

REPORT OF THE ADJUTANT GENERAL
STATE OF FLORIDA
1993

Feb. 95
GP

By:
Jessica
Smithers
Age
10

You
Guards
Are
A
bunch
of
life
savers

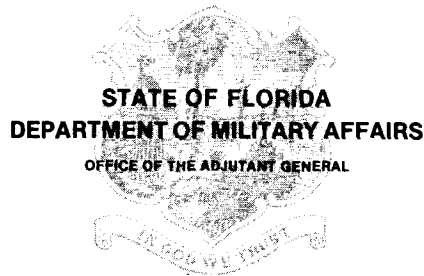
Hurricane Andrew (23 August 1992 - November 1992)

RONALD O. HARRISON

MAJOR GENERAL, LINE
THE ADJUTANT GENERAL

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15 November 1993

Honorable Lawton Chiles
Governor of Florida
The Capitol
Tallahassee, FL 32399-0001

Dear Governor Chiles:

Pursuant to the provisions of Chapter 250.10, Florida Statutes, it is my privilege to submit this report to you on the administration of the Department of Military Affairs for the fiscal year July 1, 1992 through June 30, 1993.

During this period, the Department of Military Affairs enjoyed continued success as the militia arm of the State of Florida and as a reserve of the United States. Support to several state emergencies including Hurricane Andrew has been significant and noteworthy. Plans to accomplish a directed downsizing have been completed. That process is underway and we expect a total loss of approximately 900 soldier positions this fiscal year.

You can be assured that the officers, soldiers and airmen of the Florida National Guard are a well led, well equipped and well trained military force always prepared to respond to any call from you as our Commander in Chief for Active State Duty or from the President of the United States, should the need arise.

Thank you for your continued support of the Department of Military Affairs and the Florida National Guard throughout this past fiscal year. We look forward to a continuation of that support in the future.

Respectfully yours,

Ronald O. Harrison
Major General, Line
Florida National Guard
The Adjutant General

Enclosure

FRONT COVER PHOTO:

While walking across a clogged South Florida roadway after Hurricane Andrew, Major General Ronald O. Harrison, the Adjutant General of Florida, came across a mother and her daughters, who were stuck in traffic. Their vehicle was crammed with food, water and clothing, emergency supplies just picked up from a National Guard aid center. After checking to see if they were okay, General Harrison continued on, only to be stopped by the girls' mother, who said she had something for him. "Here sir, my daughter wanted you to have this." It was the crayon note now affectionately known as the "Jessica letter," which came to symbolize the Florida National Guard's efforts during Hurricane Andrew, the nation's worst natural disaster.

IN MEMORIAM
FLORIDA NATIONAL GUARD
Members Whose Deaths Were Reported
1 July 1992 - 30 June 1993

OFFICERS

CW4	Julian Richbourg (Retired)	2	Jul	92
CW3	Dennis Pizza	3	Jul	92
COL	Julian Phaff (Retired)	2	Aug	92
COL	Richard H. Cobourn (Retired)	15	Dec	92
CW4	Charles B. Thomas (Retired)	23	Jan	93
COL	Raymond Ranson (Retired)	7	Mar	93

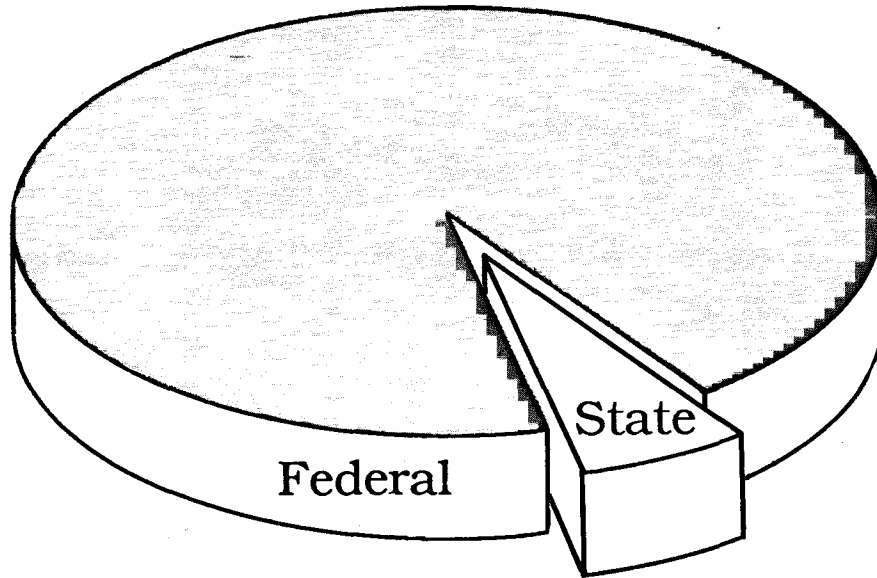
ENLISTED

PFC	John Edward Nolan III	16	Jul	92
SGT	Jimmie Daniel Floyd, Jr. (ING)	6	Aug	92
SSG	Willie Edward Garner (Retired)	8	Aug	92
SSG	David Robert Barrett	7	Sep	92
PV1	John Preston Young	11	Sep	92
PFC	James Joseph Smith, Jr.	16	Sep	92
SPC	Aaron Douglas Yates	30	Sep	92
SSG	Charles Edward Wilkison (Retired)	23	Nov	92
SSG	Hubert Kenneth Harrell	21	Jan	93
CSM	George Edward Ferrell, Jr. (Retired)	1	Feb	93
SSG	Ernest Durant Carlton (Retired)	7	Feb	93
SGT	Joseph Wheeler Patten, Sr.	21	Feb	93
SSG	Paul Herman Wilkison (Retired)	25	Feb	93
MSG	John Twiford Flaten (Retired)	12	Mar	93
SFC	Samuel Bronson Wetherington	3	Apr	93
SPC	Delno Lee Sparks	10	Apr	93
SPC	Ary Len Cliett	17	Apr	93
SGT	Charles Edward Dunnell, Sr.	1	May	93

TABLE OF CONTENTS

SUBJECT	PAGE
Federal and State Contributions	1
Economic Impact Report	2
THE ADJUTANT GENERAL	6
DEPARTMENT OF MILITARY AFFAIRS	
Major General Ronald O. Harrison	
Introduction	7
United States Property and Fiscal Office	7
State Quartermaster	9
Directorate of Logistics	10
Directorate of Information Management	11
Support Personnel Management Office	14
Public Affairs	17
Inspector General	20
Judge Advocate	21
THE ARMY NATIONAL GUARD	22
Brigadier General Richard G. Capps	
Military Personnel Management Office	23
Plans, Operations, Training and Military Support	33
Army Aviation	41
Surface Maintenance	42
Safety	42
Facility Management Office	43
Facilities	44
Major Commands	46
THE AIR NATIONAL GUARD	59
Brigadier General Wallace M. Green, Jr.	
State Headquarters	60
Personnel	63
Commands	64
Advisers	81
National Guard Officers Association	82
Appendices	83

Big Business in the Community...



FEDERAL FUNDS
78%
\$159,929,342

ACTUAL STATE FUNDS
7%
\$11,992,714

ADDITIONAL STATE FUNDS (HURRICANE ANDREW)
15%
\$34,000,000

The Army and Air National Guard is Florida's Best Investment.

FEDERAL FUNDS ISSUED
\$159,929,342
STATE FUNDS APPROPRIATED
\$45,992,714
◆◆◆◆
TOTAL
\$205,922,056

Assuming a multiplier effect of 3% (Number of times funds will cycle through our economy) the total economic impact of the federal and state investment of \$205,922,056 will total \$617,766,168. This computes to \$3.48 in federal dollars for every state dollar spent on the Florida Guard.

The Florida National Guard is the state's best investment when you consider that Florida appropriated just under \$46 million for the Department of Military Affairs, however, the DMA generated over \$159 million in federal spending for operations, maintenance and payroll. Funding for military construction of facilities exceeded \$1.9 million during the fiscal year.

The benefit of state and federal funds is multiplied into the local economy three times after you consider the number of times the money will be converted for goods and services. The benefit continues as the state government collects sales taxes from these transactions.

Economic Impact Report

Florida Army and Air National Guard 1994

CITY	UNITS	COUNTY	NO. OF GUARDSMEN	STATE EMPLOYEES	FEDERAL EMPLOYEES	FEDERAL EXPENDITURES	STATE EXPENDITURES	ECONOMIC IMPACT	FACILITY VALUE
APALACHICOLA	DET. 1, 708TH MAINT. CO	Franklin	74		1	\$448,203	\$11,500	\$459,703	\$282,763
ARCADIA	BTRY A, 3RD BN 116TH FA	De Soto	85		4	750,054	10,500	760,554	731,197
AVON PARK	BTRY B 3RD BN 116TH FA	Highlands	85		4	887,259	18,400	905,659	1,823,346
	364TH ORD. DET.		27		1				
	UTES				19				
BARTOW	BTRY. A, 2ND BN 116TH FA	Polk	66		3	539,673	20,000	559,673	994,171
BELLE GLADE	DET. 1, CO. B, 1ST BN 124TH IN	Palm Beach	35		1	274,410	30,000	304,410	621,350
BONIFAY	CO. D, 3RD BN 124TH IN	Holmes	83		2	704,319	20,500	724,819	429,578
	OMS #6				7				
BRADENTON	BTRY. A, 3RD BN 265TH ADA	Manatee	101		4	1,079,346	13,000	1,092,346	753,479
BROOKSVILLE	CO. B, 3RD BN 20TH SFG	Hernando	83		3	640,290	227,138	867,428	170,772
CHIPLEY	CO. C, 3RD BN 124TH IN	Washington	136		3	978,729	18,060	996,789	838,500
	CSMS #2				5				
CLEARWATER	CO. A, 53RD SPT. BN	Pinellas	142		5	1,280,580	49,500	1,330,080	989,438
COCOA/PATRICK AFB	705TH MP CO./114TH COMM. SQ. (AIR)	Brevard	118/70		5	1,088,493	17,500	1,105,993	648,909
CRESTVIEW	379TH SIGNAL CO.	Okaloosa	76		3	686,025	18,000	704,025	1,917,905
CRYSTAL RIVER	631ST MAINT. CO.	Citrus	240		11	1,747,077	25,000	1,772,077	1,722,803
	OMS #17				5				
DADE CITY	BTRY. B, 2ND BN 116TH FA	Pasco	66		3	557,967	26,500	584,467	550,852
DAYTONA BEACH	HNB, 1ST BN 265TH ADA	Volusia	123		11	1,856,841	31,700	1,888,541	5,103,616
	AUG. TDA, 1ST BN 265TH ADA		9		0				
	BTRY. C, 1ST BN 265TH ADA		101		2				
DEFUNIAK SPRINGS	CO. B, 3RD BN 124TH	Walton	136		4	1,170,816	13,500	1,184,316	1,370,432
DELAND	BTRY B, 1ST BN 265TH ADA	Volusia	101		3	795,789	26,500	822,289	1,749,903
EUSTIS	CO. D, 2ND BN 124TH IN	Lake	83		2	695,172	17,000	712,172	668,370
FORT LAUDERDALE	CO. C, 3RD BN 20TH SFG	Broward	83		4	3,265,479	54,624	3,320,103	2,224,709
	743RD MAINT CO.		242		8				
FORT MYERS	BTRY. B, 3RD BN 265TH ADA	Lee	101		3	1,125,081	19,234	1,144,315	611,800
FORT PIERCE	BTRY. C, 2ND BN 265TH ADA	St. Lucie	115		15	530,526	19,900	550,426	829,433
HAINES CITY	DET. 1, HHSB, 2ND BN 116TH FA	Polk	131		3	942,141	19,000	961,141	1,092,422
	CSMS #3				8				
	OMS #4				10				
HOLLYWOOD	CO. A, 1ST BN 124TH IN	Broward	136		2	1,134,228	19,506	1,153,734	966,000
HOMESTEAD	CO. C, 1ST BN 124TH IN	Dade	136		2	1,554,990	18,750	1,573,740	989,454
	CO. A, 260TH MI BN		75		3				
	*DET. 1, 125TH FG (AIR)				18	1,695,450		1,695,450	

