

**CHIEF,
NATIONAL GUARD
BUREAU
ANNUAL REVIEW
FY 88**



Chief, National Guard Bureau Annual Review Fiscal Year 1988





**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 1988 is respectfully submitted. This report details the National Guard's programs and accomplishment for Fiscal Year 1988.

In its 352d year, the National Guard continued to serve both state and nation. As they have for many years, Army and Air National Guard units and personnel deployed throughout the free world for "real world" missions and training. At home, the Guard's traditional state role continued, with an increasing emphasis on drug eradication and interdiction.

This fiscal year saw a major reorganization of the National Guard Bureau. Major General John B. Conaway, Director of the Air National Guard since 1981, was nominated and appointed to fill the new position of Vice Chief, National Guard Bureau.

Despite a climate of fiscal austerity, our readiness has never been higher, and there is every indication that it will continue to increase. The National Guard is ready, as it has been since this country's colonial beginnings, to serve both state and nation.

**Lt. Gen. Herbert R. Temple, Jr.
Chief, National Guard Bureau**

LETTER OF TRANSMITTAL
NATIONAL GUARD BUREAU
STATE OF TEXAS
INSPECTOR GENERAL

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National Guard Bureau



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National
Guard
Bureau

Alvin

MISSION, ORGANIZATION AND ADMINISTRATION

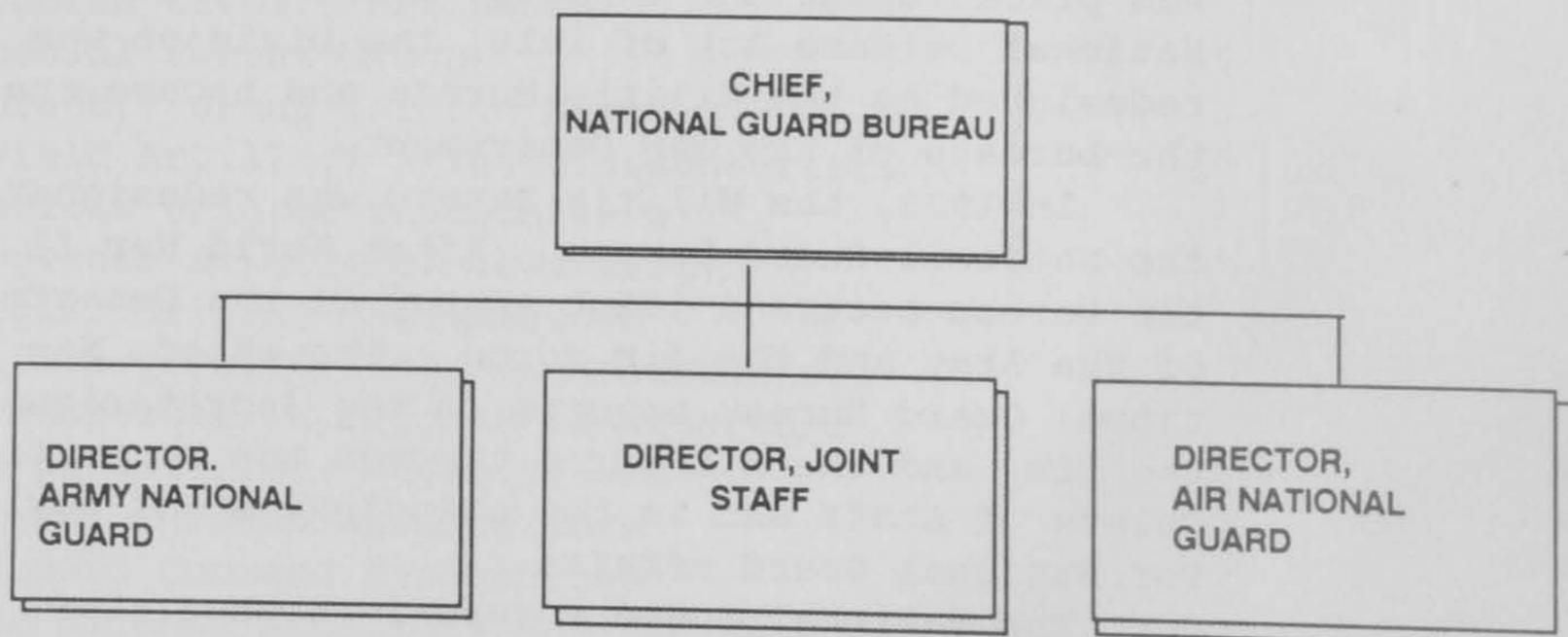
The National Guard is rooted in the concept that able-bodied citizens have the privilege and responsibility of bearing arms for the common defense. This tradition began in America in the 17th century with the organization of militia units in the various colonies.

The National Guard traces its direct heritage to the organization of the North, South and East regiments 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

NATIONAL GUARD BUREAU ORGANIZATION



traditional military policy of the United States, the National Guard continues its historic mission as an integral part of the nation's firstline defense.

Support of the active forces is on a worldwide basis, with training conducted in geographic areas associated with U.S. interests. Air National Guard fighter-interceptor units provide 24-hour air defense, and Army National Guard units round out active Army divisions. Upon mobilization, both Army and Air National Guard units would be assigned to major commands of the Army and Air Force.

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 order of state and Federal authorities. In Fiscal Year 1988, the Guard responded 808 times to help fellow citizens; 456 of these call-ups were to support anti-drug efforts of both state and Federal authorities.

NATIONAL GUARD BUREAU

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

In 1933, the Militia Bureau was redesignated the National Guard Bureau. After World War II, the Bureau became a joint agency of the Department of the Army and the Air Force. The Chief, National Guard Bureau reports to the Secretaries of the Army and the Air Force through the respective Chiefs 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 pertain-

ing 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. The Chief, National Guard Bureau is appointed for a term of four years, and is eligible to succeed himself. The grade authorized for this position is lieutenant general.

This year, the National Guard Bureau underwent a major reorganization with the creation of the position of Vice Chief, National Guard Bureau. Twelve offices within the Bureau now report directly to the Vice Chief. The Army National Guard Directorate is divided into eleven offices, and the Air National Guard Directorate into eight.

ARMY NATIONAL GUARD

Personnel

455,182 Personnel

54,341 Support Personnel

Major Units

10 Divisions (5 Inf, 1 Lt Inf, 2 Armd, 2 Mech)
 18 Brigades (8 Inf, 6 Mech, 3 Armd, 1 Lt Inf)
 4 Armored Cavalry Regiments
 2 Special Forces Groups
 1 Infantry Group (Arctic Recon)
 18 Field Artillery Brigade Headquarters
 3 Medical Brigade Headquarters
 4 Engineer Brigade Headquarters
 4 Signal Brigade Headquarters
 4 Military Policy Brigade Headquarters
 1 Transportation Brigade Headquarters
 1 Corps Artillery Headquarters
 1 Signal Command Headquarters
 1 Support Command Headquarters
 3 Air Defense Artillery Brigade Headquarters
 1 Aviation Brigade Headquarters
 1 Military Intelligence Brigade Headquarters

National Guard Bureau Personnel Strength

| Military | Authorized | Assigned |
|-------------|------------|-----------|
| ARNG | 53 | 52 |
| Active Army | 61 | 60 |
| ANG | 34 | 34 |
| Active AF | <u>51</u> | <u>44</u> |
| TOTAL | 199 | 190 |
| Civilian | | |
| Army | 132 | 117 |
| Air Force | <u>91</u> | <u>84</u> |
| TOTAL | 223 | 201 |

AIR NATIONAL GUARD

Personnel

115,221 Personnel
31,118 Support Personnel

Organizations

1180 Units
24 Wings
67 Groups
91 Squadrons
761 Support Units
154 Communications-Electronics Units
83 Miscellaneous Units
4 Training Units
89 Flying Bases
62 Geographically-Separate Units

PUBLIC AFFAIRS

The Office of Public Affairs is divided into several functional teams.

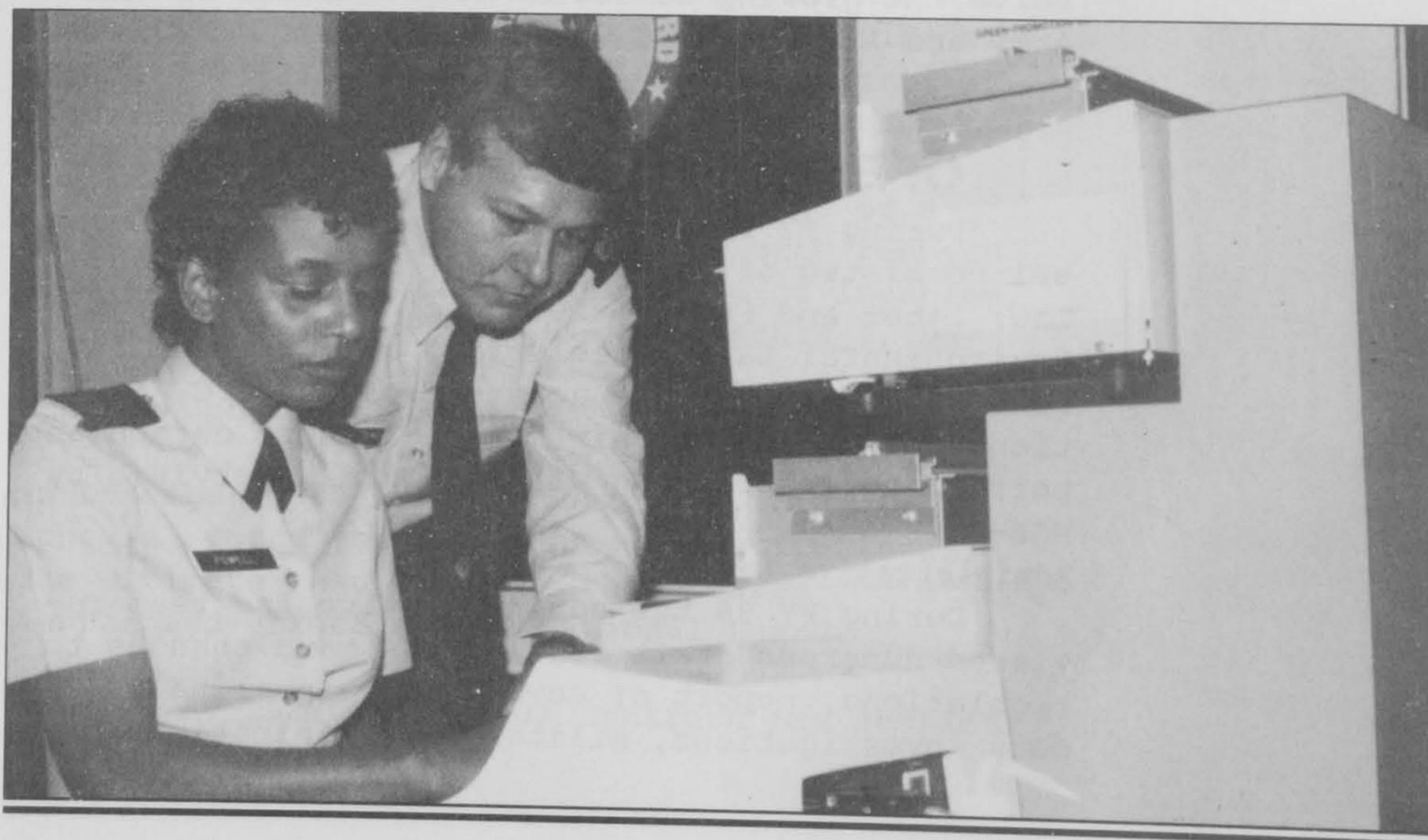
The Public Information team responds to media

queries from local, regional, national and international news media. They also serve as liaison for the National Guard Public Affairs representatives on extended 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 to provide information, statistics, and articles for active component publications.

The Historical Services Team is responsible for matters dealing with history, heraldry, and museums, and also undertakes special projects, such as the National Guard's observance of the Bicentennial of the U.S. Constitution. This year, Historical Services coordinated the deployment of ARNG bands to Italy and France, to take part in parades and ceremonies commemorating World Wars I and II.

In October 1987 the Office of Public Affairs conducted the second National Guard Public Affairs Conference at the Xerox Conference Center at Leesburg, Virginia. The three-day conference had more than 300 Army and Air Guard participants.



INSPECTOR GENERAL

In 1983 the Chief of Staff, Army directed the establishment of a program which would make possible the assignment to each state of an active Army officer to serve as a full-time Inspector General. This program has continued to be highly successful during 1988. Currently, 46 active-Army Inspectors General are assigned at the state level. Supporting this force are 77 Active Guard/Reserve (AGR) Inspectors General.

During this fiscal year, Army Inspectors General in the states have assisted in the implementation of a Command Inspection program directed by Department of the Army. This has involved developing inspection policy, training battalion commanders and staff in inspection techniques, and assisting in inspections.

In FY 88 the NGB Office of Inspector General added two full-time active duty Air Force officers to its staff to accommodate a growing emphasis on fraud, waste and abuse, and to more adequately serve the investigative needs of the Air National Guard. The staff has also been augmented by the assignment of an ARNG Sergeant Major.

Since the addition of ANG Inspectors General, full Inspector General services are available to serve the growing worldwide requirements of the Army and Air National Guard.

OFFICE OF THE CHIEF COUNSEL

During FY 1988 the Office of the Chief Counsel consisted of five sections: Administrative Law; Labor and Federal Personnel Law/Litigation; Environmental Law; Legislation; and Contract Law. Four Judge Advocate Detachments of the D.C. National Guard and the Air National Guard detachment perform their training with and are supervised by NGB-JA.

Administrative Law

During FY 88 the administrative law team reviewed numerous draft regulations and changes to regulations, report of survey appeals, line of duty investigations, military discrimination com-

plaints, and physical fitness boards. The team also rendered many legal opinions on a variety of complex matters including some of first impression. Areas of particular concern include HIV retention policy, drug testing, drug discharge policy, use of the National Guard for drug interdiction, support for private organizations, domicile to duty transportation, technician education policy, promotion issues, and the ANG Alert Program.

Labor and Federal Personnel Law

The United States Court of Appeals for the District of Columbia ruled that State National Guards have no duty to bargain with technician unions over compressed work schedules, reversing three rulings to the contrary by the Federal Labor Relations Authority. The Court held that Section 709(g) of Title 32, United States Code constituted an exception to the Flexible and Compressed Work Schedules Act of 1982. In another case, the same Court ruled that the compatibility of National Guard technicians' civilian and military positions was a military matter, and thus not a subject of bargaining.

Litigation

In FY 1988, NGB-JA continued to assist The Judge Advocates General of the Army and the Air Force in preparing the Department of Justice to defend the National Guard and its personnel. Significant decisions were rendered in cases considering the Montgomery Amendment, 10 U.S.C. 672(f), which provides that the consent of a state governor may not be withheld with respect to overseas deployment on the basis of location, purpose, type, or schedule. In Dukakis v. Department of Defense, the First U.S. Circuit of Appeals upheld the Amendment. A Minnesota case, Perpich v. Department of Defense et al., decided in December 1988 by the Eighth U.S. Circuit of Appeals, found the Amendment unconstitutional. The ultimate resolution of these cases could have a profound effect on the National Guard.

Contract Law

In FY 1988 the NGB-JA Contract Law section



grew from one to three full-time contract law attorneys. Over 430 contractual instruments (solicitations, contracts, modifications, etc.) and over 150 Federal/State Agreements were reviewed for legal sufficiency. The Contract Law team prepared opinions and rendered advice in response to both USPFO and Bureau-generated inquiries concerning matters of contract and fiscal law; prepared legal memoranda on ratification requests, Mistake in Bid administrative determinations submitted to The Judge Advocate General, Army and contract protests before the General Accounting Office; assisted in the drafting of contract clauses, solicitation statements of work and Commercial Activities Program performance work statements; and researched and drafted responses to Congressional Inquiries concerning contract and fiscal law.

Legislation

Several legislative initiatives were developed for proposal to Congress, and numerous bills and amendments were reviewed for development of NGB positions. During FY 1988, Congress enacted legislation authorizing a Reserve Forces Health

Professions Financial Assistance Program and a one-year test of special pay for reserve health specialists, revising the incapacitation pay provisions for reservists, clarifying authority for involuntary release of reservists from active duty for training when within two years of retirement eligibility, authorizing diving pay for reservists, and authorizing advancement on the retired list to highest grade held on active duty for reserve enlisted personnel. Congress also authorized an expanded role for the National Guard in support to drug enforcement and interdiction activities, and required drug and alcohol dependency and abuse testing for all new entrants into the armed forces, including the National Guard.

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Under this fiscal year's NGB reorganization, a new Principal Assistant Responsible for Contracting (PARC) was appointed to head the contracting policy and contracting support office.

This office is responsible for the oversight of contracting in the National Guard. It provides staff supervision and technical advice to the USP&FOs and their staffs relative to the improvement and administration of their federal contracting programs.

In FY 88, NGB spent \$482,104,000 for 593,609 contracting actions. Defense Supply Service Washington contracted for 159 actions, for a total dollar value of \$417,392, and AFDW (110th Contracting Squadron) spent \$7,555,224 with 244 actions in support of NGB.

The PARC developed contracting policies, procedures and directives. In FY 88, approximately 431 Federal contract actions were reviewed by both contract attorneys and procurement analysts.

The procurement training program, established in 1977, was continued in FY 88. Courses were offered exclusively to National Guard contracting personnel in basic contracting, cost and price analysis and contract negotiation. As an

integral part of this program, NGB hosted the annual contracting conference in May 1988 at Washington, DC. Among the subjects discussed were competition, contract fraud, automation, small business utilization, military construction, architect-engineer contracts, and bid protests.

In FY 88, NGB expended \$482 million in federal contract actions. Increased emphasis on competition resulted in 98.4% of the National Guard's contracting dollars being spent on competitive procurements, exceeding the established goal of 91%. Emphasis on small business contracting resulted in \$377 million being set aside for small business firms. The National Guard Small and Disadvantaged Business Utilization (SADBU) program accounted for a total of \$26.2 million in awards. In addition to assisting all 54 jurisdictions, the Contracting Support Office annually negotiated and administers a \$10-12 million NGB national advertising contract. In support of the NGB Information Management Agency, the Contracting Support Office prepared task orders totalling \$30.4 million for ADP hardware, software, and support services.

NGB Contracting Information Letters were used to disseminate NGB contracting policy, and All States Letters highlighted new developments, such as General Accounting Office decisions and fiscal law developments. The PARC staff continues a viable working relationship with Air Force major command contracting staffs.

MILITARY SUPPORT

Requests for National Guard support to civil authorities and for National Guard support to Federal and State drug enforcement agencies continued to increase during Fiscal Year 1988.

The Guard's state mission of responding to emergency requests from the respective governors continues at a high level. Support missions were provided in 52 states by over 8,000 National Guard personnel and utilized approximately 77,551 man-days of the Army and Air Guard. In FY 88 the Guard participated in one civil disturbance, 72 natural disasters, and 279 other miscellaneous

emergency missions. The Guard continues to provide humanitarian support by conducting search and rescue operations, supplying emergency power and water to communities, providing temporary shelter for the homeless, and evacuating critically ill and injured people.

Additionally, during Fiscal Year 1988, personnel of the Army and Air National Guard significantly increased assistance to Federal, State and local drug/law enforcement agencies in the war against illicit drugs within the United States. More than 456 missions were conducted and consisted of aerial observation and reporting of marijuana locations, air and surface transportation of law enforcement officials, radar and visual surveillance of suspected drug trafficking aircraft and vessels, and loan of specialized equipment. These missions involved 4,042 personnel from 32 states and used almost 50,771 mandays; missions were performed either in State Advice Duty (SAD) status or incidental to Federal training periods. As a result of National Guard involvement, 727,041 marijuana plants were destroyed and 2,270 pounds of cocaine were confiscated, amounting to a street value of \$1,312,452,000.

ADMINISTRATIVE SYSTEMS AND SERVICES

The Office of Administrative Systems and Services manages the administrative support of the National Guard at the state and national level, providing leadership and direction for administrative systems programs and services.

Training

More than 1,000 personnel were trained in FY 88 in ten classes conducted by NGB-DA. Courses were given in administrative support service supervision, the Freedom of Information/Privacy Act, and record-keeping.

Files Management

The implementation date for the Modern Army Recordkeeping System (MARKS) has again been changed, to 1 January 1990. More time is needed to train personnel and to print addi-

tional publications for the Army National Guard and the Army Reserve. Headquarters, Department of the Army has been unable to print additional regulations for several reasons: printing funds have been cut, systemic problems must be worked out, and the program fell behind schedule when propensity was transferred to the Information Systems Command.

Principles of files/records management have not changed. We still create, maintain, and dispose of records, as required by law.

Micrographics

A computer assisted retrieval (CAR) micrographic system for the USPFO of each state has been approved for funding, with \$635,000 funded thus far. This system is the outgrowth of the USPFO, North Carolina's prototype installed in January 1987. North Carolina will be the initial site of computer output microfilm (COM), the micrographic system that will print on to 105mm microfiche directly from the computer. This system has the potential to save millions of dollars in paper, mail and storage costs.

Freedom of Information Act

Both ARNG and ANG Freedom of Information Act (FOIA) requests increased to 328 requests during FY 88. With the increased requests, guidance pertaining to policies, procedures, and training also increased. Three training classes were offered at the National Guard Professional Education Center (PEC), North Little Rock, Arkansas, with approximately 130 persons attending.

Publications and Printing Management

This year NGB-DA completed the distribution system test program which affected a major change in the way National Guard Bureau publications and blank forms could be ordered from the Distribution Center in Augusta, ME. Upon receipt of a survey sent to all the states, a study guide will analyze and finalize the program.

TECHNICIAN PERSONNEL

The technician program, largest and oldest of the National Guard full-time support programs, continues to provide stable and high-quality service in both state and Federal missions. Technician strength for FY 88 topped 51,800, the highest

'in the program's history. There are 28,385 ARNG technicians and 23,418 ANG technicians. An FY 88 profile of the average technician is: 38 years of age, 12.5 years of experience, and a \$22,500 average salary.

