



**California Military Department
Information Booklet
Fiscal Years 1987-1990**

California Military Department Budget FY 1986 - 1989

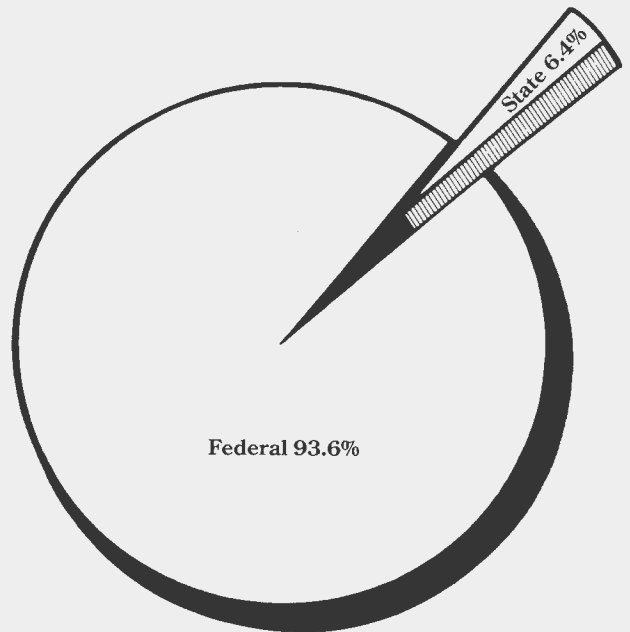
Federal Expenditures

Army National Guard	\$ 808,769,000
Air National Guard	421,966,000
Office of The Adjutant General	7,761,000
Emergency Support to Civil Authority ...	990,000
Capital Outlay	129,309,000
Total	\$1,368,795,000

State Expenditures

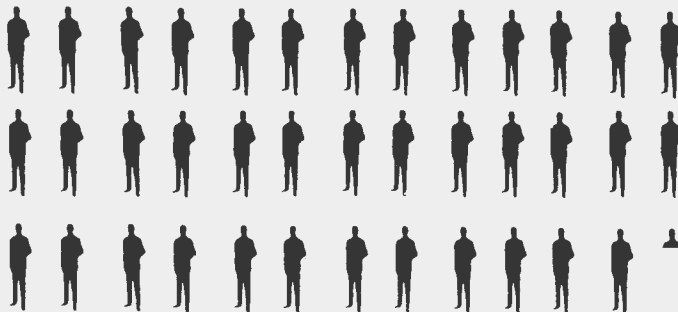
Army National Guard	\$ 45,760,000
Air National Guard	7,257,000
Office of The Adjutant General	20,643,000
Emergency Support to Civil Authority ...	2,606,000
Military Retirement	6,016,000
California Cadet Corps	1,476,000
State Military Reserve	811,000
Farm and Home Loan	106,000
California IMPACT Program	6,461,000
Capital Outlay	2,776,000
Total	\$93,912,000

GRAND TOTAL \$1,462,707,000

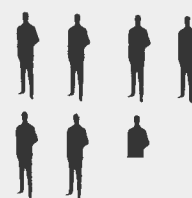


**STATE TAX REVENUES GENERATED BY THE MILITARY DEPARTMENT
AND THE CALIFORNIA NATIONAL GUARD EQUALS: \$44,689,000**

Departmental Employees



3,815 Permanent Full-Time Federal



642 Permanent Full-Time State



**California Military
Department**

**Information
Booklet**
Fiscal Years 1987 - 1990

December 1990



California Military
Department

Information
Booklet

First Year 1987-1990

December 1989

A Letter From Major General Robert C. Thrasher The Adjutant General



GEORGE DEUKMEJIAN
Governor

State of California
Office of the Adjutant General
P.O. Box 214405 - 2829 Watt Avenue
Sacramento, California 95821-0405

The last four years have been a period of dramatic change and increased responsibility for the State Military Department. During that time, members of the California National Guard responded quickly, efficiently, and effectively to an unprecedented number of local, state, and federal missions.

This publication will provide the reader with details of the many significant achievements attained by the State Military Department during the quadrennium. It will also provide an insight to the organization of the State Military Department and outline the goals and objectives of the California National Guard's Long-Range Plan.

As we enter the final decade of the Twentieth Century, the State Military Department pledges to fulfill its many commitments to the citizens of California in the same conscientious and professional manner it has proudly honored since its beginning in 1849.

sincerely,

Robert C. Thrasher
Major General
The Adjutant General

Major General
Robert C. Thompson
The Adjutant General

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Introduction: **1**

California Military Department





Overview

The California State Military Department is a broad-based, wide-ranging organization which encompasses a myriad of state and federal activities and military operations. The Department is comprised primarily of the California Army and Air National Guard, whose purpose is to provide military service in support of the state and nation.

Three-fold Mission

The mission of the California National Guard is three-fold: to provide mission-ready forces to the federal government as directed by the President, to provide emergency military support to civil authorities as directed by the Governor, and to provide support to the community as approved by proper authority.

The Adjutant General

The Adjutant General is appointed by the Governor and confirmed by the State Senate to serve as the Director of the State Military Department in accordance with the State of California Military and

Veterans Code. In addition to his role as Director of the State Military Department, The Adjutant General also serves as the Commander of the California National Guard.

Responsibilities and Organization

The State Military Department directs, supervises, coordinates, and oversees approximately 33,000 persons in various programs. The primary focus is on the 26,500 military members of the Guard. The remaining 6,500 individuals include the State Military Reserve, the Naval Militia, the California Cadet Corps (a junior and senior high school leadership/citizenship program), and the Innovative Military Projects and Career Training (IMPACT) Program (a youth-oriented training and employment program). The headquarters of the State Military Department is located at four sites in Sacramento, the primary one on Watt Avenue in the north area of the capital city. Military elements of this organization, including the Naval Militia and the State Military Reserve, are located throughout the state at approximately 175 Army Guard installations, two training sites, an Armed Forces Reserve Center,



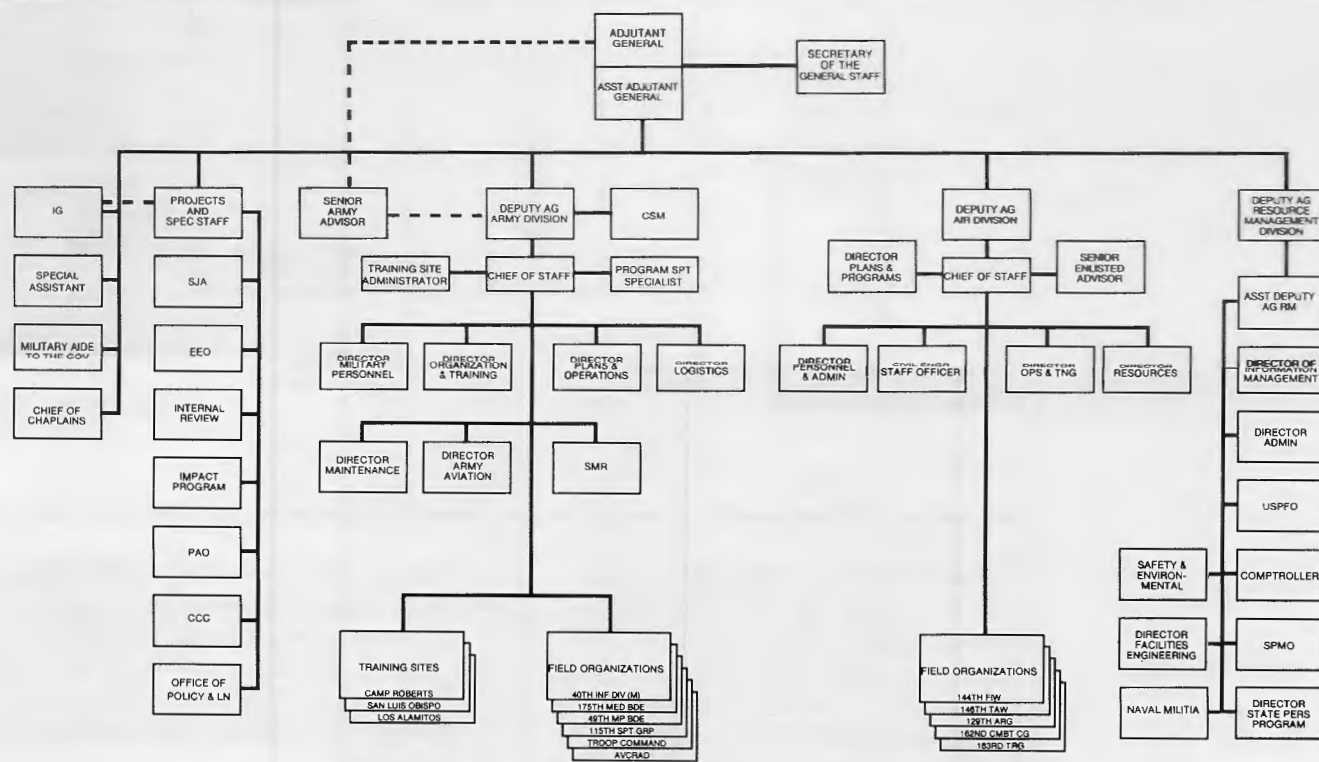
and ten Air Guard bases and stations. California Cadet Corps youth programs are located in 57 schools, and IMPACT is housed in seven leased sites which serve as training centers.

The organization of the Military Department is illustrated in Table 1:

The Office of The Adjutant General will undergo a reorganization effective October 1, 1990. The new organization effective that date is illustrated in Table 1a.



Table 1
MILITARY DEPARTMENT
OFFICE OF THE ADJUTANT GENERAL
ORGANIZATIONAL CHART

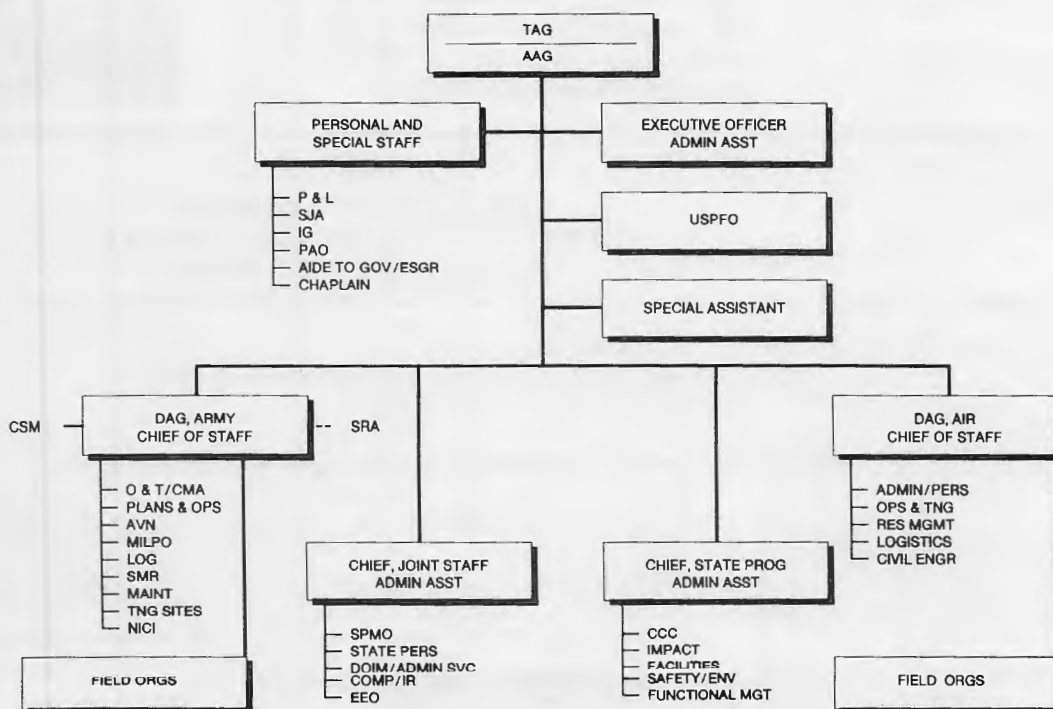


Current as of 30 September 1990

----- Coordination



Table 1a
MILITARY DEPARTMENT, OFFICE OF THE
ADJUTANT GENERAL ORGANIZATION
(Effective October 1, 1990)

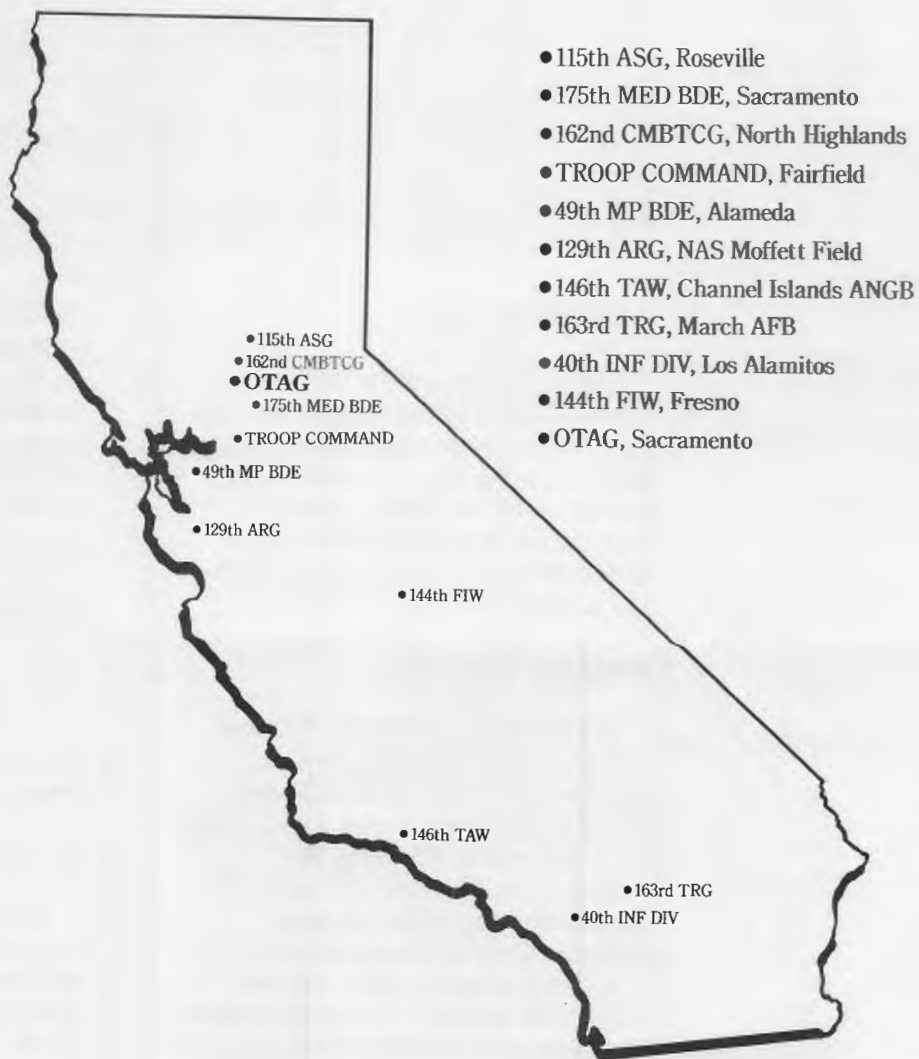


Major command headquarters of the California Army National Guard units include the 40th Infantry Division, Los Alamitos; the 49th Military Police Brigade, Alameda; the 175th Medical Brigade, Sacramento; the 115th Area Support Group, Roseville; and the Troop Command, Fairfield. Headquarters of major California Air National Guard units include the 146th Tactical Airlift Wing, Channel Islands Air National Guard Base (Pt. Mugu); the 144th

Fighter Interceptor Wing, Fresno; the 163rd Tactical Reconnaissance Group, March Air Force Base (Riverside); the 129th Air Rescue Group, Naval Air Station Moffett Field (Sunnyvale); and the 162nd Combat Communications Group, North Highlands.

The locations of California National Guard major commands are illustrated in Table 2.

Table 2
LOCATION OF CALIFORNIA NATIONAL GUARD
MAJOR COMMAND HEADQUARTERS





Accomplishments

Accomplishments of the California National Guard during the quadrennium have been wide and varied and are outlined in the following chapters of this report together with the history, mission, organization, and goals of the various California National Guard organizations and sections.

Goals and Objectives

The Office of The Adjutant General, with the responsibility of providing mission-ready forces to the state and nation ever in mind, formed a long-range planning committee early in the quadrennium. The committee was comprised of the leadership of the California National Guard and met on several occasions at various locations throughout the state. The purpose of the committee was to develop a long-range plan for the California National Guard outlining goals and objectives which would enable the present and future Guard leadership to chart a united course of direction so that

the ultimate goal of the most effective and efficient National Guard force possible would be realized by the year 2020. The Long-Range Planning Committee established four major goals which will enable the California National Guard to perform its mission in the technologically advanced environment of the year 2020. After a comprehensive analysis, it was concluded that the California National Guard should be (1) the maximum size supportable and sustainable by the state; (2) of optimal force structure and composition; (3) perceived and supported by society as a beneficial and socially attractive organization; and (4) trained, equipped and ready for emergency deployment in support of community, state, and nation.

Having established these long-range organizational goals, the long-range planning process involved the preparation of a series of objectives to support the goals. The focus was to make them quantifiable, measurable, and realistic. Objectives were grouped under ten functional areas: leadership and management, force structure, manning,

training, mobilizing and deploying, information management, equipping, maintaining, facilities, and imaging the Guard. The 104 objectives designated by the Committee in August 1989 form the core of the California National Guard's Long-Range Plan and are designed to serve as the foundation for follow-on programs, tasks, and initiatives. The objectives are listed in Appendix A of this publication.







Office of The Adjutant General **2**





MG Robert C. Thrasher
The Adjutant General



BG Daniel L. Brennan
Assistant Adjutant General

Leadership

The Adjutant General carries out his responsibilities as Director, State Military Department with the assistance of his principal deputy, the Assistant Adjutant General, and three deputy adjutants general. The Adjutant General and the Assistant Adjutant General are assisted by the Secretary to the General Staff.

Organization

The staff of the Military Department is organized into four major functional divisions — the Army and Air Divisions, the Resource Management Division, and the special staff — to provide the Director with specialized expertise. The first three subdivisions will be covered later in this publication. The other division, the Special Staff, operates under the direct supervision of the Chief, Programs and Special Staff. This group includes the Office of Policy and Liaison; the Public Affairs Office; the Staff Judge Advocate's Office; the Equal Employment Opportunity Office; the California Cadet Corps; and the Office of Audit, Management, and Review. Three other functions — the Office of the Inspector General, the Military Aide to the Governor, and the Office of the State Chaplain — fall under the direct supervision of the Assistant Adjutant General and The Adjutant General.

Management

During the past year, the Office of The Adjutant General implemented a functional management program which will soon be practiced throughout the California National Guard. This management-by-objectives-type program focuses on the ten functional areas of the Guard described in *VISION 2020*, the California National Guard's Long-Range Plan. The program is designed to allow Guard managers to place a stronger, more accurate focus on the ten functional areas of the Guard and to more easily pinpoint areas of strength and weakness.

Functional Management and *VISION 2020* exist in a synergistic relationship with the final result being a more effective, efficient total management of the California National Guard.

COMMAND SECTION

Inspector General

Organization

Since 1985 a Regular Army officer, assisted by a small staff of California National Guard officers and enlisted personnel, has been detailed to The Adjutant General to perform the duties of the California National Guard Inspector General.

Responsibilities

The Inspector General's mission is to inquire into and report upon the state of economy, efficiency, discipline, morale, esprit de corps, and readiness throughout the California National Guard. Principal functions of the Inspector General are inspections, investigations, and assistance.

Inspections are official evaluations of organizations to determine compliance with policy, to assess conditions and capability to perform, and to provide a report of findings to the inspected commander and higher headquarters. Inspections serve as a principal tool to identify problems, assign responsibilities, and develop solutions.

Accomplishments

The Inspector General's staff coordinated numerous inspections done by major Army commands and performed follow-ups to ensure that corrections were made. All Air Force units were inspected by their major Air Force gaining commands. In general, the readiness of units across the state is



improving, and morale and esprit de corps are at a high level.

Investigations involve a formal detailed examination concerning factual circumstances of allegations, conditions, or a situation in organizations. A principal theme of IG investigations is the prevention of fraud, waste, and abuse. Investigations may be conducted as a result of many factors, ranging from anonymous requests to a directed investigation from the Department of Defense or its subordinate military departments. Because of the sensitivity and nature of investigations and the extensive time and effort required, they are performed only when absolutely essential to resolve a particular issue. Subjects for investigation have included lost government property, allegations of religious discrimination and of wasted ammunition, and improper conduct of an officer. Where wrongdoing was disclosed, quick corrective measures were imposed and sound preventative practices installed.

Assistance requests such as complaints and grievances occupy much of the IGs attention because the IG serves as a primary outlet for redress when appeals through normal channels have failed. Military pay, the category consuming the most time, average about 260 assistance requests per year. Other general areas include conditions in units, promotions, assignments, medical treatment, discharges, resignations, and environmental concerns. Each individual's request for assistance receives personal attention and is handled carefully, examined in a thorough and impartial manner, and performed quickly to provide a timely response. The objective of the assistance function is to eliminate injustices and conditions detrimental to the efficiency and/or reputation of the California National Guard.

Goal

The goal of the Inspector General is to enhance the military effectiveness of the California National Guard.

Military Aide to the Governor

Organization

The Military Aide to the Governor operates under the direction of the Governor and The Adjutant General, State Military Forces.

Responsibilities

The Aide's functions include serving as the military liaison for the Governor's Office regarding military-related matters pertaining to all branches of service (including federal military installations within the state of California); serving as

the Governor's representative for special military ceremonies and liaison with local, state, and federal law-enforcement agencies; and coordinating tours, entertainment, and legislative appointments for international officers visiting the capitol. The Military Aide, upon request, represents the Governor at state or local chambers of commerce, military affairs committees, and state veterans affairs functions. The Aide also responds to military-related questions and problems addressed to the Governor and researches and directs information to the proper authorities when applicable.

Goals

The goals of the Military Aide to the Governor include maintaining the current high standards of handling military matters for the state's chief executive and responding to the Governor's directions on other matters in a professional, expeditious manner.

Accomplishments

The accomplishments of the Military Aide to the Governor during the quadrennium include the following: coordinating the Young American Awards Program; representing the Governor in 39 military ceremonies and functions; coordinating and developing programs for more than 1,500 international officers visiting the state capitol; representing the



Governor in state and local meetings regarding military issues and problems; and accompanying the Governor to 14 military programs and conferences.

Chaplain

Organization

The State Chaplain is the key link between The Adjutant General, his staff, and members of the California National Guard. He manages and supervises the Chaplaincy Program, in support of the California National Guard and the State Military Reserve, for both the Army and the Air National Guard. Duties are to serve as the Chief of Chaplains, as a career counselor, and as the Employee Assistance Director of the California National Guard.

Responsibilities

The California Guard's Chaplaincy Program requires a coordinating and directing element to ensure reasonable uniformity of programs, purposes, and

commitment to meet the human needs of all members of the Guard and the State Military Reserve.

The State Chaplain has the overall responsibility for recruiting, staffing, and placing all California Guard chaplains; coordinating chaplaincy programs with the Sixth U.S. Army Chaplain's Office; planning and developing chaplain mobilization and training programs; and providing staff guidance to The Adjutant General, his staff, and commanders for the proper use, training, and recruitment of chaplains and chaplain candidates.

The State Chaplain ensures that chaplains are aware that they are the key link between Guard members, their families, and the community by planning



and implementing professional-development programs for California National Guard chaplains. He also plans and executes chaplain and chaplain-candidate conferences and coordinates logistical support for chaplains.

Goals

The goals of the State Chaplain include increasing the California chaplaincy strength to 94 percent; administering and maintaining the Chaplain Candidate Program; ensuring that a chaplain is assigned to all California National Guard battalion-sized units; continuing to develop the Employee Assistance Program throughout the state; ensuring that State Military Department employees have a counseling source available; providing staff guidance to The Adjutant General and his staff on matters of morale, religion, and the welfare of all Guard members; acting as a

liaison between community-action groups, The Adjutant General, and his staff; training and continually developing the counseling program for the California Military Academy; and ensuring that the chaplaincy mission is accomplished at state and federal levels.

Accomplishments

During the quadrennium the Office of the State Chaplain accomplished a 20 percent increase in strength; had an 80 percent increase in the Chaplain Candidate Program; established and developed the Employee Assistance Program to 100 percent employee coverage; developed the Leadership Performance Testing Program for the California Military Academy; assisted in developing the Family Assistance Program at unit level; and developed and conducted community training for staff personnel.

Programs and Special Staff

Background

The Office of Programs and Special Staff was established October 1, 1989, to help alleviate the vast workload of the Command Section by providing a unified course of direction to the Special Staff and ensuring the timely and successful completion of special programs.

Organization

The Chief, Programs and Special Staff report directly to The Adjutant General. The Chief's responsibilities include directing, monitoring, and coordinating the activities of the Special Staff, which is comprised of the Office of Policy and Liaison, the Office of Public Affairs, the Office of the Staff Judge Advocate, the Equal Opportunity Office, the Inspector General, the Internal Audit and Management Review Office, and the California Cadet Corps.



Office of Policy and Liaison



Background

The Office of Policy and Liaison, one of the newest, most active offices within the State Military Department, serves as the “nerve center” of the Special Staff. Originally created in 1985 to mirror the National Guard Bureau’s Office of Policy and Liaison, this office has grown dramatically in scope, and its duties and responsibilities cover a broad spectrum. Members of this office regularly interface with every section of the State Military Department; members of Congress; the California State Legislature; the Department of Defense; the Reserve Forces Policy Board; the National Guard Bureau; active Army and Air Force commands; the National Guard Association of the United States; other reserve organizations; and executive departments and agencies of federal, state, and local government, including the California Governor’s Office in Washington, D.C.

Organization

The Office of Policy and Liaison is comprised of three main elements: Government Affairs, Employer Support of the Guard and Reserve, and Legislative Inquiries/Research/Special Projects.

Responsibilities

The responsibilities of the Government Affairs Officer include establishing and maintaining direct liaison channels with the United States Congress, the State Legislature, the Legislative Office of the Governor, and other government agencies regarding legislative matters and other issues affecting the State Military Department; advising The Adjutant General on the political aspects of Department policies, plans, and programs; coordinating Department activities relating to the legislative programs; tracking state and federal legislation that affect the



Guard; and serving as a Military Department representative at legislative hearings.

The responsibilities of the Employers Support of the Guard and Reserve (ESGR) Officer include resolving employer/employee conflicts; overseeing the Golden Seal Award Program, which recognizes employers who have shown consistent support and understanding of their employees' Guard training requirements; and coordinating and supervising the Department's Functional Management Program. During the quadrennium the ESGR Officer was also responsible for supervising, coordinating, and conducting the Military Department's Employer/Legislator Bosslift Program to Camp Roberts.

