

Annual Review of the Chief National Guard Bureau 1987





Chief, National Guard Bureau Annual Review Fiscal Year 1987



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

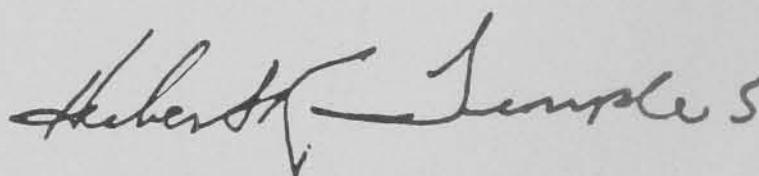
To the Secretaries of the Army and the Air Force:

The Annual Review of the Chief, National Guard Bureau, for the fiscal year ending 30 September 1987 is respectfully submitted. This report details the National Guard's accomplishments and programs for Fiscal Year 1987.

On December 13, 1986 the National Guard celebrated its 350th birthday with ceremonies throughout the United States. As it has since the nation's earliest days, the Guard in its 350th year continued its missions to state and nation.

On the state level, the Guard performed valuable work in disaster relief and drug interdiction. At the same time, both Army and Air National Guard personnel continued to deploy all over the world, from Central America to Antarctica. Participation in exercises and deployments, in CONUS as well as overseas, continued to provide realistic training and affirm the Total Force partnership.

Today both Army and Air National Guard strength is at an all-time high, and readiness continues to increase. The National Guard is ready, as it has been since this country's colonial beginnings, to serve both state and nation.



HERBERT R. TEMPLE, JR.
Lieutenant General, USA
Chief, National Guard Bureau



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National Guard Bureau



Mission Organization and Administration

The National Guard is rooted in the concept that able-bodied citizens have the privilege and responsibility of bearing arms for the common defense. This tradition began in America in the 17th century with the organization of militia units in the various colonies.

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.

At the end of the Revolutionary War, it was recognized that the militia had played an important role in winning the nation's independence. The authors of the Constitution empowered Congress to "provide for organizing, arming and disciplining the militia." However, recognizing the militia's state role, the Founding Fathers reserved the appointment of officers and training of the militia to the states.

Subsequent national military policy increased the National Guard's role as a Federal reserve force. Today, in accordance with the traditional military policy of the United States, the National Guard continues its historic mission as an integral part of the nation's firstline defense.

Both Army and Air National Guard units are assigned to the U.S. Central Command. Air National Guard fighter-interceptor units provide 24-hour air defense, and Army National Guard units round out active Army divisions. Support of the active forces is on a worldwide basis, and training is conducted in Europe, Greenland, Central America and Asia.

While its Federal reserve role has been strengthened, the National Guard of each state remains, constitutionally, a state-administered force. The state mission is to provide units trained and equipped to protect life and property and to preserve peace, order and public safety, under the orders of state and Federal authorities. The National Guard responded 428 times this year for the preservation of life and the maintenance of order.

The National Guard in American Wars

<i>War or Conflict</i>	<i>Guardsmen/Militia on Active Duty</i>
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
Phillipine 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

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 bureau 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 advisor 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 programs pertaining to or affecting the National Guard. As an operating agency, the National Guard Bureau formulates and administers the programs for the training, development and maintenance of the Army and Air National Guard and acts as the channel of communications between the states and the Departments of the Army and the Air Force.

The Chief of the National Guard Bureau is appointed by the President, with the advice and consent of the Senate, from a list of National Guard 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.

There are seven joint offices which report to the Chief, National Guard Bureau (CNGB) through the Director, Joint Staff. The Office of Public Affairs and the Office of the Inspector General report directly to the Office of the CNGB. The Army Directorate is organized into two offices and nine divisions; the Air Directorate is organized into one office and seven divisions.

Public Affairs

The Chief, Office of Public Affairs reports directly to the Chief, National Guard Bureau (CNGB). Office personnel are divided into several functional teams.

The Public Information Team responds to media queries from local, regional, national and international news media. They also serve as liaison for the National Guard Public Affairs representatives on temporary duty in Central America to cover Guard deployments to that region.

The Command Information Team deals with internal military communications and publications. The team continued to produce *On Guard*, a bulletin-board magazine, and biographies of National Guard General Officers.

The Historical Services Team is responsible for matters dealing with history, heraldry, and museums. This team was heavily involved in the celebrations for the National Guard's 350th birthday on 13 December 1986.

This year the team also coordinated the National Guard's participation in Department of Defense celebrations of the bicentennial of the U.S. Constitution. On September 17, ARNG representatives from 13 states (12 original colonies plus Tennessee) laid wreathes at the graves of signers of the Constitution buried in their states.

In October 1986 the Office of Public Affairs conducted the first National Guard Public Affairs Conference. Public Affairs personnel from the states met at the Xerox Conference Center in Leesburg, Virginia for three days of briefings, talks, and discussions.

Inspector General

In January 1983 the Chief of Staff, Army directed that a program be established whereby an Active Component officer could be assigned to each State to serve as a full-time Inspector General. This program continued to be highly successful during 1987 with an additional five States volunteering to participate and a total of 46 Active Component Inspectors General assigned at State level. Supporting this force were 78 Active Guard/Reserve Inspectors General.

In February 1986 the Department of the Army initiated a new inspection policy. Key points of this policy included: inspections are a command responsibility; command, Inspector General, and staff inspections are distinct but complementary parts of the commander's overall inspection program; maximum effort must be made to reduce the number and duration of inspections so as to reduce the burden on inspected organizations; and command inspection programs should focus on the company and be conducted by the immediate supervisor.

During 1987 the States began implementing the command inspection program. State Inspectors General were active in developing inspection policy, training battalion commanders and staff in inspection techniques, and assisting battalions in their initial inspections.

Legal Advisor

During FY 1987 the office of Legal Advisor (NGB-JA) consisted of four sections: Administrative Law; Labor and Federal Personnel Law/Litigation; Environmental Law; and Contract Law. A new attorney was added to handle all matters pertaining to legislation. In addition, NGB-JA supervised the operations of the Contracting Support Office (NGB-JA-C). Four Judge Advocate Detachments of the D.C. National Guard, the 340th, 352nd and 428th, and the Air National Guard Detachment, perform their training with and are supervised by NGB-JA.

Administrative Law

Inquiries were received on urinalysis testing and the limited use policy; discharge elimination, separation of personnel and the sanctuary provisions; Federal recognition and withdrawal of Federal recognition; the AGR and technician programs; reemployment rights; Human Immunodeficiency Virus (HIV)/AIDS policy; overseas duty training (ODT); mobilization provisions in the U.S. Code and the issue of gubernatorial consent. The 1987 DOD Authorization Act changed many statutes affecting the National Guard, particularly in the area of benefits and entitlements such as military medical care, incapacitation pay, and disability processing.

Labor and Federal Personnel Law/Litigation

The Federal Labor Relations Authority has ruled recently that compressed work schedules are subjects over which the State National Guards have a duty to bargain. The FLRA based its decisions on the Flexible and Compressed Work Schedules Act of 1982 which was made permanent in 1986. The FLRA rejected the agencies' argument that the National Guard work schedules are governed by the Technician Act in Section 709(g) and are not covered by the Compressed Work Schedule Act of 1982. The National Guard Bureau and the Department of Defense recommended to the Department of Justice that the matter be appealed to the District of Columbia Circuit Court of Appeal.

Litigation

NGB-JA assists the Litigation Divisions of The Judge Advocate General's Departments of the Army and Air Force in preparing the Department of Justice to defend military entities and individuals. It also assists State Judge Advocates in preparing State Attorneys General to defend National Guard defendants in State Courts on non-Federal cases. The bulk of cases filed were by current or former Guard members and in particular AGR members. Failure to provide follow-on tours, termination for cause, such as failure to meet weight control standards, and failure to reenlist, have generated suits.

Environmental Law

NGB-JA assisted in administrative processing of environmental actions by state and Federal environmental protection agencies. Third party sites are locations on private land where hazardous substances are located and where the allegation exists that National Guard activities contribute to the pollution at the site, normally through intermediate waste disposal contractors. There are currently less than ten such sites under investigation. Both Army and Air Guard Directorates have action programs to address these sites. Questions continue to come up regarding compliance with state, county, and municipal fees and environmental standards.

Contract Law

In FY 87, the Chief, NGB-JA, was the Principal Assistant Responsible for Contracting (PARC) to the CNGB. For FY 88, the Legal and Contracting functions have been reorganized, with the establishment of a separate Contracting Policy Office (NGB-CP), headed by a newly-appointed Acting PARC. In FY 87, the NGB-JA Contract Law Team reviewed contracts drafted by the USPFOs for legal sufficiency; prepared opinions and rendered advice on legal problems relating to negotiations, administration, and formally advertised contracts; requested advisory opinions from the Comptroller General on contract and fiscal law questions; prepared legal memoranda on contract protests before the General Accounting Office and prepared litigation reports for the DA Contract Appeals Division on matters appealed to the Armed Services Board of Contract Appeals.

Legislation

Legislative initiatives enacted during FY 1987 include authority to retain in the active Reserves until age 60 certain Reserve officers employed as military technicians, an increase from 100,000 to 200,000 in the President's call-up authority in non-war and emergency situations, and authority for tuition assistance for selected Reserve officers. Congress also enacted laws restricting the reasons for which state governors may object to overseas training of Guard members, making permanent the Montgomery G.I. Bill, and providing competitive status for involuntarily separated military technicians.

Contracting Support Office

The primary purpose of this office is to provide staff supervision and technical advice to the USPFOs and their staffs. The office assisted in the development of contracting policies, procedures and directives. In FY 87, approximately 700 Federal contract actions were reviewed by both contract attorneys and procurement analysts. The Procurement Training Program established in 1977 was continued in FY 87. Courses were offered exclusively to National Guard contracting personnel in Basic Contracting, Cost & Price Analysis, and Contract Negotiation.

NGB Contracting Information Letters were used to disseminate NGB contracting policy, and All States Letters highlighted new developments such as GAO decisions and fiscal law developments. NGB-JA also continued a viable working relationship with the Air Force and its Major Commands' contracting staffs.

In FY 87, the National guard expended \$487 million in Federal contract actions. Increased emphasis on competition in contracting resulted in 95% of the National Guard's contracting dollars being spent on competitive procurements for FY 87, exceeding the goal of 91%.

NGB-JA emphasis on small business contracting resulted in \$391 million being set aside for small business firms. The National Guard Small and Disadvantaged Utilization (SADBU) program accounted for a total of \$26.2 million in awards with \$17 million coming from 8(a) set-asides and \$9.2 million made by direct awards.

In addition to assisting all 54 jurisdictions, the Contracting Support Office annually negotiates and administers the multi-million dollar NGB Advertising Services Contract.

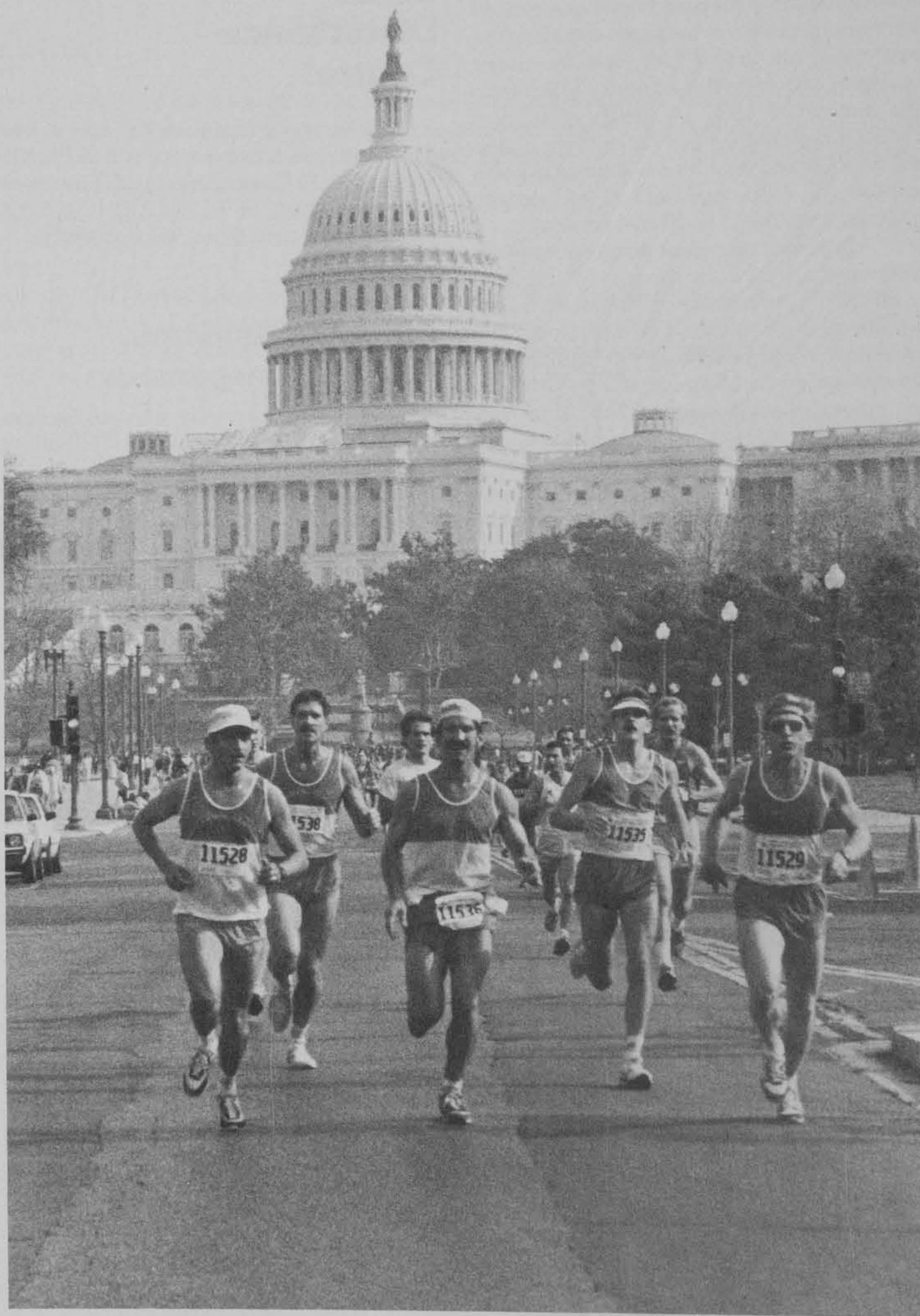
In support of the National Guard Information Management Agency, the Contracting Support Office prepared task orders totalling \$3 million for ADP support services, and placed orders totalling \$18.5 million for APD equipment for the 54 jurisdictions and NGB.

Military Support

Fiscal Year 1987 was another active year for the National Guard as they continue to respond to emergencies throughout the states and territories, assisting their communities in the protection of life and property, and in the preservation of peace, order, and public safety. This year Guard personnel responded to 428 call ups in 50 states and territories which required the training and expertise of National Guard forces to assist civil authorities during all types of emergencies.

Weather extremes were again the cause of major call ups. They ranged from snow storms and significant cold spells in the northern and many of the southern States,

during the first six months of FY 87, to tornados in the central and southern states during the same period.



Considerable flooding activity was also noted throughout the year. Hurricanes created additional problems in the south and along the east coast, and forest fires were the major causes of call ups in the western states during the summer of 1987. A variety of support requests required the assistance of the citizen soldiers ranging from aerial evacuation of a critically ill neo-natal infant, to security assistance for the U.S. Secret Service.

Support to drug enforcement agencies continued to increase in the area of marijuana eradication/interdiction. National Guard assistance in this area can be attributed to the destruction/confiscation of 955,525 plants of marijuana, and 5,383 pounds of cocaine with an estimated street value of \$553.9 million. Increased requests for National Guard Personnel, specialized in a variety of missions and responsive to the needs of the community, continue to reflect a better public acceptance of the National Guard.

Civil Disturbance Control

Four civil disturbance call ups in two states and one territory occurred in FY 87, involving 2217 Guard personnel. These operations consisted of a civil rights march/demonstration and three prison disorders.

Natural Disasters, Other Emergencies

Natural disasters and other emergencies continue to dominate requests for National Guard support. Natural disasters accounted for 130 call ups; 46 floods, 38 forest/range fires, 46 snow/ice storms. The remaining 298 operations involved 67 medical evacuations, 78

search and rescue missions, 35 water hauls to areas experiencing drought, contamination or water systems under repair, 12 power outages requiring emergency electrical power, four chemical spills/fires, and 102 support missions involving various emergencies. The total of 428 call ups involved 54 states and territories, 33,998 personnel, and required 141,287 mandays.

Support to Drug Enforcement Operations

The increased emphasis on support to drug enforcement operations resulted in an increase in the number of missions conducted. Twenty five states and territories participated in 365 support missions resulting in 553.9 million dollars worth of illegal drugs being eradicated or confiscated.



Administrative Services

Administrative Systems Training

During FY 87, NGB-DA conducted five training courses at the National Guard Professional Education Center, Camp Robinson, North Little Rock, Arkansas. Two classes were conducted to train publication supply clerks; one course was designed as a train-the-trainer course to teach the Military Army Recordkeeping System; one class was presented to train Administrative Support Services Supervisors; and the last was a followup conference in administrative systems.

Publications

In FY 87, NGB issued 25 ARNG publications, 56 ANG publications, 8 technician publications, 2 joint publications, and 28 changes to publications. The Army National Guard was tasked by the Vice Chief of Staff, Army to reduce printing by 15 percent by end of FY 87. Therefore, 7 ARNG publications were rescinded; 5 publications are in the process of being consolidated into Update in the 10-series; the weekly information bulletin was reduced by 457 copies per week; and all states letters were reduced by 276 letters for FY 87.

Freedom of Information Act

During FY 87, both ARNG and ANG Freedom of Information Act (FOIA) requests increased. NGB-DAI received 206 requests from 1 Oct 86 to 1 Oct 87. With the increased FOIA requests, guidance about policies, procedures, and training also increased.

Files Management

The Modern Army Recordkeeping System (MARKS) is now required to be in place not later than 1 Jan 89. It is replacing the Army Functional File System (TAFFS). MARKS training classes will continue to be given through 1988.

Micrographics

In January 1987, the USPFO of North Carolina procured and installed a Computer Assisted Retrieval (CAR) Microfilm system. At this writing, NGB is awaiting \$7.1 million of Office of the Secretary of Defense, Productivity Improvement Fund (OSD, PIF) to finance a similar system for all USPFOs. Optical Disk technology is still being tested by Department of the Army, and archivability of Optical Disk has not been determined.



Technician Personnel

Technician Data Management

Conversion to the IBM 4361 mainframe from the OMEGA was completed in January 1987. Turn around time as well as processing time is faster and more accurate on the new mainframe.

Three contractors from Stevens Engineering Company, Inc. were assigned to write programs for the technician personnel data system and other auxiliary programs. Formal training was coordinated in processing and documenting personnel actions, as required by the Office of Personnel Management (OPM) at PEC in June 1987.

Data capture has begun for approximately twelve (12) new data elements required by OPM to submit to the Central Personnel Data File (CPDF). These data elements will affect both the status and dynamics master files.

Analysis is continuing on replacing the current technician personnel data system with the National Guard Personnel Data System—Civilian (NGPDS-C). This system will include technician and AGR personnel records as well as information on the positions they occupy. The two test sites are at Pennsylvania and District of Columbia SPMOs. They are currently getting the necessary hardware (Z-248 computer terminals) and communications lines to begin testing in Spring 1988. A Memorandum of Understanding (MOU) is in coordination between the NGB and the Department of the Air Force.

Classification Management

The most significant new element in the NGB Position Management and Classification Program is the delegation of more classification authority to the states. Support Personnel Management Offices (SPMOs) may now develop and classify their own local position descriptions as replacements for nationwide standard position descriptions when they determine that local position descriptions would be more appropriate. This authority is contingent upon meeting established training programs and is monitored by the serving NGB Classification Activity.

The Position Management and Classification Education Program achieved all of its FY 87 annual year goals and objectives. Some notable examples include. (1) the NGB Basic Position Classification and Position Management Seminar, which was attended by 51 Technicians; (2) the Advanced Position Classification and Position Management Seminar attended by 25 Technicians; and (3) the Position Management and Classification Proficiency Course attended by 15 Technicians.

Major position classification reviews during the past year involved both the Army and the Air National Guard. On the Army side they included facility management offices, aviation classification activity depots, occupational health positions, training sites, director of information management positions and the Logistics Division, USPFO. On the Air side we reviewed aerospace ground equipment positions, air operations MAC/TAC, F-15 avionics positions, medical function, logistics plans - ANG flying bases, joint communications support squadrons and structural repair shops.

FY 87 brought about the Performance Management System (PMS) which covers all technicians under the Federal Wage and General Schedule pay systems. The PMS allows for recognition of performance above the fully successful level through the granting of performance awards. Heretofore, performance awards were only authorized GM technicians covered under the Performance Management Recognition System (PMRS).

Labor Relations

FY 1987 brought several major decisions by the courts and the FLRA. Unions attempted to bargain the MEP which the FLRA found not to be a matter of collective bargaining. Several decisions involving management rights were found to be negotiable since they did not conflict with management's rights to an excessive degree. Courts and FLRA decisions granted labor organizations the right to initiate collective bargaining during the term of a contract on matters not covered by the agreement or discussed in negotiations.

NGB has increased its efforts in providing assistance and guidance to Adjutants General and their negotiating teams in the negotiation of Labor-Management agreements. This assistance is provided in many forms beginning with pre-negotiations, information updates on pertinent decisions, and advice concerning contract administration after contract approval. In addition, NGB advises and assists the states on third-party issues such as representation questions, charges and complaints, negotiability issues, and arbitration hearings.

NGB-TM developed and conducted a Labor Relations Administration course, an all-encompassing Labor Relations training program for State Labor Relations personnel. A Labor Relations Workshop was conducted at PEC. Orientation of new Labor Relations Personnel occurred twice during FY 87. To further assist the States, NGB-TN produced an audio-visual film which will enable the States to train their personnel in third-party administrative hearing work and procedures.

Personnel Management Evaluation

Personnel Management Evaluations were stepped up in FY 87, resulting in the evaluation of 20 States. On-site teams used were larger than in previous years. These changes enabled reviews during the second half of FY 87 to focus on personnel management at separate organizations such as air bases, maintenance shops, and property and fiscal offices. Separate activity reviews are designed to improve the efficiencies and economics of personnel management by focusing on the decisions made by line managers.

A successful evaluation training program was completed at State level in FY 87. Five States hosted regional PME training courses and trained 134 individuals. State interest caused three additional courses to be scheduled in FY 88.

Federal Employees Retirement System (FERS)

A decision was made in 1983 that all employees entering the Federal government for the first time on or after 1 January 1984 would be entered into an interim retirement system versus the existing Civil Service Retirement System (CSRS).

In June 1986, Public Law 99-335, The Federal Employees Retirement System Act of 1986 was passed and provided a system for those employees who had been carried by the interim system. The Law also made provisions for those personnel covered by CSRS to voluntarily convert to FERS. During early FY 87, training was conducted to provide information to those personnel who would be mandatorily placed under FERS on 1 January 1987 in lieu of the interim system. Subsequently, extensive training has been provided to those covered by CSRS to equip them to make a well informed decision on whether to convert to FERS. Their decision to convert must be made by 31 December 1987. As of the closeout of this report, approximately 250 technicians have converted.

Health and Life Insurance

Until recently, technicians lost life insurance protection immediately upon entry upon an active duty tour of 30 days or more. Passage of a law now permits coverage of up to a year. Technicians now lose health insurance protection 30 days after entry on an active duty tour of 30 or more days. We have long sought to have the Office of Personnel Management (OPM) Regulations changed to provide extended coverage. An advisory was recently received from OPM that they expect to publish a change by 31 December 1987 which provides the right for federal employees to continue health insurance protection for up to a year while serving on an active duty tour.

Human Resources

The Office of Human Resources manages the nationwide military and technician human resources (HR) programs for the National Guard. This includes the challenging "people programs" of equal opportunity (EO), equal employment opportunity, civil rights, social actions, military drug and alcohol abuse prevention, and other programs. The readiness and retention of our human resources are key factors in the National Guard resource equation. The programs managed by NGB-HR help to insure the viability and effectiveness of our human resources to meet the National Guard mission.

During FY87, several significant influences served to increase the drive behind the National Guard's human resources efforts. The Chief, NGB has placed strong personal emphasis on initiatives to increase minority representation and visibility in the National Guard. The result has been the establishment of an Equal Opportunity Strategic Planning Group made up of key NGB staff representatives.

The Group's mission is to identify specific problems or challenges which serve as barriers to minorities and women in the Guard and develop initiatives to overcome them. At the Department of Defense level, the strength of the Defense Equal Opportunity Council, operating at the Assistant Secretariat level, has focused attention on HR issues through a series of Specific EO objectives, with a plan of action and milestones.

Additionally the Secretary of Defense established a new DOD Task Force on Women to look into the prevalence of sexual harassment in the military departments and to oversee policy developments pertaining to women. Concurrently, the Defense Advisory Committee on Women In The Service (DACOWITS), the civilian volunteer organization appointed by the Secretary of Defense to advise on women's policy issues, has extended its interest to the Reserve Components and specifically to the realm of women in the National Guard. The resulting visits to National Guard organizations around the country have served to increase attention on women's issues in the Guard.

Equal Opportunity

While the strength of minorities in the National Guard has continued to increase numerically in recent years, the percentage of minorities has actually remained constant, or decreased in some cases, due to the continued overall growth in National Guard force totals. Over the

long term, the affirmative action goal for the Army and Air Guard of each state is to reflect the racial and ethnic parity of the civilian population at both officer and enlisted ranks and for women to be fully utilized in all positions that are not excluded by departmental policy or law. At the end of the fiscal year minorities represented 25.0% of the ARNG and 13.8% of the ANG, while women made up 5.6% and 12.0% respectively.

