

# 1983 Annual Review

of the Chief,  
National Guard Bureau



# **1983 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 1983 is respectfully submitted.

This report, my second as Chief of the National Guard Bureau, details the National Guard's accomplishments and programs for Fiscal Year 1983 (FY 83). 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% of the combat units and 37% of the support forces of the U.S. Army. The Air National Guard provides 68% of the air defense interceptor force, 51% of the tactical reconnaissance force, 33% of the tactical airlift units and 25% of the fighter aircraft in the U.S. Air Force. Both the Army and the Air National Guard provide units for the Central Command.

The National Guard is unique from all other services in that it has two missions, Federal and state. 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 83 the National Guard responded 511 times to the emergency conditions in 48 states and territories. This involved a total call up of 10,600 soldiers and airmen. The National Guard is called in these emergency situations because it is a trained and disciplined force capable of responding to a wide range of contingencies. Additionally, the National Guard increased its cooperation with such Federal agencies as the Drug Enforcement Administration, the Selective Service System, the Immigration and Naturalization Service and the Federal Emergency Management Agency.

At the end of the FY 83, ARNG strength was 417,178 officers and enlisted personnel. This is the highest strength that the Army Guard has achieved since 1967 and reflects the

continuing 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 improved 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 Education Center as well as other individual training courses improves the individual Guardsman's military skills, thereby increasing the readiness of his unit.

Major improvements continued to be made in the Total structure of the Army National Guard. The round out unit for the 24th Infantry Division, the 48th Infantry Brigade, Georgia ARNG, was reorganized under the J-Edition TOE. Also reorganized under the J-Edition TOEs were the 2d Battalion, 120th Infantry and 1st Battalion, 252 Armor, North Carolina ARNG. The structure for the 35th Infantry Division (Mechanized) was solidified, the first ROLAND battalion headquarters was organized, a TDA infantry battalion (mountain) and a TDA mountaineering school were also organized. The Captains to Europe program has been expanded to include both Panama and Korea. In Europe one captain developed the USAREUR counter-terrorist program and another developed the M1 tank fielding program.

Army National Guard aviation, which constitutes almost one-third of the Army's aviation assets, completed another successful year. While flying 299,461 hours, ARNG aviators completed FY 83 at an accident rate of 2.00 per 100,000 hours.

The Air National Guard continued its record of achieving high levels of readiness during FY 83. 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 83 with 102,171 officers and airmen, its highest strength ever. This is the fifth consecutive fiscal year that programmed end strength levels have been exceeded.

The Air National Guard units participated heavily in the entire range of Air Force and unified command exercises and deployments which produce realistic training opportunities and in addition provide support to the active Air Force. During FY 83 ANG units deployed to Europe, Turkey, Iceland, Greenland, Panama, Korea and the Caribbean. In addition, ANG units participated in exercises Copper Flag, Checkered Flag, Red Flag, Maple Flag, Volant Oak, Reforger and Team Spirit.

Day-to-day alert missions, in support of active force requirements, are an important part of the Air National Guard's contribution to national defense. Thirteen ANG KC-135 units continuously maintain a crew and aircraft on 24-hour alert to support the Strategic Air Command's Single Integrated Operations Plan. Additionally, the Air National Guard provides two thirds of the Air Force's air defense capability with 11 units providing aircraft and crews on continuous alert in order to protect American air space.

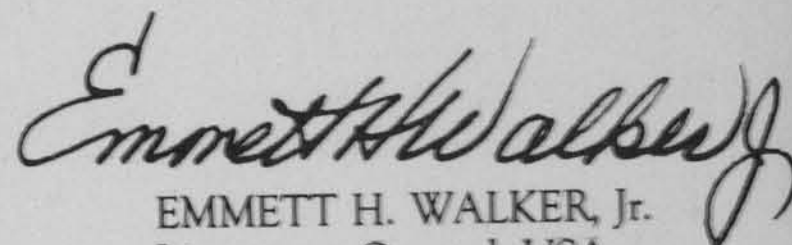
Tactical airlift units flying the C-130 continued to support the ARNG, ANG and active forces. Air National Guard airlift units once again supported the airlift requirements of the U.S. Southern Command and also provided supplemental airlift support for the U.S. European Command. ANG C-130 units also participated in numerous exercises such as Reforger 83.

Aircraft mobilization is of vital importance to the Air National Guard. In keeping with the Total Air Force Policy, during FY 83 the Air National Guard continued to update its aircraft. The first ANG unit in the nation to be assigned F-16 aircraft was the 169th Tactical Fighter Group, South Carolina ANG. The introduction of the F-16 into the Air Guard is yet another step forward in the continuing effort to upgrade mission capability and achieve aircraft compatibility with the active Air Force. This continuing emphasis on modernization and readiness has resulted in the adjustment of organizational precedence ratings for all ANG units and placement of the Air Guard on an equal footing with its active counterparts in the DOD Logistics System.

In 1983 the Air Guard flew 448,666 hours with only 11 Category A accidents for a rate of 2.6 accidents per 100,000 hours of flying.

The National Guard continued its emphasis on equal opportunity. Minority strength in the Army National Guard reflected population parity with 107,099 minority personnel or 25.6% of the force. Minority strength in the Air National Guard consists of 14,598 personnel or 14.4% of the force. The Minority Officer Recruiting Effort Program continued to increase minority officer representation.

During its 347 years of existence, the National Guard has ably protected and served the nation and the states. The Army and Air Guard have proven themselves to be full partners in the Total Force. 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 1983.



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



# Contents

1

## Foreword

1983 in Review.....	2
---------------------	---

## Mission Organization and Administration

National Guard Bureau .....	6
The Army National Guard .....	6
The Air National Guard .....	7
Public Affairs .....	7
Legal Advisor .....	7
Equal Opportunity .....	9
Military Support .....	12
Administrative Services .....	12
Technician Personnel.....	13

## Army National Guard

Force Modernization/Integration Management .....	17
Personnel .....	17
Military Service Verification .....	20
Microfiche Personnel Records.....	20
Organization and Training.....	22
Comptroller Division.....	24
Aviation .....	27
ARNG Safety Program.....	29
Logistics.....	30
Installations.....	31
Mobilization and Readiness .....	33
Computer Center.....	34
Manpower.....	34
Surgeon.....	36

<b>Air National Guard.....</b>	<b>38</b>
Manpower and Personnel .....	38
Plans and Operations.....	41
Training.....	44
Comptroller .....	45
Logistics.....	47
Civil Engineering .....	48
Surgeon.....	48
Safety.....	49
Communications, Electronics and Meteorology .....	49

## Appendices

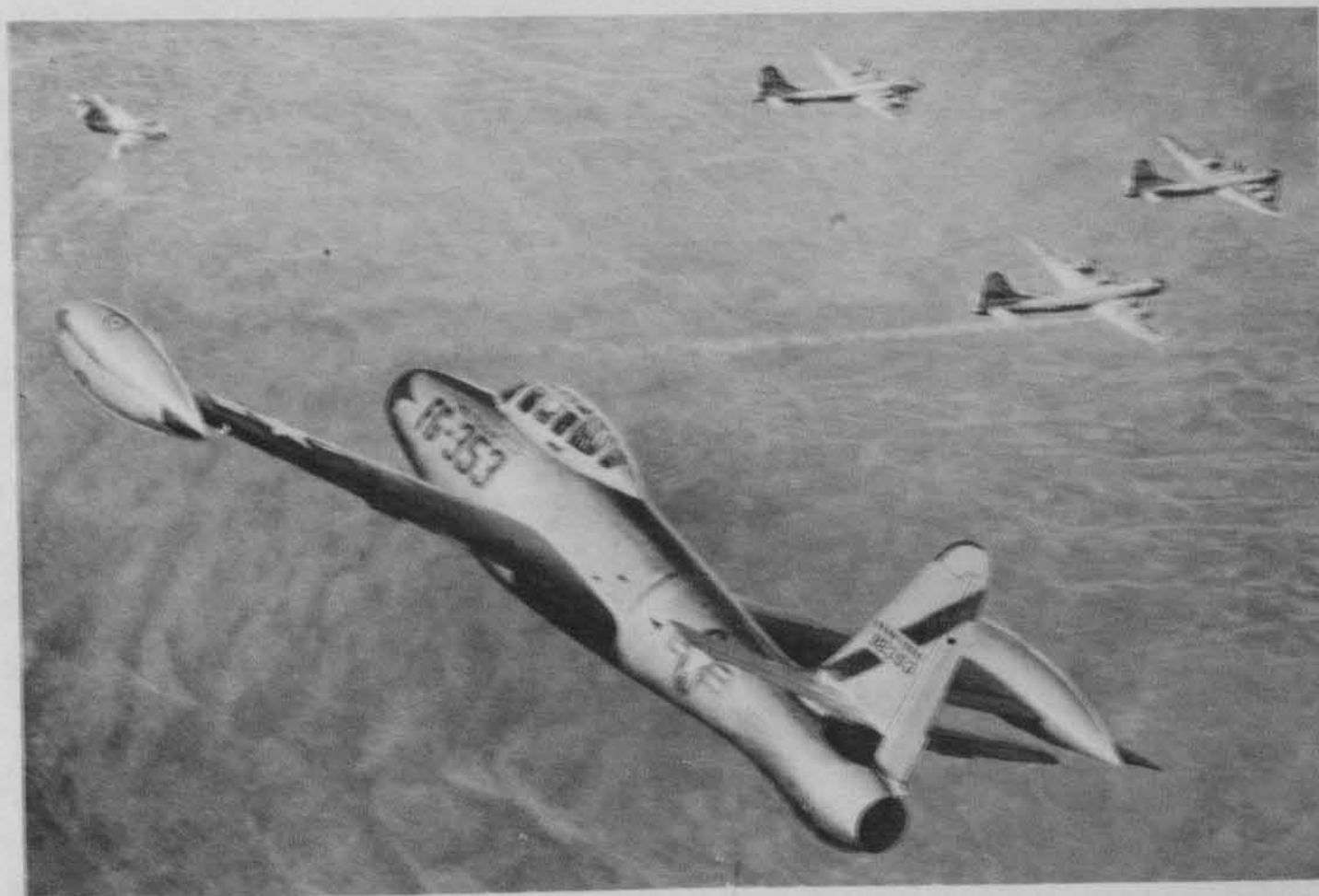
Appendices .....	51
A. Chiefs of the National Guard Bureau.....	51
B. State Adjutants General.....	51
C. United States Property and Fiscal Officers .....	52
D. Military Personnel on Duty in the National Guard Bureau .....	52
E. Army National Guard Officers on Tour.....	56
F. Air National Guard Officers on Tour.....	60
G. Trophies and Awards.....	61
H. ARNG Tables.....	64
I. ANG Tables.....	70
J. NGB Joint Office Tables.....	79

# The National Guard

The National Guard traces its heritage 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 Vietnam. In its Federal role the National Guard is a part of the first-line defenses of the United States, having both Army and Air National Guard units assigned to the U.S. Central Command, with

Air National Guard fighter-interceptor units providing 24-hour air defense, and Army National Guard units rounding out active Army divisions. Support of the active forces is on a world-wide basis, and as a result, training is conducted in Europe, Greenland, Central America and the Mid-East. In its state role, the National Guard responded 511 times this year in the preservation of life and the maintenance of order.

The National Guard Heritage Painting "Air Guard in MIG Alley" depicts the 182nd Fighter Squadron, Texas ANG during its service in the Korean War.



The National Guard Heritage Painting "At a Roadblock on the Road to Bataan" depicts a tank from the National Guard's 194th Tank Battalion in action during the Philippine Campaign of 1941-1942.





## Army National Guard

### Personnel

417,791 Personnel  
36,925 Support Personnel

Organization  
3,429 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 (Artic 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

2,822 Armories  
2,175 Non-armory Facilities and Camps

## Air National Guard

### Personnel

102,170 Personnel  
26,224 Support Personnel

### Organization

1,058 Units  
24 Wings  
67 Groups  
91 Squadrons  
653 Support Units  
103 Communications-Electronics Units  
120 Miscellaneous Units

### Facilities

86 Flying Bases  
110 Non-flying Installations

## National Guard Bureau Personnel Strength

	Authorized	Assigned
<i>Military</i>		
ARNG	47	47
Active Army	57	57
ANG	35	35
Active Air Force	54	51
<b>Total</b>	<b>193</b>	<b>190</b>
<i>Civilian</i>		
Army	150	140
Air Force	116	107
<b>Total</b>	<b>266</b>	<b>247</b>

## 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 Service .....	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

# 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

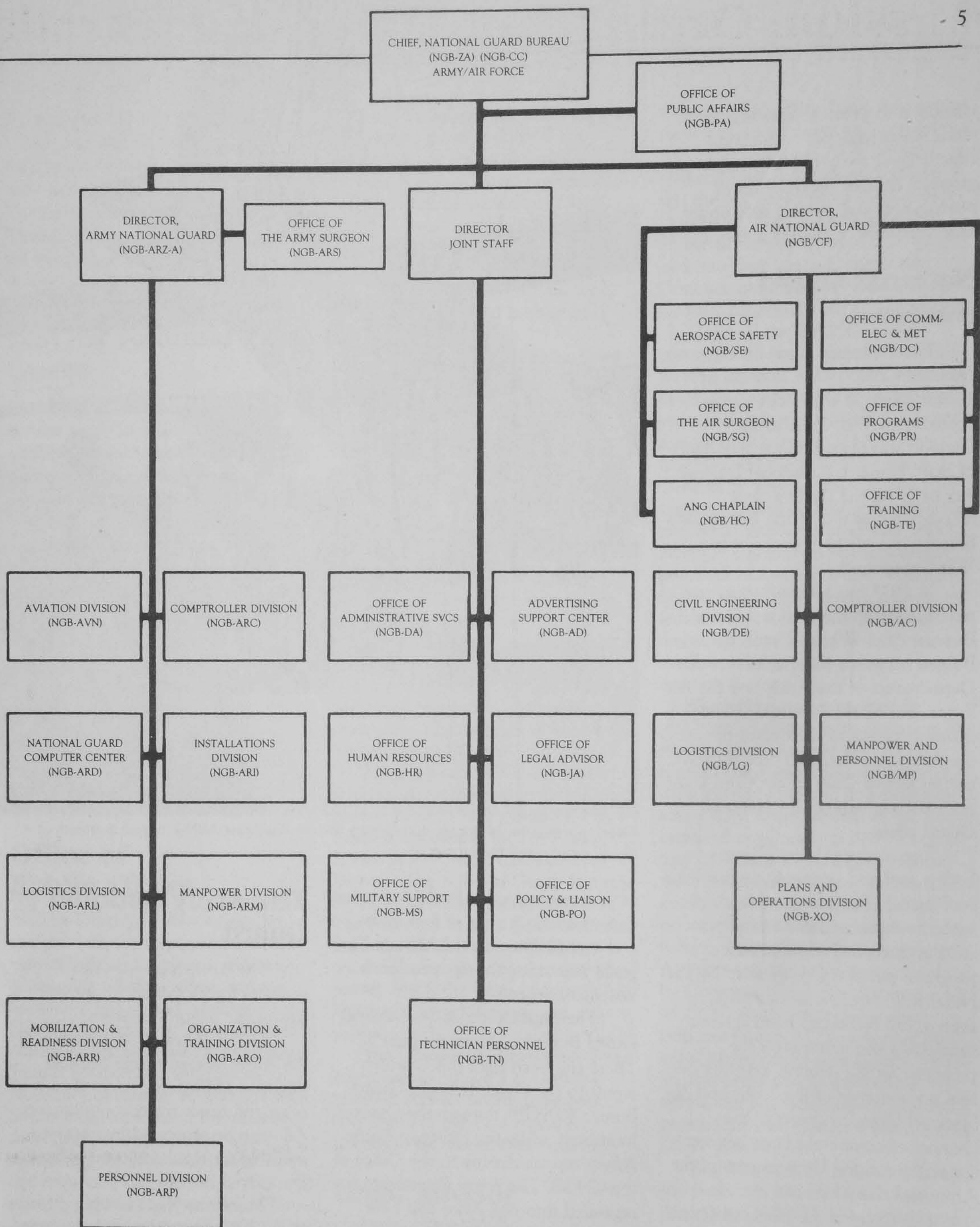
the militia.” However, the appointment of officers and training of the militia, according to the discipline prescribed by Congress, was reserved to the states. National military policy, subsequently enacted into law, has served to enhance the availability and improve the readiness of the National Guard 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



*Four Air Guard A-10s fly overhead as officers and guidons of the 2d Bn, 128th Infantry, Wisconsin ARNG, salute their Governor.*







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 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.

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



*Guardsmen from the 2d Brigade, 40th Infantry Division, California ARNG, prepare to embark on a C-130 during a mobilization exercise.*

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 5. 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 Army National Guard

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

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

The Army National Guard forces in the Affiliation/Roundout programs are part of the Total Army which is an amalgam of the Active and Reserve



Components. The Army National Guard shares in the combat mission of the United States Army by providing units to support overseas contingencies. The Army National Guard is the main Reserve Component able to provide the number of trained military units needed to support these contingencies.

## The Air National Guard

The Air National Guard is a combat ready force that is immediately available for mobilization to support active Air Force requirements. In addition, 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.

## 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. The Office of Public Affairs is organized into five functional Teams: Policy, Plans and Special Projects; Community Relations; Public Information; Command Information; and Historical Services. It is also 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 Group 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 Team responded to numerous media queries from local, regional, national and international reporters.

The Community Relations Team 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 Historical Services Team is responsible for matters dealing with history, heraldry and museums. This Team is responsible for the *Annual Review of the Chief, National Guard Bureau*, "The National Guard Heritage Series," and "The Presidential Series." The Historical Services Team 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 Team continued to publish *On Guard*, a monthly bulletin board newspaper, and *Eye-O to Eye-O*, a monthly newsletter for public affairs officers.

## Legal Advisor

During FY 1983 the organization of the Office of Legal Advisor (NGB-JA) was improved by establishment of

a separate Litigation Team, a measure made necessary by the ever-increasing volume of litigation involving the National Guard. Litigation formerly was the responsibility of the General Law Team. Thus at the end of FY 83 the office was functionally organized into four teams: General law; Contract and Fiscal Law; Labor and Civilian Personnel Law; and Litigation.

*General Law:* FY 1983 saw a continuation of the increase in administrative law and military personnel law issues dealt with by NGB-JA for our primary clients, the CNGB, the Directorates and Divisions of NGB, the USPFOs and the State Adjutants General. A large volume of legislative actions (reports on bills and legislative proposals) also were processed, and NGB-JA initiated several legislative proposals of interest to the National Guard, including proposals relating to federal support for State Defense forces; appointment of non-citizens as medical officers, and funding of modifications to armories.

Much time was consumed by problems relating to administration of Active Guard/Reserve (AGR) personnel. The Army's determination that these personnel served in a federal active duty status resulted in the invalidation of many of NGB's regulatory provisions for administration of these personnel, and gave rise to a number of lawsuits initiated by AGR personnel against whom adverse actions had been taken under these regulations. At year's end the problem was resolved by Congress, which directed in the FY 84 DOD Authorization Act that National Guard AGR personnel be administered under state control. NGB-JA also prepared the draft of the permanent legislation concerning AGR personnel which Congress has required DOD to submit.

ROPMA staffing continued through the year, with NGB-JA and active participant. NGB-JA also participated on a continuing basis in the DOD-directed development of proposals relating to federal support of State



Defense Forces. NGB-JA also conducted Standards of Conduct compliance review for the NGB staff, USPFOs and designated ARNG and ANG technicians and began a continuing dialogue with NGB-HR and OSD equal opportunity personnel concerning improvements in handling Title VI discrimination claims.

ARNG and ANG Judge Advocate Detachments were organized in the District of Columbia National Guard. These detachments perform their training in NGB-JA, providing weekend coverage of the office as well as badly needed manpower for special projects and workload surges.

The Full Time Judge Advocate Test Program in seven states continued through FY 83 and at year's end the CNGB directed that full time judge advocate personnel be made available to all states. Implementation will take place during FY 84.

A highly successful National Guard Judge Advocate Conference was held at the National Guard Professional Education Center (PEC), Little Rock, Arkansas, in April 1983. Some 200 judge advocates from every state and territory, Puerto Rico, and the District of Columbia, attended. Also, for the first time, representatives of State Attorneys General participated in the Conference.

*Contracting and Fiscal Law:* The National Guard Bureau is a contracting activity of the Army. The Chief, Office of Legal Advisor is the Principal Assistant Responsible for Contracting to the CNGB. Specifically, NGB-JA reviews contracts drafted by the USPFOs in the 54 jurisdictions for legal sufficiency; prepares opinions and renders advice on legal problems relating to negotiations, administration, and formally advertised contracts for procurement of supplies, services and construction; requests advisory opinions from the Comptroller General on contract and fiscal law questions; prepares legal memoranda on contract protests before the General Accounting Office; and prepares litigation

reports for the DA Contract Litigation Section on matters appealed to the Armed Services Board of Contract Appeals.

During FY 83, the Air National Guard Support Center contracting office moved to new quarters in Crystal City, Arlington, Virginia. This new location gives the contracting personnel more physical space and also facilitates quicker contract review because both the contract analysts and the attorney responsible for contract review are collocated. The primary purpose of this office is to provide staff supervision and technical advice to the National Guard contracting and USPFO's relative to the improvement and administration of their contracting program. In addition, this office assists in the development of procedures to implement contracting policies, procedures and directives. In FY 83, 650 Federal contract actions were reviewed by both contract attorneys and contract analysts. The procurement training program established in 1977 was continued in FY 83. Our records indicate that a majority of the contracting personnel have been trained. In FY 84, the NGB-JA contracting section will be conducting training sessions to introduce the Federal Acquisition Regulation which will be implemented in April 1984.

There are approximately 225 contracting officers and procurement agents at our contracting activities. As of 30 September 1983, the National Guard expended \$227,369,000 in Federal contract actions. NGB-JA emphasis resulted in 81% or \$184,214,000 being set aside for small business. The National Guard Small and Disadvantaged Business Utilization (SADBU) program accounted for a total of \$12,563,000 in awards with \$7,658,000 coming from 8(a) set-asides and \$4,905,000 made by direct awards. In FY 83, 65.6% of all awards were made through the competitive process.

NGB-JA continued a viable working relationship with the directorates of the Air Force and Air Major Com-

mands' contracting staffs. NGB-JA continued to implement the changes in the Defense Acquisition Regulation and the Army Defense Acquisition Supplement by establishing uniform contracting procedures. NGB-JA continued the use of NGB Contracting Information Letters which were formerly known as Procurement Information Letters. They provide for the immediate implementation of changes in the Defense Acquisition Regulation and Army Defense Acquisition Regulation Supplement. Furthermore, NGB-JA has now published the National Guard Contracting Instruction which is periodically modified or updated.

During FY 83, NGB-JA conducted a Head of Contracting Activity (HCA) Conference, were held at the PEC. Among the subjects discussed were Cooperative Funding Agreements, Federal Labor Law Violations, Architect-Engineer Contracts, Sole Source Contracting, and Anti-Deficiency Act Violations.

*Labor Law:* In the last year, there has been significant activity in the courts concerning the interpretation of the Federal Labor Management Relations Statute. The National Guard and NGB have helped shape the course of federal labor relations. Of direct interest to the National Guard some significant cases have been decided concerning the interaction between the Federal Labor Management Relations Statute and the National Guard Technician Act which governs employment conditions for military technicians. The most significant cases involve the fundamental requirement that any agency maintain broad-scope grievance and arbitration for disputes under labor contracts. Several courts have held that National Guard military technicians are exempt from this requirement because the Technicians Act reserves to the State Adjutant General the final decision concerning discipline or other adverse actions against a National Guard military technician. This authority cannot be granted to arbitrators. The leading case





Oregon ARNG Guardsmen apply camouflage.

on this matter also established a fundamental principle with respect to judicial review of Federal Labor Relations Authority decisions and orders. A court need not defer to the administrative agency expertise of the Authority where the Authority is interpreting a statute foreign to its expertise. In a case related to the arbitration issue, the National Guard was not required to negotiate over union proposals to stay adverse actions until a grievance on the issue was processed to a final decision. This is because the Technician Act preempts any requirement that adverse actions be subject to arbitration. In another decision of note, the Supreme Court overruled the FLRA in deciding the Federal Labor Management Relations Statute does not authorize payment of travel and per diem expenses to union agents during collective bargaining negotiations. Finally, the FLRA rejected a petition by two major National Guard unions to consolidate National Guard military technician bargaining units into two large bargaining units involving numerous states. This decision effectively blocks any union attempt to engage in interstate collective bargaining negotiations with National Guard units.

*Litigation:* The Office of the Legal Advisor is responsible for assisting the

Litigation Divisions of the Judge Advocate Generals of the Army and Air Force in defending lawsuits against the ARNG and ANG. In most cases involving federal interests, the U.S. Department of Justice provides representation to National Guard defendants. In cases involving primarily state interests, the State Attorneys General or lawyers retained by them provide representation. Approximately 75 cases of a Federal interest could be considered "active" at any given time. Plaintiffs in these lawsuits challenged the National Guard on a wide variety of grounds, including alleged racial and sex discrimination, unlawful personnel actions, selective retention, environmental matters, personnel injury and medical malpractice claims.

Several cases of primary interest were decided during FY 83. Two of these cases involved racial discrimination in hiring for military technician jobs. These cases were settled by consent decrees in favor the plaintiffs. Another case involving alleged sex discrimination was dismissed as the court found the plaintiff was discharged for proper non-discriminatory reasons. In two cases involving administrative discharges, the courts refused to interfere with the military handling of the matters. In a parallel case involving loss of the plaintiff's military technician

position because his military position after reassignment was incompatible with his military technician position, the court held that it was not to review decisions of the military in assigning personnel. These cases reflect a basic judicial philosophy of non-interference with military personnel matters. Finally, in a case of prime importance, a denial of a request for operational readiness reports under the Freedom of Information Act was upheld because of the impact on national security such a release would have. The decision in this case was the result of an appellate court decision in a similar suit involving the active Army.

NGB-JA's dialogue with the Department of Justice concerning the establishment of guidelines for federal representation of National Guard defendants continued throughout FY 83. The issue remained unresolved at year's end.

## Equal Opportunity

### Affirmative Action

Overall minority strength in the ARNG and ANG continued to increase numerically during FY 83. ARNG minority strength continued to



reflect population parity with 107,099 minority personnel or 25.6% of the force. ARNG minority officers increased to 9.3% of the officer corps. ANG minority strength has not yet reached population parity, with a total of 14,598 or 14.4% of the force. ANG minority officers reached 6.9% of the officer corps. During FY 83, the percentage of ARNG women decreased by .2% to 5.3% of the ARNG force. The decrease was attributable to the enlisted ranks as the women officers in the ARNG increased to 4.9% of the ARNG officer corps. The women in the ANG increased to a total of 10.1% of the force. ANG women officers also increased to 5.6% of the officer corps. Detailed minority and female statistics are shown at Tables 1 through 4 of Appendix J.

The continued rise in the number of minority and female participation 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 bimonthly to review progress and develop new actions. Highlights of the program include emphasis on the ROTC Simultaneous Membership Program and Early Commissioning Program, as well as State OCS programs. These programs involve relatively high numbers of minorities and women as prospective ARNG officers. Emphasis also is placed on close cooperation with Historically Black Colleges and on increased national advertising geared specifically toward minority and female officers.

FY 83 continued increases in the ARNG to 9.3% minority officer strength and the 6.9% minority officers strength in the ANG has not gone unnoticed. The President sent a letter to the Governors of the several states commending them for positive minority officer progress in the National Guard. The letter also encouraged them to seek out and develop minority officers for top leadership roles in the National Guard. The lack of minority officers has caused concern in the past.



*Artillerymen from 2d Bn, 147th Field Artillery, South Dakota ARNG, prepare for a road march during the units Annual Training at Ft. McCoy, WY.*

Current affirmative action efforts will be sustained.

During FY 83, ARNG minority military technician representation decreased by 1,114 positions with a year-end total of 899 or 6.1% of the work force. Conversion of military technician positions to AGR positions has resulted in a decrease in the overall technician work force. However, the AGR program has increased full-time employment opportunities for minorities and women in the National Guard by increasing the number of job opportunities. Women constitute 7.3% of the ARNG military technicians; up from 6.6% last year. ANG minority military technicians increased with a year-end total of 1,614 or 6.5% of the work force. Women constitute 7.8% of the ANG military technicians, a decrease from 9.5%.

### **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 (DEOMI) was continued during FY 83 to include two cycles each of both ARNG and ANG students. The course entitled, the DEOMI Resident/Nonresident Course, initially developed for ARNG and Reserve students in 1979, consists of a year-long, five-phased program of resident and nonresident instruction. Sev-

enty-six ARNG and 36 ANG students graduated in July and September 1983 with 116 new ARNG students and 19 ANG students enrolled in the new 1982-1983 school year course. This program is a practical and cost-effective alternative to the regular 16-week resident course at DEOMI and has greatly increased the availability of trained EO expertise to the Adjutants General. NGB supported the course development and instruction during FY 83 by providing 15 ARNG and five ANG officers to serve as facilitators during the resident phase of the instruction.

In an effort to address an issue of growing concern to the nation, NGB has initiated an effective Sex Harassment Prevention Program. Based on firm DOD and NGM policy statements published in FY 81, a special training program was developed and initiated during FY 82. Each state nominated two representatives to be trained at PEC, during six NGB-sponsored Course Manager Training sessions. These representatives returned to conduct sex harassment prevention training programs directed initially to commanders, managers and supervisors, then to the non-supervisory personnel of the National Guard in their respective states during FY 83. In addition, The Adjutants General of the states received a special briefing on their role in the prevention of sexual harassment. State progress reports during FY 83 indicate that approximately 30% of the





Two F-106 aircraft from the 120th Fighter Interceptor Group, Montana ANG.

National Guard entities have begun sexual harassment prevention training utilizing the NGB training program. Approximately 2,500 military technicians, AGR managers and supervisors have received sexual harassment training. Gauging from states' reports and associated critiques of the training conducted, the average value of the course on a scale of one (low) to five (high) ranges between 4.0 and 4.5.

Training is afforded to HR staff and National Guard leaders on a continuing basis. NGB conducts an annual workshop for ARNG HR/EO officials during the annual Army Management Conferences. In addition, the Office of Human Resources participates in the annual Support Personnel Management Officers (SPMO) Conference to address current EEO matters as well as offering training in ANG programs during the annual Air Commanders Conference. These conferences are designed to provide HR and personnel officials with trends and current policies and procedures to receive feedback from state officials on NGB policy, guidance, assistance and effectiveness. Briefings to the assembled general officers on contemporary HR topics are also provided.

During FY 83, there were a total of 21 complaints of discrimination received in the Office of Human Resources. Of this number, eight were filed by technician/civilian personnel under Title VII of the CRA of 1964 and 13 were filed by military personnel

under Title VI of the CRA and military regulations. Twelve of the total number of complaints cited sex as being the discriminatory factor. Cases citing race, age and reprisal as the discriminating factor numbered four, three and two respectively. Twenty-nine complaints were closed during the year. There were a total of 56 active complaints at the end of FY 83.

Due to staffing limitations during FY 83, Title VI Enforcement Activity was focused on complaints investigation and processing rather than compliance review activity. It is anticipated that future staffing adjustments will allow for an effective compliance review program utilizing a combined system of structured desk audits and on-site compliance review visits.

NGB has continued a major public relations effort designed to improve the image of the National Guard in the minority community which has brought results in minority officer recruiting. The National Guard had general officer participation at many of the national minority organization conventions during FY 83. In addition, exhibit booths at the major conventions were provided by NGB with staffing by NGB and host state personnel.

### Quality of Life Programs

NGB has worked closely with DA to develop and carry out initiatives to

help improve the Quality of Life (QOL) Program. The 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. 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. The DA QOL Task Force was disbanded during FY 83 and its programs transferred to the Army Family and Community Policy Division.

### Alcohol and Drug Abuse Program

The CNGB issued a firm policy statement on alcohol and drug abuse in FY 83. Programs for deterrence, detection and education coupled with return to productivity or separation based on job performance are administered for NGB technicians, ANG and ARNG personnel.

### Organizational Effectiveness

The National Guard Organizational Effectiveness (OE) Program provided OE Consultant support to units throughout the nation on a broad spectrum of organizational and managerial issues. In accordance with DA and NGB policy, more than 50% of the NGB OE Regional Centers' operations were conducted at the general officer level. Institutionalization of OE in the National Guard continues to be enhanced by the attendance of several senior National Guard and NGB officers at the US Army Organizational Effectiveness Center and School Manager's Course.

### Management Initiatives

During FY 83, the Office of Human Resources executed a planned





A front end loader from the 116th Engineer Company, Utah ARNG clears road after a flood.

reorganization placing the policy branch and the office of the Chief in the Pentagon with the remaining functions as a Field Operating Activity located in the Columbia Building at Bailey's Crossroads in Falls Church, VA. This move enhanced the coordination ability with other DOD elements and NGB staff officers.

## Military Support

FY 83 was another active year as the National Guard continued to respond to emergencies throughout the states and territories, assist in the preservation and protection of life and property and the maintenance of order. This year, Guard personnel responded to 511 call ups in 48 states and territories, keeping up a trend to utilize the training and expertise of National Guard forces to civil emergencies. An analysis of the emergency civil support missions reveals a never ending onslaught of extreme weather which brought record snow, rain and heat affecting most states, and recording the worst winter and heat wave in history. In addition, Hawaii experienced its first major hurricane in 23 years, and California its worst earthquake since the 1906 earthquake in San Francisco. This was also a period in which the National Guard commenced to play a more active role in support of law enforcement drug control operations. The continued trend to use fewer Guard personnel by the states, is 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 of the Guard as a professional emergency force to protect the well-being of our fellow citizens.

## Civil Disturbance Control

Ten civil disturbance call ups in ten states occurred in FY 83 involving 1,112 personnel. These operations involved prison disorders, truckers and mine workers strikes, anti-nuclear demonstrations, state employee strikes and shooting incidents. Plans and preparations were made to counter possible large scale anti-nuclear demonstrations against a US Army installation.

## Natural Disasters and Other Emergencies

Natural disasters and other unpredictable emergencies continue to dominate the scene in Guard operations. Natural disasters accounted for 129 call ups; 63 floods, 22 snow/ice storms, 12 forest/range fires, 22 tornadoes, 7 volcanic eruptions, 1 earthquake and 2 hurricanes. There were 372 other operations which involved 127 medical evacuations, 71 search and rescue missions, 26 water hauls to areas experiencing drought, contamination or systems under repair, 9 power outages requiring emergency electrical power, 4 chemical spills/chemical fires, and 135 support missions involving sundry emergencies. Although not all operations involved state active duty there were 511 call-ups involving 48

states and territories, 10,630 Guard personnel, and required 60,300 man-days.

## Administrative Services

### Office Systems

During FY 83 The Army and Air National Guard Administrative Systems Program continued to grow throughout the states. Twenty-nine additional ARNG systems have provided state-of-the-art information processing to State Headquarters/USPFO offices. Forty-four additional ANG systems were approved bringing the total number of flying units with word processing capability to 79. As systems expanded throughout the states and territories, the use of office automation has grown to more efficiently deal with defense operations and to better assist citizens in emergencies.

The expansion of automation capability to field units and the development of communications standards to enable networking of individual systems have resulted in unlimited applications. During FY 83, the Georgia ARNG demonstrated to representatives of the influential periodical, *Information Management*, how they integrated word processing and data processing applications to maximize their state's defense mobilization capacity. As a result of the complimentary article published in *Information Management*, Georgia's system became a "model" information



processing system for other Federal government agencies and civilian organizations.

## **Publications**

In FY 83, the National Guard Bureau published a total of 91 standard publications. Of this total, 18 were for the ARNG only; 63 were for the ANG only; one was for both the ARNG and the ANG; and nine were for technician personnel. The NGB also issued 16 changes to these standard publications.

During November 1983, the NGB Duplicating and Forms Center located at Camp Keyes, Augusta, Maine, acquired the additional mission of procuring, stocking, and issuing all of the NGB standard publications. Both the State publication stockroom managers and the publication distribution officers are able to obtain necessary stocks on an "as needed" basis by ordering direct to the center.

The ARNG FY 83 Program for DA and DOD Publications and Blank Forms was \$4,000,000.00. which was totally obligated.

In September 1983, a three-day training course was conducted at Fort Indiantown Gap, Pennsylvania. This course provided state publication managers instructions on their responsibilities for administering the publications management program within their state.

## **Technician Personnel**

### **Personnel Services**

During FY 83, the Professional Education Center continued to expand. In July a new dining hall was completed and construction was started on a new 200 student dormitory. The estimated completion date is August 1984. Additional plans are being formulated to construct a physical training facility and a student learning center.

The current annual enrollment at PEC exceeds 8000 students. Examples

of courses that continue to be conducted are: Unit Administration, Training NCO, Military Personnel, Supply NCO, Training Administration, Company Size Unit Commander, Financial Management, and Personnel Administration.

In August of 1983, a Board of Directors was established for PEC. The objective of the board is to: provide advice and counsel to CNGB on the operation of PEC; facilitate the development and implementation of the PEC five-year training plan; establish education/training direction for PEC; and provide sufficient funding and manpower resources.

Technician Personnel Regulation 451 (National Guard Incentive Awards Program) was published in February 1983. This regulation contains the regulatory requirements for suggestions,

*SSGT Greg Wamer, 134th Tactical Control Flight, Kansas ANG, checks connections on transmitter control cables on a radar sight during training at Ft. Riley, KS.*



inventions, special achievements, Quality Salary Increases (QSI) and Sustained Superior Performance (SSP) awards.

During FY 83, over 330 suggestions were processed, resulting in tangible savings of more than \$624,000 to the Government.

Technician Personnel Regulation 700 (733 and 735), which deals with political activities and standards of conduct, was published. The revised regulation outlines the procedures for handling alleged Hatch Act violations, and prescribes the standards of conduct for military technicians.

Two Discipline and Adverse Action Courses were conducted at PEC with a total of 56 participants from various Support Personnel Management Offices (SPMO). The NGB staff also presented a Personnel Staffing Course to SPMO members in April 1983. The material emphasized the regulatory requirements concerning job placement with a concentration in the local development of specific qualifications standards and qualification examination.

In September 1983, Change 3 of TPR 300 was published. The change updated and revised instructions concerning the subjects dealing with job placement, trial periods, qualification standards, and the many unique features of National Guard military technician employment.

The National Guard has made great strides in meeting the Congressionally mandated standards concerning technician military compatibility. As of 30 September 1983, the overall state average of ARNG incompatible assignments was 3.6% while the ANG rate was 0.9%. This is a dramatic decrease from the 15 February 1982 reporting cycle which reflected an ARNG average of 10.9% and the ANG average at 3.2%.

