

# **ANNUAL REVIEW OF THE CHIEF**

## **NATIONAL GUARD BUREAU**

# **1989**



**CHIEF, NATIONAL GUARD BUREAU  
ANNUAL REVIEW  
FISCAL YEAR 1989**

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



CHIEF, NATIONAL BOARD OF  
ANNUAL REVIEW  
FISCAL YEAR 1983

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Department of the Army and the Air Force  
National Board of Review  
Washington, D.C. 20310

# TO THE SECRETARIES OF THE ARMY AND THE AIR FORCE:

The Annual Review of the Chief, National Guard Bureau, for the fiscal year ending 30 September 1989 is respectfully submitted. This report details the National Guard's programs and accomplishment for FY 89.

This year, both the Army and the Air National Guard achieved record strengths, continuing a five-year trend. The Army National Guard ended the fiscal year with 456,960 members; the Air Guard, 116,062. Both Army and Air National Guard units and personnel continued to deploy worldwide for demanding and realistic training, and in support of active forces.

In the Army National Guard, the reorganization of the 116th and 163rd Armored Cavalry Regiments, from Idaho and Montana, to armored brigades, and their conversion to the M-1 battle tank, had a major impact on force structure. This was matched in the Air National Guard by the conversion of four squadrons to the F-16.

The National Guard has for many years been involved with drug interdiction and eradication, but, in keeping with President Bush's call for a "war on drugs," National Guard involvement increased dramatically this fiscal year. During Fiscal Year 1989, National Guard personnel performed 2,060 state missions; of that total, 1,811 missions were in support of the anti-drug efforts of state and Federal authorities.



Herbert R. Temple, Jr.  
Lieutenant General, USA  
Chief, National Guard Bureau



# TO THE SECRETARIES OF THE ARMY AND THE AIR FORCE:

The Department of Defense has the honor to acknowledge the receipt of your letter of the 10th day of March, 1964, regarding the proposed changes in the Department of Defense's policy on the use of the word "army" in the title of the Department of Defense's official publications.

The Department of Defense's policy on the use of the word "army" in the title of the Department of Defense's official publications is to use the word "army" in the title of the Department of Defense's official publications only when it is necessary to do so in order to distinguish the Department of Defense's official publications from the official publications of the other departments of the Federal Government.

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Very truly yours,  
Secretary of Defense

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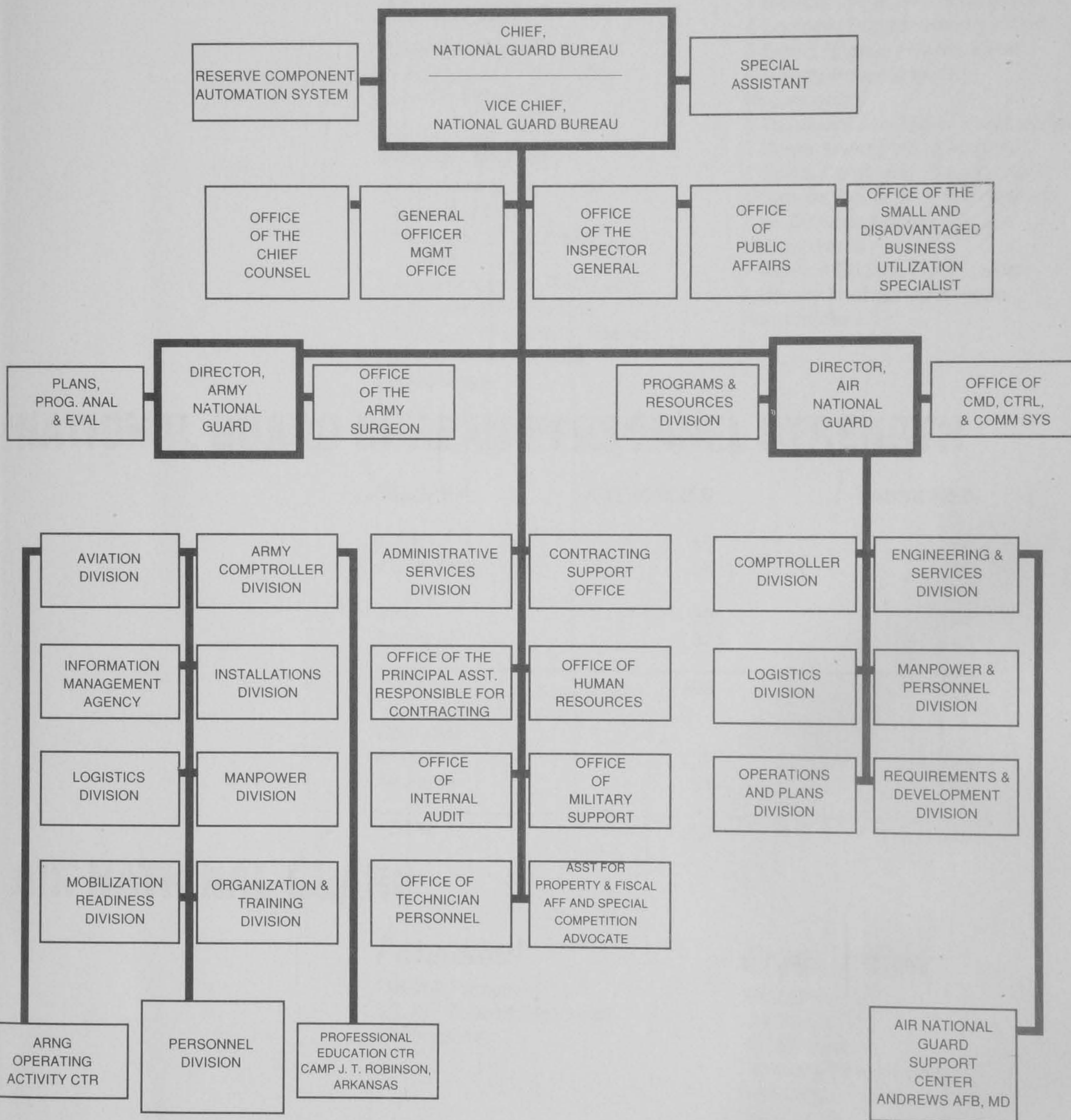
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THIS CHART DOES NOT REFLECT THE OFFICIAL ORGANIZATIONAL STRUCTURE





PRINTED AND PUBLISHED BY THE GOVERNMENT OF INDIA

# ARMY NATIONAL GUARD

## ***Personnel***

456,960 Personnel  
54,498 Support Personnel  
(Technician and AGR)

## ***Major Units***

10 Divisions (5 Inf, 1 Lt Inf,  
2 Armd, 2 Mech)  
20 Brigades (8 Inf, 6 Mech,  
5 Armd, 1 Lt Inf)  
2 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 Brigad 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	50	50
Active Army	58	58
ANG	38	36
Active AF	52	43
TOTAL	198	187
CIVILIAN		
Army	132	125
Air Force	91	91
TOTAL	223	216

# AIR NATIONAL GUARD

## ***Personnel***

116,062 Personnel  
23,764 Support Personnel  
(Technicians)

## ***Organization***

1339 Units  
24 Wings  
67 Groups  
91 Squadrons (Flying)  
743 Support Units  
112 Communications-Electronics  
Units  
5 Training Units (Flying)



# 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 traditional military policy of the United States, the National Guard continues its historic mission as an integral part of the nation's first-line 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 FY 89, the Guard responded 2,160 times to help fellow citizens; more than 80% of these call-ups were to support anti-drug efforts of 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 re-designated 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 pertaining to or affecting the National Guard. As an operating agency the National Guard Bureau formulates and administers the programs for the



training, development, and maintenance of the Army and Air National Guard and acts as the channel of communications between the states and the Departments of the Army and the Air Force.

The Chief of the National Guard

Bureau is appointed by the President, with the advice and consent of the Senate. 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.

## PUBLIC AFFAIRS

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

### ***Public Information***

The Public Information team is the principal point of contact for media queries on issues concerning more than 570,000 Army and Air National Guard personnel nationwide. The team provides public affairs counsel to Chief, National Guard Bureau; the Adjutants General of 54 states and territories; the NGB staff; and state public affairs officers. Personnel coordinate with DOD, DA, and HQ USAF on public affairs issues concerning the National Guard and coordinate with major commands,

unified and specified commands, and all subordinate agencies on joint public affairs programs involving the National Guard.

Public Information personnel develop, coordinate and disseminate public affairs guidance on sensitive media issues. They also produce and coordinate media releases on National Guard activities, as well as administer joint service news media travel programs, and the National Guard's news media orientation flight program. The Public Information team also provides public affairs guidance to, and serves as official spokesman for, the Reserve Component Automation System Program (RCAS).





## **Command Information**

The Command Information (CI) team develops and implements internal information programs, as well as publishing the National Guard Bureau's nationally-distributed tabloid newspaper, "On Guard." It also monitors newspapers and other periodicals published by states and units, writes articles for military-related publications, and advises states and units on their internal information programs.

In FY 89, in addition to converting the command newspaper, "On Guard," to a tabloid to improve its readability and utilization, the CI team also published a Unit Public Affairs Representative Handbook to simplify public affairs activities at the unit level. The CI team, working with public affairs officers in the states and territories, facilitates the publication of and maintains biographies of general officers of the National Guard.

The CI team also administers the National Guard portion of Army and Air Force media contests. In FY 89, Nebraska's "Prairie Soldier" was selected as the best newspaper in its category throughout the Army. Wisconsin took third place in the same category. Also, SFC Joe Zambone, a Washington state Army Guardsman, was the first place finisher in editorial and commentary writing, and the "Bullseye," published by the 122nd Public Affairs Detachment, Washington ARNG, was the first place Armywide for newspapers published by a Reserve Component unit during Annual Training. Florida's 2LT Lee Webb placed third Armywide in the competition for special internal information television programs produced outside the Army radio and television network.

In Air Force competition, MSG Dennis Blake of Oklahoma's 138th Tactical Fighter Group won the first place award in Radio Series B competition.

## **Community Relations**

The Community Relations Team responds to all requests for National Guard support and/or participation in public activities. Among the many types of actions handled by this office are flyovers, static displays, orientation flights, tours, use of equipment, commercial audio-visual production support, private organization support, a speaker's bureau, and support to various private organizations. Work on corporate image products this year included a Tom Selleck public service announcement, renovation of the Bureau's hallways in the Pentagon, and the printing of National Guard advertisements in *USA Today*.

The team also coordinates trips overseas for governors, civic leaders, and media representatives, and in 1989 airlifted Florida governor Bob Martinez to Columbia and Bolivia to learn ways to combat the flow of illegal drugs into this country. The Community Relations team also coordinated the airlifting of badly-needed materials to the earthquake victims in Armenia, and the Hurricane Hugo victims in Puerto Rico, the Virgin Islands, and South Carolina.

Finally, deploying ARNG and ANG bands overseas proved to be a very successful new program in 1989. In response to U.S. Embassy requests, nine bands toured foreign countries, giving inhabitants of those countries a greater understanding of and appreciation for the National Guard's role in the Total Force.

## **Historical Services**

The Historical Services team is responsible for matters dealing with history, heraldry, and museums. During FY 89, the office doubled in size when it was merged with the

ANG history section at the ANG Support Center, Andrews AFB. The Historical Services Team now manages the ANG field history program, in addition to maintaining lineage files on all Air National Guard units.

Historical Services coordinates a variety of special projects, such as the observance of the bicentennial of the U.S. Constitution. This year, preliminary planning began for the commemorative events to observe the 50th anniversary of World War II.

Historical Services produces the National Guard Heritage Series prints. This year, the historical film "Always Ready, Always There" was updated and distributed to the states.





# OFFICE OF THE CHIEF COUNSEL

During FY 89, the Office of the Chief Counsel consisted of six sections: Administrative Law; Labor and Civilian Personnel Law; Ethics and 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 89, the administrative law team provided legal advice in support of disaster relief operations in the Virgin Islands; provided advice on the use of National Guard personnel for operational missions during the intervention by U.S. Armed Forces in Panama; addressed the transfer and disestablishment of units within and between states; drafted a regulation on the use of AGR judge advocates; and published a regulation on claims arising from National Guard activities. The team reviewed numerous draft regulations and changes to regulations, report of survey appeals, line of duty investigations, military discrimination complaints, and physical fitness boards for legal sufficiency. The team also rendered many legal opinions on a variety of complex matters including some of first impression. Areas of particular concern included drug testing, drug discharge policy, use of the National Guard for drug interdiction, support for private organizations, reemployment rights, and promotion, retirement, and federal recognition issues.

## **Labor and Civilian Personnel Law**

The United States Merit Systems Protection Board decided in *Gordon v. Massachusetts National Guard*, 42

MSPR 251, Docket Number BN03538910055, (October 27, 1989), that it lacked jurisdiction over National Guard Technician restoration claims. The Board found that although technicians are Federal employees, they work in a State organization (the National Guard), not a federal agency. In reaching this conclusion, the Board recognized that the adjutants general are State employees and that only the adjutants general have the authority to employ technicians. The Board acknowledged that it had no authority to order the adjutants general to comply with its decisions. In this regard, the board stated that it would be incongruous for it to have jurisdiction over a technician's restoration claim while lacking the authority to assure compliance with a Board decision resulting from such a claim. The Board noted that 38 USC 2022 gives jurisdiction over restoration claims brought against a State organization to the United States district courts.

## **Litigation**

In FY 89, NGB-JA continued to assist The Judge Advocate General of the Army and the Air Force in preparing the Department of Justice to defend the interests of the National Guard and its personnel. Two significant cases involving the Montgomery Amendment, 10 U.S.C. 672(f), continued through the courts. The Amendment 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. One case, *Dukakis v. Department of Defense*, was appealed to the Supreme Court which declined to hear it. In the other, *Perpich v. Department of Defense*, after a ruling by one panel of the Eighth Circuit Court of Appeals that the Amendment was unconstitutional, it was held on



review by the full circuit to be constitutional. On 8 January 1990, the Supreme Court agreed to hear Governor Perpich's appeal. The Court's decision could have a profound effect on the National Guard.

## ***Ethics***

FY 89 was distinguished in the ethics field by the implementation of the Office of Federal Procurement Policy Act Amendments of 1988 (Procurement Integrity). The National Guard, together with all other federal agencies, undertook to identify all procurement officials, educate them, and obtain certifications from them in compliance with the law. On 30 November 1989, however, President Bush signed into law the Ethics Reform Act of 1989, which among other things, suspended the application of the Procurement Integrity provisions for one year.

## ***Contract Law***

In FY 89 the NGB-JA contract law section consisted of three full time contract law attorneys. Under the supervision of the Chief Counsel, a National Guard Contract Law Course was promulgated. It consists of five volumes and covers all aspects of NGB contract law. The National Guard Contract Law Course was structured to provide the National Guard Judge Advocates with practical information to assist them in their NGB contract law practice. The first presentation of the course was provided to the AGR full-time attorneys on 23-27 October 1989. Over 421 contractual instruments (solicitations, contracts, modifications, etc.), and over 173 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 their impact on the National Guard. During FY 89, Congress enacted legislation making permanent the authority for federal support of National Guard Drug Interdiction and Counter-Drug Activities; expanding the Montgomery GI Bill for the Selected Reserve to include vocational and technical education; increasing the age limits for retention of medical officers to age 68, with authority for Secretaries of military departments to defer retirement beyond age 68 in special cases; authorizing specified support to military associations by the military departments; and a two-year test of special unit assignment pay for reserve enlisted personnel. The Legislation section resolved a large number of legal issues with regard to the drug interdiction program. Congressional restrictions associated with RCAS, and the Base Closing Program. A bill which would have severely restricted National Guard access to Federal land for training was amended as a result of National Guard Bureau objections to eliminate the unacceptable features.



# PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

The Principal Assistant Responsible for Contracting (PARC) oversees the federal contracting system in the National Guard. Consistent with this mission, it provides staff support not only to the National Guard Bureau, but also to the 54 United States Property and Fiscal Officers as well as the 91 Air Guard Base Contracting Offices. It develops contracting policies, procedures, and directives to best answer the Guard's mission within the framework of the DoD and larger federal government contracting community.

This year ethics was in the forefront, both in the news and on the minds of Congress. In response to the growing concern over procurement irregularities by both Federal personnel and civilian contractors, Congress passed sweeping ethics legislation during this fiscal year. This office joined the rest of the Army contracting community in assessing the scope of the new laws and assisting in their implementation.

The PARC was the advocate for implementing the Standard Army Automated Contracting System (SAACONS) throughout the Guard. SAACONS is an automated system designed to reduce procurement action lead time, minimize backlog, and effectively track requisitions from cradle to grave. The PARC office had the primary responsibility for overseeing all sites and innovating techniques for the successful transition to the SAACONS system in all 56 sites.

Because the Guard contracting offices are chronically under-staffed and have a high personnel turn-over ratio, the PARC took the lead in initiating manpower and personnel studies for both the Army and the Air Guard Contracting Offices. It is hoped that the study will become the basis for alleviating both these critical problems by identifying the need for

additional personnel and confirming that contracting personnel are highly trained individuals that justify higher grade levels.

In addition to its other responsibilities, the PARC is the approving authority for various contracting actions. In this capacity, it reviewed approximately 348 federal contract actions both from the field and the NGB.

In FY 89, the PARC oversaw the expenditure of \$469 million in federal contract actions with a competitive rate of 95.9%. The National Guard Small and Disadvantaged Business Utilization (SADBU) program accounted for a total of \$35.2 million in awards.

The procurement training program, established in 1977, was continued in FY 89. Courses were offered exclusively to National Guard contracting personnel in small purchases, basic contracting, cost and price analysis, and contract negotiation. As an integral part of this program, NGB hosted the annual contracting conference in Tulsa, Oklahoma. Among the subjects discussed were automation, small purchases, Business Clearance Memorandums, SAACONS, A&E and Construction, and contract claims/protests and Procurement Integrity.

This past year, this office continued to provide written guidance to the National Guard contracting offices, by issuing NGB Contracting Information Letters and All States Letters. This year the PARC also wrote and published a National Guard Bureau Contracting Standard Operating Procedure, which contains outlines, responsibilities and uniform procedures for the operation of contracting functions within the National Guard.



# CONTRACT SUPPORT OFFICE

The Contract Support Office performs a central contracting function in support of mission requirements for the United States Property and Fiscal Offices, the 91 Air National Guard flying bases, the National Guard Bureau, and the directorates of the Army National Guard and the Air National Guard. During the year, three contracting officers completed approximately 770 procurement actions with expenditures exceeding \$22 million.

Each year since 1972, NGB has entered into a multi-million dollar recruiting advertising contract with a full service advertising agency. The present contractor is Bozell, Inc., the 14th largest advertising agency in the United States and 16th largest in the world. Bozell, Inc., is entering the third option year under this contract. The advertising contract efforts during the year generated more than 100,000 Air Guard inquiries, resulting in 10,154 forwardable leads to recruiters. More than 300,000 inquiries were generated for the Army Guard, resulting in 127,927 forwardable leads to recruiters. Also, during the year, a comprehensive National Guard awareness campaign was started under this contract. NGB-CS negotiated, issued and managed approximately 135 new advertising requirements resulting in a total obligation of more than \$8 million.

Automated data processing (ADP) support services include computer facility management and operations, systems maintenance, facilities security, computer information center and repair force, and software integration. Orders for software maintenance for the Sperry 5000s were centrally procured by NGB-CS for the USPFO offices. The ADP effort resulted in over 400 actions resulting in a total obligation of more than \$11 million.

The BDU-33H/D is the first foreign weapons evaluation program procurement for the Air National Guard. This equipment will provide greater training capability for the Air National Guard pilots.

The A-7 airborne video system records airborne mission from the heads-up display. This is another first for the Air National Guard. This \$2 million "state-of-the-art" equipment was contracted for by NGB-CS. This system is in the process of being installed on all ANG A-7 aircraft. It permits the pilot to review all training missions.

For units recently converted from the F-4 to the F-16, the thrust frame adapter project provides the capability of testing the F-16 J-100 engines in the T-10 hush house. This contract will be awarded during FY 90.

# INTERNAL REVIEW AND AUDIT COMPLIANCE

The National Guard Internal review activity was relocated by the Chief, National Guard Bureau on 1 November 1988. The original internal review function had been established within the Army Directorate during FY 76. The Chief, however, believed that greater independence and better utilization of the function in both the Army and Air National Guard Directorates could be achieved if the activity

was located on the Joint Staff and reported directly to the Vice Chief, National Guard Bureau.

As part of the Joint Staff, the Office of Internal Review and Audit Compliance enables senior National Guard Bureau (Army and Air) officials to gain better oversight of programs, systems, functions, and activities. Also, the internal review program



provides assistance to management in improving economy and efficiency of operations.

The mission of the Office of Internal Review and Audit Compliance is to:

- a. Provide senior Guard leadership with professional financial and performance audits which are responsive to their needs, are problem oriented, and which stimulate immediate corrective action.
- b. Provide management, guidance and training for State and Territory Internal Review activities.
- c. Provide coordination and liaison with all external audit agencies conducting business with the National Guard.

To accomplish these primary missions, the Office of Internal Review and Audit compliance has been staffed with fifteen personnel. Manning consists of seven professional civilian auditors, seven military auditing/-management officers, and one civilian secretary.

## ***NGB Internal Review Operations***

Since its inception, the National Guard Internal Review Program has generated in excess of \$10 million in benefits. Internal reviews have proven to be highly successful in areas such as training site management, recruiting and retention, warehousing and distribution, property management, hazardous and toxic waste management, and procurement. During FY 89, the Office of Internal Review and Audit Compliance completed the following major audits:

### ***Army National Guard***

- Controls Over Inactive Duty Training Attendance
- The Information Management Agency
- Controls Over the Productivity Capital Investment Program

### ***Air National Guard***

- The Internal Controls Program

### ***Special Request***

#### ***Troubleshooting Audits***

- Recruiting and Retention "Store Front Accounts" - ARNG
- The Marksmanship Training Unit - ARNG

## ***State/Territory Internal Review Program Management***

The State Programs and Training Branch provides guidance and technical auditing assistance to State/Territory National Guard auditors and acts as a liaison between them and the various functional activities within the Bureau.

They conduct a quality assurance program entitled Audit Management Appraisal and Assistance Program (AMAAP). The AMAAP schedules visits to each State internal review activity once every three years. The Bureau auditors evaluate the professional internal audit services being provided senior State officials and assist State auditors by providing on-site training in areas where weaknesses exist or where requested by the State Internal Review Chief.

The Branch also sponsors Guard unique auditor training, administers training quotas for Army and Air Force Audit Agency training, and contracts with the U.S. Department of Agriculture Graduate School for auditor computer courses required by the President's Council on Integrity and Efficiency.

Finally, the Branch conducts a Supervisory Audit Management Seminar every two years which brings together State/Territory Adjutants General, U.S. Property and Fiscal Officers, and Internal Review Chiefs.

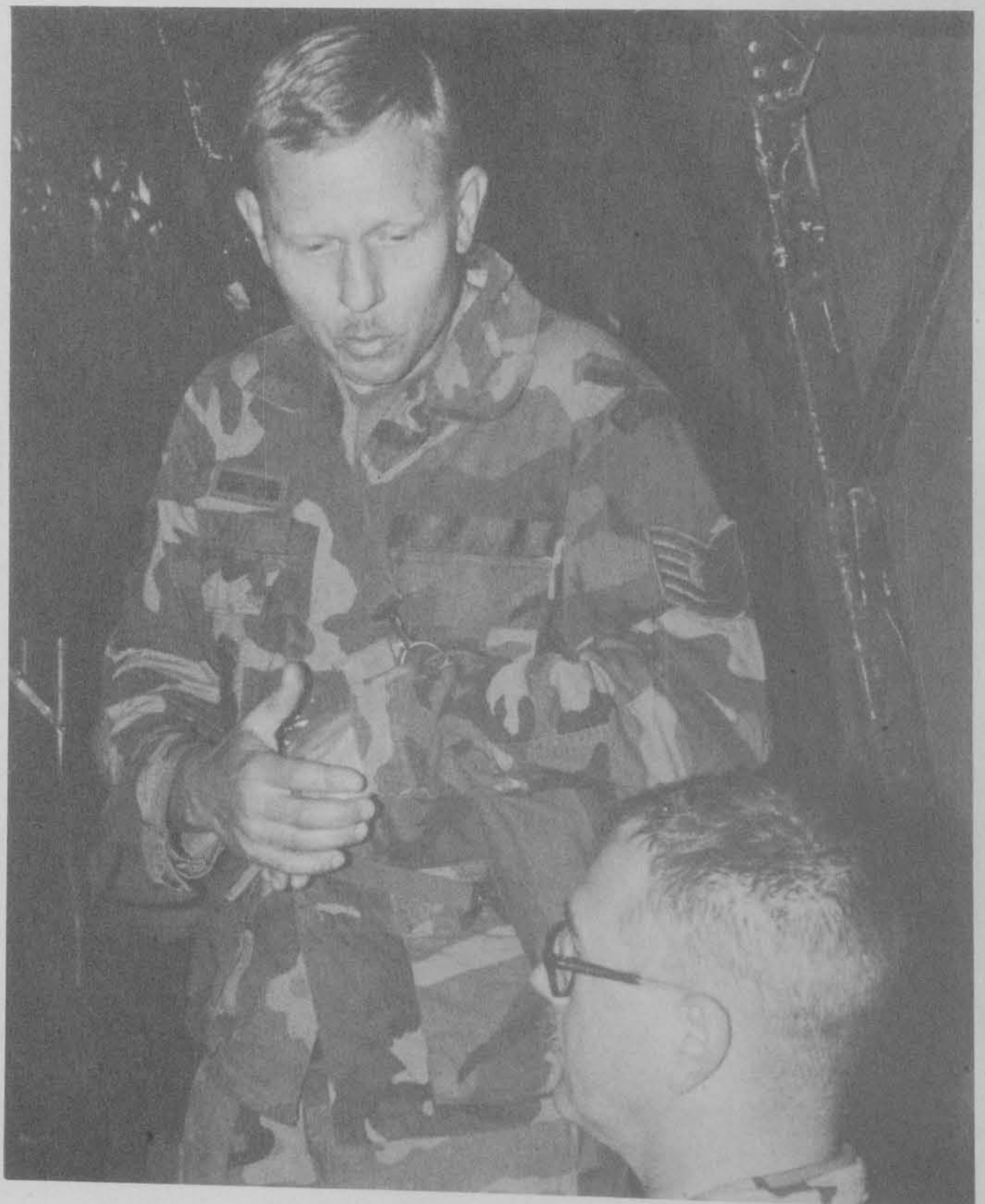


The objectives of the seminars are to share ideas, discuss audit management and new techniques, discuss utilization of internal review assets, discuss weaknesses discovered during quality assurance visits, to discuss and review audit policies, and to officially recognize outstanding internal review operations throughout the nation. The next seminar is scheduled for March 1991.