Equal Opportunity Training

The Defense Equal Opportunity Management Institute (DEOMI) continues as the Equal Opportunity "Center of Excellence" for the Department of Defense and provides training for military EO personnel all of the services. National Guard personnel are able to attend through the year long Resident/Nonresident course. During FY 87, 43 ARNG and 33 ANG personnel graduated from the course, an increase of over 38% over the previous fiscal year. NGB also participated in the development of a long term research and assessment program currently underway at DEOMI.

The Office of Human Resources has continued its leadership role in the training and prevention of sexual harassment. To date, over 300 course managers have been trained and are active in local programs. States now have a core of trained course managers who, in turn, train additional instructors and oversee the conduct of the training throughout the state. The states have reported that over 60,000 personnel have been trained.

Discrimination Complaints Management

The timely acceptance, investigation, and redress of complaints of discrimination is an essential ingredient of the human resources mission.

NGB-HR manages the discrimination complaint systems for both military and technician personnel in the Guard. During FY 87, NGB-HR received 36 formal new complaints filed by National Guard technicians. During the same period the states reported 362 informal complaints counselled at the local level which were either resolved, referred, or otherwise closed out informally. During FY 87, NGB-HR received 30 military discrimination complaints for final review action. For both technician and military complaints, these figures indicate a substantial increase over last year's complaint activity at the NGB level. In response, the Office of Human Resources has streamlined the complaint review process at NGB level and reorganized internally to help meet the increased demand.

Public Relations

In FY 87, NGB participated with OSD in planning and conducting special observances for various minority, women's, and handicapped programs. In addition, NGB has continued its participation in a number of national minority and women's organization conventions, including general officer participation and the displaying and staffing of exhibition booths. The result has been the development of a closer working relationship between those organizations and the National Guard, as NGB strives to build credibility and confidence in the Guard as a true model of Equal Opportunity.

Alcohol and Drug Abuse Prevention

The abuse of alcohol and drugs is a threat to the National Guard mission and has no place in the National Guard community. This message is being clearly conveyed through the Army and Air Guard alcohol and drug abuse prevention and control programs. Education and training, coupled with urinalysis testing, are serving as a strong deterrent against the use of illegal drugs and the abuse of alcohol by National Guard members. The Air Guard randomly tests up to 2% of its force at unit training assemblies. During FY 87, nearly 16,000 Air Guard personnel underwent random urinalysis testing for illegal drugs. In the Army Guard, personnel assigned to Aviation, Military Police, and to positions covered by the Personnel Reliability Program must undergo mandatory testing annually. In addition, any member of the Army Guard may be subject to testing at anytime.





ARMY NATIONAL GUARD



Army National Guard

The Army National Guard ended FY 87 with a record assigned strength of 451,858.

Readiness was never higher, as symbolized by the continued expansion of the Overseas Deployment Training (ODT) program. During FY 87, more than 30,000 members of the Army National Guard, representing 160 units and 1001 cells, deployed overseas for realistic and demanding training. Many of these soldiers trained in Central America, where the Guard's vital mission continues.



Personnel

Strength

The ARNG ended FY 87 with another record assigned strength of 451,858, or 98.2% of authorized. Strength remained above 444,000 throughout the fiscal year. Officer strength was 45,371 or 95.8% of authorized, while the enlisted strength of 406,487 was 98.5%. A net gain of 4,986 was realized over FY 86.

Strength data as reported through SIDPERS-ARNG has been accurate for FY 87. However, the quality of data reflecting the monthly update transactions continues to need improvement.

Minority Strength

At the end of fiscal year 87, minority strength was 112,679, or 25% of assigned strength. 2,396 Black officers made up 5.3% of officer strength, while 73,707 Black enlisted personnel comprised 18.1% of enlisted strength.

Female strength continued to be effected primarily by the number of officer and enlisted positions being closed due to the combat structure of the Army National Guard. At the end of FY 87, the 2,697 female officers and 22,622 enlisted personnel were 5.6% of ARNG assigned strength.



Officer Personnel

The ARNG FY 87 officer strength of 45,371 represented a net gain of 1805 from the FY 86 end strength figures and 818 officers over the budgeted end strength.

Much of the FY 87 growth was the result of a stronger program to access ROTC lieutenants into the ARNG. The selection board during FY 87 referred 1721 LTs into the ARNG. This figure represents 50% of all ROTC lieutenants in school year 87-88 that were selected for Reserve Forces Duty (RFD) and was a major increase over FY 86 when only 29% of the RFD lieutenants were identified for the National Guard.

FY 87 Accession Sources (percentages)

ROTC	44
OCS (FED)	5
OCS (STATE)	41
Direct Appoint	9
Other	1

The attrition rate for officers remained low at 9.4% which reflected a downward trend in losses from previous years.

Enlisted Personnel

FY 87 enlisted personnel gains of 85,590, 105.7% of the programmed objective, were approximately 3,000 more than FY 86. Of the total gains for the year, 51% were NonPrior Service (NPS) and 49% Prior Service (PS), a continued reversal in the recruiting mix but following the outline of the enlisted accession plan.



ENLISTED PERSONNEL PROCUREMENT

Nonprior Service (REP-63)	43,753
Prior Service	41,837
Total Enlisted Gains	85,590
Total Enlisted Losses	77,951
Enlisted Extensions	63,866



With the attainment of the **FY 87 record strength**, overall quality enlistments were slightly below FY 86. The Congressional ceiling of 20% enlistments of Category IV personnel continued in effect while the ARNG ceiling remained at 10%. During the fiscal year, Category IV enlistments began a steady rise from the FY 86 level of 10.6% to 13.8. An upgrade in enlistment criteria was effected during the Third Quarter which curtailed the number of Category IV personnel. This action resulted in the downward trend for this category ending the fiscal year at 10.5%. The ASVAB entry score for Category III-B enlistments was raised, limiting personnel in this classification. Percentage data for Test Category I to III-A was 49.2 and Category III-B was 40.3. High School Diploma Graduates were 89.5% of the NPS accessions.

Enlisted losses of 77,951 were slightly over the programmed objective at 103.2%. ETS losses were 21,236, or 96%, while non-ETS losses were 56,715, or 106.3% of program. The loss ratio was 27% ETS to 72% non-ETS, reflecting the programmed growth in completion of obligations. By targeting and monitoring the five highest categories of non-ETS losses in which the soldier failed to meet the statutory or contractual obligation, an increase in readiness could be achieved, thus reducing personnel turbulence while maintaining a trained force.

Recruiting and Retention

Individual states began a program of "Attrition Management" during FY 87. In about one-third of the total 54 states and territories, these Adjutants General, senior staff, recruiting and retention managers, and chains-of-command made inroads in taking control of the attrition environment, primarily through the use of four resources which included the following:

- Individual state attrition goals issued by NGB for internal formulation of subsequent objectives to subordinate units, to emphasize chain-of-command responsibility.
- Proper and effective utilization of the full time retention force to evaluate the attrition environment, advise commanders and senior NCOs of options and solutions to problems, and train unit-level chains-of-command in the application of leadership principles.
- Sponsorship programs which are implemented and continue to function at unit level, to orient and bond each new enlistee to his/her unit of assignment.

- An Attrition Control Number Program, which ensures that each soldier being separated has been properly counselled and is being separated for a reason which accurately describes the particular circumstances.

Warrior I is a team producing innovative solutions to National Guard strength problems. To date **three seminars** to enhance leadership in the Army National Guard have been developed.

- **Warrior 2000 A.D.**—a four-hour motivational seminar which produces Officer Candidate School volunteers. The seminar links brief lectures with fast-paced exercises and films.

- **Creating the Future**—a three-hour seminar to enhance self esteem and improve written and oral communications techniques. This seminar is offered to colleges and high schools to gain enlistees with higher education levels.

- **Warrior Leadership**—an eight-hour seminar which brings together all battalion leaders, from NCOs to commander. The seminar focuses on a single outcome, success for the battalion, by reemphasizing the basics of soldiering and teamwork.

In order to increase the availability of these seminars **"Warrior University"** was instituted to train teams to conduct these seminars at the state level. The WARRIOR I team will be assisting in a number of projects in the near future, among them a project to expand the number of Warrant Offices in the ARNG.



Organization and Training

Training Support and Management

The Training Support and Management Branch identifies ARNG requirements for training devices and simulations; manages range and training area development and modernization; ammunition requirements, authorizations and expenditures; and all ARNG training sites and various training funds. It is also the point of contact for ARNG training issues and policy.

ARNG units received a total of nine (9) Mobile Conduct of Fire Trainers (M-COFT) by the end of FY 87. The ARNG is scheduled to receive a total of 75 M-COFTS by FY 96. HQDA has authorized the use of 100% federal funding for the construction, operations and maintenance of M-COFT sites.

The ARNG Range Modernization Program is the key factor in providing units modern and adequate training support facilities. The Master Range Plan encompasses each state's "Five Year Range Development Plan," incorporating all aspects of range and support facility requirements, and serves as the tool for programming, resourcing, prioritizing, and standardizing ARNG range modernization projects in order to conform to the DA Range Master Plan.

The ARNG is the proponent for thirteen Regional Training Site—Maintenance (RMTS) for non-divisional maintenance units. Camp Shelby, MS, Ft Bragg, NC, Camp Dodge, LA and Ft Dix, NJ are operational and conducting limited sustainment training until the construction of facilities is completed in FY 88. A Field Medical Training Site (FMTS) has been constructed in Panama to store and maintain equipment for medical units deploying to the SOUTHCOM area of operations. The ARNG is also proponent for two Regional Training Sites—Medical proposed for Camp Shelby, MS (FY 89) and Ft Indiantown Gap, PA (FY 90).

NGB sponsorship of and participation in the Winston P. Wilson Rifle, Pistol and Machine-gun Championships, the NGB Biathlon championship and the Interallied Confederation of Reserve Officers (CIOR) competitions stress military skills and promotes physical fitness. Three ARNG officers were selected as part of the U.S. CIOR team that competed in Athens, Greece. To spur additional interest in physical fitness, the third National Guard Marathon was held in Lincoln, Nebraska, in conjunction with the Lincoln Marathon. Almost 500 runners from 54 states and territories participated.

The 1987 DoD Authorization Act, Public Law 99-661, Section 604 made major changes to RC soldier health care, incapacitation pay, disability and death benefits. One of the training effects of the law is to allow physical fitness training and cardiovascular screening on either an FTTD or IDT status.

The total ARNG training ammunition authorization for FY 87 was \$148 million. FY 87 Training Ammunition Authorizations adequately supported training requirements except for the following munitions:

- 105mm illum (FA)—only 50% of requirements to meet STRAC standards.
- 155mm illum (FA)—only 50% of requirements to meet STRAC standards.
- 107mm WP—world wide suspension.
- 90mm heat for recoilless rifle—only 18% of requirements to meet STRAC standards and individual qualification.
- 2.75 inch HE rockets—only 69% of requirements to meet STRAC standards and individual qualification; late authorizations impacted on proper utilization of this critical item.

The above items are shortages for the Active Army as well.

Military Education

Military education for the Army National Guard soldier in FY 87 showed increased participation in all areas of initial skills, refresher and proficiency, and career development training.

A total of 42,585 Army National Guard NCOs received training in AC or RCNCOES schools. The Reserve Component Noncommissioned Officers Education System trained 21,790 in the State Military Academies, 12,849 in Army National Guard Regional Schools and 7,946 in Active Army NCOES Schools.

Training

The Overseas Deployment Training (ODT) program continues to expand, both in numbers and in scope. Each year between five and ten percent of the Army National Guard trains overseas. In FY 87 31,059 ARNG soldiers, representing 160 units and 1001 cells, were involved in the program.

Logistical training is an added benefit in supporting OCONUS exercises. Providing organic and support transportation, maintenance, service support, and medical capabilities in a foreign and sometimes harsh environment becomes a major exercise in itself.

Central American Deployments

From 20 to 25% of overseas deployments are to Latin America. Since 1983, ARNG participation in Southern Command exercises has steadily increased, to include combat arms, engineer, logistical, medical and transportation units.

NGB is working with SOUTHCOM to develop long-range training opportunities. "Blazing Trails" is an annual series of JCS-approved, SOUTHCOM-sponsored engineer road-building exercises which began in 1984. This project now includes Panama, Honduras and Ecuador.

This was the first year that Ecuador was included. At the request of President Febres-Cordero, the National Guard relocated from the coast to the earthquake-stricken Napo Province of northeastern Ecuador. There, Guard engineers constructed roads and bridges to gain access to areas devastated by the earthquake.

In February 1987, 30 North Dakota ARNG construction engineer personnel deployed to Panama for approximately four weeks to upgrade the public affairs facility. Georgia ARNG personnel served at Ft Kobbe, Panama from August 1986 through February 1987 to build the Field Medical Training Site. Arkansas medical personnel completed their first training cycle there on 21 March 1987.

During FY 87, approximately 1000 ARNG soldiers from Illinois and Puerto Rico provided logistical support to a US Army Reserve task force which continued the Honduras road construction begun by ARNG units in 1986.

KPUP Training

The ARNG Key Personnel Upgrade Program (KPUP) made significant contributions to the mission readiness of ARNG soldiers. In FY87, 2700 personnel participated in overseas missions and 7600 in CONUS missions, with 2900 of these at the National Training Center, Ft. Irwin, CA.

KPUP supported 14 major exercises and deployed personnel to 13 countries.

Unit Exchanges

The Minnesota Army National Guard hosted the 14th annual exchange between Minnesota and Norway from 16 February to 7 March. In addition, ARNG members from Iowa, Illinois, California, Missouri and South Carolina also participated in this training, conducted in Torpo, Norway and Camp Ripley, Minnesota. Approximately 100 soldiers from each country participated.

The Vermont ARNG hosted the first small unit exchange between Vermont and Italy from 5 to 23 March. Fifty-one Italian Alpini (Alpine) soldiers trained with the 3d Battalion, 172nd Infantry (Mtn) at the annual training location in Valcartier, Quebec, Canada. The ARNG OCONUS part of the exchange is being done in two phases. The first was conducted from 11 to 25 July in Italy, with the second scheduled for January 1988. Approximately 25 soldiers will participate in each phase.

About 150 soldiers from Co C, 1st Battalion, 180th Infantry, Oklahoma ARNG participated in a unit exchange with British Territorial Army soldiers from the Royal Wessex Yeomanry from 13 to 27 June. A second exchange with Great Britain involved 120 Indiana Guardsmen from Co C, 2nd Battalion, 293d Infantry, who trained with the 6th Volunteer Battalion, Royal Anglian Regiment during August and September 1987.

Force Development

In FY 87 the ARNG experienced many changes in its force structure. There were numerous conversions to the "Army of Excellence" (AOE) design Table of Organization and Equipment (TOE) and many modernization actions in order to meet total Army requirements.

The Army Vice Chief of Staff has approved the new AOE Infantry Division design. Several significant changes will take place in conversion from current H-Series Infantry Divisions to AOE TOE design. The trend is toward standardization of maneuver unit designs, increased firepower in division artillery organizations, an overall reduction of service support functions in maneuver units, and task organization of combat service support (CSS) assets.

The first PURE-Rep program has been approved for the ARNG. It will be an M1 Tank battalion in Kentucky which will be incrementally organized in early FY 89 and completed in FY 91. This concept proposes a solution to the equipping dilemma by activating units whose major pacing items of equipment, i.e., M1 tanks and M3 Cavalry Fighting Vehicles (CFVs), are replaced by POMCUS Uncovered Residual Equipment (PURE) assets left by deploying AC units upon mobilization.

Conversion of aviation units to Army of Excellence design is in process. Divisional conversion is complete. Corps and Theater AOE organizations will be complete by FY 89. Other documentation actions are required to move all of aviation structure to "L" Series base TOEs.

The 142d Linguist Group is composed of a Group HHC and two battalions, all located in Utah. The POM 93 approval granted an additional 1,900 spaces to support the Army's linguist requirements. A plan is being developed for stationing and design of units.

From FY 87 thru FY 92 planned force structure actions will result in a total of seven Chaparral battalions by converting two M42A1 Duster battalions and by organizing two full battalions and one battalion minus. This action enhances the existing ARNG Air Defense structure which consists of six M42A1 Duster battalions, two Chaparral battalions, one Roland battalion, air defense brigade headquarters, and six aerial target detachments.

Logistics

Equipping of ARNG units was a top priority effort throughout FY 87. Emphasis has been placed on early-deploying, "first to fight" units. The Department of the Army distributed equipment worth \$2.06 billion to the Army National Guard in FY 87. This included such major systems as M60A3 Tank Thermal Sights (TTS), M60A3 Tanks, Bradley Fighting Vehicles (BFV), Hawk Missile Systems, M-198 Howitzers, Battery Computer Systems (BCS), Chaparrals, Heavy Expanded Mobility Tactical Trucks (HEMTT), High Mobility Multi Purpose Wheeled Vehicles (HMMWV) and Improved TOW Vehicles (ITV).

New equipment is also procured with Congressionally dedicated funds. The funding provided in FY 87 will improve Equipment-on-Hand (EOH) readiness of early-deploying ARNG units. Congressionally dedicated funds in the amount of \$146 million were appropriated to procure Improved TOW Vehicle (ITV) kits, M981 Fire Support Team Vehicle (FISTV) kits, UH-60 Blackhawk Helicopters, M923 5-Ton Trucks, Improved High Frequency Radios (IHFR) and training devices.



A major effort was begun in FY 85 to improve Equipment-on-Hand (EOH) readiness ratings as reflected in the Unit Status Report using the Equipment Readiness Analysis (ERA) program. ERA provides commanders and staff with a valuable management tool which readily identifies misaligned equipment within units with respect to readiness and current DA and NGB priorities. Redistribution of equipment identified by the State-level ERA program has fixed 318 previously non-deployable units.

Further development of ERA has resulted in the creation of the Corporate ERA program at the National Guard Bureau (NGB). Readiness personnel and item managers have on-line access to ERA data base to assist state personnel and direct movement of equipment between States. It is estimated that an additional 30 units were fixed in equipment-on-hand with the Corporate ERA program by the end of 1987.

Property Accountability

The reserve components were tasked to conduct a six-month study of OCIE losses caused by unexcused absence of service members. This study was conducted from 15 September 1986 through 15 April 1987. Data was collected in three areas: Overall reports of survey completed during this period; OCIE losses due to unexcused absence (AWOL); and OCIE losses due to other than unexcused absence. Results of this study indicated that the total number of reports of survey completed was 6,689. Of these, 4,739 were for losses of OCIE items which represented 70 percent of the total completed. Additional command emphasis is required for the control of OCIE, completion of required inventories and adherence to OCIE storage policy to reduce the number of surveys attributed to OCIE losses and the conservation of our resources. The Army Logistics Division has initiated a test program in the state of Alabama for tighter control of OCIE and reduction of the number of reports of survey for OCIE. Results of this test will be published when available.

Automation

The ARNG has opened two Logistics Support Centers (LSCs) to support the fielding and sustainment of approximately 3,000 tactical Army combat service support computer systems (TACCS), 9,700 unit-level computer systems, a yet-to-be-determined number of logistics application of automated marking and readings symbols-tactical (LOGMARS-T), and the continued fielding of decentralized automated service support systems (DAS3s).

Each LSC is designed to accommodate 120 students per class and contains administrative offices, temporary storage areas, classrooms, instructor work areas, maintainers' workshops, quarters for students, and a dining hall. LSCs will function as the focal point for coordination and monitoring of all actions associated with preparation for and issue of automated data processing equipment. They will also monitor the establishment and conversion of data bases and the post-fielding support of automated logistical system within the ARNG.

The two operational sites are located at Fort Indiantown Gap, PA, and Whitaker Education and Training Center, Pryor, OK. These outstanding facilities are available for use by not only the National Guard, but also the Active Army and the Army Reserve.

To date the ARNG has fielded 452 TACCS devices, 77 DAS3s, 51 "A" model nondivisional systems and 26 "B" model divisional systems. In addition, the non-tactical LOGMARS system (LOGMARS-NT) is now operational in 15 states. LOGMARS-NT is utilized by Army self-service supply centers for warehouse inventory and retail receipts applications. The software program will be released to six additional states shortly.

Materiel Maintenance Programs

The equipment modernization efforts of the past few years and the vital maintenance program funding support provided in FY 87 has resulted in a vastly-improved ARNG capability to meet assigned materiel readiness goals. FY 87 materiel readiness reports reveal an Army National Guard equipment readiness posture that compares favorably with Active Armys standards. Increased command emphasis, and the implementation of initiatives designed to improve maintenance training and operations have greatly enhanced the ARNG's capability to achieve and sustain the overall good condition of ARNG fighting equipment. The FY 87 repair parts funding allocation of \$246.8 million provided a substantial increase of \$37 million above the FY 86 funded level. The most notable improvements were realized in the increased stockage levels of vital combat essential repair parts stocked at unit level to support mobilization and deployment. Efficient management of the ARNG maintenance program ensured that adequate support was provided to fully support ARNG day to day maintenance operations. Other noteworthy maintenance program enhancements realized in FY 87 include improvements to the ARNG automated maintenance management programs. The ARNG rust proofing program was completed in FY 87, resulting in an extension of the service life cycle of over 25,000 tactical vehicles. The NGB revitalized the ARNG Biomedical Equipment Maintenance support program and vastly improved the support and readiness of medical equipment items. The NGB also initiated many successful maintenance training programs designed to improve both maintenance management and operations. These training programs were used to improve the effectiveness of supervisors in the conduct of maintenance programs. A series of fleet management depot overhaul programs designed to enhance the fighting capability of ARNG equipment were fully funded in FY 87. The ARNG Depot Overhaul program funding allocation of \$67.4 million provided a significant increase of \$15.6 million over the FY 86 funded level. These ARNG Depot Maintenance programs include the modernization and major overhaul of aircraft, combat vehicles, trucks, radios and communications equipment. The most significant depot maintenance program improvement was the development of an ARNG Coordinated Logistics Support Program to provide improved direct exchange and vastly improved "maintenance turn around time."

Planning and programming that began in FY 85 to modernize the ARNG Communications Security (COMSEC) program was finalized in FY 87. The NGB implemented and continued in FY 87 significant aviation maintenance programs designed to improve the readiness of ARNG aircraft and to enhance the readiness of aviation units.

The ARNG Depot Maintenance Program was a key contributor to the improved FY 87 ARNG materiel readiness posture. The significant readiness improvements gained in FY 87 can be directly attributed to the substantial increases in the FY 87 ARNG Maintenance Program Budget that provided the resources needed to fully support day to day maintenance operations.



Mobilization Movement Control

NGB has been working with FORSCOM since 1984 to develop the Mobilization Movement Control (MOBCON) program which will assign responsibility for management of all DOD convoys to the ARNG. The program was approved in August 1987 and will be fielded during FY88.

State Movement Control Centers (SMCC) will be added to the STARC G-4 TDAs in CONUS. Requirements for full time Defense Movement Coordinators (DMC) were validated in 39 states. The DMC in each state will manage peacetime convoys for all DOD elements and pre-plan and approve mobilization convoys.

The most significant impact of MOBCON implementation will be that the DMC will, during peacetime, be responsible for training Unit Movement Officers (UMO) and assisting unit commanders with developing and executing plans for unit movements to annual training and exercise sites in CONUS and overseas. Commanders normally cannot spare senior NCOs or junior officers to attend active component movement training in lieu of annual training with the unit. The DMC will provide training tailored to the actual mobilization and deployment requirements of the commander, at a time and place convenient to his training program. This will result in an upgrade of ARNG mobilization plans and an improvement to the Guard's ability to mobilize and deploy in support of wartime missions.

Food Service

Emphasis on visibility of food service has increased significantly due to increased force structure and more training under varied conditions. As a result, the subsistence budget has grown to \$52 million and the ARNG now has more food service personnel than the active component. A total of 14 training sessions, excluding those sponsored at the state level, are scheduled. State Food Management Assistance Teams have been authorized in each state/territory during FY 87 and various policies and procedures are under review to enhance the program.

Mobilization and Readiness

Mobilization

The Army National Guard Mobilization Exercise program for FY 87 was the most ambitious ever undertaken. Over 850 exercises were conducted in support of state mobilization preparedness programs and major Overseas Deployment Training (ODT) exercises. These exercises have shown that ARNG units can successfully perform required mobilization activities within a time frame which has potential for reducing theater arrival dates by several days. These exercises are progressive and increasingly challenge the participants to evaluate their mobilization plans and requirements realistically.

This progressive program continues to demonstrate an increase in exercises while exercise support dollars have levelled off at about \$12 million annually. This is due in part to a 1985 decision to encourage the use of Inactive Duty Training (IDT) periods in place of Full Time Training Duty (FTTD) to conduct mobilization exercises. The overall program profile has not changed significantly. Fifty percent of all exercises are Readiness for Mobilization Exercises (REMOBE), 25% to 30% are Mobilization and Deployment Readiness Exercises (MODRE) in support of ODT, and the remainder are State Area Command Exercises (STARCEX) or activities supporting the mobilization exercise program. The program within each Continental Army area tends to follow this same profile, with the exception of Second Army which has a reversed REMOBE and MODRE ratio. This is attributed in part to a large ODT commitment to Central America within the Second Army states.

The growth in the exercise program has been possible through state efforts to incorporate credible and imaginative mobilization exercise programs into scheduled mission training activities. The need to quantify the positive results achieved is being addressed through the initiation of a Mobilization Capability Study. The study, scheduled for completion in FY 88, will provide a definitive model against which the capability of ARNG units to mobilize can be measured.

