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ANNUAL REPORT OF THE CHIEF, NATIONAL GUARD
BUREAU FOR THE FISCAL YEAR 1971

National Guard Bureau (Army)
Washington, D. C.

30 June 1971

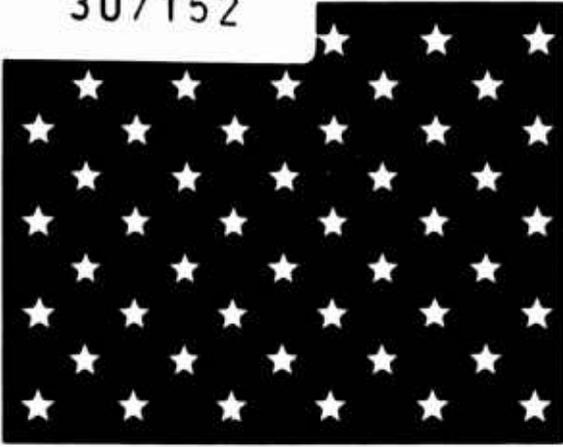
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THE FLAG OF THE UNITED
STATES OF AMERICA AND
TO THE REPUBLIC FOR
WHICH IT STANDS, ONE NATION UNDER
GOD, INDIVISIBLE, WITH LIBERTY AND
JUSTICE FOR ALL." YOUR NATIONAL GUARD**

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annual report

FISCAL YEAR 1971



CHIEF, NATIONAL GUARD BUREAU

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W. B. ...

**Annual Report
Fiscal Year 1971
Chief,
National Guard Bureau**

J. ...



Melvin R. Laird
Secretary of Defense



Robert F. Froehke
Secretary of the Army



Robert C. Seamans, Jr.
Secretary of the Air Force



General William C. Westmoreland
Chief of Staff
United States Army



General John D. Ryan
Chief of Staff
United States Air Force



Major General Winston P. Wilson
Chief
National Guard Bureau



Major General Francis S. Greenleaf
Deputy Chief
National Guard Bureau and
Director, Army National Guard



Major General I. G. Brown
Director
Air National Guard



Brigadier General Leonard C. Ward
Deputy Director
Army National Guard



Brigadier General John J. Pas
Deputy Director
Air National Guard

50TH ANNIVERSARY OF NATIONAL GUARD BUREAU INSIGNIA 1921 - 1971

On 12 July 1920 the Commission on Fine Arts was requested by the War Department to render assistance in the design of an insignia for the Militia Bureau. The Commission recommended crossed fasces with an eagle in the upper angle, the symbolism being: the citizen-soldier to be represented by the fasces, denoting the unity of the States, and the eagle representing the Federal Government. The original design and model were made by Anthony de Francisci, the sculptor, and were approved by the Commission. The design and model submitted by the Commission of Fine Arts, was approved by the Quartermaster General and has remained the basic symbolism since 12 May 1921.





TO THE SECRETARIES OF THE ARMY AND AIR FORCE:

The Annual Report of the Chief, National Guard Bureau, for the fiscal year ending 30 June 1971, is respectfully submitted.

In this, my last report to you, I am deeply honored and justly proud to tell you that both the Army National Guard and the Air National Guard performed superbly during Fiscal Year 1971, despite the welcome but frustrating changes of updated equipment and mission changes.

This was a year in which the National Guard prepared to face the problems accompanying a Zero Draft environment. In one of the largest recruiting-retention efforts ever put forth by the Guard, OPERATION: BELONG came into being. With the theme, "The Guard belongs — Maybe you belong in the Guard," this extensive campaign is designed to make young men and the general public aware of the importance of the Guard to the communities, States, and the nation.

Additionally, the Army National Guard instituted a Recruiter Training Program during the fiscal year. This program is designed to select and train a nucleus of Guard recruiters who will, in turn, train other recruiters throughout the entire Army Guard. The ultimate goal of this self-perpetuating drive is to train approximately 7,000 recruiters.

The end of Fiscal Year 1971 saw the first anniversary of the "Try One in the Guard" recruiting campaign directed toward prior servicemen. Results of the first year's run were most favorable, and the program is being continued.

On the Air side of the ledger, conversions dominated the scene for Fiscal Year 1971 as 34 Air Guard units converted to more modern aircraft. Of significant note, the Air Guard's long-established military airlift role began phasing down during FY 1971 with an upswing to a tactical airlift mission.

Fiscal Year 1971 earmarked a "first" for the Air Guard as Staff Sergeant Mary Ellen Loy, administrative assistant to the commander of West Virginia's 130th Special Operations Group, became the first Air Guard WAF to be selected on a competitive basis as one of the 12 Outstanding Airmen of the entire Air Force — active, Guard or Reserve. She was also the first WAF — active, Guard or Reserve — to be so honored during the past 12 years.

Operation CREEK PARTY continued smoothly during the fiscal year, marking the successful completion of its fourth year of existence. For this mission, Air Guard aerial refueling units on a non-mobilized basis rotate crews and aircraft to Rhein-Main Air Base, Germany, providing aerial refueling for active Air Force units in Europe on a continuous, round-the-clock basis.

The Air Guard accepted a new mission toward the end of the fiscal year, an airlift mission in Europe called CREEK GUARDLIFT. This mission involves airlift crews and aircraft from five States providing scheduled passenger-courier service for the United States Air Forces in Europe. The Air Guard units operate from Torrejon Air Base, Spain.

In further demonstration of their professional capabilities, Air Guard units scored heavily in the WILLIAM TELL 1970 world-wide competition meet at Tyndall Air Force Base, Florida. They captured first place in the F-101 and F-102 competition, posted the highest score among all nine teams in the weapons loading events, and one of the ANG crews won top individual scoring honors.

Fiscal Year 1971 became a bonanza year for Army National Guard aviation, with the addition of 320 aircraft to the inventory, bringing the total ARNG aircraft to 1,218. Included among the new types were the CH-54 Flying Crane and UH-1 Iroquois.

With the completion of their 17th year of successful participation in the Air Defense program, Army Guard Nike Hercules units now provide over 50 percent of the total Nike Hercules commitment of the Army Air Defense Command.

Army Guardsmen from selected units became highly involved with the active Army during this fiscal year with the advent of the "Roundout" program, whereby Guard units train with their counterpart active Army units for the purpose of becoming a part of the active unit upon mobilization.

Additionally, in further evidence of increased mobility and expansion of training efforts, several Army Guard units toward the end of the fiscal year were either participating or slated to participate in overseas training during their Annual Training periods.

Compared to previous years, Fiscal Year 1971 was rather subdued in the area of civil disturbances. During this period 16,868 Guardsmen were called to State active duty 43 times in 22 States. Additionally, Guardsmen turned out throughout the country in response to requests for assistance during natural disasters and other emergencies.

The following pages of this report will reflect that productivity for the year just ended, proving once again the responsibilities and capabilities of the National Guard, both Army and Air, in service to State and Nation.

WINSTON P. WILSON
Major General
Chief, National Guard Bureau

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**Prize Winning
 Photographers**
 Inside Back Cover

Congress appropriated \$1,206,400,000 for the Army and Air National Guard in Fiscal Year 1971 and additional money was appropriated directly for the National Guard by the States. Substantial support was also provided by State, county and municipal governments in land, police and fire protection, maintenance of roads, and the provision of direct county and municipal fiscal support to local units.

At the end of FY 1971, the Army National Guard was in possession of Federal equipment and vehicles in excess of \$1.8 billion. The Air National Guard equipment and aircraft are valued at over \$2.6 billion.

ARMY NATIONAL GUARD

Personnel

402,175 Officers and Enlisted Men
65,558 Enlistees
24,249 Authorized Technicians

Organization

3,058 Units

Major Units

6 Infantry Divisions
(Includes 1 Mechanized)
2 Armored Divisions
4 Armored Cavalry Regiments
18 Separate Brigades

Facilities

2,744 Armories
2,479 Non-armory Facilities

AIR NATIONAL GUARD

Personnel

85,689 Officers and Airmen
8,886 Total Airman Gains
18,135 Authorized Technicians

Organization

985 Units
24 Wings
92 Groups
92 Squadrons
501 Support Units
168 Communications Units
108 Miscellaneous Units

Facilities

90 Flying Bases
55 Nonflying Bases



1971 in review

	Army National Guard	Air National Guard
Operations and Maintenance	\$287,400,000	\$371,800,000
Personnel	\$387,100,000	\$122,900,000
Military Construction	\$ 15,000,000	\$ 22,200,000
TOTAL	\$689,500,000	\$516,900,000







Mission, Organization and Administration

MISSION OF THE NATIONAL GUARD

The National Guard is rooted in the concept of the privilege and responsibility of our able-bodied citizens to be ready at all times to bear arms for the common defense. This tradition was begun in the early seventeenth century, with the development of militia bands in the various colonies. The authors of the Constitution recognized the importance of the concept by empowering the Congress to "provide for organizing, arming and disciplining the militia." National military policy subsequently enacted into law has served to enhance the availability

and improve the readiness of the National Guard as a Federal reserve force. The general policy stated in current law (Section 102, Title 32, United States Code) is quoted:

In accordance with the traditional military policy of the United States, it is essential that the strength and organization of the Army National Guard and the Air National Guard as an integral part of the first line defenses of the United States be maintained and assured at all times. Whenever Congress determines that more units and organizations are needed for the national security than are in the regular components of the ground and air forces, the Army National Guard of the United States, or such parts of them as are needed, together with such units of other reserve components as are

necessary for a balanced force, shall be ordered to active Federal duty and retained as long as so needed.

While its Federal reserve potential has been strengthened, the National Guard of each State remains constitutionally a State-administered military force. The dual State-Federal missions are set forth in National Guard Regulation No. 45, and Air Force National Guard Regulation No. 20-1. The State mission is to provide units organized, equipped and trained to function effectively in the protection of life and property and the preservation of peace, order and public safety under competent orders of Federal or State authorities.

NATIONAL GUARD BUREAU

The National Guard Bureau is both a staff and operating agency. As the chart shows, it is a Joint Bureau of the Departments of the Army and the Air Force. The Chief, National Guard Bureau, reports to the Secretaries of the Army and the Air Force through the respective Chiefs of Staff and is the principal staff advisor on National Guard affairs.

As an operating agency, the National Guard Bureau is the channel of communication between the States and the Departments of the Army and the Air Force (AR 130-5/AFR 45-2).

The function of the National Guard Bureau is to formulate and administer a program for the development and maintenance of Army and Air National Guard units in the several States, the Commonwealth of Puerto Rico and the District of Columbia in accordance with Departments of the Army and Air Force policy.

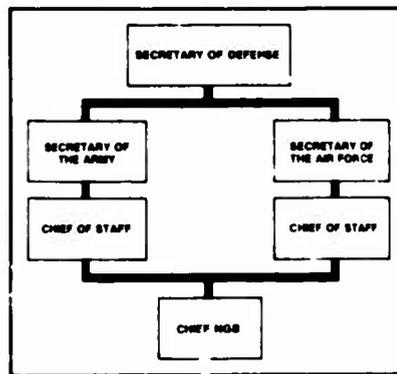
The organization of the National Guard Bureau is shown on the chart. The Office of the Director, Army National Guard is organized into five divisions: the Office of the Director, Air National Guard is organized into six divisions. The Office of the Legal Advisor; Office of Policy and Liaison; Special Assistant for Equal Opportunity; Office of Public Affairs; Office of Information Systems; Office of Technician Personnel; the Office of Administrative Services and the Office of Procurement Policy and Review advise and assist the Chief on both Army and Air matters.

The Office of Procurement Policy and Review was established during the fiscal year to meet a need for coordination of all procurement matters in the Bureau.

The Chief of the National Guard Bureau is appointed by the Presi-

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

The former Chiefs of the National Guard Bureau and its predecessor organizations (Division of Military Affairs, 1908-1916, and Militia Bureau, 1916-1933) are listed in Appendix A. Appendices B and C list the State Adjutants General and United States Property and Fiscal Officers as of 30 June 1971.



ORGANIZATION

The Army National Guard

The Army National Guard provides forces that are an integral part of the Nation's first-line defenses.

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

The Army forces in the Continental United States include Air Defense Missile units, the Strategic Army Forces (STRAF), and the support base for the entire Army. The Army National Guard shares in the first-line combat mission of U.S. Army Air Defense Command (ARADCOM) by providing full-time

Army National Guard Nike Hercules missile batteries in the defense of key industrial and population areas.

The Air National Guard

The Air National Guard supports U.S. Air Force missions worldwide, such as those to NATO and the free nations of Southeast Asia, the Middle East, Far East, Alaska, Caribbean, and South America.

The gaining commands to which Air National Guard units are assigned upon mobilization include the Tactical Air Command, Aerospace Defense Command, Military Airlift Command, Alaskan Air Command, Air Force Logistics Command, and the Air Force Communications Service. In addition, the Hawaii Air National Guard is committed to the Pacific Air Forces and one Air Guard communications unit is committed to the Air University at Maxwell Air Force Base, Alabama.

During this fiscal year, many Air Guard units served without mobilization, as integral functioning parts of active Air Force commands. Airlift units flew missions worldwide as a functional part of the Military Airlift Command, and ANG fighter-interceptor squadrons assigned to the Aerospace Defense Command maintained a 24-hour alert under control of North American Air Defense Command. Air National Guard tactical squadrons today form the principal worldwide strategic reserve of the Tactical Air Command.

Air Guard Electronics Installation squadrons perform communications construction projects on U.S. Air Force missile sites and other bases around the world.

LEGISLATION

Legislation Enacted

Public Law 91-441 authorized FY 1971 average strength of not less than 400,000 for the Army Nationa^l



Guard of the United States, 87,878 for the Air National Guard of the United States.

Public Law 91-511. Military Construction Authorization Act of 1971, authorized construction of facilities for the Army National Guard of the United States in the amount of \$13,700,000, for the Air National Guard of the United States in the amount of \$6,500,000.

Public Law 91-544. Military Construction Appropriation Act, 1971, appropriated \$15,000,000 for Army National Guard facilities; \$8,000,000 for Air National Guard facilities.

Public Law 91-668. Department of Defense Appropriations Act, 1971, appropriated \$387,100,000 for Army National Guard, Personnel; \$85,200,000 for Air National Guard, Personnel; \$287,400,000 for Operation and Maintenance, Army National Guard and \$343,600,000 for Operation and Maintenance, Air National Guard.

Legislation Pending

S.806, 92d Congress, would authorize the military departments to furnish medical care to Guardsmen and Reservists who are

injured during travel to or from inactive duty training, or who contract a disease while on training duty for 30 days or less, and to dependents of former members who died from injury or disease incurred in line of duty.

S.863, 92d Congress, would eliminate the current requirement for National Guard technician employment on or after 1 January 1969 for entitlement to credit for technician service before that date, and would increase the current 55 percent credit for prior service to 100 percent. A number of similar bills has been introduced in the House of Representatives.

S.2296, 92d Congress, would raise the statutory ceiling for technicians from 42,500 to 49,200 in FY 1972 and to 53,100 in FY 1973.

H.R. 6531, 92d Congress, would extend Selective Service until July 1, 1973, increase basic pay and basic allowances for quarters, and authorize Dependents Assistance Allowance payments for the National Guard and Reserves on active duty for training for 30 days or more, including members performing their initial active duty for training.

PUBLIC AFFAIRS

The National Guard Bureau Office of Public Affairs launched one of the most intensive recruiting advertising campaigns ever undertaken by the Guard during the latter phase of FY 1971. Designed for a far-reaching and long-range appeal to offset the approaching "zero draft" situation facing the nation, the campaign was termed "Operation: Belong." Its theme was keyed to the fact that the National Guard "belongs" to the community as well as to the Nation.

To support this effort, the Office of Public Affairs had in production toward the end of the fiscal year such materials as pamphlets, brochures, handouts, television and radio spots, posters, transit cards, armed services publication ads, lecture kits and loose leaf recruiting aids. All of these materials were produced for dissemination to the States in further emphasis of directing the campaign from the local level.

Additionally, throughout the fiscal year, the Office of Public Affairs continued to produce the monthly Newsletter, designed to keep the Adjutants General and Public Affairs Officers apprised of developments in the field of Public Affairs. Again this year the office was responsible for the production of the Annual Report of the Chief, National Guard Bureau, which highlighted significant events of the previous year.

In the area of radio programming, the Office of Public Affairs produced and disseminated to 6,225 stations a series of written radio spot announcements carrying the message that prior servicemen are needed in the National Guard. Just prior to Christmas, a program was developed and distributed to these same radio stations. This program was recorded and featured famous personalities of the entertainment field who "spoke up" for the Guard.

In its efforts to attract young

NATIONAL GUARD IN AMERICAN WARS

War or Conflict	Guardsmen (Militia) on Active Duty
Revolutionary War	231,771
War of 1812.....	116,000
Mexican War.....	73,297
Civil War.....	1,933,779*
Spanish-American War.....	216,225
Mexican Border Campaign.....	170,000
World War I.....	433,478
World War II.....	297,654
Korean War.....	183,600**
Berlin Crisis.....	65,460**
Vietnam.....	22,745**

*Figure for Union forces only. All Confederate forces were volunteer militia (National Guard); estimates on the number who served in the Confederate Army range from 600,000 to 1,500,000.

**Includes both Army and Air National Guard.

The Guard belongs.



belong



The Guard belongs.
Maybe you belong in the Guard.



RECRUITMENT CAMPAIGN



The Air Guard belongs.
Maybe you belong in the Air Guard.

The Guard belongs.

The Army Guard belongs.
Maybe you belong as an **ARMY GUARD AVIATOR**



aviators into the Army National Guard aviation program, the Office of Public Affairs produced an advertisement for the *Army Aviation* magazine. This ad was followed up with 15,000 copies of the Army Guard aviation brochure inserted into the magazine as a "pull-out" feature, thus offering active duty Army aviators an opportunity to explore the Army Guard aviation program.

During the fiscal year the Office of Public Affairs produced and distributed 50,000 "payrules" to key individuals in units throughout the Army and Air National Guard. This handy device is designed to use the slide technique of enabling an individual to tell immediately how much money he will make per drill period with the Guard, as well as offering him a computation of retirement pay and a breakout of gasoline

mileage, all contained in one compact handout. Approximately 40,000 enlisted and 10,000 officer "payrules" were placed in the hands of the full time technicians of the armories and air bases as an aid in talking to young men and women interested in joining the National Guard.

Throughout the fiscal year the Office of Public Affairs continued to prepare news releases, fact sheets, speeches and articles for publication in periodicals, yearbooks and encyclopedia.

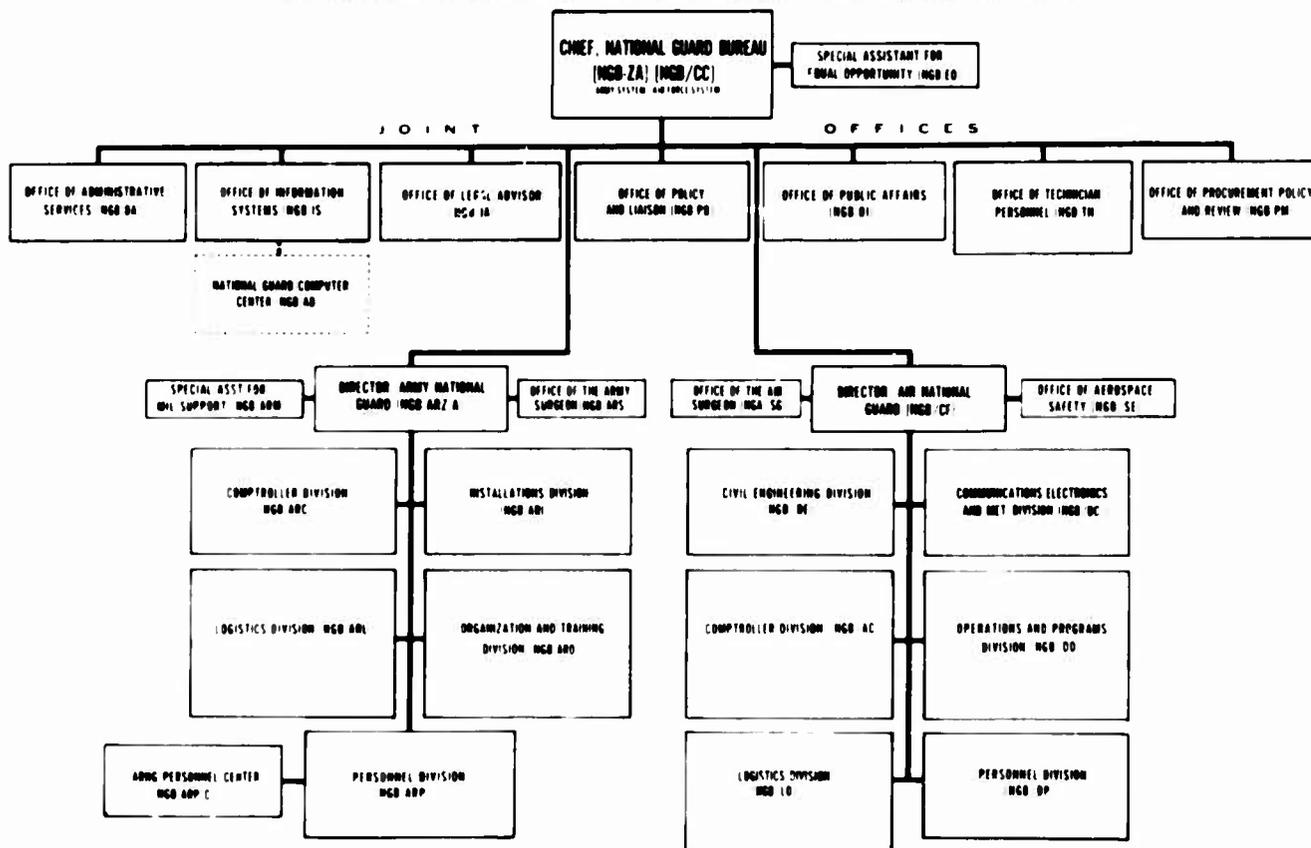
Historical functions during the fiscal year included the maintenance of historical documents for use in information programs and as an aid to scholars and military writers, the supervision of heraldic and insignia programs of the Army and Air National Guard and the promulgation of information relating to pol-

icy in the fields of insignia and historical material. Toward the end of the fiscal year, however, the Office of Public Affairs relinquished the responsibility of supervision over the heraldic and insignia programs to the Office of Administrative Services within the Bureau.

National Guard Bureau Personnel Strength
30 June 1971

	Authorized	Assigned
MILITARY		
Army	36	33
Air Force	80	78
TOTAL	116	113
CIVILIAN		
Army	97	93
Air Force	139	139
TOTAL	236	232

NATIONAL GUARD BUREAU ORGANIZATIONAL CHART



Army CHAMPS Team Handball

In January 1971 the Army CHAMPS program was approved as a joint active Army / Army National Guard / Army Reserve activity. The dual objectives of the program were to popularize the sport of team handball in the United States which would provide a talent base from which to draw players for the U.S. Olympic Team. These goals would also add impetus to the President's Program of Physical Fitness and Sports.

Simultaneous clinics were held in five separate locations throughout the country to train coaches and officials. Personnel attended in an FTTD status and returned to their respective States as the experts on a totally new sport as far as most people in the United States were concerned. These individuals then undertook the herculean task of setting up their own clinics, obtaining goals, nets, etc., in order to establish teams for competition in higher level play later in the summer.

Since appropriated funds could not be allocated to the program, the only assistance that could be given the States was an initial shipment



of 685 junior balls and one copy per State of a demonstration/explanation film. States rose to the challenge and vigorously prepared for the Army Area Championships scheduled to be held in early FY 1972. By mid-summer, 198 youth teams and 287 unit teams (Guardsmen) had participated in team handball.

Domestic Action

National Guard Domestic Action programs, designed to alleviate social problems within communities throughout the United States, continued to flourish and grow during the year. Participation came from both voluntary individual initiatives and unit-organized activities.

The Department of Defense exhibited increased interest in National Guard Domestic Action work. Ten Army and Air National Guardsmen were invited to Washington, D. C. to attend the First Annual DOD Domestic Action Program Conference in April.

Ten National Guard Domestic Action programs were singled out by DOD for special recognition. Awards recognizing these outstanding activities were presented in Pentagon ceremonies by the Honorable Roger T. Kelley, Assistant Secretary of Defense (Manpower and Reserve Affairs) and Chairman of the DOD Domestic Action Council.

Secretary Kelley presented plaques to the Utah National Guard

and to the 193d Tactical Electronic Warfare Group, Middletown, Pennsylvania, for being the most outstanding Army and Air National Guard programs, respectively.

Utah was recognized for "establishing, organizing and managing the Bantam Basketball Program, a Statewide non-profit endeavor which fills a void in physical fitness for Utah boys of 11 to 13 years of age. Juvenile delinquency has been significantly reduced in those communities where the program was conducted."

The 193d TEW was cited for "expressed compassion to the mentally retarded, knowledgeable assistance to Boy Scout units, and aid in the adjustment to school life of pre-school, underprivileged children in the Steeltown and Middletown, Pennsylvania areas."

Other Army National Guard units recognized were: Rhode Island ARNG; 50th Armored Division Support Command, Newark, New Jersey; District of Columbia National Guard; and West Virginia National Guard.

Other Air National Guard programs cited were: Oregon National Guard; Utah National Guard (for a separate program from their Bantam Basketball); 134th Air Refueling Group, McGuire Tyson Air National Guard Base, Knoxville, Tennessee; and the 108th Tactical Fighter Wing, McGuire Air Force Base, New Jersey. Joint ARNG-ANG programs



were eligible for either Army or Air National Guard awards.

Responsibility for administering the Domestic Action Program within the National Guard Bureau was transferred from the Office of Policy and Liaison to the Office of Public Affairs during the latter part of the fiscal year. The Office of Public Affairs was responsible for policy guidance, referring requests for support to the various States, and consolidating States' reports on participation for forwarding separately to the Departments of the Army and the Air Force.

Construction work by engineering units to meet community needs increased. This was one of the most widespread areas of participation within the Army National Guard. One of the most noteworthy examples of such work occurred in Maine, where two full engineering battalions and a services and support battalion spent their entire two-week annual training period doing "service to the community" construction work — which probably would not have been accomplished without the help of the Guard due to severe local funding shortages. Care was taken to insure the approval of local construction firms and unions within the area. Many other States likewise had extensive engineering Domestic Action programs, since there was a direct training "spin-off." Many Air National Guard civil engineering units also participated in similar activities.

Another area in which Army Guardsmen achieved training objectives through helping communities was medical assistance. As an example, when Alabama's 20th Special Forces Group conducted its annual training in Puerto Rico, the immediate medical needs of the Group were quickly disposed of, and the unit's medical company moved into isolated villages to perform medical screening examinations. Medical assistance to communities was also done in a

number of other States, including Oklahoma, Connecticut, Ohio. An outstanding program was also conducted by the Puerto Rico National Guard on a year-round basis.

Summer youth camps were a favorite activity to be organized by Guardsmen. Of particular note was the Governor's Youth Program conducted at Sea Girt, New Jersey, which received extensive support from the Governor's office and which earned widespread, highly favorable news coverage. Youth camps, conducted both jointly and by the ANG or ARNG alone, were set up in the District of Columbia, Utah, West Virginia, Florida, Oregon, and others — including Kentucky, where the Guard sponsored a "Bean Soup Feast" at all 37 Kentucky armories to raise money for their Boys' Summer Camp — a novel approach to the funding problem!

A new area into which the Guard moved concerned the environment. Army and Air Guardsmen joined forces in clean-up campaigns which were Statewide in at least two cases: Iowa and Texas. Programs on a somewhat lesser scale were set up in several other States, including California and Michigan.

Christmas was a fine time for units to get involved in toy collection and fix-up programs for disadvantaged children. One of the most noteworthy projects in this area was conducted by the 134th Air Refueling Group at McGhee Tyson ANG Base, Knoxville, Tennessee. Over 600 men were involved in gathering, repairing and distributing over seven thousand toys to over 2,300 children in a virtually year-round effort.

Air National Guard activities in the Domestic Action field fell largely into recreation for youth and aid to handicapped youngsters.

Tears welled in the eyes of New York City policemen as more than 350 men from a half-dozen New York ANG units devoted a full day

to escorting over 4,100 mentally and physically handicapped children at Coney Island's Astroland amusement park. This is one of the largest single Domestic Action efforts conducted on a recurring basis by any organization in the Armed Forces. Sponsored by a service organization called the Community Mayors of New York State, the outing was the fourth such annual event. With almost a thousand more children participating than ever before, the Guardsmen welcomed reinforcements in the form of the New York City policemen and the bus drivers who had driven the children to the park. Guardsmen provided the bulk of the manpower and the sponsoring organization provided the rides and refreshments.

Educational tours of facilities were another major thrust within the Air Guard. One unit alone — the 179th Tactical Fighter Group, Mansfield Lahm Municipal Airport, Ohio — played host to more than 1,400 children, including a large number of handicapped youngsters. As an example of such a tour, the unit invited to the base 16 youths who suffered from lowered hearing or sight capacity so that they would be able to touch, feel, sit in, handle and experience many things Guardsmen encounter every day on their jobs. The youngsters felt a jet engine running and later experienced the heat and rush of the jet exhaust (well downstream of the engine). Looks of surprised delight abounded when the children were popped about ten inches into the air by an ejection seat trainer. Later the youths touched the controls of a jet aircraft to learn their complexity. Virtually all Air Guard units conduct similar programs.

Over a year's period, over 43,500 Army and Air Guardsmen expended an estimated 127,000 volunteer and duty mandays to reach over 1,330,000 youth and over 1,800,000 non-youth — a total impact on over 3,100,000 citizens.

TROPHIES AND AWARDS PROGRAMS

The purpose of the trophies and awards program is to instill a spirit of wholesome rivalry among individuals, units and organizations of the Army and Air National Guard and to stimulate proficiency in training and maintenance. To this end, trophies and awards are presented annually by the Chief of the National Guard Bureau and other agencies to outstanding personnel and units in both the Army and Air National Guard.



The following trophies and awards are described in Appendix E:

ARMY NATIONAL GUARD

- The Army National Guard Superior Unit Award
- The Eisenhower Trophy
- The National Guard Award for Efficiency in Maintenance
- The Erickson Trophy
- Association of the United States Army Award
- Armor Leadership Award
- The National Guard Association Trophy,
- The Pershing Trophy and the National Guard (State) Trophy
- United States Army Air Defense

Commander's Trophy for the Outstanding Nike Hercules Battery in ARADCOM

United States Army Air Defense Commander's Trophy for the Outstanding Nike Hercules Firing Battery in Annual Service Practice (ASP)

Chief of National Guard Bureau Annual Indoor Rifle and Pistol Tournament Trophies and Awards

National Rifle Association Tournament Trophies Awards

AIR NATIONAL GUARD

Spatz Trophy

ANG Distinguished Flying Unit Plaque

Communications and Electronics Trophy

ANG Distinguished CEM Unit Plaque

Air Force Association Outstanding Unit Trophy

Winston P. Wilson Trophy

Air Force Association Outstanding Airman Award

Earl T. Ricks Memorial Trophy



PUBLICATIONS MANAGEMENT

The Army National Guard FY 1971 program for Department of Defense and Department of the Army publications and blank forms was initially established at \$983,000. This was later reduced to \$929,000 as a result of change in procedures used to procure general purpose tabulating cards and a temporary freeze in reprinting Department of the Army forms and publications.

Obligations for the year totaled \$888,984 as compared to FY 1970 obligations of \$977,000.

On 1 January 1971, the numbering system for Army Guard regulations and pamphlets was changed to correspond with the numbering system used by the Department of the Army. This eliminated the double numbering system and simplifies the identification process.

The Joint Congressional Committee on Printing authorized the purchase of a replacement offset press for the National Guard Field Printing Plant and also authorized the printing of camera ready publications. This authority improved our printing capability and enables the National Guard Bureau to distribute some publications at lower cost at a greatly reduced lead time.

SPECIAL ASSISTANT FOR EQUAL OPPORTUNITY

The Office of Special Assistant for Equal Opportunity acquired a Deputy Chief space during the fiscal year. The position was filled by Mr. Woodrow W. Crockett who previously served with the National Guard Bureau. His expertise in minority counseling and wide knowledge of National Guard operations are an invaluable asset to the office.

This office compiles data on the



National Guard minority group membership in both the military and civilian areas. (See Appendix I, Tables 1 through 3). In the past, these statistics were received by manual report forms. However, since 1 January 1971 the statistics have been received from the computerized data bank, thus eliminating the manual report. The upcoming revision of NGR 600-23/ANGR 30-12 will reflect this reporting change. Data bank statistics are more complete as they identify all minority personnel. Our overall military minority membership is 2.5 percent versus 4.5 percent in the technician work force.

The Office of Equal Opportunity conducted five on-site compliance field reviews and investigated nine complaints of alleged discrimination during the past year. Seven cases were found to be invalid and two cases are still pending.

A formal complaint cannot be filed unless a qualified counselor has been unable to resolve the complaint by informal arbitration. Satisfactory resolution of employee complaints at the lowest level of the organizational structure is the goal. Dividends from resolving complaints at this level are higher morale, better work production, maximum time devoted to the mission and overall readiness of the unit. In handling complaints of alleged discrimination in the technician field, the Federal Personnel Manual, Supplement 990-1, Chapter 713 is the appropriate reference. Considerable time has been devoted to discussion, drafting and coordination of documents relating to the Equal Employment Opportunity Program for the National Guard technician work force. It is anticipated that more definitive guidance in the form of a regulation will be published early in FY 1972.

High priority has been given to discussing ways and means of increasing minority participation in the National Guard, including the technician

program. Of a total of 88,196 non-prior service applications on the waiting list on 31 December 1970, 1,071 were Negroes. Minority group participation in the National Guard has remained about the same level for the past five years. Anticipating the demise of our waiting lists, and as we approach a zero draft environment, it is desired that all States place special emphasis on establishing communications and maintaining a rapport with all minority groups which should afford the Guard a wonderful opportunity to increase its overall minority group membership. Our goal, and that of the Department of Defense, is that every unit, as a part of the community, reflect the racial composition of that community.

OFFICE OF INFORMATION SYSTEMS

The National Guard Computer Center installed an IBM 360/20 in July 1970 and developed prototype systems to support Army National Guard State processing requirements in the areas of Logistics, Personnel, and Financial Management. The prototype was evaluated and approved for extension to the eight largest States in August 1970. The installation of equipment was completed in April 1971 with completion of systems implementation scheduled for July 1971.

Approval to replace 87 Air National Guard IBM 407 punched card accounting machines with 67 IBM 1401 card processors was obtained from the Assistant Secretary of the Air Force on 24 December 1970. The remaining 20 Air National Guard data processing installations will time-share with Army National Guard data processing installations. The Deputy Assistant Secretary of the Army, Financial Management, on 11 May 1971, gave authorization to proceed



with the IBM 1401 standard card processor system for the Army National Guard. On 10 June 1971, an implementation plan with order of priority installation schedule was sent to all State Adjutants General. Initial programming classes have been conducted at the National Guard Computer Center.

REGULATIONS

The National Guard, when not in active Federal service, is governed by National Guard regulations and Air National Guard regulations. These regulations announce the approved policies of the Departments of the Army and the Air Force pertaining to the Army and Air National Guard. Also, certain procedural matters are published in National Guard pamphlets and Air National Guard pamphlets. These may be separate or joint publications, depending upon the applicability of the contents to both the Army and Air National Guard. Further, certain Army and Air Force regulations govern the Army and Air National Guard when specifically made applicable by the Chief, National Guard Bureau.

During FY 1971 a number of existing regulations were revised or amended. In addition new regulations and pamphlets were developed and published. A detailed resume is contained in Appendix F.

SP4 David L. Heaton



OFFICE OF TECHNICIAN PERSONNEL

Through a major reorganization completed in FY 1971, the Office of Technician Personnel now functions in the capacity of directorate of civilian personnel for the National Guard program, comprised of approximately 42,500 Army and Air National Guard technicians. The Office provides guidance and assistance in technician personnel matters to the Chief, National Guard Bureau, and Adjutants General of the States, Commonwealth of Puerto Rico and District of Columbia. It also serves as the channel of communication between the States and the services as provided in Title 10, U.S. Code 3015, on all National Guard technician personnel matters. It formulates and establishes personnel plans, policies and implementing directives in accordance with public laws, U.S. Civil Service, Department of Defense, Department of the Army and Department of the Air Force directives, to include position classification, employee-management relations, civilian employee entitlements and benefits, employee development and training, inspection and audit, and civilian personnel information systems. The reorganization also transferred the Army and Air Program Branches, within their respective services to the Army Personnel Division and the Air Operations and Programs Division, and retained the following activities: Field Service and Liaison Branch, Classification Branch, Labor Relations Branch and Personnel Services Branch.

In addition to this new structure, the Office has been provided with additional manning to effectively carry out the functions assigned to the Office. The Field Service and Liaison Branch, a new activity of the Office, provides a staff with a continuing capability to conduct field visits to the individual States'



Technician Personnel Offices. This branch provides State Adjutants General and their staffs with evaluation of technician personnel operations, advice, assistance and guidance on technician personnel administrative matters and assistance in placing into effect new or revised programs. Notwithstanding the fact the branch was not organized until mid-FY 1971, on-the-spot assistance was provided to 27 States during the last four months of the fiscal year. In addition to the technical assistance provided, it was found that the visits established a more cohesive environment between the States and the National Guard Bureau.

The Labor Relations Branch has continued to be responsive to the activities being exercised by the many employee groups. In conjunction with its advisory service they have reviewed a total of 85 proposed contracts for adequacy and compliance with Executive Order 11491. Units of recognition to date are reflected in Table 4, Appendix I.

The technician job classification survey begun during FY 1970 was expected to have been completed and the results implemented during FY 1971. However, developments during the year precluded the com-

pletion of this undertaking. The importance of this subject warrants the recording of the circumstances in this Report.

Teams of technicians, under the auspices of the respective NGB offices of primary responsibility, completed the job description review/rewrite during FY 1970. This product was evaluated for proper assignment of series, titles and grades early in FY 1971. The results identified the downgrading of positions involving 8,000 plus technicians and the upgrading of positions having a slightly greater incumbency. These results were reviewed by the Departments of the Army and the Air Force as recommended by the Civil Service Commission and requested by the Department of Defense. The Army and Air Force completed their review and the results were released to the States in October 1970, with the approval of the Department of Defense and the concurrence of the Civil Service Commission. The downgradings created a degree of consternation from many sources that finally resulted in the Civil Service Commission asking the Department of Defense to impose a moratorium on all classification actions. At the same time the Civil Service Cor-

mission stated the need for that office, the Department of Defense, and the National Guard Bureau to meet for the purpose of satisfactorily resolving the problem. These meetings were underway at the end of the period included in this Report; however, no conclusions have been reached.

In conjunction with the Office of Information Systems, this office developed and implemented the highly successful Technician Personnel Management Information System which is a computer-based information retrieval system. This innovation to date has replaced a total of 14 manual reports. Continual review by other joint offices should reduce a significant number of manual reports that are now required.

This Office continued to coordinate in the formal training of supervisors and managers to enhance their knowledge and skills in such areas as contract negotiations, labor-management relations, Federal personnel procedures and practices, labor relations and grievance arbitration.