JACKSONVILLE	HHC, 146TH SIGNAL BN	Duval	136		13	35,962,618	57,500	36,020,118	1,856,205
	CO. A, 146TH SIGNAL BN		146		4				
	CO. C, 146TH SIGNAL BN		146		2				
	CO. D, 146TH SIGNAL BN		146		3				
	HHC, 419TH AVN. GRP.		69		11				857,500
	HQS, 1ST BN 111TH AVN.		123		19				1,899,059
	CO. A, 1ST BN 111TH AVN.		33		2				
	CO. B, 1ST BN 111TH AVN		33		2				
	CO. C, 1ST BN 111TH AVN		33		2		115,314	115,314	
	CO. D, 1ST BN 111TH AVN		79		1				
	11TH ATC PLT.		38		2				
	HHD, 202ND MED. GRP.		49		12				1,691,864
	927TH MED. CO.		126		3		10,000	10,000	
	HSLD		15		0				
	199TH MED. CO.		105		4				
	DET. 1, TROOP CMD, STARC (-)		76		12				214,200
	AASF #1			2	89				2,812,555
	OMS #3				8				
	OMS #12				8				
	HQS, 125TH FG (AIR)		1,071	28	349	26,760,183		26,760,183	16,400,000
LAKELAND	DET. 1, HHC, 1ST BN 132ND AVN	Polk	41		2	1,948,311	65,000	2,013,311	1,243,798
	CO. C, 1ST BN 132ND AVN		56		3				
	AASF #2				21				
	HHSB(-), 2ND BN 116TH FA		109		11				
	AUG. TDA, HHSB, 2ND BN 116TH FA		13		0				
LAKE CITY	153RD ENG. CO.	Columbia	196		4	1,500,108	16,500	1,516,608	2,261,750
	OMS #8				7				
LAKE WALES	325TH MAINT. CO.	Polk	246		5	1,856,841	24,045	1,880,886	1,424,704
LEESBURG	CO. A, 2ND BN 124TH IN	Lake	136		3	1,198,257	24,000	1,222,257	758,568
LIVE OAK	269TH ENG. CO.	Suwanee	167		6	1,509,255	31,052	1,540,307	1,548,808
	269TH ENG. DET.		9		0				
MARIANNA	144TH TRANS. CO.	Jackson	159		5	1,445,226	24,500	1,469,726	1,779,677
MELBOURNE	1265TH ORD. CO.	Brevard	180		36	1,335,462	7,810	1,343,272	752,250
MIAMI	HHC, 50TH SPT. GRP.	Dade	135		12	4,911,939	169,963	5,081,902	3,080,289
	494TH MED. DET.		10		0				
	HHC, 260TH MI BN		61		9				
	CO. B, 260TH MI BN		75		2				
	HHC, 1ST BN 124TH IN		197		11				
	AUG. TDA, HHC, 1ST BN 124TH IN		13		0				
	CO. D, 1ST BN 124TH IN		83		2				
	OMS #1				17				
MONTICELLO	160TH TRANS. CO.	Jefferson	96		3	804,936	7,618	812,554	
NORTH MIAMI	13TH ARMY BAND	Dade	41		2	1,125,081	63,500	1,188,581	3,952,197
	HHD, 50TH SUP. & SVC. BN		63		11				

CITY	UNITS	COUNTY	NO. OF GUARDSMEN	STATE EMPLOYEES	FEDERAL EMPLOYEES	FEDERAL EXPENDITURES	STATE EXPENDITURES	ECONOMIC IMPACT	FACILITY VALUE
OCALA	TROOP E, 153RD CAV.	Marion	84		3	1,536,696	34,000	1,570,696	879,075
	CO. A, 3RD BN 20TH SFG		83		4				
ORLANDO	HHB, 164TH ADA BDE.	Orange	119		16	4,344,825	73,450	4,418,275	800,000
	HHC, 2ND BN 124TH IN		197		13				1,790,503
	AUG. TDA, HHC, 2ND BN 124TH IN		13		0				
	CO. C, 2ND BN 124TH IN		136		3				
PALATKA	BTRY. A, 1ST BN 265TH ADA	Putnam	101		4	832,377	30,600	862,977	1,972,912
PALMETTO	BTRY. C, 3RD BN 265TH ADA	Manatee	101		4	832,377	25,350	857,727	671,660
PANAMA CITY	HHC, 3RD BN 124TH IN	Bay	197		14	1,994,046	27,000	2,021,046	1,528,326
	AUG. TDA, HHC, 3RD BN 124TH IN		13		0				
PENSACOLA	HHD, 417TH SIGNAL BN	Escambia	45		13	2,039,781	41,200	2,080,981	1,304,250
	CO. B, 146TH SIGNAL BN		146		4				847,002
	OMS #10				6				
PERRY	653RD SIGNAL CO.	Taylor	118		2	978,729	27,400	1,006,129	1,303,929
PLANT CITY	HHB, 3RD BN 116TH FA	Hillsborough	117		9	1,646,460	28,000	1,674,460	954,700
	SVC. BTRY, 3RD BN 116TH FA		61		4				
	OMS #7				7				
QUINCY	708TH MAINT. CO.	Gadsden	182		4	1,838,547	44,550	1,883,097	1,956,984
SANFORD	CO. B, 2ND BN 124TH IN	Seminole	136		3	1,152,522	36,650	1,189,172	665,000
SARASOTA	HHB, 3RD BN 265TH ADA	Sarasota	123		11	1,408,638	16,000	1,424,638	1,635,211
	AUG. TDA, 3RD BN 265TH ADA		9		0				
	OMS #14				6				
ST. AUGUSTINE	STARC (-) FLARNG	St. Johns	351	101	187	5,908,962	5,455,900	11,364,862	13,671,353
	107TH PA DET.		13		0				
	120TH PERS. SVC. CO.		57		2				
	156TH MED. CO.		109		2				1,470,530
	HHD, 153RD FIN. SPT. BN		27		3				
	1153RD FIN. DET.		19		0				
	2153RD FIN. DET.		19		0				
	3153RD FIN. DET.		19		0				
	DET. 2, STARC (SEL. SVC.)		5		0				
	316TH TRAN. DET.		7		0				
	OMS #11				4				
	HQS, FLANG		29	2	10	687,332		687,332	
ST. PETERSBURG	HHC, 53RD SPT. BN	Pinellas	99		12	1,884,282	48,900	1,933,182	1,838,070
	AUG. TDA, HHC, 53RD SPT. BN		4		0				
	CO. C, 53RD SPT. BN.		110		4				
	OMS #13				4				
STARKE	HQ, CBTS	Bradford	222	91	44	7,253,571	4,150,400	11,403,971	30,194,415
	RTSM		13		12				
	FNGMA				5				
	710TH SVC. CO.		193		6		25,000	25,000	

	853RD QM SUP. CO.		143		5				
	253RD MED. DET.		21		2				
	653RD ENG. DET.		56		4				
	HHD, 927TH SPT. BN.		20		5				
	464TH ORD. DET.		27		1				
	221ST ORD. DET.		9		2				
	HHD, 3RD BN 20TH SFG		34		8				
	AUG. TDA, HHD, 3RD BN 20TH SFG		18		0				
	CO. D, 3RD BN SFG		100		5				
	202ND CIVIL ENG. SQ. (AIR)		221	1	28	2,740,805		2,740,805	
	159TH WEATHER FLT. (AIR)		18		4	273,287		273,287	
	USPFO WAREHOUSE				16				
	DIR. OF MAINT.				111				
	OMS #16				7				
TALLAHASSEE	HHC, 53RD SIGNAL BDE	Leon	93		13	2,131,251	313,600	2,444,851	1,601,676
	CO. A, 3RD BN 124TH IN		136		3				
	1035 MED. DET.		21		1				
	OMS #9				6				
TAMPA	HHC, 53RD IN BDE.	Hillsborough	309		20	5,442,465	153,500	5,595,965	6,476,302
	HHC(-), 53RD IN BDE.		3		0				
	AUG. TDA, HHC, 53RD SPT. BN.		2		0				
	DET. 1, HHC, 53RD SPT. BN.		72		1				
	CO. B, 53RD SPT. BN.		193		4				
	53RD SIGNAL DET.		52		2				
	BMMC				13				
	OMS #2				6				
	290TH JOINT COMM. SPT. SQ. (AIR)		227	2	32	806,164		806,164	2,616,850
TAVARES	OMS #5	Lake			7				564,487
TEMPLE TERRACE	131ST MASH	Hillsborough	230		8	2,039,781	13,000	2,052,781	
	2207TH MED. DET.		7		0				
TITUSVILLE	HNB, 2ND BN 265TH ADA	Brevard	169		28	2,058,075	7,500	2,065,575	735,360
	BTRY. A, 2ND BN 265TH ADA		115		15				
	OMS #18				13				
WAUCHULA	BTRY. C, 3RD BN 116TH FA	Hardee	85		3	841,524	31,100	872,624	335,240
WEST PALM BEACH	CO. B(-), 1ST BN 124TH IN	Palm Beach	101		2	1,939,164	30,000	1,969,164	3,697,155
	BTRY. B, 2ND BN 265TH ADA		115		16				
	OMS #15				5				
	CSMS #1				6				
WINTER HAVEN	BTRY. C, 2ND BN 116TH FA	Polk	66		3	530,526	17,500	548,026	1,048,041
TOTALS			13,509	227	1,736	\$159,929,342	\$11,992,714	\$148,172,581	\$171,922,056

NOTES: * Homestead AFB was destroyed by Hurricane Andrew. Detachment One of the 125th Fighter Group is temporarily located at Boca Chica Naval Air Station in Key West.

Figures included in this year's Economic Impact Report span both Federal (1 Oct 92 - 30 Sep 93) and State (1 Jul 92 - 30 Jun 93) fiscal years. Figures have been rounded to even numbers. Dollar amounts shown for federal expenditures include maintenance, repairs, utilities, local purchasing costs and payrolls for both Army and Air National Guard units. State figures reflect expenses only by location of Army and Air units.

**THE ADJUTANT GENERAL
DEPARTMENT OF MILITARY AFFAIRS
MAJOR GENERAL RONALD O. HARRISON**



The Adjutant General of Florida, Major General Ronald O. Harrison, discusses National Guard issues with Governor Lawton Chiles during the annual legislative reception in Tallahassee.

Introduction

The State of Florida Department of Military Affairs is a State Agency, created by Chapter 250, Florida Statutes and composed of the military force provided for in the laws of the State of Florida. The Florida National Guard is provided for by Section 2, Article X of the Constitution and Chapter 250.08 of the Florida Statutes. The National Guard of the United States is provided for by Title 32, United States Code.

The Governor is Commander in Chief of the Florida National Guard. The Adjutant General is Chief of the Department of Military Affairs and Commanding General of the Florida Army and Air National Guard. There is an Assistant Adjutant General for Army, an Assistant Adjutant General for Air, and a directorate staff organization in the Headquarters (Appendix I, Organization Chart).

Mission

As provided for under the provisions of the National Defense Act, units of the Florida National Guard, both Army and Air, have a dual mission.

1. A state mission, to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order and the public safety, as directed by competent State Authority; and,
2. A federal mission, as Reserve Components of the Army and Air Force of the United States, to provide trained and qualified individuals available for federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

The State Adjutant General and his headquarters have an additional federal mission to direct and coordinate the preattack planning and postattack

operations of all military forces (Army, Navy, Air Force) made available within the state, to support civil authorities engaged in providing for survival of people and continuity of government in a nuclear environment.

Summary

During the past fiscal year, a total of 11 Army National Guard units were reorganized. One unit was organized.

A detailed discussion of these actions may be found in the paragraph titled Organization Changes.

Florida Army National Guard units/individuals participated in exercises in five foreign countries during fiscal year (FY) 1993. This training is particularly beneficial as it places units and personnel in the actual areas they will occupy upon mobilization, working with their wartime gaining commands.

During FY 93, the Florida Army National Guard's authorized strength was 12,577. As of 30 June 1993, Florida's assigned strength of 11,073 personnel reflects a fill of 88.09% of the authorized strength. In the Florida Air National Guard the authorized strength is 1,609 and 1,590 assigned for a 98.8% fill of the authorized strength.