The Special Assistant, Office of Policy and Liaison is the primary officer responsible for the speedy and efficient resolution of legislative inquiries; conducting legislative research; producing background papers on legislative issues pertaining to the National Guard; producing the Military Department's *Quarterly Report to the Governor*; and completing special projects which include the *Quadrennial Report to the Governor* and *VISION 2020*, the California National Guard's long-range plan.

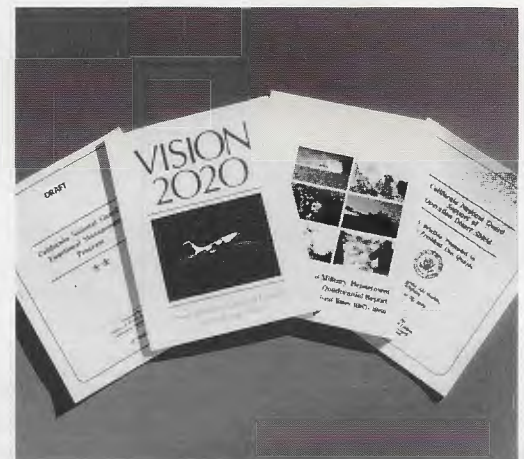
Accomplishments

The accomplishments of the Office of Policy and Liaison during the reporting period included spearheading efforts which resulted in the passage of over 20 pieces of state legislation benefiting members of the Guard; creating a legislative library; conducting annual legislative seminars; publishing a bi-monthly legislative newsletter; producing quarterly reports to

the Governor; producing the award-winning publication, *VISION 2020*; producing legislative action plans and numerous background papers; planning, implementing, and supervising the Office of The Adjutant General's Functional Management Program; and conducting the Department's annual Employer/Legislator Bosslift Program, which was responsible for airlifting over 1,500 employers, legislators, and members of legislative staffs to Camp Roberts to observe National Guard training exercises. Perhaps the most rewarding accomplishment of the Office of Policy and Liaison during the reporting period was working with the Air Division to obtain new MH-60G aircraft to replace the aging HH-3 helicopters assigned to the 129th Air Rescue Group at Moffett Field.

Goals

A primary goal of the Office of Policy and Liaison is to continue to strengthen the bonds between the Military Department and members of the state and federal legislatures. A second goal is to equip the Office of Policy and Liaison with C-SPAN and CAL SPAN video capability and to gain audio access to legislative hearing rooms at the State Capitol.



State Legislation 1987-1990



Several pieces of state legislation were passed during the quadrennium which benefited members of the California National Guard. The majority of this legislation was sponsored by the California National Guard or the National Guard Association of California. Such legislation chaptered into law during the quadrennium is listed by calendar year together with the name of the state legislator who originally introduced the bill.

1987

AB 353, Tucker— Allowed military service time to be credited as public service in PERS towards increased retirement allowances.

AB 464, N. Waters— Provided that firefighter/security guards employed by the military department are peace officers.

AB 2169, Costa— Allowed any public or private employee who is a member of the State Military Reserve to take a leave of absence not to exceed 15 calendar days per year for inactive duty training.

SB 264, Royce— Prescribed respective responsibilities of the State Personnel Board and the Department of Personnel Administration for determining leave for military service and certain other benefits.

SB 408, McCorquodale— Made firefighter security officers and firefighter crash rescue crewmen of the Military Department eligible for full pay in lieu of disability pay for up to one year for injuries received on the job.

1988

SB 1811, Garamendi— Included as property under the California National Guard Members' Farm and Home Purchase Act of 1978 on which a qualifying home may be purchased or constructed and Indian members' or veterans' beneficial interest in trust land held for that member veteran.

1989

AB 288, Clute— Provided tuition at any state-owned college or university to dependents or surviving spouse of any member of the California National Guard who is killed, dies of disability, or is permanently disabled as a result of performance in the active service of the state.

AB 793, Floyd— Changed existing law to allow members of the California National

Guard who are wounded, injured, or who acquire a disease during the performance of active service of the state to remain on State Active Duty for up to 52 weeks. Previous law limited State Active Duty for this purpose to 26 weeks.

AB2144, Floyd—Extended reemployment rights to a person who leaves a part-time position with a private employer if application is made within five days of release from service.

SB353, Presley—Changed existing law to redefine types of peace officers, their peace officer powers, and the agency having the authority over each.

SB1025, Craven—Provided for updating and revising obsolete and outdated sections of the California Military and Veterans Code.

Four joint resolutions were also passed by the state legislature in 1989. While such resolutions are not law, they relay the feelings of the California State Legislature to members of Congress and encourage members of Congress to take certain action. One of the joint resolutions was introduced by the Assembly while the other three were introduced by the California State Senate.

AJR42, Clute—Asked the President and Congress to direct the Secretary of Defense to retain the F-4 fighter aircraft at the 163rd Tactical Fighter Group, to retain the full complement of C-130 aircraft at the 146th Tactical Airlift Wing, and to provide the six Blackhawk helicopters authorized the California Air National Guard's 129th Aerospace Rescue and Recovery Group.

SJR4, Deddeh—Asked the President and the Congress to direct the Department of Defense agencies to support and fund

California's drug-interdiction proposal with modern helicopters and surveillance equipment. This resolution also asked that an attack helicopter battalion be established at Brown Field.

SJR23, Craven—Asked the President and Congress to direct the Secretary of Defense to authorize space available travel on military aircraft outside the continental United States for members of America's National Guard and Reserves and their eligible dependents.

SJR37, Kopp—Asked the President and Congress to direct the Secretary of Defense to retain the present military police structure of the California Army National Guard.

1990

AB3370, Pringle—Allows The Adjutant General to present state colors to the family of deceased California National Guard members.

AB3391, Ferguson—Authorized posthumous presentation of a memorial medal to members of the California National Guard killed in service to the state or nation.

AB3773, Mountjoy—Authorizes The Adjutant General to lease, for not more than 99 years, armory property and to deposit the proceeds in the armory fund.

AB3954, Woodruff—Prohibits restrictions or termination by a private employer of collateral benefits to an employee temporarily incapacitated due to California National Guard service.

SB1899, Ayala—Authorizes differential pay for a period not to exceed 180 days for state employees who are called to active duty as a result of the Iraq-Kuwait crisis.

Public Affairs Office



Organization

The Public Affairs Office is supported by five full-time staff members, an active duty special-projects officer assigned to the Counternarcotics Program, and the 69th Public Affairs Detachment, which consists of 13 Guard members with skills in photojournalism, broadcasting, and community relations.

Responsibilities

The mission of the Public Affairs Office (PAO) is to conduct a public-information program which addresses three main areas of interest to the California National Guard and the public: command information, media relations, and community affairs. Information, consistent with the law, is fully and readily available unless precluded for security reasons. The Freedom of Information Act is supported in both letter and spirit.

The PAOs Internal Information Program promotes retention and recruitment of quality personnel to enhance mission readiness. Awareness of the California Guard's role in the nation's Total Force and the state's emergency response capability is an ongoing source of pride and purpose to Guard members. A free flow of general and military information is available, without censorship or propaganda, to California Guard members and their dependents.

The size and diversity of California's population create a challenge in keeping its citizens informed of the services provided by the California Guard and how tax dollars are spent and resources are used. The policy of the Department of Defense is to make timely and accurate information available so that the public, legislators, and the news media may assess and understand facts about national security and defense strategy.

Accomplishments

During the quadrennium the Public Affairs Office made significant progress in establishing plans and programs to enhance communication between the California National Guard and the state's citizens and influence groups. Positive exposure of the Guard has been increased through an aggressive media-relations effort yielding frequent and wide-scale coverage of California Guard members actively serving the state and the nation. Unprecedented nationwide media coverage highlighted the Guard's contribution to recovery efforts in forest fires, the Loma Prieta earthquake, and other natural disasters. Several rescue missions by California Air and Army Guard units received media attention because of a proactive media-relations program that ensures that the Guard story is told.

The 69th Public Affairs Detachment, winner of the coveted Keith L. Ware Award

for journalism excellence in 1986, was awarded first place for *The Grizzly*, its quarterly magazine, in the 1989 National Guard Association of the United States competition among state Guard magazines.

The Department of Defense mission to support law-enforcement agencies in counternarcotics operations brought new challenges to the Guard during the last four years. Public affairs liaison with other agencies during planning and execution phases proved essential to the success of the operations.

Goals

The goals of the Public Affairs Office are to continue to increase public awareness of the California National Guard and to strengthen its Command Information Program so that Guard members are thoroughly familiar with the California Guard's mission and its role in today's Total Force.

Staff Judge Advocate

Organization

The Office of the Staff Judge Advocate (SJA) consists of three full-time attorneys, one of whom functions as a claims officer and litigation coordinator. The SJA, as part of the personal staff, communicates directly with The Adjutant General on military justice and other sensitive matters.

Responsibilities

The Staff Judge Advocate provides legal advice to The Adjutant General, headquarters staff, subordinate commanders, Guard members, and other authorized persons. The office also



coordinates the administration of military justice matters; reviews reports of investigative officers and boards and makes recommendations to the commander; supervises all claims matters; prepares legal opinions on matters of federal, state, and international law; reviews contracts and acquisition matters; advises on legal aspects of military aid to civil authorities, disaster relief, and special operations; furnishes legal advice to the command and individuals on military personnel matters such as military status, pay, leave, separations, and administrative boards; provides legal advice concerning military installations, including environmental law matters; reviews standards of conduct and ethics requirements; provides advice and counsel on union labor agreements, arbitration, and adverse action matters; supervises the Freedom of Information and Privacy Act Program; maintains liaison with and provides assistance to United States attorneys, the state Attorney General's Office, and armed forces litigation offices in court cases involving the California National Guard; reviews operations plans and orders to ensure compliance with state, federal and international law; and provides legal advice and training to military personnel on current matters of legal significance.

Accomplishments

Legal matters have become more complex and numerous throughout the country, and the Military Department has been no exception. In addition to the full-time Staff Judge Advocate Office (SJA) there are 28 Army Guard and 9 Air Guard judge advocate officers, in traditional Guard positions throughout the state, who handle legal affairs. There are also 18 enlisted paralegal and clerical personnel in "weekend" positions.

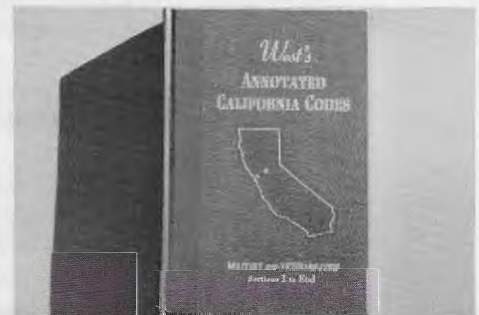
The SJA office handled an ever-increasing caseload over the past four years. There are 20-30 inquiries or requests a day for assistance. Increases were seen particularly in the area of environmental law, claims, personnel matters, litigation, and operational law. There was a slight decrease in the number of military justice matters handled.

Two major legal training schools were conducted during the quadrennium by California judge advocate personnel. These schools were attended by all Army and Air Guard JAG personnel in the state, high-ranking commanders, and invitees from other reserve components.

The California Army Guard SJA was selected to serve as the Special Assistant to the Judge Advocate General of the United States Army; the California Air Guard Headquarters SJA served as a member of the Air National Guard Judge Advocate's Council, a national policy-making board.

Goals

The goals of the Staff Judge Advocate are to provide timely, well-reasoned legal advice and opinions to The Adjutant General and staff; to maintain compliance with federal and state laws and regulations; and to ensure that National Guard legal personnel are thoroughly trained to give commanders and personnel the full benefit of their services.



Equal Employment Opportunity Office

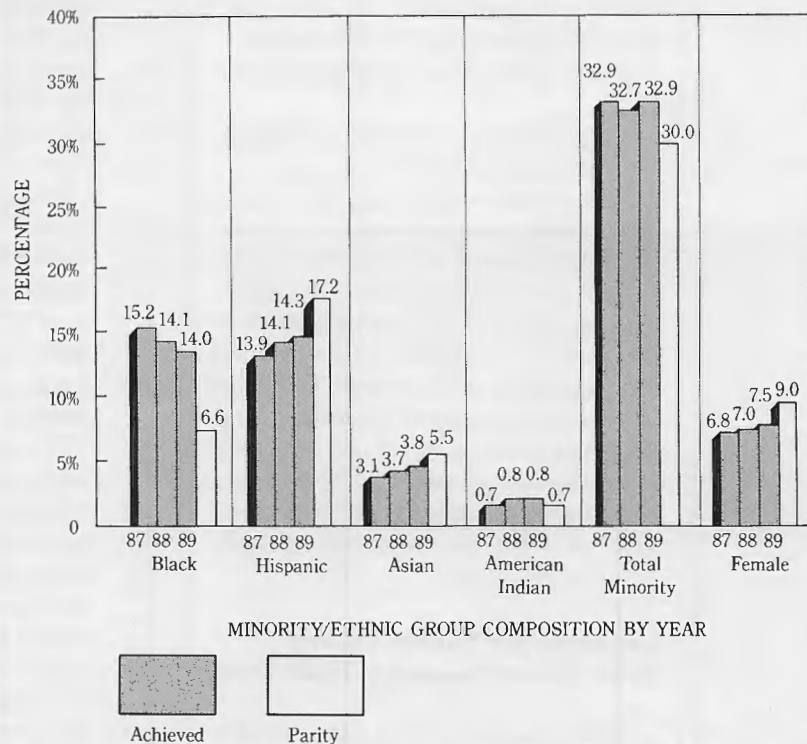
Organization

The Equal Employment Opportunity Office exists as a part of the Programs and Special Staff and has the responsibility of maintaining an equal-opportunity atmosphere within the California National Guard and for investigating alleged discrimination practices against its members. This office is also responsible for maintaining statistics concerning the race/ethnic composition of the California National Guard.

California Army National Guard Race/Ethnic Summary 1987-1989

The composition of the California Army National Guard is divided into four race/ethnic categories: Black, Hispanic, Asian, and American Indian. Statistics are also maintained on the female membership. Table 3 is a race/ethnic comparative analysis of the California Army National Guard for 1987, 1988, and 1989.

Table 3
CALIFORNIA ARMY NATIONAL GUARD
MINORITY/ETHNIC COMPOSITE
1987, 1988, 1989





Minority representation in the California Army Guard has remained stable for the past three years. Black membership has shown a decreasing trend; Hispanic, Asian, and female membership has shown an increasing trend; and the number of American Indians has remained stable.

Minority representation compared to current California labor-force parity (the minority/female percentage representation of the California labor force), is as follows: Black membership is at 14.0 percent, which exceeds parity of 6.6 percent; Hispanic membership is at 14.3 percent, which is below current parity of 17.2 percent; Asian membership is at 3.8 percent, which is below current parity of 5.5 percent; and American Indian is at 0.8 percent, which is above the current parity of 0.7 percent. Female representation is at 7.5 percent, which is below the current established parity of 9.0 percent.

**California Air National Guard
Race/Ethnic Summary 1987-1989**

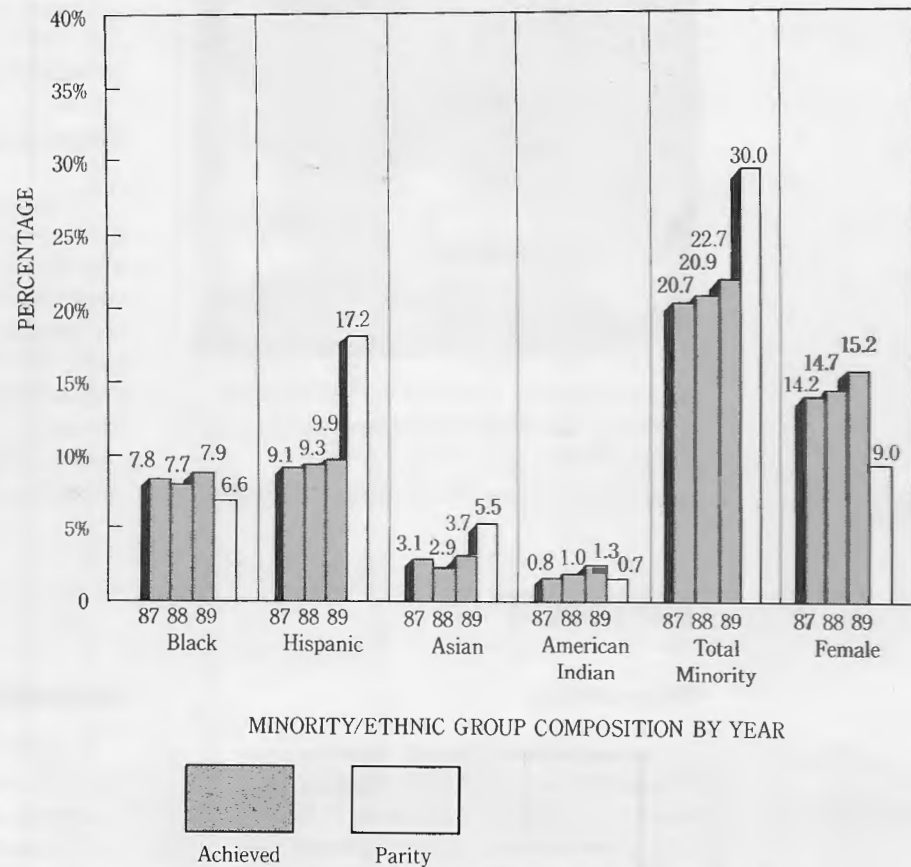
The composition of the California Air Guard is also divided into four race/ethnic



categories: Black, Hispanic, Asian, and American Indian. Statistics are also maintained on the female membership. Table 4 is a race/ethnic comparative analysis of the California Air Guard for 1987, 1988, and 1989. Minority representation in the California Air Guard has indicated a steady increase for 1987, 1988, and 1989 for all groups.

Minority representation compared to current California labor-force parity (minority/ female percentage representative of the California labor force) is as follows: Black membership is at 7.9 percent, which exceeds current parity of 6.6 percent; Hispanic membership is at 9.9 percent, which is below current parity of 17.2 percent; Asian membership is at 3.7 percent, which is below current parity of 5.5 percent; and American Indian membership is at 1.3 percent, which is above the current parity of 0.7 percent. Female representation is at 15.2 percent, which exceeds the current established parity of 9.0 percent. The total minority representation of 22.7 percent is, however, below the current parity of 30.0 percent.

Table 4
CALIFORNIA AIR NATIONAL GUARD
MINORITY/ETHNIC COMPOSITE
1987, 1988, 1989



Internal Audit and Management Review

Background

The Internal Audit and Management Review Office was created on July 1, 1988, to implement the California Fiscal Integrity and State Managers' Accountability Act, which requires all state agencies and departments to establish a control system and a review program for state assets.

The objective of these programs is to adopt methods which provide reasonable assurance that state assets are safeguarded, that accounting data is accurate and reliable, and that prescribed managerial policies are being followed.

The Control System and Review Program for the Military Department has



been established, and the Chief of Internal Audit and Management Review has been assigned the primary responsibility to serve as the focal point for these programs.

Organization

The Chief of the Internal Audit and Management Review Office, a special staff officer assigned authority for both the control system and the review program, is subordinate only to The Adjutant General and the Assistant Adjutant General.

Responsibility

The Internal Audit and Management Review Office is responsible for investigating any allegation that an employee of the Military Department has provided false or misleading information about the evaluation of internal accounting and administrative control systems or in the preparation of the annual report on the systems. There have been no allegations since the office was established.

IMPACT

Organization

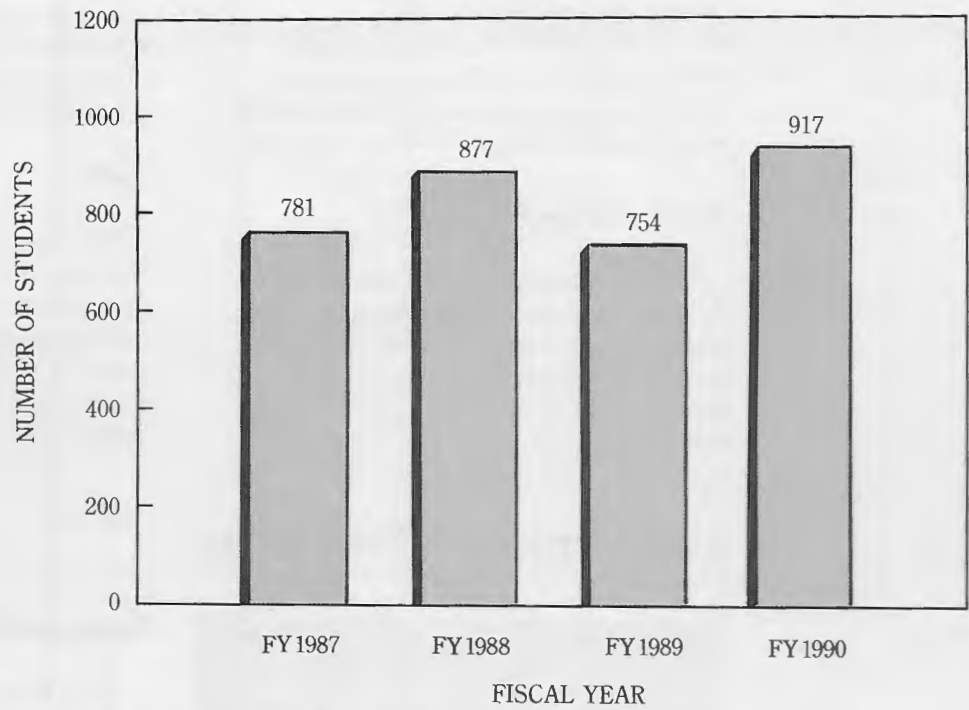
The Innovative Military Projects and Career Training (IMPACT) Program is administered by the California National Guard and funded from the General Fund, the Employment Development Department (Wagner-Peyser), and the Employment Training Panel. The central office is located in Sacramento, with training sites located in Compton, Glendale, Los Angeles, Modesto, Oakland, San Diego, and San Jose. The Glendale and San Diego sites were activated during Fiscal Year 1989-1990. Staffing (24 military, 13 civil service) for the Program is provided by the Military Department and the Employment Development Department (7 civil service).



Responsibilities

The IMPACT Program is a unique and carefully blended course of instruction designed to address the problem of high youth unemployment. The Program seeks to recruit, train, counsel, and place at-risk youth within the communities serviced. The course of instruction is conducted six times annually at each training site and consists of 180 hours of classroom instruction. Primary emphasis is directed toward improving basic skills (180 hours)—mathematics, English, writing skills, and critical thinking. Military training (32 hours) is used to develop self-esteem, discipline, and an awareness of opportunities available through the military service to obtain job skills.

Table 5
CALIFORNIA IMPACT PROGRAM ENROLLMENT
FY 1987- FY 1990



The remaining 40 hours are used to train participants in job skills (resume writing, application, interview techniques and job seeking, keeping and changing skills). All non-high school graduates are encouraged to take the General Education Development (GED) Examination upon completion of the Program. Participants are provided job placement services and are monitored for 90 days following placement.

Accomplishment

Since its inception in 1977, the IMPACT Program has enrolled over 6,100 participants and has consistently placed 80 percent of them in unsubsidized employment, military service, or educational institutions. During this quadrennium the Program enrolled 3,328 participants and placed 1,494 in

unsubsidized employment (59 percent), 745 in military service (29 percent), and 308 (12 percent) in educational institutions. The IMPACT Program provides an alternative for youth who are exposed to gangs, drug activities, and continued receipt of public assistance. This service, a sound investment in the future, is provided at an average cost of \$1,900 for each participant.

Goals

The major goals of the IMPACT Program are (consistent with community requirements and availability of funds) to annually enroll 1,050 at-risk youth; to maintain an 80 percent annual placement rate; and to provide IMPACT training in communities needing such a service.

California Cadet Corps



Background

The California Cadet Corps was established by an act of the State Legislature in 1911. The act called for high schools throughout the state with 100 or more male students 14 years of age or older to form cadet units whose primary purpose was to provide military training to the youth of that era. During the ensuing 79 years the Cadet Corps has altered its course to better meet the needs of today's youth. In 1976 the program was expanded to include junior high school units and females. Today the Cadet Corps maintains its military structure but now stresses the development of leadership, patriotism, and citizenship skills as major objectives. Familiarization with and membership in the California National Guard remains the goal of the Corps for the graduating cadet. The Corps is now comprised of 3,000 members, 25 percent of whom are female.

Organization

Fifty-seven senior and junior high schools throughout the state currently participate in the Cadet Corps. The Cadet Corps offers a special learning experience to students who are not usually involved in school programs. The students' participation in the Cadet Corps often becomes a reason to succeed in school. Recognized by the State Department of Education as the school based drop-out prevention program for at-risk students, the Cadet Corps proudly plays an active role in the positive development of California's youth.

The 57 units are divided into six brigades, each representing a geographical area of the state. The brigade headquarters develops the yearly brigade training schedule and provides an opportunity for its units to combine assets to maximize the training benefit for all brigade cadets. State-level competition participants are selected through a process developed by the various brigades.

The state of California, through the Military Department, provides overall guidance and structure for the operation of the Cadet Corps Program and supplies all uniforms and ceremonial regalia needed to conduct the program.

Accomplishments

Each year the California Cadet Corps conducts four major state-level activities: the State Marksmanship Championship, the State Drill Championship, the Outstanding Cadet-of-the-Year Program, and the Cadet Corps summer camp. These programs are an excellent vehicle through which cadets from every brigade come together to share a common growth experience.



During the quadrennium 50 percent of the senior cadets graduating from high school have entered military service. Of the remaining half, a large percentage entered college. In each of the last four years at least one of the Cadet Corps alumni has graduated from West Point or Annapolis.

The Cadet Corps is a separately funded item in the Military Department budget. Its existence is subject to yearly review and approval by the Governor and the State Legislature. At various times during its history, the Cadet Corps has been dropped from the budget and revitalized when the need arises.

Goals

The Cadet Corps continues its quest to provide a positive leadership program to California youth. By stressing service to the local communities and the school, the Cadet Corps is striving to develop cadets who are responsible, productive citizens. And by working closely with California National Guard units in the local communities, the California Cadet Corps is striving to become a key recruiting source.





Army Division **3**





MG James D. Delk
Deputy Adjutant General
Army Division



Col. Terry G. Tucker
Chief of Staff
Army Division

Organization

The California Army National Guard is composed of over 20,000 members belonging to 163 company-size and 35 detachment-size units which are attached or assigned to Headquarters, State Area Command or one of five senior commands: the 40th Mechanized Infantry Division, Los Alamitos; the 49th Military Police Brigade, Alameda; the 115th Area Support Group, Roseville; the 175th Medical Brigade, Sacramento; and the Troop Command, Fairfield. The units, stationed at locations deemed best suited to ensure their readiness and availability to perform state and federal missions, occupy 126 armories in 111 cities throughout California. The Army Division also operates an Aviation Classification Repair Depot (AVCRAD), located in Fresno, and three major training sites: Los Alamitos Armed Forces Reserve Center (AFRC), Camp San Luis Obispo, and Camp Roberts. Units from all branches of the armed forces are either permanently stationed at Los Alamitos

AFRC or train at one or all of the California Army Guard training sites during the year.