Action was taken to align the personnel management publications system with that of the Civil Service Commission issuance system. Additionally, supervisor's and

employee's handbooks are being developed for implementation in the near future.

Two significant Comptroller General decisions were received during this reporting period. Decision B-172031, 9 June 1971, covered environmental differential pay, hazardous duty pay, premium pay and compensatory time (worked and taken) for technicians. Also B-172682, 14 June 1971, was received covering authority for payment of severance pay to technicians not selected to continue in the National Guard under the ARNG Selective Retention / ANG Vitalization programs.

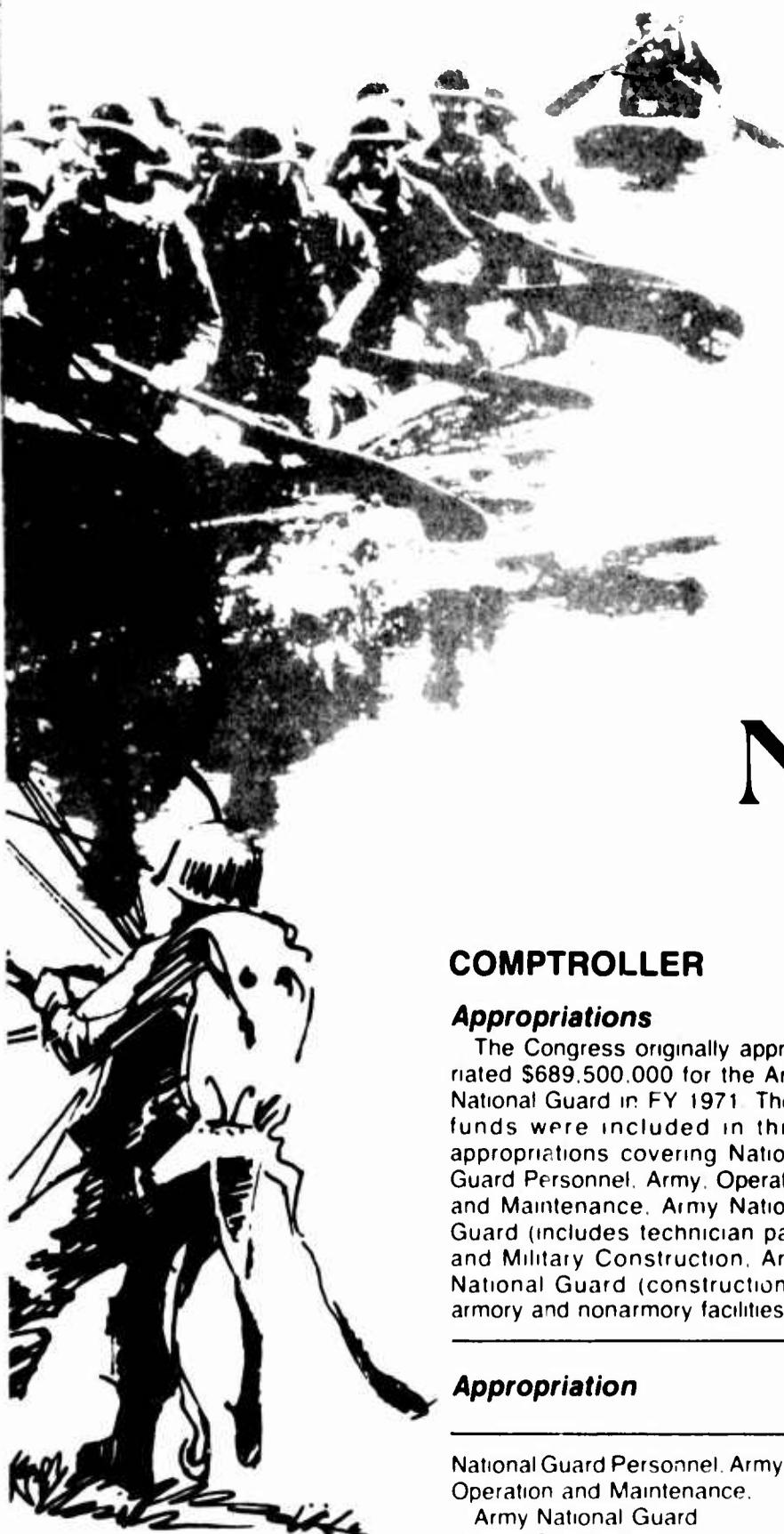
In April 1971, the Comptroller General released his Report to Congress on the Effective Conversion of National Guard Technicians to Federal positions (B-207). The General Accounting Office (GAO) reviewed National Guard personnel and pay records to see if the conversion to Federal status, under Public Law 90-486 on 1 January 1967, had been accomplished in accordance with the Act and implementing regulations. The GAO found that, in general, the conversion had been carried out in accordance with the Act, implementing regulations and instructions. With few exceptions



the grades, rates of compensation, leave balances and annual leave accrual categories recorded were proper. There were discrepancies in data pertaining to service prior to the conversion, attributable primarily to clerical error, omission of data and misinterpretation of instructions; however, the erroneous data had no significant effect on the status of the technicians at the time of conversion. They would have effect, possibly, at time of the technicians' retirement and, therefore, the GAO recommended a complete review of conversion actions. This was accomplished, or was near completion, by the end of the fiscal year. The GAO also commented on the consolidation of civilian personnel offices within the States, citing the advantages of centralized authority, uniformity of operations and possible savings in personnel costs. Consolidation of technician personnel functions has been recommended for all States by the National Guard Bureau.







Army National Guard

COMPTROLLER

Appropriations

The Congress originally appropriated \$689,500,000 for the Army National Guard in FY 1971. These funds were included in three appropriations covering National Guard Personnel, Army, Operating and Maintenance, Army National Guard (includes technician pay), and Military Construction, Army National Guard (construction of armory and nonarmory facilities)

Funding

The Army National Guard budgets which were submitted to Congress supported a strength plan with a beginning strength of 409,192 Guardsmen, an average strength of 400,946 and an ending strength of 400,000 officers and enlisted men in 3,038 units

The budgets submitted were National Guard Personnel, Army (NGP.A) \$387,100,000. Operation

<i>Appropriation</i>	<i>Appropriated</i>	<i>Funded Appropriation Reimbursable</i>	<i>Total Cumulative</i>
National Guard Personnel, Army Operation and Maintenance.	\$387.1	\$0.9	\$388.0
Army National Guard	287.4		287.4
Military Construction.			
Army National Guard	15.0		15.0

(Dollars are expressed in millions)

and Maintenance, Army National Guard (O&M, ARNG) \$287,400,000; and Military Construction, Army National Guard (MC, ARNG) \$15,000,000. They provided for an input of 52,200 recruits into the Reserve Enlistment Program (REP-63) training, an ARNG technician strength of 24,249 and a technician man-year program of 23,773.

NGP, A (BP-3100)

The Congress appropriated (Title I, P.L. 91-668) \$387,100,000 for the National Guard Personnel, Army to support an end strength of 400,000 Guardsmen and to provide an input to training of 52,200 nonprior service personnel under the Reserve Enlistment Program (REP-63). In addition, \$900,000 was provided for funded reimbursements. A transfer of \$18,600,000 was made from the PEMA fund to NGP, A for additional REP trainees. Congress provided a supplemental appropriation of \$39,484,000 (Title II, P.L. 92-18) to provide for the military pay increase. The basic and supplemental appropriation, the funded reimbursement and the transfer from PEMA funds resulted in a total NGP, A funding availability of \$446,084,000 for FY 1971.

O&M, ARNG (BP-3700)

The Congress appropriated (Title III, P.L. 91-668) \$287,400,000 for the Operation and Maintenance, Army National Guard (O&M, ARNG). In order to provide support for civilian pay increase and wage board increases, the Congress appropriated \$23,865,000 by Title II, P.L. 92-18. In order to provide necessary riot control equipment, \$4,700,000 was transferred from the PEMA fund to O&M, ARNG. The basic and supplemental appropriations, plus the transfer from the PEMA fund and automatic reimbursable orders in the amount of \$2,500,000, resulted in a total O&M, ARNG funding availability of \$318,465,000 for FY 1971.

MC, ARNG (BP 8500)

Under P.L. 91-544, the Congress appropriated \$15,000,000 for Military Construction, Army National Guard (MC, ARNG). These are "no year" funds. This appropriation, together with a prior year carry-over of \$6,273,246, provides a total FY 1971 funding availability of \$21,273,246.

incoming and outgoing accounting reports each month.

All fiscal accounting regulations and directives issued by the National Guard Bureau were revised during FY 1971 to reflect the latest changes in policy and procedures. This action was necessary to ensure that the accounting operations function properly and that

MC, ARNG Funding Summary

Funding available from prior years	\$ 6,273,246
FY 1971 Appropriation (P.L. 91-544)	15,000,000
TOTAL Funding available FY 1971	\$ 21,273,246
TOTAL Obligations FY 1971	\$ 16,366,077
Funds remaining available for FY 1972	\$ 4,907,169

Summary of Obligations

NGP, A	*\$443,430,595
O&M, ARNG	**\$318,123,093
MC, ARNG	\$ 16,366,077

*Includes funded reimbursements of \$797,000

**Includes automatic reimbursements of \$3,170,000

Accounting and Reporting

As a Department of Army staff level operating agency for accounting and reporting purposes, the National Guard Bureau manages and controls the funds appropriated for and allocated to the Army National Guard. During FY 1971, 1,064 allotment documents were issued and processed to make funds available to 54 separate fiscal stations in all States, the District of Columbia and the Commonwealth of Puerto Rico. In order to provide the accounting data required by higher authority, each fiscal station of the Army National Guard prepares and submits a minimum of 12 monthly reports on the status of funds. In the capacity of a major staff level accounts office, the National Guard Bureau prepares and submits a total of 20 monthly reports to the central accounting office of the Department of the Army. The total reporting workload requires the processing of approximately 800

required records are maintained on a current basis at all levels. Specific action was also initiated on numerous occasions during the last fiscal year to improve the accounting system and method of reporting various transactions pertaining to the Army National Guard.

Finance Services

NGR-37-104-2 and NGB-ARC-S letter No. 12 require that incapacitation payrolls be submitted, with required substantiating documents to the National Guard Bureau for review and approval prior to payment. Three hundred and seventy five such payrolls were reviewed and processed in FY 1971 compared to 275 in FY 1970.

New Time and Attendance cards and procedures were prepared for publication and distribution to the field in early FY 1972. The new procedures will allow for the recording of Environmental Differential Pay, Annual Premium Pay, and



which were lacking in the old procedures.

A new NGB Form 67 (Military Pay Summary and Certification Sheet) has been drafted and is being staffed. The revised form deletes the Advisors Certificate in conformance with AR 37-104-2 and the Summary Sheet used by the USAR.

Audits and Reports of Survey

During FY 1971, the United States Army Audit Agency submitted nine audit reports pertaining to the Army National Guard. These reports were concerned with the funds and property accounts of the United States Property and Fiscal Officers, readiness posture of the Army National Guard, utilization of resources and reporting systems. The findings and recommendations were reported to the State authorities, the National Guard Bureau and the Department of Army staff. National Guard Bureau review of these audits resulted in the establishment of improved training, management and internal controls.

In addition to the U.S. Army Audit Agency, the General Accounting Office is presently conducting two reviews in the Army National Guard: Review of National Guard Military Pay and Allowance System and Civil Disturbance Training. These two reviews are scheduled for completion early in FY 1972. The office, Secretary of Defense, Deputy Comptroller for Internal Audits, is also conducting a review (in selected units) of arms, ammunition and explosives in the Army National Guard. This review is also scheduled for completion early in FY 1972. Review of the findings of these reports by the National Guard Bureau staff may result in new procedures in FY 1972.

Management Improvement

Automation of the ARNG Personnel Reporting System has elimi-



nated the requirement for the States to provide input to the Army Areas for the quarterly report Authorized and Actual Strength by MOS of Reserve Components of the Army (RCS: CSRSV-15 (R5)). Input now is provided to U.S. Army Reserve Components Personnel and Administration Center directly from the NGB personnel data bank. It is estimated that elimination of this requirement saved the States 10,000 man-hours preparation time per quarter and an annual monetary saving of about \$176,400.

Estimated savings from a suggestion to change certification of DA Forms 3298, made by a Georgia ARNG technician, are \$34,302. (This proposal was reported as pending in the FY 1970 report.)

The Army National Guard has implemented the Army policy of maximizing use of re-tread tires. Savings for the fiscal year are about \$250,000.

Contractual procedures prescribed by NGB Pamphlet 415-10 were modified by combining two steps (approval of bids and approval of contracts) into a single step which streamlined the review, verification and approval of the contract documents. Estimated savings for FY 1971 and 1972 are about \$54,000.

Revision in the requirements of and supporting documents for the ARNG Field Training and Service Contracts have reduced the annual

number of change orders by 38 and 52 respectively. The elimination of these 1,350 actions will save approximately 337.5 man-hours per year. It is anticipated that a further revision to the FY 1972 field training contract requirements will eliminate an additional 30 change orders which should increase the savings next year.

A new ADP program was developed by Army Logistics Division to permit identifying equipment authorizations and on-hand assets by parent organization. Under the old procedures, equipment assets and authorizations were listed by State without regard for a parent unit. Where units were split between two States, it was necessary to research two listings to determine the authorization or the assets of a specific unit or units.

The Logistics Management Report was modified to provide a printout showing what excess items are within the authorized retention level. This obviates manually calculating listed items to determine excesses.

Major items of equipment were assigned ARNG Management Structure Subsidiary Account Codes. This action facilitates identifying funding obligations and provides a basis for justifying funding requirements. Previously, considerable research was required to develop this information.

A complete revision of ARNG policies and procedures for procurement of maps, charts and other related publications became effective 1 November 1970. The new system aligns the ARNG map procurement procedures with those of the active Army. It is expected that under the revised system there will be a significant reduction in resources expended on the ARNG map procurement program. Moreover, the new program reduces the burdensome administrative procedures related to requisitioning.

The National Guard Marksmanship Training Unit (NGMTU) is organized and manned with technicians whose primary purpose is to advise and assist the Chief, National Guard Bureau in the implementation of a viable Competitive Marksmanship Training program for both the Army and the Air National Guard.

Training responsibilities, which previously were exercised by the Training Branch, Army Organization and Training Division, National Guard Bureau, have been transferred to the NGMTU, placing planning and training at the working level in the hands of individuals intimately familiar with the program. The NGMTU plans, coordinates and conducts nationwide instruction in marksmanship subjects; directs and supports the all-Guard team; and conducts armorer and coach clinics. It is also the focal point for publishing and distributing competitive marksmanship directives and bulletins to the National Guard-at-large. The increase in NGMTU responsibilities has resulted in a commensurate reduction in NGB administrative workload.

MILITARY SUPPORT TO CIVIL AUTHORITIES

During the year, 16,868 National Guardsmen were called by their Governors to State active duty for



civil disturbance emergencies. These Guardsmen were used 43 times in 22 States to assist civil authorities in quelling civil disturbances in cities and on campuses. In addition, National Guard forces were ordered to State active duty 77 times in 30 States to assist civil authorities during natural disasters and other emergencies. These call-ups included rescue operations during blizzards and floods; security, traffic control and evacuation during tornadoes and hurricanes; searches for missing persons and downed aircraft; water hauling in drought areas; air dropping food to snow-bound cattle and forest fire control.

The capability of the National Guard to conduct operations in controlling civil disturbances was increased during FY 1971. This improvement was a result of additional civil disturbance training, the

purchase of additional civil disturbance control equipment and improved planning at State level.

In addition to the 16 hours of annual civil disturbance refresher training conducted by Army National Guard units in past years, all units tasked with specific civil disturbance missions have completed an extra eight hours of refresher training during the period 1 April - 30 June 1971. Further, all key non-commissioned officers and junior officers in the grade of lieutenant and captain holding leadership positions in units tasked with a civil disturbance mission, have received a special 16-hour course of leadership instruction. This leadership training program was designed to provide increased command and control capabilities in company sized units committed to any future civil disturbance control operation. The



gram of instruction and lesson plans were developed by the active Army and the instruction was executed by the Adjutant General of each State utilizing experienced instructional personnel. The Army National Guard provided instructions and instructional material to the Air National Guard in order to initiate training of designated Air Guard units and individuals in civil disturbance control operations.

Funds have been made available within the Army budget to purchase 137,598 face shields, 136,737 riot batons and 111,244 protective vests. The face shields and the riot batons are currently in the hands of National Guard units throughout the 50 States, the District of Columbia and the Commonwealth of Puerto Rico. The protective vests have been requisitioned and are currently being shipped to each State. Through coordination with Army Materiel Command XM-33 riot control agent dispersers are being placed in National Guard units. The Army National Guard is currently cooperating with the Office of the Chief, Research and Development in evaluating the plastic, disposable, flexible handcuff for use in mass detention situations in civil disturbance control operations.

The civil disturbance plans of each State were examined in detail by a special panel of Military Support experts. The findings of this study group were then reviewed by a special committee of six Adjutants General who met in the Pentagon on 1-2 December 1970. This committee submitted specific recommendations which were then passed on to the States under personal letter to each Adjutant General. As a result of this action, 50 States, the District of Columbia and the Commonwealth of Puerto Rico have agreed to standardize their civil disturbance planning and to adopt the Federal Rules for Application of Force.

During FY 1971 a Communications Study Group was convened by the National Guard Bureau and charged with the responsibility of surveying Guard communications status and recommendations for standardization and improvement. A selected group of Military Support Plans Officers then reviewed the study. The final recommendations, as approved by the Chief, National Guard Bureau, will become policy matters for implementation in FY 1972.

During the fiscal year, 403 National Guard officers attended the civil disturbance orientation course at the Military Police School, Fort Gordon, Georgia. Two hundred and seventy-five National Guard officers are now programmed for attendance during FY 1972.

The National Guard Bureau participated in the Department of Army

Civil Disturbance Study during this fiscal year. Many of the actions taken to improve civil disturbance training and equipment, as mentioned above, stem from this study group or its recommendations. The exchange of ideas and the cooperative efforts demonstrated during the course of this long, in-depth study were of great mutual benefit to the National Guard and the active Army.

During FY 1971, members of the Office of Military Support to Civil Authorities visited in 36 States, the District of Columbia and the Commonwealth of Puerto Rico. These staff visits were for the purpose of observing civil disturbance training and command post exercises, assisting in preparation of civil disturbance operations plans, participating in civil defense conferences or seminars and related aspects of the military support field.



PERSONNEL

Military Strength

The Federally recognized strength of the Army National Guard on 30 June 1971 was 402,175, comprised of 30,263 officers and warrant officers and 371,912 enlisted personnel. The total decreased by 7,017 from the previous year. Year-end average strength figures for selected years are shown in Table 1, Appendix G.

The strength of the Army National Guard at the beginning of FY 1971 was 409,192. The fiscal year budget guidance provided for an average strength of not less than 400,000. Actual strength averaged 400,842 for the fiscal year. There were 1,282 Guardsmen in the inactive Army National Guard who were attached to units for administrative and accounting purposes and who would be available in the event of mobilization.

Army Advisors

On 30 June 1971, 618 officer advisors were on duty with 52 U.S. Army Advisor Groups, an increase of 14 advisors over the previous year. This represents 72 percent of authorized strength present for duty at the end of the fiscal year. Not included are 37 administrative and executive officers assigned to the advisor group headquarters. (See Table 2, Appendix G, for the status of advisors.)

Officer Personnel

Strength

Total ARNG officer and warrant officer assigned strength increased during FY 1971. Commissioned officers totaled 25,119 and warrant officers totaled 5,144 at the end of the year, gains of 374 and 498, respectively, over last year. These increases are attributed to expanded officer procurement programs which now include direct appoint-

ment of combat veterans, direct appointment of professional and technical specialists possessing baccalaureate or higher degrees, and increased recruitment of ROTC officers, aviators and other former active Army officers.

Officer overstrength remaining from the 1967-1968 reorganization continued to be reduced as reflected in Table 3, Appendix G. At the end of the fiscal year, 103 commissioned officers and 214 warrant officers remained as overstrength.

While second lieutenant commissions from OCS programs declined during the fiscal year, reference Table 4, Appendix G, this procurement source is expected to regain momentum and return to previous production levels. The higher number of former officers and others indicated in Table 4 is credited to the expanded procurement programs discussed above.

Personnel Actions

During FY 1971, there were increased Federal recognitions, though there was a substantial decline in total personnel actions. Appointments increased to 4,935 from 3,438 in FY 1970 while promotions remained comparatively stable at 5,152 compared to 5,154 during the previous fiscal year. Separations continued to decline from 5,767 in FY 1970 to 5,221 during FY 1971 and personnel changes and actions decreased from 23,486 to 17,058.

The decrease in personnel actions is attributed to the relative stability of this past fiscal year. The turbulence caused by the major reorganization of 1967-1968 has subsided. Personnel management has also expanded efforts at retention of junior officers, always a major stabilizing influence.

Reserve Officer Personnel Act (ROPA)

Table 5, Appendix G, shows the results of FYs 1970-1971 selection

boards which mandatorily considered officers for promotion under the provisions of the Reserve Officer Personnel Act.

Enlisted Personnel

Procurement

During FY 1971 there was a total procurement of 65,558 enlisted personnel and a total of 73,447 enlisted personnel losses. Table 6, Appendix G, lists figures relative to enlisted personnel losses and gains.

Reserve Enlistment Program

In FY 1971, 52,425 nonprior service personnel enlisted under the Reserve Enlistment Program of 1963 (REP-63). Under this program, the active duty for training required for all nonprior service enlistees varied from a minimum of four months to that period required for Military Occupational Speciality (MOS) qualifications. In FY 1971 the





average period required for MOS qualification was approximately 5.3 months.

Active Duty for Training

At the beginning of FY 1971, 34,941 enlistees, who had enlisted during FY 1970, were awaiting training spaces in the active Army training centers. At the close of FY 1971, 16,802 individuals were awaiting entry to active duty for training (ADT). During the fiscal year, 70,000 Army Guardsmen actually entered the active duty for training program. Since the beginning of this program in 1956, 933,300 Guardsmen have enlisted or volunteered for this program, 860,606 have actually entered training and 799,993 have completed ADT and returned to their units. On 30 June

1971, 26,787 Army National Guard enlisted men were participating in the ADT program in Army Training Centers, Service Schools and other facilities throughout the United States.

Enlisted Evaluation System

At the time of submission of the Annual Report for FY 1970, the results of the May 1970 test cycle had not been received. During that test cycle, the ARNG tested a total of 50,076 with an overall passing rate of 94.9 percent. The Army National Guard continued Military Occupational Speciality (MOS) testing during FY 1971. Statistics concerning results for the August and November 1970 and February 1971 cycles are shown in Table 7, Appendix G. The results of the May

1971 cycle have not been received.

Officer and Enlisted Personnel

Line of Duty Determinations

This function, delegated to the Chief, National Guard Bureau on 1 November 1964, charged the Chief, National Guard Bureau with responsibility for line of duty determinations for Army National Guard personnel not on active duty. It continues to operate on a current basis. Statistics concerning line of duty determinations are included in Table 8, Appendix G.

Personnel Reporting

The ARNG Personnel Division formalized the Officer Personnel Reporting System with publication of NGB Pamphlet 680-3 in June 1971 to be implemented early in FY 1972. It is anticipated that publication of NGB Pamphlet 680-3 will enhance utilizing the Officer Personnel Reporting System, and encourage improvement in accuracy of output reports.

Refinement of the Enlisted Personnel Reporting System is expected to continue in FY 1972 with design and programming of several new reports. Changes to NGB Pamphlet 680-2 may be expected in FY 1972 to improve accuracy and content of output reports from the Enlisted Personnel Reporting System.

Command Sergeants Major Program

In January 1971, the State Adjutants General were given guidance for submission of nominations for participation in the third increment of the Command Sergeants Major Program. Permanent guidance on this program was published in AR 135-2 dated 4 January 1971. States were requested to forward Command Sergeants Major nominations to the National Guard Bureau not later than 1 March 1971. This would

allow time for the review and recommendation by the Chief, National Guard Bureau, prior to forwarding nominations to the Department of the Army Command Sergeants Major Selection Board, USARCPC, Fort Benjamin Harrison, Indiana. One field grade officer, one Command Sergeant Major and one Sergeant First Class of the Army National Guard represented the ARNG as members of the DA Reserve Components Command Sergeants Major Selection Board.

An informal Review Board was established in the National Guard Bureau for the purpose of determining the nature of the National Guard Bureau's recommendation. The nominations were reviewed for completeness and background and served as basis for a recommendation by the Chief, National Guard Bureau. States submitted 117 nominations for participation in the third increment of the program. Alaska, Colorado, Delaware, Idaho, Kentucky, Maine, Montana, Nevada, New Hampshire, New Mexico, Puerto Rico, Vermont, West Virginia, and the District of Columbia did not participate in the third increment. Of the 117 nominations received, 116 (99 percent) were forwarded to the Department of the Army Reserve Components Command Sergeants Major Selection Board for consideration by required date of 12 April 1971. Only one of the nominations was returned to the States as administratively unqualified for consideration at this time.

Selection Board actions were completed 13 May 1971. A total of 88 (75.9 percent) was selected for Command Sergeant Major designation by Department of the Army circular.

Try One in the Guard

The Army National Guard continued its special recruiting and retention campaign called "Try One in the Guard" which was initiated last fiscal year. The campaign pro-



vides prior service personnel with a one year enlistment option and the opportunity to look at the National Guard from the inside without a lengthy commitment. It also provides Guardsmen who are nearing expiration of term of service (ETS) with the option of a one-year extension while they are trying to decide about becoming career Guardsmen. This is particularly aimed at Guardsmen who are completing their six-year obligation.

Through the Try One campaign, the ARNG hopes to help maintain National Guard strength at prescribed levels and to infuse Vietnam veterans into the National Guard program to improve training and readiness. The ARNG also hopes

to gain needed experience by recruiting those who have had active duty with the Army or another Service, to provide "Guard-wise" experience among NCOs and junior officers through extensions, to maintain, through extensions, unit integrity, an important factor in the overall readiness profile of the Guard, and to conserve funds. (Extensions and enlistment of prior service personnel cost less than enlistment of servicemen who must be given REP training.)

Recruiter Training Program

A plan was developed for the selection and training of recruiters throughout the Army National Guard in January 1971. A study group of Guardsmen produced a recommended program of instruction with specific guidance for its implementation. Another group took these recommendations, wrote specific lesson plans and developed a formal course on recruiting and retention for the Army National Guard. A third group was then selected as instructors to conduct training sessions throughout the country. These four sessions were conducted during the period 18 May through 10 June 1971 at Des Moines, Iowa, for States in the Fifth Army Area; at Indiantown Gap Military Reservation, Pennsylvania, for States in the First Army Area; at Fort McClellan, Alabama, for States in the Third and Fourth Army Areas; and at Portland, Oregon, for States in the Sixth Army Area. Approximately 125 representatives, a minimum of two from each State, District of Columbia and Commonwealth of Puerto Rico, attended these sessions.

These trained Army National Guardsmen have now returned to their home States to form the nucleus of an expanding Guard recruiter training force and will conduct State training sessions, some of which have already been completed. The ultimate goal is to train two qualified recruiters for every



company size unit in the Army National Guard — some 7,000 recruiters.

A formalized correspondence course on recruiting and retention is planned. It is expected that the course will be written by Guardsmen at Fort Benjamin Harrison, Indiana, in cooperation with The Adjutant General School. It is anticipated that this course will enable Army Guard recruiters to keep abreast of the latest techniques in personnel procurement.

The Army National Guard in FY 1971 actively entered the field of recruiting and retention and will continue to improve and expand this necessary and vital program to maintain strength in a zero or low draft environment.

Army National Guard Personnel Center

The Army National Guard Personnel Center, composed of an Office of the Chief and three Branches: Examining Branch, Records and Service Branch and Administrative Services Branch, was established in November 1970. The Center is located in the Nassif Building, 5611 Columbia Pike, Falls Church, Virginia, and is authorized 31 civilian technicians.

The Army National Guard Personnel Center was assigned the functions of:

Administering the Army National Guard Officer and Warrant Officer Federal Recognition Program;

Acting as liaison between the

National Guard Bureau and the Department of the Army and the 50 States, District of Columbia, and the Commonwealth of Puerto Rico with respect to execution of the Reserve Officers Personnel Act of 1954 (ROPA) as its provisions are applied to Officers and Warrant Officers of the Army National Guard of the United States;

Administering the Uniformed Services Contingency Option Act of 1953 as its provisions are applied to members of the Army National Guard of the United States;

Administratively executing the Army National Guard Personnel Retired Pay Program as outlined in Title 10, U.S. Code, Sec. 1331-1337.

Establishing and maintaining the Army National Guard Officers and Warrant Officers Official Military Personnel Folder on those personnel who are Federally recognized, and providing to authorized requestors information therefrom;

Serving as the National Guard Bureau depository for Army National Guard enlisted files concerned with line-of-duty determinations and attendance at service school-airborne courses;

Installing and executing an internal program of administration, housekeeping, and records administration.

To organize the Center, the Examining Sections of the Officers Branch, Army Personnel Division, were transferred intact to the Nassif Building. The Military Service

Branch, Army Personnel Division and the Records Branch, Office of Administrative Services, were consolidated, transferred to the Nassif Building, and redesignated as the Records and Service Branch. Concurrent with the opening of the Center, a small element to provide executive control and an Administrative Services Branch were activated.

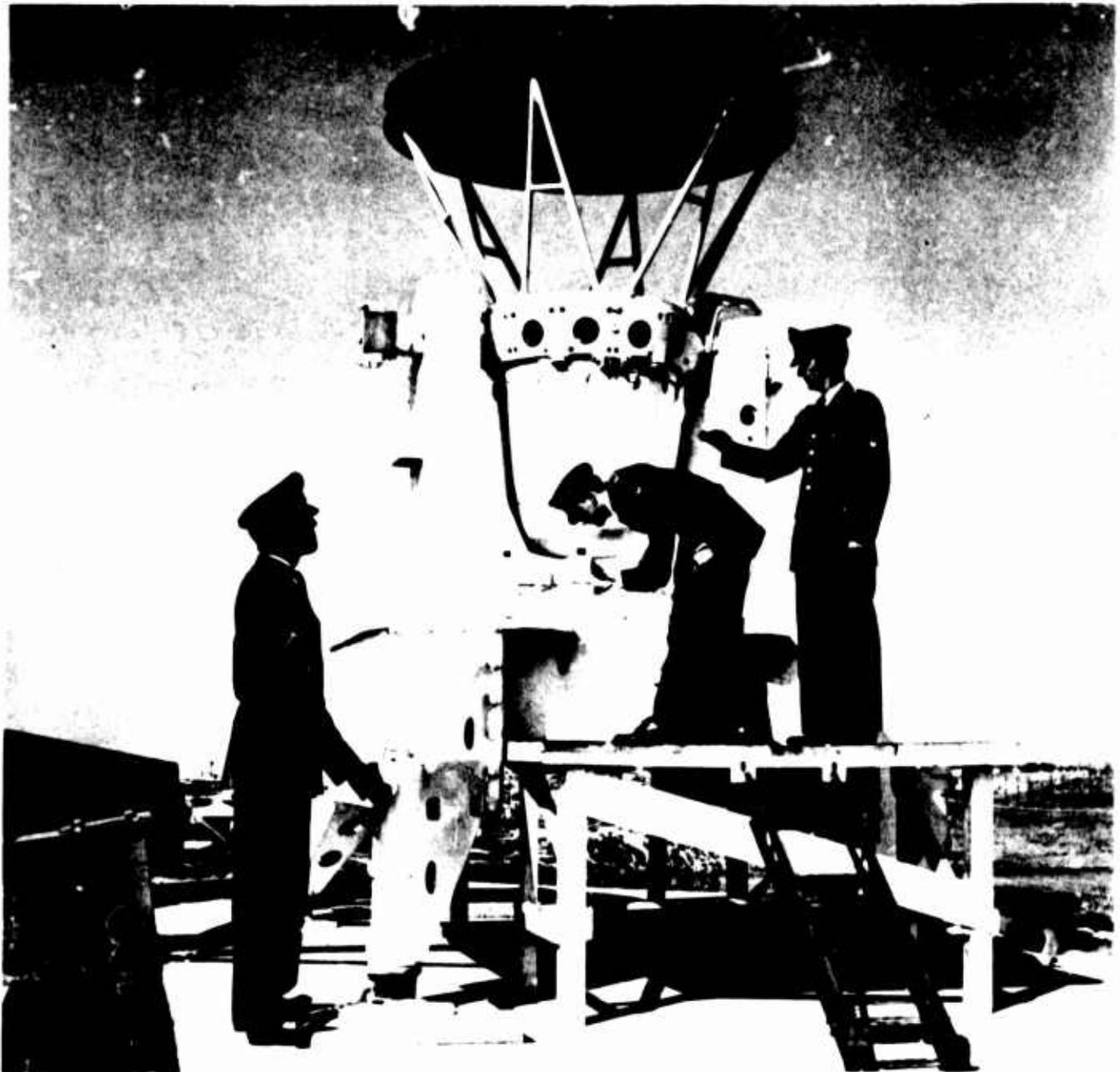
Military Personnel Records

The Chief, National Guard Bureau, and The Adjutant General of the Army signed a Memorandum of Understanding on 13 May 1971 which established a single record for Army National Guard officers and warrant officers. This single record will incorporate the file currently maintained at the National Guard Bureau and the file maintained at the U.S. Army Reserve Components Personnel Administration Center. The merged record will be maintained by the Chief, National Guard Bureau, while the officer or warrant officer is not on active duty. When the officer or warrant officer is on active duty, the record will be maintained by The Adjutant General of the Army. If an officer or warrant officer becomes a member of the Army Reserve, upon separation from the Army National Guard, his record will be maintained by the U.S. Army Reserve Components Personnel Administration Center, St. Louis, Missouri. This is considered to be a significant management improvement and it is hoped that the mass physical transfer and merger of records can be accomplished during the last half of FY 1972, consistent with personnel and space assets in the National Guard Bureau.

Military Service Verification

During FY 1971, the Records and Service Branch of the Army National Guard Personnel Center processed 5,184 letters of eligibility for retired pay at age 60. This was an increase





of 1,743 over FY 1970. The Branch also processed 3,480 requests for verification of service performed in the Army National Guard, decorations and awards and requests for statement of service for retired pay purposes.

Army National Guard Technicians

Army National Guard Technicians are, except for a limited number, members of Federally recognized units and are employed by the Adjutants General of the respective States. They assist unit commanders in the day-to-day administrative, supply, and training responsibilities, and help the United States Property and Fiscal Officers with their duties. The technicians provide organizational maintenance in organization maintenance shops

and direct support and limited general support maintenance in State shops. Technically trained personnel, necessary to keep the Nike-Hercules missile sites operational 24 hours a day for the air defense of the United States, are also provided by Army National Guard technicians. They also provide staffing for Military Support to Civil Authorities to coordinate the military resources available for assisting in civil defense missions and to civil authorities during domestic emergencies.

At the beginning of FY 1971, 19,968 spaces were authorized for employment of technicians in Organization, USPFO and Support Maintenance activities; 3,775 spaces were authorized for employment of technicians in the Air Defense program and 230 in the

Military Support to Civil Authorities program. In addition, 276 spaces were authorized, on a reimbursable basis, as a condition of interservice maintenance support agreements, bringing the total authorized strength to 24,249 technicians. The initial authorization of 3,775 spaces in the Air Defense program was reduced to 2,699 due to inactivation of 11 firing batteries by 30 June 1971, in California, Connecticut, Illinois, Maryland, New Jersey, Ohio, Pennsylvania, Rhode Island and Wisconsin. However, unlike other Nike-Hercules site inactivations, the program resources were retained to support replacement unit technicians and other increasing maintenance technician requirements in the expanding aviation and surface equipment inventory programs. Because of the tremend-



effort exerted by the nine States listed and 22 other States, there were 660 displaced air defense technicians retained in the technician program.

At the end of the year, 20,232 permanent technicians and temporary employees were assigned in Organization, USPFO and Support Maintenance activities; 2,669 were employed in the Air Defense program, and 220 were employed in the Military Support to Civil Authorities program. In addition, 152 were supported on a reimbursable basis as a condition of interservice maintenance support agreements, bringing the total to 23,273 technicians employed. The approved Department of the Army manning criteria for technicians for this fiscal year was 27,283. Approved support of 24,249 represents approximately 88.9 percent of the requirement.

ARMY SURGEON

The Army Surgeon has the responsibility for directing and administering the medical program for the 3,058 Federally recognized units of the Army National Guard. This responsibility includes the scope and standards of medical examinations required for applicants for appointment and enlistment in the Army National Guard, line of duty investigations, professional opinions, medical care, dis-

tribution of Army medical funds and the preparation of the annual medical budget.

In carrying out these responsibilities the following cases were processed during FY 1971:

Federal recognition, promotion, etc.	8,573
Designation of Class II Aviators	1,134
Periodic medical examinations	6,676
Medical exams for school attendance	270
Statements (in lieu of medical exams)	13,010
TOTAL	29,663

Of the above review, only 29 applicants were found to be medically unfit for the purpose examined.

In addition to the 29,663 officers' cases shown above, the Army Surgeon rendered professional advice on 233 line of duty cases, 182 enlisted cases, and many uncounted miscellaneous cases.

Continued emphasis was placed on the States establishing their own Army National Guard medical examining stations. In addition to fixed examining stations already established, five States now have, or are in the process of organizing, mobile medical examining stations, further enhancing Army National Guard capability in this important area.

The announcement of the programmed conversion of Army National Guard Evacuation and Surgical Hospitals to the MUST (Medical unit, self-contained, transportable) was significant. It is the policy of The Surgeon General, Department of the Army, to equip all Evacuation and Surgical Hospitals with the appropriate elements of the MUST as soon as possible. The active Army program is in progress now and upon its completion, conversion of Army National Guard Evacuation and Surgical Hospitals

will begin.

Increased recruitment of medical officers resulted in an all time high of 1,052 Medical Corps Officers assigned, 80.4 percent of current authorized strength.

During the year a two-grade authorization for promotion of medical officers in non-medical units was approved. Modification of educational requirements for promotion to grade of Colonel, Medical Corps, was also approved. While senior officers will be encouraged to attend Command and General Staff College, attendance is no longer mandatory for promotion. The Surgeon General was authorized to develop a short course, with subjects related directly to the medical service, as an alternate for C&GS requirement for promotion to Lt Colonel and Colonel, Medical Corps.

The Army Surgeon, NGB, again participated in the Army Surgeon General's Medical Advisory Council on Reserve Affairs. Six National Guard State Surgeons were invited to represent their respective Army Areas.

The National Guard Bureau was represented by the Army Surgeon as a member of the Surgeon General's study group, "Project Prevention," whose task was to review medical manpower requirements.

In addition, The Army Surgeon attended meetings for the Department of Defense Reserve Forces Policy Board on recruitment, retention and motivation of doctors in the Reserve Components in an all-volunteer environment. Two ARNG medical officers were also invited, as members of the Junior Panel of the RFPB, to present views of the younger inactive duty medical corps officers.

Funds in the amount of \$920,000 were allotted to NGB for physical examinations and medical care during FY 1971. As of 31 May 1971, \$714,358 of the total amount had been obligated.