## ***Audit Compliance and Follow-up***

Another responsibility of the Office of Internal Review and Audit Compliance is to track corrective actions on both external and internal audit findings and recommendations. This assures the Chief, National Guard Bureau, that agreed-to corrective actions actually get accomplished following the audit.

In some instances, where major findings and recommendations are involved, an actual follow-up audit is accomplished to not only ensure that corrective actions are accomplished, but to also determine if such actions are effective in correcting the originally reported problem. During FY 89, we conducted three such follow-up audits.



## POLICY AND LIAISON

The Office of Policy and Liaison recently developed new procedures for handling All States Communications from the Bureau to the National Guard. These were incorporated into regulatory documents, resulting in the review and assignment of log numbers to over 176 policy and 457 informational All States Communications in FY 89. The policy team also cleared 135 new or revised regulations, office memorandums, and other official directives. It monitored the Reserve Forces Policy Board's four quarterly meetings and facilitated the completion of Bureau responses to over 190 requests for information for the Board's Annual Report. The team also attended the meetings of the Army and Air Reserve Forces Policy Committees, coordinating the nomination and appointment of three new members on the Army side.

Liaison activities increased in FY 89, especially in the area of foreign liaison. The foreign liaison team coordinated over 200 Army and Air visits to the Bureau and the states by foreign military attaches, foreign military members, and other international dignitaries. A joint Army/Air Attache briefing on the National Guard was given in January by the Directors of the Army and Air

by the Directors of the Army and Air National Guard to more than 120 attaches representing 61 countries - the largest gathering of attaches for a briefing to date. In June, the Chief, National Guard Bureau hosted the 2nd Annual ARNG Military Attache trip, this time touring units and facilities in Arkansas and California. Twenty-seven attaches from allied, non-aligned, and Warsaw Pact countries attended.

The congressional liaison team responded to more than 1800 written and almost 1100 telephonic White House and Congressional inquiries during FY 89. They prepared the annual Posture Statements for the Chief And Vice Chief, National Guard Bureau, and scheduled and conducted preparatory sessions for Bureau general officers prior to their providing testimony at 16 congressional hearings. The association liaison team developed National Guard Bureau positions on over 170 resolutions submitted by the various military associations. The team prepared for and supported the National Guard Bureau attendance at each national conference. It was present at numerous executive council meetings and, in coordination with each association, helped prepare their Legislative Action Plan.

## TECHNICIAN PERSONNEL

The technician program continues to grow and be a vital element of the efficiency of the National Guard. They perform the critical day-to-day missions and plan for and conduct academic and hands-on training for the drill force.

Technician strength for FY 89 was the highest ever: 28,584 ARNG and 23,764 ANG. They perform a myriad of functions, ranging from high level management to supply and administration. The technician force

is evenly distributed between blue-collar and white-collar occupations.

### ***Federal Employees Compensation Act (FECA) Program***

Charges for injuries for 1989 from the Department of Labor to the NGB rose by 7.7%, from \$17.3 million to \$18.6 million. The current year costs are a result of 7,015 active injury or

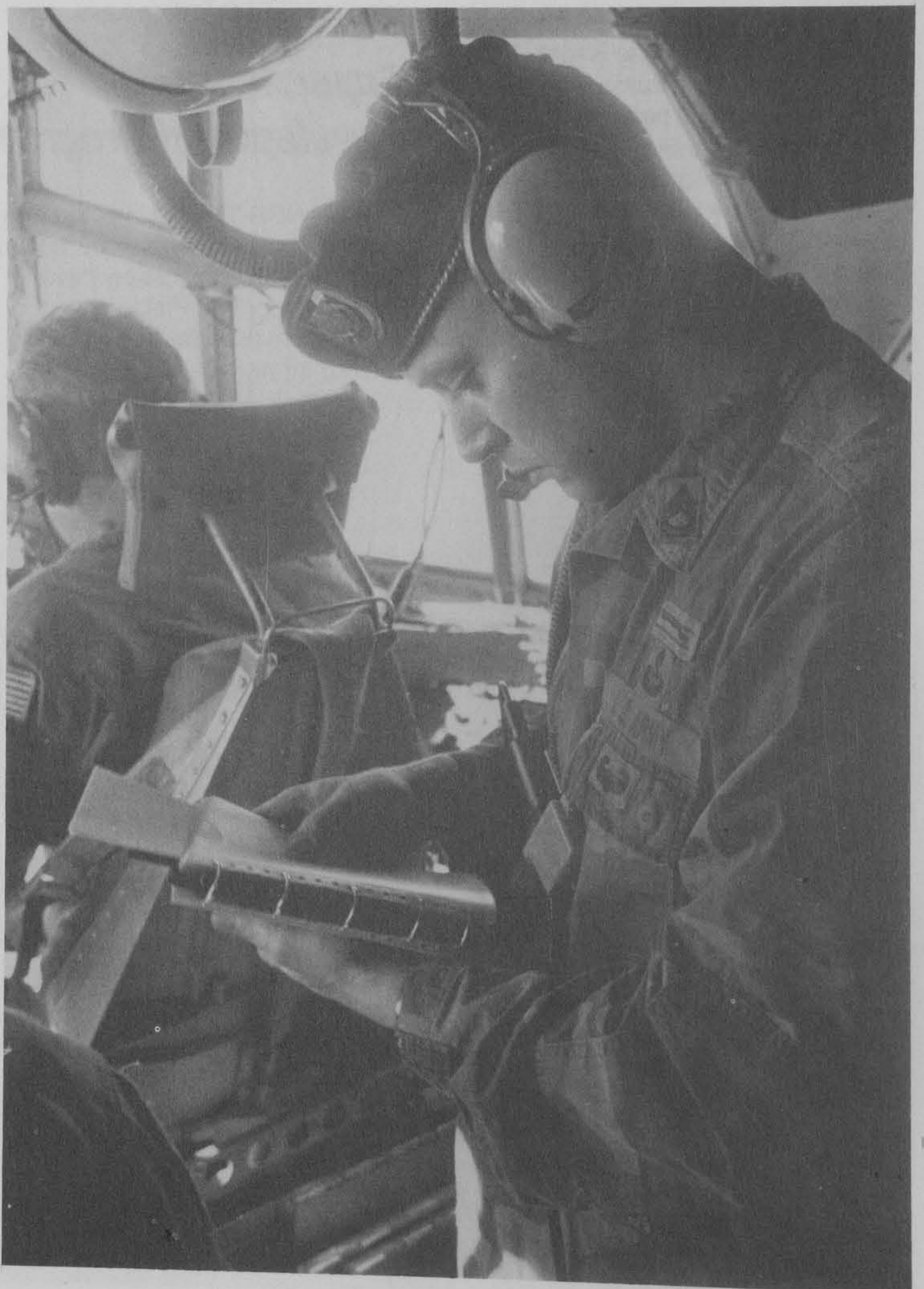


occupational health problems which resulted in a payout of compensation for lost time and/or medical expenses.

A national FECA Council was established by NGB in August 1988 to formulate ideas on reducing injuries and occupational health problems. 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.

## ***Labor Management Relations***

During 1989, the Federal Labor Relations Authority (FLRA) could not issue any precedential rulings, and has developed a backlog of unfair labor practice, negotiability, and arbitration cases. Only a few of these backlogged cases involve the National Guard, so we have not been substantially hampered by the FLRA's inability to act during the year. The Association of Civilian Technicians



(ACT) has unseated AFGE and NAGE locals in several states during the year. We expect ACT to continue challenging the other labor unions representing military technicians. The issue of child care is beginning to interest the unions, and several states have been presented with proposals this year; this is a trend we expect to continue, as it is beginning to be popular with unions throughout the country in both the public and private sectors.

## ***Incentive Awards***

One of the goals of the National Guard Incentive Awards Program is to recognize all personnel who participate in the Suggestion Program. Twenty awards in excess of \$10,000 were approved this past year. Of these, the President granted three awards over and above the \$25,000 which OPM could approve. Two of these were awarded to National Guard technicians for their savings to the Government of approximately \$10.8 million.

## ***National Guard Personnel Data System-Civilian***

Much progress has been made towards converting full-time personnel in the National Guard to the new automated personnel data system NGPDS-C. Hardware has been procured, 20 Personnel System Managers (PSM) have been hired in the first 20 states converting, and data is being captured to be loaded into the NGPDS-C data base.

## ***Supervisory Development Program***

In 1989, NGB-TN implemented a two-phased, competency-based, National Guard-specific supervisory development program. Phase one (orientation) provides survival skills training for newly appointed supervisors. Phase two (basic supervisory training) provides first-line supervisors all the elements of good supervision unique to the National Guard. Also, a supervisor's handbook was developed and distributed to all supervisors.

# **ADMINISTRATIVE SERVICES**

The Administrative Services Division provides management, planning, and policy for administrative programs and services in support of the National Guard at the National and State level.

## ***Mail Management***

In the first quarter of 1989, HQDA mandated that postage costs be paid by each agency. NGB and the Army National Guard implemented the new HQDA Pay-As-You-Go Mail System effective 1 October 1989. All Army National Guard mail meters, some 500, were converted from "Penalty

Mail" to commercial meters by 30 September 1989. An estimated cost of \$13 million will be required annually by the Army National Guard to support the postage program.

## ***Freedom of Information Act***

ARNG and ANG Freedom of Information Act requests increased again in FY 89 to a total of 359 requests. Training in FOIA was provided to the Support Services Supervisors of the 54 states and

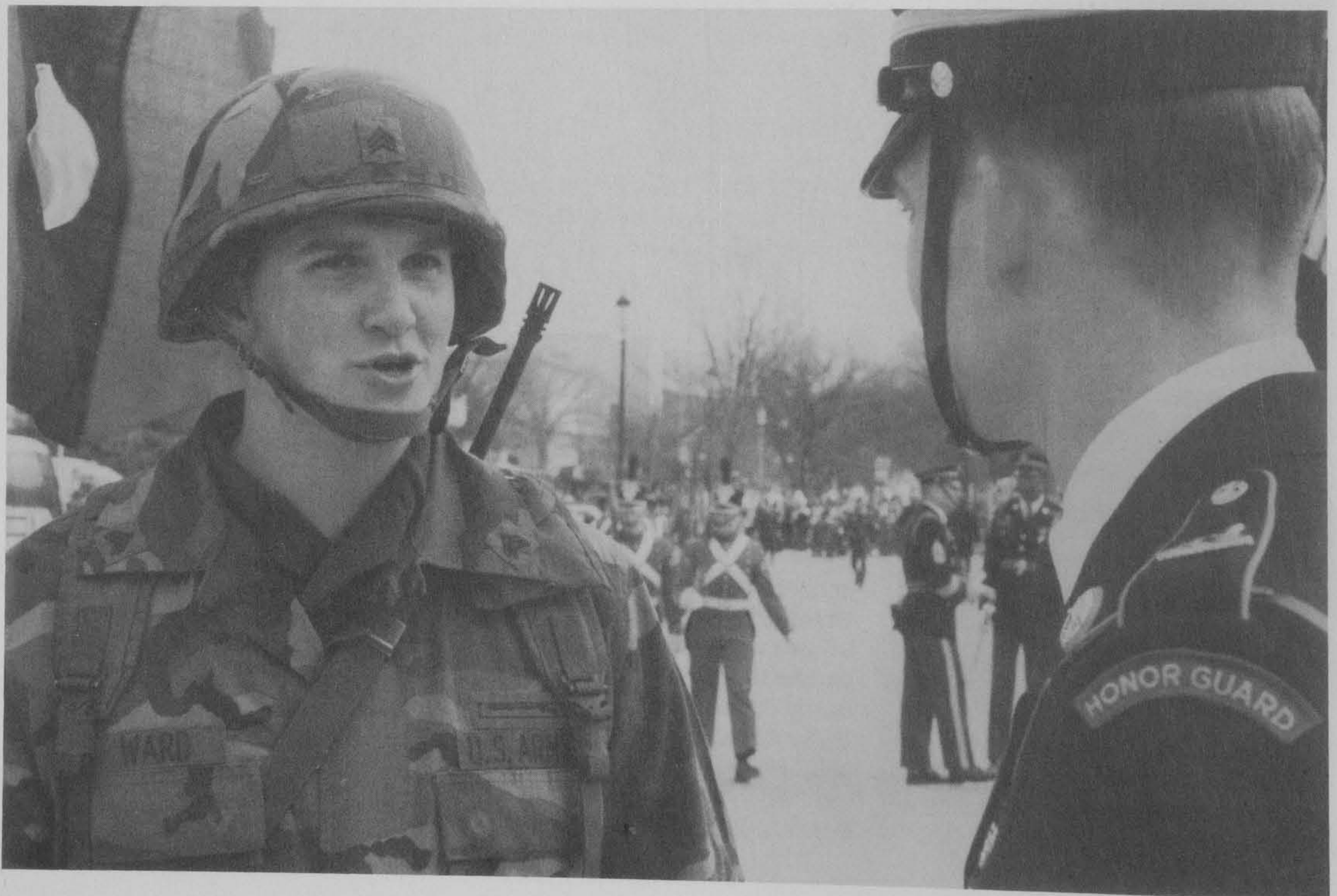


territories. Internal resources of NGB-AD are being adjusted to handle the increase in requests.

## ***Training***

NGB-AD conducted a 5-day training course for the Support Services Supervisors of the 54 states and territories during FY 89. Blocks of instruction were taught on publications, forms management,

automation of forms, Freedom of Information Act, Privacy Act, Modern Army Recordkeeping System, mail management, NGB Advertising and Distribution Center, NGB Printing and Distribution Center, military correspondence, military orders, micrographics, security clearances, and printing and copying equipment. There were approximately 302 NGB Department of Army Civilians trained during FY 89, totalling 3088 hours of training.



## ***Publications and Printing Management***

NGB-AD implemented a new series of National Guard Publications - Command Publications - during FY 89. This series allows for command level publications to be published by the Chief, National Guard Bureau. This change effected a change in the designation of current publications published by order of the Secretaries of the Army and Air Force. The new designations are National Guard Regulations (Army) (NGR AR), National Guard Regulations (Air Force) (NGR AF), Army National Guard Regulations (ARNGR) and Air National Guard Regulations (ANGR). NGRs are published by authority of the Secretaries and establish new policy. ARNGRs and ANGRs are published under the authority of the Chief, National Guard Bureau and implement current Army or Air Force policy. During FY 90, all current publications will undergo a review to determine the proper designation.

NGB-AD also started the implementation of the ARNG Forms Management Program IAW AR 25-30. All policies and procedures of AR 25-30 will be implemented on 1 February 1990.

NGB-AD also has implemented the Federal Printing Program as stipulated in AR 25-30. Each State is required to designate a Printing

Officer who has the responsibility of adhering to the policies and procedures as set forth in AR 25-30, the Joint Committee on Printing Regulations and Title 44, U.S.C. The responsibility for this program rests with the Administrative Services Branch of each State and Territory under the direction of the Support Services Supervisor.

## ***Advertising Distribution***

The mission of the NGB Advertising Distribution Center is to receive, store, and distribute Army and Air National Guard recruiting and retention advertising material, as well as NGB Public Affairs items such as Heritage Prints, National Guard Almanacs, and State Mission Posters. An additional duty for the center is to support NGB participation in the National Convention Program by shipping exhibit material to 45 national minority, medical, educator, and media conventions throughout the United States each year.

The center ships an average of 60 million pieces of material to over 3,020 account addresses throughout the 54 states and territories and stocks an average of 500 items each year.

This NGB Joint Staff Branch is completely computerized and has a staff of nine employees to meet all mission requirements.

Requests for National Guard support to civil authorities, and Federal and State drug enforcement agencies increased during FY 89.

National Guard response for state emergency assistance requests from the state governors increased significantly. Support missions were

conducted in 53 states by 14,566 National Guardsmen/women and utilized 151,993 mandays of the Army and Air Guard. In FY 89, the National Guard participated in four civil disturbances, 53 natural disasters, and 192 other emergency missions. Included in this total were civil disturbance operations and recovery

## **MILITARY SUPPORT**



operations following floods, tornados, hurricanes, and other natural disasters. The National Guard continues to provide humanitarian support by conducting search and rescue operations, supplying emergency power, potable water to communities, food distribution, providing shelter for the homeless, and evacuating the critically ill and injured.

During FY 89, Army and Air National Guard personnel significantly increased assistance to federal, state and local drug/law enforcement agencies in the war against illicit drugs within the United States. More than 1,811 missions were conducted involving 6,796 personnel from 53 states utilizing 149,449 mandays. These missions primarily 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 military equipment. These missions were performed either in State Active Duty (SAD) status or incidental to Federal training periods. As a result of the above operations, 4,076,665 marijuana plants were destroyed and the following was confiscated; 46,917 pounds of processed marijuana, 10,887 pounds of cocaine, 39.5 pounds of heroin, 95 vehicles, 111 weapons, \$1,735,745 cash, and 364,300 rounds of ammunition. The above operations translate into over \$9,837,333,746 in illegal drugs that did not reach the streets of this nation.



## HUMAN RESOURCES

The Office of Human Resources is responsible for managing the nationwide military and technician Human Resources (HR) programs for the National Guard. This includes those programs of equal opportunity (EO), equal employment opportunity,

civil rights, social actions, military drug and alcohol abuse prevention, and other programs. 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 training emphasis in leadership and command training programs, sexual harassment prevention program (with emphasis on training), increased utilization of climate assessment survey 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 resource and equal opportunity forums and workshops. The Chief, Office of Human Resources, as the NGB representative, also participated in numerous activities of the Defense Advisory Committee on Women in the Service (DACOWITS), including semiannual DACOWITS meetings and the quarterly executive council sessions. NGB likewise responded to numerous DACOWITS members' on-site field visit requests and

subsequent reports, and also to DACOWITS concerns, recommendations, and requests for information.

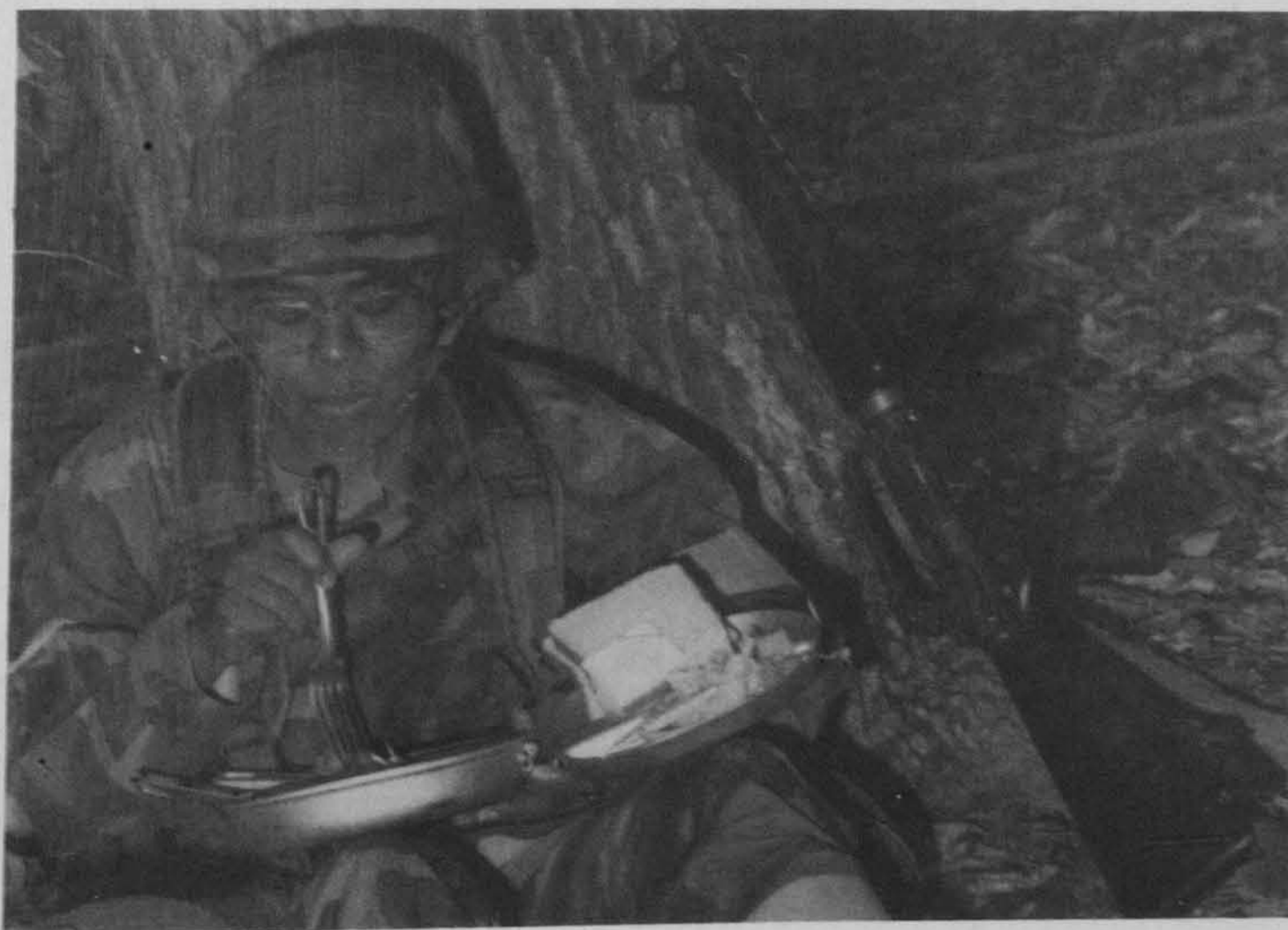
## ***Military Equal Opportunity***

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.

## ***Technician Equal Employment Opportunity***

The EEO program is a three-pronged approach to improving representation of minorities and women in the technician work force. It incorporates an active affirmative employment program plan, special emphasis programs and complaints management.

The multi-year affirmative employment





program plan was completed and was approved by EEOC. The plan incorporates the ultimate goal of the excepted technician work force reflecting parity with the military work force of each State. At the end of FY 89, the ARNG minority technician representation was 13.3% compared to approximately 25% military minorities. The ANG minority technician representation was 9.9%, compared to 14.2% military minorities.

## ***Special Emphasis Programs***

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 the treatment of those groups. A program manager for each specific group is appointed at NGB and in each state. During the year, NGB-HR continued its positive relationships with national minority organizations by acquiring and ensuring program time and/or resource personnel at national conventions. NGB-HR continues to play an active role in the highly successful DOD Black History Month observance. Special emphasis program managers participated in quarterly program meetings at the DOD level, various special observances and ceremonies, and national-level conferences and activities in support of their respective programs.

## ***Handicap Achievement Award***

In recognition of outstanding achievement in the Handicapped Employment Program, NGB was presented the Secretary of Defense

Certificate of Merit Award.

Handicapped representation in the competitive technician work force continued to increase, with FY end figures showing 2.18% employees with target disabilities. This figure indicates that the National Guard is the first large DOD agency to surpass the DOD 1992 goal of 2% employees with targeted disabilities.

## ***Complaints Processing***

FY 89 began with 26 military cases on hand; 25 new military cases were received and 21 were closed out. There were 54 technician cases on hand at the start of the fiscal year; 35 new technician cases were received and 26 were closed out. Thirteen inquiries were on hand at the beginning of FY 89; 19 additional inquiries were received and 17 were closed during the fiscal year.

During this same period the states reported 516 informal complaints counselled at local level and successfully resolved, referred or otherwise closed out informally. To institutionalize the latest EEOC changes in complaints processing and management, NGB published a new regulation (NGB 690-600/ANGR 40-1613) on technician EEO complaints in June 1989. A revision of NGR 600-21 is currently underway, as well as other initiatives, to further improve and streamline the processing of both military and technician discrimination complaints.

## ***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.

## ***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. Education and training, coupled with urinalysis testing, are serving as a strong deterrent against the use of illegal drugs and the abuse of alcohol by National Guard members. The ARNG is currently testing up to 20% of its members per year, while the ANG is testing up to 2% each drill.







# ARMY NATIONAL GUARD

# PLANS, PROGRAM ANALYSIS, AND EVALUATIONS

## Planning

During FY 89, the ARNG made significant strides in linking planning and programming. In June, the Director, ARNG hosted a workshop for key Army Directorate staff and selected members of the Title 10 Active Guard/Reserve Program to set FY 90 priorities. The short-term objectives which resulted were supportive of the February 1989 ARNG Programming Guidance and the long-range goals contained in the December 1988 edition of ARNG Long-Range Planning Guidance.

The ARNG also continued its efforts to institutionalize long range planning by involving senior leadership at the State and NGB levels. Formation of an ARNG Future Planning Steering Group, composed of representatives from the States and NGB, and a NGB Future Planning Working Group, consisting of functional area representatives, combined with training sessions to maintain momentum in the institutionalization process. Over 180 members of the National Guard were trained in the Future Planning process at the National Guard Professional Education Center and in host States. This training, as well

as the Future Planning Seminar conducted in San Antonio in March, contributed to increased quality and continuity of plans submitted by the States.

## Programming

In FY 89, the programming tools utilized by the ARNG included a database that links personnel and equipment. Called the Resource Management System, the database estimated macro-level requirements for pay and operation and maintenance support.

All three ARNG appropriations were reviewed during the Program Objective Memorandum (POM) process.

The POM process began in early March with a request for state input. The states responded with 1300 requests for new projects. This was the first time that the states responded via electronic means. This gave the programmers the ability to analyze the requests using their personal computers.

The POM will be submitted to the Army during November 1989.

The Army National Guard full-time support program provides a cadre of over 54,500 full-time personnel in support of the overall ARNG mission, with an annual budget in excess of \$2.0 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 1989, the breakdown of authorized full-time

support positions was as follows:

Technicians	28,120
AGR	25,914
DA Civilians	406
Active Component	90
<b>TOTAL</b>	<b>54,530</b>

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.

## MANPOWER





Assignment and utilization policy of HIV positive soldiers (officers and enlisted) to nondeployable positions was established.

## ***Enlisted Personnel***

During FY 89, differences in enlistment criteria between men and women were eliminated.

Enlisted personnel accessions, for FY 89, were 71,265, 91.1% of the programmed objective. Breakout of the total accessions were 50.2% non-prior service and 49.8% prior service. The FY 89 mix is a reversal of last year when prior service gains dominated. However, it is in line with the Enlisted Accession Plan which places the emphasis on nonprior service gains.