Responsibilities

The Army Division of the California National Guard is responsible for control and supervision of all Army National Guard units allotted to the state. Responsibilities include the issuance of directives and development of long-range plans and programs to ensure that the California Army National Guard can provide trained and equipped units capable of immediate service in time of war or national emergency to augment the active Army. The California Army Guard must be prepared to provide military assistance to federal civil authorities in support of civil defense plans, to develop and coordinate plans to support assigned land-defense missions, and to mobilize units in support of reserve component mobilization plans.

The Army Division must also ensure that assigned units are equally prepared to





provide assistance to state civil authorities in the protection of life and property and the preservation of peace, order, and public safety under competent orders of state authorities.

Accomplishments

The California Army National Guard continues to enhance its values as an integral part of this nation's Total Force policy. Modernization of equipment, improved training, increased personnel quality, and innovative leadership serve to make the California Army National Guard stand out, even among active Army components. California Army Guard units are aligned within their wartime organization and are training toward that direction. The conduct of full-scale field exercises by our units and organizations each year have resulted in overall improved readiness. Plans are developed and maintained for employment of Army National Guard forces during federal

mobilization and state emergencies.

California National Guard support to state and federal civil authorities was greatly increased during this quadrennium. As drugs evolved into the state's most critical social and urban problem, the California Army National Guard was called upon to assist local, state, and federal agencies in drug-interdiction efforts. Housing the homeless in temporary emergency shelters when temperatures became life-threatening resulted in increased usage of facilities. During this period the California National Guard averaged more than 135 emergency missions a year assisting state agencies.

Goal

The goal of the Army Division is to continue present efforts to fully prepare, train, equip, and employ its assets to serve California and the United States whenever the need arises.

State Command Sergeant Major



Background

In 1959 the California Army National Guard, for the first time, promoted a noncommissioned officer to sergeant major; the position became recognizable by the addition of a star to the chevrons. Compensation was finally given to deserving individuals who earlier assumed increased responsibility when the only reward was prestige and personal pride.

In 1968 the Command Sergeant Major Program was created, and the Army formally acknowledged the broad responsibilities which the "top soldiers" in all career fields must accept. This program provides each commander a senior noncommissioned officer who has demonstrated integrity, dedication, leadership, and professionalism during the rise through the ranks.

Command sergeants major are selected by the Department of the Army selection board, but the appointment may be declined—service must be voluntary. Once appointed, command sergeants major serve until retirement, withdrawal, or removal from the program for cause. Once assigned, the command sergeant major becomes the senior enlisted assistant and adviser to the commander.

Responsibilities

The Command Sergeant Major, the principal California Army Guard noncommissioned officer, reports directly to the Deputy Adjutant General, Army Division and to The Adjutant General on matters relating to enlisted soldiers in full-time support positions outside of the Army Division; advises the Deputy Adjutant General and staff on matters pertinent to the welfare and morale, assignment, reassignment, promotion, retention, training, operations, logistics, utilization, discipline, and privileges of enlisted personnel assigned to California Army Guard field organizations; ensures that all California Army Guard enlisted personnel exhibit proper military courtesies, adhere to the customs of the service, and conform with established policies and regulations of The Adjutant General, with particular focus on dress, appearance, and military bearing; and serves as the president of enlisted promotion boards and as a member of other principal boards (reduction, review, and qualitative retention boards) for senior noncommissioned officers.

Accomplishments

During the quadrennium the State Command Sergeant Major (SCSM) visited



facilities and observed full-time support personnel, the condition of armories, and Army and Air Guard units engaged in training.

A more comprehensive and effective Command Sergeants Major Management Program was developed to include a more equitable selection, assignment, and promotion system that recognizes the best qualified senior noncommissioned officers for positions of greater responsibility.

The SCSM was instrumental in developing a proposal for upward-mobility management and selection, assignment, and promotability within the Active Guard/Reserve (AGR) Program. Through many one-on-one counseling sessions with AGR soldiers and their supervisors new commitments to the overall goals of the AGR force have been accomplished

enhancing the effectiveness and overall readiness of the enlisted soldiers of the California National Guard.

The Noncommissioned Officer Corps of the California National Guard is stronger and better than ever. This is primarily due to highly motivating noncommissioned officer education programs that have taken on new and revived meaning during this quadrennial period.

Goals

The State Command Sergeant Major's goal is to ensure that enlisted personnel management is qualitative, effective, and executed in a manner to ensure that all National Guard members are better trained, disciplined, more professional, and ready to accomplish any state or federal mission.

Senior Army Adviser

Organization

After a major reorganization in 1973 the United States Army was assigned the responsibility for coordinating active and reserve-component activities within their respective areas. Army areas were organized into readiness regions, and Army advisers supporting the California Army National Guard were under direct supervision of Army Readiness Region IX, headquartered at the Presidio of San Francisco. Under the original organization the mission of readiness region advisers was to assist reserve components in readiness and training; however, world affairs in the late 1970s indicated a need for a more rapid mobilization capability. The readiness regions were given the additional tasks of improving mobilization readiness and were designated as Army Readiness and Mobilization Regions (ARMRs).

In 1980 the Full-Time Manning Program was implemented, and active Army personnel were assigned full time as an



integral part of selected California Army Guard units to assist in readiness and training. The Senior Army Adviser provides active-component support primarily in personnel administration.

In 1982 Congress mandated that all ARMRs throughout U.S. Forces Command be phased out and their missions split among the five continental United States armies (CONUSAs). Readiness groups were formed under each CONUSA and geographically assigned to provide training support to reserve components; Army advisory groups were placed with reserve components. When ARMR IX terminated in November 1984, all California Army Guard advisers were placed under the direct supervision of the Sixth United States Army and located geographically throughout the state under the direction of the Senior Army Adviser.

In 1988 force structure cuts resulted in eliminating all commissioned brigade-level advisers; sergeants major advisers are now authorized at brigade level. The strength of the California Army National Guard Advisory Team consists of 14 officers and senior noncommissioned officers.

Responsibilities

The Advisory Team members act as consultants to the California Army Guard and help wherever and whenever needed. Professional advice and assistance is focused on the readiness functional areas of manning, mobilizing, deploying, employing, and sustaining. The Senior Army Adviser assists in coordinating the availability of total Army assets in support of California Army Guard readiness objectives.



Accomplishments

Advisory efforts have supported the following significant accomplishments: participating in the recovery role during response to the Loma Prieta earthquake; formulating a federal recognition processing system that has resulted in commissioning over 500 lieutenants from the California Military Academy; contributing to *VISION 2020*, the long-range plan designed to achieve the best California National Guard possible in the year 2020; participating in an exhaustive review of the mobilization, deployment, and employment process; participating in a complete review of California's key assets in support of the Department of Defense Key Asset Protection Program; assisting in training-management efficiency actions

and validation of wartime unit alignment planning; assisting in California National Guard counternarcotics efforts in support of the President's War on Drugs; telling the National Guard story to the public and other members of the Total Force; and providing liaison between Guard, active Army, and U.S. Army Reserve elements to ensure effective coordination and mutual support.

Goals

The goals of the **Army Advisory Team** are to provide a liaison between the active Army and reserve components in order to produce mission-capable Army National Guard units for mobilization, deployment, and employment in their designated theater of operations.

Organization and Training

Organization

The Organization and Training Directorate is organized to support the California Army National Guard in achieving and maintaining readiness for



federal mobilization or state emergencies. The Directorate establishes training requirements; develops policies and procedures; procures funds and other training resources; and prepares and implements continuing programs for organizing, stationing, and training Guard units. To accomplish these missions, the Directorate is organized into three branches: Training and Education, Force Development, and Mobilization. It also has operational control of the California Military Academy.

Responsibilities

The California Army Guard's training during peacetime is designed to improve its readiness. As an integral part of the Total Force, all Army Guard units are aligned with major Army commands and have specific wartime missions.



To accomplish the training needed to prepare for increasing readiness levels, the Organization and Training Directorate identifies the needs and obtains funding from the National Guard Bureau. In 1990 over \$31 million was spent for training, and more than 81,000 additional workdays were used to sustain annual training activities.

Military education continues to be emphasized, especially for officers and noncommissioned officers. Programs are available to assist soldiers in improving their leadership and management skills. Active Army and state-level schools are

available and used to qualify or sustain soldiers' military occupational specialties. Force structure is continually evaluated to ensure that the units assigned to California are needed for federal missions and are necessary for state emergencies. As new requirements are identified, action is taken to obtain new structures.

Accomplishments

During the quadrennium the California National Guard participated in many exercises to test, evaluate, and improve readiness. Among the exercises were **GOLDEN BEAR**, which included active Army, U.S. Army Reserve, and National Guard combat and combat-support organizations training together at one location; **LASTING RESPONSE**, a European command-post exercise involving over 30 units and conducted by the 115th Area Support Group; and **WOUNDED WARRIOR**, a major medical field-training exercise involving over 40 units and conducted by the 175th Medical Brigade. The concept of mutually supported exercises is a significant feature; for example, **WOUNDED WARRIOR** was supported by the 40th Infantry Division (Mechanized), the 49th Military Police Brigade, the 115th Area Support Group, Troop Command, and the California Air Guard. The California Army Guard has been the leader in conducting major exercises and is well known for providing training opportunities for active Army, U.S. Army Reserve, and National Guard units from other states.

To further improve readiness, the California Army Guard supports overseas deployment training. During the past four years more than 3,880 soldiers trained in Europe, South Korea, Japan, the Philippines, the Caribbean, and Central America.

Table 6
ARMY NATIONAL GUARD
CONTRIBUTIONS TO THE TOTAL ARMY

<u>Unit Types</u>	<u>Percent of Army</u>
Heavy Helicopter Units	100
Infantry Scout Groups	100
TOW Light Anti-tank Infantry Battalions	100
Training Divisions and Brigades	0
Pathfinder Detachments	50
Railroad Units	0
Judge Advocate General Units	2
Civil Affairs Units	0
Psychological Operations Units	0
Public Affairs Units	58
Heavy Equipment Maintenance Companies	76
Separate Brigades	73
Engineer Battalions (Combat)	52
Hospital Units	8
Petroleum, Oil, and Lubricant Companies	18
Engineer Bridge Companies (Non-Divisional)	43
Corps Support Groups, Headquarters	15
Chemical Smoke Generator Units	6
Supply and Service Companies	31
Engineer Battalions (Combat Heavy)	30
Truck Companies	37
Theater Defense Brigades	50
Military Police Companies (Non-Divisional)	44
Conventional Ammunition Companies	18
Field Artillery Battalions	52
Military Intelligence Units	4
Signal Battalions (Corps Area)	43
Infantry Battalions	50
Special Forces Groups	25
Mechanized Infantry Battalions	47
Armored Battalions	43
Area Support Groups, Headquarters	30
Watercraft Companies	14
Armored Cavalry Regiments	40
Combat Divisions	36

Note: Percentages determined by counting like-type units.

Data as of September 30, 1989.

Source: Reserve Forces Policy Board FY 89 Annual Report of the Reserve Forces





Elements of all commands annually deploy to South Korea to participate in TEAM SPIRIT, a joint South Korea/U.S. exercise; the 69th Public Affairs unit was deployed to Central America; the 115th Area Support Group annually participates in REFORGER exercises in Germany; the 970th Military Police Company supported the Navy and the Marines in the Philippines; and individuals/teams participated in the Key Personnel Utilization Program, which support active Army exercises in all overseas theaters.

Plans and Operations

Organization

The Plans and Operations Directorate is responsible for state and federal emergency operations plans and counternarcotics operations involving the California National Guard. Preparation and coordination of Guard resources are performed through four functional branches: Counternarcotics, Intelligence/Security, Communications, and Military Support.

Responsibilities

The Counternarcotics Branch plans and coordinates manpower and equipment

Virtually all units reorganized to modernize their force structure and equipment. A military linguist battalion headquarters and one company, the 223rd Military Intelligence Battalion Headquarters (Linguist), was organized in San Francisco and the Headquarters, 3rd Battalion, 140th Aviation (Medium Lift) was activated in Stockton. The 49th Military Police Battalion Headquarters/Headquarters Detachment and the 570th Military Police Company were removed from the force structure.

Goals

The goals of the Organization and Training Directorate are to continue to meet the standards of active Army training and satisfactorily complete Army Training Evaluation Programs; to qualify at least 85 percent of National Guard personnel in their military occupational specialties; to have at least 90 percent of Guard equipment ready for use; and to ensure that at least 90 percent of Guard personnel are ready for mobilization.

resources to supplement operations of federal and local drug law-enforcement agencies in narcotics-interdiction operations; the Intelligence/Security Branch develops and coordinates overall Guard security policy and monitors various security programs; the Communications Branch is responsible for planning and coordinating all Guard communication requirements for state and federal emergencies; and the Military Support Branch has primary responsibility for coordinating military resources with other state agencies and civil authorities.

Accomplishments

During the quadrennium emergency missions performed by the California National Guard increased by 47 percent, a trend indicative of the increased reliance on the Guard during emergencies.

The California National Guard provided temporary shelters for the homeless (beginning in December 1987) during months of life-threatening weather and temperatures. Since the first shelter opened, 336,000 shelter nights have been provided by 37 Guard armories at a cost of \$1.2 million.

The California Division of Forestry and the United States Forest Service called upon the Guard to assist in the suppression of the worst fire season in California's recent history. Over 730,000 acres burned throughout the state from August 31 to October 18, 1987, with the National Guard providing over 50,000 mandays of logistical support, over 755 vehicles, 30 helicopters, and eight C-130 aircraft. Armories were used as housing facilities, feeding areas, and refueling and maintenance support bases.

California National Guard members were quick to respond during the 1989 Loma Prieta earthquake. Over 16,300 mandays were used in support of 82 missions from October 17, 1989 through February 8, 1990. At the height of the crisis more than 1,700 Guard members supported the relief effort by housing the displaced, feeding the hungry, and transporting supplies and mail. Support to Bay Area communities came mostly from within the community—Guard members helping their neighbors.

During the last four-year period the California National Guard's participation in counternarcotics operations has grown. California Guard members are supporting the United States Customs Service in cargo-container inspection at selected ports of entry; the Drug Enforcement Administration and local law enforcement in ground surveillance operations in the high desert of California; and the United States Coast Guard in over-water surveillance operations in search of suspected drug smugglers. The California National Guard has assisted in the confiscation of 8,997 pounds of marijuana





and 210 kilos of cocaine/heroin with a street value of over \$52 million.

Goals

The primary goal of the Directorate of Plans and Operations is to ensure that the readiness and the response of the California National Guard is commensurate with the demands of community, state, and federal missions. The Directorate will continue to coordinate with state agencies and civil authorities on disaster planning/support and narcotics interdiction.

Table 7
CALIFORNIA NATIONAL GUARD
RESPONSES TO STATE EMERGENCIES CY 1987-CY 1990
 (See Detailed Listing Inside Back Cover)

YEAR	NO. OF MISSIONS	WORKDAYS	SIGNIFICANT ACTIVITIES
1987	109	51,180	Wildfires, Earthquakes, Law Enforcement, Search and Rescue, Emergency Shelters
1988	114	7,272	Floods, Search and Rescue, Prison Support, Emergency Shelters, Counternarcotics
1989	243	41,752	Wildfires, Earthquakes, Search and Rescue, Prison Support, Emergency Shelters, Counternarcotics
1990*	84	50,241	Wildfires, Floods, Earthquakes, Law Enforcement, Search and Rescue, Prison Support, Emergency Shelters, Counternarcotics

*Not a full year

National Interagency Counternarcotics Institute

Background

In July 1989 the National Guard Bureau requested that the California National Guard establish a counternarcotics activity at Camp San Luis Obispo, California. The rationale for choosing California to establish the center was that during Operation Border Ranger II the California Guard had demonstrated the ability to incorporate the participation and support of numerous federal, state, and local agencies; Camp San Luis Obispo provides a neutral setting for an interagency training activity (law enforcement frequently attend the California Specialized Training Institute); and California possesses every aspect of the national drug problem.

In January 1990 California submitted a proposal to the National Guard Bureau to establish a training center. The Assistant



Secretary of Defense extended the authority to conduct a pilot course. The National Guard Bureau was tasked to evaluate the course to determine its value and appropriateness and to determine who should conduct the course and where it should be conducted.

The pilot course will be conducted at Camp San Luis Obispo during September 24-28, 1990, and will include 50 students representing federal, state, and local law-enforcement agencies from across the nation, active- and reserve-component military, and federal and state policy makers.

Mission

The purpose of the Interagency Counternarcotics Management Course is to become familiar with the organization, procedures, policies, capabilities, and limitation of agencies involved with drug interdiction and eradication; to foster interagency cooperation and understanding; to learn how to cope with distractors (e.g., politics, the press, etc.) when planning and conducting interagency operations; and to understand the scope and magnitude of the drug problem in the United States.

Responsibilities

Primary drug-interdiction agencies, which will provide instructors and students, include the following: the U.S. Customs Service; the U.S. Border Patrol; the Drug Enforcement Administration; the Federal Bureau of Investigation; the Office of National Drug Control Policy; the U.S.



Coast Guard; the U.S. Army Forces Command; the North American Aerospace Defense Command; the Commander-in-Chief, Pacific; the Commander-in-Chief, Atlantic; the California Bureau of Narcotic Enforcement; the Western States Information Network; the Los Angeles Sheriff's Department; and a number of regional agencies.

Goals

The purpose of the Interagency Counternarcotics Managers' Course is to standardize procedures for the use of military resources in counternarcotics operations; to train National Guard and active military service managers/planners

in the process of applying military resources to support law-enforcement operations; to train federal, state, and local law-enforcement managers/planners in the use of military resources; and to analyze tactics, procedures, and technology for application to counternarcotics operations.

Following an evaluation of the Institute's pilot course, the goal is to receive National Guard Bureau and Department of Defense approval and congressional funding to construct a National Interagency Counternarcotics Institute complex at Camp San Luis Obispo. The Institute will serve law-enforcement agencies, military personnel, and policy makers from throughout the United States.

Army Aviation

Organization

The Army Aviation Directorate consists of one Aviation Classification Repair Activity Depot (AVCRAD), three Army Aviation Support Facilities (AASFs), one Army Aviation Flight Activity (AAFA), and one Army airfield. The Directorate employs 275 full-time technicians and supports 7 aviation units and 134 aircraft.

Responsibility

This Directorate provides supervision and support to the AVCRAD, the AASFs, and the AAFA. The AVCRAD, located in Fresno, provides extensive aircraft maintenance support to 11 Western states plus Alaska and Hawaii. The AASFs and AAFA provide aircraft maintenance and standardized aircrew training for the supported aviation units within their areas.

Accomplishments

All active Army and reserve-component training and flight procedures are



integrated into the Aircrew Training Manual (ATM) Program. During this quadrennium all aviators with a milestone for night-vision goggle training (night flying without the aid of outside lighting but with the aid of light-enhancing goggles) met their objectives.

An Army Aviation Forward Operations Base was established at Naval Air Station North Island (San Diego) to provide operational and maintenance support for the observation helicopters supporting the state's counternarcotics mission along the southern border.

Army Guard Aviation responded immediately to the 1989 Loma Prieta earthquake and flew nearly 250 hours in support of mail movement for the United States Post Office, visual surveys of the earthquake damage, and resupply.

Two of the state's units are undergoing aircraft conversion. One unit is receiving AH-1S Cobra helicopter gunships, which replace the Vietnam-era UH-1M Huey gunship; the other unit is replacing UH-1H Huey transport helicopters with UH-60 Blackhawk helicopters. A third unit is preparing to convert from the CH-47C Chinook, medium-lift helicopter to the newer CH-47D aircraft.

Goals

Future plans include completion of the flight simulator facility at Los Alamitos; upgrade of the runways at Los Alamitos; a new AASF for Los Alamitos; and improvements, extension, and addition to the Sacramento AASF.

Table 8
AIRCRAFT IN CALIFORNIA
ARMY GUARD INVENTORY

Type	Number
AH-1S	9
OH-58A	38
UH-1H/V	55
UH-1M	22
CH-47C	10
UH-60A	3
T-42A	2
C-12F	1
U-8F	1
C-7A	3
Total	144

Long-range plans for Army Aviation in California call for emphasis on continued modernization of the state's aircraft fleet. The attack battalion in Stockton is to convert from an AH-1S Cobra unit to the more modern AH-64 Apache battalion.

As the counternarcotics mission increases, aircraft support facilities will be expanded in the vicinity of the state's southern border. Plans call for an additional Army Aviation Forward Operations Base at Naval Air Station, El Centro and the addition of four reconnaissance and intelligence detachment aircraft. These aircraft will have forward-looking infrared radar and related equipment specifically suited for night operations and reconnaissance.

Directorate of Military Personnel

Responsibilities

The Directorate of Military Personnel is responsible for implementing the personnel administration policies established by the National Guard Bureau and the Office of The Adjutant General.



Organization and Accomplishments

The Directorate is divided into five branches: Plans and Actions, Recruiting and Retention, the Standard Installation Division Personnel Reporting System (SIDPERS), Support, and the Personnel Service Center.

Plans and Action Branch. This Branch is unique because of the key sections within its management structure. The Branch provides overall supervision and coordination for the following functional sections: Officer Personnel Management, Enlisted Personnel Management, Family Support, Civilian Education, and Boards and Tours/Alcohol and Drug Abuse.

The Officer Personnel Management Section administers the Officer Personnel



Management System in areas such as procurement of officer personnel, selection, classification, assignment, promotion, separation, and retirement. Career counseling services are also provided to supplement counseling afforded by field commanders and personnel officers. Additionally, this section develops policies, establishes standards, and publishes procedures governing the preparation, maintenance, and management of officer personnel files and efficiency reports.

The Enlisted Personnel Management Section is responsible for enlistments, reenlistments, transfers, promotions, and discharges for over 20,000 enlisted soldiers. This section is also accountable for the management of the Selective Reserve Incentive Program, a bonus program designed to enhance enlistment and reenlistment in the California Army National Guard. Approximately 7,600 enlisted California Army Guard members receive an average of \$200,000 a month in federal bonuses.

With over 20,000 of California's citizen soldiers serving a dual mission (state and federal), the importance of promoting family participation and awareness has

been recognized. When a soldier is activated for a state or federal mission, family members left behind need information and assistance.

The Family Support Section is responsible for coordinating and managing the Family Assistance Program. This section also maintains a statewide information and referral system for military and civilian agencies and publishes the Family Readiness Guide and other informational family-assistance publications.

Serving as a liaison between the Military Department and post-secondary institutions, the Civilian Education Section has assisted over 3,100 California Guard members to obtain accredited degrees and college-level credit for certified military schooling. This section also implements, coordinates, and supervises the Defense Activity for Nontraditional Education System, the College-Level Education Program, and the General Education Development testing for Guard members throughout the state. The services of this section contribute not only to the quality of today's Guard members but also to the retention of highly motivated, professional citizen soldiers.



The California Army Guard frequently provides personnel to serve throughout the free world. The Boards and Tours Section screens applications and monitors the participants' activities and welfare during such tours. Annual screening or board action is accomplished through detailed research of records, acquisition of personnel records and photographs, and the appointment of an impartial board (according to military grade) as directed by higher military authority. The task of establishing boards is done at least six times a year. Over 1,800 records and individuals are reviewed for career opportunity.

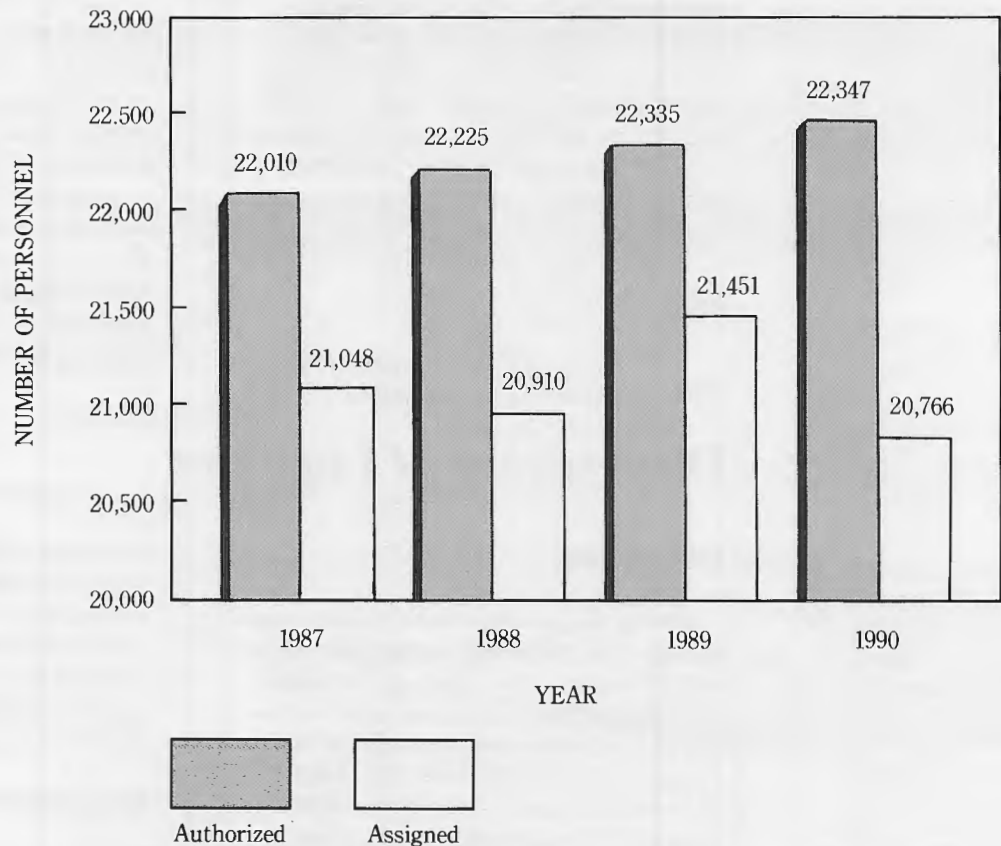
The Alcohol and Drug Abuse Section screens Guard members on an unannounced basis. All personnel proving drug-positive are assisted, through command channels, in detoxification by using clinical processes. Follow-up screening is done through the individual's command and the detoxification center on a routine basis. This process has not only saved Guard members' careers

but also returned them as a productive members of their families and communities.

Recruiting and Retention Branch. During a recent natural disaster a typical statement made by community members for whom soldiers were providing emergency aid was "If it weren't for the National Guard, who would do this for us?" To provide such assistance, state and national support is essential to maintain strength. The California Army Guard is the second largest Guard organization in the United States and its territories. The Directorate of Military Personnel has the primary responsibility of ensuring that California meets and maintains its federal authorized strength requirements. To accomplish this goal, this Branch recruits people who are willing to participate as active and dedicated members.