UNITED STATES PROPERTY AND FISCAL OFFICE

Federal Funds and Equipment

The United States Property and Fiscal Office for Florida is principally responsible for accountability of federal funds and property, and for service support to both the Army and Air National Guard. As a representative of the Chief, National Guard Bureau, the United States Property and Fiscal

Office provides financial and logistical resources for maintaining federal property provided to the state. This includes comptroller matters, purchasing and contracting, transportation, requisitioning of supplies and equipment, and conducting audits. He is also responsible for the data processing operation at the United States Property and Fiscal Office level. He is assisted by a technician work force to accomplish these tasks. In the event of mobilization, the United States Property and Fiscal Office will assist units being activated for federal duty.

The Florida Army National Guard continues to be better equipped through receipt of equipment from Army procurement and congressionally mandated appropriations.

There were 1,300 full-time federal employees paid from federal funds during the period 1 July 1992 to 30 June 1993. Federal funds, during the period 1 July 1992 to 30 June 1993, expended in direct support of the Florida Army National Guard, totalled \$121,050,142. At the close of 30 June 1993, the value of Army equipment on hand in the state totalled approximately \$813,357,659.

Inter-Service Agreement

All Active and Reserve Forces, which include the National Guard, currently operate under a policy whereby one service may support another on a reimbursable basis. This policy reduces duplication of effort, gives a faster response to requirements and effects an overall savings to the federal government and ultimately to the taxpayer. The Florida National Guard receives supplies and services from the active installations throughout the State of Florida, and we are thereby able to support our troops in a better manner at a cost savings to the government. Conversely, the Florida National Guard supports the active and other reserve forces by furnishing supplies and services on a reimbursable basis.

Federal Data Processing

The Data Processing Center Activity of the United States Property and Fiscal Office for Florida is the servicing facility for all federal Automated Data Programs required by the Florida Army National Guard. These programs consist of Military Pay, Civilian Technician Payrolls, Financial Accounting for Federal Activities, and all Federal Logistical Information. This center also processes on-line updating, maintains data and prepares reports for Maintenance Directorate; Military Personnel Directorate; Plans, Operation, Training and Military Support Directorate; State Aviation; and Support Personnel Management Office.

The Burroughs 1955 Computer has telecommunication capabilities to Camp Blanding. To ensure a responsive system for all the users, a 24-hour operation is in effect. The system is disk oriented and enables this center to service activities of the Florida National Guard with programs that are responsive to their needs and to provide timely and concise information for improved control and utilization of federal funds and equipment.

The two UNISYS 5000 Computer Systems are designed to replace the existing Burroughs computer system. The UNISYS 5000 computer system provides the state more computing power with four times more disk storage than the Burroughs system. Logistics, Technician Pay, and the Unit Readiness are migrating from the Burroughs system onto the UNISYS 5000 systems. The Automated Funds Control/Orders System, the Standard Installation/ Division Personnel System, the Standard Army Maintenance Reporting System, the Joint Services Software, and the State Accounting, Budgeting Expenditure Reservation System are current applications on the UNISYS 5000. The UNISYS 5000 is the connectivity into the Defense Data Network and is the gateway into the National Guard Network Electronic Mail system. Electronic Mail is now servicing all Directorates, Special Staff, Florida National Guard major com-

mands and many subordinate units. Electronic Mail is planned down to company and separate detachment level.

STATE QUARTERMASTER

STATE FUNDS

Appropriated Funds

Disbursements of General Revenue Funds are based on appropriations made by the Florida State Legislature and are reflected in Appendix V.

Armory Board Trust Fund

This fund is a revolving fund from which expenditures related to Intrusion Detection Systems and Air National Guard Base Security costs are supported. These dollars are reimbursed with federal funds by the Army and Air Service Agreements.

Camp Blanding Management Trust Fund

This fund consists of revenues realized at Camp Blanding, principally from the sale of timber products and royalties received from the mining operation and, by law, is expended exclusively for the operation and maintenance of Camp Blanding.

Training Site Agreement

These funds provide for operation and maintenance expenses of a majority of facilities located on the Camp Blanding Training Site. These funds are supported totally by the federal government.

Community Funds

Florida Statute 250.40(6) provides that counties and municipalities may provide financial or material support to the National Guard. Appendix IX details that support received during FY 92-93.

Service Cooperative Agreements

The federal government and Armory Board have cost-sharing contracts for the maintenance and operation for the Florida National Guard. The Army Service Operation and Maintenance Agreement, which supports the St. Francis Barracks Annex, portions of Camp Blanding, the Army Aviation Maintenance Shop and 18 Organizational Maintenance Shops, Satellite Combined Support Maintenance Shops, Brigade Material Management Centers, and Division Logistic Systems provides for a federal share of 75% and a state share of 25%. The Multi-Jurisdictional Counterdrug Training Program Agreement between the Department of Military Affairs and St. Petersburg Community College is 100% federally funded. This agreement provides training for law enforcement agencies throughout the State of Florida. The 125th Fighter Interceptor Group Air Operation and Maintenance Agreement, which supports the Air National Guard Base at Jacksonville, provides for a federal share of 80% and a state share of 20%. The 125th Fighter Interceptor Group Air National Guard Security Agreement, annual training and weekend training activities for both the Florida Air and Army National Guard are 100% federally funded. The 202nd Civil Engineer Squadron Air Operation and Maintenance Agreement provides for a federal share of 75% and a state share of 25% which supports the operation and maintenance of the Air National Guard facilities located at Camp Blanding. The Air National Guard Agreement with MacDill Air Force Base and Patrick Air Force Base (two separate agreements) provides for a federal share of 75% and a state share of 25% of operations and maintenance expense.

A recapitulation of budgeted state funds for the previous, current, and next fiscal year is displayed in Appendix VII.

State Information Resource

In addition to SAMAS, COPEs, SPURS and LAS/PBS, which are computer links with state agencies in Tallahassee, the Department of Military Affairs also operates an IBM System 36 minicomputer in a local area network configuration for word processing and data based management, primarily for military personnel data. Automation in the department has been limited due to appropriation shortfalls over the past two years in the budget category for Data Processing. However, coordinated efforts in the application of available funds in Operating Capital Outlay have enabled the department's Information Resource Manager to distribute automation resources to the work areas most needing that capability.

DIRECTORATE OF LOGISTICS

Command Logistics

The Directorate of Logistics is a command logistics directorate focused on enhancing logistical

readiness of Florida Army National Guard units. The Directorate of Logistics is currently comprised of three full-time divisions, Supply & Services Division, Maintenance Division, and Transportation Division. The missions assigned are Reports of Survey, Command Supply Discipline Program, Energy Conservation, Food Service, Maintenance Support, and Military Movements.

Supply and Services Division

The Directorate of Logistics-Supply & Services Division continues to provide logistical training support to all major commands. Training objectives continue to be focused on maintaining an efficient and accountable supply system supported by the Command Supply Discipline Program. Directorate of Logistics-Supply & Services personnel provided on-site assistance to all Florida Army National Guard units deployed in support of OPERATION HURRICANE ANDREW.

Food Service Management Assistance Teams and the State Menu Board continue to enhance Food



Movement control of vehicles and equipment is an integral part of the Logistics mission.

Service Management within the Florida Army National Guard.

Directorate of Logistics-Supply & Services personnel continue to monitor Report of Survey procedures of all Florida Army National Guard units. Assistance was provided to major commands and subordinate level unit personnel in the proper preparation and to ensure timely submission of reports in an effort to continue reduction of dollar losses of equipment.

Transportation Division

The Transportation Division is supervised by a Defense Movement Coordinator. The Defense Movement Coordinator serves as the principal advisor to the Director of Logistics for military transportation matters and for planning and execution of unit movements. The Defense Movement Coordinator is responsible for the training of unit movement personnel and the control of all military movements transiting within the State of Florida.

During the past year the Transportation Division actively participated in the relief effort of South Florida devastated by Hurricane Andrew. The Defense Movement Coordinator coordinated the deployment and redeployment of 5,000 vehicles transiting the State of Florida. Movement support was provided to Florida Army National Guard units and Department of Defense agencies deploying to and from South Florida. Movement support consisted of: convoy routing, issuance of oversize/overweight permits, assistance to units requiring fuel and maintenance support, procurement of airlift support, coordinating shipments of humanitarian items to South Florida, coordinated requests for emergency transportation, determined commercial transportation requirements for shipment of organic equipment, and obtained law enforcement support for convoy traffic control. The State Movement Control Center was activated on 23 August 1992. The State Movement Control Center operated 24 hours daily and was manned by personnel assigned to the Defense

Movement Coordinator and 316th Movement Control Detachment. The State Movement Control Center was a focal point for inquiries concerning movement operations during the relief effort. The State Movement Control Center supported the Joint Movement Control Center established by the Active Component in Miami.

Humanitarian aid items, consisting of food and clothing, continue to be shipped from various locations in Florida to the Commonwealth of Independent States (formerly USSR). Transportation Division personnel certified the containerization as suitable for transporting prior to loading and shipment on military aircraft.

The Transportation Division, supported by personnel assigned to the 316th Movement Control Detachment, was actively involved in numerous movement operations in support of Florida Army National Guard troops and shipment of equipment. Deployments included airlift operations to numerous sites throughout the United States and several overseas training locations. Shipment of equipment by air, rail, and highway was planned and supervised by Transportation Division personnel.

Maintenance Division

During the past year maintenance personnel were assigned and are currently actively involved in the initialization phase of establishing a positive Directorate of Logistics maintenance influence within the Florida Army National Guard.

DIRECTORATE OF INFORMATION MANAGEMENT

The Director of Information Management is responsible for policy and management of all federal information resources in support of the Florida Army National Guard. The Director of Information Management is the Program Manager for the Automation, Telecommunication, Visual

Information, Printing/Duplicating, Records Management, Copier Management, and Mail Mission Budgets.

Due to reorganization, the disciplines of Records Management and Printing/Publications were added to the existing disciplines of Automation, Telecommunications, and Visual Information.

The Director of Information Management operates an automation information processing facility to support all levels of the Florida Army National Guard. The Director of Information Management develops, implements, and administers policies, standards, and procedures relating to automation system security, system administration, information processing, data base management, software development, automation training, hardware utilization, and repair/maintenance support.

A wide range of telecommunication services is provided by the Director of Information Management, from installing a single line phone to installing complete telephone systems to Florida Army National Guard units. The Director of Information Management is responsible for providing state of the art telecommunication services and equipment in the most cost efficient manner while ensuring compliance with regulatory policies.

Functional elements of Visual Information activities are placed under the control of the Director of Information Management to plan, program, coordinate, and direct operations in support of common user Visual Information. The Director of Information Management maintains close liaison with supported staff and operational personnel to ensure timely, effective support, and efficient service.

The reorganization of the Administrative Services Division to the Director of Information Management added the following functions/responsibilities:

1. Publications Management

2. Records Management
3. Mail Management/Distribution
4. Freedom of Information Act
5. Privacy Act
6. Printing/Duplicating Management
7. Forms Management
8. Military Correspondence
9. Micrographics
10. Copier Program
11. Administrative Services Training

Significant Activities

Automation. The past year has seen some major accomplishments for the Director of Information Management Office.

The Director of Information Management was successful in fielding several new desktop computers with printers, mouse and DOS 5.0. Software for these systems included Enable 4.0, Nortons Utilities (for Personal Computer maintenance), Formtool (an automated forms program), Phase I Mobilization Program and Electronic Mail. Additionally, laptop computers were purchased and issued to major commands and selected directorates. We upgraded a large number of personal computers and various software packages at the major command/battalion/company level to increase compatibility and provided anti virus software for all users.

Training. The Director of Information Management's goal is customer support. Over the past year the Director of Information Management training section has been administering an aggressive and comprehensive training program ranging from basic instruction to various software applications.

Courses are conducted at the new armory on State Road 207 in St. Augustine. The computer classroom consists of 16 up-to-date computers. Training aids include four overhead mounted video display monitors which allows the instructor to display what he has on his computer to the class. We are also able to tie in a VCR which

allows us to display and watch training tapes on the monitors.

Our base courses include Introduction to Computers and DOS 5.0, Enable, which is the integrated software program of choice for the National Guard Bureau and is taught in three segments; Word Processing, Spreadsheet, and Database. We also offer Harvard Graphics, a graphic display program which teaches students how to create graphic presentations that may be used in briefings and training.

