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ANNUAL REPORT (60TH) OF THE CHIEF, NATIONAL GUARD  
BUREAU FOR THE FISCAL YEAR 1966

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

30 June 1966

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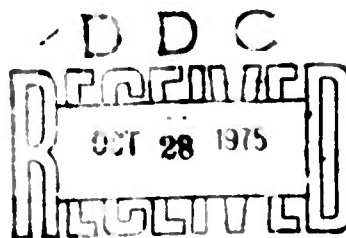
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# Annual Report



## Chief, National Guard Bureau Fiscal Year 1966

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DEPARTMENTS OF THE ARMY AND THE AIR FORCE  
NATIONAL GUARD BUREAU  
WASHINGTON, D.C., 30 JUNE 1966



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

This 65th Annual Report of the Chief, National Guard Bureau, covering the fiscal year 1966, is respectfully submitted.

Recorded herein are the facts and figures on administrative, logistical, and training operations that, together, form a definite milestone in the long history of the National Guard. This milestone marks the first time that Army Guard units have attained a substantial degree of deployment readiness, and that Air Guard units have attained full operational readiness, at their home stations. It marks the first time that Guardsmen have had the chance to demonstrate what they can accomplish on inactive duty status when provided adequate strength, equipment for training, and the necessary training assemblies.

For the support that made this possible, our thanks go to the President; the Congress; the Departments of Defense, Army, Air Force; and to the Governors of the 50 States, Puerto Rico, and to the Commissioners of the District of Columbia.

The use of these added resources called for a correspondingly greater effort on the parts of the Guardsmen, themselves. Members of the Army Guard's Selected Reserve Force (SRF) units, and of the Air Guard's "Beef Broth" units, put in long additional hours of training, primarily on weekends. Those not in the accelerated training programs—particularly, Army Guardsmen who were not in the SRF—had to make do with reduced levels of trained manpower and equipment due to the withdrawals that went to strengthen the accelerated training units.

As the fiscal year ended, Army Guard SRF units were completing their Army Training Tests to determine how well they had attained their objective of mobilization readiness. Tests completed as of June 30 indicated an overall unit passing rate of more than 88%. Air Guard units in "Beef Broth" were measuring up to the new and higher criterion established for the C-ratings (combat readiness) to determine their operation capabilities. Overall, these units—both land and air—demonstrated, convincingly, their fitness and dependability as part of the nation's strategic reserve.

Aside from the accelerated training programs, the Air National Guard performed outstandingly in its military airlift mission. Between December, 1965, when the Air Guard first started flying regularly into South Vietnam, and 30 June 1966, Air National Guard airlift units flew 687 missions into Vietnam. The airlift units have far exceeded what normally would be expected from citizen-airmen. As a matter of fact, a unit of the Tennessee Air National Guard flew 1,701 hours in May, 1966, establishing an all-time high aircraft utilization of the military C97 of 6.9 hours a day. These same airlift units assumed additional responsibilities in August, 1965, of flying aeromedical missions within the United States. The effort later was expanded to include offshore flights to Newfoundland, Bermuda, Puerto Rico, Cuba, Panama and Alaska. By the end of the fiscal year, Air Guardsmen had flown more than 6,500 patients on these missions, accumulating more than 7 million patient miles.

On the Army side, the on-site NIKÉ batteries continued to carry approximately half of the responsibility for the missile air defense of the Continental United States, and the entire air defense of Hawaii. In their State mission, both Army and Air Guard units met calls of their respective Governors to safeguard life and property in natural disasters and in civil disturbances.

All of these missions are covered in detail in the following pages. Together, they constitute a record of what the Guard can do, and what it must do in meeting its traditional and statutory responsibilities of its dual mission to State and Nation.

WINSTON P. WILSON  
Major General  
Chief, National Guard Bureau

# Contents



<b>Part One</b>					
<b>The Big Picture</b>	6				
<b>Statistical Highlights</b>	7				
<b>Part Two</b>					
<b>Mission, Organization and Administration</b>	9				
<b>MISSION</b>	9				
<b>ORGANIZATION</b>	10				
<b>NATIONAL GUARD BUREAU</b>	11				
<b>LEGISLATION</b>	12				
<b>PUBLIC AFFAIRS</b>	12				
<b>TROPHIES AND AWARDS</b>	13				
<b>REGULATION</b>	16				
<b>PUBLICATIONS</b>	16				
<b>VIEW BOARD</b>	16				
<b>TE SERVICE</b>	16				
<b>MILITARY SUPPORT OF CIVIL DEFENSE</b>	17				
<b>DATA SYSTEMS</b>	17				
<b>Part Three</b>					
<b>Chronology of Significant Events Fiscal Year 1966</b>	18				
<b>Part Four</b>					
<b>Army National Guard</b>	20				
<b>Foreword</b>	20				
<b>COMPTROLLER FUNCTIONS</b>	22				
<b>Appropriations</b>	22				
<b>Funding</b>	22				
<b>Obligations</b>	22				
<b>Finance Services</b>	22				
<b>Audit and Report of Survey</b>	23				
<b>Joint Financial Management Improvement Program</b>	23				
<b>Review and Analysis</b>	23				
<b>Management Improvements (Reduction in Reporting Workload)</b>	23				
<b>PERSONNEL</b>	23				
<b>Military Strength</b>	23				
<b>State Strength Status</b>	24				
<b>Procurement (Officers and Warrant Officers)</b>	26				
<b>Personnel Actions (Officers)</b>	26				
<b>Reserve Officer Personnel Act (Promotion Consideration)</b>	26				
<b>Procurement (Enlisted Personnel)</b>	27				
<b>Reserve Enlistment Program</b>	27				
<b>Personnel Actions (Enlisted)</b>	27				
<b>Line of Duty Determinations (Officer and Enlisted)</b>	27				
<b>Army National Guard Register</b>	28				
<b>Technicians</b>	28				
<b>MEDICAL ACTIVITIES</b>	28				
<b>Responsibilities</b>	28				
<b>Medical Budget</b>	29				
<b>ORGANIZATION AND TRAINING</b>	29				
<b>Organization</b>	29				
<b>Selected Reserve Force</b>	29				
<b>Reorganization</b>	30				
<b>Training Criteria</b>	30				
<b>Training Objectives</b>	30				
<b>Individual Training Progress</b>	30				
<b>Training for Combat</b>	31				
<b>Inactive Duty Training</b>	31				
<b>Annual Field Training</b>	31				
<b>Annual General Inspection</b>	32				
<b>School Program</b>	32				
<b>Army Aviation</b>	33				
<b>Air Defense Program</b>	33				
<b>Special Forces</b>	35				
<b>Army Advisors</b>	35				
<b>LOGISTICS</b>	35				
<b>Selected Reserve Force (Logistics Support)</b>	35				
<b>Firepower</b>	35				
<b>Mobility</b>	36				
<b>Communications</b>	36				
<b>Tactical Support</b>	36				
<b>Organizational Clothing and Equipment</b>	36				
<b>Individual Clothing</b>	36				
<b>Maintenance</b>	36				
<b>Organizational Maintenance</b>	36				
<b>Support Maintenance</b>	36				
<b>Army Aviation Maintenance</b>	36				
<b>Cross Service Maintenance Agreements</b>	37				
<b>Autovon</b>	37				
<b>ADP Standardized Logistics Procedures</b>	37				
<b>Battalion Supply Tests of Army Supply Procedures</b>	37				
<b>INSTALLATIONS</b>	37				
<b>ARNG Military Construction Program</b>	37				
<b>Future Construction Requirements</b>	38				
<b>ARNG Non-Armory Facilities</b>	38				
<b>Real Property</b>	39				
<b>Repairs and Utilities</b>	39				
<b>Rifle Range Repairs</b>	39				
<b>Troop Facilities at Field Training Sites</b>	39				
<b>Part Five</b>					
<b>Air National Guard</b>	40				
<b>Foreword</b>	40				
<b>BUDGET</b>	42				
<b>Accounting and Finance</b>	42				
<b>PERSONNEL</b>					
<b>Military Strength</b>	42				
<b>Officer Personnel—General</b>	43				
<b>Officer Promotions</b>	43				
<b>Officer Statistics</b>	43				
<b>Rated Officers</b>	44				
<b>Airmen Personnel—General</b>	44				
<b>Airmen Statistics</b>	44				
<b>Personnel Data Systems</b>	44				
<b>Records Improvement Program</b>	45				
<b>Awards and Decorations</b>	45				
<b>Servicemen's Group Life Insurance Program</b>	45				
<b>Unsatisfactory Performance of Training Duty</b>	45				
<b>Officer Effectiveness Reports</b>	45				
<b>Recognition for Suggestions, Inventions, and Scientific Achievements</b>	45				
<b>Screening the Ready Reserve</b>	45				
<b>Pilot Training Program</b>	46				
<b>Education and Training</b>	46				
<b>Flight</b>	46				
<b>Technical Training</b>	46				
<b>Professional Training</b>	46				
<b>Recruit Training</b>	47				
<b>On-the-Job Training</b>	47				
<b>Air Technician Program</b>	47				
<b>MEDICAL ACTIVITIES</b>	47				
<b>Operations</b>	47				
<b>Organization</b>	49				
<b>Reorganization</b>	49				
<b>Flying Hours</b>	49				
<b>Tactical Air Command Units</b>	49				
<b>Military Airlift Command Units</b>	51				
<b>Air Defense Command Units</b>	51				
<b>FLYING SAFETY</b>	52				
<b>COMMUNICATIONS—ELECTRONICS AND WEATHER</b>	52				
<b>Weather Units</b>	52				
<b>GEEIA Units</b>	52				
<b>Communications Units</b>	53				
<b>Communications Groups (Mobile)</b>	53				
<b>Communications Squadron (Special)</b>	54				
<b>Tactical Control Groups</b>	54				
<b>Fixed AC &amp; W Squadrons</b>	54				
<b>Base Communications</b>	54				
<b>Navigation Aids</b>	55				
<b>SYSTEMS AND LOGISTICS</b>	55				
<b>Supply and Service</b>	55				
<b>Vehicles</b>	55				
<b>Maintenance Engineering</b>	56				
<b>Aircraft Inventory</b>	56				
<b>CIVIL ENGINEERING</b>	56				
<b>Real Estate</b>	56				
<b>Major Construction</b>	57				
<b>Planning and Minor Construction</b>	57				
<b>Special Project Study Teams</b>	57				
<b>Use of Air Force Regional Civil Engineer</b>	57				
<b>Maintenance and Operation</b>	57				
<b>Major Repair and Minor Construction</b>	57				
<b>Part Six</b>					
<b>Appendices</b>					
A. Chief's of the National Guard Bureau and Predecessor Agencies	59				
B. State Adjutants General	60				
C. U.S. Property and Fiscal Officers	60				
D. Officers on Duty in NGB	61				
E. Trophies, Awards	62				
F. Regulations	63				
G. ARNG Obligations	67				
H. ANG Obligations	70				
I Am the Guard	72				



Part One

# The Big Picture

**Army National Guard**

\$246,500,000

322,200,000

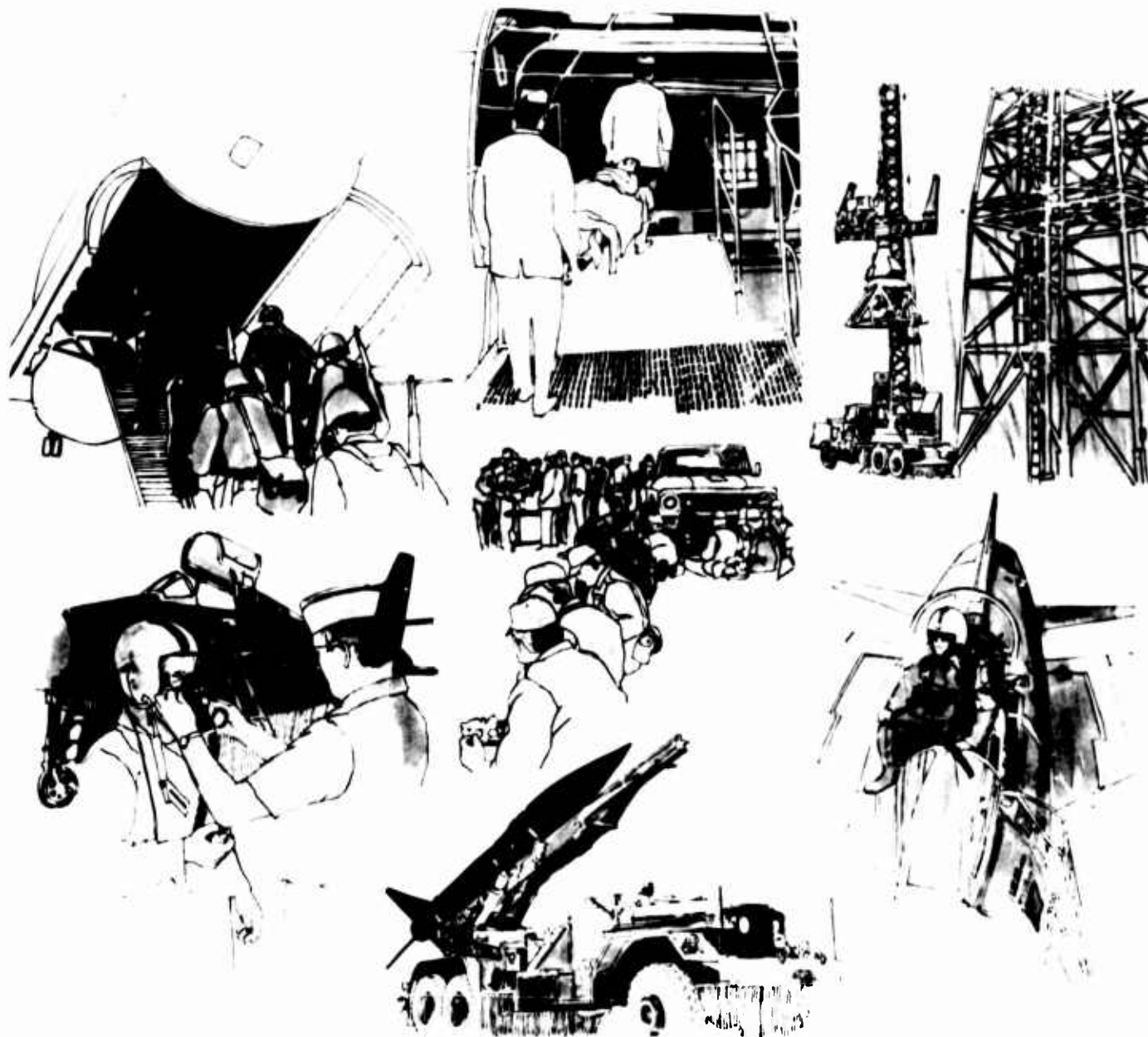
10,000,000

**\$578,700,000****Operation & Maintenance****Personnel****Facilities****Air National Guard**

\$241,000,000

71,435,000

10,000,000

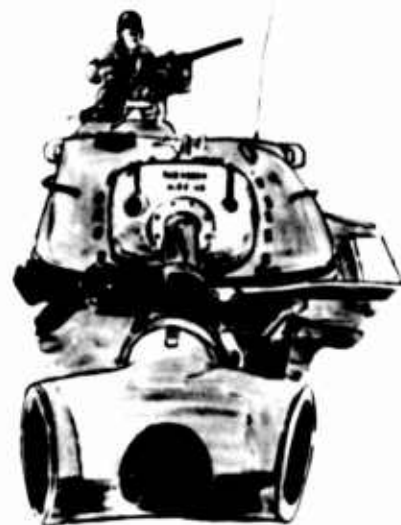
**\$322,435,000**

Congress appropriated \$901,135,000 for the Army and Air National Guard in FY 1966. The States appropriated directly to the National Guard an additional \$55,000,000. Substantial support also is provided by State, county and municipal government in various types of indirect support. This includes the donation of 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 1966, the Army National Guard had in its possession Federal equipment and vehicles valued at \$1,398,568,876. Aircraft, vehicles and general equipment in the hands of the Air National Guard totalled \$2,027,511,766.

The value of State property in use by the Army and Air National Guard totals approximately \$1,000,000,000. This includes armories and other structures built with State and Federal funds.

## ARMY



### Personnel

420,924 Officers and Enlisted men

125,036 New Enlistees

23,212 Full-Time Technicians—for maintenance, training and administration

### Organization

3,995 Units—a local force, available on the spot for emergency duty—dispersed to withstand nuclear attack.

Selected Reserve Force—three Infantry divisions; six separate Infantry brigades; 1 Armored Cavalry Regiment

Immediate Reserve—two Armored divisions; three Infantry divisions; four Armored Cavalry regiments; 4 separate Armored and Infantry brigades

Reinforcing Reserve—4 Armored divisions; 11 Infantry divisions; 2 Armored Cavalry regiments; 5 command headquarters, divisional—a ready cadre for 5 divisions

### Training

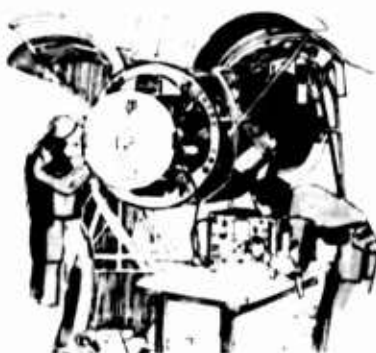
Battalion Army Training Tests—successfully completed by more than 88% of the Selected Force, marking the first time in history that a land combat reserve force had attained this level of proficiency without mobilization



### Facilities

2,786 Armories    964 Maintenance shops    52 Warehouse complexes    57 Shop hangars    64 Airfields

## AIR



### Personnel

79,883 Officers and Airmen

12,063 New Enlistments

16,297 Full-Time Technicians

### Organization

850 Units

24 Wings, 90 Groups, 92 Flying Squadrons—Organized as Fighter Interceptor, Tactical Fighter, Tactical Reconnaissance, Air Refueling, Military Airlift and Air Commando

184 Communications-Electronics and Weather Units—6 Aircraft Control and Warning Squadrons daily supporting the Air Defense mission of the active Air Force. 15 GEEIA Squadrons train by repairing and installing Air Force electronics facilities and equipment.

### Training

Schooling—Over 2,809 officers and airmen completed service schools

### Facilities

91 Flying Bases

49 Non-Flying Installations



Part Two

# Mission, Organization and Administration



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 framers 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 and the Air 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-administrated military force. The dual State-Federal missions are set forth in National Guard Regulation No. 45, and Air National Guard Regulation No. 20-1. The State mission is to provide units organized, trained, and equipped that under competent orders of Federal or State authorities will provide protection of life and property and preserve peace, order and public safety. The Federal mission is to provide units with trained personnel and sufficient and suitable equipment, capable and ready for mobilization in time of war or national emergency to support the Army and Air Force.

## ORGANIZATION

### The Army National Guard— Partner in Preparedness

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

The chart below illustrates the Army National Guard's role in the Army mission.

The Army's world-wide overseas commitments in Europe, South-east Asia, the Middle East, and in Korea, listed at the extreme right, 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.

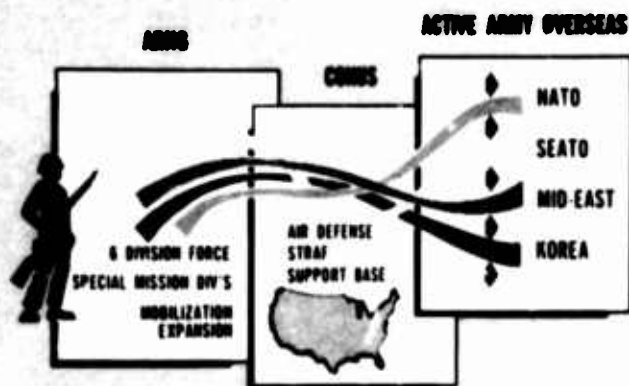
The center panel portrays Army Forces in the Continental United States. These include Air Defense Missile units, the Stra-

tegic 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.

Three Army National Guard Infantry divisions, six Army National Guard Infantry brigades and an Army National Guard Armored Cavalry regiment of the Selected Reserve Force today constitute a major part of the Strategic Army Force available for deployment.

Three additional Infantry divisions and two Armored divisions of the Immediate Reserve are available as "follow-on" support for the Selected Force.

Available to support expansion of the Army in a major mobilization are 11 Infantry divisions and four Armored divisions of the Reinforcing Reserve, together with smaller combat and combat support organizations and separate units and detachments.

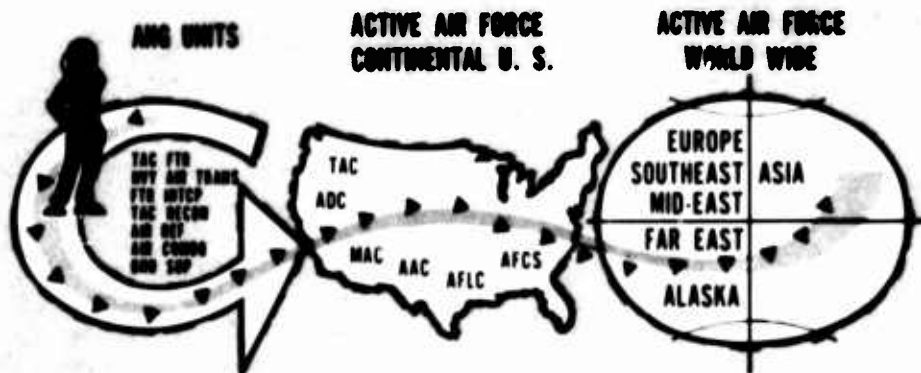


## ARMY NATIONAL GUARD

"AN INTEGRAL PART OF  
THE FIRST LINE DEFENSES"

## AIR NATIONAL GUARD

### GLOBAL CAPABILITY



### Air National Guard: A Global Force

Similarly, the Air National Guard fits into and supports U.S. Air Force missions as shown on the chart above.

At the right are the Air Force's world-wide commitments, such as those to NATO and the free nations of Southeast Asia, the Middle East and the Far East.

Next are shown the gaining commands to which Air Guard units are assigned upon mobilization. These include the Tactical Air Command (TAC), Air Defense Command (ADC), Military Airlift Command (MAC), Alaskan Air Command (AAC), Air Force Logistics Command (AFLC) and the Air Force Communications Service (AFCS). In addition, the Hawaii Air National Guard is committed to the Pacific

Air Forces (PACAF) and one Air Guard communications unit is committed to the Air University at Maxwell Air Force Base, Alabama.

In this fiscal year, many Air Guard units served, without mobilization, as integral, functioning parts of active Air Force commands. Heavy airlift units flew 2,016 missions worldwide including 687 to Southeast Asia, as a functional part of Military Airlift Command. All ANG fighter-interceptor squadrons assigned to the Air Defense Command maintain a 24-hour runway alert at all times under control of North American Air Defense Command. Air Guard Tactical squadrons today form the principal world-wide strategic reserve of the Tactical Air Command.

Air Guard Ground Electronics Engineering (GEEIA) squadrons perform communications construction projects on U.S. Air Force missile sites and other bases.

## 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 adviser on National Guard affairs.

As an operating agency, the National Guard Bureau is the channel of communications 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 Assistant Chief, NGB, Army is organized into five divisions, and the office of the Assistant Chief, NGB, Air, is organized into six divisions. The Office of the Legal Adviser; Office of Plans, Policy and Programs; Office of Military Support of Civil Defense and the Office of Equal Opportunity and Civil Rights, Public Affairs Officer and the Special Assistant for Data Systems advise and assist the Chief on both Army and Air matters.

The Office of Military Support of Civil Defense, formerly a function of the Office of Plans, Policy and Programs, and the Office of

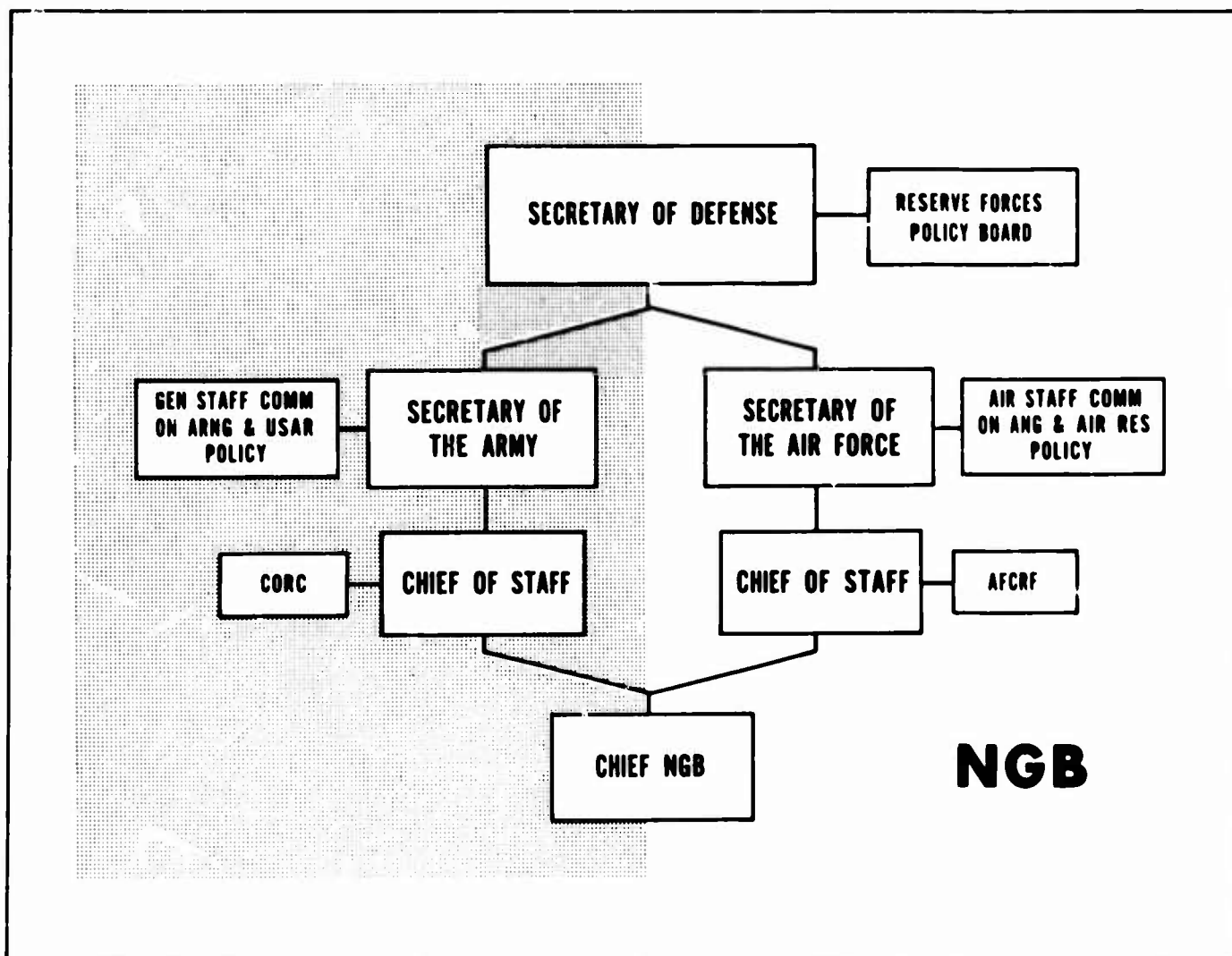
Equal Opportunity and Civil Rights are newly created offices within the National Guard Bureau (CSR 10-37).

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

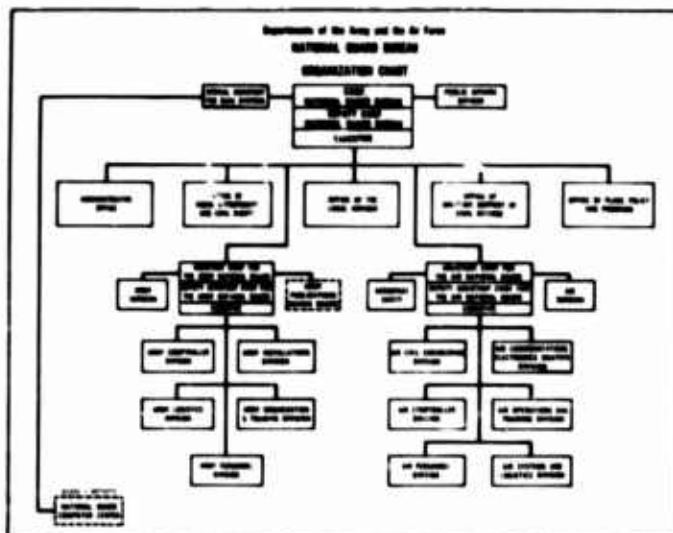
The former Chiefs of the National Guard Bureau and its predecessor organizations (Division of Militia Affairs, 1908-1916, and Militia Bureau, 1916-1933) are listed in Appendix A. Appendices B and C list the State Adjutants General and United States Property and Fiscal officers as of 30 June 1966.

The National Guard Bureau personnel strength on 30 June 1966 was:

Military	Authorized	Assigned
Army .....	39	34
Air Force .....	66	59
<b>Total</b> .....	<b>105</b>	<b>93</b>
<b>Civilian</b>		
Army .....	120	112
Air Force .....	137	130
<b>Total</b> .....	<b>257</b>	<b>242</b>







## LEGISLATION

### Legislation Enacted:

Public Law 89-132 increased the pay of members of the Armed Forces, including the National Guard performing training or duty authorized by title 32, United States Code.

Public Law 89-188, Military Construction Authorization Act, Title VII authorized \$9,200,000 for the Army National Guard of the United States, \$9,000,000 for the Air National Guard of the United States.

Public Law 89-202. Military Construction Appropriation Act for Fiscal Year 1966 appropriated \$10,000,000 for Army National Guard and \$10,000,000 for Air National Guard facilities, to remain available until expended.

Public Law 89-213, Department of Defense Appropriation Act for Fiscal Year 1966.

Public Law 89-214 provides group life insurance for members of the armed forces on active duty, in the amount of \$10,000, unless the member elects to be insured for \$5,000, or not to be insured. Members of the National Guard in Federal service under a "call," attending a service school in National Guard status or performing active duty for training in ARNGUS or ANGUS status are covered unless the call or order specifies a period of thirty days or less. The coverage continues for 120 days following release from the prescribed period of duty.

## Pending Legislation

S. 3561 and S. 3563 would make National Guard technicians Federal employees and authorize their coverage under the Federal Civil Service Retirement Act, and the Federal Group Life and Health insurance programs. It would be effective July 1, 1967.

**H.R. 8243.** The bill would:

a. Authorize the appropriate Secretary to require members of the Ready Reserve to perform their obligated service with the active forces, the reserve components, or with the National Guard.

b. Authorize the enlistment of females in the National Guard, and the appointment of females (in addition to nurses and medical specialists currently authorized) to commissioned grades.

c. Authorize enlisted members of the Regular Army and of the Regular Air Force, who retire with twenty or more, but less than thirty years of service, to serve the remainder of their thirty years in the Army National Guard of the United States or in the Air National Guard of the United States as appropriate. Under current law this service must be performed in the Army Reserve or in the Air Force Reserve.

d. Authorize the establishment of a National Guard in the Virgin Islands.

e. Extend to thirty days the currently authorized seven consecutive day period within which all elements of a unit may conduct "split-drills."

H.R. 10459 would authorize hospital and medical care for Guardsmen injured while proceeding to or from inactive duty training and between multiple training assemblies.

H.R. 10458 would authorize per diem for Guardsmen attending service schools, or performing other duty for which members of the active armed forces receive per diem allowances.

H.R. 16435, in its "Title II," and several related bills are identical to S. 3561 and S. 3563, providing Federal Civil Service Retirement and other benefits for technicians. Title I of H.R. 16435 would—

a. Establish the minimum strength of the Army National Guard of the United States at 400,000 and of the Air National Guard of the United States at 90,000.

b. Provide permanent authority to provide for unit vacancy promotions through the grade of lieutenant colonel without regard to overall grade limitations.

c. Provide that officers on "statutory tours" of active duty (e.g. 265, 3033, 8033, USPFO's) if they hold a higher grade or are ROPA promoted while on active duty, shall serve in the higher grade.

d. Permit the President to order to active duty, involuntarily, those members of units of the Selected Reserve who are not performing satisfactorily, and Reserves not assigned to units, for a period which when added to active duty and active duty for training already performed would equal 24 months.

e. Clarify the responsibilities of the General Staff Committee on Army National Guard and Army Reserve Policy and of the Air Staff Committee on Air National Guard and Air Force Reserve policy.

## PUBLIC AFFAIRS

The public affairs program of the National Guard Bureau has a two-fold mission: first, to recruit and retain officers and enlisted men for the Army and Air National Guard and, second, to plan and coordinate public relations activities on a national scale.

In FY 1966, the information program placed emphasis upon retention of experienced officers and men. With the advent of stepped-up activity in Vietnam, consequent heightened recruiting by the



active services and increased draft calls, recruiting of non-prior-service personnel by the Guard no longer presented the difficulties encountered in the past two years. Rather, the problem rested with retaining trained technicians already in the Guard and recruiting skilled prior-service veterans.

A total of \$450,000 from Federal appropriations was expended during FY 1966. Almost all of this amount was contracted to a commercial advertising agency for the development and production of printed, radio and television materials to be distributed to the States and broadcasting stations throughout the country for free public service support of the Army and Air National Guard. Of the total expended, \$50,000 was expressly directed towards support and publicity of the Selected Reserve Force and "Beef Broth" force.

A new floor exhibit relating the role of the Army National Guard in World War I, World War II, the Korean Conflict and present status was displayed at the Association of the United States Army Convention in Washington, D.C.

The first annual National Guard photography contest was co-sponsored by the National Guard Bureau and the National Guard Association of the United States. Winners were announced at the Association convention in Miami. Winning entries were exhibited in an attractive display at the convention.

"Guard Session," the weekly 15-minute music-interview radio show distributed to stations for free public service programming, was sent on a monthly basis to approximately 2,200 stations. Top names in show business were again featured in the program hosted by Martin Block. Guests were Henry Mancini, Nat "King" Cole, Dean Martin, Robert Goulet, Jackie Gleason, Sammy Davis, Jr., Jack Jones, Benny Goodman, Tony Bennett, Julie London, Wayne Newton and Roger Miller.

"Lombardoland, U.S.A.," an Air National Guard radio program, was continued for the 15th consecutive year on the Mutual Broadcasting System.

A special recording of Christmas holiday songs was also sent to radio stations. Featured this year were: Lawrence Welk, Bing Crosby, Percy Faith, Teresa Brewer, Robert Goulet, Doris Day, Sammy Davis, Jr., Jackie Gleason, Jerry Vale and Stan Kenton.

Four 60-second color television spot announcements accepted by the Advertising Council, Inc., were distributed to networks and local stations throughout the nation for public service time programming. This acceptance was the first accorded by the Council to the armed services since 1951. The TV announcements were directed to the employers and families of Guardsmen, explaining the important job being done by Guardsmen and the necessity for being away from home and job for training. Personalities Robert Young, Vic Morrow and Brig. Gen. Joe Foss were chosen to relate the Guard messages.

In addition, the Office of Public Affairs conducted its regular course of activities creating and placing numerous news releases, speeches, periodical and encyclopedia articles, and other materials cleared or released through the Department of Defense, Department of the Army and Department of the Air Force.

Two new, pre-recorded radio programs were produced and distributed by the National Guard Bureau. One, entitled Guardline, consisted of 20 true stories of courageous action and quick thinking by individual Army and Air Guardsmen. The program was narrated by Bob Considine, prominent reporter and columnist. It was distributed to approximately 4,500 stations.