### **Technician Labor Relations**

Unfair labor practice cases had the heaviest third party activity with 61 cases pending on 1 October 1982, 45 cases filed during the year, 49 cases



closed which left 57 cases pending on 30 September 1983. Requests for negotiability determinations stood at 9 cases open on 1 October 1982; 10 additional cases were filed during the year; and with four cases closed, 15 cases remained open on 30 September 1983. The year began with 20 open-arbitration cases, and 14 more were filed. As 23 were closed, the year ended with 11 cases. Though these grievances and charges involve many different subjects, the two most common are allegations of failure to negotiate the impact of management decisions on the military technician work force and failure to negotiate a full scope grievance procedure. The latter would take an appeal of an

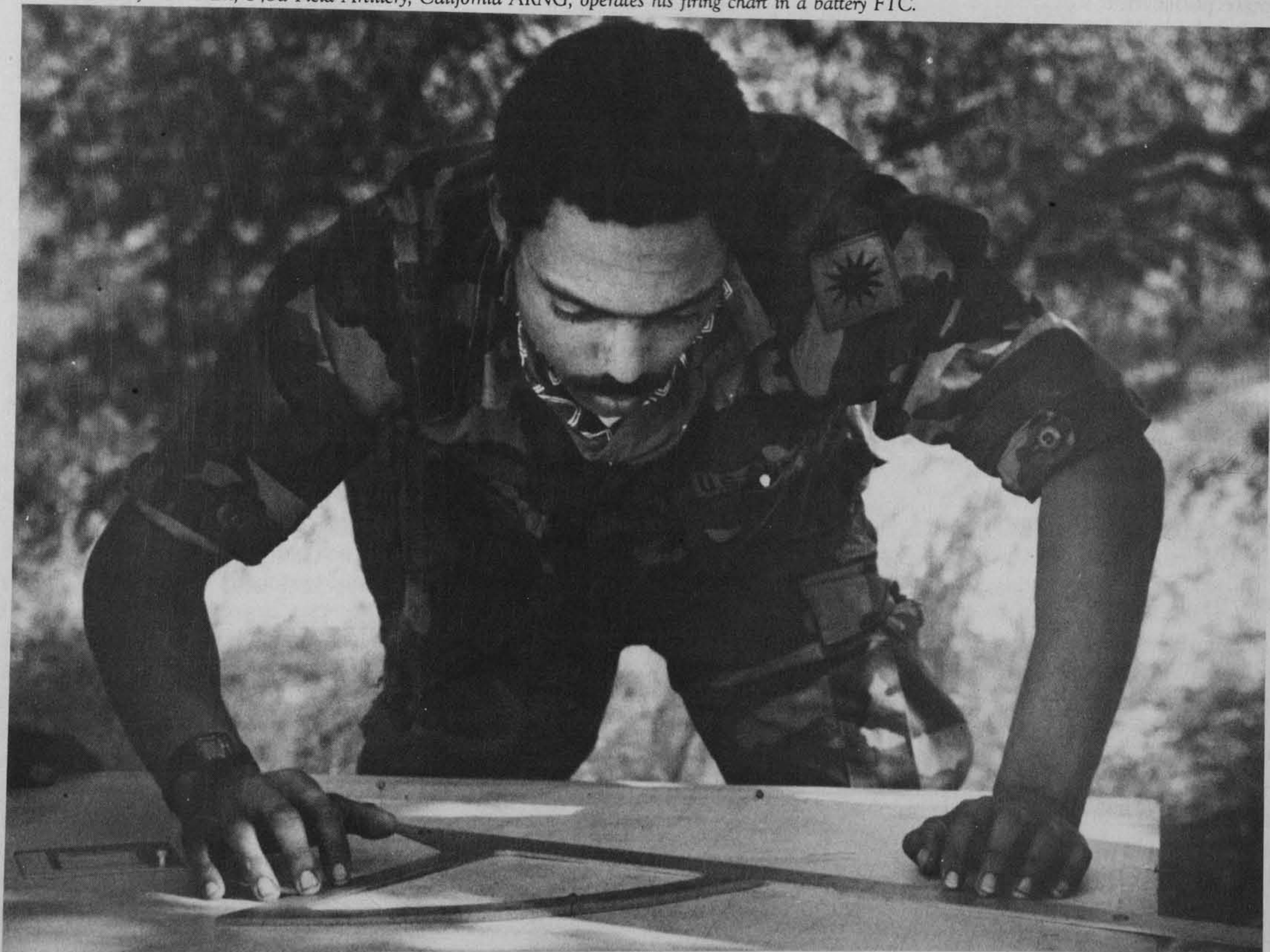
adverse action under 32 USC 709(e) beyond the jurisdiction of the Adjutant General. The circuit courts have continued to rule in our favor finding that 32 USC 709 precludes the binding arbitration of adverse actions and RIF issues.

The National Guard Bureau continues to offer assistance and guidance to State Adjutants General and their negotiating teams in the negotiation of labor management agreements. This assistance is provided in many forms beginning with pre-negotiation advice and counselling, meetings with state negotiators, guidance during negotiations and advice concerning contract administration after the contract is approved. In this area of labor rela-

tions, progress continues to be achieved as evidenced by more sophisticated contracts and fewer contract administration problems. In addition, the NGB advises and assists the States on third-party issues such as unfair labor practice complaints, negotiability issues and arbitration hearings.

Two labor organizations, the National Federation of Federal Employees and the National Association of Government Employees previously filed consolidation petitions. The Federal Labor Relations Authority determined (Case No. 13 FLRA 40) that consolidated units in the Guard are inappropriate. Consequently, CNGB will not be the bargaining agent and NGB regulations will continue to be a

*A member of the 2d Bn, 143d Field Artillery, California ARNG, operates his firing chart in a battery FTC.*





bar to negotiations subject to a compelling need challenge.

Disputes continued in FY 83 dealing with occupancy of quarters by military technicians on TDY. The Authority decided (Case No. 13 FLRA 37) that military technicians on TDY must occupy government quarters based on military grade as directed by the Committee on Appropriations, Report No. 97-333, 97th Congress, 1st Session, 16 November 1981.

The wear of the military uniform continued to be at issue in FY 83. The Courts have remanded all but one case to the Authority to decide whether or not a State must bargain the attire worn by military technicians.

## Personnel Management Evaluation

During FY 83, the Technician Personnel Office (TPO) was converted into a new organization, the Support Personnel Management Office (SPMO). The SPMO was established to provide personnel management and administrative services for military and com-



*SP 4 John Rawlins, Co C, 1st Bn, 229th Infantry, Hawaii ARNG enters a mock European village during an urban terrain exercise.*

petitive technicians and AGR personnel. By letter dated 27 September 1982 the Support Personnel Management Office was established with accompanying new organizational charts and position descriptions. The major changes to the TPO organization involved the addition of the Equal Employment Opportunity and the

AGR programs. Included in the responsibilities of the new SPMO is the advertising of all vacant positions, evaluating the qualifications of applicants, managing the performance appraisal system, providing information about benefits and entitlements, and maintaining manpower vouchers. The SPMO is also the primary office for position management and manpower utilization.

The SPMO organization was reviewed in nine of the ten states evaluated in FY 83. At the time of the Personnel Management Evaluation, the organization of the SPMO in six of the nine states complied with the regulations and policy of the NGB. Of the three states found not to be in compliance with the SPMO organization, the Equal Employment Manager was not assigned to the SPMO in one state while the remaining two states were in a transition stage between the TPO and SPMO structure. In recent months, the Personnel Officers in these states have reported substantial progress in realizing the SPMO organization.



# 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 1983. The increased readiness of the ARNG was highlighted by its continued participation in the U.S. Central Command while 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 417,178 officers and enlisted personnel. This is the highest ARNG strength since 1967 and reflects the continuing 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 readiness of the Army National Guard Elements of ARNG participated in JCS exercises REFORGER 83, Display Determination, Brim Frost, Bold Eagle, Flintlock, Gallent Knight, Universal and others. Participation in these JCS exercises contribute to ARNG capabilities and give division and brigade staffs the opportunity to work with higher level Army echelons. Participation of ARNG units in Overseas Deployment Training increased by 100% during FY 83. Included in this program the 30th Infantry Brigade (Mechanized), North Carolina ARNG deployed a task force, with equipment, to Italy for exercises Display Determination. This was the first time a National Guard organization shipped its equipment overseas for a deployment. During REFORGER, the 1st Battalion, 198th Armor, Mississippi ARNG deployed with the 1st Cavalry Division. The battalion drew Preposition of Material-Configured Unit Set (POMCUS) equipment and participated with the 1st Cavalry Division during the ten day FTX.

The ARNG's force structure was strengthened in FY 83. The structure

for the 35th Infantry Division (Mechanized) was solidified as a result of various conferences. Its headquarters will be at Fort Leavenworth, Kansas, with its three brigades coming from Kansas, Nebraska and Kentucky. A TDA infantry battalion headquarters (mountain) and a TDA mountaineering school were organized. During FY 83 each of the 54 state headquarters were reorganized into State Area Commands (STARC). Planning and training under CAPSTONE continued to strengthen wartime associations between ARNG, USAR and Active Component units.

Substantial improvements were made to ARNG logistics posture. The M1 Abrams Tanks were issued to the 1st Battalion, 252d Armor, North Carolina ARNG, a roundout unit to the 2d Armored Division. In addition 60 M60A3 tanks and seven Bradley Fighting Vehicles were issued to ARNG units. A ROLAND battalion headquarters, the first in the Total Army, was organized in the ARNG.

Mobilization preparedness and planning by ARNG received continued emphasis at all levels. As part of the Roundout Program the first ARNG battalion (1/108th Armor Georgia ARNG) participated with the 24th Infantry Division in training at the National Training Center. In the Affiliation Program (used to roundout active units or to have them receive mobilization/deployment capability) five brigades, 45 battalions and 72 separate companies/detachments participated. Three units reorganized under J-Edition TOEs: 48th Infantry Brigade, Georgia ARNG, 2d Battalion, 120th Infantry and the 1st Battalion, 252d Armor of the North Carolina ARNG. The OCONUS Small Unit Exchange program continued with exchanges with Norway, the United Kingdom, Barbadoes, the Dominican Republic and Jamaica.

Minority strength continued to increase in FY 83 with an end strength of 107,099. This is 25.6% of the total ARNG strength. Blacks made up





PVI William Given, Co A, 2d Bn, 162d Infantry, Oregon ARNG adjusts the sights of an 81 mm mortar.

16.5% (68,770) and women accounted for 5.3% of the ARNG strength (22,063). The Minority Officer Recruiting Program continues to receive emphasis at the National Guard Bureau as well as in the 54 states.

During FY 83 the ARNG aviation forces flew 299,461 hours with an accident rate of only 2.00 accidents per 100,000 hours.

The Army National Guard completed 1983 with improvements in readiness, strength and equipment. New and continuing programs also enhanced the readiness of the ARNG.

Today, as in its past 347 years of service, the Army National Guard continues to be capable of responding to its assigned mission of serving the states and protecting the nation.

## Force Modernization/Integration Management

The Army National Guard began FY 83 with the Force Modernization function located in the Plans and Policy Branch of the Logistics Division.

However, because of the workload involved in planning and coordinating for the receipt of many new items, the Chief of Staff approved a new management office to handle these actions.

The Office of Force Integration was established in April 1983. It consists of a Chief, three action officers, and an administrative specialist. Its function is to assist the Director of the ARNG by devising and implementing a new management process, training ARNG personnel in that process, analyzing force integration issues peculiar to ARNG and ensuring coordination on all Force Integration matters.

In September 1983, ARNG established Force Integration Coordination Officers (FICOs) to manage the Force Integration/Force Modernization process. The FICOs will provide expertise in the areas of Armor, Field Artillery, Infantry, Engineer, Air Defense Artillery, Signal, Aviation, Military Intelligence, Medical/Chemical, and Transportation as well as the functional areas of Personnel, Manpower, Resourcing, Documentation, and Automation. This concept will allow ARNG to manage the modernization process from an organizational standpoint as is being done by the Department of the Army, Office of the Deputy Chief of Staff, Operations (ODCSOPS). It also allows ARNG to fully participate in the Functional Area Assessments established by the Vice Chief of Staff, Army to monitor the progress of force modernization.

## Personnel

### Military Strength

The average assigned strength of the ARNG remained above 410,000 throughout FY 83. This high average was last attained during the buildup years of FY 66 thru FY 68. Commissioned/Warrant Officer strength reached an unprecedented total of 41,678 and enlisted strength reached 375,500. FY



83 ended with an assigned strength of 417,178, 99.6% of the authorized strength, and a net gain of 8,553 for the fiscal year.

Continued emphasis on aggressive recruiting and retention programs, revised Selective Reserve Incentive Programs (SRIP), flexible enlistment and training options along with the state of the economy and the world situation again contributed to the successful growth of the ARNG. These programs continue to improve the quality and the retention of personnel.

The paid end strength objective for FY 83 was at 417,019 and the assigned end strength objective was 418,966. The ARNG achieved 100.0% of the paid end strength objective and 99.6% of the assigned end strength objective.

With the strength growth of FY 82 continuing into the new fiscal year and the budgeted end strength threatened with being exceeded, strength caps were imposed on each State during the first quarter. This constraint reduced strength growth to below the programmed objective. By mid-year it was evident that the controls were too stringent; and that the recruiting shortfalls resulted in unprogrammed availability of NGPA funds. The indications of increased strength objectives for FY 84 dictated that immediate advantage of the current recruiting market should be taken. At the beginning of the fourth quarter, FY 83 enlisted strength caps were lifted for the remainder of the Fiscal Year. It was emphasized that recruiting should be targeted toward nonprior service, high school diploma graduate (HSDG) personnel with the attainment of the FY 83 end strength goal of paramount importance.

### Minority Strength

Minority strength fluctuated throughout this fiscal year. Net gains were in the officer strength. At the close of the fiscal year the overall minority strength of 107,099 consisted of 3,877 commissioned/warrant officers and

103,222 enlisted personnel, comprising 25.6% of assigned strength.

Gains in Black strength were reflected in the officer category for this fiscal year. Black officer strength was 4.5% of total officers, a continued increase over the past years. As of 30 September 1983, there were 1,867 Black commissioned and warrant officers and 66,903 enlisted personnel for a total of 68,770 or 16.5% of assigned strength. This percentage reflected a steady decline throughout the fiscal year.

### Female Strength

The number of female personnel in the ARNG fluctuated throughout the fiscal year.

Gains were reflected in the female officer strength during this year. End fiscal year female strength was 2,051 commissioned and warrant officers and 20,012 enlisted personnel, a total of 22,063 or 5.3% of total assigned strength.

### Inactive National Guard

The Inactive National Guard (ING) is authorized to retain soldiers who leave units of the ARNG prior to

*Two members of the 1st Bn, 69th Infantry, New York ARNG pause briefly during Annual Training at Ft. Drum, NY.*



fulfillment of their contracted term of service. These individuals are attached to their parent unit for administrative accounting purposes and remain available for deployment with their unit in the event of mobilization. The strength of the ING as of end FY 83 was 9,448, consisting of 610 commissioned and warrant officers and 8,838 enlisted personnel.

### Enlisted Personnel

Procurement: Enlistments for 1983 totalled 89,103, 100.1% of the programmed objective. Throughout the fiscal year, prior service enlistments continued to exceed the objective. NPS enlistments were below the programmed objective for the entire fiscal year for a total of 45,580 or 68.0% of objective. Prior service enlistments were 43,523 or 197.8% of objective. Breakout of total gains in these two categories reflect 51.2% NPS and 48.8% prior service. The Selected Reserve Incentive Program (SRIP), tailored to attract quality members, 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 with accession quality remaining high. By mid-year FY 83 NPS accessions in Test Score Category (TSC) IV were only 4.2% of new enlistees, well below the ARNG objective of 12.0%. As of end FY 83, only 6.0% of NPS accessions were in TSC IV, a decline from the 11.8% for FY 82. The total Army ceiling of 25% 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 83, the minimum recruiting standard of 65% high school graduates was implemented as the Total Army Goal. By mid-year, ARNG HSDG and High School Senior content was 61.5%. Continued excellence in quality enlistment must be attributed to the outstanding efforts of the recruiting and retention force, and to the SRIP.





SP4 Ronald Griffin of Troop C, 1st Sqn, 238th Cavalry, Indiana ARNG, mounts an M-60 machine gun.

As of end fiscal year, HSDG comprised 63.4% of total NPS enlistments.

## Losses

Enlisted losses were above programmed objective for the entire fiscal year. This is a reversal from the past five years. Of continuing concern is the rate of Non-ETS losses which were 63,098 or 108.8% of the programmed objective. The ARNG Recruiting and Retention Support Team is continuing to work diligently with the states to reduce losses in this category. Total losses were 81,933 or 101.5% of the objective. Expiration of Term of Service (ETS) losses were 18,835 or 83.0% of its objective. This loss ratio was 77% Non-ETS to 23% ETC.

## Officer Personnel

The assigned strength for ARNG commissioned and warrant officers has been increasing since 1979. At the end of FY 83, assigned strength for commissioned officers was 32,891 and 8,787 for warrant officers. These strengths represent 99.2 and 91.5% of respective authorizations, and an increase of 793 commissioned and 498 warrant officers from FY 82. Despite the steady increase in officer end strength, significant shortages do

exist in several officer specialties, e.g., chaplains, physicians, and physician's assistants. Special recruiting efforts have been targeted for these and other personnel specialties. Early success with these efforts indicates the existing shortages may be reduced in the future.

The State Officer Candidate Schools (OCS) provided the force with 1,371 newly commissioned officers during FY 83. The program continues to be the most reliable source of officers for the ARNG and the most effective in providing officers to geographically dispersed units. Additionally, 198 new ARNG officers were commissioned from the Reserve Component OCS Program.

Officer accessions from the Reserve Officer Training Corps (ROTC) increased to 1,810 during FY 83. The continued emphasis and involvement of all levels of ARNG command has increased the quality as well as quantity of ROTC accessions. The Simultaneous Membership Program (SMP) was the key to this success with more than 3,800 participants. As most of these officers were commissioned under the Early Commissioning Program (ECP), units were provided the maximum opportunity to train and select quality officers.

ROTC Reserve Forces Duty Scholarships were awarded to 55

members of the ARNG. These two-year scholarships were designed to attract college students with outstanding potential as future officers of the ARNG. The program support and administration improved during the fiscal year and has great potential for becoming another valuable source for quality ARNG officers. The program has been limited only by an insufficient number of applicants for the scholarships available.

The Cadet Troop Leader's Training (CTLT) Program has increased in popularity by gaining recognition as a valuable training and recruiting incentive. A total of 273 ROTC cadets spent two weeks with ARNG units during annual training.

The ARNG developed a number FY 83 to enhance the quality of its officers. Foremost among these were two changes in policy concerning the civilian education requirements for ARNG commissioned officers. The first change will gradually increase the educational requirement for OCS from the current high school diploma level to two years of college by 1989. The second change will require all ARNG officers appointed after 30 September 1983 to have a baccalaureate degree before promotion to major. A comprehensive program for educational assistance was initiated to support these changes and further the



educational level of ARNG officers.

The ARNG Captains to Europe and Panama program was expanded during FY 83 to include Korea. This on-going program is now in its 3d year and provides ARNG officers the experience of full-time active duty in an overseas theater of operation. Following either a one, two, or three year tour of duty, an officer experienced in unit level planning and operations in an overseas environment is returned to the ARNG where his/her knowledge provides considerable insight into mobilization, deployment, and operational plans. During FY 83, 151 officers were involved in the programs. A total of 28 officers entered the program and 39 were returned to ARNG assignments in their states.

### **ARNG Officer Evaluation Report Systems**

The Automated Officer Evaluation Report System became fully operative in January 1983. The system currently contains 115,615 validated OERs. Approximately 3,700 OERs are received each month.

The first annual Senior Rater Profile Report was published and distributed in January 1983. Copies were forwarded to the respective Senior Raters, their official files, and to the State Personnel Managers. This annual report will be published each January to include cumulative data from preceding calendar years.

### **Military Service Verification**

During FY 83, approximately 3,166 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 1,764 requests for verification of service performed in the ARNG were processed. Addition-



*1Lt Sue Rasmussen helps a member of the 135th Infantry with his ski bindings at Camp Ripley, NM.*

ally, computations of service were completed for both the non-regular and regular retirement programs.

### **Personnel Actions**

During FY 83, Federal recognition and related actions of ARNG commissioned and warrant officers increased over the previous year. Appointments increased from 5,573 to 5,620, and promotion actions increased from 5,464 to 5,973. Separations increased from 4,118 to 4,326. There were 1,596 extracts of special orders published which affected the Federal recognition of 19,408 commissioned and warrant officers.

### **Microfiche Personnel Records**

The project of converting the ARNG commissioned and warrant officer Official Military Personnel Files from paper records to updatable microfiche was 80% complete at the end of FY 83. It is estimated that the project will be completed in March 1984. The new microfiche personnel records are now being used to promotion boards, other selection boards, and for all personnel management actions. Files of officers on AGR and Statutory tours are now maintained by the ARNG Center.

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

Table 4, Appendix H, shows the results of selection boards convened during FY 83. These boards considered officers for promotion under the mandatory provisions of the Reserve Officer.

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

The ARNG policy regarding the utilization and assignment of women is in consonance with DA policy. While DA policy permits women to serve in combat support and combat service support units, it does not permit the assignment of women in combat skills regardless of where those skills are found within the Army unit structure, nor to combat units below brigade level regardless of the skill involved.

A six-month Army staff review of the Direct Combat Probability Coding (DCPC) policy completed in September 1983, resulted in the opening 13 of 23 military occupational specialties (MOS) closed in September 1982 to enlisted female soldiers. One additional career field, 15J (MLRS/LANCE/FOS), was closed to enlisted female soldiers as a result of the review.

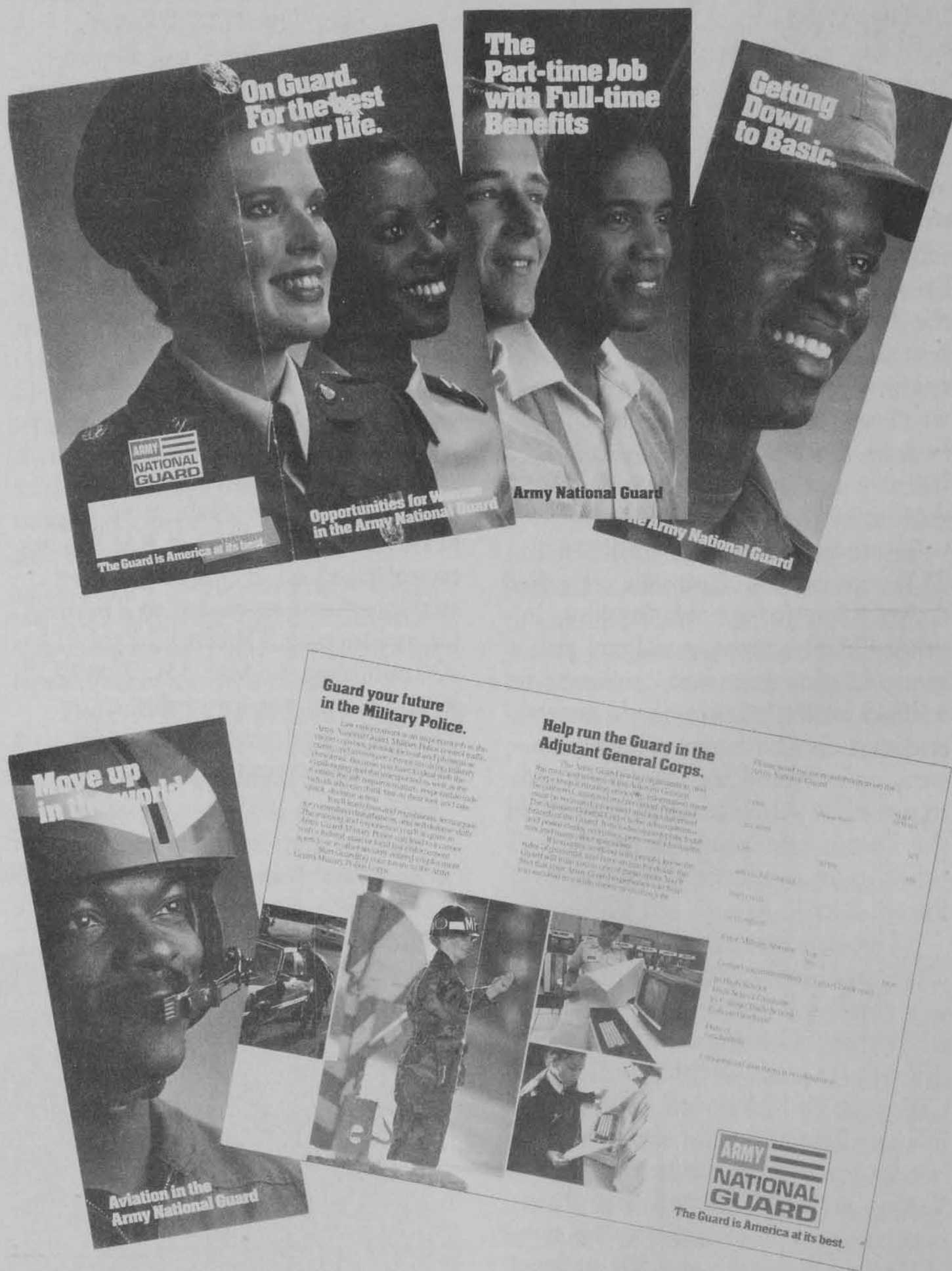
By the end of FY 83, there were 22,063 women assigned in the ARNG. The assigned female strength content



Increased emphasis on the ARNG as a full partner in the nation's defense has generated increased demands for the ARNG to be prepared for its national defense role. These demands have resulted in an increased emphasis on recruiting and retention of personnel to meet these readiness needs.

The full time recruiting and retention force was enhanced by the addition of 31 Military Entrance Processing Station guidance counselors and 51 advertising sales promotion personnel during FY 83. Recruiter support was bolstered by additional distribution of portable display units, local TV public service announcement productions, and localization of nationally produced ads and media material. The "America at Its Best" ARNG film was an instant asset for States' recruiting and retention efforts during the fiscal year. The film was selected for use in film events held abroad and nationally. The "America at its Best" ARNG film won a CINE Golden Eagle Award for outstanding non-theatrical, short documentary films.

Additional AMEDD emphasis and AMEDD recruiting personnel formed



Inclusion of minorities in ARNG Advertising media at national level was increased during the fiscal year. Increased efforts and advertisements for minority officer accessions were

The ARNG retention program was instrumental in achieving 102.2% of its extension goals. 73,272 ARNG soldiers extended during the fiscal year. First term extension rate was 59.6% while the career rate was 73.3%. The FY 83 fiscal year total retention rate was 70.7%.



## Organization and Training

### Force Structure

In FY 83 the ARNG took steps to modernize some elements of its force structure to meet Total Army requirements. The 48th Infantry Brigade, Georgia ARNG, roundout to the 24th Infantry Division, was reorganized under J-Edition TOEs to enhance its capability to perform their wartime mission as a roundout brigade. Both the 2nd Battalion, 120th Infantry and the 2nd Battalion, 252nd Armor, of the North Carolina ARNG were reorganized under J-Edition TOEs for proper alignment with their active Army parent organizations. In other FY 83 actions, a military police group headquarters was converted to a military police brigade headquarters and two combat support hospitals were converted. One was converted to a mobile Army surgical hospital in the District of Columbia, and the other to an evacuation hospital in Puerto Rico.

The structure for the 35th Infantry Division (Mechanized) was solidified as a result of conferences with the states that will form this new ARNG division; (Kansas, Nebraska, Kentucky, Colorado and Missouri). The 35th Infantry Division will have its headquarters at Ft. Leavenworth, Kansas. It will be formed with three existing separate brigades in the states of Kansas, Nebraska and Kentucky. The additional structure will come from the conversion of some existing nondivisional structure and new activations in the five states.

A ROLAND Battalion headquarters, battery(-), the first in the Total Army, was organized providing a base for an all weather air defense capability.

Other significant additions to the ARNG were a TDA infantry battalion headquarters (mountain) and a TDA mountaineering school. The existing MTOE infantry Company (mountain)

was increased from level three enlisted to level two. The TDA Infantry Battalion headquarters will be converted to a MTOE organization when the TOE for the mountain battalion is published April 1984.

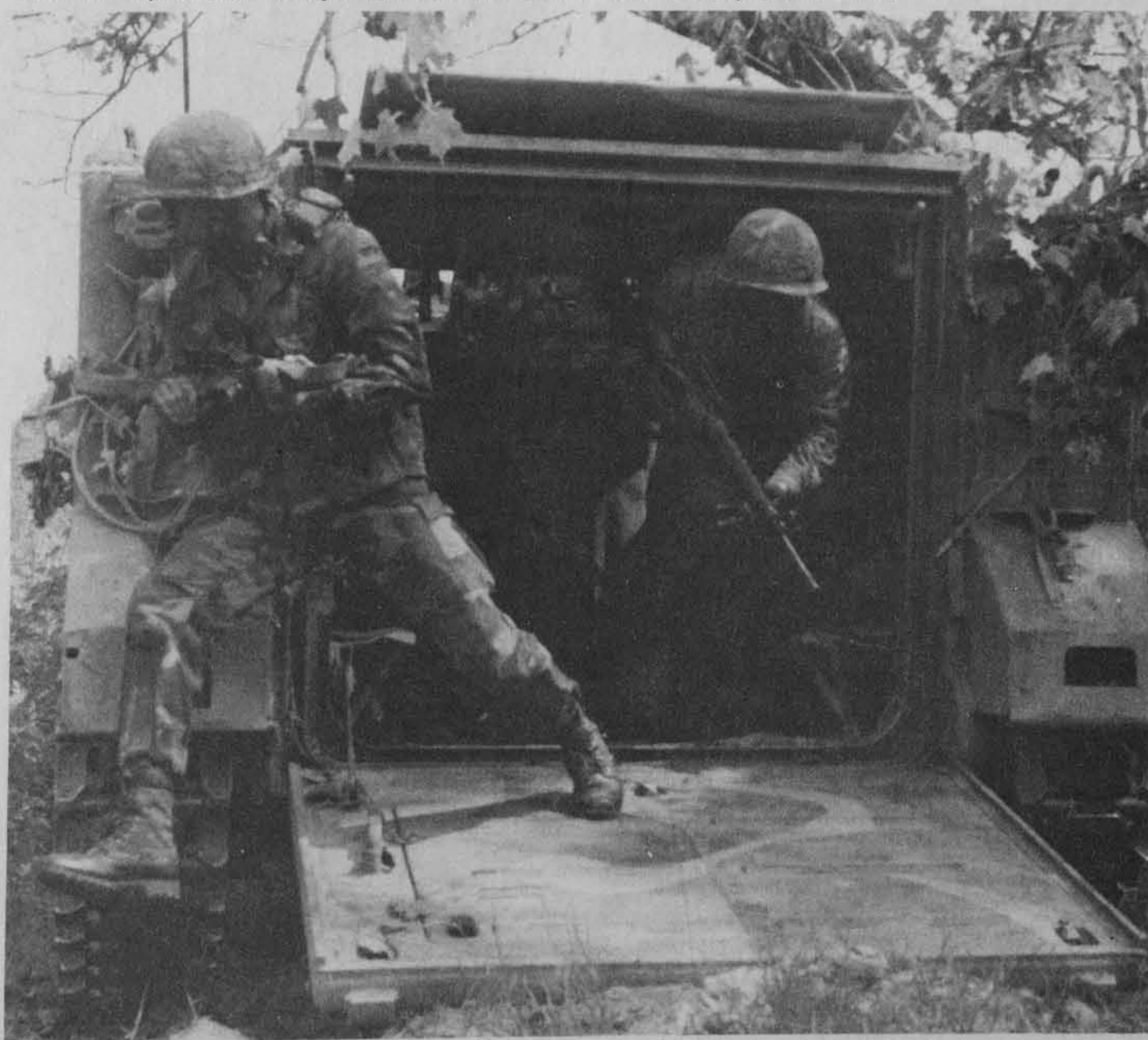
The structure of the Guam ARNG increased with the addition of a medical company (clearing), a signal company (wire and cable) and a combat support battalion, headquarters (supply and service).

The retention of the Rear Area Operations Centers (RAOCs) has been in question for the past few years. After participating in several conferences and workshops with FORSCOM and selected RAOCs, a consolidated NGB position was established and forwarded to TRADOC for inclusion in TRADOC Pam 525-30 (published 31 May 83). The NGB response that was forwarded to TRADOC and accepted was that there is an increasing need for rear

area protection and the RAOCs are best prepared to respond to this need. The RAOCs are now being retained in the ARNG structure.

Management of ARNG force structure was particularly challenging during FY 83 due to the force structure constraints imposed by the Army. NGB was able to remain within the force structure allowance allocated by the Army while retaining all existing units that had not been programed for conversion. In addition, NGB was able to mission structure what has been identified during the Total Army Analysis process as not required. However, the force structure constraints imposed caused numerous shortfalls in authorized spaces to cope with equipment distribution and redistribution. In view of these shortfalls, NGB identified and briefed the need for some type of flexibility in authorized spaces to cope with problems that are recurring during

*Guardsmen from New Jersey's 50th Armored Division dismount from an APC.*





each action and budget year.

NGB also made an all-out effort this year to provide information to the States concerning J-Edition design TOEs for heavy divisions, force structure allowance constraints as well as balancing the force requirements through All States Letters, meetings and conferences.

During FY 83, each of the 54 State Headquarters organizations were reorganized into State Area Commands (STARC). The purpose of the reorganization was to establish an organization which could more effectively support the mobilization of the Army National Guard. The process of developing and documenting the mobilization STARC TDA was also begun.

Detailed planning was begun for the reorganization of nine state owned/operated training sites which are also mobilization stations. The purpose of the reorganization is to provide organizational continuity in the transition from peacetime to mobilization as those mobilization stations. The Installation Support Units (ISU), as the sites are called, will perform a training mission and a mobilization and deployment planning mission in peacetime. The ISU will operate the mobilization station upon mobilization. The ISUs are programmed to be resourced over several fiscal years beginning in FY 85. Army approval of the specific plans for each site is expected prior to 31 March 1984. The nine sites concerned are:

- Camp Atterbury, Indiana
- Camp Robinson, Arkansas
- Gowen Field, Idaho
- Camp Roberts, California
- Camp Edwards, Massachusetts
- Camp Blanding, Florida
- Camp Shelby, Mississippi
- Camp Grayling, Michigan
- Camp Ripley, Minnesota

## Training

Planning and training under CAPSTONE continued to strengthen



*Soldiers from Co C, 3rd Bn, 297th Infantry, Alaska ARNG, take part in a reconnaissance mission.*

wartime associations between ARNG, USAR and Active Component units. ARNG units were able to meet with their CAPSTONE headquarters to improve/continue their wartime planning. Additionally, ARNG units were able to participate in exercises with their CAPSTONE aligned units both in the states and overseas. ARNG units participating in Overseas Deployment Training trained with their CAPSTONE headquarters. ARNG units are receiving wartime mission statements which allows them to train toward their wartime mission.

The ARNG Key Personnel Upgrade Program (KPUP) continues to be a valuable training initiative. KPUP, implemented in FY 81, provides for key unit personnel to train with an active component counterpart during a Command Post Exercises or Field Training Exercise. KPUP is designed to improve individual skills and unit readiness. During FY 83, all ARNG units were eligible to participate. In addition to participating in active component exercises in the states, over 400 guardsmen deployed to Europe for REFORGER. For the first time under KPUP guardsmen worked with elements of V Corps during REFORGER.

Participation of ARNG units in Overseas Deployment Training increased by 100% during FY 83. Overseas Deployment training provides high priority units the opportunity to train with their CAPSTONE in their contingency mission area. Included in the FY 83 Overseas Deployment Training, the 30th Infantry Brigade (Mechanized), North Carolina ARNG, deployed a task force, with equipment, to Italy for exercise Display Determination. This was the first time a National Guard division shipped its equipment

overseas for a deployment. During REFORGER, the 1st Battalion, 198th Armor, Mississippi, ARNG, deployed with the 1st Cavalry Division. The battalion drew Preposition of Material-Configured Unit Set (Pomeus) equipment and participated with the 1st Cavalry Division during the ten day FTX.

Participation in JCS exercises such as REFORGER and Display Determination affords units the opportunity to exercise their chain of command, standing operating procedures and mobilization plans under realistic and stressful conditions. ARNG units participated in other JCS exercises such as Brim Frost, Bold Eagle, Flintlock, Gallant Knight, Universal Trek, Team Spirit and others.

The Affiliation Program continues to improve the operational readiness of selected ARNG units through a formal relationship with their active component sponsors. Under this program, five complete brigades, 45 battalions and 72 separate companies/detachments are utilized to roundout active units or receive mobilization and deployment capability improvement training. Four ARNG brigades were deleted from the Affiliation Program (Augmentation Category) during FY 83.

As part of the Roundout Program, the first ARNG battalion participated in the National Training Center (NTC) Rotation Program. The 1st Battalion, 108th Armor, 48th Infantry Brigade, Georgia ARNG, participated with the 24th Infantry Division in September 1983. The NTC offers a dynamic combined arms training environment not found elsewhere in the Army.

The OCONUS Small Unit Exchange Program involves exchanges of



up to company size units with allied nations. The program provides challenging training opportunities and improves relationships between countries. During FY 83 exchanges with Norway, United Kingdom, Barbados, and the Dominican Republic continued. An exchange with Jamaica was initiated in FY 83.

The AC/RC Partnership Program pairs the major infantry, armor, armored cavalry and special forces units of the ARNG with similar active Army units for dedicated year round training assistance and support. All ARNG divisions, separate combat brigades, armored cavalry regiments and special forces groups are included in the AC/RC Partnership Program.

## Military Education

During FY 83 Military Education continued the growth patterns of past

years with increased participation by officer and enlisted personnel in Army service schools, USAR schools, Army Area schools, DOD schools, Federal agency schools, 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 ARNG. Participation has grown from 18 in 1978 to over 700 in 1983.

The 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 State Military Academy Officer Candidate School, the largest source of junior officer accessions for the ARNG, commissioned 1,371 lieutenants. The NCO schools supported 17,594 personnel who graduated from the four courses offered in the Reserve Component Noncommissioned Officer Education System.