First-Level Supervisor Training

In 1987 NGB began development of a Guard-unique first-level supervisory course to be presented to new supervisors within 90 days of appointment. This training, planned to be available in early 1989, will continue all the key elements of work planning, performance, management, incentives, equal employment opportunity, labor employee development, compensation, and adverse actions.

Federal Employees Compensation Act (FECA) Program

Charges for injuries for 1988 from the Department of Labor to the NGB rose by 15%, from \$16 million to over \$18 million. Of our full-time technicians, 5,078 reported injuries or occupational health problems which resulted in a payout of

compensation for lost time and/or medical expenses. This equates to over 10% of the work force filing claims in 1988.

A national FECA Council was established by the NGB in August 1988 to formulate ideas on cleaning up the workplace to reduce injuries and occupational health problems. Attention is being drawn to the early return of compensated technicians, a re-engineering of the "Light Duty" program. The FECA Council is comprised of representatives from both the ARNG and ANG offices of comptroller, safety, occupational health, technician personnel, military personnel and manpower.

Employment of the Handicapped

Although handicapped employment is limited to technician positions that do not require military membership, states have made notable strides in employment of handicapped workers. Many states have reported achieving stability in functions that had a high turnover rate by hiring the handicapped, and National Guard technicians have achieve national recognition as outstanding

handicapped employees.

Labor Management

Among other rulings, the FLRA ruled this year that a technician must observe military customs and courtesies when wearing the military uniform, to include off-duty. The FLRA also upheld the ANG weight control program, the ARNG military education program, and reaffirmed that the military aspects of technician employment are not subject to collective bargaining.

Technician Data Management

Work continues on the conversion from the Technician Personnel Management Information System (TPMIS) to the National Guard Personnel Data Systems - Civilian (NGPDS-C), a program used by a large number of Federal agencies. Plans are for the system to be in use by January 1990, and that a personnel systems manager position (PSM) will be authorized in each state to run NGPDS-C.

Compensation and Recruitment

Recruiting and retention problems surfaced as a major concern in Fy 88 due to the pay gap between federal and private sector compensation. New pay initiatives were taken, such as implementation of advance-in-hire rates and special rates.

HUMAN RESOURCES

The Office of Human Resources is responsible for managing the nationwide military and technician Human Resources (HR) programs for the National Guard. These programs are designed to maximize the retention, cohesion, and readiness of the National Guard.

Via membership on DOD Committees and Boards, the Office of Human Resources influenced and supported equal opportunity objectives prioritized by the Department of Defense Equal Opportunity Council (DEOC), such as affirmative action planning and assessment, equal opportunity (EO) training emphasis in leadership and command training programs, sexual harassment prevention program (with emphasis on training), increased utilization of climate assessment surveys as tools for prevention of potential personnel problems, gender-free language, and more frequent monitoring and evaluation of military and technician EO programs and

policies to determine their effectiveness.

During the fiscal year, NGB-HR participated in several DOD-sponsored human resources and equal opportunity forums and workshops. The National Guard Bureau also participated in numerous activities of the Defense Advisory Committee on Women

in the Service (DACOWITS), including the semi-annual DACOWITS meetings and the quarterly executive council sessions. NGB likewise responded to numerous DACOWITS members' onsite field visit requests and subsequent reports, and also to DACOWITS concerns, recommendations, and requests for information. This year, DOD formally authorized the Chief, Office of Human Resources as the first NGB representative to work with the DACOWITS members, assisted by representatives within the ARNG and ANG Directorates.

Technician Equal Employment Opportunity

As the National Guard representative on the DOD Handicapped Individuals Board, the Office of Human Resources is developing a systematic disability awareness training program for supervisors, managers, and selecting officials throughout the

Department of Defense that will be part of the Plan of Action for the Decade of the Disabled Persons (January 1, 1983-December 31, 1992).

As a major Equal Employment Opportunity (EEO) initiative, the National Guard Bureau developed the new Multi-Year Affirmative Employment Plan for minorities and women for the National Guard technician work force. The Plan implements new planning requirements published by the Equal Employment Opportunity Commission, with goals based on the principle of the excepted technician workforce achieving parity with each state's military force and the competitive technicians achieving parity with the local civilian labor force.

Special Emphasis Programs

The National Guard Bureau Special Emphasis Programs are established in accordance with DOD Directive 1440.1 as an integral part of the National Guard technician EEO program. The purpose of these programs is to focus special attention

on specific groups--women, Blacks, Hispanics, the handicapped, etc.--to improve the employment, advancement, and treatment of those groups. A program manager for each specific group is appointed at NGB and in each state. During the year, the NGB Special Emphasis program managers participated in quarterly program meetings at Department of Defense level, various special observances and ceremonies, and national-level conferences and activities in support of their respective programs.

Military Equal Opportunity

Although minority military strength in the National Guard has increased in terms of hard numbers in recent years, percentage representation declined in FY 88. The National Guard Bureau's Affirmative Action goal is for the Army and Air National Guard of each state to reflect that state's racial and ethnic parity composition, in both the officer and enlisted ranks. The goal is for women to be fully utilized in all positions that are not excluded by policy or law. At the end of the fiscal year, minorities represented 20.8% of the ARNG and 14.4% of the ANG, while women were 5.9% and 12.4% respectively.

Equal Opportunity Training

The Defense Equal Opportunity Management Institute (DEOMI) continues to provide training to military personnel for all of the services. In order to decrease the 12 month time period required for National Guard personnel to complete the mandatory DEOMI training, personnel can now attend a new four week resident course or a nine or twelve month resident/nonresident course. During FY 88, 31 ARNG and 19 ANG personnel completed DEOMI training. In support of this training, 26 National Guard personnel on special tours served as adjunct faculty at DEOMI for over 720 mandays in FY 88. In addition to the initial skills development training at DEOMI, NGB also conducted several national training seminars to provide ongoing subject matter update for various personnel serving in the states. A Social Actions training conference was conducted in June 1988 at the National Guard Professional Education Center

at Camp Robinson, Arkansas. Over 100 Social Actions personnel received initial and update training in the areas of Affirmative Actions planning and reporting, DOD annual assessment requirements, stress management, and the drug testing program.

A national training seminar for all State Equal Employment Managers was also conducted at the National Guard Professional Education Center in conjunction with the Support Personnel Management Officer's Seminar. This was the first time such a training activity was conducted jointly, with the Support Personnel Management Officers, State Equal Employment Managers, and the Active Guard/Reserve Program Managers all in attendance.

A major equal opportunity training initiative in the National Guard focuses on the prevention of sexual harassment. States with a core of trained course managers train additional instructors both in their own states and in nearby states. During FY 88, 15,000 National Guard personnel were trained in sexual harassment prevention, resulting in a total of over 75,000 National Guard personnel receiving the mandated training.

Complaints Processing

FY 88 began with 28 military cases on hand; 27 new military cases were received and 29 were closed out. There were 51 technician cases on hand at the start of the fiscal year, 33 new technician cases were received and 30 were closed out. Twenty nine inquiries have been processed and 16 have been closed. These figures indicate a substantial increase over last year's complaints activity at the NGB level, and yet, the average time to process each case was reduced by some 46%, from 253 days in FY 87 to 137 days in FY 88. During this same period the states reported 460 informal complaints counselled at local level successfully resolved, referred, or otherwise closed out informally. These improvements in complaints processing are duepredominately to the streamlining of procedures both in NGB-HR and in the NGB Contracting Policy Office, and to the improvement in the states' processing

systems as a result of training. To further insure correct processing at state level, NGB published updated guidance to implement the changes to EEOC's complaint processing regulations published early in FY 88.

Contracting

NGB has used civilian contractors to investigate technician EEO complaints since 1984. This system has provided objective and generally high quality Reports of Investigation (ROIs) and has proven to be cost-effective and timely. A special orientation session was conducted in Washington, DC for prospective contractors, providing attendees with information unique to the National Guard technician program. As a guide, a special NGB EEO Investigator's Manual was revised and published.

Public Relations

NGB-HR participated with the Office of the Secretary of Defense in planning and conducting special observances for various minority, women and handicapped individuals programs. The Office of Human Resources has continued its positive relationships with national minority organizations by acquiring and ensuring program time and/or resource personnel at national conventions. NGB-HR played an active role in the highly successful DOD Black History Month observance by making arrangements for Ms. Pearl Bailey to be the keynote speaker at a Pentagon ceremony during this period.

Alcohol and Drug Abuse Prevention

The message that drug and alcohol abuse have no place in the National Guard community has been clearly conveyed through the Army and Air Guard alcohol and drug abuse prevention and control programs. Urinalysis testing is proving to be 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 88, over 11,000 Air Guard personnel underwent random urinalysis testing for drug abuse. For the second consecutive year the Air National Guard experienced a decrease in the drug abuse positive rate. In accordance with the revised NGR 600-85,

Chapter 9, the Army National Guard has expanded its Alcohol and Drug Abuse Program to include mandated-MOS urinalysis testing and has also authorized command-directed urinalysis testing which provides for random testing of all personnel.

To bolster support for the program, HR conducted a "train the trainers" workshop for all State Alcohol and Drug Control Officers (ADCOs) at the PEC. This training was supported by the U.S. Army Drug and Alcohol Operations Office (USADA0) and by the ARNG Surgeons' and Personnel offices.



ARMY ON CALL OVERVIEW

Army National Guard



Army
National
Guard



Official Use Only

ARMY ON CALL-OVERVIEW

The Army National Guard, often called our "Army On Call," ended Fiscal Year 1988 with an assigned strength of 455,182, the culmination of four years of steadily rising strength.

Again this year, record numbers of Army National Guard personnel deployed overseas for training. Approximately one quarter of these troops went to Central America, where Army Guard engineers continue their vital road-building mission.

Statistics show that readiness is at an all-time high, with 68% of all Army National Guard units reporting an overall ready status. Statistics also show that, in terms of vehicle and aircraft accidents, this has been the safest year in the Army National Guard's history.

PLANS, PROGRAM ANALYSIS AND EVALUATION

In FY 88 the Army National Guard refined the areas of planning and programming by linking the long-range planning effort to the programming process. The submission of state plans in FY 88 concluded the initial planning cycle. The publication of ARNG long-range planning guidance at



the end of the year initiated the second itera-

tion of the cycle. The next step will be the publication of programming guidance in the second quarter of FY 89.

Training

During the year, five "future planning" classes were conducted at the Professional Education Center (PEC), North Little Rock, Arkansas. Over 150 Guardsmen from the states and the NGB staff received first-hand experience in using the eight-step future planning model to develop a long-range plan. In May, the first future planning seminar was conducted to develop further refinements, and an NGB pamphlet has been drafted.

Programming

In FY 88, the programming tools utilized by the ARNG included a database that links personnel and equipment. Called the Resource Management System, the database estimates macro-level requirements for pay and operation and maintenance support. Use of the system facilitated requests for additional funding from HQDA, totalling over \$371 million for FY 90 through FY 94.

POM

All three ARNG appropriations were reviewed during the Program Objective Memorandum (POM) process. Funding levels from the previous POM were evaluated by HQDA. During the process, justification of ARNG program objectives and budget execution trends were provided. From the outset, the ARNG undertood that the present political environment necessitated significant funding reductions. However, NGB has been able to maintain, overall, the FY 88 total funding level for FY 89, with some growth through FY 94.

PERSONNEL

The ARNG ended FY 88 with an assigned strength of 455,182, another record accomplishment. This high continues the trend of the past four years of unprecedented year-end strength, and is 97.7% of authorized. Officer strength of 48,216 was 99.5% of authorized, while enlisted strength of 406,966 was 97.5%. A net gain of 3,324 was realized over FY 87.

Minority Strength

Minority strength was 111,825, 24.6% of assigned strength. 2,705 Black officers, an increase of 314 over 1987, made up 5.6% of officer strength. The 72,965 enlisted personnel comprised 17.9% of enlisted strength, a slight decrease.

Female strength continued to be effected primarily by the number of officer and enlisted positions closed due to the number of combat arms units in the ARNG. 3,066 female officers and 23,718 enlisted personnel totaled 5.9% of ARNG assigned strength at the end of FY 88, an increase of 1,465 Guardswomen.

Enlisted Personnel

Enlisted personnel accessions were 75,607, 92.6% of the programmed objective. The Enlisted Accessions Plan emphasizes non-prior service gains. Breakout of the total accessions were 49.5% non-prior service and 50% prior service. This mix is a return to previous years, when prior service gains dominated.

Enlisted Personnel Procurement

| | |
|-----------------------------------|---------------|
| <i>Non-prior Service (REP-63)</i> | 37,406 |
| <i>Prior Service</i> | 38,201 |
| <i>Total Enlisted Accessions</i> | 75,607 |
| <i>Total Enlisted Losses</i> | 75,440 |
| <i>Enlisted Extensions</i> | 64,425 |

The record strength attained during FY 88 enlisted a higher quality of personnel than in FY 87. The ceiling objective for Category IV enlistments was established at 9% for the fiscal year. At the beginning of the year, Category IV enlistments rose from the FY 87 level of 10.5% to 13.0% in November. Beginning with December, a continued monthly decline in this category ensued, ending the fiscal



year on a low of 8.7%. Non-prior service enlistments in Test Category I-III-A were 51% and in Category III-B 40.3%, exceeding the objective by .3%.

High school diploma graduates were 32,693, 87.4% of the non-prior service enlistments.

Enlisted losses of 75,440 were under the programmed objective of 98.1%. Expiration Term of Service (ETS) losses were 24,167, 111.1%, while non-ETS losses were 51,273, 93% of their respective objectives. The loss ratio was 32% ETS to 68% non-ETS, still reflecting the programmed growth in completion of obligations.

Attrition Management Branch

ANRG enlisted attrition has continued to decrease during this decade as a direct result of active programs and command-level involvement in retention. The value of the trained soldier to unit readiness has been focused toward the NCO support chain. As the key to retention, NCO responsibility to the individual soldier was the theme to which the FY 88 programs were directed. The extension of the family support program at the state level made a significant impact on attrition as a result of improved communications, and aware-

ness and understanding of the role of Guard families.

Incentive Programs

The Army Continuing Education System (ACES) provides various educational opportunities to enlisted soldiers and Mobilization Day commissioned officers who attend school part-time (e.g. high school completion and part-time postsecondary school) and are not covered by the Montgomery GI Bill. Commissioned officers incur a four-year Selected Reserve service obligation following the last class.

The Montgomery GI Bill provides benefits to soldiers who are attending undergraduate college on a half-time or more basis. To be eligible, soldiers must be a high school graduate, enlist or extend for 6 years, complete Initial Active Duty for Training, and complete 180 days in the Selected Reserve. Benefits range from \$70 to \$140 a month. Currently, there are 34,000 GI Bill users in the ARNG, 85% of them full-time college students. The number of users is expected to reach 75,000 by 1992.

The Selected Reserve Incentive Program pro-



vides enlistment bonuses that may be either a \$2000 critical skill or \$1500 unit bonus. Additionally, the program offers the retention bonus, affiliation bonus, the student loan repayment program, and the health professionals loan repayment program.

Officer Personnel

FY 88 officer strength of 48,216 represented a net gain of 2,845 from FY 87, and 2,187 over the budgeted end strength.

Much of the FY 88 growth was the result of increased accessions of ROTC lieutenants in the ARNG. This figure represents 52% of all RFD ROTC lieutenants in 1988.

FY 88 Accession Sources

| | |
|-------------|-----|
| ROTC | 30% |
| OCS (State) | 2% |
| OCS (Fed) | 29% |
| Direct Apt. | 8% |
| Other | 31% |

The attrition rate for officers remained low at 7.7%, a downward trend from previous years.

Warrant Officers comprised 23% of the authorized officer strength for FY 88.

WO Strength (FY 88 vs FY 87)

| | Authorized | Assigned |
|--------------|-------------------|-----------------|
| FY 87 | 10,833 | 9,623 |
| FY 88 | 11,215 | 9,923 |

Authorizations have increased by 382 over FY 87, with a net gain of 300.

"Warrior 2000"

``Warrior 2000 A.D.: A Leadership Seminar,`` successfully increased state OCS enrollment. In the 32 participating states, 7,934 soldiers attended, 5,094 applied for OCS, and 3,310 were accepted (65% apply-to-acceptance rate.)

In September 1987, Warrior 1 introduced Warrior University, an intensive three-week leadership course to train ``Warrior 2000 A.D.`` teams. As applications increased, Warrior 1 saw an opportunity to include state recruiters in the program. A new recruiting tool, ``Creating the Future: A Life Skills Seminar``, aimed at high school and college students, was incorporated into the curriculum. The three-hour course taught note-taking methods, interview techniques, and interpersonal communications.

In February of 1988 Warrior 1 created a ``Strength Strategies`` seminar to motivate full-time recruiting and retention personnel. Directed at states with enlisted strength below 95% of authorized, Warrior 1 conducted the seminar in 17 states between March and June, 1988.

ORGANIZATION AND TRAINING

Force Structure

FY 88 force structure highlights were concentrated on echelons above division. In addition to the five Cobra (AH-1S) attack helicopter battalions, an Apache (AH-64) attack helicopter battalion has been organized to support Corps and Theater structure. A multiple launch rock system (MLRS) battalion has also been organized, the first unit of its kind in the ARNG.

Another first was the organization of the 629th Military Intelligence Battalion, 29th ID, the first CEWI (Combat Electronic Warfare Intelligence) unit in the Guard. Utah's 142d Military Intelligence Battalion converted from a TDA to an MTOE organization. The new 300th Military Intelligence Brigade (Linguist) is composed of a bri-



gade headquarters and two battalions, all located in Utah.

Three Mobile Army Surgical Hospitals (MASH) and one Evacuation Hospital have been organized. In addition, ARNG Engineer topographic units have implemented a new design under the ``L'' series TO&E. Several personnel serviv companies have been established at Corps level, which will offset the elimination of AG companies within divisions and brigades.

The conversion of aviation units to Army of Excellence design is in process. Divisional conversion is nearly complete and Corps and Theater are required to move all aviation assets to ``L'' Series TO&E.

Military Education

Military education for ARNG soldiers in FY 88 continued to provide all areas of initial skills, refresher and proficiency, and career development training.

A total of 29,323 ARNG NCOs received training in Active Component and Reserve Component Noncom-

missioned Officer Education System (NCOES) schools. The RC NCOES trained 11,279 in state military academies, 9,721 in ARNG regional schools and 8,323 in Active Army NCOES schools.

Training

The Overseas Deployment Training (ODT) program continues to expand. Currently, between five and ten percent of the ARNG trains overseas. In FY 88, ODT involved 29,937 soldiers from 134 units and 1,068 cells.

In addition to scheduled mission training, ODT provides unique training opportunities for transportation, maintenance, service support and medical personnel. Logistical support becomes a major exercise in itself, as rough terrain, harsh environments and language barriers must be overcome to successfully accomplish support missions.

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, and now includes combat arms, engineer, logistical, medical and transportation units.

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

During 1988, West Virginia provided the task force headquarters in Honduras. Approximately 6,000 Guardsmen from the First Army area constructed 11.5 kilometers of new road through rugged mountain terrain. Coordination and planning was begun for FY 89 training in Honduras.

KPUP Training. The ARNG Key Personnel Upgrade Program (KPUP) made significant contributions to mission readiness. In FY 88, 2039 personnel participated in overseas and 6101 in CONUS missions, with 1015 of these at the National Training Center, Ft. Irwin, California. KPUP supported 14 major exercises and deployed personnel to 19 countries.

Unit Exchanges. In FY 88, three states participated in the Unit Exchange Program. The Minnesota Army National Guard accomplished its 15th annual exchange with Norway, and the United Kingdom exchanged with both the Arkansas and Maryland Army National Guards. Each exchange involved approximately 120 individuals from each participating unit.

Training Support and Management

ARNG units received a total of 19 Mobile Conduct of Fire Trainers (M-COFT) by the end of FY 88, and will receive a total of 75 by FY 96 if funding is approved. HQDA has authorized the use of 100% federal funding for the construction, operation and maintenance of M-COFT sites.

The ARNG range modernization program is the key factor in providing units with modern and adequate training support facilities. The master range plan encompasses each state's five-year range development plan 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 proponent for 13 Regional Training Sites-Maintenance (RTS-MAINT), for non-divisional maintenance units. Camp Shelby, Mississippi, Ft Bragg, North Carolina, Camp Dodge, Iowa and Ft Dix, New Jersey are operational and conducting limited sustainment training. A Field Medical Training Site (FMTS) is in operation in Panama to restore and maintain equipment for medical units deploying to SOUTHCOM. 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 Office (CIOR) competitions stresses military skills and promotes physical fitness. To spur additional interest in fitness, the fourth National Guard Marathon was held in Lincoln, Nebraska, in conjunction with the Lincoln Marathon. Almost 400 runners from 54 states and territories participated.

The total training ammunition authorization for FY 88 was \$156 million, adequately supporting training requirements except for the following:

* 105mm illum (FA) - only 75% 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 50% of requirements to meet STRAC standard and individual qualification.

* 2.75 inch illum rockets - only 55% of requirements to meet STRAC standards and individual qualification; later authorizations impacted on proper utilization of this critical item.

The above items are shortages for the active army as well.

LOGISTICS

The ARNG received record equipment deliveries in FY 88. The value of equipment delivered from new Army procurement, the dedicated procurement program (DPP) and redistribution of Army equipment was \$2.7 billion. Force modernization items received included improved TOW vehicles (ITV), fire team support vehicles (FISTV), M113A3 personnel carriers, M1 Abrams tanks and M60A3 tanks.

Congress provided \$273.1 million in FY 88 for procurement of equipment for the ARNG under DPP. The procurement of 5-ton cargo trucks, truck tractors and semitrailers was initiated to improve the mobility and support capability of ARNG units. ITV, FISTV, M113A3 personnel carriers, and launcher kits for armored vehicle launch bridge chassis were procured to increase the readiness, combat power, and survivability of ARNG combat forces.