To date, the ARNG exercise program has emphasized administrative processing and limited operational functions. This has been successful in raising the level of mobilization awareness and readiness in ARNG units. However several changes in mission assignments and mobilization priorities have dictated that a new look be given the mobilization and deployment capability of certain high-priority units. The ARNG validated an Emergency Mobilization and Deployment Exercise Program (EMDREX) during FY 87 with a battalion exercise. EMDREX is designed to evaluate the ability of early deploying high priority units to rapidly perform home station mobilization functions and movement to mobilization stations or port of embarkation and prepare for deployment. The EMDREX program will be fully implemented in FY 88.

Readiness

The ARNG overall level of readiness continued to improve in FY 87. Sixty-seven percent of all units reported ready during FY 87 which represents a two percent overall improvement from last year. The number of units undergoing enhancement increased 5 percent, with one percent growth within the force structure and force modernization occurring in two armor brigades, four infantry brigades, and two armored cavalry squadrons. Correspondingly, the number of units reporting unready due to equipment shortages decreased by 26 percent.

Equipment-on-hand accounted for this positive trend with the Army Guard's Equipment Readiness Analysis (ERA) program as the primary catalyst. The ERA program, a significant aspect of ARNG policy to manage "Instant Unreadiness", redistributes equipment to improve Army Guard combat capability. With the ERA program, 346 units have been upgraded during the past two years to deployable status. This upward trend is projected to continue as the ERA program is expanded to accommodate nationwide application.



Overall ARNG readiness continues to be managed through the Readiness Action Plan (REAP). Readiness issues are discussed and resolved at various levels of committee meetings which are: State Readiness Committees, ARNG Readiness Council (two State Readiness Officers per Army area), ARNG Force Readiness Committee (NGB Division Chiefs), and the Level II Force Readiness Committee.

To emphasize the importance of readiness management, the Director, Army National Guard convenes quarterly Force Readiness Committee meetings during which the Director and principal staff officers address ARNG readiness issues. In addition, selected major unit commanders are invited to brief the status of their units during these sessions. The Adjutant General of New Hampshire and Commander, 197th Field Artiller Brigade briefed this committee during FY 87. Four major unit commanders, together with their staffs, have been scheduled to brief during FY 88. To assure Unit Status Reporting (USR) accuracy and to assist in standardizing reporting procedures, NGB Pamphlet 520-10, Readiness Action Plan/Unit Status Reporting, was published in January as a blueprint for reporting and managing the readiness of the 1,700-plus reporting ARNG units. The results of these actions have been positive and provide a solid base for continuing to improve the ARNG readiness posture during FY 88.

Manpower

ARNG Full-Time Support

The Army National Guard full-time support program provides a cadre of full-time personnel, in support of the overall Army National Guard mission. The program encompasses Army National Guard Active Guard/Reserve (AGR) soldiers, Army National Guard technicians, active component soldiers who are assigned to the Army National Guard, and Department of the Army civilians who work at the National Guard Bureau.

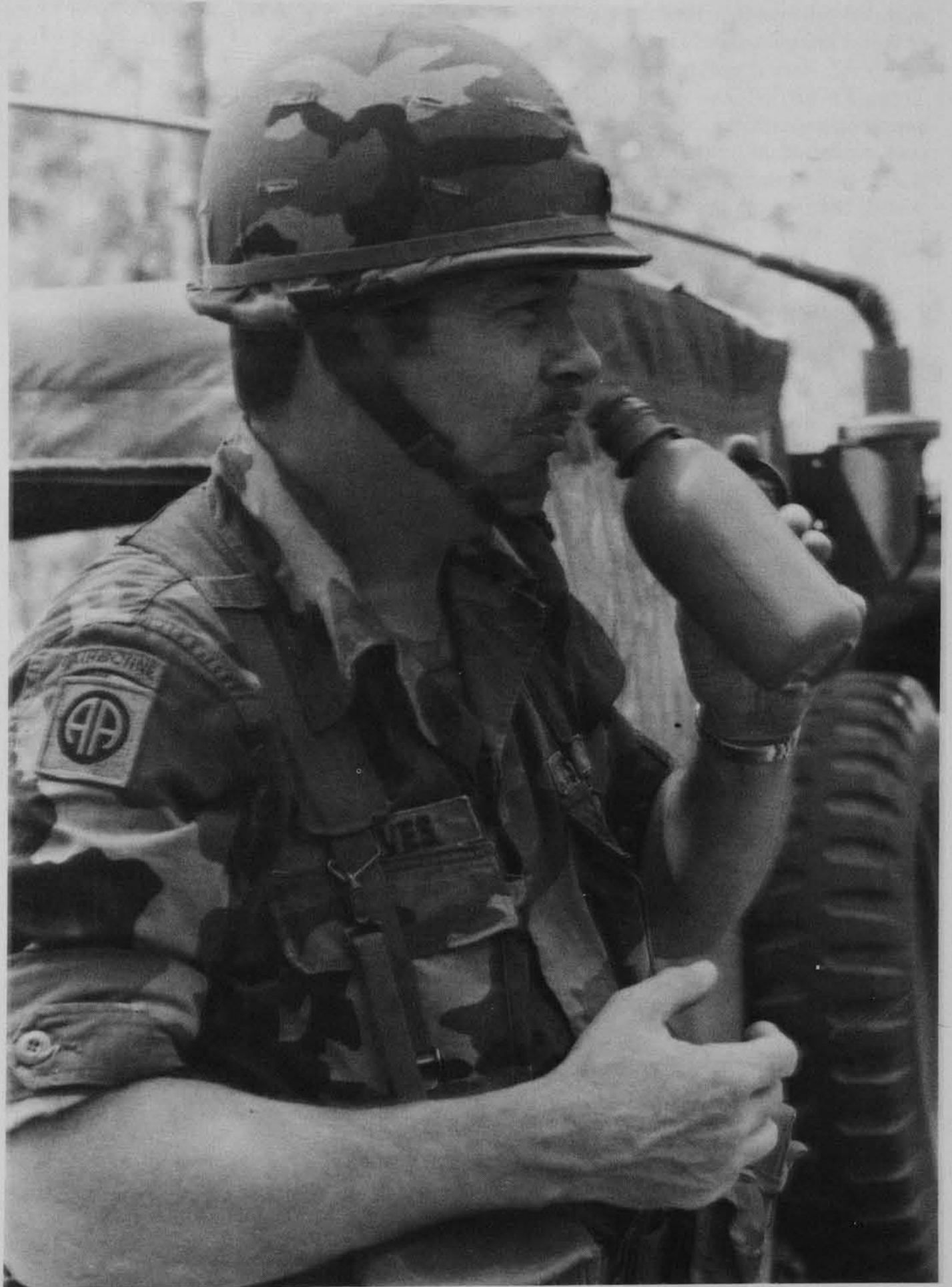
Program growth is the most critical issue facing the program today. Severe limitations on the projected expansion of the AGR force and the National Guard Technician force threaten the overall readiness of the Army National Guard. Additionally, the careers of quality, professional soldiers needed for effective program management are in jeopardy because of grade level restrictions imposed on the AGR program by the Congress.

AGR Program

New force structure, new mission requirements and increasingly demanding training, require AGR growth in deployable, fighting units. The National Guard Bureau forwarded a request for 3,147 new positions to be added to the AGR program in FY88. That number was significantly reduced during the DOD budget process. The number currently being considered by the Congress as part of the President's Budget is 1,329. Actual growth could be less than 600.

Technician Program

Increased quantities of the most modern equipment in the Army's inventory requires technician growth in logistical support facilities. The National Guard Bureau requested that 491 new technician positions be added during FY88. This number cleared the DOD budget process and is currently being considered intact by the Congress.



Installations

NGB assists the States in obtaining real estate required for National Guard activities. These actions include licensing of Federally owned real estate and the leasing or purchase of privately-owned property. FY 87 saw a dramatic increase in both the leasing and acquisition programs. This increase was required to assist the States in providing facilities and temporary armories required to house and support new National Guard units and to meet the required increased level of readiness of all units.

Training Sites

Training sites are designed to provide essential training requirements for support of ARNG units during periods of both annual and weekend training. Generally, the following cantonment-type facilities are authorized support: mess halls and kitchens, latrines, company administrative and supply buildings, battalion and brigade headquarters, dispensaries, enlisted barracks and officers' quarters.

Construction at sites used primarily for weekend training is generally limited to more austere facilities, required for the health and safety of troops as well as the security of Federal property. In addition, many types of range facilities and tactical maneuver areas are provided to enhance combat readiness.

A total of \$78.6 million in FY 87 federal funds was allotted to support the year-round maintenance/operation of ARNG training sites. Federal reimbursement to the active Army for ARNG troops performing annual training at active Army locations amounted to \$5.8 million in FY 86. Training is also conducted at 275 State-operated training sites. During the period of this report, minor construction using OMARNG funds at these sites totaled \$9.9 million.

Support Facilities

Federal funds in the amount of \$53.4 million for FY 87 were allocated to the States under 55 separate service funding agreements to operate, maintain, and repair the non-armory support facilities of the ARNG. Included was \$2.3 million for facility leasing costs.

These funds provided for the costs of utilities, operations, maintenance and repair, labor, and security of the following type facilities: USPFO offices and warehouses, combined support maintenance shops, organizational maintenance shops, aviation support facilities and aviation classification and repair activities depots. These facilities are required for the care and safeguarding of federal missions. Included for FY 87 was the Los Alamitos Armed Forces Reserve Center, which was funded \$5.7 million by NGB. In addition to funding under the service agreements, \$12.8 million in FY 87 OMARNG funds were allocated to support projects for minor construction, alterations, additions, renovations and relocations of nonarmory facilities.

A program to counter the terrorist threat at armories located in high-risk areas was initiated in FY 86 with funding of \$3.5 million. In FY 87, \$10.3 was expended to support this program.

A program to assist the States in reducing their Armory Backlog of Maintenance and Repair (ABMAR) was initiated in FY 86. No Federal funds were authorized by the Congress for this program in FY 87.

Comptroller

New AMSCOS

AMSCOs in the National Guard Bureau appropriations (NGPA and OMNG) are being changed to bring the NGB accounting structure more in line with the Active Army accounting code structure. The change will assist in the reading of various Active Army and NGB reports in the future. Both NGPA and OMNG AMSOCs will consist of eight-position alphanumerics.

Management Audit

The second year of the Army National Guard's Management Audit Program has been completed. Substantial benefits in both monetary and non-monetary forms have resulted from the implementation of audit recommendations.

Model States Program

The Model States Program allows innovative ideas to be tested by one or more Model States. In Fiscal Year 1987, the program entered into the graduate phase, emphasizing expansion of the initial program. Also, the designated test states have been expanded in number, from five to nineteen. Now, all non-model states can forward good ideas to any of the nineteen model states. If the Model State Adjutant General agrees to accept the ideas from a non-model state, then he also must agree to test the idea if approved.

Military Construction

Congress approved 57 requested major construction projects (projects over \$400,000) submitted as part of the FY 87 President's Budget Request. Congress also provided \$27.8 million in support acceleration of 18 projects from execution in FY 87. The enacted Appropriation Bill increased the number of major construction projects to 75 bringing the total appropriated funds to \$140.9 million, which included an \$8.0 million reduction to the specified major construction funds.

Two of the FY87 projects were not awarded. One project had environmental problems and the other was cancelled by the State. Three projects carried over from FY86 were awarded during this fiscal year.

The final FY87 major program consisted of 73 projects awarded in 66 cities in 33 states. Projects provided for 44 armories, nine maintenance facilities, one USPFO office addition, one aviation facility, 14 training site facilities (including ranges), one State Military Academy, one Tank Commanders School, and two acquisitions.

Major projects costing less than \$400,000 totalled 97 from 44 States, with a total cost of \$25,533 million before the \$8,000 million general reduction. The program was reduced to \$17,533 million; this allowed only 77 projects to be awarded, with two not awarded because of bidding problems. Twenty-eight projects were reduced or cancelled to accommodate the \$8,000 million reduction.

Surepay

The SUREPAY system credits drill pay entitlements automatically to a designated bank account. During the year, necessary changes to the automated drill pay system were accomplished to permit the full implementation of SUREPAY in the ARNG effective 1 October 1987. All soldiers who enlist on or after that date are required to utilize SUREPAY. However, in cases where appropriate justifications exist, such as non-availability of banks connected with the federal governments Electronic Fund Transfer system, or a soldier's demonstration of a documented need for remedial training in check book maintenance, each Adjutant General has the authority to exempt ARNG soldiers from participating in SUREPAY. Soldiers who were members before the implementation date are encouraged to utilize SUREPAY because of its many advantages, but are not required to do so. AGR soldiers have been required to utilize SUREPAY if they entered active duty on or after 1 October 1985.

Automating Accounts Payable

During the year, almost all United States Property and Fiscal Offices have implemented the Commercial Accounts Processing System. This new system is one of a family of standard systems to be employed throughout the Army. It enables timely and accurate processing of vendors' claims while ensuring full compliance with the prompt payment act.

Aviation

The Army National Guard flew 367,895 hours in FY87 to support tactical training and joint exercises, and to provide aviation support to units and to states and territories. Included were over 1,200 hours in support of drug interdiction and eradication efforts at both state and federal levels.

Training Sites

The Eastern ARNG Aviation Training Site (EAATS), located at Ft. Indiantown Gap, PA, completed its fourth full year of operation. FY87 highlights included conduct of 21 various aviator skills qualification courses and aviation safety classes. A total of 6,101 flying hours were used in training 506 students, with 14,628 hours logged in the UH-1 flight simulators. In FY88, an AH-1 flight weapons simulator will be ready to support the continuation training of approximately 600 attack helicopter aviators on a regional basis.



With similar facilities to the EAATS, the Western ARNG Aviation Training Site (WAATS), located at Marana, AZ, were dedicated on 25 Oct 86. Training will focus on various AH-1 qualification and aeroscout courses. An AH-1 flight weapons simulator will be ready in May 1988 to support both WATTS courses and the continuation training of approximately 400 attack helicopter aviators on a regional basis. Internal unit development and training of Arizona ARNG aviators was the FY87 objective. External training for ARNG attack helicopter pilots from all states will commence in FY88.

AH-64 Fielding

The first ARNG AH-64 Apache Advanced Attack Helicopter Battalion was fielded in FY87.

North Carolina ARNG took delivery of its first three AH-64s in June and deployed to Ft. Hood, Texas, where unit trainers and cadre completed a 90-day training cycle. ARNG Apache battalions utilize a VCSA-approved Fielding Plan consisting of three parts: cadre training at Ft. Hood, unit fielding/technical training at home station, and battalion tactical training at Ft. Hood. In preparation for fielding of the second ARNG Apache battalion in FY88, South Carolina began sending personnel to AH-64 TRADOC schools.

The ARNG Centralized Scheduling Section (CSS) has been in operation since 20 January 1987. Utilizing a four-phase implementation strategy, the CSS has made tremendous progress in the area of operational support airlift mission request and scheduling, as well as maintaining an Operational Support Airlift data base. Four aircraft were brought under CSS from January to May, 10 aircraft from May to August, and finally all CONUS C-12 aircraft (17) from 1 August 1987.

During FY87, over 13,340 hours were flown while completing 3,811 regional support missions (exclusive of internal training) and transporting 10,641 passengers. The ARNG acquired six additional C-12s as mandated by Congress in FY86. These additional aircraft should be in place by the beginning of FY88. The increase in C-12 aircraft continues to generate additional requests for support. Action to increase force structure to accommodate the support requirements is ongoing.

Aviation Logistics

The ARNG Army Aviation Depot Maintenance Roundout (ADMRU) program provides the U.S. Army Materiel Command with a 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. Premobilization, the AVCRADs provide AVIM and designated Depot Maintenance services to support the more than 2,700 aircraft assigned to the ARNG. Upon mobilization, the ADMRU program provides support to deploying forces, roundout of the CONUS aviation depot system, and a capability to project an aviation depot into a theater of operations.

In addition to the four ARNG AVCRADs, an operational AVCRAD was established in Brussels, Belgium and the Missouri AVCRAD began conducting Overseas Deployment Training at the European AVCRAD in preparation for their mobilization mission and support of USAREUR. All ADMRU units are actively involved in mission training exercises to prepare for their mobilization mission while simultaneously supporting the ARNG aircraft fleet.

The UH-60 Black Hawk will provide the ARNG with tactical transport capability, to include transporting troops and equipment into the combat zone, resupplying the combat zone, and accomplishing the associated multiple functions of aeromedical evacuation and crash rescue.

The final increment of UH-60's for Co E, 135th Aviation, KY ARNG were delivered in FY87, completing the fielding of the 15 UH-60s supporting the 35th Infantry Division. Other FY87 distribution included two UH-60s to the 1st Battalion, 245th Aviation, OK ARNG; six of the authorized 15 aircraft for the 29th Infantry Division (Light), VA ARNG; and three UH-60s for North Carolina's AH-64 attack battalion. Similarly, South Carolina will receive three UH-60s in FY88 for its new AH-64 attack battalion.

A U.S. Army Aviation System Command-sponsored CH-54 logistics study has recommended contractor logistics support for these aircraft. Initial negotiations are underway with Sikorsky as a potential provider of the required supply support and maintenance services.

The ARNG Aircraft Fully Mission Capable (FMC) average for FY87 was 62%. The Department of the Army-established materiel condition standard considers only Fully Mission Capable aircraft, and the revised FMC standard is now 75%. Problem areas for the ARNG include Safety of Flight groundings, materiel shortages for mainrotor hub, tail boom assemblies, rotor blades, and grip materiel shortages, scheduled maintenance, and annual training requirements.

The ARNG AH-1G to AH-1S modification program is 60% complete. The remainder of the 87 AG-1Gs are scheduled to be modified and delivered November 87 through April 88. The modification program and replacement of UH-1M aircraft support the Vice Chief of Staff, Army directive which replaces existing UH-1Ms with AH-1S TOW-capable aircraft.

Information Management

In FY87, NGB-IMA continued to deploy support and expand automation within the Army National Guard. In addition to its commitment in support of hardware and software initiatives, NGB-IMA also emphasized increased communications and training.

The most significant development at NGB-IMA in FY87 was the UNATS project. UNATS (UNISYS Automation System) will place UNISYS 5000 computers at numerous sites throughout the ARNG. These systems, coupled with integrated networks of PCs and INTEL 310 LANs, will replace the Burroughs B1900 processors currently located in the USPFOs. The plans call for large amounts of training, in both user applications and the UNIX operating system. UNIX, now the operating system of choice, offers impressive performance and power. The UNATS project, due for completion in FY89, promises to dramatically improve our readiness posture, cost effectiveness and performance.

IMA is now utilizing a facility at Olney, Maryland on a shared basis with the Federal Emergency Management Agency. This site, used predominately as a computer facility, provides large-scale data processing for ARNG programs that cannot be supported by current assets. This site also offers low-cost voice/data communications between the NGB and the states today and in the future. In addition, the Olney site is an excellent choice for a Continuity of Operations Plan site as well as an ideal operating environment for computer processing, both classified and unclassified. The Burroughs B1985 processor, the look-alike to the state processor found in each USPFO, was moved from Falls Church to the Olney facility.

WELCOME! TEAM SPIRIT '87 PARTICIPANTS
87년 팀스피릿 참가자들 환영합니다



The cost of connectivity among the major ARNG computer systems has substantially increased. The rapid growth in MODEM use, along with the supporting phone lines, is quickly reaching a maximum, both in terms of capability and funding. To reduce costs, NGB-IMA has subscribed to CO-LAN (Central Office-Local Area Network). This service allows the use of normal phone lines for simultaneous voice and high-speed data transmission, allowing users to connect simply and quickly to the desired system. The ultimate configuration will tie in all NGB users (about 650) in the Washington area and provide "gateways" to other local and world wide networks. About 270 host computer ports will be accessible to the NGB users.

NGB-IMA retired the CDC OMEGA 480 processor which was used as the primary computer for main-frame processing at the headquarters level for over ten years. This machine was being supported by five vendors and was no longer capable of the desired performance. Removal of this machine, and migration onto a classified Sperry 1100-72 at the Olney, Maryland, facility is considered a major step forward in service to NGB users.

Surgeon

In FY 87 ARNG medical units and individuals were sent to countries around the world, providing the opportunity for medical training in various environments.

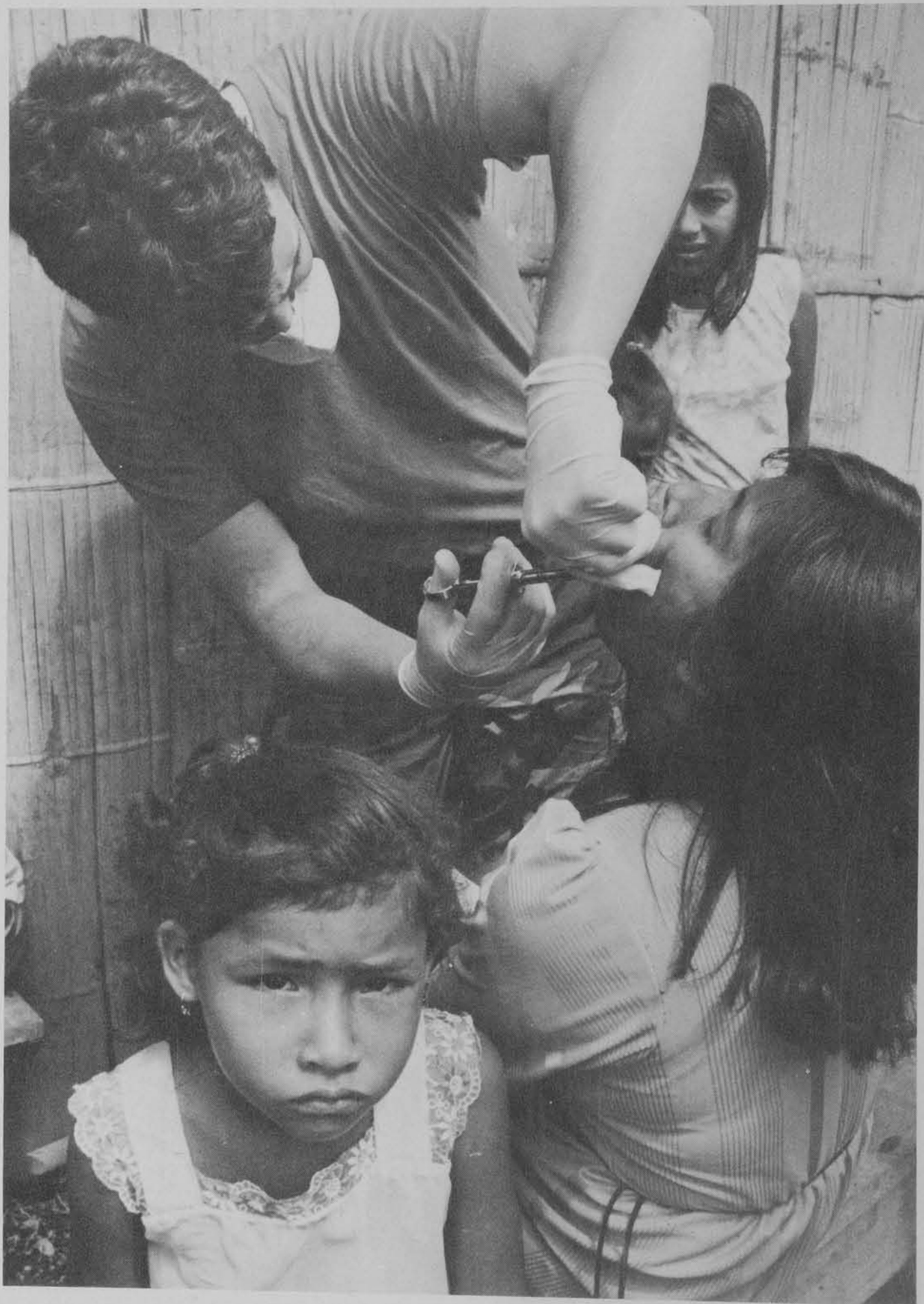
The Central American region continues to provide a tremendous opportunity for training. In FY 87 the ARNG deployed medical units and cells as well as individuals (KPUP) to Panama (Field Medical Training Site), Honduras, and Ecuador (Blazing Trails). As before, these exercises required deployment with organic equipment and supplies. ARNG medical personnel were involved in a program in which they go into the villages and countryside to treat people who may never have seen a physician or a dentist. The ODT deployments have greatly enhanced the mobilization and readiness posture of ARNG medical units.

The Identification Panographic dental x-ray program continues to receive enthusiastic support. As of 30 Sep 87, 74% of ARNG have at least one panographic x-ray on file. The completion date for the dental x-ray program is scheduled for 1 Oct 89.

The HIV screening program completed the first ARNG increment in Jul 87. This first increment screening involved 27 states/territories. The remaining 27 states/territories are scheduled to complete testing by Feb 88. DA has directed bi-annual HIV testing which will require awarding a follow-up national contract. Plans are for Jun 88 as the new start date for the next testing contract.

DA has directed that cardiovascular screening the reserve components will be implemented. Currently, Phase I is being conducted within states for M-Day soldiers in conjunction with the periodic physical exam. All ARNG soldiers age 40 and over must be cardiovascular screened and cleared prior to participating in the required APFT. AGR soldiers receive all phases of CV screening, as applicable at Active Duty medical treatment facilities as do all Active Duty soldiers.