ORGANIZATION AND TRAINING

The Army National Guard troop basis on 30 June 1971 consisted of 3,058 company and detachment size units with a total authorized strength of 411,748, which represented an increase of six units during the fiscal year. See Table 9, Appendix G.

The primary changes in troop structure resulted from the conversion of two infantry brigades to infantry brigade (mech) under the "H" Series TOE. This conversion added a service battery to the field artillery battalion and a combat support company to each of the three maneuver battalions. The loss of the brigade aviation company from each brigade and the gain of four company size units results in a net gain of three units per brigade.

Reorganization

The 32nd Infantry Brigade (Wis-

consin) and 81st Infantry Brigade (Washington) reorganized and converted to "H" series separate infantry brigade (mech).

Fifty-one aviation flying units were reorganized under G-series conversion, as applicable and 12 Nike-Hercules air defense units (one HHB and 11 firing batteries) were inactivated and concurrently reorganized / redesignated / converted to combat support company size units, primarily military police companies and COSTAR (CS) companies.

An automatic weapons self-propelled (AWSP) air defense battalion in Oregon was deleted from the AHNG troop list and replaced by an engineer battalion (combat).

Sixteen Emergency Operations Headquarters, a Table of Distribution and Allowance (TDA) entity, were converted to CS Center Rear Area Operations (RAOC) under MTOE.

Two infantry battalions (mech), which had been organic to infantry

brigades in California and Florida were reorganized into infantry battalions.

Twenty-five divisional and brigade engineer bridge companies were converted from a mobil assault bridge (MAB) to a M4T bridge configuration.

The Army Authorization Document System (TAADS)

During FY 1971, the National Guard Bureau, the designated proponent for ARNG authorization documents prepared, published and distributed to the States concerned 33 Summary MTOE and 346 Detail MTOE during the second quarter of FY 1971. The MTOEs were prepared by both manual and automated means.

From 1 October 1970 thru 30 June 1971, the TAADS Operation was accomplished by automated data processing procedures. During this time 112 TAADS documents were prepared, processed and



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stored in the DA I AALS data bank. As of 30 June 1971, the reprogramming had been completed for the forthcoming G/H reorganization conversion of affected ARNG units.

Unit Training

Training progress continued at an acceptable rate during FY 1971 despite shortages of mission-essential equipment, lack of adequate local training areas and / or facilities, especially for mechanized units located within metropolitan areas.

There are two overall goals of the Army National Guard pre-mobilization training: to attain proficiency at the highest possible level of the appropriate Army Training Program (ATP) commensurate with available resources and to be prepared to complete ATP in the shortest possible time after mobilization. Due to constraints imposed by limited resources, the general pre-mobilization training objective for ARNG units during training year 1970-1971 was to achieve and maintain proficiency at the highest level of basic unit training (BUT) phase, or comparable level of ATP, to include successful completion of testing as appropriate.

Approximately 82 percent of Army National Guard units attained, or are sustaining, company level training; 14 percent of ARNG units attained platoon level training; and four percent attained battalion level training during FY 1971. Pre-mobilization training objectives were met. The ARNG will proceed to advanced unit training (AUT), which is the equivalent of battalion, brigade and division level training, dependent upon type unit under consideration whenever possible. Participation in unit training continued at a high level. The following percentages reflect attendance at unit training assemblies during the period 1968-1971.

FY	%
1968	97.3
1969	96.9
1970	96.6
1971	96.5

During FY 1971 annual training (AT) was conducted by all units of the ARNG at 60 Federal and 62 State training sites located throughout the 50 States, District of Columbia and the Commonwealth of Puerto Rico. Annual training evaluations of all Army National Guard units as mobilization entities were conducted by active Army evaluators with the objectives of determining their training readiness

condition and the effectiveness of the ARNG annual training program.

Clearly defined primary and alternate missions with readiness objectives, based on operational requirements, were given to the ARNG. Mission assignments were disseminated to all concerned commanders, down to and including separate company / platoon / detachment level, and included the unit's mobilization station, readiness objectives, employment / deployment mission and area of orientation. In order to capitalize to the maximum possible extent on the limited training time available, several innovative programs are now underway. These programs, which promise to bring improved training levels and readiness to ARNG units, include:

- A program for improving readiness of eserve component units,
- A mutual support program and
- An intensive management program.

The program for improving readiness contains 10 subprograms, four of which have been completed. The remaining subprograms will extend to FY 1972, with semi-annual reports provided to Department of the Army by CONARC. Generally, the program is a test of several managerial devices and innovations to ascertain the degree of readiness which can be derived. Among these are an associate unit concept involving the alignment of ARNG units with similar units of the active Army, a system that rounds out active Army combat units to their deployment configuration using Reserve Component units. Another part of the program involves the addition of technicians to units in order to evaluate their impact on unit readiness and an evaluation of the recovery time required for reconstruction of a unit upon demobilization. A test of the feasibility of moving into advanced unit training, when a unit achieves the objectives of company level proficiency, is also included.



The mutual support program is an effort to expand the associate unit idea to an Army-wide application. It consists of jointly operated programs of self-help between active and ARNG forces, capitalizing on the traditional helpfulness found among units of the active and ARNG forces. There is a sizeable effort now underway, and with the anticipated publication of an Army regulation on this matter, significant growth is expected.

The early stages of development in the first two programs show an improved individual proficiency in ARNG units. As further developments occur, advances in unit training status are expected to become more apparent.

The intensive management program is designed to provide close management of assets of ARNG units for their early deployment, and to provide high level officials with information on the status of those units. Despite early difficulty in establishment of an adequate data base, the program promises to become a valuable tool of management for those units which must meet deployment schedules not previously required of ARNG units.

With continued deliveries of modern mission-essential equipment, continued meeting of the requirements for adequate training areas and better utilization of available training time, the outlook for improved training levels is good.

With the present trend toward zero draft and the modern volunteer Army, there is an increased dependence on the Army Guard to assume operational missions. Because of this increased dependence, Army Guardsmen are developing a keener sense of urgency and responsibility. The achievement of company-level readiness as a minimal training objective is being actively sought by commanders. Progress to this end was evident in the latter half of the fiscal year. The challenge of respon-

sibility has also stimulated the initiative and capabilities of the more capable commanders and staffs to program innovative training and accelerate achievement of unit readiness. Instances of this, other than DA-sponsored programs, are:

The commanders of both of the ARNG Special Forces Groups, the 19th and 20th SFGs finalized plans to bring all elements of their units together for concerted training during AT 1971. The 19th SFG finalized plans to train in three phases (mountain, desert and special missions) in ideally suited terrain in Utah; the 20th SFG executed an intricate operation plan, centered around a deployment by airlift and airdrop to jungle areas in Puerto Rico. This latter operation was the first time an entire Reserve Component Special Forces Group conducted full-scale tactical operations.

The maneuver elements of the 71st Airborne Brigade achieved company-level training during FY 1971 and progressed into phases of advanced unit training by finalizing plans for a brigade airlift in early FY 1972 (AT 71) to Fort Bragg. Special airborne training and company exercises will be conducted there under the auspices of the XVIIIth Airborne Corps, Fort Bragg, North Carolina, and 82nd Airborne Division. The training plan includes an air assault by 600 troopers of the 71st Brigade.

The commander of the First Battalion, 152d Artillery (Maine) planned, coordinated and finalized preparations to move his unit to Camp Gagetown, New Brunswick for AT 1971. The plan had a three-fold benefit: accomplishment of programmed training; enhancement of relations with the neighboring Canadian Army; and a definite stimulation of unit esprit which in turn stimulated the reenlistment program.

Elements of the 92d Infantry Brigade and attached units (Puerto Rico) completed planning for a task



force maneuver for AT 1971 which incorporated a sea-lift operation to neighboring Vieques Island. The objective of the 1,400-man operation was to provide advanced unit training.

Three ARNG units (HQ 258th Military Police Brigade, Arizona; elements of the 261st Signal Command, Delaware, and HQ 111th AD Artillery Brigade, New Mexico) planned, and in the case of the 111th Artillery, executed an air movement to Germany to conduct advanced training during AT 1971 under the auspices of like-type USAREUR units. Aside from the exceptionally beneficial training obtained, the program was a motivator to unit cohesiveness.

Other unit commanders initiated AT 1971 plans to obtain more meaningful training at a more rapid pace and better training conditions. Aviation units programmed training with like-active Army units or schools, maintenance units operated similarly and small combat units conducted air movements to new training areas for change of environment and tactical terrain.

Individual Training

During FY 1971 the National Guard Bureau continued to monitor the REP-63 program, taking special note that each State received its fair share of the available REP-63 training spaces. Allocations were car-



fully screened on an individual MOS basis to identify large shortfalls. Special attention was given to the MOSs which were reported to have waiting periods of four months or more.

Due to the intensified screening, hard-to-get MOSs were identified and special action was taken to obtain additional input in those Army staff agencies. Periodically the Army's projected training base (white book program of MOS needs) was updated to meet training requirements of the States.

During the year a particular problem developed in the clerical and supply fields. It was resolved with the cooperation of Army staff agencies by the employment of an on-the-job training program which eliminated the backlog in these particular MOSs. Throughout the year medical MOSs were critically short due primarily to active Army requirements for Vietnam. During FY 1971 large monthly shortfalls were caused by budgetary limitations.

Special instructions were dispatched during the year to the States which effected various changes in MOS structure (conversion of MOS), qualification requirements (change in aptitude or physical standards) and administrative procedures (change in duration of training period). This action was necessary to ensure personnel being trained in the proper MOS.

The National Guard Bureau maintained continuous liaison with State REP Coordinators, Army National Guard Liaison Officers, U.S. Army Training Centers and appropriate Department of the Army staff agencies for monitoring and managing the REP program for the Army National Guard during FY 1971. This action provided continued support to State training needs and also resulted in maximum utilization of available training programs. During FY 1971 a total of 70,000 Guardsmen entered the REP-63 program.

Exercises

Most active Army exercises were cancelled in FY 1971 because of support requirements by the active Army for Southeast Asia, inadequate time available to schedule exercises and budget limitations.

The following Command Post Exercises (CPX) were conducted by Sixth U.S. Army which included Army National Guard participation.

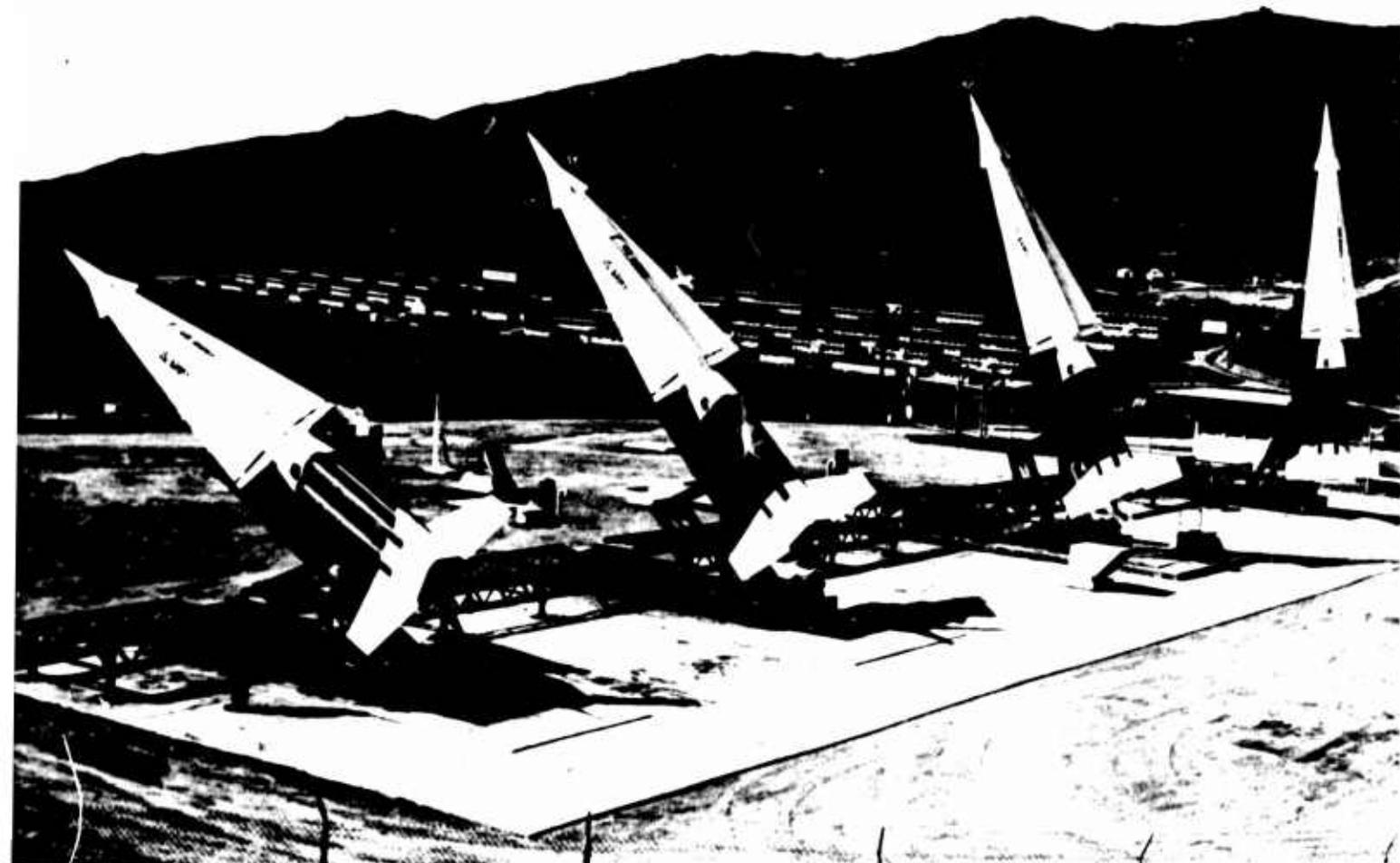
CABLE SPLICER IV (Civil Disturbance exercise) - ARNG partici-

partion consisted of key personnel from the States of Arizona, California, Utah and Washington.

ORBIT RED IV - (Military Support to Civil Authority for Civil Defense exercise)-ARNG participation consisted of key personnel from the States of Arizona, California, Idaho, Montana, Nevada, Oregon and Washington.

It is significant that major Army National Guard units are also required to conduct at least one unit CPX during the training year.





Air Defense Program

Fiscal Year 1971, the 17th year of successful participation in the air defense program by the Army National Guard, was marked by several significant changes and many outstanding performances. As a result of the continuing realignment and reorganization of defensive forces which began last fiscal year, the ARNG air defense program lost 1,099 authorized positions in one battalion headquarters and 11 firing batteries in CONUS when the units were phased out. As of 30 June 1971, the ARNG Air Defense Task Organization, CONUS, consisted of 4,473 officers and enlisted men, including 2,733 technician positions. These are located in 11 battalion headquarters and 27 Nike-Hercules firing batteries in ten States. This effort currently provides over 50 percent of the total Nike-Hercules commitment of the U.S. Army Air Defense Command (ARADCOM).

The superb performance record of the ARNG air defense missile units during the preceding decade continued during FY 1971. The

chart of results, FY 1971 evaluations and inspections are located in Table 10, Appendix G. Battery A, 4th Battalion, 251st Artillery fired a perfect 100 percent at Short Notice Annual Practice (SNAP), thereby bringing an additional honor to this California Army National Guard Battalion. All four fire units of this organization have now fired perfect scores. The unit is the only battalion in the history of ARADCOM to record this unprecedented feat. In mid-fiscal year, ARADCOM converted to an Annual Service Practice (ASP) concept which is more in line with the modern all volunteer Army. Five ARNG Nike-Hercules batteries earned perfect scores, "closed report," during Technical Proficiency Inspections. Technical Standardization Inspections conducted by Headquarters, Department of Army; Headquarters, ARADCOM; and Defense Atomic Support Agency (DASA). Further demonstration of the professionalism possessed by these units is evidenced by the presentation of the ARADCOM "E" Award for Combat Proficiency to them.

Again this year, ARNG units, in competition with their active Army

counterparts, won both ARADCOM Commander's Trophies for Nike Hercules Units. Battery D, 4th Battalion (NH), 251st Artillery, California ARNG won the outstanding Army National Guard Battery ARADCOM Trophy and Battery A, 4th Battalion (NH), 251st Artillery, California ARNG won the outstanding Nike-Hercules Firing Battery in SNAP Trophy with their 100 percent scores.

Aviation Branch

The ARNG aviation program grew rapidly during FY 1971. The conversion to the G H series TOEs, modern aircraft deliveries and aviator recruitment have all contributed to this growth. This growth has resulted in a great amount of activity devoted toward aviator and mechanic qualification in the new equipment and an improved readiness posture of the ARNG aviation program.

During FY 1971 the number of ARNG aviators increased 35 percent over the previous year. This reflects a significant increase in the ARNG aviation program. The 2,82 aviators assigned were largely the result of a recruiting effort desired

to attract those army aviators who were being separated from active duty. The receipt of later model aircraft currently in the active Army fleet has also contributed to the aviator recruiting program as well as to readiness posture.

The flying hour program was exceeded during FY 1971. The 221,254 flying hours accomplished during FY 1971 was 1,254 above the programmed level. The attainment of the goal was due in part to the influx of aviators and the receipt of the later models of aircraft.

The aviation safety program did not attain the desired goal of zero

accidents during FY 1971. The accident rate per 100,000 hours flown was 11.3 which was an increase from the FY 1970 rate of 7.8, the lowest on record for the ARNG.

Tables showing the ARNG aviator strength, flying hour program and accident rate are Tables 11, 12 and 13, Appendix G.

School Program

Army National Guard personnel participate in the same resident courses of instruction which active Army members attend. Guardsmen make maximum use of all available

courses at Army Service Schools and Army Area Schools. During the year 10,217 Guardsmen attended these valuable courses. They range in length from one week to ten months and include such courses as radio repair and automotive mechanics for enlisted men, basic branch qualification for newly commissioned lieutenants, and the Army War College for our senior officers.

National Guard officers are required to meet the same military educational qualifications which are applicable to the active Army. Attendance at military schools and/or completion of correspondence courses provides this opportunity. The year ended with 41,827 Guardsmen actively engaged in the home study Army correspondence program.

Because the National Guard continued to receive new aircraft, special arrangements were made with Sikorsky and Boeing Aircraft to provide requalification training to Army National Guard maintenance personnel. This training included the CH34, CH47 and CH54 aircraft.

There are three OCS programs available to the Guard: the regular 23-week course at the U.S. Army Infantry School and special nine-week summer and winter classes at the same location. In addition, the National Guard is particularly proud of its State OCS program, an activity which started in 1950 with Department of Army approval, which is now proving to be the major source of procurement of Army National Guard second lieutenants.

The service schools continued to conduct the one-week brigade and group refresher courses. These courses provide an opportunity for the commanders and staffs of these units to receive training in current doctrine and tactics and to develop staff teamwork in the planning and execution of tactical operations. They are proving to be invaluable to the National Guard.



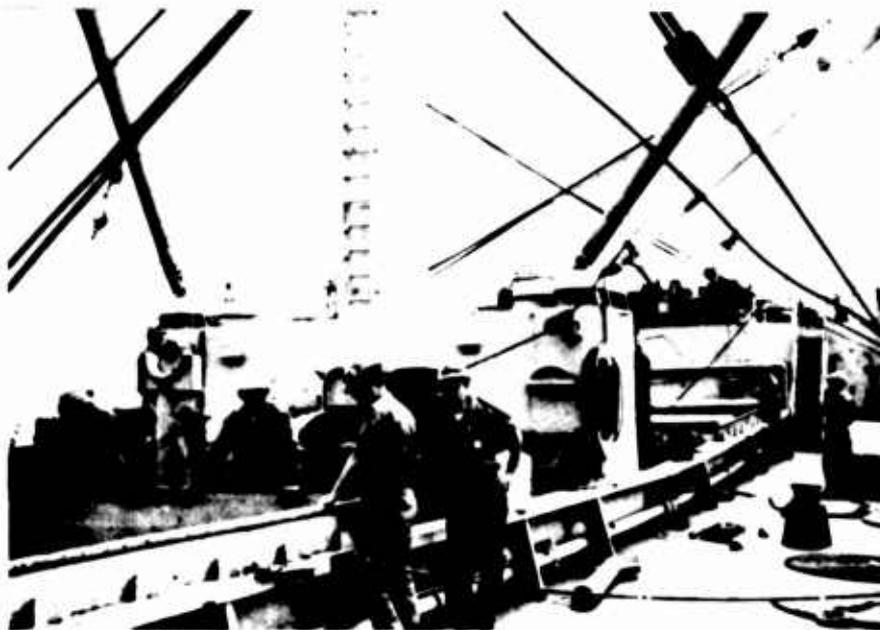
 SP4 David L. Heaton

LOGISTICS

Several major changes occurred in the Army National Guard logistics area in FY 1971. The primary change in logistics was the issue rate of Procurement of Equipment and Missiles Army (PEMA) type equipment. The dollar value of equipment issued during FY 1971 was 2.6 times the value of that issued in FY 1970 and 5.7 times the value of equipment issued in FY 1969. It is significant that new equipment issues were predominantly Standard A or B classified, much of which was shipped direct from the manufacturer. The Army Guard received additional equipment when active Army units were abolished during the fiscal year and some of their excess equipment was transferred to the Army National Guard. This accelerated equipment issue did much to improve the force training base as well as to increase materiel readiness.

The equipment growth in ARNG has created sizeable problems in addition to the actual receipt and support of items concerned. Much of the newer equipment requires procurement of new tools and accessories which must be funded from National Guard appropriation. In cases where newer items are replacing contingency and training (C&T) assets on hand, a large volume of excess equipment is generated. Even the temporary maintenance of such a double inventory dictates a close review of maintenance capability. In this connection, the level of maintenance standards to maintain combat deployability status is far greater than is required to maintain C&T equipment in a training serviceable condition.

Early in FY 1971, Department of the Army released a three-year plan for issuance of first-line aircraft to ARNG during FYs 1971-1973. The plan was studied in depth and scheduled aircraft input was applied



The plan includes the issue of authorized rotary-wing aircraft to replace fixed-wing aircraft which were retained as substitutes in order to maintain a pilot training base. In general, it is planned to modernize the ARNG aircraft inventory and fill the major part of aircraft shortages by the end of FY 1973. The schedule for aircraft issue is generally on target as outlined in the basic Department of the Army plan.

During FY 1971, Army National Guard engaged in a test program with Department of the Army to share in the upgrade of certain selected items of PEMA type equipment and subsequent issue to force units. The agreed-on plan permits Department of the Army to ship direct support/general support (DS/GS) repairable assets to ARNG and provide the necessary repair parts to bring the equipment item to issue status. The ARNG will furnish the labor and shop facilities in order to expedite availability of the end-item in the force inventory. Such a program to repair 210 multi-fuel, 2½-ton trucks, from Republic of Vietnam is currently underway at three ARNG combined support maintenance shops. At the end of the fiscal year, plans were firm to extend this program to cover 939 M113 armored personnel carriers being returned from United States Army, Europe. It is planned that DS/GS work on these carriers will be accomplished at 45 ARNG shops, with subsequent issue to against authorized requirements. units, in time for equipment usage during 1972 annual training.

Progress was achieved toward

standardizing Reserve Component requisitioning procedures. The approved plan provides that ARNG will be on a requisitioning procedure similar to that of the active Army. The first two phases of the three-phase conversion were implemented in FY 1971. These included the designated early deployment combat units (Phase I) and designated early deployment support units (Phase II). A procedure resulted whereby requisitions for all shortages of authorized equipment are retained by national inventory control point (NICP) on due-out status until filled. It is anticipated that the balance of ARNG units will be converted to this type requisitioning procedure by end of second quarter FY 1972.

During the third quarter FY 1971, action was initiated to establish an intensive management program to cover logistics support of designated ARNG early-deploying combat units. This program involves the display of all equipment shortages in the unit on a quarterly basis and positive action to provide the needed item. Progress in this area during the last quarter of FY 1971 was noteworthy.

Army Aviation Maintenance

The availability rates for operational aircraft for most of the systems within Army National Guard remained within the standards set by Department of the Army. The overall high rate of operational availability of aircraft maintained by ARNG can be attributed to the exceptional qualifications of maintenance technicians and supervisory



personnel assigned to Army National Guard aviation maintenance units.

During the fiscal year, 320 aircraft were added to the inventory. Included were 12 CH-54s (Flying Crane) and 49 UH-1s (Iroquois) "first-line" aircraft. All CH-37 (Mojave) aircraft were phased out of the ARNG inventory at the end of the year and will gradually be replaced by CH-47 (Chinook) aircraft. The ARNG aircraft inventory on 30 June 1971 was 1,218 aircraft: 298 fixed-wing and 920 rotary-wing. These totals include other than A and B standard equipment. See Table 14, Appendix G, for ARNG aircraft availability.

Logistics Reporting Procedures

Action has been aggressively continued to refine and improve the Army National Guard mechanized system for logistics reporting. Improvements have been achieved through application of advanced technology in procedure development and more effective use of available equipment. Through this effort, more accurate and timely asset management information is available at all levels. The additional data was effectively used for requirements development, asset redistribution and the disposal of assets. In addition to use in budget justification and effective development of annual funding guidance to the States, the current data base provides a positive means to reduce warehouse inventories and redistribute or dispose of excess stock fund supplies. The added management information will also increase Army National Guard responsiveness to Departments of the Army and Defense requirements.

Logistics Regulations

Due to the many changes in Army logistics procedures and an increasing emphasis on materiel readiness,

a number of Army National Guard supply regulations have been revised. The upgrade of ARNG supply regulations also generated a need for certain changes in logistics policies and procedures. In developing and/or refining such regulatory publications in FY 1971, every effort was made to insure maximum compatibility with applicable Army processes. In fact the only difference between the Army and Army National Guard logistics systems is one of method of accomplishment. In each case, the National Guard logistics regulation was restricted to the necessary modifications to support the broad mission and unique ARNG force structure. Throughout the year, all actions affecting the ARNG supply system were directed toward improved mobilization readiness.

Autovon and Commercial Communications

The ARNG was using 152 Autovon circuits at the close of the fiscal year. Projected requirements for the next five fiscal years have been submitted to the United States Army Strategic Communications Command.

The National Guard Bureau completed a composite review of the overall Army National Guard commercial communications support during FY 1971. This review and evaluation resulted in the development of program changes which were designed to provide Army National Guard activities with a communications system which is more responsive to operational demands and more adequate to fulfill mission-essential requirements. This program was published in National Guard Regulation 105-23, Communications-Commercial Communications Service, 15 June 1971.

Firepower

During FY 1971, approximately

250,000 M16A1 rifles were issued to the ARNG. This issue, combined with M14 issues and assets on hand, permitted turn-in of all M1 rifles. Of the 410 medium tanks received, 176 were in the M60 series, the first of that series received by the ARNG. Receipts also included 10 175mm Gun S.P.; six Howitzers 8" S.P. and 99 Howitzer, 155mm, S.P. M109. Other items received that substantially improve the force readiness posture were 4,900 machine guns, 97 mortars, 146 rocket launchers, and 157 recoilless rifles.

Mobility

Mobility items received during FY 1971 added greatly to the modernization of the ARNG inventory and improved force readiness. Receipts included 4,386 2½-ton M35A2 multifuel trucks, and 4,128 ¼ ton M151 series utility trucks. In addition to the above receipts, 1,829 five- and ten-ton trucks, 2,822 trailers, 189 carriers (all types) and 36 recovery vehicles were received.

Communications

The allocation and issue of new family tactical radios to ARNG during FY 1971 was noteworthy. Actual deliveries included nearly 5,000 VRC-12 series radios and 5,675 transmitter AN / PRT-4 / receiver AN / PRR-9 sets. Also of primary interest was the issue of 67 terminal sets AN / MRC 69 / 73 and 23 repeater sets AN / MRC 54. In addition, 10 radar sets AN / PRQ-4 and over 1,200 public address sets AN / P1Q-5 were issued. Through this issue and continued allocations, considerable progress is being made to improve and modernize our force communications.

Tactical Support

Inventory improvement in the tactical support equipment area continued throughout the year with receipt of generator sets, crushing and screening plants, mine detect-

ing sets and various types of bridging and water purification sets. Primary receipt during the year was a total of 30 combat engineer vehicles. Other critical issues were 49 20-ton, truck-mounted cranes, and six sets of M60 series bridge launchers.

Maintenance

Direct and general support level maintenance backlogs during the first three quarters of FY 1971 were lower than those for like periods in FY 1970. Reductions can generally be attributed to the receipt of newer types and models of equipment which require less initial maintenance. To some degree, stockage resulting from the larger repair parts funding in FY 1970 was carried over into first quarter of FY 1971. The increase of 22 percent in maintenance backlog during the closing quarter of FY 1971 can primarily be related to the decreased repair parts funding in FY 1971. However, a part of the fourth quarter backlog is attributed to a transmission / transfer problem in one of the new model vehicles recently added to the ARNG system. Automotive major component availability and replacement continued to be a major problem for the older C&T tactical vehicles. Therefore, repair of tactical vehicles was accomplished in ARNG shops or through commercial contract.

Materiel readiness reporting has improved over the past year to such an extent that the ARNG now has one of the lowest error rates of any agency reporting The Army Maintenance Management System (TAMMS) status information to the U.S. Army Logistic Data Center at Lexington, Kentucky. The current ARNG low error rate can only be maintained through careful editing of national maintenance point reports.

Logistical Support Agreements

The Army National Guard con-

tinued to provide logistics support to other DOD activities on a reimburseable basis through Inter-Intra Service Support Agreements. These agreements normally require use of technician personnel who are chargeable against the overall ceiling set by law for the Army and Air National Guard, even though actual labor cost is reimburseable. With the influx of new equipment during the period and the prospects of further increase during the next year, it has become increasingly difficult to expand this program beyond existing levels. Any appreciable increase in the use of technicians in this way adversely affects the National Guard ability to fulfill known operational maintenance requirements. New logistical support agreements have not been approved pending congressional relief from the current technician-hire ceiling. However, all agreements in effect were supported. Agreements for provision of maintenance service or supplies, including POL, which did not require additional technician personnel or affect the mission of the unit or activity, continued to be approved.

INSTALLATIONS

Military Construction Program

The National Defense Act of 1950 (PL 81-782) provides for Federal support of Army National Guard facilities construction. Each year since FY 1952, with the exception of FY 1967, funds have been appropriated for purchase, lease, construction, expansion, rehabilitation and conversion of existing facilities. Under this legislation the States are required to furnish suitable construction sites at no cost to the Federal Government. Funding for approved armory construction is 75 percent Federal and 25 percent State, with 100 percent Federal support for approved nonarmory construction.

The original FY 1971 Military Construction Army National Guard (MCARNG) program consisted of 30 armory and 32 nonarmory projects. In executing this program, the Bureau submitted and received Congressional approval of 28 armory and 42 nonarmory projects costing \$13.5 million. Another \$1.5 million was used for minor construction and for design and supervision.

Funding

Carryover funds from prior years for the Military Construction Program for the Army National Guard amounted to \$6.3 million. An additional \$15.0 million appropriation was made by the Congress (P.L. 91-544) bringing the total available funds to \$21.3 million.

Obligations

In the execution of the program the total obligation for FY 1971 was \$16,366,000 as follows:

Armory (27 Starts).....	\$6,318,000
Nonarmory (45 Starts)	\$8,405,000
Advance Planning and Design (A&E).....	\$ 897,000
Minor Construction.....	\$ 746,000

Future Requirements

The Army National Guard operates and maintains facilities in all 50 States, the District of Columbia, and the Commonwealth of Puerto Rico. There are 2,744 armories used for home station assembly, storage and training. Additionally, there are over 2,479 administrative and logistical support facilities located in individual communities. There are also 59 State camps of various sizes including six of multi-brigade or division capacity. Armories and support facilities are utilized in accordance with the approved inventory and stationing plans submitted by the States during the reorganization of the Guard and Reserve completed in late FY 1968. Camp facilities are in accordance with approved master plans. A tabulation of facilities by general catr

gory is located in Table 15, Appendix G.

Approximately one-fourth of the facilities listed in Table 15, Appendix G, are not adequate to provide the intended support function and must be replaced. The backlog of construction requirements at the beginning of FY 1971 was in excess of \$300 million at current prices. The FY 1971 Military Construction Army National Guard Program remained at \$15,000,000, the same funding level as in FY 1970. This funding level has been barely sufficient to cover the cost escalation of the \$300 million backlog; therefore, the backlog was not reduced this year. The breakout of requirements is in Table 16, Appendix G.

Although other factors, such as personnel and equipment, are equally important, there is a direct relationship between the availability of adequate facilities and the readiness posture of Army National Guard units. Armories, which comprise 56 percent of the backlog of construction, are needed for assembly of the unit, storage of weapons and supplies and for the administration and training of the unit at home station. The overcrowded, insecure and makeshift facilities now used by over 700 ARNG units result in a waste of valuable training time, lower morale, loss or damage of supplies and equipment and an overall lowering of unit readiness.

The remaining 44 percent of the construction backlog is for nonarmory facilities. These are of three general types: administrative/logistical facilities not in an armory, State annual training camps and certain designated inactive Army camps used for annual training. All of these nonarmory facilities are urgently required to support the training of units either during the year or during the payoff period of the two weeks summer encampment. Any applicable lack or inadequacy in these nonarmory facilities, which are at best, will seriously detract

from the achievement of prescribed training readiness goals.

In order to provide these needed facilities in a reasonable time frame and to minimize the adverse effect of an estimated annual 12 percent rise in construction costs, Departments of the Army and Defense have approved an increase in funding level for construction in FY 1972 from \$15 to \$29 million. Indications are that Congressional approval for this increase is pending.

Real Property

The National Guard Bureau provides all possible assistance to the States in licensing available Federally-owned facilities and in leasing appropriate privately-owned facilities for the Army National Guard. During FY 1971, the Army National Guard made use of 258 Federally-owned facilities and 254 privately owned facilities under Federal lease, including 21 Army Advisor offices, 34 Aircraft Facilities, 15 Organizational Maintenance Shops, four U.S. Property and Fiscal Offices and 169 Training Area Sites and Ranges. Table 17, Appendix G, is a list of State and Federally-operated installations.

Support Facilities

Federal funds in the amount of \$5,010,769 were obligated under 53 separate service contracts with the States to operate, maintain and repair the non-armory support facilities of the Army National Guard.

These funds provide for operating costs and utilities and for maintenance and repair of facilities such as USPFO offices and warehouses, combined support maintenance shops, organizational maintenance shops and aviation support shops required for the care and safeguarding of Federal property.

In addition to funding under service contracts, O&M ARNG funds in the amount of \$290,387 were provided to support a total of 115 proj-

ects for minor new construction, alterations, extensions and relocation of nonarmory facilities.

Rifle Range Repairs

Funds in the amount of \$91,483 were provided to support 36 States in the maintenance and repair of 57 approved known distance rifle ranges.

Training Sites

Annual training sites are designed to provide for support of Army National Guard units during periods of annual training. Generally the following cantonment-type facilities are authorized: mess halls and kitchens, bath-latrines, company administration and supply buildings, battalion headquarters, brigade headquarters, battalion supply and ration breakdown buildings, dispensaries, enlisted men's barracks and officer's quarters. In addition, range facilities of all kinds and tactical maneuver areas are provided to enhance combat readiness.

A total of \$5,208,541 in Federal funds was obligated to support the opening operating and closing costs, as well as year-around maintenance of annual training sites. Of this amount \$2,344,969 was obligated for Federal-controlled sites and \$2,863,572 for State-controlled training sites.

Weekend training sites are designed to provide minimum essential requirements for support of Army National Guard units during periods of weekend training. Construction is generally limited to more austere facilities required for the health and safety of troops and security of Federal property. Weekend training was conducted at 142 separate weekend training sites. Federal funds in the amount of \$1,117,149 were provided in support of this activity. In addition to this amount \$175,117 was provided to accomplish 40 minor construction projects at these weekend training sites.





Air National Guard

COMPTROLLER

Budget

The President's Budget for FY 1971 totaled \$460.1 million and included requirements for Military Personnel, Operation and Maintenance and Military Construction. The budget was based on FY 1971 ANG force structure, flying hours, technician strength, and military personnel strength contained in program guidance at the time of preparation. Subsequently the Congress appropriated \$107.5 million for Military Personnel, \$343.6 million for Operation and Maintenance and \$8.0 million for Military Construction for a total of \$459.1 million.

Supplemental appropriations for Military Personnel and Technician pay were necessary for both the

December 1969 and January 1971 increases. The December 1969 pay increase applied to the entire fiscal year and the January 1971 increase was for the last half of the fiscal year. Supplemental appropriations for FY 1971 were \$11.1 million for Military Personnel and \$14.4 million for Technicians.

The President's budget was based on a force program which called for five conversions during FY 1971; however, a series of decisions made during the first part of the fiscal year changed the program and increased the number of conversions to 36. However, due to program slippage, only 34 were converted. The majority of these conversions were to more modern and complex aircraft and resulted in a substantial overall cost increase.

In November 1970 Secretary of Defense Laird charged the Secretary of the Air Force with equipping and training the ANG for civil disturbance situations. This was a new program and not part of the President's budget.

Recognition of increased FY 1971 ANG costs due to the accelerated conversion program and to the civil disturbance program resulted in an OSD decision to transfer a total of \$18.1 million from the Other Procurement, Air Force appropriation to the ANG. Three million dollars for





conversions and \$1.3 million for civil disturbance training were transferred to the ANG Military Personnel appropriation. The amount transferred to the ANG O&M appropriation was \$12.1 million for conversions and \$1.7 million for civil disturbance equipment.

Accounting and Finance

During FY 1971 the Accounting and Finance Branch initiated development of several base level programs designed to standardize procedures and produce more reliable fiscal data. These programs included transfer of the military pay

sive study of the Accounting and Finance Center's (AFAFC) C-2 Financial Management Reports and corresponding base level manday data. Conclusions and recommendations based on this study resulted in transfer of base level military pay responsibility to the comptroller and implementation of improvements which would give both local commanders and staff agencies improved fiscal information. During FY 1971, all base comptrollers were required to reconcile AFAFC's C-2 Financial Management Data with actual manday utilization recorded at base level. This procedure was a prelude to the revised manday accounting system (ANGR 177-07) programmed for implementation during FY 1972.

Standardized inactive duty attendance recording and reporting procedures were developed to complement ANGR 177-07 and fill the void created when similar procedures were deleted from AFM 177-105, Volume III. The new instructions, effective during FY 1972, prescribe the use of a standardized attendance roster, NGB Form 633, a new punched card form for authorizing individual inactive duty training and two machine-generated listings that will greatly simplify administration of incentive pay for aerial flight

	National Guard Personnel	Operations and Maintenance	Military Construction	Total ANG Appropriation
President's Budget	\$108.5	\$343.6	\$ 8.0	\$460.1
Initial Appropriation	107.5	343.6	8.0	459.1
Prior Year Carryover	-0-	-0-	14.2	14.2
Supplemental Appropriation	11.1	14.4	-0-	25.5
Appropriation Transfer	4.3	13.8	-0-	18.1
Final Availability	\$122.9	\$371.8	\$22.2	\$516.9

(Dollars are expressed in millions)

Fiscal Year 1971 reimbursable obligations for the support of other agencies, and not included above, were \$377,000 for Military Personnel and \$6.7 million for Operation and Maintenance.