## Ammunition and Training Support

The Ammunition Management Branch was reorganized in March 1983 as the Ammunition and Training Support Branch. This branch has undertaken the responsibility of identifying ARNG requirements for training devices, simulators, targets, ranges and training areas to support training today and into the future. Functional areas of responsibility for training support are established as:

1. Training Site Requirements Studies
2. Range Modernization/Standardization
3. Training Devices and Simulation
4. Targets
5. Training Lands
6. NGB Pam 210-21

The development of the ARNG Interlocking Training Strategy has enabled the Training Support Branch to present to the states a sound, logical sequencing to training of the ARNG Soldier. The Interlocking Training Strategy forms the basis for development of devices which can be used to train through platoon level at the Armor/Garrison Training Area (GTA), and development of Local Training Areas (LTA) which can be used to train through company level to include company/team combined arms live fire exercises or their subcaliber/miles equivalent. The last step in the Interlocking Training Strategy devotes annual training at Major Training Areas (MTA) to battalion/task force maneuver/combined arms live fire exercises.

The ARNG training ammunition authorizations for the years were increased by approximately 37% over the previous year. Increases in artillery, mortar, tank, dragon and TOW missiles, and all pyrotechnic munitions provided commanders the opportunity to conduct many training tasks not possible in previous years. A significant first in the history of the ARNG was the authorization and firing of REDEYE missiles by selected ARNG units.

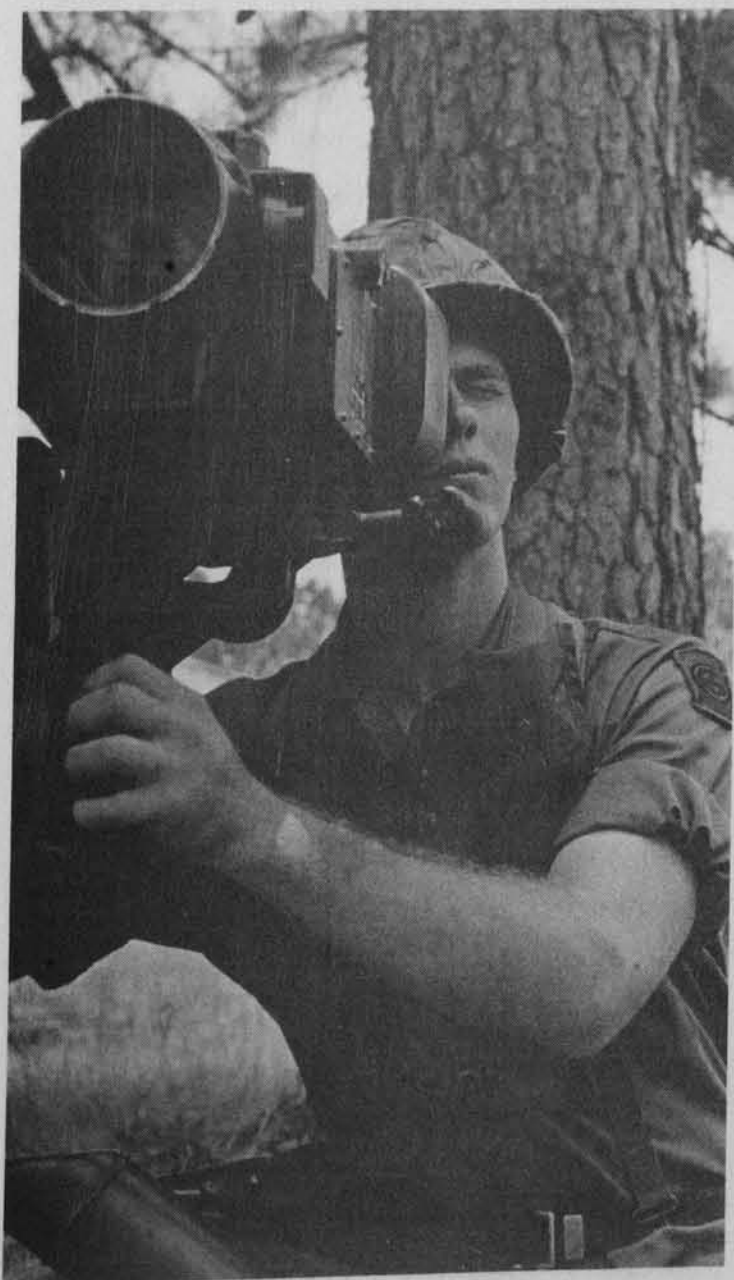
## Comptroller Division

### Appropriations

The Congress appropriated \$2,998,823,000 for the support of the Army National Guard for Fiscal Year 1983. The initial amounts for each appropriation were as follows:

Appropriation	Appropriated
National Guard	
Personnel Army (NGPA)	\$ 1,698,800,000
Operations and Maintenance Army National Guard (OMARNG)	1,195,067,000

SP 4 Jimmy Brewer, 4th Bn, 117th Infantry, Tennessee ARNG, prepares to fire the TOW.





Military Construction	
Army National Guard (MCARNG)	54,956,000
Army National Guard Equipment	50,000,000

## Funding

The ARNG budgets submitted to Congress in February, support a beginning military strength of 398,016, an average strength of 407,400 and an ending strength of 417,019 for over 3400 ARNG units. Included were 14,419 active duty members of the ARNG. The budget submissions were as follows:

Appropriation	Submission
NGPA	\$1,680,500,000
OMARNG	1,123,900,000
MCARNG	51,100,000
ARNG Equipment	0

## NGPA

The Congress appropriated \$1,698,800,000 (PL 97-377) for the NGPA appropriation. The budget request in February 1982 was to support an average strength of 407,400 with an end strength of 417,019 and to train 59,142 non-prior service accessions in Pay Group F (REP 63 Program). A 4% pay raise was authorized and amounted to \$56 million. Congress provided \$42 million and the balance of \$14 million was absorbed by adjusting the budget request and deferring some FY 83 requirements. A reprogramming action to transfer \$21.8 million to the Army was processed as a result of funds being generated in the Pay Group F (REP 63 Program) due to a shortfall in non prior service accessions and in the full time military active duty program. The total availability of FY 83 funds for NGFA, including funded reimbursements was \$1,682,342,000.



A 155mm howitzer crew from the 135th Field Artillery Brigade, Missouri ARNG, emplace their gun.

## OMARING

The Congress appropriated \$1,195,067,000 (PL 97-377) for the FY 83 OMARNG appropriation. A civilian pay raise of 4% was authorized for the ARNG technicians and Department of Army civilians. The cost of the FY 83 pay raise was \$22,733,600 but Congress provided only \$17,017,000 which resulted in \$5,716,600 required to be absorbed by adjusting the FY 83 programs. The Congress added \$42,750,000 over the budget request to provide some program growth to FY 83. Including automatic reimbursement authority, the total availability of funds for this appropriation was \$1,216,910,883.

## MCARNG

The Congress appropriated \$54,956,000 for FY 83 (PL 97-323). The budget request was reduced by \$7.1 million for minor construction and increased \$10.9 million for seven additional Armory projects.

## Comptroller Automation

During 1983, the Comptroller fielded and upgraded a number of its automated support systems. The new version of the National Guard Fiscal Accounting System (NACFACTS) had numerous face liftings. A major portion of these systems enhancements resulted from recommendations made by the states. A significant contribution was made by personnel from the state of Iowa when they developed a "commitment ledger" which has been made available to all states. In addition, this year saw a

replacement of the ADAPS (Active Duty Automated Pay System), DAMPRE (Drill Attendance Monitoring Procedures Report), and the JUMPS Terminal Input System with Burroughs 1955 versions.

The conversion to the Standard Army Technician Payroll System (STARTEPS) Burroughs 1955 version, has also been completed. STARTEPS is the first Army civilian pay system to utilize a commercially supported tax computation package.

The ARNG is still actively participating in the Army development programs associated with STANFINS-Redesign and STARCIPS-Redesign. It is anticipated that the National Guard will replace its financial management and technician pay systems to the new standard Army systems in 1987.

The Boeing Computer Services Company has been awarded a three year extension to its contract which provides ADP support to the NGB. The automated capabilities cover financial accounting, POM/FYDP development, and manpower projection. It is expected that as Army standard systems are assimilated by the Guard that this contractual support will be phased out.

## Financial Services Branch

Financial Services Branch is actively participating in the system development of Military Pay Redesign, Standard Finance System-Redesign (STANFINS-Redesign) and Program Budget Accounting System (PBAS). Military Pay Redesign will provide an on-line inquiry system for users of JUMPS-RC in FY 84.





Students from the Vermont ARNG, NCO Academy, take part in a FTX.

Conversion to standard COBOL programs for the Burroughs computer for JUMPS, Active Duty Automated Pay System (ADAPS) and Drill Attendance Monitoring Procedures and Report (DAMPRE) has been completed. Proponency and program maintenance for DAMPRE has been transferred to NGB-ARP-S. Enhancements to the ADAPS are continuing, to include improved man day accounting and budget formulation systems. An interactive (real-time) JUMPS input method which is expected to reduce USPFO workload and improve timeliness is now in the design stage.

Payments for the Selected Reserve Incentive Program (SRIP) continued throughout the year. Procedures for automated payments of SRIP on JUMPS-RC were implemented 1 December 1981. However, SRIP procedures for Affiliation Bonus and Student Loan Repayment are not automated. Affiliation Bonus is scheduled for automation 1 April 1984. The automated system allows Guardpersons to have SRIP entitlement included with monthly IDT checks when due.

The ARNG Financial Management Quality Assistance Program continued

to be performed successfully during FY 83. During FY 83, 28 regularly-scheduled biannual visits and six revisits were performed. Of the 28 states/territories having a regularly-scheduled visit performed, three require a performance of a revisit in accordance with AR 11-37. In FY 84, 28 states/territories are scheduled for regular biannual visits, two special visits, and three revisits will be performed. These visits provide guidance in the financial areas of accounting, fund control technician and military payroll, travel, commercial accounts, as well as interface areas (e.g., Personnel Reporting System Interface).

### Audits

External agencies conducted 32 reviews or audits of the ARNG in FY 83. This is a decrease of four (12%) from the previous year. In addition to comprehensive audits conducted by US Army Audit Agency in six states, 26 subject areas were reviewed or audited by the General Accounting Office (10), the DOD Inspector General (10), and the US Army Audit

Agency (6). The majority of the subject area audits were multi-location audits which addressed individual training, technician pay system, equipment redistribution, training, military pay system, deployment planning, technician conversion program, drill attendance, and dual compensation. Some of these audits and reviews were initiated in FY 82 and some are still incomplete as of end FY 83.

Continuing a program initiated in FY 81, the ARNG continues to monitor audit compliance until completion of corrective actions, with emphasis on findings having a potential monetary benefit, and those citing deficiencies related to readiness.

Continuing another program started in FY 81, the Army Comptroller Division of the NGB publicizes recurring and/or systemic deficiencies, Guardwide, in order to reduce future adverse findings.

### Management Information Control System

The Comptroller Division made a concerted effort during FY 83 to identify and validate all recurring management information reporting requirements prepared by ARNG. Over 250 recurring reports imposed on the Guard by external agencies, (HQDA, DOD, OPM, Congress, etc.) were identified. Of this number, approximately 35 requirements (14%) were determined to be no longer applicable to the ARNG and relief from having to prepare these reports was requested.

Additionally, 56 recurring reporting requirements were identified as valid intro-agency requirements initiated and prepared by ARNG activities for internal management decision making. By vigorously applying the ARNG Management Information Control System, almost half (24) of these internal requirements were identified as unauthorized reports which were subsequently brought under control.



## Aviation

### Undergraduate Pilot Training Quotas

The ARNG requested 90 Officer/Warrant Officer and 45 Warrant Officer candidate development undergraduate pilot training quotas for FY 83. Quotas actually allocated were 134 and 87 respectively. All spaces were filled. Some difficulty in filling Officer/Warrant Officers was experienced.

### Training Initiatives

In FY 83 the ARNG published a single-source ARNG Aviation Training Regulation (NGR 95-2) which establishes standardized training objectives, time frames and milestones to develop the capability of ARNG aviation units to meet all aircrew training requirements established by the DA Aircrew Training Program (ATP). Like units with identical mobilization missions now have standard training objectives. In addition, ARNG modernization training efforts now concentrate on integrating resource and training

programs. As an example, the ARNG Night Vision Goggle (NVG) program trained a cadre of NVG instructor pilots (IP) in FY 81 and 82. These NVG Instructor Pilots are now conducting NVG training nationwide at state level. To complement this effort, the ARNG has procured night fix modifications for aircraft, additional NVGs and NVG test equipment. Further, on-going NVG instructor pilot and aviator qualification training will now be provided by the ARNG at the Eastern ARNG Aviation Training Site (EAATS). Equally in the forefront of ARNG aviation modernization training is the AH-1 Aviator Training Program. This program integrates AH-1 aviator training with progressive levels of AH-1 airframe resourcing. Progression into AH-1 training is resource not time oriented. Attack helicopter and air cavalry units train to specific aircrew to ratios. This is reflected in their unit readiness report. To measure progress towards improved training postures consistent with established training goals, an Aviator Training Report has been fielded. The report is based on aviator

training status and directly relates the number of qualified crews to the pacing item aircraft. The result is a profile of training requirements and their impact on present and future readiness.

### EAATS

FY 83 is the first operational year for the Eastern Army Aviation Training Site at Ft. Indiantown Gap, Pennsylvania. In conducting individual aviation training not provided by the US Army Aviation Center, the EAATS trained over 150 personnel. The EAATS is growing up to ultimately training 500 personnel in 18 flight training courses, three Synthetic Flight Training Systems courses, and an aviation safety course. These DA approved courses are in aircraft systems unique to the ARNG, such as the OH-6 and CH-54 low-density aircraft such as the U-3, U-8F and C-7, and in tactical aviation combat skills associated with day and night tactical flight. Training conducted at the EAATS will roundout a state's ability to train aviators and will impact significantly on the overall ARNG aviation training and readiness posture. The development of the second AATS to be located in Marana, Arizona continued during FY 83. Various aspects of facilities design to include architectural and engineering work have continued on schedule in order to initiate actual construction in FY 85. Facilities will be similar to those which support the Eastern AATS except a UH1 flight simulator will not be located at the Western AATS. Extensive amounts of terrain are available for flight training to include a three million acre aerial gunnery range complex at Gila Bend, Arizona. While actual training will not begin until FY 87, it will include AH 1 qualification, aerial gunnery, joint air training with the Air Force, and tactical air traffic control training.

SFC Robert Solomon inspects the tail rotor blades on an UH-60 Black Hawk.







*During FY 83 the ARNG received its first UH-60A Black Hawk helicopter.*

## **Flying Hour Program**

The ARNG Flying Hour Program (FHP) for FY 83 again suffered from a lack of sufficient LOH, UH-1 and CH-47 hours to meet training and mission support requirements. Intensive management of the FHP by aircraft system increased awareness for the necessity to plan and to obtain the maximum training from each hour flown.

The ARNG flew 299,461 hours (or 97.2%) of the 308,241 hours allocated. Maintenance downtime and delayed fielding of aircraft contributed to the underflight of U-21, AH-1, CH-54 U-8 and UV-18 aircraft (representing 71% of the unused flying hours).

Synthetic Flight Training Simulator usage continues to be significant, since each aviator may use up to 20 hours in the SFTS to offset aircraft flying time required to meet annual minimums. For FY 82 through FY 85 an estimated 35,000 SFTS hours will be used annually within the ARNG.

## **AH-1S Aircraft**

The ARNG has requirements for 409 AH-1S Cobra aircraft. During FY 83, 30 aircraft were received bringing the on hand total to 44 at the end of FY 83. In July 1982 an ARNG inspection/acceptance team visited US

Army Europe to select 30 AH-1S aircraft for direct transfer to the ARNG. The first five aircraft were received in August and were input to the Mississippi Aviation Classification Repair Activity Depot (AVCRAD) for minor upgrading prior to issue to the Florida ARNG Attack Helicopter Company. In addition, two U-21 aircraft were added to the ARNG inventory bringing the total on hand to 12 U-21 aircraft against the ARNG requirement of 80.

## **OH-6A Aircraft**

The ARNG is the primary owner/user of the OH-6A aircraft in the Army. During FY 82, the US Army Troop Support and Aviation Material Readiness Command (TSARCOM), in conjunction with Hughes Helicopter Incorporated, identified 450 line items unique to the OH-6A aircraft for initial "commercialization" of these items. Some additional items were identified during FY 83 for the aircraft commercialization program. All items have been classified and are being introduced as off-the-shelf available parts for the OH-6A. The impact should be felt by mid FY 84, thus providing ARNG maintenance activities with greater parts availability to increase the aircraft readiness posture. The ARNG is planning an

On Condition program for the OH-6A fleet beginning in FY 85. This will result in better airframes and contribute to the overall OH-6A maintainability and supportability.

## **Mission Capable Rate**

The mission capable rate of the ARNG fleet was above DA standards for 11 months in FY 83. 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).

## **ARNG Aviation Depot Maintenance Roundout Program**

During FY 83, the ARNG Aviation Depot Maintenance Roundout Program (ADMUR) experienced some significant developments. First, DARCOM Europe has requested that the MO AVCRAD be placed on the Troop Force Deployment List (TPFDL). Second, the MO AVCRAD has received a two week factory training school for 40 personnel on the UH-60. Finally, the Mobilization Plan for the ADMUR unit has been developed and is undergoing final coordination in draft form.



## C-12 Aircraft

In FY 83 six C-12 aircraft were assigned to the ARNG. States that have been assigned C-12 aircraft are required to utilize the aircraft in a regional support manner. Each aircraft is required to provide a minimum of 600 support flying hours annually. Two full time AGR aviators, and separate POL allotments have been authorized to each state for this purpose. During the nine months that C-12 aircraft have been assigned, a total of 2,581 hours were flown. In consonance with Office of the Secretary of the Army (OSA) reporting requirements (i.e. OSA flights outside of the state boundary or local flying area) 460 missions involving 1,456 hours were flown in support of 34 states and NGB HQ.

## Safety of Flight

The Safety of Flight performance reporting of the ARNG aviation community has substantially improved during the past 3 years. This performance is as follows: FY 80 (41%), FY 81 (92%), FY 82 (94%). While substantial improvement in reporting has occurred, the objective is 100% within the reporting period. This objective is obtainable, but only with the continued cooperation of the users. During the 1st Qtr 1983 states achieved 99.1% and in the 2d, 3d and 4th Qtr, 100%. Safety of Flight message workload for FY 83 was 22% for Maintenance Information, 30% for Maintenance Mandatory, and 48% for Inspections.

## ARNG Safety Program

### Aviation Accident Summary

Aviation safety awareness through better communication with field organizations became the primary goal in FY 83. The resultant was a 2.00 accident rate per 100,000 flying hours. This compares favorably with a 2.50

aviation rate Army-wide. An analysis of the FY 83 accident experience indicates that human error ranks as the number one cause factor. Failure to follow regulations, SOPs and written directives coupled with supervisory shortcomings characterize the list in the human error category. The effectiveness and success of any safety program can be directly linked to command support.

### Special Emphasis Programs

Early on in FY 83, the three Army area management conferences were targeted by Aviation Division representatives with the express intent of selling the Adjutants General and their senior staffs on forthcoming safety initiatives. Central to this

*An infantryman from New Jersey's 50th Armored Division observes terrain during a FTX.*



undertaking was the introduction of a national audiovisual countermeasure program entitled, Operation Safe-Flight 2.

Safe-Flight 2 had a foundation based on an analysis of the past five years of ARNG aviation accident experience. Every ARNG aviator was required to view the presentation prior to flying. Special emphasis programs of this nature and their downward impact on accident trends are seen as an important factor in reducing the accident rate.

### Safety Training

Continuing the better communication theme attention was placed on staff visits and attendance at aviation conferences/workshops. Prompt response to safety problem areas punctuated with realistic answers to concerns resulted in the development of a mutual confidence and respect. One problem met head on in FY 83 was the lack of formal safety training and education of key individuals is paramount in the development of a viable aviation safety program, a screening plan was developed to ensure each quota was filled on a priority basis based on program need. To complement the intensive management of quotas, an ARNG safety course was developed to fill an obvious void in the safety training system. The ARNG Aviation Mishap Prevention Orientation Course (AMPOC) was taught twice during FY 83. This one week course is specifically designed to address the M-Day unit safety environment.

### Regional Accident Prevention Surveys

The Regional Accident Prevention Survey Program (RAPS) was fully funded and totally implemented in FY 83. RAPS is a self-help type program to accomplish annual accident prevention surveys of all ARNG aviation facilities. The program creates a network of survey teams that use



ARNG-developed checklists to inspect all ARNG aviation facilities. All facilities successfully participated in RAPS during FY 83.

### Countermeasure Programs (General Safety)

An analysis of FY 81 and FY 82 ARNG tactical training accidents revealed that 65% of the accidents were personal injury accidents caused primarily by the individual taking unnecessary risks during training operations. Thirty-eight percent of the FY 82 operations. Thirty-eight percent of the total personal injury accidents occurred during combat soldiering activities. As a result of this analysis, the operation Safe-Guard III special emphasis program for FY 83 zeroed in on personal injury accidents. Utilizing the ARNG Multi-Media capabilities including audiovisual tapes and films, posters and recall symbols, the program entitled, "Doin' it Right Ain't No Gamble," was targeted at the young ARNG soldier participating in realistic adventure type training. By making the soldier aware of how to avoid simple mistakes and to refrain from taking unnecessary risks, it is anticipated that a 30% reduction in personal injury accidents will occur.

### Logistics

Emphasis on equipping ARNG continued in FY 83. In accordance with DOD policy to equip the first units to fight prior to equipping later deploying ones, ARNG units are being equipped in accordance with their priority. Roundout units are being equipped and modernized concurrent with the Active Army division that they roundout. For example, Abrams tanks were issued to the 2/252d Armor Battalion, North Carolina ARNG, roundout to the 2d Armor Division, concurrent with issue of the Abrams tanks to the Active Division. Current ARNG equipment requirements to satisfy the full wartime

requirement is \$25 billion (includes procurement items only, not O&M). Peacetime authorizations total \$23.9 billion. Equipment on hand at the end of FY 83 was valued at \$13.1 billion, leaving a shortfall of \$11.9 billion from the wartime requirement. On hand assets comprise 55% of peacetime authorizations and 52% of wartime requirements. On hand assets include many substitute items. FY 83 dollar figures are substantially larger than the figures presented last year. For example, the shortfall for FY 82 was \$4.7 billion. The increase in figures is a result of changing the costing methodology and using modern equipment procurement replacement costs.

### Congressional Appropriations

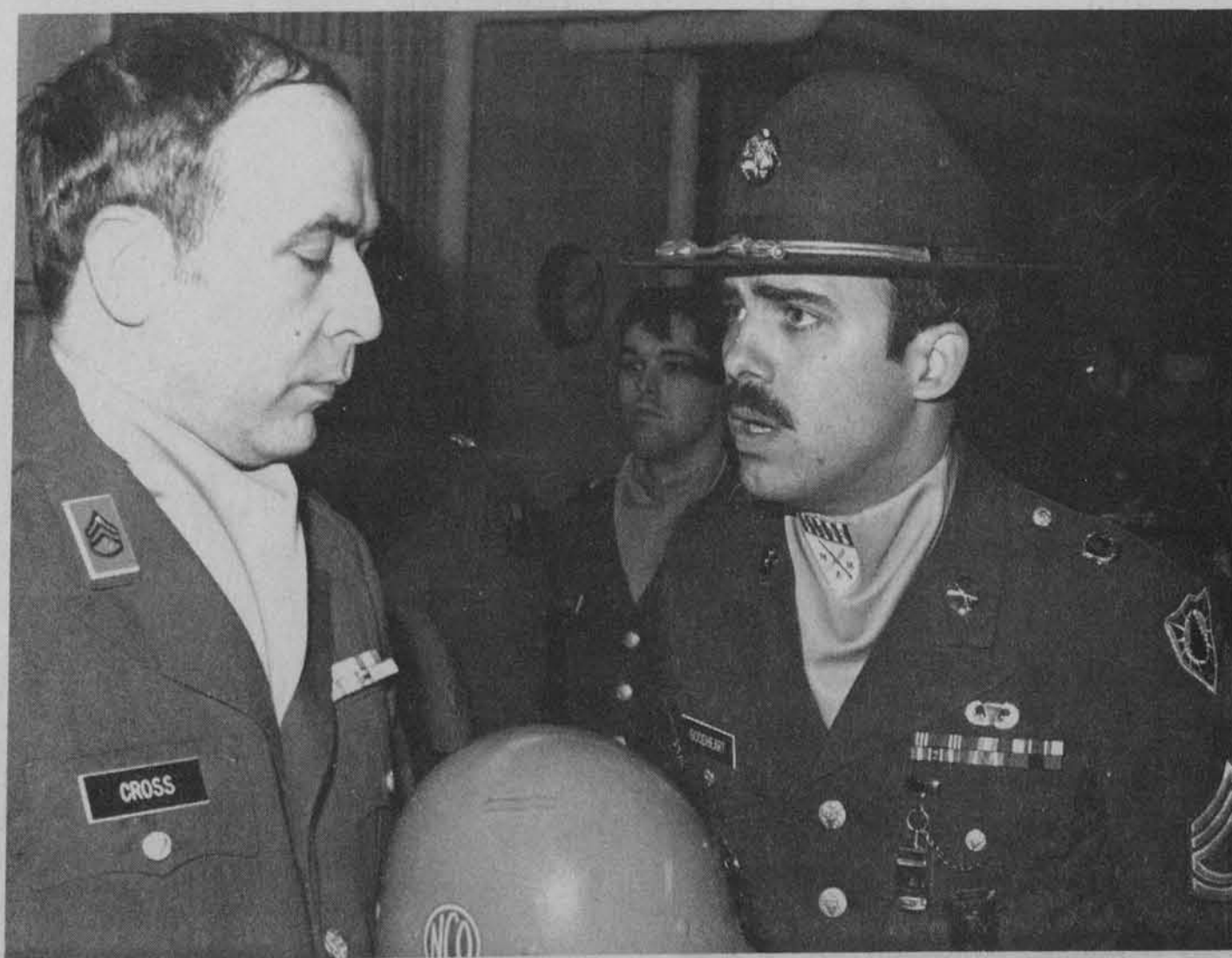
Congress dedicated funds in FY 83 for procurement of both ground and air equipment for the ARNG. Although not at the level provided in FY 82, the funds provided in FY 83 will improve equipment on hand readiness of ARNG Central Command, Roundout and other early deploying

ARNG units when the equipment is delivered. Congressionally dedicated funds in FY 83 were appropriated as follows: \$50 million for procurement of armored personnel carriers, five ton cargo trucks and communication equipment; and \$63.9 million for Cobra helicopters and C12 aircraft. During FY 83 issue of equipment to the ARNG through the normal supply system was valued at \$370 million.

### Equipping Roundout Units

As a result of a DA decision to equip ARNG roundout units simultaneously with active host units, ARNG units began receiving M60A3 tanks and Improved TOW Vehicles (ITV) in FY 82. Modern equipment continued to be issued to ARNG roundout units in FY 83. Examples of equipment delivered to roundout units are: M1 tanks and M3 Bradley Fighting Vehicles to North Carolina, M60A3 tanks to South Carolina, five ton cargo trucks to Hawaii and Oregon, and a ground laser locator designator to Georgia.

*An instructor and student at the Maine ARNG NCO School.*





## Communications-Electronics (C-E) Equipment

As a result of an NGB C-E Equipment Study, conducted in 1982, problems identified in the areas of interoperability, compatibility, supportability, and deployability of first generation communications equipment has been, and still is being, addressed at the highest levels of the U.S. Army.

With \$25 million of Congressionally dedicated funding in FY 83, NGB was able to start procurement of communications equipment to improve division level high frequency radio systems, division and corps level multichannel telephone terminals and corps level multichannel radios. This Congressionally dedicated communications equipment funding, along with earlier dedicated funding for the ARNG, will enhance ARNG readiness capability in the communications arena.

## Force Modernization

As a participant in the Army's Force Modernization Program, the ARNG is continuing to actively plan for receipt of new and displaced active Army systems scheduled for entry into its inventory over the next few years.

In addition to equipment issued to the ARNG through the normal supply system, and equipment identified for issue to the ARNG in the Total Army Equipment Distribution Plan (TAEDP), the ARNG received 28 new systems as part of the Army Modernization program in FY 83. Some of these systems included the M1 Main Battle Tank, Bradley Fighting Vehicle, M939 five ton trucks, and DAS 3.

## Tracked Vehicles

New/modern tracked vehicles continued to enter the ARNG inventory in FY 83. The ARNG experienced an orderly fielding of 63 M1 tanks, 60 M60A3 tanks and seven M3 Bradley Fighting Vehicles in FY 83. An additional 189 M1 tanks are



*Members of Troop E, 105th Cavalry, Wisconsin ARNG, swim their APC.*

scheduled to be issued to the ARNG in FY 85 for roundout units. Sixty-eight additional M60A3s are expected to be issued to ARNG in FY 84 as payback for 68 M48A5 tanks lost as a result of a Foreign Military Sales case. The ARNG also received 24 Armored Vehicle Launch Bridges.

## Cargo Trucks

The ARNG was issued a total of 366 product improved production M939 series five ton cargo trucks in 1983. Of this total quantity, 149 were procured with Congressionally dedicated funds. Distribution of these cargo trucks was made to fill Central Command roundout unit requirements and unit shortages in DAMPL sequence. The ARNG has recently utilized FY 83 Congressionally provided dedicated funds to initiate procurement of an additional 102 five ton cargo trucks.

## POMCUS/FMS

No equipment was withdrawn directly from the ARNG to support POMCUS during FY 83. However, the ARNG was involved in supporting five Foreign Military Sales (FMS) cases in FY 83. Full payback for both M825 jeeps and M48A5 tanks was accomplished with M151A2 jeeps and M60A3 tanks. No payback was planned for 106mm recoilless rifles/jeeps provided by the ARNG to support two other FMS cases. The fifth FMS case supported by the ARNG resulted in the shipment of 11 M48A5 tanks, with no payback programmed.

## Command Logistics Review Team

During the third year in operation, the NGB Command Logistics Review Team (CLRT) continued progress in performing assistance visits to the states. During FY 83, the Army National Guard CLRT conducted scheduled visits to 17 states and nine assistance visits were conducted at the request of states. The permanent team composition consists of three military and eight civilian personnel. During scheduled and follow-up visits, special emphasis has been placed on assisting states in the areas of readiness, mobilization, excess, logistics systems, surface maintenance, facilities and aviation assistance and supply management.

## Installations

### Military Construction Program

The National Defense Act of 1950 (PL 881-783) provides for Federal support of ARNG facilities construction. Each year since FY 52, with the exception of FY 67, funds have been appropriated for purchase, construction, expansion, rehabilitation, and conversion of existing facilities. The states are required to furnish suitable construction sites for armories at no cost to the Federal government. Funding for approved armory construction is 75% Federal and 25% state, with 100% Federal support for approved non-armory construction.



## FY 83 MCARNG Execution

Congress approved a total of 57 major construction projects during FY 83 at a total authorized value of \$62.8 million. During FY 83, the following breakout by types of projects was authorized and awarded:

The nonarmory projects consisted of eight vehicle maintenance facilities, four aviation facilities, three logistic facilities, two unit training equipment sites, two land procurement actions, one motor vehicle storage building and ten training site projects including five for new barracks and support complexes, and one dispensary. Of these and the 28 armory projects, eight were added to the program request by Congress and nine were authorized through reprogramming requests. Thirty projects including all eight added by the Congress, totalling \$17.6 million were not awarded for various reasons during FY 83. Additionally, authority was denied by a congressional committee to substitute eight new projects totaling \$5.1 million in lieu of one of the added, but unexecutable, projects. One of the more serious problems encountered causing delays in executing armory projects was the lack or deferment of required State construction funds. The results of these and other problems produced the lowest obligation rate of funds available to the military construction program in over ten years.

## Funding

Carryover funds from prior years for the military construction program amounted to \$34.9 million. An additional \$55 million appropriation was made by the Congress in PL 97-106 bringing the total funds available to \$89.9 million.

## Obligations

In the execution of the FY 83 and prior year authorized projects, the total

FY 83 Projects				
Type Project	Authorized No. of Projects	(\$000)	Awarded No. of Projects	(\$000)
Armory	28	23,478	12	7,323
Nonarmory	30	20,480	16	11,865
<b>Totals</b>	<b>58</b>	<b>43,958</b>	<b>28</b>	<b>19,188*</b>

\*Actual contract award costs.

obligation during FY 83 was \$42,655 million less \$.711 million of recovered prior year obligations and the lapsing of \$.259 million of FY 79 and prior year unobligated funds withheld for contingencies. These obligations represent 47% of the total funds available.

The breakdown is as follows:

Armory	\$12,776
Nonarmory	23,238
Minor Construction	3,190
Advance Planning and Design (A/E)	3,451
<b>Total</b>	<b>\$42,655</b>
Recovery from prior year obligations (-)	- 711
Unobligated balance lapsing— withheld contingencies	+ 259
<b>Total</b>	<b>\$42,203</b>

The differences between the armory and nonarmory obligations figures and awards noted above are due to the obligations including both FY 83 and prior year projects and the awarded columns refer only to FY 83 projects. With the \$89.9 million available and only \$42.2 million obligated, \$47.7 million will be carried over into FY 84.

## Real Property

NGB provides all possible assistance to the states in licensing available federally owned facilities and in leasing appropriate privately owned facilities for the ARNG. During FY 83, the ARNG made use of 317 federally owned facilities and 125 privately

owned facilities under Federal lease. These leases include: nine aircraft facilities, three organizational maintenance shops, three United States Property and Fiscal Officer offices and warehouses, 98 training area sites and ranges, ten armory and one each 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 \$34.4 million for FY 83 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 83, the Los Alamitos Armed Forces Reserves Center (AFRC) was funded \$4.4 million by NGB for the host responsibilities performed by the California ARNG. In addition to funding under service agreements, \$4.4 million for FY 83 in operations and maintenance (O&M) ARNG funds were allotted to support projects for minor new construction, alterations, extensions, and relocations of non-armory facilities.



## Training Sites

Training sites are designed to provide 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 \$42.1 million for FY 83 in Federal funds was allotted to support the year round maintenance and operation of ARNG training sites. Federal reimbursement to the active Army for ARNG troops performing annual training at active Army locations amounted to \$4.7 million in FY 83. Training was conducted at 767 state operated training sites. During the period of this report, minor construction using OMARNG funds at these sites totaled \$2.4 million.

## Mobilization and Readiness

Mobilization preparedness and planning by the Army National Guard received continued emphasis at all levels this past year. As a result, the ARNG experienced numerous improvements designed to enhance mobilization readiness. Positive changes are: State Area Command Mobilization Table of Distribution Allowances; expanded mission for state-operated installations; assignment of ARNG mobilization planners; increased participation in mobilization exercise programs; and development of a pilot

Mobilization Planners course.

Mobilization planning guidance, consisting of HQDA Army Mobilization Operational Planning System (AMOPS) and FORSCOM's Mobilization and Deployment Planning System (FORMDEPS), has been updated based on the results and after action reports from exercise PROUD SABER/MOBEX 83. NGR 10-2, which outlines the organization, missions and functions of the State Area Command, was published in final form in November 1982. The updated systems will streamline the mobilization process and enhance ARNG pre-mobilization preparations for timely execution.

Nine ARNG state-operated installations have been designated as mobilization stations and will be operated with ARNG assets both in peacetime and upon mobilization. The states involved are currently developing their peacetime installation support unit TDA's. Eight of the installations have approved installation mobilization TDA's. It is planned that each of these installations will assume total responsi-

bility for mobilization planning and execution.

In addition to the seven ARNG mobilization planners previously assigned to state operated installations, one planner has been assigned to Gowen Field, Idaho.

The Mobilization Exercise Program grew significantly during FY 83. As the number of ARNG units with deployment dates in the D to D+60 Force increased, it became imperative that these units receive additional mobilization preparedness training. Each unit and cell identified for Overseas Deployment Training participated in Readiness for Mobilization Exercises, which emphasize individual and unit level pre-mobilization tasks as well as selected post-mobilization requirements. State Area Commands conducted mobilization exercises for their staffs following their reorganization in early Fiscal Year 83. Many of these were conducted in conjunction with MOBEX 83/PROUD SABER. Altogether, over 250 exercises were conducted with headquarters and units in every State participating.

*PFC Donald York, Troop E, 303rd Cavalry, Washington ARNG, prepares his APC for a field exercise.*





A significant event for the ARNG was the increase of high priority units within the Intensive Management Force List (IMFL) from 529 units in FY 82 to 1,044 units in FY 83. This increase in the IMFL nearly doubled the number of units receiving additional resources, thus enabling the combat readiness of the ARNG to improve and accomplish their wartime mission.

## Computer Center

The National Guard Computer Center (NGB-ARD) is responsible for the automation management, Automation Management Officer (AMO), functions and policy for the ARNG 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 CNGB, the Director, ARNG, and for establishing a standard automatic data processing (ADP) system for implementation by ARNG Field data processing activities (DPAs).

## Hardware/Software

During FY 83, the ARNG 53 state computer systems were authorized a limited augmentation of hardware (disks and terminals.) Various levels of operating system software were upgraded to improve processing speed and efficiency.

System conversions were complete for Unit Readiness, Active Duty Automated Pay (ADAPS), Maintenance (End Item Master Identification File—EIMIF), and Logistics Supply Accounting Management Information System (SAMIS). Program conversion of Technician Pay will be completed in 1st Qtr FY 84. New systems fielded were Aviation and Ammunition. Technician Personnel Management Information System (TPMIS) is scheduled for fielding in FY 84.

## Continental Army Management Information System (CAMIS)

CAMIS is a computer-based information resource management system. It will provide commanders and functional managers in the mobilization management structure accurate, timely, and readily accessible information for peacetime command and control, readiness and mobilization planning, and execution and deployment. The mobilization management structure includes HQ, FORSCOM, Continental US Armies (CONUSAs), Army Readiness and Mobilization Regions (ARMRs), ARMR Readiness Groups, Major US Army Reserve Commands (MUSARCs), National Guard Bureau (NGB) Headquarters, State Adjutant General (TASs), State Area Commands (STARCs), Mobilization Stations (MS), and US Army Reserve (USAR) Training centers. CAMIS is designed for use by personnel who do not have formal APD training.

CAMIS will provide information in three major areas:

*Reserve Force Management.* Includes daily operations of personnel accounting, material and facilities management,

budgeting, funds control, recruiting and retention, training management.

*Mobilization Readiness Management.* Includes mobilization plans in-CONUS movement and deployment plans, asset redistribution planning during peacetime, training management requirements, and unit/force readiness monitoring and reporting.

*Mobilization Management.* Includes movement orders production, mobilization movement monitoring, plan modification management, personnel accessioning, equipment consolidation, property book adjustments, asset redistribution, deployment readiness, deployment validation, and deployment monitoring.