Telecommunications. The Director of Information Management office continues to work on upgrading/enhancing telecommunication systems and service for the Florida Army National Guard.

The State Headquarters converted to the Electronic Switching Station Exchange September 1992. This service allows the multiple locations in St. Augustine to appear as one system. Extensions exist from St. Augustine to Troop Command, 419th Group and Craig Field (Jacksonville), 53rd Signal Brigade (Tallahassee), Army Aviation Support Facility #2 (Lakeland), and Camp Blanding.

Long Distance Services

SUNCOM. A dedicated State of Florida Telephone network provided by the Division of Communications for governmental agencies which provides a state and nationwide long distance service at considerable cost savings over other commercial long distance carriers. SUNCOM service is provided to all Florida Army National Guard units where service is available.

Defense Switch Network. A military worldwide voice grade communications service to other Department of Defense installations. Previously referred to as AUTOVON. Defense Switch Network is available at the State Headquarters, Camp Blanding Training Site, and other major installations in the state. Defense Switch

Network is not available at most of the armories.

Secure Telephone Unit III. A top secret secure military worldwide telephone system providing the capability of transmitting by voice, classified material over standard commercial telephone lines. Secure capabilities exist at the State Headquarters, all major commands, Camp Blanding Training Site, and other installations as required. Secure Telephone Unit IIIs are a coordinated effort with Plans, Operations, Training and Military Support Directorate.

Data Communications

Dedicated Digital Data Communication Circuits. The Florida National Guard has several "Data" circuits for connecting Personal Computers and Mainframe Terminals to the Sperry 5000 Unix system located at the United States Property and Fiscal Office for Florida in St. Augustine. Data circuits exist from Camp Blanding, the 207 Armory, Craig Field, and St. Francis Barracks. These connections allow users direct connections and access to the Sperry 5000 at minimal cost.

Dialup Digital Data Services. The Sperry 5000 located at United States Property and Fiscal Office has seven dialup lines for remote access by units to the Sperry 5000 for Electronic Mail which can be accessed using the SUNCOM or commercial long distance services.

Facsimile Communications. Facsimile capabilities exist in most locations in the State Headquarters and all armories throughout the state.

Digital Pagers. The Director of Information Management was able to purchase and distribute digital pagers for directors in the State Area Command (-) Headquarters. These pagers provide 24-hour communication capability for the Adjutant General's staff.

Visual Information. During 1993, the Director of Information Management has developed a fully

equipped audio visual room. The systems offer a wide variety of programs to use in the development of many different media presentations. The list includes Desktop Publishing, certificate generation, graphic presentation development for overhead video graphic displays, 35mm slides, video show presentation devices, and a full page scanner. We not only provide the equipment but also technical assistance.

Video Teleconferencing. The Florida National Guard established an agreement with the Jacksonville Naval Air Station to utilize their Video Teleconferencing center. This Video Teleconferencing center can connect with other Department of Defense installations such as National Guard Bureau and the Pentagon providing a two-way visual, graphical, and audio linking capability.

Presentation Capabilities. Each major command has been equipped with a copy of Harvard Graphics version 3.0, a color and laser printer. This gives them the capability to produce color transparencies and hardcopy of graphics and text. Each major command has a portable overhead projector with a Liquid Crystal Display and a device called "Lightshow" allowing visual displays of graphics and text presentations stored on diskette. Each major command can also present information using a standard overhead projector and transparencies.

Each Battalion has also been provided Harvard Graphics version 3.0 and a color printer. This also gives them the capability to prepare and present briefings using color transparencies.

Administrative Service Branch. During the period of this report, the Director of Information Management has provided automation capabilities to the 207 Armory mail room and print shop. This includes an automated addressing system/program to provide mail labels for all Florida Army National Guard mail service. Additionally we procured a new XEROX 9900 high speed reproduction copier to provide better

customer service/support while reducing cost and "down" time.

SUPPORT PERSONNEL MANAGEMENT OFFICE

Full-time Support Personnel

The Florida National Guard Full-time Support Program consists of those individuals employed full-time to accomplish the day-to-day functions of administration, training, logistics, and maintenance within units and activities of the Florida National Guard throughout the state. There are three types of full-time employees in the Florida National Guard program: military technicians, who require military membership; civilian technicians, who are Federal Civil Service employees; and Florida National Guard personnel, who are on active duty within their respective units, called Active Guard/Reserve soldiers or airmen.

Department of the Army and Department of the Air Force, through the National Guard Bureau, have delegated the Adjutant General the responsibility of managing the program in the state. The Support Personnel Management Office within the State Military Department constitutes the special staff office within the Headquarters, Department of Military Affairs, which has responsibility for management and administration of the Full-time Personnel Program. This centralized personnel office provides personnel services to both Army and Air National Guard technicians and Active Guard/Reserve personnel employed at approximately 71 locations throughout the state. It administers legal, regulatory and procedural controls established for federal employees under Office of Personnel Management regulations and directives and National Guard Bureau, Department of the Army and Air Force regulations and directives.

Approximately 95 percent of the military technicians employed by the Florida National Guard are referred to as "Excepted Civil Service" employees

and must, as a condition of their employment, be members of the National Guard and hold the appropriate military grade specified in their position description. The remaining five percent are civilian technicians, referred to as "Competitive Civil Service" employees. They are authorized to perform in clerical and other administrative support positions within the Department of Military Affairs, support activities and larger National Guard installations. The majority of the Active Guard/Reserve soldiers are assigned to field units, with the remaining number assigned to the Headquarters in St. Augustine.

Military and civilian technicians receive the same salaries and fringe benefits as other federal employees of their grade. Fringe benefits available to technicians include: protection for work-related injuries and death under the Federal Employees Compensation Act; a disability retirement program; regular Civil Service retirement or severance pay for those not qualifying for retirement; low-cost life, health and income protection insurance programs; unemployment compensation; and survivor annuities for dependents of deceased technicians. Active Guard/Reserve personnel receive the same salary and benefits afforded active Army and Air Force personnel to include free medical care and 20-year retirement.

The Florida National Guard is a major employer in Florida with 952 military and civilian technicians and 815 Active Guard/Reserve soldiers/airmen. Military technician and Active Guard/Reserve travel, mostly within the state, resulted in the expenditure of approximately \$349,000 in federal funds last fiscal year, with an additional \$194,000 spent for training. The economic impact of the National Guard full-time program is felt throughout Florida, with armories and other technician-manned facilities located in every county. The Active Guard/Reserve Program began in 1979 with approximately 100 full-time active duty soldiers and has grown to our present authorized strength of 815.

Program Organization and Operation

Current manning limitations imposed by the National Guard Bureau allow us to fill 952 permanent military and civilian technician positions out of 1,262 required positions in the Army and Air National Guard Technician Program. This represents 75 percent support of both the Army and Air National Guard Technician Programs. The military and technician personnel levels have not been maintained by National Guard Bureau, due to funding limitations, at the levels of growth that are needed to keep pace with the new force structure that has been added within the state during recent years.

The Support Personnel Management Office has the responsibility to recruit, train/develop, motivate, utilize, and sustain a balanced and quality work force to carry out the day-to-day missions of the Florida Army and Air National Guard with efficiency and economy. To carry out these functions, the Support Personnel Management Office is responsible for:

1. Maintenance of Official Personnel Folders and allied documents of both excepted and competitive technicians and all Active Guard/Reserve personnel.
2. Merit promotion and outside recruitment of all military technicians and active duty personnel, including job announcements, evaluating and ranking applicants and certifying the eligible applicants to selecting supervisors.
3. Personnel services to technicians, including insurance programs, injury and death compensation, retirement, disability compensation, employee training and development, employee evaluations, incentive awards and suggestion programs.
4. Personnel services and management to all active duty personnel including initial active duty order preparation; identification card preparation; financial, medical, retirement and all other actions

required to effectively administer all program requirements.

5. Employee-Management Relations Program to ensure that all commanders, supervisors, and technicians understand their duties, responsibilities, and opportunities under Office of Personnel Management and other federal agency policies and directives.

6. Program management to ensure equitable distribution of technician man-year allocations and strength ceilings to National Guard units/activities for effective utilization of resources allocated by the National Guard Bureau.

7. Other programs which the Support Personnel Management Office has responsibility for include Equal Employment Opportunity, Equal Opportunity, Social Actions, Alcohol and Drug Abuse, Employee Assistance Program, and Technician Assistance Program.

The Equal Employment Opportunity Program applies to all members of the Army and Air National Guard who are technicians and applicants for employment.

The Equal Opportunity Program applies to all members of the Army National Guard, including Active Guard/Reserve and traditional soldiers.

The Social Actions Program applies to all members of the Air National Guard, including Active Guard/Reserve and traditional soldiers.

Equal Employment Opportunity, Equal Opportunity, and Social Actions are provided to employees for the following reasons:

1. Equal Employment Opportunity is a program for employees who feel they have been discriminated against on the basis of race, color, religion, sex (to include sexual harassment), national origin, age, physical or mental handicap, or retaliation, in accordance with Title VII, Civil Rights Act of 1964.

2. Equal Opportunity and Social Actions are programs for employees who feel they have been discriminated against on the basis of race, color, religion, sex, or national origin, in accordance with Title VI, Civil Rights Act of 1964.

3. All the programs emphasize prevention of sexual harassment in a military or civilian work environment.

DEMOGRAPHICS OF MINORITIES AND WOMEN IN THE FLORIDA NATIONAL GUARD

Air National Guard (ANG)	Minority	Women
ANG	15.0%	12.0%
ANG Active Guard/Reserve	8.0%	17.0%
ANG Technicians	6.6%	7.8%

Army National Guard (ARNG)	Minority	Women
ARNG	25.6%	8.4%
ARNG Active Guard/Reserve	17.0%	12.5%
ARNG Technicians	10.0%	20.4%

State Employees	Minority	Women
ANG and ARNG	26.0%	37.0%

One of the goals of our Affirmative Action Plan is to access more minorities and women into the work force. Affirmative action is a tool used to enhance the organization's equal opportunity and equal employment efforts. Affirmative action does not endorse preferential treatment. It is a means used to correct any discriminatory practices and ensure that those same practices do not take place in the future. The number of minorities and women employed by the National Guard should be reflective of the demographic complexion of the civilian labor force.

Alcohol and Drug Abuse Prevention Program

The Army and Air National Guard offer and encourage rehabilitation for alcohol abuse.

Soldiers who test positive for drugs in the Air

National Guard are discharged.

Soldiers who test positive for drugs in the Army National Guard are offered rehabilitation and processed for discharge.

Labor Management Relations

The National Guard technician work force in Florida has been organized for collective bargaining and representational purposes for over 23 years. In 1968, federal legislation was enacted that declared National Guard technicians who had previously been categorized as state employees to be federal employees in the Civil Service. This federal employee status was intended primarily to ensure that National Guard technicians would have a retirement and benefits program that was uniform and adequate and to bring technicians within coverage of the Federal Tort Claims Act. Federal labor management relations programs also became applicable and available to the technician work force upon their conversion to federal employee status in 1969.

Florida Air National Guard technicians who are non-supervisory, not managers or personnelists, and fall within the certified bargaining unit description are now represented by the Association of Civilian Technicians (Air). The Association of Civilian Technicians (Army) represents all Florida Army National Guard technicians who are not supervisors, managers, or personnelists.

Labor Contract negotiations between the Florida National Guard and the Association of Civilian Technicians resulted in the signing of a new agreement on 20 April 1993. These labor contracts cover bargainable topics with respect to conditions of technician employment such as personnel policies, practices and other matters affecting working conditions, with provisions ranging from merit staffing and promotion to disciplinary subjects.

The Florida National Guard endeavors to admin-

ister the labor management relations program in a manner that safeguards the public interest, is consistent with the requirement of an effective and efficient government, and maintains the paramount military characteristics of full-time National Guard employment.

Employees

There are 2,040 individuals, civilian and military, employed by or assigned to the Department of Military Affairs or with National Guard units in the field, supporting approximately 11,793 Florida National Guard personnel. There are 273 Career Service personnel of the State of Florida, employed under the State Personnel Rules and Regulations; 952 federal technicians, Army and Air, authorized for employment under the rules and regulations of the United States Civil Service Commission by Public Law 90-486; and 815 Active Guard/Reserve personnel assigned to the Florida National Guard. These employees specialize in the fields of administration, finance, accounting, supply, and maintenance. With the exception of a limited number of employees, personnel are required to be military members of the various organizations and units to which assigned.