Base procured equipment items, with a unit cost of \$1,000 or higher, have been funded under Budget Program "Other Base Maintenance and Support Equipment" of the USAF Other Procurement appropriation since 1 July 1969. United States Air Force made \$337,000 available to the ANG for procurement of this category of equipment in FY 1971

function from the Consolidated Base Personnel Office (CBPO) to the base comptroller publication of a test ANGR 177-07, Mandays Accounting System, with supplementary electrical accounting machine instructions published as part five (test), ANGM 171-15; development of standardized inactive duty attendance recording and reporting procedures; a standard orders manual (ANGM 10-3), and publication of revised Technician Time and Attendance Procedures.

With increasing attention directed at fund availability, the Accounting and Finance Branch made an inten-



The Accounting and Finance staff assisted in the development and publication of ANGM 10-3, Administration Orders. It is believed that this manual will facilitate publication of clear, concise and technically correct orders, contributing to the validity of accounting records and insuring that proper funds are charged.

By the end of FY 1971, the majority of ANG bases had converted to the standard USAF supply system and had been satellited on Air Force 1050-II computers. Conversion was accomplished without major problems.

Finance Branches developed a new Technician Time and Attendance procedures manual (ANGM 177-2 / NGBP 37-105) and a revised Time and Attendance card (NGB Form 46). Implementation is scheduled for July 1971.

Management and Resources Analysis

During the fiscal year continuing attention was given to management improvement throughout the Air National Guard. One significant accomplishment was the complete

Air Director personnel and Air Advisors. As a result of the briefing's popularity, as attested by the number of requests for presentations, a regular monthly presentation schedule was established.

The increased reliance placed on the Reserve Forces by the Secretary of Defense during the year created additional requirements for information relating to ANG status. As a result, action was taken to provide additional data requested and to increase the reporting frequency on recurring reports in order to provide gaining commands and other activities more current data on the readiness status and other information pertaining to ANG units.

A requirement to revise the JCS FORSTAT System was identified during the latter part of calendar year 1970. Considerable study and revision of existing reporting instructions were required to implement the new system for the ANG. As a result, a special ANG FORSTAT working committee was formed and convened in March 1971 at St. Louis, Missouri for the purpose of reviewing current and proposed instructions contained in draft to Vol II, JCS Pub 6. The Committee reconvened at St. Louis in April 1971 to develop new reporting guidance to be promulgated in a new ANG Manual 178-2. The project was completed in late June 1971 and the proposed manual was being prepared in final draft form for submission to Hq USAF for publication at the end of the fiscal year. While there are significant changes effected by the new system, no additional increase in workload at base level is contemplated.

A continuing review of reports and related paperwork was made during the year to ensure accomplishment of the President's message to all Federal agencies on reports reduction, and related cost. At year end, projected dollar savings in reporting costs by the ANG was slightly under \$100,000.



The centralized military pay system (ARPAS), operated by AFAFC, continues to function satisfactorily. The planned re-engineering was downgraded to a reprogramming effort scheduled for implementation on 1 July 1971. Changes are designed to reduce the number of input formats, reject potential duplicate payments and purify fiscal management reporting data.

Also during this fiscal year, the Air and Army Comptroller Divisions assumed joint responsibility for the administration of civilian pay. In conjunction with this new responsibility,

• Air and Army Accounting and

revision and redevelopment of the ANG general orientation briefing. In addition to the standard VuGraph presentation, a 35mm format was produced. This briefing package was designed to be given in increments of 10-, 20- and 40-minute presentations and as a result, provided sufficient flexibility to accommodate a variety of audiences. The briefing was presented numerous times during the latter part of May and June 1971 to DOD, Hq USAF and gaining command headquarters representatives. In addition, it was presented to field representatives and newly assigned

PERSONNEL

Military Strength

On 30 June 1971, the strength of the Air National Guard was 85,689. This constituted 96.6 percent of the spaces allocated by the Department of Defense.

The 88,670 paid drill spaces authorized as of June 1971 were 86.5 percent of the Unit Manning Document (UMD) of 102,567. See Table 1, Appendix H, for Federally recognized strength figures for selected years.

Personnel Data System

A semi-annual simultaneous modification of the ANG and active force personnel data system (PDS) was performed in order to maintain compatibility. Concurrent modification is essential to insure accession of personnel in the event of mobilization. The general condition, quality and purge rates of the existing system are highly satisfactory. The emphasis on reduction of purges produced commendable results; the rate of .6 per record in November 1970 was reduced to .07 per record within a period of six months.

Phase II Base Level Military Personnel System (BLMPS) development efforts continued throughout the year. Submission of the Data Automation Proposal (DAP) was delayed pending results of a study group tasked with determining the feasibility of integrating the central site portion of the Air Reserve Forces data system with that of the active establishment. The study group recommended that the system be integrated with Advanced Personnel Data System (APDS) at the Military Personnel Center. That recommendation was concurred in by Chief, National Guard Bureau, Air Force Reserve at Robins AFB, Georgia and the Air Reserve Personnel Center with the stipulations that no delay in implementation will occur as a result of the integration

and the representatives of all elements concerned will participate in the redevelopment as well as design of future systems changes. Implementation of APDS is scheduled for January 1973. This change in operation of the central site system in no way affects the base level system. The PDS master plan is currently under revision to reflect this change, and concentrated systems development efforts should begin in the very near future.

CBPO Functional and Structural Changes

In April 1971 the operation of the Air Reserve Pay and Allowance System (ARPAS) was transferred from the control of the consolidated base personnel offices (CBPO) to the respective base comptrollers. The interface of this system with the

personnel data system remains unchanged.

In preparation for implementation of Phase II Base Level Military Personnel System (BLMPS) and to facilitate operation of the pay system by the base comptrollers, a decision was made to deactivate the six CBPOs of the nonflying groups (communications and tactical control). These actions were accelerated by the activation of several new groups of this type. The communications group CBPO in Washington was deactivated during the fourth quarter, FY 1971, concurrent with the reorganization of its nonflying elements. The remaining five CBPOs are scheduled for deactivation during the first half of FY 1972.

Subordinate units of these groups will now receive support from the nearest flying group CBPO.





Officer Master Personnel Record (MPR) Groups Transferred to ARPC

In April 1971, agreement was made between the National Guard Bureau and the Air Reserve Personnel Center (ARPC) to transfer custody of Air National Guard Officer Master Personnel Records to that center. Primary among the many reasons for the transfer were manpower and space limitations in the Bureau. It is anticipated that this move will provide better career management in general and particularly in areas such as mandatory promotions and retirements, and an overall increase in the quality of the Master Personnel Record Group for ANG officers. By 15 June 1971, more than 11,000 MPRs had been transferred to ARPC for maintenance and custody.

Microfilm Files to Replace MPRs

In conjunction with the transfer of the ANG officer Master Personnel Record Groups to ARPC, plans were finalized to have ARPC furnish NGB microfilm records to replace the transferred MPRs for daily NGB use. The project was divided into two stages, the first being the supplying of locator information for all ANG officer and airmen personnel on microfilm and a microfilm file

which contains all the data presently on file at ARPC for each officer in the Personnel Data System — Officer. This file is updated twice monthly and is more current in many areas than the MPR because of the speed associated with PDS updating versus manual file updating. A follow-on microfilm file is presently being coordinated which will provide NGB with microfilm copies of selected hard copy information from the MPR. When this file is completed, the NGB will have more information readily available than when the actual MPR was maintained in the Bureau. Tables 2-7, Appendix H, refer to Officer Personnel subjects.

Airman Military Personnel

DOD Directive 1215.13 was incorporated into regulatory form by change 4 to AFM 35-3. The change provides for 45-day tours for certain obligors who fail to participate satisfactorily. An obligor who fails to satisfactorily participate and who already has completed 20 months, but less than 24 months of Active Duty (Active Duty for Training (AD ACDUTRA), or who is within three months of completion of military service obligation will be placed on 45 days involuntary active duty instead of the previous period of 24 months minus the AD ACDUTRA already served. Instructions were

provided to the field and mandays were approved to implement these involuntary tours effective 1 July 1971. During FY 1971, 165 Air National Guardsmen were processed for involuntary active duty tours for failure to participate satisfactorily. Tables 8 and 9, Appendix H, refer to Airman Personnel subjects.

Outstanding Airman

Staff Sergeant Mary Ellen Loy, Administrative Assistant to the Commander of West Virginia's 130th Special Operations Group, was the first Guard WAF to be selected, in competition, as one of the 12 Outstanding Airmen of the entire Air Force — active, Guard or Reserve. She was the first WAF in the West Virginia ANG and the first Guard WAF to attend the Air National Guard's NCO Academy. Sergeant Loy will be honored at the Air Force Association Convention in September 1971.

Manning of Rated Air National Guard Advisor Positions

Titles 10 and 32, U.S. Code, provide for special duty assignment of commissioned officers and enlisted members of the active Air Force to the Air National Guard in an advisory capacity. The advisors assist in the development, training, instruction and administration of designated Air National Guard units in concert with mission of the appropriate gaining command.

In 1966 the Air Force temporarily deleted from the Air Force Personnel Priority Designator Program 92 rated officer advisory positions because of pilot requirements for Southeast Asia. The incumbent rated advisors were withdrawn from the Air National Guard at that time although unmanned positions remained on the respective gaining command manning documents. Manning of those advisory positions was re-established by AFCCS letter of 28 August 1970.

Education and Training

The Air National Guard school training program provides formal school training for qualified Guardsmen which enables them to be trained to meet mission requirements. Guardsmen attend the same schools as Air Force personnel and meet the same prerequisites. The ANG school program, comprised of four major categories — flight, technical, professional and recruit — ensures that ANG unit commanders get maximum assistance in achieving an adequately skilled unit. (See Tables 11 and 12, Appendix H, for a recap of the FY 1969 - FY 1971 training program.) During the fiscal year, 4,143 individuals were entered into formal training courses, using 195,289 military mandays requiring an expenditure of \$6,799,956 appropriated funds. Reduced fund availability during FY 1971 required extensive adjustments to meet increased operational requirements brought about by the ANG aircraft conversion program. A comparison of student entries and mandays utilized in Flight Training shows a relatively constant program for FY 69, FY 70 and FY 71. In meeting flight training requirements, and yet staying within budgetary limitations, extensive reductions were required in the three major training categories. In order to generate funds to support the aircraft conversion program, Skill and Professional training was reduced by 33,310 mandays from the FY 1970 level and nonprior service entrants were reduced to 6,287 the lowest figure in ten years.

ANG Formal Schools

The ANG operates five formal schools. These schools provide both advanced technical and professional training to Air and Army National Guardsmen, USAF personnel and certain foreign nationals in the Military Assistance Program. Three of the schools are advanced



flying schools providing combat crew training, one school provides maintenance technical training for KC / C-97 and C-130 aircraft and the ANG Academy provides pre-commission training for individuals not attending USAF Officer Training Schools, leadership training for junior NCOs and professional military education for senior NCOs.

F-100 Combat Crew Training School (CCTS)

The 162d Tactical Fighter Training Group, Tucson, Arizona provides F-100 transition training for ANG pilots assigned to tactical fighter units. In addition, the 162d CCTS provided all the instructor pilot upgrade training, consisting of approximately 40 flying hours, necessary to support the requirements of those units that converted to F-100 aircraft. This Instructor Pilot conversion training requirement necessitated a reduction in the

length of the UPT F-100 transition training in order to provide all UPT students advanced training. The UPT students receive 12 weeks' training in the F-100C / F consisting of approximately 60 hours.

F-101B / 102 Combat Crew Training School (CCTS)

The 147th Fighter Group, Houston, Texas was converted from a F-102 CCTS to a combined F-101B / 102 CCTS during 1971. It provides transition and intercept training for all ANG F-101B and F-102 students. Students are entered into one of three courses of varying lengths depending on their personal experience. Trainees not current in jet aircraft enter a five week preinterceptor course to become qualified in jet aircraft. Classes using the F-101B are scheduled to begin in January 1972. During FY 1971, 63 pilots entered one of the three courses.



RF-101 Replacement Training Unit (RTU)

The 189th Tactical Reconnaissance Group, Little Rock, Arkansas, provides transition training for ANG Undergraduate Pilot Training (UPT) pilots assigned to RF-101 units. Eight ANG pilots received this 21 week training course during FY 1971.

133d Field Training Flight (FTF)

The 133d Field Training Flight, St. Paul, Minnesota provides maintenance and technical training for aircrews assigned to the KC / C-97 and (as of FY 1971) C-130 aircraft. Courses are offered in Aircrew Familiarization (2 weeks), Basic Loadmaster (5 weeks), and Flight Engineer Technician Cruise control (12 weeks). During FY 1971, the 133d FTF was temporarily designated as a Mobile Training Team (MTT) and aided in the timely training needed to support ANG units converting to the C-130A aircraft.

Air National Guard Academy

The Air National Guard operates an accredited Non-Commissioned Officers Academy at McGhee Tyson Airport, Knoxville, Tennessee. The curriculum, consisting of 225 academic hours, is devoted to five basic subjects: Human Relations in Leadership, World Affairs, Communicative Skills, Supervision and Management, and Military Training. The Academy provided three five-week courses and six two-week courses this year. Graduates of the five-week course are authorized to wear the NCO Academy Ribbon.

The two-week courses are special courses designed to enable NCOs who cannot take more than two weeks of leave for military training each year, an opportunity to complete the prescribed course.

During FY 1971, the Academy graduated 381 students. This brings the number of graduates since its origin in 1968 to 1,110 Air National Guardsmen, 24 Army National

Guardsmen, 96 Air Force NCOs and 31 members of the Air Force Reserve.

Two new professional advancement areas were originated at the McGhee Tyson complex during FY 1971: ANG Officers Preparatory Academy (OPA) and the ANG Leadership School.

ANG Officers Preparatory Academy

The first class of this five-week precommissioning course started on 12 April 1971 at McGhee Tyson Airport, Knoxville, Tennessee with a class of 29.

The course provides the ANG officer selectee with his initial military training. Students attend the course in the grade of staff sergeant or authorized grade, if higher, and are commissioned 2d Lieutenants upon graduation. For the present, priority for selection is being given to UPT and UNT candidates; however, the goal of the Academy is to provide the initial military training for all Air National Guard Officer Candidates.

The course provides training in communicative skills, Air Force and ANG History, Military Justice, Leadership, Military Customs and Courtesies, and consists of 200 academic hours.



ANG Leadership School

Another first for the ANG in FY 1971 was the establishment of the ANG Leadership School at McGhee Tyson Airport, Knoxville, Tennessee. The school provides two five-week courses and four two-week classes for NCOs in the grades of E-3 and E-4. As in the NCO Academy, the two-week courses afford Guardsmen who cannot take more than two weeks of leave for military training each year, an opportunity to complete the prescribed course.

The course was developed to increase knowledge and abilities in the areas of supervision, management and leadership. The curriculum consists of 138 academic hours and is devoted to the same subject areas as the NCO Academy: Human Relations in Leadership, World Affairs, Communicative Skills, Supervision and Management, and Military Training.

In FY 1971, the school graduated 109 students. Of this number 70 were Air Force Junior NCOs.

Air Technicians

The Air Technician end strength for FY 1971 was authorized as 18,135. The actual 30 June 1971 assigned strength was 18,074.

The program expanded considerably during FY 1971 due to an unprecedented number of aircraft conversions along with changes in missions and organizational structure in the communications-electronics units. These conversions brought with them highly sophisticated weapons systems which increased the number of Air Technician requirements. Because of the statutory ceiling and budgetary restraints, the converting units were forced to man their systems below the 87 percent level of the non-converting units.

The passage of PL 92-119, along with matching funds, should provide relief to the Air Technician program as new challenges are imposed in FY 1972.

AIR SURGEON

Fiscal Year 1971 was an outstanding year for the Medical Service of the Air National Guard. Included in the areas of Air Surgeon responsibilities are: Military Public Health, Occupational Medicine, Pollution Control, Medical Safety, Physical Standards Management, Security Review of Records, Administrative Publications Management, Aerospace Nursing, Aircrew Effectiveness and Aeromedical Evacuation.

Colonel James E. Horne and Captain Willard V. Bishop joined the staff of the Air Surgeon during the fiscal year as Chief and Assistant Chief, respectively, of Medical Administrative Services.

The ANG Medical Service is organized with an Air Surgeon at NGB level, State Air Surgeons assigned to each Adjutant General,

and with 17 Tactical Hospitals, 31 USAF Dispensaries, 44 Tactical Dispensaries, four Aeromedical Evacuation Squadrons and 15 Aeromedical Evacuation Flights located throughout the 50 States, the District of Columbia and the Commonwealth of Puerto Rico.

Recruiting efforts have been increased to procure additional physicians and nurses. As a further aid to retention, the Air Guard has taken additional steps to assign Guardsmen to student spaces at various Air Force service schools. Recruiting problems which have arisen in the past are being alleviated by the addition of the State Air Surgeon position. Responsibility for recruiting remains at the local level.

The Air Surgeon continued the policy of visiting in the field as many medical units and States as possible. During the past year he visited approximately 45 medical units,

reviewing the overall aircrew effectiveness programs and discussed medical problems with flight surgeons and base detachment commanders.

State Air Surgeons Conference

The first State Air Surgeons Conference was conducted 11-13 December 1970 at McGhee Tyson ANG Base, Tennessee. State Air Surgeons and interested administrative personnel from ANG units in all 50 States, the District of Columbia and the Commonwealth of Puerto Rico attended. Representatives from Hq USAF and the gaining major air commands also attended and participated.

Selected speakers, including the Surgeon General, USAF, covered topics such as the role of the State Air Surgeon, recruitment, aircrew effectiveness, preventive medicine training and the future role of the ANG Medical Service. The extreme interest generated and the positive reactions resulting from this conference have led to the scheduling of a subsequent meeting to be held at McGhee Tyson in December 1971. Appropriately, the Third Air Medical Technician Workshop has been scheduled in conjunction with the State Surgeons Conference. Both groups are dedicated to the concept of a steadily improving ANG medical service resulting in an operationally ready combat force second to none.

Visit to United Kingdom

During February 1971 Medical Service personnel of the Air Force and the ANG visited Great Britain at the invitation of the Territorial Army of Volunteer Reserves (TAVR). The purposes of the visit were to attend a series of lectures and conferences and a field exercise presented by the TAVR, to visit Stoke Mandeville Hospital, the



MSG Christopher McPherson



Royal Academy of Surgeons and the Royal Army Medical Corps for an exchange of professional medical developments and ideas between the National Guard Medical Service and the Reserve Components of the British Military Forces.

Medical Reserve Symposium

For the first time the ANG Medical Service hosted the Annual Reserve Medical Symposium, held in conjunction with the Annual Meeting of the Aerospace Medical Association, in April 1971 at Houston, Texas. Attendees were ANG physicians, nurses, aeromedical evacuation commanders and interested medical service corps officers, in addition to representatives of the active Army, Navy, Air Force and international civilian specialists. There was a wide interchange of medical and scientific information of great value to medical personnel of the ANG. The first Annual ANG Medical Support Awards were presented during the Conference to the outstanding ANG Nurse-Major Rosemary F. McLaughlin, 171st AAG, Pennsylvania ANG; Outstanding ANG Flight Surgeon - Lt Colonel Ralph A. Skowron, State Air Surgeon, Delaware ANG; Outstanding ANG Medical Service Technician - SMSgt Stanley H. Carter, 151st USAF Dispensary, Utah ANG and the Theodore C. Marrs Award for excellence in health service was presented to the 178th Tactical Dispensary, Ohio ANG.

Combat readiness within the ANG Medical units has been enhanced by the gaining command concept, where active force commands monitor Guard training and conduct inspections. The same training and inspection criteria under which active units operate are applied to all Air National Guard units. This close relationship with the gaining commands has made a valuable contribution to Air National Guard readiness capability.

During FY 1971 approximately 23 medical service officers attended the Basic Orientation Course at Sheppard AFB, Texas. Eight medical officers graduated from the Aerospace Medicine Course at Brooks AFB, Texas and were designated Flight Medical Officers. Fifty-eight ANG nurses completed Flight Nurse Training. Medical support personnel are in a constant state of training to achieve and maintain the highest level of combat readiness to ensure orderly and effective integration into the active Air Force whenever required.

To be effective, the ANG Medical Service must have a training base for all parameters of Medical personnel. This includes adequate mandays and per diem for training all medical personnel and live missions for training aeromedical crews.

Adequately trained, enthusiastically supported and properly used, our ANG Medical Service effectively supports the Total Force Concept in a critical time of budget and manpower austerity.

OPERATIONS AND PROGRAMS

Organization

On 30 June 1971, the Air National Guard had 985 Federally recognized units. Flying units were organized into 24 wings, 92 groups and 92 squadrons. The number of support units and nonflying units was 777.

The Air National Guard force structure by command is indicated in Table 13, located in Appendix H.

Organization Actions and Aircraft Conversions

A complete list of organization actions including unit activations, inactivations, and redesignations appears in Table 15, Appendix H. A complete list of aircraft conversions is located in Table 14,

Appendix H.

Tactical Air Command Units

A substantial number of TAC-gained units were involved in mission or aircraft conversions during FY 1971. The 110th Tactical Reconnaissance Group, Battle Creek, Michigan, and the 135th Special Operations Group, Baltimore, Maryland, became Tactical Air Support Groups. The HU-16 aircraft was phased out of the inventory upon the 135th's conversion. The transition of the 143d Special Operations Group, Providence, Rhode Island into the C-119G made the three remaining special operations groups similarly equipped. Fiscal Year 1971 saw completion of the A-37 conversions of the 174th Tactical Fighter Group, Syracuse, New York, and the 175th Tactical Fighter Group, Baltimore, Maryland. A gradual replacement of the F-84 aircraft continued with the conversion of the following units to the F-100D: 178th TFG, Springfield, Ohio; 180th TFG, Toledo, Ohio; 149th TFG, Kelly AFB, Texas; 102d TFG, Otis AFB, Massachusetts; 122d TFG, Fort Wayne, Indiana; 181st TFG, Terre Haute, Indiana and 104th TFG, Westfield, Massachusetts.

The F-84s for two additional groups were replaced by the F-100C and F-105D, respectively, at Des Moines, Iowa's 132d TFG and the 192d TFG, Richmond, Virginia.

Also converting from the F-100C to the F-105D were the 184th TFG, McConnell AFB, Kansas, and the 113th TFG, Andrews AFB, Maryland.

ANG reconnaissance units engaged in modernization were the Alabama groups, the 117th TRG, Birmingham, and the 187th TRG at Montgomery - in conversion from the RF-84F to the RF-4C - and the units converting from the RF-84F to the RF-101 - the 188th TRG, Ft. Smith, Arkansas and the 186th TRG, Meridian, Mississippi.



SSG Francis A. Scharoun

A new element was added to the ANG forces gained by Tactical Air Command in FY 1970. Five former MAC-gained airlift groups have converted to the newer and more versatile C-130 aircraft during FY 1971, bringing the total to seven groups. These five units are 118th TAG, Nashville, Tennessee; 133d TAG, Minneapolis, Minnesota; 109th TAG, Schenectady, New York; 166th TAG, Wilmington, Delaware and the 145th TAG, Charlotte, North Carolina. Aircrews are learning new techniques of aerial delivery and aerial resupply in addition to their normal airlift skills. Upon reaching a combat ready status these units will enhance the Air National Guard's capability to support its own units, Army National Guard units, TAC, and to assist in JCS exercises.

Realistic training programs for air and ground elements of the ANG / TAC gained units were staged periodically during FY 1971 by the two Tactical Forces Planning Groups in New York (199th TFPG) and Missouri (299th TFPG). Activity began with the first of the annual system training exercises: SENTRY LONGHOUSE in July 1970, in upper New York State. A succession of quarterly unit training assembly programs followed with the 199th TFPG's CAMEO MOUNTAIN series and BRIGHT SHIELD, and the newly organized 299th TFPG's SENTRY CANE CUTTER I in Puerto Rico. The integration of diverse units training through the medium of these TFPG training programs is enabling both air and ground elements to fulfill training requirements in a more comprehensive and realistic manner.

The ANG participated in three JCS-directed exercises during FY

1971 - two were outside the CONUS and required extensive planning and coordination with refueling, airlift and weather reconnaissance elements. The ANG forces are under the operational control of TAC during the exercise periods. Two of these exercises, CINCAFSTRIKE PUNCH CARDS XII AND XIV took place in Alaska in conjunction with Army maneuvers. Four ANG units flew in PUNCH CARD XII, 5-13 December 1970. Fighter forces of the 183d TFG, Springfield, Illinois provided close air support under simulated combat conditions. Reconnaissance missions were provided by the 155th TRG, Lincoln, Nebraska. Air-to-air refueling for the deployment, employment and redeployment was provided by the 126th and 136th Air Refueling Wings of Chicago, Illinois and Dallas, Texas. PUNCH CARD XIV, 16-25 April 1971, was supported by eight F-100C aircraft from the 121st TFG, Lockbourne AFB, Ohio. The 155th TRG again supplied the reconnaissance forces. Air-to-air refueling for the entire exercise was provided by the 126th Air Refueling Wing for EXOTIC DANCER IV in the southeastern United States, 5 April - 15 May 1971. Aircrews and supporting personnel of the 193d Tactical Electronic Warfare Group, Middletown, Pennsylvania augmented CINCAFLANT forces with two EC-121 aircraft. The 193d TEWG also supplied two EC-121s with crews and support personnel to SEA for a six-month project ending in December 1970.

As in past years, all ANG tactical units supported hundreds of minor events and exercises. These ranged from airshows, demonstrations and civic events, to Army man-

euvers in the CONUS. Because the Army support missions are usually short-notice missions and occur frequently, the National Guard Bureau, with the concurrence of the Adjutants General, allows Hq TAC and 9th and 12th Air Forces to task the units directly. For the fighter forces these are usually close air support or firepower demonstrations. The reconnaissance effort is normally for aerial photography of Army maneuver areas or drop zones. These missions provide operational support to the requestor and at the same time provide the ANG units with valuable training.

Operation CREEK PARTY - the aerial refueling effort of the ANG KC-97 tanker force in support of tactical refueling in Europe - completed a fourth successful year during June 1971.

Aerospace Defense Command Units

Fiscal Year 1971 was another year of change for the ADC-gained Air National Guard units. These changes resulted in the 159th and the 103d Fighter Groups converting to the F-100D and their new Tactical Air Command mission. In March and April 1971, the 142d Fighter Group, Portland, Oregon; the 148th Fighter Group, Duluth, Minnesota; and the 107th Fighter Group, Niagara Falls, New York began their conversion to the F-101B F aircraft. These units are progressing smoothly in their conversion actions. In June 1971, the 147th Fighter Group (Training) began converting to the F-101F aircraft. Their training mission now encompasses both the F-101 and F-102 aircraft because the active Air Force no longer has this training function. Receipt of more modern aircraft makes it possible for the Air National Guard to continue to assume a more important role in providing aerospace defense for the United States. At the end of FY 1971, ANG / ADC units comprised approximately 5



percent of the ADC mission. During FY 1971, ANG / ADC units flew a total of 31,194 hours while accomplishing training requirements, including many ADC exercises. The ANG / ADC unit structure is composed of four fighter wings, 17 fighter groups, 17 fighter interceptor squadrons and 85 support units.

These units have a total authorized strength of 16,371 including 1,921 officers and 14,450 airmen. In addition to maintaining alert, training and participating in day and night exercises, the Air Guard units fly target missions and annually deploy to Tyndall AFB, Florida for weapons firing.

One of the highlights of the year was the worldwide weapons competition, WILLIAM TELL 1970. The Air Guard proved its professional capabilities by winning first place in the F-101 competition, achieving the highest score among competitive teams in the weapons loading competition and had one of its crew members win top individual scoring honors. The F-102 competition was Air National Guard only. Air Guard



teams won the second, third, fourth and fifth places in the over-all team scoring competition. Nine teams from the active Air Force, Canada and the Air National Guard took part in the week-long world series of aerial marksmanship.

Military Airlift Command Units

Following several conversions by units to the Tactical Air Command, the ANG global airlift fleet has been reduced by approximately 55 percent while airlift demands have increased. During FY 1971 the ANG strategic airlift fleet was reduced as follows:

	30 June 1970	30 June 1971
C-97	4 Units (32 aircraft)	1 Unit (8 aircraft)
C-121	4 Units (32 aircraft)	4 Units (32 aircraft)
C-124	10 Units (80 aircraft)	8 Units (64 aircraft)

In FY 1971 the Air National Guard airlift fleet flew a total of 4,854 missions, of which 164 were in support of Southeast Asia as a functional part of MAC. During the fiscal year 18,366 tons and 98,028 personnel were airlifted in support of all Department of Defense agencies. The ANG live Aeromedical Evacuation flights to offshore areas were terminated in late FY 1970; however, simulated missions continue to operate to Alaska, the Commonwealth of Puerto Rico, Hawaii and the Canal Zone.

The loss of five MAC units which converted to the C-130 and a new tactical airlift role did not affect the excellent ORI record of MAC gained units. All except two units recorded satisfactory operational readiness inspections for FY 1971. Airlift highlights for FY 1971 included:

TEKTITE II. This project for calendar year 1970 was a joint operation of the Departments of Interior and Commerce tasked with undersea ecological research near the Virgin Islands. During the first half of FY 1971, ANG units operated 29 mis-

sions (approximately 120 sorties) while airlifting 645 passengers and 244,000 pounds of cargo.

SAC SATELLITE BASE SUPPORT. To augment SAC support aircraft normally tasked with servicing satellite bases within the CONUS, ANG units completed twenty months of providing shuttle service for SAC personnel and equipment. Four missions (approximately 16 sorties) were flown each week. Regularly scheduled support terminated on 30 June 1971 because of declining airlift capability and because SAC required long-range commitments which could not be supported by the ANG.

CREEK GUARDLIFT. On 4 April 1971, the ANG began a six-month trial period under which airlift crews from five Sates are providing scheduled passenger-courier service for the United States Air Force in Europe. The program, operating out of Torrejon Air Base, Spain utilizes C-97 and C-121 aircraft. The crews and support personnel are from six ANG units and provide airlift throughout Spain and the Mediterranean area. Total accomplishments for the first three months of operation include:

Total departures	336
Reliability rate	97%
Passengers carried	5,394
Cargo carried	169,166 lbs.

COIN ASSIST. The second large POW / MIA next-of-kin airlift was accomplished by ANG aircraft in early October 1970. Approximately 15 transport aircraft provided support from various CONUS on-load points to Washington, D.C. for a DOD-sponsored ceremony attended by several hundred dependents.



Flying Hours

During FY 1971 the Air National Guard flew a total of 455,645 hours against the final adjusted program of 479,398 hours. Tactical non-jet aircraft, including the C-130, flew 149,260 hours. Jet aircraft flew 268,534 hours and support aircraft 37,851 hours. The 23,753 hour underfly represented only five percent of the total program. Several factors contributed to this underfly.

Engine problems in F-100, F-101 and F-102 aircraft grounded 60 percent of the fleet for three months. Units converting to C-130 aircraft suffered from limited aircraft availability because of the extensive depot level maintenance program. Aircraft delivered directly from the losing organization to the unit required extensive organizational maintenance. Aerospace ground equipment shortages hampered both maintenance and flying programs as well. Thirty-four unit conversions created formal training school backlogs and made it difficult to forecast and program with accuracy these units' flying capability.

The flying hour program allowed the Air National Guard to continue to maintain a high state of readiness in those units unaffected by the above problems as well as to provide extensive service to the active force as a by-product of the training flying time

AEROSPACE SAFETY

The Air National Guard completed FY 1971 with a rate of 6.8 major accidents for each 100,000 hours flown, which is an increase from the 4.9 rate for the previous fiscal year. This increase is attributed to the marked increase of materiel failure type accidents. Of the 31 major accidents in FY 1971, thirteen were assessed to materiel failure as the primary cause compared to eight the previous year. Efforts are being directed toward improving equipment; however, the Air National Guard Safety Program is continuing to place emphasis on high standards of supervision, performance and air discipline.

The ANG Accident Prevention Course at the University of Southern California graduated 48 supervisors and is continuing into its third year. This course is being evaluated to determine if it is feasible to reduce it from its present three weeks' length to two weeks.

Two Air National Guard units were recipients of USAF safety plaques for their outstanding records in calendar year 1970. For the second consecutive year the 140th Tactical Fighter Group, Buckley ANG Base, Colorado received the Flying Safety Award. The 124th Fighter Group, Boise, Idaho received the Missile Safety Award

Statistics relative to Aerospace Safety are located in Appendix H, Tables 16 and 17.

COMMUNICATIONS, ELECTRONICS AND METEOROLOGY

Mobile Communications Units

Organization

Significant organizational changes were begun in FY 1971 for the Mobile Communications units. The addition of two Tactical Air Control Systems to the ANG mission required the activation of two Mobile Communications Group headquarters and Mobile Communications Squadrons (AFCCP), and a realignment of the presently authorized subordinate units.

During FY 1971 the first two units were activated at Garland, Texas and the remaining two units will be activated early in FY 1972. The total mobile communications force will consist of six group headquarters with the realignment actions of the subordinate units providing an equal group structure, geographically assigned for control and training

Equipping

The equipment posture of the



Mobile Communications Groups and units significantly improved during FY 1971 and is expected to continue in the future. Programs that have been in the making for several years are being completed. These units are receiving, or are scheduled to receive, new and modern equipment which will place them on a par with the active forces.

At the end of FY 1971, delivery was nearly completed of nine AN / TSW-7 mobile control towers for the Bare Base Squadrons and Flight Facilities Flights. These towers are the latest model on procurement and the ANG units are receiving delivery at the same time as the active forces. This is a highly mobile facility packaged to permit rapid deployment to operational areas via any available means. When on site, the AN / TSW-7 quickly converts to an operational configuration in minimum time and provides a fully equipped, three operator position, control tower.

Air Force Communications Service is completing its delivery schedule of AN / CPN-4 / MPN-13 mobile GCA sets to the ANG Mobile Communications units (Bare Base). A total of 13 sets were delivered during this fiscal year and two sets are

scheduled for delivery early in FY 1972. This equipment now provides the ANG units with the capability of controlling aircraft in instrument flight rules (IFR) weather conditions when manned by properly certified controllers.

Delivery schedules are established for additional new procurement equipment to replace the older facilities presently on hand. Major items are the AN / TRN-26 Tacan, AN / TSC-62 communications centrals, AN / TRC-97A tropospheric scatter radio sets, AN / TGC-27 teletype centers and the AN / TSC-60V2 single sideband radio sets. Delivery is scheduled throughout FY 1972.

The procurement action begun late in FY 1970 to obtain 12 Digital Subscriber Terminal Equipment (DSTE) has been delayed and delivery is not anticipated until the middle of FY 1972. When on hand, this equipment will provide the capability for direct input to the Defense Communications System AUTODIN with secure communications terminals to provide low and high speed card and / or narrative operational and administrative traffic.

The two new Tactical Air Control Systems in the ANG will be equip-

ped with the modern facilities developed under the 407L program. Two mobile communications squadrons (AFCCP) will receive this equipment beginning early in FY 1972. The 407L program provides the latest available equipment to provide an Air Force Component Commander with facilities and communications necessary for effective command and control in tactical situations.

Training

During the annual training period, each mobile communications group, along with subordinate units, conducted extensive training activities aligned to their mobilization mission. Two groups participated in Exercise SENTRY LONGHOUSE, a month-long training exercise supporting a complete Tactical Air Control System, located in the northeastern United States. This exercise also involved ANG flying and tactical control units and provided an unexcelled environment for complete systems training.

The remaining two groups exercised their complete resources during annual training in locally developed plans near their home stations in Washington and California and experienced excellent training results.

The Mobile Communications Squadrons (Bare Base) and subordinate Communications and Flight Facilities Flights perform their training by deployment to Bare Bases and provide air traffic control and navigational aids to support flying activities. Proficiency is maintained at a high level throughout the year by additional training periods and practical experience in FAA / USAF / ANG facilities. Some flying support is being provided to certain of these units to enhance their training programs on assigned equipment. This arrangement works effectively only when CAP units and ANG Flight Facilities units are situated close enough to facilitate training together.





SSG Jim E. Summey



control systems, the ANG was directed to organize two new Tactical Control Groups and to convert two existing groups to 407L equipment.

The 407L equipment was designed specifically for the tactical mission and offers the very latest state-of-the-art capability. Some of the major end items of equipment have already been delivered to those ANG units selected for 407L conversion. It is anticipated that the conversion program will cover a period of three years.

Considerable progress has also been made in establishing the two new groups. One group has been organized and Federally recognized in the Washington / Oregon area and the second group is scheduled for activation early in FY 1972. The new units will receive the majority of their equipment from those existing units converting to 407L equipment.

During this period of change, our units continued to maintain a high state of readiness. Through the efforts of the newly formed Tactical Forces Planning Groups (TFPG), a series of very effective training exercises were developed to provide integrated systems training. The high point of training for the 152d Tactical Control Group was participation in the TFPG exercise SENTRY LONGHOUSE. This exercise involved every aspect of a tactical air control system and provided extremely realistic training for all elements of the 152d TCG. The 157th Tactical Control Group received similar training during exercise SENTRY CANE CUTTER I. This exercise involved a deployment of selected elements of the 157th TCG to Puerto Rico.

Fixed Aircraft Control and Warning Squadrons

The ground radar systems located in Puerto Rico and Hawaii continued to provide effective air defense facilities and services for



their respective gaining commands, ANTDEFCON (TAC) and PACAF.

The special training program initiated by the Hawaii radar units for weapons controllers en route to SEA was again highly successful. At the request of PACAF, Hawaii ANG radar personnel also helped establish a maintenance and radar quality control program for the Republic of China Air Force on Taiwan.

The recently activated radar control element at Ellington AFB, Texas has expanded its Combat Crew Training School (CCTS) mission and is now providing weapons controller proficiency training for their TAC / ANG counterparts. This program is proving to be an extremely effective method of meeting intercept training requirements and of insuring a high degree of operational readiness throughout our tactical control system.

There were no major equipment additions or deletions in these systems during FY 1971. The project to establish a microwave link for the radar unit at Punta Salinas, Commonwealth of Puerto Rico is in the final stages of completion. This system will provide reliable commu-

ANG Weather Units

The ANG weather force has remained constant during FY 1971. Most Air Weather units trained at Permanent Field Training Sites (PFTS) during Annual Training (AT) in support of ANG flying units operating from those sites, thereby eliminating the requirement for active duty units.

Weather Flights (Army Support) trained in support of the Army National Guard Division and Aviation Battalions to which assigned. Efforts are now under way to amend the organization table of the Weather Flights (Air Support) to correct some existing inequities. Proposed changes do not increase or decrease total number of personnel authorized but do change some AFSCs and grades. Equipment (AN / MMQ-2, Weather Vans) is being processed through Oklahoma City Air Materiel Area (OCAMA) and is beginning to arrive in the units.

Tactical Control Groups

This was a year of great change and modernization for ANG Tactical Control units. As a result of the phase down of certain active tactical

cations from the radar unit to all command and control elements on the island.

Base Communications

AUTOVON (Automatic Voice Network): The AUTOVON services to ANG units remained at approximately the same level during FY 1971. A plan for upgrading AUTOVON service has been approved and as funds become available, Air Force will authorize additional services.