## Manpower

The Manpower Division manages an extensive AGR Long Tour Program. As of 1 October 1983, more than 640 ARNG officers, warrant officers and enlisted personnel were stationed at various installations, headquarters, agencies, and major commands, at all levels throughout the nation, Europe, Korea and Panama. These AGR tour personnel serve on active duty under authority of Title 10, USC sections 672(d) 265,

*Infantrymen from Puerto Rico's 92d Infantry Brigade, disembark from a Navy ship after returning from an exercise.*







PVI Rocky Ripta, Co B, 1st Bn, 299th Infantry, Hawaii ARNG, prepares to fire his M-16.

678, 3033 (h), 3496 and act as the principle points of contact of all National Guard matters. They provide ARNG policy affecting the operation, organization and training of the ARNG. AGR personnel play a vital role in the Total Force concept by providing the necessary National Guard expertise and experience to agencies, headquarters, and installations wherever assigned or attached for duty. Grade structures of tour personnel range from the rank of Specialist Fourth Class to Lieutenant General. During FY 83, National Guard Regulation 600-10, titled ARNG Tour Program (NGB Controlled Title 10 USC Tours), was published with an effective date of 24 February 1983. This regulation covers the establishment, management, selection, utilization and administration of AGR personnel for NGB controlled tours under the provisions of section 672(d) and sections 265, 678, 3033 (h) and 3496 of Title 10, United States Code.

**Full Time Support.** As of 30 September 1983, the authorized full-time support manpower for the military technician and AGR programs was 36,376. During FY 83 the full-time support manpower levels increased. As of 30 September, 22,742 military technicians, 426 Department of the Army civilians, 13,757 AGR personnel serving on 10 USC 672 (d) & 32 USC 502 (f) tours, and 784 Active Army personnel in the full-time manning program were providing

support to the ARNG. The Continuing Resolution Authority/DOD Appropriation contained language establishing a floor on the number of technicians at the FY 82 level of 22,557. In a major effort to provide equitable technician payroll funding, NGB continued to link payroll dollars with manday guidance and the actual average cost of technicians. This management tool ensures the most equitable funding for all 53 States and territories who employ technicians. 13,757 AGR spaces were filled within various support programs as follows:

AGR PROGRAM	ACTUAL
Full time manning	4,248
Conversions	5,613
Recruiting	2,295
AMEDD Recruiters	35
Retention	250
SIDPERS	363
DAS3	220
Training & Logistics	
Support	348
Readiness Support	140
ROLAND Battalion	66
Augmentation Support	60
Statutory Tours	119
<b>TOTAL</b>	<b>13,757</b>

**Major Full-Time Support Initiatives:** Initiatives implemented or continued during FY 83 included the assignment of nearly 200 officers and NCOs to extended active duty with programs such as: Captains to Europe, Panama

and Korea, instructors at the School of the Americas in Panama, ROLAND instructors at Fort Bliss, Texas and flight school instructors at Fort Rucker.

The ARNG has determined that the desired mix of the force, (Military Technician, Active Guard/Reserve-Conversion, Active Guard Reserve-Full-Time Manning) will eventually have units and organizational headquarters manned full-time with AGR personnel. To determine valid full-time unit support requirements, full-time unit support staffing models were developed based on specific Modification Table of Organization and Equipment and Table of Distribution and Allowance. Development of these models allow consideration of positions unique to the structure and/or mission of the unit and insures that there is actually a valid military space on the units authorization document for each full-time support position established. Where incumbent technicians remain at unit level, the technician position will be substituted for one of the AGR positions from the model until that technician position is vacated. An automated full-time support manning documents data base was established. This data base will provide the capability to generate numerous management reports in addition to providing managers at both state and NGB level with a comprehensive, readily available, source for full-time support manning documents. Each company and detachment sized unit in the ARNG force structure was provided an AGR full-time training NCO and a program was approved which provided a full-time active Army Inspector General to 27 states.

Public Law 98-94, Sections 502 and 504 of the DOD Authorization Act, was enacted on 24 September 1983 providing that Active Guard/Reserve personnel serving under authority of Title 32, section 502(f) will serve in full-time duty (state) status under the command and control of state authorities. Prior to this enact-

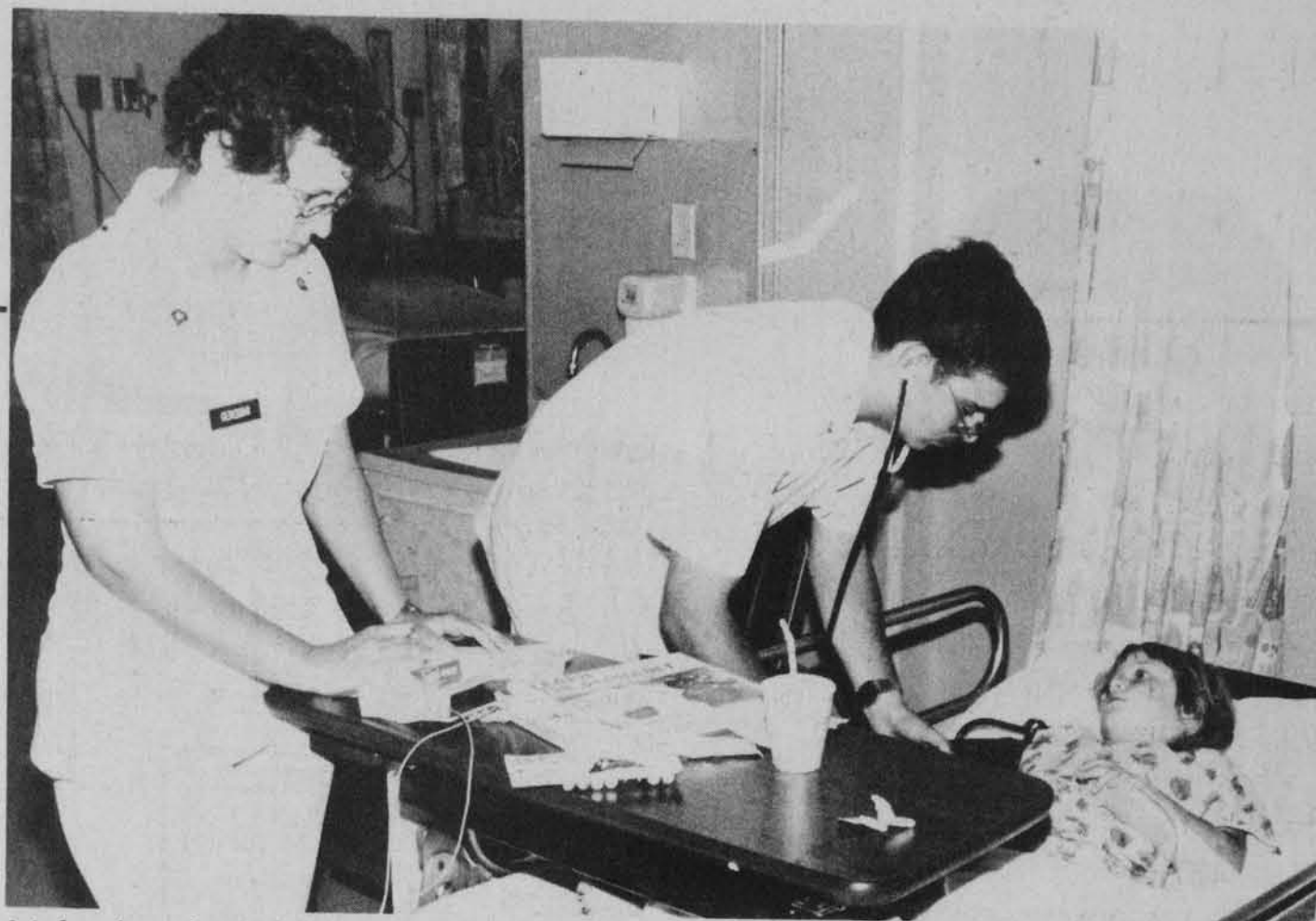


ment these personnel were considered by the Army to be on Federal active duty. Guidance was provided to the States implementing this status change to Public Law 98-94.

A new C-12 aircraft was provided to Alabama, Alaska, California, Colorado, New York and the District of Columbia to support the Adjutant General of that State and to support the missions of the National Guard in adjoining States. The number of hours the plane is to be flown each year dictated the requirements for additional pilots. Each State was authorized two AGR warrant officer spaces to support the aircraft. In FY 84 C-12's and pilots will be authorized for Arkansas, Illinois, Puerto Rico, Utah and Virginia.

**Force Modernization:** Force modernization, i.e., the fielding of new weapons systems within the ARNG, accounted for a number of full time support position increases in FY 83. Systems involving manpower changes included: M-1 Tank, Blackhawk Helicopter, DAS3 Computer System and the ROLAND Air Defense System. New Mexico's ROLAND Battalion was authorized an additional 47 ARNG full-time support personnel for a total of 68. By end FY 85, the ROLAND battalion will be manned with 308 full-time support personnel or 78% of their authorized strength. Additional manpower was allocated to the other mentioned systems. In the future as more complex weapons systems are fielded in the Guard, the requirements for full-time support personnel in force modernization will increase.

**Efficiency Reviews:** The Army Performance Oriented Reviews and Standards (APORS) Program is a new Army initiative. APORS is defined as "an on site review" (evaluation and analysis), conducted by qualified analysts, of processes, procedures, position management and grade structure, organization design, mission functions, and non-manpower resources which identifies specific improvements required to enhance operation by improving performance, achieving ef-



Medics from the 13th Evacuation Hospital, Wisconsin ARNG, examine a child during their Annual Training at Brooke Army Medical Center.

ficiencies, and measuring productivity. The "Reviews" part of APORS is a new program to the ARNG. The Director, ARNG, assigned program responsibility to the Manpower Division on 13 April 1983. A team was created from within allocated resources and conducted an APORS in all areas managed by each State Plans, Operations and Training Office, Support Personnel Management Office, Safety Office, and Facilities Management Office. A review of the Shop Office of each Combined Support Maintenance Shop was also started.

**Manpower Staffing Standards Studies:** During FY 83 Manpower Staffing Standards Studies were completed and changes to NGB Pamphlet 570-1 were published in the following areas: Division Logistic System, Support Personnel Management Office, Pay Branch-United States Property and Fiscal Office, Plans, Operations and Training Office, Office of the Command Administrative Officer-State Headquarters, and the Military Personnel Management Office. MS-3 studies were also completed in the Stock Control Branch-USPFO, Organization Maintenance Shops, Unit Training Equipment Sites, Mobilization and Training Equipment Sites and the Staff Judge Advocate with changes to be published to NGB Pam 570-1 in FY 84. In addition to these MS-3 studies, criteria used to initially staff the Commercial Accounts/Travel Pay Section, Pay Branch, USFO and Armament Maintenance support for AH-IS helicopters were developed. MS-3 stud-

ies were also completed for Camp Ripley and Fort Allen, Puerto Rico and the NGB Duplicating and Forms Center.

## Surgeon

### ARNG Medical Brigades

The readiness of the ARNG Medical Brigades continued to improve throughout the year. The 213th Medical Brigade participated in CPX VULCAN KNIGHT II, a CPX conducted by their CAPSTONE Headquarters. The 127th Medical Group, a 213th Medical Brigade CAPSTONE subordinate Headquarters, also participated in the CPX. The exercise is a realistic European scenario based on OPLAN 4102 playing actual combat service support roles. The 213th and 127th provided cells to participate in WINTEX 83 in West Germany. This training was realistic and provided the personnel with an overview of the problems confronting medical units in the FRG. The 213th also provided selected personnel to participate in Operation GREEN TREE FROG in FRG.

The 112th Medical Brigade as well as their subordinate units had a successful year. They continued to stress training, both individual and collective, within the Fifth Army Area. Their FTXs are notable in the fact that they have developed a scenario that is progressive and provides



continuity during FTXs and IDT training periods.

The 175th Medical Brigade completed a successful annual training supporting I Corps in the Republic of Korea. Brigade personnel received valuable training experience. The 175th Medical Brigade also conducted physicals for the Alaska ARNG, providing services that resulted in a substantial monetary savings to the ARNG.

### **ARNG 91 B10 (LRC) Training**

Many ARNG Medical units are involved in instructing this program. The programs are conducted in such a manner as to graduate well qualified medical corpsmen who are awarded the 91B10 MOS by the Academy of Health Sciences, Fort Sam Houston, TX. This year the course was lengthened to include trauma, shock, and more definitive treatment. Each of the medical units that teach this course accepted this challenge and accomplished the objectives and standards set forth by the Academy of Health Sciences.

### **ARNG Physicians' Assistant Program**

The ARNG is allotted 24 spaces each year, to train at Sheppard AFB, Texas and Fort Sam Houston, Texas. The applicants face a rigid screening process, whereby only the most highly qualified and motivated ARNG enlisted personnel are selected.

### **ARNG 91C Civilian Educational Program**

This training program, which allows the service member to train at home in a local college, has contributed substantially to the overall readiness of ARNG medical units by providing a large majority of the 91C MOS qualified individuals in the ARNG today.

### **ARNG Medical Management of Chemical Casualty Course**

The second year for the course in the Medical Management of Chemical Casualties for ARNG AMEDD personnel was conducted at the ARNG Professional Education Center, Little Rock, Arkansas, by the U.S. Army Institute for Chemical Defense. The program has been successful and to date 158 ARNG AMEDD personnel representing 38 States have been trained.

### **ARNG AMEDD Combat Casualty Care Course**

The Combat Casualty Care Course conducted at the Academy of Health Sciences Fort Sam Houston, TX is physically demanding and intellectually challenging. The curriculum consist of eight days, mostly under field conditions, in *Advance Trauma Life Support*, as well as exercises requiring physician decisions under simulated combat conditions. This training provides a challenge to the medical education of most ARNG

physicians and the participation in combat exercises also provides a challenge to the physical conditioning of the physician. The ARNG will make this course available to all Medical Corps Officers.

### **Treatment of the Combat Stress Casualty**

A high technology war is envisioned as chaotic, with rapidly mobile forces, tremendous fire power, and exotic weapons that will produce an extremely high incidence of medical casualties; 25% of which will be psychiatric syndromes that are expected to increase markedly in the event of introduction of chemical warfare on the battleground. In an effort to train ARNG medical personnel in the treatment of psychiatric casualties, the psychiatric consultants of the Office of The Surgeon General prepared and taught a special four day course that was conducted at the National Guard Professional Education Center and was received with enthusiasm by 43 ARNG students.

A M109 howitzer from the 1st Bn, 143rd Field Artillery, California ARNG, moves to a new firing position.





# Air National Guard

The Air National Guard continued its high level of readiness and completed FY 83 with 102,170 officers and airmen, its highest strength ever. This reflects the high level of volunteer spirit of today's Air National Guardsmen.

The missions of the Air National Guard continue to be multifaceted. Fighter-interceptor units maintain 24-hour alert aircraft in defense of our skies, C-130 units support Air Force airlift capabilities, 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 Air National Guard units are assigned to the U.S. Central Command.

New aircraft continue to be issued to the Air Guard. In FY 83 18 F-16s were delivered along with 22 F-4C and 36 F-4D aircraft. The total number of aircraft assigned to the ANG was 1,704.

Air National Guard flying units continued to deploy world-wide while participating in Joint and Air Force exercises. ANG interceptor units continued to provide 66% of CONUS air defense forces while ANG tactical airlift units provided airlift support to the active forces in CONUS, Central America and Europe. The two ANG Aerospace Rescue and Recovery groups saved 30 lives this year.

The Air National Guard continued its record of safe flying. The Air Guard completed FY 83 with a Category A aircraft accident rate of 2.6 while flying 448,666 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 CONUS, Korea and Europe. Tactical control squadrons also participated in major exercises.

Minority strength in the Air National Guard continued to increase

in FY 83 reflecting a year end total of 14,598 or 14.3%. The number of women in the ANG increased to 10,201 or 10.0%.

## Manpower and Personnel

### Overview

The Air National Guard exceeded its programmed end strength for the fifth straight year with 102,170, the highest overall strength in the history of the Air National Guard. The recruitment of minorities and women was once again successful. The retention rate improved from 67.7% in FY 82 to 79% in FY 83.

### Personnel Manning Policies

For the fourth straight year, the ANG exceeded its programmed end strength. Emphasis on personnel acquisition remains on filling valid vacancies and obtaining skills deemed the most critical to the ANG missions. The stated goal for the ANG is to achieve 100% manning of all authorized, documented positions, exclusive of non prior service personnel undergoing or awaiting initial technical training. Previous policy which permitted 120% manning of pilot authorizations was eliminated as it was no longer required. Policies to alleviate overages in certain skills require aggressive remedial action, such as cross-training into vacant or critical skill areas. Further policy restrictions are being designed to remedy overgrade postures in the top four enlisted grades.

### ANG Technician Program

FY 83 is the first time that a minimum number of military technicians has been set for the ANG. The Congress established on ANG Military Technician floor of 21,834 for 30 September 1983. The ANG actually exceeded the floor by 115 on 30 September 1983.





## Full-Time Active Duty Program

The full-time Active Guard/Reserve program continued during FY 83. The Air National Guard employed 4,275 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.

## Personnel Readiness

Throughout the Personnel Community the focus has increasingly been on readiness. As an integral part of the Total Force, personnel readiness in the ANG is a vital concern. NGB/MPX, as the focal point for ANG Personnel Readiness, has been involved in several key issues. To better serve the personnel needs of deployed forces, an ANG Personnel Support for Contingency Operations (PERSCO) team concept has been developed. In cooperation with HQ TAC, four individuals received classroom and field training during Exercise Bold Eagle. Evaluation of the role of ANG PERSCO teams in USAFE is on-going with a goal toward increased participation in deployments and Command Post Exercises. As part of the Total Force analysis, NGM/MP representatives have worked closely with Air Staff to provide accurate and timely

personnel information on ANG units for use at the regularly scheduled Chief of Staff UNITREP briefings. To insure the ANG is kept abreast of current issues and policies in the personnel readiness area, NGB/MP representatives have attended several Personnel Readiness Conferences and Workshops during this fiscal year and provided briefings on the ANG role in this arena at Major Command conferences in an effort to develop an increased understanding and cooperation with active duty and USAFR counterparts. These activities were only initial steps in what we anticipate to be a continuing effort in ANG Personnel involvement in readiness issues.

## ANG Dependent Care Policies

The ANG (in conjunction with the Air Force and Air Force Reserve) established specific policies relative to dependent care responsibilities, with emphasis on single member sponsors and military couples with dependents. Because all members of the ANG must be available at all times to perform a full range of military duties and assignments, these policies insure that each member must make and maintain dependent care arrangements which allow the member to be worldwide available at all times.

To be eligible for initial enlistment,

applicants must not be solely responsible for any dependent. A court order transferring legal responsibility to another person and/or proof of acceptable dependent care arrangements is required prior to enlistment (reference: ANGR 39-09, 1 June 1983). For reenlistment/extension in the ANG, acceptable dependent care arrangements must be verified by the member's commander (reference ANGR 35-59, 1 October 1982).

If applicants or members of the ANG do not comply with the policies for dependent care, they may be denied enlistment or involuntarily separated from the ANG.

## Updated ANG Military Duty Policies

During FY 83, policies affecting the ANG military duty (AGR) program were updated. Major changes are:

1. Members who become over-grade to their full time position may be retained for up to three years, rather than only until the end of their current tour.
2. States may utilize temporary military duty tours, provided that each member placed in temporary status is limited to 120 days per fiscal year.
3. Correspondence clarified that a condition of accepting a military duty tour is the obligation to



perform 40 hours of duty per week plus one unit training assembly (UTA) per month. Compensatory time off for UTA duty is not authorized.

## Recruiting and Retention

One of the most significant events during FY 83 was the attainment of 102,171 end strength, a figure which exceeded programmed end strength for the ANG. More importantly, the programmed end strength for the ANG has been met for the fifth year in a row.

The Recruiting and Retention Branch initiated several progressive programs and projects during FY 83. Among them were the Recruiting/Retention Management Course, an expansion of the Senior Recruiter Course, a revision of the basic Recruiter Course, a special session for the Senior Recruiters at the Senior NCO Conference, the addition of the technical training center liaison NCOs and the completion of the Basic Military Training Control Center's first fiscal year within the branch.

The Recruiting/Retention Management Course, although planned and written during FY-82, was implemented during FY-83. A total of 75 managers, including Executive Support Staff Officers, commanders and CBPO Chiefs, attended during the year. Subjects covered included recruiting and retention programs, policies regarding enlistments and incentives, and advertising. This course was added to the list of courses already being taught at the Professional Military Education Center, McGhee-Tyson ANGB, TN.

The basic Recruiting Course was also reviewed during this fiscal year. As a result, updated information was incorporated into a revision of the course which now provides new recruiters with improved training and current information.

One of the major milestones of the Recruiting and Retention program

was the special session which was held for Senior Recruiters at the Senior NCO Conference in Oklahoma City, Oklahoma. Personnel from the Recruiting and Retention Branch briefed the recruiters during the conference, covering subjects such as recruiter administration and training, advertising, incentives, and recruiting programs. This was the first national conference of any kind in which recruiters participated since 1980.

Some reorganization occurred when the Basic Military Training Control Center was moved from the Training Branch to the Recruiting and Retention Branch during the last quarter of FY-82. The move was precipitated by a need to consolidate management of the activities involved in the non-prior service accession process. Another part of the process involved the technical training center liaison NCOs who were also brought into the branch as part of the consolidation during FY-83. With this central management, the accession and training of non-prior service individuals has improved considerably, allowing states to better utilize their training allocations.

## Military Personnel Branch

As a result of an unexpected tremendous increase in the ANG Awards and Decorations functions, in July 1983 the Special Actions Section (ANGSC/MPPX) was reorganized into two separate sections; the new Special Actions Section and the Awards and Decorations Section. This reorganization provided for the transfer of the execution of several programs from

NGB/MPX and the realignment of other programs within ANGSC/MPP.

The Special Actions Section assumed the execution of the following programs: the Air Force Advisor program, Officer and Enlisted Selective Retention Program, Casualty Reporting/Assistance Program, Air Force Assistance Fund, Personnel Reliability Program, Morale, Welfare and Recreation Program, Military Suggestion Program, and the Personnel Records Requisitioning/Transmittal and Correction of Military Records program.

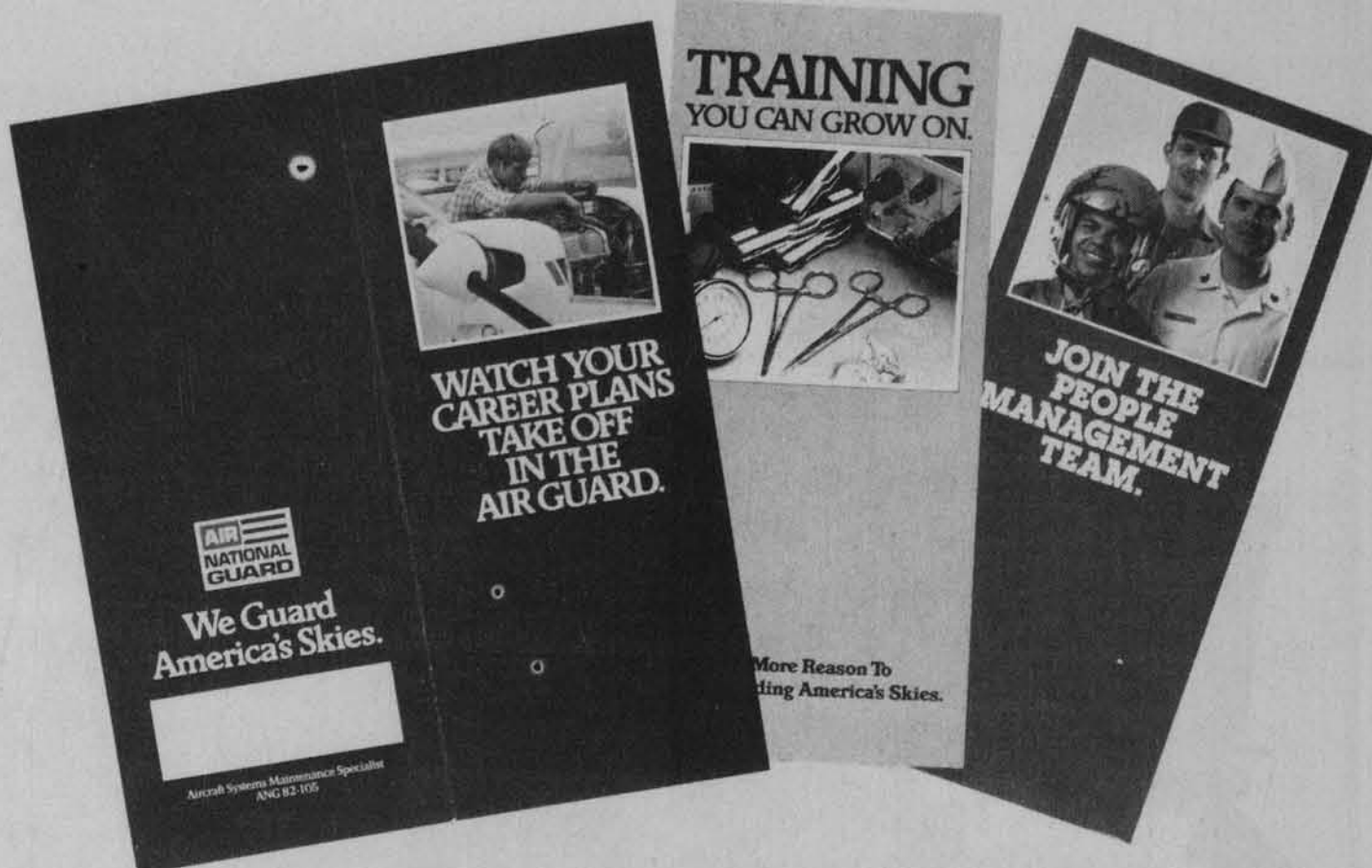
The Awards and Decorations Section continued to expand during FY 83. There were several significant changes:

1. The Secretary of the Air Force delegated the authority for the approval and disapproval of the Air Medal to the Director, ANG.
2. Within specific parameters, ANG members may now be recommended for the Legion of Merit under the "extended tour" provision.
3. Establishment of several new special awards and recognition programs to include additional career fields.

Participation in the Federal decoration program increased 20% over FY 82.

## Manpower Branch

Three significant reviews were conducted by the manpower activity at the ANG Support Center. First was a review of the ANG state headquarters, resulting in a revised





mission directive, ANGR 23-01, dated 26 August 1983, which defined the federal role of the ANG state headquarters as ensuring that ANG units are manned, equipped, and trained to meet their contingency or wartime mission. The review established that the ANG state headquarters is not part of the State Area Command other than to provide air liaison as necessary.

Also conducted was a comprehensive Wing/Group Headquarters Review which validated mission ready and mission capable pilot authorizations required to accomplish wartime tasking, and meet peacetime training and operational needs. This was accomplished with little or no increase in manpower requirements. A standardized baseline rated overhead structure was established at the group level, with an additional rated vice commander authorization for wings.

A standardized aircrew grade structure was developed to correct discrepancies resulting from varying major command policies. The resulting structure, implemented in July 1983, provides one lieutenant colonel for each mission squadron flight, and one major for each element. This structure provides reasonable promotion opportunity to lieutenant colonel, plus the ability to retain experienced aircrews in line positions.

## Plans and Operations

### Aerospace Defense Forces

The ANG continued to provide 66% of CONUS active air defense forces during 1983 by its support of the Air Defense Tactical Air Command (ADTAC) and the Aerospace Defense Command (ADC/M/NORAD). Providing the forces were the ten ADTAC-gained ANG fighter interceptor units and one ANG general purpose tactical fighter group. The Hawaii ANG maintained its commitment for the entire air defense

of the Hawaiian Islands by providing interceptors, long range radars, and control.

Plans were made for the upcoming conversion of the 144th Fighter Interceptor Wing, California ANG from the F-106 to the F-4D and for redesignating the 148th Tactical Reconnaissance Group, Minnesota ANG as a fighter interceptor group. The 148th FIG will fly the F-4D in its new mission.

Additional commitments undertaken by ANG air defense forces include establishment of an alert detachment by the 125th Fighter Interceptor Group, Florida ANG, at Homestead AFB and the completion of plans for future detachments of the 120th Fighter Interceptor Group, Montana ANG and the 147th Fighters Interceptor Group, Texas ANG. Completion of these projects will bring the number of CONUS air defense sites manned by ANG fighters to 17.

The Air National Guard also participated in two new ADTAC

*SrA Leslie Nickless, 133rd Tactical Control Flight, Iowa ANG, controls air activities over Ft. Riley, KS.*



fighter interceptor programs designated as Copper Flag and ADTAC Checkered Flag. Copper Flag is a strategic defense employment exercise conducted at Tyndall AFB, Florida to train interceptor crews, controllers, and battle staffs in an increasingly intense air battle environment.

All ADTAC-gained fighter interceptor units conducted deployments under the ADTAC Checkered Flag program during the year. Varying in size from two to six aircraft, with accompanying ground support, these deployments established the ability of the units to field small fighting teams that can operate effectively away from home base.

### Tactical Airlift

ANG C-130 tactical airlift units had an extremely active year during FY 83. 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. This facility will provide centralized, advanced tactical low level training, significantly enhancing tactical airlift training. The ANG's

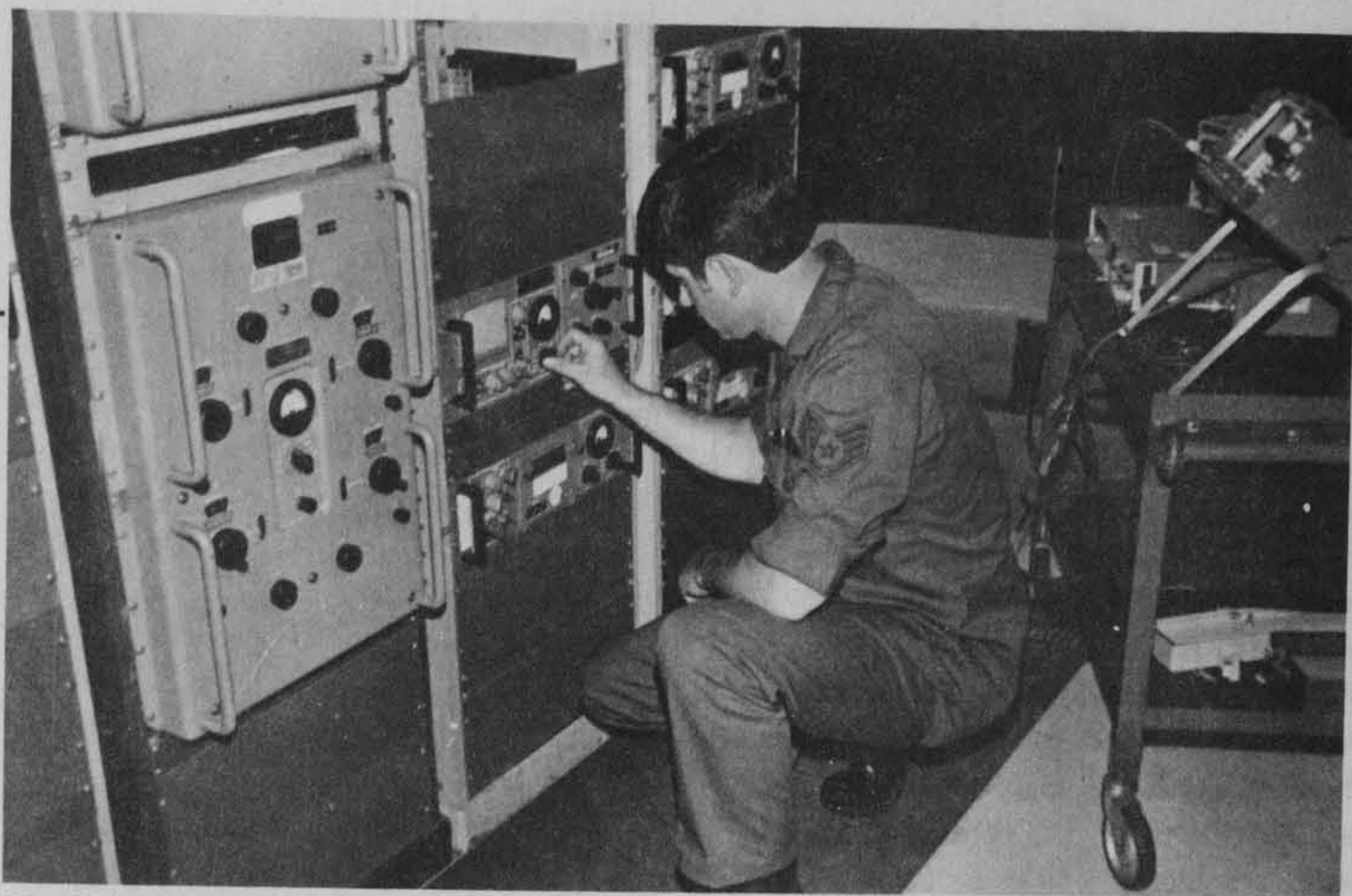


participation in such operations has increased training realism, validated tactics, and aided development of new airborne operations tactics.

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 airlift of troops, equipment, and supplies to support US Army training activities.

Air Guard airlifters provided over six months of support to the US Southern Command (USSOUTHCOM). The 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 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 theatre 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 provided 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.



SSgt Kenneth Wakeman, 167th Tactical Airlift Group, West Virginia ANG, tunes communication equipment.

ANG airlifters also participated in five JCS and USAF directed exercises during the year along with their active duty counterparts. REFORGER 83, conducted in Europe, involved extensive support airlift by aircrews and aircraft from the 136th Tactical Airlift Wing, Texas ANG, 179th Tactical Airlift Group, Ohio-ANG, and the 145th Tactical Airlift Group, North Carolina ANG. Missions for this exercise involved operations from unimproved airfields, intra-theater logistical and tactical airlift, and aeromedical evacuation.

### **Aerospace Rescue and Recovery Service (ARRS)**

The two ARRS-gained ANG units, the 106th Aerospace Rescue and Recovery Group, New York ANG, Suffolk County Field, West Hampton Beach, New York, and the 129th Aerospace Rescue and Recovery Group, California ANG, 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 1983, they were credited with saving 30 lives. They also perform numerous precautionary search and rescue missions for air defense exercises, space shuttle launch and recovery operations, and other special missions.

### **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 electronic systems. This unique organization provided substantive support to active forces throughout the fiscal year in several different types of operations. The 193rd also participated in REFORGER, MAPLE FLAG, RED FLAG and TEAM SPIRIT.

### **KC-135 Refueling Activities**

The 13 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 83, 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 83. In addition, the members of



the 128th Air Refueling Group, 189th Air Refueling Group, and the 190th Air Refueling Group deployed to Anderson AFB, Guam, for a total of 45 days to participate in the Pacific Tanker Task Force.

During FY 83, units supported numerous other higher headquarters deployments and exercises. In some cases this support far exceeded the 17% pro rata share of the KC-135 fleet assigned to the ANG. Currently, seven ANG tanker units received reengineed KC-135 aircraft. The KC-135E has improved capabilities over the KC-135A; a 14% increase in fuel efficiency, a 90% reduction in emissions, and 25% increase in thrust. The NGB is supporting initiatives to continue reengining all non collocated ANG tanker units. Units possessing KC-135Es include 126 AREFG (Illinois), 128 AREFG (Tennessee), 134 AREFG (Tennessee), 151 AREFG (Utah), 161 AREFG (Arizona), 170 AREFG (New Jersey), 171 AREFW (Pennsylvania).

## Close Air Support

ANG 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.

During FY 83, ANG units provided over 40% of Ninth Air Force and Twelfth Air Force requirements for close air support, along with participation in RED FLAG exercises, support to the National Training Center, and numbered Air Force exercises. Units also provided support for the Forward Air Control Course at Patrick AFB, Florida.

## Ranges and Airspace

During 1983 the first Smoky Sam surface-to-air missile simulators were

launched from ANG ranges. Plans were implemented for procurement of a number of these training devices to be employed on all ANG ranges. Twenty new range targets for deployment to ANG tactical ranges were procured. These targets, hulks of scrapped armored personnel carriers, will enable ANG ranges to present a better target array for close air support and interdiction missions. During 1983, the first ANG regulation governing the operation of ANG ranges was published, in addition, a long-term range improvement plan was formulated. A new initiative, begun in 1983, was the ANG Range Photo Plan. Under this concept, ANG ranges would be photographed using standard photo presentations, by ANG reconnaissance units. These packages would be sent to all range users to (1) update range user's photographs and information on their planning boards and (2) make available without delay photos reflecting any range improvements or changes of a significant nature. The ANG received the benefit of many airspace improvements. Notable among these was the Yankee II MOA in New Hampshire, currently used by the A-10 units on the East coast. The long-delayed introduction of micro-computers into the operations section of ANG bases was begun in 1983. In 91 flying units, the additional management, training and administrative capability made possible by these small computers will be a stepping stone into new technology for the ANG.

## Electronic Warfare

During 1983, ANGR 55-28, Electronic Combat, which establishes a comprehensive Electronic Combat Training Program for all ANG units, was approved for publication. The Electronic Warfare section received USAF recognition from a variety of commands for the Enemy Defense and Penetration Aids Courses conducted at Tucson, Arizona and

A KC-135 from the 151st Air Refueling Group, Utah ANG, refuels a B-52.





McConnell AFB, Kansas which are presented to ANG Fighter Weapons School graduates. These courses received formal course numbers and NGB funding for ANG attendees during the past year. The ANG low-cost enemy threat emitter simulator program, Sentry Dawg, was funded by AFLC for construction of 22 units for deployment to ANG gunnery ranges. The inclusion of Sentry Dawg threat emitter signatures into the training file of USAF digital radar warning receivers greatly enhances the training potential of the Sentry Dawg system. This allows our threat emitters to simulate a wide variety of enemy threat systems. During the past year, ALO 72 electronic countermeasures pods were acquired for training use by the 184th TFG, Kansas ANG. The ANG unit reporting system, UNITREP, was improved by inclusion of reporting procedures for electronic countermeasures pods. This enables the monitoring of a valuable combat resource at ANG operating locations.

## Training

The Office of Training serves as the NGB focal point for all ANG

training activities. Training management responsibilities range from initial qualification, on-the-job training, factory training, continuation, professional military, and ancillary training through appointment to senior service schools. The Office of Training represents 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.

This office formulates and defends basic requirements for the on-going readiness training requirements of the ANG through the monitor, review, and allocation of training resources in the form of unit training assemblies, annual training, special training, 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 Office of Training, for the Director, ANG, prior to implementation at the unit level.

The ANG workday program is the backbone of the majority of the training requirements for the ANG.

