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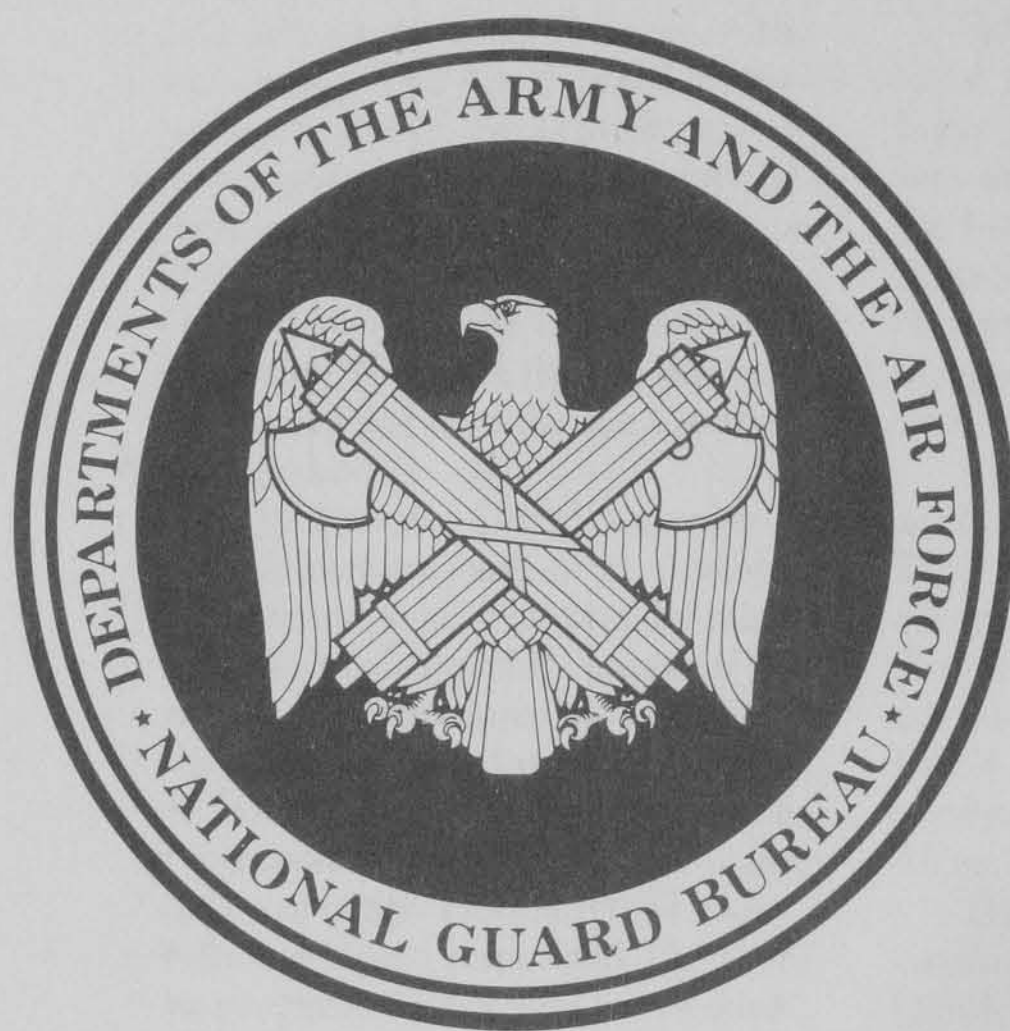
# 1984 ANNUAL REVIEW



OF THE CHIEF  
NATIONAL GUARD BUREAU

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# **1984 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 1984, is respectfully submitted.

This report details the National Guard's accomplishments and programs for Fiscal Year 1984 (FY 84). Continuing under the Total Force Policy, both the Army and Air National Guard maintain their place as integral partners in 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, 32% 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 continues to actively perform both of its missions, Federal and state. The primary mission remains, as always, the defense of the nation. The additional vital mission of the National Guard is to assist state authorities in the preservation of life, protection of property and the maintenance of order. During FY 84 the National Guard responded 391 times to emergency conditions in 49 states and territories. A total of 11,322 soldiers and airmen were involved in these callups. The National Guard is called into these emergency situations because it is a well trained and disciplined force capable of responding to a wide range of contingencies. The National Guard continued its cooperation with various Federal agencies in helping them meet the demands of implementing important Federal programs relating to national security and law enforcement.

At the end of FY 84, Army National Guard strength was 434,702 officers and enlisted personnel. This record strength of the ARNG reflects the high morale and volunteer spirit of today's National Guardsmen.

As the force structure of the Army

Guard has remained stable, the mobilization readiness of the ARNG has increased to its highest level. This has been brought about through participation in JCS exercises, OCONUS training and the Affiliation Training Program. Individual readiness and skills and thereby unit readiness and skills have been increased through such training programs as Key Personnel Upgrade Program, attendance at Army service schools, and the National Guard Professional Education Center.

Substantial improvements continued to be made in FY 84 in the Total Force Structure of the ARNG. This year the ARNG began converting to the J-series TOE. The ARNG Mountain School in Vermont graduated its first class in FY 84, while the highlight of the year was the reorganization of the 35th Infantry Division.

Army National Guard aviation constitutes almost onethird of the Total Army's aviation assets. As such it constitutes almost one-third of the Total Army's aviation assets. As such it completed another successful year in FY 84 flying 308,890 hours with an accident rate of 2.58 per 100,000 hours.

The Air National Guard, in FY 84, continued its outstanding record of high levels of achievement. Because it is part of the Total Force, Air National Guard units continue to be assigned to seven gaining major commands of the Air Force. This policy helps to insure that ANG units are capable of smoothly merging with the Air Force in wartime. Continued modernization and realistic training enables the ANG to maintain its combat ready status.

The Air National Guard completed FY 84 with 105,012 officers and airmen. This is the sixth consecutive fiscal year that the programmed end strength of the ANG has been exceeded.

Air National Guard units continued heavy participation in both unified command exercises and deployments of the Air Force. This provided support to the Air Force and realistic



training opportunities for the ANG. In FY 84 units of the ANG deployed to Europe, the Middle East, the Far East, and Central America. ANG units also participated in such exercises as Team Spirit, Bold Eagle, Global Shield, Display Determination and Crested Eagle.

An important part of the ANG contribution to national defense is the day-to-day alert missions carried out in support of active force requirements. An example is the 13 ANG KC-135 units that continuously maintain both crews and aircraft on a round-the-clock alert to help support the Strategic Air Command's Single Integrated Operations Plan. In addition, the ANG continues to provide two-thirds of the Air Force's air defense capability, with a total of 11 units providing both aircraft and crews on a continuous alert to protect America's air space.

As part of the Total Force, ANG tactical airlift units of the ANG flying the C-130 continued to support the active component. Airlift units also supported the requirements of both the U.S. Southern Command and the U.S. European Command. Participation in various exercises such as REFORGER 84 was continued by ANG C-130 units.

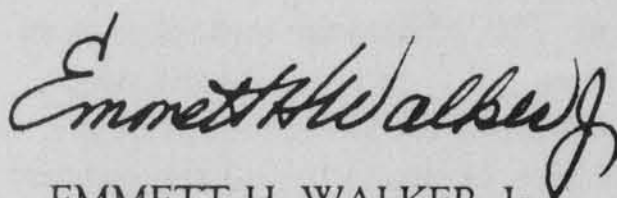
The Air National Guard also made changes in its force structure. The 105th Tactical Air Support Group, New York ANG was redesignated the 105th Military Airlift Group and is scheduled to receive the C-5. The 148th Tactical Reconnaissance Group, Minnesota ANG was redesignated as the 148th Fighter Interceptor Group and converted to F4Ds. The 290th Combat Communications Squadron, Florida ANG, was organized with the mission of augmenting the Joint Communication Support Element (JCSE).

In FY 84 the Air Guard flew 424,563 hours with only five Category A accidents for a rate of 1.9 accidents per 100,000 hours of flying.

The National Guard continued its emphasis on equal opportunity. Minori-

ty strength in the Army National Guard reflected population parity with 114,850 minority personnel or 26.4% of the force. Minority strength in the Air National Guard consists of 15,297 personnel or 14.6% of the force. The Minority Officer Recruiting Effort Program continued to increase minority officer representation.

During the 348 years that it has existed, the National Guard has ably served and protected both the nation and the states. Because of its training and modernization the Army and Air Guard continued to play a central role in America's national defense as full partners in the Total Force. Since the citizen-soldier first went to war in 1637, through the Guard's service in Vietnam, the response of the National Guard to wartime demands is a matter of both record and pride. This report details the many accomplishments of the National Guard for Fiscal Year 1984.



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



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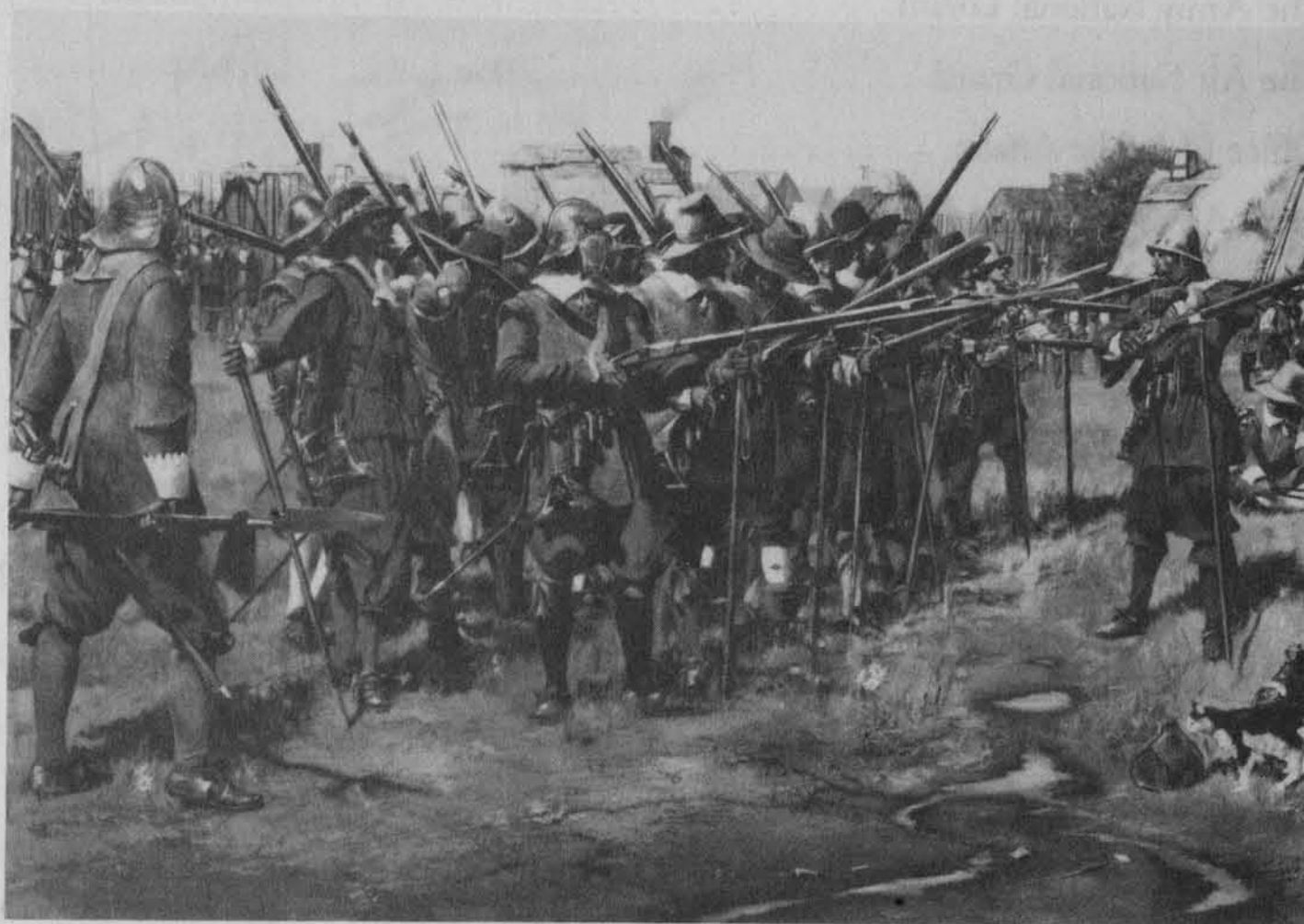
# The National Guard

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 firstline defenses of the United States, with both Army and Air National Guard units assigned to the U.S. Central Command, 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 worldwide basis, and as a result, training is conducted in Europe, Greenland, Central America and Asia. In its state role, the National Guard responded 391 times this year in the preservation of life and the maintenance of order.

The National Guard Heritage Painting "The First Muster" depicts the East Regiment, Massachusetts Bay Militia, in 1637. That regiment is now the 101st Engr Bn, Mass ARNG.

The National Guard Heritage Painting "The Fourth Alabama" shows the unit (now the 167th Inf, Alabama ARNG) during the Battle of First Manassas.





## Army National Guard

### Personnel

434,702 Personnel  
41,127 Support Personnel

Organization  
3,436 Units

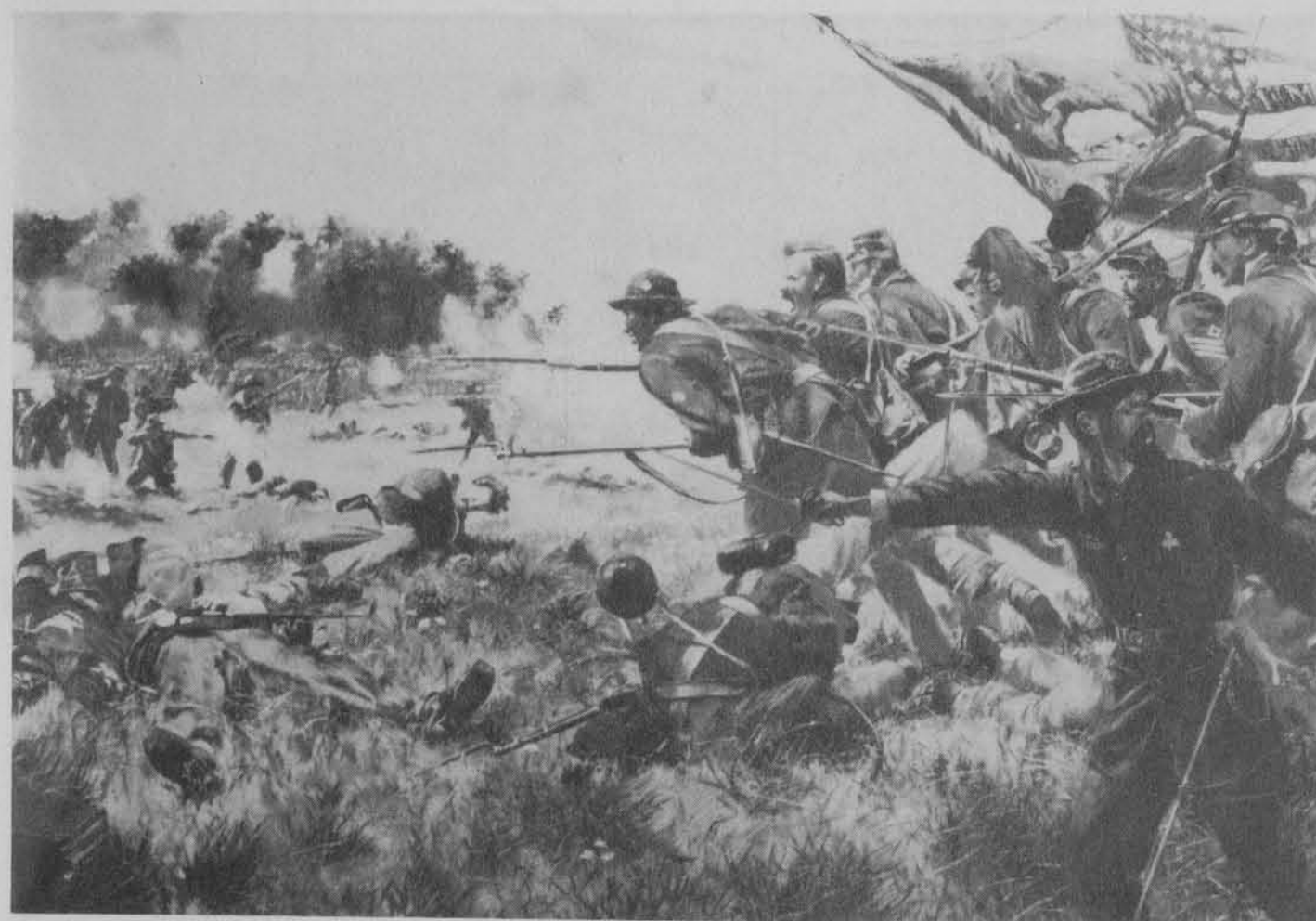
### Major Units

8 Divisions (5 Infantry, 2 Armored, 1 Mechanized)  
1 Division Headquarters  
22 Separate Brigades (10 Infantry, 8 Mechanized, 4 Armored)  
4 Armored Cavalry Regiments  
2 Special Forces Groups  
1 Infantry Group (Arctic Recon)  
20 Field Artillery Brigade Headquarters  
4 Engineer Brigade Headquarters  
3 Medical Brigade Headquarters  
2 Signal Brigade Headquarters  
2 Military Police Brigade Headquarters  
1 Air Defense Artillery Brigade Headquarters  
1 Transportation Brigade Headquarters  
1 Corps Artillery Headquarters  
1 Signal Command Headquarters  
1 Support Command Headquarters  
4 Infantry Battalions (TLAT)

### Facilities

2,851 Armories  
2,234 Non-armory Facilities and Camps

The National Guard Heritage Painting "The First Minnesota" portrays the regiment during a critical point in the Battle of Gettysburg. The unit today is the 135th Inf, Minnesota ARNG.



## National Guard Bureau Personnel Strength

	Authorized	Assigned
<b>Military</b>		
ARNG	47	47
Active Army	57	57
ANG	35	38
Active Air Force	54	53
<b>Total</b>	<b>193</b>	<b>195</b>
<b>Civilian</b>		
Army	140	130
Air Force	116	99
<b>Total</b>	<b>256</b>	<b>229</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

## Air National Guard

### Personnel

105,012 Personnel  
27,630 Support Personnel

### Organization

1,073 Units  
24 Wings  
67 Groups  
91 Squadrons  
663 Support Units  
104 Communications-Electronics Units  
120 Miscellaneous Units

### Facilities

86 Flying Bases  
110 Non-flying Installations



# 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,

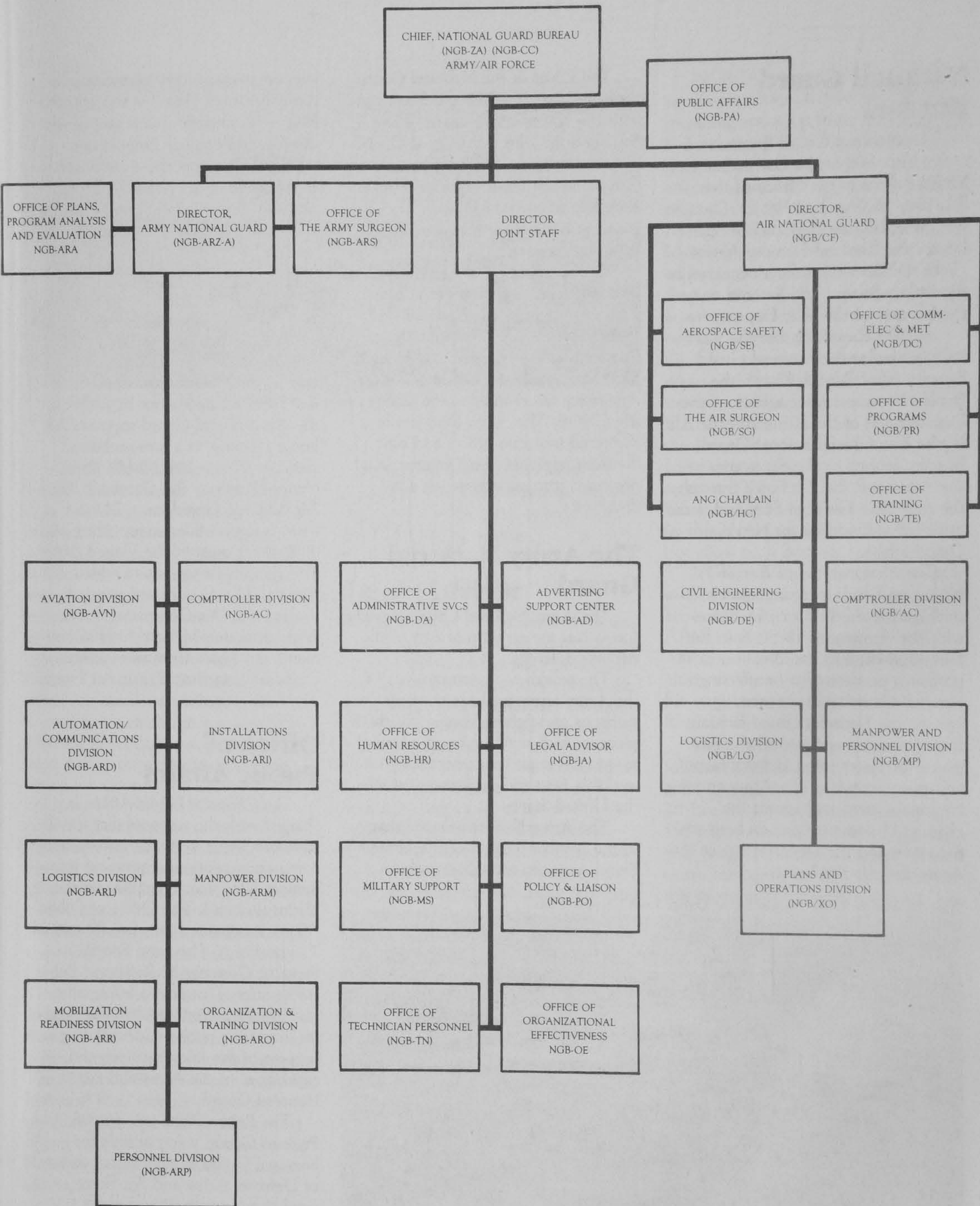
was reserved to the states. National military policy, subsequently enacted into law, has served to enhance the availability and improve the readiness of the National Guard as a Federal reserve force. In accordance with the traditional military policy of the United States, the National Guard continues 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 201. The state mission is to provide units trained and equipped to function effectively in the protection of life and property and the preservation of peace, order and public safety under the orders of state and Federal authorities.



47th Inf Div on parade during a Division Review  
at Ft. McCoy, Wisconsin.







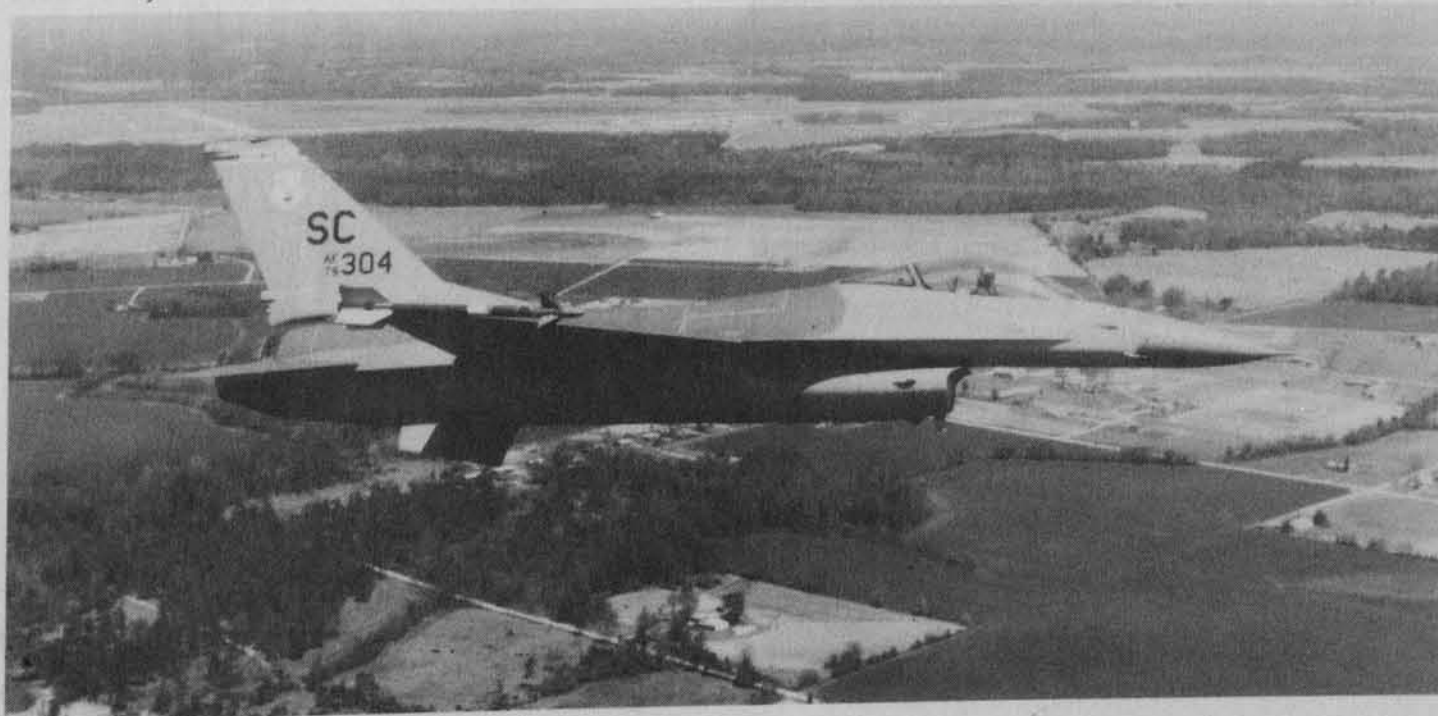
## National Guard Bureau

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.

*An F-16\* from the 169th Tactical Fighter Group, South Carolina ANG.*



The Chief of the National Guard Bureau is appointed by the President, with the advice and consent of the Senate, from a list of National Guard officers recommended by the respective Governors for a term of four years and is eligible to succeed himself. The grade authorized for this position is lieutenant general.

The organization of the national Guard Bureau is shown on page 5. There are eight 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 two offices 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, as well as major treaty commitments. All must be supported by forces available for rapid deployment from the United States.

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 primary Reserve Component able to provide combat and combat support units needed to support these contingencies. In addition, Army National Guard units roundout active Army divisions as part of the Total Army policy.

## The Air National Guard

The Air National Guard is a combat ready force 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 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.





Civilians load onto a KC-135 of the 190th Air Refueling Group, Kansas ANG, for a public affairs airlift.

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, military open houses and other events as part of the ongoing effort to increase public awareness of the National Guard. Community Relations coordinated ceremonies at Arlington National Cemetery in which the governors or adjutant generals 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, 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. *On Guard* won a first place award in the Air Force media contest.

## Legal Advisor

**General Law:** FY 84 saw a continuation of a high volume of administrative law, legislative, and military personnel law actions for our primary clients, the CNGB, the Directorates and Divisions of NGB, the USPFOs and the State Adjutants General.

NGB-JA processed numerous legislative actions (reports on bills and legislative proposals) of interest to the National Guard. NGB-JA initiated several important legislative proposals, including legislation amending permanent law to define and clarify the status of National Guard Active Guard/Reserve (AGR) personnel, legislation to authorize limited Federal support of State Defense Forces, and legislation to provide states 100% Federal funding of design costs for ARNG construction projects built on state land. Also, NGB-JA developed and coordinated NGB inputs on a wide variety of legislation in the 98th Congress, including legislation relating to medical care and benefits, social security coverage of National Guard technicians, and numerous other issues of importance to the National Guard.

NGB-JA was involved in many significant administrative law actions, including actions relating to temporary Federal recognition of units, retired grade of officers discharged for cause, effective date of promotion of ANG officers, and numerous others. Also, NGB-JA efforts were successful in reversing a prior unfavorable decision of the Comptroller General. On 22 August 1984, the Comptroller General, at the request of NGB-JA, issued an opinion which held that National Guard members who are disabled by disease while on full-time duty for periods of 30 days or less under 32 U.S.C. section 502(f) are eligible for the incapacitation payments and related benefits prescribed by 10 U.S.C. sections 3722 and 8722. A prior Comptroller General opinion, reversed by the 22 August 1984 opinion, did not allow such benefits.

NGB-JA also conducted Standards of Conduct compliance reviews for the NGB staff, USPFOs and designated ARNG and ANG technicians and AGR personnel. All persons in the National Guard who were required to file statements of affiliations and financial interests did so.

Nationwide implementation of the full-time (AGR) judge advocate program was authorized by the CNGB on 26 January 1984. As of 1 September 1984 approximately 30 states had full-time judge advocates on board. Professional management and supervision of this program is the responsibility of the Chief, Office of Legal Advisor, and is implemented through the Chief, General Law Team.

NGB-JA again hosted the National Guard Judge Advocate Conference at the National Guard Professional Education Center (PEC), Camp Robinson, Arkansas, in May 1984. Over 200 ARNG and ANG Judge Advocates attended the conference. Also, a number of representatives of state Attorneys General were present. There were attendees from every state, territory, Puerto Rico, and the District of Columbia. NGB-JA was able to



obtain continuing legal education credit for the conference from 12 states which require annual continuing legal education of attorneys.

NGB-JA continued its Legal Information Line program, a recorded telephone presentation of current National Guard legal information which is updated weekly. The telephone line with current legal information is open 24 hours per day.

Action was taken to acquire the WESTLAW system for legal research. This system allows attorneys access by computer terminal to data base of relevant laws, regulations, court cases, and other legal information. Attorneys can perform research in the office instead of the library. This will be particularly helpful to the four Judge Advocate Detachments which support the office. The system became operational in August 1984.

**Contracting and Fiscal Law:** The National Guard Bureau is an Army contracting activity, and the Chief, Office of the Legal Advisor is the Principal Assistant Responsible for Contracting (PARC) to the CNGB. NGB-JA reviews contracts 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 procurements 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 Appeals Division on matters appealed to the Armed Services Board of Contract Appeals.

There are approximately 225 contracting officers and procurement agents at our contracting activities. As of 30 September 1984, the National Guard expended \$301,567,000 in Federal contract actions. Continued NGB-JA emphasis resulted in 88.6% or \$267,188,360 awarded to small business. The National Guard Small



4.2 in. mortar crew from Spt Co, 1st Bn, 102d Inf, Conn ARNG, emplace their weapon.

and Disadvantaged Business Utilization (SADBU) program accounted for a total of \$22.8 million in awards with \$14,960,000 from the 8(a) set-aside program, \$6,980,000 from the direct awards program, and \$921,000 from the subcontracting plan program. The National Guard exceeded all of its small and disadvantaged business goals for FY 84. Contract awards on behalf of these socio-economic programs surpassed all previous efforts by a significant degree and represent the highest percentages, as well as dollar awards, in National Guard history. Also, NGB-JA opened a direct line of communication with the Regional Directors of the Small Business Administration and has maintained a close working relationship with the Regional Directors. In FY 84, 69.4% of all awards were made through the competitive process.

The Contract and Fiscal Law Team and the NGB Contracting Support Office were involved in a number of joint actions of significance. They were

directly involved in implementing the new Federal Acquisition Regulation which came into existence on 1 April 1984. The two offices prepared and published nine new formats for construction contracts, architect-engineering contracts, supply contracts and service contracts. Contracting policy was appropriately revised and guidance provided to the field during implementation of the FAR. These offices also prepared and issued the State Contracting Instruction which consists of guidance to state contracting offices concerning Federal requirements.

In addition, the Contracting Support Office initiated a special training program for 200 ANG contracting personnel. This office developed a program designed to satisfy deficiencies noted in Air Force Major Command IG inspections. As a result, the NGB-JA Small Purchase Course was published, and became a valuable training tool. Training commenced on 1 August 1983 and was completed 28 October 1983. Consequently there have been significant improvements in the inspections. This office also completed a small purchase handbook which provides step by step small purchase procedures and proper formats.

Also, the NGB Contract Management Review Team conducted 12 management reviews at six USPFOs and six ANG units. These management reviews have proved invaluable resulting in significant improvement in the Air Force Inspector General contracting inspections.

During the last week of October 1983, NGB-JA conducted a Head of Contracting Activity (HCA) Conference at PEC. Among the subjects discussed were Cooperative Funding Agreements, Architect-Engineer Contracts, Construction Contracts Small Purchases, Federal Labor Law Violations, and Contract Statistics/Record Keeping.

**Labor and Civilian Personnel Law:** The NGB in the last year has won a series of major labor law cases involving National Guard technicians



before the Federal Labor Relations Authority (FLRA), several of which were reversals of longstanding FLRA policies. The first reversal was the FLRA decision which held that State Adjutants General can refuse to engage in collective bargaining negotiations over grievance procedures which included matters covered by Section 709(e) of the Technician Act and which terminated in binding arbitration. Section 709(e) covers adverse actions, terminations, reductions in force, and suspensions. The FLRA agreed with NGB and four Circuit Courts of Appeal which had upheld the NGB position that the arbitration requirements imposed by the Federal Service Labor-Management Act conflicted with the authority of the Adjutants General to make final decisions at the administrative level on adverse technician actions. The second major reversal was the reclassification of the wear of the military uniform from a mandatory to a permissive subject of bargaining. The FLRA found the military uniform to be a management right under Section 7106(b)(1) of the Labor Statute and thus nonnegotiable because it was a

"method, and means of performing work." Under this standard an agency has the option to bargain or refuse to bargain over the wear of the military uniform. Subsequent to this decision, the CNGB issued a directive that, "any proposals . . . which would permit military technicians the option to wear the military uniform or standard civilian attire will be declared nonnegotiable." The Authority also decided for the first time that the compatibility requirements of the technician program are nonnegotiable since they cover the military aspect of the technicians which is totally mandated by law.

**Litigation:** The Office of the Legal Advisor, NGB is responsible for assisting the Litigation Divisions of The Judge Advocate Generals of the Army and the 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. 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.

During 1984, two significant cases on selective retention were finalized. A 1983 District Court decision was affirmed in a memorandum decision by the Sixth Circuit Court of Appeals and a District Court decision in the First Circuit ruled favorably for the government. Both cases affirm that the selective retention process is a legal and valid tool for vitalization, career progression, and personnel management by the States. Common ground cited for both decisions included the basic nonreviewability of internal military decisions and the nonexistence of any property right in continued service by any military individual, including Guardsmen and technicians.

Several new cases have arisen from service practice situations involving artillery units. In one case several active duty soldiers were injured by an errant shell fired by an ARNG unit during IDJ. They are litigating against the

*Members of HHC, 113th Engr Bn, Indiana ARNG secure a beach under smoke cover before launching a floating bridge at Cp. Grayling, Michigan.*





states involved because recovery against the Federal government is barred by case law. In two cases, minors unlawfully trespassed onto National Guard firing ranges, stole unexploded artillery rounds from the range, and were later killed or injured when the rounds exploded while they were playing with the ordinance at home. While all concerned sympathize with the victims of the tragedies, the National Guard must still defend in court against the allegations that it failed to sufficiently control access to its ranges and did not police the areas for unexploded shells between firing exercises.

Former and current National Guard members comprise approximately 80% of all plaintiffs suing the National Guard and NGB, with personnel policies generating the vast majority of those cases.

The Department of Justice replied to NGB-JA's requests for definitive guidelines for granting of Federal representation in January 1984 without resolving the major concerns. On 12 July 1984, DOD General Counsel proposed to the Department of Justice a specific set of criteria, which, if adopted, will provide needed clarity and support to National Guard personnel in the field executing Federal programs and mandates. This criteria for Federal representation of National Guard personnel was drafted by NGB-JA.

## Human Resources

The Office of Human Resources participates with the DOD, Army and Air Force staffs and the ARNG and ANG Directorates in the formulation, development and coordination of all programs, policies, principles, concepts and plans pertaining to or affecting the ARNG and the ANG. Functionally, it is responsible for the development of policy and the administration of programs to execute the NGB Human Resources (HR) Programs. The office assists the states in the organization,



*Two mechanics from Co C, 230th Spt Bn, North Carolina ARNG, change a tire.*

maintenance and operation of local National Guard Equal Opportunity, Social Actions, Equal Employment Opportunity (EEO), Federally Assisted and Community Relations Programs.

The HR staff advises CNGB and Directors of the ARNG, ANG and Joint Staff on and provides policy and program direction to HR program management and development for ARNG and ANG military and technician personnel. They administer plans, programs and policies regarding Human Relations, Equal Opportunity (HR/EO), Social Actions (S/L), Equal Employment Opportunity, Federally Assisted and Community Relations Programs.

### Equal Opportunity

Overall minority strength in the ARNG and ANG continued to increase numerically during FY 84. ARNG minority strength continued to reflect population parity with 114,850 minority personnel or 26.4% of the force. ARNG minority officers increased to 9.5% of the officer corps. ANG minority strength has not yet reached population parity, with a total of 15,297 or 14.6% of the force. ANG minority officers make up 7.1% of the

officer corps.