The \$9.9 million FY 87 program to modernize ARNG medical and dental equipment sets concentrated on division-level medical equipment and on Deployment Medical Systems (DEPMEDS) equipment for training. In FY 88, the first three ARNG hospitals will receive DEPMEDS equipment. One of the sets will be placed in the first Regional Training Site-Medical, which is being constructed at Camp Shelby, MS. Another major area of emphasis in FY 87 was sustainment of ARNG medical and dental equipment. Thirteen types of new medical tests, measurement and diagnostic equipment were funded and ninety surface maintenance personnel completed the first ARNG Medical Equipment Inspectors Course.



Air National Guard



Air National Guard

The Air National Guard ended Fiscal Year 1987 with 114,595 members assigned, another record strength. This was the ninth year that the Air Guard exceeded its programmed end strength. High reenlistment and retention effectiveness rates contributed to the totals.

As in the past, Air National Guard units and personnel continued to participate in Overseas Deployment Training. During this fiscal year, Air Guard personnel and equipment deployed to Europe, Central America, the Middle East, East Asia, and Antarctica.



Operations and Plans

The Operations and Plans Division has the broad responsibility for all ANG aircraft current operations, aircrew training, exercises and deployments, aircraft conversions and war plans. Tactical Air Control, Combat Communications deployed operations and Weather Support operations are also included within this division. The Operations and Plans reorganization, completed in June 1987, increased the scope of the division's responsibilities to include ANG Replacement Training Unit (RTU) program management and overall management of all ANG aircraft conversions. The expansion of current programs and the development of new responsibilities has made 1987 the division's most challenging year to date.

Two programs of considerable importance to our Total Force partnership with the Air Force and the Air Force Reserve are ongoing aircraft modernizations and exercise/deployment participation. These programs have expanded in recent years and this trend continued in 1987. ANG units participated in and deployed to exercises and foreign locations at an increased rate over 1986 levels. 1987 continued the current aircraft modernization trend with 6 flying units coming on line in new weapons systems.

Aerospace Defense Forces

The ANG continued its support of CONUS Strategic Defense under First Air Force (1AF), formerly ADTAC, and the North American Air Defense Command. 1AF-gained ANG units account for 12 of 15 strategic defense units and provide over 90% of the CONUS Air Defense commitment. Additionally, the Hawaii Air National Guard maintains a commitment to the Pacific Air Forces (PACAF) for air defense of the Hawaiian Islands by providing fighter aircraft, long range radar and control.

NORAD Alert commitments are currently maintained by 13 ANG fighter/interceptor units through home station alert, with 9 of these units also maintaining geographically separate alert detachments.

The ANG also continued to provide Air Defense F-4 aircrew training through the 114th Tactical Fighter Training Squadron in Klamath Falls, OR. Another notable achievement was the "Best Team" award won by the 119th Fighter Interceptor Group, Fargo, ND during William Tell '86.

During 1988-89, many of the 1AF-gained units will begin conversion into the newly modified F-16 "Air Defense" aircraft. This ANG-unique aircraft will become the mainstay of CONUS air defense.

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 delivery of troops, equipment and supplies to support the services' training activities.

In response to major forest fires in California, ANG C-130s from the 146th Tactical Airlift Wing, California ANG; the 153rd Tactical Airlift Group, Wyoming ANG; the 145 Tactical Airlift Group, North Carolina ANG, and two AFRES C-130s dropped over 3.9 million pounds of fire retardant using the Modular Airborne Fire Fighting System. Using specially configured C-130 aircraft, these crews were able to airdrop 27,000 pounds of fire retardant per aircraft sortie in non-accessible areas.

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 SOUTHCOM personnel and material throughout Central and South America. During a typical month, the C-130s fly 63 missions consisting of 178 sorties, totaling 415 flying hours. European operations involved supplemental bi-weekly airlift on logistical routes throughout Europe. Additionally, ANG units 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. They transport cargo, fuel and rations from Sondrestrom AB, Greenland, to the Greenland Ice Cap Dye Stations.

The 176th Composite Group, Alaska ANG, won the Short Field Landing event at the 1987 worldwide airlift competition, AIRLIFT RODEO. The ANG finished in the top 25% in a field of 34 competitors from active and reserve components representing nine countries.

The 165th Tactical Airlift Group, Georgia ANG, participated in Team Spirit 87. Six aircraft plus aircrews and supporting personnel deployed to Korea for this two-week exercise. Missions included operations from unimproved airfields, intra-theater logistical and tactical airlift, and aeromedical evacuation.

Aerospace Rescue and Recovery

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 1987, they were credited with saving 65 lives. They also performed numerous precautionary search and rescue missions for air defense exercises and other special missions.





Strategic Airlift

The ANG is heavily involved in the strategic airlift arena, currently operating both C-5A (New York ANG) and C-141B (Mississippi ANG) aircraft. The 172nd Military Airlift Group (Jackson, MS) received the last of its eight aircraft in April, 1987 and both units are presently providing world-wide strategic airlift support for the National Guard Bureau and the Military Airlift Command while flying training missions. These units will continue to conduct airland missions in support of national airlift objectives.

Close Air Support

ANG A-10 units' primary mission is to provide close air support (CAS) to Army ground operations. During FY 87, ANG units provided over 40% of Ninth Air Force and Twelfth Air Force requirements for CAS. ANG A-10s, A-7s and OA-37s also participated in Air Warrior, conducted at the National Training Center, and numerous numbered Air Force exercises in direct support of Army training objectives.

Tactical Reconnaissance

The Air National Guard provides 54% of the Air Force's tactical reconnaissance assets. The six ANG reconnaissance units are subject to worldwide tasking and perform a variety of real world missions in support of active Air Force requirements.

The 189th Tactical Reconnaissance Training Squadron, Idaho ANG, provides training for ANG aircrews at both the initial and instructor levels. The Reconnaissance Weapons School, at Boise, Idaho, teaches advanced tactics to ANG and Air Force personnel.

The 152d Tactical Reconnaissance Group, Nevada ANG, won first place overall in the worldwide reconnaissance competition, Reconnaissance Air Meet 86, conducted at Bergstrom AFB, TX.

Refueling Activities

The 13 ANG KC-135 unit's primary mission is to provide strategic air refueling in support of the Strategic Air Command's Single Integrated Operational Plan (SIOP). During FY 87, units provided aircraft and crews to support one continuous line of SIOP alert per unit. The alert crew and aircraft are capable of immediate response to short-term enemy attack warnings.

In FY 87, ANG KC-135 units also supported the European and Pacific tanker task forces. Tanker units deploy four aircraft and as many as 200 support personnel to Moron AB, Spain, Anderson AB, Guam, and Eielson AFB, Alaska for two-week periods.

During FY 87 ANG 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, all ANG tanker units are flying the reengined KC-135E aircraft.

Tactical Fighters

The ANG provides over 25 % of the Air Force's tactical fighter assets, ranging from vintage F-4Cs to the new generation F-15 "Eagles" and F-16 "Fighting Falcons". The ANG provides formal aircrew fighter training at three locations; Tucson, AZ (F-16, A-7); McConnell AFB, KS (F-16, F-4) and Kingsley Field, OR (Air Defense F-4). ANG fighter units train, like their active duty counterparts, to support world-wide contingency tasking.

ANG tactical fighter units regularly participate in OCONUS and CONUS training deployments which improve readiness and provide exposure to theater operational environments. Realistic, high threat exercise scenarios, such as those provided for Red Flag exercises at Nellis AFB, NV, increase mission capabilities and ability to survive for all participating ANG aircrews.



1987 also saw the delivery of the first A-7 LANA aircraft to the 150th TFG, New Mexico ANG. This Low Altitude Night Attack modification for the A-7 aircraft is undergoing qualification, operational testing and evaluation (QOT&E) by the 150th TFG, New Mexico ANG, the 132nd TFW, Iowa ANG and the AATC at Tucson AZ. Three ANG A-7 units are scheduled to receive the aircraft following the completion of QOT&E.

Contingency Logistics and Operations Data Base (CLOD)

With its expanding role in the Total Force the ANG is receiving newer weapons systems, modifying and upgrading older systems and improving training programs. Consequently, ANG resources will receive greater and more extensive wartime taskings. All military war plans taskings are broken down into unit type codes (UTC), and ANG units total thousands of possible UTC taskings.

To accurately reflect the ANG UTCs which are available for tasking and to establish a system for regularly reviewing the currency of each functional area's capability, NGB/XOX (Plans Branch) has contracted to develop a UTC management database, the CLOD. The CLOD will reside on a microcomputer and will be used to assist functional managers in maintaining and updating their UTCs, and to permit electronic interface of data between functional managers, NGB/XOX, gaining MAJCOMs and unit level planners. Most importantly, the CLOD will provide the ANG baseline input to the USA War and Mobilization Plan which identifies the capability and availability of ANG resources for war planning and mobilization purposes.

Exercises and Deployments

ANG fighter, reconnaissance and tactical air support units participate in CONUS and OCONUS exercises. Under the Tactical Air Command's tactical deployments program, these units deploy forces to overseas locations in support of theater exercises. Tactical deployments train units in theater operations at their designated theater training bases in wartime employment roles. Theater exercises, such as Display Determination, Distant Hammer, and Reforger allow ANG units to accomplish training while supporting JCS exercise objectives.

Airlift Costs, which amount to more than 90% of the total deployment cost, range from .7 to 1.3 million dollars for the typical single-unit deployment. NGB has been able to reduce the per unit cost of airlift by 20-25% through the use of multi-unit deployments. Except for certain JCS-sponsored exercises, NGB pays all airlift costs.

ANG assets continue to be sought for all exercises at an increasing rate. However, any program growth will be directly linked to increases in supporting resources and personnel availability.

Tactical Control Units

The 29 Tactical Control units in the Air National Guard are all wartime tasked in the Time Phased Force Deployment Listing (TPFDL). These mission support units have been assigned state-of-the-art tactical radar and communications equipment and are highly qualified in operating and maintaining this equipment. In order to successfully interface with existing national tactical radar assets, as well as tactical assets used by nations we will reinforce in the event of war, it is vital that these units deploy to their wartime beddown theaters.

Airlift Units

ANG airlift units deploy overseas for exercise participation, scheduled rotations, Special Assignment Airlift Missions (SAAM), guardlift missions and USAF airlift augmentation missions. Approximately nine different units participate in Europe each year through JCS exercises and European airlift augmentations. Additionally, two or three units are Pacific theater participants every year. The twenty-one different units also provide airlift for overseas deployment, employment and redeployment of other DOD personnel and materials throughout the year. For six months of every year, ANG C-130s rotate to Howard AFB, Panama to support Southern Command forces.

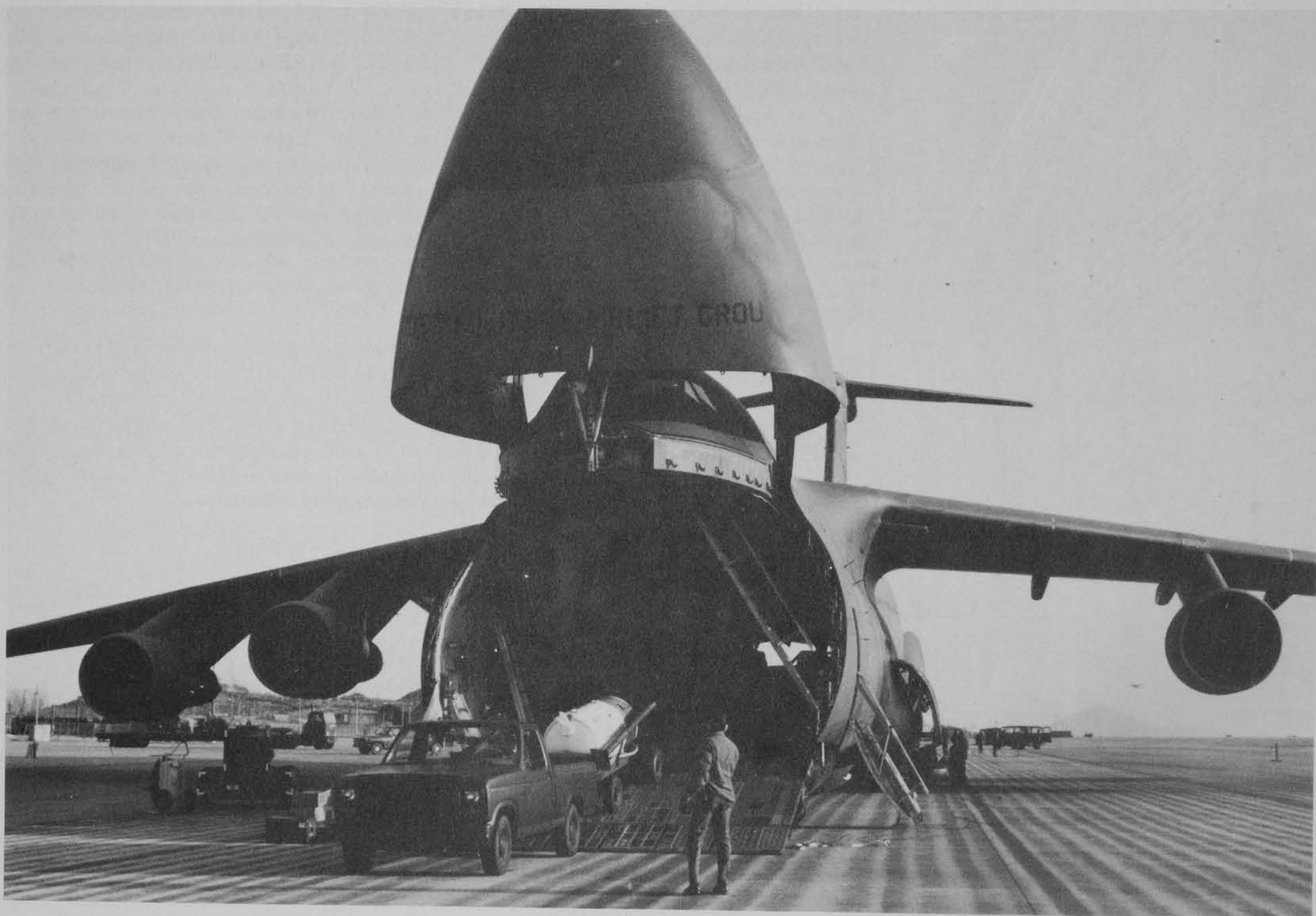
Air Refueling Units

Three units deployed four aircraft each and any as 300 unit personnel to Moron AB, Spain for 15 days annual field training in support of the European Tanker Task Force. Training benefits include European theater operational and tactical familiarization for aircrews, unit support operations training away for home station and mobility preparedness exercises.

Twelve ANG KC-135s provide the air refueling support in September for Coronet Aurora, in which ANG RF-4s deployed to Turkey. The 101st AREFW, Maine ANG, acted as Tanker Task Force Commander for the ANG KC-135s, augmented by USAF KC-135 and KC-10 aircraft. The 190th AREFG, Kansas ANG, deployed four aircraft and 100 personnel to Cairo, Egypt in August in support of Bright Star 87. Additionally eight ANG KC-135Es provide air fueling support for Team Spirit 87 from Wake Island.

Communications Units

In 1987, Air National Guard communications units participated in dozens of exercises and deployments. Most of the ANG Engineering Installation Squadrons, Communications Flight and Combat Communications units participated in at least one exercise or deployment. In all, over 2,000 personnel participated in over 30 activities, operating from locations in all major theaters worldwide.



Fighter/Reconnaissance Units

In 1987, 9 units participated in 8 Checkered Flag deployments to Iceland, Italy, Germany, Norway, Turkey and the United Kingdom. The program was highlighted by Coronet Gemini, a two-unit, 18 A-7 aircraft, 500-person deployment to RAF Wittering which lasted three weeks.

Twenty-one ANG fighter/recce/interceptor units participated in the Red/Maple Flag programs in 1987. The 142nd Fighter Interceptor Group, Oregon ANG, and the 147th Fighter Interceptor Group, Texas ANG provided "adversary air" support for Green Flag 87-3.

Four ANG units deployed to Elmendorf AFB, Alaska for the NORAD-sponsored exercise Amalgam Brave 87 (102nd FIG, Massachusetts ANG; 132nd TWF, Iowa ANG; 144th FIW, California ANG; 191st FIG, North Dakota ANG). Other units deploying to Alaska in 1987 were the 114th, Idaho ANG for Midnight Sun and the 152nd Tactical Reconnaissance Group, Nevada ANG for Yukon Focus II.

The 117th Tactical Reconnaissance Wing, Alabama ANG, completed several deployments to NAS Key West, FL to support CINCLANT by flying PARPRO missions. The 117th TRW is the first ANG unit equipped with the K.S. 127 Long Range Optical Photograph System (LOROPS).

In April, 1987 the ANG completed Creek Klaxon, the assumption of a one year continuous air defense alert commitment at Ramstein AB, GE. Eight F-4D aircraft and a rotational force of 96 personnel from ANG F-4 interceptor and general purpose units performed in an outstanding manner, accumulating the best record in the theater for average scramble time while maintaining a perfect safety record. This "all ANG" operation included personnel and equipment from 22 F-4 fighter/interceptor, 7 air refueling and 3 airlift units.

Long Range Planning

Plans Branch (NGB/XOX) is developing a formal method to address long-range planning needs in the Air National Guard. The branch is currently developing a methodology and system, and will distribute the initial guidance to the Adjutants General for comment.

To address expanding ANG resources and capabilities in the USAF war planning process, Plans Branch has reorganized and increased its staff; a position for a Long Range Plans Officer has been added. An operational plans analyst will gather and maintain combat logistics and operations databases and design operational capability statements.

Manpower and Personnel

The Air National Guard exceeded its programmed end strength for the ninth straight year with 114,595 members assigned. Minority members in FY 87 totaled 16,784 or 14.7 percent, while female members were 13,688 or 11.9 percent. The ANG experienced a reenlistment rate of 89 percent and a retention effectiveness rate of 78 percent.

Technician and AGR Program

The actual technician end strength on 30 September 1987 was 23,560. This strength represents a growth of 1,069 over FY 86 and 339 over the programmed and Congressional floor of 23,221 for FY 87. The flexibility of not having to manage the technician program within an end strength ceiling has been very beneficial to commanders. Through locally available funding, senior commanders were able to employ additional technicians to meet peak workload requirements without the burden of premature terminations to meet an end year strength ceiling. Congressional relief from end strength ceilings since FY 84 have had a positive effect on mission accomplishment in the ANG.

The Active Guard/Reserve (AGR) program continued to grow in 87, with the number of Air Guardsmen in the program increasing from 7,098 to 7,623. These full-time AGR personnel complement the technician manning and support aircrew training, field training sites, gunnery ranges and USAF mission support, such as security and detached alert.

During FY 86, policies affecting the AGR program were updated. These policies continued throughout FY 87. A major change that provided priority placement for members overgraded to their assigned positions has enabled the ANG to place most overgraded AGR members in positions commensurate with their current grades.

Civilian Personnel

The field Title 5 resources continued to decrease, with a reduction of 49 from 1,650 to 1,601 authorizations. There was an additional reduction of 18 on the NGB and ANGSC Headquarters manning documents, reducing authorizations from 373 to 355. The field reductions were largely due to the transfer of fire-fighting operations at Ellington ANGB, TX to the State. On board strength in the field on 30 Sep 87 was 1,608, which included 887 GS and 721 wage system employees.

Teams from the Air Force Directorate of Civilian Personnel evaluated the Title 5 civilian personnel programs at Selfridge ANGB, MI and Rickenbacker ANGB, OH. Selfridge exceeded the AF averages for program quality, while Rickenbacker was not so fortunate. A decision was made to transfer civilian personnel servicing responsibilities for Rickenbacker to the active AF personnel office at Newark AFS.



Military Personnel Management Branch

In FY 87, the ANG placed increased emphasis on assignment policies and programs. The primary purpose of the ANG assignment policy is to ensure assignment of officers and airmen to enhance unit effectiveness for sustained mission resource needs of each ANG unit. The primary objective of the ANG assignments system is to attain and maintain 100 percent of all UMD positions.

The ANG finalized its Human Immunodeficiency Virus (HIV) testing, affecting the retention of members who are determined to be positive. Traditional Guardsmen and technicians who are antibody positive and for whom a non-deployable position cannot be located are transferred to the Standby Reserves. AGRs on active duty and who are determined to be antibody positive are further evaluated by medical authorities to determine the stage of infection. Disposition of member is based on this medical evaluation.

Drug abuse testing was instituted by all 54 states and territories. The ANG has continued to enforce its strict policy of requiring discharge processing for all members who test positive.

ANG personnel readiness increased during the past year. ANG Consolidated Base Personnel Offices (CBPOs) have increased their wartime role by training and equipping Personnel Support for Contingency Operations (PERSCO) teams. These teams assist the active force and deploy after mobilization to support ANG personnel. As a result of the PERSCO tasking, ANG CBPO personnel involvement has increased during Joint Chief of Staff exercises including field training exercises, e.g., Team Spirit, Silver Flag, etc.

Unit commanders have the overall responsibility to ensure that personnel are ready for deployment when mobilization is executed. One of the responsibilities includes the meeting of weight standards. A revised copy of ANG Weight and Physical Fitness Program has been printed and distributed to the field.

Military Personnel Actions Branch

In October 1987, the Special Actions Branch received an ITT Xtra computer terminal which allows direct access to the Defense Eligibility Enrollment Reporting System (DEERS) in Monterey, California through Camp Hill, Pennsylvania. The installation of this equipment will permit authorized personnel to inquire directly into the base to determine eligibility for CHAMPUS medical claims. This will permit updating and correction of errors that are now preventing members from receiving earned entitlements.

Delegation authority for award of the Meritorious Service Medal based upon retirement or separation was extended to the state Adjutants General during FY 87. An ANG regulation was distributed to all units outlining all available Special Trophies and Awards available for individuals and units to which they may compete. An ANG pamphlet was approved for distribution to all units providing guidance on individual federal decorations policies and procedures. Formal classroom training on awards and decorations was conducted at the I. G. Brown Professional Military Education Center (PMEC) for ANG personnel during FY 87. A total of four classes graduated over 100 officer and enlisted personnel.

Personnel Data Systems Branch

In May 87, the last Advanced Personnel Data System II (APDS II) equipment installation was completed establishing base-level and ANG state headquarters connectivity to the Headquarters Air Force (HAF) personnel file.

Direct inquiry capability now exists at each of these locations. In 1987, major assignment data enhancements were completed and implemented with the concurrent publication of an assignments regulation. These modifications will enable commanders to use a structured management system to optimize personnel resource utilization. The branch has also embarked on a long needed modification to data systems support of military separations.

In addition to active participation in USAF data system enhancements, ANGSC/MPD has continued to manage, modify and improve the existing personnel data base, as well as perform personnel data analysis as required.

Recruiting and Retention Branch

Advertising took a new direction in FY 87. A new advertising agency, Bozell, Jacobs, Kenyon and Eckhardt was named as the advertising contractor at the beginning of the FY. Significant new initiatives launched in FY 87 included a motion picture theater advertising program on 500 screens in 29 states that saw our message exposed to over 10 million film-goers. A high school film project was launched that cycled our award-winning "Air Guard Experience" film through guidance counselors and school libraries. Important emphasis was redoubled on minority recruiting as well as officers and critical skill AFSCs.

Programmed end strength was exceeded for the ninth consecutive year. The continued emphasis given to end strength at recruiting and retention workshops and formal courses at the PMEC contributed to this significant achievement. Reaching our goal in the second quarter of the FY pointed to a definite need for change in the recruiting program. It was clear recruiters needed to concentrate on filling critical skill positions rather than recruit for numbers.

This new direction called for improved strategies to analyze trends and losses, better manage limited recruiting and advertising funds, and generate more command involvement. The recruiting staff addressed those on-going needs through initiation of a recruiting management information program to be fully operational in FY 88: computers and software to manage recruiting and retention programs should be in the field by the second quarter.