Workday training allocation supports unit training assemblies, annual training, additional flying training, and special training to support joint services, HQ Air Force, and National Guard requirements. NGB/TE workday allocations provide equitable training opportunities for all ANG flying and support units. Annual workday and related costs are estimated at approximately \$330 million with annual field training accounting for about \$79 million of the total budget. The annual field training budget provides pay and allowances for over 100,000 Air Guard men and women who participate for these 15 days of active duty for training each year.

The workday program also supports JCS exercises, Tanker Task Force, SAC, and ADTAC Alerts, as well as numerous worldwide airlifts in support of the entire Department of Defense.

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

ANGSC/TET, the Air National Guard Support Center, Andrews AFB Maryland, is the NGB operational arm of NGB/TE and has the responsibility of securing all school quotas from Air Training Command as well as other command and service schools. This office is the ANG clearing house for all ANG training requirements.

ANG Formal Schools. The ANG operates formal schools at several locations. These schools provide technical and professional training to members of the Air and Army National Guard, USAF personnel, and some foreign nationals in the military assistance program. Four of the schools are advanced flying schools providing combat crew training for tactical fighter aircrews; while another, the ANG Professional Military Education Center provides pre-commissioning training for officer

*SMSgt Don Yaksaw, 134th Tactical Control Flight, Kansas ARNG, details duties to two Airmen during Annual Training, Ft. Riley, KS.*





candidates in the ANG and also offers continuation professional military education for noncommissioned officers.

The 133d Field Training Flight (FTF) located at the Minneapolis-St. Paul International Airport, is an off-campus unit of the Sheppard Technical Training Center, Sheppard AFB TX. The 133d FTF has been identified as a mobile training team and aids in the training needed to support those many needs of various ANG units such as hazardous cargo and the unique training required for units converting to C-130 aircraft. In FY 83, the 133d FTF provided training for 15 officers and 1,916 airmen from the ANG, the Active Air Force, and military assistance program.

**A-7 Combat Crew Training Schools.** The 162d TFG, Tucson, Arizona, provides advanced flying for ANG and Active Air Force pilots assigned to A-7 units. It also provides transition training for ANG pilots assigned to A-7 tactical fighter units as well as upgrade and maintenance training for converting A-7 units. During FY 83, 44 long course, 18 conversion, 17 transition, and 11 instructor pilots were trained by the 162d TFG. In addition, ten pilots attended academics only.

**F-4 Combat Crew Training School.** The 184th TFG, McConnell AFB, Kansas is responsible for providing advanced flying training for ANG, AFRES, and Air Force pilots transitioning training for pilots with previous fighter experience assigned to F-4 units. During FY 83, the 184th TFG provided long course training for 22 pilots and 28 Weapons Systems Officers (WSOs), conversion training for 50 pilots and 30 WSOs, and instructor training for five pilots and four WSOs. In addition, ten pilots attended academics only.

**F-4 Air Defense Combat Crew Training School.** The 114 TFTS, Kingsley Field, Oregon, was activated in FY 83 to provide advanced flying training for ANG pilots and WSOs in

their roles in the ADTAC F-4 mission.

**RF-4 Combat Crew Training School.** The 124th TRG/TRTF, Gowan Field, Boise, Idaho, is the ANG RF-4 training school. ANG aircrews are trained to operate the RF-4C weapon system. For FY 83, a long course validation class was offered for Active and Reserve Forces aircrews.

**Multimedia Training Branch.** The Air National Guard Multimedia Training Branch located at the ANG Support Center, Andrews AFB, Maryland, is responsible for all media, photographic, graphic and film library assets. During 1983, an additional 28 locations were reviewed and approved for conversion to the new color cassette closed circuit television. Two unit photo labs have been approved for processing and printing of color. The internal control review of ANG AV resources virtually met all criteria established for operation in 1983. Currently, the ANG has 79 full-time audiovisual specialists and 556 ready Guard personnel assigned. The audiovisual program has a \$5 million equipment budget.

### **I.G. Brown and Professional Military Education Center (PMEC)**

The I.G. Brown ANG Professional Military Education Center is the single ANG 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 ANG. The center uniquely combines into one organiza-

tion 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 graduated 1,337 airmen to date.

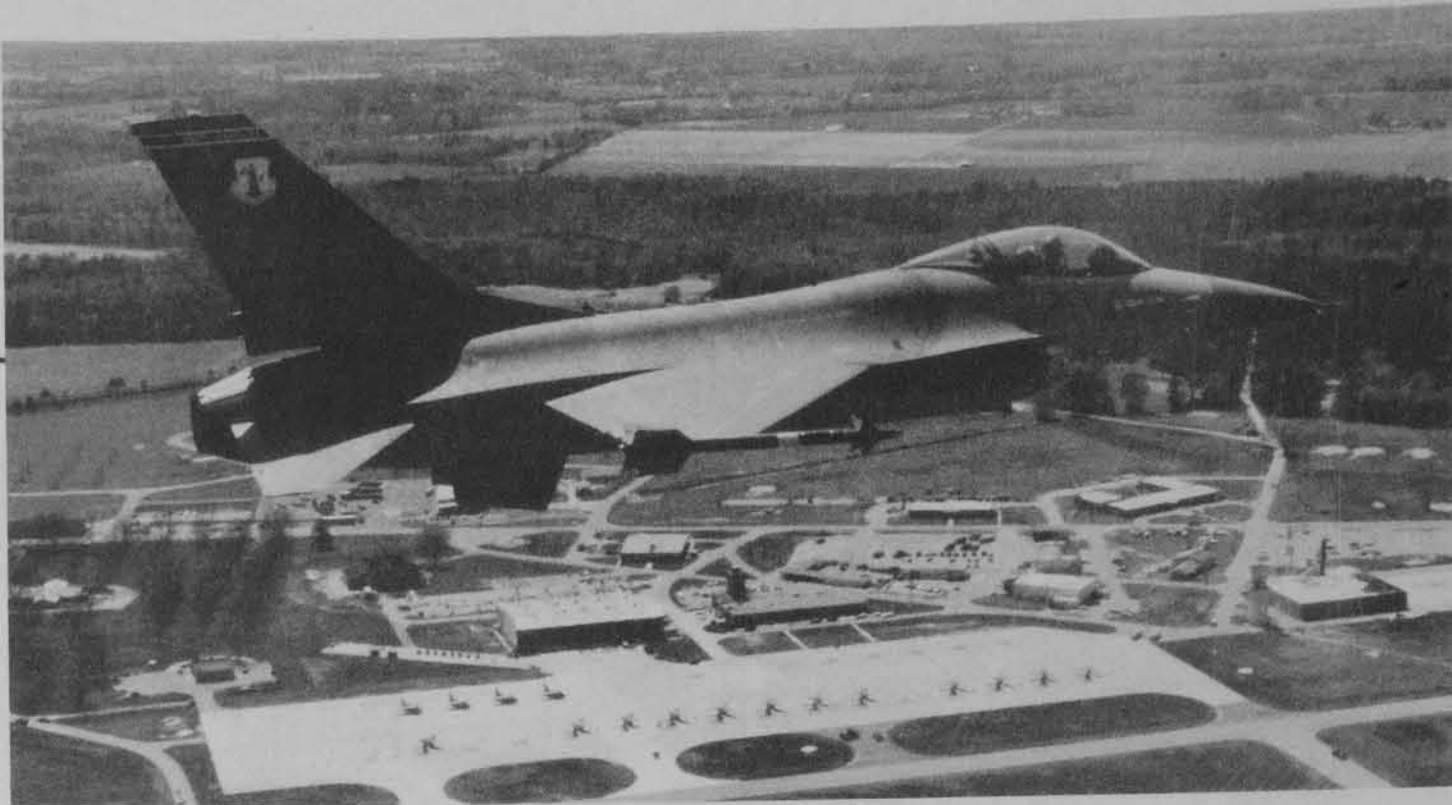
The Noncommissioned Officers Academy (NCOA) provides an academic and training environment that increases the noncommissioned officers' ability to function as a supervisor, communicator, resource manager, and professional leader. Since its inception, 6,046 noncommissioned officers in the grades of technical 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 ANG. The academy has helped 3,712 students achieve commissions in the ANG.

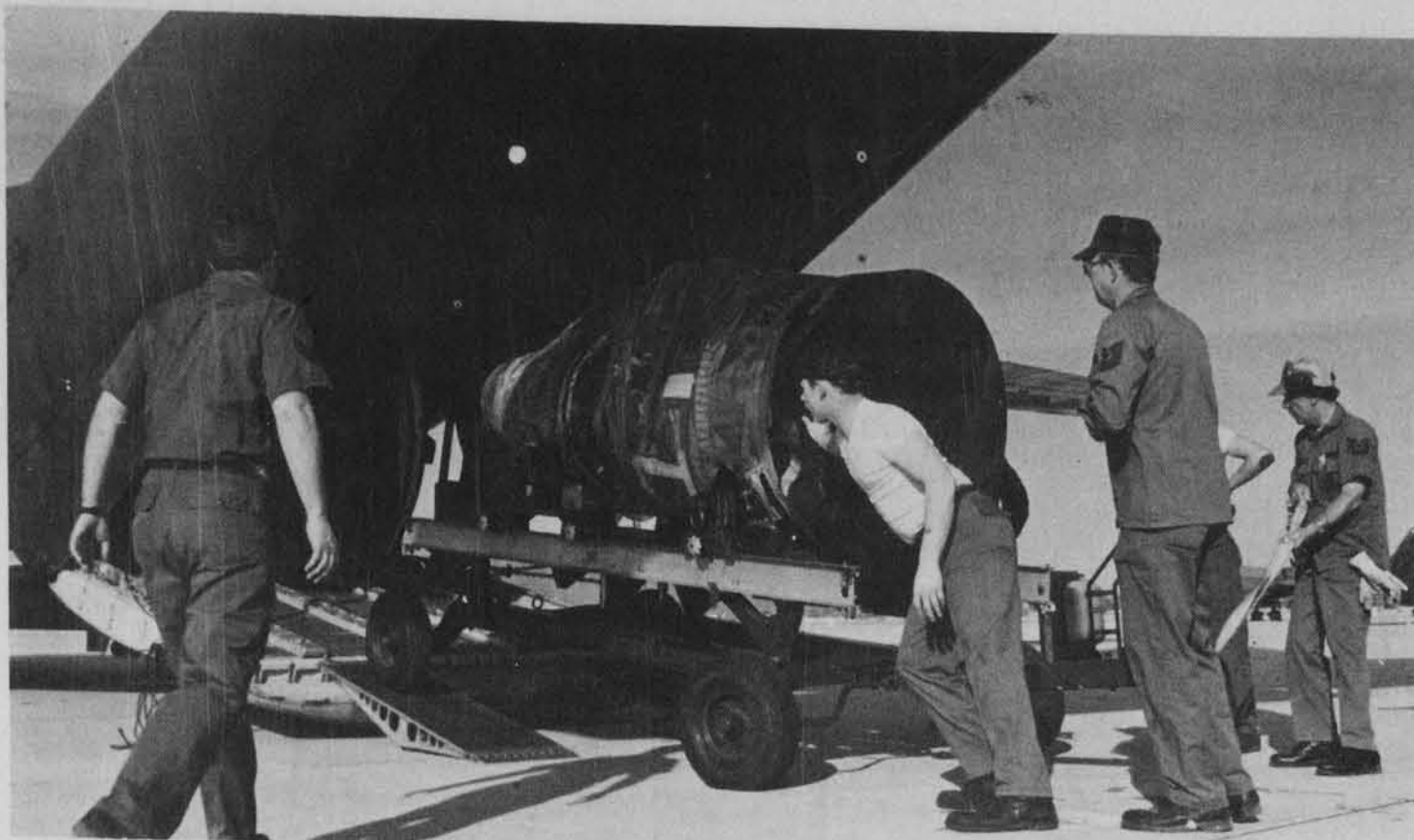
## **Comptroller**

### **Budget**

**ANG Financial Overview.** The major Federal sources of ANG funding are the Operation and Maintenance (O&M), Military Personnel (MILPERS), and Military Construction (MILCON) appropriations. The O&M account is the largest appropriation and is used to finance the day-to-day operating and maintenance costs of ANG activities. These funds include amounts for the pay of







Members of the 128th Tactical Fighter Wing, Wisconsin ANG, load an engine onto a C-130.

civilians and military technicians, contract services for maintenance of equipment and facilities, and fuel, supplies, and repair parts for weapon systems and equipment. FY 83 O&M obligations amounted to \$1,815,261,213.

The MILPERS account finances the pay and allowances, clothing, subsistence, travel expenses, and active and inactive duty training costs of ANG members. MILPERS obligations in FY 83 were \$533,961,327 and supported an average strength of 101,548 Air Guard members. The MILCON account supports major and minor construction of ANG facilities. Over 83% of the FY 83 MILCON obligations of \$60,576,826 were devoted to major construction projects. FY 83 obligations for these three federal appropriations totaled \$2,409,799,366.

Other sources of ANG funding are the Other Procurement, Air Force appropriation, Guard and Reserve Equipment appropriation, and substantive contributions by each of the 50 states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia. The amounts of these state contributions are not available but all obligations of Federal funds are shown in Table 1, Appendix I. The total FY 83 obligations for Other Procurement were \$1,862,173 and \$3,686,150 in the Guard and Reserve Equipment account. The Other Procurement account finances miscellaneous items of equipment costing more than \$3,000, while the Guard and Reserve Equipment account finances special

equipment requirements of the Reserve components.

### Budget Highlights

The President's Budget for FY 83 totaled \$2.4 billion. This included requirements for Operation and Maintenance, Military Personnel, and Military Construction. The budget was based on approved force structure of 91 flying units and contained funding for 101,100 military average strength and 412,108 flying hours.

FY 83 Congressional actions provided for an overall increase of \$60.8 million in Operation and Maintenance, \$3.8 million in Military Personnel, \$21.1 million in Military Construction, and \$15.0 million for Guard and Reserve Equipment.

In the O&M appropriation, Congress added \$105.8 million for KC-135 reengining, civilian pay raise, chemical defense and cold weather equipment, real property maintenance,

and funding for additional civilian pay raise, chemical defense and cold weather equipment, real property maintenance, and funding for additional civilian pay requirements as a consequence of Congressional action to terminate conversion of military technicians to AGR status. These increases were offset by a \$45 million reduction associated with a decrease in fuel prices and depot maintenance activities.

The Congress added \$14.6 million in the Military Personnel appropriation for the military pay raise and offset this increase with a \$10.8 million reduction linked to the conversion of technicians to AGR and denial of funding to support the Temporary Lodging Expense entitlement.

Congress also added \$23.1 million in the MILCON appropriation for Stewart AFB, New York and Libby Army Airfield Construction projects with a \$2 million decrease in the minor construction request.

Finally, the Congress provided \$15.0 million in a new Guard and Reserve Equipment appropriation. This funding was primarily for mission support aircraft, communications and electronics equipment.

### Data Automation

The Air Force base-level Phase IV ADP system replacement program

### FY 1983

	(\$ millions)			
	National Guard Personnel	Operation and Maint.	Military Const.	Total ANG Approp.
President's Budget	\$544.6	\$1,761.8	\$106.8	\$2,413.2
Initial Congressional Appropriations	\$548.4	\$1,822.6	\$127.9	\$2,498.9
Prior Year Carryover			58.9	58.9
Appropriation Transfer	- 10.0			- 10.0
<b>Total</b>	<b>\$538.4</b>	<b>\$1,822.6</b>	<b>\$186.8</b>	<b>\$2,547.8</b>





An F-106 from the 102d Fighter Interceptor Wing, Massachusetts ANG, intercepts a Soviet Bear Bomber.

entered the installation stage in FY 83. In the next five years, ANG host bases will replace their Burroughs 3500 and UNIVAC 1050 computers with state-of-the-art Sperry 1100/60 series computers. ANG units will see the change in the replacement of old terminals with new UTS-40 terminals which will provide considerable improvement in access to on-line systems.

The mainstay of ANG-unique ADP processing, the Honeywell 700 Remote Job Entry Terminal System (RJETS), was equally overdue for replacement. In FY 83, the Deputy Assistant Secretary of the Air Force for Financial Management (Information Systems) approved the RJETS replacement program, with Phase IV equipment as the solution. Unit training programs were established, and a prototype Sperry System 80 minicomputer was ordered for delivery to the Virginia ANG.

Remote CRT terminals were installed in FY 83 at all flying units in the Base Operations section to support the Air Force Operations Resource Management System (AFORMS). This system provides information to aircrew operations, personnel, and flying safety managers; and reduces the manual administrative tasks previously needed.

The Flight Log Activity Performance System (FLAPS) became fully operational in FY 83. This prototype system had been under development and testing for over two years. It tracks all aircraft support

activities within the 19 ANG C-130 equipped units. On-line "smart" terminals, located in the ANG Air Operations Center at Andrews AFB, Maryland are directly connected to Control Data Corporation's Data Center in Greenbelt, Maryland. The system operates 16 hours per day, and monitors all airlift request transactions from the time they are received through completion of missions.

## Logistics

The modernization program for the ANG aircraft fleet expanded during FY 83. The 169th Tactical Fighter Group, South Carolina ANG became the first Air National Guard unit in the nation to be assigned F-16 aircraft. Eighteen aircraft were delivered in FY 83; seven additional are expected in FY 84.

In FY 82/83 56 KC-135A aircraft were modified to the E Model by installation of JT3D engines. Thirty-two additional will be modified in FY 84 which will complete the modification program.

Five new production C-130H aircraft were delivered. Three additional are expected in FY 84. The last Air National Guard F-105 unit converted to F-4D aircraft.

## Depot Maintenance Program

A total of \$344,017,000 was spent during FY 83 for depot level maintenance in support of the ANG's 1,704 airframes. The type of work

performed included both programmed and unprogrammed depot maintenance, analytical condition inspection, numerous modifications and overhauls on over 669 engines. Depot costs continue to climb due to the increasing number of more technically sophisticated weapons systems.

## LGSW-463L Pallets and Nets

Recently, new 463L Pallet and Net authorizations were formulated by the Weapon System Support Section (LGSW), and approved by Warner Robins ALC. The new authorizations are based on mobilization requirements to support each ANG unit's wartime tasking. The on-hand assets are now accountable on EAID records as WRM.

## WRSK/BLSS

This year, the Weapon Systems Support Section (LGSW) has successfully implemented the Combat Supplies Management System (CSMS) computer program. The CSMS is a WRM reporting system that provides a data base of all WCDO, WRSK, BLSS, CFOSS, WRM equipment and select POS in the U1050-II SBSS computers. The program will allow management to monitor, analyze and assess the combat capability of ANG WRSK/BLSS.

## J-79 Pacer Savings

The Weapons System Support Section (LGSW) has developed and implemented supply procedures in support of the J-79 Pacer Savings Program. This program was established to assist units in obtaining the spares required to perform the J-79 Jet Engine Mid-span inspection. The program has proven to be effective due to the maximum utilization of ANG spare repair parts. Though the coordinated efforts of the Program Managers at the ANG units, Oklahoma City Air Logistics Center and LGSW,



the ANG was able to achieve an all time low NMCS rate for the J-79 engine.

## Energy Management

Efforts continued to train ANG fuels specialists on mobile fuel systems identical to those used in deployed, barebase conditions. This year four ANG units provided fuels personnel to operate aerial bulk fuel delivery systems during Red Flag 83-5. These systems are carried aboard C-130's and used to transport fuel to forward operating locations.

Energy conservation efforts continue to keep ANG fuel consumption in line with established goals. In spite of the modernization of the ANG aircraft fleet and increases in flying hours and PAA, aircraft fuel consumption remains below expected growth.

## Mobile Aerial Port Units

During FY 83, the ANG Mobile Aerial Port (MAP) units increased from 19 to 20 units. Manning increased 33% by redesignating five flights to squadrons and increasing the authorized strength of two squadrons. These mission support units provide their collocated flying wings with Aerial Delivery (ADS) training at home station while the flying units assist in the annual tour deployments of MAP teams to MAC aerial ports at CONUS and overseas locations.

Over 1,200 aerial porters participated in scheduled annual training. They gained valuable "hands-on" training and simultaneously assisting with MAC airlift workload at six major CONUS ports as well as in Alaska, Hawaii, Japan, Korea, Philippines, Panama, Germany, Greece, Spain, and Turkey with several teams also participating in JCS exercises.

The MAC Air Reserve Forces Outstanding Mobile Aerial Port Flight of the Year award for CY 1982 was awarded to the 172nd MAP Flight,



A C-130 from the 130th Tactical Air Group, Wisconsin ANG, takes part in exercise "Solid Shield".

Mississippi ANG. This is the second year in a row they have won this award.

## Civil Engineering

### Air National Guard Military Construction Program

The FY 83 Military Construction Program (MCP) was included in the President's Budget to Congress at 106.8 million. The Congressional military construction appropriation bill increased the ANG portion of the President's budget by 21.1 million. This increase brought the military construction program to its present amount of \$127.9 million, the largest program in ANG history. The program specifies \$112.9 million for major construction, \$7.0 million for minor construction, and \$8.0 million for planning and design. The major construction amount was to provide for 54 projects at 45 locations in 28 states.

An excellent competitive bidding environment has enabled us to obtain Congressional construction authority for more requirements than were originally programmed. Approximately \$9.6 million in savings have been realized thus far. Eight additional projects have been added to the program through reprogramming action. The remaining funds will be combined with any future savings, and will be reprogrammed to provided for additional facility needs. The FY 83 program now provides for 70 projects at 47 locations in 28 states.

## Real Property Maintenance and Repair Program

Major maintenance and repair projects are accomplished in this program as well as minor construction projects costing up to \$50,000 each. The majority of these projects include air field pavement, repair projects, utilities system repairs, and all major building maintenance repair projects. (Energy conservation measures are emphasized in all projects to reduce operating costs. For FY 83, a total of \$47.4 million dollars for 1,800 projects was awarded.

## Operations and Maintenance Agreements

The daily operation and maintenance agreements between the Federal government and the States. The Federal/State cost sharing agreement provides funds for utilities, recurring facility maintenance, airport user fees, custodial services, pest control and similar services. The Federal share of these costs during FY 83 totalled \$58.8 million dollars.

## Surgeon

The ANG health profession continues to be tasked in support of readiness requirements. This role of support develops many training opportunities. Individual and unit training programs have provided new challenges and chances for training in active force facilities. During FY 83, overseas training for units and individuals were performed in Alaska, Germany, England and the Philippines at active Air Force facilities. Support



of exercises such as Reforger, Team Spirit and Bright Star by ANG physicians, nurses, medical technicians, and aeromedical crews, provided excellent training opportunities for our personnel. Overseas training is one of our better morale boosters and educates the medical personnel of the differences in environment, culture and problems encountered by medical facilities overseas. Four units participated in overseas annual training in FY 83.

Augmentation of active USAF medical facilities with the Temporary Tours of Active Duty Program (TTAD) continues to be a valuable tool to the active force and the ANG. ANG professional support and assistance allow active duty facilities to maintain their mission capability, provides continued care for eligible beneficiaries, and invaluable training and experience for Air Guardsmen. During FY 83 a total of 1,483 mandays were utilized by ANG professionals in support of the program.

During FY 83, there was a net increase of 39 physicians recruited and retained bringing the physician total to 403. The aeromedical evacuation crews continued in the expansion program resulting in 36 nurses and 36 medical technicians being authorized to our aeromedical evacuation units. These crews will continue to expand until 1984. As of 30 September 1983, there was an ANG assistant assigned to each of the following command surgeons: USAF, SAC, TAC and MAC. Each physician assigned is well versed in NGB/SG activities to provide advice and assistance to the command surgeon.

Continued emphasis of the Total Force Policy will place additional demands on the ANG Medical Readiness posture. During FY 83, six mobile aeromedical staging facilities (MASF) were funded and assigned to six aeromedical evacuation flights. These MASFs were the first of twenty to be assigned to the ANG. The

aeromedical crew expansion program continued on schedule and the first twelve of 49 new crews were funded.

## Safety

*Safety:* The ANG flew 448,666 hours and incurred 11 Cat "A" Aircraft Mishaps in FY 1983. The Cat "A" Aircraft Mishap rate is 2.6.

*Inspections:* ANG Flying units again proved their Wartime Readiness posture by successfully passing all Operational Readiness Inspections. Units continue to deploy from their home station to ANG field training sites and other locations for their ORI. ANG Tactical Control and Combat Communications units are now receiving an ORI in a deployed status.

*Awards:* The ANG received the following Safety Awards in FY 1983.

1. 7 USAF Flight Safety Placques.
2. 1 USAF Missile Safety Placque.
3. 14 National Safety Council Awards.

## Communications, Electronics and Meteorology

In FY 83, the Air Force approved two new units for the ANG: the 198th Weather Flight, Puerto Rico ANG and the 290th Combat Communications Squadron, Florida ANG. The 198th will support the 92d Infantry Brigade; the 290th will augment the current REDCOM Joint Communications Support Element. Also in FY 83, the 299th Communications Squadron was redesignated as the 299th Range Control Squadron and the gaining MAJCOM was changed from the Air Force Communications Command to Air Force Systems Command.

ANG Communications and Electronics units continued to play a significant role in support of USAF and JCS exercises, particularly in Europe and South Korea. The 252d Combat Communications and its subordinate units provided the major tactical communications support to various European exercises from May 83 to Oct 83. The 201st Combat Communications Group, Hawaii ANG

*Medical personnel from West Virginia's 167th Aeromedical Evacuation Flight, evacuate a casualty from a Delaware ARNG helicopter during an evacuation exercise.*







*F-4C Phantoms of the 159th Tactical Fighter Group, Louisiana ANG, are silhouetted during night flight operations.*

and its subordinate units provided the major communications support for Exercise Team Spirit 83 in South Korea. Several CONUS JCS exercises were also supported by ANG C&E units.

The ANG Hawaiian Air Defense System modernization program took a significant step forward with the completion of the new Hawaii Regional Operations Center (HIROCC)

building at Wheeler AFB, Hawaii in September 1983. Equipment installation started in October 83; estimated initial operational date for the HIROCC is 31 July 84. Contracts were also awarded in FY 83 for 35 new tactical electronic switchboards and two new technical control vans. The Air Force and the JCS have also funded \$7.8 million dollars to procure equipment for the 290th Combat Communica-

tions Squadron, Florida ANG, at MacDill AFB. Funds have also been approved for the following equipment replacement programs: UHF/VHF radios, HF/single sideband radios, ground radio centrals, tactical teletype and fixed station crypto. Additionally, new fixed base telephone systems were installed at ten bases. This brings the total of new telephone systems installed since 1978 to 57.



## 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. William A. Hornsby
Alaska.....	Maj. Gen. Edward G. Pagano
Arizona.....	Maj. Gen. John G. Smith, Jr.
Arkansas.....	Maj. Gen. James H. Jones
California.....	Maj. Gen. Willard A. Shank (CG)
Colorado.....	Maj. Gen. John L. France

Connecticut.....	Maj. Gen. John F. Gore
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. Alexis T. Lum
Idaho.....	Maj. Gen. James S. Brooks
Illinois.....	Maj. Gen. Harold G. Holesinger
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. Anthony C. Spadorcia
Michigan.....	Maj. Gen. Vernon J. Andrews
Minnesota.....	Maj. Gen. James G. Sieben
Mississippi.....	Maj. Gen. Gray W. Harrison
Missouri.....	Maj. Gen. Charles M. Kiefner
Montana.....	Maj. Gen. James W. Duffy
Nebraska.....	Maj. Gen. Edward C. Binder
Nevada.....	Maj. Gen. Robert J. Dwyer
New Hampshire.....	Maj. Gen. John Blatsos
New Jersey.....	Maj. Gen. Francis R. Gerard (CofS)
New Mexico.....	Maj. Gen. Edward D. Baca
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. Raymond R. Galloway
Oklahoma.....	Maj. Gen. Robert M. Morgan
Oregon.....	Maj. Gen. Richard A. Miller
Pennsylvania.....	Maj. Gen. Richard M. Scott
Puerto Rico.....	Maj. Gen. Luis E. Gonzalez-Vales
Rhode Island.....	Maj. Gen. John W. Kiely (CG)
South Carolina.....	Maj. Gen. T. Eston Marchant, Jr.
South Dakota.....	Maj. Gen. Ronald F. Williamson
Tennessee.....	Maj. Gen. Carl D. Wallace
Texas.....	Maj. Gen. Willie L. Scott
Utah.....	Maj. Gen. John L. Matthews
Vermont.....	Maj. Gen. Donald E. Edwards
Virgin Islands.....	Brig. Gen. Ernest R. Morgan
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. Paul C. Moseley
Arkansas	Col. Willis B. Leslie
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. Robert C. Sheldon
Guam	Col. Simon C. Krevitsky
Hawaii	Col. Thomas S. Ito
Idaho	Col. Milton J. Hengel
Illinois	Col. Gene W. Blade
Indiana	Col. Thomas R. Woods
Iowa	Col. Franklin D. Peterson
Kansas	Col. William E. Searcy
Kentucky	Col. Edward H. Milburn
Louisiana	Col. James D. Flick
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. Thomas E. Hansen
New Mexico	Col. Antonio M. Martinez
New York	Col. Lloyd E. Haas
North Carolina	Col. Earl B. Huie
North Dakota	Col. Earl D. Holly
Ohio	Col. Thomas S. Farrell
Oklahoma	Col. James M. Bullock, Jr.
Oregon	Col. Hugh B. Nelson
Pennsylvania	Col. Richard H. Houser
Puerto Rico	Col. Jose A. Canals-Vidal
Rhode Island	Col. John B. Altieri
South Carolina	Col. Catha L. Ridgeway, Jr.
South Dakota	Col. Lowell M. Davis

Tennessee	Col. Billy F. Alderson
Texas	Col. 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

Walker, Emmett H., Jr., Lieutenant General, ARNGUS, Chief, National Guard Bureau
Denman, Harold R., Colonel, ANGUS, Executive, National Guard Bureau
Squier, Michael J., Major, ANGUS, Executive, National Guard Bureau
Aigner, Phillip E., Major, USA, Office of Public Affairs
Armstrong, Robert C., Lieutenant Colonel, ARNGUS, Joint Staff
Bell, Leroy C., Colonel, USA, Office of Human Resources
Cheugh, Robert W., II, Captain, USAF, Office of Legal Advisor
Florence, William E., Colonel, ARNGUS, Chief, Office of Policy and Liaison
Folkestead, Michael W., Lieutenant Colonel, ARNGUS, Executive Officer, Office of Human Resources
Gragg, Robert L., Lieutenant Colonel, USA, Office of Human Resources
Jeffress, Walton M., Jr., Lieutenant Colonel, USA, Office of Legal Advisor
Kelly, Ivan B., Major, ANGUS, Office of Human Resources
Kondi, Albert J., Lieutenant Colonel, ARNGUS, Office of Military Support
Kondratiuk, Leonid, Major, ARNGUS, Office of Public Affairs
Kuczynski, Leory L., CWO, ARNGUS, Office of Administrative Services
Morgan, Earl H., Jr., Colonel, USAF, Office of Policy and Liaison
Phipps, Phyllis E., Captain, ANGUS, Office of Public Affairs
Pollard, Gordon K., Colonel, USA, Director, Joint Staff
Ragan, James H., Major, USAF, Office of Public Affairs
Robertson, Wayman D., Lieutenant Colonel, ARNGUS, Office of Policy and Liaison



Rodesky, Howard S., Lieutenant Colonel, USA, Office of Military Support  
 Zanin, Mark E., Captain, USA, Office of the 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  
 Terrell, Richard D., 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  
 Avery, James, Major, ARNGUS, Manpower 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  
 Brundage, Lucien A., Major, ARNGUS, Logistics Division  
 Buff, Max L., Colonel, USA, Chief, Manpower Division  
 Burton, Ronald P., Major, USA, Logistics Division  
 Cable, Vincent L., Major, ARNGUS, Manpower Division  
 Carson, A. Jane, Colonel, USA, Chief Army Nurse, Office of the Army Surgeon  
 Carter, Richard O., Lieutenant Colonel, ARNGUS, Manpower Division  
 Christianson, Claude V., Major, USA, Logistics Division  
 Clark, James J., Major, USA, Logistics Division  
 Clark, Michael R., Lieutenant Colonel, USA, Logistics Division  
 Cline, Samuel B., Major, ARNGUS, Comptroller Division  
 Cloore, James A., Lieutenant Colonel, ARNGUS, Mobilization and Readiness Division  
 Coletto, Frank G., Major, USA, Mobilization & Readiness Division  
 Crocker, William R., Major, ARNGUS, Logistics Division  
 Cunningham, John B., Major, ARNGUS, Organization and Training Division  
 D'Araujo, John R., Colonel, ARNGUS, Chief, Mobilization and Readiness Division  
 Davis, Ronald C., Lieutenant Colonel, ARNGUS, Logistics Division

Dionne, Raoul B., Major, USA, Office of the Army Surgeon  
 Dortch, John D., Lieutenant Colonel, USA, Mobilization and Readiness Division  
 Dupay, Arthur P., Major, USA, Personnel Division  
 Espinoza, Charles R., Major, USA, Personnel Division  
 Fillmore, Benjamin M., Jr., Lieutenant Colonel, USA, Personnel Division  
 Gentile, Michael E., Major, USA, Logistics Division  
 Gereski, John T., Colonel, ARNGUS, Chief, Organization & Training Division  
 Goodrich, Roger L., Lieutenant Colonel, ARNGUS, Aviation Division  
 Graf, Robert B., Major, USA, Organization & Training Division  
 Greene, Patricia A., Major, ARNGUS, Personnel Division  
 Hagen, Robert R., Chief Warrent Officer, ARNGUS, Personnel Division  
 Hardwick, Danny G., Lieutenant Colonel, USA, Organization and Training Division  
 Headley, Jerry A., Major, USA, Mobilization & Readiness Division  
 Heyman, Eugene F., Jr., Lieutenant Colonel, USA, Organization & Training Division  
 Holland, Joseph B., Lieutenant Colonel, USA, Logistics Division  
 Humphrey, Paul T., Major, ARNGUS, Installations Division  
 Jackson, William L., Major, USA, Logistics Division  
 Kain, John M., Major, USA, Logistics Division  
 Karney, David H., M.D., Colonel, USA, Office of the Army Surgeon  
 LaFratte, Dianna M., Major, USA, Logistics Division  
 Lent, Victor A., Major, ARNGUS, Installations Division  
 Loveless, Henry C., Major, USA, Logistics 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  
 McDonald, David F., Major, USA, Logistics Division  
 McKelvey, William A. III, Major, USA, Personnel Division  
 Miller, Michael C., Major, USA, Logistics Division  
 Moore, Albert F., Lieutenant Colonel, ARNGUS, Personnel Division  
 O'Halloran, Robert P., Major, USA, Comptroller Division  
 Parris, James A., Colonel, ARNGUS, Chief, Computer Center  
 Patterson, Jimmy G., Major, ARNGUS, Office of the Army Surgeon



Perkins, Roger A., Lieutenant Colonel, ARNGUS, Aviation Division  
 Powl, Theodore G., Major, USA, Organization & Training Division  
 Pruter, Roger A., Lieutenant Colonel, ARNGUS, Organization & Training Division  
 Pryor, Ralph W., Lieutenant Colonel, USA, Mobilization & Readiness Division  
 Reigle, Thomas, Major, USA, Logistics Division  
 Richardson, James L., Major, USA, Organization & Training Division  
 Ries, Arthur W. II, Lieutenant Colonel, ARNGUS, Aviation Division  
 Royse, Edward E., Lieutenant Colonel, ARNGUS, Logistics Division  
 Rushforth, Durward M., Lieutenant Colonel, USA, Personnel Division  
 Sanger, Jasper J., Lieutenant Colonel, USA, Mobilization & Readiness Division  
 Shaffer, Robert S., Major, USA, Comptroller Division  
 Sickman, Alan C., Major, USA, Personnel Division  
 Space, Philip B., Captain, USA, Personnel Division  
 Spencer, John C., Major, ARNGUS, Logistics Division  
 Stebner, Darald R., Major, ARNGUS, Organization & Training Division  
 Stemburger, Victor, J., Lieutenant Colonel, USA, Personnel Division  
 Tipa, Ronald J., Major, ARNGUS, Manpower Division  
 Tripp, Robert E., Major, ARNGUS, Manpower Division  
 Von Schilling, Lucien K., Major, USA, Logistics Division  
 Wellen, Donald L., Lieutenant Colonel, ARNGUS, Comptroller Division  
 White, Wayne L., Major, USA, Mobilization & Readiness Division  
 White, William F., Major, ARNGUS, Organization & Training Division  
 Whiteley, Milton A., Major, USA, Personnel Division  
 Wiggins, Harry R., Lieutenant Colonel, USA, Logistics Division  
 Wilson, Michael P., Major, USA, Logistics Division  
 Windsor, James A., Colonel, USA, Chief, Personnel 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  
 Bunting Alfred, P., Colonel, ANGUS, Chief, Directorate Staff

Lesley, Harry M., Lieutenant Colonel, ANGUS, Executive, Air National Guard  
 Alexander, Lynn E., Chief Master Sergeant, ANGUS, Assistant Executive, Air National Guard  
 Rivera, Luisa M., Captain, ANGUS, Chief Executive Support Office  
 Carbon, Bernard E., Chief Master Sergeant, ANGUS, Senior Enlisted Advisor  
 Adams, Timothy M., Captain, USAF, Office of the Air Surgeon  
 Alston, Warner L., Captain, USAF, Engineering & Services Division  
 Arnett, Paul P., Major, ANGUS, Logistics Division  
 Arnold, Herbert T., Captain, ANGUS, Office of Safety & Security  
 Carter, David C., Lieutenant Colonel, USAF, Plans, Operations, & Readiness Division  
 Cheugh, Robert W. II, Captain, USAF, Legal Division  
 Clark, Ernest S., Major, ANGUS, Plans, Operations, & Readiness Division  
 Coker, Artis B., Lieutenant Colonel, USAF, Logistics Division  
 Cook, Thomas A., Colonel, USAF, Chief, Office of Communications-Electronics and Meteorology  
 Corley, Denver G., Captain, USAF, Logistics Division  
 Daniels, Tommy L., Major, ANGUS, Office of Training  
 Datillo, Anthony P., Captain, USAF, Legal Division  
 Dehnert, Robert E., Captain, USAF, Logistics Division  
 Denman, Harold R., Colonel, ANGUS, Executive, National Guard Bureau  
 Domingues, Thomas J., Colonel, USAF, Chief, Logistics Division  
 Downs, Spencer R., Colonel, USAF, Chief, Office of the Air Surgeon  
 Edmonds, Richard W., Major, ANGUS, Plans, Operations, & Readiness Division  
 Ehorn, Thomas A., Major, USAF, Logistics Division  
 Eichhorst, Thomas E., Major, USAF, Plans, Operations & Readiness Division  
 Fahey, David A., Captain, USAF, Legal Division  
 Fairbanks, John F., Major, USAF, Comptroller Division  
 Furr, Marshall W., Lieutenant Colonel, USAF, Office of Communications-Electronics and Meteorology  
 Gallimore, George H., Major, USAF, Comptroller Division  
 Garrel, Thomas C., Lieutenant Colonel, ANGUS, Manpower & Personnel Division  
 Gatto, Francis R., Colonel, USAF, Office of Programs  
 George, James E., Major, ANGUS, Office of Training  
 Golsby, Robert, Major, USAF, Logistics Division  
 Gustafson, Charles R., Lieutenant Colonel, USAF, Plans, Operations, & Readiness Division



