Automation

By August 1982, all of the states to include the Virgin Islands, Puerto Rico and the District of Columbia, had implemented the new version of the National Guard Fiscal Accounting System (NAGFACTS) on Burroughs 1955 Computers. Numerous change requests were received from the field and integrated into the system. System design efforts in FY 83 will be toward developing several major programs to assist states in their funds control and reconciliation process and enhancing NAGFACTS in order to maximize the use of fourth generation automation techniques.

New data input techniques for the Joint Uniform Military Pay System-Reserve Components (JUMPS-RC) were tested in several states to determine if error rates could be reduced and if the burden of handling large volumes of punched cards could be eased. Conversion of automated pay systems—JUMPS, ADAPS (Active Duty Automated Pay System) and DAMPRE (Drill Attendance Monitoring Procedures Report)—to standard COBOL programming language has proceeded. JUMPS and DAMPRE programs were issued in early FY 82. The Burroughs 1955 computer version of ADAPS underwent final testing and is expected to be made available to the states in FY 83.

By end—FY 82, the Standard Army Technician Payroll System (STARTEPS) was in its final phase of reprogramming with initial field testing to commence mid-October 1982. The new version of STARTEPS will provide to payroll personnel, a considerable number of system



CPT Michael Smith accepts the guidon of Company A, 172d Infantry (Mtn) from Vermont Adjutant General Donald Edwards signifying the organization of the unit which is the only mountain unit in the U.S. Army.

enhancements which would not have been possible on the IBM 1401 version of the system.

The ARNG had representation at three Standard Army Financial System (STANFINS) Redesign functional work sessions in FY 82: Cost Accounting, General Accounting Fund Status, and Fixed Assets. At these workshops specific ARNG requirements were presented to insure their inclusion in the STANFINS Redesign General System Design documentation.

Finally, a contract was let to Boeing Computer Services Company to provide computer support to the ARNG Fiscal Accounting Office. Initial system documentation and final testing were accomplished at the Boeing facility in nearby Vienna, Virginia. It is expected that the ARNG's processing of the October Status Reports (FY 83) will be accomplished using Boeing Computer Services. This new system should

increase the ARNG's capability of performing reconciliation and analysis functions.

Financial Services

Payments for the Selected Reserve Incentive Program (SRIP) continued through out the year. Procedures for automated payment of SRIP on JUMPS-RC were implemented 1 December 1981. However, SRIP procedures for affiliation bonus and student loan repayment are not automated. The automated system allows National Guard personnel to have SRIP entitlements included with monthly Inactive Duty Training (IDT) checks when due.

The Financial Services Branch conducted two military pay training classes during FY 82. Class number I was held 30 November through 9 December 1981 and was attended by 30 students from 23 states and territories. Class number II was held 1 through 11 February 1982 and was attended by 31 students from 22 states and territories. A special military pay training course for supervisors was conducted 27 through 30 April 1982. It was an intensive course designed especially for pay supervisors. It was attended by 35 students from 28 states and territories. The course was well received and the attendees unanimously requested this be an annual event.

The ARNG Financial Management Quality Assistance Program continued to be performed successfully. During FY 82, 23 regularly scheduled biannual visits, and six revisits were performed. Of the 23 states and territories having a regularly scheduled visit performed, 11 required a performance of a revisit in accordance with AR 11-37. In FY 83, 25 states and territories are scheduled for regular biannual visits and five revisits will be performed. These visits provide guidance in the financial areas of

accounting, fund control technician and military payroll as well as interface areas (e.g. Personnel Reporting System Interface).

Review and Analysis Program

In FY 82, the Army Directorate established formal guidelines to insure a measure of continuity to the Review and Analysis (RA) program. The primary purpose of the RA program is to insure that CNGB and DARNG are provided a means of evaluating the efficiency of the utilization of resources as related to programs and/or objectives.

Beginning with the second quarter, FY 82 the Directorate began publishing a quarterly RA report which depicts the status of the most significant Army programs to include information on funding implications, milestones, status, problem areas and planned future actions.

Reduction of Administrative Workload (RAW) at the Unit Level

In 1980 the Office of the Adjutant General (TAGO), conducted a study of the administrative workload imposed on Reserve Component units. The study revealed that the workload was unrealistic and could impede mission accomplishment.

The DA study report contained 97 findings considered valid for elimination or modification. Proponent agencies were identified for each finding. The National Guard Bureau was named proponent for 25 of the findings and was tasked to implement the recommendations.

The NGB effort was shouldered entirely by the Army Directorate. Each Army division designated as having proponentcy, was tasked to implement specified actions. During the latter part of 1980 the Army Directorate formed

a RAW committee (headed by the Management Analysis Branch, Comptroller Division) to assist in performing this function.

In addition this committee has been charged by the Chief, National Guard Bureau to monitor and evaluate additional initiatives aimed at reducing unit level administration.

Twenty-three of the 25 problem areas in which the NGB was a proponent were resolved between November 1981 and June 1982. The two remaining issues are pending a rewrite of regulations.

At the NGB RAW committee meeting held in September 1982, various divisions proposed new initiatives for reducing administrative workload at unit level. It is anticipated that implementing action will be initiated in FY 83.

Fraud, Waste and Abuse

Fraud, Waste and Abuse has continued to receive vast attention during FY 1982 by all levels of the

An 81mm mortar crew from the 53rd Infantry Brigade, Florida ARNG undergoes a Skill Qualification Test.



Federal Government. Specific actions accomplished by the Army National Guard over the past year were as follows:

1. Publication of an Action Plan—Efficiency in the use of Army National Guard Resources. The ARNG Action Plan was issued as a supplement to the Army's plan and served to focus existing ARNG programs, such as the Idea Interchange and Suggestion Program, on improving efficiency. It also updated states on the Department of Defense Hotline operations and established the ARNG policy to require all schools, conferences, seminars, etc. to include Fraud, Waste and Abuse as a concurrent subject.

2. In July 1982, the ARNG Fraud, Waste and Abuse Committee performed vulnerability assessments in accordance with the Office of Management and Budget (OMB) Circular A-123. Throughout the remainder of the year, each state will also be conducting their own vulnerability assessments and report their findings to the Management Analysis Branch, ARNG Comptroller Division. The findings will be analyzed and published to assist states in directing the use of their Internal Review assets.

3. The ARNG Fraud, Waste and Abuse Committee established through coordination, a means by which it will

receive a copy of all DOD Hotline referrals involving the ARNG. The referrals will be studied to develop trend analysis data. Such data will be published for the information of State Adjutants General. It is envisioned that such data should assist state managers and internal review personnel in scrutinizing existing controls.

Management Audit/ Studies Course

The Management Audit/Studies Course (MAS), sponsored by the Management Analysis Branch, Army Comptroller Division, has continued to provide meaningful training to

Infantrymen from the 1st Bn, 186th Infantry, Oregon ARNG going through the Military Operations in Urban Terrain Course.



USPFO examiner personnel and managers. During FY 1982, over 90 students attended the two week course conducted at the Professional Education Center.

In keeping with the expanded role of USPFO examiners, the course has made major progress in revising and expanding its curriculum to meet the current needs of the student. An eight hour block of instruction, presented by the U.S. Army Audit Agency, a four hour period on personnel systems, maintenance management, as well as more comprehensive instruction on conducting internal reviews has been added within the past year. In August 1982, course managers conducted a work study group to evaluate the current curriculum, to analyze the present and future training needs of examiner personnel, and to recommend further course revisions. The work study group was composed of guest instructor personnel and representative chief examiners. The work study group made the following recommendations which will be adapted in FY 83.

(1) For newly assigned examiners - offer a three week basic course semiannually. The course should provide in depth internal review training, report writing, statistical sampling techniques, and an overview of major state level programs and functions. The course will be mandatory for all examiners.

(2) For Chief and Journeyman Examiners (GS-09)—offer a one week management/refresher course. It should present basic personnel management philosophies, techniques for improved planning, scheduling, command relations, trade materials, and report requirements and procedures. The curriculum should also serve to update students on new or modified state programs and functions. The course would be mandatory for newly assigned chief examiners and journeymen should attend on a triannual basis.

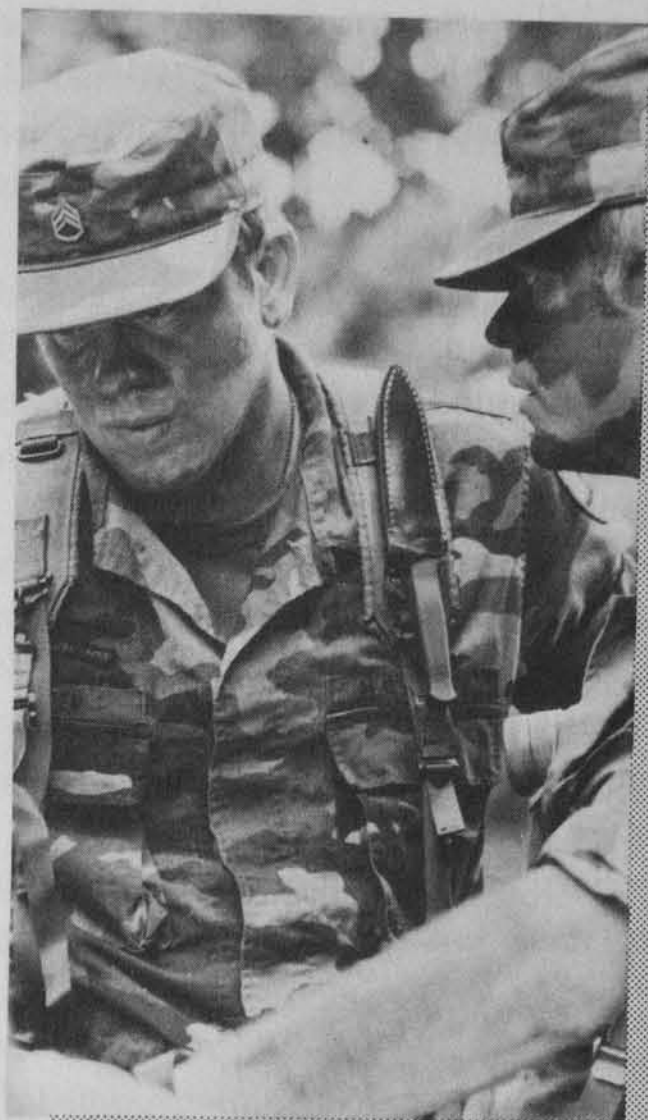
Productivity Capital Investment Programs (PCIP)

Increasing productivity at all levels within the Army National Guard is a continuing challenge. The enhanced resource support currently enjoyed by the defense establishment carries with it a responsibility that every person and every dollar contributes to strengthening our defense capability. In this light, the Army National Guard is actively pursuing actions to improve management through an umbrella of productivity programs. One is entitled Productivity Capital Investment Programs (PCIP).

The PCIP objective is to increase productivity, improve readiness, and reduce operations costs through timely investments for capital tools, equipment, and facilities that amortize in two-four years. As an incentive to continue productivity improvement, the savings may be used to finance other priority mission requirements. The program can serve as an excellent means to fund worthwhile productivity projects that cannot be funded from the regular budget because of other priority requirements.

PCIP consists of four programs, Quick Return Investment Program (QRIP), Operation Maintenance Army Quick Return Investment Program (OMA QRIP), Secretary of Defense Productivity Investment Program (OSD PIF), and the Productivity Enhancing Capital Investment Program (PECIP). Features of each are:

Program Title	Project Cost	Amortization	Appropriation
QRIP			
QRIP	\$3K-\$100K	2 Years or Less	OPA
OMA QRIP	Items less than \$3K; projects NTE \$100K	2 Years or Less	OMA
PECIP	\$3K or more	4 Years or Less	Multi Appn
OSD PIF	\$100K or More	4 Years or More	Multi Appn



Missouri Guardsmen plan a patrol during Annual Training.

During Fiscal Year 1982, twelve QRIP projects were submitted by the Army National Guard from the states and territories. All were funded by the Comptroller of the Army in the amount of \$772,729.30. This was substantially higher than the amount funded in FY 81, \$112,650.00.

Due to the Army National Guard showing excellent utilization of QRIP in Fiscal Year 1982, the Comptroller of the Army has allowed the Army National Guard to manage its own QRIP Program in Fiscal Year 1983. The Comptroller has allocated funds in the amount of one million dollars to the Army National Guard.

Drill Attendance

Recent audits by the U.S. Army Audit Agency disclosed Reserve Component units were not effectively monitoring and controlling attendance at inactive duty training assemblies, and were not following established guidance for members with excessive unexcused absences. Also, some individuals were recorded as present at and received payment for assemblies they did not attend.

Due to the above findings, the Chief of the National Guard Bureau directed the Comptroller Division to form a Drill Attendance Survey Team and visit Army National Guard units. The objective was to determine whether unit training assemblies were adequately attended and attendance was accurately reported. Four battalions were visited by the Survey Team in FY 82.

From conclusions formed by the Survey Team, the Director of the Army National Guard has recom-

mended to all Adjutants General of all States, Puerto Rico, Virgin Islands, Guam, and the District of Columbia that inspections of similar scope and formality be conducted within their states and territories in FY 83. The Director further recommended that the inspections be on an unannounced basis and be accomplished through the Internal Review Division now being incorporated into their new State Area Command TDA's.

Visits of the Comptroller Survey Team will continue in FY 83 to conduct Drill Attendance Surveys and to monitor and assist states and territories on their Drill Attendance Program.

Composite Performance Profile (CPP)

The Composite Performance Profile has continued to be improved during FY 82. Indicators have been added and detailed to depict new areas of interest, reflect improved perfor-

mance, and insure the most equitable methods of measurement. As of the end of the 3rd Quarter FY 82, 69 CPP indicators are in use, with more being developed by the various NGB activities. Performance objectives are now used for indicators and every effort is being made to increase the number used. A work group composed of both NGB and state personnel was convened in early May. The purpose was to propose changes to the CPP and include the states' perspective. It benefitted all involved, as many recommendations made by the work group have been implemented.

Audits

The Army National Guard was reviewed or audited 36 times in FY 82. This reflects an increase of eleven or 30 percent over the previous year. In addition to the U.S. Army Audit Agency performing comprehensive audits in eight states, reviews of 28 subject areas of special interest and concern were performed by the General Accounting Office (7), the Defense Audit Service (9), and the Army Audit Agency (12). These included several multi-location audits such as: individual training, the civilian (technician) pay system, equipment redistribution, incapacitation pay, and training effectiveness and mobilization. Some of these reviews and audits were incomplete as of end-FY 82.

Continuing the emphasis initiated in FY 81, audit activities directed significant effort toward review of procedures and systems susceptible to fraud, waste and abuse, and which support readiness. Also continuing a practice started last year, the Army Comptroller Division, National Guard Bureau, continued to analyze audit reports to identify recurring deficiencies, and to periodically publicize "audit trends" and highlight problem areas in order to reduce the number of future adverse findings.

An M-60 tank of the 1st Bn, 635th Armor, Kansas ARNG moves to the field during Annual Training at Cp. Ripley, Minn.



Management Information Control System

During FY 82 the Comptroller Division continued to vigorously apply the Management Information Control System against those reporting requirements imposed on the Army National Guard by external agencies. Approximately one-third of those recurring requirements were reviewed by the office of primary responsibility at the National Guard Bureau. Of the 56 requirements scheduled for ARNG review in FY 82, 24 (43 percent) were evaluated as not applicable to the ARNG and relief from having to prepare these reports was requested.

Concurrently, nine recurring reports imposed by and within the ARNG were reviewed for continued essentiality and cost. All were considered justified and their continuation approved. During this period, only one new recurring report was initiated.

Over the last two years, 149 recurring reporting requirements have been reviewed. Of these, the ARNG has requested relief or discontinued reports in 54 (36 percent) instances.

Aviation

The ARNG perennially accomplishes its flying hour program with less than two percent variation. This year, even though outside factors caused remarkable fluctuations, program accomplishment was 296,604. The authorization began with 299,210 against a requirement of 315,000, increased to 306,102, was reduced to 285,715 in mid-May and subsequently incrementally increased to 299,163 at year's end. The major impact came from an Army-wide repair parts' shortage which prompted the Vice Chief of Staff of the Army to issue a directive to reduce flying until repair



Troop-laden helicopters from Company C, 26th Aviation Bn, Florida ARNG lift off during an FTX.

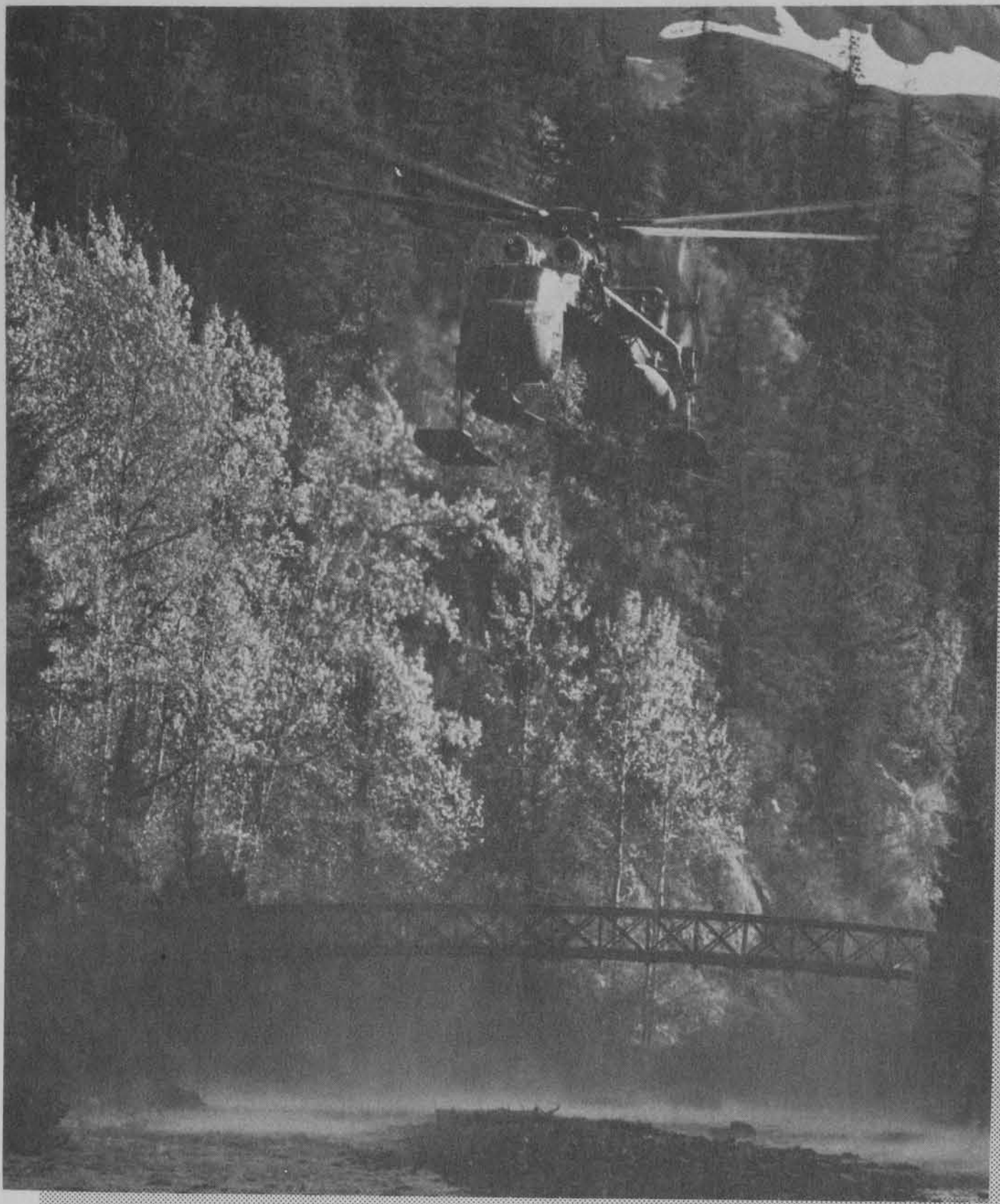
parts stockage could be brought into line with flying hour programs. The forecast is for shortages to continue through FY 85 and, until then, parts availability will govern the number of available flying hours. This caused the following changes in NGB's guidance to the states: (1) All states must fly within their allotted flying hours without deviation unless prior approval is received from NGB, (2) Each aircraft system is to be managed separately and exchanging hours between systems is not authorized, (3) There will be maximum utilization of synthetic flight training systems.

In consonance with the nationwide implementation of the Aircrew Training manual, the ARNG established standardized training objectives, time frames and milestones to develop the capability of ARNG aviation units to meet established premobilization requirements. Like units with identical mobilization missions now have standard training objectives. The initial effort was directed to training the trainers. One ARNG instructor pilot in each state has been trained in advanced techniques of night

employment of aircraft at Ft. Rucker, Alabama. These night tactical and night vision goggle experts, now back in their respective states, are establishing aggressive night tactical training programs. As a result of these efforts, the ARNG Aviation Training Program was once again used by the DA Aviation officer at the DA Policy Committee as a model which all major commands could emulate.

In FY 82, the Director of the Army National Guard agreed to furnish 12 Instructor Pilots on tour status to Ft. Rucker to support an increase in Undergraduate Pilot Training quotas from 90 to 140. Of the 140 FY 82 quotas allocated, 90 were for the Officer/Warrant Officer course and 50 were in the Warrant Officer Candidate Development/Initial Entry Flight Training Course. All allocated quotas for FY 82 were filled. In FY 83, the number of Instructor Pilots will increase to 17 and the number of quotas will increase to 224.

The opening of the Eastern Army Aviation Training Site (AATS) at Fort Indiantown Gap, Pennsylvania, during FY 81 formally implemented a



A CH-54 helicopter of the 207th Infantry Group, Alaska ARNG lowers a bridge into place across a remote creek.

three of the 30 ARNG U8F aircraft received an avionics upgrade during FY 82 with the remainder scheduled for completion FY 83.

The ARNG is the primary owner/user of the OH-6A helicopter in the Army. During FY 82, the U.S. Army Troop Support and Aviation Material Readiness Command (TSARCOM) in conjunction with Hughes Helicopter identified 450 line items unique to the OH-6A for initial "commercialization" of these items. This resulted in the identification of similar commercial items with the same form, fit and function which will be available from Hughes commercial shelves. The availability of these items will result in increased maintainability and reliability of the ARNG fleet. Several other commercialization projects are under consideration as part of the upgrade of the OH-6A helicopter.

The mission capable rate of the ARNG fleet remained above DA standards for all 12 months in FY 82. Table 8, Appendix H, displays the monthly operational readiness rate for the ARNG aircraft inventory. This is a significant achievement since the ARNG is the sole user of several of the aircraft systems (CH-54, OH-6A, UH-1M).

During FY 82, significant developments have occurred in the continued implementation of the ARNG Aviation Depot Maintenance Roundout Program. The depot roundout units have attained 107 percent of the authorized strength of 1,224 during this year. U.S. Army Material Development and Readiness Command (DARCOM) mobilization plans have been changed to include the depot roundout units and training regulations have been rewritten to

centralized aviation training site concept within the ARNG. The Eastern AATS will reach a capacity to train 300 aviators per year by the end of FY 83. The ARNG is developing plans to implement a Western AATS by FY 86. Training capacities will be similar to the Eastern AATS. Both sites will incorporate utilization of the AH-1 Flight Weapons Simulator which the Department of Army has scheduled to be ready for training in FY 87. The thrust of training at the Eastern AATS and the Western AATS will be individual aviator qualification and aviator tactical proficiency training respectively.

The ARNG is authorized 409

AH-1S Cobra aircraft. During FY 82, 14 aircraft were received bringing the total on hand to 31 at the end of FY 82. In July 1982, an ARNG inspection/acceptance team visited U.S. Army Europe to select 30 AH-1S aircraft for direct transfer to the ARNG. The first five aircraft were received in August and were placed in the Mississippi Aviation Classification Repair Activity Depot (AVCRAD) for necessary repairs prior to issue to the Company D, 26th Aviation Battalion, Florida ARNG. In addition, four U21 aircraft were added to the ARNG inventory bringing the total on hand to ten U21 aircraft against the ARNG requirement of 84. Twenty-

incorporate ARNG units in DARCOM training and evaluation programs. In April, a Memorandum of Understanding between the Commanding General of DARCOM and the Chief, National Guard Bureau was signed. The purpose of the Memorandum of Understanding was to establish procedures for effecting overall planning, programing and management guidance required to coordinate pre-mobilization training, evaluation and mobilization planning for ARNG aviation depot maintenance roundout units. This was the completion of a significant milestone for the program.

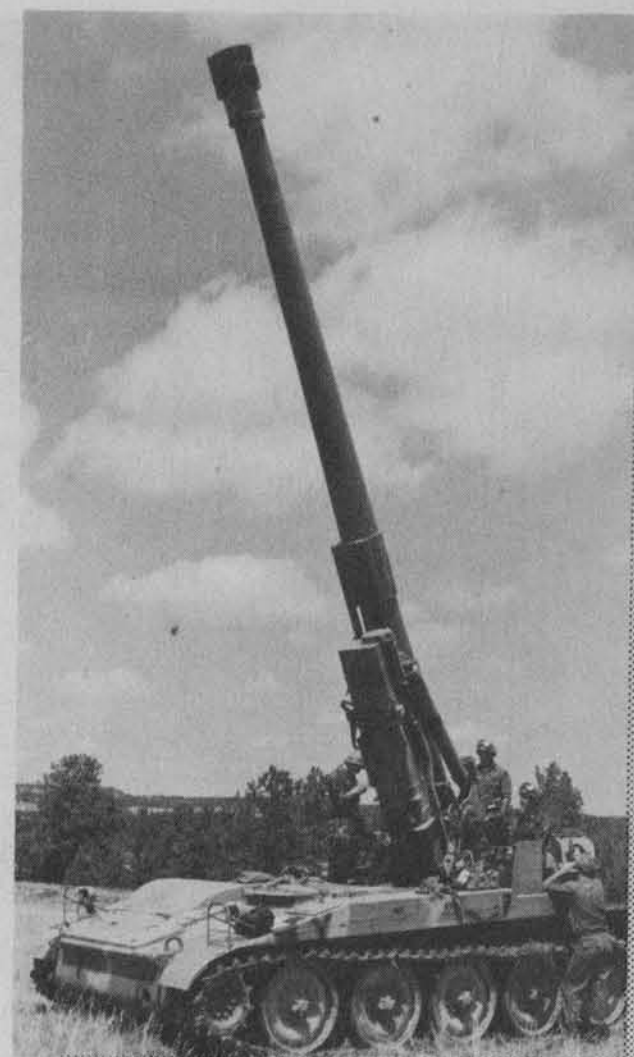
The ARNG aviation program for FY 82 has resulted in significant accomplishments in the area of aviation safety. The ARNG completed FY 82 with the lowest Class A mishap rate in the history of the National Guard. Most importantly, there were no fatalities, but five serious injuries were reported. The aviation safety program addresses all disciplines of aviation and is directed at combating the human factors of inattention, faulty judgment, improper motivation and overconfidence. These factors have been identified as major contributions to aircraft mishaps for the past three years. A new innovative program by NGB which couples the capabilities of the ARNG Multi-Media Group at Ft. Rucker and the ARNG Safety Office is entitled "Operation Safe-Flight I," and is designed to reduce these human error type aircraft accidents. This program is receiving wide acceptance in the field and is providing an immeasurable contribution to the total safety program. The effectiveness of the National Guard aviation safety program results in the conservation of our resources (monetary savings) and enhances the operative combat readiness of our aircrews and units.

The ARNG Aviation Life Support Equipment (ALSE) Program continued to expand in FY 82. Using

a "train the trainer" concept, the ARNG conducted four one-week aircrew survival training classes at the Professional Education Center, Camp Robinson, Arkansas. One aviation safety officer was selected from each state and instructed in how to survive on the battlefield in cold and hot weather; or in the event of an aircraft mishap in a peacetime training environment. With this knowledge, each aviation safety officer was tasked to return to his state and develop a survival training program for that particular geographical area and climatic conditions. The individual is also charged to develop a comparable program oriented to the operational theater to which the unit is to be deployed.

The ARNG Regional Accident Prevention Survey (RAPS) Program continued to be a viable program in FY 82. As a result of the funding provided by NGB, participation in the program has increased. Designed to reduce aviation accidents, the program involves a survey of ARNG aviation facilities to determine if safe operating and maintenance procedures are being employed.