### ***Enlisted Personnel Procurement***

<b>Nonprior Service (REP)</b>	<b>35,797</b>
<b>Prior Service</b>	<b>35,468</b>
<b>Total Enlisted Gains</b>	<b>71,265</b>
<b>Total Enlisted Losses</b>	<b>71,822</b>
<b>Enlisted Extensions</b>	<b>58,454</b>

The record strength attained during FY 89 enlisted a higher quality of personnel than in FY 88. The ceiling objective for Category IV enlistments was established at 9% for the fiscal year. At the beginning of the year, and as a seasonal trend, Category IV enlistments rose from the FY 88 level of 8.7% to 10.3%.

Subsequently, a continuing monthly decline in this category ensued reaching 7.9% in May '89; ending the fiscal year at 9.6% nonprior service

enlistments in test category I-III-A was up at 52.6% with category III-B 37.8%. Total Category I-III objective of 90% NPS was exceeded by 0.3%.

High school diploma graduates were 32,020, 89.4% of the nonprior service enlistments, a marked increase in the recruitment of quality personnel.

During FY 89, the ARNG used 90.4% of programmed initial entry training seats (Basic Training, OSU, and Advance Individual Training). This was an improvement over FY 88 (86% of programmed).

Enlisted losses of 71,822 continued under the programmed objective at 93.7%. Expiration Term of Service (ETS) losses were 23,313 (100.9%), while non-ETS losses were 48,509, 90.7% of their respective objectives. The loss ratio was 32.5% ETS to 67.5% non-ETS, still reflects the programmed growth in completion of obligations. By targeting and monitoring the five highest categories of non-ETS losses in which the soldier fails to complete the statutory or contractual obligation, an increase in readiness will be achieved.

## ***Officer Personnel***

FY 89 officer strength of 50,112 represented a net gain of 1,896 from FY 88, and 896 over the budgeted end strength. The attrition rate for officers remained low at 8.7% in FY 89. ARNG accessions for FY 89 came from a variety of sources.

### ***FY 89 Accession Sources***

ROTC	50%
OCS (STATE)	25%
OCS (FED)	3%
DIRECT APPT	15%
OTHER	7%

Warrant Officer strength remained stable at 18% of the authorized officer strength for FY 89.

## ***WO Strength (FY 89 vs FY 88)***

Authorized	Assigned
FY 88 11,215	9,923
FY 89 11,346	8,879

Civilian education initiatives for ARNG officers resulted in 95% of ARNG officers having a minimum of 60 semester hours by the end of FY 89.

## ***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 post-secondary 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. To be eligible, soldiers must be a high school graduate, enlist or extend for 6 years and complete Initial Active Duty for Training. Benefits range from \$35 to \$140 a month. To date, over 58,000 members of the ARNG have used the benefits of the Montgomery GI Bill. The number of users is expected to reach 75,000 by 1992.

The Selected Reserve Incentive Program provides enlistment bonuses that may be either a \$2,000 critical skill or \$1,500 unit bonus. Additionally, the program offers a retention bonus, an affiliation bonus, the student loan repayment program, and the health professionals loan repayment program.



## ***Regional Training Sites***

The ARNG is proponent for 13 Regional Training Site-Maintenance (RTS-MAINT). The RTS-MAINT program provides centralized regional hands-on maintenance training on current and force modernization systems. Sites are located at Camp Shelby, Mississippi; Fort Bragg, North Carolina; and Fort Dix, New Jersey, and are TRADOC accredited. Sustainment and limited transition training programs are also ongoing at the sites at Camp Dodge, Iowa; Camp Blanding, Florida; Camp Roberts, California; Fort Custer, Michigan; Camp Ripley, Minnesota; Gowen Field, Idaho; Nickell Barracks, Kansas; and Fort Stewart, Georgia. Sites at Jefferson City, Missouri and Pearl City, Hawaii will activate by the close of FY 91. A Field Medical Training Site (FMTS) is also in operation in Panama to restore and maintain equipment for medical units deploying to SOUTHCOM.

ARNG units have a total of 21 Mobile Conduct of Fire Trainers (M-COFTS) by the end of FY 89. NGB expects to field an additional fifteen COFTS in FY 90. One Simulation Networking System (SIMNET) Platoon Test Set has been installed at Camp McCain, Mississippi. The Platoon System would allow actual interactive training, supplying a complement of five tank simulators. One thousand Electronic Information Delivery Systems (EIDS) have been purchased by NGB and distributed to all states. Final coordination has been done on Guard Unit Armory Full Crew Interactive Trainer (GUARDFIST I) and the Armor Board will begin conducting the test in February 1990. This device will be appended to an M-1

tank and will allow the entire crew to execute crew drill without any of the tank systems operating.

The ARNG Range Modernization Program provides the resourcing for modern computerized qualification facilities for individual and crew weapons training. Based on the 5-year range plans of the States/Territories, the ARNG Master Range Plan constitutes a significant portion of the DA Master Plan. In FY 89, eight Range and other training projects were fully funded, to include a Multi-Purpose Remote Targetry System Tank Range at Camp Ripley, Minnesota. The FY 90 program included 12 projects, to include two computerized rifle ranges in Oklahoma and Wyoming, a Remote Targetry System (RETS) tank range in Vermont, and a Multi-Purpose Range Complex-Heavy (MPRC-H) in Michigan. When completed, the Michigan MPRC will be the second complex in the ARNG. Completion of the ARNG's first MPRC at Gowen Field, Idaho is expected in the 3rd quarter of FY 90. The FY 91 program will include computerized RETS Rifle Ranges in Indiana, Oregon, Texas, Utah, and Puerto Rico.

## ***Competitions***

NGB sponsorship of the participation in the Winston P. Wilson Rifle, Pistol, and Machine-Gun Championships, the NGB Biathlon Championship and the Interallied Confederation of Reserve Officer (CIOR) competitions stresses military skills and promoted physical fitness. To spur additional interest in fitness, the fifth National Guard Marathon was held in Lincoln, Nebraska, in conjunction with the Lincoln Marathon. Almost 400 runners from 54 states and territories participated.

# MOBILIZATION READINESS

Army National Guard unit resources and training levels have continued to increase during the fiscal year. Force modernization, equipment cross-leveling, dedicated equipment procurement and intensiveness management of ARNG units resulted in a 1.47% overall readiness improvement and a 5% improvement in equipment on hand during the fiscal year.

Due to the shift in demographics, personnel category levels have shown a slight fluctuation during the fiscal year, but by the third quarter, the Unit Status Report showed no change from FY 88. To offset this negative trend, NGB has taken initiatives to reevaluate the force structure that can be supported, for example, restationing units to States that can better support force structure with personnel.

While emphasis continues on intensive management of ARNG units to improve unit resources and training category levels, NGB has identified units with chronic personnel shortcomings. These units are closely monitored at all levels of command to reevaluate unit milestones and effects of the intensive management initiatives. If units fail to achieve satisfactory levels of improvement, force structure changes such as reorganizations, inactivations, and restationing of units may occur.

Increased emphasis has been placed on improving unit resources and training levels, which are critical to maintaining the National Guard's force structure within the total Army. Based on these corrective actions, the Director, Army National Guard has expanded the mobilization readiness goals to include high priority units, focusing on the "first to fight, first to be resourced" units.

## ***Mobilization***

The Army National Guard Mobilization and Deployment Exercise Program continued to receive increased emphasis as an essential element of verifying a unit's mission capability. These exercises are progressive in nature and increasingly challenge the participants to realistically evaluate mobilization plans execution and requirements.

The ARNG Mobilization Exercise Program consists of four exercises designed to address all phases of the mobilization process. Three of these, the State Areas Command Exercise (STARCEX), the Mobilization and Deployment Readiness Exercise (MODRE), and the Readiness for Mobilization Exercise (REMOBE), are executed as comprehensive evaluations of unit mobilization plans, administrative procedures and personnel preparedness.

The fourth, the Emergency Mobilization and Deployment Exercise (EMDREX), is an exercise designed to test the ability of selected high priority ARNG units to respond, prepare and depart for the mobilization station within 72 hours of federalization. This has become the cornerstone of the ARNG exercise program--to insure that the first to mobilize sustain the required high level of preparedness.

The number of exercises conducted has increased since FY 84 from 400 exercises to over 900 in FY 89, while exercise funding has remained constant at about \$12 million. This growth has been achieved by encouraging a conduct of exercises in conjunction with inactive duty training periods and other mobilization-related training events, rather than as separately-funded exercises. Exercise program growth appears to



inventory, be considered for funding adjustments during the next fiscal year's funding distribution. These goals provide States with a management tool to evaluate their programs for the control of OCIE and reduce OCIE losses within the ARNG.

## **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, when MOBCON is fully implemented, will manage peacetime convoys for all of DOD, and preplan 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 Senior 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. This training and assistance tailored to help the unit commander develop and maintain unit movement plans will improve the Guard's readiness to mobilize and deploy.

## **Food Service**

The reduction of food service personnel and the implementation of the Army Field Feeding System into the Reserve Components presents a challenge to ARNG food



service personnel. Results of inspections and assistance visits indicate that the Army National Guard continues to achieve its objective of providing the highest standards of food and food service to all personnel. Training courses and assistance programs have been developed to enhance the technical expertise of food service personnel. For FY 89, the Subsistence budget grew to \$57 million. Another \$586,000 was allocated for State Food Management Assistance Teams.

readiness program that continues to compare favorably with Active Army standards.

The FY 89 repair parts funding allocation of \$216.2 million greatly enhanced the ARNG's capability to successfully achieve and sustain the good condition of aircraft and equipment. The most significant FY 89 maintenance program readiness improvement was the increased stockage levels of combat-essential repair parts that were used and stored at unit level to support day-to-day maintenance operations



## ***Material Maintenance Programs***

Force modernization, new equipment issues, and the substantial maintenance program funding support provided in FY 89 resulted in a significantly improved ARNG equipment readiness posture. Increased command emphasis and the successful implementation of maintenance management improvement programs have provided the responsive maintenance support needed to ensure an ARNG equipment

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 in FY 89 included improvements to maintenance training programs and use of standard Army automated maintenance management programs. A program designed to modernize the ARNG State Maintenance Management Organization was implemented in FY 89. This reorganization has



staff senior managers may evaluate specific programs: There were 24 indicators on the MAP in 1989 developed by NGB staff proponents, covering various functional areas within the States/Territories.

The Ideas for Excellence Program (IEP), formerly called the Model State Program, was extended to all States, Territories, and the District, from 19 States on 1 June 1989. Efficient and cost saving ideas are tested for implementation within the ARNG or beyond, more often than not by initiating the waiver of regulations, as well as eliminating or changing other impediments to improving the way we do business and thus improving our readiness posture. Of the 404 ideas received over the life of the program, 90 were received in FY 89. There has been a 40% success rate in the program, with 40% of the proposals received approved/or forwarded to higher headquarters with recommendation for approval.

## ***Standard Army Technician Payroll System (STARTEPS)***

The system evaluation was completed with the system reported as being in substantial compliance with GAO financial accounting standards. This action increases the number of GAO-compliant ARNG systems reported under the Federal Managers Financial Integrity Act.

Electronic funds transfer (EFT) was fielded in one test state. The system is capable of providing this feature to all states once they have worked out agreement with their servicing finance office and Federal Reserve Bank.

## ***Cooperative Funding***

The Comptroller Division assumed the lead in securing approval from the Secretary of the Army (Financial

Secretary of the Army (Financial Management) for advance payments in ARNG cooperative funding agreements. ARC involvement has resulted in more responsive service to the nineteen states using this method of funding.

## ***Leisure Travel Rebate Program***

The Army Comptroller and Logistics Divisions developed and implemented a plan to provide funds generated from nonofficial travel arrangements made through contract travel agencies. The program provides the Adjutant General with direct control over funds for morale, welfare, and recreation type activities. Twelve states have already enrolled.

## ***Incapacitation Pay***

The concept of an Incapacitation Pay Review Board was fielded to allow States who earn certification the authority to approve incapacitation payments for up to six months. Such authority greatly reduces the time constraints on the paperwork necessary to ensure entitlement. Hence, timely payment to the soldier is easier to accomplish.

A handbook covering responsibilities of the unit commander in regard to incapacitation pay has been written. It addresses such issues as medical care, fiscal constraints, the fundamentals of incapacitation benefits, line of duty investigations, duty/drill status, and transportation. With a single source for step-by-step guidance through the maze of incapacitation requirements and benefits, commanders should be better prepared to ensure their soldiers are properly cared for.

## ***Supplemental Pay***

Beginning in July 1989, ARNG



soldiers began receiving payment for entitlements (drills, bonus payments, incentive payments) twice a month. Regular IDT pay day remained the 15th, and a supplemental payment was added approximately the 28th

of each month. This supplemental payment is for previous month's entitlements which were not posted to JUMPS - RC by the cutoff. This is a major improvement in pay service to ARNG soldiers.



## INSTALLATIONS

A total of \$89.3 million in FY 89 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 locations amounted to \$5.4 million in FY 89. Training was also conducted at 275 state-operated training sites. During the period of this report, minor construction using OMARNG funds at these sites total \$4.3 million.

### ***Logistical Support Facilities***

Federal funds in the amount of \$89.7 million for FY 89 were allotted to the States under 55 separate service

funding agreements to operate, maintain, and repair the nonarmory support facilities of the ARNG. Included was \$4.5 million for facility leasing costs. These facilities are required for the care and safeguarding of federal equipment and property used by the states to perform their federal missions.

A program to counter the terrorist threat at armories located in high-risk areas was initiated in FY 85. In FY 89, \$10.5 million was allocated to this program.

The Armory Maintenance and Operations Program (AMOP) was initiated by Congressional language in FY 86. Funding of \$28.2 million (FY 86) and \$8.5 million (FY 89) has been provided for this program. Funding for FY 90-97 is not sufficient to fund AMOP.



Reserve Component Automation System (RCAS) staff responsibility has been transferred to NGB. The

RCAS milestone one status has been granted, which allows RCAS to proceed with distributing request for proposals to industry.



## AVIATION

The Army National Guard flew 410,670 hours in FY 89 to support tactical training and joint exercises, and to provide support to units and to States and Territories. Included were over 18,000 hours in support of drug interdiction and eradication efforts at both the state and federal levels.

### ***UH-60 Fielding***

The UH-60 Black Hawk helicopter provides the ARNG with a modern helicopter capable of an enhanced tactical transport capability, including troop and equipment movement, combat resupply, and aeromedical evacuation. The FY 89 ending inventory of ARNG Black Hawks reflected 67 aircraft against a requirement of more than 800. While fieldings of these aircraft will continue in FY 90 to select battalions and companies, the rate of distribution of UH-60s to the ARNG will decrease compared to FY 89. Continued emphasis on obtaining adequate quantities of these aircraft for ARNG use is necessary to support the Army Aviation Modernization Plan.

### ***C-23B Sherpa Fielding***

The C-23B Sherpa will replace the aging C-7A Caribou aircraft now supporting operational and training requirements of the Aviation Classification Repair Activity Depots (AVCRAD), Caribbean Basin, and the Special Forces Groups. The C-23 is a twin turboprop aircraft capable of all weather day-night flight. The aircraft has a rear cargo ramp and can be configured for transport of cargo, personnel, or paratroops. Delivery of the first three aircraft is scheduled for 3rd quarter FY 90. The C-23 will be maintained by Contract Logistics Support (CLS).

The ARNG still has a requirement for 101 UH-1M aircraft. These aircraft are assigned to three attack battalions in Arkansas, Montana, and California, and seven Air Cav Squadrons in Massachusetts, Indiana, California, New Jersey, Pennsylvania, Nebraska, and Iowa. NGB-AVN assigned eight replacement AH-1S aircraft to Arkansas and Montana in FY 89. California is being assigned replacements AH-1S. For approximately 12



months a mix of eight AH-1S and seven UH-1M will be assigned.

The Cav squadrons will start receiving AH-1S helicopters in FY 90.

## ***Training Sites***

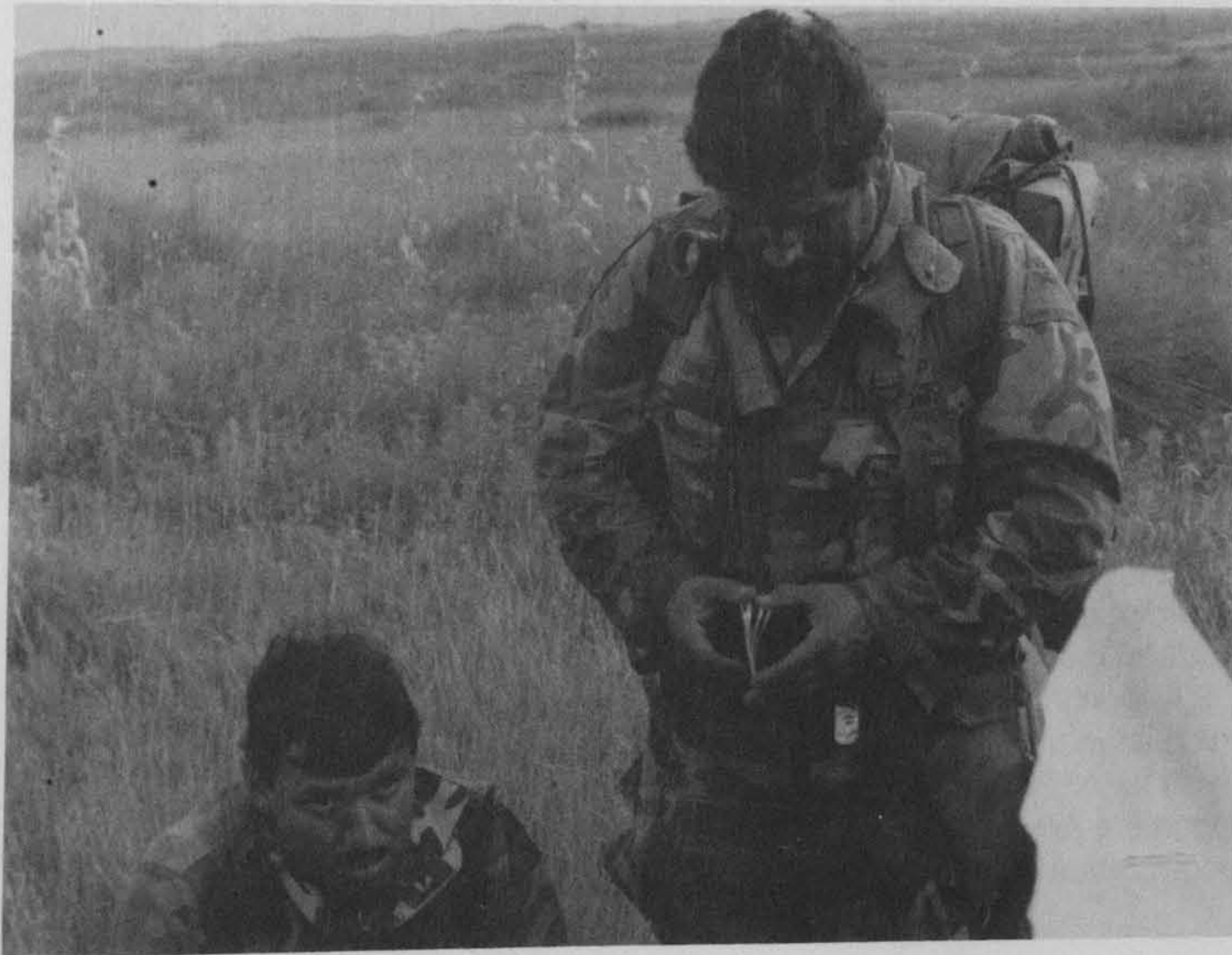
In 1978, the ARNG began developing the concept of centralized ARNG Aviation Training Sites (AATS). The concept was based on an assumption that active component capabilities would be constrained in the 1980's and beyond. Experience through the mid-1980's has proven that assumption to be valid. The concept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

The Eastern AATS completed its sixth year of training operations in 1989 continuing emphasis on individual aviator and instructor pilot qualifications in utility and cargo rotary aircraft as well as selected fixed wing aircraft. During FY 89, the Eastern AATS trained 765 students and utilized 5,637 flying hours. The Eastern AATS also provided nearly 14,000 hours of creditable aircrew training time in

the UH-1H Synthetic Flight Training System to active component, Army Reserve and Army National Guard aviators on a regional basis. Additionally, the Eastern AATS operated an AH1 (Cobra) Flight Weapons Simulator (FWS) during FY 89, logging 6,900 hours of aircrew time. Users of the AH1-FWS included the government of Israel in a foreign military sales capacity.

The Western AATS completed its second year of "limited" training operations in FY 89, focusing on attack and aero scout rotary wing training. The Western AATS trained 304 students and executed 5,223 flying hours in FY 89. This training site operated an AH1 (Cobra) FWS during FY 89 logging nearly 7,300 creditable aircrew training hours for AC, USAR and ARNG aviators on a regional basis.

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 in the traditional Guardsmen role. Overall, ARNG aviator training will be improved and unit readiness will be enhanced by these training sites.





## ***AH-64 Fielding Status***

DA has identified 10 Corps level and 5 Divisional level units as having a requirement for AH-64 attack helicopters.

The MTOE requirement is currently 270 AH-64s (18 aircraft per unit). The Army Aviation Modernization Plan (AAMP) downsizing reduces the requirement to 225 AH-64s (15 aircraft per unit). In FY 86 Congress directed two AH-64 battalions be assigned to the ARNG in FY 87 and FY 88.

Coordination between NGB and DA Staff relative to force structure and mission requirements determined North and South Carolina as the locations for the first two battalions. In FY 87, Congress directed a third battalion for the Florida ARNG. Eighteen AH-64s were assigned to North and South Carolina, as scheduled. At the end of FY 89, Florida had 15 of the 18 AH-64 aircraft on hand. The additional aircraft will be issued in October 1990.

## ***UH-1M Phase Out Plan***

The ARNG is presently phasing out its UH-1M helicopter inventory.

These aircraft were issued in lieu of the required AH-1. In keeping with a Vice Chief of Staff, Army decision, NGB has developed a turn-in plan to retire UH-1Ms as AH-1/AH-64 helicopters are fielded.

## ***CH-47D Conversion***

All ARNG CH-47C helicopters are being replaced with the newer CH-47Ds. Texas, the first State to start this time phased modernization process, has received 8 Ds and now has 5 Cs remaining. The remainder of the CH-47Cs in Texas, along with the 10 in California and the 11 in Pennsylvania, will all be turned in by the end of FY 92. Each State will receive a total of 13 CH-47D aircraft by the FY93 time frame.

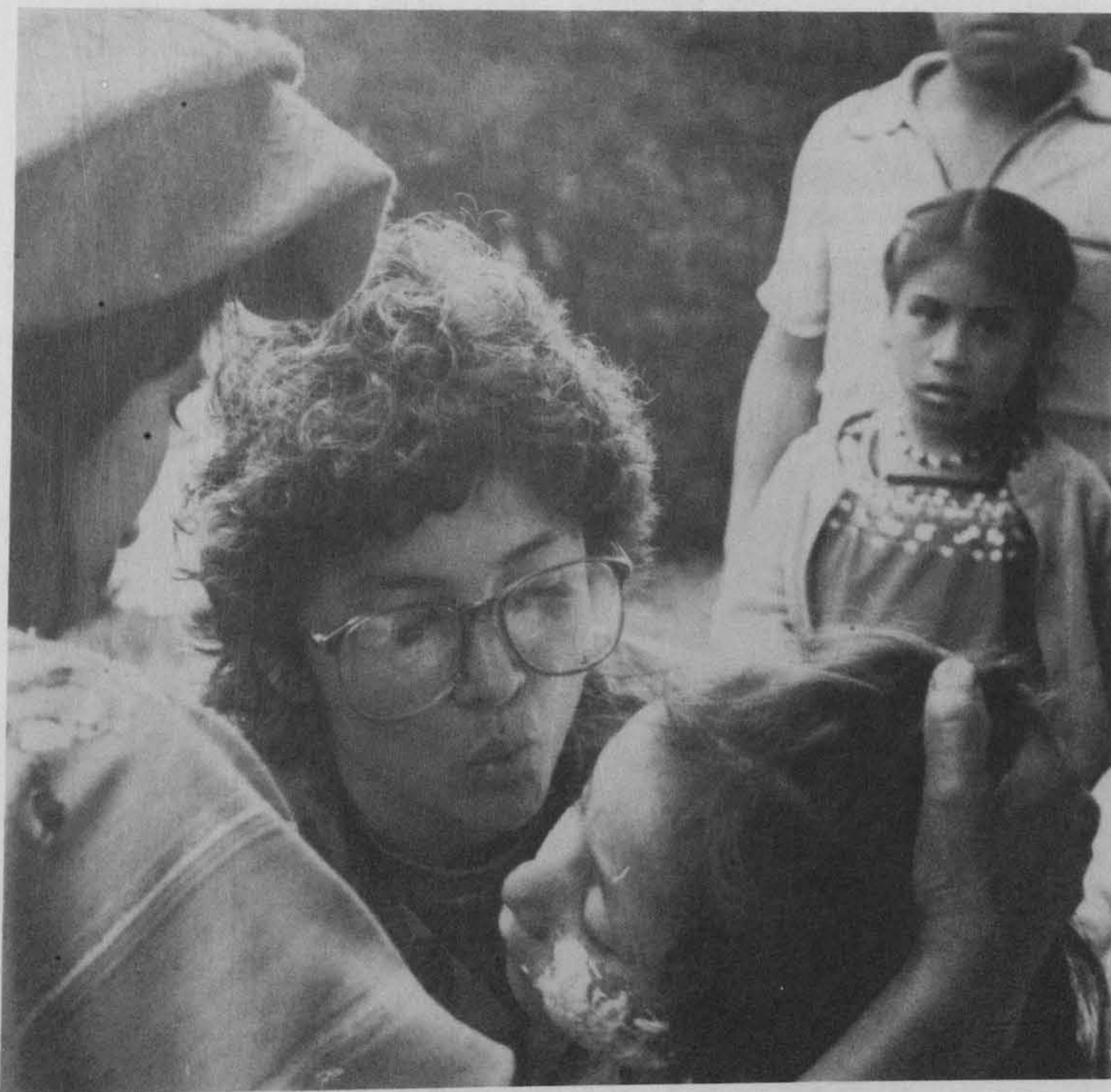
## ***CH-54 Phase Out***

The six existing ARNG CH-54 Heavy Lift Helicopter Companies are, as a result of the AMIM, scheduled to convert to eight aircraft CH-47D Medium Lift Helicopter Companies. The conversion to the 01628L series MTOE, and the receipt of the aircraft, is currently programmed to occur in the FY 91-93 time frame.

Medical Force 2000 (MF2K) is an Army Medical Department organizational modernization initiative which will impact significantly on the Army National Guard during the next decade. It was approved by the Army Vice Chief of Staff on 15 August 1989 and will be implemented in the 1992-1997 Program Objective Memorandum (POM). MF2K includes improvements in the hospitalization functional area, emphasis on far-forward care and changes in the evacuation system. MF2K will decrease the total number of medical units in the ARNG but will increase the size and capability of the remaining units. A proposed reallocation of ARNG non-divisional medical structure has been developed and is currently being staffed with the States. The first structure changes will be made in FY 91.