The second program, called Guardbeat, consisted of interviews with top stars in the teenage music world. A Guardbeat record, containing ten 3-minute interviews, was distributed each month to 350 selected stations that feature teenage music. Both programs were scheduled to continue in FY 67.

Assistance was provided to the U.S. Army Command Information Unit, Office of the Chief of Information, in the preparation of a recording, "When the Call Came, the National Guard was There." This was distributed to 2,200 radio stations, and featured 13 historical vignettes adapted from the back-cover historical feature of The National Guardsman Magazine.

## FY 1966 Printed Materials

<b>Pamphlets (Copies)</b>	
Seniors and the Service (4th printing) .....	100,000
What is the SRF? .....	200,000
Beef Broth Folder .....	20,000
Retirement Folder .....	500,000
This is the Air National Guard .....	35,000
Television Announcement Brochure .....	400
<b>Textbook Covers (Copies)</b>	
Be A Tiger .....	1,000,000
<b>Posters (Copies)</b>	
Factory & Office Safety .....	3,400
Photo Contest .....	5,000
<b>Newspaper &amp; Magazine Ad Mats and Proofs</b>	
Scholastic Ads (Estimated circulation) .....	2,000,000
Black Jacket .....	
Carton Cut-out .....	
Two Careers .....	
Public Service Ads in Industrial Media (Est. circulation) .....	3,000,000
Good Conduct Medal .....	
Sleepless Nights .....	
Steel Helmet .....	
Bayonet Newspaper Ad Mats .....	
(Distributed to Newspapers) .....	700
Army Information Digest Ads, (Est. Circulation) .....	2,000,000
National Guard Newsletter (Monthly Distribution) .....	10,000
Auto Decals (Army & Air National Guard) .....	500,000
<b>Music for the National Guard Band</b>	
Marching Band Arrangement .....	400
Dance Band Arrangement .....	5,000
Glee Club Arrangement .....	1,500

## TROPHIES AND AWARDS PROGRAM

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 interest in proficiency in training and maintenance. To this end, trophies and awards are presented annually by the Chief, National Guard Bureau, and other agencies to outstanding personnel and units in both the Army and Air National Guard. (Appendix E)

In 1965, 33 state pistol and 42 rifle teams participated in the National Matches held at Camp Perry, Ohio. This was an increase of 7 pistol teams and 2 rifle teams over the 1964 participation. Teams were composed of 718 Army and Air National Guard competitors, an increase of 182 competitors over 1964 competition.





***“...wherever a child cries,  
or a woman weeps  
in time of disaster,  
there I stand...  
I am the Guard.”***

United States Air Force  
Air Defense Command 'A' Award



The All-National Guard teams again participated in the National Matches. The Rifle Team placed 12th out of 126 teams and the Pistol Team placed 7th out of 142 teams. Activities of the All-National Guard teams were increased in 1965. The Pistol Team competed in the Dixie Matches at Jacksonville, Florida, and the Interservice Matches at Lackland AFB. Individual members of the team competed in other Regionals and NRA Matches held within their local areas. The Rifle Team conducted a "shake down" practice at Phoenix, Arizona, in March, in preparation for competition in the Ft. Benning Regional Matches and the Camp Perry Regionals.

## 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 Department of the Army and the Department of 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 fiscal year 1966 a number of existing regulations were revised or amended. In addition new regulations and pamphlets were developed and published. A detailed resumé is contained in Appendix F.

## PUBLICATIONS REVIEW BOARD

Continuing emphasis was placed on achieving the most efficient distribution of essential publications and blank forms to units and activities of the Army National Guard. Elimination of nonessential publications is a primary objective.

A total of \$1,166,000 was programmed for the procurement of Department of the Army publications and forms during FY 1966. This amount included a specific sum of \$130,000 for procurement of testing material, and \$36,000 necessary for the accelerated training

program of Selected Reserve Force (SRF) units. A new program figure of \$781,500 was established during the fourth quarter of this year. Obligations totaled \$781,213. Program reduction is attributable to:

- Completion of only two test cycles in FY 1966 due to exemption from two of the four scheduled cycles.
- Constant surveillance of actual, as opposed to desirable, requirements for publications and blank forms.
- Maximum use of resources at all levels of command.
- Shortage of active Army printing funds; thereby precluding purchase by the Army, which would be followed by reimbursement to The Adjutant General, Department of the Army, for publications and forms required by Army National Guard.

The procurement and distribution of publications and forms not normally used by the Army National Guard, but required by SRF units, was given top priority during FY 1966. Action was initiated by the NGB to place these SRF units under "pinpoint" distribution. This involves direct distribution from publications centers to the units, rather than through State stock rooms. Authority granted by The Adjutant General, Department of the Army, resulted in the establishment of 298 new "pinpoint" accounts involving 709 company/battery/troop size SRF units. Use of this procedure has:

- Placed SRF units in a higher degree of mobilization readiness.
- Speeded the flow of required publications.
- Created needed training for personnel staff sections in a function which must be assumed upon mobilization.
- Placed these SRF units on an equal footing with their active Army counterparts in the supply of publications.

A total of 475 "pinpoint" accounts, involving 941 company/battery/troop-size ARNG units, is now authorized and in use. This includes on-site air defense, SRF, and aviation maintenance units. The foregoing does not include the authorized State account established to take care of all other ARNG units and activities. Lack of personnel spaces, both military and civilian, and supporting funds, preclude establishment of complete "pinpoint" distribution for the ARNG by The Adjutant General, Department of the Army. The ultimate objective is to provide pinpoint distribution to all ARNG units.

## STATE SERVICE

A major civil disturbance broke out in Watts, a section of downtown Los Angeles, California, on Wednesday, 11 August 1965. Rioting, looting and burning began as a result of an arrest in an area of racial tension. At 1615 on Friday 13 August 1965, the acting Governor of California ordered local elements of the California National Guard to State active duty to restore a situation which was beyond the ability of the Police to control. By Saturday afternoon 10,000 California troops were either in Los Angeles or enroute to that city. Before the National Guard was released from the Watts commitment, 13,300 troops were employed in Los Angeles. This constituted all of the combat and combat support and many of the combat service support units of the California Army National Guard. The bulk of the Army National Guard units from northern California were air lifted to Los Angeles by the California Air National Guard.

By Sunday, 22 August 1965, all but 75 Army Guardsmen were released from State service and returned to their home stations. During the nine day period of service, Guardsmen manned roadblocks and guard posts, conducted 24-hour patrols, provided armed protection for fire fighters and public utility workers, conducted sweeps of riot areas, overcame sniper fire directed at police and fire stations, prevented disorder at food distribution points, guarded against looting in areas of destruction, and guarded the detention areas where thousands of arrestees were held.

The Guardsmen were used in a 46-square-mile area containing a population of 575,000. Ten Guardsmen were injured in performance of duty, two of them seriously. Guardsmen were moved over 350,000

passenger miles by aircraft and vehicle without a single vehicle or aircraft accident.

During the disorder, more than 2,500 fire calls were made; 760 buildings were destroyed by fire; 280 police and fire vehicles were destroyed or damaged; 3,345 persons were arrested, 750 injured (104 by gunfire) and 34 persons were killed.

As in previous years large numbers of Army and Air National Guardsmen were called upon by their States to perform a variety of duties.

Kentucky Guardsmen sealed off residential and industrial areas of Louisville, in August 1965, following a series of 20 explosions in a chemical plant.

Over 400 Arizona Guardsmen were ordered to State active duty in January to cope with floods—the first time in the State's history that Guardsmen had been called for this type duty.

California Guardsmen, also, served on flood duty in January in the Northern section of the State.

Army Aviators of the Iowa ARNG flew 111 hours during a nine-day period in late February, using helicopters to spray coal dust, and fixed-wing aircraft to spray chemical salt pellets to hasten melting of an ice jam on the Mississippi River.

The severe "Blizzard of '66," in January, saw a large number of Guardsmen on duty in various rescue, relief and snow-clearance operations. Pennsylvania Guardsmen cleared several hundred miles of roads in the Johnstown, Philadelphia and Lebanon areas. South Dakota Guardsmen saw extensive blizzard duty in March.

Mississippi Guardsmen were called out for tornado relief duty in March. Their efforts in caring for victims, guarding property and restoring communications were commended in a Resolution by the State Legislature. A force of 200 Mississippi Guardsmen was mobilized, in April, to support Highway Patrolmen during disorders at Alcorn A&M College.

Tornadoes struck in Florida early in April. A force of 450 Florida Guardsmen was mobilized in response to calls for assistance from civil authorities. In the same month, nearly 2,000 North and South Carolina Guardsmen battled forest fires raging over large areas of both States.

Armored personnel carriers of the Pennsylvania National Guard were deployed, in May, to assist State Police in closing a trap on the kidnapper of a 17-year-old girl. The M-113 carriers maintained infra-red surveillance of open areas during darkness. Most of an entire Armored Cavalry squadron was on duty in support of the police.

When a disastrous tornado struck Topeka, on 8 June, 1,500 Kansas Army and Air Guardsmen were ordered to State active duty to assist in traffic control, search and rescue, clearance, security and care of refugee missions.

## MILITARY SUPPORT OF CIVIL DEFENSE

Extension of the Military Support of Civil Defense program to include Alaska, Hawaii and the Commonwealth of Puerto Rico was approved by the Department of Defense on 28 July 1965. This approval included provisions for resources, personnel and office equipment on the same basis as was approved for the 48 CONUS States in the program. Eleven technicians were authorized for these three areas, increasing the number in the military support technician program to 227. With a few exceptions all spaces were filled. Spaces also have been authorized at Headquarters, United States Continental Army Command, and at the five Continental United States Army Area Headquarters, for planning personnel.

Army Regulation 500-70, "Emergency Employment of Army Resources—Civil Defense" was published on 23 July 1965 in conformance with Department of Defense Directive 3025.10. The other services published similar directives, or regulations.

The Joint Chiefs of Staff published guidance, incorporating the State Adjutant General concept, for use by the services in prepar-

ing the joint "Basic Plan for Defense, other than Air Defense of the Continental United States, and Military Participation in Civil Defense." The plan, based on this guidance, was published on 15 October 1965.

In accordance with Department of Defense Directive 3025.10, each military service and Department of Defense agency had furnished the appropriate Continental United States Army Area Commander with a listing of forces, by priority of probable availability, for military support of civil defense missions. These lists have been distributed to the States for incorporation into their State plans.

On 30 March 1966, the Chief, National Guard Bureau published a Joint regulation, National Guard Regulation 15-1/Air National Guard Regulation 23-01, "Organization—State Headquarters and Headquarters Detachment, Army National Guard Headquarters, Headquarters State Air National Guard." A provision of this regulation is the assignment of the mission for military support of civil defense to the State Adjutants General and their headquarters. This regulation provides for the operational employment by the State Adjutant General of military forces (active and reserve components) assigned to provide military support to the civil authorities for civil defense during a post-attack period.

Each State has developed a plan, in either draft or final form, to coordinate its military support with all the inter and intra State agencies involved in civil defense. These plans, like the Continental United States Army plan and the parent joint "Basic Plan," will be reviewed and updated annually in conformance with the forces available for military support of civil defense.

During the period of 4 April 1966 to 4 June 1966, a team representing the Office, Deputy Chief of Staff for Military Operations, United States Continental Army Command, Office of Civil Defense, United States Navy, United States Air Force, and the National Guard Bureau was organized to monitor the effectiveness of the military support program. The team visited each Continental United States Army Headquarters, a representative number of State Adjutants General, their State Headquarters, and State Civil Defense officials.

The visits confirmed the feasibility of the concept and found that significant progress is being made in preparations to meet the responsibilities for military support of civil defense. Most importantly, the visits confirmed that this concept of military support of civil defense is an effective, economical, and a direct contribution to the viability of the United States in general war.

## DATA SYSTEMS

To enable the States to handle increased data processing work, additional or more advanced equipment was provided to all the States. At the beginning of the fiscal year, only eight Army National Guard Data Processing Centers (DPC) had a complete line of Electrical Accounting Machines. The equipment of the remaining DPCs was brought to the level of the eight. All Air National Guard flying bases replaced their Accounting Machines with an improved model, greatly increasing their data processing capability.

Many ARNG and ANG DPCs were, in addition, authorized more advanced equipment depending on their requirements. Data processing support equipment was centrally procured by the NGB at substantial savings and provided to all ARNG DPCs.

Procedures and wiring diagrams were prepared by the Bureau and furnished the ARNG DPC in these areas:

Stock Accounting and Control

Equipment Status

Status of Allotments

Control panels for both ARNG and ANG DPCs were obtained out of surplus from the Army and the Air Force and distributed.

An ARNG conference was held in Washington, D.C. for DPC supervisors, logistics officers and, at their option, for USFPOs. The principal topic concerned Equipment Status Reporting.

Part Three

# Chronology of Significant Events

## July-August 1965

Operation GUARDLIFT II completed. Over 30,000 Army National Guardsmen were transported by the Air National Guard to training sites. GUARDLIFT II was the largest air mobility exercise ever conducted by a reserve military force.

## August 1965

A composite squadron of 12 F-84s from the Illinois Air National Guard participated in Operation DIAMOND LIL XVIII in Alaska. The Guard aircraft were refueled in flight by Air National Guard tankers. In the two weeks' exercise, the Illinois Guardsmen provided air support for ground forces.

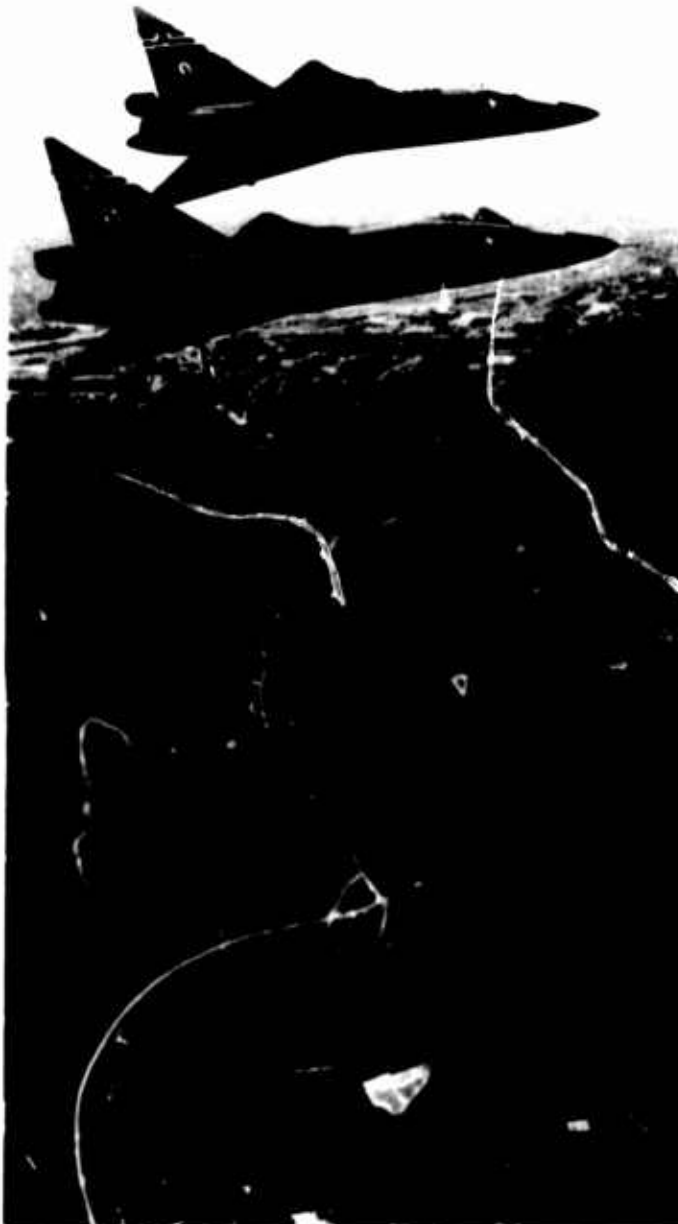
The Air National Guard became an active participant in the Air Force aeromedical evacuation system. Air Guard aircraft began flying regular air evacuation routes for the Air Force. Guard flight nurses and medical technicians are also flying aboard active Air Force aircraft in the system flying patients to the U.S. from overseas bases. By the year's end 6,566 patients and 1,874 passengers had been transported by Air National Guard aeromedical evacuation flights.

## August-December 1965

Tactical air units from New York, Indiana and Ohio flew to Hawaii to participate in Exercise TROPIC LIGHTNING I AND II. It marked the first time that Air Guard units had made non-stop flights to the Pacific islands. The Guard provided support for training of the 25th Infantry Division prior to deployment of the Division to Vietnam.

## September 1965

The Department of Defense announced plans for the creation of a Selected Reserve Force of 150,000 men of which the Army National Guard would contribute 119,000 men. Thirteen tactical units of the Air Guard were also ordered to form a "Beef Broth" force fully manned, trained and equipped for mobilization.





#### October 1965

The Army National Guard began reorganization to provide 744 units for the Selected Reserve Force at 100 per cent TO & E.

#### November 1965

Selected Reserve Force established, and extensive administrative, logistical and training programs begun to increase readiness.

#### December 1965

In Operation CHRISTMAS STAR, the Air National Guard airlifted over 409 tons of Christmas packages, gifts and mail to our Armed Forces in Vietnam. In addition, tons of military cargo was flown aboard the Air National Guard aircraft with the Christmas gifts.

#### January 1966

Military airlift units of the Air National Guard began flying about 75 cargo flights a month to Southeast Asia supporting our forces there. These flights are in addition to the Air Guard's normal overseas flight commitments.

Michigan Air Guardsmen participated in DIAMOND LIL XIX, an exercise in Alaska. The Guardsmen, flying RB-57s, provided photo reconnaissance for the exercise in which Tactical Air Command, Royal Canadian Air Force and Alaskan Air Command units also took part.

#### March 1966

Arkansas and New York Air Guard units were deployed to the Southeast U.S. to take part in CLOVE HITCH a four-Service joint maneuver. Close air support and photo reconnaissance were provided by the Air Guard units.

#### May-June 1966

Testing of SRF battalions, and separate companies and detachments began. Achievement of assigned readiness goals accomplished by 88.3 per cent of all Army National Guard SRF units.



Part Four  
**Foreword**

# Army National Guard

A substantial part of the Army National Guard attained the highest state of readiness in its history in FY 1966. The world political situation prompted steps toward increased mobilization readiness and once again the Army National Guard was called upon to fulfill its federal mission responsibilities by accelerating its training efforts in 744 units of the Selected Reserve Force. The Army National Guard contributed to this force three Infantry divisions, six separate Infantry brigades, an Armored Cavalry regiment and many other combat support and service support units. Increased training time and accelerated training schedules, 100 percent of TOE manning and 100 percent unit technician support; full training requirement levels for equipment now with an objective of full TOE levels of available items upon mobilization; seven days alert time—all of these objectives for the Selected Reserve Force have produced the readiest army reserve component force in the nation's history.

The tremendous task of reorganization of units for formation of the Selected Reserve Force began in October and was completed by the end of December. By the end of June 1966, strength of Army National Guard units assigned to the Selected Reserve Force totaled 115,251. This represented 27.4 percent of the 420,924 aggregate strength of the Army National Guard. In addition, 7,321 were assigned to Air Defense units and 179,734 were assigned to Other Immediate Reserve units. In total, approximately 72 percent of Army National Guard strength was assigned to Immediate Reserve Units on 30 June 1966.

Over 125,000 young men enlisted in the Army National Guard in Fiscal Year 1966 and strength levels were the highest recorded since 1957.

How the Army National Guard is meeting the challenge of the sixties is recorded on the pages which follow. It reflects a year of both significant accomplishment and plans for the future in terms of manpower, training, organization, logistical support, installations and the funds needed to support these programs.





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## COMPTROLLER FUNCTIONS



The Congress appropriated \$578,700,000 for the support of the Army National Guard for FY 1966. These funds were included in three appropriations covering military personnel, operating costs (including technician pay) and the construction of armory and non-armory facilities.

### Appropriations

APPROPRIATIONS	APPROPRIATED	FUNDED APPROPRIATIONS REIMBURSEMENT	TOTAL AVAILABLE
ARNG Personnel	\$322,200,000	\$900,000	\$323,100,000
ARNG Operation and Maintenance	246,500,000		246,500,000
ARNG Military Construction	10,000,000		

\* (See Summary Statement, ARNG Military Construction)

The budget submitted to Congress provided for the realignment and reorganization of the Army Reserve components under the combined appropriations National Guard and Reserve Personnel, Army and Operation and Maintenance, Army National Guard and Reserve. The Army National Guard portion of the budget request was \$333.8 million for personnel and \$225.1 million for operation and maintenance to support a beginning strength of 385,000 and an end strength of 575,000 in 6,150 units. The 575,000 end strength was based on a proposed reorganization plan for the Reserve Components of the Army. The request included support for an input of 75,000 into the Reserve Enlistment Program (REP-63) training.

The Congress, however, did not accept the proposed reorganization plan and funds were appropriated to continue the existing structure.

For ARNG Personnel, a total of \$322,200,000 was appropriated. The initial appropriation was \$271,800,000 to support a FY 66 end strength of not less than 380,000, however, funds were adequate to program for an end strength of 385,000. A supplemental appropriation of \$45.9 million supported an end strength of 418,500 and the accelerated training of 118,900 personnel in the 744 Selected Reserve Force units to meet pre-mobilization readiness standards and procurement of clothing. An additional supplemental appropriation of \$4.5 million provided for military pay increased costs.

ARNG Operation and Maintenance appropriations for the year totaled \$246,500,000. The initial appropriation was \$208,800,000 for the logistical and technician support of approximately 4,000 units. A supplemental appropriation of \$35.7 million supported stock funded equipment items, repair parts, and other operating requirements for the 744 Selected Reserve Force units. In addition, it provided additional technicians to support the training and logistical requirements for the designated units. An additional supplemental appropriation in the amount of \$2,000,000 was provided for the classification act pay raise.

### Summary Statement, ARNG Military Construction (No-Year Appropriation)

Funds Available from FY 1965	\$12,052,578
FY 1966 Appropriation	10,000,000
Total Available in FY 1966	22,052,578*
FY 1966 Obligations	214,916
Funds remaining available in FY 1966	21,837,662

\* The FY 1966 obligation program was \$12,000,000. The Department of Defense deferment of all construction projects in December 1964, pending review and determination of requirements under both present and future force structures, continued into FY 1966 and accounts for the low obligation performance. Only one non-armory project was placed under contract in FY 1966.

### Funding

The FY 1966 initial appropriation for ARNG Personnel in the amount of \$271,800,000, plus \$900,000 in appropriation reimbursements, was apportioned to the Comptroller of the Army and allocated to the National Guard Bureau and other agencies to support a FY 1966 program strength beginning with 378,985 and ending at 385,000. An average strength of 385,484 and a REP input of 69,500 was programmed.

Apportionment of the two supplemental appropriations, \$45.9 million for additional costs of the Selected Reserve Force and \$4.5 million for the military pay increase brought the total FY 1966 funding program up to \$323,100,000. These funds supported a revised FY 1966 strength program beginning with 378,985 and ending at 418,500, with a reduced REP-63 input of 49,527. Average strength under this program was 405,606. Actual strength at the end of FY 1966 was 420,924 for an average of 409,052. The REP-63 input was 45,878 or 3,649 under the 49,527 reduced program. As a result of the reduction in both REP-63 and school quotas, and other funding adjustments a total of \$17,400,000 was transferred to the DOD emergency fund, revising the ARNG Personnel FY 1966 funding program to \$305,700,000.

All appropriated funds for Operation and Maintenance, Army National Guard were apportioned and allocated to the National Guard Bureau and other agencies. Initial funding was \$208,800,000. The supplemental appropriations of \$35,700,000 for SRF costs and \$2,000,000 for the classification pay act increased the FY 1966 total funding program to \$246,500,000.

### Obligations

ARNG Personnel	\$301,254,377 <sup>1</sup>
ARNG O&M	247,634,611 <sup>2</sup>
ARNG Military Construction	214,916

Note:

<sup>1</sup> Includes reimbursements of \$713,101 (Funded)

<sup>2</sup> Includes reimbursements of \$2,974,677 (Automatic)

State funding programs were 98.8 percent obligated as compared to 98.6 percent in FY 1964 and 99 percent in FY 1965.

### Finance Services

Based on changes in DOD policy, changes were made to National Guard regulations (NGR 58) relative to administrative function pay. Under the new policy, administrative function pay may be paid only to Army National Guard unit commanders and commanding officers who are not technicians. The rate of pay is based on assigned unit strength at the end of the month.

In the interest of improving procedures to safeguard public funds, action was initiated and approved to prescribe payment by

U.S. Treasury check for all annual field training payrolls. Payment by U.S. Treasury check becomes effective 1 January 1967.

The procedures prescribed in NGR 58 require that incapacitation payrolls covering continuation of active duty pay and allowances to Army National Guard members for disease or injury incurred in line of duty be submitted to National Guard Bureau for review and administrative approval when the prescribed medical certificate is not signed by a uniformed services medical officer. During FY 1966, a total of 204 such payrolls were reviewed and processed.

## Audit and Reports of Survey

The U. S. Army Audit Agency completed and submitted 28 audit reports pertaining to Army National Guard activities in the various States during FY 66. These audit reports included the status and conditions of Federal funds and property accounts maintained by 53 percent of the United States Property and Fiscal Officers (USPFO's) in the States. The findings and recommendations were reported in detail to State authorities, the National Guard Bureau, and the Department of the Army. These audit reports and the replies of corrective action taken by the States were reviewed and analyzed by the National Guard Bureau. They were also used as a basis for establishing or improving management and internal control procedures.

Various requests for appeal of charges on Army National Guard reports of survey were reviewed by the National Guard Bureau and recommendations for relief, when warranted, were made prior to forwarding the appeals to the Secretary of the Army for final action.

## Joint Financial Management Improvement Program

During fiscal year 1966, the difficulty of estimating future obligations for competitive marksmanship and Army area command post exercises was reduced. Previously separate statements concerning national rifle matches, national pistol matches, major command rifle competitions, major command pistol competitions, National Rifle Association rifle matches, NRA pistol matches, Army area CPX's and other similar training sessions had been submitted by the States to the Chief, National Guard Bureau. In January 1966 a single NGB form 45 was approved to incorporate all the necessary attendance and obligation data concerning the above mentioned training.

Continued progress was made in fiscal year 1966 to align more closely ADP procedures with Department of the Army financial accounting and reporting policies, principles, and procedures. In this connection, a revision of National Guard Bureau Pamphlet 50-1, Financial Administration: Accounting and Control of Funds, was completed to include the prescribed punched card formats and reporting instructions for the Status of Allotments Report.

An improvement in the method of reporting on the status of the Army National Guard Technician Program provides the National Guard Bureau with more timely information concerning the utilization of manpower and funds and enables the States to plan and execute their individual technician programs with greater accuracy, at the same time reducing the overall time required for preparation of the reports and for necessary consolidations and analyses.

Effective 1 July 1965 this report was changed from a monthly manual report to a bi-weekly EAM procedure which reflects actual payroll costs, thus eliminating the need for estimating and computing end of month obligations. Reports are more accurate since they must balance to actual obligations, and data are more valid for estimating purposes since each report pertains to a 10-day pay period rather than 20 to 23 workdays per month. The EAM procedure provides the capability of extracting data for special reports without resorting to laborious manual methods.

This procedure has enabled current personnel to absorb a greater workload due to an increase in the total numbers of technicians on the payrolls and additional authorized payroll deductions, such as technician contributions to insurance program, without requiring additional help.

## Review and Analysis

Review and analysis of the Army National Guard program continued to serve as a valuable management tool in FY 1966. Analysis of program and performance data indicated that while performance was satisfactory in most areas and outstanding in several, fulfillment of the objectives of some programs was curtailed due to active Army requirements in Southeast Asia and other areas.

Procurement of large numbers of young men required to take a period of training with the active Army produced outstanding strength gains and the highest average strength since FY 1957. Reduced input quotas for REP-63 training, however, prevented many of these young men from entering training and large numbers were awaiting entry into training at the end of the fiscal year.

The States are to be commended for the efficient manner in which reorganization of units for the Selected Reserve Force was accomplished in less than two months. The States have made great strides in meeting the required 100% of TOE levels, increased and accelerated training requirements, and the required logistical and technician support for these units. Required reduction of over-strength in Reinforcing Reserve units is also being accomplished.

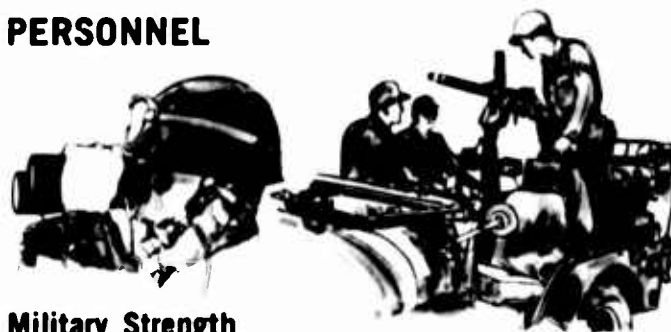
The Army National Guard construction program, with the exception of a few emergency projects, continues at a standstill due to the stop order placed on construction in December 1964 pending determination of requirements under both present and proposed force structures.

## Management Improvement (Reduction in Reporting Workload)

In compliance with CSM 65-555, 10 November 1965, the Army National Guard launched an aggressive campaign to reduce the number of Army National Guard recurring reports and the number of data items in each report. The reporting workload project resulted in the elimination of five reports, reduced frequency of four others and reduced non-essential data items in three other reports. The project as summarized in a report to the Comptroller of the Army on 7 July 1966, produced a reduction of 6,844,000 data items from the annual reporting workload.

In addition to these improvements, information and data obtained from the study of current reports will provide a basis for more effective reports control procedures and activities in FY 1967.

## PERSONNEL



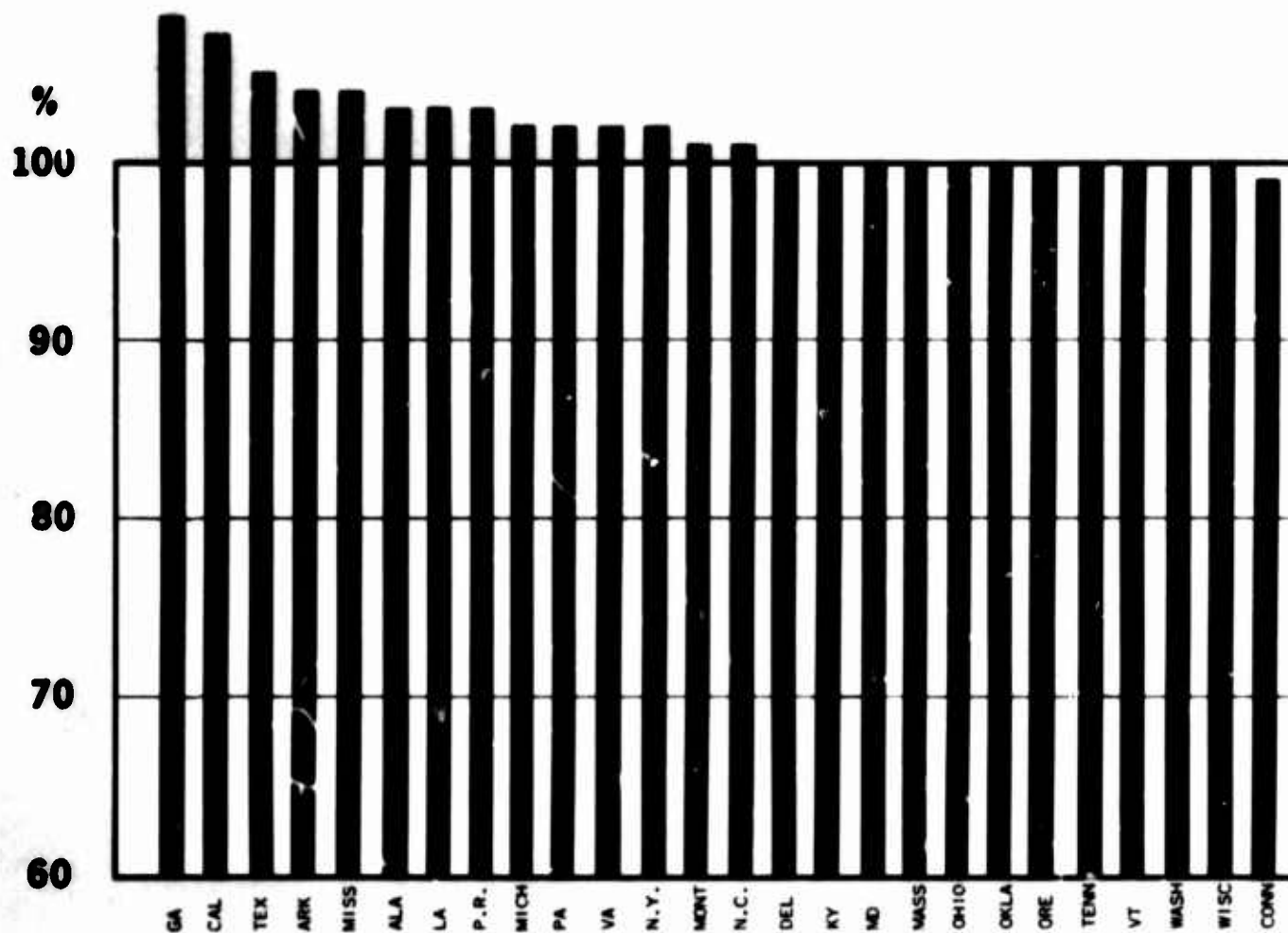
## Military Strength

The federally recognized strength of the active Army National Guard on 30 June 1966 was 420,924. When compared with the 378,985 strength at the end of FY 65, a net increase of 41,939 is shown in FY 66. Average strength for FY 66 was 409,052.