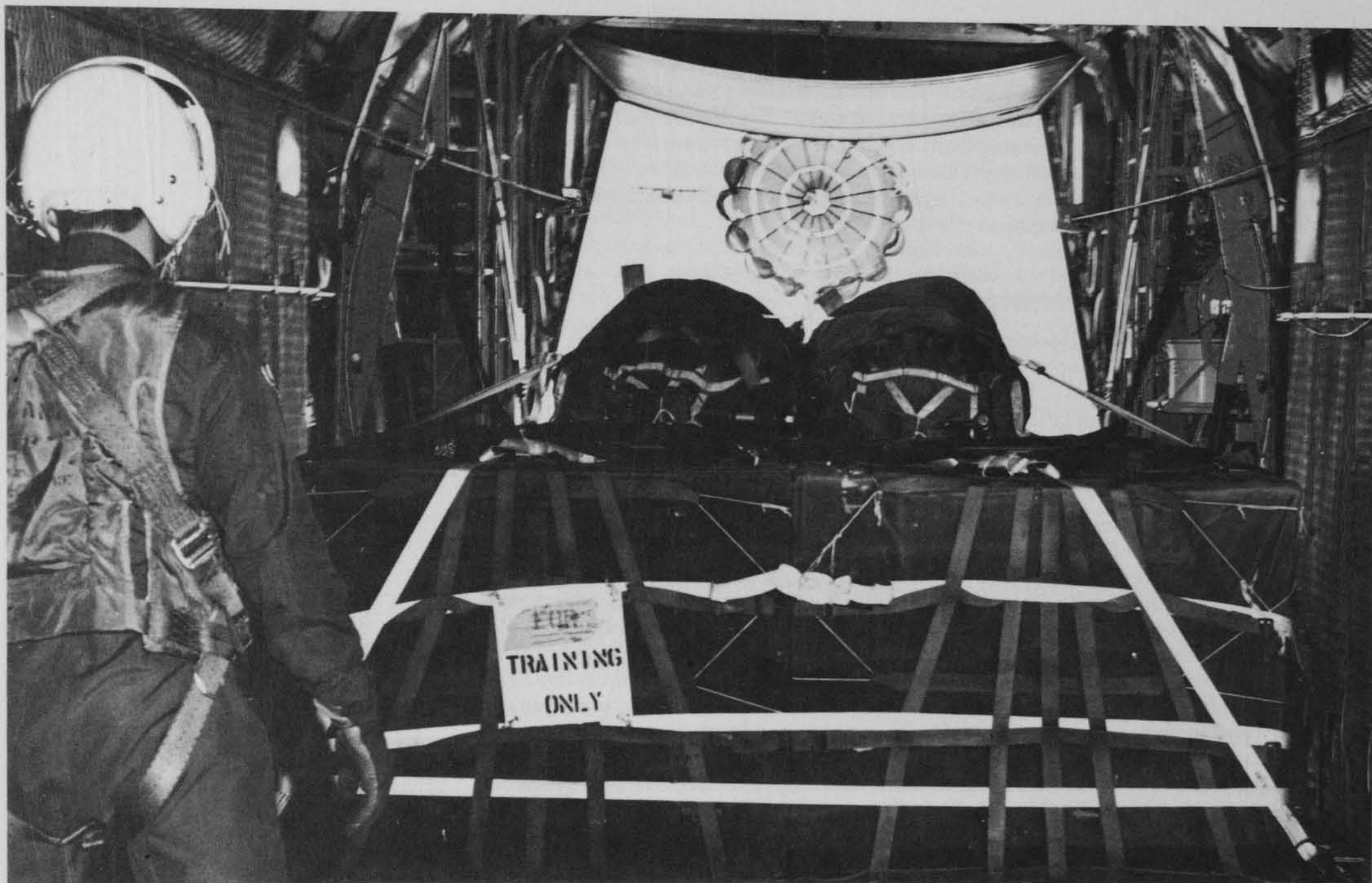
The **Palace Chase/Palace Front** programs continued to be key elements in achieving prior service member goals. The FY 87 AFROTC Voluntary Release Program helped improve officer strength. Many ROTC commissioned candidates had an option to choose to complete the military service obligation with an Air Guard unit, and many are now active Guard participants.

On 1 Jun 87, Public Law 100-48 (**New GI Bill Continuation Act**) went into effect. This act continues the New GI Bill indefinitely for the Selected Reserves, and changed the original title (Educational Assistance Act of 1984) to the "Montgomery GI Bill Act of 1984." In addition, the ANG Incentives Program was decentralized in May 87, to permit unit level input and update of bonus program participants.

8200 Management Engineering Squadron (MES)

The charter of the 8200 MES is to ensure efficient and effective utilization of ANG manpower resources, while acting as the office of primary responsibility for implementation of all unit related manpower actions.

The MES is now divided into four primary branches: Maintenance and Operations Manpower Branch, Mission Support Manpower Branch, Technical Services Branch and Data Systems Branch. The 8200 MES is responsible for all standards development and manpower requirements actions in support of both military and full-time ANG resources.



Key FY 87 manpower actions involving the 8200 MES were initiation of major functional review/manpower standards development studies in Base Administration, Base Supply and Transportation, and completion of manpower standards in the support areas of Comptroller and Medical services. The update of ANGP 26-4, ANG State Headquarters Guide, established new criteria in determining authorized manpower for the State Headquarters. Included was modification of strength cutoffs for categories B, C, and D and flexibility for states to use RPI 8 for either the Chief of Staff (COS), Commander or the Deputy COS/Deputy Commander.

As the new ANG focal point for productivity-related programs, the 8200 MES assumed primary responsibility for management of the Title 5 Suggestion Program and coordinated the creation of the ANG Productivity Panel, an advisory board comprised of senior leaders, which will provide technical expertise and direction in administering various productivity programs in the ANG. In addition, the 8200 MES currently has two A-76 cost comparison studies in progress, base civil engineering (BCE) activities and A-7D simulator maintenance functions.

One of the most significant events for FY 87 was the implementation of the Quad-Deputy organizational structure. Prior to FY 87, the ANG was structured under a Tri-Deputy formation. Under the Tri-Deputy structure, the wing/group commander exercised command over all related activities through the three functional area deputy commanders and the Combat Support Squadron commander. However, due to various requirements of many units within the ANG, NGB sanctioned a group of NGB/ANGSC/field personnel to review the existing Tri-Deputy structure. This group found that the functional area that required major changes to provide relief to the commanders was the support area. The new Quad-Deputy organization structure, which was implemented on 1 Jul 87, changes the structure of ANG flying units to provide a more efficient and effective ANG organization.

Training

ANG Formal Schools

The ANG operates formal schools at several locations. These schools provide technical and professional training to members of the Air and Army National Guard, USAF personnel, and some foreign nationals in the military assistance program. Four of the schools are advanced flying schools providing combat crew training for tactical fighter aircrews. Another, the **ANG Professional Military Education Center (PMEC)** provides precommissioning training for officer candidates in the ANG and also offers continuing professional military education for non-commissioned officers.

ANG members also have the opportunity to attend MAJCOM Professional Military Education Academies. Since the last fiscal year, the ANG almost tripled the number of quotas it received for the MAJCOM NCO academies and significantly increased the number of NCO Leadership quotas.

The 133d Field Training Flight (FTF), located at the Minneapolis-St Paul International Airport, is an off-campus unit of the 3785th FTW, Sheppard AFB, TX. The 133d FTF has been identified as a mobile training team and aids in the training needed to support those many needs of various ANG units such as hazardous cargo and the unique training required for units possessing C-130 aircraft. In FY 85, the 133d FTF provided basic flight engineer and loadmaster training for airmen from the ANG, the Active Air Force, and military assistance program.

Disaster Preparedness

During 1987, functional management responsibilities for disaster preparedness (DP) were transferred from the Operations and Planning Division to the Training Division within the National Guard Bureau. This transfer of responsibility was accomplished to reflect the changes brought about by the Quad-Deputy reorganization that took place in all ANG flying units.

Chemical warfare defense (CWD) continues to play a large part in ANG training programs. Approximately 85,000 ANG personnel now require CWD training annually. DP instructors are tasked with presenting CWD training in addition to presenting classes in decontamination, accident response, shelter management, etc.

As a way of increasing the effectiveness and efficiency of training programs, a joint project between the training and information systems communities was undertaken to investigate the capabilities of Videotex technology. A pilot Videotex training program was developed for M-17 protective masks, and for on-scene commanders and fire chiefs in accident response. The results of the pilot program were greatly encouraging; Videotex training programs in the future should have a dramatic impact on training programs within the ANG.

We continue to sponsor an annual visit to CONUS for a mobile training team from the Nuclear, Biological, Chemical (NBC) Dept. of the NATO School (SHAPE), Oberammergau, Germany. This multi-national team presents the NATO NBC Control Center Operations Course to ANG DP personnel.

Another area coming under increased emphasis during the past year has been a unit's ability to survive and operate. As part of our training effort to increase a unit's ability to survive and continue their mission in wartime, the ANG has participated heavily in the Base Recovery After Attack (BRAAT) training program conducted at Aux Field 4, Eglin AFB, FL.



The BRAAT course gives wartime functional training to civil engineering, fire response, disaster preparedness, services and explosive ordnance disposal personnel and then affords them an opportunity to participate in an integrated, realistic attack response exercise. Realism is included in the exercise scenario as much as possible, including not only ground burst simulation and smoke grenades but also actual cratering of runway surfaces. Continued realistic training such as this will result in the increased mission readiness of the ANG.

Undergraduate Pilot/Navigator Training Programs

Annually, the ANG receives 166 undergraduate pilot training and 65 navigator training quotas from Air Training Command (ATC). ANG pilot and navigator candidates attend flying training with USAF and USAF Reserve candidates at all AF flying training bases and subsequently attend specialty course training at a USAF or ANG RTU base. On the average, approximately 135 pilots and 55 navigators actually graduate from these flying training programs and return to ANG units to begin a career as ANG aviators.

A-7/F-16 Combat Crew Training Schools

The 162d TFG, Tucson, AZ provides training in both the A-7 and F-16. The unit trains ANG and active duty pilots assigned to A-7 units. During FY 87, 21 long course, 24 conversion, 35 transition, 52 enemy defense penetration aids, and 18 instructor pilots were trained by the 162d TFG. For the F-16, 6 long course and 75 conversion pilots were trained.

F-4 Combat Crew Training School

The 184th TFG, McConnell AFB, KS provides advanced flying training for ANG, AFRES, and Air Force aircrews, and transition training for pilots and weapons systems officers (WSOs) with previous fighter experience assigned to F-4 units. During FY 87, the 184th TFG provided long course training for 30 pilots and 32 WSOs, conversion training for 14 pilots and 4 WSOs, and fighter weapons instructor training for 12 pilots and 12 WSOs. In Jan 88, the 184th TFG will begin to train pilots in the F-16 as well as the F-4.

F-4 Air Defense Combat Crew Training School

The 114th TFGS provides advanced flying training for ANG pilots and WSOs in the F-4 Air Defense mission. In FY 87, they trained 15 pilots and 15 WSOs in Air Defense long courses, 8 pilots and 5 WSOs in conversion courses, and 17 pilots and 12 WSOs in various advanced courses.

RF-4 Combat Crew Training School

The 124th TRG, Gowan Field, Boise, ID is the ANG RF-4 training school. During FY 87, 11 pilots and 14 WSOs were trained in the long course. Additionally, 12 pilots and 9 WSOs were trained in the instructor course and FWIC.

Requirements and Developments

The Requirements and Development Division was formed within the Air National Guard in February, 1986. The initial staff of two grew during FY 87 to an authorized ten positions, augmented by Reserve personnel assigned to participate in the integration of requirements definition and prosecution for all reserve forces. The division's mission is to

- Ensure ANG Weapons Systems are capable of meeting the threat and fulfilling world-wide taskings
- Identify warfighting and training requirements
- Develop solutions through analysis and flight testing or off-the-shelf equipment
- Assist in management of modification and acquisition programs.

The Division was particularly concerned with modifications affecting the A-7, F-4, A-10 and F-16A/B aircraft. Work was carried out through performance of seven major functions:

- Identify requirements
- Develop Requirements (Documents)
- Test and Evaluate Systems
- Obtain and Sustain Funding
- Build Consensus
- Program Management
- Contracting

During FY 87, the Requirements and Development Division provided the chairmanship for a Requirements Working Group. This body included representatives from the ANG operating divisions and selected augmentation from various staff agencies and Reserve organizations. It focussed on identifying issues in need of its attention and assignment of action responsibility. The Requirements and Development Division increased participation, particularly with the Tactical Air Forces, in assuring incorporation of Guard requirements in cooperatively developed rankings of requirements. The Division was especially active and successful in institutionalizing the use of funds which were identified as available to support the ANG's most critical requirements with demonstrated high potential for pay-off. This included Office of the Secretary of Defense support for two Foreign Weapons Evaluation projects.

The Requirements and Development Division had unusual success in meeting the "paper" challenge. The labor-intensive activities of developing requirements, documenting them, establishing life cycle costs and providing not only baseline cost studies but also providing alternative figures for various contingencies has received a significant time and labor saving boost during

FY 87. The use of computers and an internal Local Area Network (LAN) made it possible to share information among several work stations and produce better results in a shorter time.

Office communications were improved through electronic mail and the electronic transfer of data, and documents from satellite offices in Arizona, Montana and Florida dramatically cut down on response times. Additional productivity gains are expected through a link with more and more Air Staff and National Guard Bureau offices.

The Division established a support services contract. Two companies, National Security Analysts, Inc. (NSA) and National Systems Management (NSM) won contracts for one-time studies of aircraft survivability issues and other matters. A contract with Synergy is designed to achieve an alternate/complementary method to prioritize modifications with emphasis on cost vs. increasing benefits. Other NGB/Reserve offices have cooperated in this effort to assure that all concerns are met. Other activities of particular note included:

C-21A Acquisition Program

The Division was responsible for the procurement of four C-21A aircraft to replace the four Det 1, DC ANG CT-39 aircraft which were becoming increasingly difficult and costly to maintain and operate. This program was completed with delivery of all four aircraft and maintenance capability in August, 1987, only nine months after it began.

C-12J Acquisition Program

The Division orchestrated the delivery of six C-12J aircraft to the Air National Guard, to include maintenance support and training of the unit's initial pilot cadre. Rollout ceremony took place in Wichita, KS on 18 September 1987 with aircraft deliveries during the last quarter of 1987.

C-131 Aircraft Replacement

Replacement began in October, 1986, with the Division defining the requirements for replacement of the remaining C-131 aircraft. The Air National Guard Operational Support Turboprop Aircraft (ANGOSTA) program is the competitive procurement for the remaining C-131 aircraft in the ANG Operational Support Airlift fleet.

Container Delivery System (CDS) Vertical Restraint

The Division obtained funding for inclusion of Air National Guard and Air Force Reserve requirements for CDS vertical restraint rails for C-130 and C-141 aircraft. This system allows airdrop of CDS bundles with much less chance of entanglement and jamming of bundles as they exit the aircraft. This means much more effective and less hazardous resupply aircraft using the CDS method.

Comptroller

The FY 1987 President's Budget for the Air National Guard reflected needs of \$1,932.7 million for Operation and Maintenance (O&M), \$1,058.9 million for Military Personnel (MILPERS), and \$140.0 million for Military Construction (MILCON).

The O&M Appropriation is the largest appropriation and is used to finance the day-to-day operating and maintenance costs of ANG activities. The Congress reduced the O&M request \$176.7 million for fuel repricing, \$12.5 million for inflation, \$1.5 million for reduced military personnel end strength, \$0.65 million in the travel program, and \$0.1 million in our recruiting and advertising program. Congress offset some of these reductions by adding \$6.0 million for drug interdiction support, \$5.0 million for contracts, and \$3.4 million for additional military technician workyears. The FY 1987 O&M obligations amounted to \$1,805,600,673.

The MILPERS appropriation finances the pay and allowances, clothing, subsistence, travel expenses, and active and inactive duty training costs of ANG members. The ANG budget request was reduced by \$19.9 million for reduced AGR end strength, \$6.3 million for unit and individual training requirements, \$3.5 million for special training, \$0.7 million for school training, \$0.5 million for Variable Housing Allowances, and \$0.3 million for inflation. MILPERS obligations in FY 1987 were \$948,402,249 and supported an end strength of 114,595 ANG members.

The MILCON appropriation consists of major and minor construction of ANG facilities. The ANG budget request was increased by \$8.9 million as a result of additions of \$3.6 million for operations, training, dining and medical facilities at Harrisburg, PA; \$2.5 billion for Phase I Ramp Addition at Martinsburg, WV; \$2.2 million for Composite Facilities at Mitchell Fld, WI; and \$0.6 million for multiple facilities at Charleston, WV. The total obligations for FY 1987 were \$118.7 million. Over 93 percent of these obligations were devoted to major construction projects.

Other sources of funding for the ANG are Other Procurement, Air Force (\$4.7 million) and the Guard and Reserve Equipment, Defense (\$50.0 million). Total FY 1987 obligations for these two accounts were \$4.1 million and \$5.9 million, respectively. The Other Procurement appropriation finances miscellaneous supplies and medical equipment costing more than \$5,000. The Guard and Reserve Equipment account finances special projects of the ANG. The \$50.0 million added for the ANG is programmed for Air Combat Maneuvering System (Savannah & Jacksonville) — \$15.2 million; Air Combat Maneuvering System (Michigan & Wisconsin) — \$15.2 million; Troposcatter Radios — \$15.9 million; Communication Equipment — \$3.4 million; and, medical equipment — \$0.3 million.

Logistics

Weapon System Support

Continued modernization of the ANG has increased the equipment inventory from \$18.8 billion in assigned assets in FY86, to over \$19.5 billion in FY87. Aircraft conversions continued to the F15, F16, F4E, C5A, C12, C21A, C141B and C130H. The organic overhaul of the J79 engine continues to be an effective cost avoidance program for the ANG: a total cost avoid-

ance of \$33.5 million since the program began in 1980. The J79 engine low smoke program for the RF4C aircraft reflected a 98% completion by the close of FY 87. The addition of the low smoke modification to 615 F4D aircraft increased from a 15% completion rate in FY 86 to a 60% completion rate in FY 87. The A7 Fleet saw the modification of 19 aircraft to the Low Altitude Night Attack (LANA) system improving munitions delivery and aircrew survivability during wartime.

Depot Maintenance Program

Expenditures for depot level maintenance support of all Air National Guard aircraft, engines, and related equipment totaled \$367.5 million in fiscal year 1987. In addition to basic repair and overhaul actions, depot maintenance funds were used to install programmed modernization safety modifications.

Logistics Automation

The use of microcomputers continued to expand throughout the ANG Logistics community as one functional area after another increased their daily use of cost effective data automation.

Delivery of increment one of the deployable Combat Logistics System (CLS) to the ninety-one flying unit logistics plans offices was completed. This system will provide a deployable automated system to perform automated aircraft load planning, scheduling, and mobility management functions. In a separate action, 76 geographically separated units (GSUs) received new automated systems that will provide them with the capability to process Contingency Operations and Mobility Planning and Execution System (COMPES) transactions in the stand-alone mode. This initiative referred to as the GSU Standalone Program, will significantly improve the timeliness of GSU COMPES transactions while reducing costly on-line requirements.

FY87 saw significant computer improvements in ANG transportation. All ANG vehicle maintenance, traffic management, and aerial port activities received microcomputers. Vehicle maintenance began implementation of the On Line Automated Vehicle Interactive Management System (OLVIMS) and brought the Computer Automated Transportation System (CATS) on board.

Transportation Highlights

The Air National Guard vehicle fleet continued to look exceptional in FY87. At the end of FY87, the fleet included approximately 17,450 assets assigned against 17,660 authorizations. Total fleet value was approximately \$476 million.

This was another busy year for the Special Assignment Airlift Missions (SAAMs), with ANGSC/LGT validating more than 100 missions in support of unit moves, logistics support requirements, and exercises. Also, participation in the HQ USAF transportation awards program was expanded and an internal ANG transportation functional award program for units and individuals was initiated. Although the aerial port program was reduced approximately 400 manpower authorizations (16%) due to budgetary cuts, the aerial port deployment program continued to provide valuable training at MAC ports with approximately 90% of the personnel participating. Finally, a complete manpower functional review of vehicle maintenance and operations began in FY87, an effort which will more accurately identify manpower requirements and improve productivity.

Equipment Management

In FY87, the supply organization became totally committed to the Air Force Equipment Management System (AFEMS), an extensive revitalization of the equipment management process. The existing equipment system has not kept pace with current needs. The Air Force formed a cadre of personnel to work for a three-year period with the AF Logistics Command program director of AFEMS. The National Guard Bureau was invited to participate in this select group to insure that Air National Guard interests were considered in the development of this new equipment management system.

Engineering and Services

The ANG Engineering Prime BEEF (Base Engineer Emergency Force) ended FY87 with 94 units totalling 12,206 authorized strength, over one-third of the total Air Force Prime BEEF mobile assets. Deployment played a major role in training Civil Engineering units, with 34 units deploying to Eglin AFB, FL for Base Recovery After Attack (BRAAT) and rapid runway repair training. Additionally, 43 units deployed to Europe, Alaska, Panama, the Phillipines, Japan and Honduras.

Approximately 100 flying and mission support units and over 900 personnel participated in Prime RIBS field training at Eglin AFB, FL and Dobbins AFB, GA. Prime RIBS deployments over and above parent unit support have been to USAFE, AAC, PACAF, and CONUS gaining command bases, plus various JCS exercises.

The ANG has two RED HORSE (Rapid Engineer Deployable, Heavy Operational Repair Squadron Engineer) Squadrons, almost 30 percent of the total Air Force RED HORSE assets. In June 1987 the 200 CESHR and 201 CEFHR deployed elements to Ecuador to work on the base camp for exercise ABRIENDO RUTAS. Elements of the 202 CESHR and 203 CEFHR deployed to Aviano AB, IT for field training.

Military Construction

The ANG Military Construction Program provides the major facility construction to support conversions, alternatives and modernization needed for training and readiness. The execution rate was 100%, exceeding the OSD goal of 95% for FY87.

Real Property Maintenance And Repair Program

Major maintenance and repair projects, as well as minor construction projects costing up to \$100,000 each, are accomplished under this program. \$55.5 million was expended in FY 87. The program to develop comprehensive ANG Base Master Plans continued, with twelve additional bases started.

Operations and Maintenance Agreements

The daily operation and maintenance of ANG facilities is accomplished through cost sharing agreements between the Federal government and the states and territories. Funds are provided for routine facility maintenance, utilities, airport user fees, and certain service contracts. The Federal government's share of these costs in FY 87 totalled \$84.2 million.

Communications-Computer Systems

New missions, unit relocations, equipment modernization, participation in worldwide exercises and deployments, and exemplary performance in inspections and competition have all combined to make FY 87 a challenging and successful year in ANG communications and control.

NGB Reorganization

The Tactical Air Control Program was transferred to NGB/SC in an effort to align along like equipment lines. Communications and electronic equipment in the Tactical Air Control system is either the same or similar to that found in Combat Communications. The expertise to manage the acquisition and maintenance of equipment common to both Combat Communications and Tactical Air Control was located in NGB/SC and most issues addressed in Tactical Air Control required SC coordination.

New Missions Equipment Modernization

ANG tactical communications and command and control capabilities have been enhanced as a result of new missions and the continuing process of equipment modernization for ANG Combat Communications and Tactical Air Control units.



The 263 CCSQ, Badin, NC was transferred from the 251 CCGP to the 281 CCGP, and assumed the mission of Defense Communications System-Central Area (DCS-CA). Specifically, the 263rd will provide communications support for exercises, contingencies, and war-time requirements for USCENTCOM. To fill the responsibilities vacated by this move the 271 CCSQ, Annville PA assumed the SAC sustaining mission formerly assigned to the 263rd, and the 280 CCSQ, Montgomery AL assumed the two MAC Initial Beddown missions of the 271st. These realignments satisfied some manpower shortfalls for the DCS-CA mission and increased the overall combat capability without adding to current costs through the addition of people and units. In the Tactical Air Control arena, it was recognized that the CONUS had training rich areas with substantial air-to-air flying with limited to no TAC Control radar support and areas with TAC Control radar support without adequate live flying resources.

To improve C-ratings, increase combat readiness and enhance training opportunities, it was decided that several unit relocations and redesignations were needed. The 139 TCF, Aurora, CO, mission was transferred to Oregon and the unit was redesignated as the 227 ATCF and realigned under AFCC.

The 116 TCS, Portland, OR, mission was transferred to Mississippi and the unit was redesignated as the 116 TCF. The 255 CCSQ, Gulfport, MS, mission equipment was redistributed throughout the ANG Combat Communication units and the unit was redesignated the 255 TCS and realigned under the TAC. The tangible benefits of these actions are redistribution of TAC Control units to locations with sufficient live flying support, location of a radar in Oregon to better cover the training airspace, and location of a tactical radar in Mississippi to support ACMI range flying.

ANG Combat Communications and **TAC Control units** continue to receive new satellite communications and TRI-TAC digital communications equipment, increasing their command and control capabilities. Combat Communications continued to receive AN/TRC-170 digital troposcatter radios, while delivery the AN/TSC-94 and AN/TSQ-100 SATCOM terminals to both Combat Communications and TAC Control units was begun.

Exercises/Deployments

Substantial opportunities for participation in a variety of worldwide exercises and deployments were provided in FY 87. Seven TAC Control units: 101 TCS, Worcester, MA, 103 TCS, Orange, CT, 105 TCS, Cheney, WA, 110 TCF and 119 TCF, Alcoa, TN, 117 TCS, Kennesaw, GA, and the 154 TCG, Aurora, CO, deployed to Europe and participated in USAFE/NATO exercises. The 251 CCGP, Springfield, OH, acted as the lead Combat Communications unit for deployments to Europe in support of many European exercises.

Inspections/Completions

The first Excellent ratings in a HQ TAC/IG Five Phase Operational Readiness Inspection (ORI) using three units to form a command and control system were awarded to the 101 TCS, Worcester, MA, the 108 TCF, Syracuse, NY, and 112 TCF, State College, PA. Combat Communications unit from throughout the active and reserve forces competed in the annual Combat Challenge at Tinker AFB, OK. The 252 CCGP, Tacoma, WA, finished second out of all combat communications units competing.

Air Surgeon

With the approval of the President's Budget for FY 87 thirteen Air National Guard medical units were increased in strength to bring them to a standard size of 73 people. This was the beginning of a major buildup in the Air National Guard medical service, responding to an Air Force tasking for wartime. The deployable ANG medical units will be given a tasking in wartime to provide second echelon casualty care.

In addition to personnel increases the ANG medical service made great strides in readiness training under simulated actual deployment conditions. Ten ANG units deployed to active duty facilities in Europe for their annual training, receiving training in both clinical and field medical settings. They also obtained a familiarity with conditions in areas where they would deploy in wartime. In September, members of the Minnesota Air National Guard participated in a test of the new Survivable Collective Protective System-Medical near Wright-Patterson AFB, OH. This system, a below-ground decontamination and medical treatment station is the test prototype for similar facilities to be built in European and Pacific theaters. The ANG medics exceeded all previously set standards for decontaminating and treating patients in minimum time, and were specifically requested to participate in a similar test in Europe.