In FY 89, ARNG medical personnel and units continued to improve training readiness by participating in Overseas Deployment Training throughout the world. KPUP opportunities and field training exercises involving ARNG medical units and cells in Central America were particularly effective in creating realistic training opportunities for ARNG medical personnel.

The ARNG completed the modernization of division-level medical unit equipment and began the fielding of modernized hospital unit equipment. The fielding of Deployable Medical Systems (DEPMEDS) hospital equipment to ARNG hospitals provided these units with their first real go-to-war capability since their organization. The distribution of Minimum Essential



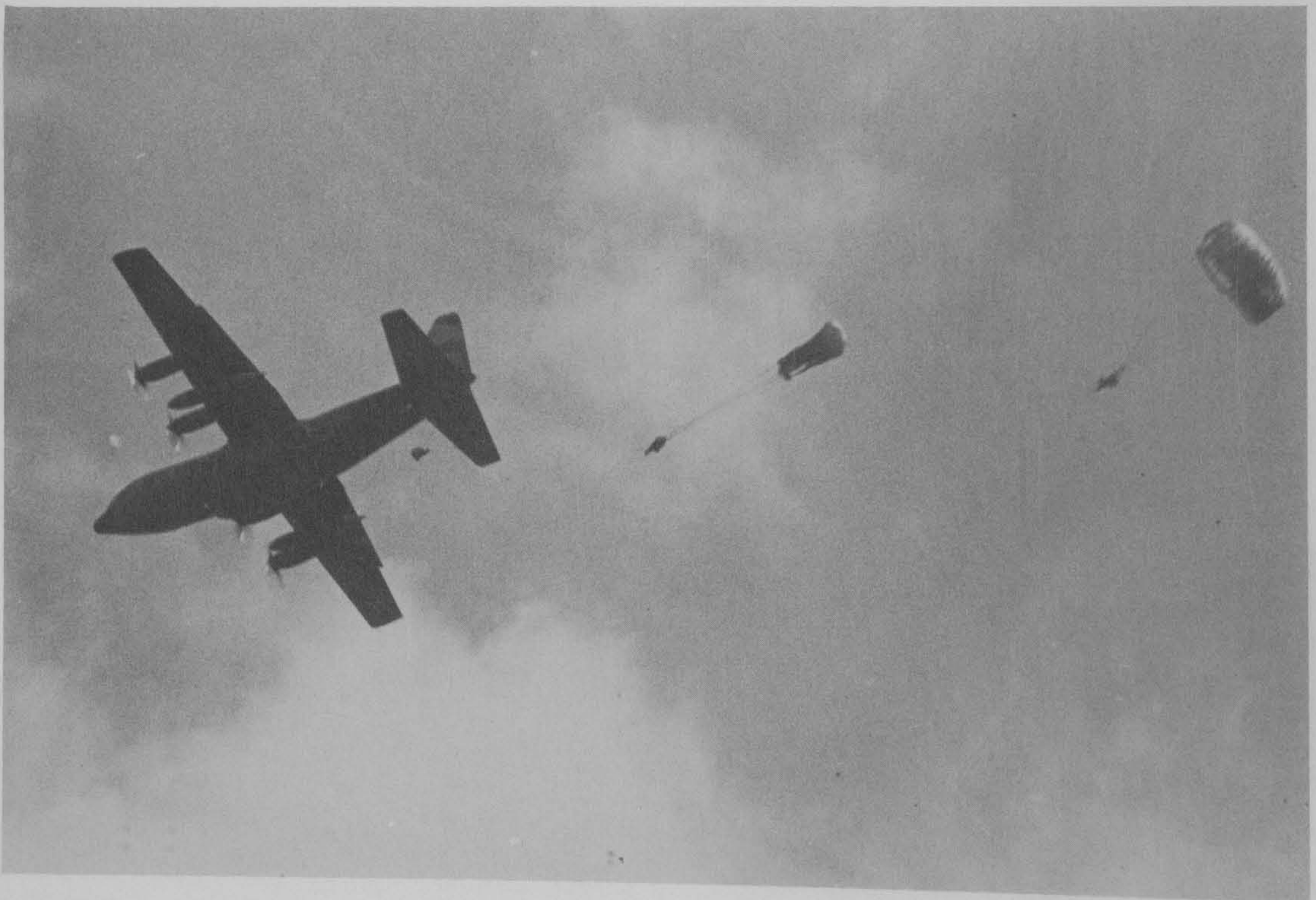


Equipment for Training and the opening of the second ARNG Regional Training Site-Medical at Fort Indiantown Gap, Pennsylvania have also significantly enhanced the equipment readiness of these hospital units.

Based upon the new criteria for cardiovascular screening approved in 1988, a revised ARNG CVSP program was implemented in FY 89. The major changes in the revised program were new standards, the provision of Phase II testing for ARNG personnel who failed Phase I screening and the opportunity for Phase II failures to prove fit for duty through evaluation by a civilian physician.

The biennial requirement for HIV testing for all ARNG soldiers was extended and the civilian contract to accomplish the testing remains the primary method of accomplishing this mobilization requirement.

Although there were some modest increases, the shortage of physicians and certain nurse specialists continued to be a problem during FY 89. Retention of these key assets is essential. Emphasis on proper utilization of medical personnel, continuing health education programs and flexible training opportunities will all help to accomplish this objective.







# AIR NATIONAL GUARD



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JANOTAM  
BOARD

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# OPERATIONS, PLANS, AND PROGRAMS

The Operations, Plans, and Programs 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 in September 1989 increased the scope of the division's responsibility to include the programming function formally conducted by NGB/PR. The major benefits of the reorganization were two; First, the States now have a single point of contact for questions concerning organizational, fiscal, programmed, or forecasted issues. Additionally, the reorganization better aligned the ANG staff with their counterparts in the Air Staff, allowing for smoother and more efficient interaction.

Two programs of considerable importance to our total force partnership with the Air Force and Air Force Reserve are ongoing aircraft modernizations and exercise/deployment participation. These programs have expanded in recent years and this trend continued in FY 89. ANG units participated in and deployed to exercises at an increased rate over 1988 levels. 1989 continued the current aircraft modernization trend with 43 units in transition to 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 providing North American Air Defense Command (NORAD) its core fighting force. Additional air defense forces

are provided by the Louisiana ANG to NORAD and by Hawaii ANG to Pacific Air Command (PACAF).

NORAD alert commitments are currently maintained by 13 ANG fighter interceptor squadrons through home-station alert with 9 of these units also maintaining geographically separate alert detachments. The ANG also continued to provide Air Defense F-16 training through the Oregon ANG's 114th Tactical Fighter Training Squadron.

## ***Tactical Airlift***

ANG Tactical Airlift organizations provided substantial support to active forces in joint airborne and air transportability operations. In addition to supporting ANG and AFRES deployments, ANG C-130s conducted missions involving airdrop and airland delivery of troops, equipment, and supplies to support U.S. Army training activities.

In response to major forest fires in California and Arizona, ANG C-130s from the 146th Tactical Airlift Wing, California ANG, the 153rd Tactical Airlift Group, Wyoming ANG, and the 145th Tactical Airlift Group, North Carolina ANG, dropped over 5.5 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 thousand pounds of fire retardant per aircraft into nonaccessible areas.

The JCS directed deployment VOLANT OAK involves positioning 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 and totaling some 421 flying hours. European operations involved supplemental biweekly 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. The unit transported cargo, fuel, and rations from Sondstrom AB, Greenland, to the Greenland ice cap dye stations. FY 89 saw continuing support operations for Antarctica by two ANG C-130 aircraft.

The 139th Tactical Airlift Group, Mississippi ANG, participated in Team Spirit 89. Six aircraft and associated aircrew deployed to Korea for the two-week exercise. Missions included operations from unimproved airfields, intra-theater logistical and tactical airlift, and aeromedical evacuation.

## ***Air Rescue***

ANG rescue units, to better align themselves with the active duty Air Rescue Service, have been redesignated as Air Rescue units. They will be under the Air Rescue Service headquartered at McClellan AFB,

California, which reports directly to Military Airlift Command. This move separates the air rescue forces from MAC's 23 AF and special operations. All ANG Air Rescue units are converting to the MH-60G helicopter and these conversions are on schedule. The ANG units look forward to the increased combat capability these newer helicopters will afford the nation. The 106th Air Rescue Group continues to be a vital part of the nation's space program through its support of the Space Shuttle. ANG units proudly display the motto "These things we do -- that others may live."

## ***Strategic Airlift***

The two ANG Strategic Airlift units provide worldwide support for the National Guard Bureau and Military Airlift Command while continuing to meet individual unit training requirements. ANG strategic airlift units fly the C-141 Starlifter and C-5 Galaxy, both vital parts of our nation's strategic lift formula. These aircraft airlift personnel and equipment to





support contingency operations and, in the event of war, would be absorbed into the active USAF to further augment the active strategic airlift force.

## ***Close Air Support***

ANG F-16, A-7, A/OA-10, and OA-37 units provide close air support (CAS) to Army ground operations. During FY 89, ANG units flew over 1700 sorties to satisfy Ninth and Twelfth Air Force CAS requirements. These sorties reflect participation in Air Warrior conducted at the National Training and Joint Readiness Training Centers. ANG CAS units routinely participate in numbered Air Force Exercises in direct support of Army training exercises. The 174th, New York ANG, became the first CAS dedicated F-16 unit in USAF and is currently developing tactics for the total force for this aircraft/mission commission.

ANG Tactical Air Control Parties (TACP) provide liaison and ground forward air controller support to Army Reserve Component maneuver units. CAS support is integrated into Army ground operations by TACP elements providing terminal air strike control. During FY 89, ANG TACPs participated in numerous live (FTX) and command post (CPX) exercises. A permanent rotation of ANG A-7s, Howard AFB (Coronet Cove), provides SOUTHCOM with CAS assets for both peacetime USA/USAF training and contingency operations.

## ***Tactical Reconnaissance***

The ANG provides 54% of the Air Force's tactical reconnaissance assets. The five ANG reconnaissance units are subject to worldwide tasking and regularly perform a variety of missions in support of active Air Force and JCS requirements.

Reconnaissance forces will see a change in force structure over the next year with the robusting of one unit as the ANG begins to do all rescue training for the Air Force and other services.

FY 89 saw continued employment of the long range optical photography system (LOROPS). Three more units will be equipped with a newer version of the LOROPS in FY 90/91. This upgrade, coupled with the advanced tactical air reconnaissance system (ATARS), will make the force viable well into the next decade. The RF-4C fleet has begun to receive the navigation weapons delivery system (NWDS) which increases reliability and capability.

The year also saw numerous deployments in support of exercises in and out of CONUS. Units deployed to PACAF in support of Team Spirit '89 as well as to Europe in support of NATO evaluations. 1989 saw initial reconnaissance efforts in fighting the drug war with 1990 to be even busier as training and capabilities are expanded.

## ***Tactical Fighters***

The ANG provides over 25% of the Air Force's tactical fighter assets. ANG assets include the F-4, A-7, A-10, F-15, and F-16, while major mission areas include close air support, air interdiction, air superiority, offensive counter air, and defensive counter air.

The A-7D, which is unique to the ANG, recently added sophisticated equipment giving it a low altitude night attack capability. The F-4 has received the navigation weapons delivery system (NWDS) modification making weapon delivery and navigation to/from the target area more accurate. The A-10, F-15, and F-16 all have extensive upgrade modification programs ongoing as well. ANG tactical fighter units



regularly participate in CONUS and OCONUS deployments. Realistic, high threat exercise scenarios, such as those provided at Red Flag, Maple Flag, and Air Warrior, increase survivability and combat effectiveness for all participating aircrews.

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

The 13 ANG KC-135 units' primary mission is to provide strategic air refueling in support of the Strategic Air Command's Single Integrated Operational Plan (SIOP). During FY 89, ANG units provided 17 aircraft and crews to stand continuous, 24-hour SIOP alert. The alert crews and aircraft are capable of immediate response to short-term attack warnings.

In FY 89, ANG KC-135 units also

supported the European and Pacific tanker task forces. Tanker units deploy four aircraft and up to 200 support personnel to Moron AB, Spain; Anderson AB, Guam; Eielson AFB, Alaska; Solo AS, Norway; and RAF Upper Heyford, UK for two week periods.

During FY 89, ANG units supported numerous higher headquarters deployments and exercises. In many cases, this support far exceeded the 17% pro rata share of the KC-135 fleet assigned to the ANG. Currently, all ANG tanker units are flying the re-engined KC-135E aircraft.

## ***Long Range Planning***

The ANG published its first Long Range Plan (LRP) in 1989. The goal of LRP is to establish direction for the ANG which will guide us to the future, 15 to 20 years from now. The ANG





LRP provides a general philosophy and direction to assist in those daily decisions which will impact the future. The LRP is a living document and will be updated yearly to reflect the ANG position on issues and the future planning environment which impact our future. The first plan detailed the LRP process within the ANG and identified issues for further study and publication in the 1990 plan.

## ***Contingency Logistics And Operations Data Base***

With its expanding role in the Total Force, the ANG is receiving newer weapon systems, modifying and upgrading older systems, and improving training programs. Consequently, ANG resources are receiving more extensive wartime tasking. All wartime 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, the contingency logistics and operations data base (CLOD) is maintained in NGB/XOXR, Resource Planning.

Over the past year, the CLOD has been a major tool used by the functional managers in their administration of unit taskings.

## ***Exercises And Deployments***

ANG fighter, reconnaissance, and tactical air support units participate in CONUS and OCONUS exercises. Under the Tactical Air Command's (TAC) tactical deployment program, these units deploy forces to overseas locations in support of theater exercises. Tactical deployment train units

in theater operations and wartime employment roles.

Theater deployments such as Display Determination, Distant Hammer, Team Spirit, and Reforger allow ANG units to accomplish realistic wartime training while supporting JCS directed exercise objectives.

Airlift costs, which amount to more than 90% of the total deployment cost, range from \$.7 to \$1.3 million for the typical single-unit deployment. With the exception of JCS-sponsored exercises, NGB pays all airlift costs.

## ***Pilot Training***

Annually, the ANG receives 166 undergraduate pilot and 65 navigator training slots from Air Training Command (ATC). ANG pilot and navigator candidates attend training at USAF pilot and navigator training bases. Aircraft specific follow-on training may be administered by the Active AF, ANG, or even the AFRES. The ANG will normally see 140 pilots and 55 navigators complete this training and return to the units.

The 162nd TFG, Arizona ANG, trains active, AFRES, and ANG F-16 and A-7 pilots. During FY 89, 47 active duty and 124 ANG pilots were trained in the A-7, while 20 AFRES and 99 ANG pilots were trained in the F-16. Additionally, supportive course work was taught in enemy defense penetration.

The 184th TFG, Kansas ANG provides advanced flying training to active duty, AFRES, and ANG aircrews in the F-4 and F-16. Initial flying training for inexperienced fighter pilots, as well as transition and instructor courses, are conducted. FY 89 F-4 training consisted of 3 active duty, 13 AFRES, and 47 ANG aircrew. F-16 training was completed by 41 AFRES and 67 ANG pilots.

The 114th Tactical Fighter Training Squadron, Oregon ANG, provides



advanced flying training for ANG pilots and WSOs in the F-4 and F-16 Air Defense mission. FY 89 saw the 114th train the last of the ANG F-4 aircrew. With the conversion of our air defense units to the F-16 Falcon, the Air Defense Training Squadron at Kingsley also transitioned to the F-16. The first class to train in the new aircraft entered at the end of the fiscal year and will return to their units in the fall of 89. Kingsley will continue to train the ANG air defense F-16 pilots in the coming years.

The 124th TRG, Idaho ANG, is the ANG RF-4 training school. During FY 89, 29 aircrew received training in basic, conversion, and instructor training in the RF-4. The weapons school graduated 6 ANG, 5 active duty, and 1 Marine Corps aircrew. The weapons school also conducted courses in advanced air-to-air combat tactics and enemy defense penetration for 3 pilots and 8 aircrew, respectively.

The 189th TAG, Arkansas ANG, teaches the broad spectrum of courses for multi-service users of the C-130. In FY 89, the 189th trained 110 active duty, 15 ANG, 11 AFRES, 6 Marine, 10 Navy, 4 Coast Guard, and 4 allied pilots in the C-130. Of the 39 navigators who completed training, 25 were active duty, 10 were ANG, 3 were AFRES, and 1 was allied. Flight engineer and loadmaster graduates included 39 active duty, 111 ANG, and 9 AFRES personnel.

The Advanced Airlift Tactics Training Center (AATTC) of the Missouri ANG provides advanced combat tactics training to active duty, ANG, AFRES, USMC, and NATO tactical airlift and special operations aircrew. In FY 89, AATTC trained 131 active duty, 162 ANG, 205 AFRES, 66 USMC, and 20 allied crew members.



# REQUIREMENTS AND DEVELOPMENT

During FY 89 the Requirements and Development Division of the National Guard Bureau continued its efforts to improve the combat capability of Air National Guard weapons systems, with special emphasis on our night operations capability. The office started a program to provide an ejection safe long duration wear Night Vision Goggle helmet and completed test of a highly accurate navigation system necessary for night tactical fighter operations. In FY 90 we will complete modification of an A-7 cockpit so it is compatible for Night Vision Goggles. This will permit us to flight test the night vision helmet mentioned above.

A draft Request for Proposal for an F-15/F-16 Part Task Trainer (PTT) was issued in late FY 89. The formal RFP will be issued in FY 90. This low cost PTT will permit home unit training so our traditional Air National pilots can increase and maintain their skills. With the support of Foreign Weapons Evaluation funding, we began testing a practice high drag munition. We currently have no such training ordnance. These tests will be completed in FY 90 with procurement planned if the ordnance proves effective for training. We also began the process of formalizing a requirement for an Embedded Mission Debriefing System (EMDS). The formal Statement of Need (SON) will be validated in FY 90. It will present, for the first time, a need for recording home unit flight training for post-flight reconstruction without the need for off-aircraft telemetry or tracking. This is greatly needed to improve training for our traditional ANG pilots. We have also increased our existing A-7 and F-15 training by adding low cost commercial 8mm video cameras and recorders to record the pilots Head-Up Display (HUD). This allows better training on every A-7 flight at a fraction of the

cost of comparable Mil Spec systems. In FY 90, we expect to expand the use on F-15s and define the capabilities of this system on the F-16.

We were also able to take advantage of the Head-Up display (HUD) to enhance the self-protection capability of the A-7 Low Altitude Night Attack (LANA) and to restore the KY-58 Secure Voice on the A-7.

The F-15 Multi-Staged Improvement Program (MSIP) started for the Air National Guard with the Congressional add of \$15 million. This add allowed for the procurement of 10 MSIP kits for modification on ANG F-15 A/B aircraft starting in FY 92. NGB/RD was responsible for sponsoring an effort resulting in an additional \$37 million add in the FY 90 budget. With this start into the program we intend to continue modifying ANG F-15s at the rate of their input into Programmed Depot Maintenance (PDM).

The modification of all F100 engines to the 220E configuration was a priority set in 1988. The reliability and maintenance improvements realized through this modification is expected to save more than \$3 billion over the service life of the engine fleet.

During the 1988 ANG/AFRES Weapons and Tactics Conference the F-16 community identified survivability as the number one requirement. To meet this requirement we developed a phased approach to the improvement of electronic countermeasures across a spectrum of threats. The program is on track -- providing new dispenser sequence switches that result in double the chaff and flare carriage capability, new expendable

capability, and significantly increased reliability and maintenance. We have also identified a candidate for

additional chaff and flare carriage and plan to certify this system in FY 90.

## MANPOWER AND PERSONNEL

The Air National Guard FY 89 end strength was 116,061. This record strength exceeded both the programmed strength (115,200) and the ANG goal (116,000). Recruiting and retention emphasis continues to be focused on accessing the right person for the right job, and retaining those members whose performance warrants continuation.

Prior service personnel still account for the majority of our accessions, thus reducing training costs.

Prior Service	7,445 (63%)
NonPrior Service	4,330 (37%)
Total (enlisted)	11,745

ANG officer strength increased by 113, but fell 200 short of programmed. We accessed 1175 officers, and lost 1062.

### ***Recruiting And Retention***

The ANG retention statistics continue to be the envy of other reserve components. We project a 10% loss of all members with less than 20 years satisfactory service at the beginning of the fiscal year. Our actual loss in this category was 9,894, or 10.3% during FY 89. Total losses in FY 89 equaled 12,114 or 10.6% of all members assigned at the beginning of the fiscal year.

Incentives are used to the maximum extent possible in recruiting and retaining ANG members, as we successfully justified, defended, and executed the \$10 million allocated for the ANG bonus program. The

Montgomery GI Bill continues to be the single most effective inducement to recruit and retain ANG members. However, this vital program also continues to receive extremely close scrutiny as it must be defended before Congress each year. ANG participation in the MG1B was 15,581, or 32% of all eligible members.

Advertising the ANG must be an on-going program, the level of which cannot be increased or decreased based solely on the current success of recruiting and retention. Keeping the ANG constantly in the eyes and on the minds of perspective applicants and centers of influence requires a steady, up-to-date advertising campaign. The ANG succeeded in this area, as increased volumes and revised literature, printed ads, and public service advertisements were produced in FY 89. The ANG received over \$3 million worth of free TV advertising time this fiscal year.



## FY 89 ANG GAIN/LOSS RECAP (30 September 1989)

OVERALL:	GAIN	LOSS	NET
OFFICER	1175	1062	113
ENLISTED	11745	11052	693
TOTAL	12920	12114	806

### FEMALE GAIN/LOSS DATA:

	GAIN	%	LOSS	%	NET
OFFICER	248	21.1	125	11.8	123
ENLISTED	2111	18.0	1745	15.8	366
TOTAL	2359	18.3	1870	15.4	489

### FORCE ASSESSIONS MIX

	PRIOR SERVICE	%	NONPRIOR SERVICE	%
OFFICER	1074	91.4	101	8.6

## ***Personnel Data Systems***

Personnel Data systems activity within the Air National Guard saw continued progress regarding the two most significant system development programs in ANG history, and an increased requirement for studies and analysis of existing programs.

The National Guard Personnel Data System-Civilian, which will replace the current Technician Personnel Management Information System (TPMIS), reached the full-scale development milestone. Based on a February 1987 approval by the Chief, NGB, the AF Military Personnel Center (AFMPC) Directorate of Personnel Data Systems began the process of converting the AF Personnel Data System-Civilian to National Guard requirements. The National Guard system features include both a personnel and a manpower data base for technicians, both excepted and competitive, and Title 32 Active Guard/Reserve of both the Army and Air National Guard. The system will provide personnel management information to National Guard Bureau staff officers and the

Support Personnel Management Office of each State.

National Guard Personnel Data System-Civilian will interface with the AF Centralized Civilian Pay System, enabling centralized ANG technician pay through the AF Accounting and Finance Center. Pennsylvania, Colorado, Nevada, Oregon and New Mexico have been identified as test sites for the program. Projected completion of implementation for all states is October 1990.

Personnel Concept III (PC-III) saw delivery of system hardware to the two ANG test locations at Dobbins AFB, Georgia and Jacksonville, Florida. The PC-III system will, through the use of current technology and computers, provide personnel information to commanders and senior staff officers at their offices, rather than at Consolidated Base Personnel Offices, through use of personal computer terminals. Plans were finalized for the installation and conversion schedule of all ANG locations, beginning in FY 90 and ending in FY 92.

This fiscal year, the Personnel Data Systems branch completed analysis

and research on all aspects of the personnel life cycle, from enlistment or appointment through loss from the ANG. The most prominent project was a comprehensive study of the ANG rated management force,

regarding the requirement for Undergraduate Pilot Training billets. Initiated in April 1989, the results of the study were briefed more than 30 times to ANG senior staff, the AIR Staff, and TAC commanders.



## ***Military Personnel Actions***

Due to a congressional mandate, the ANG has begun pre-enrollment of all members and dependents into the Defense Enrollment Eligibility Reporting System (DEERS). We expect to complete pre-enrollment by June 1991. In addition, a Liaison NCO/DEERS Data Analyst position has been established at Monterey, California in order to provide manpower augmentation to the Defense Manpower Data Center (DMDC) in support of the Guard and Reserve DEERS Pre-enrollment Program upgrade and expansion.

Emphasis on recognition of deserving ANG members and units continued.

Authority to award the Air Force Outstanding Unit Award and Organizational Excellence Awarded to ANG units and organizations was delegated to the Director, Air National Guard. Master Sergeant Stephen C. Woodard, 124 CAMS, Idaho ANG was selected as an ANG "Outstanding Airman of the Year" and named one of the Air Force's Twelve Outstanding Airmen of the Year.

In order to provide the best possible support, a timely and efficient automated officer promotion system was developed and implemented. It was tested by 12 states and found to be very successful. Mid-year it was opened to all states; about half are using it and it is working very well. It allows immediate feedback that promotion documentation has been received and promotions below



## COMPTROLLER

lieutenant colonel, that do not require senate confirmation, can be returned in a matter of days. All states are expected to be using the new, improved system by early 1990.

### ***Military Personnel Policy***

Air National Guard Consolidated Base Personnel Offices (CBPOs) have enhanced their readiness capability during the past year by training and equipping their Personnel Support for Contingency Operation (PERSCO) teams. Additionally, the Air Force has developed and procured new

computer hardware to enhance the present system - Combat Personnel Control System (CPCS). The CPCS is deployable and can be used in a bare-base environment by PERSCO teams. The finalized ANG Designed Operational Capability (DOC) statements formalizing the PERSCO teams taskings and the new CPCS hardware/software have greatly enhanced the ANG CBPO readiness posture. CPCS will assist the PERSCO teams to provide deployed commanders information about strength accountability, casualty reporting, and personnel replacement actions.

The Air National Guard portion of the

FY 89 President's budget reflected appropriation requests of \$1,965.4 million for Operations and Maintenance (O&M), \$1,027.4 million for Military Personnel (MILPERS) and \$158.5 million for Military Construction (MILCON).

The O&M appropriation is used to finance the day-to-day operations of ANG activities. Congressional action increased the request by \$60.8 million, offset by a reduction of \$0.4 million. Additions included \$50.0 million transfer from Defense Stock Fund to finance KC-135 aircraft reengining, civilian pay raise additive (2% to 4%), and 1,082 additional flying hours; 5.6 million for reinstatement of FY 89 force structure reduction; and \$5.2 million for anti-drug programs. The reduction of \$0.4 million was included for contract services.