# STATE STRENGTH STATUS

% OF AUTHORIZED

30 JUNE 1966



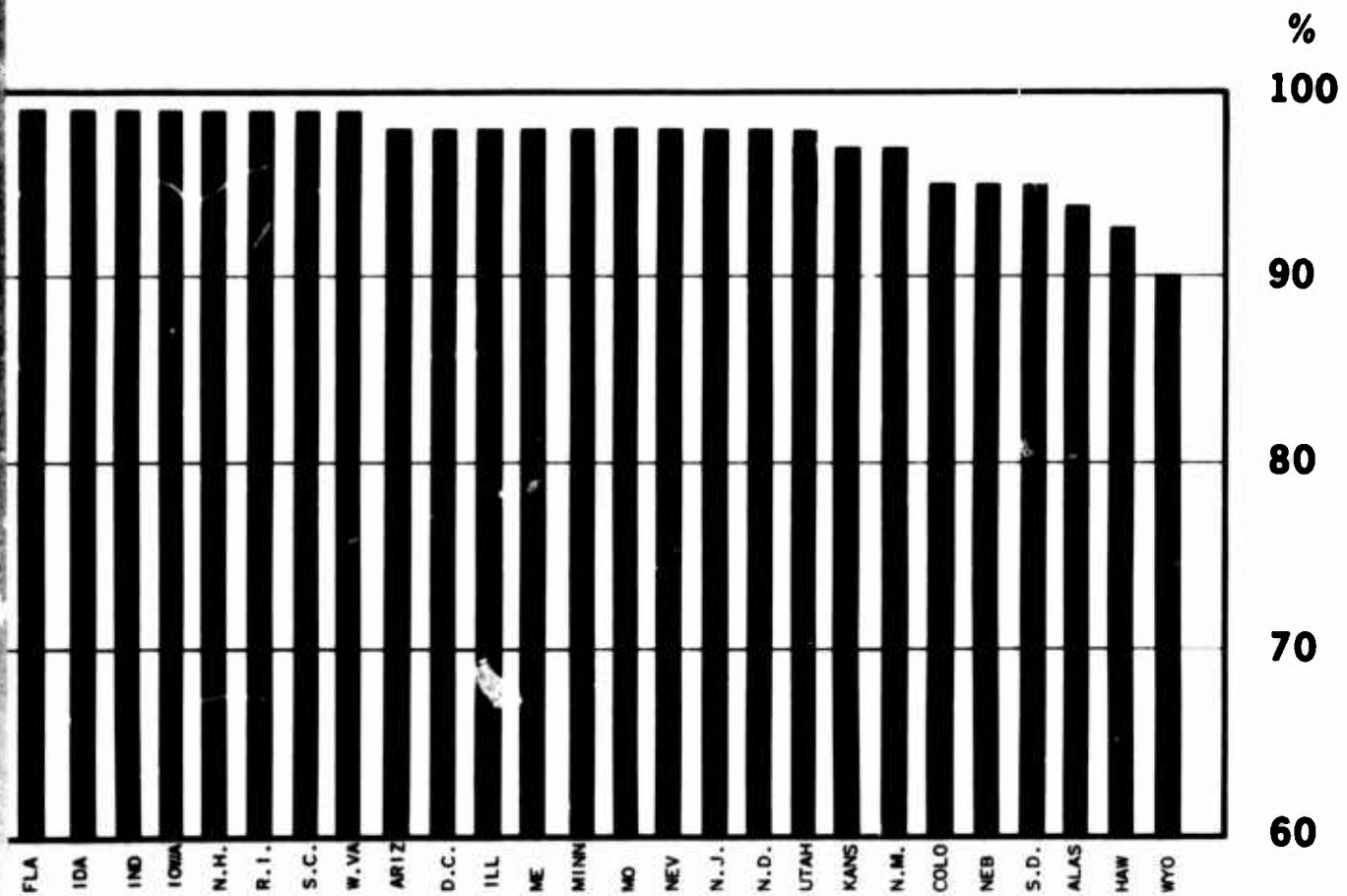
THIS CHART SHOWS ARMY NATIONAL GUARD STRENGTH BY STATE. THE AUTHORIZED STRENGTH IS INDICATED BY THE 100% LINE AND THE ACTUAL 30 JUNE 66 STRENGTH IS SHOWN AS A PERCENTAGE OF THAT AUTHORIZED STRENGTH.

**UNDER AUTHORIZED STRENGTH**

ALAS	140	IDA	50	MD	17	N.M.	89	VT	1
ARIZ	69	ILL	225	MINN	203	N.D.	71	W.VA	24
COL	135	IND	108	MO	143	OHIO	19	WISC	21
CONN	70	IOWA	94	NEB	264	R.I.	17	WYO	165
D.C.	28	KANS	214	NEV	19	S.C.	92	<b>TOTAL 3,366</b>	
FLA	119	KY	21	N.H.	25	S.D.	193		
HAW	300	ME	68	N.J.	247	UTAH	115		

**OVER AUTHORIZED STRENGTH**

ALA	491	GA	611	MISS	435	OKLA	15	TENN	16
ARK	279	LA	260	MONT	17	ORE	32	TEX	826
CAL	1483	MASS	38	N.Y.	569	PA	322	VA	177
DEL	3	MICH	158	N.C.	103	P.R.	207	WASH	17

**TOTAL 6,059**

### Army National Guard Strength

	30 June 64	30 June 65	30 June 66
<b>Total</b>	<b>381,546</b>	<b>378,985</b>	<b>427,924</b>
Officers and Warrant Officers	33,909	34,353	33,764
Enlisted Personnel	347,637	344,632	387,160

A table showing year-end and average strengths from 1948-1966 is attached as Appendix I.

The FY 66 appropriation provided for an Army National Guard strength of not less than 380,000. The 380,000 was reached in July 1965 and funds were available to program for a FY 66 year-end strength of 385,000. Upon organization of the Selected Reserve Force, a 33,500 additional strength increase was needed to bring the 744 units up to the required 100% TOE strength. This required reprogramming for an end strength of 418,500 and a request for additional funds.

The increase in Army National Guard strength which began in the latter part of FY 65, continued throughout most of FY 66. The 418,500 strength program was reached and exceeded in January when the month end strength totaled 421,712. Strength continued to increase to a high of 423,060, at the end of February. Reductions during the final months brought 30 June 1966 strength down to 420,924. The 418,500 programmed strength however, was exceeded by 2,424.

Some factors contributing to the increased strength in excess of 418,500 during the Fiscal Year were:

Accelerated non-prior service gains due in part to active Army build-up and the desire of many young men electing to join the Army National Guard.

States were urged to obtain and retain trained men in order to accomplish and maintain SRF units at 100% of TOE strength.

Generation of authorized overstrength because of a reduction of strength in Reinforcing Reserve units to 50% TOE in connection with SRF organization.

In the Inactive Army National Guard were 5,334 Guardsmen who were attached to units for administration and accounting purposes and who would be available for duty upon mobilization.

The total strength of Army National Guard Units on 30 June 1966 was distributed as shown below:

	UNITS	STRENGTH	
		Programmed	Actual
Selected Reserve Force	744	118,901	115,251
Air Defense	70	7,400	7,321
Other Immediate Reserve	1,701	181,083	179,734
Reinforcing Reserve	1,490	110,763	118,618
Total, Federally Recognized Units	3,995	418,147	420,924
Allotted, Not Organized	4	353	
<b>Total, All Units</b>	<b>3,999</b>	<b>418,500</b>	<b>420,924</b>

Increased strength of SRF was accomplished by the transfer of qualified personnel from Immediate Reserve and Reinforcing units, and where necessary by recruiting of non-prior service personnel who were given high priority entry to complete their active duty REP training with the active Army. Immediate Reserve units were continued at the authorized levels. Reinforcing Reserve units authorized strength levels were reduced from 65% and 60% of TOE to 50%.

### Procurement (Officers and Warrant Officers)

The following is a comparison of the overall officer, warrant officer strength of the Army National Guard as of 30 June 1965 and 30 June 1966.

	Assigned Strength 30 June 1965	Assigned Strength 30 June 1966
Commissioned Officers	29,778	29,164
Warrant Officers	4,575	4,600
	<b>34,353</b>	<b>33,764</b>

The above figures indicate a slight decrease in commissioned officer strength and an increase in warrant officer strength.

The State Officers Candidate Schools, which produced 41 percent more second lieutenants in FY 1966 than in FY 1965, continue to be the principal source of new second lieutenants; overall procurement of second lieutenants increased by 36 percent. A comparison of the major sources of second lieutenants during FY 1965 and FY 1966 is shown below:

	FY 1965	FY 1966
Officer Candidate Schools	2,210	2,830
Regular	(8)	(45)
Special	(315)	(122)
State	(1,887)	(2,663)
ROTC (USAR) Graduates	15	5
Former Officers and others	86	269
All other sources	12	6
<b>Total</b>	<b>2,323</b>	<b>3,180</b>

### Personnel Actions (Officers)

The comparison below of officer personnel actions taken during FY 1965 and FY 1966 reflects an increase in reassignments and separations. These increases are attributed primarily to the changes effected by the policy to bring SRF units up to 100% strength.

### Personnel Actions (Officers)

	FY 1965	FY 1966
Federal recognition	10,715	10,265
Reassignment	21,539	26,756
Separations	5,160	8,947

### Reserve Officer Personnel Act (Promotion Consideration)

During FY 1966, officers in the grade of captain, major and lieutenant colonel were considered for promotion to the next higher grade under the mandatory provisions of the Reserve Officer Personnel Act (ROPA) by centralized boards of officers convened in Headquarters, Department of the Army. First lieutenants continued to receive consideration by boards convened in their respective States.

Those officers who were considered for the first time were selected at the following rates: first lieutenants, 63 percent (65% for FY 1965); captains, 55 percent (52% for FY 1965); and majors, 71 percent (74% for FY 1965). The average rate for all grades was 61% (63% for FY 1965).

Officers who were considered for the second time were selected at the following rates: first lieutenants, 69 percent (64% for FY 1965); captains, 53 percent (47% for FY 1965); majors, 56 percent (33% for FY 1965). The overall rate was 60% (55% for FY 1965).

The rate for first lieutenants was slightly lower for those considered the first time and selected and slightly higher for those

considered for the second time and selected. Failure to complete military educational requirements appears to continue to be the principal reason for non-selections. The rates for captains fluctuated only slightly and appears to be about normal. The rate for majors shows a sharp increase, for those considered for the second time and selected, bringing this closer to the normal this year.

The selection of lieutenant colonels for promotion to the grade of colonel has continued to be restrictive, although shows some increase. Since these selections were accomplished on a best qualified, rather than a fully qualified basis, those not selected are not considered to have been passed over. The following are the selection rates for FY 1966: those considered for the first time, 28 percent; those previously considered but not selected, 10 percent, and those who had been previously selected but who could not be promoted because of lack of unit vacancies, 56 percent.

## Procurement (Enlisted Personnel)

During FY 1966, there was a total procurement of 125,036 enlisted personnel and a total of 82,508 enlisted personnel losses.

### Enlisted Personnel Procurement

Enlisted in FY 66 to take ACDUTRA in FY 66	93,556
Enlisted in FY 66 to take ACDUTRA in FY 67	16,383
Veterans	2,714
Obligors	2,431
Transferred from Inactive National Guard	2,607
*Enlisted from Other Reserve Components	5,435
Other	1,870
<b>Total Gains</b>	<b>125,036</b>
<b>Losses</b>	<b>82,508</b>

\* Includes 1,192 gains from Inactivated Army Reserve (USAR) Reinforcing Units.

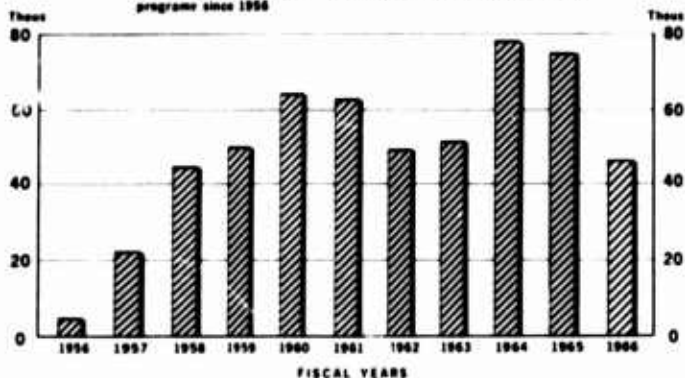
## Reserve Enlistment Program

In FY 1966, 109,939 non-prior service personnel enlisted under the Reserve Enlistment Program of 1963 (REP 63). This program, initiated in FY 64, replaced the program provided in the Reserve Forces Act of 1955 (RFA-55). Under the REP-63 program, the active duty for training time required for all non-prior service enlistees, varies from a minimum of 4 months to that period required for MOS qualification.

In FY 66, the average period of active duty for training required for MOS qualification was approximately 6 months.

### ACTIVE DUTY FOR TRAINING INPUT

Over 544,000 Army Guardsmen have entered Active Duty for Training programs since 1956



At the beginning of FY 66, approximately 28,300 enlistees who had enlisted in FY 65 were awaiting training spaces in active Army training centers. Of the 109,939 who enlisted in FY 66, 93,556 planned to enter training in the same year; 16,383 recruits enlisted with the intent of entering training in FY 67. Training spaces were not available for all who planned to enter training in FY 66. The combination of increased enlistments and reduced input quotas created large backlogs of men in units awaiting training spaces. FY 66 input program was reduced to 49,527. Some additional spaces were utilized from active Army shortfall. At the end of June the REP backlog awaiting training was 79,106.

During FY 1966 45,888 Army National Guardsmen entered the active duty training program (ACDUTRA). Since the beginning of this training program in 1956, 664,476 Army National Guardsmen have enlisted or volunteered for the program, 544,413 have actually entered training, and 495,561 have completed ACDUTRA and returned to their units. On 30 June 1966 there were 21,830 Army National Guard enlisted men participating in the ACDUTRA program in Army Training Centers, Service Schools, and other training facilities throughout the United States.

## Personnel Actions (Enlisted)

The ARNG resumed Military Occupational Specialty (MOS) testing during the February 1966 Enlisted Evaluation System test cycle. Scores achieved are indicated below:

### MOS By Category

	Passed		Failed	
	No.	%	No.	%
Tactical Operations (100)	7964	88.2	1068	11.8
Electronics (200)	438	92.6	35	7.4
General Electronics Maintenance (300)	1438	85.2	249	14.8
Precision Maintenance (400)	403	79.6	103	20.4
Auxiliary Services (500)	291	84.8	52	15.2
Motor Maintenance (600)	1555	89.6	180	10.4
Clerical (700)	5284	87.9	726	12.1
Graphics (800)	749	70.8	309	29.2
General Technical (900)	2726	59.2	1880	40.8
Special Assignments (000)	391	57.4	290	42.6
<b>Total</b>	<b>21239</b>	<b>81.3</b>	<b>4892</b>	<b>18.7</b>

ARNG personnel also participated in the May 1966 test cycle. Scores achieved during this test cycle were not received in time to be included in this report.

## Line of Duty Determinations (Officer and Enlisted)

The responsibility for Line of Duty determination for Army National Guard personnel not on active duty was delegated to the Chief, National Guard Bureau, on 1 November 1964. By the time qualified employees were procured and necessary procedures established in the Bureau, a sizeable backlog of cases developed. After a year's experience, it became apparent that the function was understaffed and action was taken successfully to obtain an additional personnel authorization. This function is now on a current basis but will develop backlogs immediately following heavy annual field training periods.

Based on experience in processing Line of Duty determinations, it became obvious that guidance to the States was inadequate and many cases had to be returned for clarification or additional data.



As a result, NGR 28 was revised on 15 June 1966 to provide detailed step by step actions required in processing investigations. This should be beneficial to all command levels in discharging their responsibilities. Following are statistics concerning completed actions for FY 1966:

Formal Investigations (other than death cases) .....	2906
In Line of Duty .....	2723
Not in Line of Duty—Not Misconduct .....	173
Not in Line of Duty—Misconduct .....	10
Death cases—No determinations made .....	42
Administrative Determinations .....	3115
Total .....	6063

## Army National Guard Register

During FY 1966, the following actions were processed by the Military Service Branch, Army Personnel Division, NGB:

5,718 promotions for entry in the Army National Guard Register.

3,265 pieces of correspondence were processed. This number includes correspondence requesting amendments to the Register; verification of service performed in the Army National Guard; request for statements of service for retired pay purposes; and decorations or awards.

4,633 statements of service (NGB Form 03D) to be published in the Official Army National Guard Register.

25,627 other actions pertaining to the Register. These include changes in branch of service; amendments to the Register showing completed courses of instructions at Army Service Schools; change in status in the Active and Inactive Army National Guard; termination of Federal recognition; and correction of service as recorded.

The 1966 edition of the Official Army National Guard Register was distributed to the States and other interested activities in the middle part of June 1966. This edition contains the names and statements of approximately 33,000 officers and warrant officers of the Active and Inactive Army National Guard.

## Technicians

Army National Guard technicians are, with a limited number excepted, federally recognized members of units and are employed by the States. They assist the unit commanders in the day-to-day administrative and training responsibilities and assist the United States Property and Fiscal Officer with his duties. They provide the first and second echelon maintenance in organization maintenance shops and higher echelon maintenance in the States. They provide personnel necessary to keep the NIKE missile sites operational 24 hours a day for air defense of the United States. Also, they provide necessary staffing for Military Support of Civil Defense to coordinate the possible military resources available for supporting the civil defense missions.

At the beginning of fiscal year 1966, 17,350 spaces were authorized for employment of technicians in organization and training, logistical support, and State Headquarters activities, 5,099 spaces were authorized in the Air Defense program and 214 in the Military Support of Civil Defense program, increased to 221 during the year. Requirements of the Selected Reserve Force resulted in a further increase of 1,184 spaces in the authorization for organization and training, logistical support and State Headquarters technicians.

At the end of the year, 17,753 technicians were employed in organization and training, logistical support and State Headquarters activities, 4,970 were employed in the Air Defense program, and 216 were employed in the Military Support of Civil Defense program. In addition, 273 were supported on a reimbursement basis as a condition of cross service agreements, bringing the total to 23,212

technicians employed. A part of the increased authorization to meet objectives of the Selected Reserve Force was utilized by hiring temporary employees. Temporary employees on 30 June 1966 amounted to 676, not included in above figures.

There was no change during the fiscal year in the number of States participating in the State Retirement Program. In these 19 States there were 9,395 ARNG technicians covered by State Retirement Systems at the end of FY 1966.

In October 1965, the salaries of 11,217 ARNG technicians paid under Classification Act schedules were adjusted under the Classification Act schedule enacted into law by PL 89-301 dated October 1965. The annual cost of the salary adjustments was approximately \$2.911 million. Pay increases from new Wage Board schedules developed during the year amounted to \$2.541 million per year.

Average costs per technician produced during the year, including salaries and benefits, amounted to \$7,144 for organization and training, logistical support and State Headquarters technicians, \$6,955 for Air Defense technicians and \$8,759 for technicians in Military Support of Civil Defense.

Total obligations for technicians in organization and training, logistical support and State Headquarters activities were \$127,169,478. Of this total, direct obligations amounted to \$125,292,171, and the reimbursable cost of technicians employed under cross-service agreements was \$1,877,307. The direct obligations for Air Defense technicians were \$34,024,028, while the direct obligations for technicians in Military Support of Civil Defense were \$1,665,028.

## MEDICAL ACTIVITIES



## Responsibilities

The National Guard Bureau continued to exert every effort in FY 66 to maintain medically qualified combat ready Guardsmen. A most significant accomplishment during FY 66 was the publication of the revised NGR 27, "Medical Examinations for Members of the Army National Guard", dated 30 March 1966. The provisions of this regulation bring the medical standards of the Army National Guard more in line with those of the Active Army.

Heretofore, due to shortage of funds, certain portions of the examinations of enlisted personnel were not completed until members arrived at Federal installations for active duty. Additional funds required to accomplish the provisions of NGR 27 are expected to be made available as well as the authorization of additional items of medical equipment needed by the States for conduct of all required tests.

Over 90,000 Army National Guardsmen assigned to Selected Reserve Force units completed final type medical examinations. The Surgeon General, Department of the Army, determined that these Guardsmen must meet the same high medical standards as members of the active Army and several additional tests were

required. Completion of these medical examinations and their final review resulted in over 800 individuals being declared medically unfit for retention.

To maintain their current status of readiness, all Guardsmen in the Selected Reserve Force will be required in the future to obtain medical examinations of the same scope and frequency as members of the active Army. This is in addition to the maintaining of immunizations at the same status required for the active Army in the Continental United States.

The constant, day by day, efforts to assure medically qualified Guardsmen is evidenced by the number of officer medical examination reports evaluated and processed during FY 66 as shown below:

#### Purpose of Medical Examinations

	Number
Initial Fed Recog. Prom, etc.	11,393
Army Aviation	417
Periodic	5,723
Statements in lieu of exams	16,460
For Attendance at Service Schools	1,251
<b>Total</b>	<b>35,244</b>

Of the above number 82 were found to be medically unfit for the purpose examined.

In addition to the 35,244 officer examinations processed:

159 questionable enlisted medical reports were evaluated.

191 professional opinions relative to Line-of-Duty status of disease and injury were rendered.

1,312 medical care cases were evaluated and written replies prepared.

Numerous authorizations of which no exact count was kept were given by telephone.

#### Medical Budget

The National Guard Bureau was allocated \$667,000 by the Department of the Army to provide for medical examinations and medical care for ARNG personnel during FY 66. Of this total \$605,561 was obligated by the several states.

## ORGANIZATION AND TRAINING



#### Organization

The Army National Guard troop basis as of 30 June 1966 consisted of 3,995 company or detachment size units. This represents a decrease of four units from those organized on 30 June 1965.

The troop basis consists of the following:

- 17 Infantry Divisions
- 6 Armored Divisions
- 5 Command Headquarters, Divisional
- 7 Infantry Brigades (Sep)
- 1 Infantry Brigade (M) (Sep)
- 2 Armored Brigades (Sep)
- 2 Scout Battalions
- 21 Infantry Battalions and Infantry Battalions (M)
- 7 Armored Cavalry Regiments
- 1 Armored Cavalry Squadron
- 16 Tank Battalions
- 44 Air Defense Missile and Automatic Weapons, Self Propelled Battalions
- 72 Field Artillery Battalions
- 66 Support Battalions
- 2 Special Forces Groups, Headquarters; 11 Special Forces Companies; 2 Signal Companies (SF); and 1 Special Forces Detachment
- 174 Headquarters Units
- 411 Separate Companies and Detachments

All of these units were Federally Recognized on 30 June 1966. The loss of two units in the past fiscal year occurred during the Selected Reserve Force reorganization of October 1965. Two more units were lost when three separate Special Forces Detachments in Alaska were reorganized into one detachment.

The December 1964 Department of the Army plan to reorganize and realign the Reserve Components, with which all States have concurred, is still being held in abeyance pending Congressional approval.

#### Selected Reserve Force

The Secretary of Defense, early in August 1965 told Congress that the build-up of the Army and Reserve Components was necessary to "offset the deployment now planned to Southeast Asia and to provide some additional new forces for possible new deployments—and be prepared to deal with crises elsewhere in the world."

Accordingly, the composition of the Selected Reserve Force, identified as SRF, was developed by the DA staff as the force required to insure national defense readiness, especially during the active Army build-up phase. The objective is to greatly increase the pre-mobilization readiness of a select number of units with a resulting decrease in the post-mobilization training time required before combat missions can be undertaken. This Selected Reserve Force, which has proven the most ready reserve component force





in the nation's history, comprises three Infantry divisions, five separate Infantry Brigades, a separate mechanized Infantry Brigade, an Armored Cavalry regiment and many other combat and service support units.

The DA/DOD plan directed a force of 150,000 strength in 976 units of which 96,300 were in combat and combat support and 53,700 in service support. Under this plan, the Army National Guard would contribute 744 units with a full TOE strength of approximately 118,700. All combat and combat support units were to be contributed by the Guard and 22,400 of the 53,700 assigned to service support units were to be Guardsmen. The Army Reserve would contribute 232 service support units, with a strength of 31,300.

## Reorganization

Reorganization of Army National Guard units for the Selected Reserve Force began in October and was completed by 31 December. The three Army National Guard divisions in the Selected Reserve Force were provided by nine States using three of the existing high priority divisions and elements of six Reinforcing Reserve divisions. Three of the six Army National Guard Separate brigades were already organized as separate brigades. The remaining Infantry brigades were organized from three Reinforcing Reserve divisions.

These SRF units are manned at 100% TOE strength using the best qualified personnel supported at 100% unit technician criteria. Training time has been increased and training schedules have been accelerated. Equipment is being brought to full training requirements and will be brought to full TOE levels on available items in the event of mobilization.



## Training Criteria

The Army National Guard conducts training in accordance with criteria established by headquarters, United States Continental Army Command (USCONARC) and United States Army Air Defense Command (ARADCOM). The USCONARC training criteria are set forth in Annex AA to CONARC Reg 350-1, dated 23 March 1964. To meet the requirements of the Selected Reserve Force, the above training criteria was further expanded by USCONARC Letter of Instructions for Accelerated Training of the SRF, dated 22 October 1965.

## Training Objectives

Individual training objectives as established by USCONARC are as follows:

To attain and maintain proficiency of all personnel in the fundamentals of combat operations;

To prepare, by progressive selection and training, officers qualified to assume command and staff responsibilities at all echelons and similarly to prepare warrant officers and non-commissioned officers for positions of leadership and responsibility;

To develop and qualify all personnel in their MOS and grade assignment;

To develop efficient instructors;

To maintain standards of mental and physical fitness necessary for active duty, including indoctrination of all individuals in the Code of Conduct.

The formation of the Selected Reserve Force required some changes in unit training objectives as stated in Annex AA to CONARC training directive. Instructions to units of the SRF as outlined in CONARC Letter of Instructions, dated 22 October 1965 were to prepare a progressive training program based upon an estimate of current level and training situation which would provide for the attainment of the following objectives:

Divisions and Separate Brigades	Battalion level to include ATT
Separate Battalions	Battalion level to include ATT
Company/Detachments	Company/Detachment level to include ATT's where appropriate

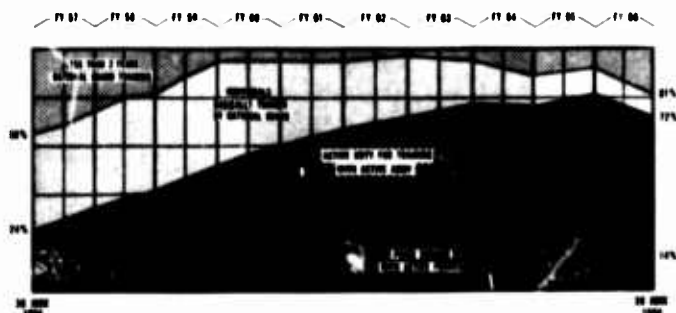
Objectives for non-SRF units were established by USCONARC Message 420978, dated 6 December 1965 as follows:

To attain and maintain the proficiency of all individuals in the fundamentals of combat operation;

To achieve the highest level of unit training possible consistent with unit strength, equipment and facilities available;

To develop unit training programs to provide for individual and unit training for REP personnel within the capability of the unit.

## Individual Training Progress



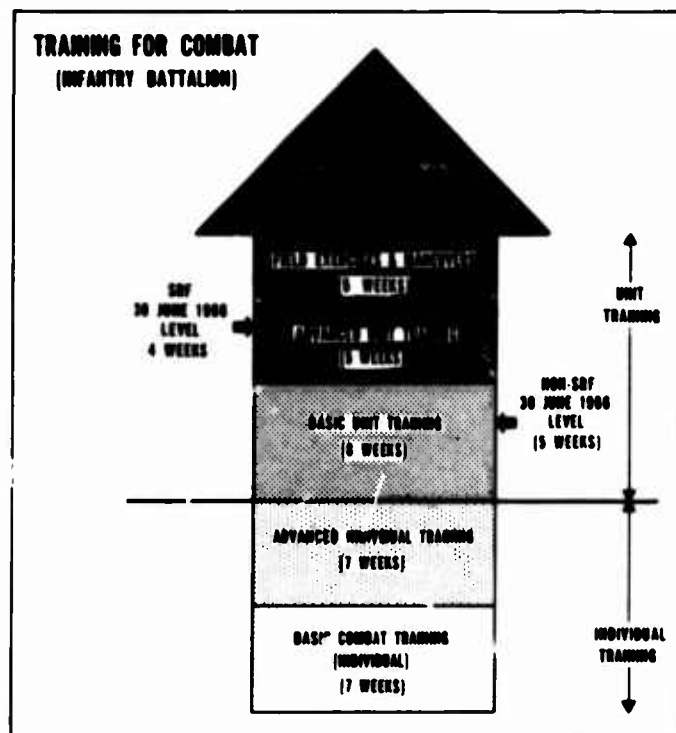
The chart below shows individual training progress for Army National Guardsmen from FY 1956 through FY 1966. On 30 June 1966, 81 percent of the total strength of the Army National Guard was considered basically trained. Over one-half of these were trained under the active duty for training programs required for all non-prior service recruits. The effects of these individual training programs are shown by the steady growth in the number of Guardsmen who have trained with the active Army, from 24% on 30 June 1956 to 72% on 30 June 1966.

The large backlog of Guardsmen awaiting training spaces at Army Training Centers on 30 June 1966 is reflected by the increase in the "less than 2 years National Guard Training Category." Due to this large backlog of untrained men, units have begun to conduct basic combat training (BCT) at home station, the first time since 1958.

## Training for Combat

The organization of the Selected Reserve Force (SRF) had a major impact on training of the Army National Guard. The SRF through its accelerated training program progressed well into or completed advanced unit training.<sup>1</sup> The average level of training in 1965 was approximately 5 weeks of Basic Unit Training<sup>2</sup> or the completion of the platoon Army Training Test (ATT). Training input into the Reserve Enlistment Program (REP-63) was curtailed by the build up of the Active Army. Many spaces at the Training Centers normally allocated to Army National Guardsmen were utilized by the increased draft quotas. This resulted in a backlog on 31 May 1966 of 85,162<sup>3</sup> REP personnel requiring units to conduct basic training at home station pending entry on the initial tour of active duty for such personnel. During Annual Field Training (AFT), ATT's provided excellent tactical training both for the SRF units taking the test and the units who prepared, conducted and administered the test. The graph below depicts the approximate level of training of both SRF and non-SRF infantry units within the normal 32 week infantry battalion training program required to attain readiness for overseas deployment.

1. USCONARC Form 151.
2. CNGB Annual Report FY 65.
3. RCS ARNGB-53 monthly report.



## Inactive Duty Training

During the past year most Army National Guard units conducted the four (4) hour training assembly. Except for certain units as defined by USCONARC, the four (4) hour unit training assembly becomes mandatory on 1 Oct. 66. This departure from the old two (2) hour drill has greatly improved the training level and mobilization readiness of ARNG units.

Until the creation of the SRF, ARNG units progressed satisfactorily in the conduct of normal training.

Upon the formulation of the SRF, the non-SRF continued a normal program to extent possible, but in many instances it was necessary to deviate therefrom in support of SRF requirements and in the conduct of basic training at home station for REP awaiting entry into ATC.

The establishment of the Selected Reserve Force in September 1965 increased the number of required training assemblies from 48 to 72 for the selected units. Staff of SRF units and non-SRF units responsible for the training of SRF units and selected individuals were authorized additional assemblies as outlined by NGB letter, dated 8 October 1965, subject, "Improved Readiness for Selected Reserve Force (SRF)".

In order to meet the readiness objective of the SRF, units organized a three phase training program.

**Phase I—Complete administrative requirements**

**Phase II—Review and conduct training at the platoon and company level**

**Phase III—Prepare battalion and separate company ATT's to be conducted during AFT**

The inactive duty training objectives were met despite numerous problems created by shortage of equipment, lack of suitable local training areas, and inadequate administrative support facilities.

During the past year the problem of increased backlog of REP personnel in non-SRF units awaiting ACDUTRA was serious.

USCONARC developed guidance for the training of these individuals. This guidance was to prepare training programs along the following lines.

a. Complete Basic Combat Training in accordance with ATP 21-114.

b. Initiate AIT in the MOS for which enlisted.

c. Integrate individuals into BUT when in the judgement of the unit commander each recruit concerned has assimilated sufficient knowledge and skills to participate in unit training.

Percent of attendance in inactive duty training during the past two years, excluding constructive attendance are shown below:

	Percent	
	FY 65	FY 66
Officers and Warrant Officers	97.7	97.7
Enlisted Men	92.5	94.5

## Annual Field Training

During fiscal year 1966, Annual Field Training (AFT) of 15 days was conducted for all units with 386,629 Army National Guardsmen attending, representing about 99 percent of ARNG assigned personnel.

AFT for the Selected Reserve Force units was conducted between 1 June and 10 July (except units of Alaska which was conducted 5-19 March 1966). This force is composed of 744 company-size units. Of this number, 699 units participated in Army Training Tests as a part of a tested battalion or as a separate

company. 45 units are either exempt or relieved from taking an Army Training Test. All Selected Reserve Force testing has been completed.

#### Results of battalion Army Training Tests:

1 Superior	}	84.50% passing	22 Unsatisfactory
15 Excellent			
104 Satisfactory			

#### Results of company Army Training Tests:

1 Superior	}	91.38% passing	15 Unsatisfactory
29 Excellent			
129 Satisfactory			

Tests were administered to 142 battalions and 174 separate companies for a total of 316 tested units. Of the number tested, 279 successfully completed the test and 37 were considered unsatisfactory. 88.3% of the tested units passed, 11.7% were considered unsatisfactory.

Non-SRF units conducted training at various levels from squad through battalion. Many states conducted battalion level exercises and practice ATT's.

Active Army evaluation boards conducted a detailed inspection of each federally recognized unit to determine training efficiency of the unit at the prescribed level of training.

The new USCONARC Form 151 was used by all Army Area Commanders to evaluate AFT performance for 1966. Under the concept established by Annex AA to USCONARC Regulation 350-1 and USCONARC Form 151, units were rated as, satisfactory, superior or unsatisfactory.

The continuing requirement for ANG airlift support for Southeast Asia seriously curtailed the movement of ARNG units originally planned for air tactical exercises. Only a limited number of personnel was moved to and from Alaska and Panama under the Guardlift concept.

Support requirements by active Army for Southeast Asia resulted in cancellation of most active Army exercises in 1966. Participation of ARNG personnel in such exercises was limited to LOGEX 66, a large scale logistical exercise conducted at Ft. Lee, Va., in which eight Army National Guard units from the states of Alabama, Iowa, Missouri, Louisiana and South Carolina participated. The total of individuals participating was 62 officers and 40 enlisted men.

## Annual General Inspections

Armory inspections, conducted by representatives of Army Area Commanders, generally ascertain the degree of excellence in attaining regulatory:

- Equipment Maintenance and Levels
- Unit Organization and Training
- Personnel Qualification
- Records Management

The following table shows that for the past five years almost all Army National Guard units received inspection ratings of satisfactory and above. Although not shown by the table, in FY 1966 approximately 80 percent of the units inspected received excellent or superior ratings.

#### Annual General Armory Inspections

Ratings	FY 62	FY 63	FY 64	FY 65	FY 66
Satisfactory and above	99.2	99.4	99.4	99.2	99.5
Unsatisfactory	.8	0.6	0.6	0.8	0.5

## School Program

The purpose of the Army National Guard School Program is to provide an opportunity for officers and enlisted men to obtain military education for qualification in their TO&E assignment and for promotion to the next higher grade. School trained graduates serve as instructors in their units to train other members in current tactics, techniques, and doctrine.

During Fiscal Year 1966, the School Program had adequate funds to support maximum attendance at all available courses of instruction conducted in Army Service Schools and Army Area Schools. No restrictions were placed on which courses would be available as was the case during the previous two fiscal years.

The overall program consisted of three major activities, namely, Army Service Schools, Army Area Schools and Officer Candidate Schools.

During the year 6,862 officers and enlisted men attended courses of instruction conducted in Army Service Schools. All courses of instruction were made available for Guardsmen to attend, with the exception of initial flight training courses. Effective 1 September 1965, the Department of Army withdrew all quotas for fixed and rotary wing courses for the remainder of the fiscal year. As a result, the funds which were programmed for this activity were not fully obligated.

Priority for use of all school quotas was given to personnel assigned to Selected Reserve Force units. In addition, arrangements were made with the US Army Infantry School to conduct two classes of a one week refresher course for key personnel assigned to the Selected Reserve Force brigades. The course proved very successful in informing such personnel of the latest tactics and techniques in Infantry.

During this fiscal year, Army National Guardsmen were also selected to attend the Defense Strategy Seminar conducted at the National War College and the Reserve Component Orientation Course conducted at the Armed Forces Staff College.

States took full advantage of courses of instruction conducted by the Army Commanders. Several States made arrangements for the conduct of special courses for Selected Reserve Force units under the purview of this program. During the year 1,418 officers and enlisted men participated in the courses conducted in these schools.

Three types of officer candidate courses are available to Guardsmen. During the course of the year 9 personnel attended the regular 23 week course conducted at the US Army Infantry School and the US Army Artillery and Missile School. In addition, 459 personnel were enrolled in the Reserve Component OCS Courses, which are about 11 weeks in duration and conducted at these same two schools during the winter and summer months.