AUTODIN (Automatic Data Network): All ANG units not collocated with an active duty communications center will be equipped with a Univac DCT 1000 data communications terminal. In May 1970 Air Force approval was received for the ANG AUTODIN system. During FY 1971 all engineering, planning and procurement actions were completed for this system. The DCT 1000 terminal was selected by the ANG in conjunction with AFLC. All ANG units will be connected to the AFLC terminals located at Wright-Patterson, Tinker, Robins, Hill and McClellan AFBs. The terminal will be secured with KG 13 crypto equipment which provides the capability to send and receive classified and unclassified messages on a worldwide basis. The speed of this equipment is 40 cards-per-minute and 250 words-per-minute. The first test terminal was installed in June at Tinker AFB for use by AFCS for software and procedure development. Installation at ANG locations is scheduled to start in September 1971, and be completed by June 1972.

COMMUNICATIONS FLIGHTS (SUPPORT): There is now a total of 75 Communications Flights (Support), due to the conversion of some of the flying units from ADC to TAC. A large number of telephone maintenance personnel from the Communications Flights were used to provide assistance to the active

duty communications units at several active Air Force bases during FY 1971.

TALKING BIRD: During FY 1971 the ANG C-97E Talking Bird aircraft participated in three active deployments, one in support of the U.S. Army and two for the Air Force. One of the Air Force deployments was for 45 days in support of the AFCS communications improvement program. In addition, there were six deployments in support of ANG Tactical Forces Planning Group (TFPG) training exercises.

ANG Electronics Installation Squadrons (AFCS)

During FY 1971, the 19 Electronics Installation Squadrons continued to train on a worldwide basis by working on "live projects" installing and repairing communications-electronics equipment and systems at Air Force bases. They trained at

51 AF sites in the CONUS during the fiscal year, including McClellan, Norton, Langley and Kelly AFBs.

In addition, more than 300 ANG personnel volunteered for over 13,000 mandays with periods of active duty ranging from 31 to 89 days. ANG personnel augmenting the active establishment were located at 31 overseas locations including England, Germany, Japan, Korea, Spain, Crete, Hawaii and the Republic of the Philippines.

The procedure whereby our E1 Squadrons train by working on programmed CEM projects for the Air Force has proved very successful. The ANG personnel receive the most realistic training possible while the Air Force has its installation or maintenance projects completed earlier than originally planned.

Headquarters USAF has authorized a total of 15,000 mandays for a continuation of this ANG augmentation on a worldwide basis for FY 1972.



AIR LOGISTICS

Supply and Services

Equipment management during FY 1971 was emphasized more than ever before by the National Guard Bureau due to the numerous aircraft conversions, mission changes and funding limitations. Shortage of equipment continued to be a major problem. Units converting to the C-130 aircraft are continuing to receive needed equipment as it becomes available. Numerous items are short due to ANG units receiving a unit equipment (UE) of six C-130 aircraft at each installation whereas the losing Air Force units had a UE of 18 C-130 aircraft supported by a single field maintenance squadron.

Coordinated efforts by personnel from NGB, ANG units, Air Force Logistics Command, Air Force and gaining commands have produced effective results in equipping other converting units in a timely and effective manner. Initial Aerospace Ground Equipment (AGE) received by ANG units from Southeast Asia required extensive rehabilitation. As a result of action taken by the National Guard Bureau, and subsequent action by Air Force, AFLC and Tactical Air Command, procedures and policies were established whereby the ANG would receive only serviceable AGE.

Several Tables of Allowance have been updated to meet new ANG requirements. Of prime importance were TA 290, F-100 weapon system support; TA 333, F-105 weapon system; TA 471, C-130 series aircraft, and TA 660, communications equipment for non-communications activities.

Due to reorganization of the Mobile Communications units, Tactical Control units and assignment of two TAC 407L systems within the ANG special emphasis has been placed on management of communications and ground powered equipment. Air Force and NGB

established "Project Await" at Oklahoma City Air Materiel Area (OCAMA) for 407L equipment being returned from Southeast Asia. The National Guard Bureau directs shipment to the requiring activity under this project as requirements are established. Several new items of equipment have been programmed for the ANG, e.g., the AN / TSW-7 control tower, AN / TPS-48, AN / TPS-43 and AN / TPS-44 radar.

The RT-10 survival radios are still in critically short supply. Several have been received by the ANG, and it is anticipated all shortages will be filled by the end of FY 1972 with some replacements of the AN / URC-11 survival radio being made.

During FY 1971, the emphasis in the Vehicle Branch was primarily centered on establishing and equipping several units whose functions either are new to the ANG or are realignments of older units. As a direct result of the ANG aircraft modernization program, the total vehicle inventory now approaches 12,000 with newer models being introduced almost daily. Vehicle authorization and ceiling increases have been or are in the process of being obtained in support of the new functions. To date, more than 400 vehicular requirements have been identified, with approximately 360 assets on hand to fill these requirements.

The Air National Guard increased its logistical support to offshore C-124 operations during FY 1971. In January 1971, the ANG primary supply point at Dobbins AFB, Georgia assumed responsibility for C-124 support in the Pacific area. Adding to its responsibility for the Atlantic area, the primary supply point is now supporting USAF, AFRES and ANG C-124 operations on a worldwide basis.

Modernization of ANG supply accounts, implemented during FY 1970, continued during FY 1971. By



the end of the fiscal year, over one-half of all ANG supply accounts were converted to the USAF Standard Base Supply System. ANG participation in this program was increased when operational control of the Univac 1050-II computer located at Selfridge Air National Guard Base, Michigan, was assumed by the ANG in June 1971. This marked the beginning of a new era for the ANG by the introduction of a modern computer system into the operation of an ANG base logistical support function.

With the experience gained during the 1968-69 mobilization, the logistical mobilization procedures were updated. These new procedures reduce the number of options available at the time of mobilization and it is anticipated that they will streamline operations during a critical period. Additionally, the new procedures emphasize the accomplishment of certain actions prior to mobilization, thereby increasing the units' readiness posture.

The impact of 34 aircraft conversions to more sophisticated weapon systems in FY 1971 was a major challenge and the largest input of new aircraft in the history of the

ANG. The numerous conversions involved five major air commands transferring assets to the ANG. To facilitate these conversions, the NGB negotiated directly with the major commands and the appropriate Air Staff agencies to establish the unit move concept in order to maintain the integrity of all unit equipment being transferred. Special assignment airlift was employed to move assets from the losing command base direct to the gaining ANG base. Supply and maintenance assistance teams were dispatched from the ANG gaining bases direct to the losing bases to inspect and assist in the direct transfer of equipment. This reduced the normal nine-month period for equipping converting units through AFLC to less than 30 days and enabled the ANG to maintain the accelerated pace of conversion during the fiscal year.

To facilitate the numerous units converting and to monitor their progress to combat readiness, the Logistics Readiness Center (LRC) was established. This center is manned with Guardsmen on Annual Training status. Direct daily contact with all

92 flying units for resolving not operationally ready (NOR) equipment and critical equipment shortages has been established. The LRC will continue to operate until the ANG has regained its operational readiness status and NOR conditions are reduced to an acceptable rate of less than five percent.

Maintenance Engineering

In FY 1971 depot level maintenance at contractor facilities was accomplished on 11 C-121s, 39 KC-97 / C-97s, ten C-130s, ten C-54s, 83 F-100s, 49 F / RF-101s, ten F-105s, five F-104s and five RF-4s. The KC-97 program included inspection and repair as necessary (IRAN) and modification of 22 G models to the L configuration. In addition, contractors accomplished depaint, repaint and corrosion treatment of nine C-119 aircraft. Depot level maintenance accomplished on-base by contract field teams included T-33s, C-119s, C-123s in Alaska, and F-102s in Hawaii. Depot level maintenance of C-123s in Alaska included replacement of the J-44 engine with the J-69 engine.

The MB-5 autopilot modification for ANG F-101B / F aircraft was

completed in early FY 1971, 18 days ahead of schedule. Forty-eight F-101B and nine F-101F aircraft were processed through the modification line from the 101st Fighter Group, Bangor, Maine; 119th Fighter Group, Fargo, North Dakota; and the 141st Fighter Group, Spokane, Washington. The modification line was assembled at Ogden Air Materiel Area (OOAMA), Hill AFB, Utah and the modification augments the subject autopilot system capability with a redundant channel in the pitch limiter subsystem. ANG maintenance personnel from the annotated ANG units were utilized extensively at OOAMA to accomplish checkout / functional check flights of the affected aircraft after the modifications were incorporated. Through the combined efforts of experienced ANG personnel and involved contractors, the modification was finished on an average of four days per aircraft ahead of schedule.

Aircraft Inventory

The Air National Guard assigned aircraft inventory increased by 38 during the fiscal year, bringing the total to 1,938. Although minor in number, the increase reflects significant changes and a modernization of the Air Guard fleet. Table 18, Appendix H, shows the changes in selected aircraft. The decrease in older model aircraft and the increase in newer models results in a more modern and efficient Air National Guard. For example, with the arrival of the A-37B at Syracuse, the F-86H was replaced (some of those aircraft were released for a U.S. Navy test program at China Lake, California). The Guard also received its first D and F series of the F-105 and the 184th TFG is now training new pilots in that aircraft. Additionally, sufficient F-101s were received to convert two former F-102 units with the aircraft from those units being distributed to other F-102 units providing them a full complement of the plane.



Propulsion Systems

During December 1970, it was discovered that acoustical vibration was damaging the N2 compressors of J-57 engines installed in F-100, F-102 and RF-101 aircraft assigned to both the Air Force and the Air National Guard. Within the ANG, 317 of 1,016 engines required replacement of the N2 compressor. The remaining engines required installation of a wire rope assembly to dampen the effects of acoustical vibration and preclude failure of the N2 compressors not already damaged. Each N2 compressor change required 450 manhours. The magnitude of this workload confronted the ANG with one of the most serious maintenance problems in its history. Two courses of action were taken to recover from the impact of this workload. Arrangements were made with the OCAMA for the repair of 175 engines at that facility. Additionally, contract field teams were assigned at each ANG F-100, F-102 and RF-101 base to augment existing engine shop personnel in the repair of the remaining engines. By the end of FY 1971, all three systems were well on their way to recovery, and annual training was neither cancelled nor postponed because of lack of operationally ready aircraft.

The long-range solution to deficiencies being encountered in J-57 afterburning engines is "Pacer Rake." This project is designed to return the engine to its original blueprint specifications by the incorporation of some 40 engineering change proposals plus installation of 362 new pieces of hardware at overhaul. This project, costing \$70 million, began in FY 1971 with installation of the new N2 compressor. Remainder of the program is scheduled to begin early in FY 1972.

Propulsion Systems assumed responsibility this year for the Spectrometric Oil Analysis Program (SOAP), Nondestructive Inspection (NDI) and Aerospace Ground



Equipment (AGE). SOAP can determine abnormal wear occurring in the engine by measuring the amount of wear metals in the oil. All flying organizations are supported in this program by AFLC regional SOAP labs. To supplement these labs and provide SOAP results in less time, 14 spectrometers were leased this year. They were all located with single engine jet organizations. All spectrometers were received between February and June 1971. By the end of the fiscal year, four had been certified by AFLC for independent operation, seven more were operational and being monitored for certification, and the remaining three had been installed and were ready to start certification procedures.

The ANG has 16 fully-equipped Regional Nondestructive Inspection labs. During FY 1971 equipment was authorized for an additional 18 support labs. The major difference between labs is that the support labs are not authorized the 275 KVP X-Ray, the Port-A-Lab and the automatic film processor. They do have a portable 160 KVP X-Ray. The equipment is being received now and the 18 support labs will be completed and certified by the end of FY 1972. Eventually all organizations will be authorized an NDI lab. Presently only one lab is being

placed on any one base; therefore, several Guard units are receiving NDI support from other major commands. These organizations will be the last to receive NDI labs of their own.

CIVIL ENGINEERING

Major Construction (P 321)

Fiscal Year 1971 saw a marked increase over FY 1970 for new starts in major construction for the Air National Guard. The Presidential restrictions on new construction starts were lifted as of 1 July 1970 and the balance of the FY 1970 Air National Guard Military Construction Program (MCANG) was immediately placed under contract. The FY 1971 MCANG was authorized and appropriated for \$6.5 million. Three supplemental packages totaling \$2.3 million, using available prior year funds, were approved. Obligations for the entire year totalled \$15.3 million and involved 71 projects in 25 States. The FY 1971 MCANG and the supplemental prior year packages involved 45 projects in 20 States.

Minor Construction (P 341)

The Minor Construction Program (P 341) for FY 1971 was \$750,000. Construction and alteration projects costing between \$25,000 and

\$50,000 are accomplished through this program. Projects, within these limitations, that are generated through mission changes are accomplished with minimum delay within the P 341 program. During FY 1971, 19 projects were accomplished in 16 States with a total cost of \$743,000.

Real Estate

The total value of the real estate administered by the ANG is approximately \$370 million. Air National Guard units are located on 90 flying bases and 55 nonflying bases. ANG flying units are based at 69 civilian airports, 14 active Air Force bases, three Naval Air Stations and four ANG bases. At the latter bases, the ANG unit is either the host to other military organizations or is the sole occupant.

Maintenance and Repair (P 449)

The FY 1971 P 449 program totaled \$6.38 million. It is through this program that major maintenance and repair projects and minor construction and alteration projects are accomplished. Construction and alteration projects are limited to \$25,000 in the P 449 program. Two of the more noteworthy repair projects accomplished in FY 1971 were an overlay of the aircraft parking apron at Selfridge ANG Base, Michigan (\$408,000) and repair of a taxiway at Savannah Permanent Field Training Site, Georgia (\$151,000). Also included were 14 airfield pavement repair projects at various locations totaling \$645,000.

Operations and Maintenance (P 448.02)

The daily operation and maintenance on ANG facilities is provided through an O&M agreement between the Federal government and the various States. It is through this agreement that the States share in the O&M costs of the ANG facilities. Utilities, communications,

facility maintenance, airport use fees and security are supported by these agreements. The Federal share of these costs during FY 1971 totaled \$14.4 million.

ANG Prime Beef Program

Extensive progress was achieved in the Air National Guard Civil Engineering Prime Beef (Base Engineer Emergency Force) Program during the year. Extensive efforts were directed toward organizing, equipping and training the 91 ANG 60-man Prime Beef "C" teams. Four-day field training exercises were accomplished by 23 Air National Guard Prime Beef teams. Eight Prime Beef teams accomplished field training at Alpena, Michigan; 12 teams at Eglin AFB, Florida; two teams at Wright-Patterson AFB, Ohio; and one team at Nellis AFB, Nevada. In addition, 20 ANG Prime Beef teams accomplished specific projects in support of USAF requirements. These teams deployed to bases in Alaska, Hawaii, Europe and in the continental U.S. Projects accomplished included laying of airfield aluminum matting for C-5A testing, erection of modular barracks, construction of hutments for alert crews, constructions of K-9 kennels and various other projects. These deployments were accomplished by ANG Civil Engineer personnel in a field training status and have effected considerable savings in manpower and dollars to the Air Force.

ANG Civil Engineering Objectives

The NGB Civil Engineering Division continues to recognize its responsibility to provide State ANG units with completely usable and efficient facilities with which to accomplish their mission.

Facility deficiencies were identified at all ANG bases with this information tabulated, by base, on a machine-run listing. The mass conversion of ANG units to high perfor-

mance aircraft has made it necessary to reevaluate the facility deficiencies at the affected bases. During FY 1971, NGB staff engineers surveyed 20 bases with the results of these surveys being the basis for up-dating the next submittal of the applicable base master plan. This program will be continued until all bases have been surveyed.

In continuing to provide ANG units with the latest and most complete guidance, ANGM 88-1, Facility Design and Planning Policies and Procedures, was published during FY 1971. A revised AFM 86-4, Standard Facility Requirements, with a new chapter covering Air Reserve Forces Facility Requirements, was also published in late FY 1971. An Architect-Engineer contract was awarded for the development of 24 Reserve Forces Definitive Drawings during the fiscal year. These definitive drawings are presently being reviewed by ANG, AFRES, Air Force and the Office of the Assistant Secretary of Defense. A second A-E contract will be awarded during FY 1972 for the balance (24) of these definitive drawings. It is anticipated that all these drawings will be published as a part of AFM 88-2, Definitive Design, Air Force Structures, during FY 1972.

The conversion of ANG units to newer aircraft and the expansion of the ANG nonflying mission has created an immediate backlog of approximately \$35 million in major support facilities. Efforts to obtain relief in the FY 1972 Budget were not successful and these requirements are being added to the ANG FY 1973 requirements. While the Office of the Secretary of Defense has recognized total ANG facility deficiencies of approximately \$272 million (to be corrected over a ten-year period), ANG is still faced with obtaining approval and funding for this program through the Air Force. Continued efforts are being exerted to obtain Air Force recognition of the ANG requirements.



Appendices

APPENDIX A

**Chief of
Division of Militia Affairs 1908-1916
Militia Bureau 1916-1933
National Guard Bureau 1933-Present**

Colonel Erasmus M. Weaver	1908-1911
Brigadier General Robert K. Evans	1911-1912
Major General Albert L. Mills	1912-1916
Major General William A. Mann	1916-1917
Major General Jessie Mcl. Carter	1917-1918
Brigadier General John W. Heavey (Acting)	1918-1919
Major General Jessie Mcl. Carter	1919-1921
Major General George C. Rickards	1921-1925
Major General Creed C. Hammond	1925-1929
Colonel Ernest R. Redmond (Acting)	1929-1929
Major General William G. Everson	1929-1931
Major General George E. Leach	1931-1935
Colonel Herold J. Weiler (Acting)	1935-1936
Colonel John F. Williams (Acting)	1936-1936
Major General Albert H. Blanding	1936-1940
Major General John F. Williams	1940-1944
Major General John F. Williams (Acting)	1944-1946
Major General Butler B. Miltonberger	1946-1947
Major General Kenneth F. Cramer	1947-1950
Major General Raymond H. Fleming (Acting)	1950-1951
Major General Raymond H. Fleming	1951-1953
Major General Earl T. Ricks (Acting)	1953-1953
Major General Edgar C. Erickson	1953-1959
Major General Winston P. Wilson (Acting)	1959-1959
Major General Donald W. McGowan	1959-1963
Major General Winston P. Wilson	1963-Present

APPENDIX B STATE ADJUTANTS GENERAL

30 June 1971

Alabama.....Maj Gen Charles A. Rollo
 Alaska.....Maj Gen William S. Elmore
 Arizona.....Maj Gen Jackson Bogle
 Arkansas.....Maj Gen Thomas M. Phillips
 California.....Maj Gen Glenn C. Ames (CG)
 Colorado.....Maj Gen Joe C. Moffitt
 Connecticut.....Maj Gen E. Donald Walsh
 Delaware.....Maj Gen Clarence E. Atkinson
 District of Columbia.....Maj Gen Charles L. Southward (CG)
 Florida.....Maj Gen Henry W. McMillan
 Georgia.....Maj Gen Samuel E. Vandiver, Jr.
 Hawaii.....Maj Gen Benjamin J. Webster
 Idaho.....Maj Gen George B. Bennett
 Illinois.....Maj Gen Harold R. Patton
 Indiana.....Maj Gen John N. Owens
 Iowa.....Maj Gen Joseph G. May
 Kansas.....Lt Gen Joe Nickell
 Kentucky.....Maj Gen Larry C. Dawson
 Louisiana.....Lt Gen David Wade
 Maine.....Maj Gen E. W. Heywood
 Maryland.....Maj Gen Edwin Warfield, III
 Massachusetts.....Maj Gen Timothy J. Regan

Michigan.....Maj Gen Clarence C. Schnipke
 Minnesota.....Maj Gen Chester J. Moeglein
 Mississippi.....Maj Gen Walter G. Johnson
 Missouri.....Maj Gen Laurence B. Adams, Jr.
 Montana.....Maj Gen John J. Womack
 Nebraska.....Maj Gen Lyle A. Welch
 Nevada.....Maj Gen Floyd L. Edsall
 New Hampshire.....Maj Gen Francis B. McSwiney
 New Jersey.....Maj Gen William R. Sharp (CofS)
 New Mexico.....Maj Gen John P. Jolly
 New York.....Maj Gen John C. Baker (CofS)
 North Carolina.....Maj Gen Ferd L. Davis
 North Dakota.....Maj Gen LaClair A. Melhouse
 Ohio.....Maj Gen Dana L. Stewart
 Oklahoma.....Maj Gen LaVern E. Weber
 Oregon.....Maj Gen Donald N. Anderson
 Pennsylvania.....Maj Gen Richard Snyder
 Puerto Rico.....Maj Gen Alberto A. Pico
 Rhode Island.....Maj Gen Leonard Holland (CG)
 South Carolina.....Maj Gen Robert L. McCrady
 South Dakota.....Maj Gen Duane L. Corning
 Tennessee.....Maj Gen William C. Smith
 Texas.....Maj Gen Ross Ayers
 Utah.....Maj Gen Maurice L. Watts
 Vermont.....Maj Gen Reginald M. Cram
 Virginia.....Brig Gen William J. McCaddin
 Washington.....Maj Gen Howard S. McGee
 West Virginia.....Maj Gen Jack W. Blair
 Wisconsin.....Maj Gen James J. Lison, Jr.
 Wyoming.....Maj Gen John R. Carson





APPENDIX C UNITED STATES PROPERTY AND FISCAL OFFICERS

30 June 1971

Alabama	Col Herman A Price Jr	Massachusetts	Col John F Kane
Alaska	Col Charles W Casper	Michigan	Col Ralph C Phillips
Arizona	Lt Col John G Smith Jr	Minnesota	Col Edward R Kiefer
Arkansas	Col Alton F Balkman	Mississippi	Col Robert M Dent Jr
California	Col Robert P Nimmo	Missouri	Lt Col James J Mayes
Colorado	Lt Col Harold A Stahl	Montana	Maj Peter Tyanich
Connecticut	Col Milton E Kaplan	Nebraska	Maj Harry A Dahlgren
Delaware	Lt Col Ignatius DeCicco	Nevada	Lt Col Earl A Edmunds
District of Columbia	Lt Col Leonard F Bergstrom	New Hampshire	Lt Col Chester E Marchut
Florida	Col Albert E Durrell	New Jersey	Lt Col Ralph DiNaples
Georgia	Lt Col George W Roberts	New Mexico	Lt Col Robert H Moser
Hawaii	Lt Col John Naumu	New York	Lt Col David V Hoisclaw
Idaho	Lt Col L Everett Morrison	North Carolina	Lt Col Thomas B Longest
Illinois	Col Thomas B Bishop	North Dakota	Lt Col Robert J McWilliams
Indiana	Col Norwood R Hughes	Ohio	Lt Col Roger F Truax
Iowa	Col Verris C Hubbell	Oklahoma	Lt Col William R Wilson
Kansas	Col Dale H Page	Oregon	Col George W Boyd
Kentucky	Maj Willis R Hodges	Pennsylvania	Lt Col Clair J Stouffer
Louisiana	Col Earle C Provensal	Puerto Rico	Lt Col Tulio L Diaz-Ramirez
Maine	Lt Col Calvin E Nichols	Rhode Island	Lt Col Lynwood F Hoxsie
Maryland	Lt Col Irvin E Ebaugh	South Carolina	Col James C Dozier
		South Dakota	Maj Edward P Rowen
		Tennessee	Col Percy C Miller
		Texas	Col Vernon M Scofield
		Utah	Col Morgan G Higham
		Vermont	Col Burton A Paquin
		Virginia	Lt Col Harold S Price
		Washington	Col Donald K Jacobson
		West Virginia	Col Frank W Haight
		Wisconsin	Col Frank X Mages
		Wyoming	Col George C Sims

APPENDIX D

MILITARY PERSONNEL ON DUTY IN THE NATIONAL GUARD BUREAU

30 June 1971

WILSON, Winston P., Major General, ANGUS, Chief, National Guard Bureau
GREENLIEF, Francis S., Major General, ARNGUS, Deputy Chief, National Guard Bureau and Director, Army National Guard
TIMM, Waldo E., Colonel, ANGUS, Executive, National Guard Bureau
JOHNSON, William J., Lt Colonel, USAF, Executive Support Officer, National Guard Bureau
CROFOOT, Warren R., Major, ARNGUS, Information Officer, Office of Public Affairs
DIXON, John K., Jr., Captain, USAF, Information Officer, Office of Public Affairs
ESTERLIN, Francis E., II, Major, USAF, Operations Staff Officer, National Guard Bureau
FISHERMAN, Bruce S., Captain, USAF, Office of Legal Advisor
HIATT, Dean R., Lt Colonel, USAF, Chief, Office of Administrative Services
HILL, Edward Y., Lt Colonel, ANGUS, Acting Chief, Office of Public Affairs
LEITZSEY, George F., Major, USAF, Chief, Personnel and Records Branch, Office of Administrative Services
McCLANAHAN, Donald D., Colonel, ARNGUS, Chief, Office of Policy and Liaison
SHIMER, William H., Colonel, ANGUS, Special Assistant for Equal Opportunity

DIRECTOR, ARMY NATIONAL GUARD

GREENLIEF, Francis S., Major General, ARNGUS, Director Army National Guard and Deputy Chief, National Guard Bureau
WARD, Leonard C., Brigadier General, ARNGUS, Deputy Director, Army National Guard
COWAN, Robert D., Colonel, ARNGUS, Executive, Army National Guard
ARON, Fred W., Jr., Lt Colonel, USA, Chief, Installations Division
ATKINSON, Larry R., Lt Colonel, USA, Chief, Training and Air Defense Branch, Organization and Training Division
BACAS, Harry J., Major, USA, Personnel Staff Officer, Officers Branch, Personnel Division
BAX, Giles A., Lt Colonel, ARNGUS, Chief, Facilities and Requirements Branch, Installations Division
BRADLEY, Robert J., Colonel, USA, Army Surgeon
BRAUN, Gustav J., Colonel, USA, Chief, Comptroller Division
BRINNON, William H., Colonel, USA, Chief, Organization and Training Division
BURKE, Joe E., Colonel, ARNGUS, Special Assistant for Military Support
CANFIELD, Allan R., Major, USA, Chief, Enlisted and Special Activities Branch, Personnel Division
CARLISLE, John C., Lt Colonel, USA, Chief, Maintenance and Services Branch, Logistics Division

EMORY, Virgil F., Major, USA, Maintenance Staff Officer, Maintenance and Services Branch, Logistics Division
GATTIS, Floyd D., Colonel, USA, Chief, Personnel Division
HICKS, Earl W., Lt Colonel, ARNGUS, Chief, Supply Branch, Logistics Division
HONEYCUTT, Edward, Lt Colonel, USA, Chief, Organization and Mobilization Branch, Organization and Training Division
HUPE, Charles E., Lt Colonel, ARNGUS, Chief, Officers Branch, Personnel Division
JONES, Charles R., Lt Colonel, ARNGUS, Chief, Aviation Branch, Organization and Training Division
KIPP, Eugene H., Jr., Colonel, USA, Chief, Logistics Division
LARSEN, Kenneth G., Lt Colonel, ARNGUS, Operations and Mobilization Staff Officer, Organization and Mobilization Branch, Organization and Training Division
LAWRENCE, Austin R., Lt Colonel, USA, Deputy Chief, Special Assistant for Military Support
LINDSEY, Fred S., Lt Colonel, USA, Supply Staff Officer, Supply Branch, Logistics Division
MACKERT, William C., Major, ARNGUS, Chief, Program and Budget Branch, Comptroller Division
MONTGOMERY, Kenneth, Major, USA, Operations and Training Staff Officer, Organization and Mobilization Branch, Organization and Training Division
OLIVER, Mahatha M., Lt Colonel, USA, Operations and Training Staff Officer, Training and Air Defense Branch, Organization and Training Division
RIGGS, Sammy, Lt Colonel, ARNGUS, Chief, Technician Manpower and Programming Branch, Personnel Division
WARD, Homer R., Lt Colonel, ARNGUS, Operations and Training Staff Officer, Training and Air Defense Branch, Organization and Training Division
WARDLOW, Robert, Lt Colonel, ARNGUS, Chief, Review and Systems Branch, Logistics Division
WHITE, Billy J., Lt Colonel, USA, Chief, Finance and Accounting Branch, Comptroller Division
WILLIAMS, Herbert, Lt Colonel, USA, Air Defense Staff Officer, Training and Air Defense Branch, Organization and Training Division

DIRECTOR, AIR NATIONAL GUARD

BROWN, I. G., Major General, ANGUS, Director, Air National Guard
PESCH, John J., Brigadier General, ANGUS, Deputy Director, Air National Guard
GELET, Joseph A., Lt Colonel, ANGUS, Executive, Directorate, Air National Guard
ALLEN, Merle F. Jr., USAF, Chief, Operations and Programs Division
ALLISON, Robert G., Major, USAF, Maintenance and Engineering Branch, Logistics Division
AMASCATO, Guy T., Captain, USAF, Supply and Services Branch, Logistics Division
BALES, John E., Lt Colonel, USAF, Current Operations and Training Branch, Operations and Programs Division
BISHOP, Willard V., Captain, USAF, Office of the Air Surgeon
BROWN, Donald L., TSgt, USAF, Manpower and Organization Branch, Operations and Programs Division
BURKE, Joseph V., Captain, USAF, Military Personnel Branch, Personnel Division
CAPPS, Ted C., Captain, USAF, Maintenance and Engineering Branch, Logistics Division
CHRISTMAN, Donald O., Major, USAF, Accounting and Finance Branch, Comptroller Division

COLE, Raymond E., Lt Colonel, USAF, Chief, Construction Engineering Branch, Civil Engineering Division
CONANT, Richard C., Captain, USAF, Military Personnel Branch, Personnel Division
CONNER, Arlie R., Major, USAF, Construction Engineering Branch, Civil Engineering Division
CRACKEL, Robert C., Lt Colonel, ANGUS, Current Operations and Training Branch, Operations and Programs Division
DALY, Terrance P., Major, ANGUS, Supply and Services Branch, Logistics Division
DAVIS, Donald L., Colonel, ANGUS, Chief, Logistics Division
DENEKE, William L., Colonel, ANGUS, Chief, Civil Engineering Division
DUC, Albert C., Lt Colonel, USAF, Office of Aerospace Safety
EASLEY, Frank, Colonel, USAF, Chief, Communications-Electronics and Meteorology Division
FERRARA, Thomas G., Colonel, USAF, Chief, Current Operations and Training Branch, Operations and Programs Division
GAGNON, Raymond C., Lt Colonel, ANGUS, Chief, Operations, Maintenance and Real Property Branch, Civil Engineering Division
GAINER, Giles W., Lt Colonel, USAF, Plans and Programs Branch, Operations and Programs Division
GARBER, Murray L., Captain, USAF, Accounting and Finance Branch, Comptroller Division
GILBRETH, James W., Captain, USAF, Operations, Maintenance and Real Property Branch, Civil Engineering Division
GILLETT, Arthur J., Major, USAF, Communications-Electronics and Meteorology Division
GLENN, Elmer, Lt Colonel, ANGUS, Chief, Accounting and Finance Branch, Comptroller Division
HANE, Edward P., Major, ANGUS, Communications-Electronics and Meteorology Division
HANNING, Royal M., Lt Colonel, USAF, Current Operations and Training Branch, Operations and Programs Division
HANSON, Delbert L., Major, USAF, Engines and Vehicles Branch, Logistics Division
HEITING, Arnold W., Major, ANGUS, Current Operations and Training Branch, Operations and Programs Division
HENKE, John A., Major, ANGUS, Current Operations and Training Branch, Operations and Programs Division
HOADE, Thomas F., Lt Colonel, ANGUS, Current Operations and Training Branch, Operations and Programs Division
HORNE, James E., Colonel, USAF, Office of the Air Surgeon
HUGGINS, Robert W., Colonel, USAF, Chief, Comptroller Division
IVERS, James, Lt Colonel, USAF, Plans and Programs Branch, Operations and Programs Division
JARVIS, James E., Colonel, USAF, Chief, Office of Aerospace Safety
JOY, Austin F., Lt Colonel, ANGUS, Maintenance and Engineering Branch, Logistics Division
KAISER, Donald W., Captain, USAF, Operations, Maintenance and Real Property Branch, Civil Engineering Division
KELLER, Amasa C., Major, ANGUS, Management and Resources Analysis Branch, Comptroller Division
KEMP, Terry S., Captain, USAF, Maintenance and Engineering Branch, Logistics Division
KING, Thomas F., Lt Colonel, USAF, Deputy Chief, Personnel Division
LOONEY, Charles A., III, Captain, USAF, Personnel Plans, Policy and Systems Branch, Personnel Division
MAHLER, William, Lt Colonel, USAF, Current Operations and Training Branch, Operations and Programs Division

MARK, George S., Jr., Lt Colonel, USAF, Chief, Manpower and Organization Branch, Operations and Programs Division
MARKING, Thomas E., Lt Colonel, ANGUS, Chief, Military Personnel Branch, Personnel Division
MILLER, Glenn A., Colonel, ANGUS, Chief, Plans and Programs Branch, Operations and Programs Division
MILTON, Charles L., Major, ANGUS, Communications-Electronics and Meteorology Division
MONTPLAISIR, David H., Major, ANGUS, Chief, Personnel Training Branch, Personnel Division
NOWAKOWSKI, Anthony J., Lt Colonel, USAF, Chief, Budget Branch, Comptroller Division
PISKOS, George M., Major, USAF, Supply and Services Branch, Logistics Division
QUISENBERRY, Jesse D., Captain, ANGUS, Personnel Training Branch, Personnel Division
REW, Walter C., Lt Colonel, ANGUS, Plans and Programs Branch, Operations and Programs Division
ROBERTSON, Thomas D., Colonel, USAF, Special Assistant to the Director
SANDLIN, David W., Lt Colonel, USAF, Maintenance and Engineering Branch, Logistics Division
SIMPSON, Richard J., Lt Colonel, ANGUS, Chief, Management and Resources Analysis Branch, Comptroller Division
SNIGHT, James E., Major, ANGUS, Chief, Air Technician Programming Branch, Operations and Programs Division
STEADMAN, Jesse D., Lt Colonel, USAF, Operations, Maintenance and Real Property Branch, Civil Engineering Division
STEINMETZ, William A., Lt Colonel, USAF, Chief, Supply and Services Branch, Logistics Division
STEPHENS, Robert C., Lt Colonel, ANGUS, Plans and Programs Branch, Operations and Programs Division
URIDEL, Richard K., Captain, USAF, Supply and Services Branch, Logistics Division
WEAVER, James D., Colonel, USAF, Office of the Air Surgeon
WAGGENER, James S., Major, USAF, Current Operations and Training Branch, Operations and Programs Division
WIMER, Glenn C., Captain, USAF, Supply and Services Branch, Logistics Division



AIC Ronald G. Wilkinson 

APPENDIX E

TROPHIES AND AWARDS

ARMY NATIONAL GUARD

The Army National Guard Superior Unit Award. This certificate award is presented annually by Chief, National Guard Bureau to Army National Guard units, at the company, battery, troop or detachment level, which have demonstrated a high degree of performance and have been rated "Superior" for the previous training year. Units are required to attain established Department of the Army minimum standards in the measurable areas of personnel strength and qualification, training progression and satisfactory performance in Command and Maintenance Management and Annual General Inspections. During training year 1970-1971 a total of 781 Superior Unit Award Certificates were presented to Army National Guard units as compared to 397 like awards during the previous training year.

Eisenhower Trophy. This trophy, named in honor of General Dwight D. Eisenhower, is a bronze cut permanently on display in the National Guard Association Memorial in Washington, D. C. Identical cups are awarded each year to the outstanding company-sized unit in each State, the District of Columbia and the Commonwealth of Puerto Rico. The trophies are rotated annually within each State with the winners receiving replicas for permanent retention. Names of winning units are also inscribed on a parchment folio in the National Guard Association Memorial. During calendar year 1970, a total of 49 Eisenhower Trophies was awarded to Army National Guard units. Announcement of winning units is made annually in NGB Pam 672-5.

The National Guard Award for Efficiency in Maintenance. The National Guard Bureau Award for Efficiency in Maintenance is awarded to the Army National Guard company-sized unit in each State during the fiscal year achieving the best rating in those areas of the Command Maintenance Management Inspection (CMMI) that pertains directly to unit maintenance of issued equipment. National Guard Bureau certificate award is issued by the Chief, National Guard Bureau, to the respective State Adjutant General for presentation to the winning unit at a suitable ceremony during the Annual Training period following the inspection.

The Erickson Trophy. This trophy is named for Major General Edgar C. Erickson who served as Chief of the National Guard Bureau from 1953 to 1959. It is awarded annually to the distinguished graduate of each of the Officer Candidate courses conducted by the U. S. Army Infantry School and the U. S. Army Artillery and Missile School and the distinguished graduate of each of the State Officer Candidate Schools. The original Erickson Trophy, a replica of the "Sons of Liberty" bowl made by Paul Revere, is permanently displayed in the Milton A. Reckord Lounge at the National Guard Association Memorial, Washington, D. C. Each distinguished graduate receives a smaller facsimile of the trophy. Additionally, the names of the recipients are permanently recorded on parchment displayed with the original trophy.

Association of the United States Army Award. This award consists of a plaque award to the graduate of each State

Officer Candidate School who demonstrates the highest standards of leadership while participating in the program. Leadership criteria for this award are established by each school. The plaques are provided by the Association of the United States Army.

Armor Leadership Award. The Armor Leadership Award is a plaque awarded on an annual basis by the Commanding General, United States Continental Army Command to outstanding Army National Guard tank companies, armored cavalry troops and similar sized units of armor designation.

National Guard Association Trophy, Pershing Trophy and National Guard (State) Trophy. These awards are presented as a result of annual marksmanship qualification competition with assigned individual weapons based on the highest figure of merit of all competing teams. The Pershing Trophy is awarded annually to the unit attaining the highest figure of merit in each Army Area. In calendar year 1970, ARNG units from 43 States entered this competition. The National winner was Company B, 2d Battalion, 229th Infantry, 29th Infantry Brigade (SEP) Hawaii Army National Guard. Announcement of winners is made annually in NGB Pamphlet 920-21.

United States Army Air Defense Commander's Trophy for the Outstanding Nike Hercules Battery in ARADCOM. This rotational trophy is awarded at the end of each fiscal year to the outstanding Nike Hercules Battery in ARADCOM. One battery is nominated by each ARADCOM Region (First Region - nominated two) to ARADCOM for consideration of this award. The winner is selected by a Headquarters ARADCOM team based on a composite evaluation in the areas of TPI, CMMI and ORE. The winning unit also receives a plaque which remains in its permanent possession, and all nominated units receive a runner-up plaque.

United States Army Air Defense Commander's Trophy for the Outstanding Nike Hercules Firing Battery in Annual Service Practice (ASP). This rotational trophy is awarded at the end of each fiscal year to the battery receiving the highest score in ASP during the fiscal year. In FY 1970, Battery B, 4th Battalion (NH), 251st Artillery, California ARNG and Battery C, 4th Battalion (NH), 251st Artillery, California ARNG shared the outstanding Nike Hercules Firing Battery in ASP Trophy by achieving perfect scores. The winning battery also receives a plaque for permanent possession. The above demonstrated excellence in firing (ASP) is unprecedented in view of the fact that winning firing batteries are from the same battalion and that perfect scores were achieved in the same fiscal year.