In the continuing efforts to reduce personal injuries and property damage resulting from accidents, the ARNG developed a countermeasure program entitled Operation Safe-Guard I - "Arrive Alive." This program was directed at creating individual safety awareness relating to the safe operation of ARNG motor vehicles. Trends thus far indicate target results were achieved as evidenced by a 10 percent reduction in Army motor vehicle accidents and a 26 percent reduction in injuries sustained in those accidents. As an ongoing program the ARNG developed Operation Safe-Guard II "Plan, Prepare, Perform." This program provided to the states during the second quarter of FY 82, is directed toward safe motor convoy operations



A crew of an M110A2 8-inch howitzer from Battery B, 1st Bn, 161st Field Artillery, Kansas ARNG measures maximum elevation.

through the application of professional planning, preparation and performance standards. Extensive utilization of the program should increase readiness within the ARNG through reduction of accidents and personal injuries.

Logistics

Major improvements were made in FY 82 in the logistics posture and on-hand equipment in the Army National Guard. The most significant gain was accomplished in equipping the ARNG roundout units concurrent with issue of like equipment to host Active Component units. The ARNG also became an active participant in the Department of the Army Force Modernization Community by hosting Modernization Program by hosting an ARNG-wide force modernization conference.

Upgrade of ARNG logistics continued through product improvement programs; receipt of new equipment through the normal supply

Cpt. John Patterson, 1st Bn, 161st Field Artillery, Kansas ARNG observing artillery fire through a BC scope.

system; procurement of new equipment with dedicated congressional appropriations; DA equipment initiatives; and equipment exchange programs with the Forces Command. An overview of some key logistics programs and their progress during FY 82 follows.

Equipping Roundout Units: The 48th Infantry Brigade, Georgia ARNG was issued 51 M901 antitank combat vehicles in July 1982 along with 18 M60A3 tanks. An additional 48 M60A3 tanks will be issued to the 48th Infantry Brigade in November 1982. The 48th Infantry Brigade is the first ARNG unit to be equipped with this model tank. Issue of the M901 and the M60A3 tank to the 48th Infantry Brigade, roundout to the 24th Infantry Division (Mechanized) stationed at Fort Stewart, Georgia, is in consonance with the Department of Defense goal of equipping units, regardless of component, in a manner that ensures organizational integrity, maintenance compatibility, single generation supply support, and battlefield inter-operability.

The 2nd Battalion, 252nd Armor, North Carolina ARNG, roundout to the 2nd Armored Division at Fort Hood, Texas, will receive 63 M1 Abrams Tanks and six M3 Bradley Fighting Vehicles in the summer of 1983 as part of the Roundout unit equipment upgrade program.

New Equipment

In addition to issue of new equipment to ARNG roundout units, other new equipment is scheduled for issue to ARNG units in FY 83 and FY 84. These new issues include: five ton

cargo trucks, Commercial Utility Cargo Vehicles (CUCV), Heavy Expanded Mobility Tactical Trucks (HEMTT), Tactical Fire Directions Center (TACFIRE), Positioning Azimuth Determining System (PADS) and Ground Laser Locator Designator (GLLD). Noteworthy is the scheduled organization of a Roland air defense missile battalion for assignment to the New Mexico ARNG. The first firing battery is scheduled to be operational by June 1984.

Congressional Appropriations

Congress appropriated dedicated funds for the ARNG again in FY 82. These appropriations included: \$50 Million for procurement of armored vehicle launch bridges, 155mm self-propelled howitzers, mortar carriers, and command post carriers. Also \$34.75 Million was appropriated for procurement of: Tactical Data Processing Equipment (DAS3), five-



ton Cargo Trucks while \$65.5 million was appropriated for Cobra Helicopters and C-12 Aircraft. In addition to Congressional initiatives, an additional \$72 million was dedicated by the Department of the Army for the procurement of 200 155mm towed howitzers for the ARNG.

To improve the armor killing capability of ARNG units, the National Guard Bureau agreed to exchange 303 M113A1 armored personnel carriers for 303 M901 Improved Tow Vehicles Carriers. This exchange is scheduled for completion during the second quarter FY 83.

Logistics System Automation

The decentralized automated service support system (DAS3), a state of the art mini-computer, was extended to 19 ARNG non-divisional direct support/general support (DS/GS) units during FY 82.

Force Modernization

During FY 82, the National Guard Bureau dramatically expanded Force Modernization (FM) activities within the Army National Guard. Demonstrative of the NGB Force Modernization Program expansion is the FY 82 increase in Modernization Resource Information Submission (MRIS) resourcing requests. In FY 81, NGB had a total MRIS resource request for two systems for \$36 million for the FY 83-87 Program Objective Memorandum (POM). However, during FY 82, the resource request was made for POM years FY 84-88 for 37 systems at approximately \$398 million. For the first time, the Army Modernization Information Memorandum was distributed to the states to begin their involvement in Force Modernization. As a means of expanding communications with the remainder of the U.S. Army, NGB

held its first Force Modernization Conference in June 1982 with attendees from the Army Staff, Army areas, and major commands. Drafting of a regulation and operating procedures was also initiated in FY 82 by the NGB.

Communications Service

Expansion of commercial communications services for the ARNG continued during FY 82. Replacement of antiquated and 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. Additionally, seven ARNG mobilization stations have WES terminals installed for access to the World Wide Military Command and Control System (WWMCCS).

Maintenance Program

A series of maintenance programs targeted at improving the ARNG equipment posture continued through FY 82. These programs included completion of the loader-rammer modification to M110A2 eight inch self-propelled howitzers, and continuation of programs to 1) upgrade M109 155mm self-propelled howitzers to M109A3; 2) transform the ARNG M113 family vehicles from gasoline to diesel; and 3) accomplish the M48A5 Tank Low Profile Turret Product Improvement Program. In addition, a policy has been developed which is aimed at combating rust damage to Army National Guard vehicles. The program will ultimately result in 100 percent of the wheeled vehicle fleet being rustproofed.

Command Logistics Review Team

The Command Logistics Review Team (CLRT) conducted scheduled visits to 17 states during FY 82. In addition to scheduled visits, nine follow-up assistance visits were conducted at the request of the states. The team currently consists of three military and eight civilian personnel. CLRT and follow-up visits have been geared to identify and provide remedial actions in those logistics areas impacting directly upon unit readiness posture, i.e., excess management, unit and mobilization readiness reporting, and aviation maintenance management.

Installations

Military Construction Program

The National Defense Act of 1950 (PL 81-783) provides for Federal support of Army National Guard 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 non-armory construction.

FY 82 MCARNG Execution

Congress approved 71 construction projects during FY 82 at a total authorized value of \$62.8 million. During FY 82, the following breakout by types of projects was awarded:

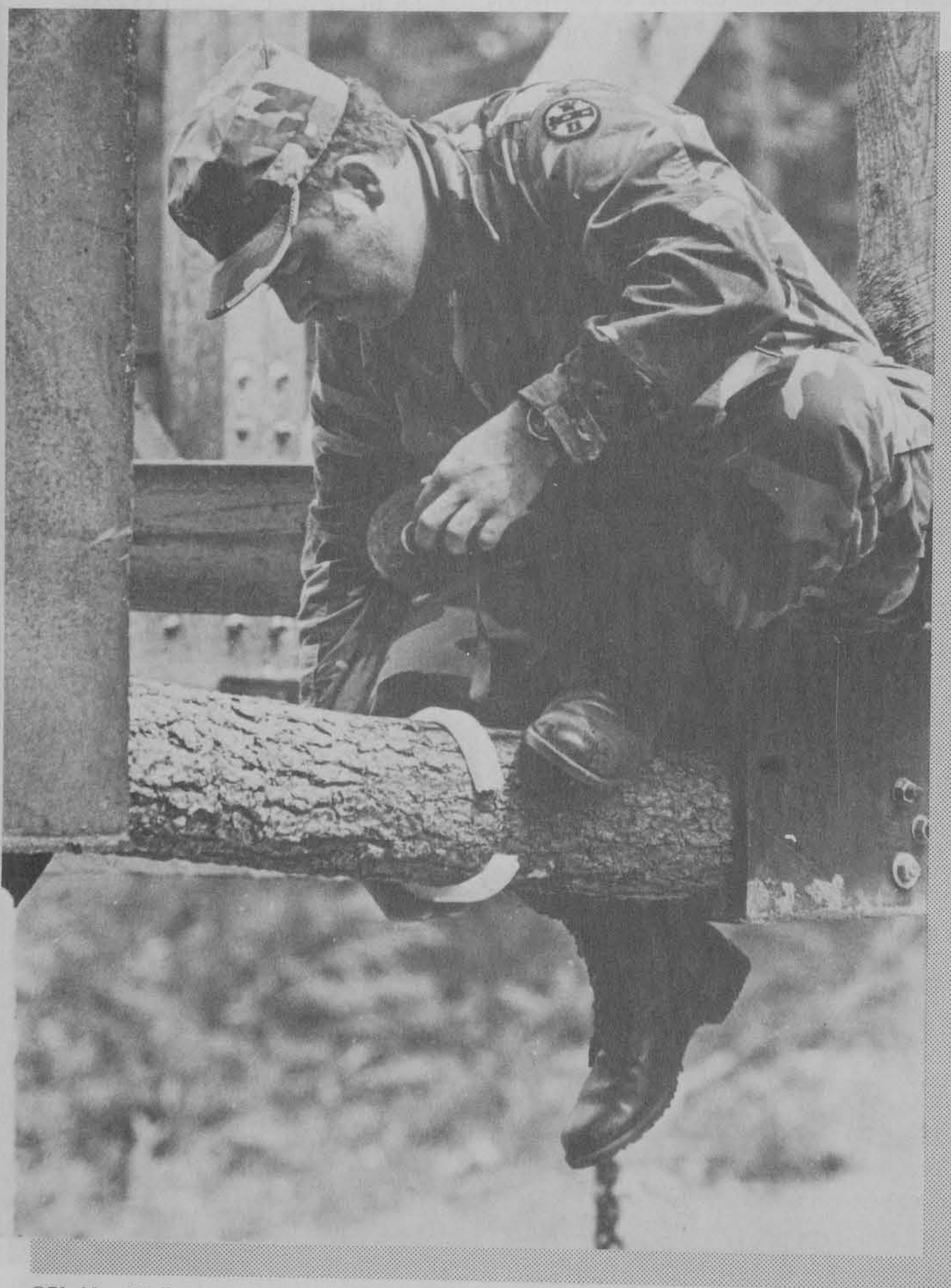
FY 82 Projects

Type Project	No. Projects	Author. (\$000)	Award. (\$000)
Armory	24	19,583	14,572
Nonarmory	33	26,273	21,892
Totals	57	45,856	36,464*

*Actual contract award costs.

The five nonarmory projects consisted of ten vehicle maintenance facilities, eight training facilities, aviation facilities, two unit training

equipment sites, one medical facility and six logistical facilities at training sites, one pollution abatement project, and two USPFO facilities. Ten



CPL Ken Wallace, Co A, 216th Engineer Bn, Ohio ARNG wraps plastic charges on a bridge.

projects, totaling \$10.44 million, authorized and apportioned by Congress, were not awarded for various reasons during FY 82. Additionally, authority was denied by a Congressional committee to execute seven projects totaling \$6.0 million requested during FY 82, and eight other planned FY 82 projects, totaling \$4.6 million, have yet to be submitted for Congressional authorization.

Funding

Carryover funds from prior years for the military construction program amounted to \$10.0 million. An additional \$67.7 million appropriation was made by the Congress in PL 97-106 bringing the total funds available to \$77.7 million.

Obligations

In the execution of the program, the total obligation for FY 82 was \$43.041 million, less \$.215 million of recovered prior year obligations. These obligations represent 55 percent of the total funds available. The breakdown is as follows:

Armory	\$15,240
Nonarmory	22,693
Advance Planning and Design (A/E)	2,175
Minor Construction	2,933
Total	\$43,041
Recovery from prior year obligations (-)	215
Total obligations	\$42,826

The differences between the armory and nonarmory obligations figures and awards noted above are due to change orders authorized during FY 82 for prior year construction contracts. With the \$77.7 million available and only \$42.8 million obligated, \$34.9 million will be carried over into FY 83.

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 82, the ARNG made use of 315 Federally owned facilities and 124 privately owned facilities under Federal lease. These leases include: ten aircraft facilities, four organizational maintenance shops, two United States Property and Fiscal Officer offices and warehouses, 100 training area sites and ranges, six scout armories and one docking space and recruiting space. Tables 10 and 11, Appendix H, contain lists of state operated installations.

Support Facilities

Federal funds in the amount of \$26.2 million for FY 82 were allotted under 55 separate service funding agreements with the states to operate, maintain and repair the nonarmory 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 82, the Los Alamitos Armed Forces Reserve Center (AFRC) was funded \$4.4 million by NGB for the host responsibilities performed by the California Army National Guard. In addition to funding under service agreements, \$3.1 million for FY 82 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 \$32.1 million for FY 82 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 \$3.9 million in FY 82. 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 82 totaled \$1.8 million.

Mobilization Readiness

Mobilization preparations and planning for the Army National Guard received increased attention at all levels this past year. As a result the ARNG experienced numerous improvements designed to enhance mobilization readiness. Positive changes

are: a complete revision of mobilization planning guidance; redesignation and reorganization of the State Headquarters to the State Area Command (STARC) TDA; expanded mission for state owned-operated installations; assignment of ARNG mobilization planners; and increased participation in mobilization exercise programs.

Mobilization planning guidance, considered outdated and redundant, was rewritten and distributed this year. The new documents consisting of HQDA Army Mobilization Operational Planning Systems (AMOPS) and U.S. Army Forces Command (FORSCOM) Mobilization Deployment Planning System (FORMDEPS) combine all the mobilization requirements previously contained in AR 135-300, Mobilization of Reserve Component Units and Individuals. FORMDEPS, the primary document to be used by the ARNG, consists of the overall FORSCOM Mobilization Plan (FMP) Mobilization Troop Basis Stationing Plan (MTBSP) and the Unit Commander's Handbook. This division was principle in writing, staffing and coordinating these documents for implementation in the ARNG. The revised systems will streamline the mobilization process and enhance ARNG pre-mobilization preparations for timely execution.

The consolidation of the State Headquarters and Command and Control staffs is progressing as scheduled with implementation planned for early FY 83. This merger is designed to realistically align State Headquarters elements into a functional staff capable of peacetime management of the ARNG for both pre-mobilization and post-mobilization missions. The Mobilization Readiness Division was instrumental in developing this concept and actively participates in the review and analysis of the proposed TDA's; developing STARC missions and functions, and

the revised STARC planning guidance.

Eight ARNG state owned-operated installations are being considered for installation mobilization missions. To facilitate this transition seven of the eight have been staffed with ARNG Tour officers responsible for installation mobilization planning. The remaining position will be filled in FY 83. Out-year planning calls for each of these installations to develop and staff a mobilization TDA and assume total responsibility for

mobilization planning and execution.

In addition, to the seven ARNG mobilization planners assigned to state owned-operated installation, ARNG officers have been assigned to six active installations and the nine Army Readiness and Mobilization Regions (ARMR). These key positions will serve to provide better interface between the ARNG and the active Army and improve the mobilization process.

The mobilization exercise pro-

gram developed by this division met with favorable implementation in the states during FY 82. Twenty-two units participated in the Mobilization Deployment Exercise (MODEX), now titled Mobilization Deployment Readiness Evaluation (MODRE); 113 units/cells completed the Readiness for Mobilization Evaluation (REMOBE), and 23 states conducted a STARC CPX. The results of these three exercises have been consolidated into a National Guard regulation presently being coordinated. This regulation will completely decentralize the management of the exercise programs to state level and allows for further expansion of the programs over the next five years. NGB anticipates the following: each STARC will conduct a STARC CPX; all units scheduled for Overseas Deployment Training will conduct a Mobilization Deployment Readiness Evaluation (MODRE); and approximately 200 units will conduct a REMOBE each year. These programs significantly improve ARNG mobilization awareness and readiness.

The emphasis of National Guard readiness was reinforced by the appointment of a four man team by the House Appropriations Committee to evaluate the following areas:

- a. Readiness of major forces (Active and Reserve Component) to be confirmed by on-site inspections.
- b. Primary factors contributing to readiness being below designated levels.
- c. Extent to which large increases in the O&M appropriations have been applied to readiness and to other purposes.
- d. Situation as to the adequacy of ammunition, spare parts, and proper maintenance.
- e. Adequacy of Army Unit Status reporting procedures.
- f. Subsequent guidance broadened the scope to include mobilization, deployment, and sustainability.

They proposed to evaluate the

Below, SP4 Richard Evans, Company A, 1st Bn, 137th Infantry, Kansas ARNG, assumes the Dragon firing position while wearing protective clothing.



Unit Status reporting system by visiting all ARNG divisions, brigades, and roundout units. This evaluation, started in April 1982, will run until February 1983 and the findings will be utilized in FY 84 by Congress. As of September 1982, the Committee has visited all of the ARNG divisions and six of the 22 separate brigades.

Readiness of the ARNG was highlighted by the addition of sixteen more units in the Rapid Deployment Joint Task Force. This positive step in the role of the ARNG has enhanced the Total Army concept.

The Intensive Management Force List expanded to include resource priority six (other NATO critical requirements for D-D+60) and selected other units. Full-time manning personnel are authorized through priority five while Selected Reserve Incentive Program benefits are authorized through priority six. The Requirement Objective Code has been updated to reflect the unit CAPSTONE alignment, resource priority and latest arrival date for the appropriate war plan. Those units that have been eliminated from the Intensive Management Force (IMF) will continue to receive resourcing for the Selective Reserve Incentive and Full-Time Manning Programs. Category Two of the IMF changed from Roundout, Mission Essential and Risk Reduction units to Roundout and Essential Force. These units provide U.S. Army Europe with the types and number elements needed in the proper order on D-Day.

A significant portion of this division's responsibility has been to provide the ARNG Unit Status and Identity Report (UNITREP) to the Joint Chiefs of Staff. Within the ARNG the UNITREP system was utilized to plan and track a number of major readiness improvement programs, such as Force Modernization, Full-Time Manning, education incentives,



SGT Nancy Hillis, 135th Signal Det, Kansas ARNG operating a communications center during Annual Training.

and reenlistment bonuses. To improve on both the quality of the UNITREP Reports and to provide a state level focus for readiness management, the division has worked to increase the influence and visibility of the State Mobilization Readiness Management Officers. By focusing on the duties and training of their personnel towards readiness management, the division is advocating improved readiness through intra-state re-allocation of existing resources. The aforementioned responsibility is supported through the

division's use of the World-Wide Military Command and Control System (WWMCCS) classified terminal. With the installation of WWMCCS terminals at National Guard state owned-operated mobilization stations, access to the Forces Command WWMCCS OMNI data base, and the planned installation of terminals at the State Area Command, this division will have an expanded capability to transmit and receive classified force status and mobilization data.

Computer Center

The National Guard Computer Center (NGB-ARD) is responsible for the automation management, Automation Management Officers (AMO) and 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 activities (DPAs).

Hardware/Software Upgrade

During FY 82, the ARNG 53 state computer systems were authorized a limited augmentation of hardware (disk drives and terminals). Program conversions for Maintenance (Material Readiness), Fiscal, and the Drill Attendance Monitoring Procedure and Report (DAMPRE) were completed in FY 82. Program conversions for logistics, technician pay, and Active Duty Automated Pay System (ADAPS) are in varying stages of testing and should be completed in early FY 83.

The Decentralized Automated Service Support System (DAS3)

DAS3 is a van-mounted mobile automatic data processing system designed to replace the NCR 500 in 73 units worldwide and to provide automation to an initial 106 units currently operating in a manual mode. The National Guard Computer Center will build the interface between the Burroughs B1955-1 system and DAS3 to allow the Class IX supply system to integrate into the total supply system at the United States Property and Fiscal Offices. The

ARNG began receiving and installing DAS3 during FY 82. To date, fourteen DAS3 systems have been installed.

Manpower

Two full-time support programs, Active Guard/Reserve-Conversion (AGR-C) and Full-Time Manning (FTM), implemented in January 1979, and January 1980, respectively, showed a moderate increase in the total number of Army National Guard personnel serving on full-time military duty to support the National Guard. Fiscal Year 1982 ended with 8,111 Army National Guard personnel on active duty in these two programs, an increase of 600 over Fiscal Year 1981.

Active Duty Guard/Reserve-Conversion Program (formerly Conversion to Full-Time Military (CFTM)), implemented initially 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 successfully concluded on 30 June 1980, when the goal of 3,161 was attained. Congress 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 1982, there were 5,666 Army National Guard personnel serving in the AGR-C program.

The Full-Time Manning program, (formerly Additive Full-Time Manning) 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 450 active Army officers and enlisted personnel on board in

this program. A total of 2,445 ARNG and 763 active Army personnel were serving in this program on September 1982. Full-time manning authorizations are projected to increase from the present 4,398 to 13,095 by Fiscal Year 1988. Active Army support will decrease by more than 600 when active Army personnel will be replaced with Army National Guard AGR personnel.

Army National Guard personnel are performing a multitude of duties in an Active Duty Guard/Reserve (AGR) status in the Long Tour program. Guard 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.

Surgeon

ARNG Medical Brigades

Each of the Army National Guard medical brigades has greatly improved the readiness of medical units within their respective Army area. During FY 82, the 213th Medical Brigade, Mississippi ARNG, conducted two full scale ARTEP for Combat Support Hospitals in the First Army area, both of which were very successful.

The 213th Medical Brigade attended Annual Training at Camp Blanding, Florida, as part of a mini-Logex conducted by the 167th COSCOM of the Alabama ARNG.

CAPSTONED to the 167th COSCOM, the 213th Medical Brigade had all of its CAPSTONE-aligned medical units either represented or actually participating in the exercise play.

Unit representatives were present from USAR medical units, ARNG medical units, active Army medical units, which included major medical unit commanders from VII Corps, Europe, and major medical unit commanders from the Federal Republic of Germany.

As a fitting climax to a most successful AT period, and the culmination of several years hard work and extensive coordination, the 213th Medical Brigade was informed by the ranking representative of the Federal Republic of Germany that their Host Nation Support plan had been given tentative approval by their government.

The 112th Medical Brigade, Ohio ARNG, had a very busy and productive year in conducting ARTEPs and CAPSTONE CPXs and FTXs within the Fifth Army area.

The 175th Medical Brigade, California ARNG, has also been very active in the Sixth Army area conducting ARTEPs and planning CAPSTONE CPXs and FTXs. The 175th Medical Brigade participated in LOGEX 82 at Fort Pickett, Virginia, where they had a most successful AT period.

ARNG Physician's Assistant Program

To date this outstanding training program has graduated 43 ARNG Physician Assistants (PA) and currently has 21 PA candidates in various phases of training, either at Sheppard AFB, Texas, or Ft. Sam Houston, Texas. Only the most highly qualified and motivated ARNG enlisted medical personnel are selected for each of the 24 spaces allocated to the Army National Guard each year.

ARNG 91C Civilian Educational Program

This training program, which allows the service member to train at home in a local college with full pay and allowances, has contributed immensely to the overall readiness of ARNG medical units by providing over 850 of the 1157 91C MOS qualified individuals in the ARNG today.

ARNG Medical Management of Chemical Casualty Course

The first ever course in the medical management of chemical casualties for ARNG AMEDD personnel was conducted at Aberdeen Proving Ground, Maryland, by the U.S. Army Institute for Chemical Defense in March 1982.

Realizing a serious deficiency in trained ARNG AMEDD personnel in

Members of the 217th Medical Bn, Colorado ARNG evacuate a casualty.



this critical area, the Chief Surgeon for the Army National Guard requested, and was granted, funding for a special course to train ARNG medical personnel. Conducted in March 1982, this special course was attended on short notice by 22 ARNG AMEDD officer personnel from eight northeastern states.

This initial program was so successful and enthusiastically received by those in attendance, that a decision was reached to seek approval and funding for this course to be taught at the National Guard Professional Education Center. Approval was granted for three iterations of this course each fiscal year beginning in FY 83 with the first class in October 1982.

ARNG AMEDD Officer CME Program

Continuing Medical Education (CME) benefits for ARNG Health Care Practitioners is a valuable adjunct in improving the recruiting and retention of AMEDD officer personnel. Since its inception, over 1,200 health care professionals have been trained in this program, with nearly 459 trained in FY 82 alone.

ARNG AMEDD Combat Casualty Care Course

The Combat Casualty Care Course (C4) conducted at the Academy of Health Sciences, Fort Sam Houston, Texas, is physically demanding and intellectually challenging. The curriculum consists of eight days, mostly under field conditions, in Advanced Trauma Life Support, Advanced Cardiac Life Support, as well as exercises requiring physician decisions under simulated combat conditions. This training provides a significant challenge to the medical education of most ARNG physicians and the participation in

combat exercises also provides a significant challenge to the physical conditioning of the physician. The ARNG will make this course available to all Medical Corps officers over the next three years.

Air National Guard

The Air National Guard, at its highest level readiness yet achieved, completed FY 1982 with 100,657 officers and airmen, its highest strength ever.

The missions of the Air National Guard units continue to be multifaceted. C-130 units support Air Force airlift capabilities, fighter-interceptor units maintain 24-hour alert aircraft in defense of our skies, KC-135 units fly aerial refueling missions on a daily basis, while tactical fighter units provide ground support to units of the U.S. Army. Fifteen units of the Air National Guard are assigned to the RDJTF.

New aircraft continue to be issued to the Air Guard. In FY 82 12 A-7Ks, 22 A-10As, 5 C-130Hs, 9 KC-135Es, 21 F-4Cs and 55 F-4Ds were acquired bringing the total of aircraft assigned to the ANG to 1,630.

Aircraft modernization is a continuing process in the Air Guard, to that end, it was announced that the 169th Tactical Fighter Group, South Carolina ANG would convert to the F-16 in FY 83.

The Air National Guard continues its record of safe flying. The Air Guard completed FY 82 with a Category A aircraft accident rate of 2.2 while flying 411,167 hours.

Equally important to the success of the Air National Guard mission are the non-flying units such as communications, weather, tactical control, engineering installation and civil engineering. Communications and electronics units supported JCS and Air Force exercises in the U.S., Korea and Europe. Tactical control squadrons also participated in major exercises. Most noteworthy was the deployment of the 102nd Tactical Control Squadron, Rhode Island ANG to Italy which was the first deployment of an ANG tactical control unit to Europe. In FY 82, ANG Civil Engineering teams made 110 deployments to USAF bases,

ANG bases and ARNG installations.

The Air National Guard exceeded its programmed end strength of 100,100 and ended FY 82 with 100,657 officers and airmen. The recruitment of minorities and women was again successful.

Minority strength in the Air National Guard continued to increase in FY 82 reflecting a year end total of 14,311 or 14.4 percent of the ANG. Of the total, 7.1 percent are Black, 4.1 percent Hispanic and 3.1 percent are other ethnic minorities. The number of women increased to 9,510 or 9.5 percent of the Air Guard.

Manpower and Personnel

Overview

The Air National Guard exceeded the programmed end strength of 100,100 and ended FY 82 with 100,657, 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 63.1 percent in FY 81 to 67.7 percent in FY 82. Non-prior service gains were slightly below the FY 82 goal, however, the prior service goal was exceeded.

Personnel Strengths and Manning Levels

For the fourth consecutive fiscal year, the Air National Guard exceeded the programmed end strength. An end strength of 100,657 was achieved versus a program of 100,100. The average strength was 99,189 or 99.7 percent of the congressional average floor of 99,500. Substantial progress was made toward a viable combat ready force by retraining overages into critical skills. Overages were reduced



An F-16 which will be delivered to the 169th Tactical Fighter Group, South Carolina ANG in 1983.

62.8 percent while critical skill manning improved 54.2 percent. Precision recruiting and selective retention helped to improve overall manning throughout the Air National Guard.

ANG Technician Program

There was no appreciable ANG Technician growth in the FY 82 program, the number of technicians programmed for end FY 82 was 21,833 or only four higher than the actual end FY 81 strength of 21,829. On 30 September 1982 the ANG Technician program was essentially met with an actual end year strength of 21,834.