The Program which produces the majority of second lieutenants for the Army National Guard, is the State Officer Candidate School Program. All States conduct such a program with the exception of Alaska, which is studying the feasibility of conducting a program in that State. A total of 4,217 new candidates was enrolled in the State OCS Program during the summer Annual Field Training period of 1965. States estimate that 2,629 will graduate and be commissioned during the summer of 1966. States experienced difficulty in securing sufficient qualified personnel to start this program during the summer of 1966, due to the excessive number of REP backlog personnel and the requirement to complete such training to be eligible for OCS. The National Guard Bureau revised its policy on the use of REP spaces to permit States to make use of certain spaces for OCS qualified personnel. The State OCS commandants are confident that the enrollment during the next Academic Year will be the largest enrollment since the start of the program.

The Non-ROTC College State OCS Program which was started last year received much better response during this year. Less than 100 college sophomores enlisted for this program last year, but about 500 enlisted this year to participate in the OCS pro-

gram. States indicated that this program will expand further during future years.

## Army Aviation

During FY 1966, the number of ARNG aviators on flying status increased from 1,185 to a fiscal year end strength of 1,953. This represents a net gain of 68 aviators toward the current authorization of more than 3,650. Prior gains of approximately 125 aviators per year were not realized for the following reasons:

(1) Increased active Army Aviation recruiting efforts resulted in the loss of 51 aviators to extended active duty during the year.

(2) Curtailment of ARNG quotas for primary aviator training. The primary sources of aviator procurement were:

(1) Guardsmen graduated from the U.S. Army Aviation School.

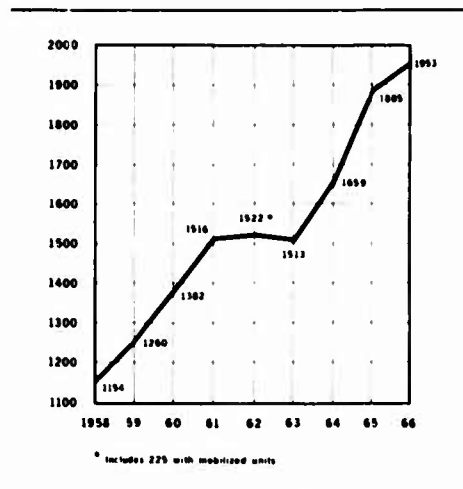
(2) Recruiting of former rated officers of the active Army and other U.S. Armed Services.

ARNG aircraft flying hours totaled 221,378. This was an increase of 8,412 hours over FY 1965.

Army service schools and civilian contract schools were used for training both officers, warrant officers and enlisted men in aviation safety, various aircraft maintenance skills and in primary, tactical, and advanced flying. During the year approximately 533 individuals with an aviation MOS attended the programs offered. A partial breakdown of these courses and the number of Army National Guardsmen in attendance is as follows:

Course	FY 1966 Attendance	
	Off/WO	Enlisted
Fixed Wing Aviator Primary	5	
Fixed Wing Qualification	13	
Fixed Wing Instrument Course	10	
Fixed Wing Instrument Flight Examiner	3	
Rotary Wing Aviator Primary	28	
Rotary Wing Qualification	72	
WO Indoctrination Training (Preflight)	12	
Army Aviation Safety Course	7	
Aviation Command and Staff	9	
Fixed Wing Standardization	50	
Rotary Wing Standardization	52	
Rotary Wing Instrument Flying	4	
Aviation Safety Orientation	62	
Army Aft Familiarization for Safety Personnel	2	
Commanders & Staff Officers Avn Safety Orientation	3	
Aviation Maintenance Course	17	
CH-37 Instructor Pilot & Transition Course	8	
Primary Aerospace Medicine	1	
Aircraft Maintenance Entry		40
Single Engine Observation and Utility Airplane Maintenance		12
Flight Simulator Operator and Maintenance		8
Single Engine Single Rotor Obsn. Hel. Maintenance		66
Multi-Eng Cmd. Airplane Maintenance		2
Multi-Eng. Med. Helicopter Transport Helicopter Maintenance		23
Flight Operations Specialist		10
Fixed Wing Tech Inspector		2
Rotary Wing Tech Inspector		7
Airframe Repair		5
<b>Total</b>	<b>358</b>	<b>175</b>

**ARNG  
AVIATOR  
STRENGTH**  
FY 1958 - 66



In consideration of the requirement to achieve and maintain a high state of readiness in the ARNG and to provide a back-up training capability for the Army Aviation School, Department of the Army approved testing of an NGB concept to conduct Rotary Wing Pilot qualification training with ARNG personnel at ARNG facilities.

The following chart shows the growth in ARNG aviator strength for the past eight years.

Although Aviation Safety continued to receive high priority attention, the ARNG aircraft accident rate surged upward in FY 66. Plans have been prepared for Aircraft Accident Prevention Survey Teams to visit each of the ARNG airfields in every State. The purpose of the Survey is to isolate potential aviation hazards in facilities, equipment and personnel, to eliminate hazardous conditions, and to make the problem areas known to the supervisory and management personnel within the Commands of the Army National Guard.

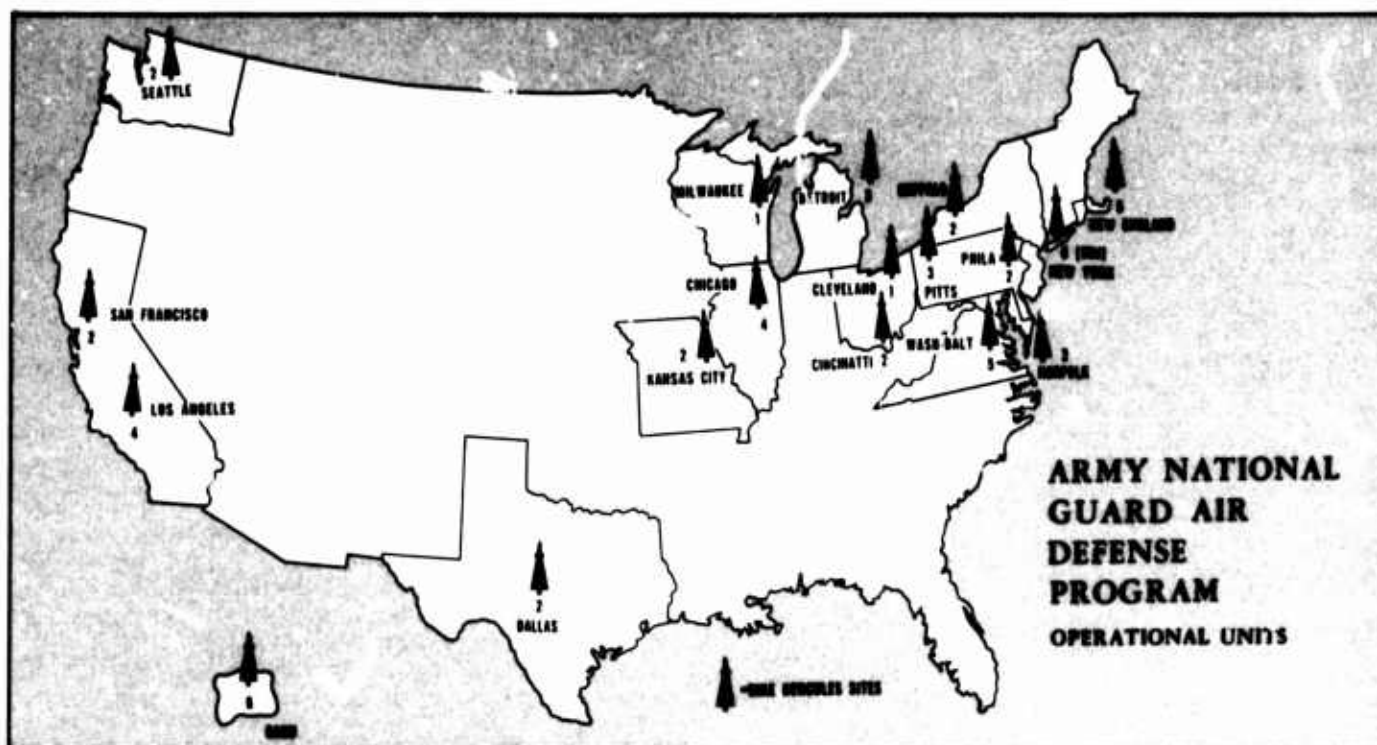
## Air Defense Program

The Army National Guard Air Defense Program is now in the 13th year of operation. During this period, the Guard has progressed from conventional guns to the nuclear-capable Nike Hercules missiles.

FY 1966 began with all batteries fully operational as "pure Hercules" units, having completed the Conversion Program late in FY 1965.

During the course of the year, several important events took place. A reorganization of the Hawaii ARNG Air Defense structure was accomplished in November 1965 which deleted two (2) battalion headquarters and consolidated the six (6) single batteries into four (4) batteries, i.e. 2 single and 2 double batteries. This reorganization has streamlined the command and operational control procedures of the Hawaii Defense. The entire ARNG Air Defense technician manning structure was revised in February 1966 which tailored the former manning structure to the current operational requirements. This revision has strengthened the ARNG air defense organizational structure. The units experienced difficulty in the continued maintenance of the high operational standards of previous years due to the pronounced turbulence in technician manning caused by the high rate of civilian employment throughout the nation. To counter this, certain lower grade positions were upgraded in May and this action has reduced the turnover considerably. Despite these difficulties, the highest operational standards were maintained by these dedicated air defense technicians.

Operational proficiency of ARNG Nike Hercules units for FY 66 revealed an improvement of 4% in Operational Readiness Evaluation (ORE) and 1% in Command Maintenance Management Inspection (CMMI). The same level of proficiency was maintained in Technical Proficiency Inspection (TPI) as last year, however, in



Short Notice Annual Practice (SNAP), one (1) ARNG unit failed its initial SNAP but the subsequent repeat SNAP for the unit was successful.

The highlight of the year in on-site performance for the ARNG Air Defense Program was the flawless performance of an ARNG unit in SNAP. This unit Battery D, 4th Bn., 251st Arty., Calif. ARNG, is the first unit in ARADCOM to fire a perfect score since FY 1962 and performed all operations in system preparation, missile

assembly, pre-fire tests and firing tests without an error.

The states in the program provide one Group Headquarters, 17 Battalion Headquarters and 54 fire units. The 48 fire units in CONUS provide 43% of the Nike Hercules units of the U. S. Army Air Defense Command (ARADCOM). The six fire units in Hawaii provide the only Army Nike Hercules units in the State. These ARNG on-site units provide the active air defense of defense complexes from Massachusetts to Hawaii.





## Special Forces

The Army National Guard Special Forces were reorganized during Fiscal Year 1966. Units were organized into two Special Forces Groups at locations indicated on the map below.

Continuing the concept established last year, the ARNG Special Forces training was conducted as individual groups whenever possible. The geographical location of the 20th Special Forces Group permitted the group to attend AFT as a unit during the period 16-30 July 1966. The group headquarters and one company established a Special Forces Operating Base at Gulfport ANG AFB and the remaining companies established sites at Camp Blanding and Eglin AFB, Florida, Camp Shelby, Mississippi, and Fort McClellan, Alabama. This training under the supervision of the group consisted of selected MOS training and the conduct of operational exercises.

The 19th Special Forces Group conducted AFT in two increments, as increased ANG aircraft requirements to Southeast Asia prevented airlifting all the assigned companies.

The group headquarters, Companies A and G from Utah, Company C from Montana, Company B from Maryland and the three detachments from Alaska conducted training at Camp Williams, Utah during the period 11-25 June 1966. The limited airlift capabilities were used to ferry the Alaska and Maryland elements to Camp Williams and the training received emphasized the value of the airlift concept.

Company E from New York and Company D from Rhode Island conducted AFT at Camp Dawson, West Virginia during the period 2-16 July 1966. All elements of the group conducted unconventional Warfare Field Training exercises and continued MOS and branch training in the field under simulated combat conditions, during both periods.

All ARNG Special Forces training was conducted in accordance with training guidance contained in USCONARC Letter, dated 3 November 1965, subject, "Training Guidance for ANACDUTRA/AFT 66, Reserve Component Special Forces".

During the past year the three training and equipment sites, located at Camp Williams, Utah; Camp Dawson, West Virginia; and Sumpter-Smith AFB, Alabama received additional equipment and this greatly increased their support capability.

## Army Advisors

On 30 June 1966 there were 509 Army Advisors on duty with the Army National Guard. This represents a loss of 266 advisors

during the fiscal year. The authorized strength of all ARNG advisor groups is 1,020. The 509 advisors on duty represents 50 percent of this figure.

The shortage of advisors, affecting all branches of service, has been caused by the critical requirement for additional officers in Viet Nam and the CONUS Army build-up. The number of nominations to National Guard duty has dwindled and many of the officers who are leaving the Advisor groups, are not being replaced. Generally, advisors are being found for SRF units, but non-priority ARNG units are having to do without advisors at this time.

## LOGISTICS



The logistical situation of the Army National Guard in FY 66 was influenced by two major factors:

- Reorganization of certain ARNG units for the Selected Reserve Force (SRF).
- Withdrawal of equipment to meet increased requirements of the active Army.

## Selected Reserve Force (Logistics Support)

The overall objective for logistics support of Selected Reserve Force units is to have TOE and TA levels of equipment available in combat serviceable condition, in the event of mobilization. The initial effort was directed toward satisfying immediate training requirements. To attain this objective, a nation-wide redistribution of equipment both intra and inter-State was necessary. By this action available equipment in Immediate Reserve and Reinforcing Reserve units within the Army National Guard system was transferred to the Selected Reserve Force. Physical redistribution commenced during the second quarter FY 66 and was completed in the fourth quarter of FY 66. Under this program, approximately 3,000 major PEMA items were redistributed to meet the requirements of Selected Reserve Force units. In addition, sufficient funding was made available to permit procurement of authorized stock funded clothing and equipment, repair parts and prescribed loads for the Selected Reserve Force.

## Firepower

The modest increase in Firepower Equipment in the Army National Guard can be attributed to the acceptance of "As Is" equipment.

Status of Advisors on 30 June 1966

	AR 611-50 RCTB Requirement	Auth Str ARNG Adv Ops	Present for Duty on 30 June 1965	Present for Duty on 30 June 1966	% of Auth Str of Adv Groups Present for Dy
Infantry .....	358	285	226	150	53
Artillery .....	367	276	220	167	61
Armor .....	208	183	114	81	44
Engineer .....	93	77	59	42	55
Ordnance .....	89	50	40	28	56
Signal .....	92	48	34	17	35
Medical .....	50	33	17	9	27
Transportation .....	23	24	17	5	21
Military Police .....	15	11	8	5	45
Quartermaster .....	30	13	11	4	31
Adjutant General .....	0	13	14	1	0
Totals .....	1,325	1,013	760	509	50

Towed howitzers, both 105mm and 155mm, were received from the USAR and some self-propelled Mortar Carriers, M84, from the active Army.

The Howitzer 8" SP, M110 and the M106A1 were received from new production in limited quantities.

The program for exchange of M48A1 Tank Combat, Full Tracis, 90mm Gun for the M48 in the ARNG inventory, which was initiated in FY 65, is approximately 50% complete. The initial effort, directed toward the exchange of Tanks in field training equipment concentration sites is approximately 90% complete. Sources of the M48A1 Tanks are from depot rebuild programs and active Army fall out. The Tank exchange program will continue in FY 67. In addition the LT Tank, M41 will be turned in for Tanks M48A1 until all of the LT Tanks are eliminated from the inventory. Thereafter the exchange of M48 models will continue.

## Mobility

The continued acceptance of wheeled vehicles in "As Is" condition by the Army National Guard during the fiscal year contributed a small increase in the wheeled vehicle inventory. A total of 3,753 wheeled vehicles were offered to the States. The majority of acquisitions were Truck, Utility, 1/4 Ton, various models. Vehicles not up to standard to meet requirements due to condition were accepted for cannibalization to obtain useable parts.

A limited number of the M577A1 Command Post Carriers were received from active Army fall out.

## Communications

The lack of new Area Communications equipment continues as a major equipment problem. Due to serious shortage of this equipment it has been necessary to adapt older models of equipment to meet training requirements. The only new radio equipment received during the year was the Radio RS-6 and the Code Practice Kits that were distributed to the Special Force Units. Additional quantities of the common Armor, Artillery and Infantry Radios have not been made available to ARNG due to other higher priority requirements.

## Tactical Support

The receipt of support equipment during FY 66 was mostly on an "As Is" basis with some newer items such as Compressor, Reciprocal, AN-M4; Loader, Scoop Type, 4 whl; Tractor FT with Angledozer and a limited number of Theodolites.

Generators of all sizes continue to be seriously short of training requirements, however a small quantity was received during the period.

## Organizational Clothing and Equipment

The funds programmed for organizational clothing and equipment in FY 66 budget were \$31,205,000. These funds provided for fully equipping the units of the SRF and equipping other units to approximately 70% of authorized level. This project was successfully completed with the exception of certain items not available in the supply system.

## Individual Clothing

A shortage of individual clothing developed in February and March 1966, a result of the rapid build-up of the active Army and the SRF. In early March the Air National Guard airlifted emergency supplies of clothing from CONUS depots to selected ARNG distribution points throughout CONUS. Sufficient clothing was delivered to equip all personnel with a basic uniform. Additionally, clothing requirements for Annual Field Training were determined and submitted to the Defense Supply Agency in May 1966. The

authorization of special project codes and high priority editing action by the Army supply system insured the timely receipt of the clothing necessary to equip ARNG personnel for Annual Field Training.

## Maintenance

Maintenance capabilities of the ARNG were greatly increased in FY 66 due to additional funding for repair parts and technician support for SRF units.

The principal maintenance objective was to raise all SRF equipment to a combat serviceable level. Reports indicate that units are well on their way to accomplishing this objective. Actions by the States included emphasis on first and second echelon maintenance, operator training, maintenance support from other units, technician overtime and temporary hire. An additional objective was the development of Prescribed Load Lists and filling of Prescribed Loads for the SRF units.

Prescribed Load Lists have been completed for the majority of SRF units and requisitions forwarded to appropriate depots for the filling of Prescribed Loads.

Repair part shelf stock position showed great improvement due to both added funds and a special requisition code for SRF requirements.

The exchange of ideas during open discussions in the maintenance subconference at Annual Army Area Conferences has contributed to significant improvements in the ARNG maintenance program. In addition to the State maintenance officers, representatives of supporting depots attend to cover problem areas that may exist. The greater exchange of maintenance information at these conferences tends to increase good relationships and adoption of sound procedures so necessary to an efficient maintenance program.

## Organizational Maintenance

The accelerated training program provided organizational maintenance personnel an increased opportunity to gain valuable training through actual on-equipment maintenance. Weekend training provided sufficient time to perform more maintenance than merely "raising the hood". Tank crews were able to operate their vehicles and perform the preventive maintenance so necessary to our mechanized Army.

## Support Maintenance

Uncompleted work orders at the end of FY 66 amounted to 45,600 as compared to 56,100 at the end of FY 65. This is a decrease of 10,500 uncompleted work orders. This decrease may be attributed to the increased availability of repair parts due to increased funding and the use of a special requisition code for SRF units. While weekend training under the MUTA concept now permits wider usage of heavy equipment such as tanks, personnel carriers and engineer equipment, the availability of repair parts enables support shops to reduce down time due to supply. The benefit of repair part availability is more apparent when consideration is given to the extra workload due to accelerated training and the continued acceptance of equipment in "As Is" condition from the active Army. In spite of efforts to be selective in accepting "As Is" equipment, some items received require extensive repair; however, the ARNG maintenance system is clearing this extra workload.

## Army Aviation Maintenance

During FY 66, ARNG flying program represented an increase of 8,412 hours over the FY 65 flying hour accomplishment. Much of this time was flown in support of SRF units utilizing the UH-19D Utility Helicopter which entered the ARNG inventory during mid-

year. Due to the receipt of 59 of these helicopters the Army Aircraft Inventory showed only a slight decrease during the year as shown below, even though the National Guard continued to lose many observation aircraft to urgent overseas requirements:

	Fixed Wing	Rotary Wing
30 June 1965	560	311
30 June 1966	461	406

The issue of CH-37B Medium Helicopters into the ARNG inventory was started in FY 66 with the program to continue during the first months of FY 67. The programmed inventory will reach a total of 23 of these aircraft during the year. These aircraft were issued to those States which either now have a medium helicopter company or are scheduled to have one in the troop structure.

Organizational and direct support Maintenance on ARNG aircraft continued to be accomplished by ARNG technicians manning Army Aviation Maintenance shops in the several States. Each of these technicians represents many years of experience in the field of aircraft maintenance and plays a vitally important role in the excellent aircraft availability rate which has been maintained throughout the year.

The operation of three Transportation Aircraft Repair shops performing general support aircraft maintenance on active Army as well as ARNG aircraft continued to be a highly successful program. These "TARS" Shops are manned by 50 technicians who are gaining valuable experience and are providing a well trained nucleus of personnel in this highly technical field. The parent units of these TARS Shops are the 162nd Transportation Battalion, Connecticut ARNG, the 217th Transportation Battalion, California ARNG, and the 142 Transportation Battalion, Missouri ARNG.

## Cross Service Maintenance Agreements

Authority for the States to enter into cross service maintenance agreements is contained in Section VII NGR 76, "Maintenance of Supplies and Equipment—Responsibilities and Policies." Included are overall general policies concerning agreements and detailed guidance covering funding, manning, limitations as to type equipment to be supported and a sample agreement. During FY 66 the ARNG provided maintenance support to the active Army, USAR and the Marines through a total of 23 cross service maintenance agreements. In addition to the savings accrued due to reduced transportation of equipment to maintenance facilities, the ARNG gained valuable training in maintenance skills.

## Autovon

During FY 66 the U. S. Army Strategic Communications Command issued installation instructions for 117 AUTOVON circuits for various selected activities of the Army National Guard. At present, 17 activities have access to the AUTOVON system, and installation is pending in 35 others during the first quarter of FY 67.

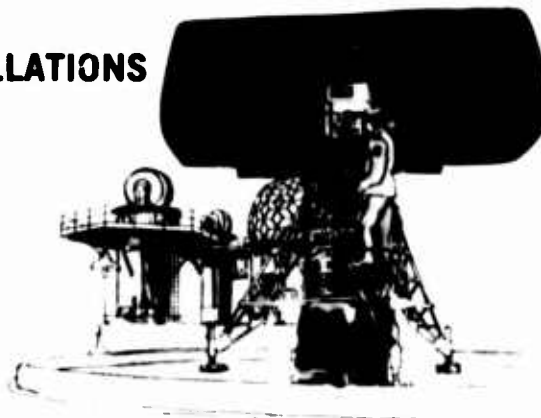
## ADP Standardized Logistics Procedures

Standardized stock accounting and reporting procedures have been developed applicable to all States. Extensive research and analysis of existing data versus required information of the various supply and reporting functions were required in order to develop a completely mechanized system capable of producing required supply accounting data and reporting data at the USPFO level. The new procedures will be phased into the ARNG Logistics Accounting System during the period July-Dec. 1966.

## Battalion Supply Tests of Army Supply Procedures

The National Guard Bureau has initiated a test of organizational level property book accounting and supply operations in five States in an effort to determine the desirability of adopting the active Army supply system throughout the Army National Guard. The States and SRF battalions involved are participating on a voluntary basis. Battalions undergoing the test include Infantry, Artillery and Supply and Transport Battalions and were selected to represent varied geographical, funding and facilities situations. The specific objectives of the test are to evaluate the effectiveness and efficiency of the active Army Supply System in the ARNG in comparison to the present system and to determine and evaluate the impact for additional supply technician support. Data will be submitted to the National Guard Bureau by participating elements at conclusion of the test for further evaluation.

## INSTALLATIONS



## ARNG Military Construction Program

Since 1952, Federal funds have been available for construction of facilities required by the Army National Guard as provided for under the National Defense Facilities Act of 1950, as amended. Under this act, Federal contributions to the States may not exceed 75 percent of the cost of the authorized armory construction items as provided for in current Federal regulations. These funds may be used by a State for the acquisition, construction, expansion, rehabilitation or conversion of facilities required for training, operation, and maintenance of Army National Guard units. Non-armory construction projects are supported by 100% Federal contribution. Non-armory construction includes those facilities necessary for the administrative, logistical, and field training support of Army National Guard units.

The Army National Guard Military Construction Program (MCARNG) supports the construction of new armory and non-armory facilities and the continued alteration, expansion and rehabilitation of existing facilities to keep pace with the increased training requirements of the Army National Guard.

In Fiscal Year 1966, the total fund availability for the Army National Guard Military Construction Program amounted to \$22.1 million, which included a new appropriation of \$10.0 million and carry-over funds of \$12.1 million. The total obligations for fiscal year 1966 were 214,916, as itemized below:

### Obligations

Armory	\$ 16,790
Non-Armory	112,361
Advance Planning & Design (A/E)	26,705
Minor Construction	59,060
<b>Total All Obligations*</b>	<b>\$214,916</b>

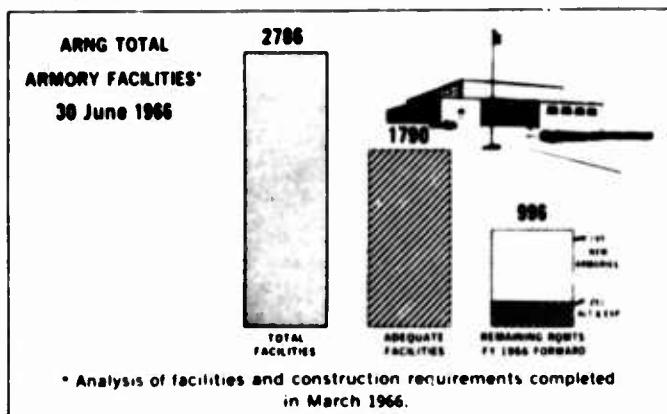
\* Includes obligations of \$17,641 by other Agencies



There were no new Army National Guard armory projects placed under contract during the year. One previously approved non-armory project was placed under contract at Camp Grayling, Michigan and will provide summer training facilities. This project was deferred until FY 66 due to necessity to readvertise for new bids.

The deferment of the MCARNG Program which began in December 1964 continued through FY 66. Projects for the ARNG have been deferred pending review and determination of requirements under both present and future force structures and in accordance with decisions of 20-21 December 1965 which deferred construction for the military establishment. In February 1966 the Department of Defense issued an additional directive on military construction which stipulated that authority may be granted to construct those projects whereby it might be conclusively demonstrated that such projects are required for the health, safety, or other compelling reasons, plus compliance with all other provisions as previously announced. Only one armory project at Keokuk, Iowa was authorized under these conditions during the fiscal year and it will not be placed under contract until FY 1967.

The Department of Defense approved a new revised comprehensive space criteria for Army National Guard armories on 4 January 1966. The criteria became effective immediately, and are applicable to all approved armory projects for which final design had not been accomplished, except that full implementation of the increase from 70% to 80% of Table of Organization Strength for design strength for armories will apply only to units so authorized. The National Guard Bureau issued Change No. 1 to NGB Pamphlet 74-1 on 10 March 1966 which contains the revised space criteria for armory construction.



The Army National Guard has in use 2,786 armory facilities to house, administer and train units in all fifty States, Puerto Rico and the District of Columbia.

## Future Construction Requirements

Based upon the FY 66 study of future armory construction requirements, there are 2,786 armory facilities in use. Of these, 1,790 are considered as adequate and 996 are considered as inadequate. As of 30 June 1966, the remaining requirement consists of 745 new armory projects and 251 projects such as rehabilitation, alterations, additions, conversions, or expansions to existing facilities. The remaining dollar requirement for construction of the 996 inadequate armory facilities is estimated to be approximately \$148.7 million.

In addition to the above listed armory requirements, there is an indicated unfulfilled construction requirement in the non-armory category of 798 projects at an estimated cost of \$95.3 million. This non-armory construction program would consist primarily of providing administrative, maintenance and warehouse facilities for the logistical support of the Army National Guard, and necessary facilities for summer training sites.

## ARNG Non-Armory Facilities

The type of facilities provided under the non-armory military construction program are described below indicating the authority by which they are constructed and the status of new construction as of the end of the fiscal year.

### Combined Support Maintenance Shops

Combined Support Maintenance Shops (formerly Combined Field Maintenance Shops) are authorized for construction on the basis of one per State. However, in a State which: (1) has two or more divisions; (2) is authorized Field Training Equipment Concentration Sites, or (3) has unusual geographical considerations, additional shops or sub-shops are authorized. Hawaii is an example of a geographical consideration. Field maintenance of all Federal equipment issued to the State, except aircraft, is performed at these facilities. As of 30 June 1966, Federal funds have been utilized in the construction of 48 Combined Support Maintenance Shops.

### Organizational Maintenance Shops

These shops are authorized for each battalion, comparable organization, or grouping of units. Organizational maintenance is performed at these facilities on all Federal equipment issued to the units, except aircraft. A total of 120 organizational maintenance shops have been constructed with Federal funds since the inception of this construction program.

### Army Aviation Maintenance Shops

These shops are authorized for construction on the basis of one per State for each State having five or more assigned Army Aircraft, except that States having two divisions are authorized two such shops. All organizational and field maintenance on Army fixed and rotary wing aircraft and allied equipment issued to the State is performed at these facilities. Thirty-four shop hangars have been built with Federal funds from the beginning of the construction program.

### U. S. Property and Fiscal Officer Offices and Warehouses

An office and warehouse is authorized each State for use by the United States Property and Fiscal Officer in administration, receipt, storage, and issue of all Federal property required for use by the Army National Guard. As of 30 June 1966, Federal funds have been used in the construction of 19 USPFO offices and 29 USPFO warehouses.

## Real Property

The National Guard Bureau renders all possible assistance to the States in licensing appropriate federally owned facilities and in leasing certain types of privately owned facilities for the Army National Guard.

During FY 1966, The Army National Guard made use of the following types of facilities, other than State owned:

- 250 federally owned facilities
- 135 privately owned facilities under Federal lease, including:
  - 32 Army Advisor Offices
  - 53 Target Range Sites
  - 31 Aircraft Facilities
  - 14 Organizational Maintenance Shops
  - 5 USPFO Offices

The Bureau screened excess federally-owned real properties with the States and advised and assisted them in acquisition of such properties when required by the Army National Guard.

## Repairs and Utilities

To operate, maintain, and repair the non-armory facilities of the Army National Guard, Federal funds in the amount of \$3,702,377 were obligated under 55 separate Service Contracts.

To support a total of 315 Repairs and Utilities (R&U) projects for minor new construction, alteration, extension, and relocation of non-armory facilities, Federal funds in the amount of \$550,242 were obligated.

These projects were for the continuing economic preventive maintenance of facilities for the USPFO offices and warehouses, the efficient storage and maintenance of vehicular equipment at battalion level, the safeguarding of Federal equipment and the health and welfare of troops related to the Selected Reserve Force Program and troops training at annual field training sites.

Federal construction support of week-end training sites was limited to the health and safety of personnel and to safeguarding

of Federal property. Projects of this nature included 53 fencing and hardstands, 13 plumbing rehabilitations and 5 heating alterations. Federal funds in the amount of \$251,968 were obligated.

## Rifle Range Repairs

To support 33 States in the maintenance and repair of State owned rifle ranges, Federal funds in the amount of \$89,424 were obligated.

## Troop Facilities at Field Training Sites

These facilities are designed to provide the essential requirements for support of Army National Guard units during their period of annual field training. Facilities may include kitchens, mess halls, bath latrines, supply and administration buildings, headquarters buildings, and barracks.

A total of \$4,916,236 was obligated to support the opening, operating and closing costs of annual field training sites. Of this amount \$2,827,249 was obligated at 76 federally controlled training sites and \$2,088,987 at 45 State controlled training sites. A listing of these installations both Federal and State follows:



FEDERALLY CONTROLLED  
INSTALLATIONS

New Jersey Defense Missile  
Site  
Fort Dix, N. J.  
Camp Greaser, N. Y.  
New York Arsenal  
Site

McEntire Air National Guard  
Base, S. C.  
Camp Greaser, N. Y.  
Camp Greaser, N. Y.

Camp Clark, Mo.

Camp Tortuguero, P. R.  
Camp Tortuguero, P. R.

Part Five  
Foreword

# Air National Guard

The Air National Guard provided more active support to the active armed forces in FY 1966 than it ever accomplished before except for periods when it was on extended active duty.

With the Air Force heavily committed to Southeast Asia, the Air Guard stepped in to fill vital gaps in the Nation's defense establishment. Tactical, air defense and airlift units of the Air Guard virtually flew around the clock performing missions heretofore assigned only to active forces.

In August 1965, Secretary of Defense Robert S. McNamara called for certain Air National Guard tactical units to be fully-manned, equipped, and geared for instant mobilization. This force includes nine Tactical fighter, four Tactical reconnaissance and one Tactical control groups. Dubbed the "Beef Broth" force, these units spent the remainder of the year recruiting to fill vacancies, receiving needed equipment and parts, and accomplishing training and inspection requirements. The "Beef Broth" force is now operationally ready for active deployment.

Between the "Beef Broth" force and other Air Guard Tactical air units the Air National Guard took over Tactical Air Command's training responsibilities in air-ground support exercises. They participated in 12 exercises including the Joint Chief of Staff/Combined Exercise Program. Two exercises, Tropic Lightning I and II in Hawaii, saw the first nonstop flight of an Air Guard Tactical unit to the Pacific. The Guardsmen helped train the 25th Infantry Division in air-ground operations dropping live ordnance on practically all missions. Upon completion of the exercise, the 25th Division was moved into combat in Vietnam.

Twenty-two ANG squadrons in the Air Defense Command 24-hour-a-day alert program flew 15,200 scrambles and made 39,371



intercepts. Meanwhile, five ANG Aircraft Control and Warning Squadrons provided full-time air defense support to Puerto Rico, Hawaii and the North American Air Defense Command in Utah and Colorado.

Air Guard airlift units continued and even expanded the pace set last year in supporting the Military Airlift Command's global commitments. Over 200 overseas cargo flights were made each month from January through June. In January the Air Guard began flying a minimum of 75 flights a month into Southeast Asia. Encountering enemy ground fire on almost each landing and takeoff in Vietnam, many Air Guardsmen experienced their first taste of combat. The Air Guard airlift units logged over 18 million miles in domestic and overseas flights during the year.

In addition to their cargo role, the airlift units began flying regularly scheduled routes for the aeromedical evacuation system in August 1965. Guardsmen flew routes to Alaska, the Atlantic and Caribbean areas from Newfoundland to the Canal Zone, and eastern U. S. trunk lines.

About 80 per cent of total time flown by ANG military airlift units is devoted to support the active military establishment.

Air Force Chief of Staff General John P. McConnell summed up the posture of the Guard in today's defense plans saying, "Our experience in Vietnam so far has shown that our air reserve forces best serve by remaining in an inactive status but performing genuine 'active duty' as part of their training program."

This is the year that the Air National Guard really gave meaning to the term "active reserves."





## BUDGET

Included in the President's Budget for Fiscal Year 1966 were estimates for the appropriations of Operation and Maintenance, Air National Guard; National Guard Personnel, Air Force; and Military Construction, Air National Guard. United States Air Force (USAF) and Department of Defense (DOD) approved program guidance was followed in the development and preparation of these estimates. The initial Congressional approvals for these appropriations resulted in the following: Operation and Maintenance, ANG—\$238,000,000; National Guard Personnel, AF—\$71,300,000; and Military Construction, ANG—\$10,000,000. These amounts in addition to approximately \$3,135,000 million of anticipated reimbursements provided a total availability of \$322,435,000 at the beginning of Fiscal Year 1966. The following represents the initial appropriations plus reimbursements as compared to the total availability.