The MILPERS appropriation finances the pay, allowances, clothing, subsistence, travel, training and retirement accrual costs of ANG members. Congressional action increased the request by \$2.2 million. Increases included \$3.0 million for force structure restoral. Reductions for pay raise absorption were \$4.1 million. \$5.4 million was transferred to the

appropriation for drug interdiction, \$3.6 million for CONUS and \$1.8 million for OCONUS.

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 added the following major construction projects during FY 89:

Camp Blanding, Florida (\$0.8 million); South Portland, Maine (\$0.99 million); Key Field, Mississippi (\$2.45 million); EW Regional Airport, West Virginia (\$0.2 million); and Billy Mitchell, Wisconsin (\$3.47 million). Additionally, Congress added \$1.4 million for planning and design, and \$0.7 million for unspecified locations for minor construction.

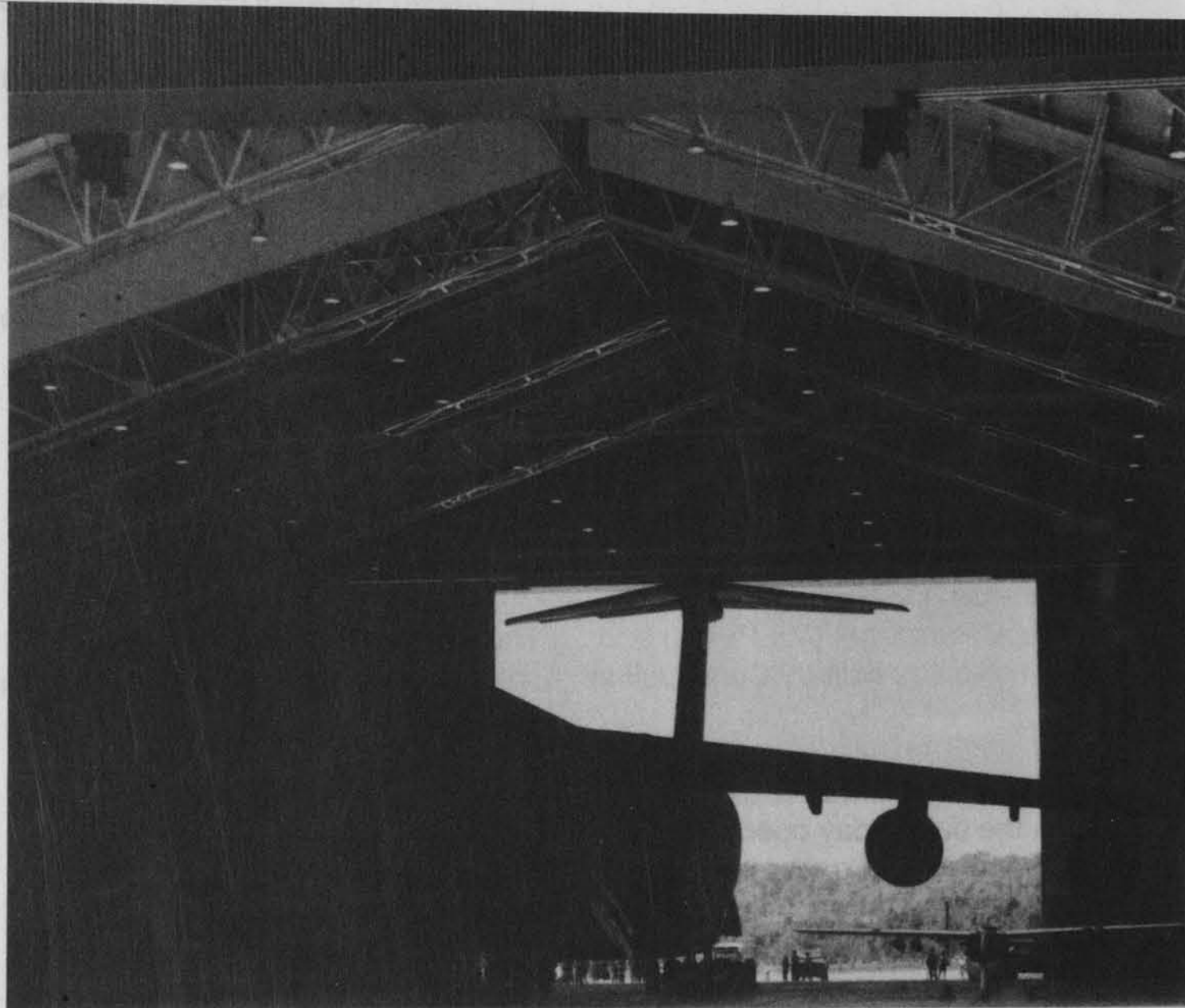
Other sources of funding for the ANG are Other Procurement, Air Force, Guard and Reserve Equipment, Defense appropriations. The Other Procurement, Air Force, appropriation funds equipment items with a cost in excess of \$15,000. The ANG share of this appropriation was \$2.73 million during FY 89. The Guard Congressionally-directed

appropriation provided \$399.5 million for the ANG. Funding included \$285.0 million for 14 C-130H aircraft, \$15 million for F-15 A/B MSIP, \$16.5 million for the VOLK ACMI, \$63 million for up to 18 KC 135E modifications, and \$20 million

for miscellaneous needs of the Air National Guard.

Obligations incurred during FY 89 by appropriations and state are included in Appendix F.

## LOGISTICS



Continued modernization increased the value of the ANG equipment inventory from \$21.1 billion in assigned assets in FY 88, to over \$23.2 billion in FY 89. Aircraft conversions continued with the ANG receiving additional F16, C5A, C12, C-130E and C130H aircraft. Organic overhaul of the J79 engine continues to be an effective program, with total cost avoidance of over \$46 million since the program began in 1980. The engine low smoke program for F/RF-4 aircraft was completed and installation of the upgraded APQ-172 radar in RF-4C aircraft began, with 20% of the ANG fleet completed in FY 89. The first of 270 total Air Defense modified F-16 aircraft were

received with initial deliveries going to those units converting from older F-4C and F-4D aircraft. Installation of the new KC-135 autopilot and fuel saving advisory systems which began during the year will significantly enhance aerial refueling capability and system reliability.

### ***Depot Maintenance***

Expenditures for depot level maintenance support of all ANG aircraft, engines, and related equipment totaled \$396.5 million in FY 89. In addition to the basic repair and overhaul actions accomplished at depot and contract locations, funds were used for field



teams to install programmed modernization and safety modifications in ANG F-4, RF-4, F-15, C-130 and KC-135 aircraft.

## ***Logistics Automation***

Automated capabilities in the ANG logistics communities continued to expand. 220 logistics plans offices have hardware in place to provide on-line connectivity of their office microcomputers with the standard Air Force computer system, the Sperry 1100-60. As a result, units have significantly expanded their ability to access the Air Force contingency operation and mobility planning execution system (COMPES). Unit level logistics planners now have the capability to rapidly plan and execute mobility-related operations. This has substantially improved Air Force contingency planner responsiveness in utilizing ANG forces for short-notice operations.

ANG fuels management sections were automated during FY 89. All flying units, including the four training sites, are now equipped with microcomputers having both in-line and stand-alone capability. The systems function as terminals for processing fuels accounting transactions directly to the Sperry 1100-60 mainframe. In addition, the microcomputers are being configured to store and retrieve data for the Fuels Automated Management System (FAMS).

The Air Force FAMS program will integrate three electronic data interchange projects: Automatic Tank Gauging (ATG), Automated Fuels Service Station (AFSS), and Automated Data Collection and Fuel Dispensing System (ADC/FDS).

The On-Line Vehicle Interactive Management System (OLVIMS) is now successfully operating at all ANG vehicle maintenance locations. Prototype testing for OLVIMS, Inc III

will commence in January 1990, with worldwide implementation scheduled for May. Inc III will totally automate the vehicle maintenance records keeping system.

The ANG Aerial Port computer based training is progressing. Development of the software continues, and the hardware has been approved by the SRB, pending funding.

## ***Transportation***

The Air Guard fleet remained in excellent shape. However, we are experiencing a decline in vehicle funding based on DoD budget cuts. This impact will be felt as the fleet deteriorates and replacement assets are not received. At the end of FY 89, the vehicle fleet consisted of 17,768 assets assigned against 18,566 vehicles authorized. The total value of our vehicle fleet was approximately \$560 million.

Air Force shortfalls in second destination transportation funds continue to present challenges in moving vehicles and 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 development program. The Guard deployed 83 teams and over 1700 personnel to Military Airlift Command ports where the ANG received valuable hands-on training for accomplishment of their wartime taskings. Additionally, aerial ports provided 24 teams to Panama in support of Volant Oak and also participated in Team Spirit '89.

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



# TRAINING

NGB/TE is responsible for formal school training and professional military education for Air National Guard members. In addition TE, distributes all forms of Special Training Workdays including workdays for the Drug Interdiction Program. An austere budget program has required prioritization of all formal schools in order to process the 35,000 plus requests for school quotas. In FY 90 we will experience our largest conversion year which will require close monitoring of the school workday program.

The National Guard Bureau is now testing innovative new training approaches, such as the Consolidated Training Office Concept and the Total Training Management System, which will improve the quality of training while making the most cost-effective use of available resources. The programs will provide for skill development of ANG members through combinations of formal training and practical

experience which will qualify them to perform more effectively in their duty positions in the coming years.

Today's Air Guard personnel find it necessary to continue to attend both civilian and military schools to enhance their dual careers. This is done by attending technical and degree granting programs, and by involvement in professional military education (PME) available at the Air National Guard's Professional Military Education Center at Knoxville, Tennessee, or at Air Force MAJCOM academies. Attendance at PME schools has reached an all time high in the ANG and will continue to grow to over twice what it is today as the new facilities at Knoxville are completed. The noncommissioned officer preparatory course for our young airmen is now the largest PME program in the ANG with over 1200 graduates a year, and is now taught at over 40 cities nationwide. This program is not only efficient, but with its use of base-level instructors, also our most cost-effective.





# COMMAND, CONTROL, AND COMMUNICATIONS SYSTEMS

## ***GROUND TACTICAL AIR CONTROL SYSTEM***

The ANG TACS units moved forward in the upgrade and modernization of its equipment. All the radar units of the ANG Tactical Air Control Systems (TACS) are programmed for upgrading and modernization under three different programs -- Modular Control Equipment (MCE), TRI-TAC Communications equipment, and the conversion of the AN/TPS-43E radar to the AN/TPS-75 radar. Once this modernization is completed, ANG TACS units will be fully automated with state-of-the-art equipment capable of interoperability with AWACS, USN, USA, and USMC counterparts.

The ANG TACS units continue to play a vital role in the drug interdiction mission by detecting and reporting suspect aircraft to the Drug

Enforcement Agency and United States Customs Service. Several units have already deployed and operated out of two sites in the Caribbean and within CONUS in support of U.S. Customs counter-drugs operations. In addition, ANG personnel augmented other staff functional areas to include JTF-4, U.S. Customs Service C3I, and the American Embassy in Nassau.

The newly formed 141st TAC Control Squadron, located at Punta Borinquen, Puerto Rico, declared IOC on 20 September 1989. This unit was established after the deactivation of a TAC forward air control post in 1988. The unit successfully deployed during their annual field training and controlled live aircraft 24 hours a day for a five-day period. Full operational capability is targeted for mid/end FY 90. This activation is a sign of the ANG's more visible role within the Southern Hemisphere.





## **Combat Communications**

The ANG Combat Communications units continue to take an active part in many activities and exercises. This year the ANG aided in the hurricane Hugo relief effort. The 285th Combat Communications Flight, located on St. Croix, operated an HF/SSB phone patch radio net into the 226th Combat Communications Group headquarters in Gadsden, Alabama and the FEMA Region 3 Support Center in Maryland. For a short period of time, this was the only means of communications from the island to the United States. Later, the 240th Combat Communications Squadron from McEntire ANGB, South Carolina followed with an AN/TSC-94A SHF satellite terminal to provide AUTOVON and AUTODIN connectivity back to the United States through Ft. Detrick, Maryland. The 285th CCFT supplied the terminal equipment, a TSC-107, to provide this service.

In addition to real-world deployments and assistance, the ANG has been actively upgrading their own communications equipment. The ANG took on the monumental task of modifying 6 TGC-26 vans into 11 TRI-TAC Increment I communications centers, TGC-27A. This was a joint effort between the 252nd and 162nd Combat Communication Groups, and the 215th and 216th Engineering and Installation Squadrons. The first van, a prototype, was built by the 252nd CCGP in May 1988 using modification kits that were developed by SM-ALC. This program has culminated in the transfer of several vans to other ANG combat communications units to make up for communications center shortages throughout the ANG, filling an Air Force-wide shortfall. The last of these vans will be transferred by 31 December 1989.

This year the ANG combat communications units participated in exercises

that supported PACAF, USAFE, and Alaskan Air command. During COBRA GOLD and ULCHI FOCUS LENS, the 201st CCGP deployed to Thailand and Korea, respectively. In addition, the 201st, along with the 162nd and 254th CCGPs, participated in the PACAF exercise TEAM SPIRIT in Korea. The 252nd CCGP was the lead unit in the major European exercise DISPLAY DETERMINATION where units deployed to Turkey and other European locations. Finally, the 162nd CCGP supported Alaskan Air Command during BRIM FROST.

The ANG combat communications units' hard work did not go unnoticed. The 252nd CCGP from Washington State and the 263rd CCS from North Carolina were awarded the Air Force Outstanding Unit award.

## **Communications Flights (COB Units)**

This year the ANG communications flights continued to receive SB-3614 switchboards and URC-119 (PACER BOUNCE) radios which will replace the antiquated SB-86 and FRC-153 equipment, respectively.

CONUS COB training has continued to play a large role in the COB units' training agenda. This year the 157th, 186th, 116th, 138th, 123rd, 150th, 164th, 162nd, 104th, 175th, 174th, 131st, 193rd, 166th, and 124th CFs were all trained at one of three CONUS COB training locations where scenarios emulating their wartime environment were tested. While the CONUS COB locations are presently used for training only, next year we will see a new role for these sites. They have been designated the location where COB units will be inspected using new ORI criteria for the first time.

COB units also played a large role in overseas exercises. The 183rd, 187th, 136th, 148th, 161st, 163rd,



180th, and 118th CFs participated in WINTEX CIMEX; the 122nd, 131st, and 189th CFs exercised in CORNET DIAMOND; the 124th CF participated in CORNET MOCCASIN; the 127th CF had a role in CORNET KRAIT; the 145th and 149th CFs took part in SENTRY ATLAS; the 164th and 181st CFs exercised in CORNET GARTER; the 176th CF played in CORNET INDIGO; and the 180th CF took part in CORNET ANACONDA.

### ***NATO Air Base Satellite (NABS) System***

This year three ANG NATO Air Base Satellite (NABS) communications squadrons were federally recognized; the 118 Communications Squadron, Badin ANG South Carolina, was activated on 13 March 1989; the 114 Communications Squadron, Patrick AFB, Florida, was activated on 15 May 1989; and the 223 Communications Squadron was activated on 8 July 1989. All units are recruiting personnel and proceeding with developing training procedures. The TSC-93B(V2) and TSC-85B(V2) will be the satellite equipment delivered to the units. All three units will support NATO operations during wartime and contingencies.

### ***Engineering- Installation***

This year, the 19 ANG EI unit's wartime mission was defined and published in AFCCR 28-1, Vol I. This was of significance to the ANG since a large number of the USAF wartime resources reside in the ANG.

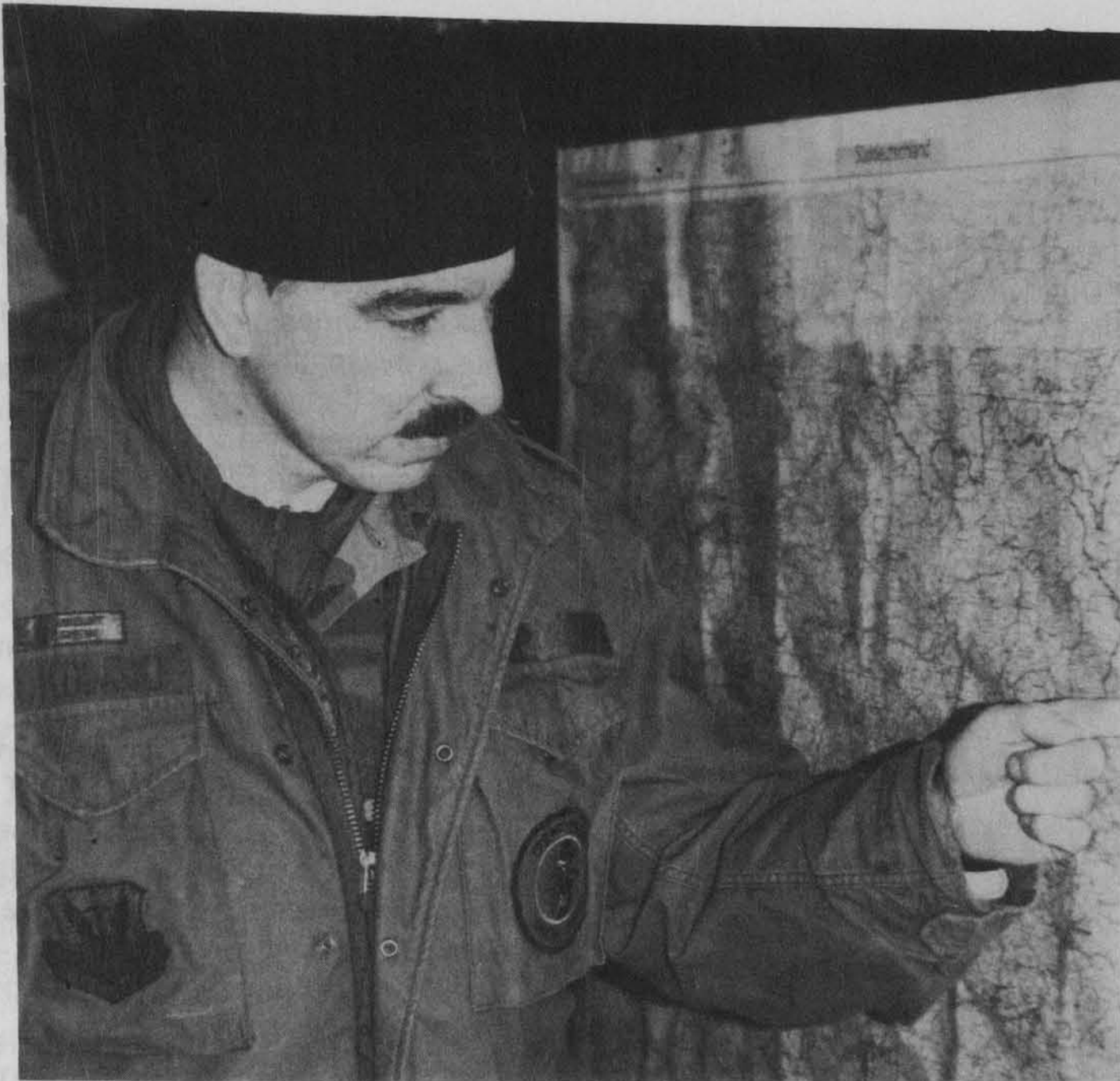
ANG EI units participated in TEAM SPIRIT and ULCHI FOCUS LENS exercises in the Pacific and in HEALTHY COMET, WINTEX CIMEX, and CRESTED EAGLE exercises in

the European arena. HEALTHY COMET and TEAM SPIRIT were conducted in conjunction with real world engineering and installation tasks performed by ANG personnel thus providing the deploying personnel hands-on training/experience. This year the 202nd and 218th EIS participated in exercises in Germany; the 205th EIS went to the U.K.; the 214th deployed to Spain and Italy; and the 215th went to Korea.

This year the 212th, 220th, 130th, 211th, and 219th EIS participated in the annual Combat EI SHOOTOUT held at Tinker AFB, Oklahoma. The 212 EIS took overall third place in the competition, where ANG and active units competed in a series of scenarios involving cable installation, antenna erection, and electronic maintenance skills in support of reconstitution efforts.

EI units also participated in the hurricane Hugo recovery effort. The 202nd and 241st EIS assisted in the power restoration effort at Shaw AFB, South Carolina.

EI units were also recognized for their outstanding efforts. This year the 215th EIS Washington ANG and the 217th EIS, Illinois ANG earned the AF Outstanding Unit award. The 217th also won the AFCC and EID Commander's Achievement Awards.



## ENGINEERING & SERVICES

In FY 89, Engineering and Services accomplished several reorganizations:

- All First Air Force civil engineers organized to the standard 100-person UTC.
- All SAC engineer members of Strategic Aircraft Recovery Teams and Launch Support Teams reconfigured to 19 and 28-person teams, respectively.
- All firefighter teams reconfigured to new UTCs of 24, 36, or 48 personnel.
- Eighty eight of 91 Services flights were moved from the Base Mission Support Squadron and re-aligned (merged) under the direction of the Base Civil Engineering Commander.

### ***Deployments***

During FY 89, over 1000 firefighters deployed to active duty bases in the

U.S., Panama, Europe, and the Pacific. Nearly 200 firefighters attended BRAAT at Eglin AFB.

ANG Civil Engineering Prime Beef teams accomplished 146 deployments, involving over 7200 personnel, to 15 countries in FY 89. Twenty teams participated in Base Recovery After Attack (BRAAT) training at Eglin AFB. This training is crucial for Engineering & Services personnel to learn wartime base support operations and to practice rapid runway repair techniques. Among the OCONUS deployments were some new locations. The 145th Civil Engineering Squadron, North Carolina ANG, sent a 35 member team to Israel in July. The team received training in Israeli RRR procedures and Air Base Operability concepts and worked with Israeli Air Force civil engineers on their base projects. Exchanges with our NATO partners continued in FY 89 with two initiatives:



for the first time, Prime BEEF personnel were hosted by the Norwegian and Danish Air Forces to learn their RRR techniques; and ANG hosted a team of Danish Engineering personnel at BRAAT.

Humanitarian/civic action projects played a significant role in the FY 89 deployment program. These deployments not only provide much-needed support to friendly countries, they also give ANG E&S personnel an opportunity to practice expedient construction in an austere environment. Eight teams deployed to Jamaica to accomplish damage repair and humanitarian and civic action projects in the wake of Hurricane Gilbert.

Humanitarian/civic action projects were also prominent in SOUTHCOM, with 4 teams building schools and community centers in Honduras and 3 teams doing similar work in Costa Rica. Finally, 7 teams provided construction support to the U.S. Border Patrol in Arizona, California and Texas.

Nearly 800 ANG Services personnel participated in 94 deployments, including BRAAT. Services teams were actively involved in supporting Prime BEEF units on the humanitarian and civic action projects in remote locations.

## ***Air Base Operability***

During 1989, the ANG took its first full steps in initiating the Air Base Operability (ABO) Program within our field units. During the year a full-time ABO Technician was authorized in each of our flying units; additionally, the ABO program was designated as a responsibility of the Deputy Commander for Support and the full-time Readiness Support Officer was given specific ABO responsibilities. A draft ABO regulation was provided to field units for general guidance.

Also during 1989, great strides were taken in the developing of an ABO exercise program. Nicknamed Sentry

Endurance, the program will provide participating units an opportunity to conduct integrated ABO training in a realistic wartime environment. The Combat Readiness Training Center, Volk Field, Wisconsin has been designated as the ABO training site for the ANG. As part of its ABO mission Volk Field is called upon to provide realistic, integrated flying and mission support training and exercises, establish a training area that approximates a European co-located operating base or forward operating location and provide a realistic setting for deployed OREs/ORIs.

## ***Disaster Preparedness***

Personnel and equipment from the 185th TFG, Iowa ANG, provided assistance in the response to the United Airline crash that took place at their airport.

In another accident response effort, the ANG provided almost 200 lightweight decontamination systems for use in Alaska in support of the Exxon oil spill cleanup effort. The decon units were transported from 39 different units in 36 states and they provided the only hot water capability available to the cleanup personnel. Reports from the oil spill site indicated that the decon units were extremely effective in beach cleanup.

## ***Military Construction***

The 1989 ANG military construction program, which consisted of \$158.5 million for projects and \$11.7 million for design, provided major facility construction to support conversions, new mission beddown, modernization and replacement of facilities needed for training and readiness. The program execution rate for 1989 was 97.2%, exceeding the OSD goal of 95%. The program provided a plant growth of just over 670,000 square feet, for a new total of 36 million square feet of facilities having



an approximate replacement cost of \$10.3 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. \$62.5 million was expended in FY 89. The program to develop comprehensive ANG base master plans continued, with 12 additional bases funded.

## ***Operations And Maintenance Agreements***

The daily operations 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 89 totaled \$103.9 million.

Total funding for MCP, RPM and O&M agreements for FY 89 totaled \$336.6 million.

## ***Environmental***

Positions for environmental coordinators at 87 units were validated and included in the FY 92 POM process. Six installations received Environmental Compliance Assessment and Management Program audits which initiated our NGB program. \$21.5 million was obligated in the Defense Environmental Restoration Account (DERA) for ANG IRP. Seventy-seven (77) bases currently have active IRP programs; and 60 Comm sites will enter IRP in FY 90. \$950,000 was obligated for Environmental Assessment/Environmental Impact Statement work. Within the Environmental Impact Analysis process, seven conversions and three special use airspace actions were completed; nine conversions and four special use airspace actions were initiated and are ongoing. \$790,000 was issued to ANG units for hazardous waste disposal and analysis costs. Our first annual ANG Environmental Engineering course, YPMEC EV 90-1, was presented to 25 ANG environmental coordinators/base engineers.





# INFORMATION SUPPORT

FY 89 brought significant advances in the information support capabilities of the ANG mission support flights and the ANG support Center at Andrews AFB, Maryland.

## ***Education And Training***

A Professional Continuing Education Center (PCEC) has been put in place at McGhee-Tyson ANGB, Tennessee as part of the Professional Military Education Center (PMEC). The PCEC is currently housed in a temporary building awaiting a new educational facility, scheduled for completion in early 1990.

The PCEC will offer hands-on training to ANG personnel in computer systems and software operation and management. A base-level configuration System 11 computer was installed during the summer of 1989 to support training for computer operators and site administrators.

## ***Automated Systems Implementation***

The first unit level implementation of local area networks (LAN) began in the fourth quarter of FY 89 with installation at Forbes Field, Kansas. The unit level LAN will provide processing capability and DDN connectivity for Personnel Concepts III (PC-III), Base Contracting Automated System (BCAS), and the Small Installation Real Estate System (SIRES).

The Integrated Military Personnel System (IMPS), providing base-level payroll processing and workday accounting capabilities, was implemented Guard-wide during FY 89. An initiative is underway to incorporate the current stand-alone Automated Administrative Orders System (AAOS) into IMPS. This will provide ANG units with a single system to track workdays from beginning to end.