Full-Time Active Duty Program

The full-time Active Guard/Reserve program continued

during FY 1982. The Air National Guard employed 3,334 individuals under this program. These full-time active duty tours were utilized to support training, administration, PFTS/Gunnery Ranges, and USAF mission support such as security, detached alerts and direct unit support.

Mobilization

With the increased emphasis on readiness, a greater emphasis on the personnel aspects of contingency planning and mobilization is necessary. The Air National Guard, as a vital element of the Total Force, must be prepared to mobilize efficiently and effectively. With this goal in mind, the Air National Guard's participation in JCS readiness/contingency exercises and deployments has increased. For example, Exercise Proud Saber 83 was designed to evaluate the capabilities of our personnel data systems to process

transactions associated with mobilization. NGB/MPX, as the focal point for personnel contingency planning, coordinated with the Air Staff, the Air Force Military Personnel Center, and gaining major commands, and provided guidance to field units on this exercise. Preparation for increased ANG involvement in similar exercises in the future is in progress as well.

Recruiting

Precision recruiting with its emphasis on filling critical skills, selective retention, better management of the ANG Incentives Program and localization of the National Advertising Program combined to replace losses and to improve overall critical manning throughout the Air National Guard.

The Air National Guard's recruiting and retention programs were successful in attaining 100 percent of

the fiscal year 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 non-prior service recruiting goal of 5,500 was increased during FY 82 to 5,994. The number of non-prior service personnel recruited was 5,526 compared to 5,461 during FY 81. The prior service goal of 8,238 was exceeded during FY 82 with 8,743 being recruited in this category. The Palace Chase Program increased slightly during FY 82. A total of 339 Palace Chase enlisted personnel were gained during FY 82 compared to 215 during FY 81.

The recruiting of minorities and women was again successful. A net gain of 521 minority personnel and 780 women was achieved.

Incentive Program

During 1982, 89 of the 91 authorized Base Career Advisors were trained at the ANG Retention Course conducted at the I.G. Brown PMEC, Knoxville, Tennessee. Retention improved from 63.1 percent in FY 80 to 67.7 percent in FY 82. This improvement exceeded the overall goal of 65.0 percent by 2.7 percent. The first term retention rate was 48.0 percent which was slightly below the 50.0 percent rate goal established for that retention category.

Reenlistment rates achieved an all time high averaging 87.6 percent. The career reenlistment rate was 92.0 percent while the first term reenlistment reached 76.2. The Air



We train specialists from the ground, up.

It takes a lot of special people to keep the Air Guard in the air. And not all are at the controls of a Phantom jet.

Most serve in vital support positions. Positions requiring the very highest level of expertise. So when you join the Air Guard, you're trained by the best in the business. By top professionals in avionics, munitions loading, environmental support, and Tactical Air Command and Control. You can also get expert training in hundreds of other areas essential in defending America's skies. Training which can be just as important in launching your civilian career.

So if you're a special person looking for a specialty, check out the Air National Guard. For information, mail the attached coupon. Or call toll-free 800-638-0936.

*In Alaska, Hawaii, New Jersey, Puerto Rico, Guam, and all U.S. Virgin Islands, consult your local directory.

We Guard America's Skies.

AIR NATIONAL GUARD

Complete and mail to:
The National Guard, P.O. Box 8000, Lansing, MI 48906

NAME (Please Print) _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

AREA CODE PHONE _____

OCCUPATION _____

BIRTH DATE _____

PREVIOUS SERVICE YES NO

SEARCH _____ NAME _____ ADDRESS _____



Planes don't guard America's skies. People do.

The people and planes of the Air National Guard stand ready, 24 hours a day, seven days a week, to guard America's skies. It's a job that's growing in importance and complexity every day. A job that demands first rate technology. And most importantly, first rate people. People like you.

To find out more about the challenges and opportunities waiting for you in the Air National Guard, fill out and mail the coupon below. Or call toll-free 800-638-0936. Because planes don't guard America's skies. People like you do.

*In Alaska, Hawaii, New Jersey, Puerto Rico, Guam, and all U.S. Virgin Islands, consult your local directory.

We Guard America's Skies.

AIR NATIONAL GUARD

Complete and mail to:
The National Guard, P.O. Box 8000, Lansing, MI 48906

NAME (Please Print) _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

AREA CODE PHONE _____

OCCUPATION _____

BIRTH DATE _____

PREVIOUS SERVICE YES NO

SEARCH _____ NAME _____ ADDRESS _____

National Guard ended FY 82 with 100.6 percent of the programmed end strength.

Recruiting and retention efforts continued to be targeted toward our critical skill shortages. The Air Guard's recruiting program 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



When you graduate to the Air Guard, your future's looking up.

And so is our country's. Because the professional men and women of the Air National Guard do more than provide the major portion of our national air defense. They provide aid in state and community emergencies as well.

Great benefits. Now and for your future.

By joining the Air Guard now, you'll be doing more than helping protect your community, state and home town. You'll be helping yourself. Because the Air Guard is a part-time military job, you'll have plenty of time to pursue a civilian career. Or further your education which we may help you pay for.

What's more, we'll provide valuable technical training. The kind of training you could probably use to get a good civilian job or to advance in your chosen career.

Of course, you'll also receive low cost life insurance, a retirement plan, base exchange privileges, and more. All for your part-time work in the Air Guard.

If you're ready to move ahead with your future, learn valuable job skills and earn extra income, call your Air Guard recruiter, toll-free, today: 800-638-0936. (In Maryland, call 301-981-6718. Outside the continental U.S., consult your local directory under state government.)

You'll find out why we say, "In the Air Guard, the sky isn't the limit."

We Guard America's Skies.

AIR NATIONAL GUARD



EXPERIENCED MILITARY HELP WANTED.

Part-time only. Great fringe benefits.

If you've served in the military, there's a tremendous opportunity waiting for you in the Air National Guard.

The skilled positions we're looking to fill are part-time jobs. Just two days a month plus two weeks a year. And, when extra income really counts in hand, you'll be glad to know that we'll pay you well for your time. In fact, you'll probably start at your old rank.

You'll also regain many of the military benefits you previously enjoyed in the military. Low cost life insurance, base exchange privileges, a retirement plan, and more.

Reach new heights in the Air Guard.

In the Air Guard, you'll make new friends and take on new responsibilities while you put your prior military skills back to work. Back to work for you, your career, your state and your home town. You'll be doing something really important. You'll be guarding America's skies.

If you think it's time you put your military experience back to work for you, call the Air National Guard, toll-free, today: 800-638-0936. Or send the attached postage paid reply card.

Either way, you'll find out how you can reach new heights in the Air National Guard.

*In Alaska, Puerto Rico, Hawaii, Maryland, Guam, and all U.S. Virgin Islands, consult your local directory.

We Guard America's Skies.

AIR NATIONAL GUARD

NGB to each State Adjutant General and the recruiters have been administratively assigned to the unit they support. Along with precision recruiting, the Air National 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. The program allows us to identify prior service Air Force personnel

separating from active service. This special emphasis will aid our recruiters in finding qualified individuals from all backgrounds to fill existing critical skill vacancies.

The Retention Program Section also manages the Air Guard's incentive programs. Incentives have a direct effect on both recruiting and retention. During FY-82, the ANG continued to offer the affiliation bonus, the student loan repayment program, enlistment and reenlistment bonus. The affiliation bonus provides \$25.00 each month of the enlistee's remaining Military Service Obligation (MSO). All drill status enlisted personnel were eligible for the student loan repayment program. The loan is repaid at the rate of 15 percent or \$500, whichever is greater, to be paid at the end of each completed year of a FY 82 enlistment or reenlistment. Following is a recap of the FY-82 Incentive commitment.

	Total Funds Committed FY 82	Total Participants
Enlisted Bonus	976,500	1,422
Education Bonus	352,000	352
Reenlistment-3 year	395,000	878
Reenlistment-6 year	978,300	1,087
Affiliation	26,534	99

The selection of bonus specialties and the administration of the bonus programs are the responsibility of the individual states operating under NGB direction. This procedure makes the incentive program more responsive to individual unit needs.

The Recruiting and Retention Branch affords the Air National Guard a strong, united effort directed to acquire and maintain a quality force. The addition in August of the BMT Control Center to the Recruiting Operations section affords an opportunity to assure positive management actions to support field operations.

Advertising Program

To meet the recruiting and retention requirement of the Air National Guard, a general advertising program designed to appeal to the non-prior and prior service markets, combined with advertising targeted at specific needs has been established. The advertising program insures a continuous flow of prospects of various abilities and backgrounds. Target advertising attracts individuals with specific military or professional skills to specific ANG units. Units experiencing similar precision recruiting needs can benefit from the same public service announcement. These public service announcements have been designed to facilitate localization by simply changing unit names and telephone numbers which expands the use of the advertising budget. During FY 82, a complete review of advertising materials to support the retention program was completed. A

total of sixteen new pieces were designed and approved for printing. These products will be available to the field during FY 83.

The Air National Guard reorganized its recruiting structure in FY 81. This organization placed supervisory control of production recruiters at the unit level. Each State Headquarters is assigned one Senior Recruiter who is charged with assisting and advising the state staff in recruiting matters. This organization was changed slightly during FY 82 to place retention under the control of the State Military Personnel Officer.

Both the Senior Recruiter and the State Military Personnel Officer coordinated state advertising programs and serve as primary contact for the advertising agency's Field Service Representatives. The Senior Recruiter also serves as the single point of contact for the Basic Military Training Control Center. This arrangement allows BMT-CC to allocate 90 percent of the requests for Basic Military Training and follow-on Technical Training Schools within three minutes. The remaining request requires special handling by the BMT-CC staff.

In FY 82 the Air National Guard's advertising campaigns centered around the themes, "We Guard America's Skies" and "Keep Guarding America's Skies." A sub-theme, "Planes don't guard America's skies, people do," was also introduced during FY 82. We believe that consistency with these themes will insure effective and recognizable advertising. Tailoring of these general themes will highlight the increased involvement of units and training requirements placed on the Air National Guard within the total force environment. These themes will continue to be incorporated into recruiting and retention advertising in FY 83.

ANG Civilian Personnel Activity

During FY 82, ANG Title 5 civilian personnel strength stabilized at approximately 1,725 employees. Most Title 5 employees are stationed at three installations where the ANG operates its own Central Civilian Personnel Offices: Selfridge ANG Base, Michigan; Rickenbacker ANG Base, Ohio; and Otis ANG Base, Massachusetts. In addition to a few locations in the Washington, D.C. area, ANG Title 5 civilians are assigned to the following field



Guardsman of the 116th Tactical Control Squadron, Oregon ANG, plots aircraft movements on his radar screen during GOLDEN BLADE '82, a joint Army-Air Force air defense exercise held at Yakima Firing Center, Wash.

installations: Buckley ANG Base, Colorado; Ellington ANG Base and Randolph AFB, Texas; Portland IAP and Kingsley Field, Oregon; Robertson ANG Base, Missouri; Forbes Field, Kansas; Hill AFB, Utah; Edgewood Arsenal, Maryland; Duluth IAP, Minnesota; and Boise (Bowen Field), Idaho.

Progress has been noted in Title 5 EEO Affirmative Action programs at ANG bases during the fiscal year. ANGSC/MPK completed the development of an Affirmative Action Plan for the Title 5 work force. This plan covers a five year period and results from the first year of operation are encouraging. The ANG's three bases with CCPOs set a numerical goal of

41 promotions, reassignments and new hires to correct underrepresentation of women and minority employees in the base's work force for FY 82. As a result, 47 affirmative actions were attained within the first three quarters of the fiscal year.

A considerable amount of training has been scheduled to keep the ANG civilian personnel office staff in the field abreast of rapidly developing changes brought about by implementation of the Civil Service Reform Act (PL95-454) and increased refinements in utilization of the Personnel Data System—Civilian (PDS-C) System. PDS-C is now being used extensively to code and store a variety of personnel actions, and in

compilation of reports while increased use can be expected in the near future.

During the fiscal year, ANG civilian employees in the field attended a wide variety of technical and professional courses conducted at Air Training Command installations and at the Air Force Professional Personnel Management School, Gunter AFB, Alabama. Since the number of quotas requested were not available from ATC, ANG bases utilized other sources of training that were available locally, or which were being conducted by Major Air Force Commands (MAJCOMs) or by the Office of Personnel Management. Career development programs de-

veloped by the Air Force were available to ANG Title 5 civilian employees and there were a number of participants.

Data Systems

Several new programs within the Data Systems Branch were established during FY 82 to provide service to both the National Guard Bureau staff and field personnel activities. Among the new programs are:

- A non-prior service accession program to emphasize "precision" recruiting as opposed to "quantity." Salient points of the new program are 1) quotas are for BMT only and may be used in conjunction with either technical training courses or home station on-the-job training; and 2) allocations are made by month but not restricted to a specific date within the month.
- A personnel Assistance Team (PAT) designed to evaluate CBPO operations by NGB/ANGSC functional managers using a checklist and a series of automated inquiries to identify inconsistencies. The primary objective of the evaluation is to

provide assistance to the CBPO in order to improve effective management of manpower and personnel programs in the field.

- A formal Data Reliability Program designed to improve the overall quality of information in the Personnel Data System.

Plans and Operations

Tactical Airlift

Air National Guard C-130 tactical airlift units had an extremely active year during FY 82. While accomplishing their prescribed training requirements, they provided airlift support for ARNG and ANG Weapon System deployments and associated training activities. Emphasis was again placed on tactical training to better prepare airlifters for their wartime role. Included in this training was participation in RED FLAG at Nellis AFB, Nevada, and MAPLE FLAG at Cold Lake CFB, Alberta, Canada. Both are intensive exercises involving many commands and services from the United States and allied nations. Flying in this realistic

arena against defensive fighter aircraft, ground threat simulators, and communications jamming provides valuable exposure to operations in a hostile environment. Tactics employed included contour flight at 300 feet above the ground, random drop zone ingress, modified formation geometries, and delayed slowdowns for airdrop. One unit, the 139th Tactical Airlift Group, Missouri ANG, began development of an Advanced Airlift Tactics Training Center. When established, this facility will provide centralized, advanced tactical low level training, significantly enhancing tactical airlift training. The ANG's participation in such operations has increased training realism, validated tactics, and aided development of new airborne operations tactics.

Air National Guard tactical airlift organizations provided substantial 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 airland of troops, equipment, and supplies to support U.S. Army training activities.

Air Guard airlifters provided over six months of support to the US Southern Command (USSOUTHCOM). This JCS-directed deployment, VOLANT OAK, involves the positioning of six aircraft at Howard AFB, Panama, on a continuing basis. ANG C-130s provide intra-theater movement of USSOUTHCOM personnel and material throughout Central and South America. During a typical month, the C-130s fly 52 missions consisting of 144 sorties totaling 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 were again a matter of routine

A C-130E of the 133rd Tactical Airlift Wing, Minnesota ANG.



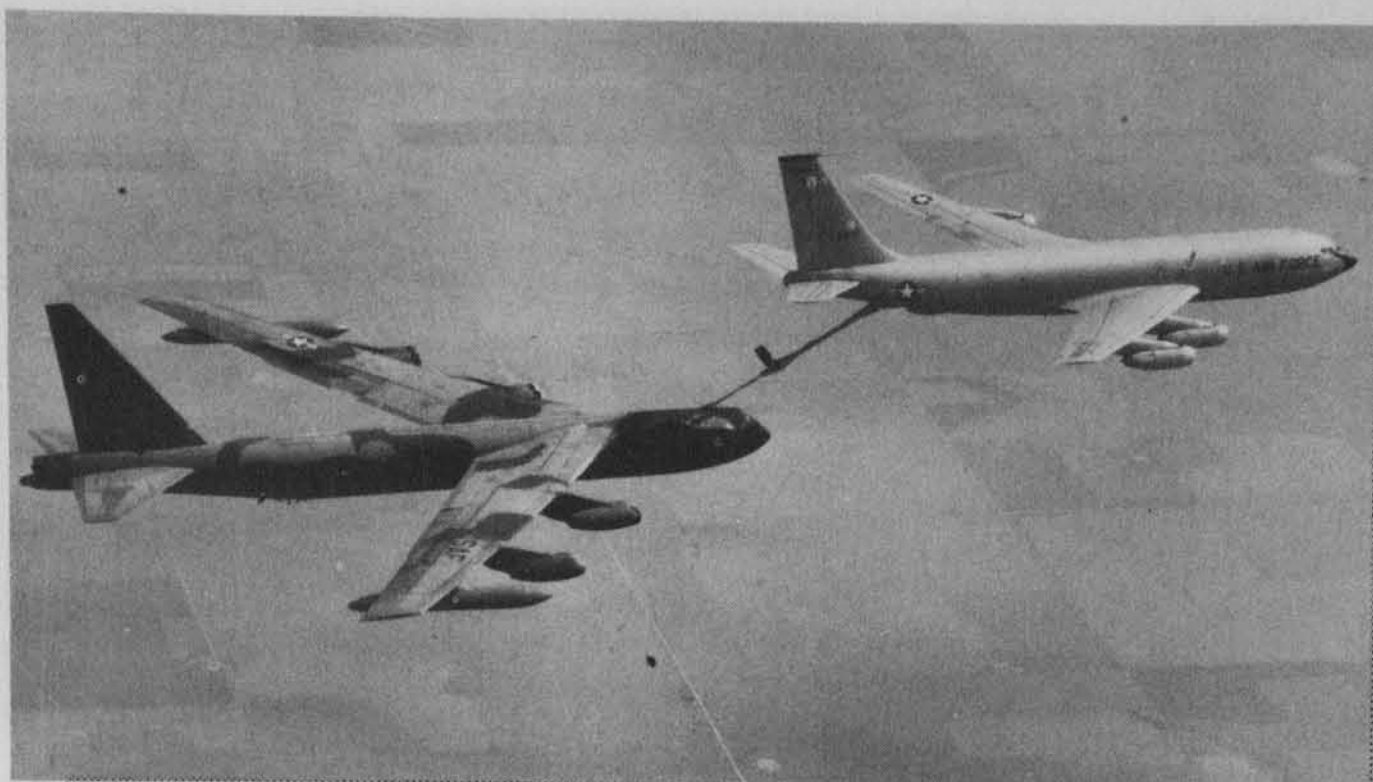
for ANG airlifters. They provided supplemental airlift to EUCOM on a bi-weekly basis on logistical routes throughout Europe. Additionally, they provided extensive augmentation to theater airlift requirements on numerous occasions during this period.

The 109th Tactical Airlift Group, New York ANG was busy again this year with 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 Arctic. This typically involves transporting cargo, fuel, and life site extension materials between Sondstrom AB, Greenland, and the Greenland Ice Cap Dye Stations. In 1982, the 109th also transported over eight million pounds of cargo and personnel supporting the relocation of station Dye II. This was the world's second largest building ever moved.

ANG airlifters also participated in several ACS and USAF directed exercises during the year along with their active duty counterparts. One exercise, REFORGER 82, conducted in Europe, involved extensive support airlift by aircrews and aircraft from the 146th Tactical Airlift Wing, Alaska ANG; and the 153 Tactical Airlift Group, Wyoming ANG. Tasked missions for this exercise include operations from unimproved airfields, intra-theater logistical and tactical airlift, and aeromedical evacuation.

Aerospace Defense Forces

The ANG provided 66 percent of the dedicated air defense forces for the continental United States. Ten units, flying F-4, 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



A KC-135 of the 190th Air Refueling Group, Kansas ANG refuels a B-52 during Red Flag exercises.

aircraft, ground radar, and crews to operate the Hawaiian Air Defense system and is responsible for the entire air defense of Hawaii. During FY 82, the remaining two ANG fighter interceptor units flying the F-101 interceptor converted to the F-4 Phantom. This represents a significant step forward in ANG modernization. The National Guard Bureau is supporting initiatives to continue interceptor force modernization with the F-15 and/or F-16 as the active forces modernize.

Interceptor units participated in several training deployments in FY 1982. The 144th Fighter Interceptor Wing (FIW), California, 120th Fighter Interceptor Group (FIG), Montana, and 125th FIG, Florida, deployed to Ellsworth AFB, Texas, in November 1981, to provide opposition air to SAC participants in the SAC Bomb/Nav Competition. Interceptor units also deployed to Tyndall AFB, Florida, for Combat Pike (ADTAC weapons system evaluation program), air combat maneuvering instrumented range (ACMI) flying, and Copper Flag (ADTAC Red Flag). Some units deployed to Tucson, Arizona, for low altitude visual training with the 162nd Tactical Fighter Group (TFG),

Arizona ANG. In April 1982, the 199th Tactical Fighter Squadron (TFS) launched a high altitude air launched payload system (Project ALPS) from an F-4 on the Kwajalein test range for the Defense Nuclear Agency, Ballistic Missile Division. The 146th Tactical Airlift Wing (TAW), California, and 161st Air Refueling Group (AREFG), Arizona, also provided support. While two interceptor units converted, the 119th FIG, North Dakota, 102nd FIW, Massachusetts, 177th FIG, New Jersey, 120th FIG, Montana, and 149th TFG, Texas, filled in for them with alert aircraft and crews. The ANG enjoys a record of uninterrupted support to the NORAD alert mission despite numerous unit aircraft conversions that have taken place in recent years.

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 82, ANG units provided 65 percent of Ninth Air Force and 75 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.

The 193rd Electronic Combat Group

The 193rd Electronic Combat Group, Pennsylvania ANG plays an important role in the Air Force's offensive and defensive electronic techniques and systems. In its offensive role, the unit helps to exploit, jam, or confuse opposing electronic systems. The defensive role involves making sure the opposition does not do the same thing to us.

To accomplish their vital mission,

193rd personnel are trained in various specialties to exploit electronics systems. This unique organization provided substantive support to active forces throughout the fiscal year in several different types of operations. Included were participation in RED FLAG at Nellis AFB, Nevada, MAPLE FLAG at Cold Lake CFB, Alberta, Canada, and exercises such as REFORGER in Europe and TEAM SPIRIT in the Far East.

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 82, 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 82. In addition, the members of the 101st Air Refueling Wing, Maine, 157th Air Refueling Group, New Hampshire, and the 170th Air Refueling Group, New Jersey, deployed to Anderson AFB, Guam, for a total of 45 days to participate in the Pacific Tanker Task Force.

During FY 82, 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. The first three ANG tanker units began receiving reengined KC-135 aircraft. The KC-135E has improved capabilities over KC-135A—14 percent increase in fuel efficiency, 90 percent reduction in emissions, and 25 percent increase in thrust. The initial units are 134 AREFG, Tennessee ANG; 151 AREFG, Utah

SrA Nanci Green is a firefighter with the 120th Fighter Interceptor Group, Montana ANG.



Two F-4C's of the 142nd Fighter Interceptor Group, Oregon ANG fly over Mt. Hood.

ANG; and 161 AREFG, Arizona ANG.

Aerospace Rescue and Recovery Service (ARRS)

The two ARRS-gained ANG units, the 106th Aerospace Rescue and Recovery Group, New York ANG, at Suffolk County Field, West Hampton Beach, New York, and the 129th Aerospace Rescue and Recovery Group, California ANG, at Moffett Naval Air Station, California, provided extensive and immediate response to national search and rescue mission requirements. These units, flying both HC-130 aircraft and HH-3E helicopters, receive invaluable training while accomplishing actual lifesaving missions. In 1982, they were credited with saving 37 lives. They also perform numerous precautionary search and rescue missions for air defense exercises, space shuttle launch and recovery operations, and other special missions.

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 Air National Guard



through the monitor, review, and allocation of training resources in the form of unit training assemblies, annual 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 Departments of Defense and 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 Multimedia Training Branch at Andrews AFB, Maryland, along with the I.G. Brown Professional Military Education Center and Office of History at Knoxville, Tennessee.

I.G. Brown ANG Professional Military Education Center (PMEC)

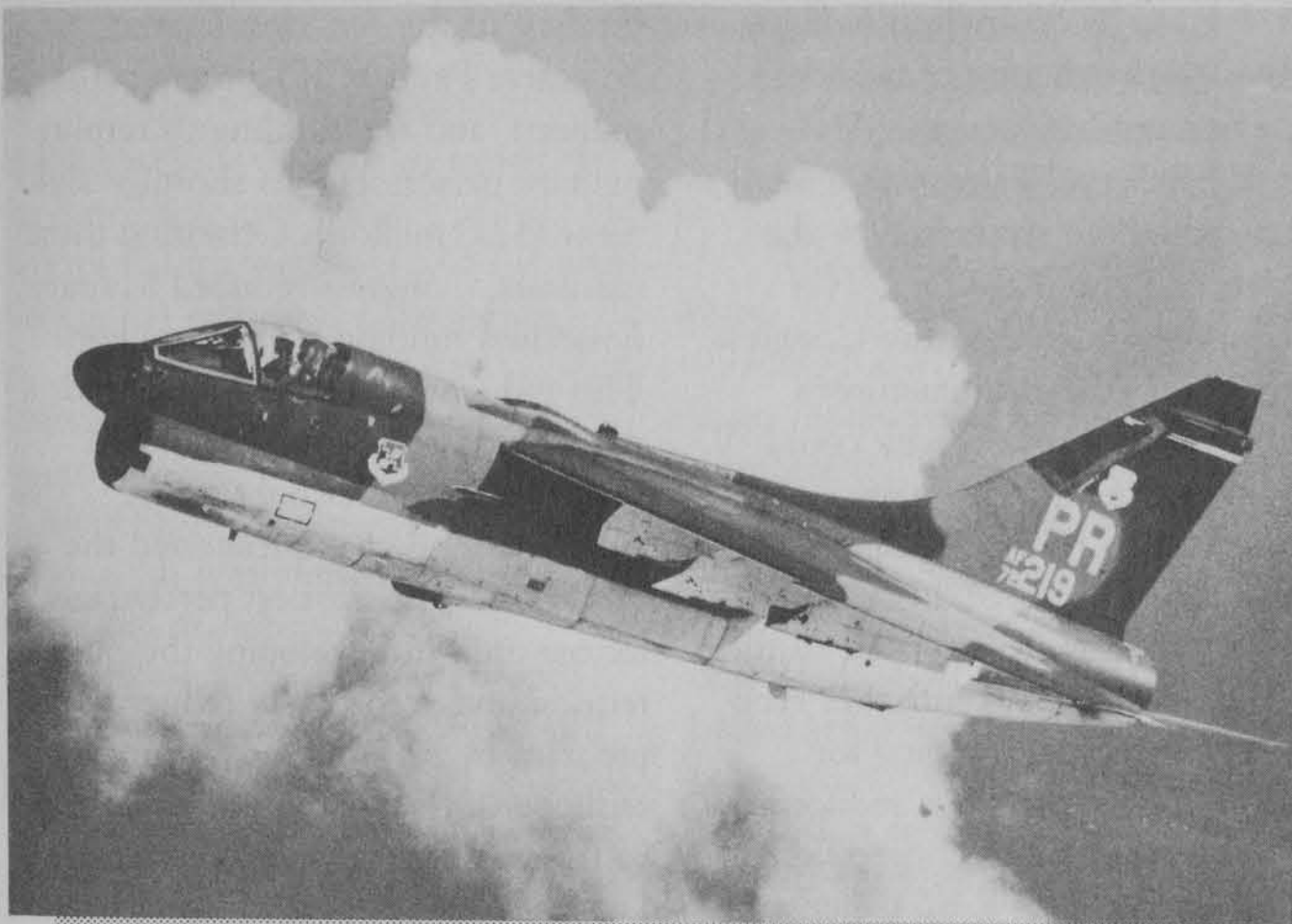
The I.G. Brown ANG Professional Military Education Center is the single Air National Guard organization charged with the conduct of professional military education. It stresses positive motivation in the development of skills and values

necessary for professional service in the Air National Guard. The Center uniquely combines into one organization the functions of what have traditionally been separate activities.

The ANG Leadership School trains noncommissioned officers in the grades of E-4 and E-5 in a learning climate that expands the airman's capacity in supervisory skills and provides a military training experience that leads to confident and competent leadership. The Leadership School has trained 1,533 airmen to date.

The Noncommissioned Officers Academy (NCOA) provides an academic and training environment that increases the noncommissioned officers' ability to function as a supervisor, communicator, resource manager and professional leader. Since its inception, 6,090 noncommissioned officers 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 qualified individuals for commissions in the Air National Guard. The academy has helped 3,169 students achieve commissions in the ANG.