During FY 84, the number of ARNG women increased to 22,538 or 5.2% of the force. Female ARNG officers increased to 2,073 or 5.0% of the officer corps. Likewise, ANG women increased to 11,263 or 10.8% of the force. ANG female officers increased to 808 or 6.4% of the officer corps. Detailed statistics are shown in Appendix I.

During FY 84, ARNG minority technician representation increased to 1,698 or 8.7% of the work force. Women constitute 8.8% of ARNG technicians. ANG minority technicians increased, with a year-end total of 1,403 or 7.5% of the work force. Women constitute 7.9% of ANG technicians.

The NGB published its first multi-year Technician EEO Program Affirmative Action Plan and the Federal Equal Opportunity Recruitment Program (FEORP) Affirmative Action Plan to the states during this reporting period. Negotiations with the Equal Employment Opportunity Commission (EEOC) and the Office of Personnel Management (OPM) resulted in a waiver from EEOC and OPM to





PFC Karen Ledding, HHC, 132d Spt Bn, Wisconsin ARNG, concentrates before firing from a standing position.

use the representation of minorities and women in the military complement as the base for affirmative action planning in lieu of the national or community labor force required by EEOC and OPM directives.

The NGB during this reporting period issued its first Affirmative Action Plan for Handicapped Individuals. This plan is developed only at the national level and is applicable to the approximately 5% of the technician work force. The plan addresses two areas of concern, one associated with employment and the other with facility accessibility. States will report accomplishments against the affirmative action planning.

## Training

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) in 1979 was continued during FY 84 to include two cycles each of both ARNG and ANG students. To date 799 personnel,

705 ARNG and 94 ANG, have graduated from DEOMI.

Based on firm DOD and NGB policy statements, a NGB Training Program in Sexual Harassment Prevention was developed in 1982 and implemented by numerous states during FY 84. The NGB has to date trained and certified a total of 146 course managers to conduct sexual harassment prevention training in their respective states. A course manager training session in September 1984 resulted in the certification of 23 course managers, from 12 states and territories. The Wyoming National Guard has reported training all of their ARNG personnel, AGRs and technician work force, with only the WYANG remaining to be trained. The Mississippi National Guard has initiated an energetic and successful program of training that has resulted in the training of over 35 additional course managers, and subsequently, approximately 3000 State employees, technicians, AGRs, and traditional status personnel. State progress reports during FY 84 indicate that approximately 40% of National Guard entities have conducted sexual harassment

prevention training utilizing the NGB training program, while others are in the preparation stage. Approximately 6,000 ARNG and ANG personnel have received sexual harassment prevention training. Critiques of the training, derived from state reports, continue to be complimentary to the training and value the course on a range of 4.0 to 4.5 on a scale of one (low) to five (high). In many of the states, the NGB block of training is being presented in the Senior NCO Academies and OCS curriculum, during state management conferences, and during OPM management training, substituting the NGB training for the sexual harassment prevention block of training generally included by OPM. In addition to the NGB training program, sexual harassment prevention training at the ARNG and ANG unit levels is being provided in conjunction with other management and technical training in a variety of forums.

NGB-HR conducted training of State HR/EO Officials during the 1983 Army Management Conferences. In addition, the Office of Human Resources participated in the annual Support Personnel Management Officers (SPMO) Conference to address current and future EEO Program trends and to receive feedback for consideration in EEO program areas of interest.

The NGB has continued a major public relations effort designed to improve minority recruitment efforts through liaison with minority communities, schools with predominant minority populations, historically black college campus visits, etc. The NGB has participated in numerous national minority and women's conventions, with NGB and state personnel giving speeches, presentations, and workshops. Additionally, NGB has participated with the Deputy Assistant Secretary of Defense (Equal Opportunity & Safety Policy) staff in developing and conducting DOD programs and exhibits during special observances such as Black History Month, Women's History



Week, Hispanic Heritage Week, etc.

### **Complaints Processing System**

During FY 84, the Field Operating Activity focused its efforts on clean-up of the complaints backlog. A total of 52 complaints of discrimination were received in the Office of Human Resources during this time. Of this number, 27 were filed by technician/civilian personnel under Title VII of the Civil Rights Act of 1964 and 25 were filed by military personnel under Title VI of the Civil Rights Act and NGB military regulations. Thirty-nine complaints were closed during the year. There was a total of 46 active complaints at the end of FY 84, 16 of which have been investigated.

During FY 83, the NGB negotiated with the USAF Civilian Appellate and Review Agency (AFCARA) to conduct Title VII complaint investigations as a supplement to the NGB-HR investigative efforts on a pilot basis. Subsequently, NGB decided to initiate a program to contract out the Title VII investigations. In addition to the AFCARA efforts, there are currently 14 contractors certified to investigate Title VII complaints in the National Guard. This effort has proven successful in reducing the backlog of complaints; processing time has been reduced from an average of 18 months to 120 days, from the date of receipt in the National Guard to the date the investigative reports is mailed to the states.

The NGB has recently modified the procedures for processing military complaints of discrimination, reinforcing command responsibility in managing complaints, rendering decisions and achieving timely and reasonable resolution of EO complaints. The new procedures compress the administrative appeal from the CNGB to the State Adjutants General are now responsible for rendering the final decision in military complaints of discrimination and for complaints of discrimination and for taking appropriate remedial action

when discrimination is determined to exist. NGB will maintain review authority in all cases.

### **Military Support**

FY 84 was an 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 391 call-ups in 49 states and territories, continuing a trend to utilize the training and expertise of National Guard units to assist civil authorities during all types of emergencies. Weather-related emergencies were again the major reason for call-ups. They range from snow storms and significant cold spells in the northern half of the continental United States during the first six months of FY 84, to flooding and tornado conditions in the central and southern half during the same period. Considerable tornado and flooding activity was noted in the third quarter as well. Forest fires were significant causes of call-ups in the western states during the fourth quarter of FY 84. A variety of other natural causes, ranging from a volcanic eruption to flood prevention, required the assistance of National Guardsmen, as did oil spills, chemical fires, and search and rescue missions.

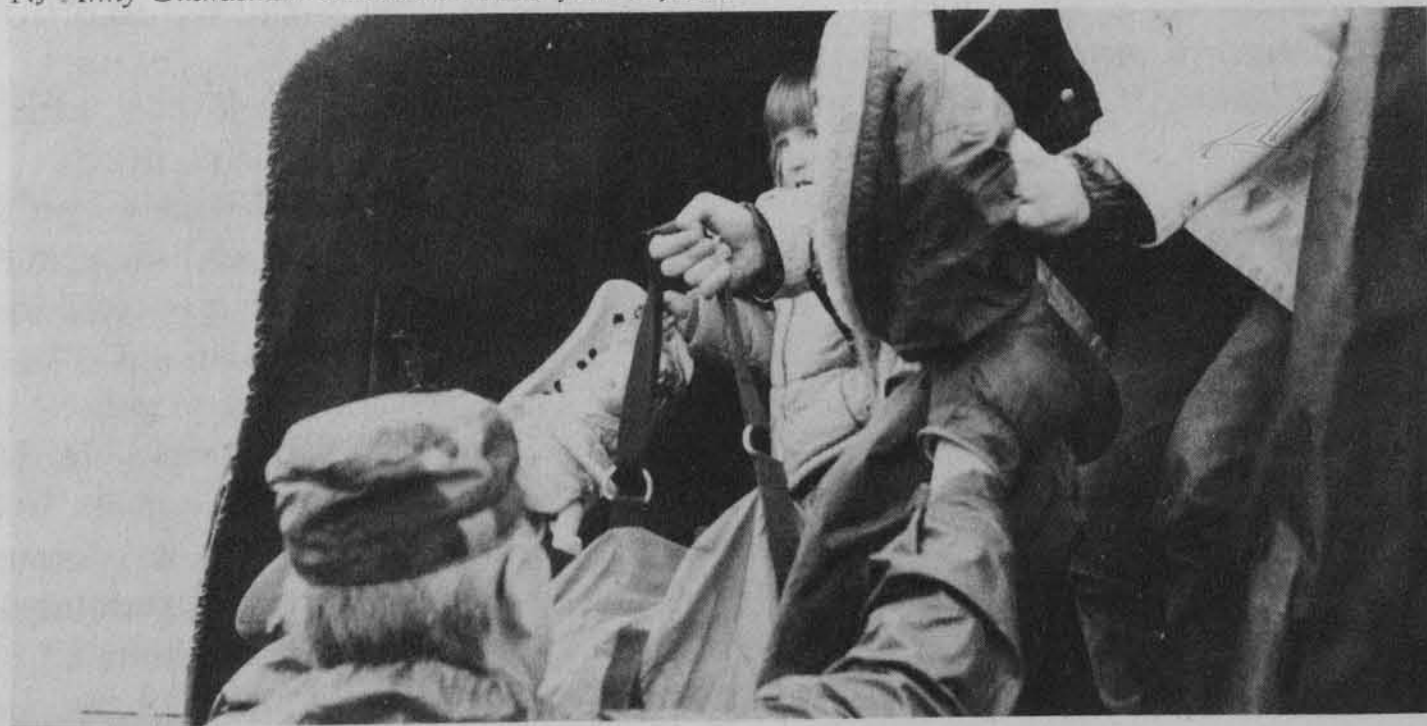
significant causes of call-ups in the western states during the fourth quarter of FY 84. A variety of other natural causes, ranging from a volcanic eruption to flood prevention, required the assistance of National Guardsmen, as did oil spills, chemical fires, and search and rescue missions.

National Guard support to drug enforcement agencies continued this year as an increasing number of states engaged in marijuana eradication and suppression efforts. The major event undertaken in the prevention of loss of life or injury during a major event this fiscal year focused on the Games of the XXIII Olympiad in Los Angeles, California. Nearly a thousand Guardsmen were called to state active duty from California and surrounding states to assist civil authorities by providing aviation and other logistics support during a two week period in July and August. Requests for specialized equipment and personnel in a variety of missions continue to reflect better training and public acceptance of the National Guard as a professional emergency force available to protect the public.

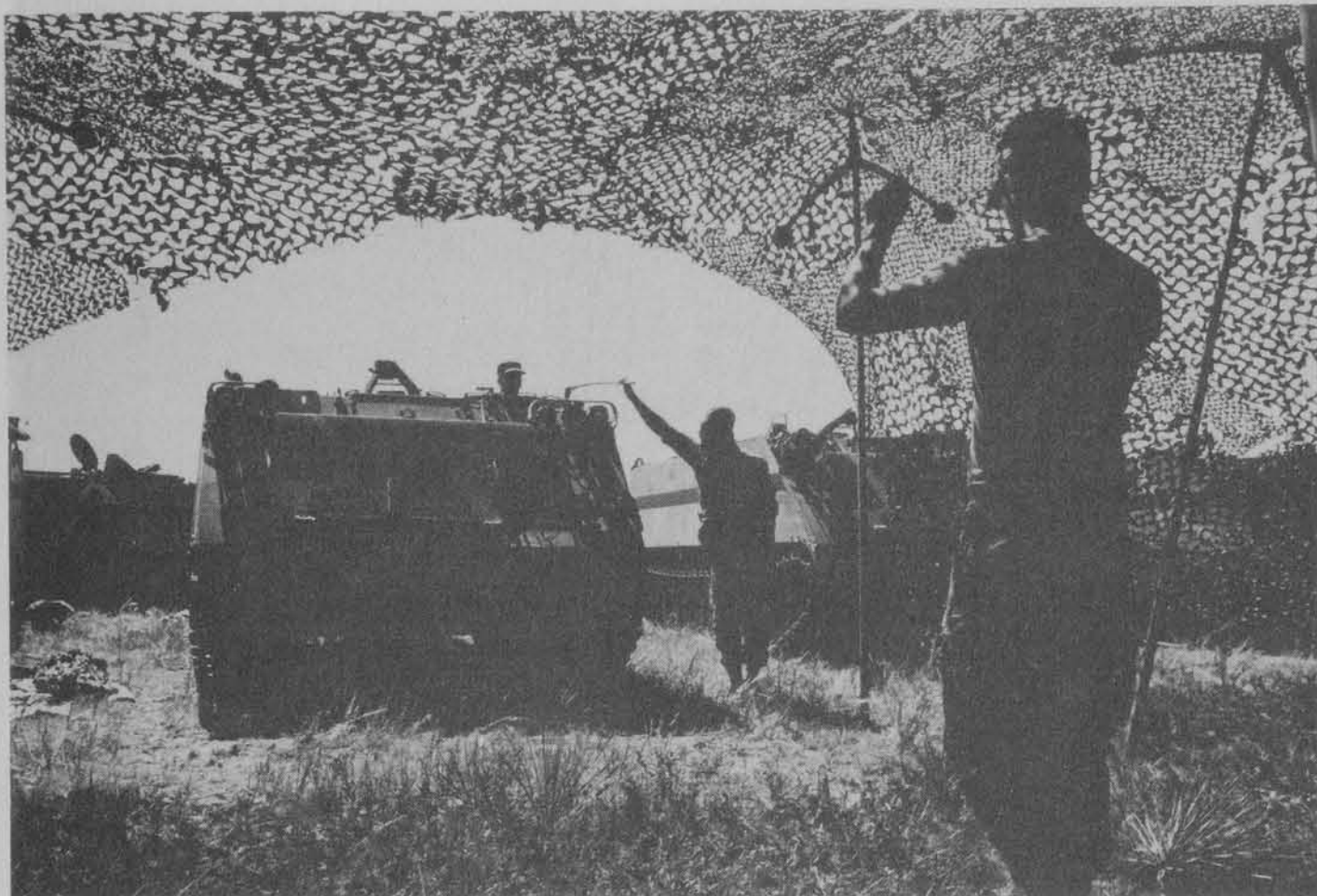
### **Civil Disturbance Control**

Eight civil disturbance call-ups in four states occurred in FY 84, involving 501 personnel. These operations involved judicial outcomes, motor-

*NJ Army Guardsman unloads evacuees from a flood.*







An APC prepares to enter a camouflage net during annual training for the 67th Inf Bde, Nebraska ARNG.

cycle gangs, and dissatisfied copper miners. Plans and preparations were made to counter possible large-scale antinuclear demonstrations against several Army installations, and significant planning efforts were directed toward the nullification of a possible postal work stoppage.

## Natural Disasters and Other Emergencies

Natural disasters and other emergencies continue to dominate requests for National Guard support. Natural disasters accounted for 129 call-ups; 48 floods, 39 snow/ice storms, 18 forest/range fires, 22 tornados, 1 volcanic eruption, and 1 earthquake. The remaining 254 operations involved 93 medical evacuations, 62 search and rescue missions, 20 water hauls to areas experiencing drought, contamination or system under repair, 3 power outages requiring emergency electrical power, 4 chemical spills/chemical fires, and 72 support missions involving sundry emergencies. The total of 391 call-ups involved 49 states and territories, 10,821 Guard personnel, and 107,550 mandays. Table 6, Appendix J details these emergencies.

## Administrative Services

### Administrative Systems

During FY 84 the ARNG and ANG Administrative Systems Program continued to expand throughout the states. Nearly all state headquarters now utilize some automated word processing equipment. The Georgia ARNG was awarded "Test State" status for a \$1.2 million word processing proposal down to company level. Compatibility among various locations was being stressed as many states began submitting total state wide proposals while seeking funding approval for only portions. This total plan concept will increase the efficiency of the total state system and make interoperability a reality. At the end of FY 84 the ANG adopted the Sperry UTS 40, Model 3561-56, as the standard for Word Processing equipment throughout the states.

### Publications

In FY 84, the National Guard Bureau issued 96 regulations and 60 changes to the National Guard and 15

Technician Personnel publications to the technician work force. Publications are now prepared in-house, in camera-ready form and sent to the NGB Duplicating and Forms Center, Augusta, Maine, for printing and distribution to the states. This new procedure allows NGB publications to be distributed in from four to six weeks, versus two to three months under the old system.

The NGB is undergoing a long-range program to consolidate and integrate National Guard publications with existing Army publications. This is in keeping with the spirit of the Reduction in Administrative Workload (RAW) program now in effect. The elimination of publications that duplicate information or instructions currently in Army publications resulted in a reduction of six ARNG publications and four ANG publications in FY 84.

## Freedom of Information Act

During FY 84 both ARNG and ANG continued to receive an increase in the number of Freedom of Information Act requests. NGB received a total of 118 requests, six of which were appealed with five upheld at the Secretariat level.

The increase in the number of FOIA requests has facilitated the need for more comprehensive training. The NGB distributed six All States Letters to provide guidance in processing FOIA requests.

The Office of Legal Advisor, NGB, issued a legal opinion that the Army FOIA Regulation 340-17 is applicable to the ARNG and AF Regulation 12-30 is applicable to the ANG.

## Technician Personnel

### Personnel Services

During FY 84, the Professional Education Center continued to expand. Construction was completed on a new 200 student dormitory. Additional plans have been formulated to cons-





*Iowa Guardsmen of Co B, 1st Bn, 133d Inf, run for cover.*

tract a gymnasium and a learning center. Because of increased student capacity, consideration is being given to expanding the dining hall.

The current annual enrollment at PEC exceeds 8,000 students. Continuing courses include: Unit Administration, Training NCO, Military Personnel, Supply NCO, Training Administration, Company Size Unit Commander, Financial Management, and Personnel Administration.

During FY 84, over 360 suggestions were processed, resulting in tangible savings of \$1,078,279 to the government. Numerous suggestions also resulted in awards based on various levels of intangible benefits, and others were recommended for honorary recognition.

Two Discipline and Adverse Action Courses were conducted at PEC with a total of 56 participants from various Support Personnel Management Offices (SPMO). Also conducted was an intermediate-level Personnel Staffing Course.

The National Guard has far exce-

eded the Congressionally mandated standards concerning the compatible military assignments of military technicians. The standard requires that in any state no more than 5% of the technician work force have a military assignment that is incompatible with technician full-time duties. As of 30 June 1984 the ARNG rate ranged from 0% to 5.0%, for an overall average of 3.1%; the average for the ANG was 0.9% with an individual state high of 3.1%.

An Alcohol and Drug Abuse Course was conducted at PEC with a total of 44 participants from various SPM offices. This course provided the Technician Assistance Program Coordinators instructions for dealing with technicians having job performance problems caused by alcohol and drug abuse.

### **Technician Labor Relations**

Unfair labor practice cases had the heaviest third party activity with 57

cases pending on 1 October 1983, 19 cases filed during the year, and 27 cases closed, which left 49 cases pending on 30 September 1984. Requests for negotiability determinations stood at 15 cases open on 1 October 1983; 4 additional cases were filed, and with 7 cases closed, 12 cases remained open on 30 September 1984. The year began with 11 open-arbitration cases, and 5 more were filed. As 12 were closed, the year ended with only 4 cases. Though these grievances and charges involve many different subjects, the most common are allegations of failure to negotiate the impact of management decisions on the technician work force. 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.

There was continued activity in the area of whether or not ANG flight training instructors, GM-13, are members of the bargaining unit. One decision by the Federal Labor Relations



Authority found that they were in the bargaining unit. However, another decision found that the instructors were management officials and not in the bargaining unit. This decision is the lead decision since it was decided on the new position descriptions issued by NGB-TN in 1981.

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

Disputes continue in FY 84 dealing with occupancy of quarters by technicians on TDY. The FLRA decided (Case Nos. 13 FLRA 37 and 15 FLRA 58) that 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. This issue is now pending before the DC Circuit, Case No. 83-2229.

The wear of the military uniform continued to be an issue in FY 84. The Courts remanded all but one case to the Authority to decide whether or not a state must bargain the attire worn by technicians. The FLRA ruled on 17 July 1984 that the wear of the military uniform is a method and means of performing work which is only bargainable with labor organizations at the option of management.

Compatibility was also found to be a nonnegotiable topic with labor organizations, since compatibility concerns the military aspects of technician

employment. In this case, the FLRA ruled a one-year grace period for a technician to get compatible was not a bargainable matter.

## Personnel Management Evaluation

Management of full-time personnel resources that support the National Guard on a day-to-day basis has dramatically increased in complexity. Within state organizations, full-time personnel can be ARNG and ANG Active Guard and Reserve, military and competitive technician, state active duty, state civil service, or military active component. Managing employees from such different employment systems requires careful position management, awareness of compensation differences, a careful watch on employee morale, and an endless attention to the administrative requirements of the different systems. A myriad of problems can be found in such areas as employee

*2LT David Hambright of Co B, 1st Bn, 119th Inf, North Carolina ARNG, observes mortar rounds during annual training at Ft. Bragg, NC.*



qualifications differences, staffing and career progression complications, training priority intricacies, benefits mechanisms, and an interweaving of public policy issues.

Personnel management evaluation scheduling has been stepped up in order to provide personnel management assistance more frequently in this complex management environment. A major goal is to keep personnel costs from escalating more than necessary by ensuring accurate classification and effective, least costly position management. Other areas for emphasis will be staffing positions with qualified personnel, recruitment from all available services based on equal employment opportunity, and cost savings in productivity-related areas as compensatory time use, sick leave use, and training expense.

## Technician Data Management

The Field System portion of the Technician Personnel Management Information System (TPMIS) was finalized. Seven regional hands-on training sessions were conducted on the Field System in order to implement the automated TPMIS in all states.

The Field System is a software system package which runs on the Burroughs 1955 minicomputer in each USPFO. Using the Field System eliminates manual coding of transactions and required keypunching. The Support Personnel Management Office staff enter personnel actions or training information into the Burroughs terminal. Because the same editing criteria is built into the local system as is in the command system, immediate feedback is received on the accuracy and validity of the transaction. In addition, states have local access to their master file and master file updating capability.

At the end of each month, the Data Processing Installation in each state does end-of-month processing. A new local master file is produced and the SPMO receives an AUTODIN report to verify that the transactions



were submitted to the National Guard Computer Center. A local strength report is also produced.

The program to produce the monthly suspense roster on the state level will be available 1st Quarter, FY 85. With the suspense report, and the projected automated SF 50, the TPMIS is a timely and accurate information system. Managers at all levels are able to utilize TPMIS as a personnel management tool.

At PEC, formal training was conducted in processing and documenting personnel actions. Several staff assistance visits were conducted to assist personnel in TPMIS and the proper use of FPM Supplement 296-33.

Various orientation sessions were conducted for state technician personnel officers discussing problems encountered during normal reporting cycles and the overall importance of an effective management information system. The Field System and the above factors contributed to the overall success in maintaining an effective Technician Personnel Management Information System.

## Compensation and Classification

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

The NGB Position Classification and Position Management Education Program achieved virtually all of the 1981-1984 goals and objectives of a three-year plan. Achievements during FY 84 include establishment of an advanced classification course and training of at least one person in each SPMO, publication of a staff booklet and NGB pamphlet, and initial classification training of the NGB staff.

Technician Personnel Regulations 300 (312) and 500 (511) were published in November 1983. These

regulations supplement the Federal Personnel Manual in the areas of position management and position classification, and provide guidance to be sued by the States.

Major position reviews during the past fiscal year involved positions in the Plans, Operations and Training Office (POTO), USPFO-Pay Branch, Training Operations, Organizational Maintenance Shops (OMS), AVCRAD, Military Personnel Management Office (MPMO), AASF-Aircraft Systems Shop and State Maintenance Office (SMO). On the ANG side of the total program, position reviews included combat communications, tactical control, CBPO, avionics, civil engineering, medical, base communications, and electronics installation.

In FY 84 the Compensation section published Technician Personnel Regulation (TPR) 990-2 which brought pay administration policies and procedures up to date. The new regulation supplements the Federal Personnel Manual Supplement 990-2. As a result, states are now required to develop written policy on how the maximum payable rate rule will be used in

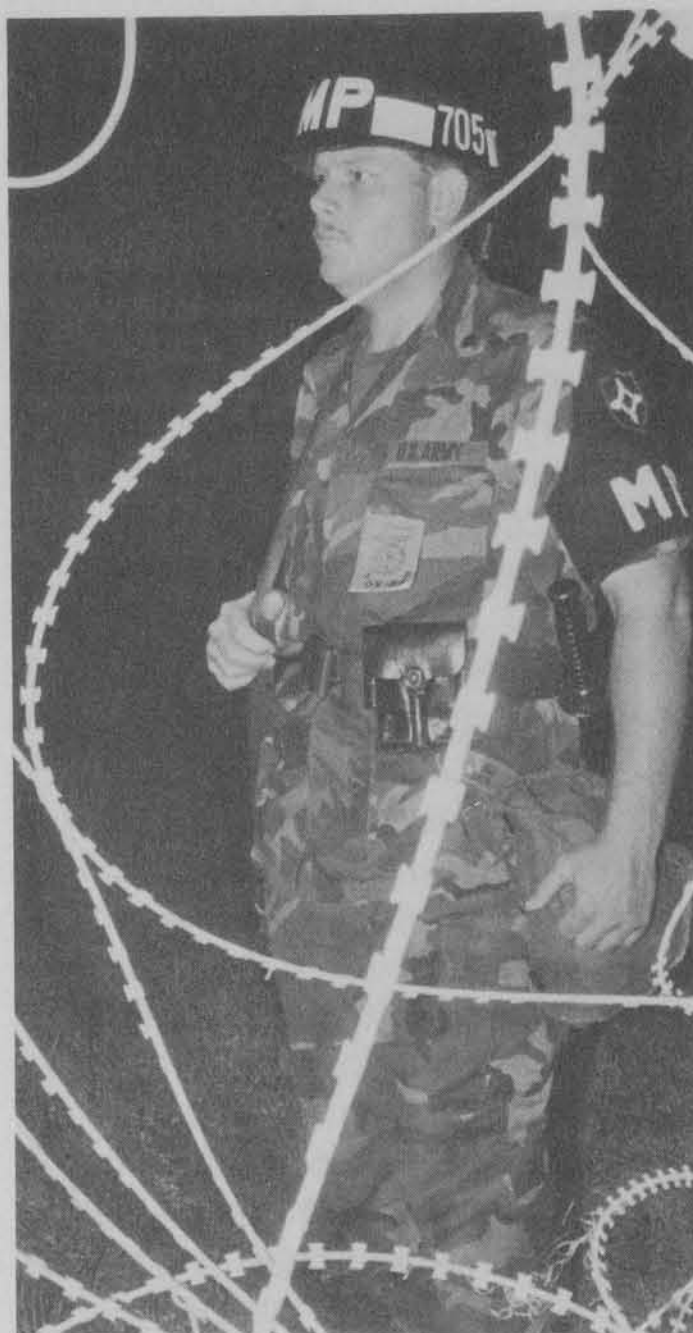
*Members of the 50th Armd Div, New Jersey ARNG, during annual training.*





instances where administrative discretion is permitted. Grade and pay retention entitlements are addressed for situations which only apply to technicians. Overtime work in training status is defined. States must now establish written procedures to administer compensatory time. The regulation also contains rules governing premium pay for full-time and part-time technicians, and it identifies situations which affect severance pay.

Work is still in progress on the study of environmental differential pay (EDP) which was begun last Fall. Preliminary findings demonstrated that there was a need for updated NGB policy guidance on EDP. As a result, TPR 532-1, change 1, was published 9 July 1984. This change supplements Subchapter 8 of the Federal Personnel Manual Supplement 532-1. The TPR establishes the authority for states to approve EDP; and it requires a state EDP plan, EDP committee, annual review of EDP situations, and safety or health specialist review of EDP situations. The requirements of this TPR should eliminate many of the problems associated with EDP such as unwar-



*A Florida guardsman provides security during Ocean Venture 84, a Caribbean-oriented joint services exercise.*

ranted payments or continued payments for situations in which extremely severe hazards have ceased to exist.

## **Organizational Effectiveness**

During FY 84 the National Guard Organizational Effectiveness Program was reduced in manpower and reorganized. The reorganization consisted of moving the Organizational Effectiveness program from the Office of Human Resources and making it a separate office under the Director, Joint Staff. This move was effected to bring the National Guard OE program in line with active Army policy. The mission of NGB-OE remains the same: consulting support to the NGB and the states.

Requests for consulting support from the several states increased approximately 30% during FY 84. This increase was due to an influx of new Adjutants General in several states. A significant increase was also experienced in requests for assistance to units preparing for CAPSTONE missions.



# Army National Guard

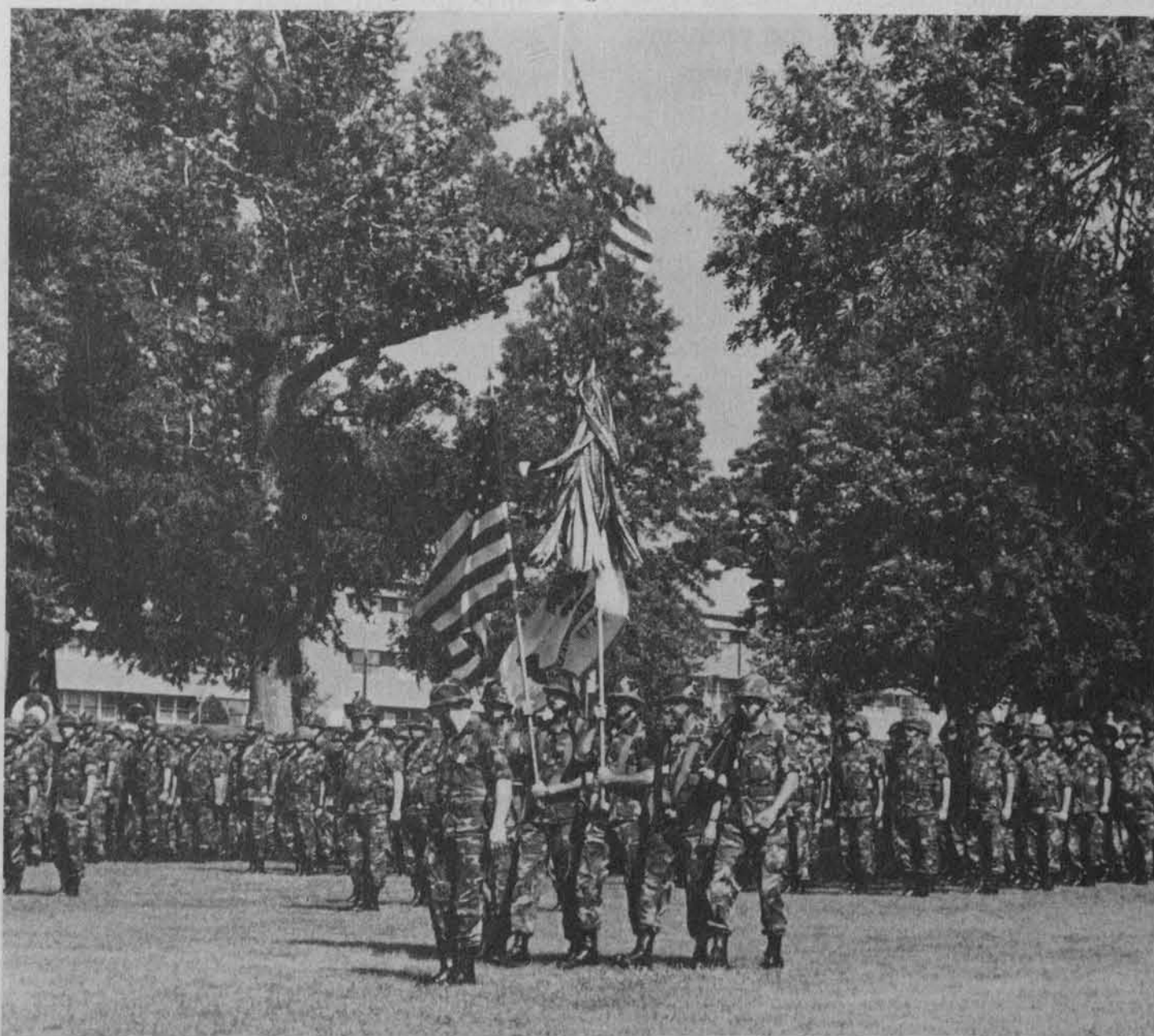
The Army National Guard completed FY 84 with increased levels of readiness, more modern equipment, changes in force structure, and its highest strength in history. At the end of the Fiscal year, ARNG assigned end strength was 434,702 officers and enlisted personnel. This is the highest strength ever achieved by the ARNG and reflects the dedicated volunteer spirit of today's National Guardsmen.

Continued participation in overseas exercises and deployments highlighted the mobilization capability of the ARNG. Programs such as the Overseas Deployment Training Program, Key Personnel Upgrade Program and the Affiliation Program continued to increase the readiness levels of the ARNG and contribute to the Total Army concept. ARNG units participated in such exercises as REFORGER, Display Determination and Crested Eagle while the 2d Battalion, 136th Infantry, Minnesota ARNG was the second National Guard unit to partici-

pate in the National Training Center Rotation Program. The ARNG has also started a series of engineer training exercises in Panama. Exercise "Minuteman I" shows that the ARNG is capable of deploying units and equipment overseas, conducting sustained operations and accomplishing assigned tasks.

The Army National Guard's force structure was substantially strengthened in FY 84. On August 25, 1984, the 35th (Santa Fe) Infantry Division (Mechanized) was reorganized at Ft. Leavenworth, Kansas, while on 6 June, at the D-Day ceremony in Washington, D.C., the Secretary of Defense announced the future reorganization of the 29th (Blue and Gray) Infantry Division (Light) which will be the National Guard's tenth division. Also organized this year was the 5th Battalion (Roland), 200th Air Defense Artillery, New Mexico ARNG and the 3d Battalion, 172d Infantry (Mountain), Vermont ARNG. Both of these

*Troops of the 35th Inf Div on the parade field during reactivation ceremonies.*





organizations are unique to the Army National Guard.

Emphasis in equipping the Guard with more modern equipment continued this year. M60A3 tanks were issued to elements of the 149th Armored Brigade, Kentucky ARNG; 121 Improved TOW Vehicles were also issued. ARNG Roundout units also received new equipment.

Mobilization planning and preparedness continues to receive strong emphasis at all levels, and new readiness programs help the ARNG to increase its mobilization readiness. The ARNG began converting to the J-Edition TOE when the 256th Infantry Brigade, Louisiana ARNG, the 2d Battalion, 136th Infantry, Minnesota ARNG and the 1st Battalion, 141st Infantry, Texas ARNG converted. Assuming Roundout missions to the 1st Cavalry Division were the 155th Armored Brigade, Mississippi ARNG and the 3d Battalion, 141st Infantry, Texas ARNG. National Guard units roundout nine active component divisions. This mission is indicative of the ARNG's important role in the Total Army and its ability to mobilize and deploy alongside active component organizations.

Minority strength continued to increase in FY 84 with an end strength of 114,850 personnel or 26.4% of total strength. Blacks made up 17.2% (74,635) and women accounted for 5.2% (22,538) of total strength. The Minority Officer Recruiting Program increased the percentage of minority officer personnel to 9.5%

During FY 84 ARNG aviation units flew 308,890 hours with an accident rate of only 2.58 accidents per 100,000 hours.

In completing FY 84, the Army National Guard saw improvement in its readiness and mobilization posture, its personnel strength and in the modernization of its equipment. Today, as in its past 348 years of service, the Army National Guard is ready to respond to its mission of serving the states and protecting the nation.

## Personnel

### Military Strength

The Army National Guard began FY 84 with an assigned strength of 417,791. Because of a much more difficult recruiting environment, Army National Guard strength went down during the first four months of the year reaching 413,499 in January 1984, the low point for the year. For the remainder of the fiscal year, a major recruiting program was initiated, resulting in the record end assigned strength of 434,702, 100.3% of authorization. This is the highest strength ever attained by the ARNG, and exceeded the previous record set in FY 57. Commissioned/ Warrant Officer strength was 41,847 and enlisted personnel 392,855. There was a net gain of 16,911 over the previous fiscal year.

This aggressive program for increasing strength was established by and received the personal involvement of the Chief, National Guard Bureau and the Director and Deputy Director, Army National Guard. Strength received the highest priority in the Army National Guard. Weekly strength initiatives were developed and implemented while special communications to Adjutants General emphasized strength objectives and recommended actions. Initiatives were developed to increase prior service enlisted accessions by one thousand a month, to increase career reenlistments by 15%, and to reduce non-ETS losses.

### Minority Strength

Minority strength remained relatively constant throughout the fiscal year. The year opened with this category of strength at 26.6% of total assigned. At the end of the fiscal year, minority strength consisted of 3,957 commissioned/warrant officers and 110,893 enlisted personnel, representing 26.4% of the total assigned strength.

Black strength reflected net gains in

the enlisted category for this fiscal year, a reversal from last year where the net gains were found in the officer category. However, total strength remained fairly constant. Officer strength remained at 4.5% of officer strength while enlisted personnel increased to 18.5% of enlisted strength. At the end of FY 84 black commissioned/warrant officer strength was 1,883 and enlisted personnel was 72,752 for a total of 74,635, comprising 17.2% of the total assigned strength.