Recruiting-and-retention efforts during the quadrennium have resulted in an increase of over 400 gains a month, bringing the California Army Guard strength to 20,766 members.

Table 9
CALIFORNIA ARMY NATIONAL GUARD STRENGTH
FY 1987- FY 1990



SIDPERS. The Standard Installation Division Personnel Reporting System (SIDPERS) provides an automated audit trail for all personnel actions. With this complex personnel reporting system, which services nearly 21,000 California Army National Guard members, over 15,000 personnel actions are processed each month. Information on any California Army Guard member, active or inactive, is readily available through the SIDPERS Branch.

Support Branch. The Support Branch of the Military Personnel Directorate provides individual assistance to eligible California Army Guard members. Areas of support are the preparation of retirement documents, security-clearance processing, and financial assistance if an Army Guard member becomes injured during the performance of duty. This Branch also initiates formal and informal line-of-duty investigations to determine the exact cause of an injury or illness.

Personnel Service Center. This Branch provides a centralized method of personnel-record maintenance and management. Seventy-five percent of the state's military personnel records have been consolidated. The Center is also directly responsible for the personnel readiness of each active California Army Guard member. Annually each member's records are updated, physical examinations are completed, and an affairs and legal review (e.g., wills, powers of attorney) is done.

Goal

The primary goal of the Directorate of Military Personnel is to provide a positive

method of support to the citizen soldier through the effective use of resources available. The Directorate has established objectives of reaching an authorized strength of 22,347, 96 percent of authorized strength; to maintain an active sponsorship program for new enlistees in all units; to provide an effective and closely knit system of family support; to reduce the turnover rate; to increase attendance to 90 percent during drills and to 95 percent during annual training; to decrease the absent-without-leave rate to not more than 4 percent in any command; and to increase the automation of personnel actions, where applicable, throughout the Directorate of Military Personnel.

Directorate of Logistics

Organization

During the quadrennium the Directorate of Logistics was formalized as a part of the Army Division. The installation support mission has always been resourced with a full-time logistics staff (The United States Property and Fiscal Officer, the Director of Maintenance, and the Director of State Aviation). The command logistics function was previously accomplished by part-time Headquarters, State Area Command personnel and other logistics staff as



additional duties. The Directorate, intended to provide a full-time logistics staff to monitor logistics programs and priorities established for the Army Guard, consists of three functional branches: Supply and Services, Transportation, and Maintenance.

Responsibilities

The Directorate provides logistical support to and planning for the California Army National Guard; is responsible for logistics programs (except installation maintenance and supply support activity); and is the command logistics office for The Adjutant General. Responsibilities include property accountability, excess equipment management, movements control, equipment distribution, food service, and unit maintenance. The Directorate formulates and implements logistics policy and programs which carry out The Adjutant General's guidance.

Accomplishments

The California Army National Guard is one of the nine test states using the Mobilization Movements Control Automated Support Systems to regulate movements of military troops and equipment on California highways. The computerized, data-linked information system is in the final phase of test and validation. During the last three years, as part of the annual-training period, the support system was used for highway road-space management and the control of National Guard, Army Reserve, active Army, and Marine Corps convoys traveling in the state. The State Area Command highway traffic/regulating teams from the National Guard of several states and the active Army were used to monitor and regulate convoys traveling to and from Camp Roberts, Fort Hunter-Liggett, Camp San Luis Obispo, and Fort Irwin. These road movements added a degree of realism and provided training to California Army Guard personnel while using and testing the support system under actual conditions.

The Department of Army's Force Modernization Program continues to provide new equipment to California, improving equipment on hand and equipment-readiness status ratings. Major items of equipment received and issued include M60A3 main battle tanks, M113A3 armored personnel carriers, the high-mobility multipurpose wheel vehicle, and the heavy-expanded mobility tactical truck. Improved weapons systems, communications equipment, modern aircraft (helicopters), and tactical computer systems complete the list.

Goals

The goals of the Directorate of Logistics are to establish command policy and



procedures which will improve logistics readiness of units by focusing command involvement in subordinate units; to meet or exceed the National Guard Bureau standards for reduction of excess equipment on hand (0.5 percent of the total value of assigned equipment); to meet or exceed National Guard Bureau standards for accountability and safeguarding of federal property through an effective command supply discipline program; to obtain 100 percent-compatible or new equipment for all units as authorized; to provide an interface for logistics operations in support of annual training/training exercises by coordinated use of combat service support units; and to ensure effective clearance and regulation of all military convoys moving on the California highway network.

Directorate of Maintenance

Organization

The Directorate of Maintenance was restructured and expanded (as a result of a 1986 National Guard Bureau study) to meet the requirements of a large state. Under the Director and his deputy are the Maintenance Readiness Branch and the Technical Operations Branch. The Maintenance Readiness Branch is responsible for managing equipment maintenance-readiness programs and the Maintenance Assistance and Instruction Team. The Technical Operations Branch is responsible for supervising the Combined Support Maintenance Shops (CSMSs) at Long Beach and Stockton, the Mobilization and Training Equipment Sites (MATES) at Camp Roberts and Fort Irwin, and the 40 Organizational Maintenance Shops (OMSs) throughout the state. The CSMSs perform direct-support and general-support maintenance. The MATES are responsible for storing, maintaining, and issuing combat vehicles and special equipment for training. The OMSs perform



maintenance. Other major programs managed by the Technical Operations Branch are the Repair Parts Program; the Command Maintenance Evaluation Team; calibration and repair of test, measurement and diagnostic equipment; the Army Oil Analysis Program; the Modification Work Order Program; and the Army Maintenance Management System.

Responsibilities

The Directorate initiates maintenance policies; supervises equipment maintenance programs; evaluates the status of equipment; and implements safety, environmental, and hazardous waste programs for the full-time maintenance system. It has overall supervision of the Repair Parts Program, which includes budget management, operational guidance, and supply forecasting. The Director of Maintenance acts as the senior technical adviser to The Adjutant General on all matters pertaining to the maintenance of California Army Guard surface equipment.

Accomplishments

Although the California Army National Guard has continued to be an active participant in the Department of Army's Force Modernization Program, there is a recognized shortage of selected items of equipment. When the budget cuts under the Gramm-Rudman-Hollings Deficit Reduction Act of 1985 caused cancellation of programmed purchases of cargo trucks and other items, the Directorate developed a program to obtain items from the Defense Reutilization and Marketing Offices and other military services. Over





six hundred trucks, trailers, and miscellaneous equipment were obtained through this program, saving the government several million dollars. Concurrently, older gas-powered 2-1/2-ton and five-ton trucks are being repowered to diesel engines and rehabilitated. Hundreds of items from machine guns to self-propelled howitzers have been sent to depots for rebuilding or repair.

The Tactical Army Combat Support Computer System was implemented, automating the production control of direct-support maintenance, the Class IX (repair parts) warehouse operation, and shop stocks of direct-support maintenance activities. The Army's repair parts system at unit level was implemented, thus giving commanders the ability to conduct maintenance in accordance with Army doctrine. The Command Maintenance Evaluation Team Program successfully identifies weak and strong points of unit commanders' programs. The Maintenance Assistance and Instruction Team Program, implemented in 1986, has been effective in providing assistance and in identifying and resolving maintenance management, maintenance operations, and associated repair-parts problems.



Goals

The goals of the Directorate of Maintenance are to maintain equipment at a state of operational readiness to fulfill state and federal mission requirements, to meet or exceed the Department of the Army standards for operational readiness, and to ensure that the surface-maintenance shops provide the best possible support. The Directorate of Maintenance intends to accomplish these goals through the use of the Command Maintenance Evaluation Team and the Maintenance Assistance and Instruction Team Programs.

California Military Academy

Organization

The California Military Academy, designated as Detachment 7 of the State Area Command, conducts operations under the direction of the Deputy Adjutant General, Army Division. It is composed of 17 officers and 18 enlisted members, of whom six are full-time technicians and one is on state active duty. The Academy is authorized by the National Guard Bureau and undergoes an annual accreditation evaluation by the U.S. Army, Forces Command.

Responsibilities

The Academy is responsible for operating and conducting leadership development and career-enhancing programs for California National Guard officer and enlisted personnel. It recruits, screens, processes, selects support personnel, and conducts training programs

using a small full-time staff and Guard members who perform additional duties for the Academy.

Accomplishments

The California Military Academy is the main source of new California Army Guard officers, graduating about 100 lieutenants annually. Since the State Officer Candidate School Program began in California in 1950, the Academy has graduated more than 3,800 officers from its 15-month program. To maximize training capabilities, both Colorado and Nevada send their cadets to the Academy, increasing the available support base to the mutual advantage of the three states.

In 1986 the California Military Academy initiated a "Symposium for Future Leaders," a motivational program which encourages qualified soldiers to seek and accept leadership opportunities as officers





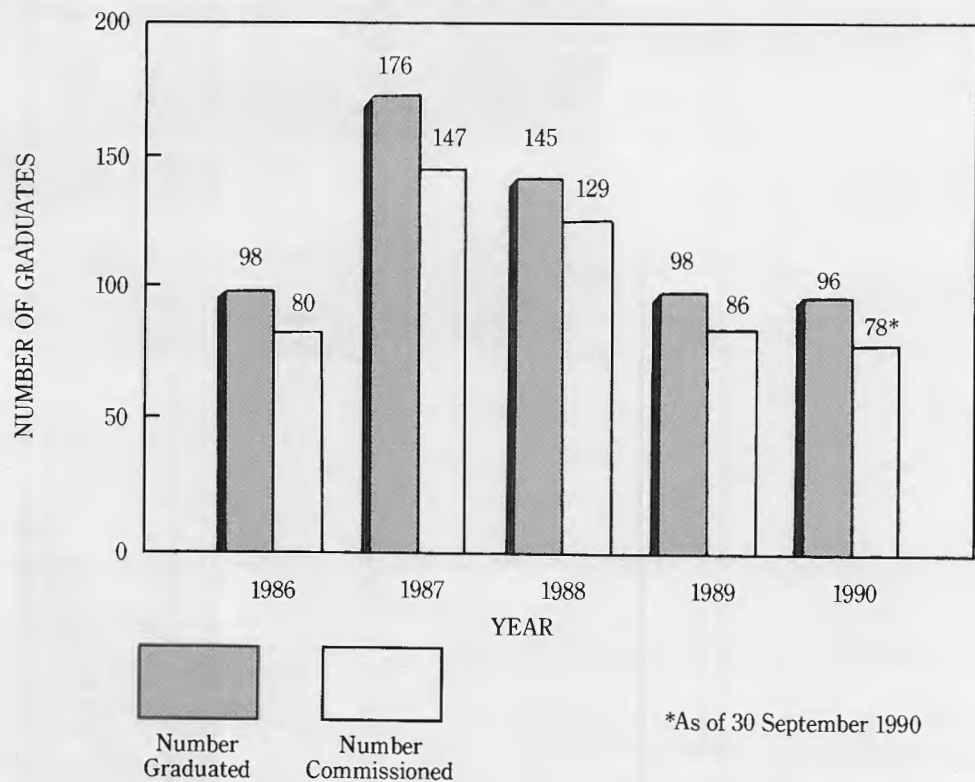
and noncommissioned officers. The Symposium is structured and conducted to convince attendees of the benefit of seeking leadership training and responsibilities in their personal lives, in their employment, and in the National Guard. The Symposium permits the Academy to meet California's projected demand for officers who satisfy the new admission standards. In 1988, 60 college credit hours became a prerequisite for federal recognition of a new lieutenant's commission, and physical qualification standards were tightened. Moreover, a

revised and expanded curriculum ensures a more thoroughly prepared graduate.

Goal

California has consistently been the leader in the field of officer and noncommissioned officer education. The continuing goal of the California Military Academy is to incorporate innovative programs to provide the California Army National Guard with the highest quality, best-trained soldiers possible.

Table 10
CALIFORNIA MILITARY ACADEMY
OFFICER CANDIDATE SCHOOL GRADUATES
CY 1986 - CY 1990







Air Division **4**





Col. Robert W. Barrow
Deputy Adjutant General
Air Division



Col. Daniel J. Gibson
Director, Plans and Programs
Air Division

The Air Division, one of three major components of the California National Guard State Headquarters, is responsible to The Adjutant General for the effective and efficient operation of the California Air National Guard.

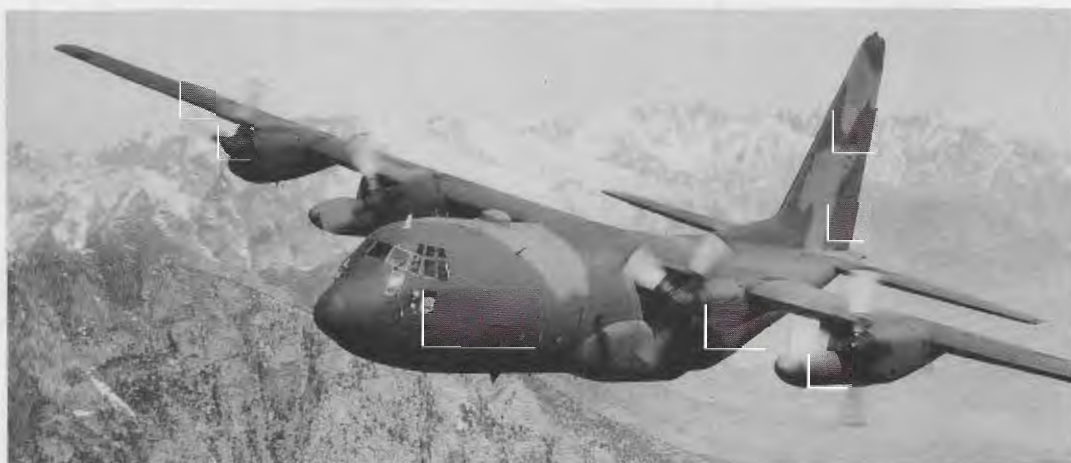
Organization

The California Air National Guard consists of four major flying organizations and a large combat communications organization. The 144th Fighter Interceptor Wing, an air-defense unit at Fresno, flies the modern F-16A/B fighter aircraft; the 146th Tactical Airlift Wing at Channel Islands Air National Guard (ANG) Base flies C-130E aircraft; the 129th Air Rescue Group at Naval Air Station Moffett Field flies both HC-130 and HH-3E helicopters and will convert from the HH-3E to the MH-60G helicopter during Fiscal Year 1991; and the 163rd Tactical Reconnaissance Group at March Air Force Base recently converted from the F-4E and now flies RF-4C reconnaissance aircraft. The 162nd Combat Communications Group at North Highlands has units located at Costa Mesa, Hayward, North Highlands, Ontario, San Diego, and Sepulveda. All of these organizations and units are allotted to the

state by the Department of the Air Force. The authorized strength of the California Air National Guard is 5,817.

Responsibilities

The Air Division develops and implements plans for using Air National Guard forces during state emergencies and federal mobilization. Support plans include airlift, communications, and other specialized services. The Air Operations Directorate within the Air Division is responsible for the control and management of resources committed to these missions and the implementation of training and flying schedules. Training at field level is conducted using U.S. Air Force technical schools and on-the-job training. Each individual trains a minimum of 39 days a year, and proficiency is assured through periodic individual and unit evaluations conducted by Regular Air Force advisers. Unit training accomplishments are verified by active Air Force inspectors general. All of the major organizations have successfully completed required Air Force operational and management inspections, and many were completed with excellent results.



The federal government provides virtually all supplies, equipment, transportation, subsistence, support services, and funds necessary for training, deployment, and commitment of the Air National Guard. Major tasks of Air Guard field organizations are procurement, issuance, and control of repair parts, administrative supplies, uniforms, fuels, meals, ammunition, and mobilization stockpiles; housekeeping; and maintenance of 65 aircraft, over 700 wheeled vehicles, and modern mobile radio, teletype, and radio-relay equipment. The state of California operates and maintains 11 Air Guard facilities under a contract for federal reimbursement of a major portion of the costs.

Accomplishments

This quadrennium has been a successful period for the California Air National Guard. All of its units have attained a high state of readiness, personnel strengths have consistently exceeded 95 percent of the authorized strength, and two of its major flying organizations have completed

transitions to different fighter aircraft. Overseas deployment to all parts of the world have markedly increased in the past few years as part of the Air National Guard's commitment to the Total Force. The units involved have repeatedly demonstrated an ability to effectively deploy and employ their forces inside and outside of the continental United States. The realistic training derived from overseas deployments has had a positive influence on the readiness to perform state and federal missions, as well as on the retention of highly motivated personnel who return from such training. The Air National Guard, including the California Air Guard, has earned a reputation as one of the best air forces in the world and is recognized as a full partner in the total Air Force. California Air Guard units continue to receive many prestigious awards, most notable of which are the Governor's Outstanding Unit Citation and the Air Force Outstanding Unit Award. The Headquarters, California Air National Guard has also been recognized by receiving its third Air Force Organizational Excellence Award.

Directorate of Air Operations and Training

Organization

Operations and Training consists of the Director of Operations and Training, a training officer, an operations officer, and an operations noncommissioned officer.

Responsibilities

Operations and Training has primary responsibility for flight operations and unit training, which includes the management of the operation of 65 aircraft located at four Air National Guard bases, with a flying-hour budget of over 20,000 hours.

**Table 11
AIRCRAFT IN CALIFORNIA
AIR GUARD INVENTORY**

Type	Number
C-130E	16
C-130H/P	4
HH-3	4
C-26	1
F-16	20
RF-4	20
Total	65



Unit-effectiveness inspections and operational evaluations by the U.S. Air Force Inspector General sometimes disclose discrepancies in procedures which require corrective action. The staff monitors these inspections and evaluations and maintains a suspense system to ensure that corrective actions are accomplished and that all applicable responses to these actions are forwarded to the Inspector General for consideration.

Operations and information-security programs for the California Air National Guard Headquarters are managed and administered by the Director, who ensures that all personnel are properly trained in security procedures (including the handling and storage of classified materials) and that all procedures are in compliance with applicable security directives.

There are two weather flights in the California Air National Guard, the wartime mission of which is to support the U.S. Army. This mission requires special training to meet Army needs and Air Force training requirements. Operations and Training coordinates the scheduling of all such necessary training courses to assure that Weather Flight members are qualified to meet these dual-mission needs.

Other responsibilities include the coordination and scheduling of annual training and exercise deployments of all California Air National Guard flying, medical, and communications units. These deployments frequently include the movement of large numbers of personnel and tons of equipment through the state, the nation, and the world and airlift of Air and Army Guard units to and from training deployments.

Operations and Training manages the California Air National Guard administrative airlift program, including a training and proficiency program for aircrew members and scheduling assigned aircraft. A liaison officer who provides expertise in areas of airlift, aerial firefighting, and search and rescue during disasters and emergencies is assigned to the California National Guard Emergency Operations Center. Additionally, this section is responsible for monitoring flying safety programs at all assigned flying units.

Accomplishments

Operations and Training has developed innovative training procedures and techniques. A statewide training workshop is conducted annually to standardize training methods and to exchange productive ideas. The general military training multimedia briefing, one of the many innovations in this section, has reduced training time and increased material retention among Guard personnel.

Additionally, this section has overseen the conversion of two units to newer aircraft and the acquisition of a new operational-support aircraft, including the training of aircrews.

Goals

The principal goal of Operations and Training is to continue to strive for

improved training concepts in order to increase the skill level of California Air Guard members and the combat readiness of California Air National Guard units.

Table 12
AIR NATIONAL GUARD
CONTRIBUTIONS TO THE TOTAL AIR FORCE

Unit Types Flying Units	Air National Guard Percent of Air Force
Aircraft ¹	
Aerial Spraying	92
Strategic Interceptor Force (U.S. Based)	24
Air Rescue/Recovery	35
Tactical Airlift	55
Tactical Air Support	46
Tactical Reconnaissance	25
Tactical Fighters	11
Special Operations	0
Weather Reconnaissance	19
Aerial Refueling/Strategic Tankers	18
Support Aircraft	6
Strategic Airlift	
Aircrews ²	
Aeromedical Evacuation	25
Strategic Airlift (Associate)	0
Tanker/Cargo (Associate)	0
Aeromedical Airlift (Associate)	0
Non-Flying Units²	
Aerial Port	14
Engineering Installation	69
Combat Communications	66
Combat Logistics Support Squadrons	0
Tactical Control	54
Civil Engineering	30
Air Force Bands	38
Strategic Airlift Maintenance (Associate)	0
Reconnaissance (Technical)	39
Aircraft Control & Warning	25
Medical Personnel 3	12
Weather	14
Communications Flights	2
Electronic Security	1

Notes: 1. Percentages determined by counting primary authorized aircraft.

2. Percentage determined by counting authorized personnel.

3. Excludes aeromedical evacuation personnel.

Data as of September 30, 1989.

Source: Reserve Forces Policy Board FY89 Annual Report of the Reserve Forces.



Personnel and Administration Directorate



services such as development and publication of policies concerning correspondence, records, files, reports, reference libraries, and processing of individual security clearances. The responsibilities of the section also include drug testing, human immunodeficiency virus (AIDS) testing, and family support.

All U.S. Air Force training courses for the California Air National Guard are coordinated by this section between Air Guard field units and the National Guard Bureau. Approximately 800 school requests (including undergraduate flying training courses for pilots and navigators) are coordinated each year.



Organization

Personnel and Administration is headed by the Director, Personnel and Administration, who provides overall management of the Air Personnel Branch, the Air Administrative Services Branch, the Organization and Manpower Branch, the Formal Training Branch, and the Recruiting and Retention Branch.

Responsibilities

Personnel and Administration is responsible for developing and implementing personnel policies and systems related to recruitment, appointment, enlistment, commissioning, retention, selective retention programs, incentive programs, formal training, classification, reporting, promotion evaluation, separation, and discharge of California Air National Guard personnel. This section establishes criteria and procedures for personnel-record maintenance and provides other personnel

Accomplishments

Personnel systems within the Air Force and the Air Guard have shown significant advancement and improvement during the quadrennium. Current technology is used to provide timely and accurate personnel information to managers. The Headquarters, California Air National Guard uses an IBM personal computer and a Quantex 7020 printer to access information in the Air Force computer network, centered at the Air Force Military Personnel Center, Randolph Air Force Base, Texas. This capability enables Personnel and Administration to tailor management reports to aid in decision making. The IBM system is linked with terminals at the National Guard Bureau and each California Air Guard personnel office. An excellent application of this feature is in officer promotions, where structured message formats are used to request federal recognition from the National Guard Bureau. Using electronic messages has streamlined procedures; hence other applications are being

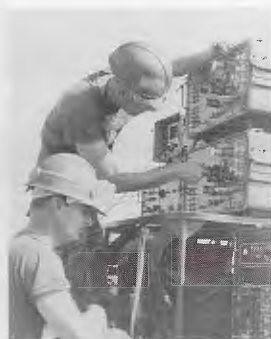
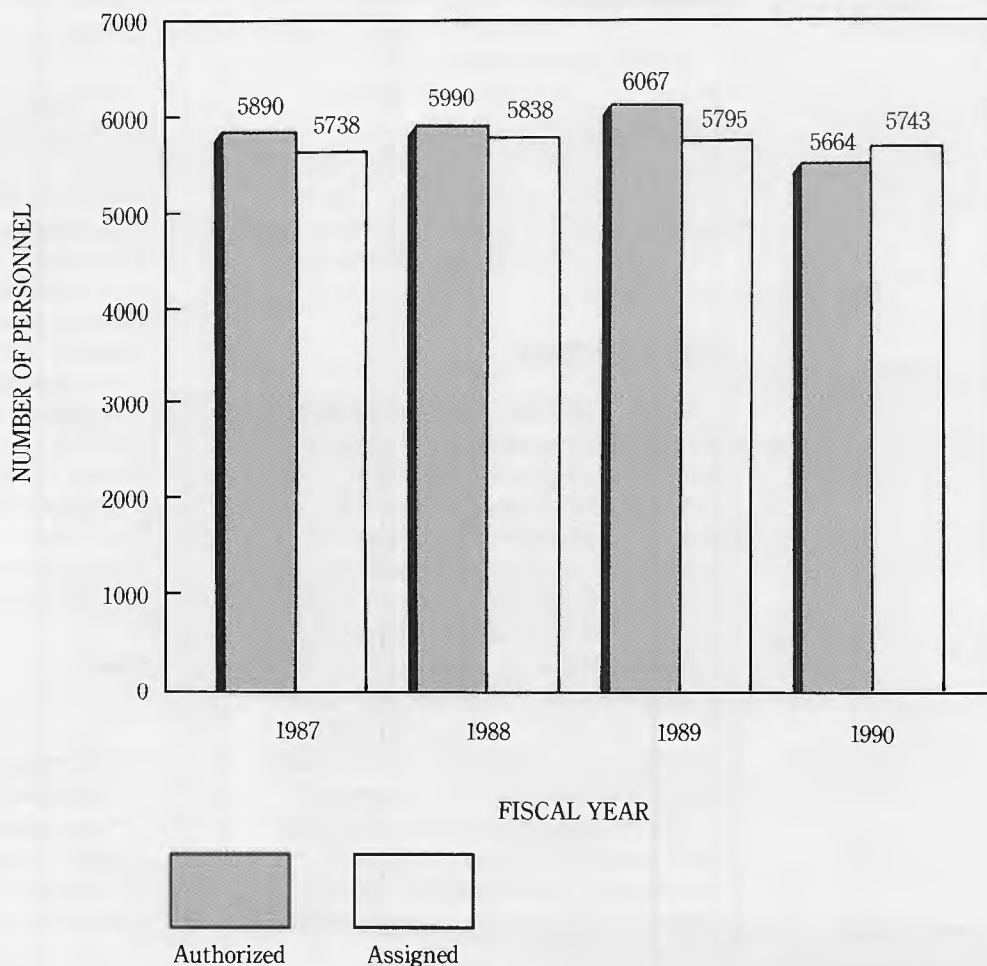
developed to further reduce paperwork and to promote greater efficiency.

Electronic mail is used effectively via the Nyteline System between the National Guard Bureau, the California National Guard Headquarters, and Air National Guard units throughout the country. This technology provides rapid information flow and reduces mail costs.

Goal

The goal of Personnel and Administration is to provide effective personnel management and support for field organizations of the California Air National Guard. Special emphasis is directed toward recruiting, retention, and formal training objectives to maintain a strong, well-prepared force.

Table 13
CALIFORNIA AIR NATIONAL GUARD STRENGTH
FY 1987- FY 1990



Resource Management Directorate



Organization

Resource Management (Air) was created in 1982 to provide the State Military Department with expertise in the increasingly complex area of Air National Guard Resource Management. This position is located in the Air Division, and the Director reports to the Chief of Staff, Air Division.