PUBLIC AFFAIRS

The Florida National Guard Public Affairs Office manages and supports a wide variety of high visibility programs for both external and internal audiences. Programs are categorized in three areas; command information, public information, and community relations.

Command information, or internal information, encompasses the flow of news to and from Florida National Guard units located throughout the state. The award winning Florida Guardsman magazine, produced quarterly and mailed directly to active and retired soldiers and airmen, is the Florida Guard's primary command information tool.

Other programs in this area include the production and distribution of brochures, certificates of appreciation, photographic and video support to units to chronicle significant events, as well as the production of audiovisual presentations for statewide use. All of these services are provided to support the adjutant general and the command staff.

Public information, or external news, is an extremely active area of the Public Affairs Office. News items for public release are generated to help tell the Guard story in communities spanning the state from Pensacola to Miami.

Media relations is an important area in the public information program. Responding to telephone inquiries, conducting research, coordinating interviews with the media, serving as an official spokesperson, writing and distributing press releases, and escorting media personnel at Guard training sites are key duties in this area.

The public information program also includes the coordination of a speakers' bureau and the production of various print and broadcast materials to support these activities.

Community relations also plays a big role in the public affairs program. Hundreds of events are supported statewide each year. They involve equipment displays, honor guards, band performances, firing salutes for patriotic holidays, flyovers, and the participation of Florida National Guard soldiers and airmen in community events like Adopt-A-School.

Providing liaison services with the legislative community, both state and federal, as well as employer support, are also vital elements of the program.

The most recent addition in this area is the Drug Demand Reduction Program, implemented to add value to the state by reducing the demand and illegal use of drugs. One of the country's leading programs, it is acting as a force multiplier as vol-

unteer Guardsmen support drug free initiatives that focus on education, prevention and awareness. It is the only National Guard program of this type presented statewide.

Activities

In response to Hurricane Andrew's deadly sweep through south Florida on 24 August 1992, the Florida National Guard mobilized thousands of soldiers and airmen, more than 6,300 at the peak, to provide law enforcement and humanitarian assistance. This activation, the largest ever in Florida, included all available public affairs assets and personnel, who quickly organized and deployed to strategic locations to support task force operations.

Members of the 107th Public Affairs Detachment, along with major command public affairs representatives, performed media escort duties in a very intense fast-paced environment. Teams were activated to assist national and local media, as well as to provide internal information to the command and the troops in the field. A daily newspaper, "The Task Force Times," was developed to keep personnel informed.

A historical mission was also undertaken by members of the 107th Public Affairs Detachment, one of documenting the Florida National Guard's role and mission during what turned out to be the nation's worst natural disaster. From this effort arose an eight-minute video which is utilized extensively by units all over the state. Good enough to earn a second place award in the 1993 National Guard Association of the United States public affairs competition, the video has been highly effective in telling the Guard story to a wide array of audiences.

Charles Dick Medal of Merit

Two Florida state senators, Ander Crenshaw and Malcolm Beard, received awards from the National Guard Association of the United States, as they were each recipients of the Charles Dick

Medal of Merit, established in 1988 to recognize the contributions to the National Guard by elected representatives at the state and national levels. The award is named in honor of Major General Charles Dick, who was responsible for the passage of the Dick Acts of 1903 and 1908 which established the foundation of the modern National Guard.

State Active Duty

Aside from the call-up for Hurricane Andrew, Florida Guard public affairs personnel were also mobilized for three additional state active duty tours - - Operations Overpass, Gulf Wind, and Peacekeeper.

Guard soldiers patrolled Interstate 295 in support of the Jacksonville Sheriff's Office during Operation Overpass. The major interstate highway had been plagued by incidences of rock throwing and gunfire.

Operation Gulf Wind was a cold, wet, and windy activation to assist citizens affected throughout the state by a freak March storm that brought record cold temperatures and left many without electricity.

Operation Peacekeeper was a precautionary activation in anticipation of possible civil unrest associated with the retrial of former Miami police officer William A. Lozano in Orlando.

Army Communities of Excellence

The Public Affairs Office has been an active proponent of the Army Communities of Excellence program, a Department of the Army initiative which focuses on people, pride, readiness, and customer service. Working with the command staff, public affairs personnel have participated in several out of state site visits, making observations and gathering information to help mold Florida's program.

Florida's Army Communities of Excellence

efforts, similar to those in other states, revolve around capturing information and photographs which illustrate communities of excellence in action throughout the state. This exciting program will continue to grow.

Employer Support of the Guard and Reserve

The Florida Committee for Employer Support of the Guard and Reserve, at its annual meeting in Ft. Lauderdale, presented eight Department of Defense awards to Florida employers. Those employers recognized were nominated by their employees who are members of the reserve forces of the United States. Employer Support of the Guard and Reserve is an important link in helping employers understand the military training requirements of their employees.

NBC Movie of the Week

As many as 50 Florida National Guardsmen took part in the making of an NBC docu-drama titled "Triumph Over Tragedy - -The Hurricane Andrew Story," which aired on 24 May 1993. Guardsmen served as extras in several scenes during the two-hour special. In addition, the Florida National Guard provided a variety of military equipment and vehicles. Said NBC Director Marvin Chomsky, "The Florida National Guard made a lot of things happen that would have been difficult, if not impossible, to recreate. Without their support and advice, we may not have been able to capture many of the moments that make up the magic of movies."

World War II Commemorative Community

The Florida National Guard is proud to have been designated as a World War II Commemorative Community by the Department of Defense. A new museum at the state headquarters in St. Augustine highlights Florida National Guard history since 1565, including participation in World War II. The museum is located on the site of the first Franciscan monastery in the United States.



MSG Joe Dwyer, left, and Spec. Russ Mayfield take a break as NBC makeup personnel prepare a cast member for another scene during the making of "Hurricane Andrew -- Triumph Over Tragedy."

INSPECTOR GENERAL

Assistance and Investigations

The Assistance and Investigations Branch of the Inspector General Office works with the chain of command and other agencies to resolve problems within the chain of command. Resolution to problems are sought at the lowest level possible. Problems brought to the attention of the Inspector General Office are known as Inspector General Action Requests. The confidentiality of the requesting individual is maintained whenever possible.

The office processed 494 Inspector General Action Requests as compared to 538 during the previous fiscal year. Inspector General Action Requests were received from Florida's soldiers and airmen, the Active Army, Navy, and Air Force; United States Army Reserve; and other state's Army National Guard soldiers and civilians.

The areas of military finance and accounting and military personnel issues remain the top areas of concern.

Inspections

In keeping with the Florida National Guard Strategic Plan, the Office of the Inspector General continues the Florida Army National Guard Inspection Policy as outlined in Florida Army National Guard Pamphlet 1-201.

Forty-eight units received a General Inspection to monitor and report on compliance with established procedures. In addition, nine units received a follow-up inspection to determine if corrective actions were taken on previously noted deficiencies.

Inspection results reveal that, with a few exceptions, units are doing an excellent job of complying with established procedures.

The inspection program has provided the necessary information to the leadership of the Florida Army National Guard that will allow direction of available resources to enhance our readiness posture.

JUDGE ADVOCATE GENERAL

Hurricane Andrew Relief Effort

As might be expected the most significant legal issue faced by Florida National Guard lawyers for fiscal year 93 concerned the support the Florida National Guard provided to the victims of Hurricane Andrew. At the outset, Judge Advocate General Officers were not as visible as they were further into the operation. In the beginning our input was mostly limited to legal advice to our commanders keeping them constantly focused upon legal considerations such as, appropriate Rules of Engagement for use of force, civil protection for soldiers mobilized, and the need to ensure military justice to the mobilized forces.

Once the initial affects of the storm were digested however, legal support became more evident and visible. Many of our soldiers were confronted with civilian pay problems, civilian health insurance problems, and even problems with landlords and mortgage companies. These soldiers demanded and received individual legal assistance, so too did civilians who suffered damage to their property, specifically automobiles, when such losses were attributable to the negligence of our troops.

In rendering legal services, Judge Advocate Generals were fortunate to have the assistance of the Governor's General Counsel's Office to assist them. Problems surfaced to them were immediately addressed and they, therefore, proved to be an invaluable resource.

Many issues surfaced which the Florida National Guard hopes to have addressed by the next legislative session of the Florida legislature in an effort to reduce some of the problems encountered in this mobilization. For example, United States Army Reserve troops, by Statute, were entitled to 30 days paid leave from state employers whereas Florida National Guard personnel were only enti-

pled to 17 days paid leave. This was corrected during this mobilization by the Governor who, in effect, called the Guard out three times to ensure paid leave for state employees. Hopefully, with a change to the Statute, this will not be required in the future. Problems also arose in the enforcement of job restoration rights to civilian employers. Hopefully, this may be corrected with more forceful legislation for future state mobilizations. Finally, issues with landlords and creditors were beyond the provisions of state law and accordingly it is hoped that the legislature will address this in its next session.

Considering the magnitude of the mobilization and the mission imposed upon the Guard, legal considerations were at a minimum. Great credit should be given to our commanders and line Judge Advocate General Officers who were able to address and resolve situations before they became problems. From a legal perspective, the mobilization effort was indeed a great success.

ARMY NATIONAL GUARD

BRIGADIER GENERAL RICHARD G. CAPPS
Assistant Adjutant General for Army



Brigadier General Richard G. Capps, the Assistant Adjutant General for Army, presents the World War I 75th Anniversary Commemorative Medal to one of eight veterans which received the awards during Veterans Day ceremonies on 11 November 1993.

MILITARY PERSONNEL MANAGEMENT OFFICE

Service Records

The Military Personnel Management Office has custody of available records of the soldiers of Florida. These records include Muster Rolls of the Indian Wars of 1835, Muster Rolls of the Florida Militia and Florida National Guard since 1835, and Rolls of the Florida troops mustered into the Confederate Forces and Union Forces in the War Between the States (Civil War), the Spanish American War, the Mexican Border Incident, World War I, World War II, the Korean Conflict, and the Berlin Crises.

A card record is maintained for each individual who entered World War I from the State of Florida, whether by enlistment, induction through Selective Service, or induction with the Florida National Guard. In addition, an individual file containing copies of all pertinent orders and personnel documents has been retained for each individual who has been a member of the Florida National Guard, Army and Air. The individual folders for current members are separated from the folders of former members and are maintained current at all times. Several years ago all former members' files were converted to microfiche with a duplicate copy forwarded for storage in the State Archives in Tallahassee, Florida.

Requests for Statements of Service and information are received continually on a day-to-day basis throughout the year and generally fall into two broad categories. The majority of requests in the first category are for documentary evidence to

establish eligibility for some type of benefit such as federal and state military retirement benefits; birth date and/or active federal service for Social Security benefits; increased military longevity pay for former service; burial in a National Cemetery or government furnished grave marker; or hospitalization or other financial benefits through the Veterans Administration. The second category pertains to requests in the interest of genealogy or history and, for the most part, are applicable to records prior to 1900.

The Military Personnel Management Office has completed the development of an Automated Retirement Point Accounting System that automatically credits retirement points to soldiers as they are earned. As a result, retirement records are created at the State Headquarters and Letters of Retirement Eligibility are issued by the Director of Military Personnel. During the period of this report, 293 Notifications of Eligibility for Retired Pay were issued and an additional 127 applications for Retired Pay were completed and forwarded for payment.

Reserve Officer Personnel Act 1954

The Reserve Officer Personnel Act continues to prescribe policy, guidance, and procedures for consideration, selection, and promotion of Army National Guard commissioned officers not otherwise selected for unit vacancy promotion.

During fiscal year 1993, 113 officers were considered for mandatory promotion by Department of Army Selection Boards with 95 being selected. This represents an overall selection rate of 84%. The statistical analysis of selection by grade is as follows:

	LT to CPT	CPT to MAJ	MAJ to LTC
Recommended	41 (89%)	35 (74%)	19 (95%)
(1st Pass Over)	5	12	1
(2nd Pass Over)	0	0	0
Totals	46	47	20

A majority of the officers selected by the boards for mandatory promotion elect to decline promotion for the authorized period. This year, as in the past, some officers were discharged from the Florida National Guard and transferred to the non-unit United States Army Reserve for promotion because no unit vacancy existed to allow them to be promoted within the Florida Army National Guard.