Implementation of the Core Automated Maintenance System (CAMS) continued throughout the ANG during FY 89.





# SAFETY, SECURITY, AND INSPECTIONS

The ANG flew 426,684 hours from 1 October 1988 to 30 September 1989 and experienced 9 Class "A" aircraft mishaps, 2 crew fatalities, 2 ground fatalities and 8 aircraft destroyed. The Class "A" mishap rate was 2.11 per 100,000 flying hours. This marks one of the best years in recent ANG history and the ninth 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 8 ANG units being nominated for USAF flight Safety awards and one unit for the Explosives Safety award.

The Air National Guard's security forces are comprised of traditional Guardsmen, AGRs, Security Police Technicians and O&M contract guards. There are serious concerns, in the ANG and the USAF, that our flying assets do not receive the same degree of security protection as active Air Force aircraft. As the ANG

continues to convert to newer, more sophisticated weapon systems, and assume more of the Air Force mission, this concern is highlighted and elevated. In FY 89 the Security Branch, in conjunction with HQ AFOSP, proposed sweeping changes and improvements in the way ANG assets are secured. Proposals are to bring ANG security protection up to USAF standards over a reasonable period. Planning, coordination and security education at all levels are paramount to the successful protection of the ANG functional capability to fly and fight.

1989 was another very good year of inspections in the ANG. 139 major inspections were conducted by 5 different gaining commands. The Air Guard registered a 99.3% pass rate. Additionally, 5 units were rated outstanding in their Operational Readiness Inspections (ORI), and 46% of all units inspected earned an Excellent or above rating.

Despite a stringent resource environment, the Air National Guard made substantive gains in the area of medical readiness capability during FY 89. Some of more significant advances were made in the completion of medical readiness training requirements being given to the ANG to accomplish, not relying upon the active force for assistance. Although medical unit expansion did not continue for the ANG in FY 89, the placement of the Survivable Collective Protection System - Medical (SCPS-M) was completed at the Combat Readiness Training Site located at the Phelps Collins ANG Base, Alpena, Michigan. With the placement of this wartime medical treatment facility at Alpena, the medical service of the ANG became self-sufficient in its capability to accomplish all aspects of Continuing Medical Readiness

Training (CMRT) requirements as stipulated in AFR 160-25. This capability will also be made available to the Air Force Reserve medical units with similar mobilization tasking, to the active Air Force, should the need arise.

## ***Exercises***

The opportunity to participate in medical readiness training exercises was extended to several ANG medical and aeromedical evacuation units. These Exercises included TEAM SPIRIT, BLUE FLAG, AHAUS TARA, BRIM FROST, WINTEX-CIMEX, CORONET GARTER and SOLID SHIELD and included deployments that spanned the globe. This type of medical exercise involvement offers viable means to sharpen wartime medical skills.

## AIR SURGEON



CHAPLAIN

The aeromedical evacuation capability of the ANG was put to the test when the 146th Aeromedical Evacuation Squadron started a six month test period of supporting the 375th Aeromedical Airlift Wing of HQ MAC. The test was found to be very successful in both patient movement and patient satisfaction. The C-130 aircraft of the 146th were used to transfer patients from bases not serviced by the CONUS aeromedical evacuation system of the 375th AAW, and transporting them to tri-service medical treatment facilities in the western United States. The test program is currently under review and will be continued if all of the test results prove favorable.

Training in the key areas of medical management, administration and working relationships within the Air National Guard were successfully continued. Training courses included the Health Services Technician Management and Health Services Executive Management.

## ***New Programs***

Two new and innovative programs were initiated by the medical service. One of these is the Air National Guard Fighter Surgeon's School. Programmed to accept its first student in early 1990, TOP KNIFE is a truly innovative concept which provides a Guard solution to two significant ANG problems. Since its inception, the 114th Tactical Fighter Training School (TFTS), Kingsley Field, Oregon, has functioned as an ANG fighter training center with essentially no flight-line medical coverage. Furthermore, as ANG fighter units have converted to more sophisticated aircraft, there was no aeromedical training opportunity for the flight surgeons. During this period, in which the majority of aircraft mishaps involve significant casual or contributing human factors, the need for the flight surgeon to understand the complexities of the advanced fighter aircraft environment has become more

apparent. Throughout the TOP KNIFE student's two-week tour at Kingsley Field, he/she will function as both student and as squadron flight surgeon. A combined operational and aeromedical course to include both academic and flying curricula has been developed specifically to introduce the flight surgeon to the challenges of the high performance aviation environment. As the only full-time flight surgeon in a three hundred mile radius, the TOP KNIFE "student" will have supervisory responsibility over the Independent Duty Medical Technician (IDMT) recently introduced to the 114th Clinic, functioning both in the clinic as a preceptor for the IDMTs and as the base flight surgeon. This innovative program is designed to provide training for the flight surgeon as well as competent aeromedical coverage to a remote ANG student fighter flight-line.

The second of these new programs is the establishment of a viable IDMT capability at two ANG remote training centers. This initiative addresses medical care at these two sites, the 114th TFTS (Kingsley Field, Oregon), and the Professional Military Education Center (PMEC) located at Knoxville, Tennessee. The Independent Duty Medical Technician, after completing a rigorous training curriculum at Sheppard AFB, is approved by the Air Force to act under the supervision of a physician preceptor in rendering primary medical care and evaluation within the protocols established by the school. The Air National Guard Regulation, ANGR 160-15, Medical Support of Remote Schoolhouses, is currently in the final stages of printing and ANG-specific protocols are being established. Current plans have these two Medical Aid Stations (MASs) opening for operation early in 1990, making ANG history. These two MASs are the only ANG medical entities that have been designated by NGB/SG as treatment facilities.



## **Immunizations**

During FY 89, the ANG Medical Service began immunizing all medical personnel with Hepatitis B vaccine. This immunization is being administered to only those medical personnel who may be exposed to blood or body fluids for the initial phase of the program. Central funding for this immunization was obtained from NGB, thus leaving the constrained medical unit funds untouched.

The area of dental management of ANG personnel was clarified during FY 89. Previous management of personnel found to be Dental Class 3 was difficult. No assurance that such dental findings were corrected had previously existed. All ANG personnel are now required to be Dental Class 2 within a specified period of time of being found less than Class 2 or they will be found ineligible to remain in the ANG. This policy revision was distributed to the field in September, 1989 (NGB Log Letter P89-0151).

The Air National Guard conversions to F-15 and F-16 aircraft increased the awareness of gravitational induced loss of consciousness (GLOC) within the ANG. Centrifuge training was initiated for all ANG fighter/attack/reconnaissance (FAR) aircrew members. This training program was initiated by Col. (Dr.) James Whinnery, NJANG, at two different sites. Utilizing both the capability of the U.S. Navy at their centrifuge in Warminster, Pennsylvania and at the Air Force facility at Holloman AFB. All ANG aircrew members that require this type of training will be evaluated

by the end of FY 90. Col. Whinnery is a leading authority on the subject of GLOC and is a consultant to NGB/SG.

The health professions recruiting area was one in which we were extremely gratified. Considering the fact that there is only one person dedicated to the recruitment of health care professionals on a full-time basis, the ANG experienced its most successful year by recruiting more than 290 health professionals in FY 90.

## **Environmental Health**

Strides were made in the areas of Bioenvironmental Engineering and Environmental health that will have beneficial effects for years to come. Two new position descriptions were developed and both were approved and validated by the Western Classification Activity. The validation process increased the grade for the full-time Bioenvironmental Technician to GS-9 and created an Environmental Health full-time GS-6 position.

A new medical readiness guide has provided bioenvironmental engineering and environmental health work center descriptions to all ANG Medical Readiness Squadrons. These work center descriptions clearly depict responsibilities of these personnel in the event of mobilization.

Congratulations were extended to LTC Lina Ruppel of the 129th TAC Hospital, California ANG, for being the first ANG nurse to be selected as a Consultant to the Air Force Surgeon General. LTC Ruppel is an OB/GYN Nurse Practitioner in civilian practice.



# CHAPLAIN

During FY 89, increased emphasis was given to the policy of the Air Force to accommodate the religious practices of its personnel. Increasingly, chaplains serve as resources to their commanders in this area of concern.

In FY 89, Air National Guard Chaplains came from 39 Christian denominations, plus the Jewish faith. Faith balance needs were addressed; nine denominations had 1% or more of the total ANG membership. This group of 76,877 persons, or 67.3% of all ANG members, also provided 68.6% of the chaplains on board.

FY 89 saw 90% of all chaplain positions filled with no Protestant vacancies, the highest in ANG history. There continues to be a shortage of Roman Catholic priests throughout both the civilian and military communities. The ANG chaplain service enjoys an excellent ratio of Catholic chaplains to total Catholic membership, even though 20 additional priests are needed. Currently,

the Roman Catholic Church numbers 29% of our total membership and 28% of our chaplains.

The mission of ANG chaplain service is to provide opportunities for religious expression; pastoral care; and personal, moral, and spiritual growth. Unit pastoral ministry teams made up of chaplains and chapel managers conduct or provide for worship opportunities for all major faith groups at each installation during Unit Training Assemblies and Annual Training. Chapel teams regularly accompany personnel on deployments and exercises. Chaplains provided assistance in all major accidents during FY 89. In support of this on going ministry, NGB/HC conducted its Fifth Biennial Chaplain Service Workshop and Conference during July. Among the many areas covered, pastoral ministry teams received training in mass casualty ministries and post traumatic stress disorders; this proved immediately helpful during the civilian airline crash in Sioux City, Iowa.





## APPENDIX A

### CHIEFS OF THE NATIONAL COARD BUREAU

Colonel Edward M. Hunter	1908-1910
Brigadier General William A. Evans	1911-1912
Major General Albert H. Hall	1912-1914
Major General William B. Allen	1914-1917
Major General Francis H. Hall	1917-1919
Brigadier General John W. Harvey	1919-1920
Major General George W. Richards	1920-1921
Major General George C. Marshall	1921-1922
Colonel Edward B. Hall	1922-1923
Major General William B. Allen	1923-1924
Major General George C. Marshall	1924-1925
Colonel William A. Allen	1925-1926
Colonel John F. Hall	1926-1927
Major General William B. Allen	1927-1928

## APPENDICES

Major General George C. Marshall	1928-1929
Major General William B. Allen	1929-1930
Major General George C. Marshall	1930-1931
Major General William B. Allen	1931-1932
Major General George C. Marshall	1932-1933
Major General William B. Allen	1933-1934
Major General George C. Marshall	1934-1935
Major General William B. Allen	1935-1936
Major General George C. Marshall	1936-1937
Major General William B. Allen	1937-1938
Major General George C. Marshall	1938-1939
Major General William B. Allen	1939-1940

# APPENDICES



# APPENDIX A

## CHIEFS OF THE NATIONAL GUARD BUREAU

Colonel Erasmus M. Weaver	1908-1911
Brigadier General Robert K. Evans	1911-1912
Major General Albert L. Mills	1912-1916
Major General William A. Mann	1916-1917
Major General Jessie Mcl. Carter	1917-1918
Brigadier General John W. Heavey (acting)	1918-1919
Major General 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 Alert 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. Flemming	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

AL MG Ivan F. Smith	MT MG Gary C. Blair
AK MG John W. Schaeffer, Jr.	NE MG Stanley M. Heng
AZ MG Donald L. Owens	NV MG Drennan A. Clark
AR MG James A. Ryan	NH MG Lloyd M. Price
CA MG Robert C. Thrasher	NJ MG Francis R. Gerard
CO MG John L. France	NM MG Edward D. Baca
CT MG John T. Gereski	NY MG Lawrence P. Flynn
DE MG Arthur V. Episcopo	NC MG Nathaniel H. Robb, Jr.
DC MG Calvin G. Franklin (CG)	ND MG Alexander P. MacDonald
FL MG Robert F. Ensslin	OH MG Richard A. Alexander
GA MG Joseph W. Griffin	OK MG Donald F. Ferrell
GU BG Edward G. Perez	OR MG Raymond F. Rees
HI MG Alexis T. Lum	PA MG Gerald T. Sajer
ID MG Darrell V. Manning	P R MG Alfredo J. Mora
IL MG Harold G. Holesinger	RI MG John W. Kiely (CG)
IN MG Jack K. Elrod	SC MG T. Eston Marchant, Jr.
IA MG Warren G. Lawson	SD BG Harold J. Sykora
KS MG Philip B. Finley	TN MG Carl D. Wallace
KY BG Michael W. Davidson	TX MG William C. Wilson
LA MG Ansel M. Stroud, Jr.	UT MG John L. Matthews
ME MG Ernest C. Park	VT MG Donald E. Edwards
MD MG James F. Fretterd	VA MG John G. Castles
MA MG Wayne F. Wagner	VI MG Robert L. Moorehea
MI MG Vernon J. Andrews	WA MG Gregory P. Harlow
MN BG Eugene R. Andreotti	WV MG Joseph J. Skaff
MS MG Arthur J. Framer	WI MG Raymond A. Matera
MO MG Charles M. Kiefner	WY MG Charles J. Wing



# APPENDIX C

## UNITED STATES PROPERTY AND FISCAL OFFICERS

AL	Col Max S. Bowden	MT	Col Leon G. Schneider
AK	Col Edward M. Johnson	NE	Col Stephen R. Robinson
AZ	Col Jimmie J. Carpenter	NV	Col Charles W. Fulkerson
AR	Col Bobby D. Wilson	NH	Col John E. Blair
CA	Col William T. Mongolo	NJ	Col Kenneth W. Whilden
CO	Col Salvatore Villano, Jr.	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 Robert B. Kirkconnell	ND	Col Edward J. Ehrmantraut
FL	Col Donald E. Power	OH	Col Robert P. Orr
GA	Col Ronald D. Winslett	OK	Col James M. Bullock, Jr.
GU	Maj Arthur A. Jacson	OR	Col Hugh B. Nelson
HI	Col Melvin M. Ida	PA	Col Allen L. Kifer
ID	Col Rex T. Young	PR	Col Jose Maldonado
IL	Col Gene W. Blade	RI	Col John B. Altieri
IN	Col Thomas R. Woods	SC	Col Donald K. Meetze
IA	Col Franklin D. Peterson	SD	Col Joseph T. Murphy
KS	Col William E. Searcy	TN	Col Jerry R. Wyatt
KY	Col Paul T. Ryan	TX	Col Fred R. Jones
LA	Col James D. Flick	UT	Col Wyler J. Blackburn
ME	Col Dennis D. Lunney	VT	Col William T. Wilson
MD	Col Walter R. Mueller	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. Jenson	WV	Col Kenneth A. Shaw
MS	Col James E. Williamson	WI	Col Howard D. Miller
MO	Col Allen L. Stark	WY	Col Richard D. Sherman

# APPENDIX D

## National Guard Bureau Staff

**Temple, Herbert R., Jr.**, Lieutenant General, ARNGUS, Chief, National Guard Bureau

**Conaway, John B.**, Major General, ANGUS, Vice Chief, National Guard Bureau

Daniels, Tom, Colonel, ANGUS, Executive Officer

Van Fleet, Frank, Colonel, ARNGUS, Executive Vice Officer

Davis, William W., Major, ARNGUS, Assistant Executive Officer

Amidon, Phillip B., Major, ANGUS, Assistant Executive Officer

Baines, E. Darden, Chief, Office of Administrative Systems and Services

Barnhart, Robert W., Chief, Office of Internal Audit

Bray, Francis J., Chief, Office of Military Support

Cable, Vincent L., Colonel, ARNGUS, Chief, Office of Policy and Liaison

Carroll, Michael G., Lieutenant Colonel, Office of the Principal Assistant Responsible for Contracting

Donohue, Daniel, Chief, Office of Public Affairs

Gnadt, Rosemary, Chief, Office of Human Resources

Hise, James, C., Chief, Office of the Chief Counsel

Link, Thomas L., Chief, Office of Technical Personnel

Olson, Douglas M., Colonel, ANGUS, Chief, Office of Plans, Analysis, and Evaluation

Patrick, John L., Colonel, USA, Inspector General

### **DIRECTOR, ARMY NATIONAL GUARD**

**Burdick, Donald**, Major General, ARNGUS, Director

**Navas, William A., Jr.**, Brigadier General, ARNGUS, Deputy Director

Shaw, Hubert 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

Aron, Fred W., Chief, Installations Division

Carlsen, Theodore T., Colonel, ARNGUS, Chief, Logistics Division

Carter, Richard, Colonel, ARNGUS, Chief, Manpower Division

Delaney, Russell J., Colonel, USA, Chief, Controller Division

Janssen, Wayne G., Colonel, ARNGUS, Chief, Mobilization Rediness Division

Jones, Shirley, Colonel, ARNGUS, Chief Nurse

O'Keefe, James, Colonel, ARNGUS, Chief, Organization and Training 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

Urbauer, Craig L., Colonel, USA, Army National Guard Surgeon

#### **DIRECTOR, AIR NATIONAL GUARD**

**Conaway, John B.**, Major General, ANGUS, Director

**McMerty, John F.**, Brigadier General, ANGUS, Deputy Director

Dominques, Thomas Jr., Colonel, USA, Chief, Directorate Staff

Green, Richard M., Chief Master Sergeant, ANGUS, Senior Enlisted Advisor

Corea, Anthony N., Colonel, USAF, Chief, Comptroller Division

Hadebank, Otto K., Colonel, USAF, Chief, Operations and Plans Division

Harrison, Larry G., Colonel, ANGUS, Chief, Engineering and Services Division

Monforte, Thomas J., Colonel, ANGUS, Chief, Requirements and Developments Division

Parrish, Robert J., Colonel, USAF, Chief, Office of Command, Control, and Communications Systems

Self, Robert G., Colonel, USAF, Air National Guard Surgeon

Timko, Andrew, Colonel, USAF, Chief, Logistics Division

Wear, William III, Colonel, ANGUS, Chief, Manpower and Personnel Division

Wehmhoner, Martin C., Colonel, USAF, Chief, Programs and Resources Division

# APPENDIX E. ARMY NATIONAL GUARD STATISTICS

TABLE 1.

## ARNG Obligations

	NGPA	OMNG	MCNG	TOTAL
Alabama	37,351	61,478	6,198	105,027
Alaska	7,057	23,985	52,414	83,456
Arizona	9,710	29,309	306	39,325
Arkansas	27,665	34,203	1,118	62,986
California	37,982	90,317	0	128,299
Colorado	8,193	17,288	0	25,481
Connecticut	7,037	23,977	2,479	33,493
District of Columbia	4,008	8,962	2,082	15,052
Delaware	4,731	11,691	0	16,422
Florida	26,826	38,074	5,701	70,601
Georgia	17,209	52,658	758	70,625
Guam	1,574	1,579	0	3,153
Hawaii	6,531	17,897	298	24,726
Idaho	8,783	24,749	1,770	35,302
Illinois	16,138	31,687	2,482	50,307
Indiana	19,619	35,104	3,023	57,746
Iowa	12,903	30,090	13,546	56,539
Kansas	11,286	26,588	16,786	54,660
Kentucky	12,911	24,455	0	37,366
Louisiana	19,493	38,077	753	58,323
Maine	6,392	14,479	306	21,177
Maryland	12,683	28,769	152	41,604
Massachusetts	15,225	37,246	0	52,471
Michigan	20,909	45,164	12,624	78,697
Minnesota	19,454	39,301	5,912	64,667
Mississippi	26,697	63,598	13,363	103,658
Missouri	15,570	37,403	4,441	57,414
Montana	7,764	16,563	980	25,307
Nebraska	10,215	17,759	311	28,285
Nevada	3,919	11,595	1,207	16,721
New Hampshire	3,734	9,250	0	12,984
New Jersey	15,759	42,278	4,848	62,885
New Mexico	7,381	16,537	0	23,954
New York	29,364	66,467	333	96,164
North Carolina	18,448	40,421	723	59,592
North Dakota	10,806	16,513	7,765	35,084
Ohio	24,038	42,801	8,192	75,031
Oklahoma	17,962	35,014	1,140	54,116
Oregon	14,044	29,417	810	44,271
Pennsylvania	24,899	56,267	425	81,591
Puerto Rico	21,928	28,846	2,009	52,783
Rhode Island	4,766	12,437	0	17,203
South Carolina	23,665	35,506	1,280	60,451
South Dakota	8,089	16,003	1,385	25,477
Tennessee	26,500	41,904	2,491	70,895
Texas	33,331	64,310	2,136	99,777
Utah	16,771	24,659	0	41,430
Vermont	6,683	14,665	3,872	25,220



	NGPA	OMNG	MCNG	TOTAL
Virginia	13,478	30,902	5,338	49,718
Virgin Islands	2,086	5,300	0	7,386
Washington	12,116	28,391	2,915	43,422
West Virginia	6,873	15,718	10,588	33,179
Wisconsin	13,974	31,732	0	45,706
Wyoming	3,887	10,722	270	14,879
STATES TOTAL	796,417	1,650,141	205,530	2,652,088
GRAND TOTAL	3,297,809	1,826,338	229,918	5,354,064

TABLE 2.

**ARNG Strength, FY 50 - 89**

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 85	440,776			
FY 86	446,872			
FY 87	451,858			
FY 88	455,183			
FY 89	456,960			
Alabama	17,208	82,658	755	70,624
Alaska	1,574	1,575	0	1,100
Arizona	6,837	17,897	208	24,728
Arkansas	8,783	24,708	1,770	26,302
California	19,138	31,687	2,482	50,307
Colorado	19,519	35,194	3,023	27,748
Connecticut	12,803	30,960	12,148	58,589
Delaware	11,288	29,540	16,780	54,808
Florida	12,911	34,455	0	37,366
Georgia	10,493	38,077	753	38,323
Hawaii	8,732	44,473	308	25,177
Idaho	12,043	28,788	153	41,604
Illinois	15,225	27,146	0	32,471
Indiana	32,804	42,184	12,824	78,687
Iowa	18,454	39,309	5,912	54,657
Kansas	26,827	35,392	18,383	102,853
Kentucky	15,576	37,402	4,441	57,419
Louisiana	7,754	16,513	260	25,307
Maine	13,215	17,716	311	28,286
Maryland	3,812	11,835	1,107	16,721
Massachusetts	1,734	4,280	0	12,084
Michigan	15,788	42,278	4,048	62,895
Minnesota	7,281	16,537	0	23,854
Mississippi	29,364	66,467	338	96,154
Missouri	13,448	40,421	723	29,582
Montana	10,838	16,512	7,765	35,084
Nebraska	24,038	42,801	8,191	75,031
Nevada	17,042	35,014	1,140	34,116
New Hampshire	14,044	29,477	810	44,271
New Jersey	24,889	66,267	428	81,281
New Mexico	21,828	28,646	2,052	52,751
New York	4,785	12,437	0	17,208
North Carolina	23,565	35,908	1,786	60,451
North Dakota	8,089	16,003	1,305	25,477
Ohio	26,500	41,904	2,491	70,895
Oklahoma	33,357	64,310	2,138	99,777
Oregon	16,771	24,858	0	41,430
Pennsylvania	6,883	14,885	3,872	25,220



**TABLE 3.**

***Federally-Owned State-Operated Installations***

Alaska:  
Camp Carroll (Anchorage)

Arizona:  
Buckeye Range (Buckeye)

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

Guam:  
Ft. Juan Muna (Dededo)

Delaware:  
New Castle Range (New Castle)

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

Indiana:  
Atterbury RFTA (Edinburg)

Louisiana:  
New Iberia Tng Site

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

Massachusetts:  
Camp Edwards (Bourne)

Michigan:  
Custer RFTA (B. Creek)

Mississippi:  
Camp McCain (Grenada)

Missouri:  
Camp Clark (Nevada)  
Ft. Crower (Neosho)

Montana:  
Ft. Wm. H. Harrison (Helena)

Nebraska:  
Camp Ashland (Ashland)

New Mexico:  
Deming Range (Deming)  
Tucumcari Range (Tucumcari)

Oklahoma:  
Camp Gruber (Muskogee)

Oregon:  
Camp Adair (Corvallis)

Puerto Rico:  
Camp Santiago (Salinas)  
Ft. Allen (Ponce)

Tennessee:  
Smyrna (Smyrna)  
Catoosa Range, GA (Ft. Oglethorpe)  
John Sevier Range (Fountain City)

Texas:  
Camp Swift (Bastrop)  
Former Ft. Wolters (Miineral Wells)

Vermont:  
Camp Ethan Allen (Jerico)

Washington:  
Camp 7 Mile (Spokane)

Wisconsin:  
Rancy City Range (Racine)

Wyoming:  
Lander Range (Lander)  
Lovell Range (Lovell)  
Sheridan Range (Sheridan)

**TABLE 4.****State-Owned Installations****Arizona:**

Papago Park ( Phoenix)

**Arkansas:**

Camp Robinson (N. Little Rock)

**California:**

Camp San Luis Obispo (San Luis Obispo)

**Colorado:**

Camp George West (Golden)

**Connecticut:**Camp O'Neill (Niantic)  
Stone's Reach (E Lyme)

Delaware: Bethany Beach (Rehobeth)

**Florida:**

Camp Blanding (Starke)

**Illinois:**Camp Lincoln (Springfield)  
Camp Logan (Zion)**Iowa:**

Camp Dodge (Des Moines)

**Louisiana:**Camp Beauregard (Pineville)  
Camp Villiere (Slidell)  
Jackson Barracks (New Orleans)**Maine:**Camp Keyes (Augusta)  
Hollis Plains (Buxton)**Maryland:**Gunpowder (Glen Arm)  
State Military Reservation (Havre De Grace)**Massachusetts:**

Camp Curtis Guild (Wakefield)

**Michigan:**Camp Grayling (Grayling)  
(except airfield)**Minnesota:**

Camp Ripley (Little Falls)

**Mississippi:**

Camp Shelby (Hattiesburg)

**New Hampshire:**

Camp La Bonte SMR (Concord)

**New Jersey:**

Sea Girt (Sea Girt)

**New York:**

Camp Smith (Peekskill)

**North Carolina:**

Camp Butner (Butner)

**North Dakota:**

Camp GC Crafton (Devils Lake)

**Ohio:**

Camp Perry (Port Clinton)

**Oregon:**Camp Rilea (Astoria)  
Camp Withycombe (Clackamas)**Rhode Island:**

Camp Varnum

**South Dakota:**

Camp Rapid (Rapid City)

**Texas:**Camp Berkeley (Abilene)  
Camp Bowie (Brownwood)  
Camp Mabry (Austin)  
Camp Maxey (Paris)  
Eagle Mt. Lake (Newark)**Utah:**

Camp WG Williams (Lehi)

**Vermont:**

Camp Johnson (Burlington)

**Virginia:**State Mil. Reservation  
(Virginia Beach)**West Virginia:**

Camp Dawson (Kingwood)

**Wisconsin:**

Camp Williams (Tomah)

**Wyoming:**

Camp Guernsey (Guernsey)



# APPENDIX F. AIR NATIONAL GUARD STATISTICS

TABLE 1.