Chief National Guard Bureau Annual Indoor Rifle and Pistol Tournament Trophies and Awards. Marksmanship competition for these trophies and awards is conducted in three separate indoor .22 caliber rifle and pistol postal matches. The matches are sponsored jointly by Chief, National Guard Bureau and the National Rifle Association of America and consist of Individual Match (company level), Team Match and Battalion (or equivalent level) Team Match for each weapon. The winning unit team receives the trophy plaque which is rotated annually to subsequent team winners. The names of winning units are permanently inscribed on the plaques. During calendar year 1970, a total of 36 trophies and plaques, 34 Certificates of Victory and 615 Gold, Silver and Bronze Medals were awarded National Guard individuals and units which participated in the



base. The FY 1970 winner was the 142d Fighter Group, Oregon ANG.

ANG Distinguished Flying Unit Plaques. These plaques are awarded by the National Guard Association each year to the next five flying groups adjudged most operationally ready in Spaatz Trophy competition. Winning units in FY 1970 were:

- 120th Fighter Group, Montana ANG
- 130th Special Operations Group, West Virginia ANG
- 118th Military Airlift Group, Tennessee ANG
- 187th Tactical Reconnaissance Group, Alabama ANG
- 166th Military Airlift Group, Delaware ANG

Communications and Electronics Trophy. This large silver globe, mounted on a silver base, is awarded by the National Guard Association each year to the C&E unit adjudged most operationally ready. The trophy is permanently retained by the winning unit. Fiscal year 1970 winner was the 117th Tactical Control Squadron, Georgia ANG.

ANG Distinguished CEM Unit Plaque. These large distinctive plaques are awarded by the National Guard Association each year, one to the runner up C&E unit, one to the most outstanding weather unit and one to the most outstanding communications flight (support). The FY 1970 winners were:

- Runner-up C&E unit: 169th AC&W Squadron, Hawaii ANG
- Most Outstanding Weather Unit: 167th Weather Flight, West Virginia ANG
- Most Outstanding Communications Flight: 179th Communications Flight, (Support), Ohio ANG

Air Force Association Outstanding Unit Trophy. This trophy is awarded yearly on a rotating basis to the most outstanding Air National Guard flying group (winner of the Spaatz Trophy). The trophy is a large bowl upon which is engraved the name of each winning unit. The FY 1970 winner was the 142d Fighter Group, Oregon ANG.

Winston P. Wilson Trophy. This trophy is named for Major General Winston P. Wilson, Chief, National Guard Bureau. This trophy is a large silver urn, surmounted by an American Eagle and engraved with the inscription. The Winston P. Wilson Trophy awarded to the most operationally ready jet-engine equipped fighter reconnaissance group. The FY 1970 trophy was awarded to the 142d Fighter Group, Oregon ANG.

Air Force Association Outstanding Airman Award. This award, an engraved bronze plaque, is presented by the Air Force Association each calendar year to the most outstanding Air National Guard airman, and remains his permanent possession. The winner of the 1971 award was Staff Sergeant Mary Ellen Loy, 130th Special Operations Group, West Virginia ANG.

Earl T. Ricks Memorial Trophy. The Ricks Trophy is awarded by the Air Force Association to the most outstanding Air National Guard aircrew. The selection is based on the most significant achievement by an aircrew or aircrew member coping with an inflight emergency during the year. The trophy is a large silver replica of the Washington Monument, surmounted by a bronze jet airplane on a silver base. Miniature replicas of the trophy are retained permanently by the winning unit and aircrew. The 1970 recipient of the award was 1st Lt Robert H. Harmon, Connecticut ANG.

matches. The complete list of winners is published in NGB Pamphlet 920-23.

National Rifle Association (NRA) Tournament Trophy and Awards. The NRA Tournament is conducted under the overall direction of the State Adjutant General utilizing NRA rules. The tournament is conducted in three separate rifle postal matches utilizing the .22 caliber rifle. The purpose of this competition is to encourage the formulation of competitive small-bore competition between leagues formed within National Guard units with the winning team in each league eligible to compete for the National Rifle Association Trophy. This trophy is awarded annually to the National Guard team attaining the highest score in all the States, Commonwealth of Puerto Rico and the District of Columbia in .22 caliber rifle postal matches. The 1970 National winning team was Company A, 1st Battalion, 135th Infantry of the Minnesota Army National Guard. The National high individual scorer was Staff Sergeant James Bruns, 114th Fighter Group, South Dakota Air National Guard. During calendar year 1970, a total of one trophy and 31 Gold, Silver and Bronze medals was presented by Chief National Guard Bureau to the National and Army Area winning teams. Announcement of winners is made annually in NGB Pamphlet 920-22.

AIR NATIONAL GUARD

Spaatz Trophy. This trophy, named for General Carl Spaatz, former Chief of Staff of the United States Air Force, is awarded by the National Guard Association each year to the most outstanding Air National Guard flying group. It remains in permanent possession of the winning unit. Units are judged on the basis of their tactical, technical, administrative, logistical efficiency, aircrew readiness, readiness of other than aircrew personnel, operational readiness of aircraft and flying safety program. The trophy is a large silver globe on a silver

APPENDIX F

REVISIONS, CHANGES AND NEW REGULATIONS PUBLISHED DURING FISCAL YEAR 1971

NGR 1-211: Administration — ATTENDANCE OF MILITARY PERSONNEL AT MEETINGS OF TECHNICAL, SCIENTIFIC, PROFESSIONAL AND OTHER SIMILAR PRIVATE ORGANIZATIONS, 3 May 1971. This regulation makes AR 1-211 applicable to the Army National Guard with some modification. The principal difference from the Army Regulation is the specification that the Chief of the National Guard Bureau must approve requests for National Guard Military Personnel attendance at meetings held outside CONUS and that he will issue the travel orders for such in accordance with existing regulations.

NGR 10-1: Organization — ORGANIZATION AND FEDERAL RECOGNITION OF ARMY NATIONAL GUARD UNITS, 1 June 1971. This regulation superseded NGR 10-1, 27 April 1964, and made the following significant changes:

A complete explanation of "TOE" TDA structure strength and "authorized strength" was added.

Administrative procedures outlined in AR 135-10 were made applicable for processing actions pertaining to probation of units.

The statement concerning equal opportunity employment was expanded to include nondiscrimination by reason of the sex of the individual.

NGR 36-5: Audit — FEDERAL AUDITING IN THE ARMY NATIONAL GUARD, 20 Jan 1971. This regulation, which superseded NGR 36-5, 30 June 1965, revised paragraph 5 to include policy regarding the audit of ARNG technician payroll records based on information previously furnished by the General Accounting Office through COA.

Change 1 to NGR 36-5, 3 May 1971, added a subparagraph 4d(5) to provide that 6 months after completion of an audit a follow-up report must be submitted to the Chief, National Guard Bureau, indicating the status of corrective actions taken on each Statement of Condition and Recommendation.

NGR 37-101: Financial Administration — FISCAL ACCOUNTING AND FINANCE SERVICES, ARMY NATIONAL GUARD, 1 January 1971. This regulation, which superseded NGR 37-101, 15 April 1966, prescribed the current reporting policy of the National Guard Bureau based on Army requirements. All requests for changes or corrections of fiscal station data published in AR 37-102-1 must be submitted through the National Guard Bureau. Responsibility and procedures for processing ARNG technician payrolls based on coordinated actions previously approved by COA were established. Responsibility of the State Adjutant General with regard to the establishment and utilization of imprest funds was clarified.

NGR 37-104-2: Financial Administration — PAY AND ALLOWANCES, ARMY NATIONAL GUARD, 28 May 1971. This regulation, which superseded NGR 37-104-2, 10 December 1967, was designed to make certain administrative and editorial changes and to divide the regulation into sections. Its purpose was also to continue the restriction against reimbursement for travel to and from annual training by privately

owned vehicle when units are ordered to annual training.

A brief summary of the major changes in this regulation is as follows:

New procedures have been incorporated relative to verification of creditable service for basic pay purposes.

New procedures were prescribed for delivery of inactive duty training checks in bulk to the unit commander.

Procedures regarding administrative duty pay were revised.

It was provided that travel by organic transportation or travel by common carrier may be authorized for command inspections and staff visits.

It clarifies the fact that an authorized "absence on pass" granted by ARNG Commanders during AT is permissive rather than obligatory.

New provisions were incorporated relative to travel and transportation allowances and reimburseable travel expenses authorized to ARNG members performing supplemental training or other FTTD, with or without pay, as prescribed in Volume I of the Joint Travel Regulations. These provisions include authority for transportation of dependents and shipment of household goods for those members ordered to active duty for a period of 20 weeks or more.

New procedures were prescribed for payment of BAQ to members entitled to BAQ for primary dependents. Payment is to be based on submission or recertification of DA Form 3298. Payments to members performing AT with a unit will be based on recertification of dependency status on DA Form 3298, filed in the financial data records folder of the member, immediately prior to entry or reentry upon each period of AT.

Provides that advance detachment payrolls may cover only the period of additional days authorized for the advance detachment of each division or smaller separate command, or a consolidated payroll may be prepared to include the period of advance detachment duty on the same voucher for payment of AT duty.

Added a paragraph to clarify entitlements of ARNG members performing supplemental training or other FTTD, without pay.

Certificates to support incapacitation pay vouchers have been revised.

NGB Pamphlet 37-108: Financial Administration — FISCAL ACCOUNTING AND REPORTING, ARMY NATIONAL GUARD, 20 Jan 71. The major portion of this pamphlet was completely revised to prescribe the current reporting procedures that are necessary for NGB to comply with the reporting procedures and formats that have been previously prescribed in letters.

NGR 105-23: Communications — COMMERCIAL COMMUNICATIONS SERVICE, 15 June 71. This NGR, which superseded the 15 Sept 1955 regulation, should familiarize, authorize and provide the Army National Guard with a communications system (network) consistent with DOD guidelines. It also addresses itself to communications discipline and economy.

NGR 130-10: Air Defense Program — STANDARD MUTUAL AGREEMENT — ON-SITE ARMY NATIONAL GUARD MISSILE UNITS, 15 Nov 1970. This regulation revised the 15 November 1965 regulation to delete the mutual agreement format for Hawaii, since that State has been eliminated from the Air Defense Program, and to allow on-site Army National Guard NIKE HERCULES air defense units to be given custody of nuclear warheads in accordance with JCS and DOD policies.

NGR 310-4: Military Publications — ORDERS, 30 April 1971. This regulation updates the instructions contained in NGR 310-4, 30 Mar 1969, to make them compatible with AR 310-10 and provides the States with a good workable regulation with latitude to accomplish orders actions

NGR 340-3: Mail — OFFICIAL MAIL, 17 February 1971. This regulation, which superseded NGR 340-10, 1 July 1962, provided instructions for adding the penalty notice in the printed matter in the upper-left-hand corner of envelopes

NGR 351-5: Military Education — ARMY NATIONAL GUARD OFFICER CANDIDATE TRAINING, 1 January 1971. This regulation revised NGR 351-5, 15 Sep 67, to comply with the approved Hollingsworth Board recommendation, which requires the same processing procedures for the Reserve Component Officers Candidate School courses and the Regular Army Officer Candidate School courses

NGR 500-50 / ANGR 355-01: Reports — EMERGENCY EMPLOYMENT OF THE NATIONAL GUARD — DOMESTIC EMERGENCIES. This regulation prescribes the procedures for submission of information concerning the employment of Army and Air National Guard personnel by State authorities in domestic emergencies.

NGR 600-100: Commissioned Officers — FEDERAL RECOGNITION AND RELATED PERSONNEL ACTIVITIES, 20 January 1971. This regulation, together with NGR 635-100 through 635-102, prescribes policies and procedures governing the appointment, assignment, temporary Federal recognition, Federal recognition, promotion, transfer, branch transfer, duty detail, attachment, and separation of commissioned officers of the Army National Guard.

NGR 601-210: Enlisted Personnel — ENLISTMENT AND REENLISTMENT, 10 July 1970. This regulation, which superseded NGR 601-210, 30 Dec 67, prescribes the eligibility requirements and procedures for enlistment, reenlistment, and extension of enlistments of individuals in the Army National Guard.

Change 1, 1 January 1971, revised the regulation to be consistent with AR 135-91 and clarified that nonprior service personnel who have undergone random selection for induction will be placed in Priority No. 7

NGR 614-3: Army Advisors — ASSIGNMENT OF DUTY WITH THE ARMY NATIONAL GUARD, 15 June 1971. Major changes to the superseded 30 September 1965 NGR 614-3 were the incorporation of a CONARC recommended change that essentially removes the Chief of the National Guard Bureau from the channel of communication for the relief of advisor personnel and brings up to date the procedure for relieving such personnel, the deletion of the requirement for the advisor's verification of unit training assembly payroll; and the addition of a paragraph encouraging the State Adjutants General to conduct an orientation program for advisors

NGR 640-1: Military Personnel — RETIREMENT FOR MEMBERS OF THE ARMY NATIONAL GUARD, Change 3, 26 Feb 71. This change provides for the NGB Form 23 (Retirement Credits Record) on an officer or warrant officer separated from the ARNG and transferred to the USAR to be forwarded with the personnel records directly to the USAAC in lieu of forwarding the record to the Chief, National Guard Bureau, who then had to forward it to USAAC.



NGR 640-100: Personnel Record — MILITARY PERSONNEL RECORDS JACKET, U.S. ARMY, Change 1, 26 February 71. This change provides for the NGB Form 23 on officers or warrant officers separated from the ARNG and transferred to the USAR to be forwarded with the personnel records directly to the USAAC rather than through the National Guard Bureau.

NGR 680-1: Morning Report — ARMY NATIONAL GUARD (RCS: AG-140 (R5)), 25 March 1971. This regulation revised NGR 680-1, 1 Sep 1968, to be consistent with AR 680-1.

NGR 725-1: Requisitioning and Issue of Supplies and Equipment — SPECIAL EQUIPMENT FOR GENERAL OFFICERS AND ADJUTANTS GENERAL, 20 June 1971. This regulation implements AR 725-1 instructions to the State for special equipment for Army National Guard General Officers. It includes provision for the State to purchase distinguishing flags and plates for State-appointed General Officers.

NGR 735-11: Federal Property — ACCOUNTING FOR LOST, DAMAGED, OR DESTROYED PROPERTY, Change 1, 15 Feb 71. This change adds paragraph 3.1 to clarify the current principles regarding liability findings on reports of survey

NGR 746-5: Marking and Packing of Supplies and Equipment — COLOR AND MARKING OF ARMY MATERIEL, 1 C 1970. This regulation provides for the placement of Army National Guard insignia and State identification on aircraft. This practice makes the Army National Guard identification of planes consistent with that used by the Air National Guard.

NGR 750-1: Maintenance of Supplies and Equipment — RESPONSIBILITIES AND OPERATIONS, Change 1, 1 July 1970. This change aligns the Army National Guard procedures for requesting depot maintenance support with DA and AMC procedures, provides for an annual report of depot level overhaul/repair candidates, and adds a chapter that prescribes NGB policy for support of items of organizational clothing and equipment



NGR 920-20: Competitive Marksmanship — TRAINING PROGRAM, 15 March 1971. This regulation establishes the National Guard Marksmanship Training Program.

NGB Pamphlet 18-1 / ANG Pamphlet 171-01: Automatic Data Processing Systems and Procedures — PCAM Utilization Change 2, 31 Dec 1970. This change reflected new code numbers and card-punching instructions.

NGB Pamphlet 18-1: MECHANIZED PROCEDURES FOR IBM 360-20 CARD PROCESSOR, COMPTROLLER OPERATIONS, ARMY NATIONAL GUARD, 30 March 71. This pamphlet prescribes the mechanized procedures for processing various fiscal accounting and budget reports required by NGB Pamphlets 37-105, 37-15, and 37-15-1, and various reports required for State management.

NGB Pamphlet 37-15: Financial Administration — QUARTERLY REVIEW OF STATE OPERATING BUDGET, Change 1, 15 Sep 70. This change revised Part II of Schedule H, ARNG Technician Program and the schedule for submission of the Quarterly Reviews.

NGB Pamphlet 37-15-1: Financial Administration — FORMULATION OF THE STATE OPERATING BUDGET Change 1, 30 Sep 1970. This change replaced Appendices A through D in order to provide standardization in the submission of State Operating Budgets by all States and to provide continuity with NGB Pamphlet 37-15.

NGB Pamphlet 37-100: Financial Administration — ARMY NATIONAL GUARD MANAGEMENT STRUCTURE, Change 1, 12 Nov 1970. This change clarifies the official accounting codes and terminology for use in financial and budgetary transactions of the Army National Guard and provides for continuity with NGB Pamphlets 37-108, 37-15, and 37-15-1.

NGB Pamphlet 37-105 / ANGM 40-5: TECHNICIAN TIME AND ATTENDANCE, 1 Sep 70. This pamphlet provides for standard policies and procedures for processing time and attendance cards for technician personnel employed within the Army and Air National Guard.



CW2 Joseph L. McGee

NGB Pamphlet 95-1-1: FLIGHT MANAGEMENT — STANDARDIZATION — SAFETY, 1 Jan 71. This pamphlet establishes standing operating procedures for Army National Guard flight management, standardization, operations, training and safety.

NGB Pamphlet 310-1: INDEX OF NATIONAL GUARD BUREAU PUBLICATIONS, 30 Oct 1970. This pamphlet, which is revised each year, published an up-to-date index of all National Guard Regulations and National Guard Bureau Pamphlets.

NGB Pamphlet 310-10: ADMINISTRATIVE GUIDANCE FOR ARMY NATIONAL GUARD, C 2, 15 Oct 70. This change to NGB Pam 310-10 provided that the MOS Evaluation Test Material requirements requisitions shall be submitted **directly** to U.S. Army Enlisted Evaluation Center as prescribed in the applicable DA Circular. It further instructs that a destruction certificate must be submitted to the U.S. Army Enlisted Evaluation Center not later than 30 days after completion of the late MOS test period announced in the applicable DA Circular.

NGB Pamphlet 350-1: Annual Training — ADMINISTRATIVE INSTRUCTIONS, 1 July 70, and Change 1, 15 Oct 70. This pamphlet establishes administrative procedures for the conduct of annual training for units of the Army National Guard.

NGB Pamphlet 570-2: TECHNICIANS PERFORMANCE DATA, ARMY NATIONAL GUARD, 1 August 1970. This pamphlet prescribes the systems to be used in collecting performance data and the methods of preparing reports. The instructions prescribe the methods of accumulating data on the amount of support maintenance and FTECS maintenance work performed on Army National Guard equipment, man-hours required for the accomplishment of equipment maintenance and related activities, and backlogs of items requiring maintenance.

NGB Pamphlet 600-1: Personnel — CAREER PLANNING FOR ARMY NATIONAL GUARD OFFICERS, 29 January 1971. This pamphlet provides general guidance to assist State Adjutants General, commanders, and individual officers in the development of career plans for officers assigned to the Army National Guard.

It is intended to inform the individual officer of the opportunities for growth as a career National Guardsman and to present promotional requirements established by regulations as well as the means available to him to fulfill these requirements.

NGR Pamphlet 672-5: ANNOUNCEMENT OF WINNERS — THE EISENHOWER TROPHY. The 1 July 1970 pamphlet announced the Eisenhower Trophy winners for calendar year 1969. Calendar year 1970 winners were announced in the pamphlet dated 25 June 1971.

NGB Pamphlet 680-2: ENLISTED PERSONNEL REPORTING SYSTEM (RCS ARNG-1), 1 January 1971. This pamphlet, which superseded the 30 March 1965 publication, included a detailed list of absences from AT for which a member of the Army National Guard may be excused by the State Adjutant General, authorized units utilizing a truck-mounted kitchen a ceiling for \$50 for cost of materials used to install kitchen equipment, and authorized States to obtain their POL requirements at active Army installations either through Army Supply Officers at the station or by local purchase through a contract executed by the Defense Fuel Supply Center.





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NGB Pamphlet 680-3: Personnel Information Systems — OFFICER PERSONNEL REPORTING SYSTEM — RCS ARNGB-1. 22 June 1971. This pamphlet contains the instructions for operation and maintenance of the officer data base of the Army National Guard Automated Personnel Reporting System (RCS ARNBG-1). It provides procedures for preparation and submission of officers' data information to the National Guard Bureau.

NGB Pamphlet 711-6: Federal Property — LOGISTICS MANAGEMENT REPORT PROCEDURES — ARNG BUDGET COMPUTATION AND SUMMARY (RCS ARNGB-22). 15 Jan 71. This publication improves and updates procedures for preparing ARNG Budget Computations and Presentations and will provide the National Guard Bureau with auditable data in defense of fund requests. The procedures in this pamphlet conform with forms and supply accounting procedures in NGB Pamphlet 711-16.

NGB Pamphlet 711-16: Federal Property — MECHANIZED SUPPLY AND ACCOUNTING PROCEDURES FOR THE OFFICE OF THE USPFO Change 2. 1 Jan 71. Change 2 to this pamphlet added Chapter 10, which contains the mechanized procedures for use on the IBM 360-20 card processor.

NGB Pamphlet 920-20 / ANGP 50-8: COMPETITIVE MARKSMANSHIP TRAINING PROGRAM. 12 Feb 71. This pamphlet was completely revised because of the expansion of the types of matches within the overall competitive marksmanship program. It implements NGR 920-20.

NGB Pamphlet 920-21: Announcement of Winners — NATIONAL GUARD ASSOCIATION TROPHY, THE PERSHING TROPHY, NATIONAL GUARD (STATE) TROPHY. 5 Apr 71. This pamphlet announced the calendar year 1970 official winners of the National Guard Association Trophy, the Pershing Trophy, and the National Guard (State) Trophy competitions.

NGB Pamphlet 920-22: Announcement of Winners — NATIONAL RIFLE ASSOCIATION INDOOR RIFLE TOURNAMENT. 15 Oct 70. This pamphlet announced the official winners of the calendar year 1970 National Rifle Association Indoor Rifle Tournament.

NGB Pamphlet 920-23: Announcement of Winners — THE CHIEF NATIONAL GUARD BUREAU'S TROPHIES (INDOOR RIFLE AND PISTOL MATCHES, POSTAL). 1 Jan 71. This pamphlet announces the winners of the Chief of the National Guard Bureau's Trophies for the year ending 30 May 1970.

TPP 901: National Guard Technicians — JOB DESCRIPTIONS. 1 Nov 1970. This publication contains the authorized job descriptions within the Army National Guard and the Air National Guard technician program. The job descriptions provide the criteria for procurement, training, utilization, and classification of ARNG and ANG technicians.

TPP 903 / ANGM 40-4: National Guard Technicians — TECHNICIAN INCENTIVE AWARDS PLAN. 1 Sep 70. This publication was issued under the authority of the Act of 13 August 1968 (82 STAT 755, 32 USC 709) (Public Law 90-486) and NGR 690-2, ANGR 40-01. It sets forth the guidelines for administering the Incentive Awards Program as an integral part of the National Guard Technician Program.

ANGR 0-2: NUMERICAL INDEX OF APPLICABLE ADMINISTRATIVE PUBLICATIONS. 20 March 1971. This publication contains lists of current ANG publications, applicable publications of the Air Force and the gaining commands, applicable miscellaneous publications, obsolete ANG publications, and a list of current NGB forms.

ANGR 35-01: Military Personnel — CLASSIFICATION POLICY. 19 May 1971. This revised regulation primarily updates paragraph references to agree with the revised AFM 35-1 dated 18 Aug 70.

ANGR 36-02: Appointment of Officers in the Air National Guard and as Reserves of the Air Force. CI, 23 Feb 71. Change 1 implements the requirement of satisfactory completion of the Officer Preparatory Course in residence for undergraduate pilot and navigator trainees in lieu of Basic Military Training prior to commissioning.

ANGR 39-29: Enlisted Personnel — PROMOTION AND DEMOTION OF AIRMEN. 28 June 71. This regulation standardizes minimum eligibility requirements for promotion and demotion of Air National Guard airmen as Reserves of the Air Force, and establishes applicable policies and procedures.

The 28 June 71 regulation supersedes the 16 August 1965 publication. This revision includes the provision for special promotions to E-4 and E-5 of those who have had 4 and 6 years of service, respectively, regardless of the grade authorized for the position to which they are assigned. It also updates obsolete references and includes provisions previously carried in changes to the regulation.

ANGR 51-4: Flying Training — APPLICATION PROCEDURES FOR UNDERGRADUATE PILOT TRAINING (UPT) AND UNDERGRADUATE NAVIGATOR TRAINING (UNT). 31 Jul 70. This regulation explains how an individual may apply for flying training leading to an aeronautical rating, and how applications are processed for individuals applying under the Air National Guard quota. It also tells what disposition is made of graduates and nongraduates of the training courses.

ANGR 67-57: Supply — UNIFORM CLOTHING ALLOWANCE FOR ANG AIRMEN. 11 August 1970. This regulation establishes the initial clothing allowance for ANG airmen effective 1 July 1970. It includes an attachment that contains changes in items and quantities of clothing authorized.

ANGR 77-1: Motor Vehicles — JOINT PROCEDURES FOR MANAGEMENT OF ADMINISTRATIVE USE MOTOR VEHICLES. 6 Jan 71. This regulation makes AFM 77-1, including Appendix C (only), applicable to the Air National Guard, as modified.

ANGR 86-1: Civil Engineering Programming — REAL PROPERTY RESOURCE REVIEW BOARD. 27 May 71. This regulation establishes the Real Property Resource Review Board (RPRRB) and assigns responsibilities to its membership. The RPRRB will provide a corporate review and judgment on the full and efficient use of real property facilities and base civil engineer resources in support of the base mission.

ANGR 127-4: Safety — INVESTIGATING AND REPORTING AIR NATIONAL GUARD ACCIDENTS AND INCIDENTS. 10 Aug 70. This regulation makes AFR 127-4 applicable to the Air National Guard with modifications. It supersedes ANGR 127-4, 22 Dec 69. This revision, (1) makes minor administrative changes in the paragraph concerning the Commander's Personal Report, (2) redefines investigative responsibilities to coincide with ALSAFECOM 02 / 70 message form, (3) adds instructions and funding for technicians used on investigating boards, (4) deletes all ground accident reporting requirements imposed by gaining major command supplements to AFR 127-4, (5) standardizes all command correspondence to be channelized from the unit into gaining command channels, (6) adds salvage and recovery instructions for ANG aircrews and aircraft, (7) further clarifies military status definitions for ground accident reporting, and (8) adds SAC as an addressee for aircraft mishaps involving SAC refueling aircraft.

ANGR 146-01: Food Service — MANAGEMENT OF AIR NATIONAL GUARD SUBSISTENCE ITEMS. 28 June 1971. This regulation, which prescribes the procedures for the management of subsistence items procured for the ANG training mess, superseded ANGR 146-01, 13 March 1967. The change updates the regulation to establish when needs are authorized to airman attending unit assemblies.

ANGR 148-1: LAUNDRY AND DRY CLEANING SERVICES. 8 Jan 1971. This regulation establishes the policy and procedures relating to the procurement of laundry and dry cleaning services.

ANGR 177-06: Accounting and Finance — ACCOUNTING REPORTS — SPECIAL INSTRUCTIONS. 8 Jan 71. Superseded ANGR 177-06, 16 June 67. This regulation established instructions where the Air National Guard has deviated from regular Air Force accounting and finance instructions. It provides additional instructions or guides that will assist in performance of the Air National Guard accounting and finance functions.

Change A — 15 March 71. This revision provides the same reconciliation procedures for BEMO and MEMO EAID Equipment. It also deletes the former manual procedure for MEMO items.

ANGM 30-3: ANG Mechanized Personnel Procedures. 21 May 71. Superseded ANGM 30-3, 31 March 70. This publication contains policies, procedures and detailed operating instructions to support implementation of mechanized personnel procedures within the Air National Guard. It provides for a program of data automation for certain records pertaining to the officers and airmen, the objectives of which are to supply current and accurate information to all levels of management and to maintain compatibility with active Air Force personnel procedures to minimize the administrative workload incident to any future mobilization. This publication is to be used in conjunction with AFM 30-3, which is applicable to the Air National Guard except as modified by ANGM 30-3.

This manual contains procedures for operation of the ANG personnel data system (PDS) as modified 1 July 1970 and 1 February 1971, including revised officer formats and revised and expanded airman formats. PTIs have been revised to reflect current requirements for effective management. Editions were revised to agree with prescribed data items.

ANGM 66-1 (TAC): Equipment Maintenance — MAINTENANCE MANAGEMENT. 1 May 71. This manual, used with AFM 66-1, provides the maintenance management procedures for all TAC-gained Air National Guard flying organizations. The ANGM changes to AFM 66-1 have been published to provide, as nearly as possible, compatibility with TAC operating concepts and standardized procedures for the ANG maintenance functions and responsibilities. This manual supersedes ANGM 66-1, 27 Aug 68, and replaces ANGR 66-02.

ANGM 66-12: Equipment Maintenance — VEHICLE MAINTENANCE MANAGEMENT. 19 Oct 70. Superseded ANGM 66-12, 14 July 67. This manual provides a source of information and standard procedures for Air National Guard organizations that are responsible for the maintenance and management of Air Force vehicles. At the discretion of the Base Commander, equipment categorized as Aerospace Ground Equipment may be maintained by the vehicle maintenance facility.



ANGM 67-10: Supply — EQUIPMENT MANAGEMENT MANUAL FOR COMMANDERS AND PROPERTY CUSTODIANS. 20 Oct 70 This manual is designed to acquaint Commanders, Directors, Staff Officers, Supervisors, and Property Custodians with the NGB methodology for management of Air Force equipment. It also provides procedural guidance for use at all levels in the performance of those duties inherent in command, supervisory, custodial, and individual responsibility for Air Force equipment. It is to be used as a reference guide only, and will not be cited as an authoritative publication.

This manual superseded ANGM 67-10, 9 Nov 67. Since the original publication of ANGM 67-10, many changes in custodial procedures and requirement processing techniques have been made, which dictated revision of this manual. Paramount among those changes was the redesign of AF Form 601b, Custodian Request Receipt, to accommodate custodial accounting and control under both PCAM and 1050-II accounting systems, and the deletion of requirements for annual inventories of in-use equipment items on custody receipts except when requested by a new custodian or the organizational commander.

ANGM 88-1: Civil Engineering — FACILITY DESIGN AND PLANNING POLICIES AND PROCEDURES. 30 Oct 70 This manual provides information and guidance in the policies and procedures to be followed in the design and construction of Air National Guard facilities and is intended to modify the guidance provided by the 88 series of Air Force manuals, certain of which have been made applicable to the Air National Guard. It serves as a guide for planning and designing Air National Guard Military Construction Programs and for developing O&M and minor construction projects. It establishes procedures for the execution and control of project

construction for design and construction agencies. It implements those portions of the Secretary of the Air Force Order No 714 1, 9 Dec 68, and Secretary of the Air Force Order No 714 2, 9 Dec 68, that pertain to planning, design, and construction.

ANGM 171-13: Automatic Data Processing Systems and Procedures — BASE LEVEL PCAM PROCEDURES — PERSONNEL. 28 Feb 71 This manual establishes punched card accounting machine procedures for base level support of the military personnel reporting and management systems.

ANGM 171-14: Automatic Data Processing Systems and Procedures — BASE LEVEL PCAM PROCEDURES — LOGISTICS AND TRANSPORTATION. 27 Feb 70

Change 1, 6 Jan 71, added Chapter 23 for the purpose of providing Base Supply and the Base Service Store a statistical analysis of the store's inventory and a record of expenditures for each customer serviced by the store. Also added was Chapter 24 to provide the bench stock monitor a review of items assigned to bench stock, the individual shops an opportunity to review assigned items and a comprehensive list of consumption by shop for all bench stock type items for analysis to add and/or delete stock as appropriate.

Change 2, 5 May 71, contains some pen and ink edit changes and some revisions to the report format for End Item Malfunction Summary Report No 6 and for processing procedures of preparation and collection of Maintenance Data Detail Cards for submission to AFMC (RCS 1-LOG-k97).

Change 3, 24 June 71, added Chapter 7 for the purpose of initially establishing and maintaining a Master Roster File that contains a separate card for each person assigned to the Maintenance Function.

APPENDIX G

TABLE 1 — ARMY NATIONAL GUARD STRENGTH FY 1951 - 1971

	YEAR END			AVERAGE		
	Aggregate	Officer	Enlisted	Aggregate	Officer	Enlisted
1951	226,785	24,142	202,643	257,532	26,155	231,377
1956	404,403	34,899	369,504	380,242	34,550	345,692
1961	393,807	36,245	357,562	402,925	36,584	366,341
1966	420,924	33,764	387,160	409,052	34,453	374,599
1967	418,074	33,880	384,194	418,786	34,523	384,263
1968	389,182	31,938	357,244	411,419	34,019	377,400
1969	388,954	30,432	358,522	388,942	31,838	357,104
1970	409,192	29,391	379,801	392,388	30,146	362,242
1971	402,175	30,263	371,912	400,842	29,590	371,252

Source: ARNG Statistical Report, May 1968

TABLE 2 — STATUS OF ARNG OFFICER ADVISORS AS OF 30 JUNE 1971

	Authorized	Present for duty on 30 Jun 1970	Present for duty On 30 Jun 1971	% of Advisors
				Present for duty 30 Jun 1971
Senior Army Advisor	52	52	52	100
Aviation	54	42	34	63
Emer Op Hq	19	19	16	84
Special Forces	10	7	6	60
Infantry	181	147	153	85
Armor	90	51	64	71
Field Artillery	132	96	105	80
Air Defense	18	21	13	72
Engineer	80	57	46	58
Signal	49	39	42	86
Quartermaster	16	16	15	94
Transportation	40	17	27	68
Medical	29	0	2	7
Military Police	39	10	19	49
Ordnance	50	26	22	44
Military Intel	0	1	2	NA
TOTALS	859	604	618	72

TABLE 3 — ARNG OVERSTRENGTH

	COL	LTC	MAJ	CPT	LT	WO	TOTAL
30 June 1969	23	83	308	372	558	392	1,736
30 June 1970	17	44	182	170	258	395	1,066
30 June 1971	7	13	34	29	20	214	317

TABLE 4 — SOURCES OF SECOND LIEUTENANTS

	FY 1970	FY 1971
Officer Candidate School	3,168	1,300
Regular	(1)	(5)
Special	(328)	(279)
State	(2,839)	(1,024)
Former Officers and Others	445	686
TOTAL	3,613	1,994

TABLE 5 — RESERVE OFFICER PERSONNEL ACT (ROPA) FY 1970

Grade	Number Considered	Number Selected	Percent Selected
1LT to CPT.....	672	489	73%
CPT to MAJ.....	1,267	735	58%
MAJ to LTC.....	351	248	71%
LTC to COL.....	755	236	31%

FY 1971

Grade	Number Considered	Number Selected	Percent Selected
1LT to CPT.....	578	406	70%
CPT to MAJ.....	1,192	722	61%
MAJ to LTC.....	289	171	69%
LTC to COL.....	632	239	38%

*Selection based on best qualified to fill existing or anticipated vacancies in the Reserve of the Army. For this reason, selection rates will remain at low levels and fluctuate from year to year.