An A-7D Corsair of the 156th Tactical Fighter Group, Puerto Rico 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.

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.

133rd Field Training Flight

The 133rd Field Training Flight, Minnesota ANG, provides maintenance and technical training for aircrews assigned to the C-130 aircraft. In FY 82 the 133rd Field Training Flight provided training for 39 pilots and

1,527 airmen from the Air National Guard, the Air Force, and foreign students as part of the Military Assistance Program.

The Multimedia Training Branch

The Air National Guard Multimedia Training Branch located at the ANG Support Center, Andrews AFB, Maryland, is responsible for all media and photographic assets in the ANG. During FY 82, approval was granted for 18 units to convert from black and white to color photographic equipment.

Comptroller

ANG Financial Overview

The major Federal sources of Air National Guard funding are the Operation and Maintenance (O&M), Military Personnel (Mil Pers), and Military Construction (Mil Con) 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 provide for the

pay of civilians and Air National Guard technicians, contract services for maintenance of equipment and facilities, fuel, supplies, and repair parts for weapon systems and equipment. Fiscal Year 1982 O&M obligations amounted to \$1,668,830,542. The Military Personnel account finances ANG pay and allowances, clothing, subsistence, and travel expenses, as well as active and inactive duty training costs. Military Personnel obligations in FY 82 were \$478,114,249 and supported an average strength of \$99,190 Air National Guard members. The Military Construction account supports major and minor construction of ANG facilities. Over 84 percent of FY 82 Military Construction obligations of \$60,396,014 were devoted to major construction projects. Fiscal Year 1982 obligations for these three Federal appropriations totaled \$2,207,340,805.

Other sources of ANG funding are the Other Procurement, Air Force appropriation and substantive contributions by each of the 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. Obligations of Federal funds by state are shown in Table 1, Appendix I. The total FY 82 obligations for Other Procurement were \$1,477,970. This account finances miscellaneous items of equipment costing more than \$3,000.

Budget Highlights

The President's Budget for FY 82 was \$2,193,760,000. This included requirements for Military Personnel, Operation and Maintenance, and Military Construction. The budget was based on an approved force structure of 91 flying units and contained

funding for an average strength of 98,600 and for 412,854 flying hours.

Supplemental appropriations were approved by Congress as follows:

Military Personnel		1982
Military Pay Raise		\$54,033,000
Military Program Supply		
(Per Diem Equity, ACIP)	2,000,000	
TOTAL		\$56,033,000

Operation and Maintenance		
General Schedule		
Pay Raise		\$11,800,000
Wage Board Pay Raise		11,600,000
O&M Program Supplemental		
(Health Benefits)	1,400,00	
TOTAL		\$24,800,00

In addition to the aforementioned supplemental appropriations, the ANG O&M appropriation was increased by \$11.8 million for War Reserve Spares (\$10.0M), training support (\$1.3M) and Operation of Aircraft (\$.5M). The funding for war reserve spares was added to purchase spares for high priority ANG units, while the training support increase was related to the restoration of real property maintenance funds that were used in FY 81 to finance the civilian pay raise. Funding in the Operation of Aircraft area provided for the move of the 105th Tactical Air Support Group from Westchester County Airport, New York, to Stewart Airport, New York.

Offsetting the above increases, Congress reduced O&M funds by \$47.9 million. This reduction was keyed to an adjustment in fuel prices, logistical support, purchase of camouflage nets, transfer of Rickenbacker AFB to the ANG, OSHA/EPA activities, and other miscellaneous reductions. Fuel prices were adjusted downward by \$32 million based on FY 81 experience. Logistical support

was decreased by \$6 million to draw attention to the sharing of facilities and equipment between the ANG and Air Force Reserve. There was a \$3.4 million reduction earmarked to the purchase of camouflage nets. This reduction was made because Congress perceived that the manufacturer's available production capacity could not provide for all of the nets budgeted for in FY 82. Congress also reduced the ANG O&M budget request by \$3.2 million related to the ANG takeover of Rickenbacker AFB from the Air Force. Funding for OSHA/EPA activities was reduced by \$1.5 million based on Congressional perception that the FY 82 Defense budget included major increases for these activities. There were other miscellaneous reductions amounting to \$1.8 million.

In the Military Personnel appropriation, Congress increased ANG funding by \$7.9 million. The increases supported the projected increase in ANG military strength levels (\$3.6 million), the complete

funding of the Aviation Career Incentive Pay (ACIP) program (\$2.3 million), and the funding to retrain military personnel into shortage skill areas (\$2.0 million). Offsetting these increases, Congress reduced Military Personnel funding by \$2.2 million. This reduction was identified to drill attendance and waste, fraud, and abuse in the DOD Subsistence program. Congress questioned the ANG drill participation percentage factors used in developing the budget request and accordingly reduced this program by \$2.1 million. A further reduction of \$100 thousand was made to the subsistence program, citing a Defense Audit Report which highlighted purported DOD mismanagement losses.

In the Military Construction program, the congress added \$28.6 million above the budget request to accelerate the replacement and modernization of ANG facilities. This increase was offset by a \$12.6 million decrease identified to the deferral of the Marana Air Park projects.

	FY8 (\$000)			
	National Guard Personnel	Operation and Maint.	Military Const.	Total ANG Approp.
President's Budget	\$418,192	\$1,686,468	\$89,100	\$2,193,760
Budget Amendment		-4,000		-4,000
Congressional Actions	+5,675	-36,050	16,040	-14,335
Initial				
Congressional Appropriations	\$423,867	\$1,646,418	\$105,140	\$2,175,425
Prior Year Carryover			46,295	46,295
Supplemental Appropriations	56,033	24,800		80,833
Total	\$479,900	\$1,671,218	\$151,435	\$2,302,553

Data Automation

The use of computers and automated data systems to expedite the processing and transfer of data for operational management and decision making has increased considerably over the years since their introduction into the ANG. FY 82 was no exception. New data systems and ADP equipment were implemented to meet the mission requirements of the functional managers.

At base level, modern remote CRT terminals were installed at all flying units in support of the Comprehensive Engine Management System (CEMS). CEMS provides base level engine managers with on-line access to engine data residing in Air Force host computers for the purpose

of distribution management, configuration management, inventory control, maintenance management, supply support, and management analysis.

The use of the new small microcomputers, begun in FY 81, was expanded in FY 82 to certain lead bases representing each of the nonrefueling units aircraft types (A7, C130, F4, etc.). These additional "micros" are being used to validate that the benefits to the base operations section being experienced by the refueling units also apply to the other aircraft. It is planned to extend installation to other ANG units if the benefits are justified. A microcomputer was also installed at each of the three flying schools at St. Joseph, Missouri, McConnell AFB, Kansas, and Tucson,

Arizona, in support of their training function.

Accounting and Finance

During FY 82 financial reporting discrepancies were reduced to a record low since the implementation of the new status of funds, data base transfer. Significant improvements have continued in financial management reports, both at unit and command level. Both the ANG Workday Accounting and Reporting System (ANGWARS) and the Air Reserve Pay and Allowance System (ARPAS)

A-7D's from the 132nd Tactical Fighter Wing, Iowa ANG on the flight line at Howard AFB, Panama.



were revised, enhancing the pay process of ANG personnel, and the accompanying accounting process. Plans were completed for the implementation of a limited test of the resource management system involving the Air Force Standard Accounting System.

Logistics

An on-going effort to modernize the Air National Guard fleet continued during FY 82. Sixteen KC-135 aircraft were modified with JT3D engines acquired from commercial Boeing 707 aircraft. The engines provide improved operational capability and maintenance reliability. Twelve additional KC-135 aircraft are scheduled for modification during FY 83. The last two F-101 units and one B/EB-57 unit were converted to F-4 aircraft. Twelve new production A-7K aircraft were delivered during FY 82. The modernization effort will continue in FY 83 as the last F-105 unit converts to F-4 aircraft. Total aircraft assigned at the end of FY 82 was 1,630.

Depot Maintenance Program

A total of \$241,008,000 was spent during FY 82 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 827 engines. Depot costs continue to climb due to the increasing number of more technically sophisticated weapons systems.

Supply Policy and Systems

The Air National Guard demonstrated again it has the depth and quality of base level supply management second to none by winning the FY 1981 Supply



An F-4C of the 149th Tactical Fighter Group, Texas ANG intercepts a Soviet Bear bomber.

Effectiveness Award in the supply satellite account category. The supply division of the 157th Air Refueling Group, New Hampshire ANG, won the award in direct competition with Air Force and Air Force Reserve supply accounts. This is the second consecutive year the ANG has won this award.

Throughout the period the ANG continued its steady upgrade and modernization of weapon systems by introducing the KC-135E aircraft equipped with updated engines, and announcing the first F-16 unit. Another first was establishing an air base ground defense unit. The ANG continued conversion to the F-4D with three units receiving this aircraft. The massive change over in spare parts and equipment requirements was accomplished smoothly and without delay.

Funding for supplies and equipment continued at a satisfactory level. Further, the ANG is receiving increased support from the Congress, DOD and the Air Force as evidenced

by the format and data required in the Annex to the Annual DOD Force Readiness Report which stratifies and tracks by reserve component key equipment shortages impacting on force readiness. Such emphasis and tracking will help to resolve equipment shortfalls and improve component readiness under the Total Force policy.*

Equipment Management

The Air National Guard equipment account is one of the largest in the Air Force with 345,000 authorized equipment records valued at over \$1.75 billion. The ANG continues a gradual modernization program as we obtain new combat communications, tactical control equipment, and phase out older model aircraft such as the F-101 and F-105.

The Equipment Management Section has redistributed a large volume of equipment during the past year. The primary effort has been

directed at filling critical shortages at units converting to new weapon systems.

ANG equipment managers have completed desk audits spanning the majority of primary weapon systems. Major results of the audits have been to correct alignment of assets in use versus authorizations, and the redistribution of excesses to units with shortages negating the need to acquire new items. Overall, the accuracy of ANG equipment accounts is excellent as demonstrated by the commendable results ANG units have received from major command equipment management team visits.

Project Constant Shelter— Chemical Warfare Defensive Equipment (CWDE)

Although progress has been made in equipping all ANG units with minimal protection (at least one operational ensemble), critical Air Force shortages of certain key aircrew ensemble items continues to detract from our overall readiness.

Automated Munitions Reporting

The ANG has implemented the H6000 Ammunition Reporting Management System (DO78). When fully operational, the DO78 Report will provide current asset visibility, a means to track munitions expenditures and various other management information at the NGB level through daily munitions transaction reporting from units.

463L Palets and Nets

The ANG continues to place strong emphasis on the management and control of 463L Pallets and Nets. A Pallet/Net authorization review is ongoing and is based on WRM/mobilization requirements with the purpose of ensuring that applicable

war plans are supportable.

War Readiness Spares Kits

The Air Force authorizes War Readiness Spares Kits (WRSK) to support wartime taskings for specific ANG aircraft, combat communications, and tactical air control units. Currently, the Weapon System Support Section manages a WRSK inventory valued in excess of two hundred million dollars. This year we successfully incorporated a computer process to aid in determining and managing WRSK components. Also, combat communications WRSKs are realigned to conform with unit types code assigned wartime taskings.

Aircraft Support Analysis

The Air National Guard started its second year of intensive management of aircraft spare parts that cause the aircraft to be nonmission capable. Weekly, monthly, and quarterly analyses are made to identify spare parts that are causing the greatest impact to aircraft operations. This permits ANG supply managers to take specific courses of action to eliminate the problem.

Energy Management

The quality of fuel management in ANG flying units continued to improve as a result of a program that identified weaknesses and provided methods to eliminate them. Based on an analysis of inspections and surveys of the Air Force Logistics Command and gaining MAJCOM staff, areas needing management attention were identified.

Solutions were developed from existing procedures and refinement, as required, to fit the particular situation. This procedure was effective in preventing declines in the accuracy of fuel accounting and quality control programs. In several cases identification

of weaknesses provided the needed justification for construction of new facilities. The size of jet fuel storage facilities, standardized for each weapon system, was also developed from the analysis of local level management in an effort to prevent potential weaknesses from happening.

The quality of fuels personnel continued to improve. Through programs aimed at getting specialized training on portable fuels systems, and then employing those trained personnel in field exercises contributed to our ability to deploy and operate from remote airfields. More than a dozen fuels specialists received specialized training in accounting procedures and field level quality control.

Energy conservation continued to receive needed emphasis in an effort to prevent any unwanted escalation in consumption. Even though flying hours were programmed to be up 2.8 percent over FY 81, aviation fuel consumption remained on course. Automotive fuel consumption was also within the FY 82 goal.

Traffic Management

One of the prime indicators of the effectiveness of a traffic management section is the return rate of a cargo movement receipt document called an Intransit Data Card (IDC). This system provides the basis for measuring the best cargo routing alternatives including LOGAIR. During FY 82, the Air National Guard's IDC response rates were better than any of the nine active MAJCOMs reporting. The Air Force standard is 75 percent with the active force averaging 84 percent. Air National Guard units averaged 90 percent.

Vehicle Inventory

The ANG vehicle inventory consists of 16,038 vehicle authori-

zations with 15,281 assets on hand. The replacement value of this entire vehicle fleet is \$398,193,433. The cost of the portion of the fleet due to be replaced is over \$100 million. The Air Force allocated 989 vehicles from their FY 82 vehicle procurement program to the ANG with a value of over \$23 million.

Vehicle Depot Program

During FY 82, the ANG vehicle depot program completed 27 vehicles at a cost of \$2,810,244. These rebuilt vehicles included such mission critical types as snow removal equipment, aircraft refuelers and P-2 firefighting trucks.

Mobile Aerial Port Units

During FY 82, the 19 MAP units comprised about 33% of the Air Force's tactical aerial port forces and achieved 99% manning. These non-flying units assisted their collocated flying wings with aerial delivery training at home station and conversely, the flying units assisted in the annual tour deployments of MAP teams to MAC aerial ports both in the CONUS and overseas.

Over 1,100 aerial porters participated in scheduled annual training gaining valuable "hands on" training and simultaneously assisting with MAC airlift workload at the six major CONUS ports plus those in Alaska, Japan, Korea, Phillipines, Germany, Greece and Turkey with several teams also participating in JCS exercises.

The MAC Air Reserve Force Outstanding Mobile Aerial Port Flight for FY 81 was awarded to the 172nd MAP Flight, Mississippi ANG. Of the four units receiving MAC MEI's during this year, three received a rating of excellent.

An A-10 of the 128th Tactical Fighter Wing, Wisconsin ANG.

Civil Engineering

Air National Guard Military Construction Program

The Fiscal Year 1982 Military Construction Program (MCP) was included in the President's Budget to Congress at \$89.1. The Congressional military construction appropriation bill increased the Air National Guard's portion of President's budget by \$16.04 million. This increase brought the military construction program to its present amount of \$105,140 million, the largest program in Air National Guard history. The program specifies \$92.74 million for major construction, \$5.0 million for minor construction, and \$7.4 million for planning and design. The major construction amount was to provide for 62 projects at 41 locations in 30 states.

An excellent competitive bidding environment had enabled us to obtain Congressional construction authority for more requirements than were originally programmed. Approximately \$11 million in fund underrun's has been realized thus far. Fourteen additional projects have been reprogrammed with Congressional

approval against other urgent requirements. The remaining funds will be combined with any future savings, and will be reprogrammed to provide for additional facility needs. The FY 1982 program now provides for 76 projects at 45 locations in 34 states. These amounts will continue to increase until the fund underrun is exhausted.

Prime BEEF Fire Protection Teams

During FY 82 103 ANG Prime BEEF Fire Protection teams deployed to 37 CONUS Air Force Bases (80 teams); three OCONUS (USAFE) bases (three teams) and four ANG training sites (20 teams) to support concentrated flying activities representing all MAJCOMS.

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 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 exercises to provide fire protection during landing zone and base flying activities: Team Spirit 82 in the Republic of Korea; Brave shield in various locations in the Southeastern U.S.; Empire Glover 82 in New York and Reforger 82 in Kansas.

Prime BEEF and RED HORSE Teams

During FY 82, 16 ANG Prime BEEF teams deployed to Eglin AFB, Florida, for mandatory Prime BEEF Rapid Runway Repair Training.

In FY 82, ANG Civil Engineering teams made 110 deployments for annual training to 63 ANG bases, 15 Army National Guard installations, and 32 deployments to Air Force bases; this included deployments to Alaska, Hawaii, Panama, and the Azores.

Additionally, three CF-4 Prime BEEF command augmentation teams deployed to HQ USAFE at Ramstein AB, Germany, to participate in JCS Exercise CRESTED EAGLE; Spangdahlem AB and Zweibrücken AB, Germany, and Iraklion AB, Crete, to provide professional engineering and architectural design assistance.

In FY 82 both ANG RED HORSE units, the 200 Civil Engineering Squadron, Ohio ANG and the 201st Civil Engineering Flight, Pennsylvania ANG again deployed the majority of their personnel for training projects to Davis-Monthan AFB, Arizona, for drainage improvements and Spangdahlem AFB, Germany, to construct a RED HORSE heavy equipment storage complex for approximately 200 pieces of equipment.

Services and Prime RIBS

Sixteen Prime RIBS teams totaling about 120 personnel attended the Air Force field training course at Eglin AFB, Florida, during the second and third quarter of FY 82. These

same teams also supported home base Prime BEEF team deployments to Savannah, Georgia and Gulfport, Mississippi Field Training Sites, and Tyndall AFB, Florida. In addition, food service support was provided for approximately 50 other Prime BEEF deployments to both Air and Army National Guard sites.

There were 96 food service personnel deployed to the Republic of Korea to participate in Team Spirit 82, an annual Joint chiefs of Staff exercise. These Air National Guard food service personnel supplemented Air Force personnel at five locations through the entire exercise, gaining valuable hands-on experience in the field.

A Prime RIBS composite team was called upon to support a 13 day field school conducted at Camp Dawson, West Virginia, by the Air Force Security Service. This year, five food service personnel performed active duty tours of approximately 120 days each to assist the cadre at the Air Force Engineering and Service Center

(AFESC) Prime RIBS field school at Eglin AFB, Florida. Food service personnel from two units supported extended deployments of their own unit's flying operations when these units were on temporary relocation due to home base runway repair and closure. These support operations were over and above that normally provided to home unit's annual field training deployments and UTAs.

Planning is underway to expand the Air National Guard's involvement in the Prime RIBS team concept that will allow our units smoother interface with the Air Force and the Air Force Reserve. More intense training, greater team versatility and upgrade of ANG Services personnel's role in the total force mission are now being coordinated.

Real Estate

At the end of FY 82, the ANG at 147 sites (civil airports, active Air Force bases, Naval Air Stations, and ANG bases) controlled 65,132 acres.

A7-Ds of the 140th Tactical Fighter Wing, Colorado ANG.



The land and improvement real property value was \$1.1 billion with a replacement value of \$4.5 billion. Additionally, this fiscal year, North Bend Air Guard Station, Oregon, with an associated water system annex, St. Croix Air Guard Station, Virgin Islands, and Yakima Air Terminal, Washington, were added into our real property inventory.

Surgeon

The Air National Guard health profession continues to be tasked in support of readiness requirements. Individual and unit training programs have provided new challenges and chances for training in active force facilities. During FY 82, overseas training for units and individuals was performed in Italy, Alaska, Germany, Japan, England, and the Philippines at Air Force facilities. Support of Coronet Rodeo in Iceland, Volant Oak in Panama, Reforger 82 in Germany, Team Spirit in Korea, and Coronet Rawhide in Norway by ANG physicians, nurses, medical technicians, and aeromedical crews, provided excellent training opportunities for our personnel. Overseas training is an excellent morale booster. It also serves as an excellent training vehicle for medical personnel who must cope with differences in environment, culture and other problems encountered by overseas medical facilities. Medical Red Flag, held at the Wright-Patterson Medical Center, Wright-Patterson AFB, Ohio, was an exercise that provided ANG medical personnel experience in current medical management wartime wound management. Overseas training and exercise participation was supported by personnel from 15 medical units.

Augmentation of active Air Force medical facilities with the Temporary Tours of Active Duty Program (TTAD) continues to be a valuable tool to the active force and the Air



Members of the 241st Air Traffic Control Flight, Missouri ANG install an antenna during an Operational Readiness Inspection.

National Guard. ANG professional support and assistance allow active duty facilities to maintain their mission capability, provide continued care for eligible beneficiaries while providing invaluable training and experience for Air Guardsmen. During FY 82 a total of 2,816 mandays were utilized by ANG professionals in support of the program. This was an increase of 1,295 mandays over FY 81. A new notification process for TTAD opportunities should increase our medical involvement in this program during FY 83.

In FY 82 there was a net increase of 21 physicians bringing the ANG physician total to 364. The number of aeromedical evacuation crews grew resulting in 36 nurses and 36 medical

technicians being authorized for ANG aeromedical evacuation units. The number of crews will continue to grow until 1984. As of 30 September 1982, there was an ANG assistant surgeon assigned to each of the following command surgeons: HQ USAF, SAC, USAFE, TAC and MAC. Each physician provides advice and assistance to the command surgeon in matters relating to the Air National Guard.

Continued emphasis of the Total Force Policy will place additional demands on ANG medical readiness posture. These demands will result in the organization of 49 new aeromedical evacuation crews between FY 83 and FY 87. Approved this year were authorizations for full-time



A1C Billy Cozart, 239th Combat Communications Flight, Missouri ANG, connects power cables to a generator is watched by an Air Force inspector during an Operational Readiness Inspection.

bioenvironmental health technicians who will be brought on board in FY 1984. These technicians will provide a safer environment for ANG medical and line personnel. Two contingency hospitals with a 250-bed capacity staffed by 568 medical personnel per hospital were approved this year. These hospitals will become reality in FY 87 and FY 88. High expectations of readiness for the ANG medical field demonstrates the importance of the Air National Guard in the Total Force.

Aerospace Safety

The Air National Guard completed FY 82 with a Category A aircraft accident rate of 2.2 while flying 411,167 hours. The Air National Guard continues to be recognized for its efforts in flight and ground safety.

The following safety awards were earned by Air National Guard units during FY 82:

- U.S. Air Force Flight Safety Plaque. Awarded for meritorious achievement in mishap prevention: 124th Tactical Reconnaissance Group, 128th Tactical Fighter Wing, 130th Tactical Airlift Group, 154th Composite Group, 162nd Tactical Fighter Group, 167th Tactical Airlift Group, 177th Fighter Interceptor Group.
- U.S. Air Force Flight Safety Plaque. Awarded for meritorious achievement in mishap prevention: 124th Tactical Reconnaissance Group, 128th Tactical Fighter Wing, 130th Tactical Airlift Group, 154th Composite Group,
- 1162nd Tactical Fighter Group, 167th Tactical Airlift Group, 177th Fighter Interceptor Group.
- U.S. Air Force Explosive Safety

Plaque. Awarded for outstanding achievement and contributions in explosive safety: 184th Tactical Fighter Group.

- John J. Pesch Award. Awarded for maintaining high standards of flight safety for a sustained period: 137th Tactical Airlift Wing.
- National Safety Council Award of Honor. Awarded for reducing ground accident rates: 123rd Tactical Reconnaissance Wing, 167th Tactical Airlift Group.
- National Safety Council Award of Commendation. Awarded for reducing unit accident rates: 166th Tactical Airlift Group, 169th Air Control & Warning Squadron, 201st Combat Communications Group, 201st Combat Communications Squadron, 202nd Combat Communications Flight, 264th Combat Communications Squadron, 263rd Combat Communications Squadron, Gulfport Permanent Field Training Site.

Communications Electronics and Meteorology

The Office of Communications-Electronics and Meteorology became a separate office in October 1981 responsible for communications, electronics and meteorological affairs for the Air National Guard.

FY 82 saw an increase in the number of ANG Communications-Electronics and Meteorological (CEM) units. The organization of the 114th Tactical Control Flight (an air support radar unit) at University Park, Pennsylvania, increased the number of tactical control units in the ANG to 31, bringing the total number of ANG CEM units to 229. ANG combat communications units also saw a significant increase in support of the Rapid Deployment Joint Task Force with the designation of 14 more units as RDJTF units. This brings the total

of ANG combat communications units with an RDJTF mission to 19.

FY 82 was another significant year for ANG CEM unit participation in JCS and USAF exercises. The majority of Air Force personnel and equipment support for JCS/USAF CONUS, South Korean and European exercises was provided by ANG communications units. FY 82 also saw the successful deployment to Europe of two ANG Engineering Installation Squadrons (EIS) who, under simulated wartime conditions, installed and repaired various types of C-E equipment and facilities. Another first was the successful deployment of a complete ANG Tactical Control Squadron (102 TCS, Rhode Island ANG) to Italy in support of a major USAFE exercise. A further significant event was the designation of the 224th Combat Communications Squadron, Georgia ANG, as a Joint Communications Support Element (JCSE) augmentation unit. The JCSE is the communications support element for CINCREDCOM's RDJTF. The 224th will retain this mission until such time as an ANG permanent JCSE unit can be activated and located within close proximity to the REDCOM JCSE at MacDill AFB, Florida.

In the area of competition, the 214th EIS, Louisiana ANG, took first place in the annual Air Force Communications Command "Shoot-Out." The "Shoot-Out" tested the mobility capabilities of deploying teams (3 ANG, 3 active) and demonstrated their ability to install equipment in a realistic environment.

Chaplain

The primary mission of Air National Guard Chaplains is the readiness to be mobilized and deployed at anytime either for state or Federal service and provide a ministry anywhere in the world that forces may be deployed. In the pre-

mobilization period this includes UTA and Field Training ministries; overseas and exercise deployments; and continuing ministries to the entire ANG community outside of formal training periods.

Since 71 percent of ANG personnel are married, the scope of the ANG community is understood to include spouses and children because they are all subject to the stress, tension and anxieties created by the demands placed on the military member as higher levels of readiness are achieved by the Air National Guard. To highlight some needs for commanders and other senior leaders a TV subject, "Ready to Go! Ready to Leave?" was shown at the ANG Commander's Conference and made available to all units and other DOD agencies.

The commitment of service to the nation by the personnel of the ANG is such that they must be defined as military personnel and full members of the Air Force community, who, upon mobilization, will have special requirements which must be planned for now.

As a consultant to the Chief of Air Force Chaplains Readiness Task Group, the Chaplain for the Air National Guard, participated in drafting Readiness Functional Guidance, which is issued by the Chief of Air Force Chaplains to all Air Force chaplains. The forward states: "Readiness integrates Active Duty, Reserve and Air National Guard Chaplains and Chapel Management Personnel in an essential ministry. The caring ministry of Readiness, unparalleled in intensity, identifies the very best qualities in the Air Force Chaplain Service."

In response to readiness requirements, ANG chaplains continue professional growth through courses at the U.S. Air Force Chaplain school, and also participate in exercises such as "Team Spirit," "Bold Eagle," and

others. To fill the Active Force requirements for ministry, ANG chaplains serve on short tours of active duty on Air Force Bases. Chapel Management Personnel train at the U.S. Air Force Chapel Management School and serve on exercises and deployments. ANG chaplain strength is scheduled to double from 103 to 206 assigned unit chaplains within the next year to fill part of the USAF identified mobilization strength shortfall and to provide the pre-mobilization ministry for more than 101,000 Guardsmen.

To assist the gaining Air Force Major Commands in meeting their responsibilities to the Air Guard, a senior ANG chaplain is assigned to the Command chaplains Office.

A comprehensive ANG Chaplain Program is developed through the advice and assistance of the ANG Chaplain Advisory Group, the principal staff advisor to the Chaplain for the Air National Guard.

State and unit support for the ANG Chaplain Service is outstanding and the increased scope of the Chaplain Readiness ministry has the attention, interest and appreciation of commanders as Air Guard chaplains seek to fulfill their responsibilities to the men and women of the Air National Guard.