Hardy, Rollan E., Captain, ANGUS, Comptroller Division  
 Harper, Steven V., Lieutenant Colonel, ANGUS, Plans, Operations & Readiness Division  
 Harris, Richard G., Colonel, USAF, Office of Programs  
 Hartman, Gene D., Lieutenant Colonel, USAF, Plans, Operations, & Readiness Division  
 Haskell, Paul F., Major, ANGUS, Logistics Division  
 Hindman, John F., Lieutenant Colonel, ANGUS, Logistics Division  
 Hostetler, Richard O., Lieutenant Colonel, ANGUS, Office of Training  
 Hurlock, Bernard W., Colonel, ANGUS, Chief, Manpower & Personnel Division  
 Johnson, Michael E., Captain, ANGUS, Plans, Operations, & Readiness Division  
 Kean, Gerald S., Lieutenant Colonel, ANGUS, Manpower & Personnel Division  
 Kelly, Ivan B., Major, ANGUS, Office of Human Resources  
 Kronk, Herbert I., Lieutenant Colonel, USAF, Plans, Operations & Readiness Division  
 Lee, Karen L., Major, USAF, Manpower and Personnel Division  
 LeSavage, Frederick G., Lieutenant Colonel, USAF, Office of Programs  
 Little, Harrell W., Lieutenant Colonel, USAF, Engineering & Services Division  
 Luke, Mary K., Captain, USAF, Manpower & Personnel Division  
 Martin, Marion J., Captain, USAF, Manpower & Personnel Division  
 McCartney, Richard P., Lieutenant Colonel, ANGUS, Plans, Operations, & Readiness Division  
 McGill, Arley H., II, Lieutenant Colonel, USAF, Logistics Division  
 Meuse, Barry M., Colonel, USAF, Chief, Plans, Operations, & Readiness Division  
 Morgan, Earl H. Jr., Lieutenant Colonel, USAF, Joint Staff Office  
 Morris, Gayle N., Lieutenant Colonel, USAF, Office of Programs  
 Morris, James T., Major, USAF, Manpower & Personnel Division  
 Mullinax, Donald D., Captain, USAF, Office of Training  
 Nagel, Richard A. Jr., Colonel, USAF, Office of Programs  
 Nelson, Joseph B., Major, USAF, Comptroller Division  
 Norris, Lonnie L., Captain, USAF, Office of Programs  
 Olsen, Douglas M., Major, USAF, Plans, Operations, & Readiness Division  
 Pate, George W., Colonel, USAF, Office of the Air Surgeon  
 Patrick, Jay W., Major, USAF, Logistics Division

Pezzullo, Richard E., Colonel, ANGUS, Chief Engineering & Services Division  
 Potts, John L., Major, ANGUS, Engineering & Services Division  
 Ragan, James H., Major, USAF, Office of Public Affairs  
 Ross, Gary C., Lieutenant Colonel, USAF, Logistics Division  
 Saunders, Robert G., Major, USAF, Logistics Division  
 Schneider, John A., Lieutenant Colonel, ANGUS, Plans, Operations, & Readiness Division  
 Schreiber, Charles G., Colonel, USAF, Chief Comptroller Division  
 Sheppe, Robert M., Lieutenant Colonel, USAF, Engineering & Services 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  
 Sparks, William L., Colonel, USAF, Manpower & Personnel Division  
 Sparks, William T. Jr., Major, ANGUS, Office of Programs  
 Steen, Roger G., Lieutenant Colonel, USAF, Logistics Division  
 Stern, Edmund H., Captain, USAF, Engineering & Services Division  
 Stewart, Wilbert T., Colonel, ANGUS, Chief, Office of Training  
 Sullivan, Paul G. Jr., USAF, Office of Communications-Electronics & Meteorology  
 Tolbert, Richard L., Major, ANGUS, Office of Communications-Electronics & Meteorology  
 Troyer, Judy L., Captain, ANGUS, Manpower & Personnel Division  
 Truitt, Roland D., Lieutenant Colonel, USAF, Manpower & Personnel Division  
 Vance, Jane H., Major, USAF, Comptroller Division  
 Walsh, Thomas M., Lieutenant Colonel, ANGUS, Engineering & Services Division  
 Weaver, James D. M.D., Colonel, USAF, Air Surgeon  
 Williams, Joseph B., Major, USAF, Plans, Operations, & Readiness Division  
 Wilson, Calvin J., Lieutenant Colonel, USAF, Manpower & Personnel Division



## Appendix E

### Army National Guard Officers on Tour

Abel, Colvin J., CWO	Fifth Army	Burden, Roger E., Maj.	HQDA
Acker, Donald J., Col.	Ft. Harrison	Burkhead, Junior H., Col.	Second Army
Adams, Gary L., Lt. Col.	Fitz Simmons AMC	Byrd, Floyd E., Lt. Col.	1st ROTC Rgn
Adamson, Orville B., Maj.	ROTC	Caldarone, Rosindo E., Col.	NGB
Allen, Huey P., 1st Lt.	NGB	Callahan, William P., Maj.	ROTC
Alston, Billy J., Maj.	ROTC	Cannon, Stuart M., Capt.	ROTC
Anderson, Robert E., Maj.	Ft. Harrison	Cantrell, Raymond A., Maj.	ROTC
Auker, Denzil M., WO	Sixth Army	Cardis, Douglas B., Lt. Col.	Cp. Grayling
Autry, Alton N., Maj.	ROTC	Carter, Merrill R., Lt. Col.	I Corps
Ayers, Charles W., Capt.	ROTC	Castaldi, William G., Maj.	ROTC
Bache, William H., Maj.	Third Army	Castle, John R., Maj.	NGB
Ballard, Tony D., Maj.	ROTC	Castulik, John J., Capt.	NGB
Bartlow, Rex H., Col.	Ft. Leavenworth	Chapman, Michael G., Lt. Col.	FORSCOM
Bax, Giles A., Col.	Central Command	Chapulis, Ronald A., Maj.	ROTC
Baxter, Robert A., Capt.	NGB	Chisholm, Leslie F., Lt. Col.	Cp. Ripley
Beard, Robert D., Capt.	ROTC	Chladek, Richard M., Lt. Col.	Ft. Ord
Beckenhauer, Jon R., Maj.	ROTC	Chowen, Dennis W., Maj.	Ft. Belvoir
Becker, Douglas S., Maj.	ROTC	Christenson, Reynold, Capt.	ROTC
Becraft, Ralph H., Jr., CWO	First Army	Chrosniak, Kenneth D., Maj.	ROTC
Beeson, Thomas W., Capt.	ROTC	Ciprich, Joseph J., Maj.	ROTC
Bell, James A., Maj.	ROTC	Clawson, Gary B., Capt.	ROTC
Bennett, Rebecca S., WO	NGB	Cleckley, Julia J., Capt.	ROTC
Bills, Donald O., Maj.	ROTC	Cline, Roger D., Capt.	ROTC
Blazek, Louis J., III, Capt.	ROTC	Cole, Larry K., Lt. Col.	Ft. Stewart
Boland, David D., Lt. Col.	Ft. Monroe	Coleman, Patrick F., Maj.	ROTC
Boley, Kenneth O., Maj.	NGB	Conerly, Clinton E., Maj.	ROTC
Boone, William F., Lt. Col.	HQDA	Cooper, Robert H., Capt.	ROTC
Boostrom, David A., Maj.	Ft. Harrison	Cope, John F., Col.	NGB
Bowe, Howard M., Lt. Col.	Ft. Eustis	Coristine, Thomas F., Lt. Col.	USAORDS
Boyd, Calmar A., Jr., Maj.	ROTC	Coverdale, Charles E., Lt. Col.	Ft. Leonard Wood
Bradberry, John D., Maj.	Ft. Eustis	Cox, Lynn R., Maj.	NGB
Braman, Eric W., Maj.	NGB	Curd, Warren J., Maj.	ROTC
Brandon, James B., Maj.	FORSCOM	Curtis, Susanne M., WO	NGB
Braun, Gerhard, Maj.	ROTC	Cutler, Giles H. Jr., Capt.	Ft. Sill
Brehm, Philip A., Lt. Col.	USAEUR	D'Araujo, John R., Col.	NGB
Brewer, Max E., Capt.	ROTC	Damkaer, Donald M., Lt. Col.	I Corps
Bridgeman, Alan A., Maj.	FORSCOM	Dampier, William E., Lt. Col.	NGB
Bronson, Alonzo, 2d Lt.	PEC	Dance, Ronald L., Maj.	ROTC
Brooks, Alan W., Maj.	NGB	Daniel, James R., Col.	Camp Robinson
Broome, Michael R., Capt.	PEC	Davis, Wallace C., Lt. Col.	NGB
Brown, Michael F., Capt.	ROTC	Deaner, Clifford M., Maj.	NGB
Bruner, Dennis R., Capt.	ROTC	Degraw, Thomas J., Maj.	ARMR IX
Bryan, Alan J., Lt. Col.	2nd Armd Div	Dekramer, Steven R., Maj.	ROTC
Bryant, Alvin M., Col.	HQDA	Delaney, John F., Maj.	ROTC
Buckhault, Sandra F., WO	NGB	Dempsey, Peter C., Maj.	ROTC
Buitrago-Gonzales, Jose A., Col.	HQDA	Denniston, Perry F., Maj.	ROTC
		Denson, Terry, Maj.	Portland AFB, OR
		Desmond, James B., Maj.	ROTC
		Dickens, Hoer Q., Jr., Lt. Col.	NGB
		Dillard, Johnny L., Maj.	ROTC



Dixon, Gary R., Lt. Col.	ARMR VI	Hargrove, George L., Maj.	I Corps
Dolan, Robert, Lt. Col.	DAHQ	Harmon, Thomas R., Capt.	NGB
Dubose, Harry M., Capt.	ROTC	Harris, Joe E., Jr., Capt.	ROTC
Dubueque, Richard G., Maj.	ROTC	Harrison, Frederick, Maj.	Ft. Benning
Dunn, Robert P., Maj.	Ft. Rucker	Harrison, William T., Lt. Col.	DESCOM
Ebersole, Carol J., Maj.	NGB	Harvill, Dennis W., Capt.	NGB
Edwards, Daniel R., Maj.	ROTC	Hathcock, John D., Maj.	ROTC
Edwards, Larry V., Lt. Col.	HQDA	Haynes, Paul S., Capt.	NGB
Ehrlich, Addison C., Col.	TRADOC	Headley, Lawrence E., Capt.	ROTC
Elliott, Susan, Capt.	ROTC	Henderson, Lee A., Lt. Col.	Ft. Campbell
Emreson, Ronald C., Maj.	ROTC	Henley, Rodney C., Maj.	ROTC
Ertesvaag, Rolf W., Maj.	ROTC	Hill, David C., Maj.	ROTC
Eyre, James M., Maj.	FORSCOM	Hill, Howard D., III, Lt. Col.	DAHQ
Fairchild, Robert P., Lt. Col.	TRADOC	Hill, Leroy J., Jr., WO	NGB
Faught, Jesse E., Col.	USAREUR	Holloway, Ralph L., Maj.	ROTC
Finkenkeller, Donald, Maj.	NGB	Holt, William R., Maj.	Ft. Sill
Flint, David M., Maj.	Ft. Knox	Horan, James F., Maj.	NGB
Ford, Michael J., Maj.	OTSG	Houchens, Harry W., Maj.	XVIII Abn Corps
Fox, Thomas G., Maj.	ROTC	House, Murphy T., Maj.	ROTC
Franke, Gustav W., Maj.	ROTC	Howard, James D., Maj.	Ft. Lewis
Frederick, Carrol J., Lt. Col.	Ft. Benning	Howard, Lloyd L., Jr., Maj.	ROTC
Freeman, John R., Col.	First Army	Humphrey, Paul T., Maj.	NGB
Friedman, Douglas, Capt.	NGB	Hunter, Dennis L., Lt. Col.	NGB
Fuller, Paul W., Maj.	ROTC	Jacobs, William L., Maj.	ROTC
Funck, Steven L., Maj.	ROTC	Jajich, James G., Capt.	ROTC
Gabelsberger, Joseph, Maj.	ROTC	James, Gary A., WO	NGB
Gallego, Gilbert A., Lt. Col.	NGB	James, Robert B., Capt.	Ft. Eustis
Gannon, Harold P., Capt.	Little Rock, AR	James, Robert B., Maj.	Ft. Eustis
Gault, Gary C., Capt.	ROTC	Janssen, Wayne G., Lt. Col.	Sixth Army
Gedmintas, Kestutis, Maj.	ROTC	Jessup, Harold G., Lt. Col.	HQDA
Gifford, Daniel W., Maj.	ROTC	Johnson, Jon B., Maj.	ROTC
Gilber, Harris J., Maj.	ROTC	Johnson, Joy A., Capt.	ROTC
Gillespie, Robert E., Maj.	ROTC	Johnson, Wesley L., Maj.	ROTC
Gilman, Harry S., Lt. Col.	NGB	Joyner, James L., Lt. Col.	Ft. Carson
Gleason, Paul P., Maj.	ROTC	Juneau, Mark L., Maj.	ROTC
Glock, Larry D., WO	NGB	Kahlan, Ralph E., Maj.	ROTC
Goff, Stephen L., Maj.	NGB	Karsner, George R., CWO	NGB
Goodwin, William W., Capt.	ROTC	Kearney, Frederick A., Lt. Col.	Ft. Leavenworth
Gore, Thomas P., Col.	Ft. Sam Houston	Keenihan, James F., Lt. Col.	Guam
Gosnell, Paul W., Maj.	ROTC	Keller, Nicholas R., Maj.	NGB
Grant, James F., Maj.	WESCOM	Kelley, Ralph B., Maj.	HQDA
Grantham, Everett J., Maj.	Ft. Leavenworth	Killgore, William D., Lt. Col.	Fifth Army
Graves, Carl L., Maj.	ROTC	King, Harold E., Jr., Maj.	ROTC
Gray, Franklin M., Col.	Ft. Harrison	Kingsley, John C., Maj.	NGB
Gresko, Charles N., Lt. Col.	Ft. Belvoir	Knight, Walker L., Jr., Maj.	ROTC
Gruenbaum, David G., Capt.	ROTC	Koba, Roger B., Lt. Col.	Ft. Devens
Gutherie, Lamont M., Col.	ARMR VIII	Kosolapoff, Michael G., Maj.	ROTC
Hagen, Robert R., CWO	NGB	Kozacek, Donald E., Maj.	NGB
Haney, James O., Jr., Lt. Col.	FORSCOM	Kramer, Theodore, III, Maj.	ROTC
Hanna, Fred E., Capt.	NGB	Krisak, Ronald W., Maj.	NGB
Hansen, Harold N., Col.	USAREUR	Kuczynski, Jack B., Capt.	ROTC
Harbold, Charles A., CWO	NGB	Labonte, Thomas J., Capt.	PEC
Hardin, Louis R., Jr., Maj.	USAJAGS	Lally, John E., Jr., Lt. Col.	Camp Edwards
Hargett, Gus L., Jr., Maj.	III Corps	Lambrecht, Jack R., Capt.	ROTC



Lanning, Geoffrey S., Maj.	Ft. Leavenworth	Miller, Jon D., Maj.	Ft. Eustis
Lantry, Richard C., Lt. Col.	Ft. Devens	Miller, Lewis C., Lt. Col.	ARMR VII
Lattanzi, Ronald J., Maj.	Aberdeen Proving Ground	Millner, Jon M., Maj.	Ft. Leavenworth
Lauerman, Dean A., Maj.	NGB	Mitchell, John W., Jr., Maj.	ROTC
Layton, Gary E., Col.	WESTCOM	Molina, Juan B., Maj.	ROTC
Lech, Robert P., Lt. Col.	MEPCOM	Mongiovi, S. L., Capt.	ROTC
Lee, Meek E., CWO	NGB	Mongolo, William T., Lt. Col.	USACERCOM
Leinweber, Don L., Lt. Col.	Ft. Irwin	Moore, John F., Lt. Col.	Ft. Knox
Lejeune, Robert R., Jr. Maj.	Ft. Polk	Moorman, Holsey A., Lt. Col.	NGB
Lent, Victor A., Maj.	NGB	Morris, John F., Jr., CWO	Ft. Harrison
Leon, Gustavo A., Col.	FORSCOM	Morton, Richard P., Maj.	ROTC
Leonard, Franklin A., WO	NGB	Muller, Francis W., Lt. Col.	ARMR IX
Lewis, David A., Maj.	NGB	Munger, Edward E., Col.	DOD
Liepert, Gerald C., Col.	TRADOC	Munger, Murl D., Col.	USAWC
Lipsmeyer, Phillip A., Lt. Col.	Camp Robinson	Murphy, Gerald L., Maj.	Ft. Gordon
Livas, Fernando Jr., Maj.	ROTC	Murphy, Richard D., Lt. Col.	Ft. Lee
Livingston, Dewin S., Capt.	ROTC	Murray, Aurelia V., WO	PEC
Livingston, Edwin S., Maj.	ROTC	Murrell, Stanley A., Maj.	Ft. Bliss
Locke, James L., Lt. Col.	Cp. Blanding	Mustico, Roberta M., 1st Lt.	NGB
Loe, Robert D., Col.	DCA	Muzny, Marilyn J., Capt.	ROTC
Long, Gary D., Lt. Col.	Ft. Riley	Norman, Edward C., Lt. Col.	HQDA
Long, Jack R., Capt.	NGB	Nunn, Kara, Capt.	ROTC
Looney, Victor N., Jr., Maj.	ROTC	O'Connell, Robert J., Lt. Col.	NGB
Lopez, Javier, Lt. Col.	193rd Inf Bde	O'Keefe, James W., Lt. Col.	Ft. Jackson
Lowman, Craig L., Capt.	HQDA	Oliver, Dalton H., Jr., Maj.	ROTC
Luchner, Henry S., CWO	Ft. Rucker	Onoszko, Peter W., Capt.	ROTC
Lujan, Lawrence S., Lt. Col.	Ft. Bliss	Opsahl, Erhard P., Lt. Col.	HQDA
Lyle, Millard D., Col.	ARMR II	Patterson, Jimmy G., Maj.	NGB
Lynch, John F., CWO	NGB	Patterson, William M., Maj.	NGB
Magrogan, Francis G., Col.	HQDA	Peabody, Albert R., Lt. Col.	USAREUR
Mainord, Jerry B., Maj.	NGB	Pearson, David F., Maj.	ROTC
Manly, Charles L., Lt. Col.	1st Cav Div	Peart, Frank E., Lt. Col.	Third Army
Margetts, Charles M., Lt. Col.	USAEUR	Perez-Mayol, Salvador, Maj.	NGB
Massion, Barry W., Lt. Col.	HQDA	Perkins, Gordon, Lt. Col.	2nd ROTC Rgn
Mathis, Bobby J., Maj.	NGB	Perry, Louis W., Col.	Guam
Mathis, Mary A., Capt.	ROTC	Petelle, Kent R., Lt. Col.	Ft. Bragg
McCain, William D., Col.	Fifth Army	Philbrick, John, C. Col.	NGB
McCarrell, H. Denis, Lt. Col.	Ft. Harrison	Phillips, George E., Maj.	ROTC
McCracken, Charles, Lt. Col.	82 Abn Div	Piker, Roderick G., Lt. Col.	Camp Robinson
McDaniel, James E., Lt. Col.	Ft. Gordon	Pitt, Roger W., Maj.	Ft. Sill
McDaniel, Lloyd D., Lt. Col.	ARMR V	Pool, Robert H., Maj.	ROTC
McDevitt, James P., Lt. Col.	HQDA	Poole, Richard S., Lt. Col.	Cp. Shelby
McDonald, Brian, Maj.	NGB	Powell, James D., Maj.	NGB
McGowen, John W., Maj.	ROTC	Powell, John S., Col.	ARMR V
McHugh, Larry L., Maj.	NGB	Prado, Raul C., Capt.	ROTC
McKee, Ralph, WO	NGB	Pratt, Errol C., Maj.	ROTC
McKnight, Dennis P., Lt. Col.	Ft. Sam Houston	Pugh, Larry W., Lt. Col.	Ft. McClellan
McMahon, Russell F., Maj.	PEC	Pyle, Langston, Col.	ARMR VII
McStay, Daniel J., CWO	NGB	Raisor, Gregory F., Maj.	ROTC
McQuilliams, Dwayne L., Lt. Col.	HQDA	Ramsey, S. L., Capt.	ROTC
Medley, Ann K. Capt.	NGB	Rawlings, Rodney L., Capt.	NGB
Messer, John, Maj.	PEC	Reimer, Charles A., Maj.	NGB
Meyer, Stephen R., Capt.	ROTC	Reinartz, David F., Col.	Sixth Army
Meyer, Stephen R., Maj.	ROTC		



Rhoads, Russell E., Col.	ARMR IV	Stuckey, Johnny D., Col.	USAWC
Rhyne, Garland R., Lt. Col.	First Army	Sullivan, Brian F., Maj.	ROTC
Rider, Kenneth R., Maj.	ROTC	Sullivan, Woodrow A., Maj.	ROTC
Robberson, Delano G., Lt. Col.	Ft. Chaffee	Sundeen, Oluf J., Maj.	TRADOC
Roberts, John E., Lt. Col.	ROTC	Super, David J., Maj.	NGB
Robitaille, Fabian J., Lt. Col.	USAREUR	Surface, Ronald J., Maj.	ROTC
Rollins, George A., Capt.	ROTC	Swanson, Edward L., Lt. Col.	FORSCOM
Rountree, Samuel A., Lt. Col.	HQDA	Taylor, Alfred T., Lt. Col.	RCPAC
Rucker, Richard M., Maj.	Third Army	Taylor, Edwin V., Jr., Maj.	Ft. Riley
Sands, Lionel J., Capt.	ROTC	Tennill, Clinton L., Maj.	ROTC
Sanfason, David B., Maj.	ROTC	Thomas, J.T., Maj.	ROTC
Sanford, Thomas E., WO	NGB	Thompson, Gerald H., 1st Lt.	NGB
Sansing, William M., Capt.	ROTC	Tudor, Donald M., Lt. Col.	Patrick AFB
Santana, Eliezer, Capt.	ROTC	Turk, William C., Maj.	NGB
Sass, Fred W., Lt. Col.	Ft. Rucker	Updegraff, David L., Capt.	ROTC
Scholze, Milton R., Maj.	ROTC	Vansickle, James A., Lt. Col.	9th Inf Div
Schrimpf, John D., Lt. Col.	Ft. Dix	Vaughn, Robert J., Maj.	ROTC
Schultz, Gary F., Lt. Col.	Ft. Harrison	Viner, Myron P., Col.	Ft. Irwin
Schwartz, Lester H., WO	NGB	Vowell, Leonard G., Lt. Col.	HQDA
Scorato, Steven M., Capt.	Ft. Harrison	Wade, Kenneth R., Maj.	NGB
Scott, Raymond N., Maj.	ROTC	Walker, Lynn O., Lt. Col.	Ft. Carson
Scott, Troy C., Maj.	ROTC	Walker, Paul D., Capt.	ROTC
Sedillo, Cruz M., II, Maj.	NGB	Wallace, Raymond R., Maj.	Ft. Monmouth
Seifert, Alexis L.R., Maj.	NGB	Walsh, John P., Maj.	ROTC
Shade, Luke L., Lt. Col.	Ft. Rucker	Wampler, Dennis F., Lt. Col.	NGB
Sherrill, Joe E., Jr., WO	Second Army	Warden, Jerry B., Maj.	ROTC
Shigley, James F., Capt.	ROTC	Watkins, Alvin H., Maj.	ROTC
Shores, Carl D., Maj.	NGB	Watson, Glenn M., Col.	HQDA
Sieger, Robert T., Jr., 1st Lt.	NGB	Watts, John A., Maj.	Ft. Bragg
Simmerman, Ralph W., Maj.	ROTC	Webb, Cleburne L., Maj.	ROTC
Slonina, John R., Maj.	ROTC	Weiskopf, Ronald W., Lt. Col.	3rd ROTC Rgn
Smith, David H., Col.	ARMR VI	Werner, William J., Capt.	NGB
Smith, Rayburn G., Maj.	ROTC	Wiant, Fredrik W., Maj.	ROTC
Smith, Vernal J., Lt. Col.	HQDA	Wid-Halm, Robert E., Maj.	NGB
Smith, Wayne A., Lt. Col.	NGB	Williams, Jesse R., Maj.	Ft. Knox
Sniadach, Louis M., Lt. Col.	NGB	Williams, Jimmie C., Capt.	ROTC
Spence, Philip W., Maj.	ROTC	Williams, Richard O., Capt.	ROTC
Spence, Terrill P., Capt.	ROTC	Wilson, Donald E., Col.	DARCOM
Spinks, Kenneth R., WO	NGB	Wilson, Paul E., Maj.	ROTC
Sponbeck, Lief T., Capt.	ROTC	Wilson, Winfield S., Lt. Col.	TACOM
Squires, William H., Capt.	ROTC	Winchester, Jerry R., Lt. Col.	FORSCOM
Stark, James M., Maj.	Aberdeen Proving Ground	Wingard, Barringer F., Maj.	ROTC
Stenger, James J., Lt. Col.	Ft. Monroe	Winkler, Jack L., Col.	NGB
Stiffler, William R., Maj.	Ft. Rucker	Winn, Charles J., Capt.	ROTC
Stilley, Kenneth J., Lt. Col.	USAEUR	Wood, Bruce M., Capt.	PEC
Stokes, Clare H., Maj.	ROTC	Wood, Diane M., Maj.	HQDA
Stomprud, Larry C., Capt.	HQDA	Wood, Morris W., Maj.	ROTC
Stoner, Michael D., Maj.	ROTC	Woodruff, John W., Lt. Col.	4th ROTC Rgn
Strawther, Bobbie G., Capt.	Cp. Roberts	Wright, Richard A., Maj.	Ft. Gillem
Stuckey, Jimmie D., Col.	Ft. Leavenworth	Wurtele, Ronald M., Lt. Col.	Ft. Benning



Wylie, Gist M., Maj.  
 Wyro, Peter L., Maj.  
 Zabriskie, Cedric J., Maj.  
 Zorio, Bruce A., Capt.  
 Zurat, Michael J., Capt.

ROTC  
 NGB  
 Gowen FLD  
 ROTC  
 ROTC

Hollinger, Thomas, Jr., Lt. Col.  
 Hoyt, Peter G., Col.  
 Hudgins, Richard S., Col.  
 Kostan, William R., Lt. Col.  
 Long, Richard W., Col.  
 Lundin, Lars N., Maj.  
 Madison, Curtis A., Col.  
 Magee, James T., Lt. Col.  
 Martin, James W., Col.  
 Martin, Rufus G., Col.  
 Marvin, John M., Col.  
 McKee, Franklyn C., Lt. Col.  
 McNamara, Robert S., Maj.  
 Meshell, Raymond E., Lt. Col.  
 Moss, Richard E., Col.  
 Napolitan, Thomas W., Lt. Col.  
 Pierce, Marshall C., Col.  
 Pittman, Davis K., Maj.  
 Quisenberry, Jesse D., Col.  
 Roberts, William D., Col.  
 Sams, James H., Col.  
 Scarborough, Melvis O., Col.  
 Schantz, Bruce M., Lt. Col.  
 Schmitt, Ronald T., Lt. Col.  
 Sealy, Hobbie L., Lt. Col.  
 Seavers, Victor C., Col.  
 Seibert, Richard L., Col.  
 Shaw, Edward L., Col.  
 Shoemake, Charles K., Col.  
 Smith, Pinckney B., Col.  
 Smith, Robert E., Maj.  
 Snight, James E., Col.  
 Spessert, Daren L., Col.  
 Strate, David J.E., Col.  
 Thomas, James G., Col.  
 Tollefson, Harold R., Lt. Col.  
 Villarreal, Guadalupe, Col.  
 Weidinger, Charles L., Col.  
 Zelhart, Ward H., Col.

AFDSDC  
 USAFE  
 TAC  
 HQ USAF  
 HQ USAF  
 AFESC  
 HQ USAF  
 HQ USAF  
 SAC  
 HQ USAF  
 AFISC  
 TAC  
 AFCC  
 AFCC  
 HQ USAF  
 JCS  
 SAC  
 SAC  
 HQ USAF  
 HQ USAF  
 HQ USAF  
 ATC  
 HQ USAF  
 AFCC  
 ATC  
 SAC  
 AFLC  
 NCESGR  
 AFOSP  
 MAC  
 AFCC  
 OASD  
 AFLC  
 HQ USAF  
 MAC  
 HQ USAF  
 AFCC  
 HQ USAF  
 TAC

## Appendix F

### Air National Guard Officers on Tour

Anderson, Carroll N., Col.  
 Arvizu, Armando, Col.  
 Ausen, A. Marlene, Lt. Col.  
 Baxter, John W., Lt. Col.  
 Bell, Elvin C., Col.  
 Berberian, Archie J. II, Maj.  
 Blackwell, James R., Col.  
 Blamires, Robert B., Col.  
 Bloomer, Dennis, Col.  
 Brendel, Wayne R., Col.  
 Bryan, John M., Maj.  
 Buntenbah, Jon M., Maj.  
 Butler, John R., Lt. Col.  
 Byrne, Stewart R., Col.  
 Cascio, Peter B., Col.  
 Cole, Robert L., Col.  
 Curran, John C., Lt. Col.  
 Daly, Terrence P., Col.  
 Deaderick, Paul, Lt. Col.  
 Dean, John L., Col.  
 Dixon, Howard L., Lt. Col.  
 Dversdall, Dean A., Col.  
 Endicott, Melvin E., Lt. Col.  
 English, Loren J., Lt. Col.  
 Fincannon, Arthur D., Col.  
 Fisher, Reginald J., Jr., Lt. Col.  
 Flaten, Eric A., Col.  
 Foard, Herbert J., 1st Lt.  
 Furney, Harry R., Maj.  
 Gallagher, Thomas, Lt. Col.  
 Garrett, Marion D., Col.  
 Gleason, William E., Col.  
 Godbey, Ronald L., Lt. Col.  
 Goss, William B., Lt. Col.  
 Gourdin, Melvin E., Col.  
 Grant, Paul E., Lt. Col.  
 Hane, Edward P., Col.  
 Hawthorne, John C., Lt. Col.  
 Higgins, R. Clark, Lt. Col.

HQ USAF  
 HQ USAF  
 HQ USAF  
 AFCC  
 HQ USAF  
 MAC  
 ARPC  
 HQ USAF  
 AFLC  
 HQ USAF  
 HQ USAF  
 HQ USAF  
 HQ USAF  
 TAC  
 TAC  
 HQ USAF  
 HQ USAF  
 AFCC  
 HQ USAF  
 AFAFC  
 AFAFC  
 HQ USAF  
 AFLC  
 AFESC  
 TAC  
 MAC  
 TAC  
 HQ USAF  
 AFMPC  
 AFESC  
 AFCC  
 TAC  
 SP CMD  
 MAC  
 HQ USAF  
 AFLC  
 AFAFC  
 AFCC  
 AFMPC  
 HQ USAF



## 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.

### **Chief, National Guard Bureau Annual Indoor Rifle and Pistol Tournament Trophies and Awards.**

Marksmanship competition for these trophies and awards is conducted in three separate indoor .22 caliber rifle and pistol postal matches. The matches are sponsored jointly by Chief, National Guard Bureau and the National Rifle Association of America and consist of individual Match, Unit (company level) Team Match and Battalion (or equivalent level) Team Match with each weapon. The winning unit team receives the trophy plaque which is rotated annually to subsequent team winners. The name of winning units are permanently inscribed on the plaques. The complete list of winners is published in NGB official bulletins.

### **Francis S. Greenlief Award for Excellence in ARNG Aviation.**

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

### **Air National Guard**

#### **Spatz Trophy.**

This trophy, named for General Carl Spatz, 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





Guardsmen of Co A, 1st Bn, 128th Infantry, Wisconsin ARNG, prepare for a river crossing.

silver base. The FY 83 recipient is the 162d Tactical Fighter Group, Arizona 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:

- Detachment 1, District of Columbia Air National Guard
- 120th Fighter Interceptor Group, Montana Air National Guard
- 179th Tactical Airlift Group, Ohio Air National Guard
- 154th Composite Group, Hawaii Air National Guard
- 182d Tactical Airlift Support Group, Illinois Air National Guard

### **ANG Distinguished CEM Unit Plaque.**

These large distinctive plaques are awarded by the National Guard Association each year, one to the most outstanding weather unit, and one to the most outstanding communications flight (support), one to the most outstanding tactical control unit, and one to the Outstanding Engineering Installation Squadron.

- Outstanding Weather Flight—121st Weather Flight, D.C. Air National Guard
- Outstanding Communications Unit (Support)—169th Communications Flight, South Carolina Air National Guard
- Outstanding Engineering Installation Squadron—217th Engineering Installation Squadron, Illinois Air National Guard
- Outstanding Tactical Control Unit—169th Aircraft Control Warning Squadron, Hawaii 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 83 winner was the 157th Air Refueling Group, New Hampshire 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 83 winner was the 104th Tactical Fighter Group, Massachusetts 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 83 winner was the 106th Aerospace Rescue and Recovery Squadron, New York 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 83 winner was Captain Mark M. Ely, 159th Fighter Interceptor Squadron, Florida 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 Richard Arcurlin, Pennsylvania; Master Sergeant David Cram, Idaho; Master Sergeant Karen Veltman, Arizona; Technical Sergeant Phillip Burgess, Massachusetts; Staff Sergeant Alan Hanley, Oregon; Senior Airman Sharon Hamrick, North Carolina; Airman 1st Class Royce Moran, Kansas.

### **Hughes Trophy.**

This trophy is awarded to the most outstanding fighter interceptor unit in the Air Force.