Appropriation Title	Appropriated	Adjusted Availability
Operation and Maintenance	\$241,000,000	\$247,100,000
National Guard Personnel	\$ 71,435,000	\$ 78,135,000
Military Construction	\$ 10,000,000	\$ 19,700,000
Total	\$322,435,000	\$344,935,000

Includes anticipated reimbursements.

Includes all adjustments through the fourth quarter for O&M and Military Personnel.

Includes no-year carryover of unobligated balances.

It will be noted from the above schedule that the availability is considerably in excess of the initial appropriations and is explained as follows:

The increase in Operation and Maintenance represents \$1,000,000 for pay increase of Air Technicians and \$8,100,000 for Southeast Asia (SEA) support. The increase in Military Personnel represents \$3,500,000 for pay increase and \$5,700,000 for SEA support. The increase in Military Construction is carry-over. The increases in the Operation and Maintenance and the Military Personnel accounts were included in supplemental appropriation requests prepared and submitted by USAF.

The increases for SEA provided for increased readiness and reflected costs for additional flying hours, increased employment for Air Technicians, airlift, additional man drills, special training, TDY and so forth. The project was designated "Beef Broth" and was applied to 9 F100 Groups, 4 RF84F and 1 Tac Control Group.

Continued improvement of budget estimates and financial plans received from the bases were experienced during the fiscal year. The quality of the estimates provided the operating divisions with a realistic reflection of mission requirements. As the FY progressed, detailed monitoring and analysis disclosed the need for programmed changes which were made within the legal limitations and within fund availability.

Military personnel funding levels provided funds in an amount sufficient to preclude the degradation of any program including "Beef Broth." Appropriated construction funds provided for a phased program of essential facilities to meet scheduled conversions and mission changes.

## Accounting and Finance

Because of a decreasing capability within the Air Force to support military personnel payments from local Accounting and Finance Offices, plans were made to transfer such support, where required, to the Air Force Accounting and Finance Center, Denver, Colorado. This disbursing support and related fund accounting for nine states was centralized during the year with plans made to add six additional states on 1 July 1966. The change in support required those states to use a system similar to the Air Force Reserve with new forms and processing procedures. Conferences were held with participating states to present the new procedures and assist in transition period.

A master program to centralize military personnel payments and related fund accounting for members of the Air reserve forces, including the Air National Guard, has been developed by the Air Force Accounting and Finance Center, Denver, Colorado. Implementation is scheduled for 1 January 1967, using new computer hardware to accomplish payments, maintain individual pay records, maintain accounting records, perform required financial reporting and render financial statements to operating managers. Data common to both pay and personnel systems will be obtained from the master personnel record tape at Air Reserve Personnel Center, Denver, Colorado. All other data will be transmitted electronically by ANG base activities. System improvement recommendations have been made by the National Guard Bureau.

Representatives from each ANG fiscal station participated in Project "Better Understanding" at the Air Force Accounting and Finance Center, Denver, Colorado. Two important objectives were achieved:

a. Permitted field personnel to see what AFAFC does, how it is done, and the effect of their work in the Center.

b. Provided field and Center working personnel an opportunity to better understand their common problems and find solutions to many others. The resulting success of this program is evidenced by the existing high degree of accuracy and timeliness of reports being submitted to AFAFC.

A monthly summary of errors relating to reports submitted to the ANG Data Processing Center, St. Louis, Missouri, was initiated. This is part of a continuing effort to increase the accuracy and timeliness of financial reports.

Entitlement to incentive pay for demolition duty for all periods of active and inactive duty training was established under conditions outlined in AFM 177-105.

Cash payrolls for field training were discontinued. Such payments will be made by check.

Entitlement to Special Pay for Duty Subject to Hostile Fire (SPHD) was established for ANG crew members performing duties within hostile fire areas as defined by AFM 177-105.

ANG mobilization pay procedures were converted from a manual system to a mechanized system. The revised procedures match the active force pay system and eliminate many of the documents.

## MILITARY STRENGTH



On 30 June 1966, the strength of the Air National Guard was 79,883. This constituted 98.7% of the spaces allocated by the Department of Defense. Aggressive recruiting had maintained the Air



Guard at, or slightly above, authorized strength during the greater part of the year. An authorization of 1,101 additional spaces that was received on 29 April 1966 did not allow sufficient time to be filled completely by the end of the fiscal year.

The 80,901 paid drill spaces authorized as of June 1966 was 82.5% of the Unit Manning Document of 98,085. The increase in drill spaces over the 77,000 authorized at the start of the fiscal year resulted from the accelerated training program of selected Tactical Air Command units. This increased readiness program, called "Beef Broth," included one Tactical Control Group, nine F-100 Tactical Fighter squadrons, and four RF-84F Tactical Reconnaissance squadrons, each of which was authorized 100% manning. The increased personnel authorizations for these units came in two increments, one of 2,800 in August 1965, and an additional 1,101 which provided for the increase in weapons loading crews and maintenance personnel that Tactical Air Command determined were required as a result of operations in Vietnam.

Units that were not in the Beef Broth program were held to strength authorization that averaged 79.1% of full manning. On 21 April 1966, the National Guard Bureau was directed to submit a Program Change Proposal (PCP) to the Department of Defense that would authorize 100% strength for all units of the Air National Guard. This directive was the result of recognition by the United States Air Force that the missions of the Air Guard require manning authorization above the 78% and 79% level. This program change proposal was submitted prior to the end of the fiscal year.

#### Air National Guard Strength (Federally Recognized)

	FY 1961	FY 1962	FY 1963	FY 1964	FY 1965	FY 1966
Total	70,895	50,319	74,324	73,217	76,410	79,883
Officers	8,718	6,278	9,650	9,843	10,268	10,220
Airmen	62,177	44,041	64,675	63,374	66,142	69,663

#### Officer Personnel—General

The retirement over the next five years of the great majority of officers appointed during World War II, overhangs the entire officer personnel situation.

In the meantime, however, this program has remained satisfactory. During the fiscal year, 1,420 officers were granted Federal recognition. Federal recognition was withdrawn from 1,546 officers due to resignations or other reasons. Retroactive separations accounted for the balance of the losses.

The transfer to the retired list of 88 officers represented a start of large scale mandatory retirements of the officers who entered the service during World War II. This list, when completed, will include nearly the entire complement of senior officers and consequently expedite the promotion of officers now in company grades. To insure identification and selection of the best qualified of these younger officers for promotion, the Bureau has underway a program of progressive military education. February of 1967 will mark the second anniversary date of this program. As a result, the attainment of a certain level of military education is increasingly important in considering candidates for promotion.

The Air National Guard, by tradition, has not required a baccalaureate degree for commissioned status. However, the increasing requirements for technological, and for general academic competence, is leading to higher educational standards or the equivalent in experience for commissions in the Air Guard. As an example, the USAF has requested that pilot trainees be limited to applicants having a baccalaureate degree. This major change of a long-time policy is not considered likely at this time. However, increased consideration of academic qualifications for appointment, or of promotion is expected to continue.

#### Officer Promotions

The percentage limitations on the number of officers authorized in any reserve grade imposed by the 1955 ROPA law was not waived by Congress as it had been between 1960 and 1964, and again in 1965. As a result, promotions to the grades of major and lieutenant colonel were frozen except for mandatory promotions under the provisions of ROPA. In December 1965, USAF determined that recent retirements had made a limited number of major spaces available and authorized the Bureau to continue unit vacancy promotions on a quota basis. Each State was allocated an equitable number of the total vacancies. Only those officers who were outstandingly well qualified were approved for promotion. Unit vacancy promotions were effected in FY 1966 to the grades indicated:

Major General	1
Brigadier General	7
Colonel	51
Lieutenant Colonel	0
Major	330
Captain	192
Total	581

Mandatory promotions effected in FY 1966 to the grades indicated:

	Considered	Selected	Passed Over 1st	2d
Major to Lt. Colonel	66	56	9	1
Captain to Major	346	315	28	3
1st Lt. to Captain	101	99	1	1
2d Lt. to 1st Lt.	517	516	1	0
Warrant Officers	55	46	4	5

#### Officer Statistics

##### Officers Average Age by Grade 30 June 66

Total Officers	Gen.	Col.	Lt. Col.	Maj.	Capt.	1st Lt.	2nd Lt.	W/O	Aver.
49	48	45	40	33	28	25	45	35	

Pilots	Gen.	Col.	Lt. Col.	Maj.	Capt.	1st Lt.	2nd Lt.	Aver.
Aircrew Jet	47	45	43	37	32	27	25	34
Aircrew Non-Jet	48	46	44	39	33	27	25	36
Operational Support	50	47	45	42	35	28	—	43
Administrative Support	51	45	45	43	31	26	—	43

##### Officer Longevity 30 June 66

Average Years of Service by Grade	Gen.	Col.	Lt. Col.	Maj.	Capt.	1st Lt.	2nd Lt.	W/O	Aver.
26.8	25.5	23.9	18.9	11.0	7.2	4.0	22.4	14.3	

Average Years of Service of Officers on Flying Status by Grade	Gen.	Col.	Lt. Col.	Maj.	Capt.	1st Lt.	2nd Lt.	W/O	Aver.
26.6	25.1	23.6	18.3	11.7	6.6	4.0			14.5

### Grade Distribution of Pilots by Type 30 June 66

	Gen.	Col.	Lt. Col.	Maj.	Capt.	1st Lt.	2nd Lt.	Total
Aircrew Jet .....	22	61	187	516	822	228	99	1935
Aircrew Non-Jet ....	18	46	206	481	656	93	34	1534
Operational Support .....	11	16	37	37	21	1	1	124
Administrative Support .....	1	8	45	29	7	1	—	91

### Rated Officers

Flying status actions were processed as indicated:

#### Aeronautical Rating Boards (Interservice Transfers, Army and Navy)

Processed	Approved
29	25

#### Flying Evaluation Boards (Res of AF officers under suspension)

Processed	Returned to Flying Status
15	12

Flying status was revalidated on 75 pilots. These pilots were in a terminated status by reason of not being assigned to a rated position for a period in excess of one year. These officers were reassigned to mandatory pilot positions and are now participating in aerial flights as regular aircrew members.

	Programmed	Assigned
Pilots .....	3800	3684
Navigators and Radar-Intercept Officers .....	704	629
Flt Surgeons, Air Evac Medical Officers .....	230	130
Flight Nurses .....	360	206

### Airman Personnel—General

The enlisted strength of the Air National Guard was maintained at the authorized drill paid level with little effort. Every unit had a waiting list of nonprior servicemen seeking to be enlisted. The increased calls of Selective Service were undoubtedly part of the motivation, especially for recent college graduates. Nevertheless, many young men sought to enlist purely through the desire to work off their military obligation in an interesting and stimulating branch of the service.

Airmen completing their enlistments and their six-year military service obligation are quite frequently not reenlisting. This is also true of a large portion of the prior servicemen with no service obligation. The men in many cases have had active service in WWII, Korea, and the Berlin contingency mobilization and, having completed the twenty years service qualifying them for retirement, are electing to leave active status prior to another disruption of their civilian careers.

Young airmen with a military service obligation are required to maintain at least a 90% attendance record or be subjected to an intensified 45-day active duty training period. During the past year, this intensified training concept was expanded to include the 45-day tour for men who do not progress in a satisfactory manner in skill training in their military specialty. Sixty men were given the 45-day intensified training tours in FY 1966. In addition to these men, the Air National Guard had 12 additional personnel who failed to per-

form in a satisfactory manner, even after a 45-day tour, and were referred to Selective Service for induction.

### Airman Statistics

#### Airman Average Age by Grade 30 June 66

E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Aver.
43	40	38	34	30	26	24	22	21	27

#### Airman Longevity 30 June 66

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.
20.9	18.9	16.9	13.6	9.5	4.7	2.9	1.2	.4	6.1

#### 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.
22.0	20.2	16.3	13.0	10.0	5.0	3.2	1.1	.6	10.9

### Personnel Data Systems

Error rates resulting from the personnel data systems file updates during the year were extremely low. Rates by cycle are shown in the accompanying chart.

In July 1965, the ANG Personnel Authorization File was created and placed on magnetic tape, to provide for match of assigned personnel against authorized spaces within each organization. The file is updated on the same frequency as officer and airman files. Through this match process, vacancies and manning percentages by career field and skill level can be determined.

In order to facilitate opening of active duty pay records upon mobilization, an additional card of coded pay data was prescribed in January 1966 to be maintained in the CBPO. This is an interim system, pending implementation of the Air reserve forces Centralized Pay System, and, although mechanized at base level, is not a part of a computer operation. The system was tested, with interested persons from Comptroller and Personnel functional areas, as well as representatives from Tactical Air Command (gaining command for the tested units) participating, and was found to meet the objectives of the original specifications.

Conversion to PDS-O 65 and PDS-A (Interim), which was scheduled for April 1966, has been rescheduled for August 1966. Slippage occurred due to the impact of reprogramming required in the more complex systems. The formats and initial instruction for creation of required data were furnished all States in January 1966. Reports indicate that most CBPOs completed creation of the additional data and were ready for systems conversion in April, as scheduled. Upon conversion, most data now in file will be converted to new codes where possible by the computer, thus establishing the new tape file. The results of this conversion will be output in card form to the CBPOs, who will add newly created data and return complete card decks to the computer. Output products furnished NGB have been updated and redesigned to conform with elements of the new data base. Standard base level products, which are practically nonexistent or if produced, are non-standard, will be required in the new system. One such base level output product replaces the Morning Report at unit and higher echelons within the State. Statistics previously derived by NGB from the Morning Report will be obtained directly from the computer. The PDS file becomes the source for official strength.

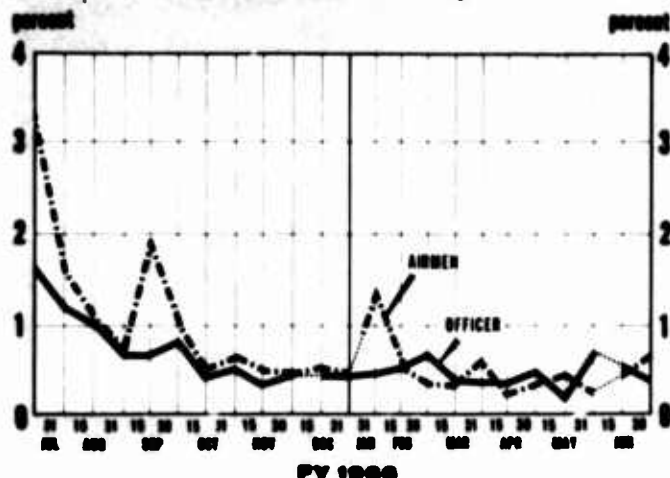
These systems meet the requirements of the proposed Air reserve forces Centralized Pay System, the Command Control Sys-



tems of Hq USAF and the separate gaining major air commands, as well as the active Air Force Personnel Data Systems upon mobilization.

While PDS is now providing more timely and up-to-date data than was available prior to its implementation, the use of data in connection with other systems is hampered by the fact that mail transmission precludes updating more frequently than twice monthly. Plans provide for establishing a means of electrical transmissions of data. When this equipment becomes available, files will be updated at least weekly, making the systems more responsive to the needs of related systems as well as those of the personnel managers.

### Error Rate for ANG Personnel Data System



At the close of the fiscal year, the Bureau, CAC, Finance Center, and Hq USAF were continuing their work on developing a mechanized data system that would be capable of providing ANG personnel and pay data from a common data bank without unnecessary duplication of effort.

### Records Improvement Program

A Records Improvement Program was initiated to emphasize the importance of properly maintaining and forwarding personnel records to the correct military records center. All records custodians were requested to standardize and reduce inquiries pertaining to past service of ANG members. Procedures were initiated to obtain the needed information from the individual, the command records, Master Personnel Records, and State records maintained by the Adjutants General before requesting verification of data from one of the military records center. ANGR 35-01 is being amended to authorize use of NGB Form 15 (National Guard Request for Records/Information) for requesting needed military service data.

NGB Form 124 (NGB Consolidated Retirement Record), which replaces NGB Form 024, is now being used by the Bureau and all States. A copy is filed in the Master Personnel Record, Unit Personnel Record, and State records for readily available retirement information. The NGB Form 124 is updated annually upon submission of AF Form 190.

### Awards and Decorations

The responsibility for processing of requests for individual awards and decorations was given to Administrative Services and Airman Branch (NG-AFPM) in May 1966. Prior to that time, NG-AFPM provided administrative review and assistance in processing

recommendations for awards and decorations. Master Personnel Records are reviewed for eligibility prior to forwarding the request to the gaining major air command or Headquarters USAF for approval. Three ANG officers who had made significant contributions to national security were awarded the Legion of Merit during FY 1966. The Airman's Medal was awarded to two members of the Air National Guard for heroism. Seven officers and four airmen have been awarded the Air Force Commendation Medal for meritorious service or outstanding achievement. The Combat Readiness Medal has been awarded to qualified ANG crew members by the gaining major air commands under the provisions of AFM 900-3.

### Servicemen's Group Life Insurance Program

Public Law 89-214, effective 29 September 1965, provides a Group Life Insurance Program for all uniformed services members who are on active duty for more than thirty days. The premium rate for members is \$2.00 per month for \$10,000, or \$1.00 per month for \$5,000 coverage. The group insurance furnished under this program is in addition to any U.S. Government Life Insurance or National Service Life Insurance which the serviceman holds.

### Unsatisfactory Performance of Training Duty

A survey of the records of Air National Guard airmen revealed that many of them had exceeded the maximum time in on-the-job training for progression to the next higher skill level. Failure to progress in skill capability within the maximum period established has been designated by the National Guard Bureau as unsatisfactory performance of training duty. ANG units have been advised to counsel enlistees that failure to progress in their career field specialty can make them subject to a 45-day tour of active duty for training.

### Officer Effectiveness Reports

Satisfactory results were obtained from continued efforts during FY 1966 for better quality, administrative correctness, and timely submission of officer effectiveness reports. The over-all evaluation averages for Air National Guard officers compared favorably with those of active duty officers. There was a decrease in the number of reports which required return to the State for correction, completion, or for reaccomplishment from 20% in FY 1965 to 10% in FY 1966. The annual Officer Report Suspense Roster, prepared by the Directorate of Data Systems and Statistics, ARPC, proved very valuable to both the Bureau and the States in identifying delinquent reports.

### Recognition for Suggestions, Inventions, and Scientific Achievements

Pending publication and receipt of AFM 900-4, ANG members on active duty and active duty for training have now been authorized to submit suggestions and are eligible for cash awards. The nearest Air Force Incentive Awards Committee, normally monitored by the Base Civilian Personnel Office, can be contacted for assistance.

### Screening the Ready Reserve Under the Provisions of Section 271, Title 10, USC

DOD Directive 1200.7, 16 January 1965, established a procedure for transfer to Standby Reserve status for certain categories of personnel, including employees of the Federal Government. Agencies of the Federal Government can designate certain employees as being in "key" positions and require the reserve forces to take

screening action, either to remove the person from the Ready Reserve or announce to the agency that the individual is being retained in the Ready Reserve.

DOD Directive 1200.7 was put into effect by the Department of Air Force by publication of Chapter 39, AFM 35-3. Paragraph 39-3a states: "the Air Force will retain the Reserve member in the Ready program elements only in exceptional instances where there is sufficient documentation that indicates that military necessity clearly exists."

As of 30 June 1966, the ANG was short of pilots to meet its requirements (see "Pilot Training Program," below), and since DOD Directive 1200.7 permits retention of personnel in Ready Reserve positions who have a critical military skill and meet other specific criteria, 81 ANG members were retained. ANG members who have a military service obligation as a result of joining the ANG must satisfactorily participate in the Ready Reserve program as obligors. Other ANG members who had completed their obligated service in the Ready Reserve were transferred to Standby Reserve or, if eligible, transferred to the Air Reserve Personnel Center to be placed on the USAF Reserve Retired List.

## Pilot Training Program

During Fiscal Year 1966, intensive action was continued by the National Guard Bureau to bring about an increase in the pilot training program. As a result of the studies and conferences on the subject, the USAF is now considering enlarging the program in order to train 299 pilots each year for the Air National Guard.

This need for pilot training has increased over the years as recruiting from pilots leaving active duty has become progressively more difficult. Late in FY 1950, the Air Force authorized a limited ANG pilot training program with 17 officers entering training. The Korean conflict emphasized the need for more and more young pilots. By FY 1953, the ANG pilot training program was gathering momentum with 407 pilots graduating in FY 1957. In FY 1958, the Air Force suffered a substantial cutback in its pilot program based upon increased emphasis on missiles. As a result, the training of ANG pilots sank to a low of 47 in FY 1961.

Commencing in FY 1961, the National Guard Bureau started intensive efforts to gain more support for the program. Some relief was promised by a phased build-up from 80 pilots graduated in FY 1964 to 161 in FY 1968. Starting in FY 1963, however, it became apparent that the 161 pilot production level would not maintain the force structure at even a minimum required level. During the past four years, the National Guard Bureau sought relief to this perplexing problem. The current proposal for enlargement of the program to 299 pilots per year is part of this effort.



## Education and Training

The Air National Guard's individual training program is composed of five major categories; Flight, Technical, Professional, Recruit, and On-the-Job Training. These programs were operated under a budget of \$16,656,000 appropriated funds which afforded the opportunity for 14,143 individuals to enter on active duty for training, for a total of 1,805,869 mandays.

### Sub-Project Authorization

Training Category	Student Entries	M/D's	Cost
Flight .....	1,216	187,208	4,523,000
Technical .....	1,122	87,059	1,803,624
Professional .....	105	6,935	320,376
Recruit .....	11,700	1,521,967	9,998,000

Based upon revised FY 66 FIN Plan, which includes "Beef Broth" additives.

During FY 1966, 13 ANG flying units and one TAC Control Group were authorized to be brought to full strength and C-1 "operationally ready" status. This increase in combat capability posture required intensified training programs. In order to assist the various unit commanders in achieving the higher unit capability rating, individual training programs were increased as follows:

	Student Entries
Technical .....	234
Recruit .....	2349

Detailed program analysis of the five training programs is as follows:

### Flight

During FY 1966, 185 pilots entered undergraduate pilot training and 183 completed training during the fiscal year. However, the ANG continued to be over 1,000 pilots short of authorization. 62 individuals entered navigator training and 26 completed training. Advance flying training consisted of both providing combat crew training for the newly graduated pilots and navigators and cross-training of new ANG prior-service pilot accessions who were previously qualified in other aircraft than that of the gaining unit. A total of 336 students entered this program.

### Technical Training

Technical training is composed of officer/airman formal school courses and special training through MTD's and factory courses. The following special courses were attended by Air Guardsmen:

	Entries
Officers Formal Courses .....	1267
Airman Formal Courses .....	900
Officer Special Training .....	170
Airman Special Training .....	472
Total .....	2809

### Professional Training

	Entries
Squadron Officer School .....	11
Command and Staff College .....	15
Air War College .....	5
NCO Academies .....	97

## Recruit Training

The ANG had a basic authorization to enter 8,500 non-prior service enlistees into basic military training and a supplemental 3,200 spaces associated with increased manning. Those individuals who were enlisted in priority units were immediately placed on home station active duty for accrual of 4 months minimum active duty. The basics were phased into basic training at Lackland and Amarillo AFB's during their 4 months tour.

	Entries	Completion	In Training 30 Jun 66
BMT and OJT .....	5,014	4,033	1,861
BMT & Tech .....	7,049	6,086	2,924
Total .....	12,063	10,119	4,785

## On-The-Job Training

The National Guard Bureau is responsible for providing Air National Guard units with a valid and comprehensive on-the-job training program, incorporating the concepts and philosophies of USAF, major air commands, NGB, and the many Air National Guard units. The OJT program plays a vital role in providing individual progression and capability to ANG operations. Training, with subsequent increased skill manning, has received increased emphasis during the past year. This was made evident by the fact that overall skill manning was added as a prerequisite for attaining a combat capability rating for selected TAC-gained ANG units. Heretofore, over-all skill manning was not a decisive factor.

Airmen entered in OJT Upgrade .....	32,224
Airmen enrolled in ECI/CDC .....	24,425
Specialty Knowledge Tests Administered .....	18,444
Airmen Upgraded to next higher skill level .....	15,940
SKT Passing rate, 3 level testing .....	85.0%
SKT Passing rate, 5 level Testing .....	61.6%
SKT Passing Rate, 7 level Testing .....	61.6%
SKT Passing Rate Over-all (3, 5, 7 level Testing) .....	70.8%
Airmen in OJT Upgraded to Next Higher Skill Level .....	49.4%

The interest of unit commanders in providing a vital and progressive OJT program for enlisted airmen and junior officers has received increasing impetus in the past several years with significant developments occurring in this fiscal year. Gaining major air commands have placed increasing emphasis on the skill level of airmen and the Bureau has been advocating ever greater percentage of training effort toward airmen and junior officer upgrade educational efforts. As a consequence, many of the States have developed training programs worthy of note outside the State boundaries. The Minuteman Institute of Technology, developed by Oklahoma, was a fine example of a fully planned and well implemented training program, covering a period of intensified airman training. Other less formalized, but equally effective, training plans have been developed and used by Texas, Illinois, and Hawaii to mention only a few. As a major step toward an effective training program and to tap the vast store of potential knowledge that exists throughout the ANG system, a special two-week course, "Technical Instructor" (ANG), was established. The ANG enrolled five hundred students in classes held at various USAF Technical Training Centers. The course provided the Training Supervisors and Trainers with instructor training so that they can professionally teach their skills to airmen in upgrade training. It fulfills the ANG requirement for a good, knowledgeable corps of instructors and will be continued in future years. Other "Special Schools" such as Basic Intelligence Processes, Photo Processing Center Training, Weapons Controller

Training, and CBPO Training were established to enhance the skill manning, training, and operational capability of ANG units.

## Air Technician Program

Air Technician strength on 30 June 1966 stood at 16,297. This represented an increase of 738 over the strength at the end of Fiscal Year 1965. Included in the increase were 311 air technicians authorized to enable the units in the "Beef Broth" program to fill all authorized air technician positions. The remaining 427 positions were authorized for units that converted to more modern aircraft.

In November 1965, the Military Airlift Command requested that ANG airlift units provide maximum support in fulfilling its over water missions to all theaters. In order to meet this requirement, ANG airlift units were authorized a temporary overstrength of nine technicians, or the equivalent in overtime per unit.

As in FY 1965, there were approximately 6,400 ANG technicians in the retirement programs of 19 States, the Commonwealth of Puerto Rico, and the District of Columbia.

The announcement in December 1965 of the deactivation of certain ANG units showed the need for a placement program for air technician personnel whose jobs would be terminated. In answer to this need, a relocation program was established to offer continued employment to those volunteering for reassignment to another unit. An application and screening process was established to insure that existing and projected vacancies were earmarked for the technicians involved. The response from the respective States and units to this program indicated that, for the most part, positions would be available for qualified applicants. Authority was also received to compensate displaced technicians for the expense of moving their dependents and household goods.

## MEDICAL ACTIVITIES



## Operations and Training

The Air National Guard Medical Service provides medical personnel and units trained and equipped to operate Medical Facilities in support of ANG operational requirements.

On 1 August 1965 at the request of the Military Airlift Command and with the approval of Headquarters, USAF, the Air National Guard performed its first routine live mission in support of the MAC domestic Aeromedical Evacuation System. Originally ANG C-121 aircraft transported patients between hospitals, in support of the active Air Force, over 3 separate routes within the Continental U. S. In mid September 1965 participation was expanded to include an offshore mission to Alaska. C-97 aircraft are utilized on this route. In August 1965 two of the ConUS Missions were dropped and three offshore missions were added. These were to Newfoundland, Labrador; Puerto Rico and Panama; and to Cuba and Bermuda. The one remaining ConUS Mission originates at Scott AFB, Illinois and proceeds to McGuire AFB, N.J., Andrews AFB, Md., Maxwell AFB, Ala., and Kelly AFB, and returns to Scott AFB via the same route. This is a weekly mission. The offshore missions originate each two weeks at McGuire AFB, N.J., and at Travis AFB, Calif. This is a major milestone in the ANG's progress toward assisting the Air Force in its daily operations.

### Aeromedical Evacuation Activities 1 August 1965 through 27 June 1966:

Trips Flown .....	141
Off Shore .....	80
Missions .....	598
Off Shore .....	316
Flying Hours (Including position & Deposition) .....	3380:50
Patient Time Flown .....	2706:00
Total Patients .....	6,566
Litter .....	1,887
Walking .....	3,794
Accompanied .....	885
Off Shore .....	1,874
Passenger .....	4,272
Off Shore .....	2,980
Miles Flown .....	804,511
Patient Miles Flown .....	7,118,535
Delay Rate .....	
ANG .....	3.3
MAC .....	4.2
Trip Days .....	614
Man Days Utilized .....	4,718
Officer .....	2,169
Airmen .....	2,549

The above mission gives ANG Aeromedical Evacuation Nurses and Technicians the opportunity of a lifetime through training in an actual situation and they are able to select dates of training that are most convenient to them.

On 30 June 1966, ANG medical units were manned as follows:

	Authorized	Assigned	Percent
Medical Corps .....	328	279	85
Dental Corps .....	161	100	62
Medical Service Corps .....	215	121	56
Veterinary Corps .....	24	8	33
Nurse Corps .....	641	343	54
	1,369	851	

During the past year 69 physicians, nurses and dentists attended the Basic Orientation Course conducted at Gunter AFB, Alabama. The Aerospace Medicine Course at Brooks AFB, Texas, was attended by 23 physicians who were designated as flight medical officers upon completion of the course. A total of 63 nurses attended the Flight Nurse Course, Brooks AFB, Texas.

Some units are 100% manned and have waiting lists of professional personnel. Others are not quite so fortunate, with below acceptable levels, however, all units are striving to overcome this deficit.

At the end of FY 66 the ANG Medical Service was comprised of:

- 12 Tactical Hospitals
- 78 Dispensaries
- 7 Aeromedical Evacuation Squadrons
- 24 Aeromedical Evacuation Flights

Periodic spot checks of physical examinations pertaining to personnel in selected units were accomplished to eliminate the possibility that this might be an area that would cause delay in the event of mobilization. Approximately 30 records from each "Beef Broth" Unit were reviewed. Discrepancies were brought to the attention of appropriate Headquarters and most of the deficiencies have been corrected. Individual States were requested to review all officer and enlisted physical examinations and make a concerted effort to correct discrepancies found.

The ANG has been authorized to establish seven Non-Destructive Inspection Laboratories. Each base concerned has prepared SOP's pertaining to protective precautions in accordance with the instructions contained in TA455. Air Force Logistics Command was designated by the USAF Surgeon General as the agency to lend technical assistance and advice to the NGB in preparation of these SOP's. Accordingly all SOP's have been forwarded to AFLC for their review and comments.

In April all TAC Hospitals were furnished a hospital plot plan that was developed and used successfully by the 140th TAC Hospital, Buckley ANG base, Denver, Colorado, during their annual field training last year. This appears to be a workable solution to the age old question concerning the most efficient arrangement of the clinical, treatment and support facilities of the 36-bed, Air Transportable Hospital.

An overall evaluation of the ANG medical program shows that:

1. All medical units are well equipped and understand their support mission thoroughly.
2. There were no unusual problems in the area of aerospace medicine.
3. No outbreaks of communicable or infectious diseases occurred during the annual field training tours or unit training assemblies.
4. Aircrews and their accompanying personnel are medically qualified for immediate deployment with very few exceptions. Periodic medical examinations and a continuing immunization program have contributed materially to the high state of combat readiness of Air National Guard personnel.



## OPERATIONS



### Organization

On 30 June 1966, the Air National Guard had 850 federally recognized units. Flying units are organized into 24 wings, 90 groups, and 92 mission squadrons. The number of non-flying units is 184. To support the Air National Guard force structure, there were 98,085 military manpower spaces allocated to the major commands.

#### Air National Guard Force Structure Federally Recognized Units 30 June 1966

##### COMBAT FLYING ORGANIZATIONS

Type	Wings	Groups	Squadrons
Fighter Interceptor	5	22	22
Tactical Fighter	7	23	23
Tactical Reconnaissance	3	12	12
Air Refueling	2	5	5
Air Commando		4	4
<b>TOTAL</b>	<b>17</b>	<b>66</b>	<b>66</b>

##### Non-Tactical Flying Organizations

Military Airlift	7	24	25
Air Transport (Medium)			1
<b>TOTAL</b>	<b>7</b>	<b>24</b>	<b>26</b>

##### Non-Flying Units

4 Communications Groups, Hq	2 Direct Air Support Squadrons
12 Communications Squadrons	4 Tactical Control Squadrons
8 Radio Relay Squadrons	8 Tactical Control Flights
2 Communications Maintenance Squadrons	4 Mobile Communications Squadrons
1 Communications Squadron (Special)	4 Mobile Communications Flights
15 GEEIA Squadrons	7 Flight Facilities Flights
6 AC&W Squadrons (Fixed)	1 Weather Squadron
2 Tactical Control Groups	35 Weather Flights (MOB)
	49 Communications Flights (SPT)

**TOTAL: 184**

### Reorganization

The following organizational changes were made during fiscal year 1966.

Sixty-nine ground communications elements of TAC and MAC-gained flying units were broken out and given numerical designa-

tions as Communications Flight (Support). They became Air Force Communications Service (AFCS)-gained units in consonance with the USAF "Single Manager of C&E Forces" concept.

Two AFCS-gained Mobile Communications Squadrons (EMS) with nine subordinate flights were reorganized into four squadrons with eleven subordinate flights. This action, approved by the Secretary of Defense, placed the entire USAF EMS augmentation in the Air National Guard.

Materiel squadrons were inactivated and replaced by CAMRON and Supply squadrons in TAC-gained units. This reorganization is in consonance with the "double-deputy" system.

The 157th Military Airlift Group was relocated from Grenier Field, N.H. to Pease AFB, N.H. Funds were approved for construction of ANG facilities at the new Jacksonville, Florida International Airport. The 125th Fighter Group (AD) will be moved from Imeson Airport to Jacksonville IAP as soon as facilities are completed.

The following aircraft conversions were made during FY 66.

Unit	Location	Former Acft	New Acft	Command Gaining
115 FG	Madison, Wisc.	F-89J	F-102A	ADC
141 FG	Spokane, Wash.	F-89J	F-102A	ADC
142 FG	Portland, Ore.	F-89J	F-102A	ADC
158 FG	Burlington, Vt.	F-89J	F-102A	ADC
123 TRG	Louisville, Ky.	RB-57	RF-101	TAC
152 TRG	Reno, Nev.	RB-57	RF-101	TAC
189 TRG	Little Rock, Ark.	RB-57	RF-101	TAC

During FY 65, U-10 aircraft were withdrawn from the four ANG Air Commando units. U-6A's are being used as substitute aircraft until the U-10's can be replaced.

### Flying Hours

During FY 66 the ANG flew a total of 501,724 flying hours, of which 280,605 were flown in jet aircraft, 194,267 in tactical non-jet aircraft, and 26,852 in support aircraft. This substantial increase over past years was due to the higher authorizations for pilots in the ANG, the intensified flying training received by ANG "Beef Broth" tactical fighter and reconnaissance units, and the all-out participation of ANG transport units in support of MAC, Southeast Asia airlift requirements.