Appendices

Appendix A

Chiefs of the National Guard Bureau

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	1974-1982
Lieutenant General Emmett H. Walker, Jr.	1982-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	Maj. Gen. John L. France
Connecticut	Maj. Gen. John F. Freund
Delaware	Maj. Gen. Joseph M. Lank
Dist. of Col.	Maj. Gen. Calvin G. Franklin (CG)
Florida	Maj. Gen. Robert F. Ensslin, Jr.
Georgia	Maj. Gen. Billy M. Jones
Guam	Brig. Gen. Robert H. Neitz
Hawaii	Maj. Gen. Arthur U. Ishimoto
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 Blatsos
New Jersey	Maj. Gen. Francis R. Gerard (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. John G. Castles
Washington	Maj. Gen. George E. Coates
West Virginia	Maj. Gen. John A. Wilson, III
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. William R. Clark
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	Col. 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. William E. Searcy
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. Robert L. Gooderl
Montana	Col. Byron A. Williams
Nebraska	Col. Robert G. Fletcher
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. James M. Bullock, Jr.
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. Edward G. Balagia
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>Walker, Emmett H., Jr.</i> , Lieutenant General, ARNGUS, Chief, National Guard Bureau
<i>Denman, Harold R.</i> , Colonel, ANGUS, Executive, National Guard Bureau
<i>Bennett, Rebecca S.</i> , Warrant Officer, ARNGUS, Assistant Executive
<i>Bell, Leroy C.</i> , Colonel, USA, Chief, Office of Human Resources
<i>Cheugh, Robert W., II</i> , Captain, USAF, Office of Legal Advisor
<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, ARNGUS, Chief, Office of Policy and Liaison
<i>Folkestead, Michael W.</i> , Major, ARNGUS, Office of Human Resources
<i>Gragg, Robert L.</i> , Lieutenant Colonel, USA, Office of Human Resources
<i>Harrison, Joseph J., Jr.</i> , Lieutenant Colonel, USA, Assistant for Property and Fiscal Affairs
<i>Hunter, Harry D.</i> , Lieutenant Colonel, USA, Office of Military Support
<i>Jeffress, Walton M., Jr.</i> , Major, USA, Office of Legal Advisor
<i>Jessup, Harold G.</i> , Major, ARNGUS, Office of Public Affairs
<i>Kelly, Ivan B.</i> , Major, ANGUS, Office of Human Resources
<i>Kondi, Albert J.</i> , Lieutenant Colonel, ARNGUS, Office of Military Support
<i>Kondratiuk, Leonid</i> , Captain, ARNGUS, Office of Public Affairs
<i>Leader, Jason A.</i> , Major, USA, Office of Public Affairs
<i>Pelton, R. Bruce</i> , Lieutenant Colonel, ANGUS, Office of Military Support
<i>Phipps, Phyllis E.</i> , Captain, ANGUS, Office of Public Affairs
<i>Pollard, Gordon K.</i> , Colonel, USA, Director, Joint Staff
<i>Ragan, James H.</i> , Major, USAF, Office of Public Affairs
<i>Reynolds, George D.</i> , Major, USA, Office of Legal Advisor

Director, Army National Guard

Temple, Herbert R., Jr., Major General, ARNGUS, Director, Army National Guard
Dean, Richard A., Brigadier General, ARNGUS, Deputy Director, Army National Guard
Sullivan, James A., Colonel, USA, Executive, Army National Guard
Van Fleet, Frank C., Lieutenant Colonel, ARNGUS, Assistant Executive, Army National Guard
Hopkins, Gary W., Major, USA, Administrative Officer, Army National Guard
Ingram, Donald R., Sergeant Major, ARNGUS, Enlisted Advisor, Army National Guard
Alley, John E., Major, USA, Logistics Division
Alsop, Jack R., Colonel, USA, Chief, Comptroller Division
Barnes, Charles W., Jr., Lieutenant Colonel, USA, Organization & Training Division
Battaglia, Paul, Major, USA, Manpower Division
Becker, Oliver R., Lieutenant Colonel, USA, Organization & Training Division
Bemis, Al H., Major, USA, Personnel Division
Brandon, James B., Major, ARNGUS, Organization & Training Division
Buff, Max L., Colonel, USA, Chief, Manpower Division
Burton, Ronald P., Major, USA, Logistics Division
Carter, Richard O., Lieutenant Colonel, ARNGUS, Manpower Division
Clark, James J., Major, USA, Logistics Division
Clark, Michael R., Lieutenant Colonel, USA, Logistics Division
Coletto, Frank G., Major, USA, Mobilization & Readiness Division
Crocker, William R., Major, ARNGUS, Logistics Division
Davis, Ronald C., Lieutenant Colonel, ARNGUS, Logistics Division
Debolt, Edwin L., Master Sergeant, USA, Logistics Division
Dionne, Raoul B., Major, USA, Office of the Army Surgeon
Duckworth, Charles H., Lieutenant Colonel, USA, Personnel Division
Fillmore, Benjamin M., Jr., Major, USA, Personnel Division
Gentile, Michael E., Major, USA, Logistics Division
Gereski, John T., Colonel, ARNGUS, Chief, Organization & Training Division
Gleszer, Peter E., Lieutenant Colonel, USA, Comptroller Division
Gonzales, Richard C., Sergeant Major, ARNGUS, Manpower Division
Goodrich, Roger L., Lieutenant Colonel, ARNGUS, Aviation Division
Gore, Thomas P., Colonel, ARNGUS, Office of the Army Surgeon
Graf, Robert B., Major, USA, Organization & Training

Division
Guthrie, Lamont M., Colonel, ARNGUS, Chief, Mobilization and Readiness Division
Halcrow, Charles M., Major, USA, Personnel Division
Headley, Jerry A., Major, USA, Mobilization & Readiness Division
Heyman, Eugene F., Jr., Lieutenant Colonel, USA, Organization & Training Division
Hill, Carl D., Lieutenant Colonel, USA, Aviation Division
Hoch, Edwin E., Chief Warrant Officer, ARNGUS, Manpower Division
Ingleright, George A., Lieutenant Colonel, USA, Organization & Training Division
Jackson, William L., Major, USA, Logistics Division
Krajicek, Russell J., Master Sergeant, USA, Organization & Training Division
Lent, Victor A., Major, ARNGUS, Installations Division
Lott, Cleveland B., Lieutenant Colonel, ARNGUS, Personnel Division
Loveless, Henry C., Major, USA, Logistics Division
Lunsford, Mirt D., Lieutenant Colonel, USA, Mobilization & Readiness Division
Mackert, William C., Colonel, ARNGUS, Chief, Logistics Division
Marshall, Eric R., Major, USA, Personnel Division
Martin, Kenneth B., Lieutenant Colonel, ARNGUS, Manpower Division
McAnaw, John P., Lieutenant Colonel, USA, Organization & Training Division
Moore, Albert F., Lieutenant Colonel, ARNGUS, Personnel Division
Morai, Edward C., Lieutenant Colonel, USA, Organization & Training Division
Naylor, Eddie L., Sergeant First Class, USA, Mobilization & Readiness Division
O'Connell, Robert P., Lieutenant Colonel, ARNGUS, Organization & Training Division
O'Halloran, Robert P., Major, USA, Comptroller Division
Parris, James A., Colonel, ARNGUS, Chief, Computer Center
Perkins, Roger A., Lieutenant Colonel, ARNGUS, Aviation Division
Pruter, Roger A., Lieutenant Colonel, ARNGUS, 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
Royce, Edward E., Lieutenant Colonel, ARNGUS, Logistics Division

Rushforth, Durward M., Lieutenant Colonel, USA,
Personnel Division
St. Pierre, Robert E., Lieutenant Colonel, USA, Logistics
Division
Sanger, Jasper J., Major, USA, Mobilization & Readiness
Division
Shores, Carl D., Major, ARNGUS, Logistics Division
Simpson, Daniel H., Lieutenant Colonel, USA,
Mobilization & Readiness Division
Smith, Richard H., Master Sergeant, USA, Logistics Division
Squier, Michael J., Major, ARNGUS, Mobilization &
Readiness Division
Spencer, John C., Major, ARNGUS, Logistics Division
Stemburger, Victor J., Major, USA, Personnel Division
Terrell, Richard D., Major, ARNGUS, Manpower Division
Thomas, James M., Lieutenant Colonel, USA, Personnel
Division
Tipa, Ronald J., Major, ARNGUS, Manpower Division
Von Schilling, Lucien K., Major, USA, Logistics Division
Vowell, Leonard G., Lieutenant Colonel, ARNGUS,
Mobilization & Readiness Division
Wallace, Raymond R., Major, ARNGUS, Logistics Division
White, Wayne L., Major, USA, Personnel Division
Whiteley, Milton A., Major, USA, Personnel Division
Wiggins, Harry R., Lieutenant Colonel, USA, Logistics
Division
Willson, Michael P., Major, USA, Logistics Division
Wilson, James W., M.D., Colonel, USA, Army Surgeon
Windsor, James A., Colonel, USA, Chief, Personnel Division
Woodruff, John W., Major, ARNGUS, Installations Division
Wynn, Collins E., Jr., Major, ARNGUS, Manpower Division

Director, Air National Guard

Conaway, John T., Major General, ANGUS, Director, Air
National Guard
Chambers, Wess P., Brigadier General, ANGUS, Deputy
Director, Air National Guard
Montplaisir, David H., Colonel, ANGUS, Special Assistant to
the Deputy Director, Air National Guard
Quisenberry, Jesse D., Colonel, ANGUS, Assistant to the
Director and Deputy Director, Air National Guard
Sealy, Hobbie L., Lieutenant Colonel, ANGUS, Executive,
Air National Guard
Shoemaker, Sidney L., Major, ANGUS, Assistant Executive,
Air National Guard
Dedona, Daniel B., Captain, USAF, Chief, Executive Support,
Air National Guard
Alexander, Lynn E., Chief Master Sergeant, ANGUS,
Enlisted Advisor
Adams, Timothy M., Captain, USAF, Office of the Air
Surgeon

Allen, Richard N., Lieutenant Colonel, ANGUS, Plans,
Operations and Readiness Division
Alston, Warner L., Captain, USAF, Civil Engineering Division
Arnett, Paul P., Major, ANGUS, Logistics Division
Brimmer, Kirk R., Major, ANGUS, Logistics Division
Buckey, Robert G., Colonel, USAF, Chief, Office of Safety
and Security
Bunting, Alfred P., Colonel, ANGUS, Chief, Manpower
and Personnel Division
Causey, Patton A., First Lieutenant, USAF, Manpower and
Personnel Division
Coker, Artis B., Lieutenant Colonel, USAF, Logistics
Division
Cook, Thomas A., Colonel, USAF, Chief, Office of Com-
munications-Electronics and Meteorology
Corley, Denver G., Captain, USAF, Logistics Division
Daniels, Tommy L., Major, ANGUS, Manpower and Per-
sonnel Division
Dehnert, Robert E., Captain, USAF, Logistics Division
Domingues, Thomas J., Colonel, USAF, Chief, Logistics
Division
Downer, Ronald E., Lieutenant Colonel, USAF, Logistics
Division
Eichhorst, Thomas E., Major, USAF, Plans, Operations and
Readiness Division
Fairbanks, John F., Major, USAF, Comptroller Division
Fowble, Ralph E., Lieutenant Colonel, ANGUS, Logistics
Division
Furr, Marshall W., Lieutenant Colonel, USAF, Office of
Communications-Electronics and Meteorology
Gallimore, George H., Major, USAF, Comptroller Division
Gatto, Francis R., Colonel, USAF, Office of Programs
George, James E., Major, ANGUS, Office of Training
Golsby, Robert, Major, USAF, Logistics Division
Harper, Steven V., Lieutenant Colonel, USAF, Plans,
Operations and Readiness Division
Harris, Richard G., Colonel, USAF, Office of Programs
Hartman, Gene D., Lieutenant Colonel, USAF, Plans,
Operations, and Readiness Division
Haskell, Paul F., Major, ANGUS, Logistics Division
Hindman, John F., Lieutenant Colonel, ANGUS, Logistics
Division
Kean, Gerald S., Major, ANGUS, Manpower and
Personnel Division
Kronk, Herbert I., Lieutenant Colonel, USAF, Plans,
Operations and Readiness Division
Lee, Karen L., Major, USAF, Manpower and Personnel
Division
Lesley, Harry M., Major, ANGUS, Office of Training
Little, Carl S., Major, USAF, Office of Communications-
Electronics and Meteorology

Little, Harrell W., Lieutenant Colonel, USAF, Civil Engineering Division

Mann, Ernest D., Jr., Major, USAF, Logistics Division

McGill, Arley H., II, Lieutenant Colonel, USAF, Logistics Division

Meshell, Raymond F., Lieutenant Colonel, ANGUS, Office of Communications-Electronics and Meteorology

Meuse, Barry M., Colonel, USAF, Chief, Plans, Operations and Readiness Division

Morris, Gayle N., Lieutenant Colonel, USAF, Office of Programs

Morris, James T., Major, USAF, Manpower and Personnel Division

Nelson, Joseph B., Captain, USAF, Comptroller Division

Pate, George W., Colonel, USAF, Office of the Air Surgeon

Patrick, Jay W., Major, USAF, Logistics Division

Sams, James H., Colonel, ANGUS, Chief, Civil Engineering Division

Schantz, Bruce M., Lieutenant Colonel, ANGUS, Manpower and Personnel Division

Schmeider, John A., Lieutenant Colonel, ANGUS, Plans, Operations and Readiness Division

Schreiber, Charles G., Colonel, USAF, Chief, Comptroller Division

Sheppe, Robert M., Lieutenant Colonel, USAF, Civil Engineering Division

Shorb, Brian H., Major, USAF, Logistics Division

Showers, David M., Major, ANGUS, Office of Training

Sirk, Arnold E., Major, ANGUS, Logistics Division

Smith, Allan R., Major, ANGUS, Logistics Division

Steen, Roger G., Lieutenant Colonel, USAF, Logistics Division

Stewart, Wilbert T., Colonel, ANGUS, Chief, Office of Training

Stum, William A., Major, ANGUS, Manpower and Personnel Division

Tollefson, Harold R., Lieutenant Colonel, ANGUS, Comptroller Division

Troyer, Judy L., Captain, ANGUS, Manpower and Personnel Division

Truitt, Roland D., Lieutenant Colonel, USAF, Plans, Operations and Readiness Division

Vance, James H., Major, USAF, Comptroller Division

Walsh, Thomas M., Lieutenant Colonel, ANGUS, Civil Engineering Division

Weaver, James D., M.D., Colonel, USAF, Air Surgeon

Sherley, David F., Jr., Major, ANGUS, Office of Safety and Security

Williams, Joseph B., Major, USAF, Plans, Operations and Readiness Division

Wilson, Calvin J., Lieutenant Colonel, USAF, Manpower and Personnel Division

Appendix E

Army National Guard Officers on Tour

Abel, Colwin J., CWO	NGB
Acker, Donald J., Col.	NGB
Ackley, Donetta S., Capt.	ROTC
Adair, Bennie, Lt. Col.	PEC
Adams, Gary L., Lt. Col.	ARMR VII
Adamson, Orville B., Maj.	ROTC
Alston, Andrew A., Maj.	USACC
Alston, Billy J., Maj.	ROTC
Anderson, Robert E., Maj.	Ft. B. Harrison
Auker, Denzil M., CWO	NGB
Avery, James C., Maj.	ROTC
Bache, William H., Maj.	ROTC
Ballard, Tony D., Maj.	ROTC
Bax, Giles A., Col.	USREDCOM
Beacraft, Ralph H., Jr., CWO	NGB
Beard, Robert D., Capt.	ROTC
Beckenhauer, Jon R., Maj.	ROTC
Becker, Douglas S., Maj.	ROTC
Beckwith, Ralph G., Maj.	ROTC
Bendix, Richard C., Col.	NGB
Bielot, Richard J., Lt. Col.	ARMR IV
Bishop, Ralph L., Lt. Col.	FORSCOM
Blazek, Louis J., III, Capt.	ROTC
Boley, Kenneth O., Maj.	NGB
Boone, William F., Lt. Col.	HQDA
Boostrom, David A., Maj.	Ft. B. Harrison
Boyd, Calmar A., Jr., Maj.	ROTC
Bradlee, William J., Maj.	MILPERCEN
Braman, Eric W., Maj.	NGB
Braun, Gerhard, Maj.	ROTC
Brehm, Philip A., Lt. Col.	USAEUR
Brewer, Max E., Capt.	ROTC
Bridgeman, Alan A., Maj.	Ft. McClellan
Brown, Richard G., Lt. Col.	TRADOC
Bruner, Dennis R., Capt.	ROTC
Bryan, Alan J., Lt. Col.	2nd Armd Div
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 L., Maj.	ARMR II
Caldarone, Rosindo E., Col.	NGB
Callahan, William P., Maj.	ROTC
Cantrell, Raymond A., Maj.	ROTC
Cardis, Douglas B., Lt. Col.	Cp. Grayling
Carter, Merrill R., Lt. Col.	I Corps

Carter, Richard O., Lt. Col.	NGB	Fox, Thomas G., Maj.	ROTC
Castaldi, William G., Maj.	ROTC	Frederick, Carrol J., Lt. Col.	Ft. Polk
Castulik, John J., Capt.	NGB	Freeman, John R., Col.	FUSA
Chadlek, Richard M., Lt. Col.	NGB	Friedman, Douglas, Capt.	NGB
Chapman, Michael G., Lt. Col.	FORSCOM	Fuller, Paul W., Maj.	ROTC
Chisholm, Leslie F., Lt. Col.	Cp. Ripley	Gallego, Gilbert A., Lt. Col.	NGB
Christopherson, Gary J., Maj.	ROTC	Gannon, Harold P., Capt.	NGB
Chrosniak, Kenneth D., Maj.	ROTC	Gault, Gary C., Capt.	ROTC
Ciprich, Joseph J., Maj.	ROTC	Gemmintas, Kestutis, Maj.	ROTC
Clark, Russell, Lt. Col.	FORSCOM	Gillespie, Robert E., Maj.	ROTC
Clawson, Gary B., Capt.	ROTC	Gilman, Harry S., Lt. Col.	NGB
Cloore, James A., Lt. Col.	FORSCOM	Glock, Larry D., WO	NGB
Cole, John C., Col.	USAWC	Goff, Stephen L., Maj.	ROTC
Cole, Larry K., Lt. Col.	Ft. Stewart	Gosnell, Paul W., Maj.	ROTC
Conerly, Clinton E., Maj.	ROTC	Graton, Austin A., Lt. Col.	4th ROTC Rgn
Cooper, Robert H., Capt.	ROTC	Graves, Carl L., Maj.	ROTC
Cope, John F., Lt. Col.	NGB	Gray, Franklin M., Col.	DOD
Coristine, Thomas F., Lt. Col.	USAORDS	Gresko, Charles N., Lt. Col.	Ft. Belvoir
Coverdale, Charles E., Lt. Col.	Ft. L. Wood	Haggin, Michael D., Maj.	ROTC
Cox, Lynn R., Maj.	NGB	Hallanger, Kay K., Capt.	ROTC
Curtis, Susanne M., CWO	NGB	Hamm, Anthony B., Lt. Col.	TRADOC
Cutler, Giles, Capt.	USAFAS	Haney, James O., Jr., Lt. Col.	NCESGR
Damkaer, Donald M., Lt. Col.	Ft. Ord	Hanna, Fred E., Capt.	NGB
Dampier, William E., Maj.	FORSCOM	Hansen, Harold N., Col.	I Corps
Dance, Ronald L., Maj.	ROTC	Harbold, Charles A., CWO	NGB
Daniel, James R., Col.	PEC	Hardin, Louis R., Jr., Maj.	USAJAGS
Davis, Ronald C., Lt. Col.	NGB	Hargett, Gus L., Jr., Lt. Col.	III Corps
Davis, Wallace C., Lt. Col.	NGB	Hargrove, George L., Maj.	I Corps
Deaner, Clifford M., Maj.	NGB	Harper, Johnnie W., Capt.	ROTC
Delaney, John F., Maj.	ROTC	Harris, Joe E., Jr., Capt.	ROTC
Delk, James D., Col.	USAWC	Harrison, Frederick G., Maj.	USAIS
Dempsey, Peter C., Maj.	ROTC	Harrison, William T., Lt. Col.	DESCOM
Denniston, Perry F., Maj.	ROTC	Hathcock, John D., Maj.	ROTC
Denson, Terry, Maj.	NGB	Henderson, Lee A., Lt. Col.	Ft. Campbell
Dillard, Johnny L., Maj.	ROTC	Henley, Rodney C., Maj.	ROTC
Dixon, Gary R., Lt. Col.	Ft. Knox	Hill, David C., Maj.	ROTC
Dolan, Robert, Lt. Col.	Ft. Drum	Hill, Howard D., III, Lt. Col.	HQDA
Dubuque, Richard G., Maj.	ROTC	Hill, Leroy J., Jr., CWO	NGB
Dunn, Robert P., Maj.	USAAVNS	Holt, William R., Capt.	NGB
Edwards, Larry V., Lt. Col.	HQDA	Horan, James F., Maj.	NGB
Eggleston, Darry D., Maj.	NGB	Houchens, Harry W., Capt.	ROTC
Ehrlich, Addison C., Col.	TRADOC	House, Murphy T., Maj.	ROTC
Engstrand, Raymond D., Lt. Col.	NGB	Howard, James D., Maj.	I Corps
Ertesvaag, Rolf W., Maj.	ROTC	Howard, Lloyd L., Maj.	ROTC
Fairchild, Robert P., Maj.	1st Cav Div	Hunter, Dennis L., Lt. Col.	USAEUR
Faught, Jesse E., Col.	USAAHS	Jacobs, William L., Maj.	ROTC
Finken Keller, Donald, Maj.	NGB	Jajich, James G., Capt.	ROTC
Fish, Ray M., Maj.	ROTC	James, Robert B., Capt.	ROTC
Fleming, James B., Col.	FORSCOM	Janssen, Wayne G., Lt. Col.	TRADOC
Flint, David M., Maj.	USAARMS	Jernigan, Walter, CWO	FUSA
Floyd, Philip A., Col.	TRADOC	Johnson, Jon B., Maj.	ROTC

Johnson, Wesley L., Maj.	ROTC	McQuilliams, Dwayne L., Maj.	HQDA
Joyner, James L., Lt. Col.	Ft. Carson	Messer, John D., Jr., Maj.	TRADOC
Kahlan, Ralph E., Capt.	ROTC	Meyer, Stephen R., Capt.	ROTC
Karsner, George R., CWO	NGB	Miller, Jon D., Maj.	ATD
Kearney, Frederick A., Lt. Col.	HQDA	Miller, Lewis C., Lt. Col.	ARMR VII
Keller, Nicholas R., Maj.	NGB	Miller, S.W. Kent, CWO	NGB
Kelley, Ralph B., Maj.	NGB	Millner, Jon M., Maj.	USACGSC
Killgore, William D., Lt. Col.	FUSA	Mitchell, John W., Jr., Maj.	ROTC
Kimbrell, Gary M., Capt.	NGB	Molina, Juan B., Maj.	ROTC
King, Harold E., Jr., Maj.	ROTC	Mongolo, William T., Lt. Col.	USACERCOM
Kingsley, John C., Maj.	NGB	Mongiovi, Salvatore L., Capt.	ROTC
Klein, Wilbert G., Lt. Col.	USAIS	Moore, John F., Lt. Col.	Ft. Knox
Knight, Walker L., Jr., Maj.	ROTC	Moorman, Holsey A., Lt. Col.	NGB
Knowles, Charles R., Maj.	USAEUR	Morton, Richard P., Maj.	ROTC
Koba, Roger B., Lt. Col.	RCPAC	Muller, Francis W., Lt. Col.	ARMR IX
Kosolapoff, Michael G., Maj.	ROTC	Munger, Edward E., Col.	RFPB
Kozacek, Donald E., Maj.	NGB	Murphy, Gerald L., Maj.	USATS
Kramer, Theodore, III, Maj.	ROTC	Murphy, Richard D., Lt. Col.	LOGCEN
Krisak, Ronald W., Maj.	USATSC	Murray, Aurelia V., CWO	PEC
Kuczynski, Leroy L., CWO	FUSA	Murrell, Stanley A., Maj.	USAADS
Lally, John E., Jr., Lt. Col.	ARMR I	Mustico, Roberta M., 2nd Lt.	NGB
Lantry, Richard C., Lt. Col.	ARMR I	Norman, Edward C., Maj.	ARMR IV
Lattanzi, Ronald J., Maj.	NGB	Nunn, Kara, Capt.	ROTC
Lauerman, Dean A., Maj.	NGB	O'Keefe, James W., Lt. Col.	Ft. Jackson
Layton, Gary E., Col.	ARMR VIII	Onoszko, Peter W., Maj.	ROTC
Leal, Raymond R., Capt.	ROTC	Opsahl, Erhard P., Lt. Col.	DOD
Leinweber, Don L., Lt. Col.	Ft. Irwin	Patterson, William M., Maj.	NGB
Lejeune, Robert R., Maj.	TRADOC	Peabody, Albert R., Lt. Col.	Ft. Dix
Leon, Gustavo A., Col.	USAEUR	Pearson, David F., Maj.	ROTC
Liepert, Gerald C., Col.	TRADOC	Peart, Frank E., Lt. Col.	USAHSC
Locke, James L., Lt. Col.	Cp. Blanding	Perez-Mayol, Salvador, Maj.	NGB
Loe, Robert D., Col.	DCA	Perkins, Gordon, Lt. Col.	2nd ROTC Rgn
Lomax, John B., Maj.	USACC	Petelle, Kent R., Lt. Col.	XVIII Abn Corps
Long, Gary D., Lt. Col.	Ft. Riley	Philbrick, John, Lt. Col.	HQDA
Looney, Victor N., Jr., Maj.	ROTC	Pitt, Roger W., Maj.	Ft. Sill
Lopez, Javier, Lt. Col.	193rd Inf Bde	Pool, Robert H., Maj.	ROTC
Luchner, Henry S., CWO	USASC	Poole, Richard S., Lt. Col.	Cp. Shelby
Lyle, Millard D., Col.	ARMR II	Powell, John S., Col.	ARMR V
Lynch, John F., CWO	NGB	Powers, John T., Lt. Col.	HQDA
Magrogan, Francis G., Col.	DOD	Pyle, Langston, Col.	ARMR VII
Margetts, Charles M., Lt. Col.	USAEUR	Ramsey, Forest L., Capt.	ROTC
Massion, Barry W., Lt. Col.	NCESGR	Rawlings, Rodney L., Capt.	NGB
Mathis, Bobby J., Maj.	NGB	Reinartz, David F., Col.	SUSA
McStay, Daniel J., CWO	NGB	Rhoads, Russell E., Col.	ARMR IV
McCain, William D., Col.	FUSA	Rhyne, Garland R., Maj.	USAEUR
McCarrell, H. Denis, Lt. Col.	NGB	Rider, Kenneth R., Maj.	ROTC
McCracken, Charles M., Lt. Col.	1st ROTC Rgn	Robberson, Delano G., Lt. Col.	Ft. Chaffee
McDaniel, James E., Lt. Col.	Ft. Gordon	Roberts, Thomas P., Col.	ARMR VI
McDaniel, Lloyd D., Lt. Col.	ARMR V	Robertson, Michael S., Lt. Col.	Ft. Bliss
McDevitt, James P., Lt. Col.	HQDA	Robitaille, Fabian J., Lt. Col.	HQDA
McMahon, Russell F., Maj.	ROTC	Rountree, Samuel A., Lt. Col.	HQDA

Rucker, Richard M., Maj.
 Sanfason, David B., Maj.
 Schrimpf, John D., Maj.
 Schultz, Gary E., Lt. Col.
 Schwartz, Lester H., CWO
 Scorato, Steven M., Capt.
 Scott, Raymond N., Maj.
 Scott, Troy C., Maj.
 Sedillo, Cruz M., Maj.
 Shade, Luke L., Lt. Col.
 Sherrill, Joe E., Jr., CWO
 Simmerman, Ralph W., Maj.
 Simmons, Jerry D., Lt. Col.
 Smith, David H., Col.
 Smith, Rayburn G., Maj.
 Smith, Vernal J., Lt. Col.
 Smith, Wayne A., Lt. Col.
 Sniadach, Louis M., Lt. Col.
 Southwick, William R., Capt.
 Spence, Philip W., Maj.
 Spinks, Kenneth R., CWO
 Stark, James M., Maj.
 Strawther, Bobbie G., Capt.
 Stenger, James, Lt. Col.
 Stilley, Kenneth J., Lt. Col.
 Stokes, Clare H., Maj.
 Strawther, Bobbie G., Capt.
 Stuckey, Jimmie, Col.
 Stuckey, Johnny D., Col.
 Stull, William A., Capt.
 Sullivan, Brian F., Maj.
 Sundeen, Oluf J., Maj.
 Surface, Ronald J., Maj.
 Swanson, Edward L., Lt. Col.
 Taylor, Alfred T., Lt. Col.
 Taylor, Edwin V., Jr., Maj.
 Tennill, Clinton L., Maj.
 Thomas, J.T., Maj.
 Thomas, Richard E., Col.
 Thompson, Gerald H., 1st Lt.
 Tripp, Robert E., Maj.
 Turk, William C., Maj.
 Vanderمولen, Darryl L., CWO
 Vansickle, James A., Lt. Col.
 Vaughn, Robert J., Maj.
 Viner, Myron P., Col.
 Wakeman, James H., Maj.
 Walker, Lynn O., Maj.
 Walker, Paul D., Capt.
 Walsh, John P., Maj.
 Wampler, Dennis F., Lt. Col.