## Appendix H

**Table 1—Army National Guard Obligations  
Fiscal Year 1983 (All Appropriations)**

Army National Guard 1983	Grand Total All Appropriations	National Guard Personnel, Army 2132060	Operation and Maintenance Army National Guard 2132065	Military Construction Army National Guard 21*2085
<b>Grand Total</b>	<b>2,979,517,125.63</b>	<b>1,677,948,951.85</b>	<b>1,208,919,246.78</b>	<b>42,654,927.00</b>
<b>State Obligations—</b>				
<b>Total</b>	<b>1,693,135,303.07</b>	<b>533,537,312.01</b>	<b>1,118,941,005.84</b>	<b>40,656,985.22</b>
Alabama	67,800,538.05	24,858,331.65	41,499,335.50	1,442,870.90
Alaska	20,179,874.00	3,961,188.70	16,235,953.10	17,267.80
Arizona	26,049,423.83	6,119,111.66	18,878,871.53	1,051,460.64
Arkansas	41,053,426.15	14,029,903.39	24,224,909.53	2,798,613.23
California	91,848,636.16	25,661,966.76	65,013,860.66	1,172,808.74
Colorado	14,220,136.20	4,431,325.27	9,784,265.93	4,545.00
Connecticut	25,367,684.04	6,100,441.30	18,939,339.96	327,902.78
Delaware	11,344,941.22	3,158,534.08	8,186,407.14	0.00
District of Columbia	8,237,538.43	3,085,794.88	5,151,743.55	0.00
Florida	37,603,076.55	14,380,848.34	22,327,204.37	895,023.84
Georgia	49,209,140.75	12,988,657.51	34,626,181.62	1,594,301.62
Guam	3,338,463.29	654,469.56	1,257,993.73	1,426,000.00
Hawaii	19,408,140.31	4,696,439.76	13,672,086.66	1,039,613.89
Idaho	18,199,265.49	4,006,680.32	13,708,173.53	484,411.64
Illinois	30,475,350.19	10,478,198.07	19,879,004.02	118,148.10
Indiana	40,294,142.98	14,461,240.94	25,786,706.16	46,195.88
Iowa	28,544,618.12	9,046,192.45	18,270,586.51	1,227,839.16
Kansas	24,427,806.68	7,097,803.77	17,152,911.34	177,091.57
Kentucky	25,685,458.71	9,046,324.34	15,921,707.32	717,427.05
Louisiana	34,572,366.43	10,991,018.51	21,914,556.21	1,666,791.61
Maine	15,700,984.07	4,729,554.68	10,676,574.58	294,854.81
Maryland	28,366,301.66	8,248,283.76	19,628,579.94	489,437.96
Massachusetts	42,571,743.62	15,419,138.34	26,969,332.78	183,272.50
Michigan	45,996,161.30	13,050,738.47	31,047,365.15	1,898,057.68
Minnesota	38,825,597.94	12,545,014.88	25,490,184.10	790,398.96
Mississippi	68,875,043.52	18,122,421.58	48,206,151.01	2,546,470.93
Missouri	44,531,171.62	12,057,991.53	32,473,185.09	5.00
Montana	13,772,350.61	3,775,714.60	9,311,397.76	685,238.25
Nebraska	17,200,415.87	5,497,477.00	11,684,699.09	18,269.78
Nevada	10,770,023.83	1,821,394.11	6,111,923.33	2,836,706.39
New Hampshire	9,072,132.66	2,775,839.56	6,296,293.10	0.00
New Jersey	44,943,217.70	13,855,977.58	30,476,077.40	611,162.72
New Mexico	16,440,604.54	6,524,555.24	9,916,049.30	0.00
New York	81,826,350.45	23,282,079.49	56,002,680.55	2,541,590.41
North Carolina	44,144,667.29	15,341,042.99	28,418,044.26	385,580.04
North Dakota	13,487,924.72	4,106,396.76	9,201,071.81	180,456.15
Ohio	49,466,401.91	17,572,413.56	31,482,666.12	411,322.23
Oklahoma	33,342,053.23	10,403,946.41	20,787,000.31	2,151,106.51
Oregon	29,281,965.05	9,590,944.38	18,018,859.57	1,672,161.10



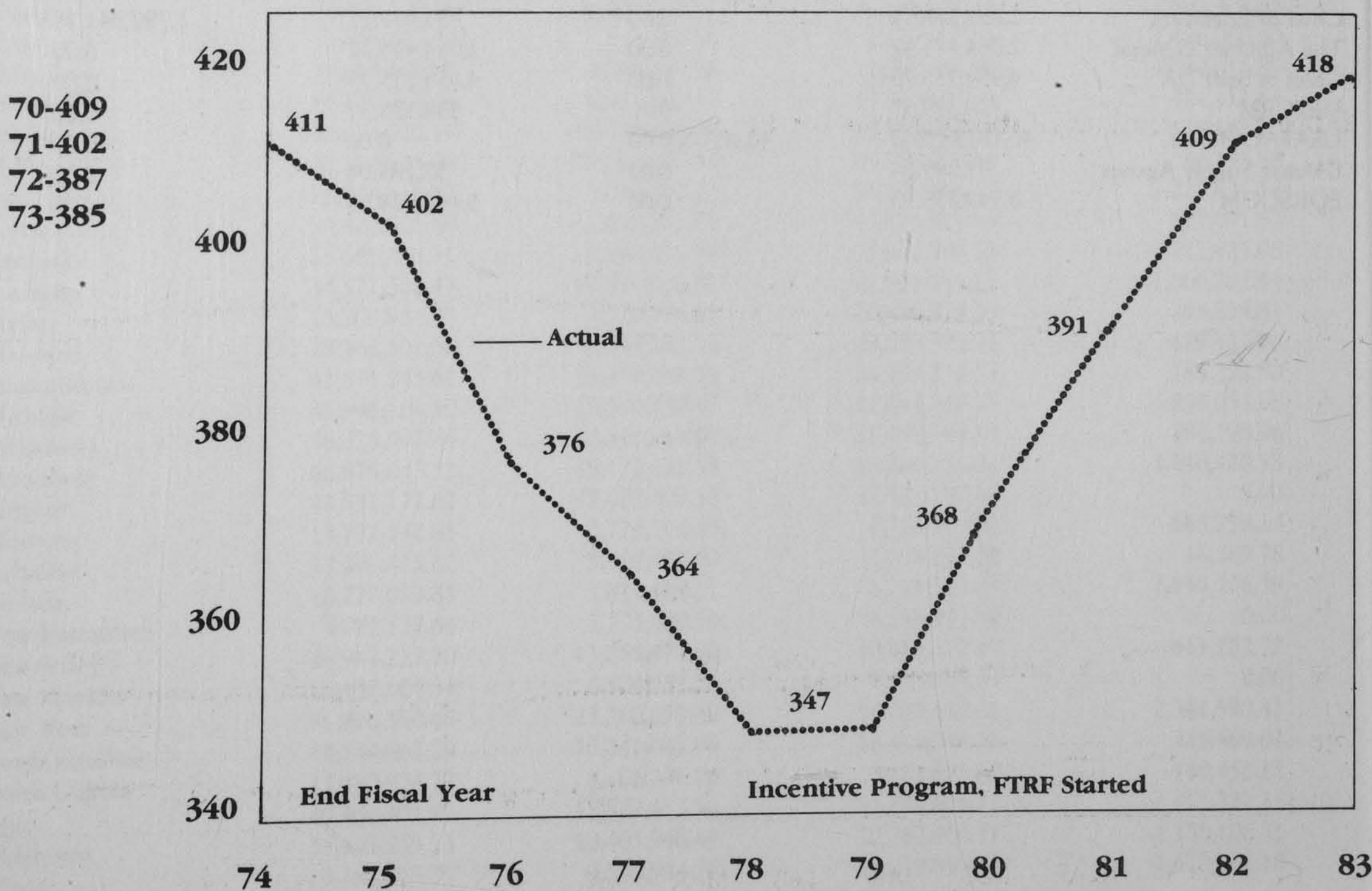
<b>Army National Guard 1983</b>	<b>Grand Total All Appropriations</b>	<b>National Guard Personnel, Army 2132060</b>	<b>Operation and Maintenance Army National Guard 2132065</b>	<b>Military Construction Army National Guard 21*2085</b>
Pennsylvania	57,063,260.14	20,675,651.67	36,379,709.61	7,898.86
Puerto Rico	31,433,463.68	13,881,694.44	17,261,165.61	290,603.63
Rhode Island	12,559,011.85	3,943,659.48	8,561,010.82	54,341.55
South Carolina	40,063,280.89	13,414,534.63	25,746,965.94	901,780.32
South Dakota	16,678,117.02	5,270,415.67	10,810,375.41	597,325.94
Tennessee	50,064,018.76	19,021,455.42	28,208,150.58	2,834,412.76
Texas	65,484,644.81	21,891,728.12	43,546,605.74	46,310.95
Utah	20,732,406.93	7,880,745.83	12,733,361.10	118,300.00
Vermont	13,737,707.56	4,315,920.22	9,275,365.44	146,421.90
Virgin Islands	4,014,257.48	1,108,521.36	2,905,736.12	0.00
Virginia	29,740,885.48	8,946,813.34	20,695,041.02	99,031.12
Washington	27,067,374.10	7,142,470.07	19,924,904.03	0.00
West Virginia	14,924,961.53	4,731,543.77	10,138,669.36	54,748.40
Wisconsin	33,301,878.42	11,121,328.82	21,465,496.92	715,052.68
Wyoming	9,794,895.25	2,215,432.99	6,658,564.42	920,897.84
<b>Others:</b>	<b>1,286,381,822.56</b>	<b>1,144,411,639.84</b>	<b>89,978,240.94</b>	<b>1,997,941.78</b>
Chief NGB	1,110,007,100.00	1,104,007,100.00	6,000,000.00	0.00
FAO USA MDW	120,565,278.36	221,539.84	70,349,738.52	0.00
Chief of Engineers	2,851,378.99	0.00	853,437.21	1,997,941.78
The Adjutant General	2,084,475.32	0.00	2,084,475.32	0.00
Chief of Staff DA	4,954,735.75	0.00	4,954,735.75	0.00
MEPCRM	538,329.57	0.00	538,329.57	0.00
USAFAC Bonus	40,183,000.00	40,183,000.00	0.00	0.00
Defense Supply Agency	57,285.04	0.00	57,285.04	0.00
FORSCOM	5,140,239.53	0.00	5,140,239.53	0.00



**Table 2—Army National Guard Strength,  
FY 1950-FY 83**

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
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
1983	417,791	41,678	376,113	414,629	40,670	373,959

**Table 3—ARNG Assigned Strength (000's)**





**Table 4—Reserve Officer Personnel Act Promotions Fiscal Year 1983**

Grade	Number Considered	Number Selected	Percent Selected
1LT to CPT	699	556	79.5
CPT to MAJ	1,123	743	66.2
MAJ to LTC	47	39	82.9
LTC to COL	112	40	35.7

**Table 5—Enlisted Personnel Procurement Fiscal Year 1983**

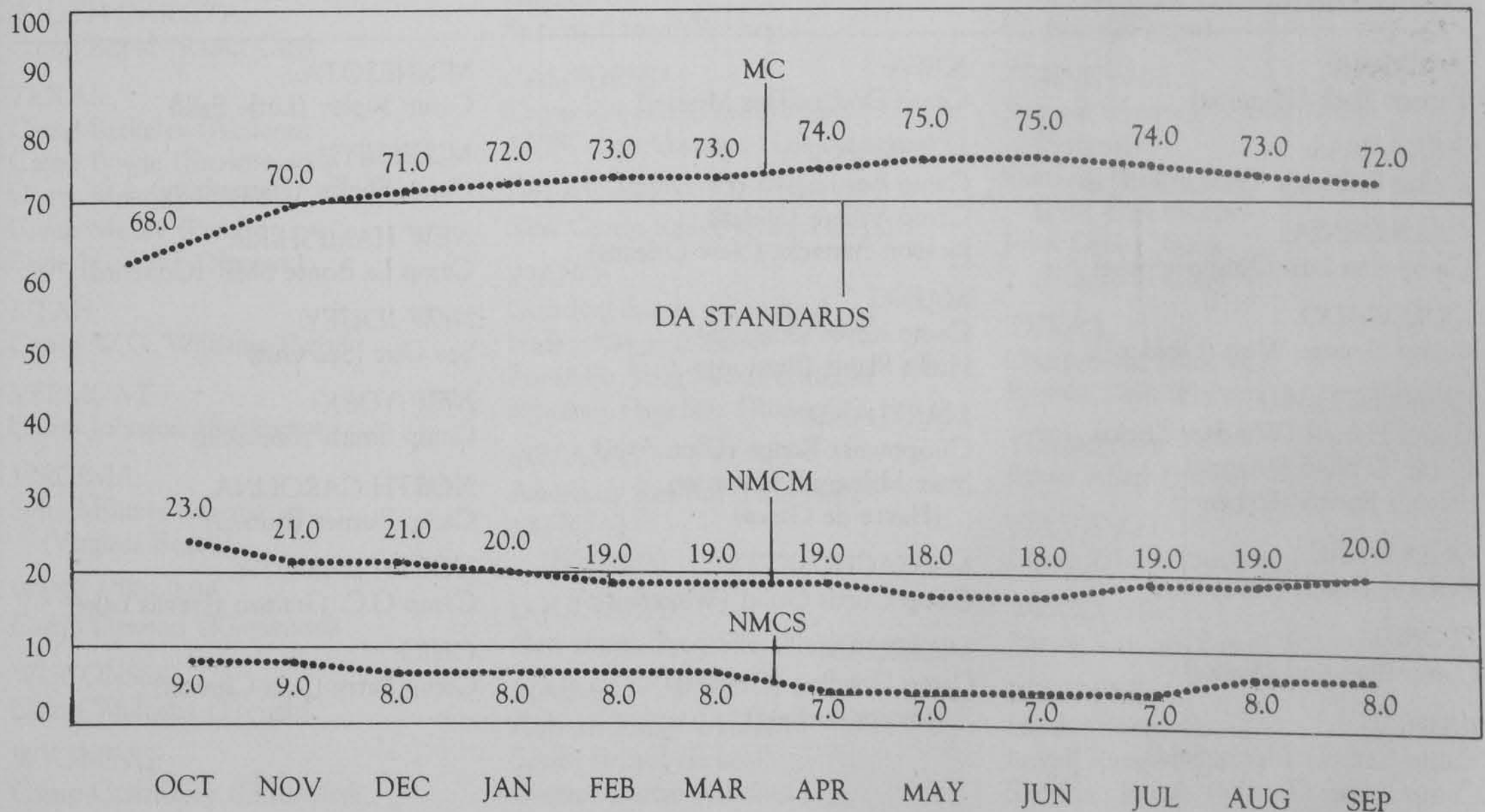
Non Prior Service Enlistments (REP)	45,580
Veterans	15,464
Obligors	12,380
Transferred from Inactive National Guard	2,024
Other Reserve Components	4,810
Reenlistments	8,845
<b>Total Enlisted Gains</b>	<b>89,103</b>
<b>Total Enlisted Losses</b>	<b>81,933</b>

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

Formal Investigations (Other than death)	760
In Line of Duty	510
Not in Line of Duty-Not Misconduct	200
Not in Line of Duty-Misconduct	50
Returned as Unnecessary	402
Death Cases (No Determinations made)	43
Informal Investigation	4,441
<b>Total</b>	<b>5,646</b>

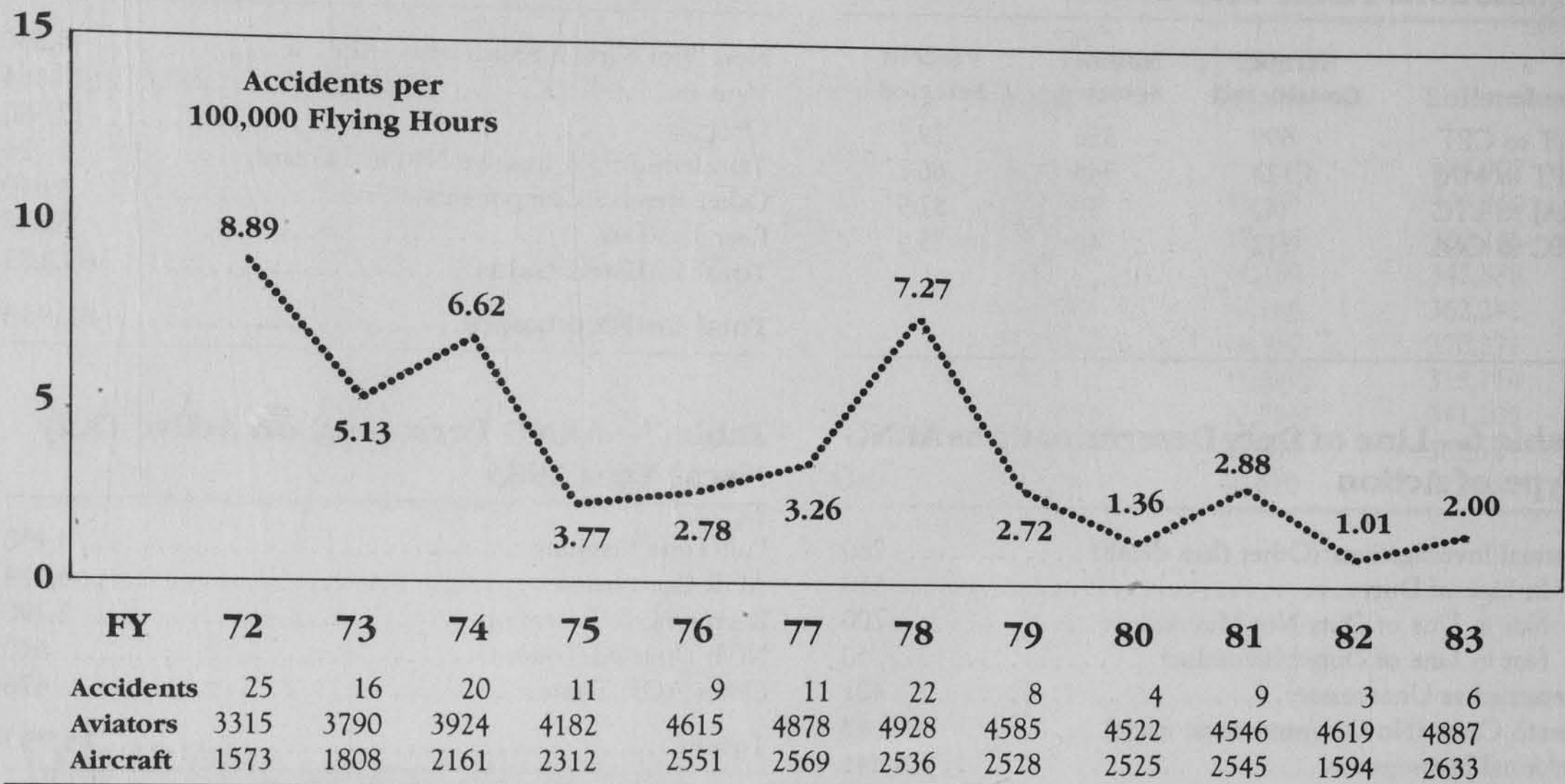
**Table 7—ARNG Personnel on Active Duty Fiscal Year 1983**

Full-Time Manning	4,438
AGR Conversion	5,613
Recruiting & Retention	2,390
NGB Directed Tours	640
Other AGR Tours	676
<b>Total</b>	<b>13,757</b>

**Table 8—Aircraft Availability Status for FY 83**



**Table 9—ARNG Aircraft Accident Rate  
FY 72-FY 83**



**Table 10—State-Owned  
Installations**

<b>ARIZONA:</b> Papago Park (Phoenix)	<b>IOWA:</b> Camp Dodge (Des Moines)	<b>MINNESOTA:</b> Camp Ripley (Little Falls)
<b>ARKANSAS:</b> Camp Robinson (N. Little Rock)	<b>LOUISIANA:</b> Camp Beauregard (Pineville) Camp Villere (Slidell) Jackson Barracks (New Orleans)	<b>MISSISSIPPI:</b> Camp Shelby (Hattiesburg)
<b>CALIFORNIA:</b> Camp San Luis Obispo (Same)	<b>MAINE:</b> Camp Keyes (Augusta) Hollis Plains (Buxton)	<b>NEW HAMPSHIRE:</b> Camp La Bonte SMR (Concord)
<b>COLORADO:</b> Camp George West (Golden)	<b>MARYLAND:</b> Gunpowder Range (Glen Arm) State Military Reservation (Havre de Grace)	<b>NEW JERSEY:</b> Sea Girt (Sea Girt)
<b>CONNECTICUT:</b> Camp Hartell (Windsor Locks) Camp O'Neill (Niantic) Stone's Ranch (E. Lyme)	<b>MASSACHUSETTS:</b> Camp Curtis Guild (Wakefield)	<b>NEW YORK:</b> Camp Smith (Peekskill)
<b>DELAWARE:</b> Bethany Beach (Rehobeth)	<b>MICHIGAN:</b> Camp Grayling (Grayling) (Except Airfield)	<b>NORTH CAROLINA:</b> Camp Butner (Butner)
<b>FLORIDA:</b> Camp Blanding (Starke)		<b>NORTH DAKOTA:</b> Camp G.C. Grafton (Devils Lake)
<b>ILLINOIS:</b> Camp Lincoln (Springfield) Camp Logan (Zion)		<b>OHIO:</b> Camp Perry (Port Clinton)





PVT Ricki Jackson, Co B, 1st Bn, 113th Infantry, New Jersey ARNG rushes forward during Annual Training at Ft. Drum, NY.

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)

# **Table 11—Federally-Owned State-Operated Installations**

ALASKA:  
Camp Carroll (Anchorage)

ARIZONA:  
Buckey Range (Buckeye)

CALIFORNIA:  
Camp Roberts (Paso Robles)  
AFTC Los Alamitos (Los Alamitos)

DELAWARE:  
New Castle Range (New Castle)

IDAHO:  
Gooding Range (Gooding)  
Hailey Range (Hailey)  
Pocatello Trng Site (Pocatello)  
Kimama Trng Site (Rupert)

INDIANA:  
Atterbury Res For Trng Area  
(AFRTA)  
(Edinburg)

LOUISIANA:  
New Iberia Trng Site (New Iberia)

MAINE:  
Auburn Range (Auburn)  
South Bristol (Bristol)  
Caswell Range (Caribou)

MASSACHUSETTS:  
Camp Edwards (Bourne)

MICHIGAN:  
Custer Res For Trng Area (CRFTA)  
(Battle Creek)

MISSISSIPPI:  
Camp McCain (Grenada)

MISSOURI:  
Camp Clark (Nevada)  
Fort Crowder (Neosho)

MONTANA:  
Fort Wm. H. Harrison (Helena)

NEBRASKA:  
Camp Ashland (Ashland)

NEVADA:  
Stead Trng Area (Reno)

NEW MEXICO:  
Deming Range (Deming)  
Tucumcari Range (Tucumcari)

OKLAHOMA:  
Camp Gruber (Muskogee)

OREGON:  
Camp Adair (Corvallis)

PUERTO RICO:  
Camp Santiago (Salinas)  
Ft. Allen (Ponce)

TENNESSEE:  
Smyrna (Former Sewart AFB)  
(Smyrna)  
Catoosa Range, GA  
(Fort Oglethorpe)  
John Sevier Range  
(Fountain City)

TEXAS:  
Camp Swift (Bastrop)  
Former Fort Wolters (Mineral Wells)

VERMONT:  
Ethan Allen (Jerico)

WASHINGTON:  
Camp 7 Mile (Spokane)

WISCONSIN:  
Racine County Range (Racine)

WYOMING:  
Lander Range (Lander)  
Lovell Range (Lovell)  
Sheridan Range (Sheridan)



## Appendix I

**Table 1—Air National Guard Obligations  
Fiscal Year 1983 Appropriations by State**

State	5733080 Other Procurement	5733830 Military Construction	5733840 Operations & Maintenance	5733850 ANG MIL Personnel	9730350 Guard and Reserve Equipment, Defense	State Total
Alabama	\$ 7,800	\$ 1,969,525	\$ 24,865,821	\$ 955,775		\$ 27,798,921
Alaska	10,068	2,375,607	9,588,026	265,486		12,239,187
Arizona	76,656	1,203,638	25,413,938	626,112		27,320,344
Arkansas	16,267	20,696,207	16,180,165	600,819		37,493,458
California	47,968	408,847	45,355,240	1,997,678		47,809,733
Colorado	4,092	59,139	19,046,704	436,962		19,546,897
Connecticut	42,380	257,098	9,244,017	381,139		9,924,634
Delaware	20,920	86,999	7,204,759	208,352		7,621,030
District of Columbia		350,515	14,265,576	349,182		14,965,273
Florida	3,800	202,579	10,718,105	231,259		11,155,743
Georgia	85,337		22,427,573	1,067,744		23,580,654
Guam			215,235	69,907		285,142
Hawaii	3,470	69,641	22,286,840	597,461		22,957,412
Idaho	33,932	572,156	10,270,984	359,489		11,236,561
Illinois	26,744	536,845	26,756,965	881,999		28,202,553
Indiana	35,732		20,581,602	709,103		21,326,437
Iowa	30,317	81,272	18,304,146	495,821		18,911,556
Kansas	42,544	4,866,856	26,604,197	540,834		32,054,431
Kentucky	38,573	32,630	9,516,853	614,448		10,202,504
Louisiana	6,604		10,442,345	348,151		10,797,100
Maine	8,258	245,308	9,711,765	370,631		10,335,962
Maryland	16,750	508,840	11,938,341	576,458		13,040,389
Massachusetts	81,496	123,000	30,152,288	779,878		31,136,662
Michigan	131,208	936,712	50,089,433	902,420		52,059,773
Minnesota	10,084	1,421,350	20,268,631	691,976		22,392,041
Mississippi	55,453	411,936	19,332,166	977,330		20,776,885
Missouri	61,106	63,359	22,584,002	893,283		23,601,750
Montana	41,178		11,378,267	300,184		11,719,629
Nebraska	22,496		9,321,542	305,048		9,649,086
Nevada	2,840	175,451	9,021,994	235,329		9,435,614
New Hampshire			6,425,861	189,955		6,615,816
New Jersey	82,758	213,858	28,288,080	694,473		29,279,169
New Mexico		645,448	9,759,141	224,561		10,629,150
New York	80,026	577,409	45,805,148	1,542,491		48,005,074
North Carolina	15,143	170,000	7,707,981	436,839		8,329,963
North Dakota	3,465	59,333	10,239,585	269,017		10,571,400
Ohio	167,030	1,161,030	56,602,652	1,802,437		59,733,149
Oklahoma	35,815	4,135,047	17,571,935	623,241		22,366,038
Oregon	9,805	410,035	17,582,852	710,260		18,712,952
Pennsylvania	24,709	472,839	31,736,768	1,863,493		34,097,809
Puerto Rico	16,071		12,577,785	338,869		12,932,725
Rhode Island	15,442		10,449,604	573,845		11,038,091



State	5733080 Other Procurement	5733830 Military Construction	5733840 Operations & Maintenance	5733850 ANG MIL Personnel	9730350 Guard and Reserve Equipment, Defense	State Total
South Carolina		691,702	9,953,609	344,796		10,990,107
South Dakota	10,257	58,703	8,001,104	212,276		8,282,340
Tennessee	91,741	2,448,704	29,918,590	1,550,527		34,009,562
Texas	91,006	2,454,454	31,822,803	1,078,956		35,447,219
Utah	22,076		10,012,144	364,050		10,398,270
Vermont	28,567		9,714,575	319,884		10,063,026
Virgin Islands	13,917		9,580,550	345,222		9,939,689
Virginia			46,699	2,189		48,888
Washington	98,388	26,248	16,074,858	834,334		17,033,828
West Virginia	62,937	2,710,794	14,344,802	866,055		17,984,588
Wisconsin	28,947	310,962	21,494,645	525,216		22,359,770
Wyoming		358,301	6,844,185	321,708		7,524,194
AFAFC			477,306,000	498,706,818		976,012,818
ANGSC Andrews AFB			928,358			928,358
ANGSC St. Louis, MO			356,081,666	(470,038)		355,611,628
Bolling AFB			76,915			76,915
Hill AFB			68,013			68,013
HQ USAF Pent			6,572,426		\$3,686,150	10,258,576
Kelly AFB			16,119			16,119
Lackland AFB				1,819,595		1,819,595
McClellan AFB			57,995			57,995
Robins AFB			117,346			117,346
Tinker AFB			149,095			149,095
Wright-Patterson AFB			8,243,804			8,243,804
Army Corps of Engineers		162,000				162,000
Naval Fac Engr Cmd			5,854,449			5,854,449
<b>Totals:</b>	<b>\$1,862,173</b>	<b>\$60,576,826</b>	<b>\$1,815,261,213</b>	<b>\$533,961,327</b>	<b>\$3,686,150</b>	<b>\$2,415,347,689</b>

**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	23	34
PACAF Composite Gp		1	1
TAC Tactical Reconnaissance	2	5	7
TAC Tactical Air Support		4	4
TAC Tactical Elec. Warfare		1	1
MAC Tactical Airlift	5	14	19
MAC Aerospace Rescue/ Recovery		2	2
<b>Total</b>	<b>24</b>	<b>67</b>	<b>91</b>



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

**1058 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
- 4 Tactical Air Support
- 1 Electronic Combat
- 23 Tactical Fighter
- 5 Tactical Reconnaissance

**91 Squadrons (Flying Units)**

- 2 Aerospace Rescue & Recovery
- 13 Air Refueling
- 10 Fighter Interceptor
- 19 Tactical Airlift
- 4 Tactical Air Support
- 1 Tactical Electronic Combat
- 34 Tactical Fighter
- 8 Tactical Reconnaissance

**653 Support Units**

- 7 Aeromedical Evacuation Flights
- 2 Aeromedical Evacuation Squadrons
- 89 Civil Engineering Flights (PRIME BEEF)
- 91 Combat Support Squadrons
- 4 Communication/Electronic Maintenance Squadrons
- 24 USAF Clinics
- 89 Consolidated Aircraft Maintenance Squadrons
- 78 Communication Flights (Support)
- 4 Direct Air Support Center Squadrons
- 10 Mobile Aerial Port Flights
- 10 Mobile Aerial Port Squadrons
- 91 Resource Management Squadrons
- 2 Reconnaissance Technical Squadrons
- 24 Security Police Flights
- 46 Tactical Clinics
- 21 Tactical Hospitals
- 61 Weapon System Security Flights

**103 Communications/Electronics Units**

- 5 Air Traffic Control Flights
- 4 Combat Communication Flights
- 34 Combat Communication Squadrons
- 8 Combat Communication Groups
- 1 Communication Squadron
- 19 Electronics Installation Squadrons
- 19 Tactical Control Flights
- 9 Tactical Control Squadrons
- 3 Tactical Control Groups
- 1 Range Control Squadron

**120 Miscellaneous Units**

- 54 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
- 1 Weather Squadron
- 1 Air Base Defense Squadron
- 2 Air Base Defense Flights
- 39 Weather Flights

**49 Operating Locations**

(These are not officially recognized).



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

AIRCRAFT	UNIT	LOCATION	AIRCRAFT	UNIT	LOCATION
Air Defense—Tactical Air Command			F-16	169 TFG	McEntire ANGB, SC
F-4C	102 FIW	Otis ANGB, MA	F-4C	122 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		163 TFG	March AFB, CA
	107 FIG	Niagara Falls, NY		181 TFG	Terre Haute, IN
F-4C	191 FIG	Selfridge ANGB, MI	F-4D	188 TFG	Ft. Smith, AR
	142 FIG	Portland, OR		108 TFW	McGuire AFB, NJ
	147 FIG	Ellington AFB, TX		113 TFW	Andrews AFB, MD
F-4D	119 FIG	Fargo, ND		116 TFW	Dobbins AFB, GA
				158 TFG	Burlington, VT
Strategic Air Command					183 TFG
KC-135A	101 ARW	Bangor, ME		184 TFG	McConnell AFB, KS
E	126 ARW	Chicago, IL		(RTU)	
E	128 ARG	Milwaukee, WI	RF-4C	187 TRG	Montgomery, AL
E	134 ARG	Knoxville, TN		117 TRW	Birmingham, AL
	141 ARW	Fairchild AFB, WA		123 TRW	Louisville, KY
E	151 ARG	Salt Lake City, UT		124 TRG	Boise, ID
	157 ARG	Pease AFB, NH		148 TRG	Duluth, MN
	160 ARG	Rickenbacker ANGB, OH		152 TRG	Reno, NV
	161 ARG	Phoenix, AZ	155 TRG	Lincoln, NE	
E	170 ARG	McGuire AFB, NJ	186 TRG	Merdian, MS	
	171 ARW	Pittsburgh, PA	O-2A	105 TASW	Stewart RTC, NY
	189 ARG	Little Rock AFB, AR	OA-37	110 TASG	Kellogg, MI
	190 ARG	Forbes Fld, KS		111 TASG	Willow Grove NAS, PA
				182 TASG	Peoria, IL
Pacific Air Force			EC-130E	193 ELCG	Harrisburg, PA
F-4C	154 Comp Gp	Hickham AFB, HI	Military Airlift Command		
Tactical Air Command			C-130 A	118 TAW	Nashville, TN
A-7D	112 TFG	Pittsburgh, PA	A	133 TAW	Minn/St. Paul, MN
	114 TFG	Sioux Falls, SD	A	139 TAG	St. Joseph, MO
	121 TFW	Rickenbacker ANGB, OH	A	143 TAG	Quonset Pt., RI
	127 TFW	Selfridge ANGB, MI	A	164 TAG	Memphis, TN
	132 TFW	Des Moines, IA	A	166 TAG	Wilmington, DE
	138 TFG	Tulsa, OK	B	135 TAG	Baltimore, MD
	140 TFW	Buckley ANGB, CO	B	136 TAW	Dallas NAS, TX
	150 TFG	Kirtland AFB, NM	B	145 TAG	Charlotte, NC
	156 TFG	San Juan, PR	B	153 TAG	Cheyenne, WY
	162 TFG	Tuscon, AZ	B	167 TAG	Martinsburg, WV
	(RTU)		B	179 TAG	Mansfield, OH
	178 TFG	Springfield, OH	D	109 TAG	Schenectady, NY
	180 TFG	Toledo, OH	E	130 TAG	Charleston, WV
	185 TFG	Sioux City, IA	E	146 TAW	Van Nuys, CA
	192 TFG	Byrd Fld, VA	H	165 TAG	Savannah, GA
A-10	103 TFG	Bradley IAP, CT	E	176 TAG	Anchorage, AK
	104 TFG	Barnes Fld, MA	H	137 TAW	Will Rogers IAP, OK
	128 TFW	Truax Fld, WI	H	172 TAG	Jackson, MS
	174 TFW	Syracuse, NY	HC-130/	106 ARRG	Suffolk Fld, NY
	175 TFG	Baltimore, MD	HH-3	129 ARRG	Moffett NAS, CA



**Table 5—Activation of New Units**

Location & Unit	Effective Date
March AFB, California . . . . .	1 October 1982
163rd Weapons System Security Flight	
Biggs Army Air Field, Texas . . . . .	15 March 1983
102nd Air Base Defense Flight	
Christensted, St. Croix, U.S. Virgin Islands . . . . .	1 April 1983
Headquarters, Virgin Islands ANG	
Kellogg Apt, Michigan . . . . .	8 April 1983
110th Weapons System Security Flight	
Greater Peoria Apt, Illinois . . . . .	8 April 1983
182nd Weapons System Security Flight	
Sheppard AFB, Texas . . . . .	6 August 1983
181st Mobile Aerial Port Flight	

**Table 6—Inactivations**

Location & Unit	Effective Date
Hammond COM, Louisiana . . . . .	7 October 1982
236th Air Traffic Control Flight	
Key Field, Mississippi . . . . .	7 October 1982
238th Air Traffic Control Flight	
McEntire ANGB, South Carolina . . . . .	7 October 1982
240th Air Traffic Control Flight	
Lambert/St. Louis IAP, Missouri . . . . .	7 October 1982
241st Air Traffic Control Flight	
March AFB, California . . . . .	30 September 1982
163rd Communications/Electronics Maintenance Squadron	
163rd Direct Air Support Center Squadron . . .	30 Sept 1982

**Table 7—Redesignations**

Location & Unit Change	Effective Date
March AFB, California . . . . .	1 October 1982
FROM: Hq 163rd Tactical Air Support Group	
TO: Hq 163rd Tactical Fighter Group	
FROM: 196th Tactical Air Support Squadron	
TO: 196 Tactical Fighter Squadron	
Hammond COM, Louisiana . . . . .	8 October 1982
FROM: 236th Combat Communications Flight	
TO: 236th Combat Communications Squadron	
Key Field, Mississippi . . . . .	8 October 1982
FROM: 238th Combat Communications Flight	
TO: 238th Combat Communications Squadron	
Lambert/St. Louis IAP, Missouri . . . . .	8 October 1982
FROM: 239th Combat Communications Flight	
TO: 239th Combat Communications Squadron	

McEntire AGB, South Carolina . . . . .	8 October 1982
FROM: 240th Combat Communications Flight	
TO: 240th Combat Communications Squadron	
Maxwell AFB, Alabama . . . . .	8 October 1982
FROM: 280th Communications Squadron	
TO: 280th Combat Communications Squadron	
Minnesota/St. Paul IAP, Minnesota . . . . .	1 November 1982
FROM: 133rd Mobile Aerial Port Flight	
TO: 133rd Mobile Aerial Port Squadron	
Quonset State APT, Rhode Island . . . . .	1 November 1982
FROM: 143rd Mobile Aerial Port Flight	
TO: 143rd Mobile Aerial Port Squadron	
Memphis IAP, Tennessee . . . . .	1 November 1982
FROM: 164th Mobile Aerial Port Flight	
TO: 164th Mobile Aerial Port Squadron	
Savannah MPT, Georgia . . . . .	1 November 1982
FROM: 165th Mobile Aerial Port Flight	
TO: 165th Mobile Aerial Port Squadron	
Mansfield Lahm MPT, Ohio . . . . .	1 November 1982
FROM: 179th Mobile Aerial Port Flight	
TO: 179th Mobile Aerial Port Squadron	
Salt Lake City, Utah . . . . .	1 December 1982
FROM: 130th Electronic Installation Squadron	
TO: 130th Engineering Installation Squadron	
Lewis B. Wilson APT, Georgia . . . . .	1 December 1982
FROM: 202nd Electronic Installation Squadron	
TO: 202nd Engineering Installation Squadron	
Will Rogers World APT, Oklahoma . . . . .	1 December 1982
FROM: 205th Electronic Installation Squadron	
TO: 205th Engineering Installation Squadron	
Minneapolis/St. Paul IAP, Minnesota . . . . .	1 December 1982
FROM: 210th Electronic Installation Squadron	
TO: 210th Engineering Installation Squadron	
Ft. Indiantown Gap, Pennsylvania . . . . .	1 December 1982
FROM: 211th Electronic Installation Squadron	
TO: 211th Engineering Installation Squadron	
Worcester, Massachusetts . . . . .	1 December 1982
FROM: 212th Electronic Installation Squadron	
TO: 212th Engineering Installation Squadron	
Roslyn AGS, New York . . . . .	1 December 1982
FROM: 213th Electronic Installation Squadron	
TO: 213th Engineering Installation Squadron	
Jackson Barracks, Louisiana . . . . .	1 December 1982
FROM: 214th Electronic Installation Squadron	
TO: 214th Engineering Installation Squadron	
Paine AGS, Washington . . . . .	1 December 1982
FROM: 215th Electronic Installation Squadron	
TO: 215th Engineering Installation Squadron	
Hayward, California . . . . .	1 December 1982
FROM: 216th Electronic Installation Squadron	
TO: 216th Engineering Installation Squadron	
O'Hara RTC, Illinois . . . . .	1 December 1982
FROM: 217th Electronic Installation Squadron	
TO: 217th Engineering Installation Squadron	





**Table 8—Units Moves & Relocations**

Location of Unit	Effective Date
Tennessee.....	1 September 1983
155th Weather Flight (Fixed)	
FROM: Memphis IAP, TN	
TO: Jackson, TN	
The following units were relocated from Westchester County Airport, NY to Stewart RTC, NY on the effective dates as shown:	
Hq 105th Tac Air Spt Gp .....	1 March 1983
137th Tac Air Spt Sq .....	1 February 1983
105th Cam Sq.....	1 February 1983
105th Res Mgt Sq.....	1 February 1983
105th Civ Engr Flt.....	7 October 1982
105th Comm Flt.....	1 March 1983
105thCmbt Spt Sq .....	1 March 1983
105thDAC Sq .....	30 September 1983
105thTac Hosp .....	1 June 1983
105thComm-Elect Maint Sq .....	30 September 1983

Jefferson Barracks, Missouri .....	1 December 1982
FROM: 218th Electronic Installation Squadron	
TO: 218th Engineering Installation Squadron	
Tulsa IAP, Oklahoma.....	1 December 1982
FROM: 219th Electronic Installation Squadron	
TO: 219th Engineering Installation Squadron	
Zaneville AGS, Ohio .....	1 December 1982
FROM: 220th Electronic Installation Squadron	
TO: 220th Engineering Installation Squadron	
Lovell Field, Tennessee .....	1 December 1982
FROM: 241st Electronic Installation Squadron	
TO: 241st Engineering Installation Squadron	
S. Portland, Maine .....	1 December 1982
FROM: 243rd Electronic Installation Squadron	
TO: 243rd Engineering Installation Squadron	
Philadelphia, Pennsylvania .....	1 December 1982
FROM: 270th Electronic Installation Squadron	
TO: 270th Engineering Installation Squadron	
LaPorte AGS, Texas.....	1 December 1982
FROM: 272nd Electronic Installation Squadron	
TO: 272nd Engineering Installation Squadron	
Jefferson Co Apt, Texas.....	1 December 1982
FROM: 273rd Electronic Installation Squadron	
TO: 273rd Engineering Installation Squadron	
Hill AFB, Utah .....	8 June 1983
FROM: 299th Communications Squadron	
TO: 299th Range Control Squadron	
Dannelly Field, Montgomery, Alabama .....	1 July 1983
FROM: Hq 187th Tactical Reconnaissance Group	
TO: Hq 187th Tactical Fighter Group	
FROM: 165th Tactical Reconnaissance Squadron	
TO: 165th Tactical Fighter Squadron	

**Table 9—Air National Guard Strength  
FY 50-FY 83**

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
1983	12,670	89,500	102,170

**Table 10—Officer Promotion Actions**

Unit Vacancy Promotions Effected in Fiscal Year 1983 to the Grades Indicated:	
Brigadier General to Major General.....	12
Colonel to Brigadier General .....	26
Lieutenant Colonel to Colonel.....	87
Major to Lieutenant Colonel .....	190
Captain to Major.....	256
First Lieutenant to Captain.....	157
Second Lieutenant to First Lieutenant .....	114



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

FY 79	FY 80	FY 81	FY 82	FY 83
59%	59%	54%	50%	40%

ANG TAC-gained fighter units assisted Air Force commitments to US ground forces by providing 40% of 9AF tasking and 40% of 12AF tasking. ANG support fell in FY 83 due to TAC's workday shortage. The support was maintained in part through the use of ANG workday and funding resources. We anticipate a further increase in requested support and do not expect the TAC MPA workday program to improve.