## ANG Obligations

	O&M	MIL PERS	PROC	MIL CON	TOTAL
ALABAMA	29,599,551	1,617,383	105,700	1,950,576	33,273,210
ALASKA	21,904,986	699,849		5,653,179	28,258,014
ARIZONA	51,062,557	1,031,001	260,000		52,353,558
ARKANSAS	21,282,231	732,103	1,000	873,955	22,889,289
CALIFORNIA	61,486,392	2,617,890	442,700	3,552,687	68,099,669
COLORADO	27,924,550	1,221,470		888,616	30,034,636
CONNECTICUT	11,571,282	610,035		162,000	12,343,317
DELAWARE	8,406,009	623,833		489,276	9,519,118
D. C.	336,432,455	3,581,491		338,800	340,352,746
FLORIDA	14,244,678	474,045	25,109,045	4,144,890	43,972,658
GEORGIA	30,490,439	1,733,925	92,300		32,316,664
GUAM	312,700	69,816			382,516
HAWAII	28,570,893	810,031		3,821,718	33,202,642
IDAHO	15,628,235	489,280	2,000	2,378,239	18,497,754
ILLINOIS	35,000,863	1,597,457	15,000	10,211,699	46,825,019
INDIANA	26,548,227	992,079		1,817,997	29,358,303
IOWA	25,630,997	1,459,981	3,000	2,619,813	29,713,791
KANSAS	39,723,943	924,242	6,300	3,222,417	43,876,902
KENTUCKY	12,280,799	793,601			13,074,400
LOUISIANA	14,267,200	592,699			14,859,899
MAINE	14,514,729	605,962		1,343,305	16,463,996
MARYLAND	18,218,100	931,027	3,000		19,152,127
MASSACHUSETTS	41,602,587	1,104,403	6,479	296,440	43,009,909
MICHIGAN	58,561,271	1,497,347	3,000	4,957,223	65,018,841
MINNESOTA	27,608,116	1,641,342	12,800	530,847	29,793,105
MISSISSIPPI	27,997,266	1,635,988	13,555	4,662,662	34,309,471
MISSOURI	31,457,083	1,888,350	11,000		33,356,433
MONTANA	14,722,863	554,222	8,800	374,607	15,660,492
NEBRASKA	11,263,096	560,516		1,127	11,824,739
NEVADA	11,645,779	396,465		1,127,599	13,169,843
NEW HAMPSHIRE	8,520,419	428,182	11,650	3,483,823	12,444,074
NEW JERSEY	33,661,530	1,367,136	12,300	2,656,415	37,697,381
NEW MEXICO	12,457,216	399,875			12,857,091
NEW YORK	72,804,787	3,322,241	26,800	6,427,216	82,581,044
NORTH CAROLINA	11,599,112	852,222	10,000	5,230,182	17,691,516
NORTH DAKOTA	19,545,618	602,700		264,202	20,412,520
OHIO	69,019,626	2,118,711	24,800	576,811	71,739,948
OKLAHOMA	23,051,718	1,372,686		1,035,241	25,459,645
OREGON	35,553,956	1,100,366	7,000	6,611,349	43,272,671
PENNSYLVANIA	30,111,629	2,073,720	54,000	79,167	32,318,516
PUERTO RICO	15,297,332	572,131	9,100	350,000	16,228,563
RHODE ISLAND	13,597,309	666,271		1,364,675	15,628,255
SOUTH CAROLINA	13,137,737	508,056		3,569,407	17,215,200
SOUTH DAKOTA	9,960,101	527,680		189,001	10,676,782
TENNESSEE	37,662,743	2,949,394	6,700	5,613,104	46,231,941
TEXAS	39,840,277	1,608,521	10,500	781,844	42,241,142
UTAH	14,926,516	977,230		2,072,989	17,976,735
VERMONT	13,085,150	511,254		400,510	13,996,914
VIRGINIA	12,401,400	837,099		340,022	13,578,521

	O&M	MIL PERS	PROC	MIL CON	TOTAL
WASHINGTON	21,965,071	1,189,700	25,700	2,693,849	25,874,320
WEST VIRGINIA	18,794,104	1,486,385	12,200	7,578,899	27,871,588
WISCONSIN	26,660,992	1,157,129	28,200	5,054,169	32,900,490
WYOMING	10,309,608	700,779	5,000	3,039,477	14,054,864
GUAM	312,700	69,816			382,516
ANGSC	324,984,777	3,041,500	56,089,399	44,900	384,160,576
HQ USAF/ALC'S					27,549,743
EQUIPMENT					399,401,000
MIL PAY		971,602,761			971,602,761
TOTALS	1,959,221,305	1,035,531,378	82,429,028	114,876,924	3,619,009,378



TABLE 2.

**Aircraft, Unit, Location By Gaining Command**

AIRCRAFT	UNIT/SQUADRON	LOCATION
MILITARY AIRLIFT COMMAND		
C-130A	118 TAW/105	Nashville MAP, TN
	123 TAW/165	Standiford Fld, KY
	143 TAG/143	Quonset State Apt, RI
	164 TAG/155	Memphis IAP, TN
C-130B	135 TAG/135	Martin State ANG, MD
	145 TAG/156	Charlotte/Douglas IAP, NC
	153 TAG/187	Cheyenne MAP, WY
	167 TAG/167	EWVR Apt, WV
	179 TAG/164	Mansfield, LAHM MPT, OH
C-130E	133 TAW/109	Minn/St Paul IAP, MN
	146 TAW/115	Point Mugu, CA
	189 TAG/154	Little Rock AFB, AR (TATS)
C-130H	136 TAW/181	Dallas NAS, TX
	137 TAW/185	Will Rogers World Apt, OK
	109 TAG/139	Schenectady Apt, NY
	130 TAG/130	Yeager Apt, WV
	165 TAG/158	Savannah IAP, GA
	166 TAG/142	Gtr Wilmington Apt, DE
	176 CG/144	Kulis ANGB, AK
	139 TAG/180	Rosecrans Memorial Apt, MO
HC-130/HH-3	106 ARG/102	Suffolk County Apt, NY
	129 ARG/129	Moffett Fld NAS, CA
EC-130E	193 SOG/193	Harrisburg IAP, PA
C-141B	172 MAG/183	Allen C. Thompson Fld, MS
C-5A	105 MAG/137	Stewart IAP, NY
STRATEGIC AIR COMMAND		
KC-135E	176 CG/168ARS	Eielson AFB, AK
	101 ARW/132	Bangor ANG, ME
	126 ARW/108	O' Hare IAP, IL
	141 ARW/116	Fairchild AFB, WA
	171 ARW/147	Gtr Pittsburgh IAP, PA
	128 ARG/126	General Mitchell IAP, WI
	134 ARG/151	McGhee-Tyson Apt, TN
	151 ARG/191	Salt Lake City IAP, UT
	157 ARG/133	Pease AFB, NH
	160 ARG/145	Rickenbacker ANGB, OH
	161 ARG/197	Sky Harbor IAP, AZ
	170 ARG/150	McGuire AFB, NJ
	190 ARG/117	Forbes Fld, KS
TACTICAL AIR COMMAND		
F-4C	142 FIG/123	Portland IAP, OR
F-4D	107 FIG/136	Niagara Falls IAP, NY
	119 FIG/178	Hector Fld, ND
	113 TFW/121	Andrews AFB, MD

	147 FIG/111	Ellington AGB, TX
	183 TFG/170	Capital MPT, IL
	148 FIG/179	Duluth IAP, MN
	184 TFG	McConnell AFB, KS (RTU)
F4-E	191 FIG/171	Selfridge ANGB, MI
	163 TFG/196	March AFB, CA
	108 TFW/141	McGuire AFB, NJ
	122 TFW/163	Ft Wayne MPT, IN
	131 TFW/110	Lambert/St Louis IAP, MO
	181 TFG/113	Hulman Regional Apt, IN
RF-4C	117 TRW/106	Birmingham MPT, AL
	124 TRG/190	Boise Air Terminal ANG, ID
	189 TRTF	Boise Air Terminal ANG, ID
	152 TRG/192	Reno Cannon IAP, NY
	155 TRG/173	Lincoln MPT, NE
	186 TRG/153	Key Fld, MS
A-7 D/K	121 TFW/166	Rickenbacker ANGB, OH
	127 TFW/107	Selfridge ANGB, MI
	132 TFW/124	Des Moines IAP, IA
	140 TFW/120	Buckley ANGB, CO
	112 TFG/146	Gtr Pittsburgh IAP, PA
	114 TFG/175	Joe Foss Fil, SD
	138 TFG/125	Tulsa IAP, OK
	150 TFG/188	Kirtland AFB, NM
	156 TFG/198	Puerto Rico IAP, PR
	162 TFG	Tucson IAP, AZ (RTU)
	178 TFG/162	Springfield MPT, OH
	180 TFG/112	Toledo Express Apt, OH
	185 TFG/174	Sioux Gateway Apt, IA
	192 TFG/149	Richmond IAP, VA
A-10	128 TFW/176	Truax Fld, WI
	103 TFG/118	Bradley IAP, CT
	104 TFG/131	Barnes MPT, MA
	175 TFG/104	Martin State ANG, MD
F-15A/B	116 TFW/128	Dobbins AFB, GA
	102 FIW/134	Otis ANGB, MA
	159 TFG/122	New Orleans NAS, LA
F-16A/B	149 TFG/182	Kelly AFB, TX
	187 TFG/160	Dannelly Fld, AL
	169 TFG/157	McEntire ANGB, SC
	148/152/195 TFTS	Tucson IAP, AZ (RTU)
	127/161/177 TFTS	McConnell AFB, KS (RTU)
	174/TFG/178	Hancock Fld, NY
	188 TFG/184	Ft Smith MPT, AR
	144 FIW/194	Fresno Air Terminal ANG, CA
	120 FIG/186	Great Falls IAP, MT
	125 FIG/159	Jacksonville IAP, FL
	158 FIG/134	Burlington IAP, VT
	177 FIG/119	Atlantic City MPT, NJ
	114 TFTS	Kingsley Fld, OR (RTU)
OA-10	111 TASG/103	Willow Grove NAS, PA
OA-37	110 TASG/172	W. K. Kellogg Apt, MI
	182 TASG/169	Greater Peoria Apt, IL



F-15A/B

154 CG/199

Hickman AFB, HI

PACIFIC AIR FORCES

AIRLIFT SUPPORT

C-21A/C-22B

Det 1, HQ DC ANG

Andrews AFB, MD

T-43

Det 1, HQ CO ANG

Buckley ANGB, CO

**TABLE 3.**

**ANG Unit Activations/Inactivations,  
Conversions And Relocations**

ACTIVATIONS

Services Flights (91 ANG flying units) 1 Apr 89

AL, Patrick AFB  
114 Communications Squadron 1 May 89

KY, Louisville  
123 Mobile Aerial Port Squadron 1 Jan 89

KY, Louisville  
223 Communications Squadron 1 Jul 89

NC, Badin  
118 Communications Squadron 1 Mar 89

INACTIVATIONS

PR, San Juan  
198 Weather Flight 1 Feb 89

CONVERSIONS

AL, Montgomery  
187 Tactical Fighter Group to F16 from F4 1st QTR FY 89

CA, Fresno  
144 Fighter Interceptor Wing to F16 from F4 Jul 89

KY, Louisville  
123 Tactical Airlift Wing (FROM: 123 Tactical Reconnaissance Wing)  
165 Tactical Airlift Sq (FROM: 165 Tactical Reconnaissance Sq)  
to C130B from RF4 Jan 89

NY, Syracuse  
174 Tactical Fighter Group to F16 from A10 Apr 89

OR, Kingsley Field  
114 Tactical Fighter Trng Sq to F16 from F4 Jan 89

PA, Willow Grove NAS  
111 Tactical Air Support Group to OA10 from OA37 Apr 89

RELOCATIONS

GA, Brunswick (FROM: St. Simon Island, GA)  
224 Joint Communications Support Sq 28 Oct 88

VA, Richmond (FROM: Langley AFB, VA)  
200 Weather Flight 1 Jun 89



TABLE 4.

# Summary Of Personnel Gains By Source, FY 81 - 89

(OFFICER)																		
SOURCE	FY89	%	FY88	%	FY87	%	FY86	%	FY85	%	FY84	%	FY83	%	FY82	%	FY81	%
FY TOTAL	1175		1209		1393		1281		1156		996		954		1097		1434	
NON PRIOR SERVICE	101	8.6	78	6.5	105	7.5	106	8.3	96	8.3	96	9.6	68	7.1	70	6.4	92	6.4
PRIOR SERVICE	1074	91.4	1131	93.5	1288	92.5	1175	91.7	1060	91.7	900	90.4	886	92.9	1027	93.6	1342	93.6
* PRIOR SERVICE SOURCE:																		
CIVILIAN LIFE	46	4.3	57	5.0	45	3.5	47	4.0	52	5.0	64	7.1	44	5.0	54	5.3	84	6.3
ACTIVE DUTY	49	4.6	71	6.3	93	7.2	82	7.0	48	4.5	42	4.7	18	2.0	19	1.9	32	2.4
FROM OTHER COMPONENT	503	46.8	552	48.8	571	44.3	493	42.0	468	44.2	387	43.0	365	41.2	456	45.3	578	43.1
ENLISTED TO OFFICER	454	42.3	442	39.1	560	43.5	543	46.2	491	46.3	403	44.8	457	51.6	488	47.5	655	47.5
** OTHER	22	2.0	29	2.6	19	1.5	10	0.9	1	0.1	4	0.4	2	0.2	1	0.1	4	0.3
(ENLISTED)																		
SOURCE	FY89	%	FY88	%	FY87	%	FY86	%	FY85	%	FY84	%	FY83	%	FY82	%	FY81	%
FY TOTAL	11745		11328		13344		14576		14920		12696		11933		14269		14638	
NON PRIOR SERVICE	4300	36.6	3847	34.0	5083	38.1	5620	38.6	5321	36.0	5233	41.2	5073	42.5	5526	38.7	5461	37.3
PRIOR SERVICE	7445	63.4	7481	66.0	8261	61.9	8956	61.4	9599	64.0	7463	58.8	6860	57.5	8748	61.3	9177	62.7
* PRIOR SERVICE SOURCE:																		
CIVILIAN LIFE	2243	30.1	1807	24.2	2355	28.5	2934	32.8	3457	36.0	3403	45.6	3774	55.0	4890	55.9	5188	56.5
ACTIVE DUTY	1711	20.7	2260	27.4	2262	27.4	2174	24.3	2248	23.0	1168	15.7	505	7.4	399	3.9	217	2.4
FROM OTHER COMPONENT	2846	38.2	2560	34.2	2827	34.2	3053	34.1	3041	32.0	2231	29.9	1958	28.6	2444	28.0	2498	27.2
OFFICER TO ENLISTED	8	0.1	5	0.1	7	0.1	8	0.1										
REEN GAINS	567	7.6	722	9.7	741	9.0	733	8.2										

# APPENDIX G

## RACE AND ETHNIC STATISTICS

Table 1.

### Army National Guard Military

#### OFFICER

	Male # %	Female # %	Total # %
Black	2441 (4.9)	521 (1.0)	2962 (5.9)
Hispanic	1466 (2.0)	131 (0.2)	1597 (3.1)
Aggregate Minorities	728 (1.5)	55 (0.1)	783 (1.6)
Subtotal	4635 (9.2)	707 (1.4)	5343 (10.7)
White / Unkn / Other	41947 (83.7)	2822 (5.6)	44769 (89.3)
Total	46582 (92.9)	3529 (7.0)	50112 100%

#### ENLISTED

	Male # %	Female # %	Total # %
Black	63206 (16.6)	8257 (2.2)	71462 (18.0)
Hispanic	25585 (6.7)	1202 (0.3)	26786 (6.5)
Aggregate Minorities	7077 (1.8)	593 (0.1)	7670 (1.8)
Subtotal	95868 (25.2)	10052 (2.6)	105918 (26.0)
White / Unkn / Other	284514 (74.0)	16417 (4.3)	300931 (74.0)
Total	380382 (93.4)	26469 (6.5)	406849 100%

#### OFFICER AND ENLISTED COMBINED

	Male # %	Female # %	Total # %
Black	65647 (15.4)	8778 (2.1)	74424 (16.3)
Hispanic	27051 (6.3)	1333 (0.3)	28383 (6.2)
Aggregate Minorities	7805 (1.8)	648 (0.1)	8453 (1.8)
Subtotal	100503 (23.5)	10759 (2.5)	111260 (24.3)
White / Unkn / Other	326461 (76.5)	19239 (4.5)	345700 (75.6)
Total	426964 (93.4)	29998 (7.0)	456960 100%



**Table 2.**

***Air National Guard Military***

OFFICER

	Male		Female		Total	
	#	%	#	%	#	%
Black	322	(2.3)	102	(0.7)	422	(3.0)
Hispanic	267	(1.9)	34	(0.2)	301	(2.1)
Aggregate Minorities	246	(1.7)	31	(0.2)	279	(1.9)
Subtotal	835	(6.0)	167	(1.2)	1002	(7.2)
White / Unkn / Other	11696	(84.6)	1134	(8.2)	12830	(92.8)
Total	12531	(90.6)	1301	(9.4)	13832	100%

ENLISTED

	Male		Female		Total	
	#	%	#	%	#	%
Black	6260	(6.2)	2052	(2.0)	8312	(8.2)
Hispanic	3908	(3.8)	481	(0.5)	4389	(4.3)
Aggregate Minorities	2355	(2.3)	308	(0.3)	2663	(2.6)
Subtotal	12523	(12.3)	2841	(2.8)	15364	(15.1)
White / Unkn / Other	75777	(74.5)	10534	(10.4)	86311	(84.9)
Total	88300	(86.8)	13375	(13.2)	101675	100%

OFFICER AND ENLISTED COMBINED

	Male		Female		Total	
	#	%	#	%	#	%
Black	6582	(5.7)	2154	(1.9)	8736	(7.6)
Hispanic	4175	(6.3)	515	(0.4)	4690	(4.0)
Aggregate Minorities	2601	(2.3)	339	(0.3)	2940	(2.6)
Subtotal	13358	(11.6)	3008	(2.6)	16366	(14.2)
White / Unkn / Other	87473	(75.7)	11668	(10.1)	99141	(73.7)
Total	100831	(87.3)	14676	(12.7)	115507	100%

**Table 3.****Army National Guard Technicians**

	Male # %	Female # %	Total # %
Black	1377 (4.8)	547 (1.9)	1924 (6.7)
Hispanic	1293 (4.5)	220 (0.8)	1513 (5.3)
Aggregate Minorities	286 (1.0)	82 (0.3)	368 (1.3)
Subtotal	2956 (10.3)	849 (3.0)	3805 (13.3)
White / Unkn / Other	20935 (73.0)	3937 (13.7)	24892 (86.7)
Total	23911 (83.3)	4786 (16.7)	28697 100%

**Table 4.****Air National Guard Technicians**

	Male # %	Female # %	Total # %
Black	746 (3.2)	260 (1.1)	1006 (4.3)
Hispanic	955 (4.1)	118 (0.5)	1073 (4.6)
Aggregate Minorities	198 (0.9)	42 (0.2)	240 (1.0)
Subtotal	1899 (8.2)	420 (1.8)	2319 (9.9)
White / Unkn / Other	18668 (79.9)	2372 (10.2)	21040 (90.1)
Total	20567 (88.1)	2792 (12.0)	23359 100%



# APPENDIX H. STATE MILITARY SUPPORT MISSIONS

TABLE 1.

## *Miscellaneous Missions \**

<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>PERSONNEL</u>
<u>ALABAMA</u>			
De Kalb County	20 AUG 88	Water Haul	4 ARNG
Jefferson County	27 JUN 88	Water Haul	6 ARNG
Talladega County	02 SEP 88	Water Haul	2 ARNG
Marengo County	23 DEC 88	Water Haul	2 ARNG
Talladega	10 MAR 89	Tornado Support	15 ARNG
Phoenix City	16 FEB 89	Water Haul	5 ARNG
Hamilton	19 APR 89	Tornado Support	11 ARNG
Etowah County	22 APR 89	Water Haul	2 ARNG
Statewide	02 MAY 89	Drug Support	8 ARNG
Statewide	02 APR 89	Drug Support	8 ARNG
Plantersville	22 JUN 89	Water Haul	2 ARNG
Tallapoosa	26 JUL 89	Engineer Support	30 ARNG
<u>ALASKA</u>			
Nome	05 JAN 89	Evacuation Support	4 ARNG
Anchorage	27 JAN - 15 FEB	Snow Emergency	7 ARNG
Valdez	26 MAR - 1 JUN 89	Oil Spill	130 ARNG
Seward	12 MAY 89	Search and Rescue	3 ARNG
Oscarville	14 MAY 89	Search and Rescue	6 ARNG
Bethel	25 MAY 89	Search and Rescue	3 ARNG
Nunivak Island	26-27 MAY 89	Search and Rescue	3 ARNG
King Salmon	5 JUL 89	Search and Rescue	3 ARNG
Anchorage	15-21 AUG 89	Search and Rescue	15 ARNG
Nome	6 MAY 89	Community Support	8 ARNG
Anchorage	18 FEB 89	Community Support	26 ARNG
Anchorage	1-30 MAY 89	Engineer Support	10 ARNG
Anchorage	20 AUG 89	Aviation Support	6 ARNG
Nome	15 -16 MAY 89	Aviation Support	3 ARNG
Anchorage	15 - 17 MAY 89	Aviation Support	6 ARNG
Anchorage	4 JUL 89	Community Support	24 ARNG
Fairbanks	16 JUL 89	Community Support	12 ARNG
Eagle River	21 JUL 89	Community Support	4 ARNG
Nome	12 AUG 89	Aviation Support	3 ARNG
Dillingham	12 SEP 89	Aviation Support	9 ARNG
Anchorage	16 - 18 SEP 89	Transportation Support	2 ARNG
Nome	10 FEB 89	Search and Rescue	3 ARNG
Statewide	18 -25 APR 89	Aviation Support	45ARNG/ANG
<u>ARIZONA</u>			
Winslow	03 JAN 89	Aerial Search	3 ARNG
Yuma County	28/31 DEC 88	Drug Support	8 ARNG
Yavapai County	04 JAN 89	Aerial Search	3 ARNG
Nogales	14 JAN 89	Drug Support	10 ARNG
Mesa	23 JAN - 31 MAR 89	Homeless Shelter	4 ARNG
Phoenix West	23 DEC 88 - 31 MAR 89	Homeless Shelter	4 ARNG
Phoenix 52nd St	23 DEC 88 - 31 MAR 89	Homeless Shelter	4 ARNG
Tucson	06 FEB - 31 MAR 89	Homeless Shelter	4 ARNG

\* See next table for antidrug support missions.