ROTC
 ROTC
 USAFAS
 NGB
 SUSA
 NGB
 ROTC
 ROTC
 NGB
 USAAVNS
 NGB
 ROTC
 USAREC
 ARMR III
 ROTC
 USACGSC
 NGB
 NGB
 ROTC
 ROTC
 NGB
 NGB
 Cp. Roberts
 TRADOC
 USAEUR
 ROTC
 Cp. Roberts
 USACAC
 USAWC
 NGB
 ROTC
 FORSCOM
 ROTC
 FORSCOM
 NGB
 Ft. Riley
 ROTC
 ROTC
 Ft. Irwin
 NGB
 Ft. Devens
 NGB
 NGB
 9th Inf Div
 ROTC
 ARMR IX
 ROTC
 Ft. Carson
 ROTC
 ROTC
 NGB

Warden, Jerry B., Maj.
 Watson, Glenn M., Col.
 Watts, John A., Maj.
 Webb, Cleburne L., Maj.
 Weiskopf, Ronald W., Lt. Col.
 White, William C., Maj.
 White, William F., Capt.
 Wiant, Fredrik W., Maj.
 Wilhem, David P., Lt. Col.
 Williams, Jesse R., Maj.
 Wilson, Donald E., Col.
 Wilson, Winfield S., Lt. 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.
 Zurat, Michael J., Capt.

ROTC
 JCS
 Ft. Bragg
 ROTC
 3rd ROTC Rgn
 NGB
 PEC
 ROTC
 NGB
 USAARMS
 DARCOM
 TACOM
 HQDA
 NGB
 ROTC
 XVIII Abn Corps
 Ft. Benning
 NGB
 ROTC

SP4 Henry Parks, 3rd Scout Bn, 297th Infantry, Alaska ARNG assumes a firing position during Annual Training.



Appendix F

Air National Guard Officers on Tour

Arvizu, Armando, Col.	HQ USAF	Martin, James W., Col.	SAC
Ashley, Wiley R., Lt. Col.	TAC	Martin, Rufus G., Col.	HQ USAF
Ausen, Ardyce M., Lt. Col.	HQ USAF	Marvin, John M., Col.	AFISC
Bell, Elvin C., Col.	HQ USAF	McCartney, Richard P., Lt. Col.	MAC
Blackwell, James R., Col.	ARPC	McNamara, Robert S., Maj.	AFCC
Blamires, Robert B., Col.	HQ USAF	Milton, Charles L., Col.	AFCC
Bloomer, Dennis, Col.	AFLC	Napolitan, Thomas W., Lt. Col.	JCS
Bones, Robert P., Lt. Col.	TAC	Pierce, Marshall C., Col.	SAC
Brendal, Wayne R., Col.	HQ USAF	Potts, John L., Maj.	AFESC
Butler, John R., Lt. Col.	TAC	Renfroe, Aubrey V., Maj.	HQ USAF
Byrne, Stewart R., Col.	TAC	Roberts, William D., Col.	AFCC
Cascio, Peter, Col.	HQ USAF	Scarborough, Melvis O., Col.	ATC
Cole, Robert L., Col.	HQ USAF	Schmitt, Ronald T., Lt. Col.	AFCC
Curran, John C., Lt. Col.	AFCC	Seavers, Victor C., Lt. Col.	SAC
Daly, Terrence P., Col.	HQ USAF	Seibert, Richard L., Col.	AFLC
Deaderick, Paul, Lt. Col.	AFAFC	Shoemake, Charles K., Col.	HQ USAF
Dean, John L., Col.	AFAFC	Smith, Robert E., Maj.	AFCC
Diestler, Denton D., Lt. Col.	TAC	Smith, Pinckney B., Col.	MAC
Dversdall, Dean A., Col.	AFLC	Snight, James E., Col.	OSD
Endicott, Melvin E., Lt. Col.	AFESC	Spessert, Dam L., Col.	AFLC
English, Loren J., Lt. Col.	TAC	Strate, David J.E., Col.	HQ USAF
Fincannon, Arthur D., Col.	MAC	Thomas, James G., Lt. Col.	HQ USAF
Fisher, Reginald J., Jr., Lt. Col.	TAC	Thomas, James G., Lt. Col.	MAC
Flaten, Eric A., Col.	HQ USAF	Troutman, Ray K., Col.	AFLC
Foard, Herbert J., 1st Lt.	AFMPC	Villarreal, Guadalupe, Col.	AFCC
Furney, Harry R., Maj.	AFESC	Weidinger, Charles L., Col.	HQ USAF
Gallagher, Thomas, Lt. Col.	AFCC	Williams, John M., Jr., Lt. Col.	HQ USAF
Gemeny, John G., Col.	USAFE	Zelhart, Ward H., Col.	TAC
Gleason, William E., Col.	ADC		
Godbey, Ronald L., Lt. Col.	MAC		
Goldstein, Norman J., Lt. Col.	NCESGR		
Gourdin, Melvin E., Col.	AFLC		
Grant, Paul E., Lt. Col.	AFAFC		
Hane, Edward P., Col.	AFCC		
Hawthorne, John C., Lt. Col.	AFMPC		
Henderson, Jesse J., Col.	TAC		
Higgins, R. Clark, Lt. Col.	HQ USAF		
Hollinger, Thomas, Jr., Lt. Col.	AFCC		
Hostetler, Richard O., Lt. Col.	ATC		
Howard, David F., Lt. Col.	AFCC		
Hudgins, Richard C., Col.	TAC		
Ison, Maurice G., Lt. Col.	HQ USAF		
Koontz, Robert E., Col.	AFMPC		
Long, Richard W., Col.	HQ USAF		
Lundin, Lars N., Maj.	AFESC		
Madison, Curtis A., Col.	HQ USAF		
Magee, James T., Lt. Col.	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.

Ischner 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. Ischner, 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.

SP4 Cheryl Stallings, 1221st Transportation Company, Missouri ARNG prepares to leave the Red River Army Depot in order to deliver an M-577.



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. Greenleaf Award for Excellence in ARNG Aviation.

This award is presented in the name of the former Chief, National Guard Bureau, Major General Francis S. Greenleaf. 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 82 recipient is the 123rd Tactical Refueling Wing, Kentucky 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:

- 104th Tactical Fighter Group, Massachusetts Air National Guard
- 109th Tactical Airlift Group, New York Air National Guard
- 119th Fighter Interceptor Group, North Dakota Air National Guard
- 162nd Tactical Fighter Group, Arizona Air National Guard
- 180th Tactical Fighter Group, Ohio 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—202nd Electronic Installation Squadron, Georgia Air National Guard
- Outstanding Weather Flight—146th Weather Flight, Pennsylvania Air National Guard
- Outstanding Communications Flight—130th Communications Flight, West Virginia Air National Guard
- Outstanding Tactical Control Unit—107th Tactical Control Squadron, Arizona 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 82 winner was the 134th Aerial Refueling Group, Tennessee 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 82 winner was the 116th Tactical Fighter Wing, Georgia 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 82 winner was the 116th Tactical Fighter Wing, Georgia Air National Guard.

Earl T. Ricks Memorial Trophy.

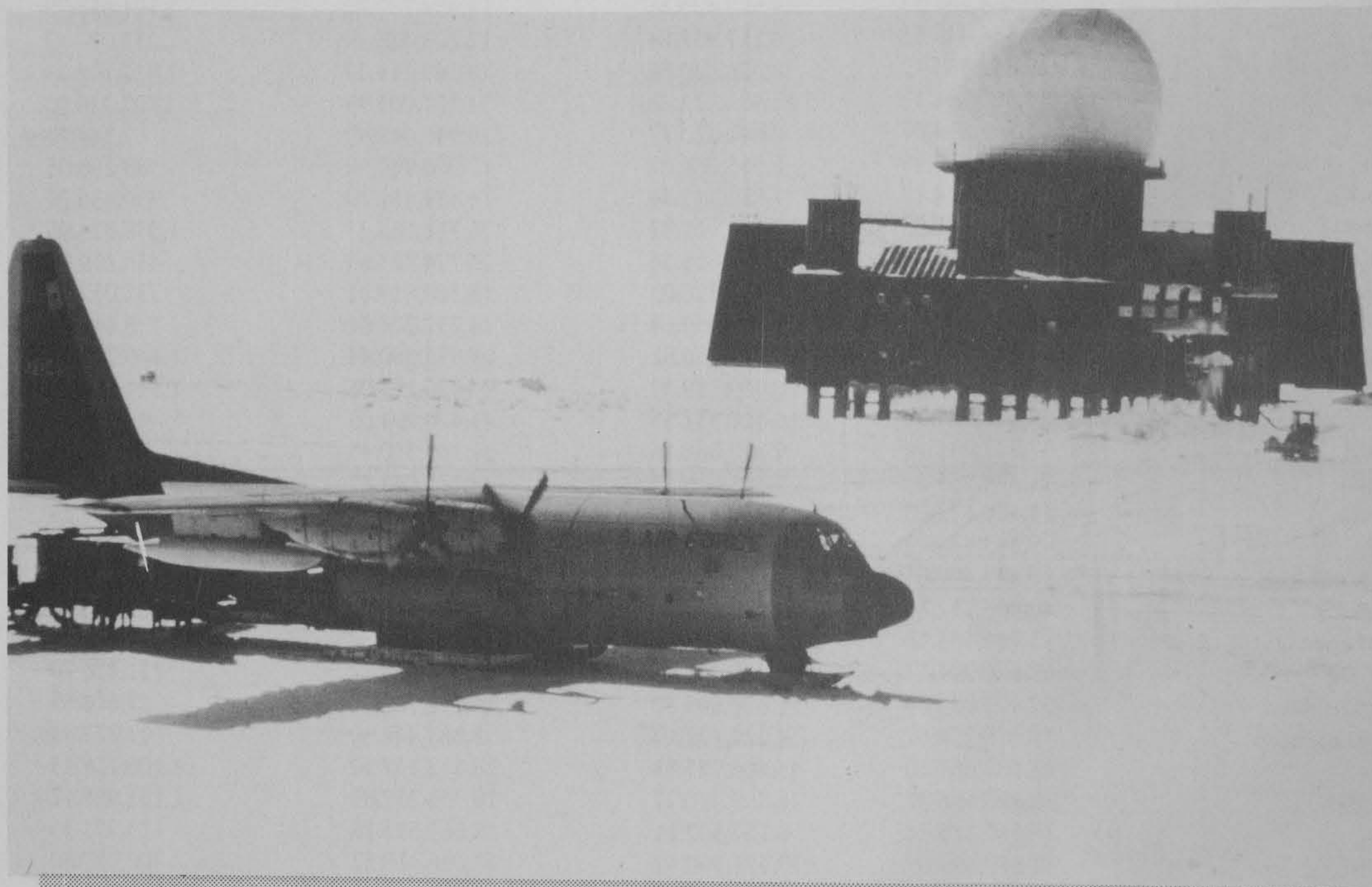
The Ricks Trophy is awarded by the Air Force Association to the most outstanding Air National Guard aircrew. The selection is based on the most significant

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 82 winners were Captain Greg Ingelbreit and First Lieutenant Fred Wilson, 124th Tactical Reconnaissance Group, Idaho Air National Guard.

Outstanding ANG Airmen of the Year.

Seven 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 Senior Master Sergeant Jose Fernandez, Puerto Rico; Master Sergeant Robert J. Baggstrom, New Jersey; Technical Sergeant James W. Stanley, Virginia; Staff Sergeant Thomas R. Meehan, Alabama; Senior Airman Donna L. Behrle, New York; Senior Airman Quincy N. Huneycutt III, North Carolina; Senior Airman Stanley B. Howard, Utah.

A ski-equipped C-130D of the 109th Tactical Airlift Group, New York ANG at a USAF DYE site in Greenland.



Appendix H

**Table 1—Army National Guard Obligations
Fiscal Year 1982 (All Appropriations)**

Army National Guard 1982	Grand Total All Appropriations	National Guard Personnel, Army 2122060	Operation and Maintenance Army National Guard 2122065	Military Construction Army National Guard 21X2085
Grand Total	2,682,777,923.54	1,515,498,481.19	1,124,418,653.42	42,869,788.93
State Obligations—Total	1,562,574,811.01	472,617,297.77	1,048,740,429.56	41,217,083.68
Alabama	68,455,675.06	23,677,517.57	40,204,746.34	4,573,411.15
Alaska	20,979,599.12	3,136,503.42	15,020,400.41	2,822,695.29
Arizona	20,644,461.04	5,223,363.78	14,254,266.64	1,166,830.62
Arkansas	36,075,133.37	12,311,699.58	22,350,038.69	1,413,395.10
California	90,431,491.67	22,952,823.25	65,315,960.13	2,162,708.29
Colorado	13,366,326.84	3,887,899.94	9,478,426.90	0.00
Connecticut	24,589,429.98	6,226,246.51	18,009,524.97	353,658.50
Delaware	12,501,633.87	3,016,476.93	9,483,834.04	1,322.90
District of Columbia	8,316,514.90	2,844,171.76	5,472,343.14	0.00
Florida	39,887,211.29	11,964,526.46	24,728,703.08	3,193,981.75
Georgia	50,400,377.68	11,992,193.70	35,378,360.43	3,029,823.55
Guam	1,275,644.71	403,891.73	871,752.98	0.00
Hawaii	20,564,881.33	4,573,436.35	14,489,787.20	1,501,657.78
Idaho	16,554,449.56	4,117,952.64	12,203,426.79	233,070.13
Illinois	29,852,558.12	8,676,220.55	19,349,215.29	1,827,122.28
Indiana	34,467,754.13	12,483,723.28	21,177,003.95	807,026.90
Iowa	27,597,514.07	7,642,220.77	19,948,048.57	7,244.73
Kansas	23,662,305.48	6,565,066.87	17,008,940.56	88,298.05
Kentucky	22,602,234.77	7,832,347.44	14,439,451.29	330,436.04
Louisiana	33,412,912.00	8,644,921.82	23,711,166.23	1,056,823.95
Maine	15,926,914.94	4,715,811.56	10,774,823.63	436,279.75
Maryland	26,009,702.09	7,316,820.03	18,360,829.22	332,052.84
Massachusetts	37,801,110.68	13,059,960.64	24,732,704.02	8,446.02
Michigan	44,713,642.79	13,317,256.81	29,955,680.83	1,440,705.15
Minnesota	35,357,143.20	10,469,889.30	23,376,173.06	1,511,080.84
Mississippi	59,020,981.34	15,520,352.55	43,406,994.05	93,634.74
Missouri	37,227,031.14	9,822,868.15	27,365,520.45	38,642.54
Montana	11,374,955.66	3,201,618.17	8,125,043.87	48,293.62
Nebraska	15,426,113.68	4,886,889.38	10,194,419.09	344,805.21
Nevada	7,443,444.93	1,570,889.01	5,807,820.22	64,735.70
New Hampshire	8,442,490.61	2,405,838.68	6,036,891.93	(240.00)
New Jersey	40,808,732.55	12,392,090.08	28,404,197.71	12,444.76
New Mexico	13,746,536.16	5,020,033.66	8,726,502.50	0.00
New York	67,626,994.43	22,389,437.91	45,006,139.82	231,416.70
North Carolina	37,407,025.94	12,670,645.70	24,712,763.39	23,616.85
North Dakota	12,918,796.61	4,022,122.17	8,883,446.60	13,227.84
Ohio	45,185,661.10	15,566,775.55	28,512,157.30	1,106,728.25
Oklahoma	30,690,566.22	8,599,320.27	20,909,257.83	1,181,988.12
Oregon	27,547,126.74	8,757,502.11	18,665,653.18	123,971.45
Pennsylvania	52,859,859.69	17,471,990.37	35,086,918.52	300,950.80
Puerto Rico	27,080,672.34	12,401,038.26	14,556,827.65	122,806.43
Rhode Island	12,174,634.43	3,693,920.61	8,308,095.58	172,618.24

Army National Guard 1982	Grand Total All Appropriations	National Guard Personnel, Army 2122060	Operation and Maintenance Army National Guard 2122065	Military Construction Army National Guard 21X2085
South Carolina	36,029,488.64	12,880,667.44	22,339,167.07	809,654.13
South Dakota	17,910,824.24	5,464,165.59	12,356,994.45	89,664.20
Tennessee	46,800,298.37	17,602,733.43	26,206,536.54	2,991,028.40
Texas	59,168,236.96	18,533,549.20	39,301,539.58	1,333,148.18
Utah	17,518,656.03	6,137,118.38	11,364,826.78	16,710.87
Vermont	12,365,177.13	3,740,770.09	7,779,766.13	844,640.91
Virginia	28,738,078.75	8,746,618.65	18,597,295.96	1,394,164.14
Virgin Islands	3,918,308.22	1,056,492.46	2,861,815.76	0.00
Washington	23,308,172.62	5,871,360.11	17,436,812.51	0.00
West Virginia	13,320,655.66	4,005,052.35	9,315,603.31	0.00
Wisconsin	30,687,284.19	9,162,859.17	21,505,553.43	18,871.59
Wyoming	10,381,383.94	1,969,635.58	6,870,259.96	1,541,488.40
Others:	1,120,203,112.53	1,042,872,183.42	75,678,223.86	1,652,705.25
Chief NGB		1,010,674,200.00	6,007,000.00	1,652,705.25
FAO USA MDW		197,983.42	55,233,439.44	
Chief of Engineers			591,769.85	
The Adjutant General			3,637,695.84	
Chief of Staff DA			5,173,764.86	
USARC			470,395.47	
USAFAC Bonus		32,000,000.00		
Defense Supply Agency			53,476.75	
FORSCOM			4,510,681.65	

**Table 2—Army National Guard Strength,
FY 1950-FY 82**

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
1982	409,238	40,387	368,851	401,410	38,883	362,527

Table 3—ARNG Assigned Strength (000's)

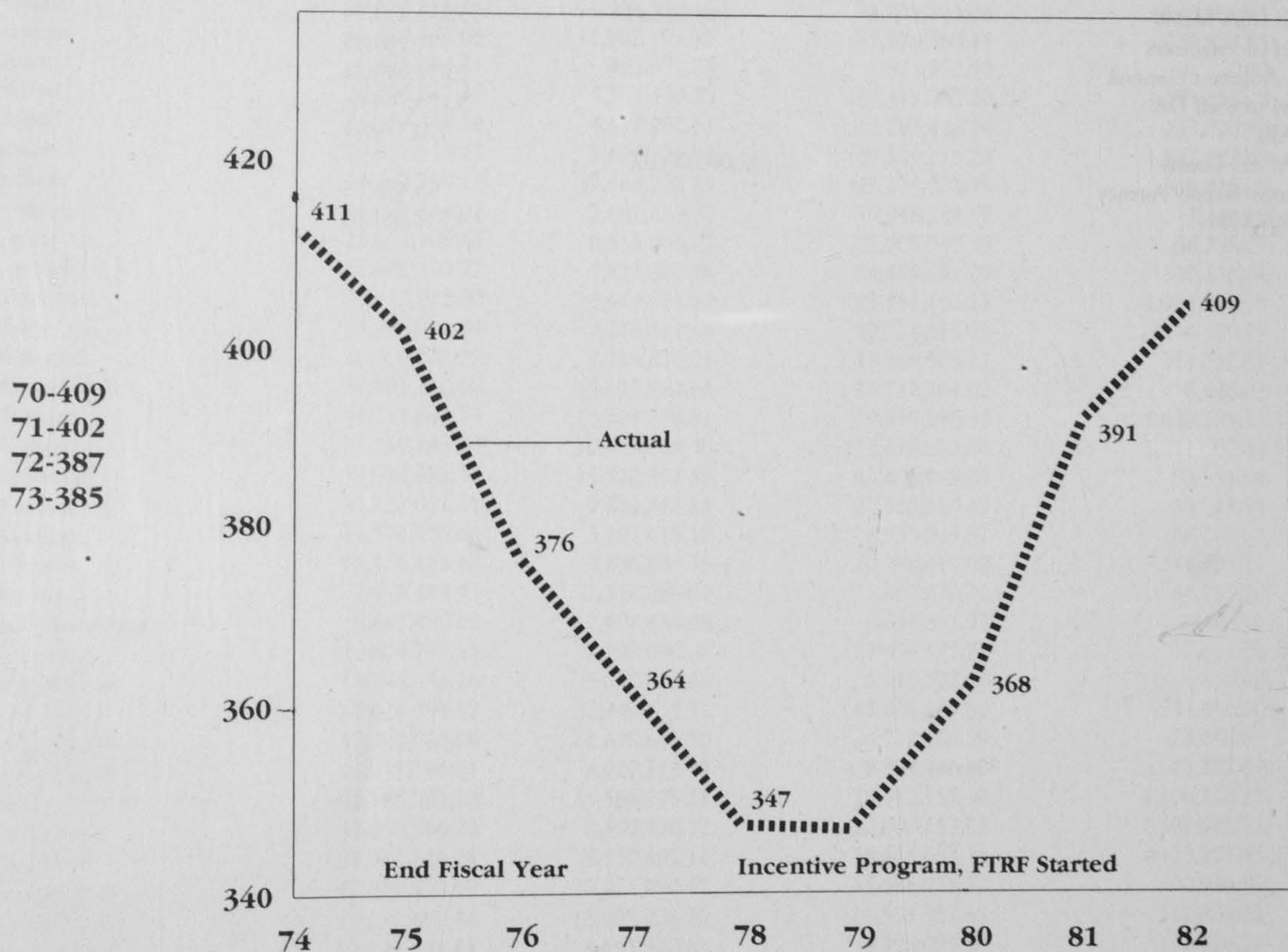


Table 4—Reserve Officer Personnel Act Promotions Fiscal Year 1982

Grade	Number Considered	Number Selected	Percent Selected
1LT to CPT	719	635	88.3
CPT to MAJ	1038	691	66.6
MAJ to LTC*	356	269	75.6
LTC to COL*	801	404	50.4

* AMEDD officers board adjourned 30 July 1982. Results not available for inclusion in this report.

Table 5—Enlisted Personnel Procurement Fiscal Year 1982

Enlisted in FY 82 to take ADT	51,649
Veterans	16,798
Obligors	9,160
Transferred from Inactive National Guard	1,814
Enlisted from Other Reserve Components	5,687
Reenlistments	10,510
Total Gains	95,618
Total Losses	77,840

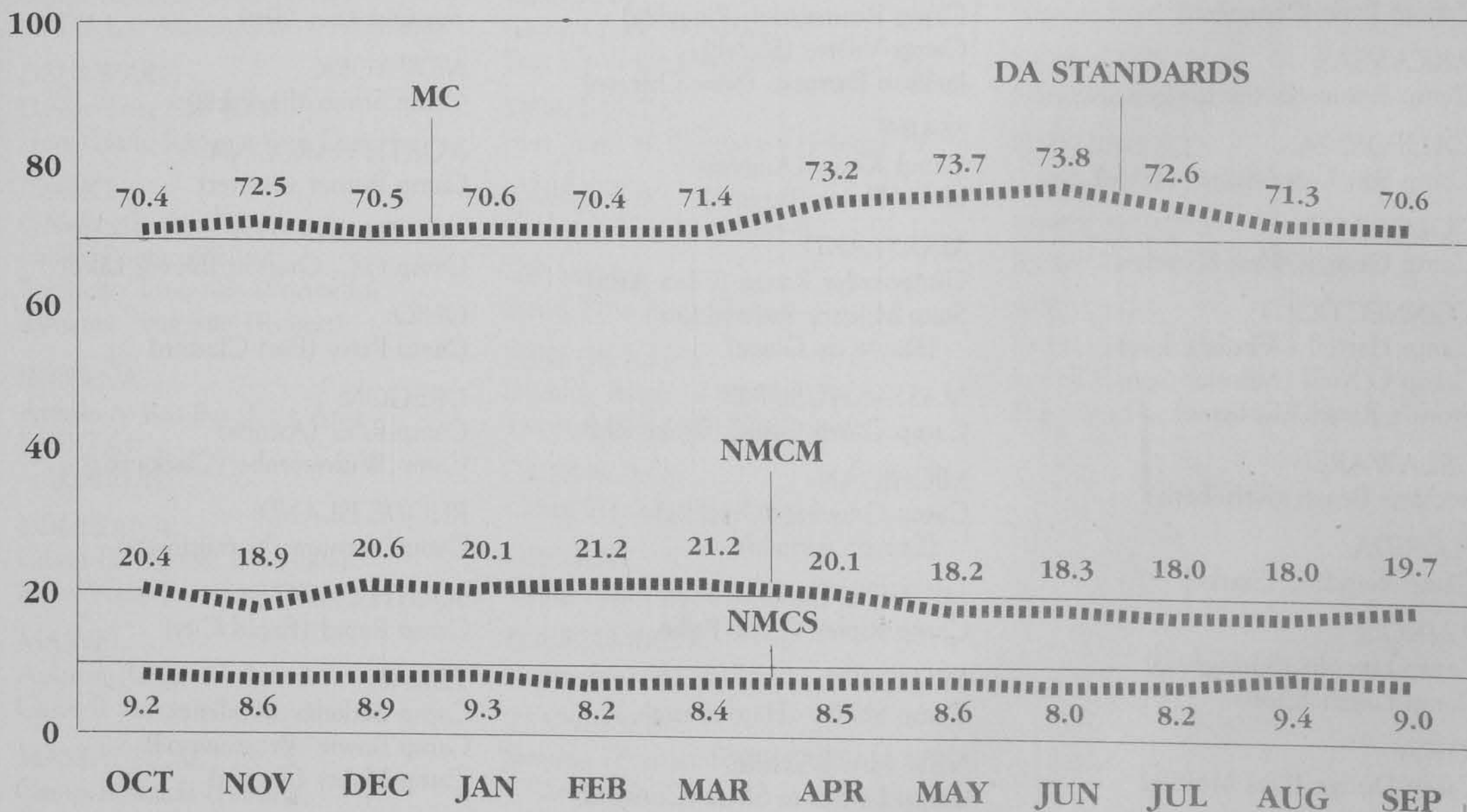
Table 6—Line of Duty Determinations ARNG Type of Action

Formal Investigations (Other than death)	917
In Line of Duty	669
Not in Line of Duty-Not Misconduct	181
Not in Line of Duty-Misconduct	67
Returned as Unnecessary	289
Death Cases (No Determinations made)	28
Informal Investigation	2,710
Total	3,944

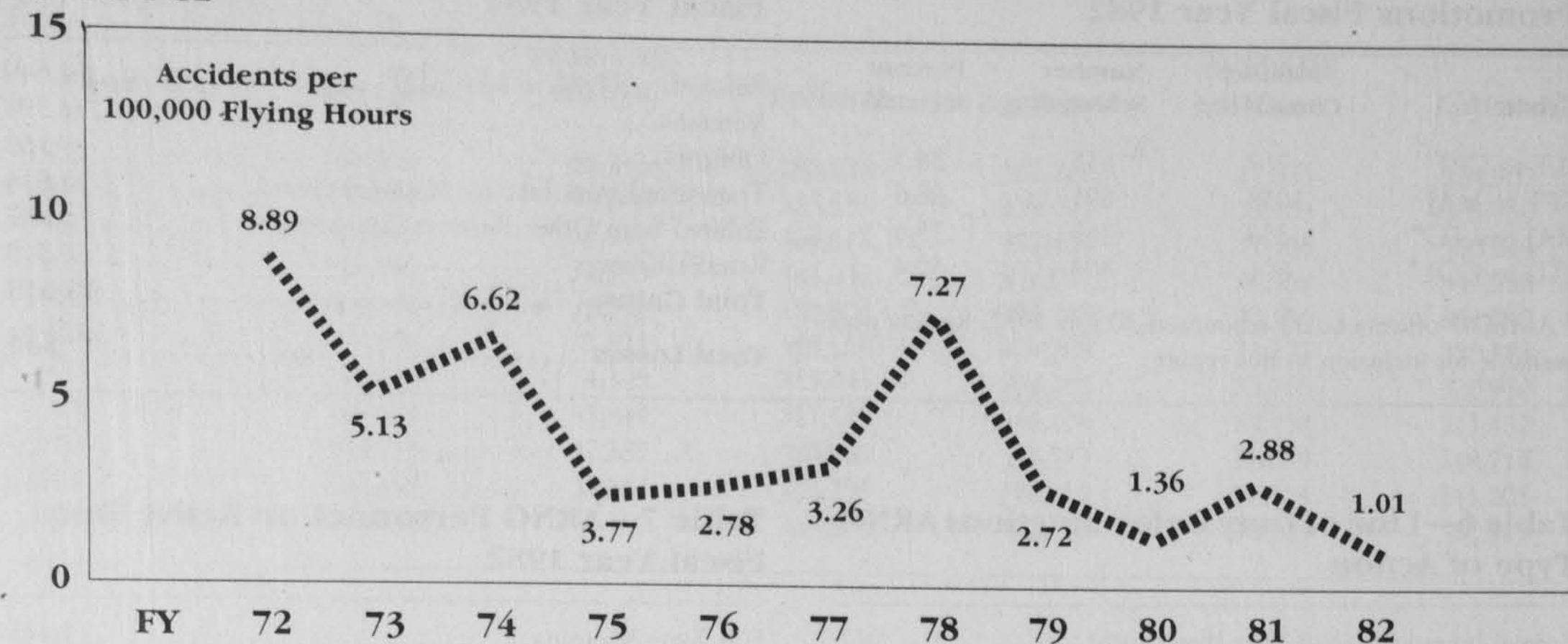
Table 7—ARNG Personnel on Active Duty Fiscal Year 1982

Full-Time Manning	2,445
AGR Conversion	5,666
Recruiting & Retention	2,391
NGB Directed Tours	401
Other AGR Tours	513
Total	11,416

Table 8—Aircraft Availability Status for FY 82



**Table 9—ARNG Aircraft Accident Rate
FY 72-FY 82**



Accidents	25	16	20	11	9	11	22	8	4	9	3
Aviators	3315	3790	3924	4182	4615	4878	4928	4585	4522	4546	4619
Aircraft	1573	1808	2161	2312	2551	2569	2536	2528	2525	2545	1594

Table 10—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 Guernesey (Guernsey)



Members of the 136th Airlift Wing, Texas ANG refuel Air Force 1.