Female strength increased slightly during FY 84. This category was effected primarily by the significant number of female officers and enlisted personnel serving in closed units. Loss of previously open positions in combat support units has impaired recruiting in this area. At the end of the fiscal year, there were 2,073 female commissioned/warrant officers and 20,465 female enlisted personnel for a total of 22,538 female personnel comprising 5.2% of assigned strength.

### Inactive National Guard

The Inactive National Guard (ING) is authorized to retain soldiers who leave units of the Army National Guard prior to 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 84 was 9,480, 581 commissioned/warrant officers and 8,456 enlisted personnel.

### Enlisted Personnel

There were 85,540 enlisted personnel gains during FY 84, 77.8% of the programmed objective. Non-prior service enlistments were 46,169 or 77.0% of objective while prior service enlistments were 39,371, or 78.7% of objective. However, reversal of the accession mix (NPS/PS) which began during the second quarter continued





A tank from the 1st Sqdn, 238th Cav, Indiana ARNG, prepares to engage a target.

for the remainder of the fiscal year reflecting the trend of the FY 84 objective. Of the total gains for the year, 54.0% were non-prior service and 46.0% were prior service.

Non-prior service enlistments continue to reflect a high quality of personnel. The Department of Army and Congressional ceiling of 20% enlistments of Test Score Category IV personnel was in effect this fiscal year. The ARNG ceiling continues to be 12%. During the fiscal year, TSC IV enlistments reached 8.5%, an increase over FY 83 but below the FY 82 level of 11.8%. As of the end of FY 84 only 6.9% of NPS accessions were in TSC IV. The Army National Guard is proud of this record of quality enlistments which is attributable, in part, to the Selective Reserve Incentive Program.

The minimum recruiting standard of 65% of NPS high school graduates continued in FY 84 as a Total Army goal. By the end of the third quarter, the percentage of high school seniors and graduates increased to 71.6%. The

final figure for the fiscal year was 68.89%.

### Losses

Enlisted losses remained below the programmed objective the entire fiscal year. This significant development reflects recognition of the need for control of attrition. As a result, ETS losses continue to be significantly below the programmed objective. Total losses were 73,321 or 76.8% of the objective. ETS losses were 18,055 or 55.5% of the program while non-ETS losses were 55,266, or 87.7% of program.

### Individuals Account

In order to manage the nondeployable personnel in the training pipeline, the Army National Guard Individuals Account was established. The Individuals Account will add little, if any, additional work load at the unit and state level. Initially, the Account will consist of junior enlisted soldiers,

including those in the Simultaneous Membership Program, who have not completed initial entry training and are not considered deployable. The goal is for the Individuals Account not to exceed 10% of peacetime authorized strength.

### Officer Personnel

Due to its increasingly vital role, the need for educationally and technically qualified officers to lead the ARNG is greater than ever. Toward this end, several initiatives were developed to continue to improve the quality of the ARNG officer corps. Two of the most significant actions were development of civilian education assistance programs and final coordination of the Reserve Officers Personnel Management Act (ROPMA), which, when finalized, will align Reserve Component (RC) officer management policies with those of the Active Component (AC).

To enable ARNG officers to attain college credits toward the completion of a bachelor's degree, the Vice Chief of Staff of the Army extended provisions of the Army's Continuing Education System (ACES) to the RC. The details and administration of this program are currently being formulated. Additional financial assistance to selected ARNG officers and OCS candidates is also available from the Assistance for Military Professional Development (AMPD) program. This program can provide up to 75% of tuition and laboratory fees. AMPD tuition assistance is authorized only for ARNG commissioned officer personnel in M-Day status who are not receiving tuition assistance from other sources. Initial reaction to both ACES and AMPD has been very favorable. Current management policies will continue to focus on improving the quality of the force through increased civilian and military education requirements.

The assigned strength for ARNG commissioned and warrant officers continued the growth which started in



1979, although at a slightly lower rate. FY 84 closed with an assigned officer strength of 41,847 or 97.3% of the end-of-year programmed strength of 43,000. Assigned strength for commissioned officers was 32,865, and 8,982 for warrant officers. These strengths were 97.7% and 92.2% of respective authorizations and represented a decrease of 26 commissioned officers and an increase of 195 warrant officers from FY 83. In spite of the overall gains in basic branch officers, significant shortages continued to exist in selected professional officer specialties including doctors, nurses, and chaplains. Intensive recruiting efforts have been targeted for these critical personnel specialties to reduce the shortages during FY 85. Current management es will continue to focus on improving the quality of the force through increased civilian and military education requirements.

Officer accessions from ROTC decreased to 1,621 during FY 84. Continued emphasis and involvement at all levels is necessary to maintain the quality as well as quantity of ROTC accessions. The Simultaneous Membership Program (SMP) remains the key to this success. There were approximately 2,440 participants in FY 84. Most of the officers gained from ROTC were commissioned under the Early Commissioning Program (ECP), with the result that units were provided the maximum opportunity to select and train quality officers.

ROTC Reserve Forces Duty Scholarships were awarded to 61 members of the ARNG. These two-year scholarships are designed to attract college students with outstanding potential as future National Guard officers. Support for and administration of the program improved during the fiscal year and it has great potential for becoming another valuable source for quality ARNG officers. The program has been limited only by the insufficient number of applicants for the scholarships available; however, initiatives are under way to increase the number of applicants.

The State Officer Candidate Schools (OCS) continues to be the most reliable source of ARNG career officers. The State OCS program produced 1,236 second lieutenants which amounted to 32% of the total ARNG officer accessions for FY 84. Additionally, 101 officers were commissioned from the RC-OCS program of the Infantry School.

The ARNG Captains to Europe, Panama, and Korea Program is now in its fourth year and continues to provide ARNG officers with the experience of active duty in an overseas theater. Following either a one or three year tour of duty, the officer returns to the ARNG with valuable experience. During FY 84, 153 officers were involved in the program. A total of 20 new officers entered the program and 74 returned to their ARNG assignments.

The ARNG continued to participate in the US Military Academy Preparatory School (USMAPS) and US Military Academy (USMA) accession programs. Enlisted members of the ARNG wishing to attend West Point have several options available, including direct application to USMA, Congressional appointment, or application as

an enlisted member of the ARNG.

Enlisted members normally apply to USMAPS in order to prepare themselves for a competitive appointment to West Point. Six National Guardsmen enrolled at the Preparatory School this fiscal year and four graduates of the program were appointed to West Point.

### **AGR Officer Retirement**

On 5 March 1984 retirement approval authority for Active Guard/Reserve (AGR) commissioned and warrant officers completing 20 years of active service was transferred from the US Army Military Personnel Center to the ARNG Personnel Center. During FY 84, six officers were retired under provisions of Title 10, 3911. The ARNG Personnel Center continues to act in an advisory capacity for enlisted AGR retirement actions.

### **ROPA Promotions**

Table 4, Appendix H, shows the results of selection boards convened during FY 84. These boards considered officers for promotion under the mandatory provisions of the Reserve Officer Personnel Act.

*Louisiana Guardsman driving a road grader during engineer exercises in Panama.*





## Microfiche Personnel Records

The project of converting the Army National Guard commissioned and warrant officer Official Military Personnel Files (OMPF) from paper records to updatable microfiche was completed in March 1984. Currently the conversion level is at 95% and will continue to be so due to new cases and transfers from USAR. The microfiche personnel records are being used for all personnel management actions to include Promotion Boards. The OMPF of officers on AGR and statutory tours are also maintained by the ARNG Personnel Center.

## Personnel Actions

During FY 84, Federal recognition and related actions for Army National Guard commissioned and warrant officers increased over the previous year. Appointments decreased from 5,620 to 5,055; however, promotions increased from 5,973 to 6,369. Separations increased from 4,326 to 4,891. There were 1,443 extracts of special orders published which affected the Federal recognition of 19,309 commissioned and warrant officers.

## Military Service Verification

During FY 84, approximately 4,200 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. A total of 2,400 requests for verification of service performed in the Army National Guard were completed.

## Women in the Army National Guard

The Army National Guard published the Direct Combat Probability Coding (DCPC) Policy and Implementation Plan on 8 March 1984. This plan was developed as a result of the Army staff review of the DCPC policy which was completed in September 1983. The ARNG plan outlines policy

for women who are serving in closed units or MOSs. Benefits of the plan include the following:

- a) Minimizes individual hardships to female soldiers by a gradual transition of women out of closed units by 1 October 1990.
- b) No forced moves of affected females prior to established dates.
- c) Promotion and career development continue for females in closed units/MOS.
- d) Allows states to plan transition.
- e) Unit readiness is not degraded.
- f) Females in closed units remain deployable.

ARNG units are predominately combat and combat support. Thus, 66% of the authorized positions are for males only. Despite this constraint, the ARNG continues to expand its opportunities for women and increase the number of female enlistments.

*An infantryman from the 50th Armd Div, New Jersey ARNG, cleans his M-16.*



## Recruiting

With increasing emphasis on the ARNG as a full partner in the nation's defense, the ARNG increased its emphasis on recruiting and retention of personnel to meet its readiness needs.

The ARNG In-Service Recruiting (ISR) Program provides qualified leads to ARNG production recruiters from personnel being separated from active duty. The ISR production of 50 referrals per month per in-service recruiter resulted in an estimated 4,566 enlistments. Of the 18,000 ISR referrals to the ARNG in FY 84, statistics indicate that 11,334 or 62.9% will have favorable results. Validation checks are conducted quarterly to improve the ISR referral system in order to increase the number of actual ARNG enlistments.

The full time recruiting and retention force was increased by the addition of 417 production recruiters, 67 retention NCOs, 30 Military Processing Station guidance counselors, and 54 advertising sales promotion NCOs during FY 84. Field recruiters were supported by the production of six-minute Armor, Infantry, and Artillery MOS video tapes, and local and national public service announcement productions. Also produced this year were planning calendars for educators, direct mailers for high school juniors and seniors and armory posters for combat arms units. Advertising for medical professionals included physician advertisements in magazines and journals and a six minute AMEDD recruiting film.

ARNG advertising directed toward minorities continued in FY 84 as "Dr. Harvey" direct mailers were sent to college students and a series of minority counter cards were printed featuring the ARNG's College Student Officer Program. The accession of minority enlisted and officer personnel continues to be a high priority.

The retention of high quality Guardsmen is vital to the ARNG. During the fiscal year, 60,537 ARNG soldiers extended. The first term



extension rate was 56.6% while the career rate was 68.0%. The FY 84 total retention rate was 65.7%.

## SIDPERS

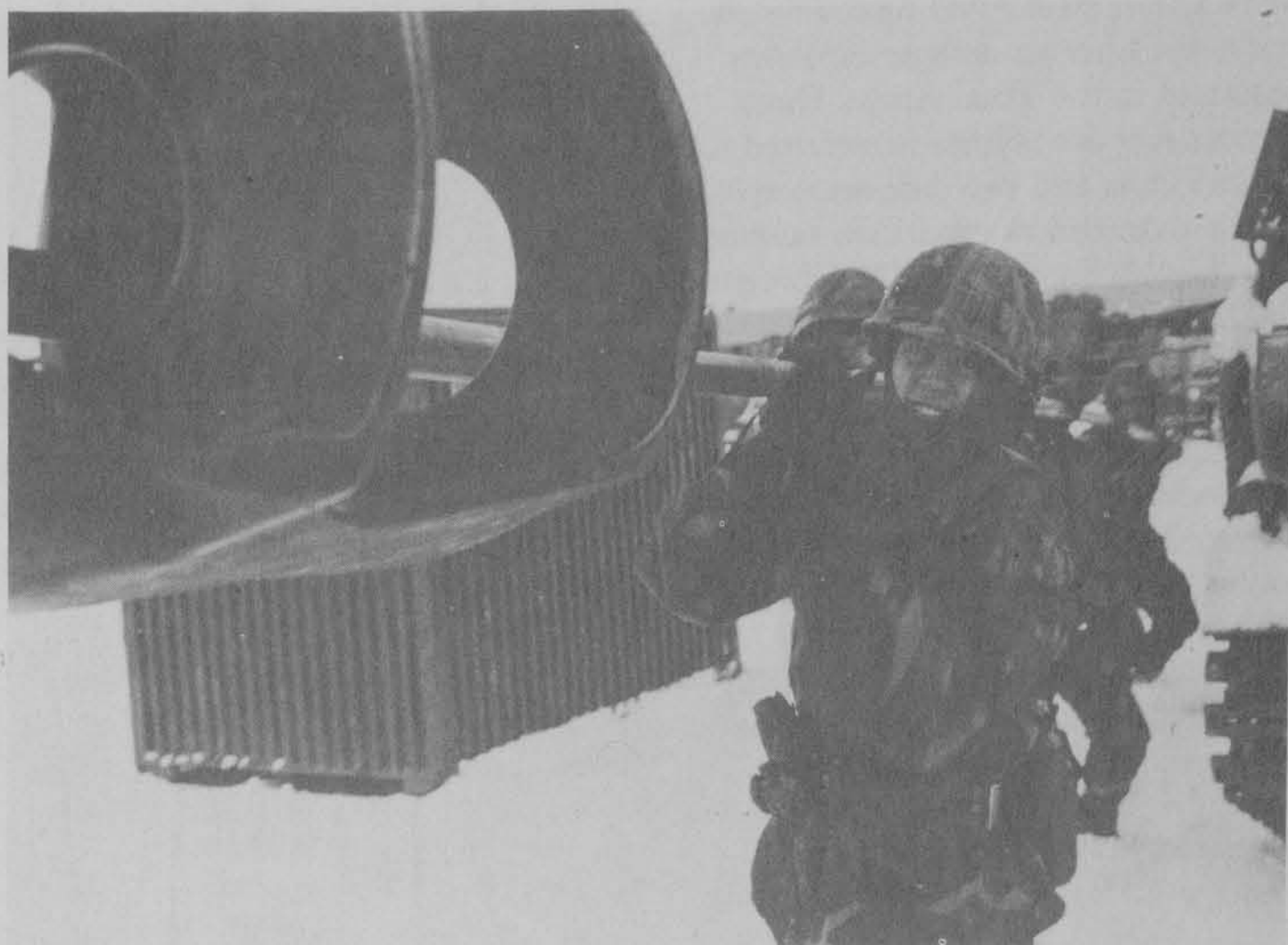
The SIDPERS-ARNG Project Management Office has completed the design and programming of the Standard Installation/Division Personnel System - Army National Guard (SIDPERS-ARNG). Implementation is scheduled for all states in October 1984.

Prior to implementation, the system was tested extensively in accordance with AR 18-1. Maintenance of the system will be the responsibility of the SIDPERS Interface Branch (SIB) section located in each state. A total of 407 positions were filled with AGR personnel.

SIDPERS-ARNG has two major functions, strength accounting and personnel reporting. These two functions are designed to support personnel managers at all levels with accurate data to meet mobilization requirements, providing DOD, DA, and NGB with information for strength, budgeting, and forecasting purposes. SIDPERS-ARNG supports JUMPS-RC by providing information on all ARNG members. In addition, DEERS is supported by providing accurate information on AGR personnel and ARNG soldiers on active duty for over 30 days.

## Organization and Training

In FY 84 the ARNG took steps to modernize some elements of its force structure to meet Total Army requirements. The 256th Infantry Brigade, Louisiana ARNG, roundout to the 5th Infantry Division, was reorganized under J-Edition TOE to enhance its capability to perform its wartime mission. Both the 2nd Battalion, 136th Infantry, Minnesota ARNG, and the 1st Battalion, 141st Infantry, of the Texas ARNG were reorganized under J-Edition TOE in order to be aligned with their active



*Nebraska Guardsmen clean the tube of a 155mm SP howitzer.*

Army parent organizations.

The structure for the 35th (Santa Fe) Infantry Division (Mechanized) was solidified as a result of conferences with the states that will form this division: Kansas, Nebraska, Kentucky, Colorado and Missouri. HHC (-), 35th Infantry Division, was reorganized at Ft. Leavenworth, Kansas, on 25 August 1984. The Division will be formed with the 67th, 69th and 149th Brigades. Additional units will come from the conversion of existing nondivisional units and new organizations in the five states that will make up the division.

Plans were formulated and the organizational structure finalized to form the tenth ARNG division: the 29th (Blue and Gray) Infantry Division (Light). The 29th Division will be structured by the consolidation of two separate infantry brigades (58th, Maryland ARNG and 116th, Virginia ARNG). Initial organization of the division headquarters will begin in October 1984. Like the 35th Infantry Division, the 29th also had a proud combat record during both World Wars.

The ARNG Mountain School in Vermont trained its first class in FY 84. The existing MTOE mountain infantry company was increased from level three enlisted strength to level two. The remainder of the 3d Battalion, 172nd Infantry (Mountain) is scheduled to be organized early in FY 85. The authorized strength for this battalion will be 785.

Management of the ARNG force structure was particularly challenging during FY 84 due to Army of Excellence initiatives and other 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 programmed for conversion. In addition, NGB was able to restructure units which were identified as not required during the Total Army Analysis process. However, force structure constraints created numerous shortfalls in authorized spaces.

Other FY 84 force structure actions included organizations and conversions. Organized this year was the 5th Battalion, 200th Air Defense Artillery (ROLAND), New Mexico



ARNG. The ROLAND represents the first all-weather air defense capability organized in the Total Army. Three combat support hospitals converted to MASH units and two support hospitals were reorganized as evacuation hospitals. Two Health Professional Detachments (HPD) were established in Tennessee and Connecticut. The detachments are organized to utilize currently available and highly skilled medical professionals in a military structure that will provide a trained and functioning medical resource in the event of mobilization. At the same time, the organizational design allows unit personnel to continue their civilian practice with a minimum of interruption.

Other actions included the 155th Armored Brigade, Mississippi ARNG and the 3d Battalion, 141st Infantry, Texas ARNG assuming roundout missions for the 1st Cavalry Division. The remaining actions for FY 84 were primarily conversions of units to modernized structure.

Detailed planning continued for the reorganization of eight state-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. The Installation Support Units at these sites will perform a training mission and a mobilization and deployment planning mission in peacetime.

The process of developing and validating mobilization STARC TDAs also continued in FY 84. Six mobilization TDAs were submitted to Forces Command. An additional 20 STARC TDAs were received and coordinated at NGB. The documentation process will continue in FY 85.

## Training

Planning and training under CAPSTONE continues to strengthen wartime associations between ARNG, USAR, and Active Component units. ARNG units met with their CAPSTONE headquarters in order to

improve their wartime planning. Additionally, a number of ARNG units participated in exercises with their CAPSTONE-aligned units both in the U.S. and overseas. ARNG units participating in Overseas Deployment U.S. and overseas. ARNG units are receiving wartime mission statements which allow them to prioritize their training.

The Army CAPSTONE program has been expanded by incorporating the Affiliation, AC/RC Partnership, ARNG Attack Helicopter Counterpart, and CORTRAIN programs. CAPSTONE unit training categories are Roundout, Affiliation, and Mobilization and Deployment Capability Improvement (MDCI). The new Affiliation category includes all ARNG units previously designated as Augmentation units, MDCI units, AC/RC Partnership Program units, counterpart program alignments for ARNG attack helicopter units, and CORTRAIN units. The new MDCI category includes ARNG units not included in the Roundout and Affiliation categories.

For the second time, a part of the Roundout program, an ARNG battalion participated in the National Training Center (NTC) Roundout Rotation Program. The 2d Battalion, 136th Infantry, Minnesota ARNG, participated with the 1st Infantry Division during April-May 1984. The NTC offers a dynamic combined arms training environment not found elsewhere in the Army.

The ARNG Key Personnel Upgrade Program (KPUP) continues to be a valuable training initiative. KPUP provides for key unit personnel to train with an AC counterpart, usually during a Command Post Exercise or Field Training Exercise. During FY 84, all ARNG units were eligible to participate. In addition to participating in active component exercises in CONUS, over 300 ARNG personnel deployed to Europe for REFORGER.

Participation of ARNG units in ODT increased significantly during FY 84. ODT provides high-priority units

the opportunity to train with their CAPSTONE headquarters in their contingency mission area. Forty-one ARNG units and unit cells participated in REFORGER 84 as part of the FY 84 ODT program.

In conjunction with their ODT, units undergo a mobilization deployment readiness exercise to evaluate their mobilization status. A five-year plan has been implemented for scheduling high-priority units into this program to improve management of training funds and to develop unit training plans.

Participation in JCS exercises such as REFORGER and DISPLAY DETERMINATION affords units the opportunity to exercise their chain of command, standing operation procedures, and mobilization plans under realistic and stressful conditions. ARNG units participated in other JCS exercises such as CRESTED EAGLE, TEAM SPIRIT, BOLD EAGLE, and others.

The National Guard OCONUS Small Unit Exchange program provides challenging opportunities for Guardsmen to share and exchange their knowledge and expertise with reserve forces of the other nations. This program aids in improving relations between countries and allows the participants to better understand each other's military concepts. Ongoing exchanges are: Minnesota ARNG/Norway (12 years), United Kingdom (eight years), Barbados (four years), Dominican Republic (three years), and Jamaica (two years). Countries in the Caribbean Basin are currently being considered for this program.

The ARNG has started conducting a series of engineer training exercises in Panama. Known as MINUTEMAN, the objective is to conduct road building operations in a remote, tropical area. In FY 84, a combined task force comprised of elements from the Army National Guard of Louisiana, Puerto Rico, and Florida, as well as active Army and Panama Defense Force units, constructed a 15 km gravel road. Plans are currently under-





Members of the 1st Bn, 133d Inf, Iowa ARNG, practice target acquisition.



way to continue this exercise with elements from the Army National Guard of Missouri, Alabama, Louisiana and Puerto Rico.

## Military Education

During FY 84 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 state military academies trained 22,351 NCOs in their programs while the state OCS programs graduated 1,288 students.

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. FY 84 saw the continuation of three special courses: Company Level Pre-Command Course, TAC (Teach, Advise and Counsel) Officer Training Course and the Direct Appointment Orientation Course.

The ARNG NCO Schools program was expanded to facilitate training the backlog of NCOs who have not had the opportunity to attend the required training. Six regional courses trained 3,091 non-commissioned officers. An Army National Guard Battle Skills Course was developed at Fort Benning and is being conducted at Camp Robinson, Arkansas; 211 NCOs completed this course in FY 84.

The ARNG established the Reserve Component Tank Commanders Course at Gowen Field, Idaho. This course produced 211 trained tank commanders.

## Training Support

The Ammunition and Training Support Branch was redesignated in July 1984 as the Training Support Branch. This branch has traditionally managed ammunition requirements,



*Delaware Guardsmen from Co B, 150th Avn, Bn, push the tail of their "Huey" helicopter into the C-5 which will take them to Ft. Wainwright, Alaska.*

authorizations, and expenditures for the entire ARNG. The Training Support branch has undertaken the responsibility of identifying ARNG requirements for training devices, simulators, ranges and training areas for present and future training requirements.

The development of Local Training Areas (LTAs) continues to be important. The LTA is the second echelon in the family of ranges above the Garrison Training Area (Armory), with facilities that provide realistic individual and collective training up to the company level. The LTA is designed to provide critical tasks and ARTEP skills for supported units within a two hour, one-way commuting distance.

The Training Support Branch is coordinating the ARNG Local Training Area program with FORSCOM, Army Training Support Center (ATSC), and HQDA. An LTA team consisting of representatives from these agencies and NGB has assisted each CONUSA in conducting state surveys on LTA development.

Ongoing development is occurring

with a Five Year Master Range Plan which delineates ARNG needs and priorities. Training device fielding plans and funding development is occurring for several systems, including, MILES, tank gunnery systems, and Remote Target Systems. Additionally, NGB has proposed a generic training device dubbed GUARDFIST, defined as Guard Unit Armory Device Full-crew Interactive Simulation Trainer. This device will permit an entire crew from armor, field artillery and air defense artillery units to perform its mission while using its organic equipment.

The Training Support Branch prepared and staffed a revision to Army policy on budgeting and funding for construction and maintenance of facilities to support mobilization and training needs. The previous policy stated that Major Construction Army (MCA) and Operations and Maintenance, Army (OMA) funds were not to be used on state installations. The policy change recommended by NGB and approved by the Army Comptroller authorized MCA/OMA, MCARNG/OMARNG, and MCAR/OMAR funding for state



owned/leased/licensed installations with the proponent for construction providing the funding. NGB is now using AC and USAR troop usage figures for sizing determinations when these units are in support of ARNG mission training.

Studies conducted by the Logistics Management Institute and the Industrial College of the Armed Forces, coupled with the DA Management Action Plan (MAP), have recognized training shortfalls in Reserve Component maintenance units and have recommended establishment of Regional Maintenance Training Sites (RMTS). The RMTS will provide maintenance MOS transition and sustainment training during peacetime. This training will enable the mobilization and deployment of RC maintenance companies capable of supporting current and force modernization systems. NGB is working with HQDA and other MACOMs to develop programs of instruction, procure facilities, provide manpower, and field devices to the RMTS. It is proposed that RMTS be collocated with MATES/UTES sites.

To date troop usage sizings have been completed on 41 ARNG training sites. A winterization sizing formula was developed during FY 84 to standardize winter sizing for all training sites requiring cantonment facilities.

The ARNG training ammunition authorization for the year was increased by approximately 23% over FY 83. Increases included artillery, mortar, tank and TOW rounds. A significant event was the first firing of a Chaparral missile by the new Mexico ARNG.

The Standards in Training Commission (STRAC) was established to develop standards and strategies to attain and sustain specified levels of training. The result of this effort is four levels of training readiness based on Force/Activity Designations (FAD) and ammunition requirements for each level. STRAC provides commanders and unit trainers with a common set of weapon and weapon systems qualification standards, as well as training

strategies for the attainment and sustainment of standards.

### Force Integration

The Office of Force Integration (OFI) was created in April 1983 with the mission of assisting the DARNG by devising and implementing new management procedures, analyzing Force Integration (FI) issues peculiar to the ARNG, and ensuring coordination of all FI matters throughout NGB. In September 1983, the ARNG expanded the role of OFI by adding Force Integration Coordination Officers to manage Force Modernization/Force Integration (FM/FI) matters.

The DARNG transferred OFI to the Organization and Training Division in April 1984 as the Force Integration Branch. The branch's primary function is to manage the FM/FI process from an organizational standpoint, as is being done by the Office of the Deputy Chief of Staff for Operations and Plans. It also allows the ARNG to fully participate in Functional Area Assessment meetings conducted monthly by the Vice Chief of Staff of the Army to monitor the progress of force modernization.

## Comptroller Division

### Appropriations

Congress appropriated \$3,053,170 for training, organizing, administering, operating and maintaining the ARNG for FY 84. An appropriation of \$100,000,000 for equipment procurement continued a practice begun by Congress in FY 82 to improve the equipment posture of the ARNG. The initial amounts for the National Guard Personnel, Army (NGPA), the Operations and Maintenance, Army National Guard (OMNG), and ARNG Equipment Appropriations were as follows:

Appropriation	Appropriated
NGPA	\$1,882,980,000
OMNG	1,188,390,000
ARNG Equipment	100,000,000

### Funding

The ARNG budgets submitted to Congress in January and February support a beginning military strength of 417,178, an average strength of 425,000 and an ending strength of 433,000 for over 3,200 ARNG units. Included

Members of the 172d Inf, Vermont ARNG, during a cross-country ski exercise, the 172d is the Army's only mountain unit.





were 16,632 active duty members of the Army National Guard. The budget submissions were as follows:

Appropriation	Requested
NGPA	\$1,932,840,000
OMNG	1,187,440,000
ARNG Equipment	—0—

### NGPA

The Congress appropriated \$1,882,980,000 (PL 98-212) for the NGPA appropriation. The budget request in January 1983 was to support an average strength of 425,000 with an end strength of 433,000 and to train 49,118 non-prior service accessions in Pay Group F. A 4% pay raise effective 1 January 1984 was authorized and amounted to \$50 million. As a result of a shortfall in strength accessions, the pay raise requirement was absorbed. The total availability of FY 84 funds for NGPA, including funded reimbursements, was \$1,889,753,000.

### OMNG

Congress appropriated \$1,188,390,000 (PL 98-212) for the FY 84 OMNG appropriation. A civilian pay raise of 4% effective 1 January 1984 was authorized for ARNG technicians and DA civilians. The cost of the FY 84 pay raise was \$14,850,000 but Congress provided only \$13,900,000, which required \$950,000 to be absorbed by adjusting FY 84 programs. A program supplemental of \$4.3 million was appropriated to cover increased federal employee benefits. The Congress added a net of \$35,190,000 over the budget request to provide some program growth to FY 84. Including automatic reimbursement authority, the total availability of funds for this appropriation was \$1,212,775,000.

### Comptroller Automation

In FY 84 the Comptroller Division published an index containing descriptions of the approved management information requirements prepared by

the ARNG. Descriptions of over 265 recurring reports were included in the NGB pamphlet. Requirements imposed on the ARNG by external agencies account for approximately 80% of all the reports listed.

During the year, one-fourth of those recurring requirements were reviewed in order to eliminate non-essential requirements, to make essential requirements more effective, and to reduce the resulting workload and cost to a minimum. Fourteen requirements were identified as no longer applicable to the ARNG and relief from preparing these reports was requested and granted. Offsetting this reduction, 33 new reports were added to the list of recurring requirements prepared by ARNG activities.

### Financial Services Branch

The Financial Services Branch continues to participate in the system development of Military Pay Redesign, Standard Finance System-Redesign (STANFINS-Redesign) and Program Budget Accounting System (PBAS).

A test system called the Inactive Duty Emergency Pay System (IDEPS)

was developed and implemented in September 1984 in order to facilitate preparation of emergency IDT payrolls. IDEPS eliminates the manual computation and preparation of military pay vouchers, thereby significantly reducing the processing time required at both the USPFO and USAFAC and providing more timely service to the soldier. This test program was designed only to facilitate payment of soldiers who were not paid on time and will be evaluated for permanent use after a test period ending 30 June 1985.

### Audits

External audit agencies initiated 25 surveys or audits of the ARNG during FY 84. This is a decrease of 22% from the previous year. Of this number, the US Army Audit Agency conducted comprehensive audits in five states, a followup audit in one state, and seven multi-location audits of specific functions or areas of special interest. At the same time, the General Accounting Office and the DOD Inspector General each launched six additional surveys/audits of subjects of special interest to DOD or other Federal agencies. Al-

A 155mm howitzer and crew from the 2d Bn, 197th FA, New Hampshire ARNG.







Army guard Cobra helicopter in flight.

though the majority of multi-location audits addressed readiness-related subjects, training exercises, ARNG support to the Olympics, ARNG aviation, and acquisition and accountability of equipment and materiel were also reviewed.

## Aviation

### ARNG Flying Hour Program

The ARNG typically accomplishes its flying hour program (FHP) with less than 2% variation. This year, the FHP started with 311,027 hours and was increased to 330,145 by year's end. Of these, 308,890 hours (93.5% of the program) were completed. Major challenges precluded maximum use of available flying hours. These challenges, which came late in the fiscal year, included delays in accessing the AH-1G into the inventory, safety inspections which grounded nearly 30% of the UH-1 fleet, and a worldwide shortage of servos for the UH-1M and AH-1S aircraft. These challenges had a major impact on NGB guidance to the states which specified that all states must fly within their allocated FHP

except as approved by NGB, each aircraft system is to be managed separately, and the synthetic flight training system must receive maximum utilization.

### ARNG Aviation Training Program

In consonance with the nationwide implementation of the Aircrew Training Manual, the ARNG established standardized training objectives, time frames and milestones to develop the capability of ARNG aviation units to meet established premobilization requirements. Like units with identical mobilization missions now have standard training objectives. The initial effort was directed to training the trainers. At least one ARNG instructor pilot in each state has been trained in advanced techniques of night employment of aircraft at Fort Rucker, Alabama. These night tactical and night vision goggle experts, now back in their respective states, are establishing aggressive night tactical training programs. As a result of these efforts, the ARNG Aviation Training Program was used as a model which other major commands could

emulate.

The ARNG participation in the undergraduate pilot training program increased to 239 quotas for FY 84, with all quotas filled. The quotas were allocated by course as follows: 149 were in the Warrant Officer Candidate Military Development/Warrant Officer Candidate Rotary Wing Aviator Course, and the remaining 90 were in the Officer/Warrant Officer Rotary Wing Aviator Course. As of the end of the 4th Qtr FY 84, ARNG assigned aviator strength had increased to 4,949, which is 94% of authorized strength.

The ARNG is now in its third year of an eight-year night vision goggle (NVG) qualification program. The program targets tactical ARNG aviation units with a night tactical employment mission. Training objectives were milestones commensurate with the resources to conduct NVG training. As of 4th Qtr FY 84, 1,248 ARNG aviators have been trained and qualified in night vision goggles. At the conclusion of this program, ARNG tactical aviation units will have a 24-hour day/night tactical mission capability.

### ARNG Aviation Training Sites

The Eastern Army National Guard Aviation Training Site (EAATS) at Fort Indiantown Gap, Pennsylvania completed its first year of full operation. Five hundred and sixty students completed training in various aircraft and instructor pilot qualification courses. The Western AATS, to be located in Marana, Arizona, will be operational in FY 87. The thrust of the Eastern and Western AATS will be individual aviator qualification and tactical skills acquisition training respectively.

### Mission Capable Rate

The mission capable rate of the ARNG fleet was above DA standards for 10 months in FY 84. Table 7, Appendix G, 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 aircraft systems. AH-1G/UH-1M aircraft availability was below DA standards during the fourth quarter due to the nonavailability of servo assemblies. The UH1 fleet availability continued to be affected during the fourth quarter as a result of safety groundings for the replacement of this main mast assemblies. In addition, the OH6 fleet was also affected during the fourth quarter due to tail rotor blade and anti-icing valve inspections. At the end of the year, the ARNG aircraft inventory consisted of 151 fixed wing aircraft and 2,473 rotary wing aircraft.

### **ARNG Aviation Depot Maintenance Roundout Unit (ADMURU) Program**

The Army National Guard ADMURU program provides the US Army Materiel Command with a relatively large and rapidly deployable Aviation Depot Maintenance mobilization capability. It consists of one Mobilization AVCRAD Control Element (MACE) and four ARNG Aviation Classification Repair Activity Depot (AVCRAD) units. During FY 84 the Missouri AVCRAD was placed on the Troop Force Deployment List (TPFDL) for Europe. All AVCRADs continue training and development of ARNG premobilization aviation maintenance capabilities and special projects as well as the AMC post-mobilization aviation depot maintenance programs.

### **AH1 Aircraft**

The ARNG has a requirement for 496 AH-1S Cobra aircraft. During FY 84, 35 aircraft were received bringing the total to 159. The total AH-1S requirement is now being satisfied by AH-1S, AH-1G/T, and UH-1M aircraft, however these aircraft are considered to be unsatisfactory weapon systems for employment in today's battlefield. Actions are ongoing to convert the AH-1G/T aircraft into the AH-1S "Modified" configuration as well as to replace the existing UH-1Ms with AH-1Ss



*Rhode Island ARNG Hueys coming in for a landing.*

from the active component. The AH-1G/T modernization program is scheduled over the next three years.

### **CH54 Aircraft**

The total CH-54 heavy lift helicopter force is in the ARNG. These assets consist of 45 CH-54A and 27 CH-54B model helicopters. They are normally assigned at corps level to move artillery, oversized cargo, vehicles, and to recover downed aircraft. To accomplish these missions, the aircraft must be both maintainable and reliable. The DA maintenance standards are achievable, however supply support satisfaction data indicates an alarming trend toward serious shortages of repair parts in the supply system. This situation resulted from priority funding for the CH-47D conversion program. The CH-47D was to replace the CH-54 but a procurement shortfall requires increased logistical support of the CH-54 fleet.

### **C12 Aircraft**

In FY 84 six C-12 aircraft were assigned to the ARNG bringing the total to 12 aircraft. The 12 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.

## **ARNG Safety Program**

### **Aviation Accident Summary**

The aviation accident rate was 2.58 per 100,000 hours flown in FY 84. This compares with a 2.47 rate Army-wide. Human error continues to be a prime contributor to aircraft accidents while pure materiel-failure-related accidents increased.

### **Safety Training**

The foundation of a viable safety program is a professionally-trained and well-informed safety cadre. Safety training of aviation safety officers and key individuals throughout the ARNG aviation community continues to be a priority objective. The Aviation Mishap Prevention Orientation Course (AMPOC), taught four times during the year, trained 128 commanders, operations/maintenance officers and first-line supervisors in safety program management. Selected TOE/TDA aviation safety officers received formal school training in intensive management by attending the eight-week aviation safety officers course or the two aviation accident prevention courses for officers.

### **General Safety Accident Summary (FY 84)**

ARNG safety/accident prevention efforts were targeted toward the reduction of motor vehicle accidents and personal injuries. Increased awareness through better communications



corps-level multichannel terminal equipment and radios. In addition, during FY 84, issue of equipment from the Army to the ARNG is estimated at \$611 million.

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 ten new systems as part of the Armu Modernization program in FY 84. Some of those systems include Stinger, TAS 5 Night Sight, ROLAND, TACFIRE, BCS, M198 Howitzers, CUCV and Teletype-writers.