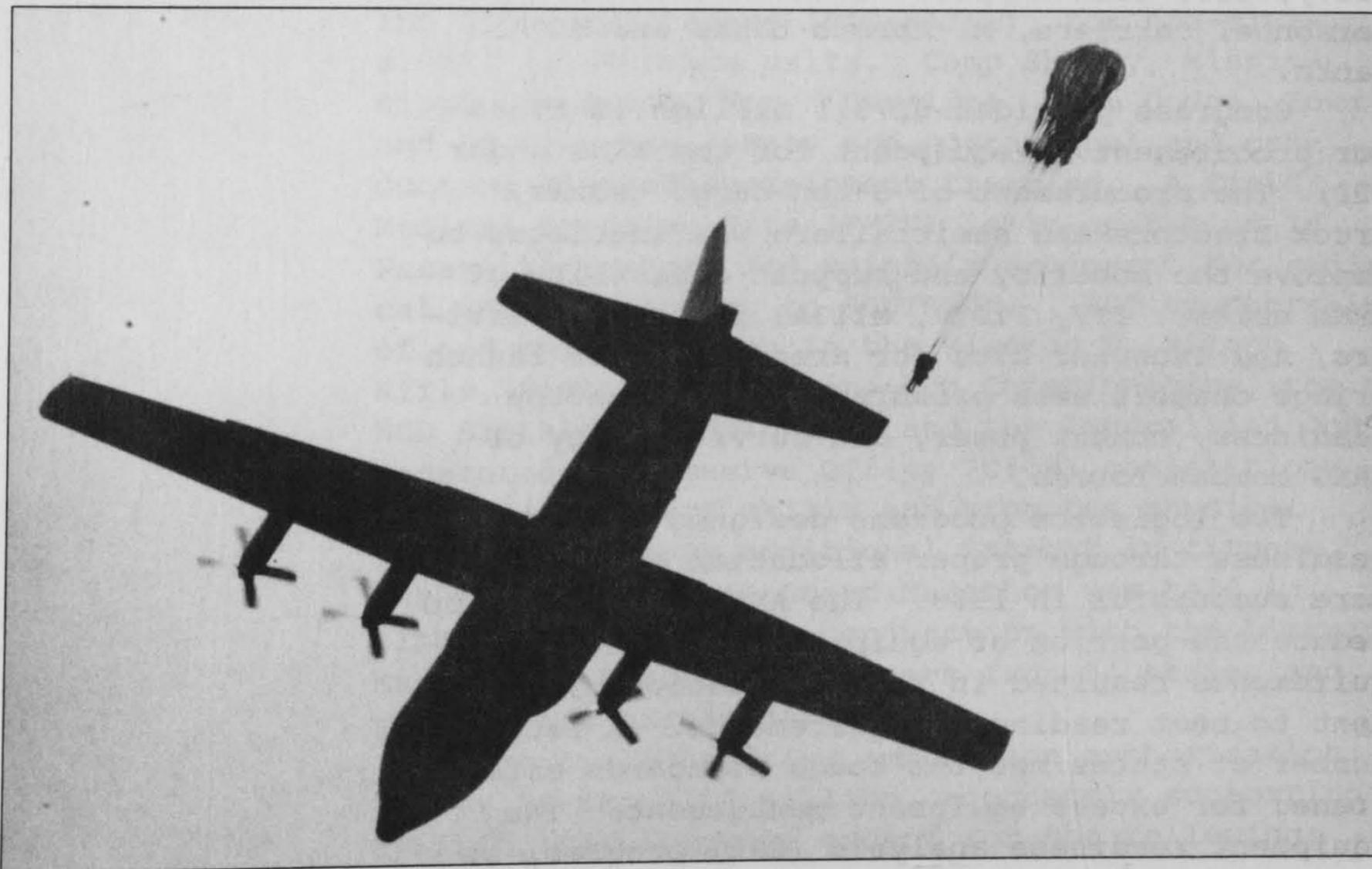
Two logistics programs designed to improve readiness through proper allocation of equipment were successful in 1988. The ARNG initiative to reduce the portion of equipment excess to requirements resulted in redistribution of equipment to meet readiness requirements. A record number of states met the tough standards established for excess equipment management. The equipment readiness analysis (ERA) program, an

automated program that recommends equipment redistribution to units not in deployable status for equipment on hand readiness, was developed and provided to the states in 1985. Through use of an improved state-level ERA program and corporate ERA program at NGB, the number of units rated not deployable for equipment shortages was reduced to under 100 in FY 88.

Property Accountability

In December 1987, NGB directed all states to conduct a second six-month study of OCIE losses to determine the adequacy of command emphasis requested as a result of the DA-directed OCIE study. During this second study period, reports of survey were reduced by 6% when compared to the first study. Surveys for AWOL personnel continued to represent approximately 50% of the total OCIE losses. Nine states were very successful in reducing OCIE losses, with percentages ranging from from 24% to 80%.

Because of its value to property accountability management, this information requirement has been incorporated into the Logistics Division's



quarterly property management information system. Other actions to elevate visibility of property accountability included seminars in each Army area. Seminars concentrated on national report of survey statistics, command supply discipline programs, automated report of survey management Systems, and legal reviews for reports of survey. Statistics since these seminars began are in a downward trend.

Mobilization Movement Control

NGB has been working with FORSCOM since 1984 to develop the mobilization movement control (MOBCON) program, to assign responsibility for management of all DOD convoys to the ARNG. State movement control centers (SMCC) have been added to the STARC G-4 TDAs, and requirements for full-time defense movement coordinators (DMC) were validated in 39 states. The DMC in each state will manage peacetime convoys for all of DOD, 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 and assisting unit commanders with developing and executing plans for movement to annual training and exercise sites in CONUS and overseas. Commanders cannot normally spare seniors NCOs or junior officers to attend active component movement control 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.

Food Service

Food Service is increasingly visible 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. State food management assistance teams have been established in each state and territory, excluding Guam and the Virgin Islands.

Automation

The ARNG has made effective use of its two logistics support centers (LSCs) to support the fielding and sustainment of the tactical Army

combat service support computer system (TACCS), being issued to the ARNG along with selected other automated logistics management systems.

The LSCs function as the focal point for coordination and monitoring of all actions associated with the preparation for coordination and issue of tactical automated data processing equipment. Each LSC is set up to accommodate up to 120 students per class. The ARNG is programmed to received in excess of 3000 TACCS and 4500 Army command and control systems (ACCS). In FY 88, 691 TACCS systems and 498 Logistics Application of Automated Marking and Reading Symbols - Tactical (LOGMARS-T) programs were fielded to the ARNG.

In addition to ARNG fieldings, the LSCs support fielding of TACCS to the US Army Reserve by providing facilities and administrative assistance.

Materiel Maintenance Programs

Force modernization, new equipment issues, and the ample maintenance program funding support provided in FY 88 resulted in a significantly improved ARNG capability to meet assigned equipment readiness goals. Increased command emphasis and the successful implementation of initiatives designed to improve maintenance training and operations provided the responsive maintenance needed to attain an ARNG readiness posture that compared favorably with active army standards.

The FY 88 repair parts funding allocation of \$218.6 million greatly enhanced the ARNG's capability to successfully achieve and sustain the overall good condition of combat equipment. The most notable FY 88 maintenance program improvements were realized in the increased stockage levels of combat-essential repair parts used and stored at unit level to support day-to-day maintenance operations and deployment requirements. Efficient management of the ARNG maintenance program ensured that adequate support was provided to fully sustain ARNG maintenance operations.

Other significant maintenance program enhancements realized in FY 88 included improvements to maintenance training programs and ARNG automated maintenance management programs. A program designed to modernize the ARNG State Maintenance

Office Management Organization (SMO-MOD) was completed in FY 88. This reorganization produced a revitalized and vastly-improved maintenance management and support structure.

NGB also initiated other successful maintenance training programs designed to improve the effectiveness of maintenance program supervisors and technicians. A series of fleet management depot overhaul programs designed to improve the mission capability of ARNG equipment were fully funded in FY 88. The ARNG FY 88 depot overhaul program funding allocation of \$72.7 million provided a substantial increase of \$5.3 million above the FY 87 funded level. These ARNG depot maintenance programs include the modernization and major overhaul of aircraft, combat vehicles, trucks, radios, electronics equipment and engineer construction equipment. NGB initiated many new aviation depot maintenance programs that significantly increased the reliability of ARNG aircraft and improved the readiness of aviation units.

All of these vital ARNG depot maintenance programs significantly increased the reliability and sustainability of ARNG equipment, and can be directly attributed to the substantial increases in funding provided this fiscal year.

MOBILIZATION AND READINESS

Mobilization

The ARNG mobilization and deployment exercise program continued to expand in FY 88, in support of state mobilization preparedness programs and major Overseas Deployment Training activities. The program consists of four major exercises, which have demonstrated that ARNG units can successfully perform required mobilization activities within a timeframe which has potential for reducing theater arrival dates by several days. These exercises are progressive in nature and increasingly challenge the participants to realistically evaluate their mobilization plans and requirements.

Within the four major exercise types, a

State Area Command exercise (STARCEX) is designed to provide training to the STARC in its postmobilization function, validate mobilization plans, review the support role for units within the state and analyze postmobilization command relationships. A STARCEX is conducted annually within each state.

Mobilization and deployment readiness exercises (MODRE) are directed toward preparing units for participation in the ODT program. All units conducting ODT execute a MODRE.

The readiness for mobilization exercise (REMOBE) series is conducted by units not participating in ODT programs. These exercises are designed to examine and correct deficiencies noted in mobilization planning and execution.

Finally, Emergency Mobilization and Deployment Readiness Exercises (EMDREX) are conducted for selected high-priority units who would deploy first if mobilized. These exercises are designed to test notification procedures, home station processing, actual unit movement capabilities, and reception at the mobilization station.

The number of exercises conducted has increased since FY 84, from 400 exercises to more than 900 in FY 88, while exercise dollar support has remained constant at about \$12 million. This growth has been achieved by an encouraging conduct of exercises in conjunction with inactive duty training periods and other mobilization-related training events, rather than during separately-funded exercises. The overall program profile shows that 50% are readiness for mobilization exercises; roughly 25% are mobilization and deployment readiness exercises in support of ODT; and the remainder are State Area Command exercises and emergency mobilization and deployment readiness exercises.

During FY 88 a dramatic shift in ARNG exercise emphasis began. To confirm unit abilities to mobilize and deploy, more focus is being placed on unit operational capability; increasingly, exercises are being designed to both stress the unit and validate deployability. Additionally, increasing numbers of ARNG units are participating



in JCS, DA and FORSCOM-sponsored mobilization exercises. The First U.S. Army mobilization exercise GOLDEN THRUST demonstrated this shift clearly, when participating ARNG units were used in an exercise designed to test the full range of mobilization preparedness by surging mobilization stations throughout the Army area.

ARNG units are active participants in a recently-approved, three-part DA mobilization exercise initiative. A representative slice of units will be tested annually using the FORSCOM mobilization and deployment planning system (FORMDEPS) as the evaluation standard. A second command post exercise (CPX) will test 50% of the mobilization stations annually over a 3 to 5 day period. This phase of the initiative will provide the state mobilization station commander and his staff the opportunity to identify, study and seek solutions to issues peculiar to the mobilization station. The final phase of the program is a field training exercise (FTX), series-identified as CALL FORWARD. Annually, one Continental United States Army Command (CONUSA) will be designated to conduct an FTX for one of its mobilization stations. That station will be surged using a representative slice of units from the mobilization troop basis station plan, plus supporting

elements, to test all phases of mobilization, including validation of units for deployment.

Readiness

The ARNG was very successful in enhancing readiness in FY 88, ending the year with 68% of all units reporting an overall ready status. This marks a 3% increase over FY 87, while the number of units in the force structure was expanded by 4-1/2%.

This increase is directly attributable to intensive management at all levels and to ARNG readiness management initiatives. Activities of state Readiness Committees, the ARNG Readiness Council, and the NGB Force Readiness Committee are dedicated to insuring that command emphasis remains focused on readiness. An intensive management program was implemented in FY 88 using state, regional and national-level readiness organizations to direct efforts toward specific units. The program is targeted to units with readiness inhibitors that prevent achieving a deployable status, and those units not in a ready status due to organization, reorganization, modernization or some other DA-directed action. There are three key elements of the program:

1. state-level analysis;
2. the National Guard Bureau's detailed analysis of all divisions and separate brigades; and
3. the accurate portrayal of ARNG readiness status and assistance required, to Department of the Army via the Chief of Staff of the Army's Monthly Readiness Review.

Readiness inhibitors that are beyond the capability of the state or NGB to correct are thus represented to the Army's highest leadership. Resolution or deferral of these readiness inhibitors is then considered based on a Total Army capability.

FY 88 readiness efforts resulted in a 5-1/2% decrease in units not achieving a ready status. Additionally, in spite of a 4-1/2% growth in reporting units, the increase in units not ready due

to DA-directed actions was held to 2-1/4%. Thus the Army National Guard enters FY 89 with a record of steady, continuous increases in readiness over the past four years.

MANPOWER

The Army National Guard full-time support program provides a cadre of over 54,000 full-time personnel in support of the overall ARNG mission, with an annual budget in excess of \$1.8 billion. The program includes ARNG Active Guard/Reserve (AGR) soldiers, ARNG technicians, active component soldiers assigned to the ARNG, and Department of the Army civilian employees who work at the National Guard Bureau.

As of 30 September 1988, the breakdown of authorized full-time support positions was as follows:

ARNG FULL-TIME SUPPORT

| | |
|------------------|---------------|
| Technicians | 28,120 |
| AGR | 25,725 |
| DA Civilians | 406 |
| Active Component | 90 |
| TOTAL: | 54,341 |

Growth is the most critical issue facing the program today. Several limitations on the projected expansion of the AGR and technician force threaten overall readiness. Additionally, effective program management of the AGR force is in jeopardy because of grade authorizations imposed on the program by Congress.

AGR Program

New force structure, new mission requirements and increasingly demanding training require AGR growth indeployable, fighting units. NGB forwarded a request for 1,329 new position to be added to the program in FY 88. That number was reduced during the DOD/Congressional budget process, and actual growth for FY 88 was 665 positions.

Technician Program

Increased quantities of the most modern equipment in the Army's inventory requires technician growth in logistical support facilities. NGB requested 491 new technician positions be added during FY 88. Actual growth for the fiscal year was 991 technician positions.

COMPTROLLER

ARNG Pay Study

Director, ARNG is completing an in-depth study of ARNG pay. A nine-member panel, composed of key members from within various states, met to review the findings and recommendations of a previous study. During the meeting, issues were presented by the NGB staff, with follow-on discussion, questions and recommendations. This panel, chaired by the Deputy Director, ARNG, will oversee resolution of the findings and recommendations of the pay study.

Automated Funded Orders System

An automated funded orders system was fielded as part of the state accounting budgeting execution reservation system (SABERS). This system is designed for use by program managers, providing order-authenticating officers and accountants with a mechanical interface while preserving the integrity of resource management. Once approved, orders can be published at any location designated by the state. Expected benefits from the automated orders system include furnishing better service to ARNG soldiers, and saving time by eliminating many of the delays associated with the orders publication process.

Internal Control Program

In FY 88 the Army National Guard and Department of the Army came very close to publishing a checklist for every Army and Army National Guard regulation. The states have provided training for functional area managers through the U.S. Department of Agriculture Graduate School, thereby significantly increasing awareness and acceptance of the program.

Productivity Capital Investment Program

The productivity capital investment program (PCIP) continues to provide important contributions to ARNG efficiency and readiness, and to reduce operational costs, through timely investments in capital equipment and facilities. During FY 88, the program invested \$5,027,579 in 70 projects, which will generate annual savings in excess of \$48 million.

Model States Program

The model states program allows innovative ideas to be tested by one or more of the 19 participating states. 330 Model States proposals have been received to date, with 134 approved and only 9 rejected. The ARNG will expand this program to all states and territories in FY 89.

INSTALLATIONS

NGB assists the states in obtaining real estate required for National Guard activities, including licensing of Federally-owned real estate and the leasing or purchase of privately-owned property. FY 88 saw a dramatic increase in both the leasing and acquisition programs. This increase was necessary in order 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 for all units.

Training Sites

Training sites are designed to provide essential training requirements for support of ARNG units in periods of both annual and weekend training. Generally, the following cantonment-type facilities are authorized support: mess halls and kitchens, latrines, company administration 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 \$81.2 million in FY 88 federal funds was allotted to support the year-round maintenance and operation of ARNG training sites. Federal reimbursement to the active Army for ARNG troops performing annual training at active Army locations amounted to \$9.9 million in FY 88. 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 \$12.3 million.

Support Facilities

Federal funds in the amount of \$70.3 million for FY 88 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 \$3.3 million for facility leasing costs.

These funds provided for the costs of utilities, operations, maintenance and repair, labor, and security of the following type of 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 equipment. Included for FY 88 was the Los Alamitos Armed Forces Reserve Center, which was funded \$5.7 million by NGB. In addition to funding under the service agreement, \$12.8 million in FY 88 OMARNG funds were allocated to support projects for minor construction, alterations, additions, renovations and relocations of non-armory facilities.

In FY 86 a program to counter the terrorist threat at armories located in high-risk areas was initiated with funding of \$3.5 million. In FY 88, \$16.1 million was expended to support his program.

A program to assist the states in reducing their armory backlog of maintenance and repair was initiated in FY 86. Federal funds were authorized by the Congress for this program in FY 88 in the

amount of \$18.03 million. This funding provided a program to maintain and repair major systems within armories such as roofs, boilers and heating, ventilation and air conditioning.

AVIATION

The Army National Guard flew 399,000 hours in FY 88 to support tactical training and joint exercises, and to provide aviation support to units and to states and territories. Included were over 2,500 hours in support of drug interdiction and eradication efforts at both the state and federal level.

Safety

In FY 88 the ARNG Safety and Occupational Health Program experienced the safest year in ARNG history. Overall Class A through C ground accidents were down by 22%, fatalities were down by 43%, and POV fatal accidents were 36% less when compared to FY 87 totals.

The aviation Class A accident rate was 1.00 per 100,000 flying hours, with the Class A-C rate being 3.75, the lowest rates ever recorded in ARNG aviation. Significant accident reduction achievements such as these were the direct result of the hard work and dedication of safety professionals, commanders, and supervisors.

AH-64 Fielding

ARNG Apache (AH-64) helicopter battalions use a unit training plan which covers a two-year period divided into three parts: cadre training at Ft. Hood (90 days), home station training (12 months), and battalion tactical training/ARTEP at Ft. Hood.

On 8 August 1988, the first ARNG Apache battalion, the 1/130th Aviation, NC ARNG, concluded battalion-level training and was certified C-1 after successfully completing a rigorous ARTEP.

The South Carolina ARNG took delivery of its first four AH-64s in June 1988 and deployed to Ft. Hood, where unit trainers and cadre completed their 90-day training cycle. At the end of the fiscal year, the 1/151 Aviation was involved in

home station training. This unit is programmed for FY 90 fielding.

Scheduling

The mission of the centralized scheduling section (CSS) is to coordinate the most efficient and cost-effective use of ARNG operational support airlift aircraft fleet. The section schedules a total of 21 C-12 aircraft, and by the end of FY 89 will schedule and/or collect data on 80 aircraft. In FY 88, CSS scheduled 2,655 mission and lifted 22,066 passengers. The C-12 operational support fleet flew over 9,000,000 passenger miles.

The cooperation of the states with C-12 aircraft in the combining of missions has allowed CSS to schedule 85% of operational support missions as a priority 5. The cooperation of all states, host and supported, is critical to this cost-effective scheduling process.

Aviation Logistics

The ARNG Army aviation depot maintenance roundout (ADMRU) program continues to provide the U.S. Army Materiel Command with a rapidly-deployed aviation depot maintenance mobilization capability. It consists of one mobilization AVCRAD control element (MACE) in Maryland and four ARNG aviation classification repair activity depots (AVCRAD), located in California, Connecticut, Missouri, and Mississippi. Before mobilization, the AVCRADs provide AVIM and designated depot maintenance service for 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 the capability to project an aviation depot into a theater of operations.

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

The ARNG aircraft fully mission capable (FMC) average for FY 88 was 62%. The Department of the Army standard is now 75%. Problem areas for the ARNG include Safety of Flight grounding, materiel shortages for main rotor hub, tailboom assemblies and rotor blades, scheduled maintenance, and annual training requirements.

The AH-1G to AH-1S modification program is completed. All 87 AH-1Gs have been modified and delivered, displacing older UH-1M aircraft. This program supports the Vice Chief of Staff, Army directive to replace existing UH-1Ms with AH-1S TOW-capable aircraft.

The UH-60 Black Hawk will provide the ARNG with tactical transport capability, to include the associated multiple functions of aeromedical evacuation and crash rescue. The end of year inventory of UH-60s in the ARNG was 46 aircraft, against a requirement for more than 800. While UH-60s will be fielded in Arkansas, California, and Texas, and with AH-64 battalions in Florida and South Carolina, much needs to be done to insure adequate inventory levels of this aircraft in the ARNG to support the Army's aviation modernization program.

Training Sites

In 1978, the ARNG began developing the concept of centralized ARNG aviation training sites (AATS), based on the assumption that active component capabilities would be constrained in the 1980s and beyond. Experience through the mid-1980s has proven that assumption to be valid. The concept has been successfully implemented with the Eastern and Western AATS in Pennsylvania and Arizona, respectively.

The Eastern AATS completed its fifth year of training operations in 1988, continuing to emphasize individual aviator and instructor pilot qualification in utility and cargo rotary wing aircraft as well as selected fixed wing aircraft. During FY 88, the Eastern AATS trained 583 students and utilized 6,125 flying hours. The Eastern AATS also provided nearly 15,000 hours of creditable aircrew training time in the UH-1H synthetic flight training system to active compo-

ment, Army Reserve and Army National Guard aviators on a regional basis. Additionally, the Eastern AATS began operation of an AHL (Cobra) flight weapons simulator during the fourth quarter, logging over 900 hours of aircrew time.

Focusing on attack and aero scout rotary wing training, the Western AATS completed its first year of limited operations in FY 88, training 105 students and executing 3,066 flying hours. This training site also began operation of an AHL (Cobra) flight weapons simulator during the fiscal year, logging nearly 1,500 creditable aircrew training hours.