In addition to coordinating training for ANG units the Air Surgeons Division also brought ANG involvement in Air Force exercises up to record levels. ANG personnel actively participated in overseas exercises such as Brim Frost, Wintex-Cimex, and Reforger. Primary participants were the ten ANG aeromedical evacuation units who, in wartime, share the responsibility of casualty movement with the Air Force Reserve. One of the more interesting deployments in which the ANG was active was the Medic-21 deployment exercise in Honduras. The 164th Tactical Clinic from Memphis, TN and the 183rd Tactical Clinic from Springfield, IL each spent fifteen days assisting active duty medical personnel at Palmerola Air Base. They provided medical care to an indigent population while at the same time gaining experience in tropical medicine.

The ANG medical service became actively involved with the Department of Defense HIV testing, collecting blood specimens from all members, shipping them to a contractor, and counseling those found positive (approximately one per thousand). In addition Air National Guard personnel participate on a continuing basis in the DOD mandated drug testing program. ANG medical personnel also began active involvement in the ANG health promotion program.

ANG trends in Health Services Management Inspections has been very positive. Concentrated efforts by the National Guard Bureau Air Surgeon and his staff have increased medical readiness capability of the ANG medical service significantly.

A course in Health Services Management for full-time health technicians is currently being coordinated with Air Training Command. This course, convened for the first time in September, 1987, was well received by all attendees for both purpose and content.

Safety

USAF and the ANG transitioned from calendar to fiscal year reporting in 1987. In so doing, the reporting period for 1987 was nine months (1 Jan - 30 Sep). The ANG flew 333,484 hours from 1 Jan 87 to 30 Sep 87 and experienced 5 Class "A" aircraft mishaps, five crew fatalities and five destroyed aircraft. The Class "A" mishap rate was 1.5 per 100,000 flying hours. This marks the lowest rate in ANG history.

The ANG received the Secretary of the Air Force Safety Award, highest award in the Air Force Awards Program, which is presented to the major command that has the most effective safety program in all safety functional areas. Air National Guard units received seven USAF Flight Safety Awards and one Explosive Safety Award, and Air National Guard personnel received five USAF Outstanding Achievement Safety Awards, two Well Done Awards and two Tactical Air Command Aircrew of Distinction Awards in fiscal year 1987.

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.	1982-1986
Lieutenant General Herbert R. Temple, Jr.	1986- Present

Appendix B

State Adjutants General

Alabama

MG Ivan F. Smith

Alaska

MG John W. Schaeffer, Jr.

Arizona

MG Donald L. Owens

Arkansas

MG James A. Ryan

California

MG Robert C. Thrasher

Colorado

MG John L. France

Connecticut

MG John T. Gereski

Delaware

MG Joseph M. Lank

Dist of Columbia

MG Calvin G. Franklin (CG)

Florida

MG Robert F. Ensslin, Jr.

Georgia

MG Joseph W. Griffin

Guam

BG Simon C. Krevitsky

Hawaii

MG Alexis T. Lum

Idaho

MG Darrell V. Manning

Illinois

MG Harold G. Holesinger

Indiana

MG Carl G. Farrell

Iowa

MG Warren G. Lawson

Kansas

BG Philip B. Finley

Kentucky

MG Billy G. Wellman

Louisiana

MG Ansel M. Stroud, Jr.

Maine

MG Ernest C. Park

Maryland

MG James F. Fretterd

Massachusetts

MG Wayne F. Wagner

Michigan

MG Vernon J. Andrews

Minnesota

MG James G. Sieben

Mississippi

MG Nathaniel G. Troutt

Missouri

MG Charles M. Kiefner

Montana

MG James W. Duffy

Nebraska

MG Stanley M. Heng

Nevada

BG Drennan A. Clark

New Hampshire

MG Lloyd M. Price

New Jersey

MG Francis R. Gerard

New Mexico

MG Edward D. Baca

New York

MG Lawrence P. Flynn (CofS)

North Carolina

MG Charles E. Scott

North Dakota

MG Alexander P. MacDonald

Ohio

COL Richard A. Alexander

Oklahoma

MG Donald F. Ferrell

Oregon

COL Raymond F. Rees

Pennsylvania

MG Gerald T. Sajer

Puerto Rico

MG Alfredo J. Mora

Rhode Island

MG John W. Kiely (CG)

South Carolina

MG T. Eston Marchant, Jr.

South Dakota

BG Philip G. Killey

Tennessee

MG Carl D. Wallace

Texas

MG James T. Dennis

Utah

MG John L. Matthews

Vermont

MG Donald E. Edwards

Virginia

MG John G. Castles

Virgin Islands

MG Robert L. Moorehead

Washington

MG Keith M. Eggen

West Virginia

MG John A. Wilson, III

Wisconsin

MG Raymond A. Matera

Appendix C

United States Property and Fiscal Officers

AL	Col Max S. Bowdoin	MT	Col Leon G. Schneider
AK	Col Edward M. Johnson	NE	Col Robert G. Fletcher
AZ	Col Jimmie J. Carpenter	NV	Col Charles W. Fulkerson
AR	Col Bobby D. Wilson	NH	Col Russell J. Grady
CA	Col William T. Mongolo	NJ	Col Thomas E. Hansen
CO	Col Donald S. Hightower	NM	Col Antonio Gabaldon, Jr.
CT	Col Richard V. Lugli	NY	Col Frank Polis
DE	Col Paul J. Gallagher	NC	Col Frank B. Fuller, Jr.
DC	Col Andrew D. Perkins, Jr.	ND	Col Earl D. Holly
FL	Col George H. Moseley	OH	Col Robert P. Orr
GA	Col Robert C. Sheldon, Jr.	OK	Col James M. Bullock, Jr.
GU	Maj Arthur A. Jackson	OR	Col Hugh B. Nelson
HI	Col Thomas S. Ito	PA	Col Allen L. Kifer
ID	Col Rex T. Young	PR	Col Jose A. Buitrago
IL	Col Gene W. Blade	RI	Col James F. Reed, III
IN	Col Thomas R. Woods	SC*	LTC Donald K. Meetze
IA	Col Franklin D. Peterson	SD	Col Lowell M. Davis
KS	Col William E. Searcy	TN	Col Billy F. Alderson
KY	Col Paul T. Ryan	TX	Col Edward G. Balagia
LA	Col James D. Flick	UT	Col Wyler J. Blackburn
ME	Col Dennis D. Lunney	VT	Col William C. Wison
MD	Col James M. McFall	VA	Col Horace Mann, III
MA	Col Thomas J. Bittelari	VI	Col Thomas S. Farrell
MI	Col George E. Higginson	WA	Col Robert W. Norris
MN	Col Donald G. Jensen	WV	Col Kenneth A. Shaw
MS	Col James E. Williamson	WI	Col John M. Spaulding
MO	Col Allen L. Stark	WY	Col Richard D. Sherman

* Designates acting USPFO

Appendix D

National Guard Bureau Staff

Joint Offices

Temple, Herbert R., Jr., Lieutenant General, ARNGUS, Chief, National Guard Bureau
Lesley, Harry M., Colonel, ANGUS, Executive Officer
Robertson, Wayne A., Special Assistant to the Chief
Haus, Donald A., Major, ARNGUS, Assistant Executive Officer
Best, David M., Colonel, USA, Inspector General
Bray, Francis J., Chief, Office of Military Support
Donohue, Daniel, Chief, Office of Public Affairs
Galioto, Joseph, Colonel, ARNGUS, Director, Joint Staff
Goodrich, Roger L., Colonel, ARNGUS, Chief, Office of Policy and Liaison
Gnadt, Rosemary, Chief, Office of Human Resources
Hise, James C., Chief, Office of Legal Advisor
Lee, W.F., Chief, Office of Administrative Systems and Services
Link, Thomas L., Chief, Office of Technician Personnel

Director, Army National Guard

Burdick, Donald, Major General, ARNGUS, Director
Navas, William A., Jr., Colonel, ARNGUS, Deputy Director
Bowden, Jerry W., Colonel, USA, Executive Officer
Dickens, Homer Q., Jr., Lieutenant Colonel, ARNGUS, Assistant Executive Officer
Fox, David W., Command Sergeant Major, ARNGUS, Senior Enlisted Advisor
Aron, Fred W., Chief, Installations Division
Calderone, Rosindo E., Jr., Colonel, ARNGUS, Chief Logistics Division
Elliott, David R., Colonel, USA, Chief, Manpower Division
Eng, Harry F., Lieutenant Colonel, USA, Chief, Comptroller Division
Janssen, Wayne G., Colonel, ARNGUS, Chief, Mobilization Readiness Division
Stanko, John J., Jr., Chief, Aviation Division
Thompson, Patricia, Colonel, ARNGUS, Chief Nurse
Van Fleet, Frank, Colonel, ARNGUS, Chief, Organization and Training Division
Van Sickle, James A., Colonel, ARNGUS, Chief, Information Management Agency
White, Claude, Colonel, USA, Army National Guard Surgeon

Director, Air National Guard

Conaway, John B., Major General, ANGUS, Director, Air National Guard
McMerty, John F., Brigadier General, ANGUS, Deputy Director
Hartman, Gene D., Colonel, USAF, Chief, Directorate Staff
Kougeas, Paula E., Captain, USAF, Assistant Executive Officer
Green, Richard M., Chief Master Sergeant, ANGUS, Senior Enlisted Advisor
Domingues, Thomas Jr., Colonel, USAF, Chief, Logistics Division
Dorwaldt, Richard H., Colonel, USAF, Chief, Controller Division
Hersman, Walter C., Colonel, USAF, Chief, Operations and Plans Division
McAuliffe, Donald E., Colonel, ANGUS, Chief, Manpower Personnel Division
Monforte, Thomas J., Lieutenant Colonel, ANGUS, Chief, Requirements and Development Division
Parrish, Robert J., Colonel, USAF, Chief, Office of Communications—Computer Systems
Pezzullo, Richard E., Colonel, ANGUS, Chief, Engineering and Services Division
Self, Robert G., Colonel, USAF, Air National Guard Surgeon
Wehmhoner, Martin C., Colonel, USAF, Chief, Office of Programs and Resources

Appendix E

Personnel Profiles (Military)

Table 1 – Army National Guard (Military)

	Officers		Enlisted		Total	
	#	%	#	%	#	%
Black	2,396	5.2	73,707	18.1	76,103	16.8
Hispanic	1,481	3.2	27,062	6.7	28,543	6.3
Aggregate Minorities	677	1.5	7,593	1.9	8,270	1.9
Subtotal	4,554	9.9	108,362	26.7	112,916	25.0
White/Unkn/Other	40,806	90.1	298,109	73.3	338,915	75.0
Total	45,360	100	406,471	100	451,831	
Women	2,697	0.9	22,622	5.6	25,319	5.6

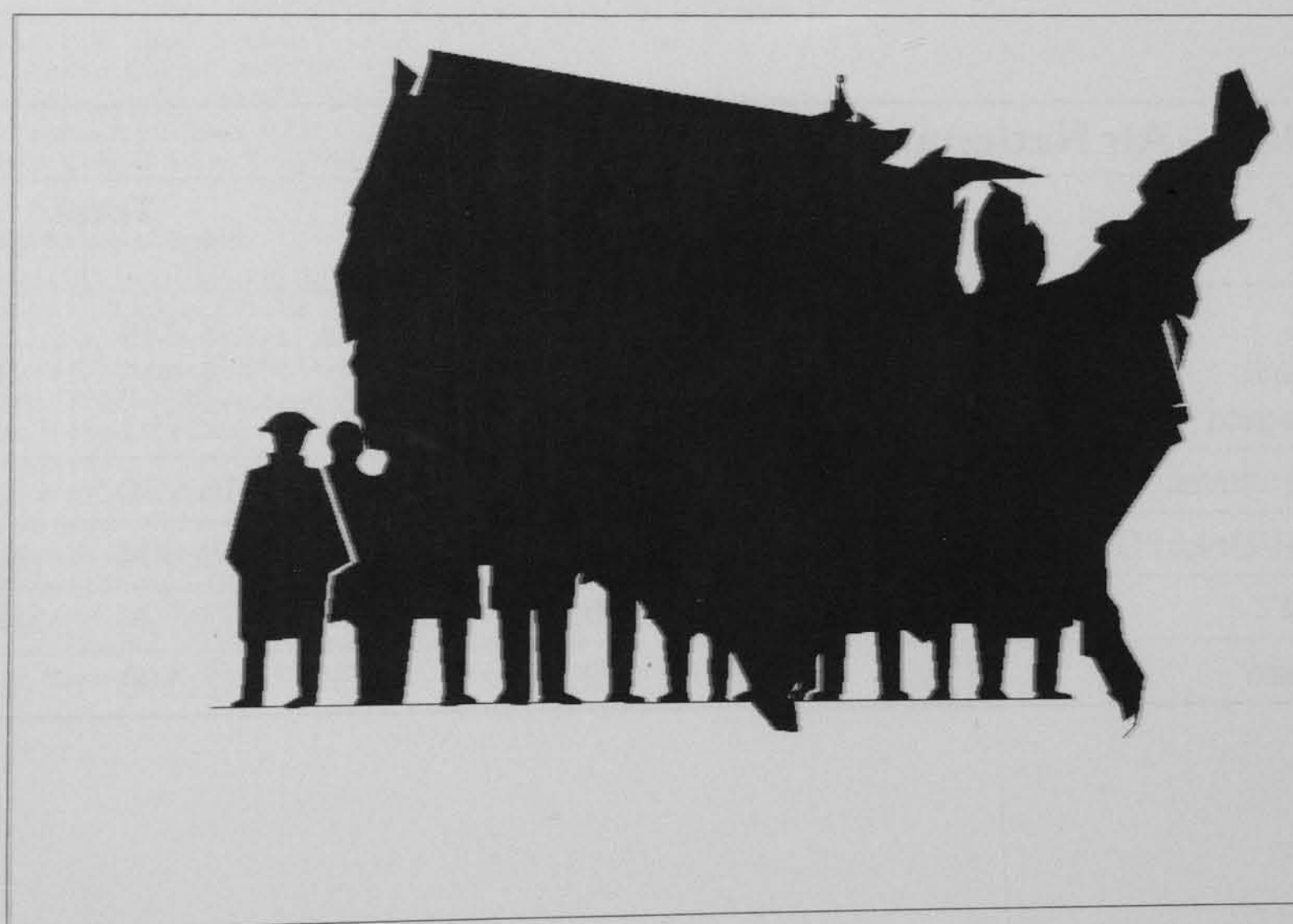
Table 2 – Air National Guard (Military)

	Officers		Enlisted		Total	
	#	%	#	%	#	%
Black	377	2.8	8,058	8.0	8,434	7.3
Hispanic	306	2.3	4,199	4.2	4,505	4.0
Aggregate Minorities	298	2.1	2,504	2.5	2,791	2.5
Min Subtotal	970	7.2	14,760	14.7	15,730	13.8
White/Unkn/Other	12,579	92.8	85,425	85.3	98,004	86.2
Total	13,549	100	100,185	100	113,734	100
Women	1,088	8.0	12,510	12.5	12,598	11.1

Appendix F

Personnel Profiles

Table 1 – Army National Guard Technicians			Table 2 – Air National Guard Technicians		
	#	%		#	%
Black	1,716	6.2		831	3.6
Hispanic	1,449	5.2		1,052	4.5
Aggregate Minorities	334	1.2		233	1.0
Min Subtotal	3,499	12.5		1,316	9.1
White/Unkn/Other	24,379	87.5		21,102	90.9
Total	27,878	100		23,218	
Women	3,508	12.6		2,558	11.0



Appendix G

State Military Support Missions 1987

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
ALABAMA			
Altoona	9 Jan-22 May	Water Haul	2
Lincoln	2 Sep-	Water Haul	2
Lloyd Chapel	10 May-9 Feb	Water Haul	2
Rogersville	28 Dec-22 May	Water Haul	2
Bessemer	31 Jul-31 Oct	Water Haul	2
Guntersville	5 Nov-20 Dec	Water Haul	15
N/Central State	6 Nov-13 Nov	Forest Fire	187
Guntersville	10 Dec-	Water Haul	4
Collinsville	10 Dec-	Water Haul	4
Florida Panhandle	30 Sep-9 Oct	Drug Support	125
ALASKA			
Kenai Peninsula	1-15 Jan	Water Haul	6
St George	1-28 Sep	Water Haul	2
ARIZONA			
Apache County	23-25 Jan	Snow Emergency	26
Gila County	5 Feb	Search/Rescue	3
Maricopa County	5 Feb	Search/Rescue	3
Gila County	25 Feb-3 Mar	Snow Emergency	15
Yavapai County	25 Feb-3 Mar	Snow Emergency	15
Window Rock	3-5 Mar	Snow Emergency	16
Gila County	17-19 Jul	Forest Fire	20
Marana	13-14 Aug	Drug Enforcement Sp	9
Maricopa County	27 Aug	Search/Rescue	6
Gila County	27 Aug	Search/Rescue	3
Statewide Az	29 Aug-30 Sep	Drug Support	62/85
Statewide Az	1-30 Sep	Drug Support	/25
Gila	27 Aug	Search/Rescue	3
Phoenix	14 Sep	Security	698/52
Mohave	29 Sep	Search/Rescue	6
Apache County	20-21 Oct	Search/Rescue	6
ARKANSAS			
West Memphis	14-18 Dec	Security	105
West Memphis	25 Dec	Flood Evacuation	20
Bentonville	26-28 Dec	Ice Storm	1
Cowell	27-28 Dec	Ice Storm	2
Gateway	27-29 Dec	Ice Storm	2

State Military Support Missions 1987

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
CALIFORNIA			
Pomona	25 Feb	Search/Rescue	/8
San Bernardino	21 Mar-2 Apr	Aerial Search	/8
Oroville	8 Apr	Chemical Fire	3
Vandenburg AFB	17 Apr	MEDEVAC	5
Pacific Ocean	20-21 Apr	MEDEVAC	/15
San Luis Obispo	16 May	Aerial Search	3
Mono Lake	23 May	Aerial Search	7
Contra Costa Co	11-14 Jun	Water Haul	5
Humbolt Co	1 Jul	Drug Support	6
Humbolt Co	23 Jul	Drug Support	6
Indio	29 Jul	MEDEVAC	4
Tuolumne	12 Aug	Aerial Support	3
Humbolt Co	1 Aug	Drug Support	/6
Humbolt Co	28 Aug	Drug Support	/6
Humbolt Co	11 Sep	Drug Support	/6
Humbolt Co	28 Sep	Drug Support	/6
Siskiyou Co	31 Aug-24 Oct	Forest Fire	1100
Klamath Forest	3 Sep-24 Oct	Forest Fire	100
Trinity Co	31 Aug-24 Oct	Forest Fire	189
Mendocino Co	2 Sep-24 Oct	Forest Fire	155
Tulare Co	2 Sep-24 Oct	Forest Fire	164
Plumas Co	3 Sep-16 Sep	Forest Fire	107
Kern Co	2 Sep-16 Sep	Forest Fire	253
NW United States	31 Aug-8 Sep	Forest Fire	75
Statewide	25 Sep	Drug Support	6
NW United States	6 Oct-15 Oct	Forest Fire	45
Castle AFB	7 Oct	MEDEVAC	6
Sacramento	17 Dec-15 Mar 88	Shelter	2
El Cajon	17 Dec-15 Mar 88	Shelter	2
San Mateo	17 Dec-15 Mar 88	Shelter	2
Santa Ana	17 Dec-15 Mar 88	Shelter	2
Santa Barbara	17 Dec-15 Mar 88	Shelter	2
Vista	17 Dec-15 Mar 88	Shelter	2
Sunnyvale	17 Dec-15 Mar 88	Shelter	2
San Jose	17 Dec-15 Mar 88	Shelter	2
Chico	17 Dec-15 Mar 88	Shelter	2
Santa Cruz	17 Dec-15 Mar 88	Shelter	2
San Rafael	17 Dec-15 Mar 88	Shelter	2
Orange	17 Dec-15 Mar 88	Shelter	2
Escondido	17 Dec-15 Mar 88	Shelter	2
COLORADO			
Eagle County	17 Jul	Aerial Search	2
CONNECTICUT			
Somers	23 Aug	Aerial Search	3

Appendix G: State Missions (Continued)

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
DELAWARE			
Wilmington Area	22-23 Jan	Snow Emergency	29
Statewide	26-27 Jan	Snow Emergency	36
Kent	9-10 Feb	Snow Emergency	47
Statewide	2-7 Dec	Special training	298/96
DIST OF COL.			
District Wide	29-30 Jan	Snow Emergency	37
FLORIDA			
Collier Co	16-18 Aug	Drug Support	8
Miami	9-11 Sep	Security	3701
Panhandle Area	4-14 Dec	Drug Support	71
GEORGIA			
Forsyth Co	23-25 Jan	Civil Rights March	1700/150
Coast of Florida	27-29 May	Drug Support	7
Union County	7-10 Nov	Forest Fire	9
Atlanta	22 Nov-5 Dec	Prison Riot	12
Florida Coast	7-16 Oct	Drug Support	/25
Florida Coast	30 Nov-16 Dec	Drug Support	/25
GUAM			
Mangilao	30 Jun-13 Aug	Prison Riot	12
HAWAII			
Hawaii County	4-8 May	Drug Support	34
Hilo	18-20 Jul	Brush Fire	235
Maui	17-20 Aug	Drug Support	13
Hawaii	24-28 Aug	Drug Support	13
Hilo	5 Sep	Drug Support	13
Hawaii	8-10 Sep	Drug Support	2
Kauai	4 Nov	Flood Support	2
Honolulu	20 May	Drug Support	2
IDAHO			
Klamath Falls	4-6 Jun	Drug Support	3

Appendix G: State Missions (Continued)

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
ILLINOIS			
Rushville	21 Sep	MEDEVAC	3
Staunton	11 Jan	MEDEVAC	3
Decatur	13 Feb	MEDEVAC	2
Lawrenceville	13 Feb	MEDEVAC	3
Jerseyville	5-6 Mar	MEDEVAC	3
Carrollton	27 Mar	MEDEVAC	3
Effingham	4 Jun	MEDEVAC	3
Effingham	9 Jun	MEDEVAC	3
Bond County	31 Aug-4 Sep	Brush Fire	25
Du-Page County	14-20 Aug	Flood Support	65
Shawree Nat Forest	16-17 May	Drug Support	2
Shawree Nat Forest	1-2 Aug	Drug Support	2
INDIANA			
Pendleton	2-20 May	Dining facility support	4
Morgan	9 Sep	Drug Support	2
IOWA			
Montgomery Co	26 May-8 Jun	Flood Support	16
Fort Dodge	31 Jul-1 Aug	Aerial Support	3
KANSAS			
Ellis, Dodge City, Gorden City, and Hays	23-27 Mar	Snow Emergency 22	
11 NW Counties	30 Mar-2 Apr	Snow Emergency	24
Lawrence	27-29 Apr	Aerial Search	3
KENTUCKY			
Franklin	15-16 Feb	Water Haul	2
Green, Hart, and Marion Counties	17-22 Feb	Snow Emergency	55
Letcher Co	5-8 Apr	Snow Emergency	30
Pike Co	5-8 Apr	Snow Emergency	30
Lawrence	27-29 Apr	Aerial Search	3
Statewide	17 Aug-16 Sep	Drug Support	40
Irvington City	10 Oct-27 Oct	Water Haul	4
S/Eastern State	30 Oct-13 Nov	Forest Fire	20

Appendix G: State Missions (Continued)

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
LOUISIANA			
Gibbsland	2-29 Apr	Water Haul	2
Natchitoches	15-21 Apr	Forest Fire	5
Columbia	5-22 May	Water Haul	2
Statewide	17-22 Jul	Drug Support	3
Tallulah, Parish	12-14 Aug	Flood Support	6
New Orleans	12 Sep	Security	260
Statewide	23-25 Sep	Drug Support	6
Richland Parish	16-20 Nov	Tornado Support	232
Oakdale	22 Nov-1 Dec	Prison Riot	346
MAINE			
Canton	1 Apr	Flood Support	10
Central State	6-13 Apr	Flood Support	90
Machias	11 Aug	MEDEVAC	3
Machias	17 Aug	MEDEVAC	4
Boothbay Harbor	18 Aug	MEDEVAC	4
Machias	30 Aug	MEDEVAC	5
Machias	5 Sep	MEDEVAC	5
Bangor	15 Sep	MEDEVAC	4
MARYLAND			
Chase	4-7 Jan	MEDEVAC	70
Baltimore	22-23 Jan	Snow Emergency	130
Baltimore	26-27 Jan	Snow Emergency	90
MASSACHUSETTS			
Marshfield	3 Jan	Flood Support	45
Cape Cod	10-13 Jan	Drug Support	76
N/Eastern State	5-15 Apr	Drug Support	40
Boston	4 Jul	Community Support	27
Berkshire County	15-31 Oct	Drug Support	6
MICHIGAN			
No state missions			
MINNESOTA			
Brainerd	19-21 Apr	Forest Fire	12
McGregor	23-27 Apr	Forest Fire	4
St Louis Co	13-15 May	Forest Fire	3
Lakeland	1-17 Jun	Water Haul	2

Appendix G: State Missions (Continued)