Responsibilities

The Director, Resource Management has the primary responsibility of implementing resource management policy in the California Air National Guard. The Director supervises and monitors the Comptroller, Logistics, Contracting and Supply, and Transportation at the four Air Guard bases, all of which are permanently manned and provide full resource services in support of the California Air National Guard. Of prime consideration is the establishment of financial and logistical policy to assure optimum, economical service to user organizations, including state/federal asset acquisition and distribution. The Director is also the financial adviser to the Deputy Adjutant General for Air.

Accomplishments

Resource Management (Air) has been successful in obtaining increased federal funds to support the Air Guard during this quadrennium. These efforts have resulted in a 45 percent federal funding increase to over \$100 million in 1990. This is particularly significant since state funds provided for management of the California Air Guard increased by less than 5 percent. A comparison of the state and federal funds ratio reveals that the federal government provides \$50 for every \$2 the state contributes.

Through the federal/state Cooperative Funding Agreement the state provides a maximum of 25 percent of the California Air Guard facilities' operations and maintenance costs, and the federal government provides the balance. The total cost of this Agreement has increased by 33 percent; the portion which is 100 percent federally reimbursed has increased by over 39 percent, resulting in the state providing less than 22 percent of the total cost—over a \$125,000 annual savings to the state. A similar agreement provides 100 percent federally funded security guards at the four California Air Guard bases. Federal funding for the Security Agreement has increased by over 32 percent.

Goal

The primary goal of Resource Management (Air) is to continue to provide cost-effective, efficient, resource-management support to the California Air Guard. This goal will be achieved through the increased use of information technology and decreased maintenance costs as newer aircraft are received into the inventory.

Civil Engineering

Civil Engineering consists of the Director, who singularly interfaces with the Directorate of State Personnel Programs; the Procurement and Contacting Branch of the Comptroller's Office; the Army Facilities Engineering Directorate; and the United States Property and Fiscal Office, which is charged with the management and operations of the physical facilities of Air Guard bases and stations.

Responsibilities

The Director controls and coordinates all full-time base engineer functions and the training of part-time Guard personnel assigned to civil engineering units located at four major California Air Guard bases and six smaller Air Guard communications stations.

Technical assistance provided by Civil Engineering is vital to the efficient

operations of Air Guard civil engineering base management. Productivity is enhanced by the operation of modern, efficient, energy-conserving facilities. The four Air Guard civil engineering units assigned to California provide a pool of skilled craftsmen in plumbing, carpentry, electricity, electrical power production, equipment operation, and fire fighting. Deployments to United States and overseas sites allow Guard members to sharpen their skills while providing a skilled labor force at the deployed site.

Civil Engineering is also responsible for 110 civil service and state active-duty personnel working in maintenance, janitorial, and fire-fighting tasks at ten Air National Guard locations.

Accomplishments

During the quadrennium \$78.4 million (100 percent federal funds) were spent





on major construction and expansion of facilities at four locations: new facilities for a communications unit at San Diego; new facilities at Channel Islands Air National Guard Base and at Port Hueneme; and the new home of the 146th Tactical Airlift Wing, previously assigned to Van Nuys Airport.

Other major construction provided facilities at the Fresno Air Terminal and the Hayward Air National Guard Station. The National Guard Bureau also allocated an additional \$6 million (100 percent federal funds) for alterations, maintenance, repair, and construction to California Air Guard facilities throughout the state.

Two Air Guard civil engineering units provided direct support to the recovery

effort from the devastating Loma Prieta earthquake of October 1989.

Housing, feeding, and mortuary services for Guard members were placed in this section during this quadrennium. Both services and engineering personnel have advanced significantly in mobilization capabilities during this time.

Goals

The goals of Civil Engineering are to provide aggressive assistance to the state in accelerating construction and operations funds from the National Guard Bureau, to increase the efficient management of California Air Guard bases and stations, and to provide adequate manning commensurate with the job requirements at those bases and stations.

Logistics



Organization

The Director, Logistics (Air) was established in 1980 to provide the Military Department with technical expertise in Air Guard logistics functions. This position is located in the Air Division at the California National Guard Headquarters.

Responsibilities

The Director, Logistics (Air) is responsible for managing and controlling California Air Guard logistics plans and programs which include supply, aircraft maintenance, transportation, and contracting.

The 55 California Air Guard units are supported by four base-supply accounts. The value of support equipment (over 700

vehicles, equipment, and consumable supplies) exceeds \$110 million. The value of the aircraft inventories exceeds \$280 million.

Accomplishments

During the quadrennium new supply and maintenance facilities, incorporating current technology, were completed at Channel Islands Air National Guard Base for the 146th Tactical Airlift Wing. These are the Air Guard's most efficient storage and aircraft maintenance facilities.

The 144th Fighter Interceptor Wing, located in Fresno, converted from the aging F-4 to the F-16 Fighting Falcon, the primary combat aircraft of the U.S. Air Force.

Goals

The goals of Logistics are to provide timely logistical support to California Air National Guard units and to ensure that adequate supply and maintenance functions are ready to respond to federal and state emergencies.

Counternarcotics, Air

Organization

Through Task Force Falcon, the Air National Guard's command-and-control entity, Counternarcotics, Air is under the control of the Director of Plans and Operations. Within the Air Division the Task Force Falcon commander reports directly to the Chief of Staff, Air Division.

Responsibilities

Counternarcotics, Air has primary responsibility for integrating all California Air National Guard resources into the state's National Guard Counternarcotics Support Plan. Specific responsibilities include overall management of dedicated support funding, coordination of operational support taskings, policy administration, and annual budget cycle planning.

Accomplishments

When this section was created in March 1990, the California Air National Guard was actively supporting two Office of the

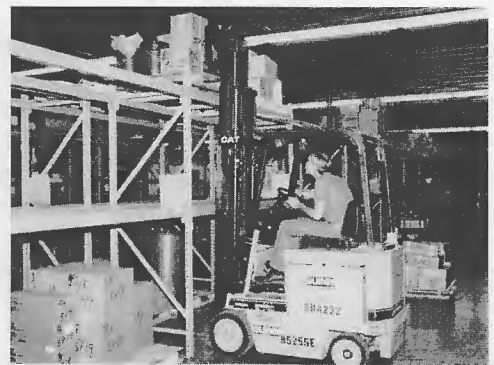
Secretary of Defense-approved operations. By June 30, 1990, operational support was initiated or planned for 11 approved operations. Support missions include ground surveillance, ground communications, surface transportation, aerial transportation, aerial surveillance, cargo inspection, training, aerial photo reconnaissance with film processing, and aviation enforcement.

California Air Guard federal agency support includes Joint Task Force Five, the U.S. Customs Service, the U.S. Bureau of Land Management, the U.S. Drug Enforcement Administration, the U.S. Border Patrol, and the U.S. Coast Guard. State agency support includes county and state law-enforcement efforts.

Goals

The goal of Counternarcotics, Air is to expand and enhance Air Guard support to law-enforcement agencies and to ensure that the California National Guard leads the way in this vital state and national program.







Resource Management Division **5**





BG Larry H. Della Bitta
Deputy Adjutant General
Resource Management
Division

Organization

The Resource Management Division is divided into seven Directorates—the State Comptroller, the Director of the Federal Support Personnel Management Office, the Director of State Personnel Programs, the Director of Facilities and Engineering, the Director of Information Management, and the United States Fiscal and Property Office. Additionally, the Division is responsible for the Office of Safety and Environment.

Responsibilities

The Resource Management Division was added as a major division to the Office of The Adjutant General in January 1984.

The Deputy Adjutant General, Resource Management is responsible for the management of full-time manpower, fiscal affairs, safety and environmental issues, administration, facilities engineering, and information-management systems.

The Deputy Adjutant General, Resource Management is in the direct chain of command to The Adjutant General. He provides day-to-day supervision and guidance to seven directorates and the Office of Safety and Environment. In addition, he coordinates with senior state and federal offices which provide support to California National Guard activities and serves as the Military Department's focal point for all state and federal fiscal and personnel-resourcing activities.



Col. Curwood F. Reynolds
Assistant Deputy
Adjutant General
Resource Management
Division

United States Property and Fiscal Office

Organization

The United States Property and Fiscal Office (USPFO) for California is located at Camp San Luis Obispo. The USPFO Officer is assisted by an assistant (real property) for the Army Guard and three assistants (fiscal, property, and real property) at each of the four Air National Guard flying bases. The USPFO is organized into five operating divisions (Logistics, Comptroller, Data Processing, Purchasing and Contracting, and Analysis and Internal Review) which provide day-to-day logistical and financial support to all Army Guard units and activities within the state. The Analysis and Internal Review and the Purchasing and Contracting Divisions also support the Air National Guard. The USPFO has a manpower requirement of 193 federal technicians.

Responsibilities

The USPFO, the principal fiscal and logistical support agency of the California National Guard, is charged with the management of, and accountability for, all federal funds and property provided to the National Guard. It advises and assists The Adjutant General in executing approved plans, policies, and programs. The USPFO also prepares appropriate portions of the state-level plans for the employment of Army Guard units for training, for state or local emergencies, and for federal mobilization.

Accomplishments

The Data Processing Division received and installed four new minicomputers which will soon replace the current ten-year-old mainframe computer. Major

improvements already realized from new computer systems include automation of the Purchasing and Contracting Division through the Army's Standard Army Automated Contracting System and full implementation of office automation. All logistics, finance, and pay systems are in the process of software conversion to the new UNIX-based minicomputers.

The value of Army Guard equipment authorizations has increased from \$960,760,000 in 1986 to \$1,324,719,000 in 1990. The value of equipment on hand also increased from the 1986 level of \$654,980,000 to \$1,017,707,000 in 1990.

The Purchasing and Contracting Division relocated to a new building designed to meet their operational

requirements. The Division has converted from manually preparing and controlling contracting documents to the Standard Army Automated Contracting System. Table 14 reflects the total dollar value of federal procurement in the state.

During the last four years the Comptroller Division has implemented enhancements for two key systems. Conversion to a new inactive-duty-training (IDT) pay processing cycle provides Army Guard soldiers with IDT paychecks at least 15 days earlier than the older system. New computers and software have been implemented and networked for accounts payable and travel-voucher processing, resulting in more timely payments to commercial vendors and California Army Guard travelers.





Table 14
VALUE OF FEDERAL PROCUREMENTS
BY CALIFORNIA ARMY AND AIR NATIONAL GUARD
FY 1987- FY 1990

FY 1987	ARMY	AIR	TOTAL
Construction of Facilities	\$7,922,717	\$2,622,585	\$10,545,302
Operation of Sites	\$12,954,800	\$5,374,316	\$18,329,116
Small Purchases	\$4,513,073	\$2,027,546	\$6,540,619
Totals	\$25,390,590	\$10,024,447	\$35,415,037
FY 1988	ARMY	AIR	TOTAL
Construction of Facilities	\$6,811,475	\$2,164,937	\$8,976,412
Operation of Sites	\$16,108,627	\$5,950,050	\$22,058,677
Small Purchases	\$4,161,721	\$2,784,645	\$6,946,366
Totals	\$27,081,823	\$10,899,632	\$37,981,455
FY 1989	ARMY	AIR	TOTAL
Construction of Facilities	\$5,431,951	\$4,517,634	\$9,949,585
Operation of Sites	\$16,108,627	\$5,950,050	\$22,058,677
Small Purchases	\$4,378,814	\$2,210,142	\$6,588,956
Totals	\$25,919,392	\$12,677,826	\$38,587,218
FY 1990	ARMY	AIR	TOTAL
Construction of Facilities	\$4,602,690	\$1,157,229	\$5,759,919
Operation of Sites	\$16,666,333	\$7,362,846	\$24,029,179
Small Purchases	\$5,262,227	\$4,381,141	\$9,643,368
Totals	\$26,531,250	\$12,901,216	\$39,432,466

The Analysis and Internal Review Division has converted four of its management analyst positions to auditor positions, placing these positions in the professional classifications series, GS-511. The professional series adds an educational requirement of 24 semester hours of accounting and will provide a greater capability to accomplish internal reviews, audits, and management studies.

Goals

The goals of the United States Property and Fiscal Office are to support the ever-increasing need for readiness of the California National Guard. The logistical and financial services provided by USPFO must continue to be effective and efficient to accomplish state and federal objectives in an era of constrained resources.

Comptroller

Organization

The Comptroller's Office consists of a Comptroller, a Deputy Comptroller, a Budget Branch, an Accounting Branch (with a federal Accounting Section, a State Accounting Section, and an Accounts Payable Section), and a Purchasing and Contracting Branch (which includes a Purchasing Section, a Contracting Section, and a Major Acquisitions Section). The Comptroller's Office has 29 full-time employees.

Responsibilities

Responsibilities of the Comptroller's Office include advising The Adjutant General on all financial resources appropriated to the Military Department by the state and federal governments, including reimbursements. This Office supervises the preparation, implementation, and administration of the Military Department's annual state budget; coordinates with the Department of Finance and the Office of the Legislative



Analyst regarding financial planning and administration; supervises the conduct of internal reviews to assure compliance with laws, regulations, policies, and procedures concerning fiscal affairs and recommendations for improvement; supervises the conducting of cost and economic analyses which assess the resource implications of any undertaking; administers the accounting system, including the related aspects of encumbrance procedures and administrative control of funds; authenticates and schedules payment for state financial claims for goods procured and services performed either by or for the Military Department; supervises and conducts analyses of management's fiscal procedures and methods to resolve current deficiencies and to recommend new or improved management techniques; administers the statewide procurement program (purchases, leases, rentals, repairs, maintenance, and construction contracts which involve expenditures of state funds and funding from federal and other reimbursable agreements); administers the budget and accounting procedures for federal funding agreements; and reports, on a quarterly basis, the status of goals and objectives.





Accomplishments

The Comptroller's Office provided required fiscal resources to support the Military Department's priority goals and objectives and to effectively accomplish the increased workload caused by the transition of federal procurement support to state procedures for Army Guard training sites. Table 15 lists the levels and sources of funds which were expended through the State Treasury.

Goal

The goal of the Comptroller is to obtain state funding and federal reimbursements to accomplish all Military Department state obligations.

Table 15
LEVELS AND SOURCES OF MILITARY DEPARTMENT'S FUNDS
EXPENDED THROUGH STATE TREASURY

	<u>General Fund</u>	<u>Federal Funds</u>	<u>Reimbursements</u>	<u>Total</u>
FY 1986-87	\$19,789,000	\$15,663,000	\$1,685,000	\$37,137,000
FY 1987-88	20,134,000	17,986,000	1,770,000	39,890,000
FY 1988-89	20,564,000	22,753,000	1,766,000	45,083,000
FY 1989-90	22,811,000	23,255,000	2,617,000	48,683,000
Totals	\$83,298,000	\$79,657,000	\$7,838,000	\$170,793,000



Support Personnel Management Office

Organization

The Support Personnel Management Office (SPMO) is composed of nine staff elements: the Support Personnel Management Officer, the Labor Relations Officer, the Personnel Systems Manager, the Personnel Management Classification Specialist, Personnel Staffing, Employee Services, the Active Guard/Reserve, and the Employee Relations Specialist. Each office provides an important service to the full-time federal employees of the California National Guard.

Responsibilities

The SPMO is the civil service personnel office for all full-time federal employees of the California National Guard. The office advises and assists The Adjutant General and is charged with all matters relating to implementing and administering the Federal Technician and the Active Guard/Reserve Programs.

Other responsibilities include advising on matters pertaining to federal manpower and personnel management and developing necessary policies and procedures; providing advisory service, coordinating and/or negotiating as a member or chief spokesperson with seven separate labor organizations; serving as a technical expert on contract language; planning, organizing, and administering the National Guard Civilian Personnel Data System; performing systematic studies to identify personnel needs; controlling authorized manpower; managing position classification, providing advisory services for career development, and solving turnover or morale issues; developing position qualification requirements and managing the personnel accession program; providing technical guidance and assistance to supervisors and employees regarding benefits; and monitoring the Office of Workers' Compensation Program claims within an eight state territory.





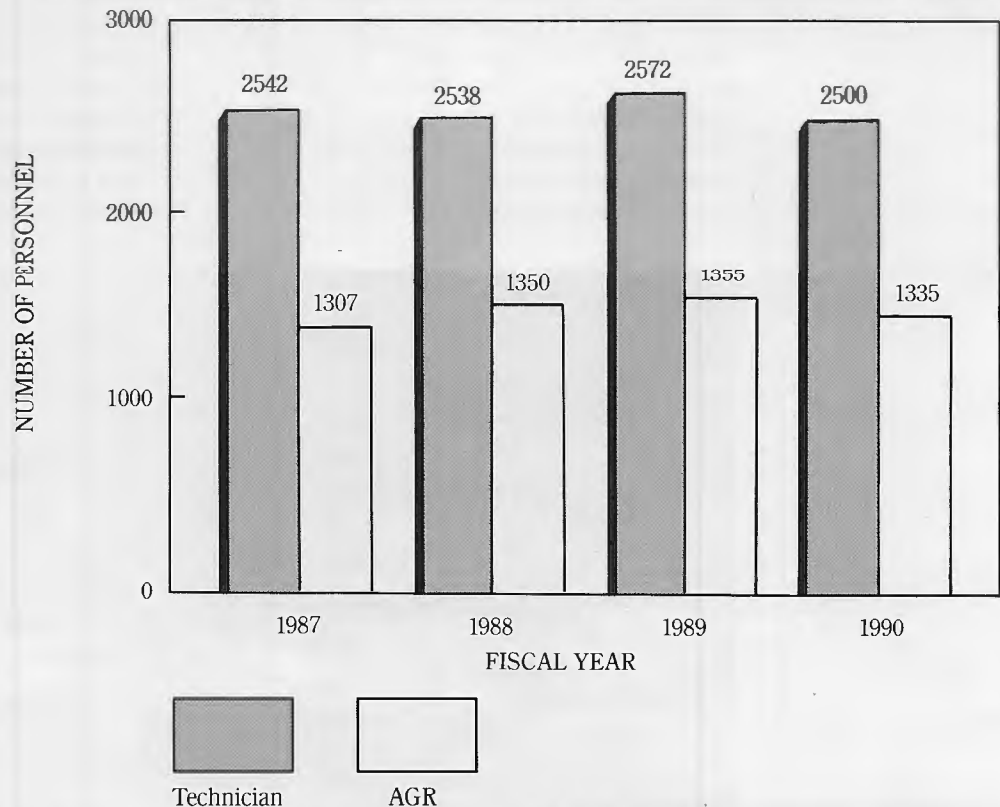
Accomplishments

During the quadrennium the SPMO has manned the federal full-time work force at consistently high levels. Additionally, the SPMO chartered the first statewide Federal Technician Wage and Salary Survey, addressing critical work-force issues such as how federal salaries compare with daily living costs (e.g. housing, transportation, auto insurance and child care costs). The results of this survey were forwarded to the Chief, National Guard Bureau with recommendations. Management/union

negotiations have provided four working contracts with the National Association of Government Employees. The SPMO also completed a comprehensive review of the Federal Technician Program conducted by the National Guard Bureau Personnel Management Evaluation Team and the Office of Personnel Management.

The total technician personnel strength of the California National Guard decreased by 42; however, the AGR Program strength showed an increase of 28. The notable differences in the two rates can be attributed to congressional mandates.

Table 16
CALIFORNIA NATIONAL GUARD
MILITARY TECHNICIAN/ACTIVE GUARD AND RESERVE (AGR) STRENGTH
FY 1987- FY 1990



Goals

The Support Personnel Management Office's goals for the federal work force are to continue successful management/union negotiations and relations; to expand classification actions; to implement the computerized Civilian Personnel Data System; to continue to pursue the wage-and-salary survey recommendations; to reduce injury compensation costs; to expand recruitment efforts in search of well-qualified applicants; to improve representational equity of minorities and females between the military drill-status force and the full-time force; to continue to conduct orientation of all new supervisors within 90-120 days of appointment; and to implement the Air Force Standard Civilian Automated Pay System.



State Personnel Programs

Organization

The Directorate of State Personnel programs is organized into a State Active-Duty Personnel Section, a State Civil-Service Personnel Section, and an Examination Section.

Responsibilities

The responsibilities of the Directorate are to administer the overall personnel programs for state active-duty and state civil-service personnel of the Military Department; to negotiate for and administer supplemental work programs (e.g., the Youth Employment Training Program and the Senior Community Service Employment Program); to accomplish the Department of Labor Relations function; to ensure that positions are classified at the appropriate levels; and to administer the state civil-service

delegated and decentralized testing programs; to administer the state-employee training program; and to establish, update, administer, and monitor the affirmative-action programs.

Accomplishments

Payroll administration is done by the Directorate for state active-duty members, military retirees, and personnel called to emergency duties. Payroll actions for members performing duty during the October 1989 San Francisco Earthquake exceeded 3,300. More than 17,000 payroll actions were processed by the Directorate during the quadrennium.

Significant emphasis has been placed on the Department's affirmative-action program. The goal of the Affirmative-Action Plan is to achieve and maintain a work force representative of the disabled





and the diverse ethnic and cultural groups found in California. Since 1982 the State Military Department has continued its affirmative-action efforts by bringing the disabled staff and the Filipino staff above labor-force parity. Some of the methods used to meet affirmative-action goals include job restructuring to allow access to members of target groups; recruitment focused on underrepresented groups; participation in the Limited Examination and Appointment Program for disabled individuals; and a commitment to the Program Alternatives for Tradeswomen Hiring to increase the numbers of women in trades careers.

As Military Department personnel assets continue to increase, staffing levels for decentralized employment testing and personnel administration functions must be reviewed and possibly expanded. Acquiring enhanced computer capability for payroll functions is an ongoing process.

Goals

The overall goals of the Directorate are to provide an accurate personnel records-and-reports program; to ensure that full benefit provisions are available to all employees; to minimize adverse actions, grievances, and employee organization disputes through training of supervisors; to coordinate with employee organizations and to submit sound policy recommendations to The Adjutant General; to ensure that all personnel programs and actions meet legal criteria; and to achieve labor-force parity for all work groups through affirmative action. The Directorate must concentrate on Asian and Hispanic hiring throughout the Military Department and increase the female hires in blue-collar positions. There is a continued effort to recruit members of all target groups for every examination administered. It is expected that the Military Department will, with the exception of females in blue-collar jobs, approach labor-force parity for all other underrepresented groups.

Information Management

Organization

The Directorate of Information Management was established in 1987 when the Management Information Systems Office and the Computer Services Branch were combined. Automation assets within the Military Department were consolidated with the exception of the data-processing installation at the United States Property and Fiscal Office. To accomplish its mission, this Directorate has four branches: Communications, Customer Support, Systems Integration, and Automation.



Responsibilities

The primary responsibility of this Directorate is to provide hardware, software, maintenance, user support, and communications to the Military Department's management and staff and to all units of the California Army National Guard.



Accomplishments

Over 360 personal computers were distributed during the quadrennium. These computers, purchased by the National Guard Bureau, enabled the Military Department to provide automation assets to the lowest level of the organization (companies and detachments).

A major effort was undertaken in 1988 to move all the applications from the Military Department's aging DEC PDP 11/70 computer system. Eighty-five percent of these applications have been moved to or rewritten for individual personal computers or the Department's multi-user microcomputers. The project is on schedule and will be completed by August 1991.

In 1989 the Department consolidated all federal and state telecommunications activities under this Directorate. This reorganization resulted in streamlining telecommunication and upgrading obsolete equipment. In addition, the Directorate instituted procedural changes to telephone bill handling, resulting in major savings in communications costs.

Goals

The goals of the Directorate of the Information Management include providing on-line information systems to all managers and commanders by 1995; upgrading all incompatible automation systems by 1992; and installing digital PBX telecommunication switches and high-speed/high-volume telecommunications connections at major Army Guard sites within the state by 1991.

Administration



Organization

The Directorate of Administration is the staff element within the Resource Management Division which provides administrative support service to the Office of The Adjutant General. The Directorate is organized into six functional areas: Publications and Directives, Reproduction and Distribution, General Files and Library, Awards and Decorations, Graphics, and the CAL GUARD Home Loan Program.

Responsibilities

The Directorate has primary responsibility for performing headquarters

administrative functions such as correspondence management and processing; classified document control (Army); issuance of administrative orders and publications; copy-machine management; duplicating and reproduction control and services; postal services; management of records, forms, and files; the reference library; the Awards and Decorations Program; the CAL GUARD Home Loan Program; and graphics support.

Accomplishments

Table 17 shows some of the major accomplishments of the Directorate during this quadrennium as compared to the prior quadrennium.

Table 17
COMPARISON OF MAJOR ACCOMPLISHMENTS OF
ADMINISTRATION DIRECTORATE FY 1983 - 86 VERSUS FY 1987 - 90

TASK	FY 83 - 86	FY 87 - 90	PERCENT CHANGE
Individuals placed on orders	118,721	151,200	+ 27
Files converted to microfiche	15,685	20,324	+ 30
Classified documents received	1,911	3,028	+ 58
Pieces of mail processed	330,606	560,692	+ 70
Cost of processing mail	\$317,686	\$606,309	+ 91
Reproduction: number of impressions	49,877,067	69,369,435	+ 39
Federal awards presented	1,959	4,510	+130
State awards presented	971	4,823	+397
Home loans in force	557	207	— 63



Goals

The Directorate will annually examine every assigned function in an effort to immediately identify problem areas and to develop countermeasures to effect proper changes. Specific goals for the next four years are to increase the use of automation to reduce the processing time and error rate in the production of orders; to upgrade

the reproduction equipment to improve productivity without an increase in personnel; to provide more space for the reference library in order to make the material more accessible; to complete the microfiching of all post-World War II personnel files; and to sell more CAL GUARD Home Loan bonds in order to fund more homes for California National Guard personnel.

State Awards and Decorations

The three highest state decorations presented to California National Guard members are the Medal of Valor, the Military Cross, and the Order of California.

The Medal of Valor is the highest award for heroism and is presented for courageous conduct, at the individual's risk of life, above and beyond the call of duty. The second highest award, the Military Cross, is given to individuals who perform an act of heroism under circumstances similar to those for the Medal of Valor but not at the risk of their own lives. The Order of California, the third highest award, is presented to military and civilian personnel in positions of great responsibility who





have distinguished themselves by exceptionally meritorious conduct in performing outstanding service to California or the United States.

During the reporting period four Medals of Valor, eight Military Crosses, and 19 Orders of California were awarded. In addition, 191 California Medals of Merit and 157 California Commendation Medals were awarded to deserving individuals.