These training sites serve as "survival kits" for ARNG aviation and provide a pressure relief valve for the states, so that unit-level training missions can be accommodated at home station. The Eastern and Western AATS will improve ARNG aviator training and enhance unit readiness.

INFORMATION MANAGEMENT AGENCY

IMA is continuing efforts to migrate software from the Burroughs to Sperry hardware and is developing new software systems to meet the ARNG's automation needs. To support these efforts, IMA currently manages several major contracts with civilian vendors.

At present the 450 users of CO-LAN (Central Office - Local Area Network) in the Military District of Washington are provided "gateways" to other local and worldwide networks through their present configuration ties. This includes about 80 host computer ports accessible to NGB users.

Video teleconferencing applications are being studied and analyzed. Current and projected requirements include command and control and future training considerations.

During FY 88, 82% (92 of 112 planned) of the UNISYS 5000 systems were placed at various sites through NGB and the states and territories. Initial training courses for key personnel were conducted at three locations.

The final acceptance test of NGB's new Auto-din standard remote terminal has been completed.

This provides NGB the capability of receiving and transmitting narrative and data traffic flow to each state and territory, as well as to other Autodin subscribers. In addition, this will provide communication services support from within NGB's own organizational structure, so that NGB will not be dependent on other DOD activities to provide this service.

SURGEON

In FY 88, ARNG medical personnel and units continued to enhance readiness by participating in Overseas Deployment Training throughout the world. KPUP opportunities expanded to include the hospital ship MERCY and the countries of Kenya, Tonga, and Honduras.

Many ARNG medical units and cells trained throughout Central America. The deployment experience of moving equipment and personnel from CONUS to training sites located in austere tropical environments added to the challenge of treating uncommon tropical diseases and disorders, and provided dangers not normally seen in CONUS training. The ODT opportunities in Central America are a genuine challenge for ARNG medical personnel and units.

In FY 88 the ARNG continued its modernization of division-level medical units. An additional \$4.7 million in equipment was procured. Clearing station and battalion aid station sets requisitioned in FY 86 were fielded, resulting in a substantial increase in training and readiness capabilities. DEPMEDS minimum essential equipment training (MEET) sets required for fielding in FY 90 were procured. The ARNG's first three sets of DEPMEDS equipment were fielded, including one complete set for the Regional Training Site - Medical (RTS-MED) at Cp Shelby, Mississippi. The Cp Shelby RTS-MED officially opened during 4th quarter, FY 88. It is staffed with a full-time cadre of 27 AGR personnel and equipped with a full 400-bed evacuation hospital set of DEPMEDS

equipment. The RTS-MED will conduct new equipment training and sustainment training for hospital units, MOS-specific sustainment training, and various short courses. This site will offer the medical units in the ARNG training opportunities for ARTEPs and unit-level training which cannot be accomplished at home station.

In January 1988, the Armed Forces Epidemiological Board (AFEB) met to review the Reserve Component 40-and-over cardiovascular screening program. The Board recommended a significant restructuring of the original screening program. Based on its recommendations, revised screening standards were developed and approved by the Secretary of the Army on 28 August 88. The new program will be implemented on 1 Jan 89 for the ARNG.

In November 1987, DA established the requirement for biennial force surveillance HIV (AIDS) testing for all Army soldiers. The national contract for the biennial testing requirement was awarded in June 1988, with performance beginning in August 1988 for all states and territories. HIV testing is a mobilization readiness issue. Testing must be incorporated into the unit's training schedule to ensure that all soldiers are ready for mobilization.

A critical shortage of Nurse Anesthetists exists throughout the Total Army. In order to alleviate this shortfall in the ARNG, a Nurse Anesthetist civilian education program was established to educate and qualify ARNG Army Nurse Corps officers. Nurses accepted for this program are on full time training duty for up to two years in a civilian school of anesthesia accredited by the American Association of Nurse Anesthetists council on accreditation. Six ARNG nurses have been approved for this program since it began in March 1988.

AN OVERVIEW

Air National Guard





AN OVERVIEW

For the first time in ten years, the Air National Guard did not achieve its programmed end strength. This was due primarily to budget constraints.

Nevertheless, readiness and modernization continued to increase in the Air Guard. During Fiscal Year 1988, 20 flying units were in transition for new weapons systems, and assigned assets in the equipment inventory rose from \$19.5 billion to over \$21 billion. Units and personnel continued to deploy all over the world, and a new rotational deployment of Air Guard A-7 fighter aircraft began in Germany.

This year Major General John B. Conaway, Director of the Air National Guard since 1981, was nominated and appointed to fill the newly-created position of Vice Chief, National Guard Bureau. The Adjutant General of South Dakota, Brigadier General Phillip G. Killey, was appointed to succeed General Conaway as Director, Air National Guard.

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. A further reorganization, sepa-

rating the training and exercise functions, has recently been completed. Elements of the Training Division were combined with the Operations Training Branch. One of the major benefits of this reorganization to the field is the single point of contact for flying training programs, from undergraduate flying training, through the RTU and return to the home unit.

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 FY 88. ANG units participated in and deployed to exercises and foreign locations at an increased rate over 1987 levels. 1988 continued the current aircraft modernization trend with 20 flying units in transition for new weapons systems.

Aerospace Defense Forces

The ANG is the primary partner in Aerospace defense, supporting over 90% of the CONUS peacetime alert commitment. ANG forces account for 12 of 13 First Air Force (1 AF) units which provide the North American Air Defense Command (NORAD) its core fighting force. Additional Air Defense forces are provided by the Louisiana ANG to NORAD and by the Hawaii ANG to Pacific Air Command (PACAF).

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 training through the Oregon ANG's 114th Tactical Fighter Training Squadron.

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 accomplish missions involving airdrop and airland delivery of troops, equipment and supplies to support U.S. Army training activities in addition to supporting ANG and ARNG deployments.

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 145th Tactical Airlift Group, North Carolina ANG; and two AFRES C-130s dropped over 5.1 million pounds of fire retardant using the Modular Airborne Fire Fighting System. Using specially-configured C-130 aircraft, these crews are able to airdrop 27,000 pounds of fire retardant per aircraft in non-accessible areas.

The JCS-directed deployment VOLANT OAK involves the positioning of six C-130 aircraft at Howard AFB, Panama, on a continuing basis. During a typical month, the C-130s fly 63 missions consisting of 178 sorties, totaling 421 flying hours. European operations involved supplemental bi-weekly airlift on logistical routes throughout Europe.

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 Sondstrom AB, Greenland, to the Greenland Ice Cap Dye Stations. In addition, 1988 saw the 109th TAG supporting operations in Antarctica with two aircraft and supporting personnel.

The 137th Tactical Airlift Wing, Oklahoma ANG, participated in Team Spirit 88. 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.

Military Airlift Command (MAC) competitions were canceled during FY 88 because of budget constraints.

Aerospace Rescue and Recovery

The two MAC-gained ANG combat rescue units, the 106th Air Rescue and Recovery Group, New York, and the 129th Air Rescue Group, California ANG, participated in the first shuttle launch after the Discovery accident. Both units have trained personnel in recovery techniques unique to the space shuttle. Along with this special capability, the units have continued to train for their wartime mission and perform real world recovery missions for both civilian and military personnel. FY 88 Congressional action appropriated funds to modernize our combat rescue units with new MH-60G helicopters and HC-130N tankers. In addition, a new ANG combat rescue unit, the 210th ARRS, is being formed in Alaska and will become operational after receiving its new equipment.

Strategic Airlift

The two ANG strategic airlift units continue to provide worldwide support for the National Guard Bureau and Military Airlift

Command while continuing to meet individual training requirements. These units will continue to conduct airlift operations while preparing for their first inspections with new aircraft.

Close Air Support

ANG A-10, A-7, and OA-37 units provide close air support (CAS) to Army ground operations. During FY 88, ANG units provided 1890 sorties to satisfy Ninth and Twelfth Air Force CAS requirements. These sorties reflect participation in Air Warrior, conducted at the National Training Center, and the Joint Readiness Training Center. These CAS units routinely participate in numbered Air Force exercises in direct support of Army training exercises.

ANG Tactical Air Control Parties (TACPs) provide liaison and ground forward air controller support to Army reserve component maneuver units. CAS support is integrated to Army ground operations by TACPO elements providing liaison to the ground force commander by conducting airstrike control. During FY 88, ANG TACPs participated in numerous Army exercises, to include those conducted at the National Training Center, Joint Readiness Training Center, and combined force training at overseas locations.

Tactical Reconnaissance

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

The 155th Tactical Reconnaissance Group, Nebraska ANG, won Top Day Unit in the world-wide reconnaissance competition, Reconnaissance

Air Meet 88, conducted at Bergstrom AFB, Texas.

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 A-7D is unique to the ANG. Three A-7D squadrons are upgrading equipment to be low altitude night attack aircraft.

ANG tactical fighter units regularly participate in OCONUS and CONUS training deployments. Realistic, high-threat exercise scenarios, such as those provided for Red Flag at Nellis AFB, Nevada, increase mission capabilities and ability to survive for all participating ANG aircrews.

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 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) developed, with contractor support, a UTC management database, the CLOD, to assist functional managers in maintaining and updating their UTCs.

During the past year, the CLOD has been a major tool used by functional managers in pursuing the development of unit integrity taskings. With the aid of the CLOD, we have increased the overall integrity of unit taskings in the 90-91 wartime plans.

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, Team work 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. 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 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 to their assigned collocated operating bases for wartime employment and exercise participation, scheduled rotations, special assignment airlift missions (SAAM), Guardlift missions and USAF airlift augmentation missions. Approximately nine different units par-

ticipate in Europe each year through JCS exercises and

European airlift augmentations.

Additionally, two or three units are Pacific theater participants every year. The twenty-two different units also provide airlift for overseas deployment, employment and redeployment of other DOD personnel and materials throughout the year.

KC-135 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 88, units provided aircraft and crews to support a total of 17 continuous lines of SIOP alert. The alert crew and aircraft are capable of immediate response to short-term enemy attack warnings.

In FY 88, 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; Eielson AFB, Alaska; Solo A.S., Norway; and R.A.F. Upper Heyford, UK for two-week periods.

During FY 88 ANG units supported numerous other high 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 re-engined KC-135E aircraft.

Communications Units.

In 1988, Air National Guard communications units participated in dozens of exercises and deployments. In all, over 2,000 personnel participated in over 30 activities, operating from locations in all major theaters worldwide.

Fighter/Reconnaissance Units.

In 1988, 9 units participated in 8 Checkered Flag deployments to Iceland, Belgium, Germany, Norway, Turkey, United Kingdom and Japan. The program was highlighted by Coronet Crusader, the first USAF deployment to a Japanese base from the U.S. The 132d Tactical Fighter Wing, Iowa ANG deployed 12 A-7 aircraft and 300 personnel to Chitose AB, Japan.

Ten ANG fighter/recce/interceptor units participated in the Red/Maple Flag programs in 1988. The 191st Fighter Interceptor Group, Michigan ANG, and the 144th Fighter Interceptor Wing, California ANG provided "adversary air" support for Green Flag and Red Flag.

Four ANG units deployed to Elmendorf AFB, Alaska for the NORAD-sponsored exercise Amalgam Warrior 88 (120th FIG, Montana ANG; 123d TFW, Kentucky ANG; 142d FIG, Oregon ANG; 150th TFG New Mexico ANG). Other units deploying to Alaska in 1988 were the 184th TFG, Kansas ANG for FWIC training and the 152d TRG, Nevada ANG for AFT.

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

In July 1988, a new fighter deployment to Europe, Creek Corsair, began. Three A-7 units provided 2 aircraft each for a 6-week deployment to Spangdahlem AB, Germany. The 185th TFG, Iowa ANG, led off the first 2-week rotation, followed by the 121st TFW, Ohio ANG, and the 150th TFG, New Mexico ANG. The 150th returned to the U.S. with the 7 aircraft. Each unit deployed with 12 officers and 60 enlisted personnel. The aircraft and equipment remained at Spangdahel and ANG KC-135's rotated personnel.

Pilot Training

Annually, the ANG receive 166 undergraduate pilot training and 65 navigator training quotas from Air Training Command. ANG pilot and navigator candidates attend flying training with USAF and USAF Reserve candidates at all USAF flying training bases, and subsequently attend specialty course training at a USAF or ANG RTU base. On the average, approximately 140 pilots and 55 navigators actually graduate from these training programs and return to ANG units.

The 162d Tactical Fighter Group, Arizona ANG, trains both active duty and ANG pilots assigned to A-7 and F-16 units. During FY 88, 22 long course, 20 conversion, 42 transition, 50 enemy defense penetration aids, 16 instructor and 6 fighter weapons instructor course (FWIC) A-7 pilots were trained by the 162d. For the F-16, 14 transition, 43 TAC-gained conversion, 489 Air Defense conversion



and 13 instructor pilots were trained.

The 184th Tactical Fighter Group, Kansas ANG, provides advanced flying training to ANG, AFRES, and active duty aircrews, and transition training for pilots and weapons systems officers (WSOs) with previous fighter experience assigned to F-4 and F-16 units. During FY 88, the 184th provided long-course training for 12 pilots and 7 WSOs, conversion training for 9 pilots and five WSOs, and FWIC training for 8 pilots and 8 WSOs. In the F-16, 68 conversion and 11 instructor pilots were trained.

The 114th Tactical Fighter Training Squadron, Oregon ANG, provides advanced flying training for ANG pilots and WSOs in the F-4 Air Defense mission. In FY 88, they trained 13 pilots and 7 WSOs in Air Defense long courses; 10 pilots and 2 WSOs in conversion courses; and 33 pilots and 32 WSOs in various advanced course. In FY 89, the 114th will begin training Air Defense pilots in the F-16.

The 124th TRG, Idaho ANG, is the ANG RF-4 training school. During FY 88, 12 pilots and 13 WSOs were trained in the long course, and five pilots and 1 WSO in the conversion course. Additionally, five pilots and 2 WSOs were trained in the instructor course and 6 pilots and 6 WSOs in the FWIC.

MANPOWER AND PERSONNEL

The Air National Guard did not achieve the programmed end strength figures for the first time in ten years. The actual strength was 115,221 against an approved level of 115,900. Since the programmed end strength for FY 89 was 115,200 with an average funded strength of 115,000, an end strength higher than 115,200 in FY 88 would have created unmanageable funding problems in FY 89.

Technician and AGR Program

The actual technician end strength on 30 September 1988 was 23,409. This was 151 below the actual FY 87 level and was also over 100 below our congressionally-established floor of 23,530. The ANG was unable to attain that floor due to a hiring freeze directed by the Deputy Secretary of Defense in order to control defense outlays in the second half of FY 88. Hiring was limited to one new hire for every two personnel attrited.

The Active Guard/Reserve program continued to grow in FY 88, with the number of Air Guardsmen in the program increasing from 7623 to 7709. This strength was 127 short of the funded level of 7836, due in part to the DOD-imposed hiring freeze.

Military Personnel Actions

The ANG mirrored the active Air Force in implementing a revised officer evaluation system on 1 August 1988. Designed to reduce rating inflation and emphasize mission-related performance, the new system includes mandatory performance feedback to company grade officers (optional for field grade and above), an annual evaluation of how the officer's performance impacted on the unit mission, and meaningful information for promotion board decisions.

Emphasis on recognition programs continued. Authority to award the Legion of Merit to officers in the grade of colonel and above based upon retirement was delegated to the Director, Air National Guard. Special trophies and awards programs available to ANG units increased again, bringing the total to 116. And an ANG "Outstanding Airman of the Year" was named one of the Air Force's "12 Outstanding Airmen of the Year."

Personnel Data Systems Branch

FY 88 marked progress on several major personnel data systems initiatives. In partnership with the active Air Force, the ANG is working on implementation of Personnel Concept III (PC-III), the next major enhancement to base-level personnel system support. A test of the system was begun in Florida and Georgia.

Military Personnel Policy

Consistent with the revised combat exclusion policy regarding women, the ANG has opened mobile aerial port (MAP) and Engineer Red Horse units to females. The MAP and Red Horse units account for approximately 3,553 positions, against which 80 women are currently assigned. The remaining 865 vacancies are now available for assignment regardless of gender. Additionally, the following aircraft were opened for assignment of women effective 1 Jul 88: TR-1, U-2, TU-29, C-29 flight check, and all EC-130 missions.

Personnel readiness has continued to be a priority. Personnel Support for Contingency Operation (PERSCO) teams are being tasked and inspected by the major commands. The ANG sent two PERSCO teams to Exercise TEAM SPIRIT in Korea during FY 88. These teams provided strength accountability and personnel support for active duty and ANG personnel.

8200 Management Engineering Squadron

During FY 88 the gaining major commands have coordinated more issues than ever with the 8200 MES. This coordination will continue to enhance missions capability.

Necessary administrative adjustment to the Support Personnel Manning Document were made, based upon change to our flying-hour program. A major maintenance reorganization in our KC-135 units is being undertaken to align total authorizations with the Single Integrated Operations Plan (SIOP) wartime tasking.

One of the most significant events of FY

88 was establishment of additional Army and Air Force joint wartime operational and peacetime training capabilities. Fifteen ANG operating locations were activated to accommodate wartime manpower requirements for 30 Air Liaison Officers to advise Army commanders and staff on use of tactical air power. During peacetime, ALOs train with their supported ARNG battalions or other ARNG units within their state; during wartime or contingency operations, ALOs mobilize with their aligned ARNG battalion.

The ANG productivity program saw its first FASCAP request since FY 84. The request submitted by the 176th Mission Support Flight, Alaska ANG, requested the purchase of a telephone switch currently being leased. The request will save approximately \$1,433,762 over the life cycle of the equipment. Under the suggestion program, three ANG suggestors were nominated for the Presidential Letter of Commendation and the Suggester of the Year award.

Recruiting and Retention

Recruiting efforts have been prioritized to fill critical-skill positions first whenever possible. Bonus and incentive funds are directed at traditionally hard-to-fill positions and those identified as critical for wartime taskings.

The Montgomery GI Bill continues to be the single most effective inducement to recruit and retain members into the ANG. Six-year commitments, a prerequisite for eligibility, have increased in both enlistments and reenlistments.

Prior service personnel still account for approximately 60% of our accessions and provide savings in basic military training and initial skills training. However, many lower-grade positions in our units remain vacant. There is difficulty in offering prior service personnel the grade advancement

necessary for retention beyond their initial ANG enlistment.

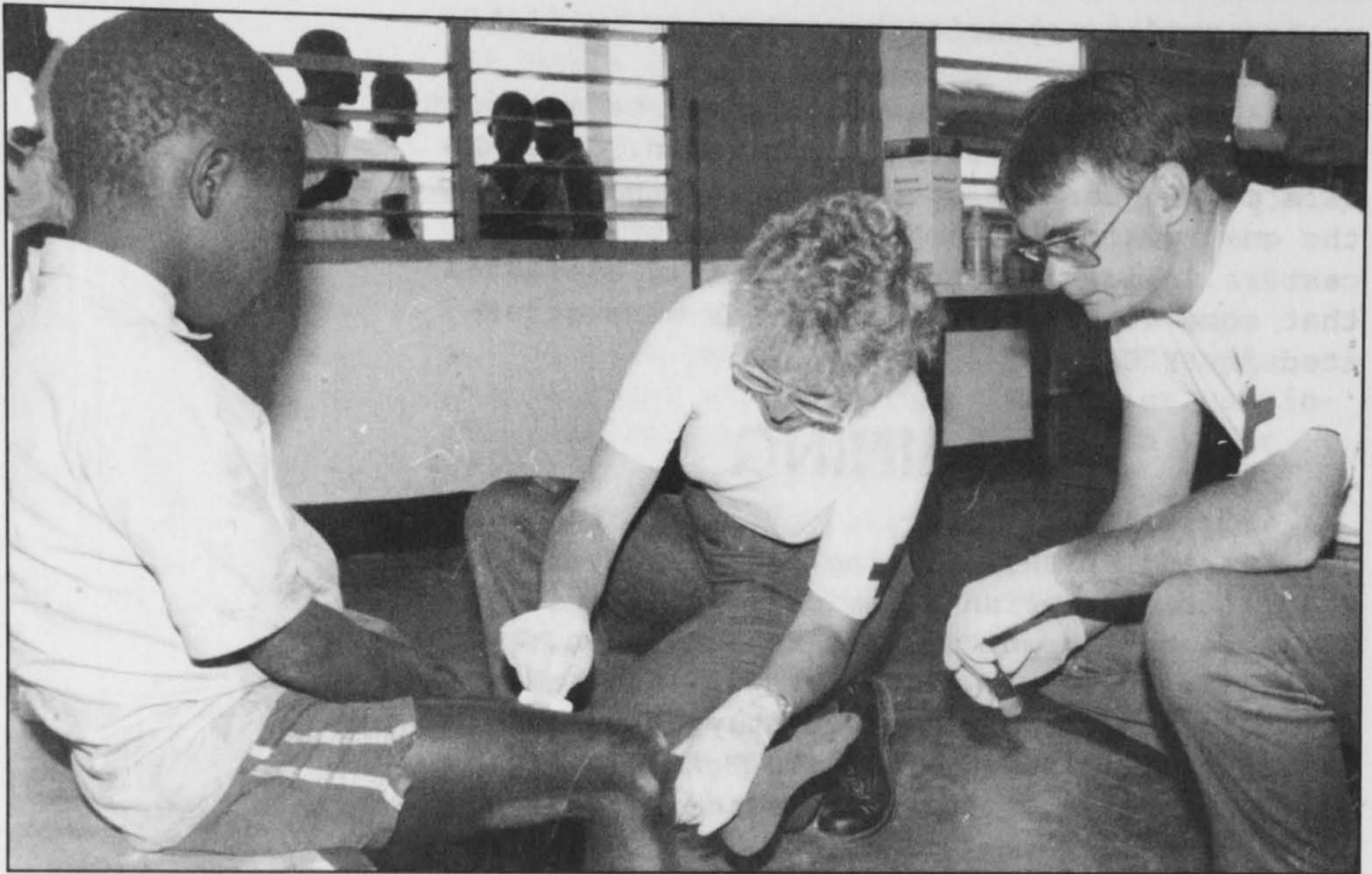
Advertising programs continued to support the recruiting and retention mission. The ANG is a public-service advertiser, dependent on the good will of radio and television broadcasters in local communities. It is estimated that some 40,000 recruiting leads were generated in FY 88.