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
MISSISSIPPI			
Slidell LA	13 Jan	Drug Support	4
MISSOURI			
Rolla	2-19 Apr	Aerial Search	103
S/Western State	26 Dec-1 Jan 88	Ice Storm Support	239
SW Arizona State	1-30 Sep	Drug Support	/21
MONTANA			
Glacier Nat Park	6-9 Jun	Aerial Search	10
Lincoln Co	15-22 Jul	Forest Fire	19
NEBRASKA			
Lincoln	3 Jun	MEDEVAC	3
Sidney	27-28 Feb	Snow Emergency	2
Buffalo	23-24 Mar	Snow Emergency	1
Beatrice	25-26 Mar	Flood	12
Central State	31 Mar	Snow Emergency	65
Fairburg	6 Jul	MEDEVAC	3
Beatrice	26 Aug	MEDEVAC	3
Lincoln	27 Aug	MEDEVAC	4
Omaha	23 Oct	Aviation support	4
NEVADA			
White Pine County	13-19 Jun	Forest Fire	15
Carson City	26-27 Jun	Forest Fire	19
Woodford	30 Jul-4 Aug	Forest Fire	11
Storey	1-2 Sep	Forest Fire	3
Las Vegas/Reno	16 Dec-18 Jan 88	Snow Emergency	40
NEW HAMPSHIRE			
Durham	7-8 Apr	Flood	6
Concord	27 Apr	Forest Fire	6
Pittsfield	8 Nov	Aerial Search	5
El Paso Texas	11 Apr-9 May	Drug Support	25
NEW JERSEY			
Statewide	22-23 Jan	Snow Emergency	729
Statewide	25-27 Jan	Snow Emergency	237
Oakland county	5-7 Apr	Flood	26

Appendix G: State Missions (Continued)

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
NEW MEXICO			
San Miguel	16-27 Jan	Snow Emergency	91
Isleta	13-16 Feb	Water Haul	3
Pilar	22-23 May	Water Haul	3
Cuba	5-10 Jun	Water Haul	4
Santa Fe	4-5 Jul	Ground/Aerial Search	75
Coyote	3 Jul	Water Haul	2
Santa Fe	10-31 Jul	Aerial Search	4
Torrance County	13-18 Dec	Snow Emergency	17
Lordsburg	13-15 Dec	Snow Emergency	10
Santa Rosa	13-15 Dec	Snow Emergency	28
Vallecitos	19-21 Dec	Water Haul	3
Lordsburg	26-27 Dec	Snow Emergency	10
El Paso Texas	25 Apr-23 May	Drug Support	/25
NEW YORK			
NYC	3 Nov 83/present	Emergency Shelter	65
Albany	22-23 Jan	Snow Emergency	40
Plattsburgh	2-9 Mar	Emergency Shelter	9
Albany County	4-9 Oct	Snow Emergency	4
Orange County	6-7 Nov	Forest Fire	26
Boston	10 Nov	Search and Rescue	/11
Boston	16 Nov	Search and Rescue	/8
NORTH CAROLINA			
Rowen County	9-10 Jun	Drug Support	11
Burke County	24-25 Jun	Drug Support	5
Harnett County	7-8 Jul	Drug Support	8
Wake County	10 Jul	Drug Support	2
Johnston County	16-22 Jul	Drug Support	4
Lincoln County	21-22 Jul	Drug Support	8
Rowen County	28-29 Jul	Drug Support	15
Lee County	30-31 Jul	Drug Support	8
Vance County	4-5 Aug	Drug Support	5
Harnett County	27 Aug	Drug Support	4
Mecklenburg County	15 Sep	Drug Support	4
State wide	13-26 Jul	Olympic Support Tryouts	141
Stokes County	9 Sep	Drug Support	5
Randolph County	14 Sep	Drug Support	2
Avery County	7-8 Nov	Emergency Lighting Support	/5
Pasquotank	6-9 Oct	Emergency Lighting Support	2
Elizabeth	6-12 Oct	Emergency Lighting Support	2
Mecklenburg	7-10 Nov	Forest Fire Support	2

Appendix G: State Missions (Continued)

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
NORTH DAKOTA			
Minot	6-11 Apr	Chemical Fire	20
Wyndmere	23 Sep	Chemical Fire	11
Wyndmere	22-24 Sep	Train derailment	84
OHIO			
Belmont County	27 Feb-2 Mar	Stanby MEDEVAC Support	18
Chillicothe	4-5 Apr	Snow Emergency	40
Richland	2-5 Jun	Security Support	40
Butler County	10-15 Sep	Water Haul	20
Butler County	10 Sep-25 Oct	Water Haul	20
Perry County	8 Oct	Water Haul	6
Belmont County	20 Nov 87-Present	Standby MEDEVAC Support	4
OKLAHOMA			
Boley	18-20 Jan	Snow Emergency	4
Holdenville	17-22 Jan	Snow Emergency	4
Roff	18-19 Jan	Snow Emergency	4
Stratford	19-20 Jan	Snow Emergency	8
Wewoka	17-20 Jan	Snow Emergency	1
Chickasha	27-30 May	Flood Support	39
Paul's Valley	29-30 May	Flood Support	5
Statewide	1 Jul-30 Sep	Drug Support	4
Osage County	19-20 Sep	Drug Support	45
Dewey County	16-17 Sep	Drug Support	50
OREGON			
Josephine County	1-27 Sep	Forest Fire Support	253
Douglas County	1-30 Sep	Forest Fire Support	1000
Polk County	21-28 Oct	Forest Fire Support 75	
PENNSYLVANIA			
Philadelphia	17-20 Aug	Aviation Support	6
PUERTO RICO			
Isla Grande	14 Jan	Transportation Support	3
San Juan	6-13 Aug	Water Haul	11
Lowaredo	27 Nov-1 Dec	Flood Support	153
Canovanas	7 Dec	Flood Support 29	

Appendix G: State Missions (Continued)

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
RHODE ISLAND			
Providence County	12 Jan-8 Feb	Security Support	34
SOUTH CAROLINA			
Columbia	11 Sep	Security Support	100
Charleston	15 Oct	Drug Support	2
SOUTH DAKOTA			
Hot Springs	21-22 Jul	Forest Fire Support	11
TENNESSEE			
Scott Claiborne	4 Nov-13 Nov	Forest Fire Support	44/1
Campbell	4 Nov-13 Nov	Forest Fire Support	30
Elizabethton	7 Nov	Forest Fire Support	57
Chattanooga	7 Nov	Forest Fire Support	4
TEXAS			
Shamrock	23 Mar	Snow Emergency	50
Angelina County	25-29 May	Drug Support	6
Kendall County	14-26 Jul	Flood Support	65
Eastern State	10-14 Aug	Drug Support	4
San Antonio	13 Sep	Security Support	1000
Houston	16 Sep	Drug Support	3
Angelina	7-11 Sep	Drug Support	4
Palestine	15-19 Nov	Tornado Support	32
San Antonio	24 Nov	Forest Fire Support	3
VERMONT			
Burlington	16 Jul	Aviation Support	3
Bennington County	8-11 Oct	Snow Emergency	22
VIRGINIA			
Fairfax County	22-23 Jan	Snow Emergency	21
Richmond	17-19 Apr	Flood Support	150
Madison County	30 Jul	Forest Fire Support	3
Lee County	17-28 Aug	Forest Fire Support	64
Wise County	17-28 Aug	Forest Fire Support	50
Statewide	17-28 Aug	Drug Support	9
Lee/Wise Counties	8-12 Nov	Forest Fire	138

Appendix G: State Missions (Continued)

STATE	DATES	MISSION	PERSONNEL (ARNG/ANG)
VIRGIN ISLANDS			
St Thomas	23 Jul-21 Aug	Community Support	11
St Thomas	14 Sep-3 Oct	Community Support	17
WASHINGTON			
No State missions			
WEST VIRGINIA			
Oakvale	25-27 Apr	Flood Support	2
Statewide	1 Jan-30 Dec (317 callups)	Surplus Food Distribution	1535
WISCONSIN			
Parks Falls	21-24 Apr	Forest Fire Support	2
Dane County	2-5 Jul	MEDEVAC support	20
Juneau County	10 Jul	Aerial Search	4
Marathon County	6 Aug	Aerial Search	3
Arizona State	1-30 Sep	Drug Support	21
Columbia	21-22 Nov	Search and Rescue	4
WYOMING			
Casper	17 Feb-30 May	Water Haul	1
Natrona County	12 Aug-18 Dec	Water Haul	1
Casper	28 Sep-18 Dec	Water Haul	4
Teton	6-11 Aug	Aerial Support	13

Appendix H

Major Units of the Army National Guard

Divisions

HQ, 26th Infantry Division
Armory Road
Buzzards Bay, MA 02532-5595

HQ, 28th Infantry Division
14th and Calder Streets
Harrisburg, PA 17103

HQ, 29th Infantry Division (Light)
Williams Hall Bldg. 2247
Ft. Belvoir, VA 22060-5726

HQ, 42d Infantry Division
125 W. 14th Street
New York, NY 10011

HQ, 49th Armored Division
Box 5218, Camp Mabry
Austin, TX 78763-5218

HQ, 38th Infantry Division
P.O. Box 41326
Indianapolis, IN 46241-0326

HQ, 40th Infantry Division (Mech)
Bldg. 16, Armed Forces Reserve Center
Los Alamitos, CA 90720-5001

HQ, 35th Infantry Division (Mech)
Funston Hall
Ft. Leavenworth, KS 60027

HQ, 47th Infantry Division
600 Cedar Street
St. Paul, MN 55101-2597

HQ, 50th Armored Division
1060 Hamilton Street
Somerset, NJ 08873-3349

Separate Combat Brigades

HQ, 29th Infantry Brigade
3949 Diamond Head Road
Honolulu, HI 96816

HQ, 30th Armored Brigade
P.O. Box 2347
Jackson, TN 38302

HQ, 32d Infantry Brigade (Mech)
4108 N. Richards Street
Milwaukee, WI 53212-1012

HQ, 39th Infantry Brigade
4700 W. 8th
Little Rock, AR 72204

HQ, 27th Infantry Brigade (Light)
1055 E. Genessee Street
Syracuse, NY 13210
HQ, 48th Infantry Brigade (Mech)
475 Shurling Drive
Macon, GA 31201

HQ, 73d Infantry Brigade
4094 Sullivant Avenue
Columbus, OH 43228

HQ, 92d Infantry Brigade
Ft. Allen, Bldg. 212
Juana Diaz, PR 00665

HQ, 218th Infantry Brigade (Mech)
P.O. Box Drawer 280
Newberry, SC 29108-0280

HQ, 30th Infantry Brigade (Mech)
701 Truck Lane
Clinton, NC 28328

HQ, 31st Armored Brigade
2505-09 44th Avenue
Northport, AL 35476

HQ, 33d Infantry Brigade
1551 N. Kedzie Avenue
Chicago, IL 60651

HQ, 41st Infantry Brigade
6700 S.W. Oak Street
Portland, OR 97223

HQ, 45th Infantry Brigade
P.O. Box 707
Edmond, OK 73034

HQ, 53d Infantry Brigade
500 N. Howard Avenue
Tampa, FL 33606

HQ, 81st Infantry Brigade (Mech)
1601 W. Armory Way
Seattle, WA 98119

HQ, 155th Armored Brigade
Tupelo MAP, P.O. Box 62
Tupelo, MS 38801-0062

HQ, 256th Infantry Brigade (Mech)
1806 Surrey Street
Lafayette, LA 70501

Appendix H: ARNG Units – Continued

Special Forces Groups

HQ, 19th Special Forces Group
1523 Sunnyside Avenue
Salt Lake City, UT 84105-0900

HQ, 20th Special Forces Group
P.O. Box 4215
Birmingham, AL 35206-4215

Armored Cavalry Regiments

HQ, 107th Armored Cavalry Regiment
4303 Green Road
Cleveland, OH 44128

HQ, 116th Armored Cavalry Regiment
P.O. Box 11
Twin Falls, ID 83301

HQ, 163d Armored Cavalry Regiment
P.O. Box 878
Bozemen, MT 59715-0878

HQ, 278th Armored Cavalry Regiment
3330 Sutherland Avenue
Knoxville, TN 37919-0167

Major Separate Headquarters

HQ, I Corps Artillery
1543 Sunnyside Avenue
Salt Lake City, UT 84105

HQ, 16th Engineer Bde
2170 Howey Road
Columbus, OH 43211

HQ, 30th Engineer Bde
Wilmont & Terminal Road
Charlotte, NC 28219

HQ, 35th Engineer Bde
27 Sherman Road
Jefferson Barracks, MO 63125

HQ, 43d Military Police Bde
Armory, Cranston Street
Providence, RI 02909

HQ, 49th Military Police Bde
2295 Mariner Sq Loop
Alameda, CA 94501

HQ, 111th Air Defense Artillery Bde
P.O. Box 11396, Station E
Albuquerque, NM 87112

HQ, 112th Medical Bde
2825 W. Granville Road
Worthington, OH 43085

HQ, 167th Support Command
P.O. Box 10225
Birmingham, AL 35201

HQ, 175th Medical Bde
3250 Meadowview Road
Sacramento, CA 95832

HQ, 177th Military Police Bde
1500 W. Eight Mile Road
Detroit, MI 48327

HQ, 184th Transportation Bde
P.O. Box 2428
Laurel, MS 39440

HQ, 194th Engineer Bde
3041 Sidco Drive
Nashville, TN 37204

HQ, 213th Medical Bde
206A Culley Drive
Jackson, MS 39202

HQ, 207th Infantry Group
4902 Jewel Lake Road
Anchorage, AK 99502

HQ, 261st Signal Command
William Penn Street
Dover, DE 19901

HQ, 260th Military Police Bde
2001 E. Capitol Street
Washington, DC 20003-1719

HQ, 53d Signal Bde
1225 Easterwood Drive
Tallahassee, FL 32301

HQ, 142d Signal Bde
P.O. Box 1389
Decatur, AL 35601

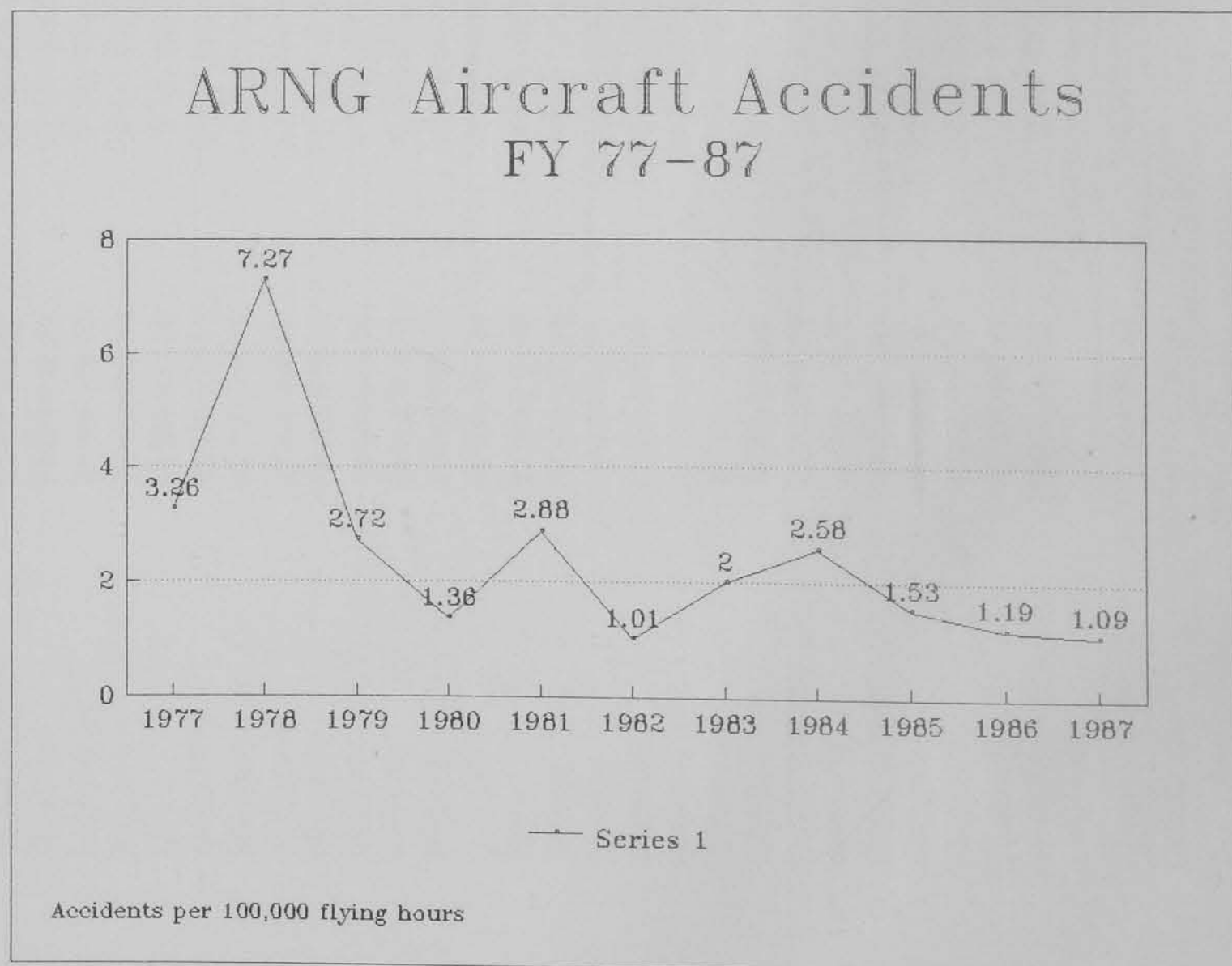
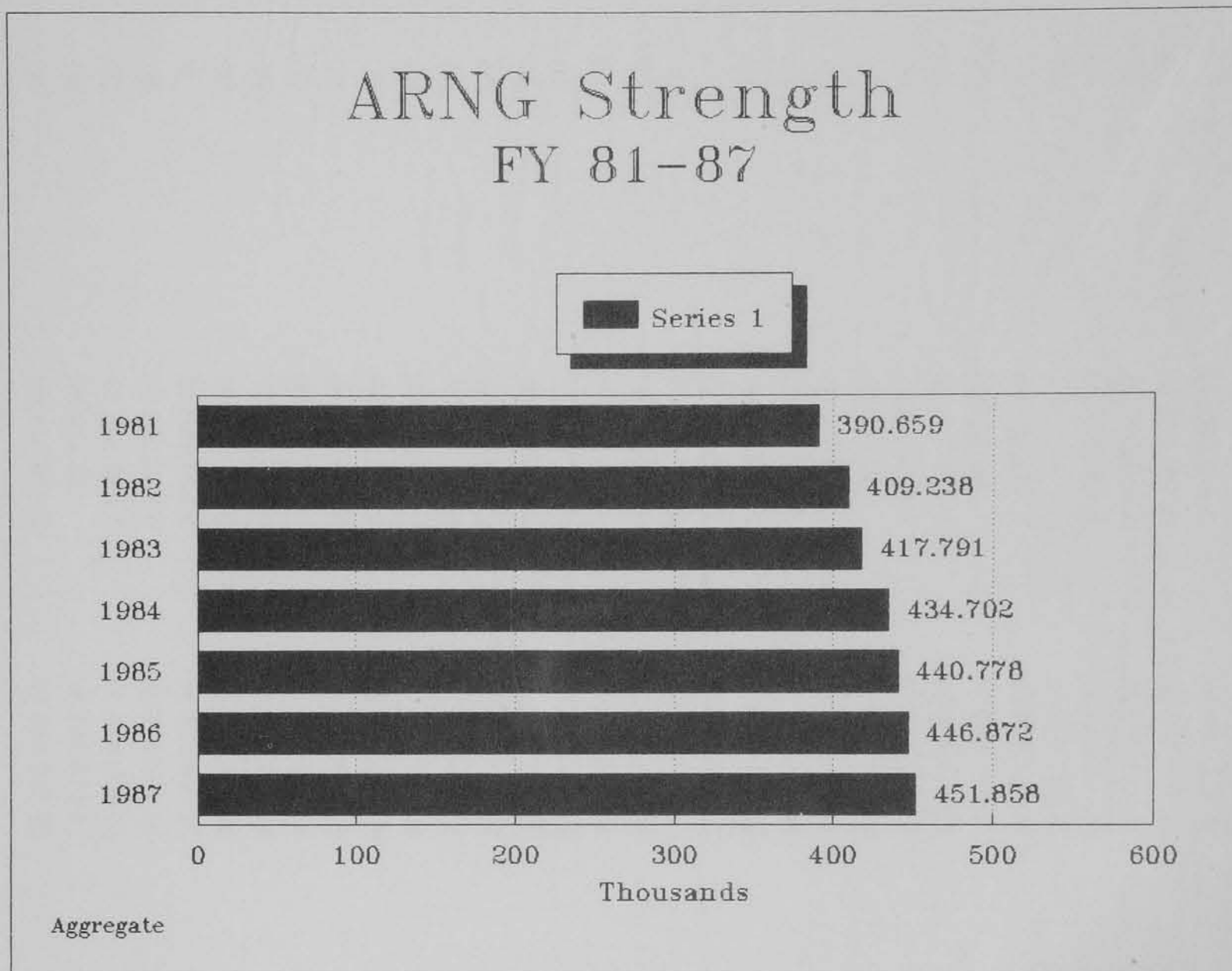
HQ, 228th Signal Bde
P.O. Box 5286
Spartanburg, SC 29304

HQ, 164th ADA Bde
P.O. Box 568609
Orlando, FL 32856-8609

HQ, 187th Signal Bde
1402 Eighth Avenue
Brooklyn, NY 11215-1306

HQ, 66th Aviation Bde

Appendix I: ARNG Strength and Safety Data



ARNG 1987	GRAND TOTAL	NGOA	OMARNG	MCNG	PROCUREMENT
GRAND TOTAL	\$5,088,158,132.30	\$3,083,196,071.32	\$774,134,316.62	\$128,251,431.06	\$102,576,313.30
STATE TOTAL	\$2,452,334,685.76	768,548,015.15	555,535,239.55	128,251,431.06	.00
Total by state:					
ALASKA	33,121,477.11	6,221,154.21	24,656,804.48	2,243,518.42	.00
ALABAMA	97,265,009.64	37,734,915.57	55,722,308.95	3,807,785.12	.00
ARKANSAS	62,316,356.81	26,477,444.15	32,708,693.41	3,130,219.25	.00
ARIZONA	36,648,817.20	10,243,356.00	24,454,363.86	1,951,097.01	.00
CALIFORNIA	128,465,907.91	35,037,224.81	88,003,512.22	5,425,170.88	.00
COLORADO	21,264,674.40	6,383,305.49	14,881,368.91	—	.00
CONNECTICUT	30,657,881.54	6,541,539.56	24,061,216.98	55,125.00	.00
DC	11,269,649.99	3,566,873.86	7,651,852.13	50,924.00	.00
DELAWARE	16,562,736.55	4,664,488.89	11,452,495.84	445,751.82	.00
FLORIDA	61,506,587.99	21,643,908.83	34,282,093.53	5,580,585.63	.00
GEORGIA	66,163,952.99	18,063,170.11	48,064,982.38	35,800.50	.00
GUAM	2,800,667.27	1,371,208.66	1,249,458.61	180,000.00	.00
HAWAII	22,829,023.60	5,563,272.04	17,035,771.34	229,980.22	.00
IOWA	42,564,656.18	12,358,137.08	27,815,646.03	2,390,873.07	.00
IDAHO	32,668,508.46	8,422,688.78	20,747,097.54	3,498,722.14	.00
ILLINOIS	46,821,847.82	14,616,604.14	29,489,410.09	2,715,833.59	.00
INDIANA	56,470,406.11	18,882,357.71	36,681,516.33	906,532.07	.00
KANSAS	34,246,913.24	10,102,782.55	23,501,424.44	642,706.25	.00
KENTUCKY	34,522,418.57	12,454,183.67	22,068,234.90	—	.00
LOUISIANA	58,688,889.65	20,427,350.48	35,983,155.28	2,278,383.89	.00
MASSACHUSETTS	54,327,553.13	14,936,544.68	39,150,597.45	240,411.00	.00
MARYLAND	48,246,640.37	13,170,282.48	28,789,579.35	6,286,778.54	.00
MAINE	19,255,625.16	6,167,329.43	12,740,014.03	348,281.70	.00
MICHIGAN	65,695,222.20	20,471,721.85	42,941,107.77	2,282,392.58	.00
MINNESOTA	65,944,484.52	18,265,500.00	42,343,675.38	5,335,309.14	.00
MISSOURI	53,569,576.33	15,278,269.02	37,460,205.31	831,102.00	.00
MISSISSIPPI	93,402,551.12	26,176,013.96	56,344,014.45	10,882,522.71	.00
MONTANA	20,747,517.92	5,857,996.64	13,801,762.36	1,087,758.92	.00
NORTH CAROLINA	67,605,290.55	21,068,035.50	37,008,465.93	9,528,789.12	.00
NORTH DAKOTA	25,727,687.41	6,651,503.03	14,492,629.30	4,583,555.08	.00
NEBRASKA	28,051,469.75	11,128,571.61	15,400,586.37	1,522,311.77	.00
NEW HAMPSHIRE	12,301,174.42	3,557,333.15	8,718,351.47	25,489.80	.00
NEW JERSEY	56,756,919.40	14,794,895.27	39,735,448.51	2,226,575.62	.00

Appendix J: Army National Guard Obligations

Appendix J: Army National Guard Obligations (Contd)