Table 11—Federally-Owned State-Operated Installations

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

Appendix I

**Table 1—Air National Guard
Fiscal Year 1982 Obligation by State**

State	5723080 Other Procurement	5723400 Operations & Maintenance	5723830 Military Construction	5723840 Operations & Maintenance	5723850 ANG MIL Personnel	State Total
Alabama	\$44,520	\$63,759	\$1,026,861	\$21,153,556	\$997,769	\$23,286,465
Alaska		3,581	335,540	8,808,193	305,093	9,452,407
Arizona	29,218	50,291	25,895	14,986,859	518,776	15,611,039
Arkansas	29,304	26,482	1,828,648	23,550,752	535,841	25,971,027
California	46,837	139,141	881,972	39,655,168	1,693,624	42,416,742
Colorado	11,137	48,243	209,977	18,697,023	337,676	19,304,056
Connecticut	14,586	44,367		8,711,309	353,328	9,123,590
Delaware	6,835	26,035	26,300	6,677,463	272,772	7,019,405
Florida	22,241	467	99,875	9,842,657	188,277	10,153,517
Georgia	53,832	107,733	1,331,997	20,751,825	1,115,839	23,361,226
Guam				125,786	38,318	164,104
Hawaii	29,839	186	9,715,454	20,550,192	418,928	30,714,599
Idaho	19,079	45,805	431,060	8,253,771	292,126	9,041,841
Illinois	51,992	89,857	225,204	25,271,571	792,323	26,430,947
Indiana	29,205	80,251	26,173	18,157,937	475,679	18,769,245
Iowa	57,101	60,725	3,110,469	17,015,200	506,278	20,749,773
Kansas	60,245	17,015	493,732	21,886,915	477,768	22,935,675
Kentucky	58,227	6,682	64,109	8,553,834	327,868	9,010,720
Louisiana		39,356		9,814,955	341,097	10,195,408
Maine	22,935	14,533	4,485	8,952,010	362,410	9,356,373
Maryland	4,040	66,547	27,750	11,313,269	545,086	11,956,692
Massachusetts	24,952	39,878		29,294,422	684,968	30,044,220
Michigan	28,628	61,412	1,199,266	41,325,298	907,449	43,522,053
Minnesota	31,455	80,268	930,622	17,958,086	721,595	19,722,026
Mississippi	49,337	82,272	188,171	18,504,942	940,952	19,765,674
Missouri	40,198	85,972	257,792	21,638,817	945,973	22,968,752
Montana	10,470	433	23,023	10,632,051	261,175	10,927,152
Nebraska	12,161	42,657	8,269	8,191,215	256,419	8,510,721
Nevada	14,347	39,644	169,847	8,989,690	232,056	9,445,584
New Hampshire	12,001	11,708		6,044,902	218,542	6,287,153
New Jersey	25,421	47,175		26,425,110	626,947	27,124,653
New Mexico			178,431	8,916,601	207,773	9,302,805
New York	68,386	111,701	184,171	40,967,153	1,358,534	42,689,945
North Carolina	9,644	32,232	127,654	6,860,898	326,378	7,356,806
North Dakota	19,500	382	3,688	9,175,052	218,496	9,417,118
Ohio	78,648	136,719	2,827,264	50,000,043	1,627,609	54,670,283
Oklahoma	43,714	72,879	29,647	15,737,129	654,137	16,537,506
Oregon	21,641	15,294	249,930	15,063,388	588,732	15,938,985
Pennsylvania	24,968	106,598	3,536,942	28,208,318	1,179,609	33,056,435
Puerto Rico	4,554		95,747	11,791,196	362,495	12,253,992
Rhode Island	5,916	46,877	1,448,938	10,213,199	490,463	12,205,393
South Carolina	24,180	35,313	125,541	8,958,783	329,272	9,473,089
South Dakota	7,274	34,411	31,442	7,525,665	275,060	7,873,852
Tennessee	64,068	119,544	1,103,488	28,264,692	1,701,751	31,253,543
Texas	64,340	140,697	1,324,475	29,107,524	989,439	31,626,475

State	5723080 Other Procurement	5723400 Operations & Maintenance	5723830 Military Construction	5723840 Operations & Maintenance	5723850 ANG MIL Personnel	State Total
Utah	36,688	18,680	570	9,854,505	384,447	10,294,890
Vermont	15,264	34,145	969,888	8,473,319	319,029	9,811,645
Virginia		43,282	929,028	8,578,468	321,009	9,871,787
Virgin Islands				37,098	2,375	39,473
Washington	57,156	25,085	5,669	14,497,771	639,919	15,225,600
West Virginia	10,046	72,255	1,267,502	13,382,409	652,685	15,384,897
Wisconsin	61,532	14,275	2,780,977	18,069,137	489,696	21,415,617
Wyoming	10,366	34,453	13,399	6,298,210	298,994	6,655,422
AFAFC				527,359,130	446,049,900	973,409,030
Andrews AFB	9,942			13,856,861	396,234	14,263,037
ANGCSC St. Louis, MO				251,001,991	[401,948]	250,600,043
Bolling AFB				104,228		104,228
Hill AFB				73,353		73,353
HQ USAF Pent.				5,857,718		5,857,718
Kelly AFB				21,266		21,266
Lackland AFB					1,959,209	1,959,209
McClellan AFB				59,308		59,308
Robins AFB				110,140		110,140
Tinker AFB				89,395		89,395
Wright-Patterson AFB				8,581,816		8,581,816
Army Corps of Engineers			14,466,670			
Naval Fac Engr Cmd			6,052,462			
Totals:	\$1,477,970	\$2,527,297	\$60,396,014	\$1,668,830,542	\$478,114,249	\$2,211,346,072

Table 2—Force Structure Flying Units

Gaining Command	Wings	Groups	Squadrons
ADTAC Fighter Interceptor	2	8	10
SAC Air Refueling	4	9	13
TAC Tactical Fighter	11	21	32
PACAF Composite Gp		1	1
TAC Tactical Reconnaissance	2	6	8
TAC Tactical Air Support		5	5
TAC Tactical Elec. Warfare		1	1
MAC Tactical Airlift	5	14	19
MAC Aerospace Rescue/ Recovery		2	2
Total	24	67	91

Table 3—Units By Number and Type Assigned to the ANG

1054 Units

24 Wings

- 4 Air Refueling
- 2 Fighter Interceptor
- 5 Tactical Airlift
- 11 Tactical Fighter
- 2 Tactical Reconnaissance

67 Groups (Flying Units)

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

91 Squadrons (Flying Units)

- 2 Aerospace Rescue & Recovery
- 13 Air Refueling
- 10 Fighter Interceptor
- 19 Tactical Airlift
- 5 Tactical Air Support
- 1 Tactical Electronic Warfare
- 33 Tactical Fighter
- 8 Tactical Reconnaissance

650 Support Units

- 7 Aeromedical Evacuation Flights
- 2 Aeromedical Evacuation Squadrons
- 89 Civil Engineering Flights (Prime BEEF)
- 91 Combat Support Squadrons
- 5 Communication/Electronic Maintenance Squadrons
- 26 USAF Clinics
- 89 Consolidated Aircraft Maintenance Squadrons
- 77 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
- 24 Security Police Flights
- 44 Tactical Clinics
- 21 Tactical Hospitals
- 58 Weapon System Security Flights

106 Communications/Electronics Units

- 9 Air Traffic Control Flights
- 8 Combat Communication Flights
- 29 Combat Communication Squadrons
- 8 Combat Communication Groups

- 2 Communication Squadrons
- 19 Electronics Installation Squadrons
- 19 Tactical Control Flights
- 9 Tactical Control Squadrons
- 3 Tactical Control Groups

116 Miscellaneous Units

- 53 ANG State Headquarters
- 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 Flights
- 39 Weather Flights
- 1 Weather Squadron

30 Operating Locations

(These are not officially recognized as units).

Table 4—Aircraft, Unit and Location by Gaining Command

AIRCRAFT	UNIT	LOCATION	AIRCRAFT	UNIT	LOCATION
<i>Air Defense—Tactical Air Command</i>					
F-106A/B	102 FIW	Otis ANGB, MA	F-4C	12 TFW	Ft. Wayne, IN
	120 FIG	Great Falls, MT		131 TFW	St. Louis, MO
	125 FIG	Jacksonville, FL		149 TFG	Kelly AFB, TX
	144 FIW	Fresno, CA		159 TFG	New Orleans NAS, LA
	177 FIG	Atlantic City, NJ		181 TFG	Terre Haute, IN
F-4C	191 FIG	Selfridge ANGB, MI		188 TFG	Ft. Smith, AR
	142 FIG	Portland, OR		188 TFG	Ft. Smith, AR
F-4D	119 FIG	Fargo, ND	F-4D	108 TFW	McGuire AFB, NJ
<i>Strategic Air Command</i>					
KC-135A	101 ARW	Bangor, ME		113 TFW	Andrews AFB, MD
	126 ARW	Chicago, IL		158 TFG	Burlington, VT
	128 ARG	Milwaukee, WI		183 TFG	Springfield, IL
	134 ARG	Knoxville, TN		184 TFG	McConnell AFB, KS
	141 ARW	Fairchild AFB, WA		(RTU)	
	151 ARG	Salt Lake City, UT	RF-4C	117 TRW	Birmingham, AL
	157 ARG	Pease AFB, NH		123 TRW	Louisville, KY
	160 ARG	Rickenbacker ANGB, OH		124 TRG	Boise, ID
	161 ARG	Phoenix, AZ		148 TRG	Duluth, MN
	170 ARG	McGuire AFB, NJ		152 TRG	Reno, NV
	171 ARW	Pittsburgh, PA		155 TRG	Lincoln, NE
	189 ARG	Little Rock AFB, AR		186 TRG	Merdian, MS
	190 ARG	Forbes Fld, KS		187 TRG	Montgomery, AL
<i>Pacific Air Force</i>					
F-4C	154 Comp Gp	Hickham AFB, HI	O-2A	105 TASW	Westchester, NY
<i>Tactical Air Command</i>					
A-7D	112 TFG	Pittsburgh, PA		163 TASG	Ontario, CA
	114 TFG	Sioux Falls, SD	OA-37	110 TASG	Kellogg, MI
	121 TFW	Rickenbacker ANGB, OH		111 TASG	Willow Grove NAS, PA
	127 TFW	Selfridge ANGB, MI		182 TASG	Peoria, IL
	132 TFW	Des Moines, IA	EC-130E	193 TEWG	Harrisburg, PA
	138 TFG	Tulsa, OK	<i>Military Airlift Command</i>		
	140 TFW	Buckley ANGB, CO	C-130 A	118 TAW	Nashville, TN
	150 TFG	Kirtland AFB, NM	A	133 TAW	Minn/St. Paul, MN
	156 TFG	San Juan, PR	A	139 TAG	St. Joseph, MO
	162 TFG	Tuscon, AZ	A	143 TAG	Quonset Pt., RI
	(RTU)		A	164 TAG	Memphis, TN
	169 TFG	McEntire ANGB, SC	A	166 TAG	Wilmington, DE
	178 TFG	Springfield, OH	B	135 TAG	Baltimore, MD
	180 TFG	Toledo, OH	B	136 TAW	Dallas NAS, TX
	185 TFG	Sioux City, IA	B	145 TAG	Charlotte, NC
	192 TFG	Byrd Fld, VA	B	153 TAG	Cheyenne, WY
F-105G	116 TFW	Dobbins AFB, GA	B	167 TAG	Martinsburg, WV
A-10	103 TFG	Bradley IAP, CT	B	179 TAG	Masnfield, OH
	104 TFG	Barnes Fld, MA	D	109 TAG	Schenectady, NY
	128 TFW	Truax Fld, WI	E	130 TAG	Charleston, WV
	174 TFW	Syracuse, NY	E	146 TAW	Van Nuys, CA
	175 TFG	Baltimore, MD	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	Suffolk Fld, NY
				129 ARRG	Moffett NAS, CA

Table 5—Activation of New Units

Location & Unit	Effective Date
Papago Military Reservation, Arizona	9 October 1981
111th Tactical Control Flight	
Truax Field, Madison, Wisconsin	15 November 1981
115th Weapons System Security Flight	
Forbes Field, Kansas	21 February 1982
190th Communications Flight (Support)	
Camp Mabry, Austin, Texas	15 March 1982
101st Air Base Defense Squadron	
Biggs Army Air Field, Texas	15 March 1982
101st Air Base Defense Flight	
State College AGS, Pennsylvania	15 May 1982
114th Tactical Control Flight	
Andersen AFB, Guam	10 June 1982
254th Civil Engineering Flight	
McConnell AFB, Kansas	15 September 1982
134th Tactical Control Flight	

Table 6—Inactivations

Location & Unit	Effective Date
Greater Pittsburgh IAP, Pennsylvania	8 February 1982
112th Communications Flight (Support)	
Rickenbacker ANGB, Ohio	8 February 1982
121st Communications Flight (Support)	
Glenn L. Martin State Apt., Maryland	8 February 1982
135th Communications Flight (Support)	
McConnell AFB, Kansas	8 February 1982
184th Communications Flight (Support)	
Dodge MAP, Iowa	14 September 1982
134th Tactical Control Flight	

Table 7—Redesignations

Location & Unit Change	Effective Date
Truax Field, Madison, Wisconsin	15 November 1981
FROM: Hq 128 Tac Air Spt Wg	
TO: Hq 128 Tac Ftr Wg	
FROM: 128 Tac Air Spt Sq	15 November 1981
TO: 128 Tac Ftr Sq	
Burlington IAP, Vermont	1 January 1982
FROM: Hq 158 Def Sys Eval Gp	
TO: Hq 158 Tac Ftr Gp	
FROM: 134 Def Sys Eval Sq	1 January 1982
TO: 134 Tac Ftr Sq	
FROM: 158 Scty Police Flt	1 January 1982
TO: 158 Wpn Sys Scty Flt	
FROM: 158 USAF Clinic	1 January 1982
TO: 158 Tac Clinic	
Garland ANGS, TX	1 March 1982
FROM: 254th Combat Communications Flight	
TO: 254th Combat Communications Squadron	
Springfield AGB, Ohio	1 March 1982
FROM: 269th Combat Communications Flight	
TO: 269th Combat Communications Squadron	
Peterson AFB, CO	1 July 1982
FROM: 154th Tactical Control Flight	
TO: 139th Tactical Control Flight	

An F-4D of the 108th Tactical Fighter Wing, New Jersey ANG.

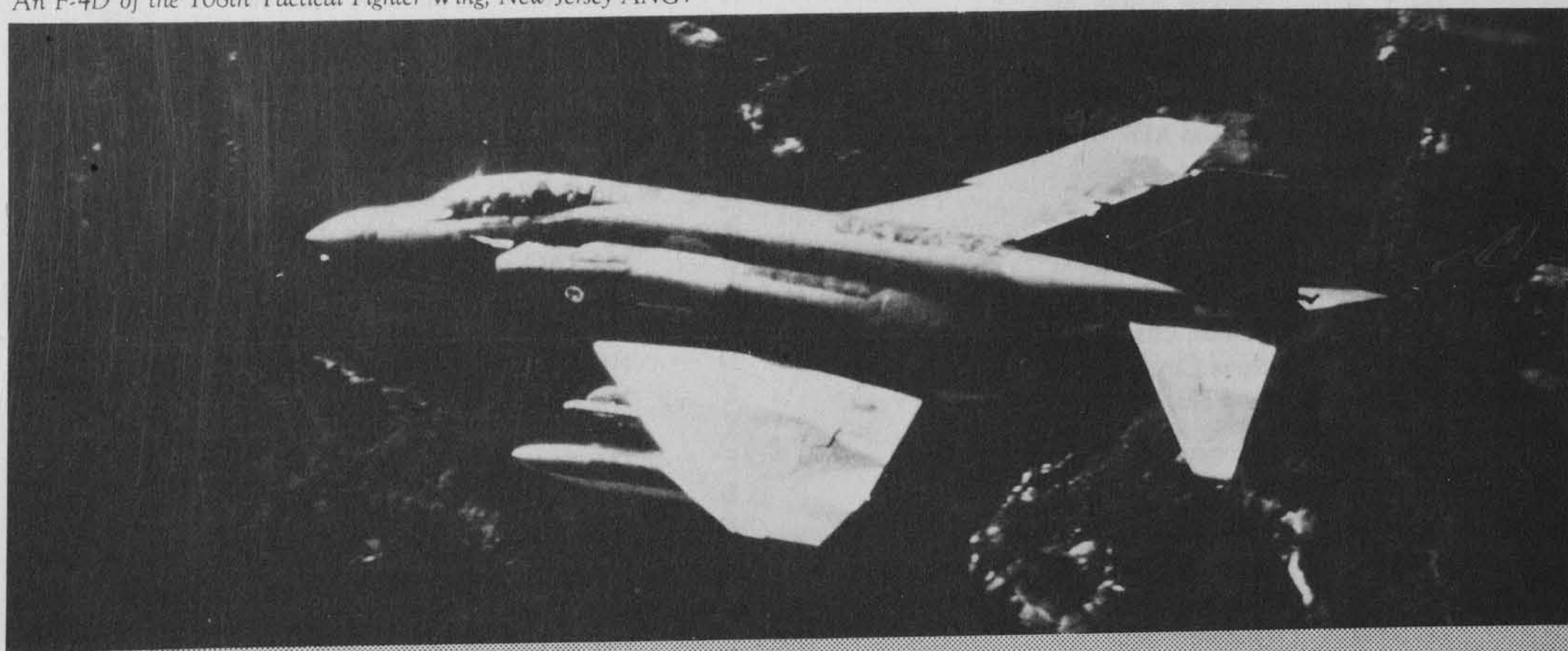


Table 8—Units Moves & Relocations

Location & Unit Change	Effective Date
Oklahoma	1 January 1982
219th Electronic Installation Squadron	
FROM: Will Rogers World APT, Oklahoma	
TO: Tulsa IAP, Oklahoma	
Hawaii	1 January 1982
199th Weather Flight (Fixed)	
FROM: Hickam AFB, Hawaii	
TO: Wheeler AFB, Hawaii	
New York	1 June 1982
201st Weather Flight (SA)	
FROM: Islip-MacArthur Apt, New York	
TO: Suffolk County Apt., Westhampton Beach, New York	

**Table 9—Air National Guard Strength
FY 50-FY 82**

FY	Officers	Airmen	Total
1950	6,747	37,981	44,728
1955	6,698	54,608	61,306
1960	8,570	62,250	70,820
1965	10,268	66,142	76,410
1970	10,872	78,975	89,847
1975	11,636	83,726	95,362
1980	11,897	84,386	96,283
1981	12,378	85,915	98,293
1982	12,517	88,140	100,657

Table 10—Officer Promotion Actions

Unit Vacancy Promotions Effected in Fiscal Year 1982 to the Grades Indicated:	
Brigadier General to Major General	12
Colonel to Brigadier General	24
Lieutenant Colonel to Colonel	125
Major to Lieutenant Colonel	169
Captain to Major	294
First Lieutenant to Captain	148
Second Lieutenant to First Lieutenant	83

**Table 11—ANG Share of Close Air Support of
Ground Forces**

FY 78	FY 79	FY 80	FY 81	FY 82
58%	59%	59%	54%	50%

ANG TAC-gained fighter units assisted Air Force commitments to US ground forces by providing 50% of 9AF taskings and approximately 50% of 12AF taskings. We anticipate increased requests but support has been limited by a shortage of TAC provided MPA workdays.

Table 12—Support of JCS, USAF and Army Exercises

Exercise	Type	No. Units	Number Personnel	Location	Supported Activity
Bold Eagle 82	JCS	13	1893	SE US	READINESS
Bright Star 82	JCS	2	130	EGYPT	RADINESS
Gallant Knight 82	JCS	1	35	SE US	READINESS
Kindle Liberty	JCS	2	93	PANAMA	SOUTH COM
Crested Eagle 82	JCS	8	80	EUROPE	NATO
Team Spirit 82	JCS	6	630	KOREA	CINCPAC
Gallant Eagle 82	JCS	10	2650	SW US	READINESS
Ocean Venture	JCS	8	655	CARIBBEAN	CINCLANT
Flintlock	JCS	2	120	EUROPE	USEUCOM
Reforger/Cold Fire	JCS	4	260	EUROPE	USEUCOM

Table 13—Tactical Deployment

Deployment	Date	Exercise Supported	Unit	Home Station	No. People	No. ACFT	Dep. To
Coronet Rig	Sep-Oct 81	Display Det.	127TFW	Selfridge	260	10/A7	ITALY
Coronet Frontier	Oct 81		175TFG	Baltimore	210	8/A10	GERMANY
Coronet Maverick	Mar-Apr 82	Team Spirit	152TRG	Reno	210	8/RF4C	KOREA
Coronet Brave	Jun 82		183TFG	Capital	270	12/F4D	UK
Coronet Cactus	Jun-Jul 82		131TFW	St. Louis	320	12/F4C	UK
Coronet Rodeo	Aug-Sep 82		159TFG	New Orleans	159	8/F4C	ICELAND
Coronet Rawhide	Sep 82	Nor. Wedding	108TFW	McGuire	250	11/F4C	NORWAY

Table 14—Red Flag/Maple Flag Participation

Exercise	Unit	Home Station	Location	ACFT	RMKS
Red Flag 82-1					
24 Oct-21 Nov	110TASG	Battle Creek, MI	Nellis AFB, NV	4/OA-37	2 Wks
	165TAG	Savannah, GA	Nellis AFB, NV	3/C-130	1 Wk
	136TAW	Dallas NAS, TX	Nellis AFB, NV	4/C-130	1 Wk
	176TAG	Anchorage, AK	Nellis AFB, NV	3/C-130	1 Wk
Red Flag 82-2					
9 Jan-6 Feb	161TFG	Tuscon, AZ	Nellis AFB, NV	3/A-7	
Red Flag 82-3					
20 Feb-26 Mar	182TASG	Peoria, IL	Nellis AFB, NV	2/OA-37	4 Wks
	169TFG	McEntire ANGB, SC	Nellis AFB, NV	6/A-7	2 Wks
	116TFW	Dobbins AFB, GA	Nellis AFB, NV	7/F-105	2 Wks
	154COMPG	Hickam AFB, HI	Nellis AFB, NV	6/F-4	2 Wks
	146TAW	Van Nuys, CA	Nellis AFB, NV	3/C-130	2 Wks
	179TAG	Mansfield, OH	Nellis AFB, NV	3/C-130	1 Wk
	153TAG	Cheyenne, WY	Nellis AFB, NV	3/C-130	1 Wk
Red Flag 82-4					
29 May-10 Jul 82	117TRW	Birmingham, AL	Nellis AFB, NV	4/RF-4	2 Wks
	178TFG	Springfield, OH	Nellis AFB, NV	6/A-7	2 Wks
	148TRG	Duluth, MN	Nellis AFB, NV	4/RF-4	2 Wks
	150TFG	Kirtland AFB, NM	Nellis AFB, NV	6/A-7	2 Wks
	102ARRS	Suffolk County, NY	Nellis AFB, NV	2/HC-C-130	2 Wks
	124TRG	Boise, ID	Nellis AFB, NV	4/RF-4	2 Wks
	121TFW	Rickenbacker ANGB, OH	Nellis AFB, NV	6/A-7	2 Wks
	139TAG	St. Joseph, MO	Nellis AFB, NV	3/C-130	1 Wk
	166TAG	Wilmington, DE	Nellis AFB, NV	3/C-130	1 Wk
	145TAG	Charlotte, NC	Nellis AFB, NV	3/C-130	1 Wk
	172TAG	Jackson, MS	Nellis AFB, NV	3/C-130	1 Wk
	137TAW	Oklahoma City, OK	Nellis AFB, NV	3/C-130	2 Wks
	126AREFW	Chicago, IL	March AFB, CA	5/KC-135	2 Wks
	190AREFG	Little Rock, AR	March AFB, CA	5/K-135	2 Wks
	189AREFG	Forbes Fld, KS	March AFB, CA	5/K-135	2 Wks
	251CCG	Springfield, OH	March AFB, CA		6 Wks

Exercise	Unit	Home Station	Location	ACFT	RMKS
Red Flag 82-5					
24 Jul-3 Sep 82	127TFW	Selfridge ANGB, MI	Nellis AFB, NV	6/A-7	2 Wks
	184TFG	McConnell AFB, KS	Nellis AFB, NV	6/F-4	2 Wks
	156TFG	San Juan, PR	Nellis AFB, NV	6/A-7	2 Wks
	143TAG	Quonset Point, RI	Nellis AFB, NV	3/C-130	1 Wk
	133TAW	Minn.-St. Paul, MN	Nellis AFB, NV	3/C-130	1 Wk
	118TAW	Nashville, TN	Nellis AFB, NV	3/C-130	1 Wk
	164TAG	Memphis, TN	Nellis AFB, NV	3/C-130	1 Wk
Maple Flag 9					
17 Apr-15 May 82	188TFG	Selfridge ANGB, MI	Cold Lake CFB, Canada	6/F-4	2 Wks
	181TFG	Terre Haute, IN	Cold Lake CFB, Canada	6/F-4	2 Wks
	187TRG	Montgomery, AL	Cold Lake CFB, Canada	4/RF-4	2 Wks
	155TRG	Lincoln, NE	Cold Lake CFB, Canada	4/RF-4	2 Wks
	165TAG	Savannah, GA	Cold Lake CFB, Canada	3/C-130	1 Wk
Maple Flag 10					
18 Sep-16 Oct 82	175TFG	Baltimore, MD	Cold Lake CFB, Canada	8/A-10	2 Wks
	174TFW	Syracuse, NY	Cold Lake CFB, Canada	8/A-10	2 Wks
	137TAW	Oklahoma City, OK	Cold Lake CFB, Canada	2/C-130	1 Wk