TRAINING

During FY 88, training had a tighter budget to accomplish its mission of providing formal school opportunities to Guardsmen. Projected FY 89 budget restraints will not alleviate this situation. Consequently, the Training Division organized a Strategic Training Review Group comprised of individuals from each functional area (i.e., operations, civil engineering, medical, etc) to provide a corporate review of formal school training priorities. Each functional area will prioritize the applicable formal school requirements and submit the information to the review group for approval within the budget limitations. The review group will also review other issues such as interactive video training, and school requests by various organizations.

Another area of concern is training of our NCOs and senior officers for greater leadership roles. In 1985 the Non-Commissioned Officers Preparatory Course, conducted at unit level and the first step in the NCOs professional military education, was created. The projected rate of growth of graduates was 25% per year; however, as of FY 88 the growth rate had tripled.

A trial program for senior officers was initiated with Harvard University. The program places ANG senior officers with equivalent civilian leaders in a one-year school designed to increase the individual's perspective in na-



REQUIREMENTS AND DEVELOPMENT

The Requirements and Development Division was formed within the ANG Directorate in 1986, with the purpose of insuring that all ANG weapon systems were capable of meeting their wartime taskings. Through its test and evaluation facility in Tucson, Arizona, NGB/RD has become involved in systems flight test of off-the-shelf equipment, limited system evaluations and new technologies analysis, all under the auspices of HQ TAC.

Of particular concern is how these evaluations aid the technological growth of ANG weapon systems. Specific attention during FY 88 has been directed toward the operational test and evaluation of the A-7 Low Altitude Night Attack, F-4 Navigation Weapons

Delivery System, and the Air Defense F-16. In addition, NGB/RD has had the responsibility for managing several ANG acquisitions programs: C-26A, C-130H, MH-60G, and the C-12J aircraft.

Aircraft Improvements

NGB/RD is working on several A-7 improvement programs. These include complete of funding for the latest secure voice equipment and testing of VHF/AM antennas and cockpit video systems. Work is also underway to install a data transfer system in the A-7.

For the F-16, modification and testing of the enhanced envelope gunsight is now underway. Evaluation of a method to detect aircraft wiring problems is also ongoing.

A Request for Information (RFI) was released in FY 88 as a first step on obtaining a training device for the F-16 General Purpose forces, leading to the specification and procurement of such a system. Efforts are also being made to obtain training devices for the A-10 low altitude safety and targeting enhancement (LASTE), concurrent with the fielding of the first LASTE aircraft. Also, as a result of ANG tests of the multiple practice bomb adapter, ANG acquisition requirements for this system were developed and forwarded to TAC.

Acquisition

Receipt of six C-12J aircraft for the operational support airlift role was completed in January 1988. This program began the replacement of the aging and increasingly insupportable C-131 aircraft.

The ANG operational support turboprop aircraft program, begun in 1987 as part of the effort to replace the C-131s, continued with a contract award in March 1988. Fairchild Aircraft Corporation won the aircraft and support contract with its Metro II, an 18-passenger, twin-turboprop aircraft. There are currently ten aircraft on contract and a remaining option for three aircraft is expected to be exercised by September 1989. Delivery of the first aircraft will be 31 March 1989, and the aircraft will enter the Air Force inventory designated

the C-26A.

NGB/RD became involved with C-130H procurement in 1988, completing the buy of 8 aircraft to be delivered in the spring of 1989. Inclusion of some configuration items - enhanced station keeping equipment (ESKE) and ground proximity warning system (GPWS) - is still being resolved. Work has also begun on an additional buy of 14 airlifters, to alleviate the C-130 H-model spares shortage.

Efforts to acquire two HC-130H(N) rescue-tanker aircraft began in April 1988. This type of aircraft had to be redesigned, since no rescue-tankers have been built since C-130 H-models began production, and some of the mission equipment became insupportable and obsolete.

During FY 88, NGB/RD began the procurement process for 16 MH-60G combat rescue helicopters. The aircraft are currently being produced as UH-60As and will undergo two extensive modifications for inflight refueling and upgraded mission avionics to bring them up to the UH-60G configuration.

C-130A/B Flight Director Modification

During FY 88 a program was begun to equip the C-130A aircraft with a modern flight director system to replace their outdated and unreliable J-8 altitude indicators. This modification has been totally funded by NGB. Since the B-model C-130s currently have a flight director only on the pilot's panel, as more funding becomes available or A-models are retired, a flight director will be added to the co-pilot's panel on the B-models.

COMPTROLLER

The Air National Guard portion of the FY 88 President's budget reflected appropriation requests of \$1,973.0 million for Operation and Maintenance (O&M), \$980.0 million for Military Personnel (MILPERS), and \$160.8 million for Military Construction (MILCON).

The O&M appropriation is used to finance the day-to-day operations of ANG activities. Congressional action reduced the request by \$27.2 million, offset by additions of \$12.3 million. Reductions included \$21.7 million for civilian workyear pricing, \$2.8 million for inflation, \$1.2 million for the expense/investment criteria change, \$0.8 million in travel, and \$0.7 million in recruiting and advertising. Additions included \$5.0 million for increased FAKER contract costs, \$4.9 for additional technicians, and \$2.4 million for proposed ANG activities at Minot AFB, North Dakota.

The MILPERS appropriation finances the pay, allowances, clothing, subsistence, travel, training and retirement accrual costs of ANG members. Congressional action reduced the request by \$3.7 million, offset by one addition of \$0.6 million. Reductions included \$1.5 million for drill strength reduction, \$1.1 million for AGR strength reduction, \$0.6 million for reduced Variable Housing Allowance payments, \$0.5 million in training, and \$0.1 million for inflation. The \$0.6 million increase was for proposed ANG activities at Minot AFB, North Dakota.

The MILCON appropriation funds specific major and minor construction projects for ANG units in addition to the planning and design costs associated with ANG construction projects. Congress reduced funding for projects at Point Mugu, California (\$19.6 million); Stewart IAP, New York (\$2.5 million); and power pad construction at miscellaneous locations (\$4.2 million), while adding funds for projects at Mitchell Fld, Wisconsin (\$4.5 million); Springfield, Illinois (\$4.5 million); St. Louis, Missouri (\$4.3 million); Little Rock, Arkansas (\$1.7 million); Key Field, Mississippi (\$1.4 million); and Jackson, Mississippi (\$0.4 million).

Other sources of funding for the ANG are Other Procurement, Air Force, and Guard and Reserve Equipment, Defense appropriations. The Other Procurement, Air Force, appropriation

funds equipment items costing over \$5,000. The ANG share of this appropriation was \$1.65 million during FY 88. The Guard and Reserve Equipment, Defense, appropriation funds Congressionally-directed, special-interest items. During FY 88, this appropriation provided \$341.0 million for the ANG. Funding included \$150 million for 8 C-130H aircraft, \$117 million for 16 MH-60 helicopters, \$44 million for 2 HC-130 rescue aircraft, and \$30 million for miscellaneous equipment needs of the Air National Guard.

Obligations incurred during FY 1988, by appropriation and state, are included in Appendix J.

LOGISTICS

Continued modernization of the ANG increased the equipment inventory from \$19.5 billion in assigned assets in FY 87, to over \$21.1 billion in FY 88. Aircraft conversions continued to the F15, F16, C5A, C12, and C130H. The organic overhaul of the J79 engine continues to be an effective program, with total cost avoidance of over \$40 million since the program began in 1980. The J79 engine low smoke program for the F/RF4 aircraft neared 75% completion by the close of FY 88 and will be completed in FY 89. The A7 fleet completed modifications of 83 aircraft to the low altitude night attack system, which will improve munitions delivery and aircrew survivability during wartime.

Depot Maintenance

Expenditures for depot level maintenance support of all ANG aircraft, engines, and related equipment totaled \$379.7 million in FY 88. In addition to the basic repair and overhaul actions, depot maintenance funds were used to install programmed modernization and safety modifications.

Logistics Automation

Automated capabilities in the ANG logistics communities continued to expand, as 220 logistics plans offices received hardware required to provide on-line connectivity of their office microcomputers with the standard Air Force computer system, the Sperry 1100-60. With the establishment of that capability, units have greatly expanded their ability to gain access to the Air Force contingency operation and mobility planning execution system (COMPES). As a result of this initiative, unit-level logistics planners now have the capability to rapidly plan and execute mobility-related operations. In addition, this enhancement provides Air Force contingency planners with a greatly improved tool for utilizing ANG forces in short-notice operations.

In FY 88, Transportation completed equipping of all ANG aerial port, traffic management, and vehicle activities with microcomputer hardware. The on line vehicle interactive management system (OLVIMS) was successfully downloaded from the base-level mainframe computer to an "in-house" microcomputer at all ANG locations, providing better reporting capability at significant cost savings. In addition, a prototype for computerbased training was completed for ANG aerial port units.

FY 88 also marked the beginning of automation in the fuels management sections. Each flying unit and the four training sites were equipped with microcomputers possessing both in-line and stand-alone capabilities. These systems not only function as in-line terminals for processing fuels accounting transactions to the Sperry 1100-60 mainframe, but also are used to store and retrieve data used in the fuels automated management system (FAMS). FAMS enhances the fuels manager's ability to closely manage resources critical to ANG sortier production.

Transportation

The Air Guard vehicle fleet remained in excellent shape. As a result of previous years' consistent funding levels, the ANG is still benefiting from the arrival of many new vehicles. At the end of FY 88, the fleet consisted of 17,637 assets assigned against 18,078 authorizations. The total value of our vehicles was approximately \$531 million.

Air Force shortfalls in second destination transportation funds presented some new challenges in moving vehicles and other equipment to Guard units. However, by taking advantage of available airlift resources and through judicious use of ANG transportation funds, all critical requirements were met.

This was another active year for the ANG aerial port deployment program. The Guard deployed 85 teams and over 2,000 personnel to Military Airlift Command ports, where the ANG



received valuable hands-on training for accomplishment of their wartime taskings. FY 88 also saw the opening of a new mobile aerial port squadron at Louisville, Kentucky, and a slight expansion in tradition ANG aerial port manpower.

In the airlift world, NGB validated over 50 MAC-operated special assignment airlift mission (SAAMs) in support of exercises, logistics support requirements, and unit moves.

Equipment Management

The ANG continued to maintain the largest single equipment inventory in the Air Force. Emphasis continued on conversions of the ANG into 'state of the art' weapons systems. The steady influx of F15, F16, OA10, C141, C5, and MH60G aircraft has significantly increased the workload at command and unit level, thereby necessitating the use of innovative methods to support training and mission requirements.

ENGINEERING AND SERVICES

During FY 88, in order to standardize all deployable engineering and services forces, a major restructuring of the Air Force's engineering and services units, including those of the ANG, was initiated to standardize wartime unit type codes among Prime BEEF (Base Emergency Engineering Force), Prime RIBS (Readiness in Base Service) and firefighter functional areas. The restructuring was across all TAC, MAC, SAC, AFCC and 1 AF-gained ANG units and impacted on 16,422 wartime-tasked personnel.

Regional Equipment Operator Training School

An ANG regional equipment operators training school was established at Ft Indiantown Gap, Pennsylvania, to provide heavy equipment operator proficiency training beginning in FY 89. The school will meet ANG, AFRES and active

duty training needs for approximately 1,900 students annually and meet a much-needed hands-on training requirement for heavy equipment.

Deployments

The ANG Civil Engineer Prime BEEF ended FY 88 with 94 units totalling 12,354 authorized personnel, over one-third of the total Air Force Prime BEEF assets. Training deployments played a major role in training civil engineering units, with 19 units deploying to Eglin AFB, Florida for base recovery after attack (BRAAT) and rapid runway repair training. Additionally, 49 units deployed to Europe, Canada, Alaska, Japan, Panama, and Honduras. In support of Air Force, Army and ANG requirements, 79 teams deployed to stateside locations to train on mission-essential projects. Finally, six deployments supported the drug interdiction effort by providing construction training support to the U.S. Border Patrol. Over 8,000 engineers participated in the 1988 deployment for training program.

During FY 88 1,232 firefighters deployed to active Air Force bases in Europe, Panama and the U.S. An additional 255 firefighters attended BRAAT at Eglin AFB.

The ANG services force structure ended FY 88 with 3,270 authorizations in 154 support units. Approximately 80 services units and over 500 personnel participated in Prime RIBS (Readiness in Base Services) field training at Eglin AFB and Dobbins AFB, Georgia. Prime RIBS deployments over and above parent unit support have been to various JCS exercises, Europe, Alaska, the Pacific and to active duty bases in CONUS.

A high point for ANG engineering and services occurred in December 1987 when members of the 145th Combat Engineering Squadron and 145th Mission Support Squadron represented the ANG in the readiness challenge

competition at Eglin AFB. The ``Tarheels'' from Charlotte, North Carolina did well, placing sixth out of 19 teams from all Air Force Major Commands.

The ANG has two RED HORSE (Rapid Engineer Deployable, Heavy Operational Repair Squadron Engineer) Squadrons, almost 30% of the total Air Force assets. In January 1988 the 200th CESHR and 201st CEFHR deployed elements to Palmerola AB, Honduras to work vertical and horizontal projects for Joint Task Force Bravo. Elements of both the 200 CESHR and 202 CESHR deployed to their contingency-tasked locations for on-site training.

Military Construction

The 1988 ANG military construction program, which consisted of \$137.5 million for projects and \$13.8 million for design, provided major facility construction to support conversion, new mission beddown, modernization and replacement of facilities needed for training and readiness. The program execution rate for 1988 was 96.4%, exceeding the OSD goal of 95%. The program provided plant growth of just over 1 million square feet, for a new total of 33 million square feet of facilities, valued at approximately \$5 billion.

Real Property Maintenance and Repair

Maintenance and repair projects, as well as minor construction projects costing up to \$200,000 each, are accomplished under this program. \$46.7 million was expended in FY 88. The program to develop comprehensive ANG base master plans continued, with 11 additional bases funded.

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 88 totalled \$96 million.

INFORMATION SUPPORT

FY 88 marked significant increases in the day-to-day information support taskings and capabilities of the ANG mission support flights and the ANG Support Center at Andrews AFB, Maryland.

Education and Training

Several important advances in training capabilities were achieved during FY 88, including Interactive Video Instruction (IVI) Systems, the prototype of the Information Delivery and Education Authoring System (IDEAS), and the prototype of the System 11 Site Administration course. Over 400 IVI hardware and courseware systems were delivered to more than 200 ANG locations nationwide. The success of the innovative IVI approach to training is reflected in the fact that several other Air Force Major Commands have now embraced the concept.

Also during FY 88 the ANG demonstrated use of the ANG System 11 minicomputers in support of the IDEAS program. Combining effective graphics with user-friendly access methods, IDEAS allows information and/or training to be delivered to the user's desktop. IDEAS is a major step forward in the ANG ability to develop and revise training courses. A third major training effort is the successful prototype of the System 11 Site Administration course. This training assists Computer Operations supervisors in becoming thoroughly familiar with administration of an on-line multiuser computer system.

A contract was awarded for an ANG Local Area Network. Intended to network all computers at the ANG Support Center and eventually network all ANG units, the prototype effort at the ANG Support Center was nearing completion at the end of FY 88. Automated Systems Implementation

The Automated Administrative Orders System (AOS) was developed and implemented to streamline orders and military pay processing and provide enhanced personnel resource management. Also, implementation of the Core Automated Management System (CAMS) continued throughout the ANG.

The ANG Information Support Division procured and fielded over 1300 microcomputer systems during FY 88 in support of numerous Air Force-directed and ANG-unique communications and data automation initiatives. This included purchase of the prototype ANG Standard Desktop Publishing system.

COMMAND, CONTROL AND COMMUNICATIONS SYSTEMS

During this fiscal year, the Office of Communications -Computer Systems became the Office of Command, Control and Communications Systems. The new office name is more readily aligned with the programs and missions for which the office is responsible. The office was also advised in July 1988 that, due to the NGB reorganization, it would be moved to the ANG Support Center (ANGSC), Andrews AFB, MD in October 1988.

New Missions/Equipment Modernization

As the result of an initiative by the Commander, Tactical Air Command, the 141st Tacti-

cal Control Flight was activated in Puerto Rico, to provide tactical radar support to USCINCSO. Also action was initiated at the request of HQ USAFE to identify the beddown locations for three new communications units to support the NATO Air Base Satellite System (NABS) mission, with activation of the units to begin in FY 89.

ANG tactical communications and electronic capabilities continue to improve with receipt of more modern equipment; however, a significant amount remains obsolete. Most improvement has been in the areas of satellite communications, tactical radios and tactical switchboards. A major amount of equipment received and currently under contract or pending contract can be accredited to funds received via the annual ANG Miscellaneous Equipment Account.

In addition to their regular wartime missions, several ANG tactical control units were tasked to support drug interdiction operations with the US Customs Service. Deployments were to the southern borders of the US and the Carribbean area. The 162d Combat Communications Group also supported the National Communications Systems in a communications exercise which simulated major communications outages in the Los Angeles, California area due to a major earthquake. The 162d was lauded by the NCS for its performance.

Exercises/Deployment

Significant participation in worldwide exercises continued throughout FY 88 with over fifteen hundred personnel deployed throughout CONUS, Europe, Pacific, Central America and SW Asia areas.

Inspections

All units inspected were rated satisfactory or better. Most noteworthy was the Operational Readiness Inspection of the 252 CCGp, Washington ANG, which received an overall rating of Excellent to include three Outstanding and two Excellent by their subordinate units.

AIR SURGEON

Despite a stringent resource environment, the Air National Guard medical service made strategic gains in medical readiness initiatives during Fiscal Year 88. Significant accomplishments were achieved in the area of second echelon (2E) wartime taskings for the Air National Guard. The 2E concept of medical care is part of a four echelon concept for wartime care; the ANG medical service accounts for approximately 50% of the total force medical mission for 2E care. During FY 88 ANG medical manpower was increased by 827 authorizations. These manpower increases were used to expand 21 ANG medical units meet 2E medical taskings. This brings a total of 37 medical units up to required manpower level; however, 30 additional ANG units must be



Training

As the medical units expand in manpower there is also a definite need for more medical facility training space. With the increase in personnel also comes requirements for mobility equipment and War Reserve Material (WRM) supplies/equipment and the need for additional space to store these items. Manpower and increased facility size are being pursued with other ANG staff agencies to correct these limiting factors in ANG medical readiness.

The ANG medical service was able to acquire a Survivable Collective Protective System - Medical (SCPS-M) as a medical training asset. The SCPS-M is a concrete-hardened, wartime medical treatment facility for treating casualties in a chemical or biological environment. HQ USAF awarded the SCPS-M for medical readiness training to the ANG on 13 March 1988. Phelps Collins Air National Guard Base, Alpena, Michigan was selected to be the Permanent Field Training Site.

A concept of operations plan and staffing plan were developed to provide a full-time ANG medical readiness training site where ANG medical units could train in a realistic environment for their mobility/wartime taskings.

Exercises and Deployments

ANG medical units participated in a record number of active duty Air Force and joint military contingency exercises including Team Spirit, Reforger, Crested Eagle, Honduras (MEDIC 21 and AHUAS TARA), and Blue Flag. Aeromedical Evacuation Units provided crews and C-130 aircraft from over half of the units to support regional National Defense Medical System exercises. These exercises provided realistic training for wartime and peacetime mission support.

Aeromedical evacuation crew members participated in a demonstration of medical air evacuation capabilities in the African coun-

try of Gabon. A joint mass casualty exercise with Gabonese and ANG medical personnel demonstrated the need for rapid medical evacuation of casualties. In addition, humanitarian medical assistance was also provided to the civilian population of Gabon.

Current wartime planning and sourcing documents for ANG medical units were updated to provide increased unit integrity. Where possible flying units and medical units are now deployed to the same location. This provides exceptional continuity of operations and medical support to the ANG wartime mission. During the Global Sourcing Conference several SAC and ADTAC-gained medical units were given OPLAN specific wartime taskings.

Training for ANG medical personnel in the key points of medical management, administration and working relationships within the ANG medical service encompassed several areas. Key training courses included the Health Service Technician Management, Health Services Executive Management, Dental Surgeon Management and Chief Nurse Management courses.

Health Programs

As the ANG flying units begin to transition into high performance aircraft the need for Gravity Loss of Consciousness (GLOC) awareness and prevention becomes a critical concern for our pilots. The steps taken in the past year have included developing a physical conditioning program and acquiring centrifuge training capabilities for ANG aircrews. A manual, entitled "The Diagnosis of Physiologically Uncomplicated G+ Induced Loss Of Consciousness: A Guide for the Air National Guard Flight Surgeon," has been widely disseminated to units. Increased centrifuge training was taken as a priority item. Plans included increased access to the Holloman AFB centrifuge and use of the Navy centrifuge at NADC, Warminster, PA.

Health promotion programs for ANG person-

nel made significant gains during the past year. 34 health promotion coordinators attended workshops on how to implement this Air Force Program within the NG. The goal of this program is to provide awareness of healthy lifestyles for personnel. The Coronary Artery Risk Evaluation (CARE) Program was also initiated for ANG flying personnel. In addition, information on Hepatitis-B protection for ANG medical personnel at risk was collected. Actions are being planned to provide this immunization program to protect personnel in times of mobilization and peace.

A new Drug and Alcohol Testing Program was initiated within the ANG, per DoD directive. All new accessions and those prior military service applicants with more than six months break in service are now tested for drug and alcohol levels prior to being allowed to join the ANG. Accessions may be appointed or enlisted pending results of the tests (they may attend UTA's) but may not be sent to basic training courses until the results are received.

SAFETY, SECURITY AND INSPECTIONS

The Safety, Security and Inspections office has seen several major changes during the past year, with a new office chief and security branch chief assigned. Constant improvement in policy guidance and support to field units have been combined with a proactive approach to accident prevention and improved security to redefine the mission of the office.