Medal of Valor

Specialist Larken T. Pelkey

HHC (-), 579th Engineer Battalion
September 9, 1987

SSG Sergeant Michael S. Washington

HHC, 49th Military Police Brigade
September 9, 1987

Specialist Michael Dale Parks

Company A, 579th Engineer Battalion
January 13, 1988

MSG Richard L. Townsley

Detachment 4, STARC
March 2, 1989

Military Cross

CPT B.A. Mann

HHC, 175th Medical Brigade
August 1, 1986

SPC William G. Geis

40th Military Police Company
August 27, 1986

SCT Daryl Lee Owen

Company D, 1/184th Infantry
April 13, 1987

SSGT Mark Anthony Schneider

129th Aerospace Rescue and Recovery
Group
June 12, 1987

A1C Michael John Stasio

129th Aerospace Rescue and Recovery
Group
June 12, 1987

TSGT Randall Wayne Wilkinson

129th Aerospace Rescue and Recovery
Group
June 12, 1987

TSGT Timothy John Williams
129th Aerospace Rescue and Recovery
Group
June 12, 1987

SSGT Rodrigo DeZubiria
129th Aerospace Rescue and Recovery
Group
June 12, 1987

Order of California

COL William J. Legge
Detachment 1, STARC
July 29, 1986

COL Rolfe A. Glashan
Headquarters, STARC (-)
December 1, 1986

MG Willard A. Shank
Headquarters, STARC (-)
February 19, 1987

CW4 Robert Rogers
Detachment 4, STARC
July 23, 1987

CAPT Dean P. Martin
196th Tactical Fighter Squadron
November 23, 1987

CAPT Ramon Ortiz
196th Tactical Fighter Squadron
November 23, 1987

COL Richard Moss
National Guard Bureau
April 29, 1988

CMSGT Alan D. Obermiller
President, EANGUS
May 16, 1988

COL Andrew J. Wolf
Headquarters, STARC (-)
February 1, 1989

COL John J. Stanko, Jr.
National Guard Bureau
February 10, 1989

COL Grant S. Pyle III
Headquarters, CA ANG
February 21, 1989

COL Donald I. New
Headquarters, STARC (-)
March 30, 1989

COL James Jones
Headquarters, STARC (-)
March 30, 1989

LTG James E. Moore
Headquarters, Sixth U.S. Army
June 29, 1989

BG John F. McMerty
National Guard Bureau
July 7, 1989

MG Anthony L. Palumbo
Headquarters, STARC (-)
August 18, 1989

MG William Jefferds
Headquarters, STARC (-)
September 28, 1989

LTG Herbert R. Temple
National Guard Bureau
February 9, 1990

MG Johnny Grant
State Military Reserve
March 22, 1990



Facilities Engineering Directorate



Organization

The Facilities Engineering Directorate was established in 1986 when it was reorganized from a branch structure and removed from the Logistics Directorate. It was organized under the Resource Management Division in 1989; the Environmental Section was reorganized as a separate office. The Directorate currently has three branches: Program Management, Armory Management, and Engineering.

Responsibilities

This Directorate is responsible for real-estate acquisitions, federal and state real-property management, preparation of long-range construction plans, master plans, construction programs, and operations and maintenance programs for California Army

Guard facilities. The Directorate is also responsible for coordinating facilities engineering programs with federal, state, and local community agencies and for preparing federal and state construction and operations budgets.

Accomplishments

More than \$11 million of federally funded new construction was completed during the quadrennium. The state contributed \$637,000 toward this construction effort. New construction included the Fairfield Armory, unit storage buildings in 41 locations throughout the state, a maintenance training facility for the Western United States, and a facility to house a synthetic flight training simulator. Additions to five existing maintenance facilities were also completed.



Table 18
CONSTRUCTION PROGRAMS
FY 1987-FY 1990

MAJOR CONSTRUCTION			
Fiscal Year	Projects	State	Federal
86-87	7	\$214,170	\$ 171,263
87-88	5	\$213,060	\$3,623,258
88-89	2	\$ 56,895	\$ 571,592
89-90*	12	\$153,198	\$1,023,288

MINOR CONSTRUCTION			
Fiscal Year	Projects	State	Federal
86-87	91	\$ 0	\$3,301,376
87-88	29	\$ 0	\$ 814,197
88-89	26	\$ 0	\$ 863,056
89-90	23	\$ 0	\$ 650,467

*Design costs only

A federal construction moratorium, which placed a hold on the 1989-90 Major Construction Program, was instituted on January 24, 1990, by the Secretary of Defense. The California program has 12 approved projects (an estimated cost of \$13 million) that will be completed when the moratorium is lifted.

Both federal and state funding for maintenance programs has declined steadily during the past four years. The backlog of maintenance and repair is currently estimated at over \$5 million.





Table 19
OPERATIONS AND MAINTENANCE PROGRAMS
FY 1987-FY 1990

FACILITY OPERATIONS AND MAINTENANCE			
Fiscal Year	Projects	State	Federal
86-87	62	\$229,940	\$1,614,059
87-88	32	\$ 5,013	\$ 643,938
88-89	30	\$ 1,188	\$ 590,745
89-90	18	\$ 19,467	\$ 162,920

TRAINING SITE OPERATIONS AND MAINTENANCE			
Fiscal Year	Projects	State	Federal
86-87	37	\$ 0	\$3,900,567
87-88	21	\$ 0	\$3,765,654
88-89	28	\$ 0	\$3,028,490
89-90	27	\$ 0	\$2,837,030

Goal

The goal of the Facilities Engineering Directorate is to construct and maintain

adequate administrative, training, storage, and maintenance facilities which are energy efficient and in full compliance with environmental standards.

Safety and Environmental Programs



Organization

The Office of Safety and Environmental Programs was established October 10, 1989, and is comprised of the Safety Branch, the Occupational Health Branch, and the Environmental Branch.

Responsibilities

The Safety Branch administers the Ground Safety Program and develops policies and procedures to comply with established safety standards. The California Army National Guard coordinates with federal and state agencies and private industry to obtain safety materials and identifies appropriate safety

practices. This Branch is responsible for investigating Army Guard serious-injury accidents to identify causes and to determine procedures for eliminating recurrences.

The Occupational Health Branch is responsible for administering the Occupational Health and Radiological Protection Programs, developing policies and procedures to comply with occupational health and radiation protection standards, and surveying and inspecting California Army Guard elements to determine their compliance with occupational health and radiation protection standards.

The Environmental Branch administers the Environmental Protection Program and develops policies and procedures to comply with environmental protection standards. This Branch coordinates with federal, state, and local agencies to enhance compliance with environmental laws and regulations and to resolve associated technical and procedural problems. The Branch also surveys and inspects Army Guard elements to determine compliance with environmental protection standards.

Accomplishments

Safety, occupational health, and environmental assistance visits have been made to all California Army Guard major command headquarters, maintenance activities, and training sites to assess compliance with appropriate standards.

No serious safety or occupational health incidents were experienced by the California Army National Guard during 1989. Safety, occupational health, and environmental training programs were established and conducted throughout the California Army Guard.

A statewide assessment of Army Guard environmental projects and supporting requirements has been validated and reported to the Department of the Army for federal-funding support (estimated at \$43 million over the next five years).

Goals

The goals of Office of Environmental Programs are to develop a master plan for safety, occupational health, and environmental programs that merges available resources with federal and state requirements for 1991-1994; to establish a state safety and occupational council to assist in implementing appropriate policies and procedures throughout the California Army Guard; to establish a state environmental quality-control committee to assist with determining environmental priorities, policies, strategies, and programs for the California National Guard; and to implement a program to accomplish a 50 percent reduction of hazardous waste by 1992.



Naval Militia

Background

The California Naval Militia was formed in 1858 and officially established as a component of the State Military Department in 1891. It is governed by specific sections of the State Military and Veterans Code and Title 10 of the United States Code. Members of the Naval Militia must, by law, hold dual membership in like grade and rank in the Ready Reserve of the U.S. Navy or Marine Corps and receive no compensation for time spent at California Naval Militia drills.

California Naval Militiamen fought in the 1898 War with Spain and were activated for state service in 1906 after the San Francisco earthquake. For outstanding service during World War I the Secretary of the Navy acknowledged the California Naval Militia as one of the finest state military organizations of its kind to enter federal service. It is interesting to note that



the first aircraft assigned to the California Military Department was given to the aviation section of the California Naval Militia by Glen Curtiss who personally instructed members of the California Naval Militia to fly. With the establishment of the United States Naval Reserve in 1920, the California Naval Militia was deactivated and remained inactive until July 4, 1976.

Mission

The California Naval Militia's primary mission is to provide operational and readiness training to Naval Militiamen who support the California National Guard in state and federal missions. No public moneys from any source are used to support the Naval Militia.

Training

In the absence of vessels controlled by the Militia, training must be accomplished through the use of various public vessels either berthed within California waters or calling at California ports on a scheduled basis. These vessels have included the California Maritime Academy's GOLDEN BEAR and the U.S. National Oceanic and Atmospheric Administration (NOAA)s SURVEYOR.

Goals

Goals of the California Naval Militia include expanding the ranks of the Militia, securing an agreement with the U.S. National Oceanic and Atmospheric Administration to make available NOAA research vessels and crews if needed during a state emergency, and continuing to use NOAA ships berthed in West Coast ports for readiness training.



California National Guard Commands **6**



40th Infantry Division

Organization

The 40th Infantry Division (Mechanized) possesses a proud history which can be traced to the militia companies of 1874. Activated in 1917, the Sunburst Division trained men who later distinguished themselves in the battles of Argonne and St. Mihiel. The Division saw service in World War II when it participated in the invasion of Luzon, the assaults on Panay Island and the Negroes Islands chain, and in preparations to spearhead the invasion of Japan. The Division moved to Korea in 1952 and served during the Korean Conflict.

The Division, headquartered at the Southern California Disaster Support Area in Los Alamitos, enjoys a current strength of 13,742. The six major subordinate commands are the First Brigade (San Pedro) the Second Brigade (San Diego), the Third Brigade (San Jose), the 40th Aviation Brigade (Fresno), Division Artillery (Los

Angeles), and the 40th Division Support Command (Long Beach). The Division's Engineer Battalion and Signal Battalion are headquartered in Sacramento and Long Beach respectively. Division units are located in California as far north as Yreka, as far south as National City, and as far east as El Centro. There are also Division units located in Arizona and Nevada.

Responsibilities

The 40th Infantry Division's missions are to achieve the highest possible state of readiness in preparation for federal mobilization; to train for and be prepared to respond to the Governor for the protection of life and property and the preservation of peace, order, and public safety; and to provide support to civil authorities in the event of natural disaster and for civil defense. Additionally, the Division is actively involved in the state's Drug-Interdiction Program.

Accomplishments

During the quadrennium the Division planned and trained extensively on mobilization, personnel and equipment readiness, and, most recently, drug interdiction. Training included participation in several computer-assisted, Corps-level training exercises, a joint multi-service exercise in the Republic of South Korea, and annual combined-arms training; assisting local and state agencies during natural disasters; and assisting other governmental agencies in this nation's war on drugs.

Members of the Division provided assistance to victims of the October 1989



MG Averill Hawkins
Commander
40th Inf Div





earthquake that struck San Francisco and the surrounding areas. This support included transporting food, water, and supplies; providing temporary housing and tenting; and removing massive debris.

During the winter months many Division armories are used to house homeless people in California. An emergency operation center is used during the winter to facilitate housing and to coordinate with the state and local agencies.

During Fiscal Year 1990 annual training the Sunburst Division participated in a warfighter exercise and accomplished the first major river crossing in a computer-assisted exercise. This exercise provided Division leaders and future leaders a great opportunity for learning.

Support of the state's war on drugs is the most recent mission the Division has taken. Border Ranger I and II were termed successful in the efforts to stop the flow of illegal drugs across the border, and Task Force Grizzly is continuing that tradition.

The Task Force, which is made up of members from Divisional units, is currently providing assistance to several local and federal agencies, including United States Customs, the Border Patrol, and the Bureau of Land Management. Currently 40th Division soldiers are working side-by-side with Border Patrol agents at border checkpoints in an effort to prevent the smuggling of illegal drugs into the state.

Goal

The Division's goal is the continued development of challenging exercises in modern war doctrine to attain and sustain its mobilization preparedness and combat readiness. Priority issues within the command are to strengthen the Division's force structure by retaining trained soldiers and leaders while continuing to modernize equipment and weapons systems, using new cost-effective and mission-effective technologies with a focus on the total quality management of the force. With pride, quality, and courage, the Sunburst Division continues its pledge to train to retain.

175th Medical Brigade



BG Stephen M. Wyman
Commander
175th Medical Brigade

Background

The 175th Medical Brigade, organized and federally recognized on January 1, 1976, is the only general-officer medical command in the California National Guard. The Brigade commander also serves as the State Surgeon. Two field hospitals are currently assigned to the Brigade: the 146th Combat Support Hospital (San Francisco) and the 143rd Evacuation Hospital (Los Alamitos). In addition, the 126th Medical Company (Air Ambulance), the 980th Medical Supply and Optical Maintenance (MEDSOM) unit, the 246th Medical Detachment, and the Brigade headquarters are located in Sacramento.

Responsibilities

Brigade responsibilities include professional officer recruiting, physical examinations, medical waivers and evaluations, immunization and drug-abuse detection programs, HIV (AIDS) detection,

over-40 screening programs, panoramic x-rays, credentialing of medical professionals, supervision of inactive-duty training and annual training medical-site support, and planning and executing required state medical emergency plans.

Accomplishments

In 1986 the Brigade Headquarters and two of its subordinate commands, the 146th Combat Support Hospital and the 980th MEDSOM, deployed to the Republic of Korea to provide medical support to the TEAM SPIRIT exercise. The 143rd Evacuation Hospital provided support to the 49th Military Police Brigade during the CORPS DEFENDER exercise at Camp Roberts.

In 1987 the Brigade and its subordinate commands participated in the LASTING RESPONSE exercise in support of the 115th Area Support Group at Camp Roberts, California. In addition, elements



of the Brigade participated in the YAMA SAKURA exercise in Japan and the TEAM SPIRIT exercise in the Republic of Korea. During the 1987 California forest fires all elements of the Brigade provided medical support to assist the California Department of Forestry.

The 175th Medical Brigade hosted WOUNDED WARRIOR 88 at Camp Roberts during June 1988. Participating in this exercise, the largest reserve-component medical exercise since World War II, were National Guard, United States Army Reserve, and active-component units, including the United States Navy. In addition, the Brigade participated in RESPONSE 88, a joint federal/state disaster planning exercise at Los Alamitos, California.

In 1989 the Brigade participated in the GOLDEN BEAR 89 exercise at Camp Roberts; several units trained in Korea and Japan; the Brigade Headquarters and the 980th MEDSOM participated in the CASCADE PEAK exercise at Fort Lewis, Washington; and the Brigade participated in RESPONSE 89, a joint federal/state earthquake exercise. The Brigade Headquarters served as the primary medical planner and participated jointly with the Office of Emergency Services and the emergency medical services authority. The major event of the year for the 175th Medical Brigade and its subordinate commands was participation in the Loma Prieta earthquake. All of the Brigade commands were activated. The 143rd Evacuation Hospital from Southern California was flown to Travis Air Force Base to provide emergency care. The 175th Medical Brigade was awarded the federal Humanitarian Service Medal for its participation during this event.

During 1990 the 175th Medical Brigade Headquarters and the 980th MEDSOM



sent elements of the units to participate in TEAM SPIRIT 90 in the Republic of Korea and YAMA SAKURA in Japan. In addition, the Brigade supported GOLDEN BEAR 90 at Camp Roberts. The 146th Combat Support Hospital tested for the Expert Field Medical Badge (the highest badge a medic can achieve) at Camp San Luis Obispo, California, during June 1990. Forty-two candidates from both active and reserve medical units participated. Elements of the Brigade Headquarters also participated in PATRIOT SPIRIT, a medical exercise conducted at Fort Hunter-Liggett by the U.S. Air Force.

The 175th Medical Brigade also assists in the readiness of all Army National Guard medical units in the Western states that comprise the Sixth Army area. This mission requires continuous assistance visits and has resulted in an enhanced medical/technical channel of communications among the units.

Goals

The 175th Medical Brigade will continue to support its state mission with all available resources. Current goals include a continued effort, with other state agencies, to achieve a high level of proficiency in disaster planning and preparation; to provide medical site support to both Camp Roberts and Camp San Luis Obispo; and to provide community support to public service projects whenever possible.

49th Military Police Brigade

Background and Organization

The 49th Military Police Brigade was federally recognized in the California Army National Guard on July 1, 1924, as Headquarters, 2nd Battalion, 159th Infantry, an element of the 40th Infantry Division. After several reorganizations and redesignations, the unit was finally reorganized on February 1, 1976, and redesignated as Headquarters and Headquarters Detachment, 49th Military Police Brigade, with three military police battalions.

Mission

The 49th Military Police Brigade is organized and trained to assume its role with the active forces in the event of a national emergency. Members of the

Brigade have served in both world wars, Korea, and Vietnam. Brigade units recently participated in training exercises in Fort Lewis, Washington; Camp Williams, Utah; Fort Chaffee, Hawaii; Fort Richardson, Arkansas; Japan; Korea; and the Philippines.

The 49th Military Police Brigade provides emergency military support to civil authorities as directed by the Governor. Most recently, members of the Brigade assisted in the October 17, 1989, earthquake; fought forest fires; assisted victims of flood damage; and currently provide military police to the counternarcotics operation.

Accomplishments

During the quadrennium the 49th Military Police Brigade has been aggressive and successful in seeking and executing missions related to CAPSTONE requirements. CAPSTONE is a program designed to align units of the Army Reserve and the Army National Guard with the active-duty components to which they will be assigned during wartime.

The Brigade has also responded to missions to provide space-shuttle support; support for the California Marathon; and support for Operation Border Patrol and counternarcotic missions.

Brigade elements completed overseas deployment training missions in Japan (YAMA SAKURA), Korea (TEAM SPIRIT and ULCHI FOCUS LENS), Hawaii (YAMA SAKURA), and the Philippines.



BG Paul W. Husby
Commander
49th Military Police Brigade



Goals

The goals of the 49th Military Police Brigade are to maintain at least 100 percent strength (currently at 110 percent) and equipment required to accomplish state and federal missions; to ensure that all personnel are properly skilled to conduct combat operations when required and prepared for deployment; and to project a positive image to ensure that the Brigade is supported by the community.



Troop Command



Col. Jerry M. Duncan
Commander
Troop Command

Background

Troop Command evolved from its original 1976 designation as the California Task Force to the Command and Control Headquarters in 1978 and, finally, to Troop Command, Detachment 4 in 1983. Currently headquartered in Fairfield, California, Troop Command is the second largest senior command in the California National Guard, with an authorized strength of 1,840. Assigned units span the state from Eureka to Compton, California.

Mission

Troop Command's mission is twofold. During peacetime it provides command and control to ensure that its subordinate units are trained and ready to function in a combat environment and provides troops and equipment to California during natural disasters or other emergencies. Upon mobilization, Troop Command provides family assistance and liaison with the State Military Reserve and later becomes the nucleus of an engineering group-level headquarters with possible assignment in operations in the Pacific Theater.

Realignment

On February 1, 1985, Troop Command was realigned with the additional mission to provide command and control for corps-type units that are not currently assigned





in accordance with Army doctrine. The 579th Engineer Battalion (Combat Corps), the 49th Personnel Services Company, the 59th Army Band, and the 159th Army Band were initially assigned.

On August 1, 1985, the 40th Finance Company and the newly organized 40th Personnel Services Company were assigned, bringing the total authorized strength to 1,220. On December 1, 1987, the Headquarters, 3rd Battalion, 140th Aviation Regiment was assigned to Troop Command with Company G, 140th Aviation joining less than a year later. Recently, the assignment of the 112th Engineer Company (Dump Truck) and the newly formed 223rd Military Intelligence Battalion (Linguist) has brought the command to its present authorized strength of 1,840 soldiers.

Accomplishments

During the quadrennium Troop Command has been involved in mobilization

exercises, maneuver exercises (including GOLDEN BEAR, TEAM SPIRIT, and CASCADE PEAK), and unit and individual overseas deployment to Korea, Japan, Honduras, Guam, Panama, the Philippines, and Germany. Troop Command provided aviation and engineer support to the 1986 California wildfires and the 1989 Loma Prieta earthquake. Ongoing involvement includes command and control of Task Force Oakland, in support of the narcotics-interdiction efforts, and forming and conducting the California Engineer Committee (with representatives from each military engineer organization in the state).

Goals

Troop Command's focus is to retain qualified soldiers who know, understand, and train safely towards mission accomplishment; to provide soldiers with the required equipment to accomplish missions; and to maintain a positive image and increase public awareness of the Command's missions and activities.

115th Area Support Group



Col. William O. Hamilton
Commander
115th ASG

Background

The 115th Area Support Group (ASG), located in Roseville, was organized from elements of the 49th Infantry Division and the 103rd Ordnance Group in January 1968. Subordinate units of the Group are located throughout the state and total over 1,600 members. Currently the Group consists of the 185th Transportation Battalion in Fresno and the 749th Maintenance Battalion in Vallejo.

Mission

The mission of the 115th ASG is to provide command and control of assigned and attached units, forming a composite multifunctional combat service-support organization for both state and federal requirements.

Accomplishments

Elements of the 115th have been very active during the quadrennium conducting training and support for state and federal missions and participating in out-of-state training.

State missions included providing personnel and equipment in support of state emergencies. Operations included ongoing emergency service coordination and planning, forest-fire suppression (including the Siege of 1987), the 1989 earthquake in the San Francisco Bay Area, support to the state and county homeless program, and counternarcotics operations. Additionally, 115th ASG units routinely provide official and volunteer assistance in operations such as the annual Sacramento Operation Santa Claus Program, the



Sacramento International Marathon, and many local community activities.

California Army National Guard missions include providing transportation, maintenance, bath and laundry, and supply services during major training activities at Camp San Luis Obispo, Camp Roberts, and Fort Hunter-Liggett in support of National Guard, United States Army Reserve, and active Army soldiers. These activities facilitated excellent mission training and produced innovative methods of performance. Exercise LASTING RESPONSE, which alternates as a field or a map exercise, is an annual activity which began in 1984 and is an example of major



115th ASG training events. Participants in LASTING RESPONSE include other National Guard, active Army, and Army Reserve units from throughout the continental United States, as well as members of the German Territorial Army. The exercise is designed to provide training support and to perform mobilization tasks.

Out-of-state training included a number of exercises in Alabama, Arizona, Nevada, Utah, and Virginia. Under the United States Army CAPSTONE Program, elements of the Group have planning requirements for wartime missions in Europe, the Pacific, Southwest Asia, Central America, and the continental United States. As a result of these missions 115th ASG cells (two or more individuals) and entire units participated in overseas deployment training in Germany and Korea. Such training is beneficial to mission performance and wartime planning, and it greatly enhances overall readiness. As recognition for its success overseas, the 115th ASG Headquarters was awarded the Fahnenband des Landes, a streamer for the organizational colors, from the West German state of Baden-Wuerttemberg. This was an honor because it was the first time this award has been given to a foreign military unit by the Federal Republic of Germany. In addition, the 115th ASG was selected as the best senior headquarters of the 21st Theater Army Area Command (Continental United States Augmentation) in 1986 and 1989.

Goals

The major goals for the 115th ASG are to maintain the highest state of qualification and readiness, to execute plans and training to enhance proficiency in support of state and federal missions, and to provide combat-ready units when required.

California State Military Reserve



MG Ronald H. Markarian
Commander

Background

The California State Military Reserve, a major component of the Military Department, was organized to provide peacetime support to the California National Guard and to be prepared to assume National Guard duties and functions within the state whenever the Guard is called into federal service. Its units are located throughout the state and are prepared to train a force large enough to meet emergency requirements within 90 days. This all-volunteer, unpaid state military force assists the California National Guard during peacetime by providing instructors, medical personnel, communications support, and specialized personnel in military history, law, and public affairs.

Organization

The California State Military Reserve's (SMR) organization includes five training brigades, each with several subordinate training units. These units consist of a command group and up to four training cells. Units drill at state armories; a medical unit provides medical support; the Center for Military History maintains and displays California's illustrious military history; and a communications detachment is prepared to augment Army Guard assets in emergency situations. The SMR is at a peak authorized level of 1,500. Volunteers train at monthly drills, attend annual command-post exercises, and individually contribute an average of 200 hours of uncompensated service each year. Training focuses on developing plans and preparing for mobilization.





Responsibilities and Accomplishments

Most State Military Reserve junior officers and noncommissioned officers are certified military instructors, many having completed resident military schools. The communications detachment provides the Military Department and other state agencies a portable, long-range communications capability during state emergencies such as wildfires and earthquakes. Medical unit personnel are instrumental in providing monthly physical exams to California National Guard units. All SMR members, capable of assisting the Military Department during periods of natural disasters, have supported Guard units during training by providing specialized training and by operating weapon ranges and individual qualification courses. In addition, legal and chaplain assistance has been provided on numerous occasions.

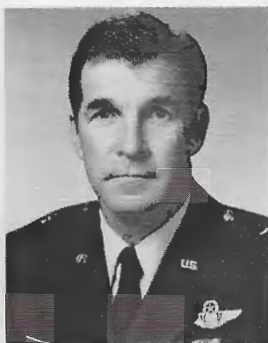
The Center for Military History (CMH) has led an effort to build a museum in Old Sacramento that will display historical

artifacts for the California National Guard. Construction of the museum is progressing toward completion. The CMH also assists the California National Guard by providing bands and parade units during the holidays.

Goals

The California State Military Reserve will continue to move in the direction of improving the technical competence of its personnel so they may better assist the California National Guard in its peacetime training and during emergencies. Planning toward readiness will continue through review and update of mobilization plans and developing qualified instructor personnel. Recruitment to strengthen the SMR medical organization will receive greater emphasis to improve the support available during emergencies. Similarly, the SMR communications detachment will be strengthened both in equipment and personnel. The Center of Military History will complete the museum in Old Sacramento and begin to increase public awareness about the California National Guard and its contributions.

144th Fighter Interceptor Wing



BG Paul L. Carroll, Jr.
Commander
144th Fighter Interceptor
Wing

The 144th Fighter Interceptor Wing (FIW) was federally recognized in April 1948 at the National Guard Center, Alameda, California, and redesignated as the 144th Fighter/Bomber Wing in November 1950. In February 1951 the unit relocated to new facilities at Hayward, California, and was equipped with North American P-51s. With the advent of jet aircraft, the Wing moved to its present home at Fresno Air National Guard (ANG) Base, California. The Wing was consolidated as the 144th Fighter Interceptor Wing in July 1976.

Organization

The 144th FIWs current personnel strength of 1,032 represents 103 percent of

its authorized manning. It has assigned subordinate fighter interceptor groups located in Great Falls, Montana; Portland, Oregon; Duluth, Minnesota; Ellington ANG Base, Texas; and Fargo, North Dakota. The Wing also maintains a two-aircraft alert detachment at George Air Force Base, California.

Mission

The mission of the 144th FIW and its subordinate units is to recruit and train personnel and to maintain combat-ready equipment for short-notice mobilization. Additionally, the Wing provides state and national air defense with its F-16ADF jet fighters. Fresno Air National Guard pilots are on around-the-clock alert and can be



airborne on five minutes' notice, 24 hours a day, 365 days a year. Their mission is to protect America's airspace and to detect, identify, intercept, and destroy enemy forces should the situation arise.