Table 15—Snowbird/Winterbasing

Date	Unit	Home Station	No. Personnel	ACFT	Deployed To
3-16 Jan	114TFG	Sioux Falls, SD	125	15/A7	Davis Monthan AFB, AZ
16-30 Jan	103TFG	Bradley IAP, CT	135	12/A10	Davis Monthan AFB, AZ
24 Jan-6 Feb	131TFW	St. Louis, MO	167	12/F4	Luke AFB, AZ
31 Jan-6 Feb	185TFG	Sioux City, IA	135	14/A7	Davis Monthan AFB, AZ
13-27 Feb	112TFG	Pittsburgh, PA	135	12/A7	Davis Monthan AFB, AZ
20 Feb-6 Mar	181TFG	Ft. Wayne, IN	150	14/F4	Luke AFB, AZ
21 Feb-6 Mar	110TASG	Terre Haute, IN	185	12/F4	Kirtland AFB, NM
14-27 Mar	138TFG	Tulsa, OK	135	14/A7	Davis Monthan AFB, AZ
28 Mar-24 Apr	104TFG	Barnes Fld, MA	135	12/A10	Davis Monthan AFB, AZ

Table 16—ARRS Support of Higher Headquarters Directed Missions

	FY 80	FY 81	FY 82
Sorties Flown	141.0	151.0	43.0
Hours Flown	387.0	349.7	242
Lives Saved and Credited to ANG	53	30	39
Persons Found and Credited to ANG	19	15	2

Appendix J

Table 1—Army National Guard Military Race/Ethnic Statistics as of 30 Sep 1982

Ethnic Group	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black	11,774	4.4	66,417	18.0	68,191	16.7
Hispanic	1,298	3.2	27,248	7.4	28,546	7.0
Asian/PI	386	1.0	3,420	0.9	3,806	0.9
American Indian	74	0.2	2,171	0.6	2,245	0.5
Other	151	0.4	2,669	0.7	2,820	0.7
Minority Sub Total	3,683	9.1	101,925	27.6	105,608	25.8
Unk/Uncl	7	0.0	11	0.0	18	0.0
Caucasion/Other	36,697	90.0	266,915	72.4	303,612	74.2
Total	40,387	100.0	368,851	100.0	409,238	100.0
Women	1,917	4.7	20,514	5.6	22,431	5.5

Table 2—Air National Guard Military Race/Ethnic Statistics as of 30 Aug 1982

Ethnic Group	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black	267	2.15	6,851	7.85	7,118	7.14
Hispanic	291	2.35	3,810	4.36	4,101	4.11
Asian/PI	177	1.43	1,465	1.67	1,642	1.64
American Indian	76	0.61	904	1.03	980	0.98
Other	31	0.20	439	0.50	470	0.47
Minority Sub Total	842	6.80	13,469	15.43	14,311	14.36
Caucasion/Other	11,509	93.03	73,596	84.35	85,105	85.43
Unk/Uncl	19	0.15	181	0.20	200	0.20
Total	12,370	100.0	87,247	100.0	99,617	100.0
Women	652	5.27	8,858	10.15	9,510	9.54

Table 3—Army National Guard Technician Race/Ethnic Statistics as of 30 Sep 1982

Ethnic Group	GS		WG		WL/S		TOTAL	
	#	%	#	%	#	%	#	%
Black	358	3.31	401	4.28	27	.26	786	2.60
Hispanic	446	4.13	456	4.86	56	.55	958	3.16
Asian/PI	21	.19	19	.20	23	.22	63	.20
American Indian	41	.38	55	.59	10	.09	106	.35
Minority Sub Total	866	8.01	931	9.93	116	1.15	1913	6.33
Caucasion/Other	9,941	91.99	8,444	90.07	9,927	98.84	28,312	93.67
Total	10,807	100.00	9,375	100.0	10,043	100.00	30,225	100.00
Women	1,912	17.69	68	.73	0	0	1,980	6.55

Table 4—Air National Guard Technician Race/Ethnic Statistics as of 30 Sep 82

Ethnic Group	GS		WG		WL/S		TOTAL	
	#	%	#	%	#	%	#	%
Black	184	2.17	252	2.47	16	.76	452	2.18
Hispanic	351	4.15	370	3.63	60	2.85	781	3.76
Asian/PI	31	.37	25	.25	3	.14	59	.28
American Indian	43	.51	39	.38	12	.57	94	.45
Minority Sub Total	609	7.20	686	6.73	91	4.33	1,386	6.68
Caucasion/Other	7,852	92.80	9,505	93.27	2,013	95.67	19,370	93.32
Total	8,461	100.00	10,191	100.0	2,104	100.00	20,756	100.00
Women	1,856	21.93	119	1.17	0	0	1,975	9.52

Table 5—Civil Disturbances

State/Date	Location	Nature of Emergency
California		
17-24 Jun 82	Livermore	Civil Disturbance
Iowa		
19 Oct 81	Ft. Madison	Prison Riot
Massachusetts		
16-17 Apr 82	Boston	Transit Strike
Nebraska		
26 Jul-14 Aug 82	Dakota City	Civil Disturbance
North Carolina		
14 Sep-Present 82	Warrenton	Civil Disturbance
South Carolina		
5-6 Oct 81	Kingstree	Civil Disturbance

Nebraska Guardsmen and State Troopers preparing for operations during a strike of meat packers.



Table 6—Natural Disasters and Other Emergencies

Duration	Location	Incident	Strength
ALABAMA			
20-24 Oct	Russell	Water Haul	1
19-25 Nov	Clanton	Power Outage	2
10-19 Jan	State-Wide	Snow/Ice Storm	200
21-28 Jan	Lafayette	Water Haul	1
27 Feb	Gadsden	Ice Storm	4
16-22 Mar	Dothan	Support Mission	1
31 May-1 Jun	Carrville	Search	34
22-24 Sep	Collinsville	Water Haul	2
23 Sep-	Perdido	Water Haul	1
ALASKA			
8 Oct	Bethel	Search and Rescue	3
26 Oct	Kotzebue	Search and Rescue	3
28 Oct	Buckland	Search and Rescue	3
29 Oct	Bethel	Search and Rescue	3
30 Oct	Kivalina	Search and Rescue	3
6 Nov	Kotzebue	Search and Rescue	3
27 Nov	Kotzebue	Search and Rescue	3
3 Dec	Kotzebue	Medical Evacuation	3
9 Dec	Kotzebue	Medical Evacuation	3
29 Jan-16 Feb	Ketchikan	Support Mission	6
26 Jan	Bethel	Search & Rescue	3
9 Apr	Bethel	Search & Rescue	3
30 Apr	Bethel	Search & Rescue	3
17 Jun	Kotzebue	Search & Rescue	3
5 Sep	Bethel	Search & Rescue	4
28 Sep	Nome	Search & Rescue	4
ARIZONA			
2-3 Feb	Pima County	Search & Rescue	6
9-13 Feb	Sedona/Flagstaff	Search & Rescue	18
11-12 Jun	Horse Mesa Dam	Search	12
11 Jun	Apache Junction	Search	1
8 Aug	Saguaro Lake	Search & Rescue	6
19 Sep	Apache Junction	Search & Rescue	3
ARKANSAS			
13-15 Nov	Clarksville	Support Mission	6
14-15 Jan	Marked Tree	Search & Rescue	6
20 Feb	Marked Tree	Search	3
2 Apr	S.E. Conway	Tornado	18
22 Apr	Conway	Search	21
27 Apr	Marshall	Search	3
17 Jun	Fayetteville	Flood	3
2 Jul	Pine Bluff	Support Mission	2
22-25 Jun	Wrightsville	Support Mission	8
9-10 Jul	Ozark	Medical Evacuation	2
1-3 Sep	Newton/Searcy Ctnys.	Support Mission	5

An Oklahoma Guardsman from the 1st Bn, 179th Infantry stands watch in Bartlesville, OK after a tornado devastated the town.



Duration	Location	Incident	Strength
----------	----------	----------	----------

CALIFORNIA

11 Oct	San Francisco	Medical Evacuation	5
13 Oct	Lake Tahoe	Support Mission	3
14 Oct	Off Coast of San Francisco	Search & Rescue	15
30 Oct	Van Nuys	Support Mission	5
4 Nov	Rumsey	Water Haul	2
16-17 Nov	Dunsmuir	Flood	8
24 Nov	Coos Bay	Search & Rescue	8
15-19 Dec	San Francisco	Medical Evacuation	8
19-22 Dec	Garberville	Flood	55
23-24 Dec	West of San Francisco	Medical Evacuation	16
2-5 Jan	Yreka	Snowstorm	13
3-4 Jan	Mt Shasta Area	Snowstorm	2
4 Jan	Reyes	Support Mission	4
14-15 Jan	Yolo County	Flood	5
2-25 Jan	San Francisco	Flood	189
27 Jan	Santa Cruz County	Support Mission	3
28 Jan	Sacramento	Support Mission	3
11 Feb	Madera	Support Mission	2
25 Feb	Placer County	Support Mission	3
11 Mar	Marin County	Flood	3
15 Mar	Butte County	Search & Rescue	4
19 Mar	Folsom	Medical Evacuation	6
31 Mar	Off Coast-San Francisco	Search	10
31 Mar	Morgan Hill	Search	5
1-3 Apr	San Jose	Flood	9
5 Apr	Grass Valley	Search & Rescue	5
13-14 Apr	40 mi W of Florence, OR	Search	5
21 Apr	Anaheim/Garden Grove	Support Mission	6
11 May	47 mi S. of San Francisco	Medical Evacuation	13
25 Jun-6 Jul	Edwards AFB	Support Mission	133
5 Jul	Fresno	Search & Rescue	7
13-15 Jul	Livermore	Support Mission	26
20-21 Jul	Squaw Valley/Placer Cty	Search & Rescue	3
9 Aug	300 mi S. of San Francisco	Search & Rescue	13
23 Aug	San Joaquin Delta	Flood	8
25 Aug	Sierra Nat'l Forest	EOD Mission	3
27 Aug	Clovis	EOD Mission	2
10 Sep	San Joaquin Delta	Support Mission	3
18 Sep	Placer County	Search & Rescue	3
23 Sep	Placer County	Search & Rescue	3
26-27 Sep	Bishop	Flood	5
27-29 Sep	Plumas County	Search & Rescue	4
28-29 Sep	Plumas County	Search & Rescue	3
19 Sep	Plumas County	Search & Rescue	8
30 Sep 82	Plumas County	Search & Rescue	4

COLORADO

22 Oct	Rocky Flats	Nuclear Power Plant Exercise	15
5 Nov	La Junta	Water Haul	2
15-17 Jul	Estes Park	Support Mission	70

Duration	Location	Incident	Strength
CONNECTICUT			
6-7 Apr	State-Wide	Snowstorm	200
5-9 Jun	New Haven/New London	Flood	254
DELAWARE			
13-15 Jan	New Castle County	Snowstorm	35
DISTRICT OF COLUMBIA			
13-15 Jan	Washington	Snowstorm Emergency	3
FLORIDA			
13-14 Jan	Crestview/DeFuniak Springs	Snow/Ice Storm	8
24-27 Jun	DeSoto/Hardee Ctys	Flood	6
6-9 Apr	State-Wide	Support Mission	26
22-25 Sep	Miami	Support Mission	4
GEORGIA			
12-16 Jan	Atlanta	Snow/Ice Storm	230
6-8 Apr	State-Wide	Support Mission	5
11-18 Sep	Ellijay	Support Mission	50
HAWAII			
13 Oct	Kauai	Support Mission	6
27-30 Oct- 2-3 Nov	Hawaii County	Support Mission	37
18-19 Nov	Honolulu	Support Mission	3
14-18 Dec	Oahu	Support Mission	58
28-30 Dec	Pearl City	Flood	2
11-12 Feb	Kona	Flood	7
12 Feb	Hawaii Vol Nat'l Park	Search	3
27 Feb	Maui County	Support Mission	5
20-26 Mar	County of Hawaii	Support Mission	6
27 Mar-2 Apr	County of Hawaii	Support Mission	27
5-6 Apr	Kauai	Support Mission	2
6-9 Apr	Kauai	Support Mission	22
8-9 Apr	Molakai	Support Mission	17
21-23 May	Hawaii Island	Support Mission	33
12-13 Jun	Kauai	Support Mission	2
12-13 Jun	Maui	Support Mission	2
21-23 Jun	Hawaii Island	Support Mission	4
1-4, 7-8, and 22-24 Jun	Kaupo, Maui	Flood	8
28-30 Apr	Waiawa	Flood	6
4 Jun	Honolulu	Support Mission	3
17 Jun	County of Hawaii	Support Mission	3

Duration	Location	Incident	Strength
21-23 Jul	Wheeler AFB	Support Mission	4
10-12 Sep	Oahu	Support Mission	10

IDAHO

13 Feb	Elmore County	Support Mission	7
22 Feb-2 Mar	Wieser	Flood	20

ILLINOIS

2 Oct	Quincy	Medical Evacuation	3
2-3 Oct	Mattoon	Medical Evacuation	3
8 Oct	Effingham	Medical Evacuation	3
13 Dec	Shelbyville	Medical Evacuation	3
17-18 Dec	Peoria	Medical Evacuation	3
18-19 Dec	Herseyville	Medical Evacuation	3
19 Dec	Effingham	Medical Evacuation	3
20 Dec	Pittsfield	Medical Evacuation	3
24 Dec	Quincy	Medical Evacuation	3
4 Jan	Mattoon	Medical Evacuation	3
6 Jan	Quincy	Medical Evacuation	3
26 Jan	Galesburg	Medical Evacuation	4
26-27 Jan	Vandalia	Medical Evacuation	3
2-6 Feb	E. St. Louis & 7 Loc	Snowstorm	28
4-5 Feb	Effingham	Medical Evacuation	3
24 Feb	Danville	Medical Evacuation	3
24 Feb	Peoria	Medical Evacuation	3
25-26 Feb	Springfield	Medical Evacuation	3
28 Feb	Mattoon	Medical Evacuation	3
31 Mar	Quincy/Vandalia	Medical Evacuation	3
2 Apr	Quincy	Medical Evacuation	3
4 Apr	Jerseyville	Medical Evacuation	3
4-5 Apr	Macomb	Medical Evacuation	3
8-9 Apr	Pontiac	Snowstorm	2
12-13 Apr	Effingham	Medical Evacuation	3
18 Apr	Havana	Medical Evacuation	3
18-19 Apr	Mattoon	Medical Evacuation	3
23 Apr	Pittsfield	Medical Evacuation	3
29 Apr	Mattoon	Medical Evacuation	3
30 Apr	Lawrenceville	Medical Evacuation	3
1 May	Olney	Medical Evacuation	3
10 May	Quincy	Medical Evacuation	3
18 May	Casey	Medical Evacuation	3
29 May-1 Jun	Marion	Tornado	150
31 May	Mattoon	Medical Evacuation	3
1 Jun	Salem	Medical Evacuation	3
2 Jun	Quincy	Medical Evacuation	3
3 Jun	Chicago	Medical Evacuation	3
5 Jun	Mattoon	Medical Evacuation	3
7-8 Jun	Effingham	Medical Evacuation	3
22 Jun	Vandalia	Medical Evacuation	3
29 Jun	Mattoon	Medical Evacuation	3
11 Aug	Pittsfield	Medical Evacuation	3

Duration	Location	Incident	Strength
12 Aug	Carrollton	Medical Evacuation	3
12 Aug	Ottawa	Medical Evacuation	3
25 Aug	Kankakee	Medical Evacuation	2
26 Aug	Flora	Medical Evacuation	3
26 Aug	Rockford	Medical Evacuation	3

INDIANA

10-11 Jan	N. Central Area	Snowstorm	7
31 Jan-2 Feb	N. Central Area	Snowstorm	85
13-21 Mar	Ft Wayne	Flood	62
11-13 Jun	Evansville/Mt. Vernon	Wind Storms	51

IOWA

15-17 Feb	State-Wide	Support Mission	6
15-22 Jun	Emerson & Hastings	Flood	24
17-21 Jul	Des Moines	Support Mission	6
2-3 Aug	Des Moines	Support Mission	4

KANSAS

11 Nov	Mill Creek	Search	4
17-20 Feb	State-Wide	Support Mission	48
5 Feb	Kingman	Snowstorm	6
10 Mar	W. of Topeka	Prairie Fire	2
15-17 Mar	Mulberry	Tornado	58
8-18 Jun	Bomer Springs	Support Mission	4
9 Jun	Holton	Flood	9
9-10 Jun	Easton	Flood	4
9-18 Jun	Rossville	Flood	16
15-17 Jun	Kingman	Wind Storm	7
24 Jun	Onaga	Search	50

KENTUCKY

20 Oct	Moscow	Nuclear Power Plant Exercise	70
29 Oct	Moscow	Nuclear Power Plant Exercise	70
18-19 Nov	Moscow	Nuclear Power Plant Exercise	124
18-20 Dec	Ages	Support Mission	12
1-10, 16-23 Mar	State-Wide	Support Mission	75
1 May	Louisville	Support Mission	274
4-7 Jun	Lexington	Support Mission	32
9-17 Jun	Henderson	Tornado	10
1 Sep	Frankfort	Support Mission	51

LOUISIANA

12-15 Jan	Baton Rouge	Snow/Ice Storm	58
1-2 Jul	Colfax	Water Haul	5
12-18 Jun	Kenner	Support Mission	58

Duration	Location	Incident	Strength
11 Sep	Clayton	Tornado	20
11-12 Sep	Delhi	Flood	75
MAINE			
6 Oct	Bath/Brunswick	Search & Rescue	4
11 Nov	Millinocket	Search & Rescue	5
13 Nov	Augusta	Search & Rescue	4
22 Nov	Bangor	Medical Evacuation	4
18 Jan	Baxter State Park	Search & Rescue	10
7 Feb	State-Wide	Support Mission	10
3 May	Brunswick	Medical Evacuation	4
12 Jun	Calais	Medical Evacuation	4
13 Jul	Baxter State Park	Medical Evacuation	5
19-21 Jul	Ogunquit	Water Haul	3
21 Jul	Isle Au Haut	Medical Evacuation	4
23 Jul	Weld	Search & Rescue	6
7 Aug	Dover-Foxcroft	Medical Evacuation	4
14 Aug	Grafton	Medical Evacuation	4
8 Aug	Grafton	Medical Evacuation	4
MARYLAND			
25 Jan-2 Feb	State-Wide	Support Mission	7
18-23 Apr	State-Wide	Support Mission	9
MASSACHUSETTS			
28 Nov-2 Dec	Lynn	Structure Fire	300
22-27 Feb	Salem	Support Mission (Fire)	230
21 Mar-2 Apr	Boston	Power Outage	6
22-26 Mar	State-Wide	Support Mission	13
22 Mar-21 Apr	State-Wide	Support Mission	54
6-7 Apr	Springfield	Snowstorm	11
11-17 Apr	Boston	Marathon	197
11-17 May	Fall River	Support Mission (Fire)	259
8 Jun	Billerica	Support Mission	3
MICHIGAN			
19 Feb	Lansing-Clarke	Support Mission	4
2-5 Jul	State-Wide	Support Mission	6
3, 4 & 6 Sep	State-Wide	Support Mission	6
MINNESOTA			
23-24 Jan	Crookston	Search & Rescue	3
MISSOURI			
1-6 Feb	St. Louis & 5 Adjacent counties	Snowstorm	350
27 May	Hartshorn	Flood	3

Duration	Location	Incident	Strength
MONTANA			
29-31 May	Chester	Snowstorm	2
NEBRASKA			
19 Dec	Falls City	Medical Evacuation	4
8-9 Jan	Sargent	Medical Evacuation	3
27 Jan	Beatrice	Medical Evacuation	4
6 Feb	Fairbury	Medical Evacuation	4
1,8,9 Feb	7 Locations State-Wide	Support Mission	8
19-26 Feb	Platte & Elkhorn Rivers	Support Mission	10
27 Mar	Lincoln/Omaha	Medical Evacuation	4
6-7 Apr	Falls City	Chemical Fire	100
15 Jun	Emerson (Iowa)	Train Derailment	9
15 Jun	S.E. Area	Flood	7
13-14 Jul	Lincoln/Omaha	Medical Evaluation	5
NEVADA			
19-24 May	Edwards AFB, CA	Support Mission	3
22-28 Jul	Mt. Charleston	Range Fire	24
2-4 Aug	Winnenucca	Forest Fire	12
NEW HAMPSHIRE			
8 Dec	Garfield	Search & Rescue	8
26 Jan	Pinkham Notch	Search	8
NEW JERSEY			
16-20 Jul	Hoboken/Lyndhurst	Water Haul	40
NEW MEXICO			
6 Feb	Angel Fire	Flood	4
28-30 Mar	White Sands	Support Mission	9
28-30 Mar	White Sands	Support Mission	28
NEW YORK			
2 Oct	Off East Coast	Search & Rescue	12
20 Oct	Off East Coast	Search	9
21 Oct	Off East Coast	Search	8
16 Nov	Stony Brook	Medical Evacuation	7
1-2 Dec	Off East Coast	Search	13
30 Dec	Stony Brook	Medical Evacuation	3
11-12 Feb	New York City	Support Mission	7
17 Feb	Off Long Island	Search & Rescue	24
19 Feb	Nassau County	Medical Evacuation	6
22 Feb	Patterson, NJ- Washington, DC	Medical Evacuation	6

Duration	Location	Incident	Strength
2 Mar	Greenport	Medical Evacuation	5
8 Mar	Block Island	Search & Rescue	18
10 Mar	Hancock Field	Support Mission	8
11 Mar	Hancock Field	Support Mission	8
22 Mar	Smithtown	Medical Evacuation	4
7 Apr	Off NJ Coast	Search	6
21 Apr	East Coast	Support Mission	8
22-23 Apr	East Coast	Support Mission	8
11 May	East Coast	Support Mission	8
12 May	East Coast	Support Mission	8
4 Jun	Southampton	Medical Evacuation	7
23 Jun	Bayshore	Medical Evacuation	6
30 Jun	Bayshore	Medical Evacuation	6
6 Jul	Riverhead	Medical Evacuation	6
13 Jul	Off Long Island	Search	13
15 Jul	EAst Coast	Search	13
18 Jul	East Coast	Support Mission	9
23 Jul	East Coast	Search	9
27 Jul	Greenport	Medical Evacuation	6
3-4 Aug	U.S. to Panama/San Juan	Support Mission	11
5 Aug	100 NM West of Jamaica	Search & Rescue	11
13 Aug	Off East Coast	Search	13
17-18 Aug	Hyannis	Support Mission	8
18 Aug	Southampton	Medical Evacuation	6
18 Aug	Southampton	Medical Evacuation	6
18-19 Aug	Hyannis	Support Mission	8
10 Sep	Stonybrook	Medical Evacuation	6
12 Sep	Riverhead	Medical Evacuation	6
23 Sep	Off Long Island	Medical Evacuation	10
27 Sep	Bayshore	Medical Evacuation	6
	Martinsburg, WV	Search & Rescue	12

NORTH CAROLINA

24-25 Dec	Bakersville	Water Haul	2
4-18 Dec	Misenheimer	Power Outage	4
12 Jan	Bakersville	Water Haul	2
13-15 Jan	Butner	Snow/Ice Storm	4
14-15 Jan	High Point	Snow/Ice Storm	4
14-15 Jan	Charlotte	Snow/Ice Storm	4
17-18 Mar	Wagram	Search & Rescue	6
13 Apr	Wendell	Forest Fire	2
20-22 Apr	Hazelwood	Chemical Fire	8
3-9 Apr	Blandon, Hyde, and Cumberland	Forest Fire	21
5 Aug	Raleigh/Durham	Search	3
14 Sep	Charlotte	Chemical Fire	2

NORTH DAKOTA

12-14 Apr	Mott	Flood	13
20-22 Apr	Mott	Flood	2

Duration	Location	Incident	Strength
OHIO			
10-11 Jan	Bolling Green	Snowstorm	3
10-11 Jan	Tiffin	Snowstorm	10
31 Jan-1 Feb	Toledo/Oak Harbor	Snowstorm	38
3-4 Feb	Bryan	Snowstorm	35
14-17 Mar	Grand Rapids	Flood	36
31 Mar-1 Apr	Mt. Vernon	Tornado	15
19-20 Aug	Madina	Water Haul	6
2 Sep	Jackson Township	Water Haul	2
OKLAHOMA			
13-15 Oct	Madill	Flood	4
13-15 Oct	Tishmingo	Flood	9
13-15 Oct	Thackerville	Flood	12
13-17 Oct	Durant	Flood	17
16-17 Oct	Coalgate	Flood	19
19 Jan	Spencer	Support Mission	6
4-7 Feb	Alva	Snow/Ice Storm	4
9-11 Feb	Alva	Snowstorm	6
15-16 Mar	Oklahoma City	Support Mission	55
15-16 Mar	Ada	Tornado	55
15-18 Mar	Bartlesville	Tornado	65
2-3 Apr	Golden	Tornado	54
4-5 Apr	Golden/Broken Arrow	Tornado	20
	Apple, Messer		
15-16 May	Bartlesville	Water Haul	7
16-17 May	Kingfisher	Flood	20
18-19 May	Guthrie	Flood	6
16 Jun	Fisher, King, and Lincoln Counties	Flood	3
25, 28 Jun	Kingfisher County	Flood	1
21 Aug	Chickasha	Water Haul	10
OREGON			
5 Dec	Roseburg	Flood	30
PENNSYLVANIA			
25 May	Scranton	Support Mission	6
PUERTO RICO			
19-20 Dec	Barbados	Support Mission	3
RHODE ISLAND			
6-7 Dec	Newport/Middletown	Snow	12
SOUTH CAROLINA			
14-15 Jan	Darlington	Snow/Ice Storm	4
TENNESSEE			
5 Mar	State-Wide	Support Mission	13

Duration	Location	Incident	Strength
TEXAS			
13-18 Oct	Breckenridge	Flood	25
16 Oct	Sherman	Flood	12
2-5 Apr	Paris	Tornado	84
13-17 May	Wichita Falls	Flood	98
30 Jul-6 Aug	Amarillo	Flood	33
9 Apr	Paris/Texas/Lemar Counties	Flood	2
UTAH			
18-25 May	Edwards AFB, CA	Support Mission	5
22 Jul-2 Jul	Skull Valley	Forest Fire	1
6-7 Jan	Mt. Pleasant	Snow	2
10 Jan	Fountain Green	Snow	2
25-26 Mar	State-Wide	Support Mission	2
3 May	State-Wide	Support Mission	18
12-13 Jul	State-Wide	Support Mission	18
27-28 Sep	Murray/Midvale	Flood	25
VERMONT			
10-12 Mar	Middlebury	Power Outage	2
VIRGINIA			
5 Oct	Richmond	Water Haul	2
30-31 Oct	Surrey	Nuclear Power Plant Exercise	16
20-21 Nov	Charles City	Forest Fire	3
13-14 Apr	New Kent County	Forest Fire	3
17-18 Apr	New Kent County	Forest Fire	3
18-19 Sep	North Anna Power Station	Support Mission	3
U.S. VIRGIN ISLANDS			
30 Mar	St. Croix	Support Mission	5
WASHINGTON			
29 Sep-10 Oct	Winfield	Water Haul	1
16-27 Oct	Parkersburg	Medical Evacuation	3
2-3 Nov	St. Albans	Water Haul	5
8 Mar-17 Jun	State-Wide	Support Mission	49
15 Mar	Fairmont	Water Haul	2
22-31 Mar	Bluefield	Water Haul	2
30 Mar-26 Apr	Marion County	Water Haul	7
3-5 Apr	Rainelle	Water Haul	6
29-31 May	Fayette/Kanawha Ctys	Flood	27
4-10 Jun	Tunnolton	Water Haul	10
18 Aug	Spangler	Search	26
30-31 Aug	Lost River State Park	Support Mission	51
WISCONSIN			
21 Dec	Madison	Search	2
1 Jan	West Bend	Search & Rescue	2
6 May	Superior	Chemical Plant Explosion	6

Duration

Location

Incident

Strength

WYOMING

16-19 Sep

Freemont City

Snowstorm

2