Safety

The ANG flew 438,090 hours from 1 Oct 87 to 30 Sep 88 and experienced 11 Class ``A'' aircraft mishaps, 14 crew fatalities and nine destroyed aircraft. The Class ``A'' mishap

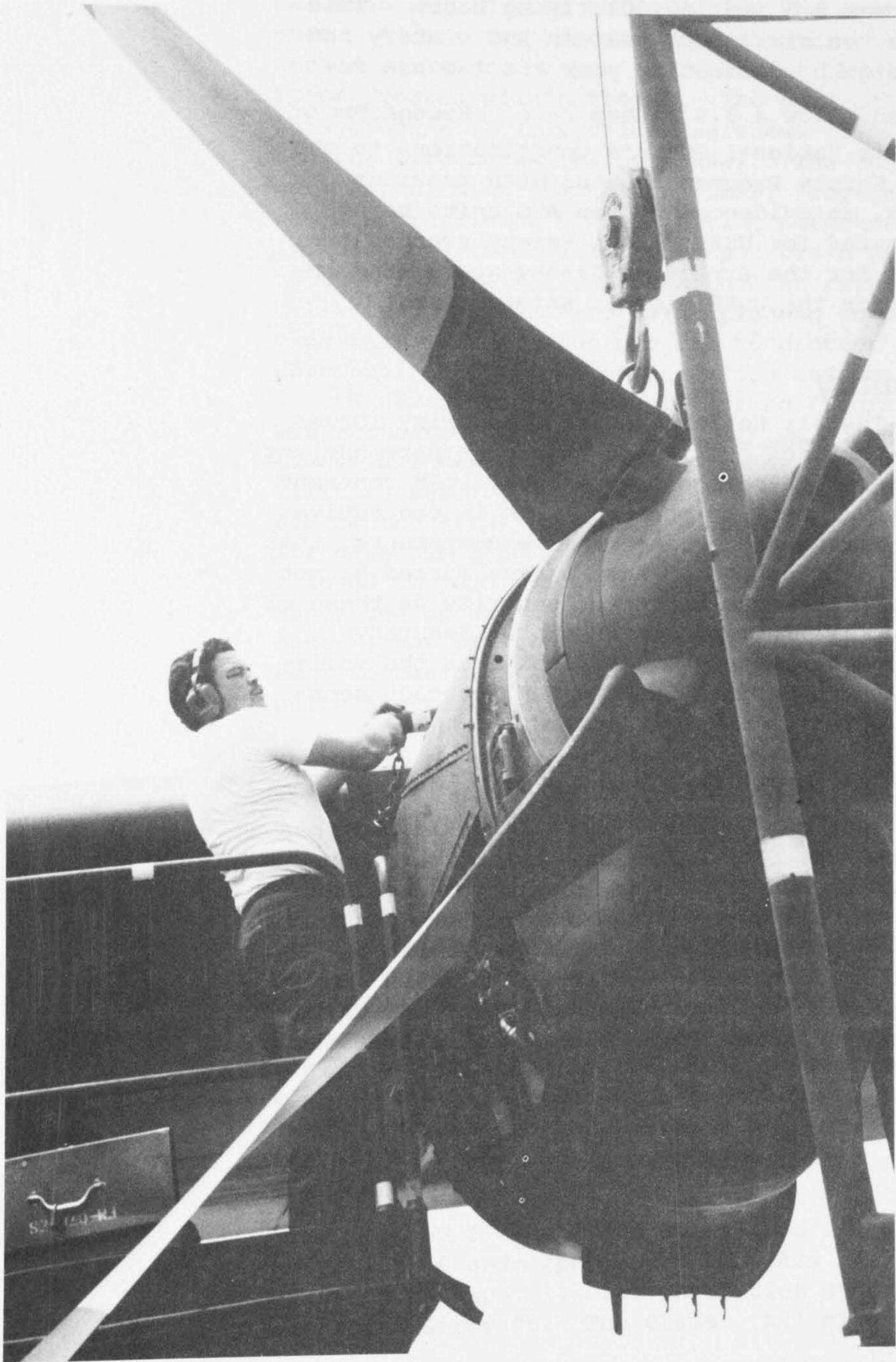
rate was 2.5 per 100,000 flying hours. This marks the sixth-best year in ANG history and the eighth consecutive year the ANG has remained below a 3.0 mishap rate. Recognition of the Air National Guard's contributions to the USAF Safety Program equates with previous years, as evidenced by ten ANG units being nominated for USAF Flight Safety awards, two units for the Explosive Safety award, and one unit for the USAF Missile Safety award.

Security

The Air National Guard's security forces are comprised of AGR and technician personnel of the security police specialty and O&M contract forces. There is concern, both in the active duty forces and in the reserve components, that the flying assets of Air Reserve Forces do not receive the same degree of security as those of the active forces. In FY 88 the Security Branch instituted a "new look" at the validity and reliability of the O&M contract security forces.

Inspection

1988 was a very good year for inspections in the ANG. 103 major inspections were conducted by 5 different gaining major commands with the air guard registering a 100% pass rate. Additionally, 5 units were rated outstanding in their Operational Readiness Inspection (ORI) performances, and 45% of all units inspected earned at least an Excellent or above rating.



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 Mc. Carter 1917-1918
Brigadier General John W. Heavey (acting) 1918-1919
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 (acting) 1940-1944
Major General Butler B. Miltonberger 1944-1946
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 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 | Louisiana MG Ansel M. Stroud, Jr. | Oregon MG Raymond F. Rees |
| Alaska MG John W. Schaeffer, Jr. | Maine MG Ernest C. Park | Pennsylvania MG Gerald T. Sajer |
| Arizona MG Donald L. Owens | Maryland MG James F. Fretterd | Puerto Rico MG Alfredo J. Mora |
| Arkansas MG James A. Ryan | Massachusetts MG Wayne F. Wagner | Rhode Island (CG) MG John W. Kiely |
| California MG Robert C. Thrasher | Michigan MG Vernon J. Andrews | South Carolina MG T. Eston Marchant, Jr. |
| Colorado MG John L. France | Minnesota BG Eugene R. Andreotti | South Dakota BG Harold J. Sykora |
| Connecticut MG John T. Gereski | Mississippi MG Arthur J. Farmer | Tennessee MG Carl D. Wallace |
| Delaware MG Joseph M. Lank | Missouri MG Charles M. Kiefner | Texas MG James T. Dennis |
| District of Columbia (CG) MG Calvin G. Franklin | Montana MG James W. Duffy | Utah MG John L. Matthews |
| Florida MG Robert F. Ensslin | Nebraska MG Stanley M. Heng | Vermont MG Donald E. Edwards |
| Georgia MG Joseph W. Griffin | Nevada MG Drenna A. Clark | Virginia MG John G. Castles |
| Guam BG Edward G. Perez | New Hampshire MG Lloyd M. Price | Virgin Islands MG Robert L. Moorehead |
| Hawaii MG Alexis T. Lum | New Jersey MG Francis R. Gerard | Washington MG Keith M. Eggen |
| Idaho MG Darrell V. Manning | New Mexico MG Edward D. Baca | West Virginia MG John A. Wilson, III |
| Illinois MG Harold G. Holesinger | New York MG Lawrence P. Flynn | Wisconsin MG Raymond A. Matera |
| Indiana MG Carl G. Farrell | North Carolina MG Charles E. Scott | Wyoming MG Charles J. Wing |
| Iowa MG Warren G. Lawson | North Dakota MG Alexander P. McDonald | |
| Kansas MG Philip B. Finley | Ohio MG Richard A. Alexander | |
| Kentucky BG Michael W. Davidson | Oklahoma MG Donald F. Ferrell | |

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 Donald J. Hatten |
| 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 Kenneth W. Whilden |
| CO | Col Donald S. Hightower | NM | Col Antonio Gabaldon, Jr. |
| CT | Col Richard V. Lugli | NY | Col Frank Polis |
| DE | Col Anthony J. Quattro | NC | Col Frank B. Fuller, Jr. |
| DC | Col Andrew D. Perkins, Jr. | ND | Col Edwaard J. Ehrmantraut |
| FL | Col George H. Moseley | OH | Col Robert P. Orr |
| GA | Col Ronald D. Winslett | 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 Maldonado |
| IL | Col Gene W. Blade | RI | Col James F. Reed, III |
| IN | Col Thomas R. Woods | SC | Col Donald K. Meetze |
| IA | Col Franklin D. Peterson | SD | Col Lowell M. Davis |
| KS | Col William E. Searcy | TN | Col Jerry R. Wyatt |
| 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. Wilson |
| MD | Col James M. McFall | VA | Col Horace Mann, III |
| MA | Col Anthony C. Spadorcia | VI | LTC Morris D. Moorehead |
| 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 |

APPENDIX D: National Guard Bureau Staff

Joint Offices

Temple, Herbert R., Jr., Lieutenant General, ARNGUS, Chief, National Guard Bureau
Conaway, John B., Major General, ANGUS, Vice Chief, National Guard Bureau
Lesley, Harry M., Colonel, ANGUS, Executive Officer
Galioto, Joseph, Colonel, ARNGUS, Executive Vice Chief
Robertson, Wayne A., Special Assistant to the Chief
Haus, Donald A., Major, ARNGUS, Assistant Executive Officer
Kougeas, Paula E., Captain, USAF, 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
Gnadt, Rosemary, Chief, Office of Human Resources
Goodrich, Roger L., Colonel, ARNGUS, Chief, Office of Policy and Liaison
Hise, James, C., Chief, Office of the Chief Counsel
Link, Thomas L., Chief, Office of Technician Personnel
Shelton, D. Cragin, LTC, ARNGUS, Acting Chief, Office of Administrative Systems and Services

Director, Army National Guard

Burdick, Donald, Major General, ARNGUS, Director
Navas, William A., Jr., Brigadier General, ARNGUS, Deputy Director
Shaw, Robert S., Jr., Colonel, USA, Executive Officer
Tipa, Ronald J., Lieutenant Colonel, ARNGUS, Assistant Executive Officer
Blackwood, Stephen G., Command Sergeant Major, ARNGUS,
Senior Enlisted Advisor
Albertella, R., Colonel, USA, Chief, Manpower Division
Aron, Fred W., Chief, Installations Division
Carlsen, Theodore T., Colonel, ARNGUS, Chief, Logistics Division
Delaney, Russell J., Lieutenant Colonel, USA, Chief, Controller Division
Janssen, Wayne G., Colonel, ARNGUS, Chief, Mobilization Readiness Division
Powers, John T., Colonel, ARNGUS, Chief, Information Management Agency
Rhodes, Charles E., Colonel, USA, Chief, Personnel Division
Stanko, John J., Jr., Chief, Aviation Division
Thompson, Patricia, Colonel, ARNGUS, Chief Nurse
Urbauer, Craig L., Colonel, USA, Army National Guard Surgeon
Van Fleet, Frank, Colonel, ARNGUS, Chief, Organization and Training Division

Director, Air National Guard

Conaway, John B., Major General, ANGUS, Director
McMerty, John F., Brigadier General, ANGUS, Deputy Director
Domingues, Thomas Jr., Colonel, USA, Chief, Directorate Staff

APPENIX D: NATIONAL GUARD BUREAU STAFF

Green, Richard M., Chief Master Sergeant, ANGUS, Senior Enlisted Advisor
Dorwaldt, Richard H., Colonel, USAF, Chief, Controller Division
Hadebank, Otto K., Colonel, USAF, Chief, Operations and Plans Division
McAuliffe, Donald E., Colonel, ANGUS, Chief, Manpower and Personnel Division
Monforte, Thomas J., Lieutenant Colonel, ANGUS, Chief, Requirements and Developments Division
Parrish, Robert J., Colonel, USAF, Chief, Office of Command, Control, and Communications Systems
Pezzullo, Richard E., Colonel, ANGUS, Chief, Engineering and Services Division
Self, Robert G., Colonel, USAF, Air National Guard Surgeon
Timko, Andrew, Colonel, USAF, Chief, Logistics Division
Wehmhoner, Martin C., Colonel, USAF, Chief, Office of Programs and Plans

| | | | |
|----|----------------------------|----|----------------------|
| AZ | Col Jimmie J. Carpenter | NM | Col Alexander J. ... |
| AR | Col Bobby D. Wilson | NH | Col ... |
| CA | Col William T. Mongolo | NJ | Col ... |
| CO | Col Donald S. Hightower | NM | Col ... |
| CT | Col Richard V. Lugin | NY | Col ... |
| DE | Col Anthony J. Quattro | NC | Col ... |
| DC | Col Andrew D. Perkins, Jr. | MD | Col ... |
| FL | Col George T. ... | OR | Col ... |
| GA | Col Ronald D. ... | OK | Col ... |
| GU | Maj Arthur A. Jackson | OR | Col ... |
| HI | Col Thomas S. ... | PA | Col ... |
| ID | Col Rex T. Young | RI | Col ... |
| IL | Col Gene W. Blade | RI | Col ... |
| IN | Col Thomas R. Woods | SD | Col Lowell M. ... |
| IA | Col Franklin D. Peterson | SD | Col Lowell M. ... |
| KS | Col William E. Searcy | TN | Col ... |
| KY | Col Paul T. Ryan | TN | Col ... |
| LA | Col James D. Flick | VA | Col ... |
| ME | Col Dennis D. ... | VA | Col ... |
| MD | Col James M. McFall | VA | Col ... |
| MA | Col Anthony C. Spadaro | VI | LTC ... |
| MI | Col George E. Higgins | VA | Col ... |
| MN | Col Donald G. Jensen | VA | Col ... |
| MS | Col James E. Williamson | VA | Col ... |
| MO | Col Allen L. Stark | WY | Col ... |

APPENDIX E: PERSONNEL PROFILES

Table 1 - Army National Guard Military

| | <u>Officers</u> | | | | | |
|----------------------|-----------------|------|--------|-----|--------|------|
| | Male | | Female | | Total | |
| | # | % | # | % | # | % |
| Black | 2,259 | 4.7 | 447 | 0.9 | 2,706 | 5.6 |
| Hispanic | 1,425 | 3.0 | 113 | 0.2 | 1,538 | 3.2 |
| Aggregate Minorities | 685 | 1.4 | 59 | 0.1 | 744 | 1.5 |
| Subtotal | 4,369 | 9.1 | 619 | 1.3 | 4,988 | 10.4 |
| White/Unkn/Other | 40,770 | 84.5 | 2,455 | 5.1 | 43,232 | 89.6 |
| Total | 45,139 | 93.6 | 3,074 | 6.4 | 48,220 | 100 |

| | <u>Enlisted</u> | | | | | |
|----------------------|-----------------|------|--------|-----|---------|------|
| | Male | | Female | | Total | |
| | # | % | # | % | # | % |
| Black | 65,661 | 16.1 | 7,372 | 1.8 | 72,983 | 17.9 |
| Hispanic | 25,643 | 6.2 | 1,035 | 0.2 | 26,678 | 6.5 |
| Aggregate Minorities | 6,950 | 1.7 | 445 | 0.1 | 7,395 | 1.8 |
| Subtotal | 98,254 | 24.1 | 8,852 | 2.2 | 107,106 | 26.3 |
| White/Unkn/Other | 285,084 | 70.0 | 14,792 | 3.6 | 299,876 | 73.3 |
| Total | 383,338 | 94.1 | 23,644 | 5.8 | 406,982 | 100 |

APPENDIX E: PERSONNEL PROFILES

Officer and Enlisted Combined

| | Male | | Female | | Total | |
|----------------------|----------------|-------------|---------------|------------|----------------|------------|
| | # | % | # | % | # | % |
| Black | 67,920 | 14.9 | 7,819 | 1.7 | 75,739 | 16.6 |
| Hispanic | 27,068 | 5.9 | 1,148 | 0.2 | 28,216 | 6.1 |
| Aggregate Minorities | 7,635 | 1.6 | 504 | 0.1 | 8,139 | 1.7 |
| Subtotal | 102,673 | 22.5 | 9,601 | 2.1 | 112,094 | 24.6 |
| White/Unkn/Other | 325,854 | 71.5 | 17,247 | 3.7 | 343,101 | 75.4 |
| Total | 428,477 | 94.0 | 26,718 | 5.8 | 455,195 | 100 |

APPENDIX E: PERSONNEL PROFILES

Table 2. Air National Guard Military

| | <u>Officers</u> | | | | | |
|----------------------|-----------------|------|--------|-----|--------|-------|
| | Male | | Female | | Total | |
| | # | % | # | % | # | % |
| Black | 308 | 2.2 | 97 | 0.7 | 405 | 2.9 |
| Hispanic | 296 | 1.9 | 28 | 0.2 | 297 | 2.1 |
| Aggregate Minorities | 248 | 1.8 | 21 | 0.1 | 269 | 1.9 |
| Subtotal | 825 | 6.0 | 146 | 1.0 | 971 | 7.1 |
| White/Unkn/Other | 11,714 | 85.4 | 1,030 | 7.5 | 12,744 | 92.9 |
| Total | 12,539 | 91.4 | 1,176 | 8.5 | 13,715 | 100.0 |

| | <u>Enlisted</u> | | | | | |
|----------------------|-----------------|------|--------|------|---------|-------|
| | Male | | Female | | Total | |
| | # | % | # | % | # | % |
| Black | 6,206 | 6.1 | 2,008 | 1.9 | 8,214 | 8.1 |
| Hispanic | 3,776 | 3.7 | 444 | 0.4 | 4,220 | 4.1 |
| Aggregate Minorities | 2,191 | 2.1 | 278 | 0.2 | 2,469 | 2.4 |
| Subtotal | 12,173 | 12.1 | 2,730 | 2.7 | 14,903 | 14.7 |
| White/Unkn/Other | 75,774 | 75.0 | 10,280 | 10.1 | 86,054 | 85.2 |
| Total | 87,947 | 87.1 | 13,010 | 12.8 | 100,957 | 100.0 |

APPENDIX E: PERSONNEL PROFILES

Officer and Enlisted Combined

| | Male | | Female | | Total | |
|----------------------|---------|------|--------|------|---------|-------|
| | # | % | # | % | # | % |
| Black | 6,514 | 5.6 | 2,105 | 1.8 | 8,619 | 7.5 |
| Hispanic | 4,045 | 3.5 | 472 | 0.4 | 4,517 | 3.9 |
| Aggregate Minorities | 2,439 | 2.1 | 299 | 0.2 | 2,738 | 2.3 |
| Subtotal | 12,998 | 11.3 | 2,876 | 2.5 | 15,874 | 13.8 |
| White/Unkn/Other | 87,448 | 76.2 | 11,310 | 98.6 | 98,798 | 86.1 |
| Total | 100,486 | 87.6 | 14,186 | 12.3 | 144,672 | 100.0 |

APPENDIX E: PERSONNEL PROFILES

Table 3. Technicians

Army National Guard Technicians

| | Male | | Female | | Total | |
|----------------------|--------|------|--------|------|--------|-------|
| | # | % | # | % | # | % |
| Black | 1,330 | 4.7 | 526 | 1.9 | 1,856 | 6.5 |
| Hispanic | 1,291 | 4.5 | 204 | 0.7 | 1,495 | 5.3 |
| Aggregate Minorities | 278 | 1.0 | 79 | 0.3 | 357 | 1.3 |
| Subtotal | 2,899 | 10.2 | 809 | 2.8 | 3,708 | 13.0 |
| White/Unkn/Other | 21,057 | 74.0 | 3,689 | 13.0 | 24,740 | 87.0 |
| Total | 23,950 | 84.2 | 4,498 | 15.8 | 28,448 | 100.0 |

Air National Guard Technicians

| | Male | | Female | | Total | |
|----------------------|--------|------|--------|------|--------|-------|
| | # | % | # | % | # | % |
| Black | 727 | 3.2 | 227 | 1.0 | 984 | 4.1 |
| Hispanic | 943 | 4.1 | 114 | 0.5 | 1,087 | 4.6 |
| Aggregate Minorities | 190 | 0.8 | 42 | 0.2 | 262 | 1.0 |
| Subtotal | 1,860 | 8.0 | 383 | 1.7 | 2,333 | 9.7 |
| White/Unkn/Other | 18,649 | 80.8 | 2,198 | 9.5 | 20,847 | 90.3 |
| Total | 20,509 | 88.8 | 2,581 | 11.2 | 23,180 | 100.0 |

APPENDIX F: FEDERAL/STATE OWNED INSTALLATIONS

Federally-Owned State-Operated Installations

Alaska:

Camp Carroll (Anchorage)

Massachusetts:

Camp Edwards (Bourne)

Oregon:

Camp Adair (Corvallis)

Puerto Rico:

Camp Santiago (Salinas)

Ft Allen (Ponce)

Arizona:

Buckeye Range (Buckeye)

Michigan:

Custer RFTA (B. Creek)

Tennessee:

Smyrna (Smyran)

Catoosa Range, GA

(Ft Oglethorpe)

John Sevier Range

(Fountain City)

California:

Camp Roberts (Paso Robles)

AFTC Los Alamitos

(Los Alamitos)

Mississippi:

Camp McCain (Grenada)

Texas:

Camp Swift (Bastrop)

Former Ft Wolters

(Mineral Wells)

Guam:

Ft Juan Muna (Dededo)

Missouri:

Camp Clark (Nevada)

Ft Crowder (Neosho)

Vermont:

Camp Ethan Allen

(Jerico)

APPENDIX F: FEDERAL/STATE OWNED INSTALLATIONS

Delaware:

New Castle Range

(New Castle)

Montana:

Ft Wm. H. Harrison

(Helena)

Washington:

Camp 7 Mile (Spokane)

Idaho:

Gooding Range (Gooding)

Hailey Range (Hailey)

Pocatello Trng Site

(Pocatello)

Kimama Trng Site (Rupert)

Nebraska:

Camp Ashland (Ashland)

Wisconsin:

Rancy Cty Rng (Racine)

Indiana:

Atterbury RFTA

(Edinburg)

New Mexico:

Deming Range (Deming)

Tucumcari Range

(Tucumcari)

Wyoming:

Lander Range (Lander)

Lovell Range (Lovell)

Sheridan Range

(Sheridan)

Louisiana:

New Iberia Tng Site

Oklahoma:

Camp Gruber (Muskogee)

Maine:

Auburn Range (Auburn)

South Bristol (Bristol)

Caswell Range (Caribou)

APPENDIX G: STATE-OWNED INSTALLATIONS

| | | |
|--|--|--|
| Arizona: Papago Park (Phoenix) | Maryland: Gunpowder Range (Glen Arm) State Military Reservation (Havre de Grace) | Oregon: Camp Rilea (Astoria) Camp Withycombe (Clackamas) |
| Arkansas: Camp Robinson (N. Little Rock) | Massachusetts: Camp Curtis Guild (Wakefield) | Rhode Island: Camp Varnum |
| California: Camp San Luis Obispo (San Luis Obispo) | Michigan: Camp Grayling (Grayling) (except airfield) | South Dakota: Camp Rapid (Rapid City) |
| Colorado: Camp George West (Golden) | Minnesota: Camp Ripley (Little Falls) | Texas: Camp Berkeley (Abilene) Camp Bowie (Brownwood) Camp Mabry (Austin) Camp Maxey (Paris) Eagle Mt. Lake (Newark) |
| Connecticut: Camp O'Neill (Niantic) Stone's Reach (E Lyme) | Mississippi: Camp Shelby (Hattiesburg) | Utah: Camp WG Williams (Lehi) |
| Delaware: Bethany Beach (Rehobeth) | New Hampshire: Camp La Bonte SMR (Concord) | Vermont: Camp Johnson (Burlington) |
| Florida: Camp Blanding (Starke) | New Jersey: Sea Girt (Sea Girt) | Virginia: State Mil. Reservation (Virginia Beach) |
| Illinois: Camp Lincoln (Springfield) Camp Logan (Zion) | New York: Camp Smith (Peekskill) | West Virginia: Camp Dawson (Kingwood) |
| Iowa: Camp Dodge (Des Moines) | North Carolina: Camp Butner (Butner) | Wisconsin: Camp Williams (Tomah) |
| Louisiana: Camp Beauregard (Pineville) Camp Villiere (Slidell) | North Dakota: Camp GC Crafton (Devils Lake) | Wyoming: Camp Guernsey (Guernsey) |
| Jackson Barracks (New Orleans) | Ohio: Camp Perry (Port Clinton) | |
| Maine: Camp Keyes (Augusta) Hollis Plains (Buxton) | | |

APPENDIX H: ARNG STRENGTH AND SAFETY DATA

ARNG Strength, FY 50 - 88

| | |
|-------|---------|
| FY 50 | 324,761 |
| FY 55 | 357,542 |
| FY 60 | 401,765 |
| FY 65 | 378,985 |
| FY 70 | 409,192 |
| FY 75 | 401,981 |
| FY 80 | 368,254 |
| FY 84 | 434,702 |
| FY 85 | 440,776 |
| FY 86 | 446,872 |
| FY 87 | 451,858 |
| FY 88 | 455,183 |

ARNG Aircraft Accidents, FY 84 - 88

| | | | | |
|------|------|------|------|------|
| 2.58 | 1.53 | 1.19 | 1.09 | 1.0? |
| 84 | 85 | 86 | 87 | 88 |

Aircraft - 5783
Aviators - 2723

APPENDIX I: ARNG OBLIGATIONS

| | Grand Total | NGPA | OMNG | MCNG |
|----------------|-------------|----------|----------|----------|
| Alabama | 101,454.1 | 40,785.6 | 59,201.4 | 1,467.1 |
| Alaska | 37,488.9 | 6,427.9 | 24,917.7 | 6,143.3 |
| Arizona | 37,140.2 | 10,265.3 | 26,102.1 | 772.8 |
| Arkansas | 65,578.5 | 25,898.6 | 35,188.2 | 4,491.7 |
| California | 126,290.6 | 36,014.4 | 87,494.7 | 2,781.5 |
| Colorado | 25,298.9 | 9,960.1 | 15,701.9 | 2,636.9 |
| Connecticut | 29,562.8 | 7,432.2 | 22,130.6 | |
| Dist. of Col. | 13,165.5 | 4,138.9 | 9,026.6 | |
| Delaware | 17,117.8 | 5,238.3 | 11,307.5 | 572.0 |
| Florida | 65,502.1 | 23,652.6 | 36,656.7 | 5,192.8 |
| Georgia | 70,901.4 | 18,395.9 | 50,914.5 | 1,591.0 |
| Guam | 3,430.2 | 1,587.7 | 1,842.5 | |
| Hawaii | 26,209.1 | 5,798.2 | 18,075.1 | 2,335.8 |
| Idaho | 41,239.1 | 8,595.2 | 21,373.6 | 11,270.3 |
| Illinois | 48,452.0 | 15,161.2 | 32,761.2 | 529.6 |
| Indiana | 57,691.4 | 19,790.8 | 36,054.9 | 1,845.7 |
| Iowa | 42,842.2 | 12,315.0 | 30,527.2 | |
| Kansas | 41,292.4 | 10,952.6 | 25,144.8 | 5,195.0 |
| Kentucky | 36,695.4 | 12,182.2 | 24,513.2 | |
| Louisiana | 57,496.5 | 18,740.8 | 37,043.4 | 1,712.3 |
| Maine | 20,443.3 | 5,892.3 | 13,967.1 | 583.9 |
| Maryland | 42,703.7 | 13,010.9 | 29,692.8 | |
| Massachusetts | 53,076.0 | 16,659.4 | 36,416.6 | |
| Michigan | 68,475.1 | 20,132.3 | 45,910.9 | 2,431.9 |
| Minnesota | 61,878.2 | 19,758.4 | 38,545.1 | 3,574.7 |
| Mississippi | 96,577.0 | 26,196.0 | 59,194.7 | 11,186.3 |
| Missouri | 54,511.4 | 16,089.2 | 37,004.7 | 1,417.5 |
| Montana | 22,663.5 | 5,613.3 | 15,246.7 | 1,803.5 |
| Nebraska | 27,750.8 | 10,445.3 | 17,305. | |
| Nevada | 15,446.1 | 3,512.0 | 11,934.1 | |
| New Hampshire | 14,472.5 | 3,496.5 | 8,949.2 | 2,026.8 |
| New Jersey | 60,500.4 | 16,608.9 | 39,718.5 | 4,173.0 |
| New Mexico | 27,105.1 | 6,485.1 | 17,515.8 | 3,104.2 |
| New York | 102,188.1 | 29,748.9 | 63,972.4 | 8,566.8 |
| North Carolina | 60,715.7 | 20,158.5 | 39,929.7 | 627.5 |
| North Dakota | 24,402.5 | 7,446.9 | 16,028.0 | 927.6 |
| Ohio | 70,493.6 | 20,107.9 | 43,234.5 | 7,151.2 |
| Oklahoma | 55,979.6 | 16,871.3 | 33,162.6 | 5,945.7 |
| Oregon | 46,135.5 | 14,713.2 | 28,206.0 | 3,216.3 |
| Pennsylvania | 88,433.6 | 29,013.8 | 58,007.6 | 1,412.2 |
| Puerto Rico | 50,365.1 | 20,923.0 | 28,035.1 | 1,407.0 |
| Rhode Island | 17,575.4 | 5,515.9 | 12,059.5 | |
| South Carolina | 66,405.1 | 26,340.4 | 35,080.0 | 4,984.7 |
| South Dakota | 24,782.9 | 7,643.5 | 15,585.9 | 1,553.5 |
| Tennessee | 71,210.1 | 26,641.8 | 42,173.7 | 2,394.6 |
| Texas | 95,515.6 | 32,924.5 | 60,699.6 | 1,891.5 |
| Utah | 42,253.9 | 15,635.0 | 23,572.6 | 3,046.3 |
| Vermont | 21,086.3 | 5,925.2 | 15,161.1 | |

APPENDIX I: ARNG OBLIGATIONS

| Virginia | 52,337.6 | 13,500.4 | 30,848.2 | 7,989.0 |
|--------------------|--------------------|--------------------|--------------------|------------------|
| Virgin Islands | 15,439.6 | 1,669.4 | 4,775.5 | 8,994.7 |
| Washington | 44,600.8 | 13,353.1 | 31,247.7 | |
| West Virginia | 26,009.3 | 8,361.9 | 15,536.2 | 2,111.2 |
| Wisconsin | 49,808.8 | 13,615.9 | 31,423.3 | 4,769.6 |
| Wyoming | 15,681.1 | 3,772.2 | 11,169.3 | 739.6 |
| State Total | 2,551,872.4 | 788,115.8 | 1,617,188.0 | 146,568.6 |
| Grand Total | 5,341,624.0 | 3,207,886.0 | 1,856,738.0 | 277,000.0 |

APPENDIX J: ANG APPROPRIATIONS

| | Proc | Mil Con | O&M | Mil Pers | Total |
|----|---------|------------|------------|------------|-------------|
| AL | 30,843 | 2,072,812 | 29,172,440 | 23,145,437 | 54,421,532 |
| AK | 0 | 14,117,187 | 17,340,304 | 10,652,243 | 42,109,734 |
| AZ | 33,874 | 4,219,483 | 37,897,813 | 25,771,571 | 67,922,741 |
| AR | 0 | 2,144,889 | 20,869,562 | 20,275,504 | 43,289,955 |
| CA | 66,880 | 170,000 | 57,577,515 | 44,464,294 | 102,278,869 |
| CO | 76,248 | 0 | 23,834,176 | 13,896,797 | 37,807,221 |
| CT | 0 | 0 | 11,596,142 | 9,782,830 | 21,378,972 |
| DE | 8,802 | 253,015 | 8,280,529 | 8,233,690 | 16,776,036 |
| DC | 57,990 | 1,679,928 | 17,774,791 | 15,221,346 | 34,734,055 |
| FL | 32,582 | 196,818 | 12,994,868 | 12,706,712 | 25,930,980 |
| GA | 5,176 | 1,540,250 | 29,893,189 | 29,245,333 | 60,683,948 |
| GR | 0 | 0 | 0 | 1,239,667 | 1,239,667 |
| HI | 37,680 | 324,222 | 28,730,939 | 15,945,448 | 45,038,289 |
| ID | 31,538 | 0 | 14,944,050 | 14,565,043 | 29,540,631 |
| IL | 65,395 | 16,097,126 | 33,604,823 | 27,999,295 | 77,766,639 |
| IN | 22,418 | 775,898 | 25,672,797 | 19,961,195 | 46,432,308 |
| IA | 41,232 | 0 | 25,617,648 | 16,253,278 | 41,911,158 |
| KS | 101,090 | 279,878 | 37,924,829 | 29,104,936 | 67,410,733 |
| KY | 32,867 | 1,341,370 | 11,657,939 | 9,418,666 | 22,450,842 |
| LA | 49,996 | 116,227 | 13,748,400 | 12,359,406 | 26,274,029 |
| ME | 0 | 70,785 | 13,496,157 | 13,682,048 | 27,248,990 |
| MD | 0 | 3,150,541 | 15,342,300 | 15,517,839 | 34,020,680 |
| MA | 34,015 | 3,417,272 | 39,350,563 | 21,756,479 | 64,558,329 |
| MI | 42,468 | 575,871 | 51,648,517 | 26,263,901 | 78,530,757 |
| MN | 62,725 | 79,021 | 26,576,285 | 20,232,247 | 46,950,278 |
| MS | 38,750 | 5,449,934 | 27,141,468 | 24,044,468 | 56,674,493 |
| MO | 60,080 | 3,492,673 | 30,027,923 | 24,349,416 | 57,930,092 |
| MT | 8,300 | 508,811 | 15,108,728 | 8,326,592 | 23,952,431 |
| NE | 0 | 0 | 10,659,096 | 8,986,008 | 19,645,104 |
| NV | 23,413 | 0 | 11,282,522 | 8,86,837 | 20,172,772 |
| NH | 9,300 | 0 | 8,143,636 | 7,932,785 | 16,085,721 |
| NJ | 9,300 | 4,344,554 | 34,262,100 | 21,638,055 | 60,254,009 |
| NM | 0 | 0 | 12,234,891 | 9,814,820 | 22,049,711 |
| NY | 24,995 | 17,382,323 | 62,588,181 | 50,442,144 | 130,437,643 |
| NC | 17,070 | 3,334,987 | 11,756,110 | 11,748,172 | 26,856,339 |
| ND | 8,795 | 347,971 | 12,913,860 | 9,237,678 | 22,508,304 |
| OH | 56,285 | 122,405 | 64,567,475 | 42,976,056 | 107,722,221 |
| OK | 0 | 319,076 | 20,894,018 | 17,360,023 | 38,573,117 |
| OR | 0 | 1,522,566 | 32,368,773 | 23,321,135 | 57,212,474 |
| PA | 41,108 | 32,912 | 38,184,516 | 36,766,839 | 75,025,375 |
| PR | 27,582 | 0 | 14,550,648 | 9,904,260 | 24,482,490 |
| RI | 19,000 | 230,900 | 11,813,834 | 11,095,005 | 23,158,739 |
| SC | 0 | 0 | 11,965,255 | 11,169,090 | 23,134,345 |
| SD | 17,237 | 0 | 10,371,575 | 7,348,965 | 17,737,777 |
| TN | 80,906 | 5,712,314 | 34,657,574 | 31,864,554 | 72,315,348 |
| TX | 46,804 | 176,187 | 38,902,934 | 30,294,338 | 69,420,263 |
| UT | 0 | 0 | 12,895,981 | 12,206,421 | 25,102,402 |
| VT | 0 | 406,981 | 12,601,858 | 8,456,420 | 21,527,259 |
| VA | 38,075 | 0 | 12,524,202 | 9,954,230 | 22,516,507 |

APPENDIX J: ANG APPROPRIATIONS

| | | | | | |
|--------------|------------------|-------------------|----------------------|--------------------|-----------------------|
| WA | 16,734 | 449,085 | 17,958,718 | 17,381,428 | 35,805,965 |
| WV | 8,300 | 2,740,041 | 18,559,503 | 17,675,659 | 38,983,503 |
| WI | 11,838 | 0 | 24,605,176 | 19,265,466 | 43,882,480 |
| WY | 9,702 | 0 | 8,818,941 | 8,386,617 | 17,215,260 |
| NGB/ANGSC | 0 | 0 | 705,118,015 | 29,195,511 | 734,313,526 |
| HQ USAF/ALC | 0 | 0 | 24,659,734 | 0 | 24,659,734 |
| GD/RES EQUIP | 0 | 0 | 0 | 0 | 243,366,765 |
| TOTAL | 1,407,393 | 99,268,313 | 1,957,683,821 | 987,704,070 | 3,289,4530,362 |

APPENDIX K: AIRCRAFT, UNIT, LOCATION BY GAINING COMMAND

| Aircraft | Unit/Sqdn | Location |
|---------------------------------|--------------|------------------------|
| Military Airlift Command | | |
| C-130A | 118 TAW/105 | Nashville, TN |
| | 143 TAG/143 | Quonset Pt, RI |
| | 164 TAG/155 | Memphis, TN |
| C-130B | 135 TAG/135 | Baltimore, MD |
| | 145 TAG/156 | Charlotte, NC |
| | 153 TAG/187 | Cheyenne, WY |
| | 167 TAG/167 | Martainsburg, WV |
| | 179 TAG/164 | Mansfield, OH |
| C-130E | 133 TAW/109 | Minn/St Paul, MN |
| | 146 TAW/115 | Channel Island, CA |
| | 189 TAG/154 | L. Rock AFB, AR (TATS) |
| C-130H | 136 TAW/181 | Dallas NAS, TX |
| | 137 TAW/185 | Will Rogers, OK |
| | 109 TAG/139 | Schenectady, NY |
| | 130 TAG/130 | Charleston, WV |
| | 165 TAG/158 | Savannah, GA |
| | 166 TAG/142 | Wilmington, DE |
| | 176 CG/144 | Anchorage, AK |
| | 139 TAG/180 | St. Joseph, MO |
| HC-130/ | 106 ARRG/102 | Suffolk, NY |
| HH-3 | 129 ARRG/129 | Moffett NAS, CA |

APPENDIX K: AIRCRAFT, UNIT LOCATION BY GAINING COMMAND

C-141B 172 MAG/183 Jackson, MS

C-5A 105 MAG/137 Stewart, NY

Strategic Air Command

KC-135E 176 CG/168 ARS Eielson AFB, AK

101 ARW/132 Bangor, ME

126 ARW/108 Chicago, IL

141 ARW/116 Fairchild AFB, WA

171 ARW/147 Gtr Pittsburgh, PA

128 ARG/126 Milwaukee, WI

134 ARG/151 Knoxville, TN

151 ARG/191 Salt Lake City, UT

157 ARG/133 Pease AFB, NH

160 ARG/145 Rickenbacker AFB, OH

161 ARG/197 Phoenix, AZ

170 ARG/150 McGuire AFB, NJ

190 ARG/117 Forbes, KS

Tactical Air Command

F-4C 142 FIG/123 Portland, OR

114 TFTS Kingsley Fld, OR (RTU)

F-4D 113 TFW/121 Andrews AFB, MD

183 TFG/170 Springfield, IL

187 TFG/160 Montgomery, AL

184 TFG McConnell AFB, KS (RTU)

F-4E 163 TFG/196 March AFB, CA

APPENDIX K: AIRCRAFT, UNIT LOCATION BY GAINING COMMAND

| | | |
|---------|-------------|-------------------------|
| | 108 TFW/141 | McGuire AFB, NJ |
| | 122 TFW/163 | Ft Wayne, IN |
| | 131 TFW/110 | St Louis, MO |
| | 181 TFG/113 | Terre Haute, IN |
| RF-4C | 117 TRW/106 | Birmingham, AL |
| | 123 TRW/165 | Louisville, KY |
| | 124 TRG/190 | Boise, ID |
| | /189 TRTF | Boise, ID (RTU) |
| | 152 TRG/192 | Reno, NV |
| | 155 TRG/173 | Lincoln, NE |
| | 186 TRG/153 | Meridian, MS |
| A-7 D/K | 121 TFW/166 | Rickenbacker ANGB, OH |
| | 127 TFW/107 | Selfridge ANGB, MI |
| | 132 TFW/124 | Des Moines, IA (LANA) |
| | 140 TFW/120 | Buckley ANGB, CO |
| | 112 TFG/146 | Gtr Pittsburgh, PA |
| | 114 TFG/175 | Sioux Falls, SD |
| | 138 TFG/125 | Tulsa, OK (LANA) |
| | 150 TFG/188 | Kirtland AFB, NM (LANA) |
| | 156 TFG/198 | San Juan, PR |
| | 162 TFG/ | Tucson, AZ (RTU) |
| | 178 TFG/162 | Springfield, OH |
| | 180 TFG/112 | Toledo, OH |
| | 185 TFG/174 | Sioux City, IA |
| | 192 TFG/149 | Richmond, VA |

APPENDIX K: AIRCRAFT, UNIT LOCATION BY GAINING COMMAND

| | | |
|---------|-------------|---------------------|
| A-10 | 128 TFW/176 | Truax Fld, WI |
| | 174 TFW/138 | Syracuse, NY |
| | 103 TFG/118 | Bradley, CT |
| | 104 TFG/131 | Westfield, MA |
| | 175 TFG/104 | Baltimore, MD |
| F-15A/B | 116 TFW/128 | Dobbins AFB, GA |
| | 159 TFG/122 | New Orleans, LA |
| F-16A/B | 149 TFG/182 | Kelly AFB, TX |
| | 169 TFG/157 | McEntire AFB, SC |
| | /148 TFTS | Tucson, AZ (RTU) |
| | /161 TFTS | McConnell, KS (RTU) |
| | 188 TFG/184 | Ft Smith, AR |
| | 144 FIW/194 | Fresno, CA |
| | 107 FIG/136 | Niagara Falls, NY |
| | 119 FIG/178 | Fargo, ND |
| | 147 FIG/111 | Houston, TX |
| | 148 FIG/179 | Duluth, MN |
| | 191 FIG/171 | Selfridge ANGB, MI |
| F-15A/B | 102 FIW/101 | Otis ANGB, MA |
| F-16A/B | 120 FIG/186 | Great Falls, MT |
| | 125 FIG/159 | Jacksonville, FL |
| | 158 FIG/134 | Burlington, VT |
| | 177 FIG/119 | Atlantic City, NJ |

APPENDIX K: AIRCRAFT, UNIT LOCATION BY GAINING COMMAND

| | | |
|-------|--------------|----------------------|
| OA-37 | 110 TASG/172 | Kellogg, MI |
| | 111 TASG/103 | Willow Grove NAS, PA |
| | 182 TASG/169 | Gtr Peoria, IL |

Pacific Air Forces

| | | |
|---------|------------|----------------|
| F-15A/B | 154 CG/199 | Hickam AFB, HI |
|---------|------------|----------------|

Airlift Support

| | | |
|------------|------------------|-----------------|
| C-21A/C-22 | Det 1, HQ DC ANG | Andrews AFB, MD |
|------------|------------------|-----------------|

| | | |
|------|------------------|------------------|
| T-43 | Det 1, HQ CO ANG | Buckley ANGB, CO |
|------|------------------|------------------|