New tracked vehicles continued to enter the ARNG inventory in FY 84. Sixty-eight M60A3 tanks were fielded in FY 84 as a payback for M48A5 tanks provided for a Foreign Military Sales case. A total of 121 Improved Tow Vehicles were fielded to the ARNG in FY 84.

The ARNG was issued a total of 297 product-improved M939 five-ton cargo trucks in FY 84. 129 of these trucks were procured with Congressionally-dedicated funds. Distribution of these cargo trucks was made to fill U.S. Central Command Roundout unit requirements, and unit shortages in DAMPL sequence.

## Installations

### Military Construction Program

The National Defense Act of 1950 (PL 881-783) provides for Federal support of ARNG facilities construction. Under the annual Military Construction Appropriations Act, funds are made available 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%



*Army Guard engineers inspect a dike during exercises in Panama.*



Federal support for approved nonarmory construction.

### **FY 84 MCARNG Execution**

Congress approved the 40 requested major construction project submitted as part of the FY 84 President's Budget. The enacted Authorization and Appropriations Bill increased the number of major construction projects to 53 and funding by \$12.3 million, bringing the total appropriated funds to \$67.6 million. Six of the programed projects and two added projects were determined not to be awardable during the fiscal year. Congress approved the deferral of these projects and the substitution of seven new projects for execution.

The final FY 84 major program provided for 51 projects to be executed in 23 states at 42 locations. These projects include 32 armories and Armed Forces Reserve Centers, seven equipment maintenance shops, three aviation facilities, five training site facilities, two U.S. Property & Fiscal Officer office buildings, one logistical facility, and one land acquisition action.

The authorized program included funding of \$6.5M for minor construction and \$3.2M for planning and design. These funds were fully obligated during the program year.

### **Funding**

Carryover funds from prior years for the military construction program amounted to \$47.7 million. With the \$67.6 million appropriation made available in PL 98-116, the total funds available during FY 84 was \$115.3 million.

### **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 84, the ARNG made use of 319 federally-owned and 129 privately-owned facili-

ties under Federal lease. Tables 10 and 11, Appendix G, contain lists of state operated installations.

### **Support Facilities**

Federal funds in the amount of \$38.1 million for FY 84 were allotted under 56 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 required for the care and safeguarding of Federal equipment and property used by the National Guard in order to perform its Federal mission. Included for FY 84 was the Los Alamitos AFRO, funded \$4.4 million by NGB for the host responsibilities performed by the California ARNG. In addition to funding under service agreements, \$4.1 million for FY 84 in operations and maintenance ARNG funds were allotted to support projects for minor new construction, alterations, extensions, and relocations of nonarmory facilities.

### **Training Sites**

Training sites are designed to provide essential training requirements for support of ARNG units during period of both annual and weekend training. A total of \$43.7 million 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 \$3.1 million in FY 84. Training was conducted at 275 state-operated training sites. During the period of this report, minor construction using OMARNG funds at these sites totaled \$2.5 million.

## **Mobilization Readiness**

The Mobilization Exercise Program grew significantly during FY 84. As the

number of ARNG units with early deployment dates increased, it became imperative that these units receive additional mobilization preparedness training. Each unit and cell identified for Overseas Deployment Training participated in a Mobilization and Deployment Readiness Exercise. Over 250 units participated in Readiness and Mobilization Exercises, which emphasize individual and unit level pre-mobilization tasks as well as selected post-mobilization requirements. State Area Commands conducted mobilization exercises (STAREX) for their staffs to assist them in preparing for their post-mobilization mission of supporting mobilized ARNG units. Altogether, over 400 exercises were conducted, with headquarters and units in every state participating. In addition, NGB published a National Guard regulation governing the conduct of mobilization exercises in November 1983.

ARNG sponsored two pilot courses of instruction in mobilization and deployment planning during the second and third quarters of FY 84. This initiative will provide standardized formal instruction for current and future mobilization planners.

During FY 84, readiness continued to receive priority emphasis within the ARNG with the implementation of new readiness programs. To formally address ARNG readiness issues, the ARNG has established State Readiness Committees, the ARNG Readiness Council and the ARNG Force Readiness Committee. These organizations address readiness problems at the state level, by Army Area, and at the national level, respectively. At the respective organizational levels, the readiness committees/ council have the following goals: identify readiness detractors; provide a forum for discussion of problem areas; and make recommendations to improve overall readiness of the ARNG and the total force.

DARNG has placed considerable emphasis on fielding a combat ready force of C-3 or higher. To achieve this goal, the ARNG increased the number



of resourced units. However, because of MTOE changes and force modernization, overall readiness declined from previous reporting periods. In order to minimize the detrimental effects of force modernization, the NGB is implementing the DA Instant Unreadiness Policy which permits adjustment of E-dates and designates certain equipment items as nonreportable until such items are available for fielding. Directly related to the implementation of the Instant Unreadiness Policy is an ongoing review of the Unit Status Reporting System and AR 220-1.

In the personnel area, NGB has developed a Strength Action Plan to improve our overall strength posture. Within this plan, renewed emphasis will be placed on recruiting prior service soldiers and reenlistment of careerists. In the professional skill areas, intensive recruiting and retention efforts are directed toward physicians, nurse anesthetists and operating room nurses.

In order to further highlight key issues/problems, readiness data is briefed by war plan scenario so that their issues/problems can be evaluated as part of a war plan package. This format was utilized in the quarterly readiness briefing for the Army Chief of Staff, the semi-annual readiness briefing for the FORSCOM Commander and the quarterly readiness briefing for the ARNG Readiness Committee. The briefing focuses on ARNG units that are not considered combat ready. Additionally, the ARNG has developed a readiness analysis program to identify and correct readiness deficiencies. The analysis graphically displays unit readiness data in the three major readiness reporting areas of personnel, training and equipment from the previous two years to the present.

Significantly, the number of ARNG units within the Intensive Management Force List (IMFL) continued to increase this year. The ARNG now has 1190 units within the IMFL. This represents approximately a 14% increase in the number of ARNG units receiving additional resources, increasing their

readiness to accomplish their wartime mission.

The Mobilization and Readiness Division (NGB-ARR) is responsible for the Unit Status and Identity Reporting (UNITREP) system submissions to the Joint Chiefs of Staff. This reporting is accomplished by means of computer programs in each state and at the National Guard Computer Center. During the past year, a new set of state computer programs was fielded. These new state systems not only provide faster and more efficient state processing of the UNITREP data, but also give each state its own data base for unit readiness analysis.

Much of the information from the UNITREP data base is supplied using the World Wide Military Command and Control System (WWMCCS) terminal located in the Mobilization and Readiness Division. As more WWMCCS terminals are installed in the states, it will become feasible to use these devices to communicate data and information to them. There are currently eight terminals located at the ARNG State Operated Mobilization Stations and twelve at State Headquarters.

## **Automation/ Communication**

The National Guard Computer Center was redesignated as the Automation/Communication Division. The division is responsible for providing data processing services to NGB, and for establishing a standard automatic data processing (ADP) system for implementation by ARNG field data processing activities (DPAs).

### **Hardware Software**

During FY 84, the 54 ARNG state computer systems were upgraded with 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 completed to the Burroughs computer

for all systems running on the IBM 1401. All but two 1401s were removed.

## **MAINLINE CAMIS (Continental Army Management Information System)**

Definition and design of mainline CAMIS is expected to be completed in November 1984.

The ARNG is participating in the FORSCOM CAMIS initiative to develop a total Management Information System capability necessary to support force mobilization. NGB participation encompasses two distinct phases of the CAMIS project. The first phase is immediate participation in the Developmental Army Readiness Management Systems (DARMS), formally known as Demonstrative CAMIS Validation System (DCVS). The system uses telecommunication network from state to NGB, and connectivity of the WANG VS100 minicomputer at NGB with the three VS100 computers at each CONUSA Headquarters.

Further participation in the Mainline CAMIS initiative will include definition of the user functional requirements down to unit level. This is necessary to improve accuracy and make the resultant data more timely. Subject requirements will be included in the CAMIS Functional Description currently being prepared for competitive acquisition actions by the U.S. Army Computer Systems Selection and Acquisition Agency.

## **Manpower**

The Manpower Division manages an extensive AGR Long Tour Program. At the end of FY 84, 768 ARNG officers, warrant officers and enlisted personnel were stationed at various installations, headquarters, agencies, and major commands at all levels in CONUS and OCONUS. These AGR tour personnel act as the principal points of contact for National Guard matters. They play a vital role in the Total Force policy by providing the



necessary National Guard expertise and experience to agencies, headquarters, and installations wherever assigned or attached for duty.

**Full-Time Support.** As of 30 September 1984, the authorized full-time support manpower for the military technician and AGR programs was 41,127. During FY 84 the full-time support manpower levels increased. As of 30 September, 24,589 military technicians, 432 Department of the Army civilians, 16,656 AGR personnel serving on 10 USC 672(d) and 32 USC 502(f) tours, and 839 Active Army personnel in the full-time manning program were providing support to the ARNG. The FY 84 appropriation contained language establishing a floor on the number of technicians at 24,119. 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. 16,656 AGR spaces were filled within various support programs as follows:

AGR Program	Actual
Full Time Manning	10,376
Recruiting	2,655
AMEDD Recruiters	37
Retention	290
SIDPERS	461
Automated Logistics (DAS3)	350
Training & Logistics Support	380
Readiness Support	1,713
ROLAND Battalion	177
Augmentation Support	93
Statutory Tours	124
Statutory Tours	124
<b>TOTAL</b>	<b>16,656</b>

**Major Full-Time Support Initiatives.** Initiatives implemented or continued during FY 84 included the assignment of nearly 200 officers and NCOs to extended active duty with programs such as Captians to Europe, Panama and Korea, and as instructors at the School of the Americas in Panama and



M-1 tanks from the 2d Bn, 252d Armor, North Carolina ARNG.

ROLAND instructors at Fort Bliss, Texas.

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 guides were developed based on specific MTOEs and TDAs. Development of these guides allow consideration of positions unique to the structure and mission of the unit and insures that there is a valid military space in the unit's authorization document for each full-time support position established. Where incumbent technicians remain at unit level, the technician position will be aligned against one of the AGR requirements.

**Force Modernization.** Force modernization accounted for a number of full-time support position increases in FY 84. Systems involving manpower changes included the M-1 tank, Blackhawk helicopter, DAS3 Computer System and the ROLAND air defense system. New Mexico's ROLAND Battalion was authorized an additional 112 ARNG full-time support personnel for a total of 180.

**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), procedures, position management and grade structure, organization design, mission functions, and non-manpower resources which identifies specific improvements required to enhance operations by improving performance, achieving efficiencies, and measuring productivity. The reviews part of APORS is a new program for the ARNG.

**Office of Plans, Program Analysis and Evaluation.** The Office of Plans, Program Analysis and Evaluation was organized in the Army Directorate, NGB on 3 July 1984 with the mission of long-range planning and coordinating ARNG input to the Army Program Objective Memorandum (POM) and the Extended Planning Annex (EPA). This office is the focal point for the Director, ARNG on all long-range planning and POM issues. The first ARNG long-range plan for the years 1986 to 2000 was published in September 1984. This plan focuses on building a program that commits resources in the Army POM to improving mobilization preparedness of the ARNG.



## Surgeon

### ARNG Medical Brigades

The readiness of the Medical Brigades continued to improve throughout the year. The 112th Medical Brigade and its subordinate units had a successful training year. The 112th provided personnel to participate in WINTEX and REFORGER, resulting in realistic and mission-oriented training.

The 175th Medical Brigade continued to support I Corps in the Republic of Korea. The training was realistic and contributed to individual and collective readiness. The 175th conducted physical examinations for the Alaska ARNG, resulting in substantial monetary savings to the ARNG.

The 213th Medical Brigade participated in VULCAN KNIGHT II, a CPX in a realistic European scenario which was conducted by their CAPSTONE headquarters. Personnel were provided to USAEUR for participation in WINTEX and REFORGER.

### ARNG 91 B10 (RC) Training

Many ARNG medical units are involved in teaching this program. The program is conducted in order to graduate well-qualified medical corpsmen who are awarded the 91B10 MOS by the Academy of Health Sciences. This year the course was lengthened to include trauma, shock, and more definitive treatment. Each of the medical units that teach this course accomplished the objectives and standards set forth by the Academy of Health Sciences.

### Other Programs

ARNG physicians' assistants continue to be trained at the Academy of Health Sciences. The 91C MOS Civilian Educational Program, which allows ARNG medical personnel to take courses at local colleges, also continued. The Medical Management of Chemical Casualties Course was conducted again at PEC by the U.S. Army Institute for Chemical Defense. ARNG Medical Corps officers continue to attend the AMEDD Combat Casualty Care Course conducted by the Academy of Health Sciences.

*A medic from the 67th Inf Bde, Nebraska ARNG, treats a casualty.*





# Air National Guard

The Air National Guard continued its high level of readiness and completed FY 84 with 105,012 officers and airmen. This record strength reflects the continuing high level of the volunteer spirit of today's Air National Guardsmen.

The Air National Guard continues to play a vital role in national defense. As a key part of the Total Air Force, the Air National Guard provides 68% of the air defense force, 51% of the tactical reconnaissance force, 32% of the airlift capability, 28% of the tactical air support force and 25% of the tactical fighters. The Air National Guard also provides 70% of the Air Force's mobile combat communications and air traffic capability and 60% of its tactical air control capability.

New and modernized aircraft are essential to the performance of the many missions of the Air National Guard. In FY 84, 30 A-7K aircraft were delivered, while modifications were made to increase the performance of 30 KC-135 aircraft, 28 F-106 aircraft and nine A-10 aircraft. The total number of aircraft assigned to the ANG was 1,484.

Air National Guard units continued to deploy on world-wide missions. Tactical deployments were made to Europe and Southwest Asia, while tactical airlift units flew missions to Europe, Central America, South America and Korea. The two ANG aerospace rescue and recovery groups saved 28 lives in FY 84. The outstanding safe flying record of the Air National Guard continued in FY 84 with a Category A accident rate of 1.2 while flying 424,563 hours.

Also important to the success of the Air National Guard are the mission support units such as communications, weather, medical, tactical control, engineering installation and civil engineering. JCS and Air Force exercises in the U.S., Europe and Korea were supported by communications, engineering installation and tactical control units.

## Manpower and Personnel

The Air National Guard exceeded its programmed end strength for the sixth straight year with 105,012, the highest overall strength in the history of the ANG. The recruitment of minorities and women was once again successful. Minority strength continued to increase in FY 84 to a total of 15,297 or 14.6%. The number of women in the ANG increased to 11,263 or 10.8%. The retention rate improved from 79% in FY 83 to 80% in FY 84. Emphasis on personnel acquisition remains on filling valid vacancies and obtaining skills deemed the most critical to 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. To achieve this goal, 110% manning was authorized for enlisted UNITREP skills. This policy change allows units to recruit qualified persons for difficult to man or high-turnover AFSCs. Aggressive management actions such as cross-training also assist in filling vacant or critical specialties while maintaining overages at a minimum.

### ANG Technician Program

There was no technician growth programmed for the ANG in FY 84 due to the likelihood that technicians would be constrained by the civilian end strength ceilings imposed on the Department of Defense. Consequently, the full-time manpower growth for the ANG in FY 84 was limited to AGR resources. The actual technician strength on 30 September 1984 was 22,160.

### AGR Program

The Active Guard/Reserve Program continued to grow in FY 84. The number of Air Guardsmen in the AGR Program increased to 5,773.





An F-16 from the 169th Tactical Fighter Group, South Carolina ANG.

These full-time personnel supported training, operated field training sites and gunnery ranges, and performed USAF mission support such as security, detached alerts and direct unit support. During FY 84 policies affecting the AGR Program were updated. A major change provided that military technicians could not change to military duty status in the same position. A change from military technician to military duty status can only be accomplished in conjunction with selection to a different SPMD position.

### **Personnel Readiness**

Throughout the personnel community the focus continues to be 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. 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, NGB/MP representatives have worked closely with the Air Staff to provide accurate and timely personnel information on ANG units for use at UNITREP briefings. To insure the ANG is kept abreast of current issues and policies in the personnel readiness area, NGB/MP representatives attended several Person-

nel Readiness Conferences and Workshops during the year. NGB also provided briefings on the ANG role at major command conferences in an effort to develop an increased understanding and cooperation with active duty and USAFR counterparts.

### **Recruiting and Retention Accomplishments**

The ANG ended FY 83 with a total strength of 102,171, a figure exceeding the end strength target and enabling the ANG to meet end strength for the fifth consecutive year. This remarkable record was surpassed in FY 84 with an end strength goal of 104,104.

Net losses during each week of the first quarter of the fiscal year resulted



of the strength gain strategy was the Personnel Accessions Review (PAR). Initially, a team of representatives from the Manpower and Personnel Division visited five selected states to observe and discuss their accession procedures. Such areas as recruiting, enlistment physicals, enlistment procedures, and retention programs were reviewed at each unit. As a result of these discussions, the PAR was expanded and representatives visited each CBPO by the end of the third quarter. Materials generated by the PAR included a self-inspection checklist which enabled individual units to review their own programs and initiate self-improvements.

Another important result of the PAR was identification of the need for recruiting, advertising, and financial plans on a fiscal year basis. Subsequent emphasis on such plans resulted in a voluntary effort by several states and units to develop carefully considered recruiting plans for FY 84.

To assist states in their efforts to implement recruiting plans, the Recruiting and Retention Branch provided recruiting goals for each unit on overall strength needs. These goals were instrumental in quantifying specific strength objectives and gave recruiters and personnel managers an effective measuring device for their efforts.

Also instrumental in the strength gains during the final half of FY 84 was a personnel policy review. Personnel accession policies affecting enlistment of nonprior and prior service individuals were examined and revised to streamline and simplify the accession process, as well as to open new vacancies to meet the needs of the precision recruiting model.

Several methods were used during the year to expand awareness of the strength challenge throughout the ANG. A particularly effective means of communication were two conferences, the Recruiting and Retention Conference in April and the Manpower and Personnel Conference in August. The opportunity to communicate face-to-

in a slow start, but the downward trend ended in the second quarter. This reversal and subsequent gain continued steadily during the third quarter, and increased dramatically during the fourth quarter, ending the year with a total strength of 105,012.

A key factor in the stabilization and reversal of losses in the second quarter was the implementation of a defined strategy for strength gain. This strategy included command emphasis, a personnel policy review, establishment of recruiting goals, and a concentrated effort to expand awareness throughout the ANG.

One of the most effective elements face was particularly effective for managers and users alike. Written communication was used as well, with elements of the strength challenge coming from the DANG, NGB division chiefs, and the Recruiting and Retention Branch.

The response of state and unit managers resulted in high command support. This command emphasis was essential in meeting the strength challenge, and was probably the deciding factor in the resulting success of the 1984 strength drive.

An important development during FY 84 was the Retention Effectiveness Rate (REF), a statistical tool which monitors retention of personnel who could have reenlisted but did not. This rate is distinguished from the overall retention rate by the distinction of the possibility of retaining quality people in the ANG. NGB personnel managers

and commanders found this rate to be a very effective tool in maintaining a healthy mixture of year groups in the force. REF goals for FY 84 were:

First term (1-6 years)	65%
Mid-Career (6-10 years)	70%
Career (10# years)	85%
Overall	80%

The monetary incentives available to enhance retention and recruiting efforts expanded considerably during FY 84. The Student Loan Repayment Program (SLRP), in particular, gained special popularity during the year. Available to nonprior service and prior service members, the SLRP increased in use 779% over FY 83. Because of its versatility and the ability to use it in conjunction with other incentive programs, the SLRP is expected to grow even more in coming years. The other incentive program options remained identical to provisions during FY 83; however, use of these programs generally increased as well. A recap of 1984 activity throughout the incentives programs is shown below.

A major project which was designed to streamline the payment process within the incentive programs was initiated during FY 84. The automated incentive payment program was implemented in May 1984 with a massive initial load of source data which was obtained from personnel offices in the states and the Retention Programs Section.

	Total Funds Committed FY 84 (As of 31 Jul 84)	Total Participants (As of 31 Jul 84)	Percent Increase
Enlisted Bonus	1,577,000	9,082	19
Enlisted Assistance Bonus	1,222,000	1,222	39
Reenlistment—3year	613,000	2,675	0
Reenlistment—6 year	1,662,000	4,596	8
Affiliation	25,000	85	39
Student Loan Repayment	227,000	334	779



## Plans and Operations

### Aerospace Defense Forces

The ANG increased its support to the Air Defense/Tactical Air Command (ADTAC) and the Aerospace Defense Command (ADCOM/NORAD) by redesignating the 148th Tactical Reconnaissance Group, Minnesota ANG as the 148th Fighter Interceptor Group and converting it to F-4Ds. The ANG now provides 11 ADTAC-gained fighter interceptor units and one ANG general purpose tactical fighter group. The Hawaii ANG maintained its commitment for the air defense of the Hawaiian Islands by providing fighters, long range radar and control. The 144th Fighter Interceptor Wing, California ANG, completed its conversion from the F-106 to the F-4D.

Additional NORAD Alert commitments undertaken by ANG air defense forces include establishment of an alert detachment by the 120th Fighter Interceptor Group, Montana ANG, at Davis-Monthan AFB, Arizona, and finalization of plans for a detachment by the 147th Fighter Interceptor Group, Texas ANG. The ANG also assumed additional training commitments by establishing a F-106 Central Academic Facility at the 120th Fighter Interceptor Group, Montana ANG, and continuing to organize an air defense F-4 training unit, the 114th Tactical Fighter Training Squadron, Kingsley Field, Oregon.

### Tactical Airlift

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

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

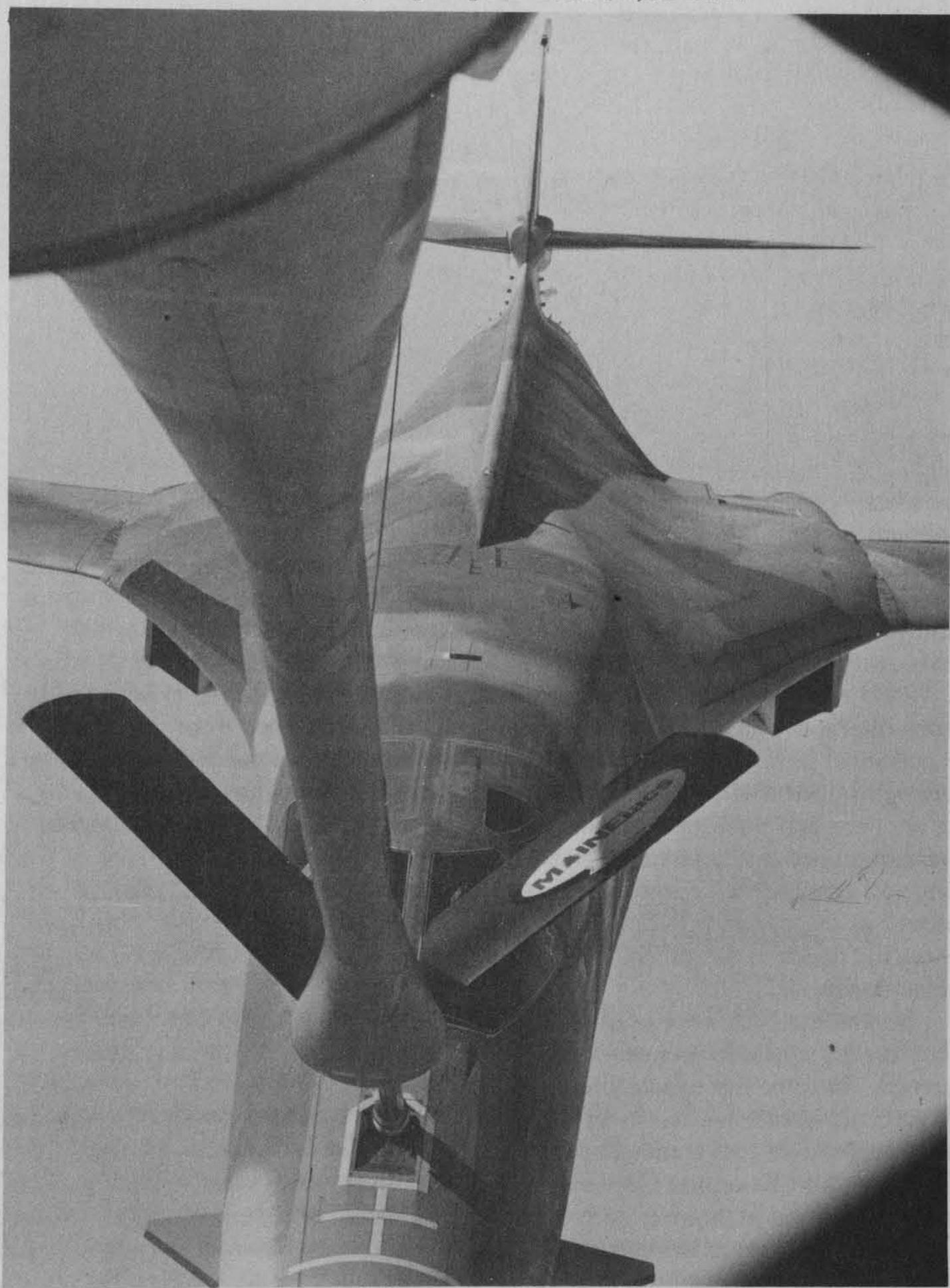
JCS-directed deployment, VOLANT OAK, involves the positioning of six aircraft at Howard AFB, Panama, on a continuing basis. ANG C-130s provide intra-theater movement of USSOUTHCOM personnel and material throughout Central and South America. During a typical month, the C-130s fly 52 missions consisting of 144 sorties totaling 382 flying hours.

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 theater airlift requirements on numerous occasions during this period.

The 109th Tactical Airlift Group, New York ANG, continued to provide supplies to the radar, communications, and scientific stations in the Arctic. This mission involves transporting

*A KC-135A from the 101st Aerial Refueling Wing, Maine ANG, refuels a B-1.*





cargo, fuel, and rations from Sondstrom AB, Greenland, to the Greenland Ice Cap Dye Stations.

Along with their active duty counterparts, ANG airlifters also participated in five JCS and USAF directed exercises during the year. REFORGER 84 involved extensive support airlift by aircrews and aircraft from the 146th Tactical Airlift Wing, California ANG, and the 133rd Tactical Airlift Wing, Minnesota 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, and the 129th Aerospace Rescue and Recovery Group, California ANG, provided extensive and immediate response to national search and rescue mission requirements. These units, flying both HC-130 aircraft and HH-3E helicopters, received invaluable training while performing actual rescue missions. In 1984, they were credited with saving 208 lives. They also performed numerous precautionary search and rescue mission for air defense exercises, space shuttle launch and recovery operations, and other special missions.

### **Close Air Support**

ANG A-10 units' primary mission is to provide close air support to Army ground operations. During FY 84, ANG units provided over 40% of Ninth Air Force and Twelfth Air Force requirements for close air support. They also participated in Red Flag exercises, support to the National Training Center, and numbered Air Force exercises.

### **Ranges and Airspace**

During 1984 "Smokey Sam" missile plume simulators were acquired by five

ANG ranges. These simulators, which to the pilots look like a guided missile in flight, are programmed for all ANG ranges. Training in the operation of the Smokey Sam launcher was offered to personnel from all ranges. All ranges are also programmed to receive the new anti-aircraft artillery (AAA) simulators when available. This AAA simulator uses the Smokey Sam launcher to fire smoke charges into the air, simulating air bursting artillery shells.

Overall, FY 84 saw an upgrade of range target arrays using armored personnel carriers and amphibious vehicles to more accurately portray a battle area, thus providing more realistic training for close air support and interdiction sorties. The Range Photo Program was continued in order to produce standardized range photographs for use by ANG units in mission planning.

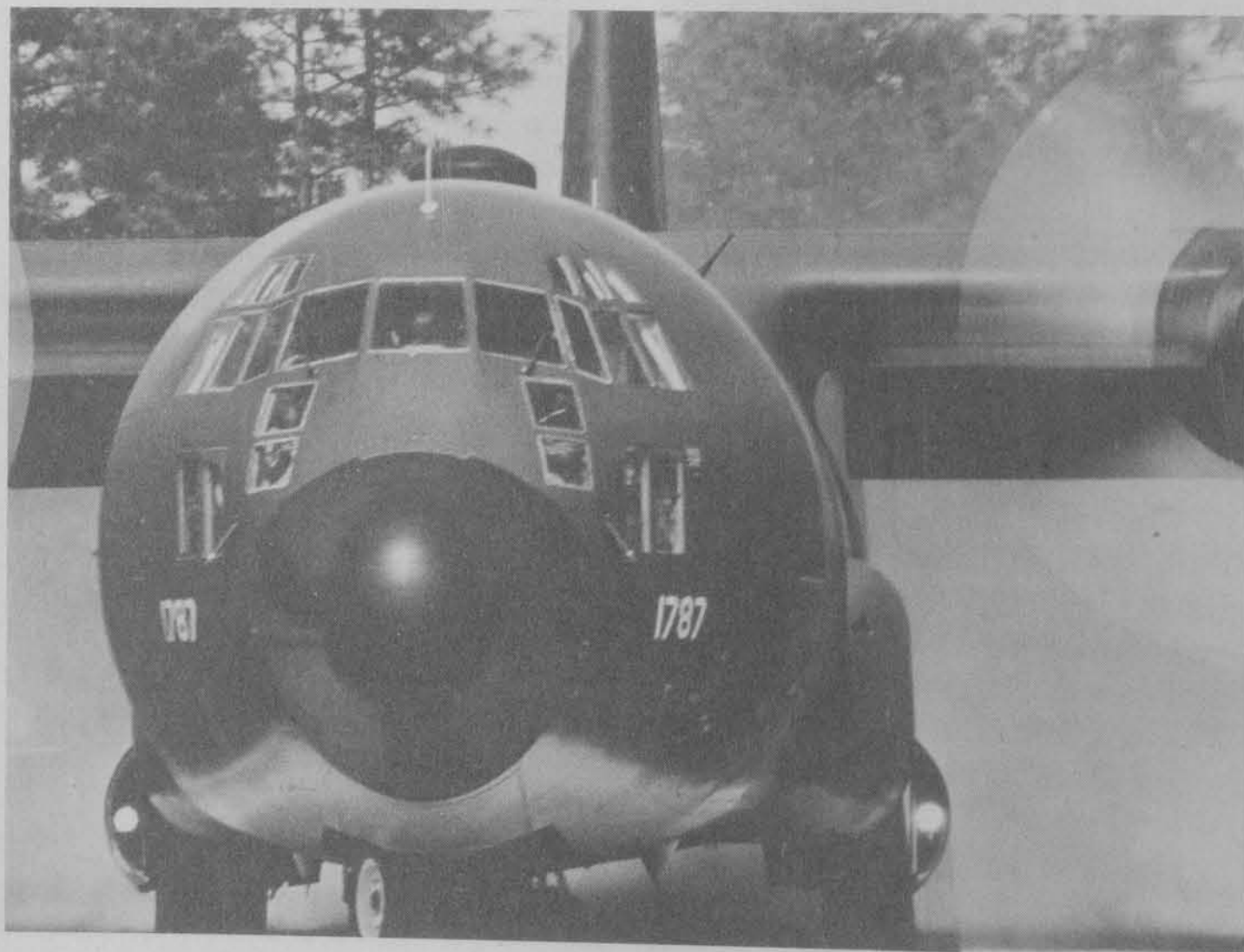
Acquisition and retention of airspace for training remained a major area of concern in 1984. Without sufficient airspace, inflight training is difficult to conduct. Pursuit of adequate training airspace for all units will

continue to be an area of strong endeavor in 1985, although retaining airspace for training use has been difficult. Major efforts by the FAA have been underway to require continuing justification for using existing airspace.

### **Electronic Combat**

During FY 84 the USAF conducted a Functional Management Inspection of Electronic Combat (EC) training. The overall USAF Electronic Combat picture is bleak, but the status of ANG training provided a bright highlight. Our EC instructor training courses associated with ANG Fighter Weapons Schools at Tucson, Arizona and McConnell AFB, Kansas, provide the guardsman with a greater opportunity to attend a quality EC course than his active duty counterpart. The Air Guard is providing training for USAFE, PACAF, and AFRES aircrews at these courses. The ANG F-4 Replacement Training Unit (RTU) at McConnell was the only Air Force RTU which provided students the regular opportu-

*C-130E from the 130th Tactical Airlift Group, West Virginia ANG.*





ity to train against aircraft equipped with ECM pods. Thanks to the effort of the Field Training Sites at Volk Field, Wisconsin, and Alpena, Michigan, our "Sentry Dawg" threat simulators have been constructed, and were shipped out to all ranges in October, 1984. During the past year NGB also funded USAF threat simulator deployments in support of several ANG composite force training exercises.

The number of ANG units equipped with combat ECM pods more than doubled in 1984. "Have Quick", a jam resistant UHF radio modification, came into use in many of our units, and with some exceptions is scheduled for expansion throughout the ANG in the coming years. Most of the maintenance problems which have plagued the ALE-40 Countermeasures Dispensing System (CDS) were solved in 1984. Military Airlift Command has prioritized ANG Airlift units equal to other MAC units for equipage with Have Quick, CDS, and Radar Warning receivers. In terms of quantity of EC equipment, the ANG is moving toward parity with equivalent active duty units. Our efforts are now needed to ensure quality of EC equipment also moves forward at a pace to keep abreast of the threat.

### **Tactical Reconnaissance**

The Air National Guard provides 51% of the Air Force's reconnaissance assets. ANG tactical reconnaissance units are gained by the 9th and 12th Air Forces. In addition, two units, the 117th TRW and 186th TRG, are also assigned to the U.S. Central Command.

The 189th Tactical Reconnaissance Training Flight, Idaho ANG, activated this year, provides training for ANG reconnaissance crews at the initial and instructor levels. The Reconnaissance Weapons School, Boise, Idaho, teaches reconnaissance tactics to ANG and Air Force personnel.

Overseas deployments increased unit readiness by providing training experience in European and Southwest



*Two F-4Cs of the 142d Fighter Interceptor Group, Oregon ANG, fly over Mt. Hood.*

Asian environments. In addition, ANG reconnaissance units took part in a number of exercises throughout the year.

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

The 13 KC-135 units' primary mission is to provide strategic air refueling in support of the Strategic Air Command's Single Integrated Operational Plan (SIOP). During FY 84, 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.

In FY 84, ANG KC-135 units also supported the European, Pacific and Alaskan Tanker Task Forces. Under a new concept, each tanker unit annually deploys four aircraft and as many as 200 supporting personnel and aircrews to Moron AB, Spain Anderson AFB, Guam, and Eielson AFB, Alaska, for two-week periods. The experience gained from these unit deployments improves the readiness of KC-135 units to deploy worldwide.

During FY 84, units supported numerous other higher headquarters

deployments and exercises. In many cases, this support far exceeded the 17% pro rata share of the KC-135 fleet assigned to the ANG. Currently, 12 tanker units have received reengined KC-135E aircraft. Because of its improved capabilities over the KC-135A through increased fuel efficiency (14%), reduced emissions (90%) and increased thrust (25%), the KC-135E has added a new dimension to the ANG tanker units' worldwide mission. In FY 84, the KC-135E was specifically tasked for longer non-stop deployments with increased air refueling offloads and operations from a growing number of worldwide locations.

### **Training**

The Office of Training serves as the NGB focal point for all ANG training activities. Training management responsibilities include initial qualification, on-the-job, factory, continuation, professional military, and ancillary training.

The Office of Training provides guidance and support to the ANG Schools Training Branch, the ANG Multimedia Training Branch, the I.G. Brown Professional Military Education



Center and the various ANG schools.

The ANG workday program is the backbone of the majority of the training requirements for the ANG. Workday training allocations support unit training assemblies, annual training, proficiency training, additional flying training, and special training to support joint services, HQ USAF, and NGB 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 \$399 million, with annual field training accounting for about \$82 million of the total budget.

**ANG Formal Schools.** The ANG operates formal schools at several locations. These schools provide technical and professional training to ANG, ARNG, USAF personnel, and foreign military personnel.

The 133rd Field Training Flight (FTF), Minnesota ANG, provides specialized C-130 cargo training. In FY 84, the 133rd FTF provided training for 35 officers and 1,944 airmen from the ANG, the Active Air Force, and military assistance program.

#### ***A-7 Combat Crew Training Schools.***

The 162nd TFG, Arizona ANG, provides advanced flying for ANG and USAF pilots assigned to A-7 units. It also provides transition training for ANG pilots assigned to A-7 tactical fighter units. During FY 84, 31 long course, 14 conversion, 18 transition, and 16 instructor pilots were trained.

#### ***F-4 Combat Crew Training School.***

The 184th TFG, Kansas ANG is responsible for providing advanced F-4 flying training to ANG, AFRES, and USAF pilots. During FY 84, the 184th trained 40 pilots and 37 Weapons Systems Officers, provided conversion training for eight pilots and two WSOs, and instructor training for seven pilots and eight WSOs.