**Table 12—Support of JCS, USAF and Army Exercises**

Exercise	Type	No. Units	Number Personnel	Location	Supported Activity
Display Determination	JCS	22	414	Europe	USEUCOM
Team Spirit 83	JCS	8	708	Korea	CINCPAC
Reforger 83	JCS	3	226	Europe	USEUCOM
Oksboel 83	JCS	2	116	Europe	USEUCOM
Jade Tiger	JCS	3	298	SW Asia	CENTCOM
Brim Frost 83	JCS	3	378	Alaska	USREDCOM
Solid Shield 83	JCS	7	560	Caribbean	CINCLANT
Ahuas Tara	JCS	2	175	Panama	SOUTHCOM
Wintex 83	JCS	22	102	Europe	NATO
Flintlock 83	JCS	7	84	United Kingdom	USEUCOM
Gallant Knight 83	JCS	5	120	SE US	CENTCOM
European Comm Spt	USAF	30	429	Europe	USAFE
Kindle Liberty	JCS	4	100	Panama	SOUTHCOM
Universal Trek	JCS	2	156	Caribbean	CINCLANT

**Table 13—Tactical Deployments**

Deployment	Date	Exercise Supported	Unit	Home Station	No. People	No. ACFT	Dep. To
Coronet Spur	Oct 82	Display Det.	104TFG	Barnes, MA	279	12/A10	TURKEY
Coronet Castle	Apr 83	Mallet Blow	121TFW	Rickenbacker ANGB, OH	140	8/A7	UK
			178TFG	Springfield, OH	140	8/A7	UK
			180TFG	Toledo, OH	135	8/A7	UK
			123TRW	Louisville, KY	265	12/RF4	GERMANY
Coronet Bishop	Jun 83	Central Ent.	113TFW	Andrews AFB, MD	275	12/F4	UK
Coronet Shield	Jun 83	Central Ent.	112TFG	Pittsburgh, PA	168	9/A7	UK
Coronet Mail	Jul 83	Mallet Blow	150TFG	Kirtland, AFB, NM	156	9/A7	UK
			117TRW	Birmingham, AL	317	12/RF4	UK
Coronet Joust	Jun-Jul 83	None	122TFW	Ft. Wayne, IN	220	12/F4	TURKEY
Coronet Crown	Sep-Oct 83	Display Det.	188TFG	Ft. Smith, AR	110	6/F4	TURKEY



**Table 15—Winterbasing**

Dates	Unit	Home Station	No. Personnel	ACFT	Deployed To
28 Nov-11 Dec	178TFG	Springfield, IL	145	14/A7	Davis-Monthan AFB, AZ
2-15 Jan	114TFG	Sioux Falls, SD	114	16/A7	Davis-Monthan AFB, AZ
15-29 Jan	122TFW	Ft. Wayne, IN	163	14/F4	Luke AFB, AZ
16-29 Jan	121TFW	Rickenbacker ANGB, OH	116	13/A7	Davis-Monthan AFB, AZ
22 Jan-4 Feb	183TFG	Springfield, OH	145	12/F4	Kirtland AFB, NM
27 Jan-12 Feb	181TFG	Terre Haute, IN	166	12/F4	Luke AFB, AZ
30 Jan-12 Feb	128TFW	Truax, WI	137	12/A10	Davis-Monthan AFB, AZ
5-19 Feb	112TFG	Pittsburgh, PA	100	12/A7	Kirtland AFB, NM
13-26 Feb	132TFW	Des Moines, IA	146	12/A7	Davis-Monthan AFB, AZ
27 Feb-12 Mar	182TASG	Peoria, IL	94	11/OA37	Davis-Monthan AFB, AZ
5-19 Mar	138TFG	Tulsa, OK	191	19/A7	Kirtland AFB, NM
12-26 Mar	174TFW	Syracuse, NY	134	12/A10	Davis-Monthan AFB, AZ
27 Mar-9 Apr	110TASG	Battle Creek, MI	104	11/OA37	Davis-Monthan AFB, AZ

**Table 16—ARRS Support of Higher Headquarters Directed Missions**

	FY 81	FY 82	FY 83
Sorties Flown	151.0	43.0	52.0
Hours Flown	349.7	242	328.9
Lives Saved and Credited to ANG	30	39	30
Persons Found and Credited to ANG	15	2	3



## Appendix J

**Table 1—Army National Guard Military Race/Ethnic Statistics as of 31 Aug 1983**

Ethnic Group	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black	1,848	4.44	65,633	17.69	67,481	16.35
Hispanic	1,353	3.24	26,527	7.15	27,880	3.19
Asian/PI	359	.87	2,376	.64	2,735	.66
American Indian	112	.27	3,268	.88	3,380	.82
Other	183	.44	3,453	.93	3,636	.88
<b>Minority Sub Total</b>	<b>3,855</b>	<b>9.25</b>	<b>101,257</b>	<b>27.30</b>	<b>105,112</b>	<b>25.47</b>
Unk/Uncl	1	0.00	5	0.00	6	0.00
Caucasian/Other	37,798	90.74	269,702	72.70	307,500	74.52
<b>Total</b>	<b>41,656</b>	<b>100.00</b>	<b>370,964</b>	<b>100.00</b>	<b>412,618</b>	<b>100.00</b>
Women Table 1	2,027	4.87	19,538	5.27	21,565	5.23

*Dir*  
**Table 2—Army National Guard Military Race/Ethnic Statistics as of 30 June 1983**

Ethnic Group	OFF		ENL		TOTAL	
	#	%	#	%	#	%
Black	272	2.30	6,961	7.18	7,233	7.13
Hispanic	286	2.35	3,878	4.35	4,164	4.11
Asian/PI	177	1.42	1,530	1.72	1,707	1.68
American Indian	86	.69	924	1.04	1,010	1.00
Other	37	.30	447	.50	484	.47
<b>Minority Sub Total</b>	<b>858</b>	<b>6.93</b>	<b>13,740</b>	<b>15.41</b>	<b>14,598</b>	<b>14.40</b>
Caucasian/Other	11,567	92.94	75,217	84.39	86,784	85.60
Unk/Uncl	21	.17	172	.20	193	.19
<b>Total</b>	<b>12,446</b>	<b>100.00</b>	<b>89,129</b>	<b>100.00</b>	<b>101,382</b>	<b>100.00</b>
Women Table 2	700	5.62	9,501	10.66	10,201	10.06

**Table 3—Army National Guard Technician Race/Ethnic Statistics as of 31 Aug 1983**

Ethnic Group	GS		WG		WL/S		TOTAL	
	#	%	#	%	#	%	#	%
Black	209	2.89	236	3.86	20	1.46	465	3.14
Hispanic	170	2.35	195	3.19	14	1.02	379	2.58
Asian/PI	7	.09	3	.05	1	.07	11	.07
American Indian	25	.35	20	.33	2	.15	47	.32
<b>Minority Sub Total</b>	<b>411</b>	<b>5.69</b>	<b>454</b>	<b>7.42</b>	<b>37</b>	<b>2.70</b>	<b>902</b>	<b>6.11</b>
Caucasian/Other	6,813	94.31	5,662	92.58	1,333	97.29	13,805	93.89
<b>Total</b>	<b>7,224</b>	<b>100.00</b>	<b>6,116</b>	<b>100.00</b>	<b>1,370</b>	<b>100.00</b>	<b>14,707</b>	<b>100.00</b>
Women	1,035	14.33	31	.51	0	0.00	1,066	7.25



**Table 4—Air National Guard Technician Race/Ethnic Statistics as of 31 Aug 83**

Ethnic Group	GS		WG		WL/S		TOTAL	
	#	%	#	%	#	%	#	%
Black	250	2.46	289	2.42	26	.95	565	2.27
Hispanic	343	3.38	492	4.08	63	2.34	898	3.60
Asian/PI	30	.30	26	.23	2	.07	58	.23
American Indian	39	.38	42	.36	12	.45	93	.37
<b>Minority Sub Total</b>	<b>662</b>	<b>6.51</b>	<b>849</b>	<b>7.04</b>	<b>103</b>	<b>3.78</b>	<b>1,614</b>	<b>6.47</b>
Caucasian/Other	9,500	93.49	11,204	94.02	2,624	96.22	23,328	93.53
<b>Total</b>	<b>10,162</b>	<b>100.00</b>	<b>12,053</b>	<b>100.00</b>	<b>2,727</b>	<b>100.00</b>	<b>24,942</b>	<b>100.00</b>
Women	1,794	17.65	154	1.29	0	0.00	1,948	7.80

**Table 5—Civil Disturbances  
FY 83**

State/Date	Location	Nature of Emergency
<b>ARIZONA</b>		
9-24 Aug	Ajo/Morenci	Copper Mine Union/ Non-Union Dispute
<b>CALIFORNIA</b>		
17 Jun-1 Jul	Livermore	Anti-Nuclear Demonstration
<b>FLORIDA</b>		
28-31 Dec	Miami	Civil Disturbance
<b>NEW HAMPSHIRE</b>		
17-18 Jun	Concord	State Employees Sick-out
<b>KENTUCKY</b>		
7-9 Feb	State-wide	Independent Truckers Strike
<b>NORTH CAROLINA</b>		
3-11 Feb	State-wide	Independent Truckers Strike
<b>NORTH DAKOTA</b>		
13-15 Feb	Medina	Union Strike
<b>OKLAHOMA</b>		
29-31 Aug	Hominy	Prison Riot
<b>RHODE ISLAND</b>		
15 May	State-wide	Employee Strike
<b>SOUTH CAROLINA</b>		
19-22 May	Myrtle Beach	Possible Civil Disturbance



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

Duration	Location	Incident	Strength
<b>ALABAMA</b>			
5 Nov	Enterprise	Search and Rescue	1
16-18 Nov	Birmingham	Power Outage	2
20-24 Jan	State-wide	Snow/Ice Storm	50
28 Jan-2 Feb	Dauphin Island	Power Outage	2
16 Feb	Vernon	Support Mission	2
13-22 Mar	Berry	Support Mission	4
26 Mar	Ashford	Power Outage	2
27 Mar	Dothan	Power Outage	2
5 Apr	Athens	Flood	10
5 Apr	Florence	Flood	20
6 Apr	Florence	Support Mission	1
8 Apr	Athens	Support Mission	1
26-28 Apr	Fayette	Support Mission	1
17 May	Talladega	Support Mission	2
18 May	Gadsden	Support Mission	4
19 May	Brockton	Tornado	1
20 May	Ft. Payne	Tornado	1
22 May	Macon County	Search	4
23-24 May	Etowah County	Support Mission	47
6 Jun	Gadsden	Support Mission	6
7 Jun	Enterprise	Support Mission	1
19-20 Jul	Altoona	Water Haul	2
25 Jul	Black	Water Haul	2
29 Jul	Piedmont	Water Haul	2
31 Jul-23 Sep	Perdido	Water Haul	1
<b>ALASKA</b>			
21 Oct	Kotzebue	Medical Evacuation	3
23 Oct	Bethel	Search & Rescue	3
4 Nov	Southeast Cape	Search	10
8 Mar	Tuntutaliak	Search	3
8-17 Mar	Village of Kipnuk	Support Mission	8
13 Mar	Kotzebue	Search	3
19 Mar	Cape Romanzof	Medical Evacuation	4
8 Apr	Kotzebue	Search & Rescue	3
11 Apr	Kipnuk	Medical Evacuation	3
5 May	Kotzebue	Search & Rescue	3
3 Jul	Niapakiak	Medical Evacuation	3
19 Jul	Bethel	Search	3
28-30 Aug	Ketchikan	Support Mission	4
13 Sep	Nome	Search & Rescue	3
<b>ARIZONA</b>			
5-6 Oct	Four Peaks Area	Search & Rescue	3
18 Oct	Maricopa County	Search & Rescue	3
22-24 Oct	Ft. Huachuca	Forest/Range	10
9-13 Nov	Prescott	Search	6



Duration	Location	Incident	Strength
12 Nov	Carefree	Search & Rescue	3
18-22 Nov	Grand Canyon	Search	3
2 Dec	Kingman	Search	3
3-14 Feb	Steamboat	Snow Storm	18
25-26 Mar	Yazapai County	Search & Rescue	3
30 Mar	Parker	Chemical Spill	3
4 Apr	Supai	Search & Rescue	6
21 Jun-11 Jul	Parker	Flood	76
11-16 Jun	Prescott	Forest Fire	28
16 Jun-5 Aug	Mohave/La Paz County	Flood	18
23 Sep-24 Oct	State-wide	Flood	225

#### ARKANSAS

27 Nov	Russelville	Search	22
2-5 Dec	Little Rock, Alexandria & Camden	Tornado	175
5-10 Dec	County Area (Cent.)	Flood	114
8-9 Jan	Jacksonport	Flood	15
17 Jan	Washington County	Search	5
11 Feb	Pleasant Plains	Search	3
15-16 May	Stuttgart	Tornado	20
24-25 Jul	Prairie Grove	Power Outage	14

#### CALIFORNIA

1-2 Oct	Off San Diego Coast	Medical Evaluation	5
7 Oct	Off Monterey Coast	Search & Rescue	10
7 Oct	Off San Francisco Coast	Search	10
21 Oct	McClellan AFB/ S. Lake Tahoe	Support Mission	5
5 Nov	Placer County	Search	3
5 Nov	Plumas County	Search	4
5 Nov	Placer County	Search & Rescue	3
23 Nov	Castle AFB-Travis AFB	Medical Evaluation	5
1 Dec	San Joaquin Delta	Wind/Rain Storm	3
5 Dec	San Joaquin Delta	Wind/Rain Storm	3
20 Dec	Yuba County	Search	4
22-23 Dec	San Luis Obispo	Rescue	2
22-23 Dec	Yreka	Support Mission	1
22-23 Dec	San Francisco	Rescue	4
23 Dec	Yuba County	Search	4
24 Dec	San Joaquin Delta	Flood	3
27 Dec	San Joaquin Delta	Flood	3
3-5 Jan	Felton	Search	3
5-6 Jan	Washington/Oregon	Search	7
9 Jan	Mammoth	Support Mission	2
24 Jan	Patterson	Flood	7
26-27 Jan	Tehama	Flood	5
27 Jan	Guerneyville	Flood	4
27 Jan	Corte Maderia	Flood	6
29 Jan-4 Feb	Anderson	Flood/Mud Slides	32
2 Feb	Vandenburg AFB	Medical Evacuation	8



Duration	Location	Incident	Strength
13-14 Feb	Placer County	Support Mission	4
12-24 Feb	Los Angeles	Support Mission	1
27 Feb	Santa Barbara	Rain Storm	3
1-6 Mar	5 County Area	Rain Storm/Flood	108
2 Mar	Santa Monica	Rain Storm/Flood	2
3 Mar	Santa Cruz	Flood	3
4-10 Mar	Santa Cruz	Rain Storm/Flood	45
4-16 Mar	San Joaquin	Flood	18
5-6 Mar	Soledad	Metal Search	11
6 Mar	Santa Monica	Rain Storm/Flood	3
7-25 Mar	Los Angeles/SF	Support Mission	2
8-14 Mar	Santa Clara	Flood	8
15-16 Mar	Santa Barbara	Flood	3
29 Mar	Manteca	Damage Survey	3
31 Mar	Placerville	Search and Rescue	4
1 Apr	San Joaquin County	Damage Survey	3
5 Apr	Moffett Field/Arizona	Support Mission	6
12-14 Apr	Western Nevada	Search	9
2-11 May	Coalinga	Earthquake	145
6 May	Monterey County	Mud Slides	4
16 May	Coalinga	Support Mission	2
17 May	Quincy	Support Mission	4
20 May	Big Sur Area	Mud Slide	4
24 May	Nellis AFB	Search & Rescue	8
27 May	Tucson-Travis AFB	Support Mission	5
22-25 Jun	Vacaville	Support Mission	28
29 Jun	Mule Peak	Search & Rescue	5
30 Jun	Davis Dam Area	Support Mission	3
5-8 Jul	Nellis AFB	Support Mission	6
12 Jul	Stanislau	Search & Rescue	5
14 Jul	Immigrant Gap	Support Mission	4
18-19 Jul	Bishop	Search & Rescue	6
19 Jul	Bishop-Moffett Field	Support Mission	6
24-28 Jul	Shaster County	Search & Rescue	4
25-26 Jul	Off Eureka Coast	Search & Rescue	15
26 Jul	Eldorado County	Search & Rescue	4
27-29 Jul	Sierra County	Search & Rescue	4
31 Jul-16 Aug	Italy	Support Mission	22
4-9 Aug	15 County Area	Support Mission	6
7 Aug	Lassen County	Search & Rescue	8
16-18 Aug	6 County Area	Support Mission	6
16-19 Aug	15 County Area	Support Mission	6
21-25 Aug	15 County Area	Support Mission	6
21-25 Aug	6 County Area	Support Mission	6
28 Aug-1 Sep	15 County Area	Support Mission	6
28 Aug-1 Sep	6 County Area	Support Mission	6
6-9 Sep	6 County Area	Support Mission	6
11-16 Sep	15 County Area	Support Mission	6
11-16 Sep	6 County Area	Support Mission	12
18-23 Sep	15 County Area	Support Mission	21
25-29 Sep	6 County Area	Support Mission	6
25-29 Sep	15 County Area	Support Mission	6
25-29 Sep	6 County Area	Support Mission	5



Duration	Location	Incident	Strength
<b>COLORADO</b>			
24-25 Dec	Aurora	Snow Storm	206
27-29 Dec	Denver	Snow Storm	6
<b>CONNECTICUT</b>			
17 Feb-6 May	Tolland	Water Haul	2
13 Apr-6 May	Tolland	Water Haul	2
28 Jun-6 Jul	Cos Cob	Support Mission	15
<b>DELAWARE</b>			
11-13 Feb	State-wide	Snow Storm	205
<b>DISTRICT OF COLUMBIA</b>			
27 Aug	Washington, D.C.	Support Mission	408
<b>FLORIDA</b>			
31 Mar-9 Apr	Kennedy Space Center	Support Mission	3
<b>GEORGIA</b>			
20-22 Jan	State-wide	Snow/Ice Storm	118
20 Jun	Off East Coast	Support Mission	2
21 Jun	Off East Coast	Support Mission	2
22 Jun	Off East Coast	Support Mission	2
24 Jun	Off East Coast	Support Mission	2
2 Aug	Off East Coast	Support Mission	8
<b>HAWAII</b>			
2 Oct	Island of Hawaii	Support Mission	3
8-11 Oct	Kauai	Support Mission	21
12-17 Oct	Island of Hawaii	Support Mission	32
18-21 Oct	Maui	Support Mission	22
18-21 Oct	Mauna Loa	Support Mission	4
30 Oct	Kauai	Flood	2
23 Nov	Kauai Oahu	Hurricane (Iwa)	60
3 Jan	Island of Hawaii	Volcanic Eruption	3
7-8 Jan	Island of Hawaii	Volcanic Eruption	4
9 Jan	Island of Hawaii	Volcanic Eruption	4
26-27 Feb	Mauai	Support Mission	2
27 Feb	Hawaii	Volcanic Eruption	3
3-7 Mar	Royal Gardens	Volcanic Eruption	37
4 Mar	Paradise Park	Forest Fire	21
5 Mar	Paradise Park	Forest Fire	47
13-15 Mar	Island of Hawaii	Forest Fire	55
26-28 Mar	Island of Hawaii	Support Mission	7
4 Apr	Island of Hawaii	Volcanic Eruption	4
5 Apr	Hawaii County	Volcanic Eruption	4
30 Apr-1 May	Maui	Support Mission	2
30 Apr-1 May	Kauai	Support Mission	2



Duration	Location	Incident	Strength
30 Apr-1 May	Maui	Support Mission	2
30 Apr-1 May	Kauai	Support Mission	2
5-9 Jun	Island of Hawaii	Support Mission	8
17-19 Jun	Island of Hawaii	Support Mission	13
24 Jun	Oahu	Support Mission	11
1 Jul	Island of Hawaii	Support Mission	3
7 Jul	Oahu	Support Mission	11
11-19 Jul	Mauna Loa	Support Mission	4
13 Jul	Honolulu	Water Haul	10
26-28 Aug	Kauai	Support Mission	2
11-13 Sep	Kauai	Support Mission	14
16 Sep	Koolau Mountains	Support Mission	3
21-25 Sep	Maui	Support Mission	23
25-30 Sep	Island of Hawaii	Support Mission	22

**IDAHO**

23-27 Jun	Mud Lake	Flood	29
-----------	----------	-------	----

**ILLINOIS**

5-6 Oct	Quincy	Medical Evacuation	3
15 Oct	Mattoon	Medical Evacuation	3
20 Oct	Springfield	Medical Evacuation	3
21 Oct	Sandwich	Medical Evacuation	3
22-23 Oct	Jerseyville	Medical Evacuation	3
24-25 Oct	Decatur	Medical Evacuation	3
25 Oct	Effingham	Medical Evacuation	3
27 Oct	Effingham	Medical Evacuation	3
29 Oct	Peoria	Medical Evacuation	3
5 Nov	Peoria-Kankakee	Support Mission	1
23 Nov	Springfield	Medical Evacuation	3
29 Nov	Carlinville	Medical Evacuation	3
3 Dec	Springfield	Flood	2
4 Dec	Pontiac	Flood	8
5-6 Dec	Pontiac	Medical Evacuation	3
20 Dec	Effingham	Medical Evacuation	3
4 Feb	Streator	Medical Evacuation	3
4 Feb	Quincy	Medical Evacuation	3
8 Feb	Mattoon	Medical Evacuation	3
23-24 Feb	Keokuk, Iowa	Medical Evacuation	3
14 Mar	Mattoon	Medical Evacuation	3
6 Apr	Galesburg	Medical Evacuation	3
19 Apr	Quincy	Medical Evacuation	3
26 Apr	Ottawa	Medical Evacuation	3
30 Apr	Danville	Medical Evacuation	3
17 May	Danville	Medical Evacuation	3
23 May	Danville	Medical Evacuation	3
23 May	Mattoon	Medical Evacuation	2
26 May	Keokuk, Iowa	Medical Evacuation	3
1 Jun	Urbana	Medical Evacuation	3
12 Jul	Joliet	Medical Evacuation	3
12 Jul	Danville	Medical Evacuation	3



Duration	Location	Incident	Strength
12 Jul	Hoopeston	Medical Evacuation	3
18 Jul	Springfield	Medical Evacuation	3
18 Jul	Quincy	Medical Evacuation	3
19 Jul	Shelbyville	Medical Evacuation	3
21-22 Jul	Springfield	Medical Evacuation	3
23 Jul	Mt. Vernon	Medical Evacuation	3
27 Jul	Mattoon	Medical Evacuation	4
27 Jul	Rushville	Medical Evacuation	4
31 Jul	Vandalia	Medical Evacuation	3
4 Aug	Mattoon	Medical Evacuation	3
6-7 Aug	Vandalia	Medical Evacuation	3
9 Aug	Kankakee	Medical Evacuation	3
9 Aug	Rushville	Medical Evacuation	2
9 Aug	Quincy	Medical Evacuation	2
10 Aug	Effingham	Medical Evacuation	2
24 Aug	Mattoon	Medical Evacuation	3
31 Aug	Jerseyville	Medical Evacuation	3
31 Aug	Litchfield	Medical Evacuation	3
7 Sep	Herrin	Medical Evacuation	3
8 Sep	Spring Valley	Medical Evacuation	3
9 Sep	Jerseyville	Medical Evacuation	3
11 Sep	Staunton	Medical Evacuation	3
14 Sep	Effingham	Medical Evacuation	3
15 Sep	Effingham	Medical Evacuation	3
22 Sep	Paris	Medical Evacuation	3
22 Sep	Vandalia	Medical Evacuation	3
30 Sep	Mattoon	Medical Evacuation	3

#### INDIANA

21 Aug	Morgan/Johnson Counties	Support Mission	2
--------	-------------------------	-----------------	---

#### IOWA

19-21 Oct	Camp Dodge	Support Mission	6
23-24 Feb	Keokuk	Medical Evacuation	3
17-19 May	Camp Dodge	Support Mission	6

#### KANSAS

11 Nov	Salina	Prairie Fire	15
27 Nov-28 Dec	Norton, Colby, Russell & Elsworth	Snow Storm	18
1-3 Feb	State-wide	Snow Storm	45
26-27 Mar	Frontenac	Tornado	22
26-27 Mar	Hays	Snow Storm	2
6-7	Topeka	Tornado	229

#### KENTUCKY

5-8 May	Louisville	Security for KY Derby	400
2-5 Jun	Lexington	Support Mission	35
4-5 Jun	Frankfort	Support Mission	45
8-19 Aug	Pulaski County	Water Haul	8
20-23 Aug	Cynthiana	Support Mission	8



Duration	Location	Incident	Strength
<b>LOUISIANA</b>			
12 Oct	W. Monroe	Flood	14
3-5 Dec	Baton Rouge	Flood	9
26-31 Dec	Alexandria/Monroe	Flood	177
18-19 Jan	State-wide	Support Mission	4
20-21 Jan	New Orleans	Flood	12
21-28 Jan	9 Locations	Water Haul	11
4-5 Feb	Oakdale	Flood	4
13-14 Feb	Lake Providence	Water Haul	6
15-16 Feb	Washington Parish/Mt. Hermon	Support Mission	15
24-30 Mar	Thomas	Tornado	8
5-11 Apr	Collinston & New Roads	Tornado	12
7 Apr	Collinston	Tornado	5
6-20 Apr	Southeastern Area	Flood	234
20 May	Alexandria Area	Tornado	45
20 May	Delhi	Tornado	16
20 May	Columbia	Tornado	13
20 May	Rayville	Flood	9
20-23 May	Winfield	Tornado	12
20-28 May	Olla	Tornado	129
21-23 May	Many	Flood	16
23 May	Delhi	Tornado	2
23 May	Columbia	Tornado	25
23 May	Rayville	Flood	9
26 May-8 Jul	Angola	Flood	59
12-13 Jul	Jackson	Water Haul	2
2 Aug-Present	Tangapoa County	Support Mission	7
2-3 Aug	Oak Dale	Flood	5
<b>MAINE</b>			
9 Nov	Codyville	Medical Evacuation	4
10 Nov	Vinalhaven	Search	5
5 Jan	Bangor	Medical Evacuation	5
22 Jan	Machias	Medical Evacuation	4
2 Feb	Bangor	Search	4
9 Feb	Bangor	Medical Evacuation	5
9 Feb	Bangor Machais Lake/Bangor	Medical Evacuation	4
15 Feb	Bangor	Search & Rescue	4
26 Mar	Bangor	Medical Evacuation	5
12-13 Apr	Calais	Medical Evacuation	5
14 Apr	Ellsworth	Medical Evacuation	5
18 Apr	Grindstone	Search & Rescue	5
11 May	Bangor	Chemical Fire	5
8-9 Jun	Dover/Foxcroft	Medical Evacuation	3
20 Jun	Calais	Medical Evacuation	4
23 Jun	St. Margaret's	Medical Evacuation	5
29 Jun	Gulf Hagus	Medical Evacuation	4
8-9 Jul	Bangor	Medical Evacuation	5
13 Jul	Bar Harbor	Medical Evacuation	4
16 Jul	Bangor	Medical Evacuation	5
30 Jul	Elliottsville	Medical Evacuation	5



Duration	Location	Incident	Strength
6 Aug	Baxter State Park	Search	5
27 Aug	Gassabia Lake	Medical Evacuation	4
4 Sep	Chimney Pond	Medical Evacuation	5
9-10 Sep	Princeton	Medical Evacuation	5

**MARYLAND**

16-21 Jan	Statewide	Support Mission	13
11-14 Feb	Cumberland to Bay Bridge/Baltimore	Snow Storm	300
20 Mar-25 Apr	State-wide	Support Mission	14

**MASSACHUSETTS**

18-21 Dec	Tyngsborough	Water Haul	8
21-23 Mar	Methuen	Flood	7
19-20 Mar	Shirley	Flood	34
21-23 Mar	Methuen	Flood	7

**MICHIGAN**

20-22 Dec	State-wide	Support Mission	15
27-30 May	State-wide	Support Mission	7
15-23 Jul	Manistique	Forest Fire	24
15-16 Sep	St. Clair County	Support Mission	1

**MINNESOTA**

3-10 Jul	Andover/Champlain	Tornado	42
25-27 Jul	26 County Area	Support Mission	4
23 Aug	St. Paul	Support Mission	1

**MISSISSIPPI**

26-27 Dec	Grenada	Flood	38
30-31 Dec	Moorehead	Flood	10
3-4 Jan	Hollindale	Flood	5
7-10 Apr	Columbia	Flood	128
20-21 May	Grenada	Flood	15
20-22 May	Jackson	Flood	14

**MISSOURI**

3-5 Dec	St. Charles	Tornado	72
5-10 Dec	St. Louis, St. Charles & Jefferson Counties	Flood	264
30 Apr-2 May	Springfield	Tornado	80

**MONTANA**

7-12 Jul	Big Timber	Forest Fire	27
8-11 Sep	Big Horn County	Range Fire	10



Duration	Location	Incident	Strength
<b>NEBRASKA</b>			
24-25 Dec	Sidney	Snow Storm	7
27-28 Dec	Lexington & Grand Is.	Snow Storm	27
20-21 Mar	Marysville	Medical Evacuation	4
9 Apr	Marysville	Medical Evacuation	4
26 Apr	Hastings	Medical Evacuation	3
7 Jun	York	Medical Evacuation	4
7-8 Jun	Brady	Flood	3
17 Aug	Marysville	Medical Evacuation	4
18 Aug	Fairbury	Medical Evacuation	4
21 Sep	Omaha	Medical Evacuation	4
<b>NEVADA</b>			
30 May	Washoe County	Flood/Mud Slide	4
16-24 Jun	Fallon	Flood	33
30 Jun-1 Jul	Laughlin	Flood	48
19-21 Jul	Virginia City	Forest Fire	13
<b>NEW HAMPSHIRE</b>			
26 Jan	Pinkham Notch	Search	8
19 Mar	State-wide	Support Mission	25
11 Apr	Concord, Bow & Pembroke	Search	2
12 Jun	Jackson	Medical Evacuation	7
<b>NEW JERSEY</b>			
1 Oct-30 Nov	State-wide	Support Mission	20
11-12 Feb	State-wide	Snow Storm	451
<b>NEW MEXICO</b>			
1-2 Oct	Portales	Support Mission	20
17-20 Nov	Ocate	Search	114
22-23 Nov	Canoncito	Water Haul	3
29 Jan-15 Mar	Gallup	Snow Storm	35
<b>NEW YORK</b>			
4 Oct	Albany	Medical Evacuation	3
6 Oct	Ft. Dix	Medical Evacuation	3
6 Oct	Off Florida Coast	Search	11
8 Oct	New York City	Medical Evacuation	6
14 Oct	Cambridge	Medical Evacuation	3
15 Oct	Boston	Medical Evacuation	3
20 Oct	Albany	Medical Evacuation	3
21 Oct	Stoney Brook	Medical Evacuation	7
22 Oct	E. Long Island	Medical Evacuation	7
25 Oct	Kingston	Medical Evacuation	2
27 Oct	Cooperstown	Medical Evacuation	3
28 Oct	Gloversville	Medical Evacuation	3
2 Nov	Oneonta	Medical Evacuation	2
19-20 Nov	Off N.E. Coast	Search	25



Duration	Location	Incident	Strength
21 Nov	Bangor, ME to Reinlander, WI	Search & Rescue	6
29 Dec	Southampton	Medical Evacuation	5
3 Jan	Walton	Medical Evacuation	3
5 Jan	Walton	Medical Evacuation	3
21 Jan	Kingston-Newburg	Support Mission	5
21 Jan-13 Jul	New York City	Emergency Shelter	12
22 Jan	Albany-Boston	Medical Evacuation	3
1 Feb	East Coast	Support Mission	11
2 Feb	Malone-Albany	Medical Evacuation	3
10-15 Feb	East Coast	Support Mission	10
17-21 Feb	East Coast	Support Mission	13
25 Feb	Off East Coast	Support Mission	13
26 Feb	Cross-Country Run	Support Mission	13
26 Feb	Cross-Country Run	Support Mission	13
2 Mar	Delaware Valley Hospital	Medical Evacuation	2
10 Mar	East Coast	Support Mission	12
19 Mar	East Coast	Support Mission	10
23 Mar	Greenport	Medical Evacuation	2
31 Mar-14 Apr	East Coast	Support Mission	9
4-6 Apr	Labrador-England	Support Mission	9
12-13 Apr	East Coast	Support Mission	8
27 Apr	Harris	Medical Evacuation	3
29 Apr	Harris	Medical Evacuation	2
8 May	Cambridge	Medical Evacuation	3
6 Jun	Off East Coast	Search	20
7 Jun	Off East Coast	Search	12
8 Jun	Off East Coast	Search	11
9 Jun	Off East Coast	Search	8
9 Jun	North Atlantic	Search & Rescue	9
10 Jun	Off East Coast	Search	7
17 Jun	Albany	Medical Evacuation	3
7 Jul	Port Jefferson	Medical Evacuation	5
11 Jul	Albany	Medical Evacuation	3
12 Jul	Off East Coast	Rescue	5
14 Jul	Off East Coast	Search & Rescue	17
14 Jul	Off East Coast	Search & Rescue	5
19 Jul	Albany	Medical Evacuation	3
25 Jul	Gardner/Plum Island	Search	6
30 Aug	Off Long Island	Medical Evacuation	8
17 Sep	Southampton	Medical Evacuation	2
23 Sep	Newark, NJ to Stonybrook, NY	Medical Evacuation	5
24 Sep	Plum Island	Search	5

#### NORTH CAROLINA

1-2 Dec	Charlotte	Nuclear Power Plant Exercise	3
13-15 Jan	Butner	Power Outage	23
22-24 Jan	Wilkes County	Power Outage	5
17 Feb	Butner	Support Mission	3
16-22 Mar	Butner	Power Outage	17



Duration	Location	Incident	Strength
19 Mar	Erwin	Search & Rescue	4
24 Mar	Southern Pines	Snow Storm	17
29 Apr	Wilmington	Aviation Support	3
16-20 May	Taylorsville	Water Haul	16
4-5 Aug	Gatonia	Power Outage	2
9-10 Aug	Windsor	Tornado	15
21 Sep	Salisbury	Chemical Explosion	6

#### NORTH DAKOTA

22 Jul	Morton County	Support Mission	3
--------	---------------	-----------------	---

#### OHIO

7 Dec	Smith Township	Water Haul	3
29 Apr-2 May	Columbus	Water Haul	4
2-3 May	Weston	Tornado	33
1 Jul	Lima	Support Mission	4
8-12 Sep	Wilson	Support Mission	15

#### OKLAHOMA

7-8 Oct	Midwest	Chemical Explosion	2
14 Jun	Tuttle	Water Haul	3
23 Jun-1 Jul	Bartlesville	Support Mission	8
7 Jul	Harrah	Water Haul	3
25 Jul	Sand Springs	Water Haul	4
27 Aug	Wetumka	Water Haul	5
4-16 Sep	Hominy	Support Mission	27

#### SOUTH CAROLINA

6-8 Jul	Pinopolis Dam	Support Mission	26
---------	---------------	-----------------	----

#### SOUTH DAKOTA

18 Dec	Angostura Lake	Rescue	4
--------	----------------	--------	---

#### TEXAS

20-22 Dec	State-wide	Support Mission	38
21-22 Dec	State-wide	Support Mission	10
28 Dec	State-wide	Support Mission	3
24 Feb	El Paso	Support Mission	12
2 Mar	Denton	Support Mission	6
3 Mar	Sherman	Support Mission	5
10 Mar	Sherman	Support Mission	16
28 Mar	El Paso	Support Mission	34
19 Apr	El Paso	Support Mission	37
11 May	Houston	Support Mission	4
16-17 May	El Paso	Support Mission	12
17 May	Austin	Support Mission	6
22 May	Houston	Tornado	6
22 May	Fort Worth	Support Mission	4
10 Jun	Lufkin	Support Mission	2
18-26 Aug	Galveston	Hurricane	145



Duration	Location	Incident	Strength
<b>UTAH</b>			
1-15 Oct	Sanpete County	Snow Storm	25
13-15 Oct	Mt. Pleasant	Snow Storm	11
8-9 Jan	Duchesne	Ice Jam	100
17-19 Jan	Circleville	Ice Jam	38
28 Feb-9 Mar	Farmington	Rain Storm/Flood	16
16-21 Apr	Thistle	Mud Slide	5
29 Apr-2 May	Thistle	Water Haul	1
24 May-30 Jun	9 County Area	Floods/Mud Slides	194
<b>VIRGINIA</b>			
25-26 Oct	Tide Water Area	Flood	4
16 Dec	Richmond-Fairfax	Medical Evacuation	3
17-18 Jan	Richmond	Water Haul	4
11-15 Feb	6 County Area	Snow Storm	127
23 Feb	Hampton	Support Mission	3
20-22 Jun	Hampton	Support Mission	14
30 Sep	Paquoson	Flood	4
<b>VIRGIN ISLANDS</b>			
6 Oct	St. Croix	Search & Rescue	39
11-13 Jun	St. Croix	Medical Evacuation	4
30 Sep-Present	St. Croix	Medical Evacuation	3
<b>WEST VIRGINIA</b>			
5-6 Dec	Parkersburg	Search	8
17 Dec	Elkins	Search & Rescue	35
17-19	Rowlesburg	Water Haul	2
22 Dec	Elkins	Support Mission	4
3 Jan	Parkersburg	Medical Evacuation	3
10 Feb	Parkersburg	Medical Evacuation	3
11-17 Feb	Martinsburg Area	Snow Storm	23
22-24 Jul	Nethken	Water Haul	16
22 Jul	Wood	Medical Evacuation	2
29 Jul-4 Aug	Marion County	Water Haul	11
17-26 Sep	Winfield	Water Haul	4
<b>WISCONSIN</b>			
2 Oct	Dodge County	Search & Rescue	2
3 Feb	Cambridge	Medical Evacuation	3
<b>WYOMING</b>			
5-6 Mar	Laramie	Snow Storm	2
1-3 Jun	Evanston	Flood	1
2 Jun	Rock Springs	Flood	5
19 Jul	Platte County	Range Fire	2
18-19 Sep	Shoshone Nat. Forest	Forest Fire	5