APPENDIX L: ANG UNIT ACTIVATIONS AND CONVERSIONS

Activations

Andrews AFB, MD 1 Mar 88
113 Comm Flt

Fairchild AFB, WA 1 Mar 88
141 Comm Flt

McGuire AFB, NJ 1 Mar 88
170 Comm Flt

Willow Grove NAS, PA 1 Sep 88
111 Dir Air Spt Ctr Sqdn

Willow Grove NAS, PA 1 Sep 88
111 Comm Elec Maint Sqdn

Camp Murray, WA 1 Sep 88
111 Air Spt Ops Ctr Sqdn

Brunswick, GA 1 Sep 88
111 Tac Air Con Party Flt

Conversions

San Juan, PR 1 May 88
From: 141 Acft Con & rng Sqdn
To: 141 Tac Con Flt

APPENDIX M: STATE MILITARY SUPPORT MISSIONS

| State | Dates | Mission | Personnel |
|-----------------|-----------------------|--------------------|-----------|
| ALABAMA | | | |
| Lincoln | 2 - 26 Sep 88 | Water Haul | 2 |
| Linden | 1 Oct 87 - 5 May 88 | Water Haul | 2 |
| Guntersville | 1 Jan - 10 Feb 88 | Water Haul | 2 |
| Collinsville | 10 Dec 87 - 10 Jan 88 | Water Haul | 9 |
| Guin | 7 - 10 Jan 88 | Water Haul | 4 |
| Hamilton | 7 - 10 Jan 88 | Water Haul | 2 |
| Vernon | 7 - 10 Jan 88 | Water Haul | 4 |
| Cullman Cty | 19 - 24 Jan 88 | Tornado | 60 |
| Florida (state) | 9 - 21 Feb 88 | Anti-drug | 13 ANG |
| Ridgeville | 6 Mar - 17 Jun 88 | Water Haul | 2 |
| Marengo Cty | 17 May - 16 Nov 88 | Water Haul | 2 |
| Attalla | 23 - 24 May 88 | Water Haul | 5 |
| Autauga Cty | 27 Jun - 23 Sep 88 | Water Haul | 4 |
| Cherokee Cty | 27 Jun - 14 Dec 88 | Water Haul | 2 |
| ALASKA | | | |
| Coast | 21 - 24 Jun 88 | Aerial Search | 38 |
| Fairbanks | 2 - 5 Jul 88 | Forest Fire | 12 |
| Point Barrow | 15 - 29 Oct 88 | Aviation Support | 11 |
| ARIZONA | | | |
| Yavapai Cty | 19 Jan 88 | Search & Rescue | 3 |
| Maricopa Cty | 20 Jan 88 | Search & Rescue | 3 |
| Yavapai Cty | 21 Jan 88 | Search & Rescue | 3 |
| Apache Cty | 26 - 28 Feb 88 | Aviation Spt | 11 |
| Navajo Cty | 26 - 28 Feb 88 | Aviation Spt | 11 |
| Gila Cty | 14 - 15 Mar 88 | Search & Rescue | 3 |
| Coconino Cty | 1 - 2 Jun 88 | Search & Rescue | 3 |
| Cochise Cty | 29 May - 3 Jun 88 | Forest Fire | 14 |
| Maricopa Cty | 18 - 19 Jun 88 | Forest Fire | 44 |
| Yavapai Cty | 6 - 7 Jul 88 | Aerial Search | 3 |
| Mexican Border | 1 - 2 Aug 88 | Anti-drug | 34 |
| Statewide | 12 - 14 Sep 88 | Anti-drug | 10 |
| Statewide | 26 Sep 88 | Search & Rescue | 2 |
| Mexican Border | 19 - 22 Nov 88 | Anti-drug | 12 |
| ARKANSAS | | | |
| West Memphis | 4 - 6 Jan 88 | Tornado | 20 |
| Ashley Cty | 19 - 24 Jan 88 | Tornado | 25 |
| Eureka Spgs | 17 - 18 Mar 88 | Snowstorm | 2 |
| Harrison | 17 Mar 88 | Snowstorm | 2 |
| Van Buren Cty | 22 Mar 88 | Aerial Search | 2 |
| Van Buren Cty | 25 - 26 Mar 88 | Grnd/Aerial Search | 27 |
| Faulkner Cty | 9 - 10 Nov 88 | Aviation Support | 3 |

APPENDIX M: STATE MILITARY SUPPORT MISSIONS

CALIFORNIA

| | | | |
|-----------------|----------------------|------------------|--------|
| 12 Cities | 17 Dec 87 - 8 Apr 88 | Homeless Shelter | 24 |
| Central State | 14 Jan 88 | Aerial Search | 14 ANG |
| Los Angeles | 8 Mar 88 - 30 Sep 88 | Anti-Drug | 2 |
| Soledad Prison | 22 - 26 Mar 88 | Metal Search | 25 |
| Monterey | 24 Mar 88 | Medevac | 5 ANG |
| Oroville | 1 - 4 Apr 88 | Range Fire | 1 |
| San Diego Cty | 23 Apr - 6 May 88 | Aviation Support | 18 |
| Sacramento Co | 18 - 23 May 88 | Aviation Support | 25 |
| Placer Cty | 14 Jun 88 | Aerial Search | 4 |
| Riverside Cty | 29 Jun - 1 Jul 88 | Forest Fire | 2 |
| Nevada Cty | 1 Jul 88 | Search & Rescue | 4 |
| Lake Cty | 7 Jul - 9 Jul 88 | Water Haul | 15 |
| Mt Shasta | 6 Jul - 9 Jul 88 | Water Haul | 15 |
| Nevada Cty | 1 Jul 88 | Search & Rescue | 4 |
| Lake Cty | 7 Jul - 9 Jul 88 | Water Haul | 15 |
| Mt Shasta | 6 Jul 88 | Search & Rescue | 10 |
| Montana (State) | 22 Aug - 16 Sep 88 | Forest Fire | 35 ANG |
| Fresno Cty | 23 - 29 Aug 88 | Forest Fire | 7 |
| Hearldsburg | 27 - 29 Aug 88 | Forest Fire | 2 |
| Lake Cty | 26 - 29 Aug 88 | Forest Fire | 11 |
| Yellowstone, WY | 22 Aug - 16 Sep 88 | Forest Fire | 26 ANG |
| Shasta Cty | 30 Aug - 5 Sep 88 | Forest Fire | 9 |
| Madera Cty | 1 - 12 Sep 88 | Forest Fire | 6 |
| Lake Cty | 1 - 9 Sep 88 | Forest Fire | 8 |
| Santa Cruz Cty | 1 - 3 Sep 88 | Forest Fire | 6 |
| San Joaquin Cty | 2 - 20 Sep 88 | Forest Fire | 83 |
| Shasta Cty | 31 Aug - 5 Sep 88 | Forest Fire | 9 |

COLORADO

| | | | |
|--------------|----------------|-----------------|----|
| Canon City | 23 - 26 Jul 88 | Forest Fire | 17 |
| Clear Creek | 12 - 15 Aug 88 | Search & Rescue | 3 |
| Fort Collins | 3 - 5 Aug 88 | Forest Fire | 11 |
| Statewide | 8 - 12 Sep 88 | Forest Fire | 31 |

CONNECTICUT

| | | | |
|--------------|---------------|-------------|----|
| Hartford | 20 Jun 88 | Forest Fire | 3 |
| Beacon Falls | 6 - 12 Jul 88 | Forest Fire | 15 |
| Southington | 6 - 12 Jul 88 | Forest Fire | 15 |
| Beacon Falls | 12 Jul 88 | Forest Fire | 10 |

FLORIDA

| | | | |
|--------------|----------------|-----------|----|
| Hamilton Cty | 27 - 28 May 88 | Anti-Drug | 6 |
| Columbia Cty | 14 - 15 Jun 88 | Anti-Drug | 6 |
| Coastal Area | 1 - 20 Aug 88 | Anti-Drug | 32 |

APPENDIX M: STATE MILITARY SUPPORT MISSIONS

GEORGIA

| | | | |
|-----------------|-------------------|---------------|--------|
| Florida (State) | 9 - 21 Feb 88 | Anti-Drug | 10 ANG |
| Atlanta | 18 - 22 Jul 88 | Crowd Control | 440 |
| Troup Cty | 20 Aug - 1 Sep 88 | Water Haul | 8 |

GUAM

| | | | |
|-------------|----------------|------------|---|
| Island-wide | 12 - 18 Jan 88 | Water Haul | 9 |
|-------------|----------------|------------|---|

HAWAII

| | | | |
|----------------|----------------------|-----------|----|
| Kai/Niu Valley | 17 Dec 87 - 6 Jan 88 | Flood | 51 |
| Kauai | 9 - 12 May 88 | Anti-Drug | 5 |
| Hawaii | 23 - 27 May 88 | Anti-Drug | 13 |
| Hawaii | 13 - 17 Jun 88 | Anti-Drug | 13 |
| Kauai | 23 - 25 Aug 88 | Anti-Drug | 5 |

IDAHO

| | | | |
|-----------|--------------------|-------------|----|
| Statewide | 15 - 17 Jun 88 | Anti-Drug | 2 |
| Statewide | 26 Aug - 21 Sep 88 | Forest Fire | 90 |

ILLINOIS

| | | | |
|-------------|----------------|------------------|---|
| Jackson Cty | 18 - 19 Jun 88 | Anti-Drug | 7 |
| Peoria | 18 Jun 88 | Aviation Support | 3 |

INDIANA

| | | | |
|-----------|----------------|------------------|----|
| St Joseph | 27 - 30 Jun 88 | Engineer Support | 15 |
|-----------|----------------|------------------|----|

IOWA

| | | | |
|----------------|--------------------|-----------------|----|
| Audobon Cty | 15 - 16 Jul 88 | Water Haul | 2 |
| Council Bluffs | 15 - 19 Jul 88 | Water Haul | 2 |
| Statewide | 25 Jul - 30 Sep 88 | Transp. Support | 16 |

KANSAS

| | | | |
|-----------|----------|---------------|---|
| Wakefield | 8 Feb 88 | Community Spt | 2 |
|-----------|----------|---------------|---|

KENTUCKY

| | | | |
|---------------|----------------|------------------|-----|
| Louisville | 6 - 7 May 88 | Kentucky Derby | 382 |
| Bell Cty | 10 - 15 May 88 | Security | 60 |
| Carroll Cty | 15 - 18 May 88 | Security | 10 |
| Statewide | 21 - 25 Jun 88 | Aviation Support | 9 |
| Christian Cty | 22 - 23 Jun 88 | Evacuation | 30 |

APPENDIX M: STATE MILITARY SUPPORT MISSIONS

MAINE

| | | | |
|---------------|--------------|-----------------|---|
| Bangor | 19 Jan 88 | Search & Rescue | 4 |
| Sagadahoc | 8 - 9 Jul 88 | Aerial Search | 4 |
| Penobscot Cty | 16 Sep 88 | Search & Rescue | 4 |

MASSACHUSETTS

| | | | |
|----------------|----------------|-------------|----|
| Hampden Cty | 14 Jun 88 | Forest Fire | 2 |
| Holyoke | 15 - 16 Jun 88 | Forest Fire | 16 |
| Adams Township | 6 - 13 Jul 88 | Forest Fire | 6 |

MICHIGAN

| | | | |
|-----------|-----------|-----------|---|
| Statewide | 19 Aug 88 | Anti-Drug | 4 |
| Statewide | 20 Aug 88 | Anti-Drug | 4 |
| Statewide | 22 Aug 88 | Anti-Drug | 4 |
| Statewide | 24 Aug 88 | Anti-Drug | 4 |
| Statewide | 26 Aug 88 | Anti-Drug | 4 |

MINNESOTA

| | | | |
|-----------|----------------|-----------------|---|
| Crookston | 24 - 25 Jan 88 | Search & Rescue | 6 |
|-----------|----------------|-----------------|---|

MISSOURI

| | | | |
|--------------|-----------------------|---------------|-----|
| 16 SW Ctys | 29 Dec 87 - 11 Jan 88 | Ice Storm | 239 |
| Beltrami Cty | 7 Jul 88 | Aerial Search | 5 |

MONTANA

| | | | |
|------------------|--------------------|-------------|-----|
| Powder River Cty | 22 Jul - 1 Aug 88 | Forest Fire | 14 |
| Jefferson Cty | 22 Jul - 1 Aug 88 | Forest Fire | 6 |
| Custer Cty | 22 Jul - 1 Aug 88 | Forest Fire | 5 |
| Lewis Cty | 22 Jul - 1 Aug 88 | Forest Fire | 1 |
| Clark Cty | 22 Jul - 1 Aug 88 | Forest Fire | 1 |
| Jefferson Cty | 12 Aug - 16 Sep 88 | Forest Fire | 375 |

NEBRASKA

| | | | |
|----------------|-----------|---------|---|
| Johnson Cty | 20 Jun 88 | Medevac | 4 |
| Richardson Cty | 27 Jun 88 | Medevac | 3 |
| Boone Cty | 8 Sep 88 | Medevac | 3 |

NEVADA

| | | | |
|------------|-----------------------|------------------|-----|
| Las Vegas | 16 Dec 87 - 18 Jan 88 | Homeless Shelter | 20 |
| Reno | 16 Dec 87 - 18 Jan 88 | Homeless Shelter | 20 |
| Henderson | 4 - 6 May 88 | Security | 382 |
| Carson Cty | 26 - 28 Jul 88 | Forest Fire | 4 |
| Washoe Cty | 21 Aug - 3 Sep 88 | Forest Fire | 24 |

APPENDIX M: STATE MILITARY SUPPORT MISSIONS

| | | | |
|-----------------------|-----------------------|------------------|--------|
| Statewide | 15 Aug - 28 Aug 88 | Anti-Drug | 3 |
| NEW HAMPSHIRE | | | |
| Portsmouth | 28 - 29 Jan 88 | Aviation Support | 3 |
| Nashua | 1 Feb 88 | Aviation Support | 3 |
| NEW MEXICO | | | |
| San Juan Cty | 16 - 19 Feb 88 | Aviation Support | 12 |
| Roswell | 24 Mar - 1 Apr 88 | Water Haul | 3 |
| Colfax Cty | 25 - 26 Mar 88 | Range Fire | 8 |
| Chama | 15 - 20 Apr 88 | Water Haul | 4 |
| Cibola Cty | 24 - 28 Apr 88 | Search & Rescue | 156 |
| San Diego Cty | 28 Apr - 6 May 88 | Aviation Support | 18 |
| Santa Fe Cty | 11 - 12 Jul 88 | Aviation Support | 14 |
| Santa Fe | 9 - 12 Jul 88 | Water Haul | 2 |
| Statewide | 20 - 23 Sep 88 | Anti-Drug | 6 |
| NEW YORK | | | |
| New York City | 1 Oct 87 - 30 Sep 88 | Homeless Shelter | 65 |
| NORTH CAROLINA | | | |
| Durham | 4 Jan 88 | Emergency Power | 2 |
| Statewide | 7 - 9 Jan 88 | Snowstorm | 101 |
| Carthage | 27 - 29 Jan 88 | Shelter Support | 1 |
| Charlotte | 5 - 6 Mar 88 | Aviation Support | 2 |
| Cumberland Cty | 1 - 7 Apr 88 | Water Haul | 2 |
| Ashe Cty | 29 - 31 Mar 88 | Forest Fire | 17 |
| Mecklenburg Cty | 29 Apr - 4 May 88 | Forest Fire | 11 |
| Asheville | 3 - 5 Jun 88 | Water Haul | 3 |
| Caldwell Cty | 12 - 13 Jul 88 | Forest Fire | 3 |
| Statewide | 19 - 22 Jul 88 | Anti-Drug | 4 |
| Yellowstone, WY | 26 Aug - 16 Sep 88 | Forest Fire | 24 ANG |
| NORTH DAKOTA | | | |
| McKenzie Cty | 10 - 12 Jun 88 | Range Fire | 38 |
| Billings Cty | 21 Jul - 1 Aug 88 | Forest Fire | 14 |
| TR Nat. Forest | 15 - 19 Aug 88 | Forest Fire | 35 |
| OHIO | | | |
| Belmont Cty | 20 Nov 87 - 26 May 88 | Aviation Support | 4 |
| E. Liverpool | 6 - 12 Jan 88 | Water Haul | 2 |
| Hamilton Cty | 27 - 28 May 88 | Water Haul | 6 |
| Plain City | 24 - 26 May 88 | Water Haul | 4 |
| Jefferson Cty | 29 - 30 May 88 | Water Haul | 6 |
| Cuyahoga Cty | 1 - 2 Jun 88 | Water Haul | 4 |
| Monroe Cty | 20 Jul - 22 Jul 88 | Water Haul | 6 |

APPENDIX M: STATE MILITARY SUPPORT MISSIONS

OKLAHOMA

| | | | |
|------------|----------------------|------------------|---|
| New Castle | 31 Dec 87 - 3 Jan 88 | Ice Storm | 2 |
| Atoka Cty | 14 - 17 May 88 | Food Svc Support | 7 |
| Statewide | 1 - 7 Jul 88 | Anti-Drug | 2 |
| Statewide | 1 - 24 Jul 88 | Anti-Drug | 1 |
| Noble Cty | 1 - 5 Aug 88 | Forest Fire | 7 |
| Statewide | 15 - 22 Aug 88 | Anti-Drug | 2 |
| Statewide | 1 - 16 Sep 88 | Anti-Drug | 2 |

OREGON

| | | | |
|-------------|--------------------|-------------|-----|
| Statewide | 26 Aug - 5 Sep 88 | Forest Fire | 220 |
| Wallowa Cty | 26 Aug - 5 Sep 88 | Forest Fire | 273 |
| Statewide | 15 - 29 Aug 88 | Anti-Drug | 14 |
| Statewide | 5 Sep 88 | Forest Fire | 220 |
| Wallowa Cty | 26 Aug - 15 Sep 88 | Forest Fire | 16 |

PENNSYLVANIA

| | | | |
|---------------|---------------|-------------------|-------|
| Statewide | 4 - 11 Jan 88 | Water Haul | 241/5 |
| Washington DC | 24 Apr 88 | Aviation Support | 3 |
| Gettysburg | 1 - 5 Jul | Food Svc & MP Spt | 106 |

PUERTO RICO

| | | | |
|-----------|----------------------|-------|----|
| Canovanas | 7 Dec 87 - 16 Jan 88 | Flood | 29 |
|-----------|----------------------|-------|----|

SOUTH CAROLINA

| | | | |
|-----------|-------------------|-----------|-----|
| Statewide | 7 Jan - 10 Jan 88 | Snowstorm | 111 |
|-----------|-------------------|-----------|-----|

SOUTH DAKOTA

| | | | |
|----------------|-------------------|-------------|----|
| Pennington Cty | 12 - 14 Mar 88 | Snowstorm | 22 |
| Custer Cty | 5 Jul - 14 Aug 88 | Forest Fire | 78 |

TEXAS

| | | | |
|-----------------|----------------|------------|--------|
| Shackelford Cty | 11 - 15 Mar 88 | Range Fire | 4 |
| Mexican Border | 1 - 20 Aug 88 | Anti-Drug | 32 |
| Statewide | 15 - 19 Aug 88 | Anti-Drug | 4 |
| Statewide | 16 - 19 Sep 88 | Hurricane | 873/22 |
| El Paso | 15 - 16 Oct 88 | Anti-Drug | 44 |
| Marfa | 16 Oct 88 | Anti-Drug | 44 |
| Mexican Border | 17 Oct 88 | Anti-Drug | 44 |
| Marfa/Border | 18 - 19 Oct 88 | Anti-Drug | 44 |
| El Paso | 20 - 21 Oct 88 | Anti-Drug | 44 |
| Marfa | 22 - 25 Oct 88 | Anti-Drug | 44 |

APPENDIX M: STATE MILITARY SUPPORT MISSIONS

UTAH

| | | | |
|------------|--------------------|-------------|----|
| Uintah Cty | 25 Jul - 2 Aug 88 | Forest Fire | 15 |
| Weber Cty | 26 Aug - 16 Sep 88 | Forest Fire | 6 |

VIRGINIA

| | | | |
|-----------|-------------------|-------------------|----|
| Statewide | 3 Jan - 30 Sep 88 | Food Distribution | 25 |
| Statewide | 25 Jun 88 | Anti-Drug | 8 |
| York Cty | 27 Jun 88 | Forest Fire | 3 |
| Page Cty | 18 - 22 Jul 88 | Forest Fire | 8 |
| Statewide | 18 - 22 Aug 88 | Trans. Support | 9 |

VIRGIN ISLANDS

| | | | |
|----------|----------------|---------------|----|
| St Croix | 13 - 20 Sep 88 | Crowd Control | 64 |
|----------|----------------|---------------|----|

WASHINGTON

| | | | |
|-----------|---------------|-------------|----|
| Ferry Cty | 5 - 23 Sep 88 | Forest Fire | 55 |
|-----------|---------------|-------------|----|

WEST VIRGINIA

| | | | |
|--------------|--------------------|----------------|----|
| Sisterville | 7 - 13 Jan 88 | Water Haul | 4 |
| Wheeling | 10 - 11 Jan 88 | Water Haul | 10 |
| Huntington | 19 - 22 Jan 88 | Fuel Spill | 20 |
| Gerrardstown | 24 Jan - 6 May 88 | Water Haul | 2 |
| Morgan Cty | 18 - 19 May 88 | Flood | 20 |
| Raleigh Cty | 27 Jun - 21 Aug 88 | Water Haul | 4 |
| Statewide | 25 Aug - 2 Sep 88 | Water Haul | 2 |
| Statewide | 18 Aug - 27 Sep 88 | Trans. Support | 9 |
| Marion Cty | 25 - 29 Aug 88 | Water Haul | 2 |

WISCONSIN

| | | | |
|-----------|-------------------|------------------|----|
| Price Cty | 18 Apr - 6 May 88 | Food Svc Support | 15 |
| Statewide | 1 Jul - 4 Jul 88 | Standby Medevac | 20 |
| Appleton | 29 Jun 88 | Aviation Support | 2 |

WYOMING

| | | | |
|--------------|--------------------|-------------|--------|
| Goshen | 28 - 31 Jan 88 | Snowstorm | 2 |
| Fremont Cty | 25 Jun - 12 Jul 88 | Forest Fire | 12 |
| Campbell Cty | 14 - 19 Jul 88 | Forest Fire | 3 |
| Washakie Cty | 2 - 5 Aug 88 | Forest Fire | 7 |
| Big Horn Cty | 2 - 5 Aug 88 | Forest Fire | 33 |
| Johnson Cty | 15 Aug - 12 Sep 88 | Forest Fire | 55 |
| Washakie Cty | 15 - 18 Aug 88 | Forest Fire | 4 |
| Carbon Cty | 15 - 18 Aug 88 | Forest Fire | 14 |
| Teton Cty | 23 Aug - 23 Sep 88 | Forest Fire | 55 |
| Yellowstone | 26 Aug - 16 Sep 88 | Forest Fire | 77 ANG |
| Park Cty | 10 - 30 Sep 88 | Forest Fire | 20 |

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