NEW MEXICO	26,325,674.40	6,884,109.09	15,766,572.62	3,674,992.69	.00
NEVADA	14,652,018.00	3,497,097.88	10,683,199.15	471,720.97	.00
NEW YORK	96,034,297.63	28,574,700.51	64,808,841.73	2,650,755.39	.00
OHIO	65,715,700.83	22,019,983.85	40,372,998.32	3,322,718.66	.00
OKLAHOMA	54,822,487.23	20,209,218.30	34,352,239.18	261,029.75	.00
OREGON	41,065,129.31	13,277,252.58	25,406,575.67	2,381,301.06	.00
PENNSYLVANIA	80,669,826.84	25,326,150.60	54,418,704.94	924,971.22	.00
PUERTO RICO	48,238,865.80	21,955,587.64	26,094,239.16	189,029.00	.00
RHODE ISLAND	19,494,634.60	5,091,765.76	10,645,102.84	3,757,766.00	.00
SOUTH CAROLINA	58,748,265.15	23,801,479.17	34,494,448.65	452,337.33	.00
SOUTH DAKOTA	22,663,870.29	7,478,562.98	14,530,087.40	655,219.91	.00
TENNESSEE	71,016,472.27	25,491,765.21	38,516,001.75	7,008,705.31	.00
TEXAS	96,767,435.59	31,160,170.51	62,451,199.59	3,156,056.49	.00
UTAH	45,558,777.73	17,996,725.98	21,493,805.53	6,068,246.22	.00
VIRGINIA	51,413,887.20	13,086,364.11	30,502,707.25	7,824,815.84	.00
VIRGIN ISLANDS	6,284,836.75	1,688,777.00	4,596,059.74	—	.00
VERMONT	20,277,461.18	5,996,108.41	14,026,548.77	254,804.00	.00
WASHINGTON	39,911,547.43	11,222,931.79	28,081,119.02	607,496.62	.00
WISCONSIN	45,335,022.19	14,206,807.89	28,942,230.23	2,185,984.07	.00
WEST VIRGINIA	23,312,656.57	7,016,725.13	15,574,616.82	721,314.62	.00
WYOMING	15,537,723.46	4,265,767.14	10,340,096.25	931,860.07	.00
OTHERS	2,533,247,133.24	2,314,648,056.17	218,599,077.07	.00	.00
CHIEF, NGB	2,320,520,600.00	2,313,720,600.00	6,800,000.00		
FAO USA MDW	156,173,537.79	927,456.17	155,246,081.62		
CH. OF ENGINEERS	2,349,886.37		2,349,886.37		
SURGEON GENERAL	9,964,800.00		9,964,800.00		
CHIEF OF STAFF, ARMY	5,647,483.45		5,647,483.45		
FORSCOM	7,071,700.00		7,071,700.00		
FORSCOM (EXERCISES)	1,097,600.00		1,097,600.00		
KOREA	110,000.00		110,000.00		
EUROPE	908,805.29		908,805.29		
FT HUACHUCA	3,845,338.47		3,845,338.47		
DEF SUPP AGENCY	25,557,381.87		25,557,381.87		

Appendix K: Federal/State-Owned Installations

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 Stewart 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)

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)

Appendix L: Air National Guard Unit Composition

Air Guard Unit Composition

Table 1

- 1052 Total Units
- 24 Wings
- 67 Groups
- 91 Squadrons
- 601 Support Units
- 150 Communications/Electronics Units
- 123 Miscellaneous Units

AIR GUARD FLYING WINGS

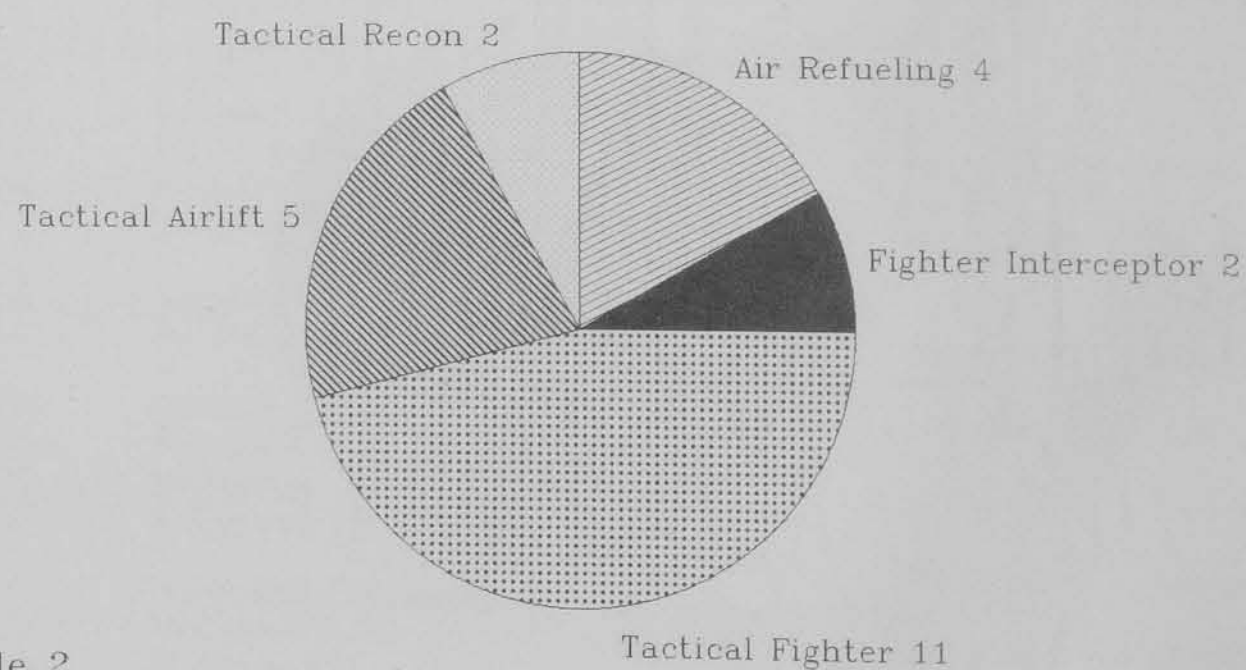


Table 2

Appendix L: Air National Guard Unit Composition (Continued)

AIR GUARD FLYING GROUPS

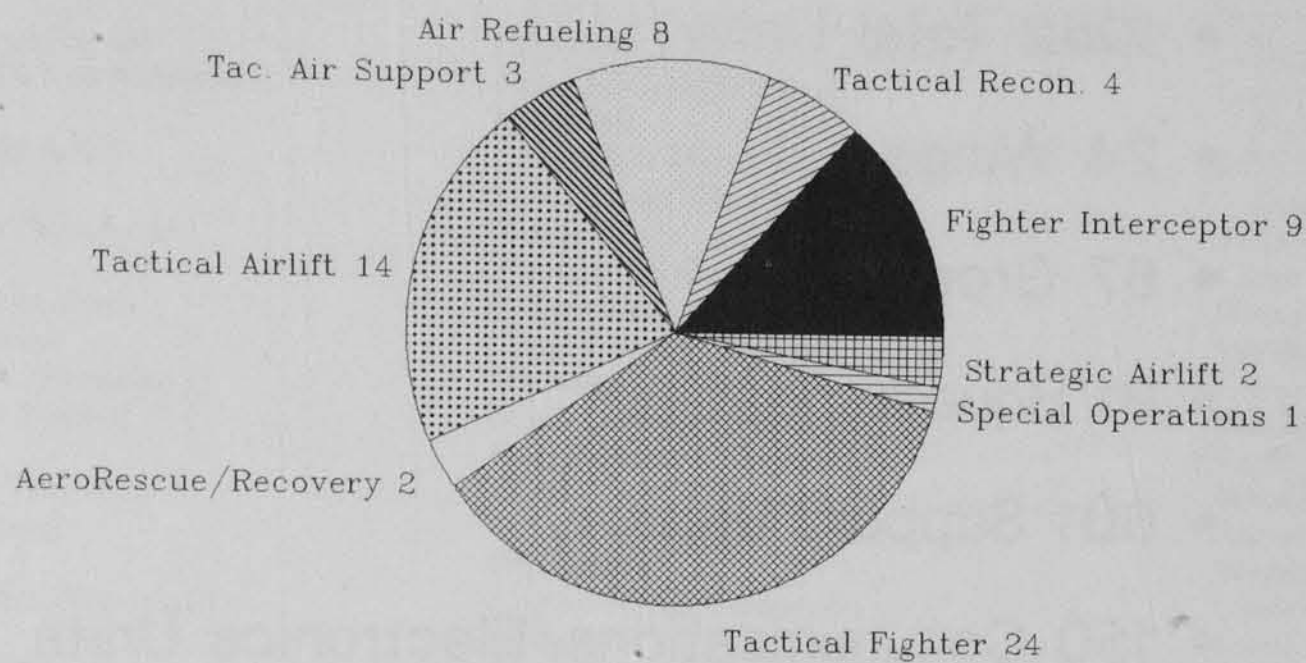


Table 3

Air Guard Flying Squadrons

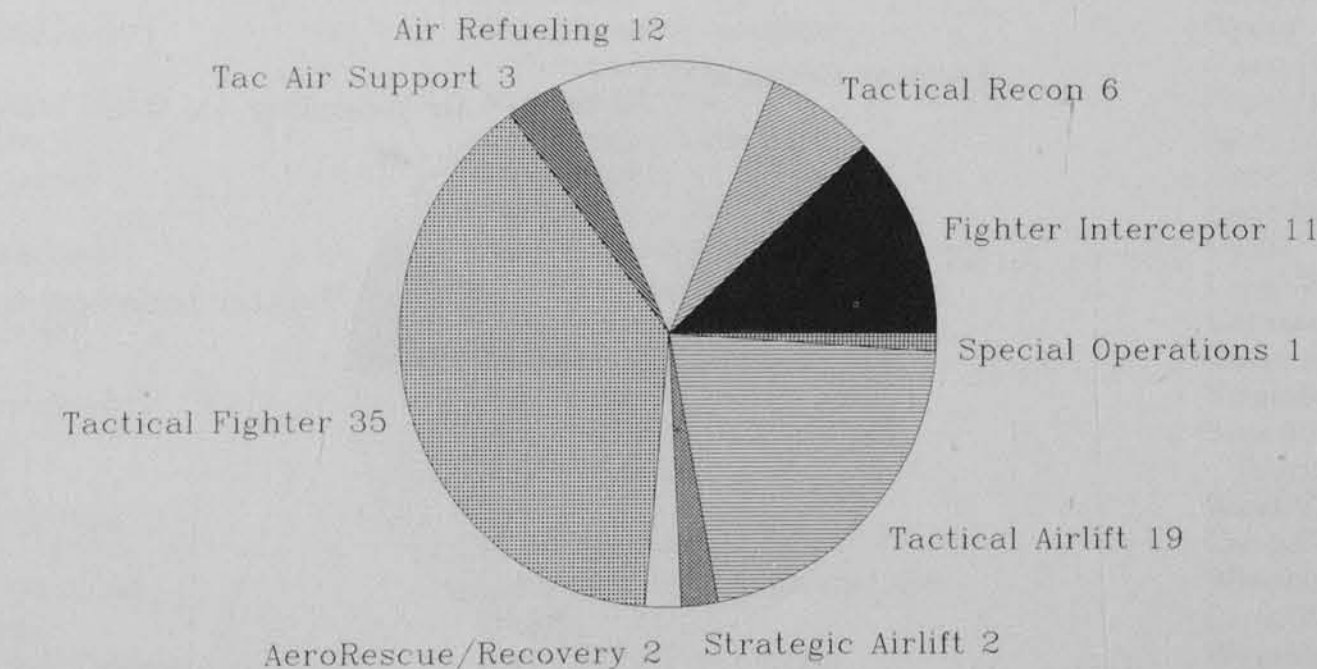


Table 4

Appendix M: Aircraft, Unit, Location By Gaining Command

AIRCRAFT	UNIT	LOCATION	AIRCRAFT	UNIT	LOCATION
Air Defense-Tactical Air Command			OA-37	110 TASG 111 TASG 182 TSG	Kellogg, MI Willow Grove, PA Peoria, IL
F-106 A/B	102 FIW 177 FIG	Otis ANGB, MA Atlantic City, NJ	Military Airlift Command		
F-4C	142 FIG	Portland, OR	C-130 A	118 TAW 143 TAG 164 TAG	Nashville, TN Quonsit Pt, RI Memphis, TN
F-4D	144 FIW 107 FIG 147 FIG 119 FIG 148 FIG 191 FIG	Fresno, CA Niagara Falls, NY Ellington Fld, TX Fargo, ND Duluth, MN Selfridge ANGB, MI	C-130 B	135 TAG 145 TAG 153 TAG 167 TAG 179 TAG	Baltimore, MD Charlotte, NC Cheyenne, WY Martinsburg, WV Mansfield, OH
F-16 A/B	120 FIG 125 FIG	Great Falls, MT Jacksonville, FL	C-130 E	133 TAW 146 TAW 189 TAG	Minn/St. Paul, MN Van Nuys, CA Little Rock, AR
Strategic Air Command			C-130 H	136 TAW 137 TAW 109 TAG 130 TAG 165 TAG 166 TAG 176 TAG 139 TAG	Dallas NAS, TX Will Rogers, OK Schenectady, NY Charleston, WV Savanah, GA Wilmington, DE Anchorage, AK St. Joseph, MO
KCK-135E	101 ARW 126 ARW 141 ARW 171 ARW 128 ARG 134 ARG 151 ARG 157 ARG 160 ARG 161 ARG 170 ARG 190 ARG	Bangor, ME Chicago, IL Fairchild AFB, WA Gtr Pittsburgh, PA Milwaukee, WI Knoxville, TN Salt Lake City, UT Pease AFB, NH Rickenbacker ANGB, OH Phoenix, AZ McGuire AFB, NJ Forbes, KS	F-15A/B	116 TFG 159 TFG	Dobbins AFB, GA New Orleans NAS, LA
Tactical Air Command			F-16A/B	149 TFG 158 TFG 169 TFG	Kelly AFB, TX Burlington, VT McEntire ANGB, SC
A-7D/K	121 TFW 127 TFW 132 TFW 140 TFW 112 TFG 114 TFG 138 TFG 150 TFG 156 TFG 162 TFG 178 TFG 180 TFG 185 TFG 192 TFG	Rickenbacker ANGB, OH Selfridge ANGB, MI Des Moines, IA Buckley ANGB, CO Pittsburg, PA Sioux Falls, SD Tulsa, OK Kirtland AFB, NM San Juan, PR Tucson, AZ (RTU) Springfield, OH Toledo, OH Sioux City, IA Richmond, VA	A-10	128 TFW 174 TFW 103 TFG 104 TFG 175 TFG	TRUAX, WI Syracuse, NY Bradley, CT Barnes, MA Baltimore, MD
F-4C	181 TFG 188 TFG	Terre Haute, IN Ft. Smith, AR	Airlift Support		
F-4D	113 TFW 183 TFG 187 TFG 184 TFG	Andrews AFB, MD Springfield, IL Montgomery, AL McConnell AFB, KS (RTU)	C-21A/ C-22B T-43	DET 1 HQ, DCANG Det 1 HQ COANG	Andrews AFB, MD Buckley ANGB, CO
F-4E	163 TFG 108 TFW 122 TFW 131 TFW	March AFB, CA McGuire AFB, NJ Ft. Wayne, IN St. Louis, MO	HC-130/ HH-3	106 ARRG 129 ARRG	Suffolk, NY Moffett NAS, CA
RF-4C	117 TRW 123 TRW 124 TRG 154 TRG 155 TRG 186 TRG	Birmingham, AL Louisville, KY Boise, ID Reno, NV Lincoln, NE Meridian, MS	C-141B	172 MAG	Jackson, MS
			C-5A	105 MAG	Stewart, NY
			EC-130E	193 SOG	Harrisburg, PA
			PACIFIC AIR FORCES		
			F-15	154 CG	Hickam, AFB, HI

Appendix N: ANG Obligations, Fiscal Year 1987

STATE/ORG.	OTH PROC	MIL CON	O&M	MIL PERS	TOTAL
Alabama	\$111,989	\$678,573	\$27,936,881	\$26,110,901	\$54,838,344
Alaska	5,417	632,797	17,566,622	8,500,786	26,705,622
Arizona	60,839	8,657,882	36,909,673	22,095,132	67,723,526
Arkansas	52,258	1,272,360	18,134,966	17,360,868	36,820,452
Calif.	151,281	617,231	54,462,850	47,599,215	102,830,577
Colorado	73,818	26,538	29,488,161	12,339,312	41,927,829
Connecticut	36,893	0	10,706,219	10,207,460	20,950,572
Delaware	0	0	8,120,143	7,923,659	16,043,802
D.C.	62,587	222,100	18,212,660	12,256,933	30,754,280
Florida	68,549	3,918,149	13,752,312	11,797,285	29,536,295
Georgia	64,937	8,732,943	26,931,034	28,107,111	63,836,025
Guam	0	0	0	1,337,555	1,337,555
Hawaii	20,794	3,479,091	29,052,742	17,910,821	50,463,448
Idaho	13,113	1,818,277	15,322,068	10,917,984	28,071,442
Illinois	153,908	4,496,404	30,899,833	28,755,389	64,305,534
Indiana	20,730	356,941	26,092,147	18,604,186	45,074,004
Iowa	42,667	363,584	22,075,708	17,205,095	39,687,054
Kansas	180,158	3,015,000	35,515,184	19,234,610	57,945,951
Kentucky	0	0	11,315,862	10,128,586	21,444,448
Louisiana	21,008	0	13,531,806	12,997,061	26,549,875
Maine	55,446	448,246	11,727,907	11,216,786	23,448,385
Maryland	95,071	244,837	15,090,093	14,784,864	30,214,865
Mass.	163,999	3,742,999	39,615,654	22,953,084	66,474,737
Michigan	231,077	323,259	54,846,088	24,517,056	79,917,480
Minnesota	55,678	476,260	25,070,101	20,292,515	45,894,554
Mississippi	159,677	5,754,452	24,028,752	22,894,193	52,837,074
Missouri	20,044	1,684,555	28,036,202	23,363,720	53,104,521
Montana	44,177	944,735	16,112,260	9,554,790	26,655,962
Nebraska	36,396	141,291	10,862,614	9,459,938	20,500,239
Nevada	13,208	28,500	10,512,354	8,801,603	19,355,665
New Hampshire	37,817	152,335	9,601,253	7,846,081	17,637,486
New Jersey	28,441	9,330,329	31,290,900	22,415,592	63,065,262
New Mexico	12,087	259,788	11,710,107	8,641,715	20,623,697
New York	198,017	9,684,510	84,993,060	47,364,905	142,240,492
North Carolina	285,269	664,448	11,499,349	12,089,687	24,538,753
North Dakota	51,512	0	12,090,172	8,974,977	21,116,661
Ohio	91,875	1,380,715	65,182,321	48,638,752	115,293,663
Oklahoma	77,730	213,508	20,628,756	18,957,230	39,877,224
Oregon	70,887	5,251,033	29,220,447	17,628,697	52,171,064
Pennsylvania	54,153	4,021,924	34,994,570	38,646,529	77,717,176
Puerto Rico	8,903	10,446	14,179,080	11,208,880	25,407,309
Rhode Island	130,399	2,925,825	11,172,520	11,540,955	25,769,699
South Carolina	34,822	1,518,063	10,622,516	11,692,325	23,867,726
South Dakota	120,609	2,065,304	9,418,619	7,739,269	19,343,801
Tennessee	126,145	182,066	32,994,253	32,891,804	66,194,268
Texas	62,810	281,682	39,881,070	31,779,621	72,005,183
Utah	101,228	364,939	13,800,345	12,892,089	27,158,601
Vermont	16,122	0	11,458,587	7,686,792	19,161,501
Virginia	68,917	85,930	11,887,992	9,852,489	21,895,328
Washington	0	25,477	17,045,277	20,285,509	37,356,263
West Virginia	285,047	4,600,864	18,092,171	17,783,545	40,761,627
Wisconsin	103,221	4,494,631	58,616,352	17,066,995	80,281,199
Wyoming	0	141,559	8,229,693	8,037,192	16,408,444
ANGSC	115,545		514,023,502	5,265,871	519,404,918
HQ USAF/ALC'S			22,938,192		22,938,192
EQUIPMENT					5,856,293
TOTALS	\$4,097,275	\$99,732,380	\$1,787,500,000	\$946,155,999	\$2,843,341,947

Appendix O: Activation/Inactivation of Units (ANG)

LOCATION & UNIT	DATE	LOCATION & UNIT	DATE
McConnell AFB, KS 161 Tactical Training Squadron*	1 July 87	Charleston, WVA From: 130 Communications Flight To: 130 Mission Support Flight	1 July 87
Buckley ANGB, CO 227 Air Traffic Control Flight*	15 June 87	Des Moines IAP, IA From: 132 Communications Flight To: 132 Mission Support Flight	1 July 87
All Air National Guard From: Combat Support Squadrons To: Mission Support Squadrons	1 July 87	Minn/St. Paul IAP, MN From: 133 Communications Flight To: 133 Mission Support Flight	1 July 87
Bangor AGS, ME From: 101 Communications Flight To: 101 Mission Support Flight	1 July 87	McGhee/Tyson APT, TN From: 134 Communications Flight To: 134 Mission Support Flight	1 July 87
Otis ANGB, MA From: 102 Communications Flight To: 102 Mission Support Flight	1 July 87	Will Rogers IAP, OK From: 137 Communications Flight To: 137 Mission Support Flight	1 July 87
Bradley IAP, CT From: 103 Communications Flight To: 103 Mission Support Flight	1 July 87	Rosecrans, MO From: 139 Communications Flight To: 139 Mission Support Flight	1 July 87
Stewart IAP, NY From: 105 Communications Flight To: 105 Mission Support Flight	1 July 87	Portland IAP, OR From: 142 Communications Flight To: 142 Mission Support Flight	1 July 87
Suffolk CO APT, NY From: 106 Communications Flight To: 106 Mission Support Flight	1 July 87	Quonset State APT, RI From: 143 Communications Flight To: 143 Mission Support Flight	1 July 87
Niagara Falls IAP, NY From: 107 Communications Flight To: 107 Mission Support Flight	1 July 87	Fresno ATM, CA From: 144 Communications Flight To: 144 Mission Support Flight	1 July 87
Schenectady, NY From: 109 Communications Flight To: 109 Mission Support Flight	1 July 87	Van Nuys APT, CA From: 146 Communications Flight To: 146 Mission Support Flight	1 July 87
W.W. Kellogg APT, MI From: 110 Communications Flight To: 110 Mission Support Flight	1 July 87	Ellington Fld, TX From: 147 Communications Flight To: 147 Mission Support Flight	1 July 87
Willow Grove NAS, PA From: 111 Communications Flight To: 111 Mission Support Flight	1 July 87	Cheyenne, WY From: 153 Communications Flight To: 153 Mission Support Flight	1 July 87
Truax Field, WI From: 115 Communications Flight To: 115 Mission Support Flight	1 July 87	Puerto Rico IAP, PR From: 156 Communications Flight To: 156 Mission Support Flight	1 July 87
Hector Field, ND From: 119 Communications Flight To: 119 Mission Support Flight	1 July 87	Burlington IAP, VT From: 158 Communications Flight To: 158 Mission Support Flight	1 July 87
Great Falls IAP, MT From: 120 Communications Flight To: 120 Mission Support Flight	1 July 87	New Orleans NAS, LA From: 159 Communications Flight To: 110 Mission Support Flight	1 July 87
Jacksonville IAP, FL From: 125 Communications Flight To: 125 Mission Support Flight	1 July 87	Rickenbacker ANGB, OH From: 160 Communications Flight To: 160 Mission Support Flight	1 July 87
O'Hare IAP, IL From: 126 Communications Flight To: 126 Mission Support Flight	1 July 87	Sheppard Fld, WVA From: 167 Communications Flight To: 167 Mission Support Flight	1 July 87
General B. Mitchell Field, WI From: 128 Communications Flight To: 128 Mission Support Flight	1 July 87	Gtr Pittsburgh IAP, PA From: 171 Communications Flight To: 171 Mission Support Flight	1 July 87
Moffett NAS, CA From: 129 Communications Flight To: 129 Mission Support Flight	1 July 87		

* Activation
** Inactivation

Appendix O: Activations / Inactivations / Redesignations (Cont'd.)

LOCATION & UNIT	DATE	LOCATION & UNIT	DATE
Thompson IAP, MS From: 172 Communications Flight To: 172 Mission Support Flight	1 July 87	Wailuku AIN, HI From: 201 Combat Communications Flight To: 201 Combat Communications Squadron	1 Aug 87
Atlantic City, NJ From: 177 Communications Flight To: 177 Mission Support Flight*	1 July 87	Hickam AFB, HI From: 202 Combat Communications Flight To: 293 Combat Communications Squadron	1 Aug 87
Mansfield, OH From: 179 Communications Flight To: 179 Mission Support Flight	1 July 87	Hilo, HI From: 201 Combat Communications Flight To: 291 Combat Communications Squadron	1 Aug 87
Gtr Peoria IAP, IL From: 182 Communications Flight To: 182 Mission Support Flight	1 July 87	Barbers Point, HI From: 201 Air Traffic Control Flight To: 297 Air Traffic Control Flight	1 Aug 87
Sioux City, IA From: 185 Communications Flight To: 185 Mission Support Flight	1 July 87	Barking Sands, HI From: 202 Air Traffic Control Flight To: 298 Air Traffic Control Flight	1 Aug 87
Fort Smith, AR From: 188 Communications Flight To: 188 Mission Support Flight	1 July 87	Gulfport, MS From: 255 Combat Communications Squadron To: 255 Tactical Control Squadron	1 May 87
Forbes Fld, KS From: 190 Communications Flight To: 190 Mission Support Flight	1 July 87	Portland IAP, OR From: 116 Tactical Control Squadron To: 116 Tactical Control Flight	1 May 87
Selfridge ANGB, MI From: 191 Communications Flight To: 191 Mission Support Flight	1 July 87	Salt Lake City, UT From: 151 Electronic Security Squadron To: 169 Electronic Security Squadron	1 May 87
Byrd IAP, VA From: 192 Communications Flight To: 192 Mission Support Flight	1 July 87	McCollum, GA From: 129 Tactical Control Flight To: 118 Tactical Control Flight	15 Jan 87
Portland IAP, OR From: 272 Combat Communications Flight To: 272 Combat Communications Squadron	1 Aug 87	Buckley ANGB, CO 139 Tactical Control Flight**	1 May 87

Acknowledgements

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