***F-4 Air Defense Combat Crew Training School.*** The 114th TFTS, Oregon ANG, 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 189th TRTF, Idaho ANG, operates the ANG RF-4 training school. ANG aircrews are trained to operate the RF-4C weapons system. During FY 84,

there were 10 pilots and three WSOs trained in the long course, as well as eight instructor pilots and three instructor WSOs.

## **PMEC**

The I.G. Brown ANG Professional Military Education Center is the single ANG organization charged with the conduct of professional military education. The ANG Leadership School, which trains noncommissioned officers in the grades of E-4 and E-5, graduated 233 airmen during FY 84. The Noncommissioned Officers Academy graduated 469 NCOs in the grade of technical sergeant and master sergeant. The Academy of Military Science, which prepares qualified individuals for commissions in the ANG, graduated 456 students.

## **Comptroller**

### **Budget**

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. FY 84 O&M obligations amounted to \$1,800,721,656.

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 84 were \$577,882,676 and supported an average strength of 101,729 ANG members. The MILCON account supports major and minor construction of ANG facilities. Over 87% of the FY 84 MILCON obligations of \$49,860,628 were devoted to major construction projects. FY 84 obligations for these three federal appropriations totaled \$2,428,464,960.

Other sources of ANG funding are the Other Procurement, Air Force

A C-130B from the 179th Tactical Airlift Group, Ohio ANG.





appropriation, Guard and Reserve Equipment appropriation, and substantive contributions by each of the 54 states and territories. The total FY 84 obligations for Other Procurement were \$2,184,623 and \$2,676,536 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 84 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 103,400 military average strength and 414,779 flying hours. FY 84 Congressional actions included increases of \$48.6 million in Operation and Maintenance, \$29.0 million in Military Construction, and \$25.0 million for Guard and Reserve Equipment with a decrease of \$3.9 million in Military Personnel.

\* In the O&M appropriation, Congress added \$67.0 million of which \$63.1 million was for reengining of KC-135 aircraft. This on-going Congressional initiative will bring to 96 the number of ANG tankers that have been reengined with the JT-3D engine. The remaining Congressional add-on of \$3.9 million was for initial operating funds in support of the strategic airlift mission at Stewart, New York. These increases were partially offset by \$18.4 million in reductions. The budget request was also reduced by \$4.0 million based on perceived inadequacies in the DOD procurement and management practices, and by another \$9 million based on perceived wasteful year-end spending practices within DOD. Congress also reduced the budget request by \$.3 million for the ANG share of the DOD-wide reduction in civilian personnel end strength. Finally, Congress reduced the budget by \$.2 million based on its direction to consolidate as many base support functions as possible. All of these reductions were applied DOD-wide with ANG cut being equitable with the other components. In a supplemental appropriation, Congress added \$15.8 million for the January 1984

civilian pay raise and \$2.6 million for supplemental programs.

The Congress decreased the Military Personnel appropriation by \$3.9 million. There was a modest increase of \$.5 million for the Social Security rate increase and a \$4.4 million decrease in Variable Housing Allowance (VHA). The VHA programs was reduced because VHA is restricted to reservists who serve on active duty for 140 days or more.

In the MILCON appropriation, Congress added \$29.2 million for Stewart, New York, and \$.5 million for Dannelly Field, Alabama. The appropriation was decreased by \$.7 million for an unspecified reason.

The Congress also provided \$25.0 million in the Guard and Reserve Equipment Appropriation. This funding was used primarily for:

Communications	\$14.2
Missile Support Equipment	2.8
F-4 Support Equipment	3.1
Weather Radar Units	1.5
ADP Equipment	1.0
Aircraft Modifications	1.5

### Data Automations

A major computer upgrade was approved by the Secretary of the Air Force and is underway with the prototype system installed at Byrd Field, Virginia. This \$22 million program will take two and a half years to install. When it is completed the ANG will have modern computer capability.

In addition the new Air Force standard microcomputer was installed in the air operations section of each flying unit. This flight "desk top" unit has added a new dimension to training.

### Plans & Programs

The Comptroller Plans and Programs Office was actively involved in the Presidents Private Sector Survey on Cost Control (Grace Commission), the Internal Control Review Program, and served as the NGB focal point for

North Carolina Air Guardsmen from the 145th Weapons Security Flight practice perimeter defense.





all audit activity in the ANG.

In June 1982, President Reagan signed an executive order which formally established the Presidents Private Sector Survey on Cost Control. An executive committee was established to review all government operations with 22 recommendations being made: three of these directly affected the ANG. They were consolidation of AFRES and ANG support functions, elimination of dual pay when technicians perform annual training, and elimination of the ANG and AFRES bonus program.

The Federal Manager's Financial Integrity Act, passed by Congress in 1982, requires each executive agency in the federal government to certify the adequacy of its internal control systems to the President. In FY 83 and FY 84 the ANG performed reviews at each ANG location. Results of these reviews revealed no significant deficiencies.

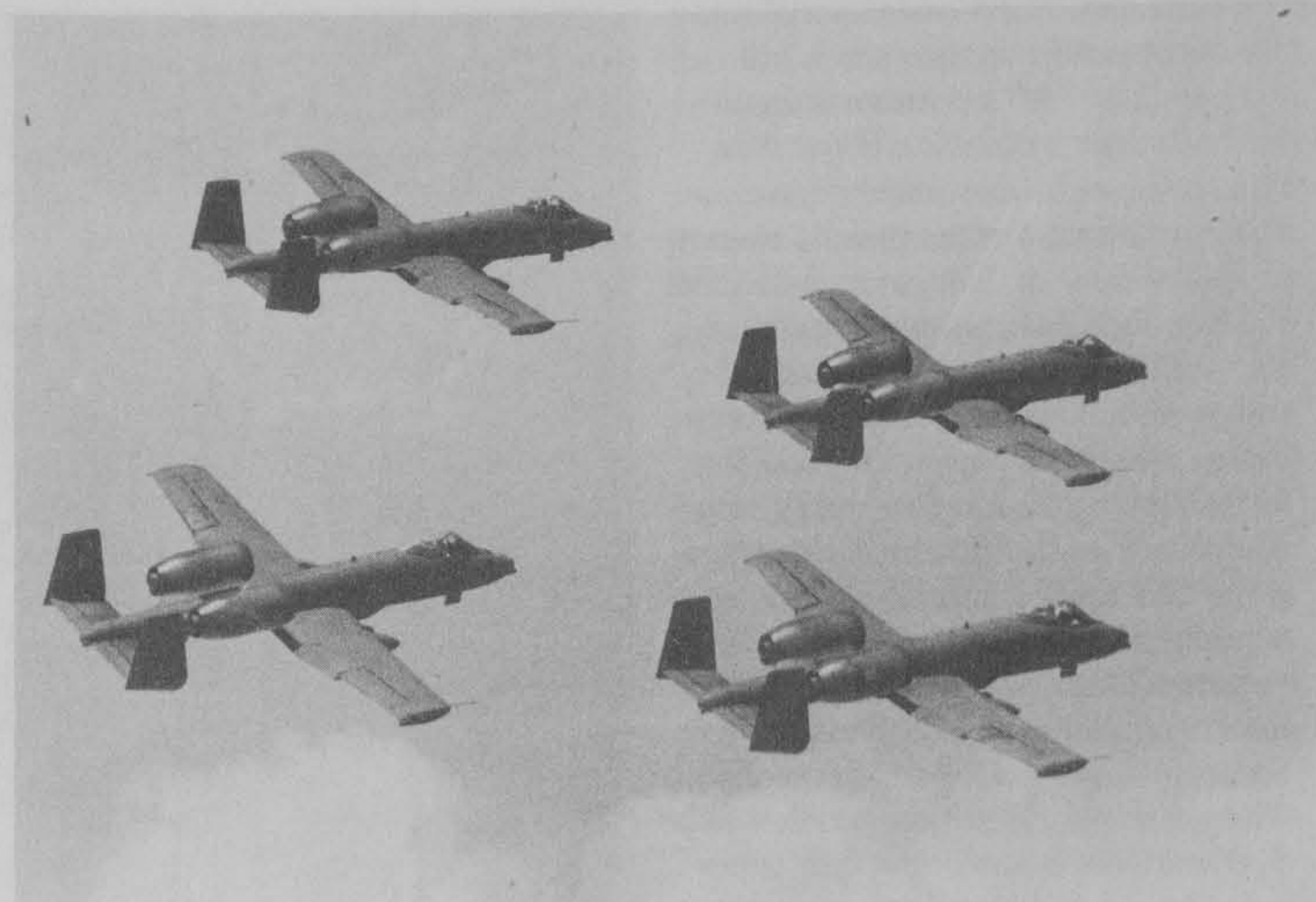
Auditors from the General Accounting Office, DODIG-Auditing, and Air Force Audit Agency conducted 89 separate visits at ANG units and issued 27 separate reports. This represents a 30% increase in audit activity over FY 83.

## Logistics

The modernization program for the Air National Guard aircraft fleet during FY 84 included: modification of 30 KC-135A aircraft by installation of JT3D engines, bringing the total modified aircraft to 96; delivery of 30 A-7K aircraft to ANG units; modification of nine A-10 aircraft with an inertial navigation system (INS); low smoke modification of 183 J79 engines (RF4C/F4D); and major upper reskin repair of 28 F-106 aircraft.

## Depot Maintenance Program

A total of \$401,344,000 was spent during FY 84 for depot level maintenance in support of the ANG's 1,709 airframes. The type of work performed included both programmed and unprogrammed depot maintenance, analytical



*A-10 aircraft from the 103d Tactical Fighter Group, Conn ANG.*

condition inspection, numerous modifications and overhauls on over 814 engines. Depot costs continue to climb due to the increasing number of more technically sophisticated weapon systems.

## Weapon System Support

The ANG manages an equipment inventory of over two billion dollars in authorized assets. We are rapidly modernizing our equipment inventory with the acceptance of our F-16 squadron, and plans for F-15, C-141, C-5, and F-4E aircraft through 1989. In the mission support area great strides are occurring with the procurement of tactical switchboards for combat communications units and state of the art simulators for TAC control units. In the aircraft support area the J-79 Pacer Savings program has proved highly effective, realizing a significant cost savings for the ANG.

## Logistics Automation

Several programs to automate or enhance automated logistics functions came to fruition during FY 84. The capital replacement program of the Air Force standard computer system allowed

ANG units to upgrade computer terminals to the latest state of the art equipment. This conversion and subsequent planned improvements will speed up supply support.

HQ USAF announced award of the contract for the Combat Supply System. This desk top mini-computer system provides automated wartime supply support at austere locations, eliminating the cumbersome and error-prone manual system currently utilized. Additionally, FY 84 saw the implementation of an automated logistics plans system, including a main computer terminal system and a mobile micro computer for deployment operations. In the aircraft maintenance area, conversion to the new standard computer system also began along with initial conversion to the new Core Automated Maintenance System.

## Engineering and Services

### Military Construction Program

The ANG Military Construction Program (MCP) was included in the FY 84 President's Budget to Congress at



\$79.9 million. The Congressional military construction appropriation bill increased the ANG portion of President's Budget by \$29.0 million. This increase brought the military construction program to its present amount of \$108.9 million. The program specifies \$94.8 million for major construction, \$5.5 million for minor construction, and \$8.6 million for planning and design. The MCP was to provide for 54 projects at 40 locations in 29 states. The largest project under construction is the \$23 million runway and appurtenances at Libby AAF, Ft. Huachuca, Arizona. Design is underway for a new ANG/USMC Base at Stewart, New York, for C-5A aircraft. The estimated construction cost will be \$105 million.

### **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. These projects include air field pavement repairs, utilities system repairs, and building systems maintenance and repair. Energy conservation measures are included in all projects, helping to control rising operating costs. For FY 84, a total of \$38.8 million for 1,350 projects was awarded.

### **Operations and Maintenance Agreements**

The daily operation and maintenance of ANG facilities is accomplished through 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 84 totalled \$64.2 million.

### **Environmental Protection**

A literature search of ANG units is



*Air Guard civil engineers check construction plans.*

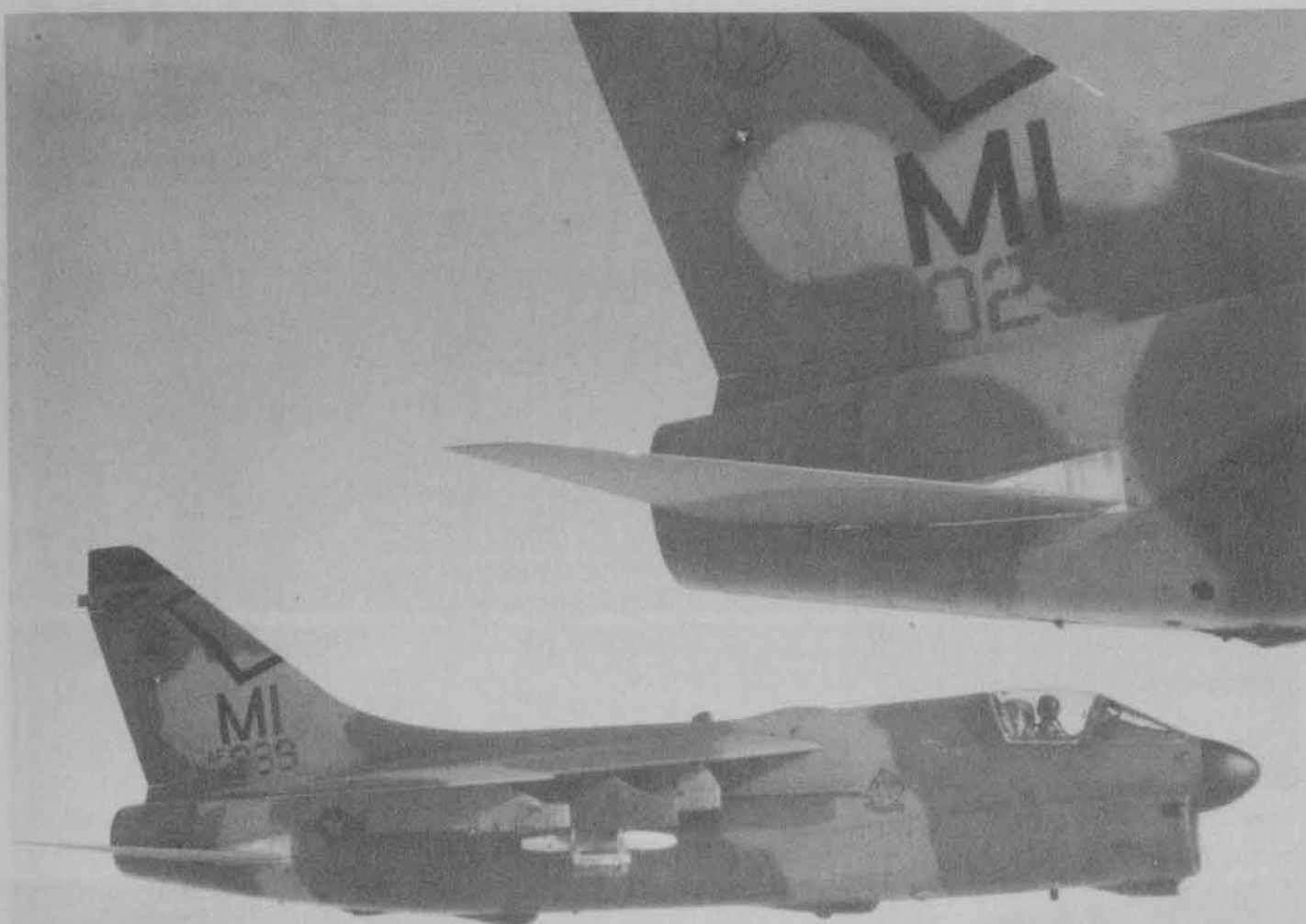
near completion as part of the ANG Historic Preservation Program requirements implemented on 25 June 1984. A Natural Resources Staff officer has been assigned to the Environmental Protection Branch to formulate and implement natural resource policy for ANG installations. In addition, a five-year Forest Management Plan has been completed for McEntire ANG Base.

NGB negotiated the settlement of a Notice of Violation issued by the Michigan Department of Natural Resources to Phelps-Collins ANGB, Alpena, Michigan. NGB also negotiated with Massachusetts Department of Environmental Quality Engineering for a draft discharge permit which has effluent limitations that can be achieved. During FY 84, assistance was provided to 171st ARW, Greater Pittsburgh Airport in developing the format and gathering sufficient data to write a viable oil and hazardous substance spill

plan. A coordinated groundwater contamination study was conducted at Forbes Field ANG Base, Topeka, Kansas. A draft NOISEMAP for the Ft. Carson Gunnery Range, Buckley ANGB, Aurora, Colorado, which delineates noise contours for portion of the range used by the ANG, was completed.

NGB published a regulation in August of 1984 covering hazardous waste management at base level. The regulation specifies how the base should manage hazardous waste, and provides guidance for developing a base hazardous waste management plan. NGB also completed two Phase II IRP Record Search Studies at McEntire ANGB and Volk PFTS. These studies document the existence of past waste disposal sites at various ANG installations. There are nine ANG installations covered by the program and studies have been completed at seven of them. Phase II





*A-7 aircraft from the 127th Tactical Fighter Wing, Michigan ANG.*

monitoring studies are underway at six ANG units to determine the extent of the hazardous waste problem.

### **Civil Engineering Units**

During FY 84 100 ANG Prime BEEF Fire Protection teams supported the following operations: 57 to USAF CONUS bases; 21 to USAF OCONUS bases; and 22 to ANG bases. The ANG also provided 15 fire fighters to support Team Spirit 84 in the Republic of Korea.

On 1 July 1984, all ANG Prime BEEF units, as well as AF and AFRES units, were reorganized and repostured under new Unit Type Codes to provide greater flexibility in meeting Air Force contingency requirements. The ANG Civil Engineering Prime BEEF total strength was not changed; simultaneously, an ANG grade enhancement program was applied to aid in

recruiting and retention.

The ANG deployed RIBS composite teams to England, Germany, Sicily, Korea and numerous JCS exercises for periods of 15 to 139 days utilizing approximately 200 RIBS personnel. The ANG has completed formal training of approximately 70% of ANG RIBS personnel, and plans to complete training of all personnel during FY 85.

### **Surgeon**

ANG health professionals continue to be tasked in support of readiness requirements. During FY 84, overseas training for units and individuals was performed at USAF facilities in Alaska, Germany, England and the Philippines. Support of exercises such as REFORGER, Team Spirit and Bright Star by ANG physicians, nurses, medical technicians, and aeromedical

crews provided excellent training opportunities. Four units participated in overseas annual training in FY 84.

During FY 84, there was a net increase of 13 physicians recruited and retained, bringing the physician total to 416. The expansion of aeromedical evacuation crews resulted in the authorization of an additional 17 nurses and 17 medical technicians.

Continued emphasis on the Total Force Policy will place additional demands on the ANG Medical Readiness posture. During FY 84, four mobile aeromedical staging facilities (MASF) were funded. The aeromedical crew expansion program was completed in FY 84 to bring the crew configuration in line with the active component. Twelve new aeromedical evacuation crews were also funded in FY 84.

### **Safety**

The ANG flew 424,563 hours and incurred 5 Category A aircraft mishaps, two fatalities and five destroyed aircraft in FY 84. The Category A aircraft mishap rate was 1.9. This is the lowest number, the lowest rate and the lowest number of fatalities ever recorded in the ANG.

ANG units proved their capability to program the wartime mission by successfully passing all Operational Readiness Inspections. An increasing number of tactical fighter wings and groups, tactical air control and combat communications units deployed from their home station to ANG field training sites and other locations for their inspections. This deployment and the realistic scenario is the best training possible for wartime missions.

The ANG received the following Safety Awards in FY 84: seven USAF Flight Safety Plaques; one USAF Missile Safety Plaque; one USAF Explosive Safety Plaque; ten National Safety Council Awards.

Captain Milton J. Miller, 162d TFG, Arizona ANG, was selected to receive the USAF Chief of Staff Individual Safety Award for his develop-



ment of a comprehensive low altitude program to train pilots in this demanding environment.

## Communications, Electronics and Meteorology

In FY 84, Federal recognition of the 290th Combat Communications Squadron, MacDill AFB, Florida, took place, establishing the Joint Communication Support Element (JCSE) augmentation mission for the ANG. Additional actions are underway for the transfer of a second ANG unit to directly support REDCOM. The organization of eight communications flights at ANG ADTAC units will result in a standardized communications structure in the ANG.

ANG communications, electronics and meteorology units continued to play a significant role in support of USAF, and JCS exercises and deployments during FY 84, particularly in Europe and the Pacific. Units of the 162d Combat Communications Group, California ANG, provided major tactical communications support for European Communications Division requirements. FY 84 also saw the largest peacetime utilization of ANG combat communications assets in support of JCS exercises in the Pacific. Led by units of the 201st and 253d Combat Communications Groups, Team Spirit 84 in South Korea employed more than 350 ANG communications personnel. CONUS JCS exercises were also supported by ANG communications units.

Equipment improvements for CEM units were limited in FY 84. Funds have been allocated for the purchase of four AN/TSC-62 Technical Control Facilities and 53 SB-3614 Switchboards. In addition, equipment transfers from the active Air Force under project Hammer Down included four AN/TRC-97 TROPO radios and two TSC-62 Tech Control Facilities.



*Vans containing the MPN-14 radar approach control facility dominate a communications site established by the Missouri ANG during their Operational Readiness Inspection.*



*CPT Armando Castro, 140th Tactical Control Squadron, PR ANG, controlling Air Force F-16s.*



# Appendices

## Appendix A

### Chiefs of the National Guard Bureau

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. Donald L. Owens
Arkansas.....	Maj. Gen. Fred M. Carter
California.....	Maj. Gen. Willard A. Shank
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. Joseph W. Griffin
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, Jr.
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. Nat G. Troutt
Missouri.....	Maj. Gen. Charles M. Kiefner
Montana.....	Maj. Gen. James W. Duffy
Nebraska.....	Maj. Gen. James Carmona
Nevada.....	Maj. Gen. Robert J. Dwyer
New Hampshire.....	Maj. Gen. Lloyd M. Price
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. Hubert M. Leonard
North Dakota.....	Maj. Gen. Alexander P. McDonald
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. Gubaldon, Jr.
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

### National Guard Bureau Military Personnel

#### Joint Offices

<i>Walker, Emmett H., Jr.</i> , Lieutenant General, ARNGUS, Chief, National Guard Bureau
<i>Denman, Harold R.</i> , Colonel, ANGUS, Executive, National Guard Bureau
<i>Squier, Michael J.</i> , Major, ARNGUS, Assistant Executive, National Guard Bureau
<i>Aigner, Phillip E.</i> , Lieutenant Colonel, USA, Office of Public Affairs
<i>Armstrong, Robert C.</i> , Lieutenant Colonel, ARNGUS, Joint Staff
<i>Bryan, Alan J.</i> , Lieutenant Colonel, ARNGUS, Office of Policy and Liaison
<i>Goldstein, Norman J.</i> , Lieutenant Colonel, ANGUS, Chief, Advertising Support Center
<i>Gragg, Robert L.</i> , Lieutenant Colonel, USA, Chief, Office of Human Resources
<i>Jeffries, Walton M., Jr.</i> , Lieutenant Colonel, USA, Office of Legal Advisor
<i>Kelly, Ivan B.</i> , Major, ANGUS, Office of Human Resources
<i>Kondratiuk, Leonid</i> , Major, ARNGUS, Office of Public Affairs
<i>Kougeas, Paula E.</i> , Captain, USAF, Office of Public Affairs
<i>Kraak, Charles F.</i> , Colonel, USA, Joint Staff
<i>Kuczynski, Leroy L.</i> , Chief Warrant Officer, ARNGUS, Office of Administrative Services
<i>Morgan, Earl H., Jr.</i> , Lieutenant Colonel, USAF, Office of Policy and Liaison
<i>Phipps-Barnes, Phyllis E.</i> , Captain, ANGUS, Office of Public Affairs
<i>Pollard, Gordon K.</i> , Colonel, USA, Director, Joint Staff
<i>Reichert, William J.</i> , Major, USAF, Office of Legal Advisor



Robertson, Wayman D., Lieutenant Colonel, ARNGUS,  
Office of Policy and Liaison  
Rodesky, Howard L., Lieutenant Colonel, USA, Office of  
Military Support  
Smith, John P., Major, USA, Office of Public Affairs  
Super, David J., Major, ARNGUS, Office of Public Affairs  
Tech, Larry L., Colonel, ARNGUS, Chief, Office of Policy  
and Liaison  
Wood, Nelson V., Colonel, USA, Office of Human Resources  
Zanin, Mark E., Captain, USA, Office of Legal Advisor

### **Director, Army National Guard**

Temple, Herbert R., Jr., Major General, ARNGUS, Director,  
Army National Guard  
Dean, Richard A., Brigadier General, ARNGUS, Deputy  
Director, Army National Guard  
Sullivan, James A., Colonel, USA, Executive Officer, Army  
National Guard  
Kearney, Frederick A., Lieutenant Colonel, ARNGUS,  
Assistant Executive, Army National Guard  
McKelvey, William A., III, Major, USA, Administrative  
Officer  
Ingram, Donald R., Command Sergeant Major, ARNGUS,  
Enlisted Advisor, Army National Guard  
Alley, John E., Lieutenant Colonel, USA, Logistics Division  
Alsop, Jack R., Colonel, USA, Chief, Comptroller Division  
Barnes, Charles W., Lieutenant Colonel, USA, Organiza-  
tion & Training Division  
Battaglia, Paul, Major, USA, Manpower Division  
Becker, Oliver R., Lieutenant Colonel, USA, Organization  
& Training Division  
Bradley, Edmund Edward D., Jr., Major, USA, Personnel  
Division  
Brown, Cheryl A., Major, ARNGUS, Personnel Division  
Brundage, Lucien A., Major, ARNGUS, Logistics Division  
Cable, Vincent L., Major, ARNGUS, Manpower Division  
Caldarone, Rosindo E., Colonel, ARNGUS, Chief, Logistics  
Division  
Carson, A. Jane, Colonel, USA, Chief Army Nurse, Office  
of the Army Surgeon  
Christianson, Claude V., 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, Mobili-  
zation Readiness Division  
D'Araujo, John B., Colonel, ARNGUS, Chief, Mobilization  
Readiness Division

Davis, Ronald C., Lieutenant Colonel, ARNGUS, Logistics  
Division  
Debolt, Edwin L., Sergeant Major, USA, Logistics Division  
Dickens, Homer Q., Jr., Lieutenant Colonel, ARNGUS,  
Personnel Division  
Dionne, Raoul B., Major, USA, Office of the Army Surgeon  
Dodd, Dennis R., Major, USA, Personnel Division  
Dupay, Arthur P., Major, USA, Personnel Division  
Durham, William L., Major, USA, Organization & Training  
Division  
Elliott, David R., Colonel, USA, Chief, Manpower Division  
Espinoza, Charles R., Major, USA, Personnel Division  
Foster, Michael W., Major, USA, Logistics Division  
Gentile, Michael E., Major, USA, Logistics Division  
Gereski, John T., Colonel, ARNGUS, Chief, Organization  
& Training Division  
Greene, Patricia A., Major, ARNGUS, Personnel Division  
Hagen, Robert R., Chief Warrant Officer, ARNGUS,  
Personnel Division  
Hardwick, Danny G., Lieutenant Colonel, USA, Organiza-  
tion & Training Division  
Hatch, Shelly A., Major, USA, Logistics Division  
Hearnsberger, Gordon S., Major, USA, Logistics Division  
Hill, Michael D., Major, ARNGUS, Manpower Division  
Holland, Joseph B., Lieutenant Colonel, USA, Logistics  
Division  
Humphrey, Paul T., Lieutenant Colonel, ARNGUS, Installa-  
tions Division  
Jackson, Ronnie D., Lieutenant Colonel, USA, Aviation  
Division  
James, Martha G., Major, USA, Personnel Division  
Jernigan, Walter I., Chief Warrant Officer, ARNGUS, Man-  
power Division  
Kain, John M., Major, USA, Logistics Division  
Kearney, David H., M.D., Colonel, USA, Army Surgeon  
Kirby, James M., Captain, USA, Organization & Training  
Division  
Kramer, Theodore, III, Major, ARNGUS, Manpower Division  
Krause, Gary R., Major, USA, Logistics Division  
Lent, Victor A., Major, ARNGUS, Installations Division  
Little, Charlie, Jr., Lieutenant Colonel, USA, Mobilization  
Readiness Division  
McAnaw, John P., Lieutenant Colonel, USA, Organization  
& Training Division  
McDonald, David F., Major, USA, Logistics Division  
McHugh, Larry J., Major, ARNGUS, Logistics Division  
Miller, Michael C., Major, USA, Logistics Division  
Moore, Albert F., Lieutenant Colonel, ARNGUS, Personnel  
Division  
O'Halloran, Robert P., Major, USA, Comptroller Division



Padial, Ivan L., Major, USA, Logistics Division  
 Parrish, Lexie C., Jr. Sergeant Major, USA, Organization & Training Division  
 Patterson, Jimmy G., Major, ARNGUS, Office of the Army Surgeon  
 Pienkowski, John, Captain, ARNGUS, Organization & Training Division  
 Pryor, Ralph W., Lieutenant Colonel, USA, Mobilization Readiness Division  
 Reigle, Thomas, Major, USA, Logistics Division  
 Ross, Robert G., Major, USA, Organization & Training Division  
 Royse, Edward E., Lieutenant Colonel, ARNGUS, Logistics Division  
 Rushforth, Durward, Lieutenant Colonel, USA, Office of Plans and Program Analysis  
 St. Laurent, Paul J., Major, USA Logistics Division  
 Schimmel, John J., Major, USA, Personnel Division  
 Shaffer, Robert S., Major, USA, Office of Plans and Program Analysis  
 Shepherd, Jonnie L., Major, USA, Mobilization Readiness Division  
 Sickman, Alan C., Lieutenant Colonel, USA, Personnel Division  
 Spencer, John C., Major, ARNGUS, Logistics Division  
 Stebner, Darald R., Major, ARNGUS, Organization & Training Division  
 Stilley, Kenneth S., Lieutenant Colonel, ARNGUS, Organization & Training Division  
 Taylor, Warren M., Major, USA, Personnel Division  
 Tipa, Ronald J., Major, ARNGUS, Manpower Division  
 Vandermolen, Darryl L., Chief Warrant Officer, ARNGUS, Personnel Division  
 Von Schilling, Lucien K., Major, USA, Logistics Division  
 Waters, James K., Jr., Major, USA, Organization & Training Division  
 Wellen, Donald L., Lieutenant Colonel, ARNGUS, Office of Plans and Program Analysis  
 White, Travis W., Lieutenant Colonel, USA, Mobilization Readiness Division  
 White, Wayne L., Major, USA, Mobilization Readiness Division  
 White, William F., Major, ARNGUS, Organization & Training Division  
 Whitley, Milton A., Major, USA, Personnel Division  
 Willson, Michael P., Major, USA, Logistics Division  
 Wilson, Winfield S., Lieutenant Colonel, ARNGUS, Office of Plans and Program Analysis  
 Windsor, James A., Colonel, USA, Chief, Personnel Division

## **Director, Air National Guard**

Conway, John B., 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  
 Sparks, William T. Jr., 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  
 Duncan, Larry A., Captain, USAF, Administrative Officer  
 Carbon, Bernard E., Chief Master Sergeant, ANGUS, Senior Enlisted Advisor  
 Alford, Edgbert, Captain, USAF, Logistics Division  
 Arnett, Paul P., Major, ANGUS, Logistics Division  
 Ashley, Wiley R. Sr., Lieutenant Colonel, ANGUS, Office of Communications-Electronics & Meteorology  
 Athas, William J., Lieutenant Colonel, ANGUS, Comptroller Division  
 Botta, Joseph E., Lieutenant Colonel, USAF, Comptroller Division  
 Carter, David C., Lieutenant Colonel, USAF, Plans, Operations, and Readiness Division  
 Corley, Denver G., Captain, USAF, Logistics Division  
 Datillo, Anthony P., Captain, USAF, Legal Division  
 Dehnert, Robert E., Captain, USAF, Logistics Division  
 Derrick, Howard W., Captain, ANGUS, Comptroller Division  
 Domingues, Thomas Jr., Colonel, USAF, Chief, Logistics Division  
 Downs, Spencer R., Colonel, USAF, Chief, Office of the Air Surgeon  
 Edmonds, Richard W., Major, ANGUS, Plans, Operations, and Readiness Division  
 Ehom, Thomas A., Major, USAF, Logistics Division  
 Eichhorst, Thomas E., Major, USAF, Plans, Operations, and Readiness Division  
 Foard, Herbert J., Captain, ANGUS, Manpower and Personnel Division  
 Fowble, Ralph E. Jr., Lieutenant Colonel, ANGUS, Logistics Division  
 Furr, Marshall W., Lieutenant Colonel, USAF, Office of Communications-Electronics and Meteorology  
 Gallimore, George H., Lieutenant Colonel, USAF, Comptroller Division  
 Gardner, Gregory B., Captain, ANGUS, Plans, Operations and Readiness Division  
 Garell, Thomas C., Lieutenant Colonel, ANGUS, Manpower and Personnel Division



Gatto, Francis R., Colonel, USAF, Office of Programs  
George, James E., Major, ANGUS, Office of Training  
Golsby, Robert, Major, USAF, Logistics Division  
Hall, Richard B. Jr., Lieutenant Colonel, USAF, Plans, Operations and Readiness Division  
Hardison, Joseph M., Captain, ANGUS, Manpower and Personnel Division  
Hardy, Rollan E., Major, ANGUS, Comptroller Division  
Harmon, Kenneth T., Colonel, USAF, Chief, Comptroller Division  
Hartman, Gene D., Lieutenant Colonel, USAF Plans, Operations, and Readiness Division  
Haskell, Paul F., Major, ANGUS, Logistics Division  
Hindman, John F., Lieutenant Colonel, ANGUS, Logistics Division  
Hostetler, Richard O., Lieutenant Colonel, ANGUS, Office of Training  
Hurlock, Bernard W., Colonel, ANGUS, Chief, Manpower and Personnel Division  
Juve, Gene L., Colonel, USAF, Chief, Plans, Operations, and Readiness Division  
Kean, Gerald S., Lieutenant Colonel, ANGUS, Manpower and Personnel Division  
Kronk, Herbert I., Lieutenant Colonel, USAF, Plans, Operations, and Readiness Division  
Lee, Karen L., Major, USAF, Manpower and Personnel Division  
Liebbrand, Lonnie L., Captain, USAF, Comptroller Division  
LeSavage, Frederick G., Lieutenant Colonel, USAF, Office of Programs  
Luke, Mary K., Captain, USAF, Manpower and Personnel Division  
Mahar, Michael T., Captain, USAF, Office of Training  
Martin, Marion J., Captain, USAF, Manpower and Personnel Division  
McCartney, Richard P., Lieutenant Colonel, ANGUS, Plans, Operations, and Readiness Division  
McGill, Arley H. II, Lieutenant Colonel, USAF, Logistics Division  
Morris, Gayle N., Lieutenant Colonel, USAF, Office of Programs  
Morris, James T., Major, USAF, Manpower and Personnel Division  
Mullinax, Donald D., Captain, USAF, Office of Training  
Nagel, Richard A. Jr., Colonel, USAF, Chief, Office of Programs  
Nelson, Joseph D., Major, USAF, Comptroller Division  
Norris, Lonnie L., Major, USAF, Logistics Division  
Olsen, Douglas M., Lieutenant Colonel, USAF, Plans, Operations, and Readiness Division  
Patrick, Jay W., Major, USAF, Logistics Division  
Pezzullo, Richard E., Colonel, ANGUS, Chief, Engineering and Services Division  
Potts, John L., Major, ANGUS, Engineering and Services Division  
Reinhardt, Robert F. Jr., Major, ANGUS, Plans, Operations and Readiness Division  
Ross, Gary C., Lieutenant Colonel, USAF, Logistics Division  
Shapiro, Richard D., Lieutenant Colonel, USAF, Office of Programs  
Shelton, David W., Major, USAF, Logistics Division  
Sheppe, Robert M., Lieutenant Colonel, USAF, Engineering and 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  
Steen, Roger G., Lieutenant Colonel, USAF, Logistics Division  
Stem, Edmund H., Captain, USAF, Engineering and Services Division  
Stevens, James E., Major, ANGUS, Plans, Operations and Readiness Division  
Stewart, Wilbert T., Colonel, ANGUS, Chief, Office of Training  
Strate, David J. E., Colonel, USAF, Office of the Air Surgeon  
Sullivan, Paul G. Jr., USAF, Office of Communications-Electronics and Meteorology  
Taylor, Donald R., Lieutenant Colonel, ANGUS, Office of Programs  
Tolbert, Richard L., Major, ANGUS, Office of Communications-Electronics and Meteorology  
Walsh, Thomas M., Lieutenant Colonel, ANGUS, Engineering and Services Division  
Wilbanks, Ronald T., Lieutenant Colonel, USAF, Plans, Operations and Readiness Division  
Williams, John M. Jr., Colonel, ANGUS, Manpower and Personnel Division  
Williams, Joseph B., Major, USAF, Plans, Operations, and Readiness Division  
Wilson, Calvin J., Lieutenant Colonel, USAF, Manpower and Personnel Division