Accomplishments

During the quadrennium the 144th FIW distinguished itself by receiving its fourth and fifth Air Force Outstanding Unit Award. In 1986 the Wing earned the Tactical Air Command Flight Safety Award for flying more than 3,100 accident-free flights (4,400 flying hours). Additional awards for flying safety accomplishments include the Air National Guard Flying

Safety Plaque, the Air Force Flight Safety Award (1988), and the Daedalian Flying Safety Award (1989).

The 144th FIW is actively involved in community affairs, notably the civil engineering construction project at the Fresno City Zoo and the American Diabetes Bike Ride.

The transition from F4D to F-16 ADF aircraft was completed in October 1989, and the unit returned to alert status on October 14, 1989. The performance and accomplishments of the Wing is in part due to its average 100 percent manning during the entire quadrennium.

Goals

The primary goal of the 144th Fighter Interceptor Wing is to continue its current air-defense mission and to maintain 100 percent manning during the next quadrennium.



146th Tactical Airlift Wing

Background

The 146th Tactical Airlift Wing (TAW) dates back to the 116th Aero Squadron formed at Kelly Field, Texas, in August 1917. Many of its pilots saw action during World War I. In April 1924 the unit was designated as the 115th Observation Squadron and assigned to California's 40th Division Air Service at Clover Field in Santa Monica.



BG Tandy K. Bozeman
Commander
146th Tactical Airlift Wing

Fighter pilots of the 146th compiled an impressive combat record in the European Theater during World War II, and the 146th was activated as a fighter unit during the Korean conflict and as a transport unit during the Berlin Crisis. From 1965 to 1969 the 146th TAW flew missions in support of American troops in Vietnam.

The Wing was located at Van Nuys from 1947 until 1990, when it moved to its new facilities at Channel Islands Air National Guard Base in Ventura County.

Responsibilities

The 146th Tactical Airlift Wing flies C-130 turboprop transport aircraft. These planes are used to airlift cargo, troops, personnel, and equipment and to airdrop fire retardant. Comprised of some 1,500 members, the Wing is augmented by more than 320 full-time air technicians and active-duty personnel. Its 16 C-130E Hercules aircraft maintain daily operations while supporting various U.S. and overseas federal and state flying missions. The Wing's federal mission supports Military Airlift Command and U.S. Transportation Command tactical airlift requirements.

Accomplishments

The 146th TAWs tactical airlift squadron has participated in such annual deployments as Volant Oak (a Central America air reserve-component rotational mission to resupply U.S. embassies and military installations) and the Hawaii Guardlift (a mission to transport Army National Guard personnel during exercises through the Hawaiian Islands). Support units of the 146th also fulfilled worldwide U.S. commitments, including 20 deployments from the 146th Mobile Aerial Port Squadron to domestic and overseas bases (augmenting Military Airlift Command cargo and passenger terminals) and numerous deployments by the 146th Engineering Squadron for construction projects in Europe, Asia, and Central America.





In December 1989, 146th TAW aircraft and personnel on deployment for Volant Oak at Howard Air Force Base in Panama flew combat airlift missions for the U.S. Southern Command during Operation Just Cause. More than 100 combat sorties were flown with no casualties and no damage to aircraft. In honor of their courage and dedication, the 146th aircrews were awarded the Expeditionary Medal by Governor Deukmejian.

The 146th Tactical Airlift Wing is continually involved in humanitarian efforts, including the airlift of donated foodstuffs to Jamaica after a hurricane devastated the island in November 1988. One month later the 146th TAW delivered equipment and supplies (including a decompression chamber) to Puerto Vallarta, Mexico, in an airlift mission arranged by its sister city, Santa Barbara, California. The Wing extended its support within the state when Army medical and engineering teams were airlifted to San Francisco after the Loma Prieta earthquake on October 17, 1989.

The 146th TAWs unique contribution to aerial fire fighting includes equipment design and flying techniques in fighting forest and brush fires from the air. Using the Modular Airborne Firefighting System (MAFFS), the 146th C-130 aerial firefighting crews have been credited with saving many lives and millions of dollars in structures, forests, and brushland in California and other states. At the request of the Italian government, MAFFS-equipped aircraft and support crews from the 146th fought fires in Italy, earning the respect of many European aerial fire fighters.

Goal

The goal of the 146th Tactical Airlift Wing is to continue extensive involvement in the Total Force through participation in actual exercises and maintaining a strong commitment to provide airlift support anywhere at any time under all conditions.



129th Air Rescue Group



Col. Victor H. Rippe
Commander
129th Air Rescue Group

Background

The 129th Air Rescue Group (ARG) was activated at Hayward Municipal Airport in 1955 as the 129th Air Resupply Group and, after a number of changes, was designated as the 129th Aerospace Rescue and Recovery Group. Equipped with HC-130 Hercules and HH-3E Jolly Green Giants, the unit moved to its present location at Naval Air Station Moffett Field in 1979 and was redesignated as the 129th Air Rescue Group in 1989. Since its conversion from resupply to rescue, the Group has recorded 194 lives saved.

Organization

The 129th ARG is comprised of the following units: the Air Rescue Squadron, the Consolidated Aircraft Maintenance Squadron, the Resource Management Squadron, the Mission Support Squadron, the Mission Support Flight, the Civil Engineering Squadron, the Tactical Hospital, the Services Flight, and the 561st Band.

Accomplishments

The Group participated in a number of significant missions and exercises during the quadrennium. The most noteworthy of these was the October 17, 1989, Loma Prieta earthquake, which registered 7.1 on the Richter scale and was the second most devastating quake in California history. Aircraft from the 129th, airborne at the time the quake hit, immediately returned to Moffett Field, refueled, loaded rescue gear, and were again airborne within an hour. The Group flew numerous relief missions during the following week and was the coordination center for all flying activities associated with relief efforts. The unit also provided airlift support for dignitaries, including Vice President Quayle and Governor Deukmejian.

The 129th ARG was credited with saving 53 lives and with numerous assists during the quadrennium. Many of the missions required multiple aerial refuelings and were flown almost entirely over water. Two missions were flown into Mexican



airspace, one totaling 4,200 miles and the other totaling 4,400 miles. In April 1987 five pararescuemen aided four victims of an explosion aboard the Marine Constructor, an ocean-going tug sailing from Honolulu to Seattle—the longest mission of its type.

The 129th ARG deployed to both Europe and Asia. The Tactical Hospital trained in Europe, the Civil Engineering Squadron deployed to Jamaica, and the Air Rescue Squadron participated in exercises from Albuquerque to Hong Kong. While on alert at Keflavik, Iceland, the Group was credited with saving a Soviet sailor. There were also many Western Pacific deployments supporting both Special Operations Forces and Air Rescue Service units, including aerial refueling platforms and maintenance assistance. The 129th, the sole rescue support for the launch of NASA's Pegasus (the first airborne-launched satellite deployment vehicle) was the Air Force representative for the visit of Soviet search-and-rescue experts.





The 129th ARG earned a number of awards during the quadrennium: the Air Force Outstanding Unit Award, the 1986 Search-and-Rescue Trophy, the 1987 Pitsenbarger Trophy for pararescue excellence, the 1987 Jolly Green Giant Association Rescue-of-the-Year Award for the Marine Constructor mission, the Air National Guard nomination for the Military Airlift Command Aircrew of the Year Award for the October 1989 rescue mission off Mexico, and the 1989 award for the Senior Noncommissioned Officer of the Year for California.

Achievements during the quadrennium have been many. Unit strength is currently at 97 percent, and retention has risen from 79 percent to 87 percent. Physical improvements include new facilities for

both the Mission Support Flight and the Services Flight.

Goals

The 129th Air Rescue Group aggressively seeks training opportunities through exercises and operational missions to increase proficiency and maintain its high level of morale. A consistent effort continues to maintain the current high level of manning, enlistments, retention, and mobilization capabilities. The Group is working to attain mission-ready status during its current conversion from the HH-3E Jolly Green Giant helicopter to the MH-60G Pave Hawks. Following completion of the conversion process, the 129th will pursue a permanent unit relocation to a more suitable operating environment.

162nd Combat Communications Group

Background

The 162nd Combat Communications Group traces its beginnings to the 599th Signal Aircraft Warning Battalion, activated at Drew Field, Tampa, Florida, in 1944. Following action in the Pacific Theater during World War II, and after several moves and name changes, the Group settled in Sacramento at North Highlands Air National Guard Station in 1961.

Mission

In wartime the mission of the 162nd is to provide essential voice and teletype mobile communications and air traffic control facilities in support of various worldwide Air Force mission requirements. During peacetime the unit trains to mobilize quickly and to respond with equipment and personnel to temporary national and state emergencies.

Accomplishments

The 1,300 members of the 162nd have served California during many emergencies—from providing communications for riots, floods, and forest fires to providing emergency generator power to various state and local government agencies. For example, Group members and equipment were deployed to assist with communications and air traffic control of CH-47 helicopters used to rescue endangered civilians in Guerneville, California, during the 1986 Russian River flood.

During the heavy foothill snowfall in February 1990, emergency generator power was provided to several El Dorado County agencies. Hot and dry summer weather brings the call for help to fight devastating forest fires. The Group also volunteered for duty with the Drug-Interdiction Program.



Col. John M. Lotz
Commander
162nd Combat
Communications Group



The 162nd earned top honors at Combat Challenge 1986 while competing with four active-duty units and two other Air Guard teams. This competition, held at Patrick Air Force Base, Florida, was designed to enhance the combat capabilities of participating units and to demonstrate the Total Force concept as it relates to active and Air Guard combat communications groups.

Members of the 162nd Group participate annually in TEAM SPIRIT, a joint exercise conducted on the Korean Peninsula between Korea and the United States.

The 162nd has received an unprecedented fifth Air Force Outstanding Unit Award, as well as the Governor's Outstanding Unit Award in 1988. The Group was also honored with the Outstanding Geographically Separated Unit Personnel Office in 1988.

In 1990 the 162nd was tasked by the Joint Chiefs of Staff to participate in year-long European North Atlantic Treaty Organization exercises in eight countries.

Goals

The future goals of the 162nd Combat communications Group are to maximize all available training time to maintain the Group's high level of readiness; to continue to emphasize proficiency, chemical warfare training, and recognition of hostile threats; and to obtain state-of-the-art equipment. New equipment such as troposcatter radios and satellite and radio van terminals has already begun arriving at the units.



163rd Tactical Reconnaissance Group



Lt. Col. David R. Hudlet
Commander
163rd Tactical
Reconnaissance Group

Background

The 163rd Tactical Reconnaissance Group (TRG), located at March Air Force Base, is a tenant unit assigned to the Tactical Air command, under the 12th Air Force headquartered at Bergstrom Air Force Base, Texas, and the California Air National Guard. It began as the 196th Fighter Squadron in 1946 and was assigned to Norton Air Force Base. In 1948 the unit received 25 F-80 Shooting Stars, the first jet aircraft to be assigned to the Air National Guard.

The Squadron was called to active duty in 1950 to help the United Nations Forces during the Korean Conflict. Upon returning to the United States the 196th was based at Ontario International Airport and later reorganized as the 163rd Fighter Interceptor Group under the Air Defense Command. In 1975 the unit was reassigned under the Tactical Air Command as the

163rd Tactical Air Support Group, and in 1982 the Group converted to F-4C aircraft and was designated as the 163rd Tactical Fighter Group. In 1983 the 163rd moved to a new \$20 million, 70-acre facility at March Air Force Base. The Group converted to F-4E aircraft in 1987 and announced its conversion to RF-4C aircraft and its tactical reconnaissance mission in 1990.

Organization

The 163rd TRG, with an assigned strength of over 1,300, is composed of 11 subordinate units — the Headquarters Squadron, the Mission Support Squadron, the Consolidated Aircraft Maintenance Squadron, the Resource Management Squadron, the Civil Engineering Squadron, the Tactical Clinic, the Tactical Reconnaissance Squadron, the Mission Support Flight, the Communications Flight, the Security Police Flight, and the Services Flight.





Mission

The primary mission of the 163rd is to provide day-and-night reconnaissance of assigned targets and to process, interpret, and report on the imagery taken. The Group also serves as the support base for four geographically separated units with a strength of over 400 — the 147th Combat Communications Squadron (San Diego), the 148th Combat Communications Squadron (Ontario), the 210th Weather Flight (Ontario), and the 222nd Combat Communications Squadron (Costa Mesa).

Accomplishments

The 163rd TRG participated in 33 deployments, 5 of which were outside the continental U.S.—Korea (TEAM SPIRIT 89), Canada (MAPLE FLAG XVIII), Panama, Germany, and the United Kingdom. Other major exercises includes OCTOFOIL FOCUS 86, RED FLAG 88-4, AIR WARRIOR 89-2, FALLING VANTAGE 89-1, and KEYNOTE 89-1. A ten-member team of the 163rd Civil Engineering

Squadron was ordered to state active duty in October 1989 to assist in recovery efforts following the San Francisco earthquake. They assessed damage and assisted the Federal Emergency Management Agency.

Goals

In line with the current Department of Defense/National Guard goals of expanding operational capability, the 163rd will seek quality professionals in all career fields. The weapons systems assigned to the 163rd will increase in complexity and capability as existing airframes are modified and enhanced and as new aircraft are issued. The ability to deploy and operate in overseas locations will continue to be the top priority.

The 163rd Tactical Reconnaissance Group, with its modern facilities and strategic location, is ideally located to provide Southwest air defense and is capable of accommodating additional unit missions. The Group is currently converting to RF-4C aircraft.





Training Sites and Support Facilities **7**



Camp San Luis Obispo



LTC John W. Hageman
Commander
Camp San Luis Obispo

Background

Camp San Luis Obispo is located five miles northwest of the city of San Luis Obispo and occupies an area of 4,600 acres. It was established in 1928 by the State of California and initially consisted of 5,800 acres of state-owned land. Known originally as Camp Merriam, it was leased to the federal government in 1940; by 1945 the facility had been expanded to more than 14,000 acres of combined federal and state land. The state-owned portion of the Camp reverted to state control in 1947, but was again leased to the federal government during the Korean Conflict and finally returned to state control in 1965.

Capabilities

The cantonment area can house a population of more than 2,000 under normal conditions and more than 3,500 under emergency conditions. The 11 separate dining facilities on the installation have the capability to feed over 3,000 people. There are also 11 assembly

buildings with a total occupancy capacity of 1,520, as well as more than 50 administrative and office buildings. Additionally, the Camp maintains a heliport, a complete complex of warehouses, workshops, and maintenance facilities. Other supporting facilities include a chapel, two service clubs, and two theaters, as well as laundry and post exchange facilities.

Responsibilities

Camp San Luis Obispo provides operational, training, and logistical support to a wide variety of civilian and military agencies at the federal, state, and local levels. These agencies include the California National Guard, the U.S. Army Reserve, the U.S. Coast Guard Reserve, the California Conservation Corps, the California Department of Transportation, the California Department of Corrections, the California Department of Forestry, the California Specialized Training Institute, and Cuesta Community College.





Units of the Guard, Army Reserve, and active Army occupy facilities at Camp San Luis Obispo for two-to-three-week periods of training duty, with use primarily occurring during the summer months. Training facilities include weapons-firing ranges, obstacle, land navigation, leadership reaction courses, common-task training courses; and land areas suitable to conduct field-training exercises for a battalion-size organization (1,000 personnel).

Accomplishments

Military units, with a total strength of more than 28,000, used the facilities at the installation for classroom and field-training operations during the quadrennium.

Camp San Luis Obispo hosted the United States Army Headquarters for the GALLANT EAGLE exercise, the largest military exercise conducted in the United

States. Other military exercises include LASTING RESPONSE, a multi-national military operation that has been conducted at Camp San Luis Obispo for the past three summers.

Camp San Luis Obispo is the home of the California Military Academy Headquarters. The California Military Academy is responsible for conducting officer candidate schools and the Noncommissioned Officer Education System.

Goal

The immediate goal for the future is to increase facility use by the National Guard and the U.S. Army Reserve. Achievement of this goal will provide the necessary justification to obtain the federal funding needed to upgrade and improve existing facilities.

Camp Roberts



Col. John J. Scully
Commander
Camp Roberts

Background

Camp Roberts opened in March 1941 and operated as an Infantry and Artillery Training Center during World War II. Deactivated in 1946, it reverted to caretaker status until August 1950, when the Korean Conflict necessitated activation as an Armor Replacement Training Center. In November 1963 the installation became the home for a small year-round garrison to support the National Guard, Army Reserve, and active-duty personnel. The California Army National Guard assumed control of the facility on April 2, 1971. During Fiscal Years 1987-1990 over 270,000 troops have used Camp Roberts for training. Since Camp Roberts is 100 percent federally funded, there is no cost to the state of California.

Organization

The full-time staff of Camp Roberts consists of 26 Active Guard and Reserve

(AGR) members, 18 state active-duty members, 46 state civil-service personnel, and 188 Army National Guard technicians. In addition, 245 part-time National Guard members are authorized, 76 of whom are part of the full-time staff.

The organization of Camp Roberts consists of a headquarters and a series of directorates. Each directorate supports a specific function: administration, training, logistics, and facilities engineering. Directorate functions are performed by a combination of the military staff and part-time officers and enlisted personnel who are scheduled for duty on alternate training weekends throughout the month. Other California Army National Guard organizations provide engineering, military police, medical, and medical-evacuation support.

Missions

The missions of Camp Roberts are to provide training facilities, areas, ranges, and support for weekend inactive-duty training, annual-training periods, and active-components training and to maintain the facility as a mobilization installation.

In 1985 the Camp Roberts Installation Support Unit assumed the U.S. Army Reserve's (USARs) mobilization mission. Intensive effort has been made to integrate the new mission in addition to accomplishing the increased training demands.

The Regional Training Site-Maintenance (RTS-M) is a state-of-the-art maintenance facility, established to train Guard and

USAR soldiers on new equipment and procedures. It is staffed with 12 AGR instructors and administrators to provide a small student-teacher ratio. The RTS-M provides instruction to reservists from California, Arizona, and Nevada.

Accomplishments

Accomplishments during the quadrennium include completion of the Regional Training Site-Maintenance (RTS-M) facility and removal of all old fuel tanks and stations to eliminate environmental problems. These stations were replaced with a 100,000-gallon station on the main garrison and a 20,000-gallon station on the east garrison. Both new stations are equipped with the latest spill control-and-detection equipment; card control for 24-hour, unattended service; and automatic inventory control. Five classrooms were completely rehabilitated, and a storage building was constructed at the RTS-M. In-house work forces

rehabilitated a group of buildings for a permanent Visitor's Center. A \$6 million expansion to the Mobilization and Training Equipment Site (MATES) and rehabilitation of the administrative buildings are scheduled for Fiscal Year (FY) 1990. Additional projects scheduled for FY 1990-1991 include a new aviation fuel facility; rehabilitation of the gymnasium, dining facility, and visiting officer quarters; and paving roads.

Goals

The goals of Camp Roberts are to become an up-to-date training site (by continually upgrading the physical facilities) and to increase the use of the installation. The concept of total support, including installation improvements and response to training requirements, is designed to provide a ready facility available to the Army National Guard and other components of the Total Force structure.



Los Alamitos Armed Forces Reserve Center



BG Daniel J. Hernandez
Commander
Los Alamitos AFRC

Background

The Armed Forces Reserve Center (AFRC), Los Alamitos was originally constructed during World War II as a Naval Air Station and functioned as such until 1970. Following World War II, and until its closure in 1970, the station primarily trained naval and marine air reservists and squadrons. In 1970 the Navy closed the station as a training facility, and it became a Naval Air Station in name only. In 1972 the name was changed to the Armed Forces Reserve Center, Los Alamitos, and the installation became the home station to various reserve components. Concurrently, California National Guard and U.S. Army Reserve helicopter units stationed at leased facilities on commercial airports moved to the installation airfield.

A plan that envisioned approximately 5,000 reservists training at the AFRC was implemented in August 1973, with the California National Guard designated to operate the airfield. In 1977 the installation was transferred by Department of Defense action from the Department of the Navy to the Department of the Army. Subsequently, a Corps of Engineers License was executed designating the California National Guard to serve as host/operator of the AFRC and the airfield.

Organization

The AFRC, Los Alamitos is generally divided equally in the number of buildings each service component uses. National Guard and Army Reserve aviation elements have approximately the same size facilities



for their air operations. The total complement of military aircraft is 64 National Guard helicopters, 30 Army Reserve helicopters, and three small fixed-wing aircraft. The two runways are sufficient in size to handle the largest military aircraft in the current inventory. There are also several facilities available for use by active-duty and reserve-component personnel and retirees.

The personnel strength of the AFRC, Los Alamitos at the end of September 1986 totaled 4,695, including California National Guard, Army Reserve, Marine Corps Reserve, Navy Reserve, civilian technicians, and active-duty military personnel.

Accomplishments

Use of facilities for training purposes continued at a high level during the quadrennium. During 1986, 90,222 training days were used in field training areas, the multi-media classroom complex, and the simulation training center; during 1987, 92,052 training days were used; during 1988, 73,832 workdays were expended; and during 1989, 83,325 days were used.

Currently under construction is a flight simulator building to support pilot training. A new \$10 million hangar is scheduled to be built to support the U.S. Army Reserve Aviation Program. Funds to make modifications to the California Army National Guard Aviation Support Facility, estimated to cost \$1.2 million, have also been requested. The installation's water-distribution system main lines were repaired through a three-phase project (1986 through 1989) at a cost of \$1.6 million.

Maintenance and repair projects have been significant. Expenditures for the



quadrennium totaled over \$7 million. New construction and rehabilitation costs for buildings used by AFRC tenants amounted to over \$13 million. The construction of an Army National Guard Organizational Maintenance Shop was completed in November 1986; and the Maintenance and Repair Operations Program is expected to continue subject to funding and manning limitations.

The Los Alamitos Army airfield continues to support heavy aircraft activity. From Fiscal Years 1986-1989, for example, 479,427 operations and overflights were recorded by the airfield control tower.

Goals

Goals for the AFRC, Los Alamitos include continuing to operate beyond the year 2000, providing support to tenant units, and establishing the Region I branch of the Office of Emergency Services (OES) on the installation. The OES branch will support the AFRC's requirement to operate a disaster support area for Southern California in the event of state emergencies or civil disaster. Additionally, the completion of a new armory and the construction of a Class IX (Repair Parts) facility, programmed for construction in Fiscal Year 1993, are a part of the master plan for the installation.

Aviation Classification Repair Depot



Background

The California Aviation Classification Repair Activity Depot (AVCRAD) was formed on September 1, 1979, with an authorized strength of 12 officers, 23 warrant officers, and 268 enlisted members. It supports approximately 619 aircraft assigned to 17 Army aviation support facilities in 13 Western states—Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Organization

AVCRAD consists of a headquarters and seven operating divisions, with a current assigned strength of 13 officers, 27 warrant officers, and 317 enlisted members.

Responsibilities

In pre-mobilization status AVCRAD not only supports aircraft, aviation facilities, manufacturing, and army aircraft job orders but also accumulates and reports aircraft-operating data and coordinates aircraft maintenance technical-assistance visits. Upon mobilization AVCRAD will become a part of the U.S. Army Materiel Command. The mobilization AVCRAD control element, currently assigned to the Maryland Army National Guard, will assume operational control of the California AVCRAD under the direction of the Depot Systems Command.

Accomplishments

During the past few years the California AVCRAD has experienced a change of



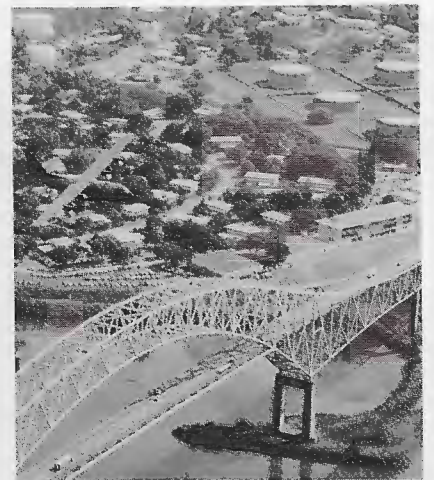
LTC John A. Smith
Commander
AVCRAD

command twice, the last on April 8, 1990. During the 1990 annual-training period, AVCRAD participated in MOBEX-90 — a realistic exercise in which maintenance teams were sent to eight locations. Aviators also participated in fire-fighting, water-bucket training. Since 1989 AVCRAD has been sending personnel to the European AVCRAD in Belgium. During Fiscal Year 1989-1990 five-person teams are scheduled to participate in eleven 22-day training activities in Belgium.

Goals

AVCRAD's pre-mobilization goal is to continue to perform aviation intermediate maintenance support and designated depot maintenance (as approved by the Department of the Army) for Army National Guard aircraft, aircraft armament, and aviation programs supporting Guard units in the 13 Western states.







Exercises and Overseas Training **8**





Exercises and Overseas Training

Today's Total Force environment finds the National Guard as an equal partner with the active military and Reserves in the defense of this nation. As such, the California National Guard must be prepared to defend the nation if mobilized. Since a major part of being prepared is being well trained, the California National Guard, like National Guard organizations of other states, often participates in exercises both within the United States and abroad. Overseas training such as that received by the California National Guard

in Korea, Europe, Central America and elsewhere throughout the world, is invaluable since it places Guard members in a realistic, tactical environment that hones the senses and sharpens awareness. Since Guard members performing overseas training are paid entirely with federal funds, they obtain this valuable training at no cost to the state, which is often the direct beneficiary of such training during emergencies or disasters.

Exercises and overseas deployments by the California Army and Air National Guard during the quadrennium are included in Tables 20 and 21.