The Defense Officer Personnel Modernization Act was passed into law effective 15 September 1981. Although the Defense Officer Personnel Modernization Act primarily affects active component officers, there are certain residual effects relative to creditable service and grade determination upon appointment for National Guard and Army Reserve officers. The Reserve Officer Personnel Modernization Act, which will present the Reserve Component aspects of the Defense Officer Personnel Modernization Act, is currently under study and review. When implemented, the Defense Officer Personnel Modernization Act will replace the Reserve Officer Personnel Act (1954).

FLORIDA ARMY NATIONAL GUARD OFFICER SELECTION BOARDS

State Selection Boards were established in Florida in 1963 as a positive method of implementing a career development program for officer personnel. The boards convene as necessary to fill Major, Lieutenant Colonel, Colonel, and certain General Officer position vacancies. It is also charged with the responsibility of recommending to the Adjutant General reassignment of battalion commanders, changes in field grade staff assignments, and acceptance of declination of Reserve Officer Personnel Act promotions to Colonel. The Senior Officer Selection Board, composed of the Assistant Adjutant General and the three General Officer Commanders, met five times during fiscal year

1993 recommending promotion of 3 Colonels to Brigadier General, 4 Lieutenant Colonels to Colonel, reassignment of 3 Lieutenant Colonels, reassignment of 9 Majors, transfer of 12 Lieutenant Colonels and 40 Majors, and acceptance of 24 declinations of promotion under Reserve Officer Personnel Act provisions.

The Field Grade Selection Board, composed of the Assistant Adjutant General and major command commanders recommended promotion of 14 Majors to Lieutenant Colonel and 32 Captains to Majors.

SELECTIVE RETENTION

A Selective Retention Program was implemented by the National Guard on 1 July 1969. National Guard Regulation 635-102 prescribes the procedures and policies for conduct of the Selective Retention Board. The Selective Retention Board, conducted during the first quarter of each calendar year, considers officer and warrant officers with 20 or more qualifying years of service for retired pay. Originally, the regulation required individuals to be considered every year following completion of the 20 qualifying years of service. However, beginning with the board in 1974, the regulation was changed to provide that the board would be convened annually and individuals would be considered every other year instead of every year. This substantially reduced the number of individuals reviewed by the board each year. Factors considered by the board include demonstrated performance, physical fitness, civilian and military education, previous assignments, and potential for future staff and command assignments.

There have been 22 boards held since the inception of the Selective Retention Board in July 1969. Results of these boards since 1984 are as follows:

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993*
Total Considered	94	108	92	108	98	105	129	81	172	
Recommended	91	108	88	105	91	101	123	78	148	
Not Recommended	3	0	4	3	7	4	6	3	24	

* 1993 Selective Retention Board was cancelled.

Enlisted Qualitative Retention Board

The Enlisted Qualitative Retention Board is convened each fiscal year during the period January through March as required by Army Regulation 135-205. The records of all enlisted personnel who have 20 qualifying years of service for retirement purposes are reviewed every two years, except when the convening authority or the unit commander determines that an annual review is necessary. Normally, only half of the eligible soldiers are considered by each board. The implementation of the Retirement Points Accounting System has dramatically increased the number of soldiers considered as it has reduced the delay in the issuance of 20-year letters. This action is used to notify each individual soldier that he is to be considered by the board. Beginning with the FY 93 board, the notification procedure has been completely automated.

The Enlisted Qualitative Retention Board consists of two officers, the State Command Sergeant Major, and two other command sergeant majors from the major commands. This board recommends to the Adjutant General of Florida those individuals who have future potential benefits to the Army National Guard based on demonstrated performance. The "whole person" concept is used in the deliberations of the board and is based on a review of the soldier's military personnel records and recommendations of all commanders.

There have been 16 boards held since the inception of the board in 1974. The total number of soldiers considered since 1977 is 2,562. Of that total, 2,311 were recommended for retention and 151 were discharged. The FY 92 board considered a total of 149 soldiers and recommended 128 for retention. Because of provisions within the FY 93 Department of Defense Authorization Bill, the FY 93 board was cancelled.

A reconsideration procedure was provided for by Army Regulation 135-205 in 1984. This procedure allows a non-recommended soldier to request reconsideration by the Adjutant General

based on material error in the records considered by the board. Of the twenty soldiers not recommended by the FY 92 board, nine requested reconsideration. One of these soldiers was approved by the Adjutant General for continued service in the Army National Guard.

Reserve Officer Training Corps Programs

Reserve Forces Duty Program. This program was designed to place Reserve Officer Training Corps Reserve Forces Duty graduates in Army National Guard or United States Army Reserve units rather than allowing them to become members of the Individual Ready Reserve.

Reserve Officer Training Corps Early Commission Program. This program is available to Reserve Officer Training Corps cadets who have completed all Reserve Officer Training Corps requirements but have not completed baccalaureate degree requirements. These cadets may be commissioned provided they have been accepted for appointment as Second Lieutenants in the Army National Guard. The policy is designed to authorize cadets who want to join an Army National Guard unit upon commissioning to serve as Second Lieutenants while continuing their education. The program provides benefits to the individual and the military. The individual receives valuable training and experience, pay and allowances, and retirement points while pursuing the balance of his/her college education. The Army National Guard benefits by an increase in assigned officer strength and participation.

Reserve Officer Training Corps Simultaneous Membership Program. This program authorized Reserve Officer Training Corps cadets enrolled in Military Science III and Military Science IV to be active members of both Reserve Officer Training Corps and Army National Guard/United States Army Reserve units. Reserve Officer Training Corps cadets are now authorized to receive the monthly pay plus all drill pay and allowances from participation with the Army National Guard.

Reserve Officer Training Corps Delayed Entry Program. Allows Reserve Officer Training Corps graduates who have received their baccalaureate degree and commission to become members of the Army National Guard and delay their active duty requirements for up to 36 months while pursuing an advanced degree.

Reserve Officer Training Corps Scholarship Program. The purpose of this program is to identify outstanding students on campus or in the Army National Guard and offer them the opportunity for a scholarship with service in the Army National Guard after graduation. This is a two-year scholarship.

Initial Active Duty for Training Program

The Reserve Enlisted Program of 1963 (Requirement of Initial Active Duty Training for Non-Prior Service Personnel) continued during the period of this report.

This Split Training Option which was initiated in June 1978 on a pilot program basis, has continued through the period of this report. As of 30 June 1993, 100 enlisted members are undergoing Phase II of the program. An additional 88 were enlisted for and are participating in Phase I of the program. Four hundred and ninety-six soldiers entered Basic\Advanced Individual Training\Non-Prior Service which gives us a total of 684 Reserve Enlisted Program-63 personnel for FY 93.

The nationwide time-sharing computer service, using a national telecommunications network with remote terminals capable of simultaneously accessing a common data bank containing the annual Basic Training and Advanced Individual Training base, continues to be utilized in securing training spaces for non-prior service individuals by the Military Entrance Processing Station. Sufficient quotas have been obtained from the Department of the Army to preclude any backlog from occurring during the year. Except for unusual circumstances, non-prior enlistees enter

their initial active duty for training within 30 to 180 days after enlistment. Bona fide high school seniors can be delayed from training for up to 270 days or up to 360 days under certain conditions to provide input quotas following graduation from high school.

Recruiting and Retention

During the period 1 July 92-30 June 93 the Florida Army National Guard reflected a net loss of 888 personnel. During this period, 2,222 enlistments were obtained, of which 31.9% were non-prior service and 68.1% were prior service personnel. Florida's attrition rate was approximately 30.7% during this period.

At the end of FY 93, Florida's strength was 11,073 personnel which reflected 93.9% of the strength ceiling imposed by National Guard Bureau. The In-Service Recruiter Direct Enlistment Program and the Interstate Transfer Program provided 34% of our gains.

Recruiting and retention will continue to receive command emphasis during the coming year to ensure continued growth of the Florida Army National Guard.

Family Programs

In response to troop activation for Hurricane Andrew, the Family Program Office established eight Family Support Centers in Tampa, Orlando, Hollywood, Sanford, North Miami, Homestead, and Miami. Primarily volunteers from Family Support Groups manned these centers with military liaison by Retention Noncommissioned Officers and Recruiters. The centers' missions were: information and referral for soldiers/airmen and their families; liaison between soldiers/airmen and their families for important messages; soldier/airmen and family locator service (inside the Area of Operation); liaison between employers and Guard members for employment problems; collection and distribution points for donations/care packages to soldiers/airmen and their

families and the South Florida community; and rumor control. Two initiatives developed during this disaster were the Florida National Guard Andrew Relief Fund, which provided immediate financial relief to our families and Florida National Guard Adopt-a-Family Program, which continues to provide long term relief to our devastated families.

During this period, Florida's Family Program continued to grow and strengthen. Some of the many accomplishments of Family Programs were: ongoing training workshops for Family Support Group leaders and military point of contacts; quarterly State Family Support Advisory Committee meetings; welcome home from annual training receptions held around the state; quarterly presentations to new hire full-time spouses during Support Personnel Management Office orientation week; briefing to new commanders at Florida National Guard Military Academy; participation on the Florida National Guard Drug Demand Reduction Task Force; Adjutant General's Outstanding Volunteer Award presented at the National Guard Officers Association Conference; participation on the Florida Inter-Service Family Assistance Committee; Area 2 representative and recorder on National Guard Bureau's Family Program Advisory Committee; charters presented to every Florida National Guard unit officially sanctioning their Family Support Group; update of the Florida Army National Guard Pamphlet 600-12; and hands-on assistance provided to individual units by the Area Advisory Committee members on establishing and sustaining active Family Support Groups.

During 1 July 92 - 30 June 93, approximately 150 volunteers served an average of 60 hours each supporting Florida's Family Program in various Florida National Guard communities statewide. This number includes regular-service, occasional-service and material donor volunteers.

AWARDS

State

The Florida Cross is awarded in the name of the governor to the officer, warrant officer, or enlisted personnel of the Florida National Guard who distinguish themselves conspicuously by extraordinary heroism at the risk of their life, or by exceptionally outstanding meritorious service to the state or federal government.

The Florida Cross was awarded for meritorious service during this period to the following individuals:

COL James R. Shoemaker
CW3 Denis J. Pizza
CW4 Ronald P. Lupien
1SG Richard E. Smith
SFC Emory R. Waddle
CW3 Herbert R. Muncy
COL Karl J. Swindull
SMSgt Larry D. Taylor
CSM George Van Kessel
MAJ Hal J. Mc Gregor
MSG Randall V. Motes
SGM Clarence R. Hutcheson
CW4 Robert K. Baker
LTC Edward R. Stabell, II
COL Richard S. Rash
LTC Roy C. Arch
COL John W. Glotfelty
CW3 Calvin G. Jones
SSG Bobby J. McGuire
SSG Edward F. Eaton, III
LTC Curtis A. Nolen
LTC James A. Campbell
LTC Paul W. Sandefer
SGM Tobi C. Jarvis
MSG Carl J. Crossley
COL Frank W. Kozdras
LTC David C. Vollrath
LTC Jimmy L. Watson
LTC Nick V. Capitano
LTC Jere Cook

COL James E. Simmons
MAJ Douglass G. Wiles
MAJ Jerry A. Vaughn
SMSgt Ronnie J. Strepp
CMSgt James L. Hubbard
CMSgt Joseph C. Wingate
COL Clement A. Hall, Jr.
MAJ Howard A. Davidson, Jr.
LTC Walter L. Presha
LTC Rex E. Thompson
CW3 Robert D. Bell
BG John C. Bridges
SGM Robert T. Ryan
1SG Bennie W. Clyatt
LTC Louis R. Hardin
SFC Charles D. Jarrell
LTC William E. Scott
CW4 Charles G. Vickery
CSM Jimmy L. Nelms
COL Frederic J. Raymond
CW4 Lossie H. Hughes
1SG Dale A. Black

The Florida Distinguished Service Medal is awarded to the officer, warrant officer, enlisted personnel, or civilian who distinguishes himself by bravery or by meritorious service affecting the Florida National Guard.