## Appendix E

### Army National Guard Officers on Tour

Adamson, Orville B., Maj.	ROTC	Brown, Michael F., Capt.	ROTC
Alewel, Roger L., Lt. Col.	Ft. Campbell	Brundage, Lucien A., Maj.	NGB
Anderson, Robert F., Maj.	Ft. Harrison	Bruner, Dennis R., Maj.	ROTC
Appleby, Wayne, Capt.	ROTC	Bryan, Alan J., Lt. Col.	NGB
Armstrong, Robert C., Lt. Col.	NGB	Bryan, Harry L., Maj.	I Corps
Auker, Denzil M., CWO	Sixth Army	Bryant, Alvin M., Col.	HQDA
Autry, Alton N., Maj.	ROTC	Buckhault, Sandra F., 2d Lt.	NGB
Avery, James C., Lt. Col.	NGB	Buitrago, Jose A., Col.	HQDA
Ayers, Charles W., Capt.	ROTC	Burden, Roger E., Lt. Col.	NGB
Baca, Gilbert S., Lt. Col.	193d Inf Bde	Burkhead, Junior H., Col.	Second Army
Bache, William H., Lt. Col.	Third Army	Burrows, Lee E., Maj.	NGB
Ballard, Tony D., Maj.	ROTC	Byrd, Floyd E., Lt. Col.	1st ROTC Rgn
Barrett, Robert W., Maj.	Ft. Sam Houston	Cable, Vincent L., Maj.	NGB
Basehart, John R., Maj.	1st SOCOM	Calderone, Rosindo E., Col.	NGB
Baxter, Robert A., Lt. Col.	NGB	Caldwell, Charles, CWO	PEC
Beard, Robert D., Maj.	ROTC	Callahan, William P., Maj.	ROTC
Beaver, Steven K., Capt.	NGB	Campbell, John W., Capt.	ROTC
Beckenhauer, Jon R., Maj.	ROTC	Cannon, Stuart M., Capt.	ROTC
Becker, Douglas S., Maj.	ROTC	Cantrell, Raymond D., Maj.	ROTC
Becraft, Ralph H. Jr., CWO	First Army	Cantwell, James F., Lt. Col.	Selective Service
Beeson, Thomas W., Capt.	ROTC	Cardis, Douglas B., Lt. Col.	Cp. Grayling
Bell, James A., Maj.	ROTC	Carlsen, Theodore J., Lt. Col.	USAREUR
Bills, Donald O., Maj.	ROTC	Carter, Merrill R., Lt. Col.	I Corps
Birdsong, Leonard W., Capt.	ROTC	Carter, Richard O., Lt. Col.	HQDA
Blanchard, Warren L., Col.	Selective Service	Castaldi, William G., Maj.	ROTC
Blazek, Louis J. III, Maj.	ROTC	Castle, John R., Maj.	NGB
Boldt, Gerald L., Capt.	ROTC	Castulik, John J., Maj.	NGB
Boley, Kenneth O., Maj.	NGB	Channels, Alfred C. Jr., Major	NGB
Bond, Craig A., Capt.	NGB	Chapman, Michael G., Lt. Col.	FORSCOM
Boone, William F., Lt. Col.	HQDA	Chapulis, Ronald A., Maj.	ROTC
Boostrom, David A., Maj.	Ft. Harrison	Chisholm, Leslie F., Lt. Col.	Cp. Ripley
Bora, Rodney H., Maj.	Ft. Rucker	Chladek, Richard M., Lt. Col.	Ft. Ord
Bowe, Howard M., Lt. Col.	Ft. Eustis	Chowen, Dennis W., Maj.	Ft. Belvoir
Brackett, Louis V., Lt. Col.	Ft. Benning	Christenson, Raynold, Capt.	ROTC
Bradberry, John D., Maj.	Ft. Eustis	Chrosniak, Kenneth P., Maj.	ROTC
Braman, Eric W., Maj.	NGB	Ciprich, Joseph J., Maj.	ROTC
Brandon, James B., Lt. Col.	FORSCOM	Clapper, Michael K., Capt.	ROTC
Braun, Gerhard, Maj.	ROTC	Clawson, Gary B., Maj.	ROTC
Brehm, Phillip A., Lt. Col.	USAREUR	Cleckley, Julia J., Capt.	ROTC
Brewer, Max E., Capt.	ROTC	Cline, Roger D., Capt.	ROTC
Bridgeman, Alan C., Lt. Col.	FORSCOM	Cline, Samuel B., Maj.	NGB
Bronson, Alonzo, Lt. Col.	PEC	Cloore, James A., Lt. Col.	NGB
Brooks, Alan W., Maj.	NGB	Cole, Larry K., Lt. Col.	Ft. Stewart
Broome, Michael C., Capt.	PEC	Coleman, Patrick F., Maj.	ROTC
Broughton, Calvin P., Maj.	Ft. Belvoir	Conard, Bruce J., Capt.	ROTC
Brown, Cheryl A., Maj.	NGB	Conerly, Clinton E., Maj.	NGB
		Cooper, Robert H., Maj.	ROTC
		Cope, John F., Col.	NGB
		Coverdale, Charles, Lt. Col.	TRADOC
		Cox, Lynn R., Maj.	OASD (RA)



Craig, Thomas H., Maj.	ROTC	Eskey, Michael T., Maj.	USAREC
Creasman, Ronnie E., Lt. Col.	SETAF	Eure, Carl E., Maj.	USAORDS
Crocker, William R., Maj.	FORSCOM	Eyre, James M., Lt. Col.	FORSCOM
Crowson, Dwain L., Maj..	ROTC	Fairchild, Robert P., Lt. Col.	TRADOC
Cunningham, John B., Maj..	NGB	Faris, Jerry L., Lt. Col.	Ft. Campbell
Curd, Warren J., Maj.	ROTC	Faught, Jesse E., Col.	7th MED COM
Curtis, Suzanne E., CWO	NGB	Ferguson, Gilbert J., Lt. Col.	USAORDS
Cutler, Giles H. Jr., Capt.	Ft. Sill	Finkenkiller, Donald L., Maj.	ROTC
Czamecki, Jonathan, Capt.	NGB	Flint, David M., Maj.	I Corps
Damkaer, Donald M., Col.	I Corps	Folkestad, Michael W., Lt. Col.	NGB
Dampier, William E., Lt. Col.	NGB	Ford, Michael J., Maj.	NGB
Dance, Ronald L., Maj.	9th Inf Div	Fox, Thomas, Maj.	ROTC
D'Araujo, John R., Col.	NGB	Francisco, William, Lt. Col.	NGB
Dart, Steven E., Maj.	NGB	Frank, Gustav W., Maj.	ROTC
Davis, Ronald C., Lt. Col.	NGB	Frederick, Carrol J., Lt. Col.	Ft. Benning
Deaner, Clifford M., Lt. Col.	NGB	Friedman, Douglas, Capt.	NGB
DeGraw, Thomas J., Col.	ARMR IX	Funk, Steven L. Maj.	ROTC
DeKramer, Steven R., Maj.	ROTC	Gabelsberger, Joseph, Maj.	ROTC
Delaney, John F., Maj.	ROTC	Gallego, Gilbert A., Lt. Col.	Ft. Drum
Dempsey, Peter C., Maj.	ROTC	Gannon, Harold P., Capt.	NGB
Denniston, Perry F., Maj.	ROTC	Garlin, Donald E. Jr., CWO	NGB
Denson, Terry, Maj.	NGB	Gault, Gary C., Capt.	ROTC
Denton, Charles R., Maj.	Third Army	Gedmintas, Kestutis, Lt. Col.	Ft. Jackson
dePlante, Lance E., Lt. Col.	First Army	Gelber, Harris J., Maj.	ROTC
Desmond, James B., Maj.	ROTC	Gereski, John T., Col.	NGB
Devlin, Janis M., 1st Lt.	NGB	Gifford, Daniel W., Maj.	ROTC
Dianich, Richard H., Maj.	NGB	Gilman, Harry S., Lt. Col.	NGB
Dickens, Homer Q. Jr., Lt. Col.	NGB	Gilmer, Michael S., Lt. Col.	I Corps
Dickens, Robert, CWO	Ft. Rucker	Gilreath, Ronald, Lt. Col.	Ft. Gordon
Dillard, Johnny L., Capt.	ROTC	Gleason, Paul P., Maj.	ROTC
Dismuke, James C., CWO.	NGB	Glock, Larry D., WO	NGB
Dixon, David R., Lt. Col.	MICOM	Goff, Stephen L., Maj.	ROTC
Dixon, Gary R., Lt. Col.	FORSCOM	Gonzales, Casimiro, Lt. Col.	Ft. Bliss
Doane, Robert, Lt. Col.	USAJAGS	Goodrich, Roger L., Lt. Col.	HQDA
Dolan, Robert, Lt. Col.	HQDA	Gore, Thomas P., Col.	Ft. Sam Houston
Doll, Charles A., Maj.	PEC	Gosnell, P. Wayne, Maj.	NGB
DuBose, Harry M., Maj.	ROTC	Grantham, Everett C., Lt. Col.	Ft. Leavenworth
Dubuque, Richard G., Maj	Ft. Ord	Graves, Carl L., Maj.	ROTC
Dykes, Richard B., Maj.	ROTC	Gray, Franklin M., Col.	NGB
Easterling, Dale A., Maj.	Redstone Arsenal	Greene, Patricia A., Maj.	NGB
Ebersole, Carol J., Maj.	NGB	Gresko, Charles N., Lt. Col.	Ft. Belvoir
Edwards, Daniel K., Maj.	ROTC	Gresko, Charles W., Col.	National Training Center
Edwards, Larry V., Col.	OASD (MRA&L)	Grogan, Charles G., CWO	NGB
Eggleston, Darry D., Lt. Col.	NGB	Groves, Paul E., CWO	NGB
Ehrlich, Addison C., Col.	TRADOC	Gruenbaum, David G., Capt.	ROTC
Elder, Stephen L., Maj.	ROTC	Guarinello, Norman C., Maj.	NGB
Elmore, Archie R., Maj.	NGB	Guthrie, Lamont M. Jr., Col.	USREDCOM
Emerson, Ronald C., Maj.	ROTC	Guynne, Harry S., Col.	Selective Service
Emmons, Galen G., Lt. Col.	FORSCOM	Haenn, William F. III, Maj.	Fifth Army
Ervin, Betty J., Capt.	ROTC	Hagen, Robert R., CWO	NGB



Haney, James O. Jr., Lt. Col.	FORSCOM	Joplin, Paul H., Maj.	NGB
Hanna, Fred F., Capt.	NGB	Joye, Rodney W., Capt.	NGB
Hansen, Harold N., Col.	USAREUR	Joyner, James, Lt. Col.	Ft. Carson
Harbold, Charles A., CWO	NGB	Juneau, Mark L., Maj.	ROTC
Hardin, James D., Capt.	ROTC	Kahlan, Ralph E., Maj.	ROTC
Hardin, Louis R. Jr., Maj.	USAJAGS	Karr, Jon T. Capt.,	ROTC
Hargett, Gus L., Lt. Col.	Fifth Army	Karsner, George R., CWO	NGB
Hargrove, George L., Maj.	I Corps	Kearney, Frederick A., Lt. Col.	NGB
Harris, Joe E. Jr., Capt.	ROTC	Keenihan, James F., Lt. Col.	Guam
Harris, Martin J., Capt.	ROTC	Keller, Nicholas, Lt. Col.	NGB
Harrison, Fredrick G., Maj.	Ft. Benning	Kelly, Ralph B., Lt. Col.	HQDA
Harrison, William T., Lt. Col.	AMC	Kennedy, Michael T., Maj.	Second Army
Harvill, Dennis W., Capt.	NGB	Kerly, Robert L., CWO	NGB
Hathcock, John D., Maj.	Ft. Riley	Kerrigan, James E., Lt. Col.	Guam
Haus, Donald A., Capt.	NGB	Kidd, James K. Maj.,	NGB
Haynes, Paul S., Capt.	NGB	Killgore, William D., Lt. Col.	Fifth Army
Headley, Lawrence E., Capt.	ROTC	King, Harold E., Jr., Maj.	TRADOC
Heroux, Richard D., Lt. Col.	HQDA	Kingsley, John C., Lt. Col.	NGB
Hessman, Daniel L., Maj.	HQDA	Knight, Walker L., Maj.	NGB
Hill, David C., Maj.	ROTC	Koba, Roger B., Lt. Col.	Ft. Devens
Hill, Howard D. III, Col.	USAWC	Kondi, Albert J., Lt. Col.	NGB
Hill, Leroy Jr., CWO	NGB	Kosolapoff, Michael G. Maj.,	ROTC
Hill, Michael D., Maj.	NGB	Kozacek, Donald E., Maj.	NGB
Himle, Douglas H., Maj.	NGB	Kramer, Theodore, III, Maj.	NGB
Holloway, Ralph L., Maj.	ROTC	Krimmer, Richard J., Maj.	ROTC
Holt, William R., Maj.,	Ft. Sill	Krisak, Robald W., Maj.	NGB
Hoover, James K., CWO	PEC	Kuczynski, Jack B., Capt.	ROTC
Hopkins, Thomas F., Capt.	PEC	Kuczynski, Leroy L., CWO	NGB
Horan, James F., Maj.	NGB	Lake, Alleson L., CWO	ROTC
Houchens, Harry W., Maj.	XVIII Abn Corps	Lally, John E. Jr., Lt. Col.	Camp Edwards
Howard, James D. Jr., Lt. Col.	I Corps	Lambrecht, Jack F., Maj.	ROTC
Howard, Lloyd L. Jr., Maj.	ROTC	Lantry, Richard, Lt. Col.	First Army
Hulen, Howard D., 2d Lt.	PEC	Larsen, Charles G., Lt. Col.	Ft. Carson
Humphrey, Paul T., Lt. Col.	NGB	LaSorte, Michael E., Maj.	Fourth Army
Hunter, Dennis L., Lt. Col.	V Corps	Lattanzi, Ronald J., Maj.	EUCOM
Hyde, John A., Maj.	NGB	Lauerman, Dean A., Maj.	NGB
Jacobs, William L., Maj.	ROTC	Layton, Gary E., Col.	Ft. Shafter
Jajich, James G., Maj.	ROTC	Lech, Robert P., Lt. Col.	MEPCOM
James, Gary A., CWO	NGB	Lee, Meek E., CWO	NGB
James, Robert B., Maj.	Ft. Eustis	Leinweber, Don L., Lt. Col.	National Training Center
Janssen, Wayne G., Lt. Col.	Sixth Army	LeJeune, Robert R. Jr., Lt. Col.	Ft. Polk
Jernigan, Walter I., CWO	NGB	Lemley, Charles R., Maj.	NGB
Jessup, Harold G., Lt. Col.	OASD(RA)	Lent, Victor A., Maj.	NGB
Jockel, Richard H., Lt. Col.	Selective Service	Leon, Gustavo A., Col.	FORSCOM
Johnson, Francis, Maj.	ROTC	Leonard, Franklin A., CWO	NGB
Johnson, George R., Jr., Maj.	XVIII Abn Corps	Lewis, David A., Maj.	HQDA
Johnson, John J., Maj.,	ROTC	Lich, Glen E., Capt.	ROTC
Johnson, Jon B., Maj.	ROTC	Lipsmeyer, Phillip A., Lt. Col.	PEC
Johnson, Joy A., Capt.	ROTC	Livas, Fernando Jr., Capt.	ROTC
Johnson, Wesley L., Maj.	ROTC	Livingston, Edwin S., Capt.	ROTC



Locke, James L., Lt. Col.	Cp. Blanding	McCormick, Frederick G., Lt. Col.	OASD (RA)
Loe, Robert D., Col.	JCS	McCracken, Charles M., Lt. Col.	82d Abn Div
Loewenkamp, Stanley A., Maj.	2d SUPCOM	McDaniel, James E., Lt. Col.	Ft. Gordon
Long, Gary D., Lt. Col.	TRADOC	McDaniel, Lloyd D., Lt. Col.	Fourth Army
Long, Jack R., Maj.	NGB	McDonald, Brian, Maj.	NGB
Looney, Victor N. Jr., Maj.	Ft. Benning	McDougall, Haze A. III, Lt. Col.	Second Army
Lott, Cleveland R., Lt. Col.	HQDA	McGinnis, David L., Lt. Col.	Ft. Drum
Lowman, Craig L. Maj.	HQDA	McGowen, John W., Maj.	ROTC
Lujan, Lawrence, Lt. Col.	Ft. Bliss	McHugh, Larry J., Maj.	NGB
Lyle, Millard D., Col.	Fifth Army	McKee, Ralph H., CWO	NGB
Lynch, John F., CWO	NGB	McKnight, Dennis P., Lt. Col.	Ft. Sam Houston
Magrogan, Francis G., Col.	OASD(RA)	McNeilly, Donald L., Lt. Col.	NGB
Mainord, Jerry B., Maj.	NGB	McQuilliams, Dwayne L., Lt. Col.	III Corps
Manly, Charles L., Lt. Col.	1st Cav Div	McStay, Daniel J., CWO	NGB
Margetts, Charles, Lt. Col.	USREDCOM	McWhirter, Johnny L., Lt. Col.	Ft. Sill
Martin, Charles, CWO	NGB	Nelson, Ann N., Capt.	NGB
Mathis, Bobby J., Lt. Col.	Redstone Arsenal	Nollette, John, Maj.	Ft. Sill
Mathis, Mary A., Capt.	ROTC	Norman, Edward C., Lt. Col.	HQDA
Mauldin, Allen P., Lt. Col.	Sixth Army	Nunn, Kara, Capt.	ROTC
Mead, Richard B., Lt. Col.	Ft. Shafter	O'Connell, Robert J., Lt. Col.	NGB
Medley, Anne K., Capt.	NGB	Ohlaver, Jon H., Lt. Col.	Third Army
Mentzer, James L., Maj.	ROTC	Okeefe, James W., Lt. Col.	VII Corps
Merchant, Denis L., Maj.	NGB	Oliver, Dalton H. Jr., Maj.	ROTC
Messer, John D., Maj.	PEC	Onoszko, Peter W., Maj.	ROTC
Meyer, Stephen R., Maj.	ROTC	O'Rourke, James J., CWO	HQDA
Miller, Floyd E., Maj.	ROTC	Ott, Eugene M., Capt.	ROTC
Miller, Jon D., Lt. Col.	Ft. Eustis	Ozeki, Melvin S.M., Maj.	ROTC
Millner, Jon M., Maj.	Ft. Leavenworth	Patterson, Jimmy G., Maj.	NGB
Mixon, William H., CWO	Ft. Lee	Patterson, William M., Maj.	ROTC
Molina, Juan B., Maj.	ROTC	Peabody, Albert R., Lt. Col.	7th SUP COM
Moore, Albert F., Lt. Col.	NGB	Pearson, David, Maj.	ROTC
Moore, Drue B. Jr., Maj.	ROTC	Peart, Frank E., Lt. Col.	Third Army
Moore, John F., Lt. Col.	Ft. Knox	Perkins, Cory V., Capt.	FIG
Moore, Robert C., Lt. Col.	Ft. Knox	Perkins, Gordon R., Col.	TRADOC
Moorman, Holsey A., Lt. Col.	NGB	Perkins, Roger A., Lt. Col.	NGB
Morris, John F., CWO	Ft. Harrison	Perry, Louis W., Col.	Guam
Morton, Richard P., Lt. Col.	First Army	Persinger, Beadie, Maj.	NGB
Moss, Richard S., Maj.	USFORCARIB	Petelle, Kent R., Lt. Col.	HQDA
Muller, Frank W., Lt. Col.	Sixth Army	Philbrick, John C., Col.	NGB
Munger, Edward E., Col.	OASD (RA)	Phillips, George E., Maj.	ROTC
Murphy, Gerald L., Lt. Col.	Ft. Gordon	Piker, Roderick G., Lt. Col.	PEC
Murphy, Richard D., Col.	Ft. Lee	Pool, Robert H., Maj.	HQDA
Murray, Aurelia, CWO	PEC	Poole, Richard S., Lt. Col.	Camp Shelby
Murray, Louis L. Jr., Maj.	DESCOM	Powell, John S., Col.	Fourth Army
Murrell, Stanley A., Maj.	Ft. Bliss	Powell, James D., Maj.	NGB
Muzny, Marilyn J., Maj.	ROTC	Powers, John T., Col.	Ft. Huachuca
Myers, Frank W., Capt.	ROTC	Prado, Raul C., Maj.	ROTC
McCadden, William J., Col.	Selective Service	Pratt, Errol C., Maj.	ROTC
McCall, Daryl K., Capt.	ROTC	Prewitt, Don M., Capt.	Ft. Leavenworth
McCarrel, H. Denis, Lt. Col.	NGB	Pruter, Roger A., Lt. Col.	69th Inf Bde



Puffpaff, Duane, Capt.	NGB	Shade, Luke L., Lt. Col.	Ft. Rucker
Pugh, Larry W., Lt. Col.	Ft. McClellan	Shank, David M., Lt. Col.	Ft. Leavenworth
Putnam, Darrel E., Maj.	NGB	Sherman, Richard A., Maj.	ROTC
Pylant, Teddy W., Maj.	NGB	Sherrill, Joe E., Jr., CWO	Second Army
Pyle, Langston, Col.	Ft. Sam Houston	Shigley, James F., Capt.	ROTC
Raisor, Gregory F., Maj.	ROTC	Shiles, Richard L., Lt. Col.	FORSCOM
Ramsey, Forest L., Maj.	ROTC	Shirley, Anthony G., Capt.	PEC
Rapp, Phillip J., Lt. Col.	NGB	Shores, Carl D., Maj.	NGB
Ray, Charles W., CWO	NGB	Shuler, John A., Lt. Col.	FORSCOM
Reimer, Charles A., Maj.	NGB	Sieger, Robert T., Capt.	NGB
Reinartz, David F., Col.	Sixth Army	Simmons, Jerry D., Lt. Col.	Fifth Army
Reitz, Robert A., Lt. Col.	FORSCOM	Sinclair, Harry D. Jr., Maj.	Ft. Stewart
Rhyne, Garland R., Lt. Col.	First Army	Slonina, John R., Maj.	ROTC
Rideout, Franklin E., Maj.	NGB	Smith, David H., Col.	Ft. Knox
Rider, Kenneth R., Maj.	ROTC	Smith, Orville M.,	Ft. Leavenworth
Ridley, William J., Maj.	ROTC	Smith, Rayburn G., Maj.	2nd ROTC Rgn
Ries, Arthur W. II, Lt. Col.	NGB	Smith, Vernal J. Lt. Col.	HQDA
Robberson, Delano G., Lt. Col.	Ft. Chaffee	Smith, Wayne A., Lt. Col.	NGB
Roberts, John E., Capt.	ROTC	Spence, Phillip W., Maj.	ROTC
Robertson, Joseph F., Maj.	HQDA	Spence, Terrill P., Maj.	ROTC
Robertson, Wayman, Lt. Col.	HQDA	Spencer, John C., Maj.	NGB
Robitaille, Fabian J. Jr., Lt. Col.	USAREUR	Sponbeck, Leif T., Maj.	ROTC
Rogers, William J., Maj.	NGB	Squier, Michael J., Maj.	NGB
Rollings, George A., Capt.	ROTC	Squires, William H., Capt.	ROTC
Rotolo, Douglas F., Maj.	ROTC	Stark, James M., Maj.	NGB
Royse, Edward E., Lt. Col.	NGB	Stebner, Darald R., Maj.	NGB
Rucker, Richard M., Lt. Col.	Third Army	Stenger, James J., Lt. Col.	TRADOC
Russell, Ronald, Capt.	PEC	Stiffler, William R., Maj.	Ft. Rucker
Salcedo, Frank S., Col.	FEMA	Stilley, Kenneth S., Lt. Col.	NGB
Sanders, Eddie R., Lt. Col.	7th Sig Cmd	Stock, Gregory M., Capt.	ROTC
Sands, Lionel J., Maj.	ROTC	Stokes, Clare H., Maj.	FORSCOM
Sanfason, David B., Maj.	ROTC	Stomprud, Larry C., Maj.	HQDA
Sanford, Thomas E., CWO	NGB	Stoner, Michael D., Maj.	ROTC
Sanner, William R., Capt.	ROTC	Stowers, James D., Maj.	1st SOCOM
Sansing, William M., Capt.	ROTC	Strawther, Bobbie G., Maj.	NGB
Santana, Eliezer, Capt.	ROTC	Stuckey, Johnny D., Col.	USAWC
Sass, Fred W., Lt. Col.	Ft. Rucker	Sullivan, Brian F., Maj.	ROTC
Satco, Roberta M., 1st Lt.	NGB	Sullivan, Woodrow A., Maj.	ROTC
Schmittendorf, James R., Maj.	Ft. Rucker	Sundeen, Oluf J., Lt. Col.	Ft. Sam Houston
Scholze, Milton R., Capt.	ROTC	Sundock, Michael A., Lt. Col.	TACOM
Schrimpf, John D., Lt. Col.	Ft. Dix	Surface, Ronald J., Maj.	NGB
Schultz, Gary E., Lt. Col.	NGB	Swanson, Edward L., Col.	NGB
Schwartz, Lester H., CWO	NGB	Taylor, Alfred T. Jr., Lt. Col.	RCPAC
Schwartzkopf, Roland J., Lt. Col.	Guam	Taylor, Edwin V. Jr., Maj.	Ft. Riley
Scorzato, Steven M., Capt.	NGB	Taylor, Thomas E., Capt.	ROTC
Scott, Raymond N., Maj.	ROTC	Tech, Larry L., Col.	NGB
Scott, Troy C., Maj.	Ft. Leonard Wood	Tefteller, James L., Capt.	ROTC
Seifert, Alexis L.R., Maj.	NGB	Tener, Sheila M., CWO	NGB
Serio, Christopher J., WO	NGB	Tennill, Clinton L. Jr., Maj.	3rd ROTC Rgn
Servatius, Paul F., CWO	Fourth Army	Tesnow, David A., Capt.	ROTC



Thomas, Joseph F., Maj.	ROTC	Wood, Marvin, Maj.	2nd Armd Div
Thompson, Mathew, Lt. Col.	Second Army	Wood, Morris W., Maj.	NGB
Tipa, Ronald J., Maj.	NGB	Woodall, Luther R., Maj.	Ft. Lee
Tripp, Robert E., Maj.	NGB	Woodruff, John W., Lt. Col.	4th ROTC Rgn
Tudor, Donald M., Lt. Col.	EOMI	Wright, Richard A., Lt. Col.	Second Army
Turk, William C., Lt. Col.	NGB	Wurtele, Ronald M., Lt. Col.	USAREUR
Updegraff, David L., Capt.	ROTC	Wyro, Peter L., Maj.	OASD(PA)
Vander Molen, Darryl L., CWO	NGB	Yingst, Charles D., CWO	NGB
Van Fleet, Frank C., Col.	First Army	Zabriskie, Cedric J., Lt. Col.	Gowen Field
Van Sickle, James A., Lt. Col.	5th Sig Cmd	Zorio, Bruce A., Capt.	ROTC
Vaughn, Robert J., Maj.	ROTC	Zurat, Michael J., Capt.	ROTC
Veach, Jerry L., Maj.	FORSCOM		
Viner, Myron P., Col.	NTC		
Vowell, Leonard G., Lt. Col.	HQDA		
Wade, Kenneth R., Maj.	NGB		
Waldron, Preston L., Maj.	Ft. Polk		
Walker, Lynn O., Lt. Col.	49th Armd Div		
Walker, Paul D. Jr., Maj.	ROTC		
Wallace, Raymond R., Maj.	CECOM		
Walsh, John P., Maj.	ROTC		
Walters, Charles W., 2d Lt.	NGB		
Waltrip, Rufus C., Lt. Col.	TRADOC		
Wampler, Dennis F., Lt. Col.	NGB		
Warden, Jerry B., Maj.	ROTC		
Watkins, Alvin H., Maj.	ROTC		
Watson, Glenn M., Col.	DCA		
Watts, John A., Lt. Col.	I Corps		
Webb, Cleburne, Maj.	Ft. Sill		
Weiskopf, Ronald, Lt. Col.	NGB		
Wellen, Donald L., Lt. Col.	NGB		
White, William F., Maj.	NGB		
Wiant, Fredrick W., Maj.	ROTC		
Wid-Halm, Robert E., Maj.	Ft. Harrison		
Wilhelm, David P., Lt. Col.	NGB		
Wilhelm, Richard D., Lt. Col.	First Army		
Wilie, Gist M., Maj.	ROTC		
Willi, Ann M., Capt.	NGB		
Williams, Jesse R., Maj.	Ft. Knox		
Williams, Jimmie C., Capt.	ROTC		
Williams, Richard O., Capt.	ROTC		
Wilson, Donald E., Col.	AMC		
Wilson, Paul E., Maj.	ROTC		
Wilson, Winfield S., Lt. Col.	NGB		
Winchester, Jerry R., Lt. Col.	FORSCOM		
Wingard, Barringer F., Maj.	ROTC		
Winkler, Jack L., Col.	OASD(RA)		
Wiseman, Mary K., Capt.	ROTC		
Wollard, Robert F., Maj.	ROTC		
Wood, Bruce M., Capt.	PEC		
Wood, Diane M., Maj.	HQDA		

## Appendix F

### Air National Guard Officers on Tour

Anderson, Carroll N., Col.	HQ USAF
Arvizu, Armando, Col.	HQ USAF
Ausen, Marlene A., Lt. Col.	HQ USAF
Bavera, Barbara H., Maj.	HQ USAF
Baxter, John W., Lt. Col.	AFCC
Bell, Elvin C., Col.	HQ USAF
Berberian, Archie J. II, Maj.	MAC
Blackwell, James R., Col.	ARPC
Blamires, Robert B., Col.	AFTPC
Blanchard, Donald J., Lt. Col.	AFESC
Bloomer, Dennis, Col.	AFLC
Brendel, Wayne R., Col.	HQ USAF
Brimmer, Kirk R., Lt. Col.	TAC
Bryan, John M., Maj.	HQ USAF
Buntenbah, Jon M., Maj.	HQ USAF
Butler, John R., Lt. Col.	TAC
Byrne, Stewart R., Col.	TAC
Cascio, Peter B., Col.	HQ USAF
Cole, Robert L., Col.	HQ USAF
Cunningham, Joseph D., Lt. Col.	MAC
Curran, John C., Lt. Col.	AFCC
Daly, Terrence P., Col.	HQ USAF
Deaderick, Paul, Lt. Col.	AFAFC
Dean, John L., Col.	AFAFC
Dixon, Howard L., Lt. Col.	HQ USAF
Dversdall, Dean A., Col.	AFLC
English, Loren J., Lt. Col.	TAC
Fincannon, Arthur D., Col.	MAC
Frey, Bernard E., Maj.	ARPC
Gallagher, Thomas, Lt. Col.	AFCC
Garrett, Marion D., Col.	TAC
Gleason, William E., Col.	SP CMD
Godbey, Ronald L., Lt. Col.	MAC



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.  
 Hollinger, Thomas, Jr., Lt. Col.  
 Hollinger, Thomas, Jr., Lt. Col.  
 Horton, Roy E., Lt. Col.  
 Hoyt, Peter G., Col.  
 Kostan, William R., Lt. Col.  
 Long, Richard W., Col.  
 Magee, James T., Lt. Col.  
 Martin, Donald A., 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.  
 Mullen, John T. III, Maj.

HQ USAF  
 AFLC  
 AFAFC  
 AFCC  
 AFMPC  
 HQ USAF  
 AFCC  
 AFTPC  
 AFAA  
 USAFE  
 HQ USAF  
 HQ USAF  
 HQ USAF  
 REDCOM  
 SAC  
 HQ USAF  
 AFISC  
 TAC  
 AFCC  
 AFCC  
 HQ USAF  
 TAC

Napolitan, Thomas W., Lt. Col.  
 Nelson, Harry G., Lt. Col.  
 Pitman, David K., Maj.  
 Quisenberry, Jesse D., Col.  
 Roberts, William D., 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.  
 Snight, James E., Col.  
 Spessert, Daren L., Col.  
 Sykes, Edward L., Lt. Col.  
 Thomas, James G., Lt. Col.  
 Tollefson, Harold R., Lt. Col.  
 Vest, Charles H., Lt. Col.  
 Villarreal, Guadalupe, Col.  
 Wear, William C. III, Lt. Col.  
 Weidinger, Charles L., Col.  
 Zelhart, Ward H., Col.