### Tactical Air Command Units

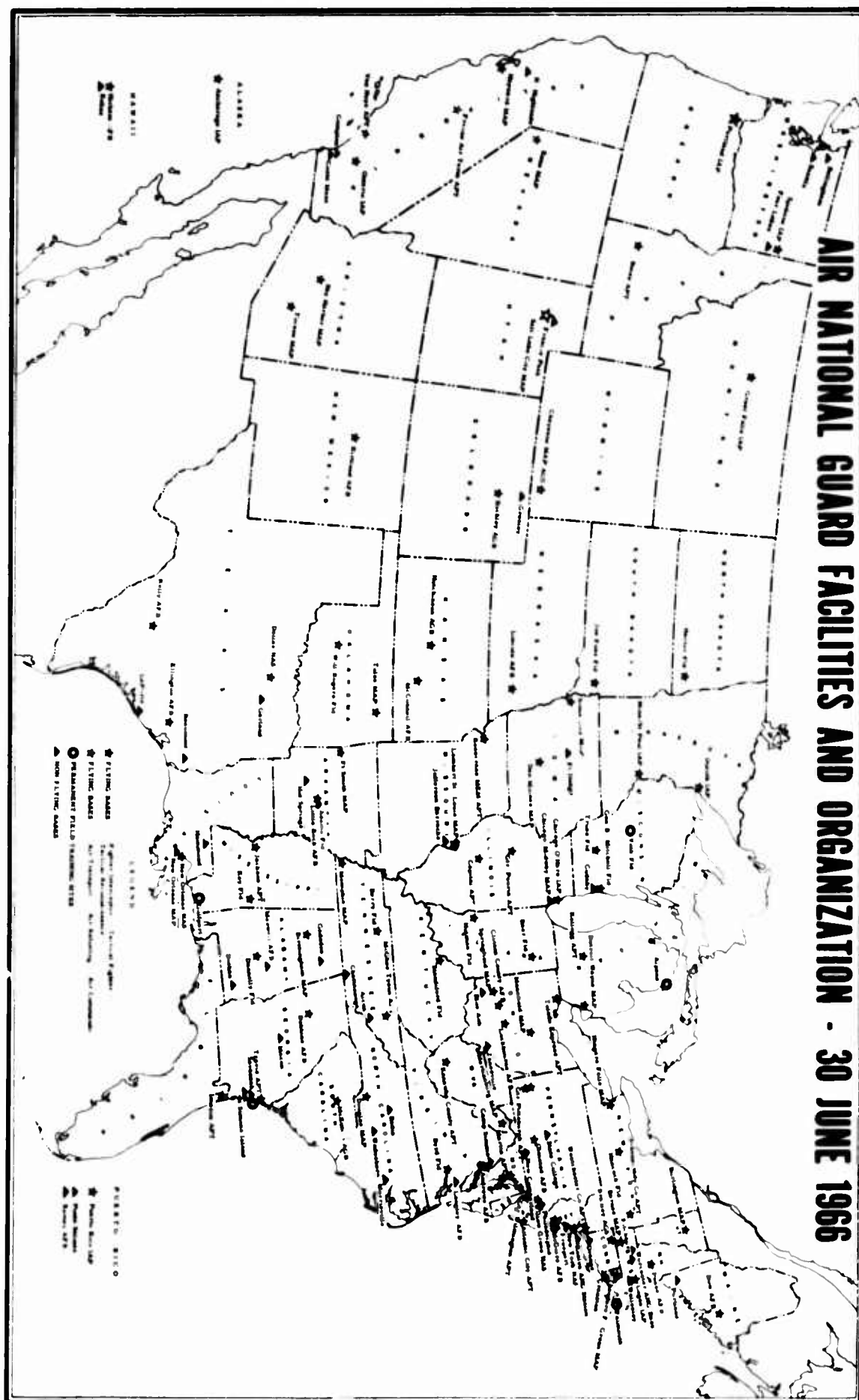
In FY 1966 our Tactical forces participated in 12 exercises in support of Tactical Air Command and the JCS Joint/Combined Exercise Program. Eight of the exercises were performed overseas.

Two of our Air Commando units participated in an exercise in Europe. This was the first time our Commando units have participated in European exercises.

The 182d and 183d Tactical Fighter Groups participated in Diamond Lil XVII in Alaska. The 136th Air Refueling Group and the 134th Air Refueling Group supported the nonstop flight up and back. The 192d Tactical Fighter Group supported Diamond Lil XVIII and the 110th Tactical Reconnaissance Group supported Diamond Lil XIX. Both of these exercises also took place in Alaska. Due to heavy refueling commitments, required to support other exercises, aerial refueling was not available for the Diamond Lil XVIII exercise.

The 107th Tactical Fighter Group participated in Tropic Lightning I in Hawaii. This was the first nonstop flight of an Air Guard Tactical unit to PACAF. The 122d Tactical Fighter Group relieved the 107th Tactical Fighter Group on station, in Hawaii, and partici-





pated in exercise Tropic Lightning II. Tropic Lightning I and Tropic Lightning II spanned a four month period from August to December during which time our units helped train the 25th Infantry Division by dropping live ordnance on practically all missions. Upon completion of the training the 25th Infantry Division was moved into combat in Viet Nam.

The heavy aerial refueling requirements required to support the deployment/redeployment portion of both exercises was supplied by the combined efforts of the 126th Air Refueling Wing and the 136th Air Refueling Wing and their assigned Air Refueling groups.

The 129th and 130th Air Commando Groups performed their Annual Field Training in Panama during the past fiscal year. While there they supported CINCSOUTH by delivering the huge backlog of supplies and vehicles created by airlift requirements in Southeast Asia. They also took an effective and active role in civic action in Central America.

In addition to these overseas exercises, our Tactical units have participated in many "Stateside" exercises and demonstrations during the past year.

The 174th Tactical Fighter Group and the 188th Tactical Reconnaissance Group supported Clove Hitch I which took place in Southeastern United States.

The 174th Tactical Fighter Group also supported exercise Oneida Bear II a simulated close air support exercise for selected Army units at Camp Drum, New York.

Requests for simulated close air support missions, firepower demonstrations and photo reconnaissance missions have been greatly intensified this past year. The requests have become so numerous that we have allowed 9th and 12th Air Forces to go direct to our units and info the Bureau to eliminate costly time delays.

Due to the conflict in Southeast Asia, which has resulted in the partial reduction of active stateside Tactical Forces, our Tactical units have assumed a role that is more operational than training.

## Military Airlift Command Units

Twenty-five ANG strategic airlift units are currently in being. Eighteen units are equipped with C-97 aircraft and seven units with C-121's. The C-97 has the capacity to transport 13.7 tons of cargo or 82 passengers a distance of 2,150 nautical miles at 212 knots per hour. The C-121 can carry 13 tons of cargo or 78 passengers for a distance of 2,150 nautical miles at 223 knots per hour. Either aircraft can also be configured for the aeromedical evacuation mission.

The average C-97 has approximately 4,000 airframe hours, while the C-121 averages approximately 14,000 hours.

The twenty-five ANG Strategic Airlift units are currently equipped with a total of 159 C-97 aircraft and 56 C-121's—for a total airlift fleet of 215 four engine aircraft.

The mission of the Air National Guard airlift/aeromedical evacuation units is to develop, maintain and provide trained operationally ready units and individuals. Air transportation of personnel, aeromedical evacuation of patients and airlift of materiel is provided for the armed forces and other governmental agencies as directed.

Routine flights are made to nearly all parts of the Free World under all types of flying conditions to insure maximum crew proficiency and to deliver priority cargo. ANG aircrew personnel are responsible for complying with the training directives and criteria as set forth for active force personnel. Some missions are flown during regular training periods in conjunction with normal training activities. Other missions are flown at other times on a volunteer basis for which the Guardsman is paid a day's pay for each day of work.

Support of offshore locations involve trips to Alaska; Labrador; Greenland; Dominican Republic; Guantanamo Bay, Cuba; the Congo

and most parts of the Free World. The ANG airlift missions generated in direct support of Southeast Asia have made a significant contribution to the overall airlift support of that area.

The Air National Guard began "live" aeromedical evacuation flights in August of 1965. At present participation amounts to one mission per day and involves trips within the CONUS, to Alaska and offshore to Puerto Rico, Panama, Guantanamo Bay, Bermuda, Labrador and Newfoundland.

In addition, many "special" missions are flown wherever the active establishment has a need for additional assistance. Such a case was the recent "Christmas Star" operation in December 1965, in which ANG crews took time off from their civilian jobs and families to fly over 409 tons of Christmas packages, gifts and mail from an appreciative nation to its fighting men in Viet Nam. The Military Airlift Command also used this opportunity to airlift tons of military cargo to Viet Nam aboard ANG aircraft along with the Christmas gifts.

Since January thru June of this year, the ANG airlift units have flown over 480 trips in direct support of SEA, in addition to over 890 trips to various other destinations throughout the world in support of the active establishment.

To cite airlift achievements, the ANG from July 1965 thru June 1966 flew a total of 2,016 overseas trips, hauling 29,100 tons of cargo. The ANG flew over 50 million miles in domestic and overseas flights in 1966 transporting 87,418 passengers and over 29,767 tons of cargo.

ANG airlift support of the Military Airlift Command is programmed on a fiscal year basis. ANG capability is transmitted to MAC from National Guard Bureau for inclusion in MAC Master Airlift Plan for a 12 month period. Total number of missions to be operated in specific areas—21st AF Area (Atlantic) and 22nd AF Area (Pacific) are included. ANG airlift units plan, on a quarterly basis, specific destinations of individual flights thru coordination with the MAC Air Forces and National Guard Bureau based on MAC cargo requirements. These overwater training missions support MAC with a cargo capability derived as a by-product of training.

The ANG airlift units are presently committed to provide the Military Airlift Command with 2,220 total overseas trips for FY 1967; 1,320 of these trips are ANG overwater training missions providing MAC with a cargo or passenger capability as a by-product of training. The remaining 900 trips are augmentation missions for direct support of American and Allied forces in Viet Nam. Since December 1965, the ANG airlift units have augmented MAC airlift in direct support of Southeast Asia with over 500 additional missions over the original ANG training program for that period. Cargo carried includes ammunition, drop tanks, medical supplies, communications equipment, bomb detonators, clothing, etc.

With an operational readiness time (in commission rate) of over 80% per month, no difficulty is encountered in the area of available aircraft. Approximately 80% of the total time flown by ANG military airlift units is devoted to support of the active establishment.

## Air Defense Command Units

During FY 66 modernization of the ANG/ADC unit continued with six units converting to F-102 aircraft. The Hawaiian ANG Fighter Group was re-equipped with a later configuration of the F-102 aircraft in order to more effectively provide Air Defense coverage for the islands.

The end of FY 66 brought no appreciable change in the number of units in the ANG program with Air Defense Command (ADC) as the gaining command. There were 5 wings, 22 groups and 22 fighter squadrons with 2,391 officers and 18,880 airmen authorized and 1,938 officers and 14,999 airmen assigned. In addition to the flying units, there were 2 Aircraft Control and Warning (AC&W)



Squadrons with 44 officers and 495 airmen authorized and 35 officers and 429 airmen assigned.

The ANG alert program was reduced slightly due to the many conversions in FY 66. Many of the converting units retained their alert commitment until receipt of their 12th newly assigned aircraft which reduced the time of alert standown to a minimum.

In FY 66, 15,200 scrambles were made and 39,371 intercepts were accomplished in support of the Air Defense Command.

Twenty-two squadrons participated in the ADC alert program providing alert coverage on a 24 hour schedule with 2 to 3 aircraft on 5 or 15 minute alert. The desired goal for an alert commitment is 4 aircraft on 5 or 15 minute alert. The 112th Fighter Group, Pittsburgh, Pennsylvania was providing this alert schedule on a test basis during the last part of FY 66.

Sixteen ANG/ADC units deployed interception aircraft in weapons firing programs at Tyndall AFB and one unit participated in an actual firing test conducted at Hill AFB. The actual firing programs provide invaluable experience to the aircrew and ground support personnel in addition to a complete check of the entire weapons system. The 169th Fighter Group, McEntire ANG Base, South Carolina received the Hughes William Tell Plaque as winner of the Category II Weapons Loading during "William Tell" 1965.

Certain ANG/ADC units were authorized to deviate from the normal routine of home station year-round field training during FY 66. These units deployed to one of the permanent field training sites from 7 to 10 days and all reported a most successful encampment, accomplishing a large percentage of the annual unit training requirement in addition to exercising mobility and alert deployment plans.

## FLYING SAFETY



In FY 1966, the Air National Guard again succeeded in lowering its aircraft accident rate compared to the previous year. The FY 66 rate, which is based on the number of accidents per 100,000 flying hours, was 6.9 as compared to 7.03 for FY 1965.

The National Guard Bureau, Office of Aerospace Safety, through close liaison with the major gaining command safety offices, is continuing to emphasize accident prevention to each flying unit. Continuing improvements in airfield facilities, including runway extensions and jet aircraft arresting systems, enhance the Air National Guard safety posture.

Increased flying activity, as a result of the Southeast Asia requirements, has brought about the need for closer supervision on the part of commanders. The highest state of readiness in Air

Guard history, without increased accident losses, proves this has been and is being accomplished.

## COMMUNICATIONS-ELECTRONICS AND WEATHER



### General

Great strides forward were made in the Communications-Electronics and Weather area during FY 1966. Of particular significance was 1) the reorganization of Air National Guard Tactical Control groups along the lines of their Air Force counterparts; 2) the reorganization of Mobile Communications Squadrons (EMS) into four Mobile Communications Squadrons with increased capability; 3) creation of four new Weather Flights; and 4) the formation of 69 new Communications Flights (Support) from the base communications functional area of the Support Squadrons in the TAC/MAC ANG flying groups.

New programs were approved which will modernize equipment in both tactical control and mobile communications units. This action will have a highly significant impact on the "ready now" status of these units.

In general, there has been increased emphasis on training in all units. The 157th Tactical Control Group entered increased readiness (Beef Broth) which allowed 100 per cent manning and additional UTA's. GEEIA units continued to augment the active Air Force GEEIA program and are playing an ever increasing role in direct support of USAF projects.

### ANG Weather Units (Air Weather Service—MAC)

Four new Weather Flights were organized in the States of New York, Pennsylvania, Tennessee and North Carolina to provide weather support services to Immediate Reserve, Army Guard Divisions. In addition, a Weather Squadron which was approved by the Department of Defense was formed at Langley AFB, Virginia and became the parent unit of all 35 ANG Weather Flights in being.

Twenty-one Weather Flights provided complete weather support to ANG flying units during field training exercises and ten Flights provided augmentation to AWS by performing field training at active Air Force bases in the US and Panama.

Mobile meteorological equipment was provided to five Flights enabling such units to provide weather services in a mobile as well as a fixed environment.

### ANG GEEIA Units (AFLC)

In FY 1966 the 15 Ground Electronics Engineering Installation Agency (GEEIA) Squadrons and the two Communications Mainte-

nance Squadrons continued training toward their mobilization mission in the Air Force Logistics Command. These units trained by installing and repairing communications, electronics, and weather (CEM) equipment and systems at Air Force bases and ANG sites during unit training assemblies and annual field training.

During the year the 17 ANG Squadrons trained at 75 different Air Force and ANG sites in 33 States and Panama. A total of 113,546 manhours was utilized in constructive installation and maintenance of CEM equipment and systems. Of this total, 100,280 manhours were devoted to USAF programmed projects. Seventy-nine projects were completed during the year and ten others were in various states of completion, ranging from 65 per cent to 95 per cent.

## ANG Communications Units (AFCS)

### Mobile Communications Squadrons (Emergency Mission Support (EMS))

In a subject/issue decision in December 1965, the Secretary of Defense approved the reorganization of the two Mobile Communications Squadrons (EMS) consisting of nine flights, into four Mobile Communications Squadrons consisting of 11 flights and authorized 100 additional drill paid spaces at the same time. The additional drill spaces allowed the Bureau to organize the four Squadrons to align exactly with the Air Force O/T and still maintain the 79 per cent strength authorized to C&E units. Air Force authorized the new units by letter of 20 January 1966. All units requiring such action had been federally recognized in their new configuration by 1 May 1966. Present unit designations are as follows:

Unit	Location	Authorized
231st Mobile Communications Squadron	D.C.	124
231st Flight Facilities Flight	D.C.	48
240th Mobile Communications Flight	S.C.	80
240th Flight Facilities Flight	S.C.	48
232nd Mobile Communications Squadron	Ala.	124
236th Mobile Communications Flight	La.	80
238th Mobile Communications Flight	Miss.	80
238th Flight Facilities Flight	Miss.	48
234th Mobile Communications Squadron	Calif.	124
233d Flight Facilities Flight	Colo.	48
237th Flight Facilities Flight	Minn.	57
242nd Mobile Communications Squadron	Wash.	124
242nd Flight Facilities Flight	Wash.	48
235th Flight Facilities Flight	Ind.	48
239th Mobile Communications Flight	Mo.	80

All EMS units are now under TAC Communications Region, Langley AFB, as the intermediate gaining command. Advisory responsibility is divided between 3rd, 4th, and 5th Mobile Groups.

Tables of Allowance (TA 416) are now being modified to realign the basis of issue of equipment to the new unit configuration and a redistribution of assets is underway.

At the same time the reorganization of the EMS units was being accomplished by the National Guard Bureau, AFCS was developing an Advanced Communications-Electronics Requirements Plan (ACERP) designed to provide a recommended "shopping list" to USAF and the NGB to be used for planning and programming new equipment for those units. That ACERP was refined and

approved by USAF and has been included in a program change proposal prepared by the Air C-E&W Division (NGB), approved by Secretary of the Air Force and now under consideration by OSD. After joint ANG/USAF/OSD refinement in the program review process, that PCP requests new dollars in fiscal years 1968, 1969, 1970, and 1971 for procurement of new and modern equipment for the Mobile Communications Squadrons (EMS) only. It also requests authority to immediately convert the 109th AC&W Squadron in Hawaii (now in a pure training mission) to a Mobile Communications Squadron to satisfy one "bare base" requirement in PACAF. Funds are requested to support the creation of two additional Flight Facilities Flights in FY 1968, thus satisfying the total PACAF requirement for a three-"bare base" capability by end FY 1968.

In view of the fact that the 24 "bare base" capability in the Air Force Reserve is being deleted as of FY 1/67, thus placing the entire Reserve Force capability in the ANG, a favorable Secretary of Defense decision is anticipated by 1 August 1966.

The AN/TPN-12 modification program reported in the 1965 annual report is in the final stages. The last two units are presently undergoing modification at Laboratory for Electronics (LFE) and are due back in the units in September and October 1966. All units except those Flight Facilities Flights recently organized now have an AN/TPN-12 or one scheduled for delivery from the modification facility.

The training program for ANG Air Traffic Controllers in FAA towers has continued and is proving most effective. The agreement between FAA and the NGB which was consummated in October 1964 remains in effect.

## Communications Groups (Mobile)

Prior to 27 May 1966, the four Communications Groups (Mobile) continued to train under the supervision of the three AFCS ZI regions (Eastern, Western, and Central). At that time, AFCS reassigned all Communications Groups (Mobile), Mobile Communications Squadrons, Communications Squadrons (Special), and certain Communications Support Flights (10) to TAC Communications Region as the intermediate gaining command. Inspection responsibilities remain as before.

Semi-permanent installation of antenna for the long range single sideband equipment inherent in the AN/TSC-28 TRANSCOM sets authorized to the Relay Center Squadrons has progressed satisfactorily since the last report. Receiver and transmitter sites have been obtained from McClellan AFB (162nd Comm Group); Springfield ANG Base (251st Comm Group); Ft Devens Army Post (253rd Comm Group); and on Portland, Oregon, International Airport (23rd Comm Group/142nd Relay Center Squadron). The selected sites are conducive to antenna orientation on overseas locations for the purpose of providing emergency tieback into the Defense Communications System (DCS) in the ZI, using the long range single sideband equipment. Training in the operation and maintenance of this equipment is continuing during UTA's and summer field training periods.

The Radio Relay (RR) Squadrons of the Communications Groups (Mobile) continue to train on the AN/TRC-24 frequency modulated (FM) equipment. This equipment is engineered for 25-35 miles between relays. Starting in April 1967, the units will receive two sets each of AN/TRC-97 tropospheric equipment engineered for 100 mile hops and provided with multiplex equipment capable of 24 telephone voice channels (using the frequency division technique) and 16 teletype channels. The AN/TRC-97 can also be used "line of sight" as microwave equipment. Receipt of this type equipment will make possible a much expanded capability in the relay squadrons by using AN/TRC-97 as a backbone system and the FM equipment for short hauls to the users.

The Tributary Team (TT) Squadrons of the Comm Groups have released the AN/TTC-7 telephone switchboards to USAF to satisfy Southeast Asia requirements. USAF is making every effort to return them to the units as soon as possible, but in the interim it does

present a training problem. Units are using the SB-86 switchboards for training. Further, the AN/GRC-129 (high frequency sets modified for single sideband operation) have been the source of constant problems for the TT Squadrons. Every effort is being made to find a workable solution but no significant progress has been made to date. Eventually this equipment should be replaced with a more satisfactory set. The Air C-E&W Division (NGB) is working continuously with AFLC, AFCS, USAF and the units concerned with this problem.

## Communications Squadron (Special)

The 280th Communications Squadron (Special) has developed a training program during this past year that is improving the skill levels of the unit personnel and is also providing an augmentation to the active Air Force organization operating the facility at Maxwell AFB. Operations personnel are now being scheduled under the year round training concept to work shifts along with their counterpart active duty personnel. This has proven to be a most satisfactory arrangement for all concerned.

## Tactical Control Groups (TAC)

The 152nd and 157th Tactical Control Groups completed a planned reorganization to conform to their Air Force counterparts. Inherent in the new configuration is the direct air support mission which is still in a limited testing phase due to lack of new equipment and Forward Air Controllers (FAC). All other elements of the tactical air control system have developed as scheduled.

The 157th Tactical Control Group entered increased readiness (Beef Broth) which allowed 100 per cent manning and increased UTA's. These factors and a highly successful field training exercise aided the Group in achieving its highest operational readiness status to date. Training and planning have been concentrated on mobility exercises and weapons controller training, thus better preparing the units for rapid deployment under all possible field conditions.

Solid gains were made in approved equipment modernization programs for the tactical control groups. This will be the first time extensive equipment procurement for both ANG and USAF C&E units has been accomplished simultaneously. This latest state-of-the-art equipment will insure optimum operation in support of future joint tactical exercises and mission requirements.

The System Training Program (STP) developed and conducted by the System Development Corporation continues to provide realistic system simulation training. This training has been most beneficial in stressing the operations elements and insuring discipline to the system training during the limited time available at UTA's.

The 152nd Tactical Control Group deployed its primary operational elements to Germany during July-August 1965. Approximately 122 officers and 452 airmen were airlifted by ANG airlift forces and deployed at three locations. A Tactical Air Control Center (TACC) was established for the first time in the USAFE theater and operated in conjunction with the active Air Force group's operations on a limited basis. All ANG personnel operated with their Air Force counterparts on a round-the-clock basis, receiving live theater training not heretofore available. The entire deployment was conducted without incident and considered as the finest training deployment to date, offering maximum opportunity for full scale planning. Airlift support by ANG forces was outstanding. Full cooperation and support from USAFE characterized the entire program and numerous commendations from USAF indicated their wholehearted enthusiasm for the mutual benefits accrued.

## ANG Fixed AC&W Squadrons (ADC - PACAF - ANTDEFCOM)

Two squadrons at Mt. Kaala, Oahu and Kokee, Kauai have continued to provide full time air defense facilities to the Commander, PACAF in the Hawaiian Island complex. A third AC&W squadron in Hawaii is in an air defense week-end training status and also provides support to the other squadrons during exercises.

The two fixed AC&W squadrons located at Salt Lake City, Utah, and Greeley, Colorado, provide a full time air defense capability to Air Defense Command in the NORAD system. Both units are fulfilling Ground Control Intercept (GCI) and Master Surveillance Station (MSS) missions. The MSS mission is conducted at nearby FAA Air Route Traffic Control Centers.

The AC&W Squadron in Puerto Rico now operates a two-site air defense system on a 14 hour-a-day basis in support of the air defense mission of the Commander, Antilles Defense Command under CINCLANT. In addition to satisfying urgent Air Force requirements at their home station and at much reduced costs, this type of operation provides the best possible training for ANG personnel.

## ANG Base Communications

Of big news and primary concern was the formation, during the month of June 1966, of 69 new numerically designated Communications and Electronics units in the ANG. These new units, called Communications Flights (Support) were organized from the base communications functional area of the Support Squadron of the TAC/MAC ANG flying groups. Flights, comprised of two officers and 27 airmen each, will establish and furnish base communications services to the ANG flying base to which they are attached. They are responsive to AFCS as their wartime gaining command.

A new ANG regulation, ANGR 100-03, was written and published during FY 1966. This new regulation, entitled Base Nontactical Radio Services, provides guidance to commanders for establishing a base non-tactical command control communications network. Also, ANGR 100-01, Communications Services, was changed by the issuance of ANGR 100-01A to update terminology and references.

AUTOVON (Automatic Voice Switching Network) was planned and programmed during FY 1965 for installation during FY 1966 and 1967. To date, there are 31 ANG locations serviced by AUTOVON and 51 AUTOVON service requests pending for this service.

AUTODIN (Automatic Data Network) is being programmed for ANG flying locations for installation beginning in late FY 1968 or early FY 1969. A system using commercial circuitry, equipment and system (TELEX) is being studied to fulfill the urgent data requirements generated during the interim period.

Nontactical radio equipment was authorized and provided to the ANG Military Airlift Wings in support of their movement control teams and thereby providing better command control communications during extensive airlift and aeromedical airlift operations.

The ANG C-97E "Talking Bird" aircraft was alerted and called into action during the Santo Domingo crisis in support of TAC's Operation Power Pack. "Talking Bird" was also utilized in support of Operation Northern Hills, Phases I and II; Operation Highland Fling II, and Operation Clove Hitch I. In support of AFCS for purpose of testing communications equipment and methods, the aircraft and crew were deployed to Mendoza, Argentina in April 1966. In addition to above deployments, several command briefings and demonstrations were given at the request of major air command commanders.

In the area of TRANSEC/COMSEC, the NGB, working with the wartime gaining commands, is planning and programming KW-7 on-line equipment as a replacement for the outmoded 131-B2 one-time tape systems. This updating is expected to begin at the flying bases early in FY 1967.

## ANG Navigation Aids

To promote safety of flight operations at ANG flying locations, the following terminal navigation aids were installed: Single Channel TACAN at Springfield, Ohio and Martin Airport, Baltimore, Maryland; GCA providing surveillance and precision approach at Buckley ANG Base, Colorado.

## AIR SYSTEMS AND LOGISTICS



### Supply and Services

In August 1965 thirteen ANG units (nine F-100 and four RF-84) were designated for increased readiness under the "Beef Broth" program. The over-all equipment status of these units was good. However, some problems did exist. These deficient areas (56 line items) were identified to Hq USAF/Air Force Logistics Command (AFLC). The subsequent logistic support provided by Hq USAF/AFLC and TAC pertaining to these shortages played a big part in the attainment of a satisfactory operational ready index for the "Beef Broth" units. Equipment such as MJ-1 Bomblifts, MHU-12 Munitions Trailers, NF-2 Floodlights, Versomat Processors, and Generator Sets (which are all still in critical supply) became available to ANG "Beef Broth" units for the first time. In January 1966 Hq USAF authorized an increase in load crews (from five to 12) for ANG "Beef Broth" units assigned F-100C aircraft. The increase in load crews necessitated an increase in equipment authorizations to support the munitions maintenance functions. This increase had the greatest impact on the need for MJ-1's, MHU-12's, and NF-2's. This alone made the logistic support of the munitions area look almost impossible. However, deliveries from existing contracts were accelerated and new procurement contracts were established for this equipment. The new contracts not only covered equipment shortages for F-100C "Beef Broth" units but all ANG tactical fighter units.

The recent reorganization of the Mobile Communications Squadrons in the Emergency Mission Support (EMS) program of the Air National Guard created a complete realignment of equipment authorizations and a major equipment redistribution program. As a result, T/A 416 was refined to authorize the essential equipment necessary for mobilization and deployment of ANG EMS units. This action further resulted in a vast improvement in the equipping posture of these units. With the phase-out of like Air Force Reserve units such equipment as AN/MRN15 Air Traffic Control Centers, AN/MRN13 Radio Beacons, AN/GRA53 Radio Sets, AN/MSQ10 Radio Teletype Sets and MB-5 Power Units (which were in critical supply) became available to the ANG EMS units.

The Pedestal Modification Program to improve the lightweight Ground Controlled Approach (GCA) sets in the EMS units has been completed. The ten AN/TPN-12's were all converted to the AN/TPN-12A configuration.

The USAF decision to equip the ANG Tactical Control Units with new and more modern equipment is now becoming a reality. With some of the pack type radio sets already in the field, Oklahoma City Air Materiel Area advises that ANG deliveries will commence soon on such equipment as AN/TSC15 (December 1966), AN/TRC-115 (February 1967), and AN/TRC-97A (February 1967).

All ANG Air Police units were equipped with the M-16 rifle during the past year. We have programmed additional quantities to replace the M-1 carbines now in use at a rate of 20% per year.

During FY 1966 AFSL instituted a reporting system which provides timely backup data to support NGB budget estimates submitted to Department of Defense/Bureau of Budget. This reporting system (Requirements and Inventory Position Statement (RCS: ANG-105)) submitted by all ANG bases, is used by NG-AFSL and ANG base commanders to manage the expenditure of Operation and Maintenance funds for supplies and equipment. The report is based on past-years consumption data, approved stock control level, anticipated requirements, replacement factors, etc., and is an excellent financial management tool.

Continued emphasis is being placed on the management of the War Reserve Program (WRM). Standard WRM Spare Parts Kit Review procedures were established for ADC/MAC/TAC gained units and gaining commands through the publication of ANGR 67-07. The WRM program has been further expanded to include certain Mobile Communications Units assigned to AFCS and Tactical Control Groups assigned to TAC. The ANG WRM Program now includes ANG units assigned to each gaining command with the exception of units assigned to AFLC.

Due to increased airlift activity in the Pacific area an additional Forward Supply Point was established at MACTAN, P.I. during May 1966 for the forward support of ANG MAC aircraft transiting into this area.

As a result of National Guard Bureau and USAF agreement, Air Force Regulation 45-6 was changed, requiring gaining commands to conduct equipment management surveys of ANG units. The USAF Equipment Management Team conducted the first survey of the Springfield, Ohio ANG units in March 1966. Equipment surveys will benefit the Air Force and Air National Guard by: 1) providing gaining commands first-hand knowledge of ANG equipment readiness; 2) alerting NGB and USAF to ANG equipping problems, enabling special assistance to be given; 3) providing ANG units equipage guidance and assistance tailored to their needs.

Joint Air National Guard, Air Force equipment authorization reviews were conducted to assure the continued adequate equipment authorization support of the ANG. Equipment authorizations were adjusted or established to properly support the Tactical Control, Air Weather Service, Mobile Communications and Flight Facility reorganizations within the ANG.



### Vehicles

There were 927 new vehicle allocations provided to the ANG during fiscal year 1966. Many of these vehicles have already been delivered and the balance should be received by the end of this calendar year. Within this allocation and soon to be delivered are 68 R-5 refueling trucks, 5000-gallon capacity and 150 2½ ton M-series cargo trucks.



Great progress was made in the past year in improving the Vehicle Authorization Records. Work performed by Base BEMOs largely contributed to the fine results. This program will definitely have a bearing on increasing the quantity of new vehicle receipts during the next two years.

Our northern bases have been seriously lacking proper snow removal equipment. Insufficient quantities, outmoded and obsolete equipment has not allowed our people to do a professional job in this area. A program to increase authorizations was initiated in February 1966 for suitable snow removal equipment which is included in the Air Force Vehicle Inventory. Program is progressing satisfactorily and it is expected the ANG will receive a substantial amount of this equipment during the next two years.

## Maintenance Engineering

During FY 1966 the Air National Guard established a central facility at Key Field, Meridian, Mississippi, for jet engine field maintenance on J-33 engines assigned to the ANG. Repair of all J-33 engines which are beyond unit capability are shipped to Meridian. By this method, we were able to expedite the return of 70 engines to service during FY 1966.

A central facility was also established at Meridian, Mississippi, to IRAN 63 ANG T-33 aircraft. The basic work package consisted of inspection and replacement of all deteriorated wiring in the aft section, plenum chamber, dive brake area, wheel wells, cockpit and nose section. In addition to this basic package, corrosion inspection and treatment, painting of the underside of the fuselage, all outstanding TCTOs and all flight safety items were accomplished. This work was accomplished by a contractor field team under the watchful eyes of ANG quality assurance personnel.

During FY 1966 the ANG received F-101 aircraft to replace three groups of RB-57s. In the third quarter the modification (Nr 1668) converting these aircraft to reconnaissance configuration was started along with an IRAN. The entire fleet is expected to be completed in third quarter of FY 1967.

The F-102 IRAN program continued with 147 aircraft being processed through a contract facility. This IRAN program will continue with aircraft being recycled every 30 months. Work was started during second quarter on modernizing the J-57 engines. This work, a number of time compliance technical orders (TCTO), is being accomplished during IRAN and by contractor field teams at the bases. Hawaii ANG completed IRAN on 14 of their later model F-102A aircraft and completed the processing of the older aircraft for shipment to the mainland.

The modification, Safety Pak II and camouflage painting were completed on the F-105B fleet at McGuire AFB.

Thirty RB-57 aircraft received the second phase of a three-phase IRAN program and the day/night photo modification (Nr 1191) was completed by contractor field teams at the home bases.

Fifty C-97 aircraft and 33 KC-97 aircraft were cycled through an inspection and repair as necessary project at a contractor's facility. We also IRAN'd 10 C-121 aircraft at a contractor's facility. We started the F-100 aircraft IRAN program late in the year by sending 10 aircraft to SMAMA. Contractor field teams were used at 52 other ANG bases to perform modification and maintenance that was above the capability of the ANG. Sixty-seven RF-84 aircraft received an IRAN at home base by contractor field team operations.

The Air National Guard cycled over 1400 jet and reciprocating engines through an overhaul facility during the year.

## Aircraft Inventory

On 30 June 1966, the Air National Guard assigned aerospace vehicle inventory totaled 1,814 compared to 1,772 on 30 June 1965, an increase of 42 during Fiscal Year 1966. This increase was due primarily to the difference in UE when three RB-57 units converted to the F-101. All the F-101's should be modified to the reconnais-

sance configuration during FY 1967. During the year, the number of F-89J's decreased, and all F-100A's were phased out of the Air Guard. The decrease in those models was offset by an increase in the F-102A's as a result of F-89J and F-100A units converting to the F-102A. The one F-105B unit was brought up to authorized strength by the assignment of five additional aircraft. However, these aircraft are still of a non-standard configuration but are programmed to be returned to standard configuration in FY 1967. The Air Guard received 13 C-54's during the year as replacement for C-47's in the overseas units and several states in the Rocky Mountain area.

## Regulations

No.	Date	Subject	Description
ANGM 66-1	19 Jul 65	Maintenance Management	The purpose of this manual is to implement the maintenance management concept within the ANG commensurate with manpower and equipment.
ANGR 66-36	7 Feb 66	Daedalian Weapon System Maintenance Effectiveness and Efficiency Award	The purpose of this regulation is to afford consideration by the US Air Force of the ANG selection for the Daedalian Maintenance Award.
ANGR 67-02	17 Jan 66	ANG Ammunition Report	The purpose of this regulation is to prescribe procedures for submission of ammunition report.
ANGR 67-07	1 Feb 66	ANG War Readiness Spare Kit (WRSK) Review	The purpose of this regulation establishes procedures for WRSK reviews with TAC/MAC organizations.
ANGR 67-57	17 Jun 66	Uniform Clothing Allowance for ANG Airmen for FY 67	The purpose of this regulation is to establish ANG clothing allowances.