The Florida Service Medal was established by General Orders No. 10, 1929 and is awarded to members of the Florida National Guard who have served the Florida National Guard honorably, loyally and faithfully for a period of twenty or more years in an active status. The medal will normally be awarded upon retirement as a token of gratitude and as an expression of appreciation for faithful and self-sacrificing service to the Florida National Guard, state, and nation.

The Florida Commendation Medal was established by General Orders No. 1, 1973 and may be awarded to any member of the Florida National Guard who shall have distinguished themselves by heroism, meritorious achievement, or meritorious service. Award may be made to individuals not members of the Florida National Guard who

distinguish themselves by an act of heroism, extraordinary achievement, or meritorious service which has been of benefit to the Florida National Guard.

The Florida Meritorious Service Ribbon (formerly the Attendance Ribbon) was established by General Orders No. 1, 1973 and may be awarded to any member of the Florida National Guard who shall distinguish himself by meritorious achievement or meritorious service or to individuals not members of the Florida National Guard for meritorious service of benefit to the Florida National Guard.

The Florida Service Ribbon is awarded to officers, warrant officers, and enlisted personnel who complete five years of service in the Florida National Guard. A bronze cluster is authorized upon completion of each additional five-year period.

The Florida Active State Duty Ribbon is awarded to officers, warrant officers, and enlisted personnel of the Florida National Guard who participate in a major tour of active state duty in the aid of civil authorities.

The Florida National Guard Recruiting Ribbon was established by Permanent Orders 53-2, 1977 and may be awarded to officers, warrant officers, and enlisted personnel of the Florida National Guard (Army and Air) who excel in the field of recruiting by securing five enlistments or appointments in the Florida National Guard.

Unit Citation

The Florida Governor's Meritorious Unit Citation was established by Permanent Orders 53-1, 1977 and will be awarded by the Adjutant General to all officers, warrant officers, and enlisted personnel that are members of the unit adjudged the winner of the Governor's Trophy. Once awarded the unit citation, it may be worn by individuals upon reassignment to other units of the Florida National Guard. Personnel becoming

members of the unit after the date the unit is adjudged the winner of the Governor's Trophy are not authorized to wear the unit citation.

Federal

The Distinguished Service Medal is awarded to any person who, while serving in any capacity as a member of the Armed Forces of the United States or to persons other than members of the Armed Forces of the United States for wartime services only, and then only under exceptional circumstances with the express approval of The President in each case. The individual must have distinguished himself by exceptionally meritorious service to the government in a duty of great responsibility. The performance must be such as to merit recognition for service which is clearly exceptional. Exceptional performance of normal duty will not alone justify an award.

The Legion of Merit is awarded to any member of the Armed Forces of the United States or of a friendly foreign nation who shall have distinguished themselves by exceptionally meritorious conduct in the performance of outstanding services and achievements.

The Legion of Merit was awarded during this period to the following individuals:

COL Leo A. Lorenzo
COL Richard S. Rash
COL Clement A. Hall, Jr.
COL Patrick J. Keane
BG James F. Campbell, Jr.
COL James E. Simmons
COL Donald L. Adkison

The Meritorious Service Medal is authorized by the President of the United States by Executive Order, 16 January 1969 and awarded by the Adjutant General, State of Florida to active members of the Florida National Guard under the provisions of Army Regulation 672-5-1. This medal is awarded for outstanding meritorious achievement or service.

The Meritorious Service Medal was awarded for meritorious service during this period to the following individuals:

COL James R. Shoemaker
SFC Jon P. Allen
SGM Jackie R. Bennett
LTC Jim F. Melton
MAJ Norman K. Hartley
MAJ Francis B. Pifer
CPT Bruce J. Cornelison
CW3 Herbert R. Muncy
LTC Dan H. Reynolds
CW2 William M. Victorelli
LTC James E. Hall
LTC Gary D. Grim
SSG Charles M. Cole
CW3 Sal A. Green
CW4 Kenneth W. Bording
CW4 Lonnie B. Melton
MSG Robert L. Wilson
SFC Walter C. Baker
SFC Robert T. Lee
SFC Roy C. Parker
MSG Randall V. Motes
LTC Dominic P. Barbieri
LTC William E. Scott
MAJ Mark E. Bergman
CPT Jeffrey B. Henderson
CPT Steven W. Vandesande
1SG Gary E. Hartman
SFC Joseph S. Hicks
SSG William D. Hays
CW4 Stanford L. Woodward
LTC Steven P. Solomon
SSG Bret A. Wooten
CPT Douglas A. Hernandez
MAJ Gerard J. Janousek
SFC Allison M. Eyster
LTC Roy C. Arch
LTC Richard L. Rentz
LTC David C. Vollrath
SFC Joseph A. Fitzpatrick, Jr.
CW4 Ronald E. Mills
2LT Robert C. Quinney, Jr.
COL Sayer L. Frisbie, IV
SGM Tobi C. Jarvis

MSG Edward L. Swank
SFC Jimmy L. Duncan
MAJ Gary M. Illi
SFC Lloyd H. Brown
MSG Richard A. Harnage
CSM James A. Rains, Jr.
1SG Larry A. Williams
CSM Joseph L. Calkins
MSG Michael L. Collis
CSM William E. Rushing
MSG Thomas E. Gibbons
MAJ Michael L. Temple
MAJ Edward G. Beach
SFC Roy E. Walker
SFC Charles D. Jarrell
LTC David L. Cain
LTC Craig Garvin
CPT H. Frank Kent
LTC Jimmy S. Martin
SGM Robert T. Ryan
LTC Nick V. Capitano
SFC David A. Doty
SGM David A. H. Kinghorn
CW4 Johnsie R. McGuire
MAJ Gregory A. Moore
MSG Sandy D. Price
CSM William E. Rushing
LTC Thomas O. Wingo
WO1 Frank A. Wright
SGM Howell V. Long, Jr.
CW4 Charles G. Vickery
COL Steven P. Solomon
CPT Tracy R. Norris
CW4 Lossie H. Hughes
CSM Abraham Sternberg
LTC James A. Campbell
LTC Curtis A. Nolen
LTC Paul W. Sandefer
MAJ Paul N. Paquette
CMS James L. Hubbard
CMS Joseph C. Wingate, Jr.
SMS Donald E. Peaks, Jr.
SMS Ronnie J. Stepp
SMS William T. Woods, Jr.

The Army Commendation Medal is authorized by Department of the Army and awarded by the Adjutant General, State of Florida to active members of the Florida National Guard under the provisions of Army Regulation 672-5-1. This medal is awarded for heroism, meritorious achievement, or meritorious service.

The Army Achievement Medal is authorized by Department of the Army and awarded by the Adjutant General, State of Florida to active members of the Florida National Guard, under the provisions of Army Regulation 672-5-1. This medal is awarded to officers, except general officers, warrant officers, and enlisted personnel who, while serving in any capacity in a noncombat area after 1 August 1981, distinguishes himself by meritorious service or achievement of a lesser degree than required for award of the Army Commendation Medal.

The Army Reserve Components Achievement Medal was established by Department of the Army General Orders No. 30, 29 June 1971. This medal is awarded for four years of honest and faithful service in a troop program unit of the Army National Guard.

The Armed Forces Reserve Medal is authorized by Department of the Army and awarded by the Adjutant General, State of Florida to active members of the Florida National Guard under the provisions of Army Regulation 672-5-1. This medal is awarded to officers, warrant officers, and enlisted personnel who honorably and satisfactorily complete ten years service as a member of one or more of the Reserve Components of the Armed Forces of the United States. A 10-year device is authorized for each additional 10-year period.

The Noncommissioned Officer Professional Development Ribbon was established by the Secretary of the Army on 10 April 1981. Awarded to all officers, warrant officers, and enlisted personnel for successful completion of a noncommissioned officer professional development course.

The Army Service Ribbon was established by the Secretary of the Army on 10 April 1981. This ribbon is awarded to officer personnel upon successful completion of their resident basic/orientation course. Enlisted personnel will be awarded this ribbon upon successful completion of their initial Military Occupational Specialty producing course or upon honorable completion of four months active service, whichever is applicable.

The Overseas Service Ribbon was established by the Secretary of the Army on 10 April 1981. Awarded to active members of the Florida National Guard for successful completion of an overseas tour. The Overseas Service Ribbon will not be awarded for overseas service recognized with another service medal.

The Army Reserve Components Overseas Training Ribbon was established by the Secretary of the Army on 11 July 1984. Awarded to members of the United States Army Reserve Components for successful completion of annual training or active duty for training for a period not less than 10 consecutive duty days on foreign soil.

The Air Reserve Forces Meritorious Service Ribbon is authorized by Department of the Air Force, and awarded by the Adjutant General, State of Florida to enlisted personnel of the Florida Air National Guard under the provisions of Air Force Manual 900-3. This medal is awarded for four years of exemplary behavior, efficiency, and fidelity.

TROPHIES & AWARDS

The Award for Efficiency in Maintenance is awarded by the National Guard Bureau to the Army National Guard company-sized unit in each state during the fiscal year that achieves the best rating in those areas of the Command Maintenance Inspection that pertains directly to unit maintenance of issued equipment. The following designated Florida Army National Guard unit was presented the Award for Efficiency in Maintenance for training year 1992.

Organizational Maintenance Shop Number 16

The Twenty-fifth Phillip A. Connelly Award is awarded annually by the International Food Service Executives Association which aids in the improving of the Army Food Program by emphasizing and publicizing the favorable benefits to be derived from the incentive awards endeavor. The following designated Florida Army National Guard unit was presented the Phillip A. Connelly Award for fiscal year 1992.

*First Place for Statewide Competition:
156th Medical Company*

*Runner-Up for Statewide Competition:
Headquarters, Headquarters Company, 2nd
Battalion, 124th Infantry*

The Lowry Award presented to the Florida National Guard by Lieutenant General Sumter L. Lowry to be awarded annually to a junior officer of the Florida National Guard who, as a citizen soldier, best exemplifies the qualities of patriotism, Americanism, and leadership. The following individual was awarded the Lowry Award for calendar year 1992.

*Captain David L. Blevins, State Area Command (-),
Florida Army National Guard*

The Wadsworth Trophy presented to the Florida National Guard by Major General Louie C. Wadsworth. Awarded to the unit attaining the highest rating for efficiency in maintenance of equipment. The following designated Florida Army National Guard unit was presented the Wadsworth Trophy for training year 1992

Installation Support Unit - OMS 16

The Major General Henry W. McMillan Award presented to the Florida National Guard by Major General Henry W. McMillan, former Adjutant General of Florida, to be awarded annually to the Florida National Guard enlisted soldier assigned to the Post of Tallahassee who demon-

strates the highest degree of leadership during the training year. The following individual was awarded the Henry W. McMillan Award for calendar year 1992.

Staff Sergeant Richard S. Crisler

The Colonel Milton O. Jones Infantry Platoon Leader Award presented to the Florida National Guard by Colonel Milton O. Jones to be awarded to the most outstanding Infantry Platoon Leader in the Florida Army National Guard. The following individual was awarded the Colonel Milton O. Jones Award for calendar year 1992.

First Lieutenant Robert F. Morris, Jr.;
Headquarters, Headquarters Company,
3rd Battalion, 124th Infantry

The Chief's 50 Award is awarded by the Director, Army National Guard, to the recruiter of each state who has caused the enlistment of the greatest number of personnel during the period of the contest. The following individual was awarded the Chief's 50 Award for fiscal year 1992.

Staff Sergeant Gale D. Prosser,
State Area Command (-),
Florida Army National Guard

The Outstanding Airman Trophy is awarded annually by the Adjutant General, State of Florida, to the outstanding airman, noncommissioned officer, and senior noncommissioned officer of the Florida Air National Guard, based upon criteria approved by the Adjutant General, State of Florida. The following are the winners for calendar year 1992.