HQ USAF  
 HQ USAF  
 SAC  
 HQ USAF  
 HQ USAF  
 HQ USAF  
 AFCC  
 ATC  
 SAC  
 AFLC  
 OASD  
 AFOSP  
 OASD  
 AFLC  
 TAC  
 MAC  
 HQ USAF  
 TAC  
 AFCC  
 SAC  
 HQ USAF  
 TAC



## Appendix G

### Army National Guard Statistics

**Table 1—Army National Guard Obligations  
Fiscal Year 1984 (All Appropriations)**

Army National Guard 1984	Grand Total All Appropriations	National Guard Personnel, Army 2142060	Operation and Maintenance ARNG 2142065	Military Construction ARNG 2142085	Military Procurement DOD 9740350
<b>Grand Total</b>	<b>3,184,377,390.25</b>	<b>1,854,692,152.24</b>	<b>1,196,600,244.36</b>	<b>59,475,071.65</b>	<b>73,609,922.00</b>
<b>State Obligations— Total</b>	<b>1,765,756,367.75</b>	<b>592,524,226.97</b>	<b>1,113,757,069.13</b>	<b>59,475,071.65</b>	<b>0.00</b>
Alabama	73,894,261.29	28,975,755.75	40,710,078.19	4,208,427.35	0.00
Alaska	21,602,818.45	4,740,111.66	16,771,105.01	91,601.78	0.00
Arizona	27,350,281.72	7,121,243.61	19,921,058.13	307,979.98	0.00
Arkansas	39,573,452.46	15,436,276.28	24,119,224.18	17,952.00	0.00
California	103,269,834.95	28,645,001.34	67,584,507.77	7,040,325.84	0.00
Colorado	15,627,402.24	5,054,464.15	10,572,938.09	0.00	0.00
Connecticut	25,146,251.92	6,256,405.67	18,889,846.25	0.00	0.00
Delaware	12,483,514.42	3,623,566.04	8,673,441.32	186,507.06	0.00
District of Columbia	8,952,232.27	3,671,702.84	5,280,529.43	0.00	0.00
Florida	39,914,764.63	17,528,925.66	22,268,882.97	116,956.00	0.00
Georgia	48,194,374.34	14,115,166.26	33,665,232.69	413,975.39	0.00
Guam	2,311,363.04	922,883.97	1,388,479.07	0.00	0.00
Hawaii	21,538,065.19	5,728,293.52	13,485,164.81	2,324,606.86	0.00
Idaho	20,533,867.61	6,038,387.00	14,495,480.61	0.00	0.00
Illinois	34,288,141.45	11,763,580.03	20,671,119.46	1,853,441.96	0.00
Indiana	38,991,197.58	14,280,753.80	23,358,503.32	1,351,940.46	0.00
Iowa	28,474,844.54	9,324,310.23	18,806,196.61	344,337.70	0.00
Kansas	25,359,513.00	7,794,830.56	17,564,682.44	0.00	0.00
Kentucky	25,449,227.51	9,219,835.52	16,218,789.99	10,602.00	0.00
Louisiana	36,270,251.36	13,061,742.90	23,144,803.46	63,705.00	0.00
Maine	15,954,168.75	5,266,943.68	10,682,360.57	4,864.50	0.00
Maryland	28,785,151.66	9,339,998.74	19,445,152.92	0.00	0.00
Massachusetts	42,305,370.45	15,119,125.34	26,973,976.04	212,269.07	0.00
Michigan	47,747,132.66	16,375,284.00	31,355,869.16	15,979.50	0.00
Minnesota	44,625,263.10	14,052,392.80	26,343,072.68	4,229,797.62	0.00
Mississippi	69,968,007.67	20,043,920.07	46,311,129.81	3,612,957.79	0.00
Missouri	40,165,080.81	12,832,459.01	27,332,621.80	0.00	0.00
Montana	14,911,588.84	4,365,024.80	10,276,768.04	269,796.00	0.00
Nebraska	20,150,751.63	7,131,657.30	12,016,908.33	1,002,186.00	0.00
Nevada	9,064,354.16	2,132,292.93	6,932,061.23	0.00	0.00
New Hampshire	9,742,349.86	2,878,697.26	6,863,652.60	0.00	0.00
New Jersey	47,412,793.75	14,404,963.71	31,773,875.29	1,233,971.75	0.00
New Mexico	17,180,075.93	5,882,377.09	11,268,505.14	29,193.70	0.00
New York	81,075,704.61	25,450,394.60	48,047,170.13	7,578,139.88	0.00
North Carolina	45,540,225.23	17,324,185.51	27,730,863.81	485,175.91	0.00
North Dakota	16,009,555.53	4,480,715.68	9,792,181.72	1,736,658.13	0.00
Ohio	48,512,207.60	17,439,052.52	30,710,582.08	362,573.00	0.00



Army National Guard 1984	Grand Total All Appropriations	National Guard Personnel, Army 2142060	Operation and Maintenance ARNG 2142065	Military Construction ARNG 2142085	Military Procurement DOD 9740350
Oklahoma	33,974,878.99	11,676,183.18	20,767,243.58	1,531,452.23	0.00
Oregon	28,663,456.47	11,036,860.97	17,468,837.49	157,758.01	0.00
Pennsylvania	59,491,430.52	21,718,176.63	37,738,222.71	35,031.18	0.00
Puerto Rico	35,183,706.53	16,231,236.22	18,402,963.31	549,507.00	0.00
Rhode Island	13,839,518.55	4,539,538.26	8,503,152.15	796,828.14	0.00
South Carolina	41,505,075.55	16,189,882.08	23,955,144.03	1,360,049.44	0.00
South Dakota	17,007,945.44	5,452,644.95	11,438,717.49	116,583.00	0.00
Tennessee	52,628,112.12	21,030,634.62	27,749,657.00	3,847,820.50	0.00
Texas	69,272,840.50	24,068,466.79	40,690,274.08	4,524,099.63	0.00
Utah	24,080,456.86	9,551,122.04	13,929,858.16	599,476.66	0.00
Vermont	14,006,495.32	4,600,226.25	9,394,181.86	12,087.21	0.00
Virgin Islands	4,459,068.41	1,418,999.98	2,928,899.50	111,168.93	0.00
Virginia	35,882,749.35	9,695,654.94	21,683,513.14	4,503,581.00	0.00
Washington	27,805,086.17	8,548,999.20	19,187,182.87	68,904.10	0.00
West Virginia	16,298,083.79	5,228,940.65	10,049,461.76	1,019,681.38	0.00
Wisconsin	33,144,044.95	11,252,357.43	21,258,667.21	633,020.41	0.00
Wyoming	10,137,976.01	2,471,581.04	7,164,294.37	502,100.60	0.00
<b>Others:</b>	<b>1,418,621,022.50</b>	<b>1,262,167,925.27</b>	<b>82,843,175.23</b>	<b>0.00</b>	<b>73,609,922.00</b>
Chief NGB	1,215,556,800.00	1,209,506,800.00	6,050,000.00	0.00	0.00
FAO USA MDW	141,259,711.81	548,125.27	67,101,664.54	0.00	73,609,922.00
USAFAC Bonus	52,113,000.00	52,113,000.00	0.00	0.00	0.00
Defense Supply Agency	484,174.12	0.00	484,174.12	0.00	0.00
Chief of Engineers	612,655.16	0.00	612,655.16	0.00	0.00
The Adjutant General	2,705,999.35	0.00	2,705,999.35	0.00	0.00
Chief of Staff DA	5,185,979.25	0.00	5,185,979.25	0.00	0.00
MEPCRM	528,585.63	0.00	528,585.63	0.00	0.00
HQS USAREUR	174,117.18	0.00	174,117.18	0.00	0.00



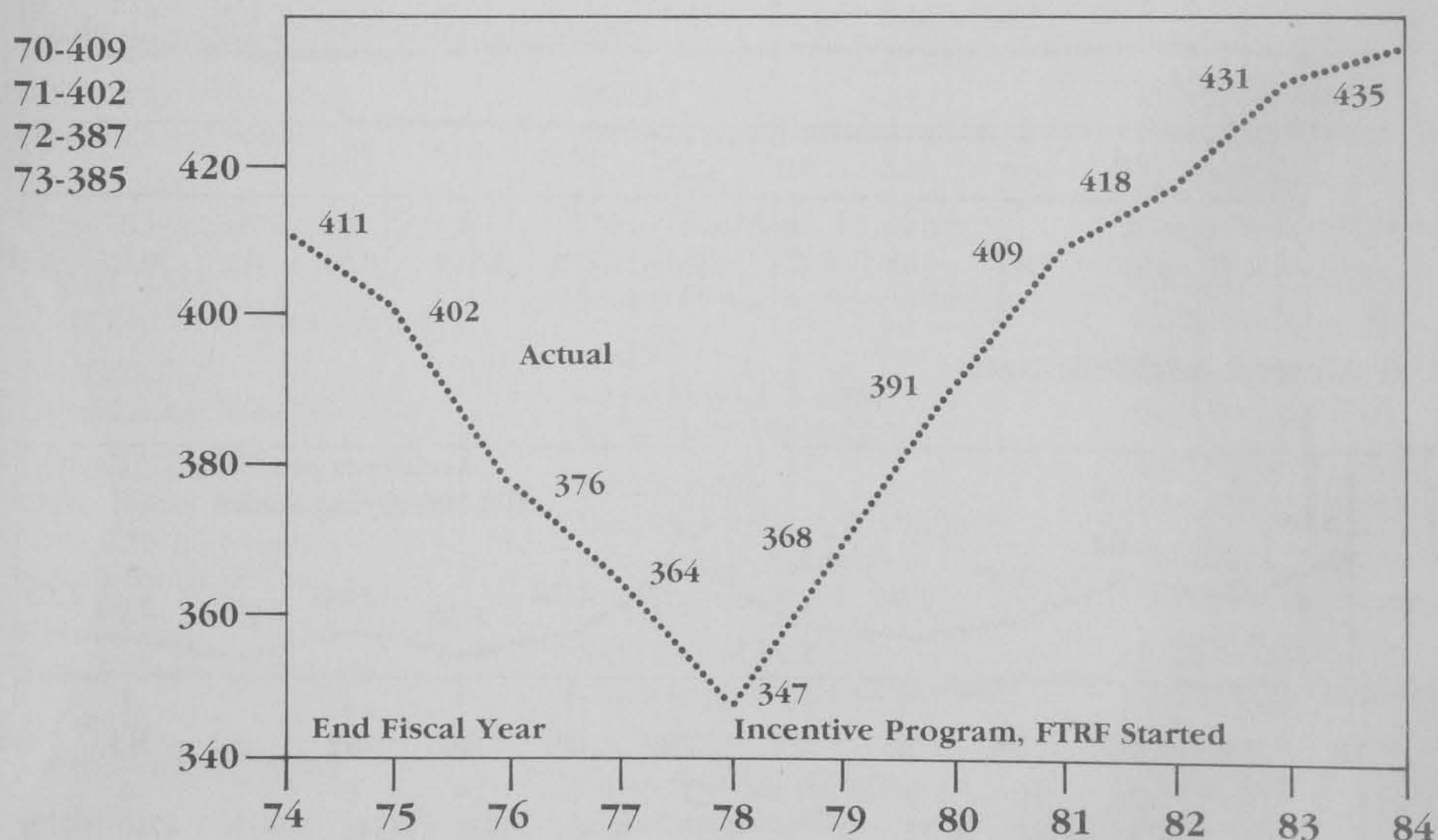
**Table 2—Army National Guard Strength  
FY 50-FY 84**

Fiscal Year	YEAR END		
	Aggregate	Officer	Enlisted
1950	326,395	30,716	295,679
1955	358,241	34,665	323,576
1960	401,765	37,142	364,623
1965	378,985	34,353	344,632
1970	409,192	29,391	379,801
1975	401,981	33,821	368,160
1980	368,254	37,287	330,967
1981	390,659	38,364	352,295
1982	409,238	40,387	368,851
1983	417,791	41,678	376,113
1984	434,702	41,847	392,855

**Table 4—Reserve Officer Personnel Act  
Promotions Fiscal Year 84**

Grade	Number Considered	Number Selected	Percent Selected
MAJ to LTC (APL & CH)	414	243	58.6
LTC to COL (APL & CH)	745	235	31.5
1LT to CPT (APL & CH)	71	551	71.5
CPT to MAJ (APL & CH)	1,169	662	56.6
1 LT to CPT (AMEDD)	92	79	85.9
CPT to MAJ (AMEDD)	96	69	71.9
MAJ to LTC (AMEDD)	58	49	84.5
LTC to COL (AMEDD)	143	44	30.7

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





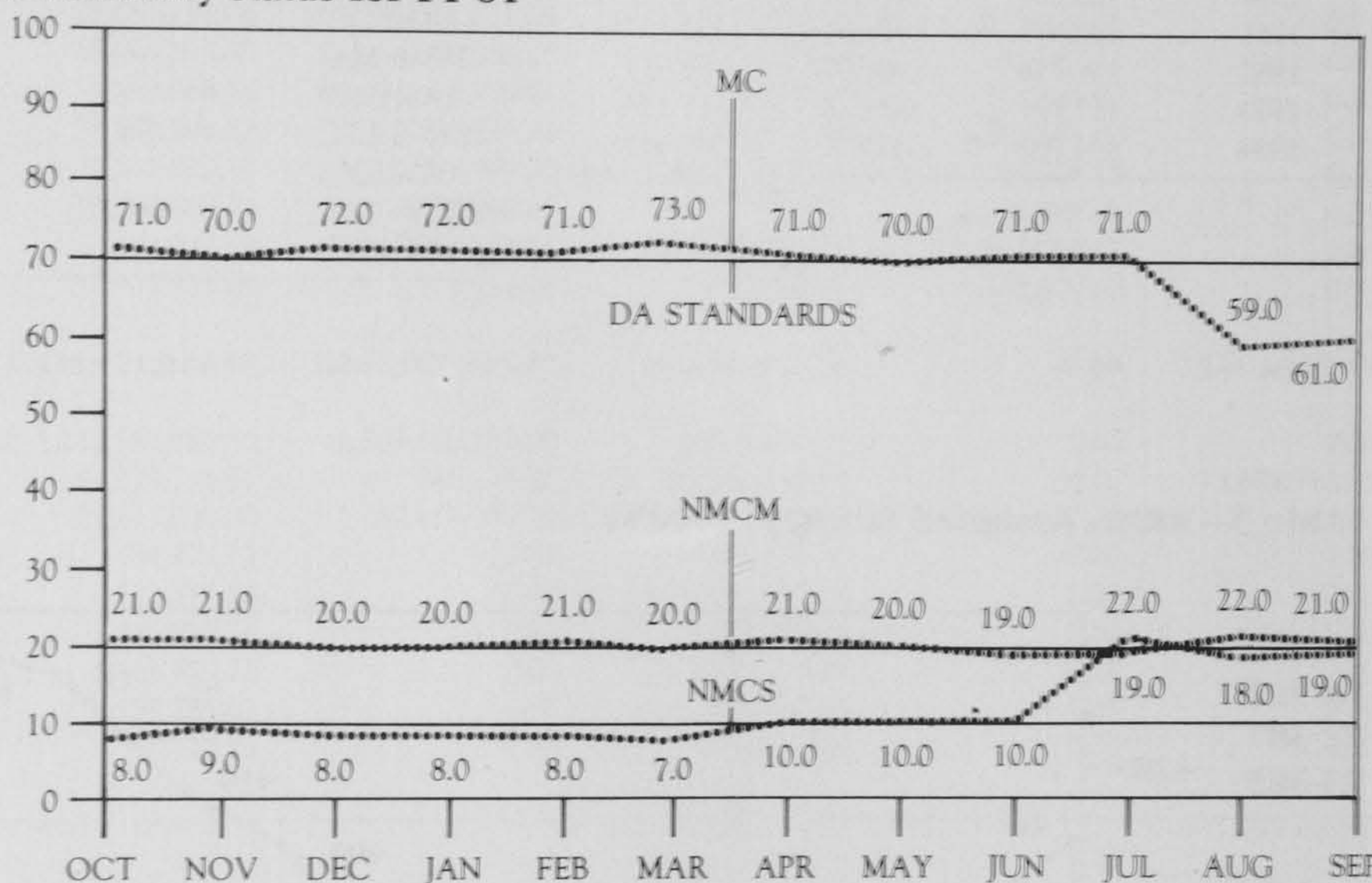
**Table 5—Line of Duty Determinations**

Formal Investigations (Other than death)	773
In Line of Duty	524
Not in Line of Duty-Not Misconduct	210
Not in Line of Duty-Misconduct	39
Returned as Unnecessary	380
Death Cases (No Determinations made)	38
Informal Investigation	5,445
<b>Total</b>	<b>6,636</b>

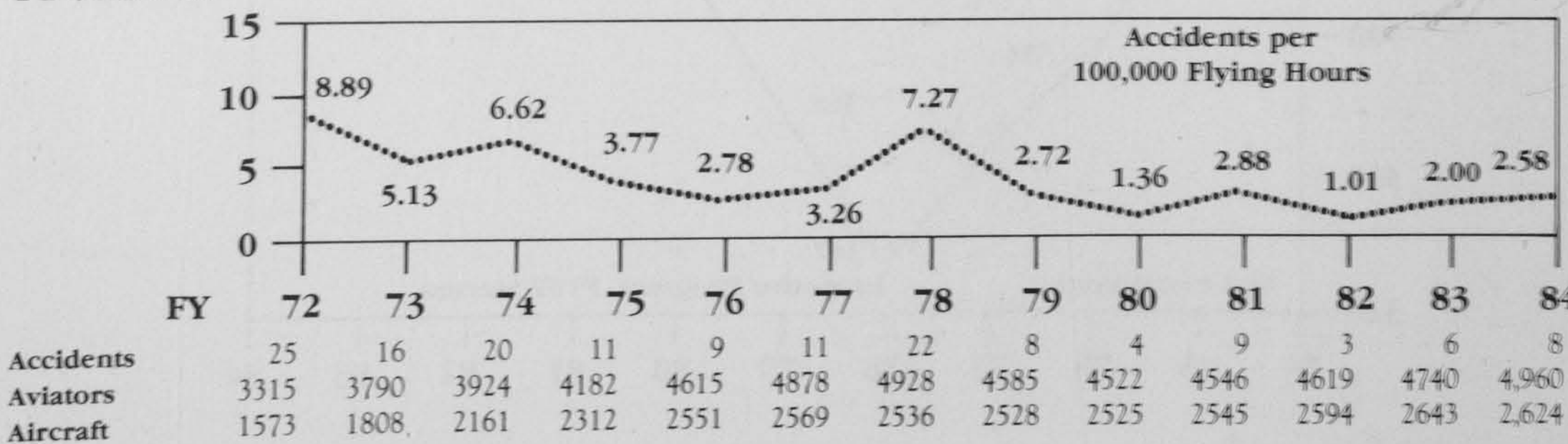
**Table 6—Enlisted Personnel Procurement Fiscal Year 1984**

Non-Prior Service Enlistments (REP)	46,169
Veterans	12,507
Obligors	11,669
Transferred from Inactive National Guard	2,392
Other Reserve Components	5,167
Reenlistments	7,636
<b>Total Enlisted Gains</b>	<b>85,540</b>
<b>Total Enlisted Losses</b>	<b>73,321</b>

**Table 7—Aircraft Availability Status for FY 84**

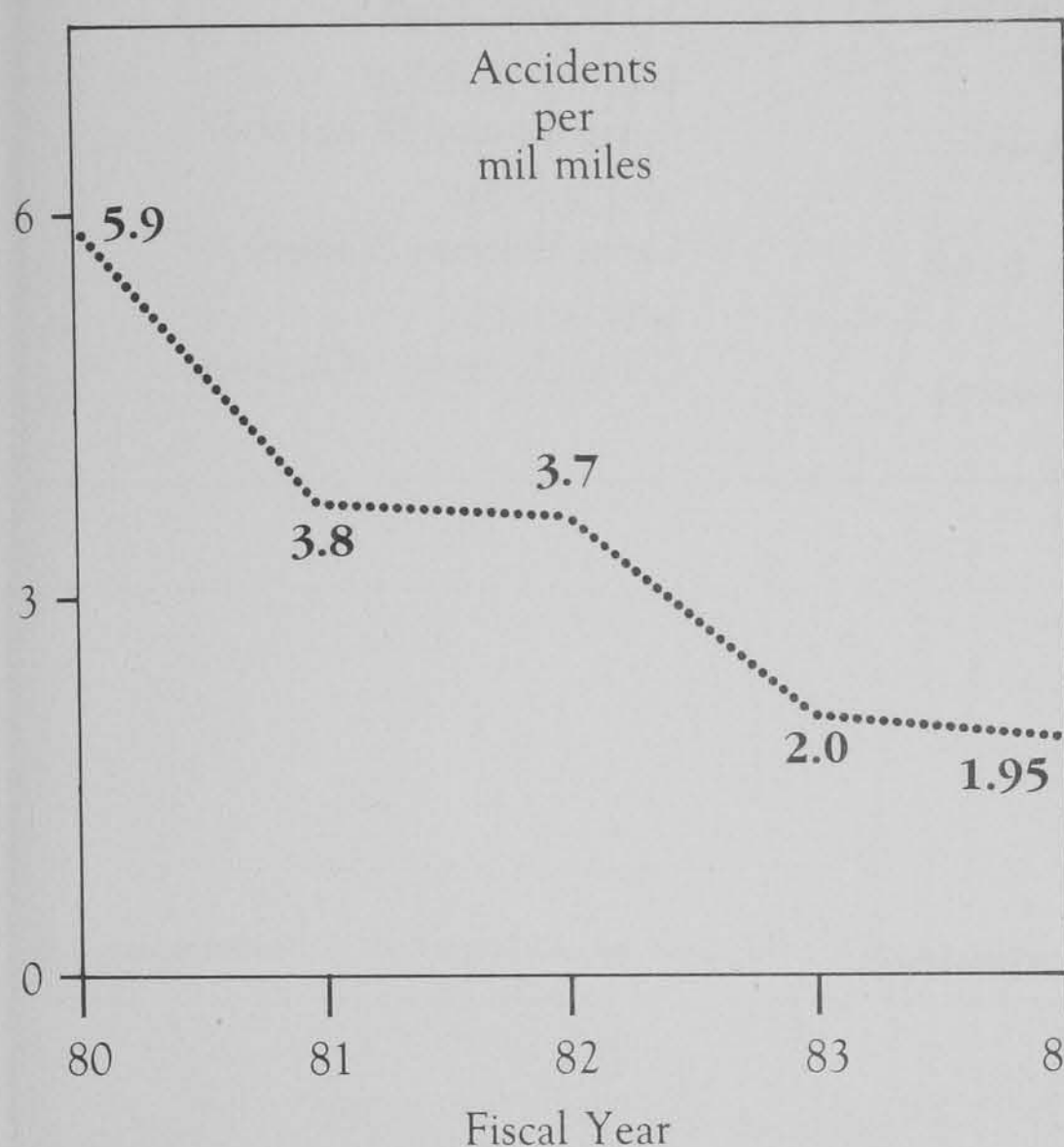


**Table 8—ARNG Aircraft Accident Rate FY 72-FY 84**

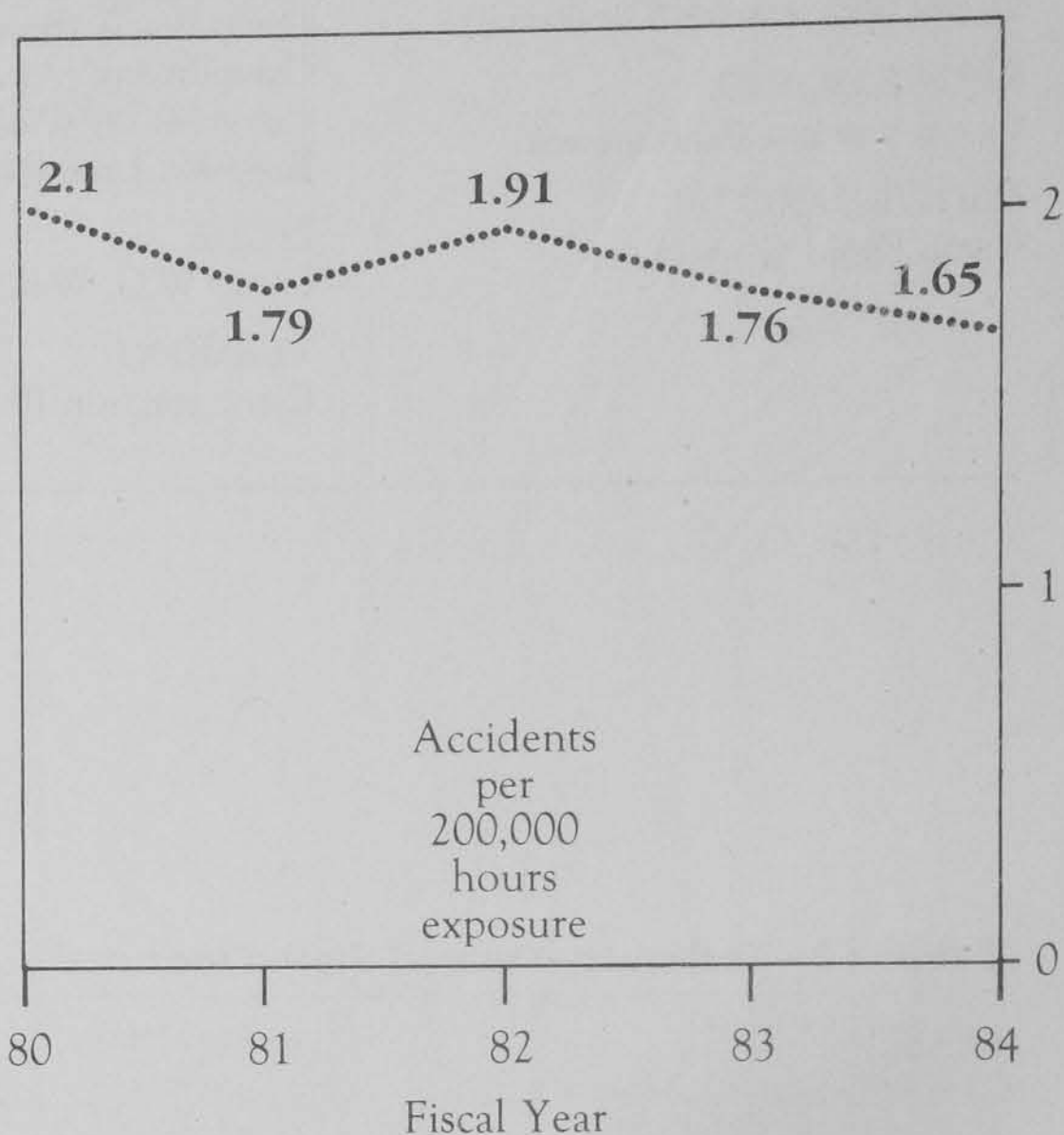




**Table 9—ARNG Motor Vehicle Accident Rate FY 80-FY 84**



**Table 10—ARNG Overall Accident Rate FY 80-FY 84**



**Table 11—State-Owned Installations**

ARIZONA:  
Papago Park (Phoenix)

ARKANSAS:  
Camp Robinson (N. Little Rock)

CALIFORNIA:  
Camp San Luis Obispo (Same)

COLORADO:  
Camp George West (Golden)

CONNECTICUT:  
Camp Hartell (Windsor Locks)  
Camp O'Neill (Niantic)  
Stone's Ranch (E. Lyme)

DELAWARE:  
Bethany Beach (Rehobeth)

FLORIDA:  
Camp Blanding (Starke)

ILLINOIS:  
Camp Lincoln (Springfield)  
Camp Logan (Zion)

IOWA:  
Camp Dodge (Des Moines)

LOUISIANA:  
Camp Beauregard (Pineville)  
Camp Villere (Slidell)  
Jackson Barracks (New Orleans)

MAINE:  
Camp Keyes (Augusta)  
Hollis Plains (Buxton)

MARYLAND:  
Gunpowder Range (Glen Arm)  
State Military Reservation  
(Havre de Grace)

MASSACHUSETTS:  
Camp Curtis Guild (Wakefield)

MICHIGAN:  
Camp Grayling (Grayling)  
(Except Airfield)

MINNESOTA:  
Camp Ripley (Little Falls)

MISSISSIPPI:  
Camp Shelby (Hattiesburg)

NEW HAMPSHIRE:  
Camp La Bonte SMR (Concord)

NEW JERSEY:  
Sea Girt (Sea Girt)

NEW YORK:  
Camp Smith (Peekskill)

NORTH CAROLINA:  
Camp Butner (Butner)

NORTH DAKOTA:  
Camp G.C. Grafton (Devils Lake)

OHIO:  
Camp Perry (Port Clinton)



OREGON:  
Camp Rilea (Astoria)  
Camp Withycombe (Clackamas)

RHODE ISLAND:  
Camp Varnum (Narragansett)

SOUTH DAKOTA:  
Camp Rapid (Rapid City)

TEXAS:  
Camp Barkeley (Abilene)  
Camp Bowie (Brownwood)  
Camp Mabry (Austin)  
Camp Maxey (Paris)  
Eagle Mt. Lake (Newark)

UTAH:  
Camp W.G. Williams (Lehi)

VERMONT:  
Camp Johnson (Burlington)

VIRGINIA:  
State Military Reservation  
(Virginia Beach)

WEST VIRGINIA:  
Camp Dawson (Kingwood)

WISCONSIN:  
Camp Williams (Tomah)

WYOMING:  
Camp Guernesey (Guernsey)

**Table 12—Federally-Owned State-Operated Installations**

ALASKA:  
Camp Carroll (Anchorage)

ARIZONA:  
Buckeye Range (Buckeye)

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

GUAM:  
Fort Juan Muna (Dededo)

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:  
Camp Ethan Allen (Jerico)

WASHINGTON:  
Camp 7 Mile (Spokane)

WISCONSIN:  
Racine County Range (Racine)

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



RF-4 aircraft from the 117th Tactical Reconnaissance Wing, Alabama ANG.





## Appendix H

### Air National Guard Statistics

**Table 1—Air National Guard  
Fiscal Year 1984 Obligations by State**

State	5743080 Other Procurement	5743830 Military Construction	5743840 Operations & Maintenance	5743850 ANG MIL Personnel	97403850 Guard and Reserve Equipment Defense	State Total
Alabama	\$ 23,943	\$ 973,597	\$ 24,874,014	\$ 1,282,681	\$ 34,425	\$ 27,188,660
Alaska	14,706	214,783	10,685,047	383,696		11,298,232
Arizona	56,747	74,997	27,804,035	642,662	33,324	28,611,765
Arkansas	34,198	53,658	16,125,180	562,366	16,492	16,791,894
California	169,451	2,301,934	49,132,954	2,396,495		54,000,834
Colorado	6,081	119,878	20,212,730	477,922	17,190	20,833,801
Connecticut	32,495		9,768,459	388,156		10,189,110
Delaware	39,865	370,500	7,128,237	419,545	15,023	7,973,170
District of Columbia	13,174		13,792,486	382,896		14,188,556
Florida		3,523	11,539,501	271,625	15,330	11,829,971
Georgia	15,856	85,431	25,307,108	1,328,340	37,400	26,774,135
Guam			149,312	55,701		205,013
Hawaii	29,518	1,042,076	23,038,544	666,161		24,776,309
Idaho	51,424	4,432,183	11,848,885	389,784		16,722,276
Illinois	122,254	115,678	29,084,379	1,080,716	32,826	30,435,855
Indiana	36,435	41,891	21,119,752	567,698	17,934	21,783,710
Iowa	33,814	490,244	20,221,497	587,094	35,890	21,368,539
Kansas	24,373	2,731,886	30,576,826	708,535	17,190	34,058,810
Kentucky	11,175		10,095,209	279,472	15,330	10,401,186
Louisiana	85,486	51,385	11,196,800	334,067	18,700	11,686,438
Maine	25,403	2,021,716	10,011,295	405,041	13,620	12,477,075
Maryland	46,374		12,635,160	597,133	33,580	13,312,247
Massachusetts	55,859		30,777,302	972,459	28,792	31,834,412
Michigan	75,521	92,724	45,139,168	1,153,829	31,239	46,492,481
Minnesota	22,155	3,007,498	21,853,053	950,336	36,820	25,869,862
Mississippi	75,182	87,014	20,559,987	1,092,825	47,601	21,862,609
Missouri	80,037	246,676	23,551,035	1,067,002	30,659	24,975,409
Montana	20,460		11,983,371	318,667		12,322,498
Nebraska	39,675	171,736	10,976,849	365,700	18,586	11,572,546
Nevada			9,440,712	252,977		9,693,689
New Hampshire	18,763		6,849,010	247,197		7,114,970
New Jersey	75,503	2,579,490	27,448,509	820,179	15,390	30,939,071
New Mexico		1,150	9,909,415	251,291		10,161,856
New York	105,966	2,563,167	45,860,859	1,730,966	78,507	50,339,465
North Carolina	24,485	2,448,150	8,206,364	478,049	15,330	11,172,387
North Dakota	11,543	81,476	10,563,141	209,547	17,865	10,973,582
Ohio	77,502	217,100	57,324,270	1,941,432	54,539	59,614,843
Oklahoma	30,909	150,237	19,125,170	738,077		20,044,393
Oregon	11,469	904,016	19,637,927	690,070	30,659	21,274,141
Pennsylvania	117,316	2,671,064	32,601,835	1,492,179	63,890	36,946,284



State	5743080 Other Procurement	5743830 Military Construction	5743840 Operations & Maintenance	5743850 ANG MIL Personnel	97403850 Guard and Reserve Equipment Defense	State Total
Puerto Rico	7,374	9,713	13,287,440	373,197	18,554	13,696,278
Rhode Island	31,895		10,166,388	490,364	18,700	10,707,347
South Carolina	13,520	3,293,199	10,205,291	464,002	18,700	13,994,712
South Dakota	5,946	481,076	8,810,920	268,823	18,700	9,585,465
Tennessee	85,269	6,226,723	30,580,189	1,548,989	30,260	38,471,430
Texas	51,378	2,372,571	34,648,903	1,214,963	37,400	38,325,215
Utah	92,599		10,582,049	519,600		11,194,248
Vermont	28,173	172,000	10,170,976	253,885	14,531	10,639,565
Virginia	3,910		10,249,243	358,562	15,330	10,627,045
Virgin Islands			29,875	10,441		40,316
Washington	14,513	91,237	16,097,215	816,215		17,019,180
West Virginia	52,119	363,250	15,072,590	924,984	28,280	16,441,223
Wisconsin	49,366	192,665	20,178,434	661,142	29,261	21,110,868
Wyoming	33,444	257,327	8,119,197	380,150	17,189	8,807,307
AFAFC				538,640,793		538,640,793
ANGSC Andrews AFB			2,399,694			2,399,694
ANGCSC St. Louis, MO			785,155,082	190,655	1,605,500	786,971,237
Bolling AFB			52,157			52,157
Hill AFB			63,226			63,226
HQ USAF Pentagon			7,536,100			7,536,100
Kelly AFB			15,202			15,202
Lackland AFB				1,695,331		1,695,331
McClellan AFB			94,412			94,412
Robins AFB			161,000			161,000
Tinker AFB			137,962			137,962
Wright-Patterson AFB			8,665,755			8,665,755
Army Corps of Engineers		1,131,000				1,131,000
Naval Fac Engr Cmd		4,923,000				4,923,000
Stock Fund Adjustment			(933,041)			(9,933,041)
<b>Totals:</b>	<b>\$2,184,623</b>	<b>\$49,860,628</b>	<b>\$1,800,721,656</b>	<b>\$577,882,676</b>	<b>\$2,676,536</b>	<b>\$2,433,326,119</b>

**Table 2—Force Structure Flying Units**

Gaining Command	Wings	Groups	Squadrons
ADTAC Fighter Interceptor	2	9	11
SAC Air Refueling	4	9	13
TAC Tactical Fighter	11	23	34
PACAF Composite Gp		1	1
TAC Tactical Reconnaissance	2	4	6
TAC Tactical Air Support		4	4
MAC Special Operations		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**

**1073 Units**

**24 Wings**

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

**67 Groups (Flying Units)**

- 2 Aerospace Rescue & Recovery
- 9 Air Refueling
- 1 Composite
- 13 Tactical Airlift
- 4 Tactical Air Support
- 1 Special Operations
- 23 Tactical Fighter
- 4 Tactical Reconnaissance
- 1 Military Airlift
- 9 Fighter Interceptor

**91 Squadrons (Flying Units)**

- 2 Aerospace Rescue & Recovery
- 13 Air Refueling
- 11 Fighter Interceptor
- 18 Tactical Airlift
- 4 Tactical Air Support
- 1 Special Operations
- 35 Tactical Fighter
- 6 Tactical Reconnaissance
- 1 Military Airlift

**663 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
- 25 USAF Clinics
- 91 Consolidated Aircraft Maintenance Squadrons
- 86 Communication Flights (Support)
- 3 Direct Air Support Center Squadrons
- 9 Mobile Aerial Port Flights
- 10 Mobile Aerial Port Squadrons
- 91 Resource Management Squadrons
- 2 Reconnaissance Technical Squadrons
- 25 Security Police Flights
- 45 Tactical Clinics
- 21 Tactical Hospitals
- 61 Weapon System Security Flights
- 1 Aerial Port Squadron
- 1 Aerial Port Flight

**104 Communications/Electronics Units**

- 5 Air Traffic Control Flights
- 4 Combat Communication Flights
- 35 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

**58 Operating Locations**

(These are not officially recognized)

**4 Training Units**

- 3 Tactical Fighter Training Squadrons
- 1 Tactical Reconnaissance Training Flight



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

AIRCRAFT	UNIT	LOCATION	AIRCRAFT	UNIT	LOCATION
<i>Air Defense—Tactical Air Command</i>			F-16	169 TFG	McEntire ANGB, SC
F-106/A/B	102 FIG	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
F-4D	144 FIW	Fresno, CA		159 TFG	New Orleans NAS, LA
F-106	177 FIG	Atlantic City, NJ		163 TFG	March AFB, CA
F-4C	107 FIG	Niagara Falls, NY		181 TFG	Terre Haute, IN
	191 FIG	Selfridge ANGB, MI		188 TFG	Ft. Smith, AR
	142 FIG	Portland, OR	F-4D	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
	148 FIG	Duluth, MN		158 TFG	Burlington, VT
<i>Strategic Air Command</i>				183 TFG	Springfield, IL
KC-135A	101 ARW	Bangor, ME		184 TFG	McConnell AFB, KS
E	126 ARW	Chicago, IL		(RTU)	
	128 ARG	Milwaukee, WI		187 TFG	Montgomery, AL
	134 ARG	Knoxville, TN	RF-4C	117 TRW	Birmingham, AL
	141 ARW	Fairchild AFB, WA		123 TRW	Louisville, KY
	151 ARG	Salt Lake City, UT		124 TRG	Boise, ID
	157 ARG	Pease AFB, NH		152 TRG	Reno, NV
	160 ARG	Rickenbacker ANGB, OH		155 TRG	Lincoln, NE
	161 ARG	Phoenix, AZ		186 TRG	Merdian, MS
	170 ARG	McGuire AFB, NJ	OA-37	110 TASG	Kellogg, MI
	171 ARW	Pittsburgh, PA		111 TASG	Willow Grove NAS, PA
	189 ARG	Little Rock AFB, AR		182 TASG	Peoria, IL
	190 ARG	Forbes Fld, KS	EC-130E	193 ELCG	Harrisburg, PA
<i>Pacific Air Force</i>			<i>Military Airlift Command</i>		
F-4C	154 Comp	Hickham AFB, HI	C-5	105 MALG	Stewart RTC, NY
<i>Tactical Air Command</i>			C-130 A	118 TAW	Nashville, TN
A-7D	112 TFG	Pittsburgh, PA	E	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	A	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
Kingsley Field, Oregon . . . . .	1 February 1984
114th Tactical Fighter Training Squadron	
Boise ATM, Idaho . . . . .	1 September 1984
189th Tactical Reconnaissance Training Flight	
McConnell AFB, Kansas . . . . .	1 February 1984
117th Tactical Fighter Training Squadron	
Tuscon IAP, Arizona . . . . .	1 February 1984
195th Tactical Fighter Training Squadron	
Stewart RTC, New York . . . . .	1 February 1984
105th Aerial Port Squadron	
105th Weapons System Security Flight	
Suffolk County Apt, New York . . . . .	15 May 1984
106th Consolidated Aircraft Maintenance Squadron	
Moffet Field NAS, California . . . . .	15 May 1984
129th Consolidated Aircraft Maintenance Squadron	
Niagra Falls IAP, New York . . . . .	1 April 1984
107th Communications Flight	
Fargo (Hector Field), North Dakota . . . . .	1 April 1984
119th Communications Flight	
Great Falls IAP, Montana . . . . .	1 April 1984
120th Communications Flight	
Jacksonville IAP, Florida . . . . .	1 April 1984
125th Communications Flight	
Portland IAP, Oregon . . . . .	1 April 1984
142nd Communications Flight	
Ellington AFB, Texas . . . . .	1 April 1984
147th Communications Flight	
Duluth IAP, Minnesota . . . . .	1 April 1984
148th Communications Flight	
Atlantic City Apt, New Jersey . . . . .	1 April 1984
177th Communications Flight	
Selfridge ANGB, Michigan . . . . .	1 April 1984
191st Communications Flight	
McDill AFB, Florida . . . . .	8 January 1984
290th Combat Communications Squadron	
Puerto Rico IAP, Puerto Rico . . . . .	8 December 1983
198th Weather Flight	