SSG Noel H. Olsen 

TABLE 6 — ENLISTED PERSONNEL PROCUREMENT FY 1971

Enlisted in FY 1971 to take ADT.....	52,425
Veterans.....	2,080
Obligors.....	5,892
Transferred from Inactive National Guard.....	33
Enlisted from other Reserve Forces.....	2,428
Reenlistments.....	2,700
Total Gains.....	65,558
Total Losses.....	73,447

**TABLE 7
MILITARY OCCUPATIONAL SPECIALTY (MOS) TESTS**

FISCAL YEAR 1971

	AUGUST 1970				NOVEMBER 1970				FEBRUARY 1971			
	PASSED		FAILED		PASSED		FAILED		PASSED		FAILED	
	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%	NO.	%
Tactical Operations	13,967	91.1	1,361	8.9	15,011	90.8	1,525	9.2	3,817	78.6	1,042	21.4
Missile and Fire Control												
Electronic Maintenance	1	33.3	2	66.7	30	39.0	47	61.0	260	64.5	143	35.5
General Electronic Maintenance	826	71.3	333	28.7	3,559	92.8	277	7.2	855	63.2	497	36.8
Precision Maintenance	401	83.9	77	16.1	NONE TESTED				483	67.9	228	32.1
Auxiliary Services	410	95.3	20	4.7	929	83.9	178	16.1	255	82.8	53	17.2
Motors	3,079	91.2	298	8.8	2,411	92.5	196	7.5	1,748	89.6	203	10.4
Clerical	3,149	73.1	1,160	26.9	1,634	82.7	341	17.3	2,846	82.9	589	17.1
Graphics	36	52.9	32	47.1	NONE TESTED				546	79.4	142	20.6
General Technical	5,178	94.1	323	5.9	203	75.5	66	24.5	3,025	84.5	553	15.5
Special Assignments	194	87.8	27	12.2	1,496	72.2	576	27.8	476	74.8	160	25.2
TOTAL	27,241	88.2	3,633	11.8	25,273	88.7	3,206	11.3	14,311	79.9	3,610	20.1

TABLE 8 — LINE OF DUTY DETERMINATIONS ARNG

TYPE OF ACTION	
Formal Investigations (other than death).....	625
In Line of Duty.....	540
Not In Line of Duty-Not Misconduct.....	67
Not In Line of Duty-Misconduct.....	18
Death Cases (No Determination Made).....	38
Informal Investigations.....	2934
TOTAL.....	3597

TABLE 9 — 30 June 1971 ARNG DIVISIONAL TROOP BASIS

5 Infantry Divisions

26th Infantry Division Headquartered in Massachusetts with Brigades in Massachusetts and Connecticut

28th Infantry Division Headquartered in Pennsylvania with Brigades in Pennsylvania, Maryland and Virginia

38th Infantry Division Headquartered in Indiana with Brigades in Indiana, Ohio and Michigan

42d Infantry Division Headquartered in New York with Brigades in New York and Pennsylvania

47th Infantry Division Headquartered in Minnesota, with Brigades in Minnesota, Iowa and Illinois

1 Infantry Division (Mechanized)

30th Infantry Division Headquartered in North Carolina, with Brigades in North Carolina, South Carolina and Georgia

2 Armored Divisions

30th Armored Division Headquartered in Tennessee with Brigades in Tennessee, Alabama and Mississippi

50th Armored Division Headquartered in New Jersey with Brigades in New Jersey, New York and Vermont

ARNG TROOP BASIS AS OF 30 JUNE 1971

The 30 June 1971 Army National Guard troop basis consisted of the following

- 5 Infantry Divisions
- 1 Infantry Division (Mech)
- 2 Armored Divisions
- 12 Infantry Brigades (Sep)
- 4 Infantry Brigades (Mech) (Sep)
- 1 Airborne Brigade (Sep)
- 1 Armored Brigade (Sep)
- 1 ADA Brigade, HHB
- 2 Corps Artillery, HHB
- 2 Engineer Brigades, HHC
- 1 Support Brigade, HHC
- 2 Military Police Brigades, HHD
- 1 Signal Command
- 1 Transportation Corps (Motor Transport), HHC
- 4 Armored Cavalry Regiments
- 2 Armored Cavalry Squadrons
- 11 Tank Battalions (Sep)
- 12 Infantry Battalions & Infantry Battalions (Mech) (Sep)
- 2 Scout Battalions
- 11 Nike-Hercules (On-Site), Air Defense Battalion HHB
- 27 Nike-Hercules (On-Site), Air Defense Batteries
- 9 Automatic Weapons, Self-Propelled, Battalions
- 53 Field Artillery Battalions
- 63 Support Battalions
- 129 Battalion Headquarters & Headquarters Detachments
- 2 Special Forces Group Headquarters
- 11 Special Forces Companies
- 2 Special Forces Signal Companies
- 52 State Headquarters & Headquarters Detachments
- 67 Headquarters Units (Group HHC s)
- 674 Separate Companies & Detachment Size Units
- 15 Hospitals
- 3058 TOTAL UNITS**



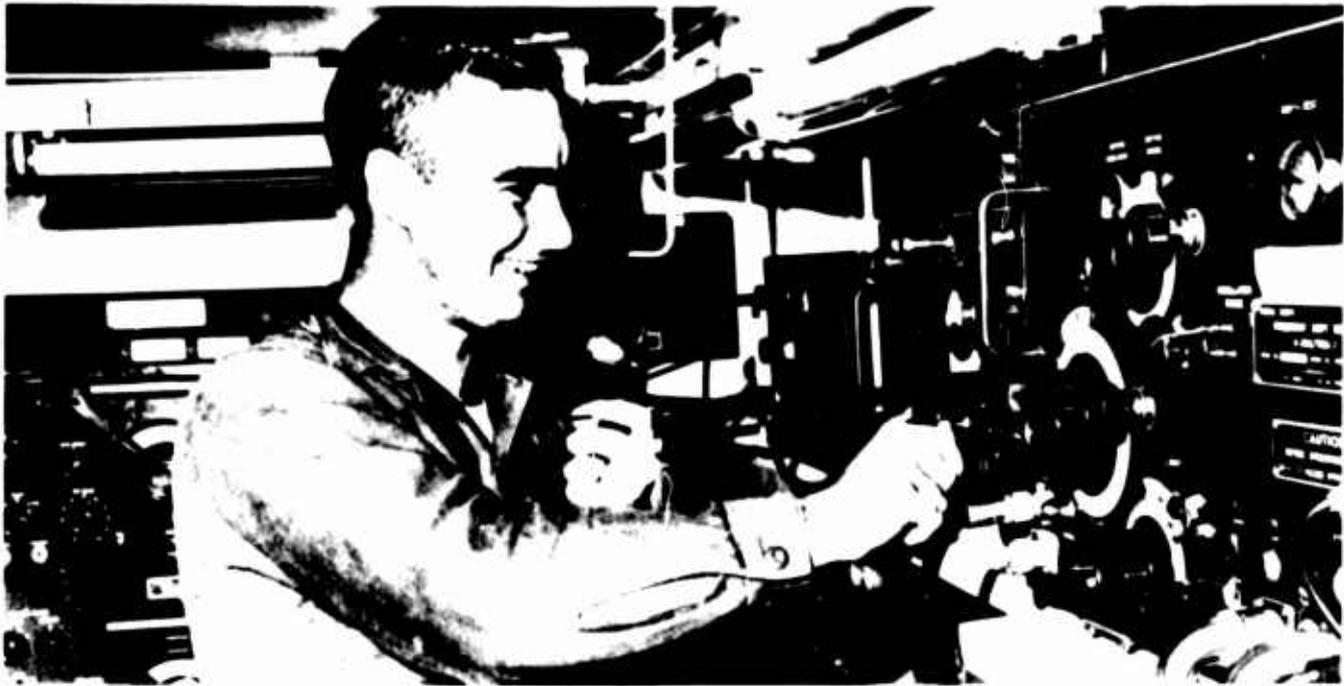


TABLE 10 — RESULTS OF 44 ANNUAL GENERAL INSPECTIONS

(14 HHB — 41 Btrys)

Superior	Excellent	Satisfactory	Unsatisfactory
33	10	1	0
75%	23%	2%	N A

RESULTS OF 32 COMMAND MAINTENANCE MANAGEMENT INSPECTIONS

99%-95%	95%-90%	90%-85%	85%-80%	80%-75%
8	9	11	3	1
25%	28 1%	34 4%	9 4%	3 1%

RESULTS OF 32 ANNUAL SERVICE PRACTICE (ASP)

100%	1 (3%)	90%-85%	3 (9%)
100%-99%	6 (19%)	85%-80%	0 N A
99%-95%	13 (41%)	80%-75%	0 N A
95%-90%	9 (28%)	75%-70%	0 N A

RESULTS OF 46 OPERATIONAL READINESS EVALUATIONS (ORE)

FULLY COMBAT READY (1)	COMBAT READY (2)	NOT COMBAT READY (3)
11 units	25 units	10 units
24%	54%	22%

(1) all equipment fully operational

(2) some equipment limited capability

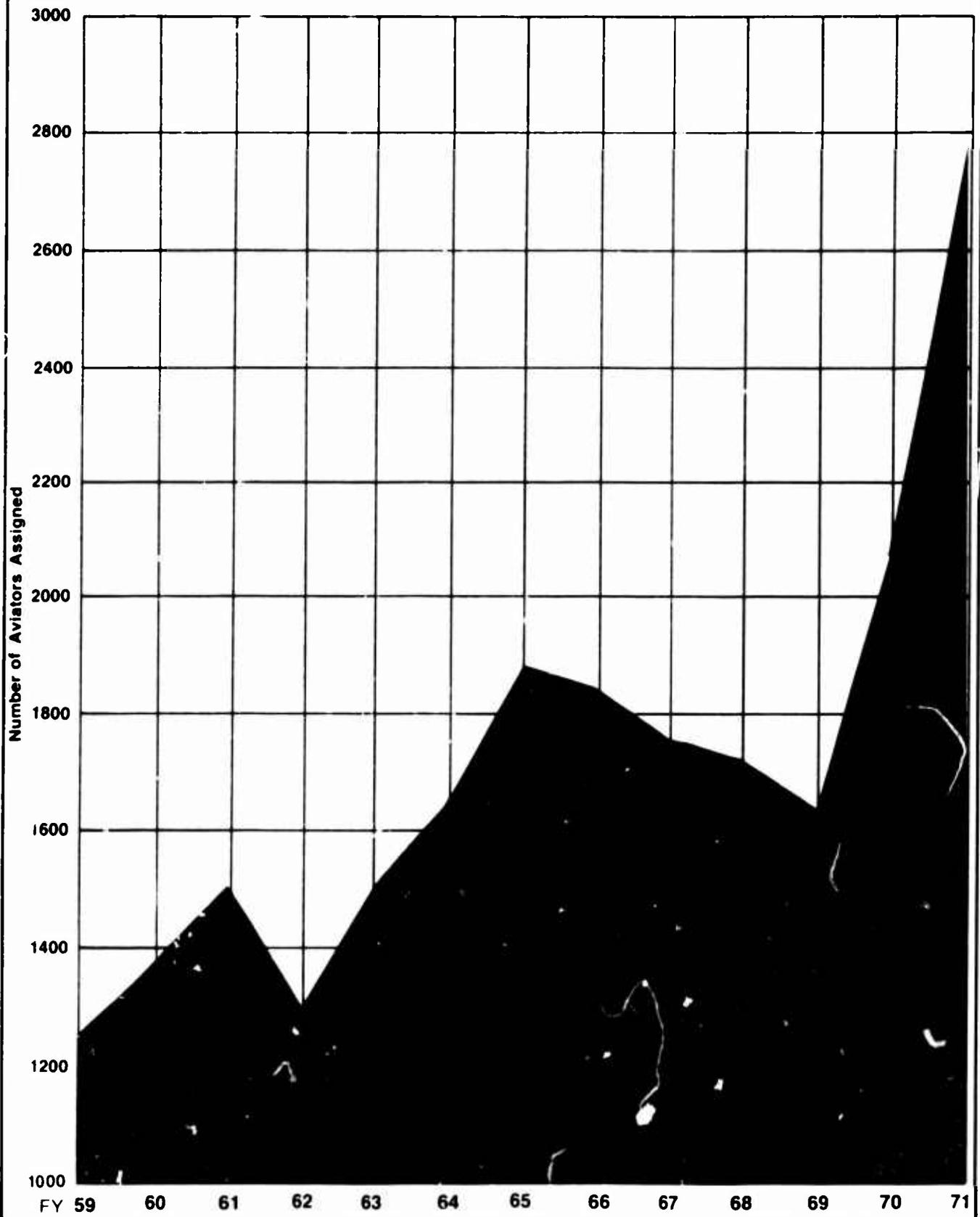
(3) major item of equipment out of action

*Includes 1 unit rated 100%

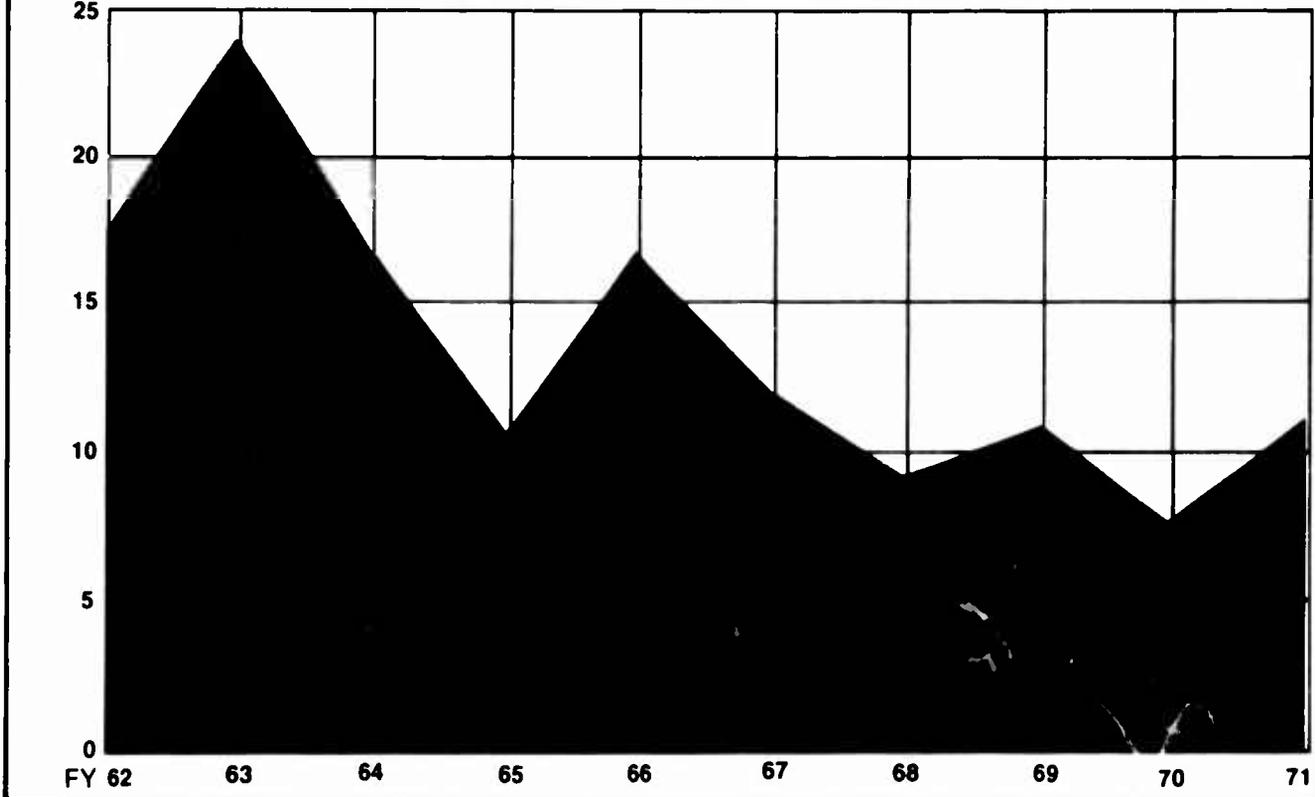
**All units were reinspected after required repairs were completed and were rated Combat Ready



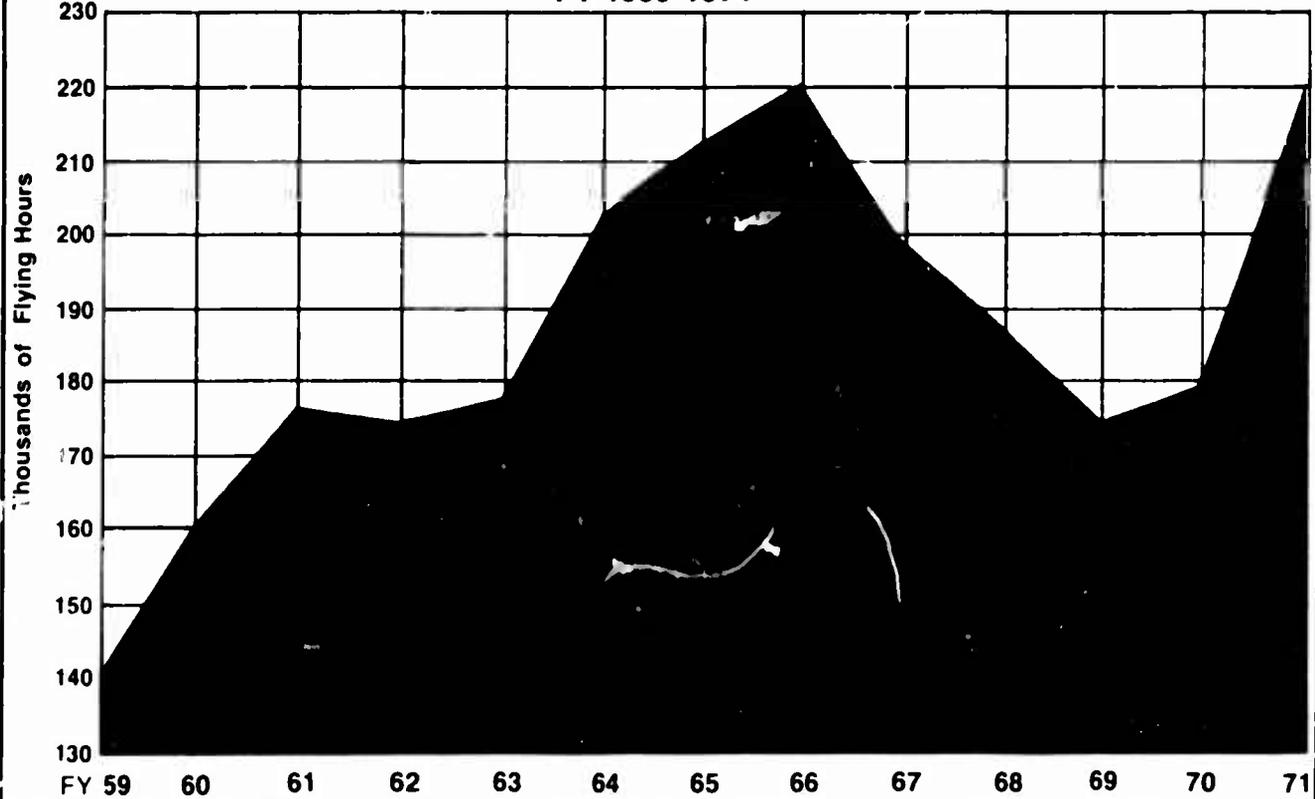
TABLE 11 — AVIATOR STRENGTH
FY 1959-1961



**TABLE 12 — AIRCRAFT ACCIDENT RATE
FY 1962-1971**



**TABLE 13 — FLYING HOURS PERFORMED
FY 1959-1971**



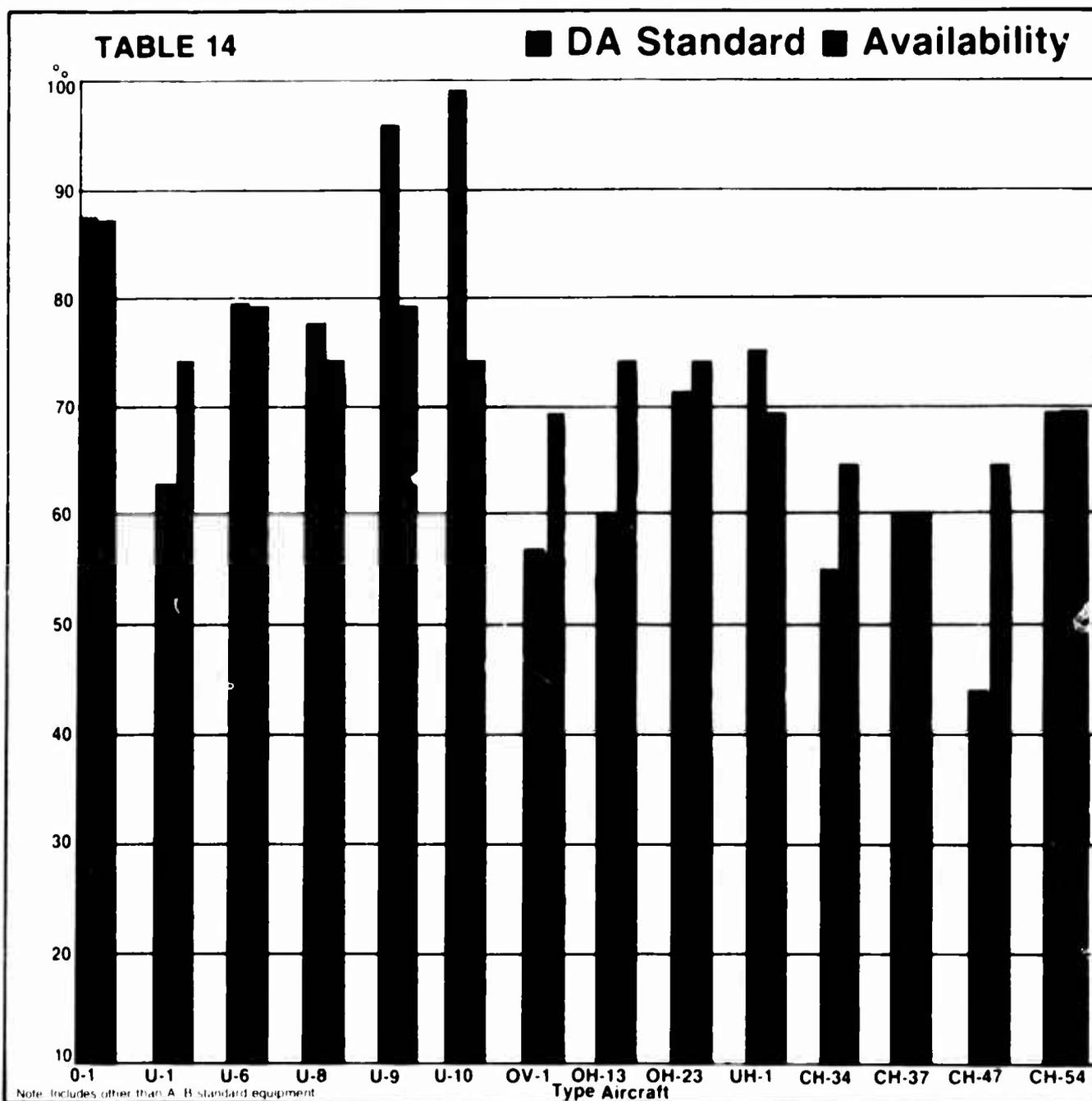


TABLE 15 — TOTAL FACILITIES NEEDED TO ADEQUATELY HOUSE AND TRAIN ARNG

(And for which National Guard Bureau has construction responsibility.)

Armory	2744
Non-Armory	2479
State Camps	59
Inactive Army Camps	2

TABLE 16 — CONSTRUCTION REQUIREMENTS AND COSTS

(Includes new construction, Additions, and Alterations)

	No.	\$ Millions
Armory	706	168.4
Non-Armory	225	52.6
State Camps	23	34.9
Active Camps	0	0
Inactive Camps	2	9.7
Planning & Minor Construction		35.7
Total		301.3

TABLE 17 — STATE OPERATED INSTALLATIONS

ALABAMA Fort Sumpter-Smith ARNG Base	IDAHO Gowen Field	MISSOURI Camp Clark Springfield Armory	PUERTO RICO Salinas Training Area Camp Tortuguero
ALASKA Camp Carroll	ILLINOIS Camp Lincoln	MONTANA Ft. Wm. H. Harrison Deer Lodge	RHODE ISLAND Camp Varnum
ARIZONA Phoenix	INDIANA Camp Atterbury	NEBRASKA Camp Ashland	SOUTH DAKOTA Camp Rapid
ARKANSAS Camp Joseph T. Robinson	IOWA Camp Dodge	NEW HAMPSHIRE Camp King	TEXAS Camp Mabry Camp Barkley Camp Swift Camp Bullis
CALIFORNIA Camp San Luis Obispo Camp Roberts	KENTUCKY Camp Frankfort	NEW JERSEY Sea Girt	UTAH Camp W.G. Williams
CONNECTICUT Camp Dempsey Trumbull Airport	LOUISIANA Camp Beauregard Camp Villere	NEW MEXICO Santa Fe Camp Roswell	VERMONT Camp Johnson
DELAWARE Greater Wilmington Airport State Armory State Rifle Range, New Castle Bethany Beach	MAINE Camp Keyes	NEW YORK Camp Smith	VIRGINIA SMR Virginia Beach
FLORIDA Camp Blanding	MARYLAND Gunpowder Target Range	NORTH DAKOTA Camp Grafton	WASHINGTON Camp Murray Indian Island
GEORGIA Fort Stewart	MASSACHUSETTS Camp Curtis Guild	OHIO Camp Perry	WEST VIRGINIA Camp Dawson
	MICHIGAN Camp Grayling Fort Custer	OKLAHOMA Camp Gruber	WISCONSIN Camp Williams
	MINNESOTA Camp Ripley	OREGON Camp Rilea Camp Withycombs	WYOMING Camp Guernsey

FEDERALLY OPERATED INSTALLATIONS

ALABAMA Fort McClellan Maxwell Air Force Base Pier Lima, Mobile Anniston Army Depot	GEORGIA Atlantic Army Depot Fort Benning Fort Gordon Fort Stewart	Fort Devens Massachusetts Defense Missile Sites	SOUTH CAROLINA McEntire Air National Guard Base
ALASKA Fort Greely Army Patrol Route Wainwright Maneuver Area Fort Richardson	HAWAII Fort Ruger Schofield Barracks	MICHIGAN Michigan Defense Missile Sites Battle Creek	TENNESSEE McGhee Tyson ANG Base
ARIZONA Fort Huachuca Yuma Proving Grounds Tuscon	ILLINOIS Savanna Ordnance Depot Illinois Defense Missile Sites Granite City Army Depot	MISSOURI Ft Leonard Wood	TEXAS Fort Bliss Fort Hood Red River Army Depot Brooke General Hospital
ARKANSAS Fort Chaffee	KANSAS Fort Riley Schilling Technical Institute	NEW JERSEY New Jersey Defense Missile Sites Fort Dix	UTAH Tooele Army Depot Fort Douglas
CALIFORNIA Sacramento Army Depot Sharpe Army Depot Fort Irwin Fort Ord Defense Missile Sites Fort McArthur Hunter Liggitt Military Reservation Travis Air Force Base 29 Palms USMC Station	KENTUCKY Fort Campbell Fort Knox	NEW YORK Camp Drum New York Defense Missile Sites	VERMONT Underhill Range
COLORADO Fort Carson Fitzsimmons General Hosptl	LOUISIANA England Air Force Base	NORTH CAROLINA Fort Bragg	VIRGINIA Camp A P Hill Camp Pickett Fort Belvoir Fort Eustis Fort Lee Va Defense Missile Sites
DISTRICT OF COLUMBIA Fort McNair	MARYLAND Fort Meade Fort Holabird Maryland Defense Missile Sites Pikesville Military Reservation Fort Detrick	OKLAHOMA Fort Sill	WASHINGTON Washington Defense Missile Sites Yakima Firing Range Fort Lewis
	MASSACHUSETTS Camp Edwards	PANAMA Fort Sherman	WEST VIRGINIA Army Bridge Site, Prince
		PENNSYLVANIA IGMR Pennsylvania Defense Missile Sites New Cumberland Army Depot Tobyhanna Sig Depot	WISCONSIN Camp McCoy

APPENDIX H

**TABLE 1 —
AIR NATIONAL GUARD STRENGTH
(FEDERALLY RECOGNIZED)**

	FY 1966	FY 1967	FY 1968	FY 1969	FY 1970	FY 1971
Total	79,883	83,758	75,261	83,414	89,847	85,689
Officers	10,220	10,566	9,292	10,281	10,872	11,210
Armies	69,663	73,192	65,969	73,133	78,975	74,479

**TABLE 2 — OFFICER UNIT
VACANCY PROMOTION ACTIONS**

Unit Vacancy Promotions Effected in FY 1971 to the Grades Indicated

Brigadier General to Major General	2
Colonel to Brigadier General	1
Lt Colonel to Colonel	68
Major to Lt Colonel	111
Captain to Major	218
First Lieutenant to Captain	212
Second Lieutenant to First Lieutenant	483



TABLE 3 — OFFICER PERSONNEL

**Officer Average Age by Grade
30 June 1971**

Total Officers

Gen	Col	LtCol	Maj	Capt	1/Lt	2/Lt	W/O	Aver
52	50	46	40	33	29	25	50	36

Total Pilots

	Gen	Col	L/C	Maj	Capt	1/Lt	2/Lt	Aver
Aircrew Jet	51	48	43	38	32	28	25	35
Aircrew Non-Jet	51	49	46	39	32	27	26	38
Oper Supt	53	52	48	39	34	-	23	44
Adm Supt	50	51	47	38	33	29	-	47

**TABLE 4 —
OFFICER FLYING STATUS**

Revalidations of Pilots & Navigators	83
Aeronautical Rating Boards (41)	
Cases Pending	4
Cases Approved	35
Turndowns or Declines	2
Flying Evaluation Boards (22)	
Cases Pending	1
Cases Approved	18
Turndowns or Declines	3

TABLE 5 — RATED OFFICERS

	Assigned
Pilots	4147
Navigators and Weapons Systems Officers	875
Flight Surgeons and Air Evacuation Medical Officers	166
Flight Nurses	246

**TABLE 6 —
GRADE DISTRIBUTION OF PILOTS**

30 June 1971

Gen	Col	L/C	Maj	Capt	1/Lt	2/Lt	Total
53	195	710	1230	1380	373	206	4147

TABLE 7 — OFFICER LONGEVITY

30 June 1971

Average Years of Service by Grade

Gen	Col	L/C	Maj	Capt	1/Lt	2/Lt	W/O	Aver
30.4	29.0	25.5	18.6	11.0	6.6	3.4	27.3	14.8

Average Years of Service of Officers on Flying Status by Grade

Gen	Col	L/C	Maj	Capt	1/Lt	2/Lt	W/O	Aver
30.1	28.6	25.0	17.7	10.3	5.3	3.1	—	14.7

**TABLE 8 — MANDATORY
PROMOTION BOARD RESULTS**

	Considered	Selected	Deferred	
			First	Second
First Lieutenant to Captain 70-R5	216	216	0	0
Captain to Major 71-R1	301	289	9	3
Major to Lt Colonel 71-R2	176	147	24	5
Warrant Officer FY 72	23	23	0	0

TABLE 9 — AIRMAN PERSONNEL

30 June 1971

Airman Average Age by Grade

E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Aver
46	43	41	35	28	24	21	20	20	27

TABLE 10 — AIRMAN LONGEVITY

30 June 1971

Average Years of Service by Grade

E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Aver
24.8	22.3	19.8	14.5	7.2	3.9	2.2	1.3	3	6.9

Airmen on Flying Status (Average Years)

E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Aver
25.0	22.6	19.4	14.6	8.6	4.0	2.6	1.2	2	11.8

**TABLE 11 — FY 1969-1971
TRAINING PROGRAM, ANG**

TRAINING CATEGORY	Student Entries		
	FY 1969	FY 1970	FY 1971
Flight	564	711	710
Skill and Professional	3,024	3,715	4,143
Recruit	9,108	10,453	6,287
TOTAL	12,696	14,879	10,430

TRAINING CATEGORY	Mandays		
	FY 1969	FY 1970	FY 1971
Flight	109,603	104,807	111,141
Skill and Professional	120,400	113,340	84,148
Recruit	1,381,773	1,766,540	1,107,312
TOTAL	1,611,776	1,984,687	1,302,601

PROFESSIONAL MILITARY EDUCATION

COURSE OF INSTRUCTION	Student Entries		
	FY 1969	FY 1970	FY 1971
Officer Preparatory Academy	—	—	29
Officer Training School	60	60	60
Squadron Officer School	21	21	21
Air Command and Staff College	24	24	24
Air War College	20	20	20
Leadership Schools	—	—	125
NCO Academies	622	572	761

**TABLE 12 —
RECRUIT TRAINING, ANG**

	Entries	Completion	In Training
			30 June 1971
BMT and OJT	1,495	2,595	423
BMT TT	4,792	5,853	1,447
TOTAL	6,287	8,448	1,870



**TABLE 13 — AIR NATIONAL GUARD FORCE STRUCTURE
As Of 30 June 1971**

COMMAND	FLYING UNITS	MISSION	WINGS	GROUPS	SQUADRONS	SUPPORT	TOTAL
ADC	Fighter Interceptor	(includes Hawaii)	4	17	17	85	123
TAC	Tactical Fighter		8	25	25	125	183
TAC	Tactical Ftr Trng Gps (CCTS)			2	2	10	14
TAC	Tactical Reconnaissance		3	11	11	59	84
TAC	Special Operations			3	3	15	21
TAC	Air Refueling (KC-97)		3	7	7	35	52
TAC	Tactical Electronics Warfare			1	1	5	7
TAC	Tactical Air Support			5	5	22	32
TAC	Tactical Airlift		3	7	7	48	65
MAC	Military Airlift		2	9	9	72	92
MAC	Aeromedical Airlift		1	4	4	20	29
AAC	Tactical Airlift			1	1	5	7
	TOTAL		24	92	92	501	709

NON-FLYING UNITS

COMMUNICATIONS UNITS (168)

- 5 Hq Mbl Comm Gps
- 16 Mbl Comm Sqs (Cont)
- 5 Mbl Comm Sqs (AFCCP)
- 5 Mbl Comm Sqs (BB)
- 6 Mbl Comm Flts
- 9 Flight Facility Flights
- 3 Aircraft Control & Warning Sqs (Fix)
- 1 Communications Squadron (Special)
- 75 Communications Flights (Support)
- 19 Electronics Installation Sqs
- 3 Tactical Control Groups
- 2 Tactical Control Squadrons (FACP)
- 4 Tactical Control Squadrons
- 8 Tactical Control Flights
- 1 Tactical Control Sq (TACC)
- 1 Tactical Control Sq (CRC)

- 2 Tactical Control Sq (CRP)
- 2 Tactical Control Flt (FACP)
- 1 Communications Flight (Range Support)

MISCELLANEOUS UNITS (108)

- 2 Tactical Forces Planning Groups
- 1 Civil Engineer Flight
- 12 Air Force Bands
- 1 Weather Squadron
- 8 Weather Flights (SA)
- 31 Weather Flights (M F)
- 52 State Headquarters (Air)
- 1 Field Training Flight

TOTAL COMMUNICATIONS & MISCELLANEOUS UNITS 276

TOTAL NUMBER OF UNITS IN THE ANG 985





**TABLE 14 — AIRCRAFT CONVERSIONS / MISSIONS CHANGES
FISCAL YEAR 1971**

UNIT AND LOCATION	FORMER A C	NEW A C	GAINING COMMAND
103 FG, Bradley Fld, Conn	F-102A	F-100D	TAC
142 FG, Portland Ore	F-102A	F-101B	ADC
147 FG, Ellington AFB, Tex	F-102A	F-101B F-102A	ADC
148 FG, Duluth, Minn	F-102A	F-101B	ADC
159 FG, New Orleans, La	F-102A	F-100D	TAC
102 TFG, Otis, Mass	F-84F	F-100D	TAC
104 TFG, Westfield, Mass	F-84F	F-100D	TAC
122 TFG, Fort Wayne, Ind	F-84F	F-100D	TAC
149 TFG, Kelly AFB, Tex	F-84F	F-100D	TAC
178 TFG, Springfield, Ohio	F-84F	F-100D	TAC
180 TFG, Toledo, Ohio	F-84F	F-100D	TAC
181 TFG, Terre Haute, Ind	F-84F	F-100D	TAC
132 TFG, Des Moines, Iowa	F-84F	F-100C	TAC
192 TFG, Richmond, Va	F-84F	F-105D	TAC
174 TFG, Hancock A P, N Y	F-86H	A-37	TAC
# 107 TFG, Niagara Falls, N Y	F-100C	F-101B	ADC
113 TFG, Andrews AFB, DC	F-100C	F-105D	TAC
184 TFG, McConnell AFB, Kan	F-100C	F-105D	TAC
117 TRG, Birmingham, Ala	RF-84F	RF-4C	TAC
187 TRG, Montgomery, Ala	RF-84F	RF-4C	TAC
186 TRG, Meridian, Miss	RF-84F	RF-101	TAC
188 TRG, Ft Smith, Ark	RF-84F	RF-101	TAC
# 118 TAG, Nashville, Tenn	C-124	C-130	TAC
# 133 TAG, Minneapolis, Minn	C-97	C-130	TAC
# 109 TAG, Schenectady, N Y	C-97	C-130	TAC
# 166 TAG, Wilmington, Del	C-97	C-130	TAC
# 145 TAG, Charlotte, N C	C-124	C-130	TAC
177 TFG, Atlantic City, N J	F-100C	F-105	TAC
110 TASG, Kellogg A P, Mich	RB-57	0-2	TAC
** 135 TASG, Martin Fld, Md	HU-16	0-2	TAC
143 SOG, Green A P, R I	HU-16	C-119	TAC
105 TASG, Westchester Cty, N Y	U-3A	0-2	TAC
111 TASG, Willow Grove, Pa	U-3A	0-2	TAC
182 TASG, Gtr Peoria, Ill	U-3A	0-2	TAC

NOTE:

- Formerly committed to A/C
- # Formerly committed to TAC
- Formerly committed to MAJ
- M - Mission change from tactical to support
- ** Mission change from support to operations



TABLE 15 — ACTIVATIONS

The following units were activated as indicated below:

LOCATION	EFFECTIVE DATE		
Lambert Field, Missouri			
299 Tac Force Planning Gp	12 December 1970		
White Plains, New York			
199 Tac Forces Planning Gp	12 December 1970		
New Orleans NAS, Louisiana			
HQ 159 Tac Ftr Gp	5 December 1970		
122 Tac Ftr Sq	5 December 1970		
159 Tac Disp	5 December 1970		
159 Comm Flt (Spt)	5 December 1970		
Schenectady, New York			
HQ 109 Tac Alft Gp	16 March 1971		
139 Tac Alft Sq	16 March 1971		
109 Cmbt Spt Sq	16 March 1971		
109 Tac Disp	16 March 1971		
109 Aerial Port Flt	16 March 1971		
109 Mob Spt Flt	16 March 1971		
109 Wpn Sys Scty Flt	16 March 1971		
Minneapolis St. Paul, Minnesota			
HQ 133 Tac Alft Wg	20 March 1971		
HQ 133 Tac Alft Gp	20 March 1971		
109 Tac Alft Sq	20 March 1971		
133 Cmbt Spt Sq	20 March 1971		
133 Tac Hosp	20 March 1971		
133 Aerial Port Flt	20 March 1971		
133 Mob Spt Flt	20 March 1971		
133 Wpn Sys Scty Flt	20 March 1971		
Nashville, Tennessee			
HQ 118 Tac Alft Wg	26 March 1971		
		HQ 118 Tac Alft Gp	26 March 1971
		105 Tac Alft Sq	26 March 1971
		118 Cmbt Spt Sq	26 March 1971
		118 Tac Hosp	26 March 1971
		118 Mob Spt Flt	26 March 1971
		118 Wpn Sys Scty Flt	26 March 1971
		Wilmington, Delaware	
		HQ 166 Tac Alft Gp	12 May 1971
		142 Tac Alft Sq	12 May 1971
		166 Cmbt Spt Sq	12 May 1971
		166 Tac Disp	12 May 1971
		166 Aerial Port Flt	12 May 1971
		166 Mob Spt Flt	12 May 1971
		166 Wpn Sys Scty Flt	12 May 1971
		Van Nuys, California	
		146 Mob Spt Flt	15 May 1971
		146 Wpn Sys Scty Flt	15 May 1971
		HQ 195 Tac Alft Gp	15 May 1971
		195 Consol Actt Maint Sq	15 May 1971
		195 Tac Disp	15 May 1971
		195 Aerial Port Flt	15 May 1971
		195 Mob Spt Flt	15 May 1971
		195 Wpn Sys Scty Flt	15 May 1971
		195 Civ Engr Flt	15 May 1971
		195 Comm Flt (Spt)	15 May 1971
		Charlotte, North Carolina	
		HQ 145 Tac Alft Gp	15 May 1971
		156 Tac Alft Sq	15 May 1971
		145 Cmbt Spt Sq	15 May 1971
		145 Tac Disp	15 May 1971
		145 Mob Spt Flt	15 May 1971
		145 Wpn Sys Scty Flt	15 May 1971
		Gulfport, Mississippi	
		255 Mob Comm Sq (Cont)	15 May 1971

Four Lakes, Washington	
105 Tac Cont Sq (CRP)	8 June 1971
105 Tac Cont Flt (FACP)	8 June 1971
Portland, Oregon	
HQ 153 Tac Cont Gp	9 June 1971
153 Tac Cont Sq (TACC)	9 June 1971
116 Tac Cont Sq (CRC)	9 June 1971
Garland, Texas	
HQ 254 Mbl Comm Gp	12 June 1971
254 Mbl Comm Sq (AFCCP)	12 June 1971
Klamath Falls, Oregon	
104 Tac Cont Sq (CRP)	19 June 1971
104 Tac Cont Flt (FACP)	19 June 1971
Paine Field, Washington	
256 Mob Comm Sq (AFCCP)	19 June 1971
Bradley ANGB, Connecticut	
HQ 103 Tac Ftr Gp	12 June 1971
118 Tac Ftr Sq	12 June 1971
103 Tac Disp	12 June 1971
103 Comm Flt (Spt)	12 June 1971
Niagara Falls MAP, New York	
HQ 107 Ftr Gp	19 June 1971
136 Ftr Intcp Sq	19 June 1971
107 USAF Disp	19 June 1971
Martin Airport ANG, Maryland	
135 Direct Air Spt Flt	14 June 1971
W. K. Kellogg Reg Air Field, Michigan	
110 Direct Air Spt Flt	14 June 1971



INACTIVATIONS

The following units were inactivated as indicated below:

LOCATION	EFFECTIVE DATE
New Orleans NAS, Louisiana	
HQ 159 Ftr Gp	4 December 1970
122 F I Sq	4 December 1970
159 USAF Disp	4 December 1970
Schenectady, New York	
HQ 109 Mil Alft Gp	15 March 1971
139 Mil Alft Sq	15 March 1971
109 Support Sq	15 March 1971
109 USAF Disp	15 March 1971
109 Supply Sq	15 March 1971
Minneapolis / St Paul, Minnesota	
HQ 133 Mil Alft Wg	19 March 1971
HQ 133 Mil Alft Gp	19 March 1971
109 Mil Alft Sq	19 March 1971
133 Support Sq	19 March 1971
133 USAF Disp	19 March 1971
133 Supply Sq	19 March 1971
Nashville, Tennessee	
HQ 118 Mil Alft Wg	25 March 1971
HQ 118 Mil Alft Gp	25 March 1971
105 Mil Alft Sq	25 March 1971
118 Support Sq	25 March 1971
118 USAF Disp	25 March 1971
118 Supply Sq	25 March 1971
Wilmington, Delaware	
HQ 166 Mil Alft Gp	11 May 1971
142 Mil Alft Sq	11 May 1971
166 Support Sq	11 May 1971
166 USAF Disp	11 May 1971
166 Supply Sq	11 May 1971
Van Nuys, California	
146 Supply Sq	14 May 1971
Charlotte, North Carolina	
HQ 145 Mil Alft Gp	14 May 1971
156 Mil Alft Sq	14 May 1971
145 Support Sq	14 May 1971
145 USAF Disp	14 May 1971
145 Supply Sq	14 May 1971
Gulfport, Mississippi	
173 Air Base Sq	14 May 1971
173 Comm Flt (Spt)	14 May 1971
Portland, Oregon	
142 Mobile Comm Sq (AFCCP)	8 June 1971
Garland, Texas	
221 Mobile Comm Sq (Cont)	11 June 1971
Bradley ANGB, Connecticut	
HQ 103 Ftr Gp	11 June 1971
118 F I Sq	11 June 1971
103 USAF Disp	11 June 1971
Niagara Falls, New York	
HQ 107 Tac Ftr Gp	18 June 1971
136 Tac Ftr Sq	18 June 1971
107 Tac Disp	18 June 1971
Martin Airport ANG, Maryland	
135 Consol Acft Maint Sq	13 June 1971
W. K. Kellogg Reg Air Field, Michigan	
110 Consol Acft Maint Sq	10 June 1971

REDESIGNATIONS

LOCATION	EFFECTIVE DATE
McConnell AFB, Kansas	
FROM HQ 184 Tac Ftr Gp	25 March 1971
TO HQ 184 Tac Ftr Trng Gp	
FROM 127 Tac Ftr Sq	25 March 1971
TO 127 Tac Ftr Trng Sq	
Martin Airport ANG, Maryland	
FROM HQ 135 Spec Opns Gp	14 June 1971
TO HQ 135 Tac Air Spt Gp	
FROM 135 Spec Opns Sq	14 June 1971
TO 135 Tac Air Spt Sq	
W. K. Kellogg Reg Air Field, Michigan	
FROM HQ 110 Tac Recon Gp	11 June 1971
TO HQ 110 Tac Air Spt Gp	
FROM 172 Tac Recon Sq	11 June 1971
TO 172 Tac Air Spt Gp	



**TABLE 16 —
ACCIDENT STATISTICS, FY 1971**

Major Accidents	31
Aircraft Destroyed	29
Fatalities	15
Flying Hours	453 748
Cumulative Rate	6.8

**TABLE 17 — CAUSE FACTORS,
ACCIDENT STATISTICS, FY 1971**

Pilot	11	35%
Supervisory	3	10%
Maintenance	2	6.5%
Materiel	13	42%
Undetermined	2	6.5%

**TABLE 18
AIRCRAFT INVENTORY**

Plane	Inventory as of 1 July 1970	Inventory as of 30 June 1971
A-37B	22	50
F-84	252	124
RF-84	140	20
F-100C	207	178
F-100D	20	151
RF-101	60	143
F-101	63	135
F-102	308	226
O-2	32	79
KC-97	54	77
C-130	12	56



APPENDIX I

TABLE 1: BLACK PARTICIPATION IN THE NATIONAL GUARD

Date	Total Personnel	Blacks	% Blacks
31 Dec 67	503,576	5,807	1.15
31 Dec 68	467,974	5,541	1.18
31 Dec 69	478,860	5,487	1.15
30 Jun 70	497,030	5,620	1.13
30 Jun 71	488,338	5,982	1.22

TABLE 2 — MINORITY PARTICIPATION IN THE NATIONAL GUARD AS OF 30 JUNE 1971

	Total Personnel	Black	Percent	Other Minorities	Percent
	488,338	5,982	1.22	6,239	1.30
Army	(400,655)	(5,094)	(1.27)	(4,783)	(1.21)
Air	(87,683)	(888)	(1.01)	(1,456)	(1.66)

TABLE 3 — MINORITY GROUP PARTICIPATION IN NATIONAL GUARD TECHNICIAN FORCE

ARMY NATIONAL GUARD

	Total Empl.	Negro	Span- Amer.	Amer. Indian	Orien.	All Others
30 Nov 70	23,072	569 (2.46%)	516 (2.23%)	33 (0.14%)	63 (0.27%)	21,891 (94.88%)
31 May 71	22,757	465 (2.04%)	451 (1.98%)	28 (0.12%)	62 (0.27%)	21,751 (95.57%)

AIR NATIONAL GUARD

30 Nov 70	17,000	145 (0.85%)	411 (2.41%)	15 (0.08%)	34 (0.2%)	16,395 (96.44%)
31 May 71	17,709	159 (0.90%)	423 (2.39%)	17 (0.10%)	37 (0.21%)	17,073 (96.40%)



TABLE 4 — UNITS OF RECOGNITION

Union	Formal Recognition	Exclusive Recognition	Wage Technician	General Schedule Technicians	Total Technicians
AFGE	4	33	2728	2194	4922
NAGE	3	51	5045	3232	8277
ACT	1	19	3373	2421	5794
NFFE	4	17	1596	1442	3038
NAATA		5	323	314	637
TOTALS	12	125	13065	9603	22668

APPENDIX J

ARMY NATIONAL GUARD OBLIGATIONS

FISCAL YEAR 1971 (All Appropriations)

	Grand Total All Appropriations	National Guard Personnel, Army 2112060	Operation and Maintenance, Army National Guard 2112065	Military Construction, Army National Guard 21X2085
GRAND TOTAL	777 919 765	443 430 595	318 123 093	16 366 077
State Obligations — Total	463 062 121	141 310 714	306 067 242	15 684 165
1 Alabama	15 437 501	5 896 337	9 078 137	463 027
2 Alaska	3 730 277	841 789	2 473 952	414 536
3 Arizona	3 804 271	1 027 618	2 683 425	93 228
4 Arkansas	8 436 729	3 697 498	4 690 366	48 865
5 California	29 378 704	7 531 079	21 847 625	-0-
6 Colorado	4 260 602	1 280 134	2 262 878	717 590
7 Connecticut	8 526 465	1 912 536	6 552 306	61 623
8 Delaware	4 608 849	1 375 840	2 577 685	655 324
9 Dist of Col	2 500 176	414 202	1 970 899	115 075
10 Florida	8 530 578	2 827 128	5 291 862	411 588
11 Georgia	9 629 700	2 661 581	6 717 948	250 171
12 Hawaii	4 577 988	1 042 470	3 535 518	-0-
13 Idaho	5 410 352	1 404 570	3 605 521	400 261
14 Illinois	12 151 128	1 798 142	10 117 061	235 925
15 Indiana	10 152 952	3 441 447	6 406 109	305 396
16 Iowa	7 909 332	2 855 356	4 927 106	126 870
17 Kansas	6 944 439	2 193 730	4 743 530	7 179
18 Kentucky	5 414 201	1 640 089	3 585 570	188 542
19 Louisiana	8 335 903	3 281 663	4 908 578	145 662
20 Maine	3 744 139	1 205 253	2 412 246	126 640
21 Maryland	10 249 909	2 114 333	7 764 720	370 856
22 Massachusetts	13 414 089	3 815 343	9 585 903	12 843
23 Michigan	14 428 499	3 490 859	9 755 698	1 181 942
24 Minnesota	12 015 079	4 092 763	6 749 406	1 172 910
25 Mississippi	15 898 532	5 132 101	9 170 417	1 596 014
26 Missouri	10 385 279	3 781 252	6 200 450	403 577
27 Montana	3 276 768	1 024 221	2 226 573	25 974
28 Nebraska	4 650 616	1 603 439	2 906 909	140 268
29 Nevada	1 786 110	500 807	1 269 521	15 782
30 New Hampshire	2 723 960	862 241	1 859 919	1 800
31 New Jersey	17 270 127	4 540 663	12 719 307	10 157
32 New Mexico	4 915 436	1 952 295	2 954 729	8 412
33 New York	25 003 777	7 919 830	16 929 535	154 412
34 North Carolina	9 557 581	2 950 062	6 173 721	433 798
35 North Dakota	3 203 036	965 890	2 226 499	10 647
36 Ohio	16 167 035	5 076 592	10 181 982	908 361
37 Oklahoma	7 293 480	1 584 690	5 161 209	547 581
38 Oregon	6 453 590	2 138 459	3 973 780	341 351
39 Pennsylvania	19 597 128	5 561 658	13 511 528	523 942
40 Puerto Rico	5 918 905	1 933 500	3 733 492	251 913
41 Rhode Island	4 646 422	1 186 505	3 452 345	7 572
42 South Carolina	10 458 487	4 351 650	5 342 516	764 321
43 South Dakota	4 729 502	1 562 760	2 882 139	284 603
44 Tennessee	9 389 451	3 157 397	5 845 490	386 564
45 Texas	17 932 126	6 931 431	10 985 188	15 507
46 Utah	5 069 093	1 661 898	3 177 495	229 700
47 Vermont	3 232 537	950 305	2 218 825	63 407
48 Virginia	11 753 464	3 069 045	8 599 941	84 478
49 Washington	9 933 466	2 615 212	6 834 696	483 558
50 West Virginia	4 023 499	1 439 564	2 557 934	26 001
51 Wisconsin	11 456 279	4 009 309	7 000 379	446 591
52 Wyoming	2 744 573	1 006 078	1 726 674	11 821

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	Grand Total All Appropriations	National Guard Personnel, Army 2112060	Operation and Maintenance, Army National Guard 2112065	Military Construction, Army National Guard 21X2085
Obligations By Other Than States TOTAL	314 857 644	302 119 881	12 055 651	681 912
Chief, National Guard Bureau	304 368 480	301 783 263	2 585 217	
F&AO FINCISCOM	2 497 435	85 747	2 411 688	
The Surgeon General	10 000	10 000		
Chief of Engineers	1 041 113		359 201	681 912
The Adjutant General	1 454 984		1 454 984	
Chief of Staff DA	1 589 730		1 589 730	
First U S Army	1 495 522	5 191	1 490 331	
Third U S Army	403 109	14 999	388 109	
Fourth U S Army	854 945	67 670	787 276	
Fifth U S Army	518 305		518 305	
Sixth U S Army	577 988	153 011	424 977	
U S Army Alaska	30 985		30 985	
U S Army Pacific	15 048		15,048	



APPENDIX K

AIR NATIONAL GUARD OBLIGATIONS

FISCAL YEAR 1971 (All Appropriations)

	57X3080 TOTAL OTHER PROCURE- MENT	57X3830 TOTAL MILITARY CONSTRUC- TION	5713840 TOTAL OPERATIONS & MAIN- TENANCE	5713850 TOTAL ANG MILITARY PERSONNEL	GRAND TOTAL
GRAND TOTAL	341,604	16,984,000	375,381,073	122,963,589	515,670,266
State Obligations — Total	341,604	5,126,000	266,733,826	6,451,028	278,652,458
1. Alabama	8,865	1,144,000	5,092,466	154,388	6,399,719
2. Alaska		76,000	2,720,830	53,206	2,850,036
3. Arizona	8,325		6,930,091	154,720	7,093,136
4. Arkansas		(10,000)	5,058,285	108,586	5,156,871
5. California	18,444	84,000	13,329,328	357,942	13,789,714
6. Colorado	(1,335)		7,059,447	67,495	7,125,607
7. Connecticut	1,339		3,055,988	49,868	3,107,195
8. Delaware	2,235	52,000	2,629,456	56,338	2,740,027
9. Dist of Col.	5,863	2,000	5,740,398	70,563	5,818,824
10. Florida			2,960,471	36,572	2,997,043
11. Georgia	16,352	3,000	8,649,546	341,993	9,010,891
12. Hawaii	(9,354)		6,828,490	91,375	6,910,511
13. Idaho	2,423		2,872,759	54,506	2,929,688
14. Illinois	9,408	92,000	7,105,652	201,625	7,408,685
15. Indiana	10,926		5,068,921	67,958	5,147,805
16. Iowa	2,999	50,000	5,410,994	89,790	5,553,783
17. Kansas	1,265	27,000	4,273,574	58,769	4,360,608
18. Kentucky		96,000	2,527,529	40,097	2,663,626
19. Louisiana	1,055		3,004,316	54,675	3,060,046
20. Maine	1,125	50,000	3,772,462	76,608	3,900,195
21. Maryland			3,217,528	66,211	3,283,739
22. Massachusetts	11,605	6,000	5,667,251	171,123	5,855,979
23. Michigan	11,779		6,972,306	156,225	7,140,310
24. Minnesota			5,558,478	128,689	5,687,167
25. Mississippi	10,452	20,000	5,709,078	216,249	5,955,779
26. Missouri	5,530		6,767,046	167,492	6,940,068
27. Montana			2,770,777	41,710	2,812,487
28. Nebraska			2,205,235	42,143	2,247,378
29. Nevada	452	(10,000)	2,379,495	36,252	2,406,199
30. New Hampshire	2,545	14,000	2,343,882	113,083	2,473,510
31. New Jersey	7,648	42,000	8,303,097	172,419	8,525,164
32. New Mexico			2,581,787	31,392	2,613,179
33. New York	31,008	268,000	13,492,136	349,951	14,141,095
34. North Carolina	3,143		2,531,249	93,376	2,627,768
35. North Dakota	10,638		3,634,882	57,497	3,703,017
36. Ohio	21,789	994,000	13,529,276	261,862	14,806,927
37. Oklahoma		23,000	5,198,332	196,732	5,418,064
38. Oregon		9,000	4,064,152	72,416	4,145,568
39. Pennsylvania	25,557		9,824,749	344,247	10,194,553
40. Puerto Rico	6,152	1,000	3,922,629	54,269	3,984,050
41. Rhode Island			2,296,236	62,996	2,359,232
42. South Carolina		50,000	3,022,682	77,657	3,150,339
43. South Dakota	2,961		2,667,789	42,246	2,712,996
44. Tennessee	20,541	72,000	8,821,621	339,256	9,253,418
45. Texas		63,000	8,466,031	235,925	8,764,956
46. Utah	4,635		3,051,786	96,788	3,153,209
47. Vermont			3,007,261	47,957	3,055,218
48. Virginia	1,573	34,000	2,425,070	69,897	2,530,840
49. Washington	20,061	90,000	5,240,071	126,712	5,476,844
50. West Virginia	53,944	1,594,000	3,983,030	105,971	5,736,945
51. Wisconsin	9,658	13,000	6,927,832	213,456	7,163,946
52. Wyoming		177,000	2,060,049	71,755	2,308,804

	57X3000 TOTAL OTHER PROCURE- MENT	57X3830 TOTAL MILITARY CONSTRUC- TION	5713840 TOTAL OPERATIONS & M/IN- TENANCE	5713850 TOTAL ANG MILITARY PERSONNEL	GRAND TOTAL
Apport To Other Than States — TOTAL	-0-	11,858,000	108,647,247	116,512,561	237,017,808
NGB			104,778,212		104,778,212
Bolling AFB, D.C.			35,137		35,137
Lackland AFB, TX				1,079,760	1,079,060
AFLC		361,000	2,940,368		3,301,368
AEIC			473,118		473,118
MAC			18,971		18,971
AFCS			39,133		39,133
HQ USAF			362,308		362,308
AFAFC				115,433,501	115,433,501
Naval Facilities and Engr. Cd		6,220,000			6,220,000
Corps Of Eng (USA)		5,277,000			5,277,000

APPENDIX L

CIVIL DISTURBANCES



ALABAMA

19 Feb 71	Mobile	Possible Civil Disturbance
22 Feb 71	Mobile	Possible Civil Disturbance
23 Feb 71	Mobile	Possible Civil Disturbance
22-24 Mar 71	Lanett	Civil Disturbance (Racial)

CALIFORNIA

3-6 Aug 70	Anaheim	Possible Civil Disturbance
27-31 Aug 70	Los Angeles	Possible Civil Disturbance
1-3 Sep 70	Coronado	Possible Civil Disturbance
9-12 Oct 70	Statewide	Possible Civil Disturbance
28-29 Oct 70	Statewide	Possible Civil Disturbance
29-30 Oct 70	San Jose	Possible Civil Disturbance
29 Mar 3 Apr 71	Fresno	Civil Disturbance
3 Apr 71	San Francisco	Possible Civil Disturbance
24-25 Apr 71	San Francisco	Anti War Protest
4-5 May 71	Statewide	Possible Civil Disturbance

DISTRICT OF COLUMBIA

2-4 Oct 70		Vietnam Rally
23-25 Apr 71		Anti War Protest
1-7 May 71		Anti War Protest
8 May 71		Victory Rally

FLORIDA

18-20 Jun 71	Jacksonville	Civil Disturbance
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IDAHO

1-6 Jul 71	Farragut State Park	Possible Civil Disturbance
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INDIANA

12-14 Jul 70	Michigan City	Civil Disturbance (Racial)
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IOWA

3-6 Feb 71	Des Moines	Civil Disturbance
1 Mar 71	Des Moines	Possible Civil Disturbance
5-19 May 71	Iowa City	Civil Disturbance
25-27 Jun 71	Stormlake	Possible Civil Disturbance

KENTUCKY

1 May 71	Lexington	Possible Civil Disturbance
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LOUISIANA

21-22 Jun 71	McCrea	Possible Civil Disturbance
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MARYLAND

5-17 May 71	College Park	Civil Disturbance
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NEW HAMPSHIRE

15-19 Oct 70	Statewide	Possible Civil Disturbance
11-13 Jun 71	Loudon	Possible Civil Disturbance
25 Jun 71	Nashua	Possible Civil Disturbance

NEW JERSEY

29 Oct-3 Nov 70	Trenton	Civil Disturbance
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NEW MEXICO

14 Jun-6 Jul 71	Albuquerque	Civil Disturbance
16-27 Jun 71	Santa Fe Portales Springer	Civil Disturbance

NORTH CAROLINA

7-10 Nov 70	Henderson	Civil Disturbance
7-12 Feb 71	Wilmington	Civil Disturbance (Racial)

OHIO

6 Aug 70	Lima	Civil Disturbance
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OKLAHOMA

7-9 Aug 70	Turner Falls	Possible Civil Disturbance
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OREGON

23 Aug-2 Sep 70	Portland	Possible Civil Disturbance
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PENNSYLVANIA

3-9 Sep 70	Statewide	Possible Civil Disturbance
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SOUTH CAROLINA

25 Sep 70	Orangeburg	Possible Civil Disturbance
18-25 Nov 70	Greenville	Civil Disturbance

SOUTH DAKOTA

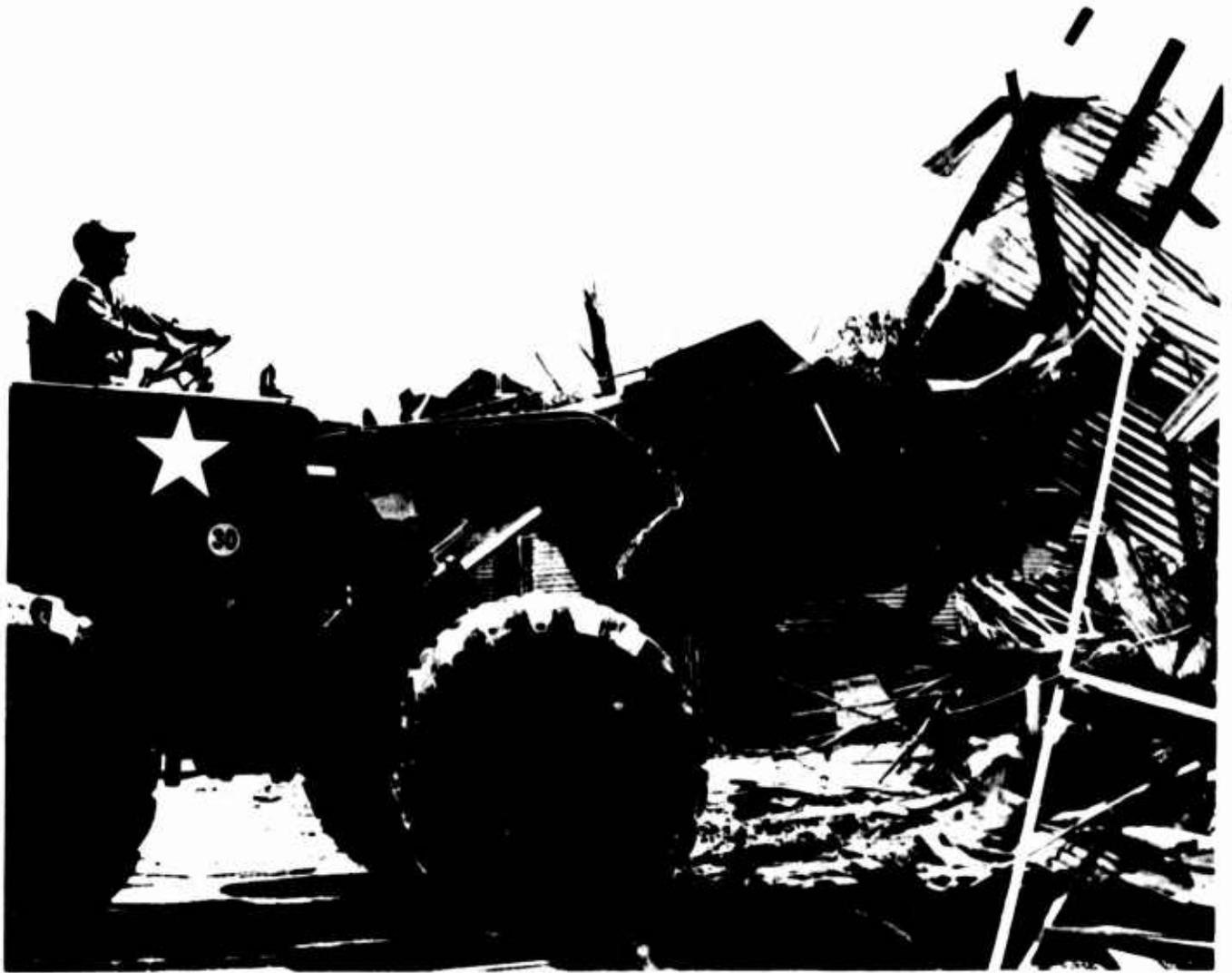
6 Jun 71	Mount Rushmore	Civil Disturbance
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TENNESSEE

23-28 May 71	Chattanooga	Civil Disturbance
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VIRGINIA

3-4 May 71	Davison AAF	Anti-War Demonstration
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NATURAL DISASTERS AND OTHER EMERGENCIES

ALABAMA

9 Jul 70	Oneonta	Explosion
21-22 Jul 70	Dothan	Hurricane
4-20 Sep 70	Littleville	Hauling Water
14-23 Sep 70	Lee County	Hauling Water
8 Oct-2 Nov 70	Berry	Hauling Water
28 Oct 70	Tuskegee	Search for Missing Person
1 Jan 71	Oakman	Hauling Water
16-24 Feb 71	Midway	Hauling Water
4-5 Mar 71	Demopolis	Flooding
26 Apr-21 Jun 71	Hayden	Hauling Water

CALIFORNIA

3-5 Aug 70	Ventura County	Forest Fire
8 Sep 70	San Bernardino National Forest	Forest Fire
1 Oct 70	Eastern Part of State	Forest Fire
15-20 Nov 70	Eastern Part of State	Forest Fire
9-11 Feb 71	Los Angeles	Earthquake
15-24 Feb 71	Los Angeles	Hauling Water

COLORADO

30 Jun-2 Jul 71	Weston	Forest Fire
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HAWAII

28 Jan 71	Island of Maui	Flooding
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ILLINOIS

8-10 Apr 71	Paris	Flood Control
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IOWA

15 Jul 70	Sal City	High Winds
23 Feb 71	Mandan	Blizzard
7-9 Apr 71	Mississippi River	Flood Control
12-13 Apr 71	Mississippi River	Flood Control

KANSAS

3-4 Jan 71	Dodge-Pratt	Blizzard
21-26 Feb 71	Statewide	Blizzard
20-21 May 71	Marysville	Tornado

LOUISIANA

12 Feb 71	Lake Charles Area	Tornado
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MISSISSIPPI

3-4 Dec 70	Jackson	Search for Missing Person
21-24 Feb 71	Delta Region	Tornado

MISSOURI

5-6 May 71	Joplin	Tornado
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NEBRASKA

3-8 Jan 71	Eastern Part of State	Blizzard
22 Feb-12 Mar 71	Eastern Part of State	Blizzard, Flooding
18-19 Mar 71	Southern Part of State	Blizzard
19-20 Mar 71	Central Part of State	Blizzard

NEW HAMPSHIRE

10-13 Aug 70	Conway	Search for Missing Person
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NEW MEXICO

12-14 Aug 70 San Miguel County Search for Missing Person
 24 Aug 70 Santo Domingo Pueblo Water Shortage
 30 Apr-19 Jun 71 Pie Town Hauling Water
 26 May-17 Jun 71 Rio Arriba County Hauling Water

NORTH CAROLINA

7-9 Oct 70 Charlotte Search for Missing Person
 9 Jan 71 Mount Pleasant Area Search for Missing Person

OHIO

26-27 Jun 71 Marysville High Winds

OKLAHOMA

5-7 Oct 70 Shawnee Tornado
 3-10 Nov 70 Statewide Security During Vote Recount
 20-22 Feb 71 Northwestern Part of State Blizzard
 12-13 Mar 71 South Central Part of State Tornadoes
 2-3 Jun 71 Enid Wind Storm

PUERTO RICO

9-19 Oct 70 Territory Flooding

SOUTH CAROLINA

10-11 Aug 70 Vicinity of Georgetown Search for Downed Aircraft
 14 Aug 70 Vicinity of Georgetown Search for Downed Aircraft
 17 Aug 70 Vicinity of Georgetown Search for Downed Aircraft
 18 Aug 70 vicinity of Georgetown Search for Downed Aircraft

TENNESSEE

8-13 May 71 Huntingdon Tornado

TEXAS

3-8 Aug 70 Corpus Christi Port Hurricane
 Aransas, Aransas Pass
 21-23 Feb 71 Northern TX Blizzard
 24-27 Feb 71 Lipscomb, Ochiltree and Gray County Blizzard
 29-30 Jun 71 Laredo Flood Control

VERMONT

29 Jan 71 Lake Champlain Search for Downed Aircraft
 5-7 Mar 71 Grand Isle Snow Storm

WASHINGTON

12 Dec 70 Stevens Pass Avalanche Control
 30 Dec 70 Stevens Pass Avalanche Control
 31 Dec 70 Stevens Pass Avalanche Control
 12 Jan 71 Stevens Pass Avalanche Control
 15 Jan 71 Stevens Pass Avalanche Control
 22-23 Jan 71 Stevens Pass Avalanche Control
 24-27 Jan 71 Stevens Pass Avalanche Control
 25-26 Feb 71 Stevens Pass Avalanche Control
 27-28 Feb 71 Stevens Pass Avalanche Control
 3-4 Mar 71 Stevens Pass Avalanche Control
 11-12 Mar 71 Stevens Pass Avalanche Control
 18-19 Mar 71 Stevens Pass Avalanche Control
 28-29 Mar 71 Stevens Pass Avalanche Control

WEST VIRGINIA

23-26 Aug 70 Bridgeport Tornado
 14-18 Nov 70 Huntington Aircraft Crash

WISCONSIN

24-25 Jun 71 Prairie du Chen High Winds

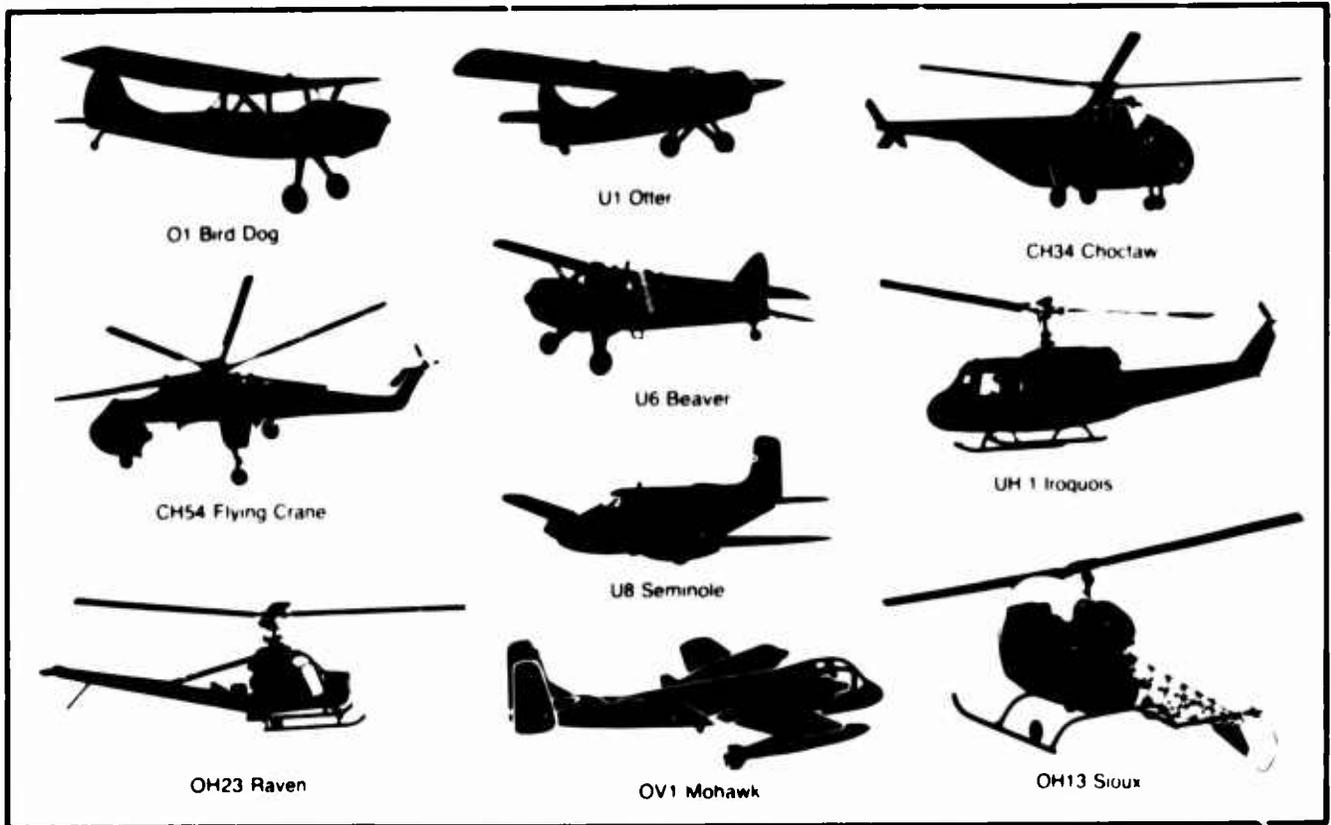
WYOMING

15-25 May 71 Carbon County Flood Control
 24 May 71 Torrington Flood Control

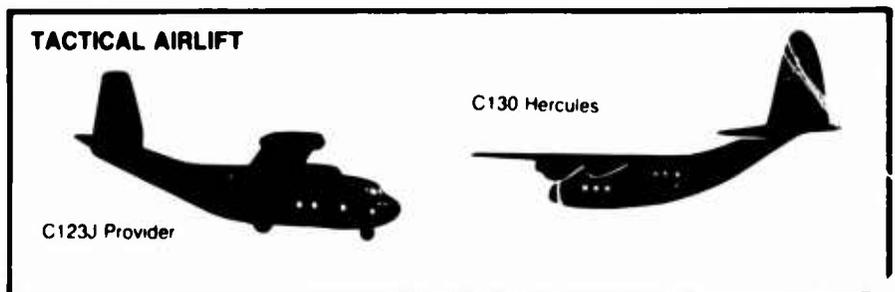
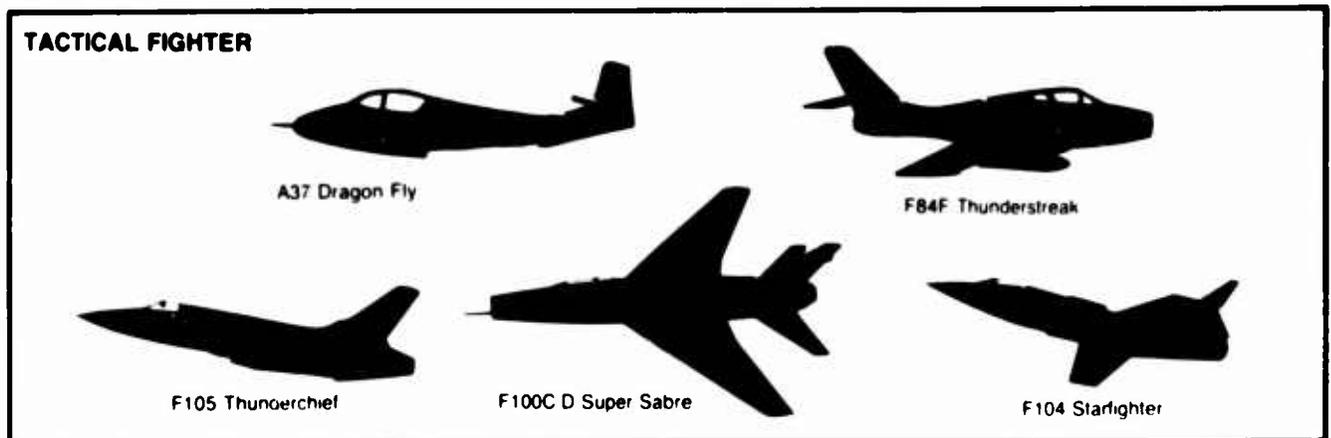


AIRCRAFT OF THE ARMY AND AIR NATIONAL GUARD

ARMY NATIONAL GUARD



AIR NATIONAL GUARD



**TACTICAL
RECONNAISSANCE**



RF84F Thunderflash



RF101 Voodoo



RB57 Canberra



RF-4C Phantom

**MILITARY AIRLIFT and
AEROMEDICAL AIRLIFT**



C97 Stratofreighter



C-121 Super Constellation



C-124 Globemaster

AIR REFUELING



KC-97L Stratotanker

AIR DEFENSE



F-101 Voodoo



F-102 Delta Dagger

**SPECIAL OPERATIONS and
TACTICAL ELECTRONICS
WARFARE**



C-119 Flying Boxcar



EC-C-121 Super Constellation



U-10 Heli Courier



HU-16 Albatross

UTILITY AND TRAINING



U-3



T-29 Convair



C-54 Skymaster



C-47 Sky Train



T-33 T-Bird



B-26 Invader

ced from
available copy.



NATIONAL GUARD PHOTO COMPETITION



Many of the winners in the Annual National Guard Photo Competition have been used to illustrate this annual report. Unfortunately, we are not able to reproduce the winning color photos and space does not allow for the reproduction of all the black and white winners.

The quality of the photography was outstanding in all categories of competition and the following National Guardsmen were winners:

-
- SP5 Donald R. Anderson**
Missouri Army National Guard
1st Place, Signal, Color
- SSG Robert E. Bellinder**
Kansas Army National Guard
1st place, Misc., Black & White
- PFC Joseph S. Boswell**
Indiana Army National Guard
1st place, Air Defense,
Black & White
- MSG Everett E. Brust**
North Dakota Air National Guard
1st place, Aircraft Maintenance,
Color
- SSG Donald H. Clayton**
Wisconsin Air National Guard
1st place, Support & Services, Color
- PFC Paul R. Connell**
Massachusetts Army National Guard
1st place, Armor & Armored Cavalry,
Black & White
- LTC Alfred A. DeMatteo**
New Jersey Army National Guard
1st place, Armor & Armored Cavalry,
Color
- LTC Alfred A. DeMatteo**
New Jersey Army National Guard
1st place, Artillery, Color
- COL Donald W. Forney**
Iowa Air National Guard
1st place, Aerial Refueling, Color
- COL Wayne C. Gatlin**
Minnesota Air National Guard
Runner Up, Best in Show, Air
Defense, Color
- SSG James Haldeman**
Michigan Air National Guard
1st place, Tactical Reconnaissance,
Color
- SP4 David L. Heaton**
Oklahoma Army National Guard
1st place, Aviation, Aircraft
Maintenance, Black & White
- SP4 David L. Heaton**
Oklahoma Army National Guard
1st place, Infantry, Black & White
Best in Show
- SP4 Paul W. MacDonald**
Massachusetts Army National Guard
1st place, Infantry & Mechanized
Inf., Black & White
- SP4 Paul W. MacDonald**
Massachusetts Army National Guard
Runner Up, Best in Show,
Black & White
- CW2 Joseph L. McGee**
North Carolina Army National Guard
1st place, Support & Services, Color
- CW2 Joseph L. McGee**
North Carolina Army National Guard
1st place, Air Defense, Color
- CW2 Joseph L. McGee**
North Carolina Army National Guard
1st place, Aviation, Aircraft
Maintenance, Color
- CW2 Joseph L. McGee**
North Carolina Army National Guard
1st place, Infantry & Mechanized
Inf., Color
- CW2 Joseph L. McGee**
North Carolina Army National Guard
1st place, Engineer, Color
- MSG John J. McHugh**
Connecticut Air National Guard
1st place, Community Involvement,
Color
- MSG John J. McHugh**
Connecticut Air National Guard
1st place, Military Airlift,
Black & White
- MSG John J. McHugh**
Connecticut Air National Guard
1st place, Support & Services,
Black & White
- MSG John J. McHugh**
Connecticut Air National Guard
1st place, Miscellaneous,
Black & White
- MSG John J. McHugh**
Connecticut Air National Guard
1st place, Aircraft Maintenance,
Black & White
- MSG John J. McHugh**
Connecticut Air National Guard
1st place, Tactical Control &
Communications, Black & White
- MSG Christopher B. McPherson**
California Air National Guard
1st place, Military Airlift, Color
- CPT Charles D. Myers**
Indiana Army National Guard
1st place, Miscellaneous, Color
- SSG Noel H. Olsen**
Utah Army National Guard
1st place, Special Forces, Airborne,
Color
- PFC Daniel B. Owen**
Alabama Army National Guard
1st place, Special Forces, Airborne,
Black & White
- MAJ Bruce R. Rintelmann**
Wisconsin Air National Guard
1st place, Aerial Refueling,
Black & White
- SSG Francis A. Scharoun**
New York Air National Guard
1st place, Tactical Fighter, Color
- MAJ Robert Schneider**
Michigan Air National Guard
1st place, Miscellaneous, Color
- SSG William Spetie**
Arizona Army National Guard
1st place, Artillery, Black & White
- SSG Jim E. Summey**
Colorado Air National Guard
1st place, Tactical Fighter
Black & White
- SSG Charles F. Vaughan**
New Jersey Army National Guard
Best in Show, Armor, Color
- AIC Ronald G. Wilkinson**
Rhode Island Air National Guard
1st place, Special Operations
Black & White
- MSG William R. Winter**
Wisconsin Air National Guard
1st place, Air Defense, AC&W
Color



**50TH ANNIVERSARY
NATIONAL GUARD BUREAU INSIGNIA
1921 - 1971**