California Army National Guard

Table 20
CALIFORNIA ARMY NATIONAL GUARD EXERCISES AND OVERSEAS TRAINING



<u>Exercise</u>	<u>No. of Participants</u>	<u>Location</u>
1987		
GOLDEN BEAR	6,700	Camp Roberts and Ft. Hunter-Liggett, California
LOGEX	200	Ft. Pickett, Virginia
CASCADE PEAK	185	Ft. Lewis, Washington
LASTING RESPONSE	120	Camp San Luis Obispo, California
BATTLE BOOK	65	Korea
TEAM SPIRIT	1,312	Korea
ULCHI FOCUS LENS	26	Korea
YAMA SAKURA	43	Japan
REFORGER	206	Germany
WINTEX	30	Germany
1988		
GOLDEN BEAR	4,300	Camp Roberts, California
WOUNDED WARRIOR	865	Camp Roberts, California
LASTING RESPONSE	115	Camp San Luis Obispo, California
CASCADE PEAK	255	Ft. Lewis, Washington
BATTLE BOOK	10	Korea
BATTLE BOOK	4	Germany
TEAM SPIRIT	475	Korea
YAMA SAKURA	95	Japan
REFORGER	42	Germany
1989		
GOLDEN BEAR	6,300	Camp Roberts and Ft. Hunter-Liggett, California
LASTING RESPONSE	120	Camp San Luis Obispo, California
CASCADE PEAK	205	Ft. Lewis, Washington
DUSTY BULL	156	Ft. Hood, Texas
BATTLE BOOK	10	Korea
TEAM SPIRIT	807	Korea
YAMA SAKURA	32	Japan
REFORGER	10	Germany
WINTEX	25	Germany
1990		
GOLDEN BEAR	6,700	Camp Roberts and Ft. Hunter-Liggett, California
LASTING RESPONSE	115	Camp San Luis Obispo, California
DUSTY BULL	170	Ft. Hood, Texas
CASCADE PEAK	187	Ft. Lewis, Washington
LOGEX	30	Ft. Pickett, Virginia
TEAM SPIRIT	218	Korea
YAMA SAKURA	44	Japan
REFORGER	15	Germany
MISSION TRAINING	96	Philippine Islands
MISSION TRAINING	240	Germany
MISSION TRAINING	47	Jamaica
MISSION TRAINING	13	Panama

California Air National Guard

Table 21

CALIFORNIA AIR NATIONAL GUARD PARTICIPATION EXERCISES AND OVERSEAS TRAINING



1987

561 Air Guard members participated in overseas training in Germany, Panama, the Netherlands, Canada, Korea, the Philippines, Iceland, Honduras, England, Japan, Costa Rica, Norway, Equador, Thailand, Italy, and the Antilles.

Exercises included VOLANT OAK in Panama; TEAM SPIRIT in Korea; CREEK KLAXON and REFORGER in Germany; MAPLE FLAG in Canada; COPE THUNDER in the Philippines; and BLAZING TRAILS in Honduras.

1988

905 Air Guard personnel participated in overseas training in Japan, Panama, Honduras, Spain, Korea, Belgium, Canada, Germany, England, the Philippines, Equador, Costa Rica, Jamaica, Egypt, the Bahamas, and Mexico.

Exercises included TEAM SPIRIT in Korea; VOLANT OAK in Panama; WINTEX in Belgium, CREEK KLAXON in Germany; MAPLE FLAG in Canada; BLAZING TRAILS in Equador; and FOAL EAGLE in Japan and the Philippines.

1989

1,486 Air Guard personnel participated in overseas training in Greece, Panama, Japan, Korea, Germany, Honduras, Turkey, Jamaica, Canada, Spain, Italy, Denmark, the Bahamas, Paraguay, the Philippines, Belgium, the Netherlands, Switzerland, Norway, and Iceland.

Exercises included WINTEX-CIMEX in Germany and Turkey; FUERZAS UNIDAS in Paraguay; ULCHI FOCUS LENS and TEAM SPIRIT in Korea; VOLANT OAK in Panama; and VOLANT PARTNER in England.

1990

703 Air Guard members participated in overseas training in Germany, Saudi Arabia, Italy, Spain, Jamaica, Norway, Japan, Korea, Mexico, Honduras, Costa Rica, Canada, Turkey, the Philippines, Thailand, Panama, Denmark, England, Belgium, and the Netherlands.

Exercises included DRAGON HAMMER in Italy and Spain; KEEN EDGE in Japan; DENSE CROP, CORONET RODEO, and CORONET SABER in Italy; DISPLAY DETERMINATION, HEALTHY STAR, and CRESTED EAGLE in Germany; TEAM SPIRIT in Korea; and CORONET CANYON in Belgium.





Armories, Bases, and Stations **9**



California Army National Guard Major Organizations and Armories

Headquarters

California National Guard

2829 Watt Avenue
Sacramento, CA 95821-4405

40th Infantry Division

Los Alamitos AFRC, Bldg. 3
Los Alamitos, CA 90720-5001
(213) 493-8400

115th Area Support Group

Placer County Fairgrounds
Roseville, CA 95678-1598
(916) 973-3460

49th Military Police Brigade

2295 Mariner Square Loop
Alameda, CA 94501-1021
(415) 869-8260

175th Medical Brigade

3250 Meadowview Road
Sacramento, CA 95832-1437
(916) 973-3461

Troop Command

510 Parker Road
Fairfield, CA 94535-1405
(707) 437-3811



TRAINING INSTALLATIONS

Camp San Luis Obispo

San Luis Obispo, CA 93403-8104
(805) 549-3816

Camp Roberts

Camp Roberts, CA 93451-5000
(805) 238-3100

Los Alamitos Armed Forces Reserve Center

Los Alamitos, CA 93403-8104
(213) 493-8000

Alameda

2295 Mariner Square Loop
(415) 521-8911

Apple Valley

17988 Highway 18
(619) 242-2509

Arcadia

260 W. Huntington Drive
(818) 575-7017

Atascadero

6105 Olmeda Avenue
(805) 466-0120

Auburn

20th District Fairgrounds,
P.O. Box 709
(916) 823-4917

Azusa

340 N. Orange Avenue
(818) 334-2830

Bakersfield

1512 S. "P" Street
(805) 395-2821

Banning

2041 W. Nicolet Street
(714) 849-3111

Barstow

1601 Armory Road
(619) 252-2513

Bell

5300 Bandini Boulevard
(213) 261-0276

Benicia

711 Hillcrest Avenue
(707) 745-0508

Brawley

650 N. Second Street
(619) 344-3624

Burbank

3800 Valhalla Drive
(818) 848-2620

Calexico

210 Sheridan Street
(619) 357-2747

Chico

2345 Fair Street
(916) 895-5945

Colton

423 East "B" Street
(714) 825-2435

Columbia

10800 Airport Road
(209) 532-4442

Compton

700 N. Alameda Street
(213) 262-7676
2320 N. Parmalee Avenue
(213) 636-8636

Concord

2925 Willow Pass Road
(415) 682-9391

Corona

1075 East 6th Street
(714) 737-1161

Culver City

10808 Culver Boulevard
(213) 558-1569

Delano

725 Lexington Street
(805) 725-9531

Dublin

Camp Parks 94568-5201
(415) 303-8258

El Cajon

451 N. Pierce Street
(619) 444-8324

El Centro

310 South 4th Street
(619) 344-3624

Escondido

304 E. Park Avenue
(619) 746-1351

Eureka

3517 "W" Street
(707) 445-6505

Fairfield

510 Parker Road
(707) 437-3811

Fresno

5140 E. Dakota Avenue
(209) 445-5003
911 South Chance Avenue
(209) 445-5783
5775 E. Shields Street
(209) 445-6134

Fresno AVCRAD

5168 E. Dakota Avenue
(209) 454-5352

Fullerton

400 S. Brookhurst Road
(714) 871-6004

Gardena

2100 West 154th Street
(213) 261-4785

Gilroy

8490 Wren Avenue
(408) 842-3830

Glendale

220 E. Colorado Street
(213) 620-5367

Hanford

902 North 11th Street
(209) 584-4630

Healdsburg

900 Powell Avenue
(707) 433-5981

Hemet

220 South Palm Avenue
(714) 658-5212

Hollister

2302 San Felipe Road
(408) 637-4657

Indio

43-143 North Jackson Street
(619) 347-3781

Inglewood

111 Grosvenor Street
(213) 412-6406

Lakeport

401 Martin Street
(707) 203-0909

Lathrop

Sharpe Army Depot
(209) 982-2080

Lodi

333 N. Washington Street
(209) 333-6957

Long Beach

2200 Redondo Avenue
(213) 498-2418
3700 E. Spring Street
(213) 498-3668
845 East 7th Street
(213) 590-5432

Los Angeles

1300 Federal Avenue
(213) 477-8591
111 Bridewell Street
(213) 257-2278

Lynwood

11398 Bullis Road
(213) 631-4681

Madera

701 E. Yosemite Avenue
(209) 674-7205

Manhattan Beach

3601 Bell Avenue
(213) 545-5201

Merced

1240 West 8th Street
(209) 726-6533

Modesto

630 Rouse Avenue
(209) 576-6424

Monrovia

843 East Olive Avenue
(818) 358-5157

Montebello

244 South Taylor Avenue
(213) 724-1727

Monterey

P.O. Box 545,
Monterey Peninsula College
(408) 649-2801

Mount Shasta

P.O. Box 8,
Everett Memorial Highway
(916) 926-2203

Napa

1360 Menlo Avenue
(707) 253-4921

National City

303 Palm Avenue
(619) 477-2181

Nevada City

13061 Nevada City Highway
(916) 265-9644

Oakdale

800 S. Yosemite
(209) 847-0996

Ontario

950 N. Cucamonga Avenue
(714) 983-3699

Orange

365 River Avenue
(714) 538-5051

Oroville

1125 Pomona Avenue
(916) 538-7000

Oxnard

351 South K Street
(805) 483-5212

Palmdale

38315 N. 30th Street E.
(805) 273-3459

Petaluma

580. Vallejo Street
(707) 762-2214

Pittsburg

99 Power Avenue
(415) 432-2757

Placerville

212 Armory Drive
(916) 626-3762

Pomona

600 S. Park Avenue
(714) 622-6118

Porterville

29 N. Piano Street
(209) 784-4684

Quincy

75 S. Redburg Ave.
(916) 283-3343

Red Bluff

2000 Park Avenue
(916) 527-1611

Redding

3025 South Street
(916) 225-2070

Redlands

617 Texas Street
(714) 793-5832

Redwood City

939 Valota Road
(415) 368-0215

Reedley

601 East 11th Street
(209) 638-2025

Richmond

624 Carlson Boulevard
(415) 237-2909

Riverside

2501 Fairmont Boulevard
(714) 684-5544

Roseville

850 All American City Blvd.
Placer County Fairgrounds
(916) 973-3460

Sacramento

2929 Fulton Avenue
(916) 973-3467

440 Arden Way
(916) 973-3458

3250 Meadowview Road
(916) 973-3461

1013 58th Street
(916) 973-3465

Mather Air Force Base
(916) 364-4115

Salinas

Howard & Lincoln Streets
(408) 443-3195

San Bernardino

266 East 3rd Street
(714) 383-4532

San Bruno

455 3rd Avenue
(415) 588-5056

San Diego

7401 Mesa College Drive
(619) 237-6780

San Francisco

End of Zoo Road
(415) 469-6280

San Jose

251 West Hedding Street
(408) 277-9903

240 North Second Street
(408) 277-9690

San Lorenzo

16501 Ashland Avenue
(415) 278-3506

San Mateo

400 North Humboldt Street
(415) 573-3818

San Pedro

Fort MacArthur
(213) 833-1361
891 West 13th Street
(213) 833-1350

San Rafael

155 Madison Avenue
(415) 499-7413

Santa Ana

612 East Warner Avenue
(714) 957-5227

Santa Barbara

700 East Canon Perdido
(805) 564-7725

Santa Cruz

301 Armory Road
(408) 458-4884

Santa Maria

937 Thornburg Street
(805) 925-1319

Santa Rosa

1500 Armory Drive
(707) 576-2406

Stockton

600 South Airport Way
(209) 982-4621

Sunnyvale

620 East Maude Avenue
(408) 736-1817

Susanville

205 Russell Avenue
Lassen County Fairgrounds
(916) 257-4628

Sylmar

12860 Arroyo Drive
(818) 361-8032

Torrance

2505 Cabrillo Avenue
(213) 328-5538

Tulare

649 East Cross Avenue
(209) 686-5151

Turlock

1040 Flower Street
(209) 634-4352

Vallejo

200 Bennett Street
(707) 644-5840

Van Nuys

17330 Victory Boulevard
(818) 344-6300

Ventura

1270 Arundell Avenue
(805) 654-4609

Visalia

1100 N. Akers Road
(209) 733-3062

Vista

150 Recreation Place
(619) 724-4211

Walnut Creek

1800 Carmel Road
(415) 934-6874

Watsonville

30 Aviation Way
(408) 724-3663

Willows

950 West Laurel Street
(916) 934-5854

Woodland

120 Beamer Street
(916) 662-6118

Yreka

Route 1, Box 100
1710 Fairlane Road
(916) 842-1391

Yuba City

310 "B" Street
(916) 673-5544

California Air National Guard Major Organizations, Bases and Stations



144th Fighter Interceptor Wing

5425 E. McKinley Avenue
Fresno, CA
(209) 252-4041

146th Tactical Airlift Wing

4146 Naval Air Road

**162nd Combat Communications
Group**

3900 Roseville Road
North Highlands, CA
(916) 927-2461



163rd Tactical Reconnaissance Group

March Air Force Base, CA
(714) 655-5163

129th Air Rescue Group

NAS Moffett Field, CA
(415) 966-4700

AIR GUARD STATIONS

North Highlands

3900 Roseville Road
(916) 927-2461

Costa Mesa

2651 Newport Boulevard
(714) 979-1343

Ontario

2500 Acacia Street
(714) 984-2705

Sepulveda

15990 W. Victory Boulevard
(213) 781-2643

Hayward (2)

1525 W. Winton Avenue
(415) 783-1661

San Diego

7288 Convoy Terrace
(619) 279-5300





California National Guard Objectives **A**





Leadership and Management

- Ensure that the readiness and the response of the California National Guard (CNG) is commensurate with the demands of community, state, and federal missions.
- Conduct an annual evaluation of all functional areas, and review the long-range plans.
- Ensure safety in all functional areas by detecting and eliminating unsafe and unhealthy conditions.
- Optimize the efficiency and effectiveness of the CNG through automation, modernization, and reorganization as needed.
- Ensure that the leadership development and selection process produces and selects the best qualified members of the CNG.
- Provide an effective leadership environment which encourages open communication and minimizes the potential for actual or perceived mismanagement.
- Ensure that CNG units reflect the racial and ethnic compositions of their communities.
- Establish and maintain a network consisting of Guard members, community representatives, and local state, and federal officials to support, within policy, the interests and programs of the CNG.
- Consolidate the headquarters of the CNG at one location not later than 1996.
- Obtain approval to sell or lease state-owned Military Department real property to generate funding for armory construction.

- Obtain state and federal funding to accomplish the goals and objectives of VISION 2020.

Force Structure

- Conduct a comprehensive analysis within the California Guard by 1990 to determine if force structure is sufficient to successfully perform federal, state, and community missions. Review and update annually.
- Compete to obtain the optimal force structure to support community, state, and federal missions within resource constraints by 1995 and thereafter.
- Retain the effectiveness of the force during structure transitions.
- Obtain an additional Air Guard airlift unit in the Sacramento area by 1993.
- Convert the 163rd Tactical Air Support Group back to a fighter mission, and obtain an additional fighter squadron for the Group by 1993.
- Expand the Army Guard presence at Camp Parks by 1995.
- Establish an Army Guard presence at Brown Field by 1990.
- Obtain a nondivisional Apache helicopter battalion in Southern California by 1992.
- Obtain the following force structure additions at the earliest opportunity for the Army Guard: a corps-level signal battalion, a personnel and administration battalion headquarters, a mobile surgical hospital, a chemical brigade headquarters, a nondivisional maintenance company, a ribbon bridge company, a medical evacuation battalion, a linguist battalion,

a divisional air defense battalion, and two medical detachments for the Troop Medical Clinic.

Manning

- Increase the force to 110 percent of its authorized strength by 2000.
- Ensure that 80 percent of nonprior service enlistments are from aptitude categories I through IIIA, as determined by the Armed Services Vocational Aptitude Battery Test.
- Fill all authorized full-time positions.
- Increase Army Guard full-time manning to 12 percent of the Total Force by 1995, and preserve 1988 full-time manning criteria for the Air Guard.
- Maintain state-funded positions to support Military Department programs in direct proportion to the goals of VISION 2020.

Training

- Achieve and consistently maintain the highest available defense readiness ratings by 1995.
- Establish tactical field training sites and training air space tailored to training needs of supported units within a reasonable distance of every armory and air base. Establish a master plan by 1990, develop state and federal legislative and executive agency support by 1992, and incrementally obtain and develop sites for full use by 2020.
- Expand Camp Roberts to provide an additional maneuver area and a buffer zone for conducting range firing with boundaries contiguous to Fort Hunter-Liggett. Establish strategy/proposal with

the National Guard Bureau and the Army Corps of Engineers by 1990; target procurement and development by 1994.

- Establish geographic high-technology training centers, in conjunction with the Army Master Plan, for individual training and personnel readiness processing within reasonable support distance of every Army Guard armory. Establish a master plan by 1991.
- Establish a permanent, state-of-the-art regional military academy, administrative, and training facility at Camp San Luis Obispo. Establish a master plan by 1990 and target final development by 1992.
- Review and analyze force structure annually to ensure mutual supportability for training.
- Establish and enforce training operations policies which will comply with environmental requirements and minimize irritations to the public. Implement by 1990 and review annually.

Mobilizing and Deploying

- Ensure an adequate civilian work force and facilities to operate Camp Roberts during mobilization.
- Establish full-time mobilization planning personnel at Army Guard senior command headquarters by 1993.
- Establish a program to regularly provide mobilization information to employers, families, and local agencies not later than 1992. Such information would explain the role of the National Guard, how it mobilizes, and the impact of mobilization on families, employers, and the local community.





- Influence federal legislation so that federal equipment and other nonstate resources will be available to the State Military Reserve during pre-and post-mobilization periods by the end of 1990.
- Prepare and implement state guidance by the end of 1990 regarding support by the State Military Reserve for purposes of securing, maintaining, and providing military-dependent services at armories after troops have moved to mobilization stations.
- Exercise mobilization and deployment plans to Army and Air Force standards.

Information Management

- Reduce paper report requirements in the CNG by 10 percent a year beginning in 1990. By 2000 completely eliminate the use of paper for communicating within the CNG; reduce to a minimum the use of paper used to communicate with outside agencies.
- Provide all functional areas of the full-time force the information-management capability necessary to accomplish their peacetime missions by 1995.
- Upgrade automation systems on a periodic basis to provide modern, efficient, and productive automation tools.
- Provide on-line information systems to all managers and commanders by 1995. By 2000 provide information-management voice or visual updates periodically, on command, or as triggered by some previously programmed event.
- Provide mobile computing capability with backup communication links for all forces responding to state emergencies by 1995.

- Establish a teleconferencing capability among National Guard armories and air bases within the state by 2000. By 2010 provide National Guard members with the capability to accomplish individual training from their residences through the use of interactive video, computer-based training, and teleconferencing.

Equipping

- Develop a plan for modernization of CNG equipment by the end of 1990, and update annually.
- Achieve and maintain 100 percent equipment compatibility with the Total Force by 2000.
- Attain the minimum level of equipment required for training to support the Guard's training strategy by 1992.
- Increase on-hand equipment and supplies to the level necessary to achieve the highest readiness ratings by 1995.

Maintaining

- Ensure that Air Guard and Army aviation units achieve a 100 percent pass rate and nonaviation units achieve at least a 90 percent pass rate on all maintenance-related inspections. Begin monitoring progress by 1991.
- Continue maintenance review and assistance programs to ensure command involvement, appropriate maintenance scheduling, and monitoring of accomplishments.
- Obtain and maintain equipment operational readiness rates based on Army Guard requirements by the end of 1990.



Guard's Economic Impact **B** on California



The State Military Department has the responsibility for varied and numerous statewide operations which have considerable economic impact on most of California's counties. The figures shown in Table 22 reflect general information from

an abbreviated management study of the economic impact of the California National Guard on the counties within which Guard units are located. The figures are an approximation as all funding sources were not surveyed.

Table 22
CALIFORNIA NATIONAL GUARD ECONOMIC IMPACT ON STATE
(For 12-month period ending June 30, 1990)



Facilities

- Provide attractive and functional facilities within a reasonable commuting distance of the recruiting base to house and train the force.
- Construct and maintain energy-efficient facilities that fully comply with environmental standards.
- Obtain a more flexible National Guard Bureau construction design criteria by 1990.
- Retain Camp San Luis Obispo, Camp Roberts, and the Los Alamitos Armed Forces Reserve Center for military operations and training of the CNG.
- Pursue the following construction schedule in accordance with functional reviews:

• By 1990

- Construct Channel Islands Air National Guard (ANG) Base.
- Construct Fairfield Armory.
- Construct Mather AFB Armory.
- Construct Camp Roberts Regional Training Site—Maintenance.
- Expand Stockton Combined Support Maintenance Shop.
- Construct the first phase of the new Concord Armory in exchange for the existing facility.
- Construct Fresno ANG Conversion Facility.

• By 1995

- Construct Mather AFB Air National Guard complex.

- Construct the first phase of the new Los Alamitos Armed Forces Reserve Center (AFRC) Armory in exchange for the Long Beach—Spring.
- Construct State Headquarters complex.
- Construct Rancho Cordova Armory and Organizational Maintenance Shop.
- Construct Los Alamitos Armory and Organizational Maintenance Shop.
- Construct Camp Parks Armory and Organizational Maintenance Shop.
- Construct Lakeport Armory.
- Construct Los Angeles-North Armory and Organizational Maintenance Shop.
- Construct Los Angeles-West Armory and Organizational Maintenance Shop.
- Construct Fresno-Shields Armory and Organizational Maintenance Shop.
- Construct Brown Field Armory and Army Aviation Support Facility.
- Construct March AFB engine shop complex.
- Construct Hayward ANG Station vehicle maintenance shop.
- Construct Sepulveda ANG Station vehicle maintenance and equipment support shop.
- Construct Sepulveda ANG Station base supply facility.
- Construct Mather AFB C-12 hangar.
- Construct Los Alamitos AFRC Class IX/DLOGS facilities.
- Construct Camp San Luis Obispo battalion cantonment area.





- Construct Camp San Luis Obispo assault course.
- Construct Camp Roberts aviation facilities.
- Construct training facilities as approved and funded.
- Expand Camp Roberts Mobilization and Training Equipment Site.
- Expand Los Alamitos AFRC Army Aviation Support Facility.
- **By 2000**
 - Construct 16 armories and supporting maintenance shops.
 - Construct training facilities as approved and funded.
 - Expand one armory.
- **By 2005**
 - Construct 6 armories and support maintenance shops.
 - Construct training facilities as approved and funded.
 - Expand 4 armories.
- **By 2010**
 - Construct 5 armories and supporting maintenance.
 - Construct training facilities as approved and funded.
 - Expand 14 armories.
- **By 2015**
 - Construct 5 armories and supporting maintenance shops.
- Construct training facilities as approved and funded.
- Expand 18 armories.
- **By 2020**
 - Construct 6 armories and supporting maintenance shops.
 - Construct training facilities as approved and funded.
 - Expand 19 armories.

Imaging the Guard

- Enhance the public image of the CNG by increasing the number of Community Relations Program projects by 15 percent annually.
- Enhance the self-image of CNG members through publication of positive and informative articles, increasing readership by 10 percent a year for the next five years.
- Enhance the public image of the CNG through daily proactive use of print and electronic media; increase positive lines by 15 percent annually.
- Enhance the public image of the CNG through positive interface with public and private influential groups; establish a regional program by March 1, 1990.

The Long-Range Planning Committee meets annually to review all objectives to determine if elimination or modification is necessary based on the current state and federal environments.



Adjutants General, California 1850-1990



Adjutants General, California 1850-1990



BG Theron R. PerLee, April 1850-October 1850
 BG E.W. McKinstry, April 1851-1852
 BG William C. Kibbe, May 1852-December 1863
 BG Robert Robinson, January 1864-May 1864
 BG George S. Evans, May 1864-November 1865
 BG Robert Robinson, December 1865-April 1866
 BG George S. Evans, April 1866-April 1868
 BG James M. Allen, May 1868-November 1870
 BG Thomas N. Cazneau, November 1870-December 1871
 BG L.H. Foote, December 1871-December 1875
 BG P.F. Walsh, December 1875-January 1880
 MG Samuel W. Backus, January 1880-June 1882
 MG John F. Sheehan, July 1882-January 1883
 MG George B. Cosby, January 1883-October 1887
 BG Richard H. Orton, November 1887-January 1891
 BG Charles C. Allen, January 1891-May 1895
 BG Andrew W. Barrett, May 1895-December 1898
 BG Robert L. Peeler, December 1898-June 1899
 BG W.H. Seamans, June 1899-January 1902
 BG George Stone, January 1902-February 1904
 BG Joseph B. Lauck, February 1904-January 1911
 BG Edwin A. Forbes, January 1911-June 1915
 LT. COL. Charles W. Thomas, Jr. (actg.), June 1915-August 1915
 BG Charles W. Thomas, Jr., August 1915-August 1916
 BG James J. Boree, December 1916-November 1923
 BG Richard E. Mittelstaedt, December 1923-January 1931
 BG Seth E. Howard, January 1931-June 1935
 LT. COL. Paul Arndt (actg.), June 1935-October 1935
 BG Harry H. Morehead, October 1935-January 1939
 BG Patrick J.H. Farrell, January 1939-June 1940
 BG Richard E. Mittelstaedt, June 1940-March 1941
 BG Joseph O. Donovan, March 1941-July 1942
 BG Junnius Pierce, July 1942-January 1943
 BG Ray W. Hays, January 1943-November 1944
 BG Victor R. Hansen, December 1944-April 1946
 BG Curtis D. O'Sullivan, April 1946-July 1951
 MG Earle M. Jones, July 1951-December 1960
 LTG Roderic L. Hill, January 1961-January 1967
 MG Glenn C. Ames, March 1967-June 1975
 MG Frank J. Schober, Jr., June 1975-January 1983
 MG Willard A. Shank, January 1983-February 1987
 MG Robert C. Thrasher, February 1987-Present

California National Guard Support to Civil Authority

CY 1987-1990



SACRAMENTO BEE PHOTO BY RICHARD SCHMIDT.

	Number of Missions	Number of Workdays
1987		
Wildfire	34	50,004
Floods/Storms	0	0
Volcano/Earthquakes	2	27
Law Enforcement	5	80
Search/Rescue	33	370
Prison Support	0	0
Temp. Emergency Shelter	14	284
Counternarcotics	0	0
Other	21	415
Totals	109	51,180

1988		
Wildfire	30	2,334
Floods/Storms	2	4
Volcano/Earthquakes	0	0
Law Enforcement	0	0
Search/Rescue	29	299
Prison Support	1	125
Temp. Emergency Shelter	42	3,985
Counternarcotics	4	435
Other	6	90
Totals	114	7,272

	Number of Missions	Number of Workdays
1989		
Wildfire	12	1,446
Floods/Storms	0	0
Volcano/Earthquakes	103	16,598
Law Enforcement	1	1
Search/Rescue	38	341
Prison Support	2	83
Temp. Emergency Shelter	68	4,988
Counternarcotics	8	18,105
Other	11	190
Totals	243	41,752

1990*		
Wildfire	2	56
Floods/Storms	6	169
Volcano/Earthquakes	4	113
Law Enforcement	1	24
Search/Rescue	13	111
Prison Support	1	39
Temp. Emergency Shelter	35	4,441
Counternarcotics	18	45,277
Other	4	11
Totals	84	50,241

Total Workdays Used for Emergencies During Quadrennium: 150,445

*Not a full calendar year





December 1990