<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>PERSONNEL</u>
Yuma	06 FEB -31 MAR 89	Shelter for the Homeless	4 ARNG
Yavapai County	11 MAY 89	Search and Rescue	3 ARNG
Border Entry			
Points	15 MAY 89	Drug Support	29 ARNG
Yavapai County	18 JUN 89	Search and Rescue	3 ARNG
Pina County	07 - 31 JUL 89	Forest Fire	15 ARNG
Graham County	07 - 31 JUL 89	Forest Fire	16 ARNG
Cochise County	08 - 31 JUL 89	Forest Fire	15 ARNG
Maricopa County	07 - 31 JUL 89	Forest Fire	15 ARNG
Coconio County	14 AUG 89	Search and Rescue	3 ARNG
<u>ARKANSAS</u>			
Statewide	08-11 MAR 89	Snow Storm Support	8 ARNG
Statewide	08 JUN 89	Drug Support	9 ARNG
<u>CALIFORNIA</u>			
Tuolumne County	17 -19 MAR 89	Shelter for law officials	1 ARNG
Grand Canyon, AZ	28 JUN 89	Aviation Support	8 ARNG
On Coast of San Francisco	05 JUL 89	Medevac	16 ANG
Lassen County	08 JUL 89	Forest Fire	4 ARNG
Butte County	08 JUL 89	Forest Fire	4 ARNG
Statewide	07 JUL 89	Forest Fire	31 ANG
New Mexico	07 JUL 89	Forest Fire	31 ANG
Lassen County	10 JUL 89	Laundry Support	2 ARNG
San Diego, CA	10 JUL 89	Forest Fire	18 ARNG
Monterey County	10 - 18 JUL 89	Forest Fire	14 ARNG
Orange County	11 - 13 JUL 89	Aerial Fire Supression Spt	15 ARNG
Monterey County	14 - JUL 89	Aviation Support	3 ARNG
Lassen County	15 JUL 89	Facility Support	1 ARNG
Fresno County	19 JUL 89	Search and Rescue	4 ARNG
El Dorado County	14 JUL 89	Aerial Search	4 ARNG
Nevada County	26 -27 JUL 89	Medevac	4 ARNG
Inyo County	30 JUL 89	Medevac	4 ARNG
Inyo County	30 JUL 89	Search and Rescue	5 ARNG
Inyo County	18 AUG 89	Ground Transportation Spt	4 ARNG
Statewide	10 NOV - 31 MAR 89	Shelter for the Homeless	57 ARNG
Trinity County	19 - 21 SEP 89	Search and Rescue	6 ARNG
Amador County	21 SEP 89	Search and Rescue	4 ARNG
<u>COLORADO</u>			
Larimar County	11 - 16 JUL 89	Forest Fire Support	12 ARNG
<u>CONNECTICUT</u>			
Litchfield County	11 - 16 JUL 89	Tornado Aerial Damage Survey Spt	12 ARNG
<u>DELAWARE</u>			
New Castle	25 - 30 JUN 89	Oil Spill Cleanup Spt	197 ARNG/33ANG
New Castle	05 JUL 89	Rescue and Evacuation	20 ARNG
<u>DISTRICT OF COLUMBIA</u>			
Ft. Belvoir, VA	25 - 26 FEB 89	Aviation Support	3 ARNG
Ft. Belvoir, VA	15 - 16 APR 89	Aviation Support	3 ARNG
Ft. Belvoir, VA	17 - 18 JUN 89	Aviation Support	3 ARNG



<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>PERSONNEL</u>
Ft. Belvoir, VA	08 - 09 JUL 89	Aviation Support	3 ARNG
Ft. Belvoir, VA	05 - 06 AUG 89	Aviation Support	3 ARNG
Ft. Belvoir, VA	09 - 10 SEP 89	Aviation Support	3 ARNG
<u>FLORIDA</u>			
Taylor County	09 - 14 APR 89	Aviation Support	13 ARNG
Lafayette County	09 - 14 APR 89	Aviation Support	13 ARNG
Baker County	28 APR - 2 MAY 89	Transportation Support	10 ARNG
Columbia County	28 APR - 2 MAY 89	Transportation Support	10 ARNG
<u>GEORGIA</u>			
Demorest	26 JUN 89	Water Haul	3 ARNG
Baldwin	26 JUN 89	Water Haul	3 ARNG
Atlanta	20 - 21 JAN 89	Security Support	1,119 ARNG
<u>GUAM</u>			
<u>HAWAII</u>			
<u>IDAHO</u>			
Dubois	06 - 10 FEB 89	Aerial Search	4 ARNG
Spenser	06 - 10 FEB 89	Aerial Search	4 ARNG
Statewide	06 - 10 FEB 89	Snow Removal Support	31 ARNG
Statewide	09 SEP 89	Aviation Support	3 ARNG
Coeur d'Alene	03 -11 MAY 89	Aviation Support	35 ARNG
Boise	03 - 04 MAY 89	Aviation Support	4 ARNG
Pocatello	11 MAY 89	Aviation Support	4 ARNG
Statewide	28 JUL - AUG 89	Forest Fire Support	509 ARNG
<u>ILLINOIS</u>			
<u>INDIANA</u>			
Shelby County	18 MAY 89	Aviation Support	2 ARNG
Madison County	13 - 22 JUL 89	Dining Facility Support	34 ARNG
<u>IOWA</u>			
Benton	10 MAY - 28 JUL 89	Water Haul	2 ARNG
Maloy	10 MAY - 28 JUL 89	Water Haul	2 ARNG
Delpas	10 MAY - 28 JUL 89	Water Haul	2 ARNG
Redding	10 MAY - 28 JUL 89	Water Haul	2 ARNG
Beaconsfield	10 MAY - 28 JUL 89	Water Haul	2 ARNG
Granddriver	08 MAY - 28 JUL 89	Water Haul	2 ARNG
Pleasanton	09 MAY - 03 AUG 89	Water Haul	2 ARNG
Thayer	08 MAY - 28 JUL 89	Water Haul	2 ARNG
Pleasant Plain	10 JUL - 16 AUG 89	Water Haul	2 ARNG
Packwood	16 MAY - 09 AUG 89	Water Haul	2 ARNG
Kossuth County	03 APR 89	Generator	4 ARNG
Sioux City	19 JUL - 31 AUG 89	Airliner crash recovery spt	1200 ARNG
	67 ANG		
<u>KANSAS</u>			
Atwood	29 - 30 JUN 89	Aviation Support	8 ARNG
Atwood	29 - 30 JUN 89	Flood Recovery Support	50 ARNG
Rawlings County	29 -30 JUN 89	Flood Recovery Support	7 ARNG

<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	
<u>KENTUCKY</u>			
<u>LOUISIANA</u>			
Baton Rouge	17 - 22 MAY 89	Flood Recovery Support	
Epps	06 - 07 MAY 89	Tornado Debris Removal Spt 39 ARNG	
<u>MAINE</u>			
Penobscot County	11 JAN 89	Search and Rescue	5 ARNG
Franklin County	22 JAN 89	Search and Rescue	5 ARNG
York County	17 FEB 89	Aviation Support	3 ARNG
Cumberland County	17 FEB 89	Aviation Support	3 ARNG
Hancock County	28 MAY 89	Medevac Support	5 ARNG
York County	03 JUL 89	Search and Rescue	2 ARNG
Bangor County	16 JUL 89	Crash/Fire/Rescue Support	5 ANG
Penobscot County	30 JUL 89	Medevac Support	4 ARNG
Penobscot County	19 SEP 89	Search and Rescue	4 ARNG
Washington County	26 - 27 SEP 89	Medevac Support	4 ARNG
<u>MARYLAND</u>			
Garrett County	17 - 22 FEB 89	Water Haul	11 ARNG
Calvert County	24 FEB 89	Snow Emergency	2 ARNG
<u>MASSACHUSETTS</u>			
Springfield	07 - 08 JUN 89	Food Transportation	5 ARNG
Fall River	10 - 11 JUN 89	Water Haul	2 ARNG
Randolph	25 JUN 89	Dining Facility Support	10 ARNG
Mattapoisett	11 - 17 JUN 89	Water Haul	2 ARNG
<u>MICHIGAN</u>			
<u>MINNESOTA</u>			
<u>MISSISSIPPI</u>			
<u>MISSOURI</u>			
Barry County	10 - 18 MAR 89	Snow Emergency	30 ARNG
McDonald County	10 - 18 MAR 89	Snow Emergency	30 ARNG
Newton County	10 - 18 MAR 89	Snow Emergency	27 ARNG
St Joseph	07 - 10 FEB 89	Water Haul	2 ARNG
<u>MONTANA</u>			
Helena	02 - 03 FEB 89	Train Wreck Emergency	21 ARNG
Deer Lodge	07 MAY 89	Aviation Support	2 ARNG
Flathead County	02 AUG 89	Transportation Support	2 ARNG
<u>NEBRASKA</u>			
Valentine	30 MAR 89	Life Saving Neonatal	2 ARNG
Crawford	09 - 14 JUL 89	Forest Fire	231 ARNG
Belmont County	08 - 09 JUL 89	Water Haul	2 ARNG
Belmont County	19 JUL 89	Water Haul	2 ARNG
Belmont County	29 JUL 89	Water Haul	2 ARNG
Belmont County	04 - 05 AUG 89	Forest Fire	23 ARNG
Dawes County	31 AUG - 5 SEP 89	Forest Fire	4 ARNG
<u>NEVADA</u>			



<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>PERSONNEL</u>
Mojave County, AZ	01 -06 JAN 89	Water Haul	4 ARNG
Alameda County	18 JAN 89	Aviation Support	4 ANG
Carson County	28 - 29 JUN 89	Water Haul	2 ARNG
Lassen County	10 - 11 JUL 89	Forest Fire	9 ARNG
Lincoln County	16 - 21 JUL 89	Forest Fire	14 ARNG
Douglas County	15 - 22 AUG 89	Water Haul	4 ARNG
Fresno County, CA	30 JUL - 4 AUG 89	Forest Fire	6 ARNG
<u>NEW HAMPSHIRE</u>			
<u>NEW JERSEY</u>			
<u>NEW MEXICO</u>			
Rio Arriba	08 - 09 FEB 89	Search and Rescue	8 ARNG
Torrance County	20 - 21 MAR 89	Snow Emergency	9 ARNG
Statewide	08 -30 SEP 89	Emergency Food Haul	92 ARNG
<u>NEW YORK</u>			
New York City	1 OCT 88 - 31 OCT 89	Homeless Shelter	65 ARNG
Island of Jamaica	1 OCT 88 - 14 SEP 88	Hurricane Recovery Support	371 ARNG
			186 ANG
Statewide	03-05 MAY 89	Space Shuttle Support	6 ANG
	06 SEP 89	Aerial Rescue	6 ANG
	07 SEP 89	Aerial Rescue	6 ANG
	10 SEP 89	Aerial Rescue	6 ANG
	28 SEP 89	Aerial Rescue	6 ANG
<u>NORTH CAROLINA</u>			
Hertford	24 - 25 FEB 89	Snow Emergency	5 ARNG
Wallace	23 - 25 FEB 89	Snow Emergency	5 ARNG
Pitt County	18 -19 FEB 89	Ice Storm Emergency	4 ARNG
Dare County	13 - 14 MAR 89	Coastal Storm	4 ARNG
Beauford County	08 - 09 MAR 89	Generator Support	2 ARNG
Forsyth County	22 - 29 MAY 89	Tornado Recovery Support	8 ARNG
Lincoln County	08 MAY 89	Tornado Recovery Support	4 ARNG
Cleveland County	08 MAY 89	Tornado Recovery Support	4 ARNG
Union County	08 MAY 89	Tornado Recovery Support	4 ARNG
Union County	17 -19 MAY 89	Debris Removal	2 ARNG
Rowan County	08 MAY 89	Fire Protection Support	2 ARNG
Lincoln County	08 MAY 89	Tornado Recovery Support	4 ARNG
Cleveland County	08 MAY 89	Tornado Removal Support	4 ARNG
Union County	08 MAY 89	Tornado Removal Support	4 ARNG
Stanly County	17 - 19 JUN 89	Aviation Support	7 ARNG
Alamance County	17 - 19 JUN 89	Generator Support	7 ARNG
Gilford County	17 - 19 JUN 89	Aviation Support	7 ARNG
Randolph County	17 - 19 JUN 89	Aviation Support	7 ARNG
Union County	17 - 19 JUN 89	Generator Support	2 ANG
Caldwell County	04 - 06 JUL 89	Flood Recovery Support	7 ARNG
<u>NORTH DAKOTA</u>			
Burleigh County	18 - 20 FEB 89	Dining Facility Support	1 ARNG
Red River Valley	03 -20 APR 89	Flood Recovery Support	10 ARNG
Maddock	10 -14 JUL 89	Tornado Recovery Support	9 ARNG

<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>PERSONNEL</u>
<u>OHIO</u>			
Centerburg	12 - 15 JUN 89	Water Haul	27 ARNG
Portage County	22 - 29 JUL 89	Water Haul	53 ARNG
Anderson County	02 - 04 SEP 89	Shelter	3 ARNG
<u>OKLAHOMA</u>			
Farris	03 - 05 APR 89	Dining Facility Support	3 ARNG
Pauls Valley	05 - 06 MAR 89	Snow Emergency	2 ARNG
Ardmore	05 - 06 MAR 89	Snow/Ice Storm Emergency	11 ARNG
Little Axe	15 - 23 MAR 89	Snow Storm Emergency	2 ARNG
Staewide	18 - 25 SEP 89	Transportation Support	16 ARNG
<u>OREGON</u>			
Baker County	28 JUL - 21 AUG 89	Forest Fire	150 ARNG
Wallowa County	28 JUL - 21 AUG 89	Forest Fire	143 ARNG
<u>PENNSYLVANIA</u>			
Lackawana County	02 MAY 89	Aviation Support	3 ARNG
<u>PUERTO RICO</u>			
Island wide	16 - 30 SEP 89	Hurricane Recovery Support	732 ARNG
<u>RHODE ISLAND</u>			
Cranston	31 JAN 89	Hospital Support	70 ARNG
Cranston	19 - 23 FEB 89	Hospital Support	393 ARNG
Bristol County	23 - 25 JUN 89	Oil Spill Recovery	400 ARNG
<u>SOUTH CAROLINA</u>			
St. Matthews	19 AUG 89	Transportation Support	3 ARNG
Statewide	22 - 30 SEP 89	Hurricane Recovery Support	3477 ARNG
<u>SOUTH DAKOTA</u>			
<u>TENNESSEE</u>			
<u>TEXAS</u>			
Houston	22 FEB 89	High Rise Emer Training Spt	3 ARNG
Cooke County	16 MAY 89	Flood Recovery Support	4 ARNG
<u>UTAH</u>			
Diamond Peak	03 - 13 JUL 89	Forest Fire Recovery Support	27 ARNG
Uintah County	05 - 12 JUL 89	Forest Fire Recovery Support	3 ARNG
Duchesne County	07 - 12 JUL 89	Forest Fire Recovery Support	4 ARNG
Sanpete County	11 - 17 JUL 89	Engr Spt on Burning Landfill	6 ARNG
Uintah County	19 - 24 JUL 89	Forest Fire Recovery Support	21 ARNG
Grand County	19 - 24 JUL 89	Forest Fire Recovery Support	21 ARNG
Salt Lake County	21 - 26 JUL 89	Hospital Air Cond Support	3 ARNG
<u>VERMONT</u>			
<u>VIRGINIA</u>			
VA Beach	01 - 05 SEP 89	Civil Disturbance	485 ARNG
<u>VIRGIN ISLANDS</u>			
Virgin Islands	16 SEP 89 - Present	Hurricane Hugo	954 ARNG/29 ANG



<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>PERSONNEL</u>
<u>WASHINGTON</u>			
<u>WEST VIRGINIA</u>			
Statewide	01 -31 MAR 89	Food Distribution	32 ARNG
Statewide	01 - 30 APR 89	Food Distribution	23 ARNG
<u>WISCONSIN</u>			
Statewide	23 DEC 88 - 05 FEB 89	Armenian Relief Support	10 ARNG/51 ANG
<u>WYOMING</u>			
Lovell	07 JAN 89	Search and Rescue	12 ARNG
Lincoln County	05 - 11 Aug 89	Forest Fire Support	1 ARNG

TABLE 2.

**Antidrug Support To Law Enforcement Agencies**

<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>ARNG</u>	<u>ANG</u>
<u>ALASKA</u>				
	10 JUN 89 20 JUN 89	CARGO INSPECTION	0	15
	21 JUN 89 21 JUN 89	AVIATION SUPPORT	5	0
	22 JUN 89 01 SEP 89	GROUND SURVEILLANCE	8	0
	15 SEP 89 30 SEP 89	CARGO INSPECTION	27	0
<u>ALABAMA</u>				
	02 OCT 88 30 APR 90	CARGO INSPECTION	8	0
	02 MAY 89 04 JUN 89	CARGO INSPECTION	8	0
	02 APR 89 30 APR 89	CARGO INSPECTION	8	0
	05 JUN 89 30 SEP 89	AERIAL RECONNAISSANCE	5	0
	05 JUN 89 30 SEP 89	GROUND TRANSPORTATION	4	0
	17 JUN 89 30 SEP 89	GROUND RECONNAISSANCE	6	0
<u>ARKANSAS</u>				
	08 JUN 89 30 SEP 89	AVIATION SUPPORT	9	0
<u>ARIZONA</u>				
	22 NOV 88 19 DEC 89	CARGO INSPECTION	12	0
	06 NOV 88 30 APR 89	CARGO INSPECTION	12	0
	14 JAN 89 14 MAY 89	CARGO INSPECTION	10	0
	28 DEC 88 30 SEP 89	CARGO INSPECTION	8	0
	20 DEC 88 30 SEP 89	VEHICLE INSPECTION	7	0
	22 NOV 88 30 SEP 89	OPERATION AVIATION SUPPORT II	12	0
	15 MAY 89 30 SEP 89	CARGO INSPECTION	29	0
	08 AUG 89 30 SEP 89	AERIAL RECONNAISSANCE	8	0
	14 AUG 89 30 SEP 89	CARGO INSPECTION	18	0
<u>CALIFORNIA</u>				
	24 OCT 88 09 JAN 89	AVIATION SUPPORT	26	0
	10 JAN 89 30 SEP 89	AVIATION SUPPORT	1	0
	10 JAN 89 30 SEP 89	AVIATION SUPPORT	2	0
	22 MAR 89 30 SEP 89	AVIATION SUPPORT	2	0
	09 MAY 89 30 SEP 89	CARGO INSPECTION	468	0
	21 JUL 89 30 SEP 89	AERIAL RECONNAISSANCE	15	0
<u>COLORADO</u>				
	27 JUL 89 29 SEP 89	AERIAL RECONNAISSANCE	10	0
<u>CONNECTICUT</u>				
	29 AUG 89 29 SEP 89	GROUND RECONNAISSANCE	3	0
<u>DISTRICT OF COLUMBIA</u>				
	01 JUN 89 30 SEP 89	COMMAND/CONTROL SPT	3	2
	03 JUN 89 30 SEP 89	MILITARY POLICE SPT	40	33
	09 JUN 89 30 SEP 89	AVIATION SUPPORT	4	0
	28 AUG 89 30 SEP 89	HOTLINE SUPPORT	2	3
<u>DELAWARE</u>				
	04 SEP 89 30 SEP 89	CARGO INSPECTION	10	0
	29 AUG 89 30 SEP 89	CARGO INSPECTION	9	0
<u>FLORIDA</u>				
	24 APR 89 29 JUL 89	CARGO INSPECTION	81	17
	30 MAY 89 30 SEP 89	AERIAL RECONNAISSANCE	13	0
	17 JUN 89 30 SEP 89	GROUND RADAR MONITORING	24	0
	30 JUL 89 30 SEP 89	CARGO INSPECTION	6	0



<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>ARNG</u>	<u>ANG</u>
<u>GEORGIA</u>	08 MAY 89 30 SEP 89	AVIATION SUPPORT	7	0
	23 MAY 89 30 SEP 89	AVIATION SUPPORT	7	0
	05 JUN 89 30 SEP 89	AERIAL RECONNAISSANCE	7	0
<u>GUAM</u>	16 SEP 89 16 SEP 89	AERIAL RECONNAISSANCE	0	0
<u>HAWAII</u>	13 DEC 88 20 FEB 89	AVIATION SUPPORT	5	0
	26 OCT 88 30 SEP 89	MARIJUANA HARVEST	5	0
	22 FEB 89 19 MAR 89	AVIATION SUPPORT	6	0
	20 MAR 89 15 MAY 89	AVIATION SUPPORT	7	0
	16 MAY 89 30 SEP 89	AVIATION SUPPORT	9	0
	05 JUN 89 21 AUG 89	AERIAL RECONNAISSANCE	10	0
	22 AUG 89 30 SEP 89	AERIAL RECONNAISSANCE	2	0
<u>IOWA</u>	24 JUL 89 30 SEP 89	AERIAL RECONNAISSANCE	14	0
	29 JUL 89 25 AUG 89	TACTICAL CONTROL RADAR	0	23
	26 AUG 89 30 SEP 89	TACTICAL CONTROL RADAR	23	0
<u>IDAHO</u>	11 MAY 89 30 SEP 89	AERIAL PHOTO/RECON	0	10
	24 AUG 89 30 SEP 89	AERIAL RECONNAISSANCE	3	0
<u>ILLINOIS</u>	17 MAY 89 01 JUN 89	AVIATION SUPPORT	3	0
	06 JUN 89 30 SEP 89	AVIATION SUPPORT	3	0
<u>INDIANA</u>	24 JUL 89 21 AUG 89	AERIAL TRANSPORT	2	0
	22 AUG 89 30 SEP 89	AERIAL TRANSPORT	2	0
<u>KANSAS</u>	30 MAY 89 30 SEP 89	RADAR SUPPORT	0	24
	10 JUL 89 31 JUL 89	AERIAL SUPPORT	3	0
	01 AUG 89 30 SEP 89	AERIAL SEPPORT	10	0
<u>KENTUCKY</u>	31 JUL 89 30 SEP 89	AERIAL RECONNAISSANCE	60	0
	31 JUL 89 30 SEP 89	GROUND SURVEILLANCE	20	0
<u>LOUISIANA</u>	24 APR 89 30 SEP 89	CARGO INSPECTION	21	0
	16 MAY 89 30 MAY 89	AVIATION SUPPORT	3	0
	31 MAY 89 13 JUN 89	AVIATION SUPPORT	3	0
	14 JUN 89 30 SEP 89	AVIATION SUPPORT	4	0
	22 JUN 89 30 SEP 89	ADMIN/ INTEL/ ADP/ LOG SPT	8	0
	09 AUG 89 30 SEP 89	GROUND SURVEILLANCE	4	0
<u>MASSACHUSETTS</u>	23 AUG 89 30 SEP 89	AERIAL RECONNAISSANCE	4	0
	28 AUG 89 30 SEP 89	CARGO INSPECTION	13	0
<u>MARYLAND</u>	23 MAY 89 15 JUL 89	CARGO INSPECTION	11	0
	05 JUL 89 30 SEP 89	AERIAL RECONNAISSANCE	2	0

<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>ARNG</u>	<u>ANG</u>
	17 JUL 89 29 SEP 89	CARGO INSPECTIONS	13	0
<u>MAINE</u>				
	04 MAR 89 30 SEP 89	AVIATION SUPPORT	4	0
	13 AUG 89 30 SEP 89	VEHICLE INSPECTION	9	0
	30 AUG 89 30 SEP 89	GROUND SURVEILLANCE	8	0
<u>MINNESOTA</u>				
	25 NOV 88 29 SEP 89	AVIATION SUPPORT	3	0
	14 NOV 88 24 NOV 88	AVIATION SUPPORT	3	0
<u>MISSOURI</u>				
	11 JUN 89 30 SEP 89	CARGO INSPECTION	62	0
	31 JUL 89 30 SEP 89	AERIAL RECONNAISSANCE	28	0
<u>MISSISSIPPI</u>				
	21 JUN 89 30 SEP 89	AVIATION SUPPORT	6	0
	17 JUL 89 30 SEP 89	CARGO INSPECTION	11	0
<u>MONTANA</u>				
	24 JUL 89 30 SEP 89	AERIAL RECONNAISSANCE	26	0
<u>NORTH CAROLINA</u>				
	21 JUN 89 30 SEP 89	AVIATION SUPPORT	35	0
<u>NEBRASKA</u>				
	02 JUN 89 30 SEP 89	AVIATION SUPPORT	5	0
	01 JUN 89 30 SEP 89	AERIAL PHOTO/RECON	5	0
	06 SEP 89 30 SEP 89	GROUND SURVEILLANCE	4	0
<u>NEW HAMPSHIRE</u>				
	09 SEP 89 30 SEP 89	AERIAL RECONNAISSANCE	53	0
<u>NEW JERSEY</u>				
	01 JUN 89 30 SEP 89	CARGO INSPECTION	12	0
	24 JUL 89 30 SEP 89	AERIAL RECONNAISSANCE	2	0
<u>NEW MEXICO</u>				
	26 MAY 89 30 AUG 89	AVIATION SUPPORT	4	0
	29 MAY 89 30 JUN 89	TRANSPORTATION SPT	4	0
	11 JUL 89 20 SEP 89	TRANSPORTATION SPT	7	0
	22 AUG 89 30 SEP 89	GROUND SURVEILLANCE	18	0
	30 AUG 89 30 SEP 89	GROUND TRANSPORT	3	0
	13 SEP 89 30 SEP 89	AERIAL SURVEILLANCE	3	0
	22 SEP 89 30 SEP 89	AERIAL SUPPORT	4	0
<u>NEVADA</u>				
	11 JUN 89 22 AUG 89	AERIAL PHOTO/RECON	0	2
	23 AUG 89 30 SEP 89	AERIAL RECONNAISSANCE	0	0
	30 AUG 89 30 SEP 89	TRAINING FOR LEO	6	0
<u>NEW YORK</u>				
	18 FEB 89 20 MAY 89	AVIATION SUPPORT	8	0
	24 MAY 89 30 SEP 89	AVIATION SUPPORT	2	0
	19 JUN 89 30 SEP 89	CARGO INSPECTION	16	0
	07 MAY 89 15 JUN 89	CARGO INSPECTION	80	0
	26 JUN 89 30 SEP 89	AERIAL RECONNAISSANCE	4	0
<u>OHIO</u>				
	19 JUN 89 30 SEP 89	AVIATION SUPPORT	16	0



<u>STATES</u>	<u>DATES</u>	<u>MISSION</u>	<u>ARNG</u>	<u>ANG</u>
<u>OKLAHOMA</u>				
	07 JUN 89 30 SEP 89	AERIAL RECONNAISSANCE	6	0
	07 JUN 89 30 SEP 89	TRANSPORT OF LEO	6	
	07 JUN 89 30 SEP 89	TRANS/DESTRUCT DRUGS	48	
<u>OREGON</u>				
	04 MAR 89 30 SEP 89	AERIAL/GROUND SURVEIL	200	0
	05 JUL 89 30 SEP 89	ADMIN/ INTEL/ ADP/ LOG SPT	36	0
<u>PENNSYLVANIA</u>				
	01 JUL 89 24 SEP 89	TACTICAL RADAR SUPPORT	0	23
	15 AUG 89 21 SEP 89	CARGO INSPECTION	2	0
	22 SEP 89 30 SEP 89	CARGO INSPECTION	10	0
	21 AUG 89 30 SEP 89	CARGO INSPECTION	7	0
<u>PUERTO RICO</u>				
	28 NOV 88 11 JUN 89	AVIATION SUPPORT	9	0
	02 JAN 89 30 SEP 89	RADAR SUPPORT	0	20
	12 JUN 89 30 SEP 89	CARGO INSPECTION	14	0
	12 JUN 89 30 SEP 89	AERIAL RECONNAISSANCE	6	0
	12 JUN 89 30 SEP 89	AERIAL PHOTOGRAPHIC SPT	4	0
	12 JUN 89 30 SEP 89	AERIAL TRANSPORT	2	0
<u>RHODE ISLAND</u>				
	23 MAY 89 23 MAY 89	AVN SAFETY BRIEF	3	0
	12 SEP 89 30 SEP 89	CARGO INSPECTION	3	0
<u>SOUTH CAROLINA</u>				
	28 MAR 89 06 JUL 89	CARGO INSPECTION	45	0
	07 JUL 89 30 SEP 89	CARGO INSPECTION	28	0
	31 JUL 89 29 SEP 89	AERIAL RECONNAISSANCE	12	0
<u>SOUTH DAKOTA</u>				
	10 AUG 89 30 SEP 89	AERIAL RECONNAISSANCE	3	0
<u>TENNESSEE</u>				
	19 JUN 89 30 SEP 89	AVIATION SUPPORT	19	0
<u>TEXAS</u>				
	15 OCT 88 30 SEP 89	GROUND RECONNAISSANCE	44	0
	27 DEC 88 30 MAR 89	CARGO INSPECTION	7	0
	01 APR 89 20 APR 89	CARGO INSPECTION	49	0
	16 APR 89 20 APR 89	DRUG OPERATIONS	40	0
	21 APR 89 20 JUN 89	CARGO INSPECTION	49	31
	21 JUN 89 30 SEP 89	CARGO INSPECTION	49	0
	10 JUL 89 30 SEP 89	AERIAL RECONNAISSANCE	8	0
<u>UTAH</u>				
	01 JUL 89 30 SEP 89	TACTICAL CONTROL RADAR	0	23
<u>VIRGINIA</u>				
	19 JUN 89 30 SEP 89	AERIAL RECONNAISSANCE	18	0

## STATES

## DATES

## MISSION

## ARNG

## ANG

## VERMONT

19 JUN 89 30 SEP 89

CARGO INSPECTION

18

0

## WASHINGTON

06 SEP 89 30 SEP 89

AERIAL RECONNAISSANCE

4

0

## WISCONSIN

08 AUG 89 30 SEP 89

AERIAL RECONNAISSANCE

4

0

15 AUG 89 30 SEP 89

CARGO INSPECTION

13

0

29 JUL 89 25 AUG 89

TACTICAL CONTROL RADAR

0

23

26 AUG 89 30 SEP 89

TACTICAL CONTROL RADAR

0

23

## WEST VIRGINIA

27 JUN 89 30 SEP 89

AERIAL RECONNAISSANCE

2

0

29 AUG 89 25 SEP 89

AERIAL RECONNAISSANCE

9

0

13 SEP 89 30 SEP 89

GROUND RECONNAISSANCE

21

0

27 SEP 89 30 SEP 89

AERIAL PHOTO / RECON

5

0