**Table 6—Inactivations**

Location & Unit	Effective Date
Stewart RTC, New York . . . . .	15 May 1984
105th Direct Air Support Center Squadron	
105th Communications/Electronics Maintenance Squadron	
March AFB, California . . . . .	8 December 1983
196th Weather Flight	

**Table 7—Redesignations**

Location & Unit Change	Effective Date
Sheppard AFB, Texas . . . . .	15 May 1984
From: 181st Mobile Aerial Port Flight	
To: 181st Aerial Port Flight	
Stewart RTC, New York . . . . .	1 May 1984
From: 105th Tactical Air Support Group	
To: 105th Military Airlift Group	
From: 137th Tactical Air Support Squadron	
To: 137th Military Airlift Squadron	
Harrisburg/Olmstead Airport, PA . . . . .	15 November 1983
From: 193rd Electronic Combat Group	
To: 193rd Special Operations Group	
From: 193rd Electronic Combat Squadron	
To: 193rd Special Operations Squadron	
Duluth IAP, Minnesota . . . . .	15 November 1983
From: 148th Tactical Reconnaissance Group	
To: 148th Fighter Interceptor Group	
From: 179th Tactical Reconnaissance Squadron	
To: 179th Fighter Interceptor Squadron	
From: 148th Weapons System Security Flight	
To: 148th Security Police Flight	



**Table 8—Air National Guard Communications Support of JCS Exercises**

Exercise	No. Units	Number Personnel	Location	Command
Bold Eagle 84	2	190	SE US	USREDCOM
Crested Eagle/Dense Crop	14	83	Europe	NATO
Team Spirit 84	3	350	Korea	CINCPAC
Ocean Venture 84	4	300	SE US	CINCLANT
Flintlock 84	3	50	Europe	USEUCOM
Gallant Eagle 84	1	100	SW US	USREDCOM
Reforger/Cold Fire	6	40	Europe	USEUCOM

**Table 9—Tactical Deployments**

Exercise	Unit/Home Station	Location	Exercise Supported	No. AC	No. Personnel
Coronet Crown Oct 83	122TRW, Ft. Wayne, IN	Turkey	Display Determ.	12	220
	188TFG, Ft. Smith, AR	Turkey	Display Determ.	6	110
	152CCB, Tacoma, WA	Turkey	Display Determ.		42
Sentry Tornado Mar 84	184TFG, McConnell AFB, KS	SW Asia		6	156
	186TRG, Meridian, MS	SW Asia		4	86
Coronet Patriot Mar-Apr 84	103TFG, Bradley IAP, CT	UK	Mallet Blow	12	217
Coronet Giant Apr-May 84	174TFW, Syracuse, NY	Germany		12	200
	128TRW, Madison, WI	Germany		12	200
Coronet Packer May 84	127TWF, Selfridge ANGB, MI	Italy	Distant Hammer	12	250
	162CCG, N. Highlands ANGS, CA	Italy	Distant Hammer		40
Coronet Titan Sep 84	124TRG, Boise ID	Norway	Barfrost	9	250
	162CCG, N. Highlands ANGS, CA	Norway	Barfrost		20
Coronet Bronco Sep-Oct 84	140TFW, Buckley ANGB, CO	Turkey	Display Determ.	12	211
	155TRG, Lincoln, NE	Turkey	Display Determ.	9	202
	162CCG, N. Highlands ANGS, CA	Turkey	Display Determ.		50



**Table 10—Red Flag/Maple Flag Participation**

Exercise	Unit	Home Station	Location	Acft	Rmks
<b>Red Flag 84-1</b>					
29 Oct-10 Dec	155 TRG	Lincoln, NE	Nellis AFB, NV	4/RF-4	2 Wks
	124TRG	Boise, ID	Nellis AFB, NV	4/RF-4	2 Wks
	123TRW	Louisville, KY	Nellis AFB, NV	4/RF-4	2 Wks
	138TFG	Tulsa, OK	Nellis AFB, NV	6/A-7	2 Wks
	112TFG	Pittsburg, PA	Nellis AFB, NV	6/A-7	2 Wks
	140TFW	Buckley ANGB, CO	Nellis AFB, NV	6/A-7	2 Wks
<b>Red Flag 84-3</b>					
3 Mar-14 Apr	108TFW	McGuire AFB, NJ	Nellis AFB, NV	6/F-4	2 Wks
	187TFG	Dannelly Fld, AL	Nellis AFB, NV	6/F-4	2 Wks
	113TFW	Andrews AFB, MD	Nellis AFB, NV	6/F-4	2 Wks
		St. Louis, MO		6/F-4	2 Wks
		Battle Creek, MI		4/OA-37	2 Wks
		Willow Grove NAS, PA		4/OA-37	2 Wks
		Peoria, IL		4/OA-37	2 Wks
		Kelly AFB, TX		6/F-4	2 Wks
<b>Red Flag 84-4</b>					
9 Jun-21 Jun	121TFW	Rickenbacker ANGB, OH	Wendover AFB, UT	10/A-7	2 Wks
	150TFG	Kirtland AFB, NM	Wendover AFB, UT	10/A-7	2 Wks
	132TFW	Des Moines, IA	Wendover AFB, UT	10/A-7	2 Wks
	110TASG	Battle Creek, MI	Nellis AFB, NV	3/OA-37	2 Wks
	182TASG	Peoria, IL	Nellis AFB, NV	3/OA-37	2 Wks
	111TASG	Willow Grove NAS, PA	Nellis AFB, NV	3/OA-37	2 Wks
	251CCG	Springfield, OH	Wendover AFB, UT		6 Wks, 112 Pers
<b>Red Flag 84-5</b>					
4 Aug-1 Sep	117TRW	Birmingham, AL	Nellis AFB, NV	4/RF4	2 Wks
	155TRG	Lincoln, NE	Nellis AFB, NV	4/RF-4	2 Wks
	134AREFG	McGhee-Tyson, TN	March AFB, CA	6/KC-135	2 Wks, 150 Pers
	128AREFG	Milwaukee, WI	March AFB, CA	1/KC-135	2 Wks, 10 Pers
	141AREFW	Fairchild AFB, WA	March AFB, CA	4/KC-135	2 Wks, 170 Pers
<b>Maple Flag 13</b>					
28 Apr-26 May	178TFG	Springfield, OH	CFB Cold Lake, CN	6/A-7	2 Wks
	162TFG	Tuscon, AZ	CFB Cold Lake, CN	6/A-7	2 Wks
	186TRG	Meridian, MS	CFB Cold Lake, CN	4/RF-4	2 Wks
	152TRG	Reno, NV	CFB Cold Lake, CN	4/RF-4	2 Wks
<b>Maple Flag 14</b>					
15 Sep-13 Oct	158TFG	Burlington, VT	CFB Cold Lake, CN	6/F-4	2 Wks
	116/TFW	Dobbins AFB, GA	CFB Cold Lake, CN	6/F-4	2 Wks



**Table 11—Winterbasing**

Dates	Unit	Home Station	Deployed To	Acft	No. Personnel
19 Nov-10 Dec	178TFG	Springfield, OH	Davis-Monthan AFB, AZ	12/A-7	135
4-10 Dec	131TFW	St. Louis, MO	March AFB, CA	6/F-4	90
7-21 Jan	104TFG	Barnes, MA	Davis Monthan AFB, AZ	12/A-10	135
14-21 Jan	138TFG	Tulsa, OK	Kirtland AFB, NM	12/A-7	150
23 -28 Jan	131TFW	St. Louis, MO	Davis-Monthan AFB, AZ	5/F-4	75
22 Jan-4 Feb	114TFG	Sioux Falls, SD	Davis-Monthan AFB, AZ	12/A-7	135
12-18 Feb	108TFW	McGuire AFB, NJ	MacDill AFB, FL	12/A7	135
19 Feb-3 Mar	112TFG	Pittsburgh, PA	Davis-Monthan AFB, AZ	12/A-7	135
25 Feb-10 Mar	183TFG	Springfield, IL	Holloman AFB, NM	12/F-4	165
4-17 Mar	127TFW	Selfridge ANGB, MI	Davis-Monthan AFB, AZ	12/A-7	135
5-19 Mar	128TFW	Madison, WI	Davis-Monthan AFB, AZ	12/A-10	135

**Table 12—ARRS Support of Higher Headquarters Directed Missions:**

Sorties Flown	135
Hours Flown	224.1
Lives Saved and Credited to ANG	28
Persons Found and Credited to ANG	0



## Appendix I

### NGB Joint Office Statistics

**Table 1—Army National Guard Military Race/Ethnic Statistics**

Ethnic Group	Officers		Enlisted		Total	
	#	%	#	%	#	%
Black	1,883	4.5	72,752	18.5	74,635	17.2
Hispanic	1,408	3.4	27,730	7.0	29,138	6.7
Asian/PI	349	0.8	2,605	0.7	2,953	0.7
Native Am.	118	0.3	3,502	0.9	3,620	0.8
Other	199	0.5	4,304	1.1	4,503	1.0
<b>Minority Subtotal</b>	<b>3,957</b>	<b>9.5</b>	<b>110,893</b>	<b>28.2</b>	<b>114,850</b>	<b>26.4</b>
Caucasian/Other	37,890	90.5	281,962	71.8	319,852	73.6
Unk/Uncl	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>41,847</b>	<b>100.0</b>	<b>392,855</b>	<b>100.0</b>	<b>434,702</b>	<b>100.0</b>
Women	2,073	5.0	20,465	5.2	22,538	5.2

**Table 2—Air National Guard Military Race/Ethnic Statistics**

Ethnic Group	Officers		Enlisted		Total	
	#	%	#	%	#	%
Black	292	2.3	7,279	7.9	7,571	7.2
Hispanic	295	2.3	4,029	4.4	4,324	4.1
Asian/PI	184	1.5	1,633	1.8	1,817	1.7
Native Am.	93	0.7	927	1.0	1,020	1.0
Other	34	0.3	531	0.6	565	0.5
<b>Minority Subtotal</b>	<b>898</b>	<b>7.1</b>	<b>14,399</b>	<b>15.6</b>	<b>15,297</b>	<b>14.6</b>
Caucasian/Other	11,709	97.7	77,512	84.2	89,221	85.2
Unk/Uncl	21	0.2	155	0.2	176	0.2
<b>Total</b>	<b>12,628</b>	<b>100.0</b>	<b>92,066</b>	<b>100.0</b>	<b>104,694</b>	<b>100.0</b>
Women	808	6.4	10,455	11.4	11,263	10.8

**Table 3—Army National Guard Technician Race/Ethnic Statistics**

Ethnic Group	GM		GS		Wage Categories		Total	
	#	%	#	%	#	%	#	%
Black	6	1.6	303	3.4	378	3.7	687	3.5
Hispanic	9	2.4	382	4.3	482	4.7	873	4.5
Asian/PI	0	0.0	17	0.2	22	0.2	39	0.2
Native Am.	2	0.5	31	0.3	66	0.6	99	0.5
<b>Minority Subtotal</b>	<b>17</b>	<b>4.5</b>	<b>733</b>	<b>8.2</b>	<b>948</b>	<b>9.2</b>	<b>1,698</b>	<b>8.7</b>
Caucasian/Other	353	95.5	8,176	91.8	9,318	90.8	17,847	91.3
<b>Total</b>	<b>370</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>	<b>10,266</b>	<b>100.0</b>	<b>19,545</b>	<b>100.0</b>
Women	0	0.0	1,655	18.6	66	0.6	1,721	8.8
Min. Women	0	0.0	201	2.2	10	0.1	211	1.1



**Table 4—Air National Guard Technician Race/Ethnic Statistics**

Ethnic Group	GM		GS		Wage Categories		Totals	
	#	%	#	%	#	%	#	%
Black	1	2.46	189	2.9	262	2.3	452	2.4
Hispanic	16	2.1	279	4.3	525	4.6	820	4.4
Asian/PI	1	0.1	23	0.4	23	0.2	47	0.3
Native Am.	4	0.5	29	0.4	51	0.4	84	0.4
<b>Minority Subtotal</b>	<b>22</b>	<b>2.9</b>	<b>520</b>	<b>8.0</b>	<b>861</b>	<b>7.5</b>	<b>1,403</b>	<b>7.5</b>
Caucasian/Other	741	97.1	5,911	92.0	10,653	92.5	17,305	92.5
<b>Total</b>	<b>763</b>	<b>100.0</b>	<b>6,431</b>	<b>100.0</b>	<b>11,514</b>	<b>100.0</b>	<b>18,708</b>	<b>100.0</b>
Women	0	0	1,343	20.9	140	1.2	1,483	7.9
Min. Women	0	0	156	2.4	14	0.1	160	0.9

**Table 5—Civil Disturbances FY 84**

State/Date	Location	Nature of Emergency	Strength
<b>Guam</b>			
4-5 Oct	Mong-Mong	Possible Civil Disturbance	133
<b>Florida</b>			
29 Feb-5 Mar	Miami	Possible Civil Disturbance	21
<b>Florida</b>			
15-18 Mar	Miami	Possible Civil Disturbance	60
<b>Arizona</b>			
6-10 May	Morenci	Possible Civil Disturbance	252
<b>South Carolina</b>			
18-20 May	Myrtle Beach	Possible Civil Disturbance	12
<b>Arizona</b>			
3 Jun-1 Jul	Clifton/Morenci	Possible Civil Disturbance	9
<b>Arizona</b>			
3-5 Jul	Morenci	Possible Civil Disturbance	10
<b>Arizona</b>			
10-12 Aug	Clifton	Possible Civil Disturbance	4



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

Duration	Location	Incident	Strength
<b>ALABAMA</b>			
1 Nov	Russellville	Support Mission	1
1 Nov	Florence	Support Mission	1
18 Nov-1 Feb	Nauvoo	Water Haul	1
3 Dec	Birmingham, Pelham & Northport	Flood	16
3-4 Dec	Jefferson County	Flood	42
4-6 Dec	Oxford	Tornado	30
6-7 Dec	Selma	Tornado	2
9-12 Dec	Coffee Springs	Water Haul	2
24-26 Dec	Chatom	Cold Weather Emergency	2
25-27 Dec	Prattville	Cold Weather Emergency	4
25-28 Dec	Jasper	Support Mission	5
26-27 Dec	Jasper	Support Mission	3
26-28 Dec	Floral	Cold Weather Emergency	2
27-28 Dec	Cordova	Cold Weather Emergency	2
28 Dec-3 Jan	Arab	Cold Weather Emergency	2
28-30 Dec	Deatsville	Cold Weather Emergency	2
28-31 Dec	Cullman County	Cold Weather Emergency	6
28-30 Dec	Selma	Cold Weather Emergency	7
30-31 Dec	Dekalb County	Water Haul	6
30-31 Dec	Fort Payne	Water Haul	5
30 Dec	Courtland	Water Haul	2
30 Dec-1 Jan	Dekalb County	Water Haul	6
9 Feb	Hamilton	Support Mission	1
30 Mar-1 Apr	Montgomery	Support Mission	4
3 May	Montgomery	Tornado	2
8-14 May	Talladega	Debris Removal	8
15-16 May	Odenville	Water Haul	2
18-25 May	Comer	Water Haul	2
13-15 Jun	Gulf Shores	Forest Fire	2
15-16 Jun	Mobile/Birmingham	Support Mission	1
26 Jun-1 Jul	Collinsville	Water Haul	3
7-8 Aug	Mentone	Water Haul	1
9 Aug	Black	Water Haul	2
<b>ALASKA</b>			
11 Oct	Kotzebue	Search and Rescue	3
20 Oct	Elmendorf AFB	Medical Evacuation	3
29 Oct	Kuguruk River	Search and Rescue	3
18 Nov	Arctic Valley	Search	3
11 Dec	Bethel	Search	3
3 Jan	Kotzebue	Search and Rescue	3
1 Feb	Aniak	Search and Rescue	3
4 Feb	Palmer	Search and Rescue	3
5 Feb	Monument Mountain	Search and Rescue	3



Duration	Location	Incident	Strength
28 Mar	Seward	Search and Rescue	3
17 May	Kotzebue	Search and Rescue	3
21 May	Fort Wainwright	Medical Evacuation	3
22 May	Kobuk	Search and Rescue	3
31 Aug	Kotzebue	Search and Rescue	3

#### ARIZONA

23 Sep-25 Oct	State-wide	Flood	225
1-3 Jan	Phoenix Area	Search and Rescue	2
15-17 Jan	Pinal & Maricopa Counties	Search	4
26-29 Mar	Superstition Wilderness	Forest Fire	11
17-22 Jun	Gila County	Search and Rescue	3
24-26 Jul	Mohave/Yuma Counties	Flood	3
16-17 Aug	Coconino County	Search and Rescue	3

#### ARKANSAS

21-25 Dec	20-town Area	Cold Weather Emergency	36
21-24 Dec	Winslow	Cold Weather Emergency	11
16-22 Mar	Fairfield Bay/Greers/ Ferry/Edgemont	Tornado	28

#### CALIFORNIA

18-19 Oct	Pt. Lobos	Search and Rescue	19
31 Oct	Ft. Ord	Medical Evacuation	5
4 Nov	Off Coast	Search and Rescue	7
10 Nov	Anconda County	Search and Rescue	6
14 Nov	Mammoth	Search	8
15 Nov	Abercrombie Mtn. (Wash)	Search and Rescue	5
22 Nov	Ft. Ord	Medical Evacuation	5
28 Nov	New Melones Reservoir	Support Mission	3
3 Dec	Monterey Bay	Search and Rescue	5
4 Dec	San Joaquin County	Flood	3
13 Dec	Sacto River	Flood	3
15-19 Dec	Camp Elliot Preserve	Support Mission	1
20-21 Dec	Pittsburg	Medical Evacuation	5
20 Dec	Bay Area	Medical Evacuation	3
22 Dec	Lovelock, NV	Search and Rescue	9
9 Mar	Beale to Travis AFB	Medical Evacuation	8
13 Mar	Oregon	Search and Rescue	9
15 Mar	Sacramento	Support Mission	4
15 Mar	San Francisco	Support Mission	4
23 Mar	Alemeda County	Medical Evacuation	7
9 Apr	Ft. Ord to Travis AFB	Medical Evacuation	7
14-20 Apr	Livermore	Support Mission	1
31 May-3 Jun	Cleveland National Forest	Forest Fire	2
2-3 Jun	Toshua	Forest Fire	3
7 Jun	Point Reyes	Search and Rescue	14



Duration	Location	Incident	Strength
12 Jun	Off San Simeon Coast	Search and Rescue	12
26 Jun	Fort Ord/San Francisco	Medical Evacuation	9
26 Jun	San Mateo	Medical Evacuation	8
30 Jun-1 Jul	Redding	Medical Evacuation	4
30 Jun-2 Jul	Bordertown	Forest Fire	27
2 Jul	Fort Ord/San Francisco	Medical Evacuation	5
4 Jul	Off California Coast	Support Mission	9
6-8 Jul	Mono County	Support Mission	5
9-18 Jul	Lake Isabella Area	Forest Fire	114
14 Jul-30 Sep	Los Angeles	Summer Olympics Support	741
19 Jul	Castle AFB to Beale AFB	Medical Evacuation	10
26 Jul	Ft. Ord	Medical Evacuation	6
31 Jul-4 Aug	Kern County	Flood	4
3 Aug	Eureka County	Search	8
23-24 Aug	San Luis Obispo Coast	Medical Evacuation	12
24 Aug	San Luis Obispo	Medical Evacuation	6
15 Sep	Off California Coast	Search and Rescue	6
21-22 Sep	Off California Coast	Medical Evacuation	14

#### COLORADO

5-6 Oct	Montezuma/Dolores	Rescue	7
27-28 Nov	Logan County	Rescue	11

#### CONNECTICUT

29 Mar	Norwalk	Flood	4
11 Apr	Groton	Search	3
1-6 Jun	Hartford/Western Conn.	Flood	250
17-28 Sep	Portland	Support Mission	7

#### DELAWARE

29 Mar	Kent County	Flood	10
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#### GEORGIA

30 Nov-2 Dec	Off Coast of GA/SC	Support Mission	6
7-8 Dec	Off Coast of GA	Support Mission	8
15-16 Dec	Off Coast of GA/SC	Support Mission	8
3-4 May	Statesboro	Tornado	40

#### HAWAII

6-9 Oct	Kona	Support Mission	41
21 Jan	Kauai Island	Support Mission	2
26 Mar-16 Apr	Island of Hawaii	Volcanic Eruption	9



Duration	Location	Incident	Strength
<b>IDAHO</b>			
28-29 Oct	Challis	Earthquake	2
3-11 Nov	Mackay/Challis	Support Mission	17
14-18 Nov	Mackay/Challis	Support Mission	17
8-10 May	Oakley	Bridging Assistance	3
16-17 May	Oakley	Bridging Assistance	5
21-25 May	Burley/Oakley	Flood	118
14-15 Jun	Oakley/American Falls	Flood	2
17-25 Jun	Terreton	Flood	20
9-15 Sep	New Meadow/White Water Ranch	Support Mission	2
<b>ILLINOIS</b>			
1 Oct	Mattoon	Medical Evacuation	3
1 Oct	Effingham	Medical Evacuation	3
3 Oct	Urbana	Medical Evacuation	3
4 Oct	Effingham	Medical Evacuation	3
17 Oct	Macomb	Medical Evacuation	3
18 Oct	Morris	Medical Evacuation	3
27 Oct	Flora	Medical Evacuation	3
28 Oct	Peoria	Medical Evacuation	3
31 Oct	Mattoon	Medical Evacuation	3
2 Nov	Decatur	Medical Evacuation	3
8 Nov	Pittsfield	Medical Evacuation	3
8 Nov	Quincy	Medical Evacuation	3
17 Nov	Quincy	Medical Evacuation	3
25 Nov	Watseka	Medical Evacuation	3
30 Nov	Mattoon	Medical Evacuation	3
1 Dec	Keokuk IA	Medical Evacuation	3
1 Dec	Watseka	Medical Evacuation	3
2 Dec	Moline	Medical Evacuation	3
2 Dec	Peoria	Medical Evacuation	3
9 Dec	Silvis	Medical Evacuation	3
12 Dec	Springfield	Search	4
16 Dec	Watseka	Medical Evacuation	3
20 Dec	Macomb	Medical Evacuation	3
23-24 Dec	Kewanee	Snowstorm	8
24-25 Dec	Pontiac	Snowstorm	8
27 Dec	Mattoon	Medical Evacuation	3
10 Jan	Galesburg	Medical Evacuation	3
15 Jan	Bloomington	Medical Evacuation	3
18 Jan	Mattoon	Medical Evacuation	3
18 Jan	Jerseyville	Medical Evacuation	3
8 Feb	Vandalia	Medical Evacuation	3
22 Feb	Galesburg	Medical Evacuation	2
5 Mar	Mattoon	Medical Evacuation	3
13-14 Mar	Rushville	Medical Evacuation	3



Duration	Location	Incident	Strength
20 Mar	Quincy	Medical Evacuation	3
21 Mar	Mattoon	Medical Evacuation	3
31 Mar	Peoria	Medical Evacuation	3
13 Apr	Mattoon	Medical Evacuation	3
25 Apr	Mattoon	Medical Evacuation	3
20-21 May	Quincy/Springfield	Medical Evacuation	3
29 Jun	Peoria	Medical Evacuation	3
			3
			3

#### INDIANA

21 Aug	Morgan/Johnson Counties	Support Mission	2
6-7 Dec	Angola	Support Mission	2
24-26 Dec	Five-County Area	Support Mission	17
24 Dec-28 Dec	Eight-County Area	Cold Weather Emergency	25
2-6 Jan	Marysville, Otisco, Hymera	Water Haul	6
28 Feb-1 Mar	Central/Northern Areas	Snowstorm	36
8-9 Mar	Bluffton	Snowstorm	2

#### IOWA

17 Jun	Glenwood	Flood	13
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#### KANSAS

27 Nov-30 Nov	North Central Area	Snowstorm	30
19-25 Mar	Eastern Area	Snow/Ice Storm	45
27-29 Apr	Effingham	Tornado	20
7-8 Jun	Troy/Hiawatha	Flood	6

#### KENTUCKY

13 Dec	Frankfort	Support Mission	151
5 May	Louisville	Support Mission	300
6 May	London	Tornado	6
6-21 May	Martin/Pike Counties	Flooding	317

#### MAINE

30 Oct	Bangor	Medical Evacuation	4
30 Oct	Augusta	Medical Evacuation	4
15 Nov	Argyle	Medical Evacuation	4
15 Nov	Machias	Medical Evacuation	4
7 Dec	Augusta, Waterville, & Belgrade	Search	8
8 Dec	Bangor	Medical Evacuation	5
27 Dec	Bangor	Support Mission	2
11 Jan	Bangor	Medical Evacuation	5
16 Feb	Danforth	Medical Evacuation	3



Duration	Location	Incident	Strength
4 Mar	Flagstaff Lake	Medical Evacuation	3
13-14 Apr	Frenchboro	Emergency Power	2
3 May	Augusta	Forest Fire	34
Aug	Tumbledown Mountain	Medical Evacuation	4
26 Aug	Bangor	Medical Evacuation	5

#### MARYLAND

27 Nov	Chesapeake City	Water Haul	2
29-30 Mar	Crisfield	Flood	32

#### MASSACHUSETTS

12-14 Oct	Hyde Park	Search	30
29-31 Mar	Eastern Area	Snowstorm	167
31 May-3 Jun	Methuen/Agawam	Flood	38
2-3 Jun	Boston	Support Mission	204
4-5 Jul	Boston	Support Mission	154

#### MINNESOTA

4-8 Nov	Long Prairie	Water Haul	2
4-5 Feb	Crookston/Olivia	Snowstorm	6
10-24 Apr	Askov	Water Haul	2
26-29 Apr	St. Anthony/New Brighton	Tornado	110

#### MISSISSIPPI

21-25 Apr	Northeast Area	Tornado	60
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#### MISSOURI

27 Feb-2 Mar	Central & Southwest	Snowstorm	245
20-22 Mar	Johnson County	Ice Storm	26
30 Apr-1 May	Owensville	Tornado	32
15-24 Jun	Atchison/Holt Counties	Flood	100

#### MONTANA

22-25 Jun	Dillon	Flood	3
26 Aug-18 Sep	Numerous State Locations	Forest Fire	474

#### NEBRASKA

6 Nov	Marysville	Medical Evacuation	4
26 Nov-29 Nov	Sidney, York Counties	Snowstorm	9
15-17 Feb	Ashland/Fremont	Flood	3
6 Mar	Falls City	Medical Evacuation	4
26-29 Apr	St. Paul	Tornado	91
13-20 Jun	Dewitt/Beatrice	Flood	51
27-29 Jun	Dewitt/Beatrice	Flood	6
12 Jul	Nine County Areas	Aerial Damage Survey	3
25 Aug	Omaha	Medical Evacuation	4



Duration	Location	Incident	Strength
<b>NEVADA</b>			
12-20 May	Lovelock	Flood Relief	9
25 Jun-12 Jul	Indian Creek Reservoir	Forest Fire	53
5-9 Jul	Ely	Forest Fire	4
16 Jul	Fred's Mountain	Forest Fire	10
15-17 Aug	Palamino	Forest Fire	11
<b>NEW HAMPSHIRE</b>			
25-26 Oct	Franconia Notch	Search	10
2 Jul	Concord	Search	1
<b>NEW JERSEY</b>			
29-30 Mar	Cape May	Flood	130
5-10 Apr	Five-County Area	Flood	264
30-31 May	Northern Counties	Flood	18
<b>NEW MEXICO</b>			
9-11 Aug	Hobbs/Ruidoso	Flood	90
<b>NEW YORK</b>			
21 Oct	Albany-Amsterdam	Medical Evacuation	3
28 Oct	Greenport	Medical Evacuation	4
1 Nov	Albany to Boston	Medical Evacuation	3
3 Nov	Albany to N. Dutchess Med Ctr	Medical Evacuation	3
5 Nov	Off East Coast	Support Mission	8
7 Nov	Albany to Poughkeepsie	Medical Evacuation	3
10 Nov	Off East Coast U.S.	Rescue	15
24 Nov	Orient Point	Search	5
29 Nov	Orient Point	Search	5
29 Nov	Orient Point	Search	4
29 Nov	Montauk Point	Search	4
9-31 Dec	Buffala	Chemical Explosion	25
5 Jan *	Long Island, NY	Search and Rescue	5
13-15 Jan	Howard AFB, Panama	Support Mission	9
26-28 Jan	Off East Coast U.S.	Support Mission	8
28 Jan-13 Feb	Off East Coast U.S.	Support Mission	3
	Stonybrook, N.Y.	Medical Evacuation	6
10-12 Feb	Off Southern Coast U.S.	Support Mission	9
24 Feb	Off East Coast U.S.	Search and Rescue	6
25-29 Feb	Off East Coast U.S.	Support Mission	12
6-7 Mar	Off East Coast U.S.	Support Mission	10
7-8 Mar	Off East Coast U.S.	Support Mission	8
22 Mar	Off East Coast U.S.	Medical Evacuation	6
30 Mar-2 Apr	Off East Coast U.S.	Search and Rescue	11
9-13 Apr	Off East Coast U.S.	Search and Rescue	10
10 May	Off East Coast U.S.	Medical Evacuation	5



Duration	Location	Incident	Strength
1 Jun	Off East Coast U.S.	Support Mission	15
8-10 Jun	Eastern U.S.	Support Mission	10
13-14 Jun	Eastern U.S.	Search and Rescue	10
21 Jun	Off East Coast SC	Medical Evacuation	3
5 Jul	Hudson-Albany	Search and Rescue	4
5 Jul	Off East Coast N.Y.	Search and Rescue	5
6 Jul	Off East Coast U.S.	Search and Rescue	5
10-11 Jul	Cape May, N.J.	Support Mission	9
12 Jul	Eastern U.S.	Medical Evacuation	5
31 Jul	Stonybrook, N.Y.	Medical Evacuation	3
1 Aug	Eastern Long Island	Medical Evacuation	6
3 Aug	Stonybrook, N.Y.	Medical Evacuation	4
7 Aug	Off Coast Miami, Fl	Search and Rescue	9
8-9 Aug	Off East Coast U.S.	Support Mission	10
12 Aug	Plattsburg AFB	Medical Evacuation	5
20 Aug	Boston, MA	Medical Evacuation	6
22 Aug	Albany-Cooperstown	Medical Evacuation	3
28 Aug	Stonybrook, N.Y.	Medical Evacuation	5
29 Aug	Boston, MA	Medical Evacuation	7
6 Sep	Albany-Johnston	Medical Evacuation	3
13 Sep	Hempstead, N.Y.	Medical Evacuation	5
17 Sep	Smithtown, N.Y.	Medical Evacuation	7
20 Sep	Off East Coast N.Y.	Search and Rescue	4

#### NORTH CAROLINA

25 Nov	Bynum	Search and Rescue	4
26-29 Dec	Asheville	Cold-Weather Emergency	3
21 Jan	Macklenberg	Water Haul	2
15-16 Feb	Catawba	Nuclear Power Plant Exercise	9
6-7 Mar	Morgantown	Search	6
8-9 Mar	Roxboro	Water Haul	2
8-9 Mar	Greensboro/Raleigh	Support Mission	3
28 Mar-13 Apr	Eastern Third of State	Tornado	562
10 Apr	Marshville	Chemical Fire	4
17 Apr	Wrightsville Beach	Medical Evacuation	3
23 May	Charlotte	Aviation Support	3
1-11 Jun	Warren County	Search	5
12-15 Jul	Manteo	Support Mission	132
14-19 Aug	Kittrell	Water Haul	2
14 Aug	Fallisburg	Support to Law Enforcement	3
26 Aug	Neuse Falls	Search	3

#### NORTH DAKOTA

4-5 Feb	Eastern North Dakota	Snowstorm	147
27-28 Apr	Minot/Bismarck	Snowstorm	9
8 May	Max	Flood	1



Duration	Location	Incident	Strength
<b>OHIO</b>			
25-27 Dec	Ashtabula	Snowstorm	11
27 Feb-3 Mar	Findlay	Snowstorm	927
29 Jun	Chillicothe	Support Mission	2
<b>OKLAHOMA</b>			
20-21 Oct	Jones	Flood	13
20-21 Oct	Guthrie	Flood	22
20-22 Oct	Lawton	Flood	5
20-22 Oct	Five County Area	Flood	10
24 Dec	Checotah	Cold-Weather Emergency	8
24-27 Dec	Checotah	Cold-Weather Emergency	7
25 Dec	Granite	Cold-Weather Emergency	8
25-26 Dec	Granite	Cold-Weather Emergency	8
30-Dec	Dewar	Cold-Weather Emergency	2
20-21 Apr	Oklahoma City	Support Mission	20
24 Apr-18 May	Asher	Water Haul	4
27 Apr-2 May	Morris/Terlton/Pure/ Mannford	Tornado	71
27-29 May	Tulsa	Flood	56
14-15 Jul	Dewey County	Drug Control	50
2-6 Aug	Konawa	Water Haul	4
4-5 Aug	Pawnee	Drug Control	50
18-19 Aug	State-wide	Drug Control	50
<b>OREGON</b>			
24-26 Jan	LaGrande	Flood	6
<b>PENNSYLVANIA</b>			
14-15 Dec	Wilkes Barre	Flood	50
29 Mar-16 May	McKeesport	Water Haul	8
14-26 Aug	Bedford/Somerset Counties	Flood	80
<b>SOUTH CAROLINA</b>			
28 Mar-5 Apr	Newberry/Fairfield/ Marlboro Counties		260
<b>TENNESSEE</b>			
10-13 Apr	Lauderdale County	Search	233
7-9 May	Paris	Debris Removal	166
2-6 Jul	Humphrey	Search	5



Duration	Location	Incident	Strength
<b>TEXAS</b>			
13 Dec	Jonestown	Grass Fire	9
13-16 Jan	Brownsville/McAllen	Cold-Weather Emergency	12
18-22 Jan	Rio Grande Valley	Cold-Weather Emergency	12
26 Feb	Blanco County	Grass Fire	14
26 Feb	Pampa	Snowstorm	10
14-15 Apr	Laredo	Support Mission	2
8 May	Bastrop	Forest Fire	8
3 Aug	Galveston	Oil Spill	9
30 Aug	Volente	Forest Fire	6
5 Sep	San Antonio	Support Mission	3
<b>UTAH</b>			
14 Apr-12 May	County Shops	Water Haul	2
2-3 May	Levan Canyon	Flood	2
10-17 May	Canyon	Flood	6
11-15 May	Chalk Creek	Flood	18
15 May	Nephi/Levan/Fillmore/ Toole/Salt Lake	Flood	40
22 May	Ephraim	Aviation Support	2
24 May	Oquirrh Mountain Range	Aviation Support	2
25 May	Grantsville	Stream Maintenance	2
25-27 May	Mayfield	Stream Maintenance	9
25 May	Stockton	Stream Maintenance	4
28 May-7 Jul	Toole/Salt Lake County/ Middle Canyon	Flood	10
<b>VERMONT</b>			
7 Jul	Williston	Train Derailment	18
<b>VIRGINIA</b>			
3-22 Nov	Winchester	Support Mission	12
29 Mar	Onancock	Flood	7
10-11 May	Pulaski	Flood	3
17-22 Jun	Edinsburg	Forest Fire	2
28 Jul-12 Aug	State-wide	Drug Control	44
<b>VIRGIN ISLANDS</b>			
4 Jan	St. Croix	Support Mission	9
<b>WASHINGTON</b>			
3 Nov	North Bend	Rescue	3
25-27 Nov	McNeil Island	Power Outage	4
21-23 Dec	Tacoma	Emergency Power	7
26-28 Dec	Bellingham	Cold-Weather Emergency	1
24-26 Dec	Enumclaw	Cold-Weather Emergency	18



Duration	Location	Incident	Strength
<b>WEST VIRGINIA</b>			
6 Oct	Hinton	Structure Fire	24
30 Dec	Parkersburg	Medical Evacuation	2
30 Dec-3 Jan	Camp Dawson	Support Mission	3
15-16 Feb	Oak Hill	Chemical Incident	11
17 Feb	St. Albans	Search	11
7-18 May	Monaville	Flood	89
14 Apr	Gate City	Support Mission	20
21, 22, 30 Jun- 1 Jul	Matewan/Kermit	Search	7
29 Jul	Pennsboro	Medical Evacuation	3
9 Aug	Fairmont	Water Haul	2

#### WISCONSIN

27-29 Apr	Tomahawk/Rhineland	Tornado	76
8-14 Jun	Barneyville	Tornado	50

#### WYOMING

21-22 Nov	Evanston	Snowstorm	2
16-18 May	Baggs	Flood	4
27 May-1 Jun	Baggs	Blasting/Diking	5
16-24 Jul	Guernsey	Windstorm	3
25 Jul	Laramie	Flood	3
28-30 Jul	Shell Canyon	Forest Fire	2