## CIVIL ENGINEERING



## Real Estate

The Air National Guard total Real Property Inventory as of 30 June 1965 was approximately \$355 million. Included in this total were 91 flying bases. Sixty-nine of the flying bases were co-located with civilian activities on state, city, or county airports. Fifteen were located on active USAF bases, four on Navy bases, and three as ANG sole occupant or host on USAF property. In January 1966, the Air National Guard moved from Grenier Field to Pease AFB, New Hampshire.

Also included in the above total inventory were 49 non-flying bases scattered over 26 states. These non-flying bases normally receive their civil-engineering support from the nearest located ANG flying base.

There are several cases, where Air Force has closed bases, in which the Air Guard has accepted the task of providing host services, on a reimbursable basis, to those tenants remaining on the base along with an Air Guard unit. It appears that we may become even more involved in providing host services during the coming fiscal year as DoD closes additional Air Forces bases.

## Major Construction (P321)

The Military Construction Program for ANG was again reduced to satisfy minimum requirements only (See Chart 1). It is obvious that our MCP has suffered over the past three years, due to the increasing seriousness of the Southeast Asia situation and also to some extent due to the proposed Reserve-Guard merger. Included in this FY 66 MCP were some 32 projects involving 24 states. Chart 1 also includes an illustration of the total P321 funds obligated during FY 66. This total of \$6,043,000 represents the combined use of current plus prior year authorized funds.

## Planning (P313) and Minor Construction (P341)

In addition to the \$9 million authorized MCP for FY 66, P.L. 89-202 provided an additional \$1 million for planning and minor construction of urgent requirements. Of this total, \$700,000 was earmarked for planning and \$300,000 for 12 minor construction projects submitted by ten states.

During FY 66, \$392,000 was actually obligated against planning requirements and \$468,000 obligated against minor construction. The obligation of minor construction funds exceeded the FY 66 authorization due to the cumulative utilization of prior year funds.

## Special Project Study Teams

During the last half of FY 66 special project teams, consisting of selected civil engineers from various ANG bases, were established to study certain assigned projects and develop recommended procedures and directives.

A total of 18 officers were involved in studying and writing much needed regulations, procedures and directives. Included in this list, and pending publication are:

- ANGR 85-26 Project Control Procedures
  - 88-1 Guide to Project Preparation
  - 91-5 Emergency Electrical Power Supply
  - 91-13 Installed Petroleum Storage Distribution and Dispensing Facilities
  - 92-1 Responsibility, Agreements, and General Operation of Fire and Crash Activities at ANG Bases

In addition to developing publications this team also reviewed and re-edited a previously prepared Air National Guard Manual 86-4 that had been designed to supplement AFM 86-4. The concept of the manual was adjusted and is now being completed as a Reserve Chapter on facility requirements in AFM 86-4. This publication will include facilities for Air Force Reserve and Air National Guard. In consonance with this was the development of a complete tabulation for ease of reference of all minimum Air National Guard and Air Reserve facility requirements listed by category code and defined for each specific command mission such as MAC, TAC and ADC.

To insure complete definition of Reserve facility requirements, single line drawings were developed on each facility where there is not a suitable existing Air Force Definitive drawing. It was determined that approximately 30 drawings are required which are peculiar to the Reserve Forces, including such buildings as A/C Maintenance Shops and Hangar, Hq O&T buildings, Communications Operations, etc.

These drawings are now being reviewed; some have been approved and have been referred to an Architect Engineer for further study and completion of design.

## Use of Air Force Regional Civil Engineer

In an effort to provide more complete surveillance of our MCP construction being accomplished by the States, Corps of Engineers and NavFac and to extend our technical capability in the field, we have entered into agreement with the Air Force Civil Engineering Directorate to use the services of the Air Force Civil Engineer to the maximum extent possible. They are being fully used on the FY 67 construction program. We are continually enjoying benefits from this relationship.

## Maintenance and Operation

As in prior years, routine maintenance of facilities, payment of utilities, and service contract salaries were shared in most cases on a 75% Federal/25% State participation basis. During FY 64 and 65 a subject issue limitation was imposed on our total service contract program; however, for FY 66 this limitation was increased to allow some relief of the growing pressure we have had to live with in this area. Approximately 50% of our service contract expenditures are for salaries and 35% for utilities. The remainder is divided between supplies, services and leases.

## Major Repair and Minor Construction (P449)

Approximately 1,000 P449 projects were submitted to NG-AFE for review. Of this total, approximately 600 projects were approved and completed at a total cost of \$3.1 million. The obligation rate as of 30 June 1966 was 99.69%.

On 9 September 1965, Hurricane Betsy hit New Orleans with a resulting \$58,000 total cost to repair damages at the 159th FTR Gp and 214 GEEIA Sq., Louisiana ANG.

On 3 March 1966, the Air Guard facility at Jackson, Mississippi was hit by a tornado with a resulting \$84,000 cost of damages. This does not include the complete rebuilding of the engine shop, which is being accomplished with MCP funds.





Part Six

# Appendices

## APPENDIX A

### CHIEF OF /

Division of Militia Affairs 1908-1916

Militia Bureau 1916-1933

National Guard Bureau 1933

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

## APPENDIX B

## State Adjutants General

30 June 1966

Alabama	Maj. Gen. Alfred C. Harrison
Alaska	Brig. Gen. William S. Elmore
Arizona	Maj. Gen. Joe Ahee
Arkansas	Maj. Gen. Sherman T. Clinger
California	Lt. Gen. Roderic L. Hill
Colorado	Maj. Gen. Joe C. Moffitt
Connecticut	Maj. Gen. E. Donald Walsh
Delaware	Maj. Gen. Joseph J. Scannell
District of Columbia	Maj. Gen. William H. Abend-roth (CG)
Florida	Maj. Gen. Henry W. McMillan
Georgia	Maj. Gen. George J. Hearn
Hawaii	Maj. Gen. Robert L. Stevenson
Idaho	Maj. Gen. George B. Bennett
Illinois	Maj. Gen. Leo M. Boyle
Indiana	Maj. Gen. John S. Anderson
Iowa	Maj. Gen. Junior F. Miller
Kansas	Maj. Gen. Joe Nickell
Kentucky	Maj. Gen. Arthur Y. Lloyd
Louisiana	Maj. Gen. Erbon W. Wise
Maine	Maj. Gen. E. W. Heywood
Maryland	Maj. Gen. George M. Gelston
Massachusetts	Maj. Gen. Joseph M. Ambrose
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. Richard C. Kendall
Nebraska	Maj. Gen. Lyle A. Welch
Nevada	Maj. Gen. James A. May
New Hampshire	Maj. Gen. Francis B. McSwiney
New Jersey	Maj. Gen. James F. Cantwell (CofS)
New Mexico	Maj. Gen. John P. Jolly
New York	Maj. Gen. A. C. O'Hara (CofS)
North Carolina	Maj. Gen. Claude T. Bowers
North Dakota	Maj. Gen. LaClair A. Melhouse
Ohio	Maj. Gen. Erwin C. Hostetler
Oklahoma	Maj. Gen. LaVern E. Weber
Oregon	Maj. Gen. Donald N. Anderson
Pennsylvania	Maj. Gen. Thomas R. White, Jr.
Puerto Rico	Brig. Gen. Salvador T. Roig
Rhode Island	Maj. Gen. Leonard Holland
South Carolina	Maj. Gen. Frank D. Pinckney
South Dakota	Maj. Gen. Duane L. Corning
Tennessee	Maj. Gen. Van D. Nunally, Jr.
Texas	Maj. Gen. Thomas S. Bishop
Utah	Maj. Gen. Maurice L. Watts
Vermont	Maj. Gen. F. W. Billado
Virginia	Maj. Gen. Paul M. Booth
Washington	Maj. Gen. Howard S. McGee
West Virginia	Brig. Gen. Gene H. Williams
Wisconsin	Maj. Gen. Ralph J. Olson
Wyoming	Maj. Gen. George O. Pearson

## APPENDIX C

## U. S. Property and Fiscal Officers

30 June 1966

Alabama	Col. Herman A. Price, Jr.
Alaska	Col. Charles W. Casper
Arizona	Lt. Col. John G. Smith, Jr.
Arkansas	Col. Alton F. Balkman
California	Lt. Col. Connie M. Hobbs
Colorado	Lt. Col. Harold A. Stahl
Connecticut	Col. Milton E. Kaplan
Delaware	Lt. Col. Geo. I. Sylvester, Jr.
District of Columbia	Lt. Col. Leonard F. Bergstrom
Florida	Col. Albert E. Durrell
Georgia	Lt. Col. George W. Roberts
Hawaii	Lt. Col. John Naumu
Idaho	Lt. Col. L. Everett Morrison
Illinois	Col. Gerald B. Lahey
Indiana	Col. Norwood R. Hughes
Iowa	Lt. Col. Russell E. Law
Kansas	Col. Dale H. Page
Kentucky	Lt. Col. Willis R. Hodges
Louisiana	Lt. Col. Anthony E. Filiberto
Maine	Lt. Col. Calvin E. Nichols
Maryland	Lt. Col. Irvin E. Ebaugh
Massachusetts	Col. John F. Kane
Michigan	Col. Wm. M. Peterson
Minnesota	Col. Edward R. Kiefer
Mississippi	Col. Sherman B. Anderson
Missouri	Lt. Col. James J. Mayes
Montana	Major Peter Tyanich
Nebraska	Major Harry A. Dahlgren
Nevada	Lt. Col. Earl A. Edmunds
New Hampshire	Lt. Col. Chester E. Marchut
New Jersey	Lt. Col. Ralph DiNaples
New Mexico	Lt. Col. Robert H. Moser
New York	Col. Donald V. Holsclaw
North Carolina	Col. Thomas B. Longest
North Dakota	Lt. Col. Victor J. McWilliams
Ohio	Col. Sylvester T. DelCorso
Oklahoma	Lt. Col. William R. Wilson
Oregon	Col. George W. Boyd
Pennsylvania	Lt. Col. Clair J. Stouffer
Puerto Rico	Lt. Col. Tulio L. Diaz-Ramirez
Rhode Island	Lt. Col. Lynwood F. Hoxsie
South Carolina	Col. James C. Dozier
South Dakota	Major Edward P. Rowen
Tennessee	Lt. Col. Earl W. Hicks
Texas	Col. Carl F. Schupp
Utah	Lt. Col. Joe E. Whitesides
Vermont	Lt. Col. Burton A. Paquin
Virginia	Lt. Col. Harold S. Price
Washington	Lt. Col. Albert G. Hagen
West Virginia	Col. Frank W. Haught
Wisconsin	Col. Frank X. Mage
Wyoming	Major Henry W. Lloyd

## APPENDIX D

### Officers Detailed to Duty in the National Guard Bureau

30 June 1966

Wilson, Winston P., Major General, ANGUS, Chief, NGB  
 Greenlief, Francis S., Major General, ARNGUS, Deputy Chief, NGB  
 Boatwright, Charles C., Colonel, ARNGUS, Executive, NGB  
 Meyler, Walter P., Lt. Colonel, USAF, Assistant Executive, NGB  
 Boden, Robert C., Colonel, ANGUS, Chief, Office of Plans, Policy & Programs  
 Clowe, Mifflin B., Jr., Colonel, ARNGUS, Chief, Office of Military Support of Civil Defense  
 DeQuoy, Alfred W., Colonel, ARNGUS, Special Assistant for Data Systems  
 Doane, Emery D., Lt. Colonel, ANGUS, Assistant Legal Adviser  
 Elliott, James C., Major, ANGUS, Public Affairs Officer

### Office of the Assistant Chief, NGB, for the Army National Guard

Southward, Charles L., Brigadier General, ARNGUS, Assistant Chief, NGB, Army  
 Eitt, Herbert E., Colonel, Inf., USA, Deputy To the Assistant Chief, NGB, Army  
 Brown, Lloyd J., Lt. Colonel, Armor, USA, Executive, Assistant Chief, NGB, Army  
 Atchison, Frank E., Lt. Colonel, Inf., USA, Chief, Training Branch, Organization and Training Division  
 Baxter, Richard B., Major, TC, USAR, Acting Chief, Maintenance and Services Branch, Logistics Division  
 Brouse, Marion D., Lt. Colonel, Arty, USA, Chief, Personnel Division  
 Bushee, Jesse R., Lt. Colonel, Armor, ARNGUS, Training Branch, Organization & Training Div.  
 Cribbs, Edward S., Lt. Colonel, AGC, USAR, Chief, Enlisted and Special Activities Branch, Personnel Division  
 Daniels, John R., Lt. Colonel, MC, USA, Army Surgeon  
 Eblen, Thomas H., Lt. Colonel, Arty, USA, Supply Branch, Logistics Division  
 Foist, Morris E., Lt. Colonel, Arty, ARNGUS, Chief, Control Branch, Installations Divisions  
 Henschen, Robert H., Colonel, Inf., ARNGUS, Chief, Logistics Division  
 Ito, Thomas S., Major, Arty, ARNGUS, Acting Chief, Air Defense Branch, Organization & Training Division  
 Johnson, Carl C., Lt. Colonel, Arty, USA, Chief, Army Aviation Branch, Organization & Training Division  
 Lee, William F., Lt. Colonel, AGC, USAR, Special Assistant to Chief, Personnel Division  
 Liberato, Angelo C., Lt. Colonel, Arty, ARNGUS, NGB Liaison Officer, USARADCEN, Ft. Bliss, Tex.  
 Marsh, Robert D., Colonel, Inf., USA, Chief, Organization & Training Division  
 Oliver, Richard E., Lt. Colonel, CE, ARNGUS, Chief, Supply Branch, Logistics Division  
 Panisnick, George G., Lt. Colonel, QMC, USA, Deputy Chief, Logistics Division  
 Payne, Thomas A., Lt. Colonel, Arty, USA, Chief, Organization, Mobilization and Army Advisors Branch, Organization and Training Division  
 Perkins, Donald R., Major, Arty, ARNGUS, Organization, Mobilization and Army Advisors Branch, Organization & Training Division  
 Prather, Lewis D., Lt. Colonel, Inf., USA, Training Branch, Organization and Training Division  
 Rochford, Allan B., Colonel, CE, USA, Chief, Installations Division

Salling, Robert W., Lt. Colonel, SigC, ARNGUS, Chief, Technician Branch, Personnel Division  
 Schafer, Lawrence H., Captain, FC, USA, Chief, Finance and Accounting Branch, Comptroller Division  
 Stanko, John J., Jr., Major, Armor, ARNGUS, Army Aviation Branch, Organization and Training Division  
 Whalen, Richard J., Major, TC, ARNGUS, Chief, Regulations and Reports Branch, Logistics Division

### Office of the Assistant Chief, NGB, for the Air National Guard

Brown, I. G., Brig. General, ANGUS, Assistant Chief NGB, Air  
 Meis, Joe F., Colonel, ANGUS, Deputy Assistant Chief NGB, Air  
 Alexander, Ernest W., Jr., Lt. Colonel, USAF, Maintenance Engineering Branch, Air Systems & Logistics Division  
 Allen, Merle F., Jr., Colonel, USAF, Chief, Air Operations & Training Division  
 Armstrong, George W., Major, AFRes, Supply and Services Branch, Air Systems and Logistics Division  
 Arnold, Franklin B., Lt. Colonel, USAF, Supply and Services Branch, Air Systems and Logistics Division  
 Bell, Buron G., Lt. Colonel, ANGUS, Plans & Programs Branch, Air Operations & Training Division  
 Bennett, Samuel L., Lt. Colonel, USAF, Maintenance-Engineering Branch, Air Systems & Logistics Division  
 Brown, Robert D., Lt. Colonel, USAF, Plans & Programs Branch, Air Operations & Training Division  
 Cooper, DeWitt T., Major, ANGUS, Supply and Services Branch, Air Systems & Logistics Division  
 Corken, Jack C., Lt. Colonel, USAF, Accounting & Finance Branch, Comptroller Division  
 Cotton, James P., Major, USAF, Accounting & Finance Branch, Comptroller Division  
 Cox, Harold D., Lt. Colonel, USAF, Management Analysis and Statistical Services Branch, Comptroller Division  
 Davis, Donald L., Colonel, ANGUS, Chief, Air Systems & Logistics Division  
 Davis, Frank O., Jr., Major, ANGUS, Base Communications, Services, and Flying Forces Communications Operations, Communications-Electronics and Weather Division  
 Davis, Silas E., Jr., Major, ANGUS, Budget Branch, Comptroller Division  
 Deneke, William L., Colonel, ANGUS, Chief, Air Civil Engineering Division  
 Eberle, Ralph P., Lt. Colonel, ANGUS, Ground Environments and Weather, Communications-Electronics and Weather Division  
 Gagnon, Raymond C., Major, ANGUS, Maintenance and Operations, Civil Engineering Division  
 Gardner, Gayle B., Major, USAF, Current Operations and Training Branch, Air Operations and Training Division  
 Gelet, Joseph A., Major, ANGUS, Current Operations and Training Branch, Operations and Training Division  
 Glenn, Elmer, Jr., Captain, ANGUS, Accounting and Finance Branch, Comptroller Division  
 Graham, Wistar L., Colonel, USAF, Air Surgeon  
 Gray, James L., Lt. Colonel, USAF, Chief, Plans and Programs Branch, Air Operations and Training Division  
 Greene, Harold C., Lt. Colonel, AFRes, Special Assistant to Chief, Communications-Electronics and Weather Division  
 Hanning, Royal M., Major, USAF, Air Operations and Training Division  
 Hoade, Thomas F., Major, ANGUS, Current Operations and Training Branch, Air Operations and Training Division  
 Hornung, Ernest L., Lt. Colonel, ANGUS, Maintenance-Engineering Branch, Air Systems and Logistics Division  
 Jacobsen, Robert T., Lt. Colonel, USAF, Supply and Services Branch, Air Systems and Logistics Division

Jones, Dale L., Lt. Colonel, USAF, Deputy Chief, Air Personnel Division

Lamb, Thomas J., Major, USAF, Manpower & Organization Branch, Air Systems and Logistics Division

Langford, Andrew C., Major, ANGUS, Supply and Services Branch, Air Systems and Logistics Division

Metcalfe, Curtis N., Lt. Colonel, USAF, Current Operations & Training Branch, Air Operations and Training Division

Mullarkey, Daniel A., Lt. Colonel, ANGUS, Officer Personnel Branch, Air Personnel Division

Murray, Leonard P., Major, USAF, Communications-Electronics and Weather Division

Patrone, Ferdinand L., Major, USAF, Chief, Budget Branch, Comptroller Division

Shelton, Douglas C., Colonel, ANGUS, Executive, Asst. Chief NGB, Air

Shifflett, Milton N., Captain, USAF, Administrative Services Branch, Personnel Division

Shimer, William H., Lt. Colonel, ANGUS, Maintenance and Operations, Air Civil Engineering Division

Shustack, Leonard P., Lt. Colonel, AFRS, Accounting and Finance Branch, Air Personnel Division

Simpson, Richard J., Major, ANGUS, Chief, Personnel Training Branch, Air Personnel Division

Sims, Ardath M., Lt. Colonel, ANGUS, Maintenance Engineering Branch, Air Systems and Logistics Division

Spuhler, George L., Major, ANGUS, Chief, Air Technician Branch, Air Systems and Logistics Division

Tappin, Francis D., Major, USAF, Air Defense Tactical and Aerospace Forces, Communications-Electronics and Weather Division

Tornes, Howard, Lt. Colonel, USAF, Civil Engineering Division

Tucker, Albert S. J., Jr., Colonel, USAF, Chief, Manpower and Organization Branch, Operations and Training Division

Turnipseed, Lawrence L., Colonel, USAF, Office of the Air Surgeon

Ward, Robert C., Major, ANGUS, Personnel Training Branch, Air Personnel Division

Yarbrough, Walter R., Lt. Colonel, USAF, Current Operations and Training Branch, Air Operations and Training Division

## APPENDIX E

### Trophies and Awards

#### Army National Guard

**National Guard Association Trophy, Pershing Trophy and National Guard (State) Trophy.** These awards are given as a result of competition among Army National Guard units in prescribed qualification firing of specific individual weapons. The National Guard Association Trophy is awarded annually to the unit attaining 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. The National Guard State Trophy is awarded annually to the unit attaining the highest figure of merit in each State. Announcement of winners is made annually in NGB Pamphlet 44-2.

**National Rifle Association Trophy.** This bronze plaque is awarded annually to the Army Guard unit team which attains the highest score among all States in .22 caliber rifle "postal" matches. The purpose of this competition is to encourage the formation of competitive matches among leagues formed in each State, with the winning team in each league being eligible to compete for the National Rifle Association Trophy. Announcement of winners is made annually in NGB Pamphlet 44-3.

**Chief of the National Guard Bureau Trophy.** Competition for this award is carried out in three indoor .22 caliber rifle matches conducted by the National Rifle Association for the National Guard Bureau. The matches consist of the unit team match, a battalion or equivalent team match, and an individual match. The winning unit team receives the trophy plaque, which is passed on annually to subsequent winners. The names of winning units are permanently inscribed on the plaque. The complete list of winners is published in NGB Pamphlet 44-4.

**Eisenhower Trophy.** This trophy, named in honor of General Dwight D. Eisenhower, is a bronze cup permanently on display in the National Guard Association Memorial in Washington, D. C. Identical cups are awarded each year to the outstanding company size unit in each State, the District of Columbia and 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. The complete list of winners is published annually in NGB Pamphlet 44-6.

**United States Army Air Defense Commander's Trophy.** This trophy is awarded at the end of each fiscal year to the outstanding Army National Guard on-site missile battalion. The winner is determined on the basis of ratings achieved in operational readiness evaluation, command maintenance management inspections, short notice annual practice scores, and annual general inspections. In FY 1965, the seventh annual trophy was won by the 2d Battalion (NH), 205th Artillery, Washington ARNG, in competition among elements of 17 eligible combat-ready Army National Guard battalions in 16 States. The award consists of a trophy which is passed on to each annual winning battery and a plaque for permanent possession.

**Erickson Trophy.** This trophy is named for Major General Edgar E. Erickson (Ret.), 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, as well as 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 of 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 awarded 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 is established by each school. The plaques are provided by the Association of the United States Army.

#### Air National Guard

**Spaatz Trophy.** This trophy, named for General Carl Spaatz, former Chief of Staff of the United States Air Force, is awarded each year to the most outstanding Air National Guard tactical flying unit. It remains in the permanent possession of the winning unit. Units are judged on the basis of their tactical, technical, administrative and logistical efficiency. The trophy is a large silver globe, on a silver base. The second highest scoring unit receives an engraved silver and mahogany plaque. The third place winner is awarded an engraved bronze plaque. For Calendar Year 1965, the first winner was the 166th Military Airlift Group (H), Wilmington, Delaware; the second place winner was the 190th Tactical Reconnaissance Group, Hutchinson, Kansas, and the third place winner was the 149th Fighter Group, San Antonio, Texas.

**Winston P. Wilson Trophy.** This trophy is named for Major General Winston P. Wilson, Chief, National Guard Bureau. The trophy is a

large silver urn, surmounted by an American Eagle and engraved with the inscription: "The Winston P. Wilson Trophy awarded for year-round excellence in the performance of the ANG All-Weather Defense Mission." The 1965 trophy was awarded to the 149th Fighter Group (AD), San Antonio, Texas.

**Air Force Association Outstanding Unit Trophy.** This trophy is awarded yearly on a rotating basis to the outstanding Air National Guard flying unit. The trophy is a large bowl upon which is engraved the name of each unit. This year's winner was the 166th Military Airlift Group, Wilmington, Delaware.

**The National Guard Association Trophy (Air).** This trophy, presented for the first time in 1960, is awarded each year to units judged most operationally ready in each major gaining command. The criteria used are aircrew readiness, readiness of other than aircrew personnel, operational readiness of aircraft, accident rates and flying safety programs. Winning units were the following:

Gaining Command	Unit	Location
ADC	115th Fighter Group	Madison, Wisconsin
MAC	151st Military Airlift Group	Salt Lake City, Utah
TAC	143d Air Commando Group	Providence, Rhode Island

**Air Force Association Outstanding Airman Award.** This award, an engraved bronze plaque, is presented each year to the most outstanding Air National Guard airman, and remains his permanent possession. The winner for 1965 was Master Sergeant Robert V. Guerrero, 149th Fighter Group, San Antonio, Texas.

**Earl T. Ricks Memorial Trophy.** The 1965 Competition was cancelled.

**McCallister Trophy.** The name of a much-admired Air National Guard Commander is perpetuated in this new trophy which is presented each year to the outstanding ANG/C-97 Military Airlift unit. Named for the late Colonel David F. McCallister, killed in the crash of a T-33 jet trainer in 1961, the trophy is a seven-foot long model of a C-97 Boeing "Stratocruiser," the aircraft flown by 18 of the Guard's 25 transport squadrons. The award is rotated annually on the basis of tactical, technical, administrative and logistical effectiveness. The first transport unit to win the trophy was the 146th Military Airlift Group, Van Nuys ANG Base, California.

## APPENDIX F

### Revisions, Changes and New Regulations Published During Fiscal Year 1966

#### Army National Guard

##### Military Publications

**NGR 2-2 (Military Publications—Department of Defense and Department of the Army Publications and Blank Forms—Requisition, Distribution, and Storage)** was revised to: (1) Delete requirements to maintain stocks of publications in the State Publications Stockrooms. (2) Delete specific reference to NIKE-HERCULES on-site units and Aviation Maintenance Shop units on partial pinpoint distribution because these units and other selected units are now on full pinpoint distribution. (3) Authorize the State adjutant general to redelegate to Army National Guard pinpoint accounts, the authority to correspond with the U.S. Army Adjutant General Publications Centers on matters pertaining to items initially distributed or requisitioned. (4) Reduce waiting time for submission of initial distribution shortage requisitions from 90 to 30 days. (5) Delete requirement for authorized publications officers to submit

signature cards (DD Form 577).

**NGR Pamphlet 2-2-1 (Military Publications—Administrative Guidance for Army National Guard)** was revised in accordance with policies announced in the new edition of NGR 2-2.

**NGR 2-4 (Military Publications—Orders)** was revised to update the regulation in accordance with transaction codes in AR 310-10 and to include additional formats for use by the Army National Guard when not on active duty.

##### Publications Management

**NGR 2-3/ANGR 5-4 (Publications Management—Distribution of National Guard Bureau Publications and Blank Forms)** was revised in order to identify the types of organizations and units in accordance with the realignment of the National Guard.

##### Organization

**NGR 15-/ANGR 23-01 (Organization—State Headquarters and Headquarters Detachment, Army National Guard, State Air National Guard).** This is a new joint regulation which was developed to prescribe the mission, capability and authority for the organization of State headquarters in each State, Commonwealth of Puerto Rico, and the District of Columbia. This regulation is based on DOD Directive 3025.10 and AR 500-70 which establishes a State level headquarters utilizing the Adjutant General and their State headquarters to plan for, and conduct operations in support of civil defense. Included therein is a guide to be used in establishing a table of organization for Headquarters and Headquarters Detachments, (State) Army National Guard and a Manning Guide for Headquarters (State) Air National Guard.

##### United States Property and Fiscal Officer

**NGR 16-/ANGR 11-02 (Administration—United States Property and Fiscal Officer)** which is a joint regulation was revised to update references and terminology in this regulation. Also general eligibility requirements for an officer appointed as United States Property and Fiscal Officer have been added.

**NGR Pamphlet 16-1/ANG Pamphlet 11-02 (United States Property and Fiscal Officer—Duties and Responsibilities)** also was updated in accordance with above National Guard Regulation.

##### Military Personnel

**NGR 20-1 (Commissioned Officers—Appointment, Assignment, and Transfer).** This regulation was changed to eliminate the requirement for prior approval by the Chief, National Guard Bureau of the transfer or reassignment of a general officer. Subject change also provided that a State Adjutant General or Assistant Adjutant General who is federally recognized in the Adjutant General's Corps is not eligible for assignment to a Table of Organization and Equipment unit in grade.

**NGR 20-2 (Commissioned Officers—Federal Recognition)** was changed to require that an officer be assigned to a general officer position (other than that of State Adjutant General or Assistant Adjutant General) for at least one year and perform one annual field training in the position prior to consideration for Federal recognition in the next higher grade.

**NGR 20-5 (Officers and Warrant Officers—Federal Recognition of Army National Guard Officers and Warrant Officers Assigned to Selective Service Section, State Headquarters and Headquarters Detachments)** which was revised establishes a requirement for Army National Guard warrant officers assigned to Selective Service sections to complete certain Selective Service Extension Courses within a specified period of time to qualify for continued assignment to Selective Service. This revision also includes adjustments of administrative procedures to provide for more efficient processing.



**NGR 20-7 (Commissioned Officers—Permanent Promotion as Reserve Officers of the Army while Serving on Active Duty)** was revised to eliminate unnecessary paperwork as a result of streamlined procedures in the National Guard Bureau. Specific provision was added to provide, for upgrading the table of organization position when the officer selected for promotion is the United States property and fiscal officer, or a Selective Service officer on active duty in his mobilization assignment.

**NGR 21-2 (Personnel Record—Military Personnel Records Jacket, United States Army)** is a new regulation which provides instructions for the initiation, maintenance and disposition of the Military Personnel Records Jacket (DA Form 201) for officers and warrant officers of the Army National Guard. Records disposition procedures previously published in NGR 20-4 and NGR 22 have been included in this regulation.

**NGR 22 (Warrant Officers—Federal Recognition and Administration)** was amended to: (1) Permit granting of a waiver for age for appointment as a warrant officer in the case of an exceptional officer employed as an Army National Guard technician who must be removed from an active commissioned status under the attritive provisions of the Reserve Officers Personnel Act (ROPA) at age 53. (2) Adds provisions designed to monitor the Federal recognition of warrant officers in military occupational specialties which require certain special qualifications.

**NGR 23 (Military Personnel—Retirement for Members of the Army National Guard)** was revised to: (1) Rearrange material for continuity of information presented. (2) Clarify responsibility for verification of service. (3) Authorize reconstruction of NGB Form 23 to show correct anniversary dates for those erroneously established in prior years. (4) Eliminate service computations from the text and include in the Appendix.

**NGR 24/ANGR 20-12 (Personnel—Nondiscrimination in Federally Assisted Programs).** This joint regulation is a new regulation which provides staff and operating personnel with guidance for establishing detailed procedures necessary to assure compliance by the Army and Air National Guard with Title VI of the Civil Rights Act of 1964, and with DOD Directive 5500.11 (Nondiscrimination in Federally Assisted Programs).

**NGR 26 (Military Personnel—Line of Duty Investigations)** was completely revised, patterned after AR 600-10 and aligning ARNG procedures with those prescribed for the active Army. Included therein are step by step actions required by the unit commander in conducting an informal investigation and by an investigating officer for a formal investigation. Also included is detailed guidance for processing an administrative determination (DA Form 689) (Individual Sick Slip), informal investigations (DA Form 2173), or formal investigation (DD Form 261). Guidance is furnished for a member who desires to appeal an unfavorable determination.

## Enlisted Personnel

**NGR 25-4 (Enlisted Personnel—Personnel Records)** was revised to include guidance for maintenance of the new DA Form 20 for the Army National Guard and later amended to prescribe the use of DD Form 722 (Health Records (Jacket)) for enlisted personnel.

**NGR 25-6 (Enlisted Personnel—Promotions and Reductions)** was revised to (1) provide for the reduction to grade E-2 for those personnel in grade E-3 or higher who are ordered to 45 day active duty for training under the provisions of NGR 26, and (2) provide for an adjusted date of rank for an enlisted man appointed to a grade previously held and from which he was reduced due to reorganization action.

## Medical Service

**NGR 27 (Medical Service—Medical Examinations for Members of the Army National Guard).** This regulation was completely rewritten. Major changes are as follows: (1) Provides for medical

examination for aviation (rated) personnel. (2) Adds detailed provisions for medical examination for promotion of all personnel. (3) Prescribes a food handler's examination. (4) Requires a physical inspection prior to annual field training. (5) Includes in Appendix I a scope of medical examination to assist civilian medical examiners and administrative personnel.

## Army Advisors

**NGR 40 (Army Advisors—Assignment to Duty with the Army National Guard)** was revised to: (1) Eliminate officer, warrant officer and non-commissioned officer sections as separate sections. (2) Eliminate the requirement for the advisor's signature on DA Form 1 in conformance with NGR 57. (3) Include the policy that permits an advisor to serve as an acting inspector general for the purpose of inspecting Army National Guard units, other than those to which they are assigned as advisors, provided the State adjutant general concurs in their use for this purpose. (4) Eliminate the provision which requires that advisors report to the Chief, National Guard Bureau, whenever they go on leave, temporary duty, or are temporarily absent due to illness. (5) Require a report only upon a permanent change of status or change of official address.

## Training

**NGB Pamphlet 44-2** announces the official winners for the calendar year 1965 of the National Guard Association Trophy, the Pershing Trophy, and the National Guard (State) Trophy Competitions.

**NGB Pamphlet 44-3** announces the winners for the period 1 October 1964 to 1 March 1965 of the National Rifle Association Indoor Rifle Tournament.

**NGB Pamphlet 44-4** announces the winners of the year ending 30 May 1965 of the Chief of the National Guard Bureau's Trophies (Indoor Rifle and Pistol Matches, Postal).

**NGB Pamphlet 44-6** announces the winners for calendar year 1964 of the Eisenhower Trophy.

**NGR 45 (Training—Army National Guard)** has been revised to update the regulation and to include provisions for multiple unit training assemblies. Changes were also published to: (1) Authorize attendance of National Guard personnel at United States Army Reserve (USAR) schools and to permit constructive credit for attendance at annual field training while attending USAR schools. (2) Remove the restriction for performance of equivalent training to permit such training to be performed for an absence from an assembly within 60 days of the training for which substituted. (3) Authorize equivalent training for participation in USAR schools. (4) Establish a requirement for cash collection of meals furnished to officers. (5) Provide that the performance and training of each federally recognized unit of the Army National Guard will be evaluated during annual field training. State headquarters and headquarters detachments will not require evaluation except when specifically requested by the State adjutant general.

**NGB Pamphlet 45-2** was revised to provide for the attachment of personnel to Headquarters, U.S. Army Air Defense Center, Range Command, McGregor Range, Fort Bliss, Texas, and to authorize direct correspondence pertaining to evaluation of short notice annual practice (SNAP) with that command.

**NGB Pamphlet 45-4** was changed to provide additional administrative procedures for annual field training.

## Comptroller

**NGR 50 (Financial Administration—Funding and Finance)** was revised. Summary of changes is as follows: (1) Provisions were added to protect and safeguard public funds. (2) Establishes policy and procedures for the appointment of agent officers. (3) Prescribes

procedures for the establishment and use of imprest funds. (4) Includes current reports control symbol number for status of allotment report.

NGB Pamphlet 50-1 was updated in accordance with the policies announced in NGR 50.

NGR 50 (Financial Administration—Pay of Member of the Army National Guard) was amended to include a new policy on administrative function pay and to require that pay for armory training and field training be made by check. Also this change provides the procedure for delivery of annual field training pay checks.

## Technicians

NGR 51/ANGR 40-01 (Army and Air National Guard—Technicians). Three changes were published to this joint regulation. The first change provided: (1) For employment of certain technicians until they attain the mandatory State retirement age, or age 65. (2) For saved pay when the position of a technician is converted from one pay method category to another. (3) Amendments to reporting requirements for quarterly report on Army National Guard technician positions.

The second change provided authority for active duty assignments of Air National Guard technicians who are required to participate in overseas flights in an active duty status, with or without pay.

The third change to this regulation provides the technician an opportunity to relocate in the event he is forced out of his position, due to reorganization or inactivation of his unit. This permits retention of skilled personnel and precludes hardships resulting from job abolishment. This change authorizes permanent change of station (PCS) travel expenses for the technician in the event he desires to relocate and provided the State adjutant general concerned approves such relocation.

NGB Pamphlet 51-1 was changed to amend the manning criteria for Army National Guard Technicians.

NGB Pamphlet 51-2 was changed to prescribe amendments to job descriptions of Army National Guard technicians.

## Reports

NGB Pamphlet 57-1 was changed to clarify requirements for reporting personnel changes for the Army National Guard.

NGB Pamphlet 57-2 is a new pamphlet which is a directory of controlled, recurring reports prepared by Army National Guard personnel.

## Transportation

NGR 70 (Transportation—Troops, Materiel, and Supplies) was revised to amend the requirements for MILSTAMP documentation. MILSTAMP documentation is not required on shipments which do not enter the Defense Transportation System.

## Supplies and Equipment

NGR 71 (Supplies and Equipment—Reporting and Disposal of Excesses) was revised to: (1) Eliminate National Guard Bureau reserve items. (2) Include new reporting procedures for excess property. Prescribe the use of forms in the AR 755-Series in lieu of Standard Form 120 for reporting excesses.

NGR 76 (Maintenance of Supplies and Equipment—Responsibilities and Policies) was revised to: (1) Provide additional policy guidance for cross-service maintenance agreements, including a sample agreement form. (2) Place responsibility for the maintenance responsibility in the State with the State Adjutant General. (3) Change all references to field maintenance to support maintenance. (4) Defines "transportation aircraft repair shops."

## Installations and Facilities

NGB Pamphlet 74-1 was changed to include revised space criteria for Army National Guard armories. This revised space criteria are applicable to all approved armory projects for which final design has not been accomplished, except that full implementation of the increase from 70% to 80% of table organization strength for design strengths applies only to units so authorized.

## Federal Property

NGR 75-2-2 (Federal Property—Supply and Accounting Procedures for the cash sale of individual clothing items to officers, warrant officers and enlisted personnel of the Army National Guard when required for their military duty while in a reserve pay status.

NGR 75-2-3 (Federal Property—Supply Procedures for TOE Units, Organizations and Non-TOE Activities) was revised to include the following major changes in supply and accounting procedures: (1) New definitions, i.e., prescribed load, prescribed load lists, authorized repair parts, mission load, and mission load lists were added. (2) Instructions for the preparation and maintenance of property book pages required for equipment status reporting in accordance with AR 711-5 requirements. (3) Clarification of previous instructions pertaining to maintenance of property book pages for expendable items, considering those reportable items classified as expendable. (4) A joint physical inventory between property book officers be accomplished as required by NGR 75-2-1. (5) Instructions for the use of prepunched request for issue and turn-in forms for States having the complete set of automatic data processing equipment. (6) A quarterly showdown inspection of clothing and equipment assigned to individuals of their commands has been changed to semi-annually. (7) Permit unit commanders to authorize individuals to remove clothing and equipment listed on the individual's DA Forms 10-102 and 10-195 from armories. (8) Retention of individual clothing and equipment by enlisted men of the Army National Guard when transferred to the Inactive National Guard or to the United States Army Reserve. (9) Clarification of repair parts stockage for Army National Guard.

NGR 75-3 (Federal Property—Care and Safeguarding) was amended to clarify certain discrepancies in the regulation. (1) The purpose was restated to clearly emphasize that this regulation does not pertain to the protection and safeguarding of classified defense information or material which is covered by AR 380-5. (2) When NGR 75-3 was drafted, it was not recognized that certain armories constructed prior to 1957 under title 10 of the United States Code did not comply with the minimum security standards prescribed. (Consequently the regulation was amended to reestablish the original concept that armories constructed under sections 2231-2238 of title 10, United States Code are adequate. (3) Steel mesh in lieu of steel is substituted for supply room and vault doors providing it is of high carbon manganese steel. This specification will provide a door with a reasonable degree of security and will be available from commercial stock on hand. (Removal of mandatory requirement for fencing in outside areas where vehicles and equipment are stored.

NGR 75-9 (Stock Control—Equipment Status Reporting System Equipment Status Report, Army National Guard Activities) was amended to prescribe new reporting procedures.

## Army Aviation

NGR 95 (Army Aviation—General Provisions) was changed to make the provisions of AR 385-40, as amended, applicable to the Army National Guard and to delegate the authority to review and approve the technical aircraft accident reports to the State Adjutants General.

## Air Defense

**NGR 130-10-1** (Air Defense Program—Standard Mutual Agreement, On-Site Army National Guard Missile Units) is a new regulation which prescribes a standard mutual agreement which was established jointly by the National Guard Bureau, Army Air Defense Command and United States Army, Pacific/United States Army, Hawaii for States participating in the on-site Air Defense program.

## Air National Guard

### Personnel

**ANG Pamphlet 40-01**, 1 February 1966, "Job Descriptions of Personnel in the Air Technician Program," was developed and sent to the States. This is the first publication of its kind which provides a complete package of job descriptions for each position in the Air Technician Program.

**ANGR 40-01D**, 10 September 1965, and **40-01E**, 30 March 1966, were published during FY 1966. These changes provided for the following:

a. **ANGR 40-01D**. Authority for retention of female technicians until attainment of mandatory State retirement age or age 65, whichever occurs earlier; authority to retain the rate of pay for a 2-year period for those technicians who are converted from one pay method to another, without a significant change of duties; rules of application for salary retention as a result of demotion during a saved or retained rate period.

b. **ANGR 40-01E**. (a) Provides various categories of assignment and instructions for active duty assignments for air technicians who are required to participate in overseas flights in an active duty status, with or without pay; (b) as a result of discrepancies found through audits of civilian and military pay procedures, which were conducted by the USAF Auditor General, the regulation was changed to provide more stringent controls for technicians performing additional flying training periods during normal duty hours.

**ANGR 30-20** (Promotion and Demotion of Airmen) was revised. Presents "Requirements for Promotion" in the form of a decision

logic table for easier identification. Accelerated promotion criteria is reduced to include outstanding, recommended airmen in grades E-5 and below who have a minimum of six months in grade.

**ANGR 205-1** (Air Force Chaplain Program) makes the Air Force regulation of the same number applicable to the Air National Guard. The responsibilities of ANG Commanders are expanded to include the training of chaplains. References to "Bachelor Chaplain Quarters," "Chaplain Duty Officer," "Religious Publications in Base Libraries" and "Prisoner Confinement and Retraining" are deleted. "Responsibilities of ANG Chaplain" is added.

**ANGR 205-2** (Religious Facilities and Materiel) makes the Air Force regulation of the same number applicable to the Air National Guard. Modifies the responsibilities of commanders and base chaplains. Deletes references to "Design and Modification of Religious Facilities" and the "Sitting" of facilities.

**ANGR 205-3** (Chaplain Reports) was revised. Submission of the previous monthly requirement, "Chaplain Personnel Roster" is now submitted once a year and upon assignment and discharge from the unit. The requirement for submission of the "Chaplain Services Personnel Evaluation" was deleted.

### Systems and Logistics

**ANGM 00-1** (Maintenance Management). The purpose of this manual is to implement the maintenance management concept within the ANG commensurate with manpower and equipment.

**ANGR 00-36** (Daedalian Weapon System Maintenance Effectiveness and Efficiency Award). The purpose of this regulation is to afford consideration by the U.S. Air Force of the ANG selection for the Daedalian Maintenance Award.

**ANGR 07-02** (ANG Ammunition Report). The purpose of this regulation is to prescribe procedures for submission of ammunition report.

**ANGR 07-07** (ANG War Readiness Spare Kit (WRSK) Review). The purpose of this regulation establishes procedures for WRSK reviews with TAC/MAC organizations.

**ANGR 07-57** (Uniform Clothing Allowance for ANG Airmen for FY 67). The purpose of this regulation is to establish ANG clothing allowances.

# Army National Guard Obligations, Fiscal Year 1966 (All Appropriations)

## APPENDIX G

Army National Guard, 1966	Grand Total All Appropriations	National Guard Personnel, Army (2162060)	Operations and Maintenance Army National Guard (2162065)	Operations and Maintenance Army (2162020)	Military Construction Army National Guard (21X2085)	Military Construction Army Reserve (21X2086)
<b>Grand Total</b>	<b>549,709,594</b>	<b>301,254,377</b>	<b>247,634,611</b>	<b>605,561</b>	<b>214,916</b>	<b>129</b>
<b>State Obligations—Total</b>	<b>499,954,451</b>	<b>260,970,999</b>	<b>238,180,487</b>	<b>605,561</b>	<b>197,275</b>	<b>129</b>
1. Alabama	16,628,948	9,620,632	6,978,852	29,464		
2. Alaska	3,126,481	1,456,161	1,668,608	1,712		
3. Arizona	3,529,255	2,067,167	1,454,102	7,986		
4. Arkansas	8,003,254	4,597,713	3,401,219	4,322		
5. California	29,961,383	14,525,892	15,406,395	29,096		
6. Colorado	3,481,132	1,874,664	1,604,988	1,480		
7. Connecticut	8,129,453	3,447,725	4,671,528	10,200		
8. Delaware	3,683,493	1,815,785	1,863,092	4,616		
9. District of Columbia	2,058,021	1,000,465	1,057,556			
10. Florida	10,061,888	5,977,211	4,052,737	3,631	28,309	
11. Georgia	8,855,437	3,785,450	5,058,283	4,491	7,213	
12. Hawaii	9,179,558	2,660,038	6,518,049	1,471		
13. Idaho	4,676,636	2,238,528	2,422,794	11,265	4,049	
14. Illinois	14,529,943	7,148,639	7,370,822	10,482		
15. Indiana	14,155,730	7,575,567	6,565,276	14,887		
16. Iowa	8,370,256	4,908,583	3,440,883	16,085	4,705	
17. Kansas	9,151,476	4,931,273	4,193,213	26,990		
18. Kentucky	6,132,032	3,135,308	2,980,824	15,515	256	129
19. Louisiana	8,033,206	4,092,665	3,932,259	8,282		
20. Maine	3,494,272	1,623,412	1,864,766	6,094		
21. Maryland	9,930,992	4,486,590	5,437,334	7,068		
22. Massachusetts	15,633,105	8,980,946	6,637,035	15,124		
23. Michigan	15,259,853	7,384,175	7,753,164	11,700	110,814	
24. Minnesota	12,403,216	6,548,983	6,026,824	27,409		
25. Mississippi	14,071,332	7,698,825	6,275,539	16,388	10,580	
26. Missouri	11,541,107	5,584,073	5,936,453	23,581		
27. Montana	3,320,732	1,717,498	1,594,134	9,100		
28. Nebraska	6,032,843	3,004,219	3,014,186	14,438		
29. Nevada	1,244,996	481,733	762,111	1,152		
30. New Hampshire	2,679,567	1,451,169	1,222,180	6,218		
31. New Jersey	17,190,640	8,976,155	8,227,843	6,642		
32. New Mexico	4,846,763	2,370,808	2,464,582	11,373		
33. New York	27,753,036	14,623,380	13,114,928	12,331	2,397	
34. North Carolina	11,119,252	7,133,032	3,964,600	21,620		
35. North Dakota	3,363,764	1,746,911	1,607,947	8,906		
36. Ohio	19,123,473	9,916,086	9,187,374	20,013		
37. Oklahoma	11,106,320	6,821,051	4,212,803	12,853	-387	
38. Oregon	7,095,058	3,730,242	3,344,350	20,466		
39. Pennsylvania	24,579,023	12,747,660	11,774,315	29,656	27,392	
40. Puerto Rico	7,182,357	4,771,105	2,411,252			
41. Rhode Island	4,504,287	2,251,984	2,251,133	1,170		
42. South Carolina	10,643,945	6,336,625	4,284,767	22,553		
43. South Dakota	4,652,864	2,531,212	2,101,975	19,677		
44. Tennessee	11,864,689	7,706,025	4,151,769	7,000	-105	
45. Texas	21,679,385	10,626,411	11,038,481	14,493		
46. Utah	5,642,294	3,261,370	2,377,067	2,858	999	
47. Vermont	3,138,843	1,600,249	1,532,794	5,800		
48. Virginia	11,241,885	5,051,695	6,185,399	4,028	763	
49. Washington	9,186,993	3,994,398	5,179,495	13,100		
50. West Virginia	3,943,408	2,060,510	1,869,701	13,197		
51. Wisconsin	10,457,038	5,860,332	4,583,294	13,122	290	
52. Wyoming	2,146,537	992,669	1,149,412	4,456		
<b>Obligations by Other than States—Total</b>	<b>49,755,143</b>	<b>40,283,378</b>	<b>9,454,124</b>		<b>17,641</b>	
Chief of Engineers	306,054		289,613		16,441	
Chief of Finance	17,485		17,485			
Chief, National Guard Bureau	41,651,062	39,695,464	1,955,598			
Chief of Staff	1,549,954		1,549,954			
Finance & Accounts Office, USA	502,138	26,282	475,856			
The Adjutant General	1,304,813		1,304,813			
The Surgeon General	10,000	10,000				
First Army	1,894,847	1,620,060	1,632,787			
Third Army	376,600	95,817	280,783			
Fourth Army	875,074	105,277	769,797			
Fifth Army	572,834	49,988	522,846			
Sixth Army	526,945	38,490	487,255		1,200	
USARL	29,145		29,145			
SOCOM	107,902		107,902			
USARHAW	30,290		30,290			

## National Guard Personnel, Army (2162060)

Army National Guard, 1966	Total (2162060)	Pay and Allowances, Active Duty Training * (3110-3140)	Pay and Allowances, Inactive Duty Training (3113-3114)	Administration and Support (3150)
<b>Grand Total</b>	<b>301,254,377</b>	<b>141,388,586</b>	<b>157,919,570</b>	<b>1,946,221</b>
<b>State Obligations—Total</b>	<b>260,970,999</b>	<b>102,640,684</b>	<b>157,919,570</b>	<b>410,745</b>
1. Alabama	9,620,632	3,396,093	6,204,660	19,879
2. Alaska	1,456,161	681,139	773,805	1,216
3. Arizona	2,067,167	948,221	1,105,437	13,509
4. Arkansas	4,597,713	1,480,963	3,109,436	7,314
5. California	14,325,892	5,502,190	9,018,787	4,915
6. Colorado	1,874,664	730,661	1,143,338	665
7. Connecticut	3,447,725	1,057,115	2,375,110	15,500
8. Delaware	1,815,785	666,131	1,149,654	
9. District of Columbia	1,000,465	365,617	634,837	11
10. Florida	5,977,211	2,878,801	3,090,486	7,924
11. Georgia	3,785,450	598,655	3,185,238	1,557
12. Hawaii	2,660,038	1,168,823	1,490,761	454
13. Idaho	2,238,528	961,813	1,274,411	2,304
14. Illinois	7,148,639	3,017,670	4,124,859	6,110
15. Indiana	7,575,567	3,397,240	4,169,077	9,250
16. Iowa	4,908,583	1,807,941	3,088,907	11,735
17. Kansas	4,931,273	2,128,505	2,795,176	7,592
18. Kentucky	3,135,308	1,128,926	1,996,103	10,279
19. Louisiana	4,092,665	1,062,505	3,022,581	7,579
20. Maine	1,623,412	580,856	1,035,952	6,604
21. Maryland	4,486,590	1,940,223	2,529,872	16,495
22. Massachusetts	8,980,946	3,141,287	5,792,490	47,169
23. Michigan	7,384,175	3,587,321	3,790,069	6,785
24. Minnesota	6,548,983	2,689,493	3,845,342	14,148
25. Mississippi	7,698,825	3,465,818	4,225,928	7,079
26. Missouri	5,584,073	2,229,632	3,349,474	4,967
27. Montana	1,717,498	736,180	975,943	5,375
28. Nebraska	3,004,219	1,377,264	1,618,676	8,279
29. Nevada	481,733	149,003	330,052	2,678
30. New Hampshire	1,451,169	612,239	838,553	377
31. New Jersey	8,956,155	3,295,225	5,653,521	7,409
32. New Mexico	2,370,808	1,120,826	1,236,510	13,472
33. New York	14,623,380	4,731,991	9,879,448	11,943
34. North Carolina	7,133,032	2,699,587	4,418,590	14,855
35. North Dakota	1,746,911	667,120	1,075,432	4,359
36. Ohio	9,916,086	3,979,351	5,926,721	10,014
37. Oklahoma	6,881,051	3,461,981	3,404,746	14,324
38. Oregon	3,730,242	1,265,524	2,460,387	4,331
39. Pennsylvania	12,747,660	5,468,829	7,270,617	8,214
40. Puerto Rico	4,771,105	1,890,034	2,878,874	2,197
41. Rhode Island	2,251,984	1,032,572	1,215,981	3,431
42. South Carolina	6,336,625	2,415,964	3,913,247	7,414
43. South Dakota	2,531,212	1,043,434	1,487,602	176
44. Tennessee	7,706,025	3,272,701	4,421,748	11,576
45. Texas	10,626,411	3,960,273	6,651,572	14,566
46. Utah	3,261,370	1,422,319	1,828,709	10,342
47. Vermont	1,600,249	437,517	1,159,130	3,602
48. Virginia	5,051,695	2,009,158	3,035,213	7,323
49. Washington	3,994,398	1,563,751	2,427,224	3,423
50. West Virginia	2,060,510	764,228	1,290,203	6,079
51. Wisconsin	5,860,332	2,199,404	3,657,417	3,511
52. Wyoming	992,669	450,570	541,664	435
<b>Obligations by Other than States—Total</b>	<b>40,283,378</b>	<b>38,747,902</b>		<b>1,535,476</b>
Chief, National Guard Bureau	39,695,464	38,159,988		1,535,476
Finance & Accounts Office, USA	26,282	26,262		
The Surgeon General	10,000	10,000		
First Army	262,060	262,060		
Third Army	95,817	95,817		
Fourth Army	105,277	105,277		
Fifth Army	49,988	49,988		
Sixth Army	38,490	38,490		

\* Includes pay and allowances, clothing, subsistence and travel.

## Operation and Maintenance, Army National Guard (2162065)

Army National Guard, 1966	Total (2162065)	Training Operations (3710)	Air Defense (3720)	Logistic Support (3730)	Hq and Command Support (3740)
<b>Grand Total</b>	<b>247,634,611</b>	<b>58,395,414</b>	<b>35,814,887</b>	<b>145,728,897</b>	<b>7,695,413</b>
<b>State Obligations—Total</b>	<b>238,180,487</b>	<b>57,347,175</b>	<b>35,814,887</b>	<b>140,627,705</b>	<b>4,398,720</b>
1. Alabama	6,978,852	2,221,284		4,653,393	104,175
2. Alaska	1,668,608	336,674		1,261,186	70,747
3. Arizona	1,454,102	378,774		1,009,713	65,615
4. Arkansas	3,401,219	1,129,936		2,190,117	81,166
5. California	15,406,395	3,006,314	4,062,426	8,195,799	141,853
6. Colorado	1,604,988	366,063		1,171,269	67,656
7. Connecticut	4,671,528	882,032	1,263,744	2,447,501	78,251
8. Delaware	1,863,092	414,209		1,382,580	66,302
9. District of Columbia	1,057,556	207,066		766,686	83,805
10. Florida	4,052,737	1,145,819		2,815,529	91,388
11. Georgia	5,058,283	1,716,522		3,257,579	84,182
12. Hawaii	6,518,049	512,573	3,652,954	2,285,919	66,603
13. Idaho	2,422,794	541,719		1,810,775	70,300
14. Illinois	7,370,822	1,400,315	2,626,629	3,270,139	73,739
15. Indiana	6,565,276	1,546,330		4,920,209	98,737
16. Iowa	3,440,883	1,032,355		2,310,171	98,357
17. Kansas	4,193,213	1,020,370		3,083,022	89,822
18. Kentucky	2,980,824	716,632		2,201,418	62,774
19. Louisiana	3,932,259	1,002,464		2,843,347	86,448
20. Maine	1,864,766	413,679		1,388,128	62,959
21. Maryland	5,437,334	858,011	2,570,317	1,927,450	81,556
22. Massachusetts	6,637,035	1,938,880	1,422,020	3,165,033	111,102
23. Michigan	7,753,164	1,791,599	2,199,490	3,666,395	95,681
24. Minnesota	6,026,824	1,915,778		4,025,834	85,212
25. Mississippi	6,275,539	1,797,712		4,373,983	103,844
26. Missouri	5,936,453	1,225,495	1,442,752	3,170,491	97,716
27. Montana	1,594,134	367,051		1,157,517	69,565
28. Nebraska	3,014,186	535,134		2,398,923	80,129
29. Nevada	762,111	123,012		568,395	70,704
30. New Hampshire	1,222,180	324,327		836,696	61,158
31. New Jersey	8,227,843	1,856,376	2,078,848	4,200,819	91,800
32. New Mexico	2,464,582	471,883		1,919,241	73,457
33. New York	13,114,928	3,259,992	3,378,058	6,342,953	133,925
34. North Carolina	3,964,600	1,540,257		2,333,794	90,549
35. North Dakota	1,607,947	387,182		1,152,899	67,866
36. Ohio	9,187,374	2,046,221	1,978,769	5,057,720	104,663
37. Oklahoma	4,212,803	1,296,095		2,816,825	99,883
38. Oregon	3,344,350	886,926		2,375,539	81,885
39. Pennsylvania	11,774,315	2,405,971	3,231,719	6,038,993	97,632
40. Puerto Rico	2,411,252	919,185		1,418,612	73,456
41. Rhode Island	2,251,133	393,367	625,939	1,165,994	65,834
42. South Carolina	4,284,767	1,307,575		2,880,617	96,575
43. South Dakota	2,101,975	585,786		1,449,451	66,738
44. Tennessee	4,151,769	1,517,607		2,534,934	99,228
45. Texas	11,038,481	2,557,425	1,267,113	7,094,454	119,489
46. Utah	2,377,067	682,454		1,624,828	69,784
47. Vermont	1,532,794	400,831		1,061,622	70,342
48. Virginia	6,185,399	1,067,387	1,913,793	3,121,497	82,722
49. Washington	5,179,495	896,670	1,445,101	2,733,803	103,922
50. West Virginia	1,869,701	426,794		1,379,806	63,102
51. Wisconsin	4,583,294	1,271,070	655,215	2,575,763	81,246
52. Wyoming	1,149,412	301,992		792,344	55,076
<b>Obligations by Other than States—Total</b>	<b>9,454,124</b>	<b>1,048,239</b>		<b>5,101,192</b>	<b>3,304,693</b>
Chief of Engineers	289,613			289,613	
Chief of Finance	17,485			17,485	
Chief, National Guard Bureau	1,955,598			1,955,598	
Chief of Staff	1,549,954				1,549,954
Finance & Accounts, USA	475,856	17,998		7,932	449,926
The Adjutant General	1,304,813				1,304,813
First Army	1,632,787	183,252		1,449,535	
Third Army	280,783	253,521		27,262	
Fourth Army	769,797	179,335		590,462	
Fifth Army	522,846	261,820		261,026	
Sixth Army	487,255	100,401		386,854	
USARL	29,145	29,145			
SOCOM	107,902	14,806		93,096	
USARHAW	30,290	7,961		22,329	



## APPENDIX H


Military Construction, Air National Guard—  
Appropriation





















Air National Guard—1966	Grand Total	57X3830 Total	Advance Project Planning 3'0	ANG Con- struction 320	Minor Con- struction 340	5763840 Total
Grand Total	333,240,088	9,564,552	446,061	8,589,236	529,255	245,777,535
Apportioned to States—Total	183,496,345	2,959,552	19,061	2,412,236	528,255	156,317,222
1. Alabama	3,829,674	160,730		160,730		3,028,964
2. Alaska	1,435,955	(10,127)	3,196		(13,323)	1,349,711
3. Arizona	3,990,149					3,345,872
4. Arkansas	3,172,898	54,051		53,991	60	2,637,467
5. California	9,861,714	321,990		284,490	37,500	8,674,516
6. Colorado	3,946,409	49,342		49,342		3,794,124
7. Connecticut	2,371,143	45,490			45,490	2,051,981
8. Delaware	1,873,493					1,514,329
9. District of Columbia	2,855,832					2,605,076
10. Florida	1,832,837					1,782,926
11. Georgia	5,238,813	750	750			4,178,514
12. Hawaii	4,709,428	56,634		56,634		4,199,894
13. Idaho	2,150,329	99,992			99,992	1,763,069
14. Illinois	4,865,391	49,994			49,994	4,138,666
15. Indiana	3,191,544	132,380		84,100	48,280	2,728,542
16. Iowa	4,306,933	4,500	4,500			3,926,578
17. Kansas	3,043,577	(34)		(34)		2,707,926
18. Kentucky	2,076,981	79,066		79,066		1,641,995
19. Louisiana	2,232,807					2,036,550
20. Maine	1,861,846					1,754,652
21. Maryland	2,470,585					2,097,906
22. Massachusetts	4,026,373					3,534,016
23. Michigan	4,607,213					3,877,705
24. Minnesota	3,895,485	71,305		71,305		3,389,276
25. Mississippi	3,986,989	305,156	4,500	300,656		3,004,189
26. Missouri	5,272,184					4,399,562
27. Montana	2,401,400	196,426		196,426		1,910,160
28. Nebraska	1,654,341					1,491,144
29. Nevada	1,555,656	26,381		26,381		1,371,543
30. New Hampshire	1,543,918					1,272,080
31. New Jersey	5,642,501	44,400		44,400		4,973,808
32. New Mexico	2,122,623	87,115	2,115	85,000		1,681,735
33. New York	9,530,363	11,935		11,935		8,098,405
34. North Carolina	1,800,760	69,400		69,400		1,397,463
35. North Dakota	2,331,775	92,690		92,690		1,922,288
36. Ohio	8,975,934	494,314	4,000	476,474	13,840	7,429,814
37. Oklahoma	3,933,534					3,196,516
38. Oregon	2,461,730					2,116,611
39. Pennsylvania	7,089,710					5,810,942
40. Puerto Rico	2,409,810					2,115,945
41. Rhode Island	1,548,250					1,280,357
42. South Carolina	2,113,308	62,890		62,890		1,796,150
43. South Dakota	2,061,848	38,135			38,135	1,781,927
44. Tennessee	6,114,907	256,352		206,360	49,992	4,940,281
45. Texas	6,531,131	124,535			124,535	5,443,840
46. Utah	2,365,718					1,980,080
47. Vermont	2,434,894					2,105,278
48. Virginia	1,445,457					1,275,396
49. Washington	3,550,497					3,015,944
50. West Virginia	2,860,935					2,416,540
51. Wisconsin	4,428,847	33,760			33,760	4,105,559
52. Wyoming	1,479,916					1,223,210
Apportioned to Other than States—Total	149,743,743	6,605,000	427,000	6,177,000	1,000	89,460,313
Hq Command	30,000	30,000	30,000			
National Guard Bureau	128,651,114					85,958,389
Directorate of Administrative Services	23,924					23,924
Lackland AFB, Texas	1,745,380					
Air Force Logistics Command	3,166,000	1,000		1,000		3,165,000
Bureau of Yards and Docks	3,429,000	3,429,000	101,000	3,328,000		
Office, Corps of Engineers	3,145,000	3,145,000	296,000	2,848,000	1,000	
Military Airlift Command	9,000					9,000
Aeronautical Chart & Information Center	304,000					304,000
AFAPC Denver	9,240,325					


## AIR NATIONAL GUARD OBLIGATIONS


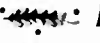


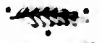



Operations and Maintenance Appropriation					National Guard Personnel, Air Force— Appropriation			
Operation of Aircraft 410	Logistical Support 430	Training Support 440	Medical support 470	Service Wide Support 480	5763650 Total	ANG Personnel 520	Grand Total	Air National Guard—1966
54,478,034	31,743,366	158,876,420	564,050	115,665	77,898,001	77,898,001	333,240,088	Grand Total
	530,804	155,229,863	556,555		24,219,571	24,219,571	183,496,345	Apportioned to States—Total
	8,987	3,010,419	9,558		639,980	639,980	3,829,674	1. Alabama
	2,500	1,344,310	2,901		96,371	96,371	1,435,955	2. Alaska
	4,950	3,319,532	21,390		644,277	644,277	3,990,149	3. Arizona
	11,533	2,611,222	14,712		481,380	481,380	3,172,898	4. Arkansas
	21,137	8,628,277	25,102		865,208	865,208	9,861,714	5. California
	155	3,788,745	5,224		102,943	102,943	3,946,409	6. Colorado
	2,663	2,042,953	6,365		273,672	273,672	2,371,143	7. Connecticut
	6,998	1,499,534	7,797		359,164	359,164	1,873,493	8. Delaware
	6,835	2,586,555	11,686		250,756	250,756	2,855,832	9. District of Columbia
	2,461	1,776,200	4,265		49,911	49,911	1,832,837	10. Florida
	18,425	4,145,045	15,044		1,059,549	1,059,549	5,238,813	11. Georgia
	66,430	4,126,737	6,727		452,900	452,900	4,709,428	12. Hawaii
	2,366	1,756,128	4,575		287,268	287,268	2,150,329	13. Idaho
	18,023	4,109,946	10,697		676,731	676,731	4,865,391	14. Illinois
	25,267	2,691,383	11,892		330,622	330,622	3,191,544	15. Indiana
	2,992	3,914,330	9,256		375,855	375,855	4,306,933	16. Iowa
	1,939	2,698,941	7,046		335,685	335,685	3,043,577	17. Kansas
	3,736	1,633,955	4,304		355,920	355,920	2,076,981	18. Kentucky
	2,340	2,032,365	1,845		196,257	196,257	2,232,807	19. Louisiana
		1,749,782	4,870		107,194	107,194	1,861,846	20. Maine
	3,305	2,089,578	5,023		372,679	372,679	2,470,585	21. Maryland
	23,343	3,501,654	9,019		492,357	492,357	4,026,373	22. Massachusetts
	10,495	3,853,524	13,686		729,508	729,508	4,607,213	23. Michigan
	2,374	3,379,969	6,533		434,904	434,904	3,895,485	24. Minnesota
	114,826	2,875,083	14,280		677,644	677,644	3,986,989	25. Mississippi
	5,380	4,381,387	12,795		872,622	872,622	5,272,184	26. Missouri
		1,906,437	3,723		294,814	294,814	2,401,400	27. Montana
	4,671	1,482,069	4,404		163,197	163,197	1,654,341	28. Nebraska
	2,986	1,365,064	3,493		157,732	157,732	1,555,656	29. Nevada
	2,409	1,266,281	3,390		271,838	271,838	1,543,918	30. New Hampshire
	9,366	4,949,270	15,172		624,293	624,293	5,642,501	31. New Jersey
	2,996	1,673,488	5,251		353,773	353,773	2,122,623	32. New Mexico
	19,720	8,053,135	25,550		1,420,023	1,420,023	9,530,363	33. New York
	2,000	1,389,064	6,399		333,897	333,897	1,800,760	34. North Carolina
		1,918,701	3,587		316,797	316,797	2,331,775	35. North Dakota
	67,428	7,326,804	33,582		1,051,806	1,051,806	8,975,934	36. Ohio
		3,168,268	28,248		737,018	737,018	3,933,534	37. Oklahoma
	54	2,112,258	4,499		344,919	344,919	2,461,730	38. Oregon
	5,768	5,777,427	27,747		1,278,768	1,278,768	7,089,710	39. Pennsylvania
	3,864	2,107,215	4,866		293,865	293,865	2,409,810	40. Puerto Rico
	2,000	1,257,355	21,002		267,893	267,893	1,548,250	41. Rhode Island
	2,500	1,790,436	3,214		254,268	254,268	2,113,308	42. South Carolina
	2,241	1,777,136	2,550		241,786	241,786	2,061,848	43. South Dakota
	7,647	4,912,346	20,288		918,274	918,274	6,114,907	44. Tennessee
	6,698	5,407,928	29,214		962,756	962,756	6,531,131	45. Texas
	2,398	1,968,318	9,364		385,638	385,638	2,365,718	46. Utah
	2,890	2,097,909	4,479		329,616	329,616	2,434,894	47. Vermont
	7,764	1,263,296	4,336		170,061	170,061	1,445,457	48. Virginia
	608	2,999,779	15,557		534,553	534,553	3,550,497	49. Washington
	2,500	2,403,957	10,083		444,395	444,395	2,860,935	50. West Virginia
	2,336	4,097,287	5,936		289,528	289,528	4,428,847	51. Wisconsin
	500	1,209,081	13,629		256,706	256,706	1,479,916	52. Wyoming
54,478,034	31,212,562	3,646,557	7,495	115,665	53,678,430	53,678,430	149,743,743	Apportioned to Other than States—Total
54,478,034	31,212,562	147,633	7,495	112,665	42,692,725	42,692,725	30,000	Hq Command
		23,924					128,651,114	National Guard Bureau
							23,924	Directorate of Administrative Services
					1,745,380	1,745,380	1,745,380	Lackland AFB, Texas
		3,162,000		3,000			3,166,000	Air Force Logistics Command
							3,429,000	Bureau of Yards and Docks
							3,145,000	Office, Corps of Engineers
		9,000					9,000	Military Air Transport Service
		304,000					304,000	Aeronautical Chart & Information Center
					9,240,325	9,240,325	9,240,325	AFAPC Denver

## I am the Guard

**C**ivilian in Peace, Soldier in War . . . of security and honor, for three centuries I have been the custodian, I am the Guard. 

I was with Washington in the dim forests, fought the wily warrior, and watched the dark night bow to the morning.  At Concord's bridge, I fired the fateful shot heard 'round the world.  I bled on Bunker Hill.  My footprints marked the snows at Valley Forge.  I pulled a muffled oar on the barge that bridged the icy Delaware.  I stood with Washington on the sun-drenched heights of Yorktown.  I saw the sword surrendered . . . I am the Guard.  I pulled the trigger that loosed the long rifle's havoc at New Orleans.  These things I knew—I was there!  I saw both sides of the War between the States—I was there!  The hill at San Juan felt the fury of my charge.  The far plains and mountains of the Philippines echoed to my shout . . . On the Mexican border I stood . . . I am the Guard.  The dark forest of the Argonne blazed with my barrage.  Chateau Thierry crumbled to my cannonade.  Under the arches of victory I marched in legion—I was there!  I am the Guard. I bowed briefly on the grim Corregidor, then saw the light of liberation shine on the faces of my comrades.  Through the jungle and on the beaches, I fought the enemy, beat, battered and broke him.  I raised our banner to the serene air on Okinawa—I scrambled over Normandy's beaches—I was there! . . . I am the Guard.  Across the 38th Parallel I made my stand.  I flew MIG Alley—I was there! . . . I am the Guard. 

Soldier in war, civilian in peace . . . I am the Guard. 

I was at Johnston, where the raging waters boomed down the valley.  I cradled the crying child in my arms and saw the terror leave her eyes.  I moved through smoke and flame at Texas City.  The stricken knew the comfort of my skill.  I dropped the food that fed the starving beast on the frozen fields of the west and through the towering drifts I ploughed to rescue the marooned.  I have faced forward to the tornado, the typhoon, and the horror of the hurricane and flood—these things I know—I was there! . . . I am the Guard.  I have brought a more abundant, a fuller, a finer life to our youth.  Wherever a strong arm and valiant spirit must defend the Nation, in peace or war, wherever a child cries, or a woman weeps in time of disaster, there I stand . . . I am the Guard.  For three centuries a soldier in war, a civilian in peace—of security and honor, I am the custodian, now and forever . . . I am the Guard. 