Airman - Senior Airman James E. Hatfield
125th Fighter Group

Noncommissioned Officer - Master Sergeant Donald
A. Riddle - 290th Joint Communication
Support Squadron

Senior Noncommissioned Officer -
Senior Master Sergeant Joseph L. Poltis
125th Civil Engineering Squadron

The Florida Air National Guard Chief of Staff Trophy is awarded to the Florida Air National Guard unit scoring the most points in selected areas of evaluation. The Chief of Staff Trophy symbolizes superior organizational performance. The following unit was presented the Chief of Staff Trophy for calendar year 1992.

125th Mission Support Flight

MARKSMANSHIP

All National Guard Rifle and Pistol Matches are conducted annually by the National Guard Bureau to promote marksmanship and provide a significant year-end goal of high level competition among the states. The first such match was conducted at Camp Robinson, Little Rock, Arkansas in September 1973. These matches are held in honor of Major General Winston P. Wilson who accomplished so much for the marksmanship program of the National Guard during his tenure as Chief of the National Guard Bureau.

State Marksmanship Matches **(Machine Gun, Pistol, Rifle)**

The Taliaferro Trophy Match (5.56mm, M-16 Rifle) is conducted each year at Camp Blanding, Florida, under the authority of the Adjutant General. The Taliaferro Trophy was presented to the Militia of Florida in 1903 by the Honorable James B. Taliaferro, then United States Senator from Florida. It is awarded annually for unit marksmanship competition.

Winners for 1993 were:

Winner - 1st Battalion, 265th Air Defense Artillery,
Daytona Beach, Florida
2nd Place - 269th Engineer Company, Live Oak,
Florida

3rd Place - Company B, 3rd Battalion, 20th Special Forces Group (Airborne), Brooksville, Florida

The Lieutenant Colonel James A. Dowling, Jr. Trophy is a rotating trophy for the high scoring individual rifleman. This match is fired concurrently with the Taliaferro Match.

Winner - Second Lieutenant Russell W. Griffin, 464th Ordnance Detachment, Camp Blanding Training Site, Florida

The I. Thord-Gray Trophy Match (Cal .45 Pistol) is conducted each year at Camp Blanding, Florida, under the authority of the Adjutant General. The I. Thord-Gray Trophy was presented to the Florida National Guard in 1930 by Major General I. Thord-Gray, retired British Army Officer, and was awarded for unit team marksmanship (carbine) competition until 1965. The trophy has been placed in pistol team competition as a result of the removal of the carbine from the United States military inventory in 1966.

Winners for 1993 are as follows:

*Winner - 125th Fighting Falcons
2nd Place - 164th Air Defense Artillery Brigade, Orlando, Florida
3rd Place - 290th Joint Communications Support Squadron, MacDill Air Force Base, Florida*

The Mark W. Lance Trophy Individual Pistol Championship (Cal .45) Match is fired concurrently each year with the I. Thord-Gray Trophy Match at Camp Blanding, Florida. The Mark W. Lance Trophy was presented to the Florida National Guard in 1967 by the Camp Blanding Rifle and Pistol Club in memory of former Adjutant General, Major General Mark W. Lance, and is awarded annually to the individual achieving the highest score in pistol competition.

Winner - Sergeant Major Arthur Brown, State Area Command (-), St. Augustine, Florida

The Third National Guard Regional Matches (Second Army Area) were hosted and conducted at Ft. McClellan, Alabama in June 1993. Six individual states and Puerto Rico were represented by 125 shooters. Matches were fired with the .45 Cal service pistol, M16A1 service rifle, and the M-60 machine gun. Florida was represented by the 269th Engineer Company and 125th Fighter Group.

PLANS, OPERATIONS, TRAINING & MILITARY SUPPORT

Mobilization and Support

The Adjutant General has responsibility to plan for the mobilization and deployment of federalized National Guard units assigned to the state. The mission is to provide trained and equipped units capable of immediate expansion to war strength and available for service in time of war or national emergency or when appropriate to augment the active component forces. Upon mobilization, the Adjutant General will supervise unit efforts to improve readiness at home station, move units to the Mobilization Stations, and manage disposition of federal equipment and property. The Adjutant General will also manage disposition of state equipment and property.

Planning and coordination responsibility for mobilization is directed by the Plans, Operations, Training, and Military Support Directorate. Guidance on executing mobilization is provided by the Forces Command Mobilization Plan in consonance with National Guard Bureau and the Second Continental United States Army. The Adjutant General's Mobilization Plan is published to provide specific guidance and ensure pre-planned actions are implemented. The Florida Army National Guard has completed 11 exercises testing mobilization during the past training year.

In FY 92 a pilot program was developed as a joint venture between the Army National Guard and

Forces Command. The pilot program later became known as the Operational Readiness Evaluation. The intent of the Operational Readiness Evaluation program is to provide commanders at all levels an objective, external evaluation of the readiness of a unit at the time of the evaluation, focusing on the personnel and administration, training, logistics, and the unit's mobilization files.

Four Florida Army National Guard units were evaluated in FY 93. These units were:

- 653rd Engineer Detachment
- 269th Engineer Company
- 1st Battalion, 111th Aviation
- 743rd Combat Support Company

Military Support to Civil Authorities

The Adjutant General has both state and federal responsibilities in providing support to civil authorities. The state responsibility involves providing troops (National Guard) to assist civil authorities in major emergencies when authorized by the Governor. On the federal side, the Adjutant General is responsible for the preattack planning and postattack operations of all military forces (Army, Navy, Air Force and their reserve components) to support civil defense (civil authority) within the State of Florida in the event of a nuclear attack against this nation.

Planning and Coordination

The responsibility for planning, coordination, and conduct of operations in support of civil authorities is centered in the Directorate of Plans, Operations, Training, and Military Support. Liaison is maintained with law enforcement agencies and the Division of Emergency Management within the state and with federal agencies and military commands as appropriate. National Guard troop units are organized into task forces to provide a rapid response to locations within a specific area in proximity to the unit's home station. Liaison is maintained with civil authorities in

their area of responsibility by these task forces.

Operations

The Department of Military Affairs goes into an increased readiness status immediately upon threat of civil disturbance, natural disaster, or similar emergency that may require use of National Guard troops. Measures taken include a telephone alert of key personnel, contact with local authorities and appropriate state agencies, and review of capabilities of troop units in emergency area. As the situation develops to a more serious threat, additional actions are taken to man the Emergency Operations Center, dispatch liaison officers to the area, alert troop units, and send additional equipment and communications as deemed necessary.

Counterdrug Support Operations

Tasked with the unique mission of supporting federal, state, and local law enforcement agencies in the war against drugs, the Counterdrug Program continues, in FY 93, to meet the challenges of its charter. Hurricane Andrew notwithstanding, the Counterdrug Program ended FY 92 with seizures of drugs, cash and contraband worth over \$2.9 billion. Early forecasts for FY 93 seizures, taking into account time lost to Operation Andrew, are approaching \$1 billion.

Operations in FY 93 were supported with nearly 180 Army and Air Guardsmen on full-time Active Duty Special Work status. The lion's share of these Guardsmen support United States Customs in the south Florida area in the inspection of cargo at numerous points of entry and exit. Additional United States Customs support is ongoing in Tampa, Orlando, and Jacksonville.

New initiatives in the counterdrug program include the activation of support cells assigned to the Drug Enforcement Agency in Miami, Florida Department of Law Enforcement in Miami and Tallahassee, and an additional cell assigned to the High Intensity Drug Trafficking Area in Miami.

These cells are staffed by qualified Guardsmen designated by Military Occupational Speciality as attorneys, linguists, intelligence analysts, communications technicians, criminal investigators, accountants, and logistics specialists.

Activated in the second quarter of the fiscal year, a full-time team of Special Forces soldiers have conducted numerous special reconnaissance missions, ship bottom search operations, and training courses. The ability of the team to respond quickly to law enforcement support requests have marked them as an outstanding success with law enforcement agencies statewide.

The Multi-Jurisdictional Counterdrug Task Force Academy in St. Petersburg finalized plans to host its pilot course in August of 1993. The course will emphasize counterdrug multiagency operations and the capabilities and use of the military in counterdrug operations.

State Active Duty

Under the provisions of Chapter 250, Florida Statutes, personnel and equipment of the Florida National Guard were called to State Active Duty to conduct Military Support to Civil Authorities operations during fiscal year 1993 as follows:

23 August - 16 November 1992 (OPERATION ANDREW). The Florida National Guard assisted federal, state, and local authorities in supporting the citizens of South Florida in recovery operations which resulted from damage inflicted by Hurricane Andrew.

6 November - 6 December 1992 (OPERATION OVERPASS). The Florida National Guard assisted the Jacksonville Sheriff's Office with surveillance operations, both ground and air, along a 16-mile stretch of I-295 in West Jacksonville which resulted from several reported incidents of rock throwing and gunshots at motorists traveling that section of highway.

13 March - 19 April 1993 (OPERATION GULF-

WIND). The Florida National Guard assisted federal, state, and local authorities with evacuation and recovery operations which resulted from damage inflicted by the severe winter storm that swept across the state.

26 May - 31 May 1993 (OPERATION PEACE-KEEPER). The Florida National Guard assisted state and local authorities in preparing for civil disturbance operations which resulted from the retrieval of suspended Miami Police Officer William A. Lozano.

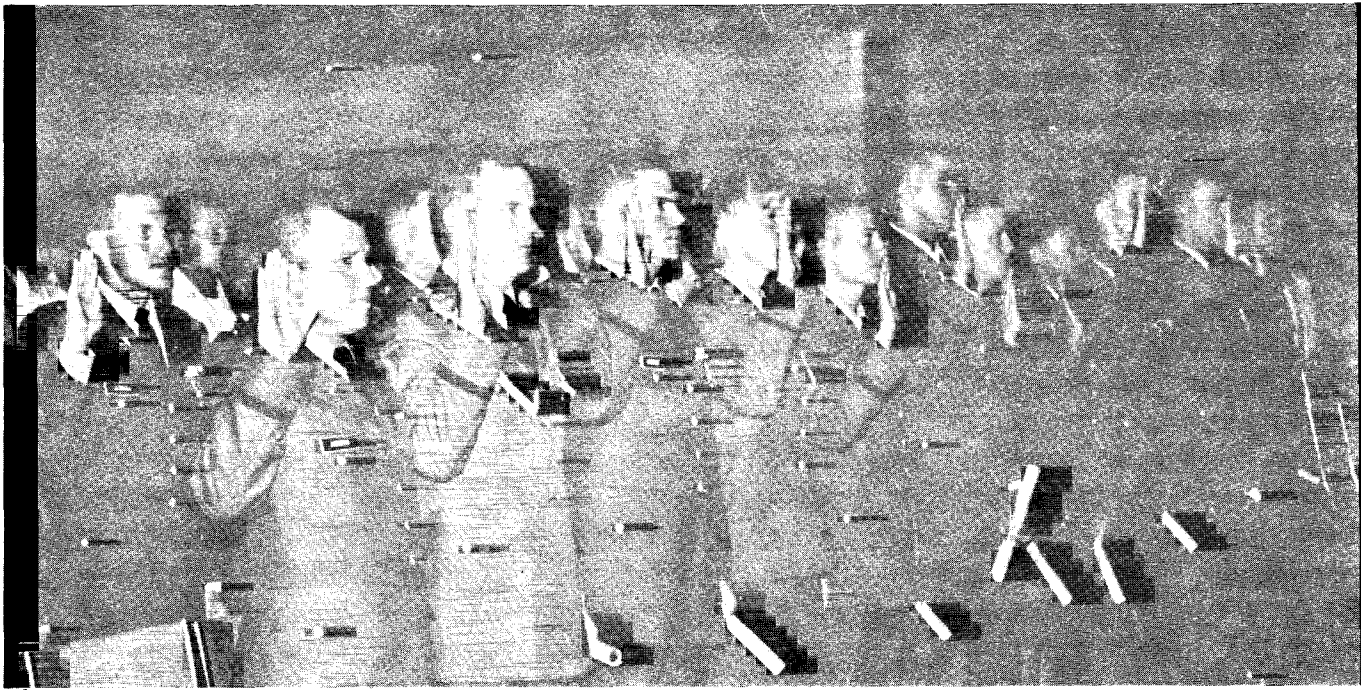
The Florida National Guard Officer Candidate School

The Florida National Guard Officer Candidate School was originally established in March 1961 by the Adjutant General of Florida. The mission of the school is to provide effective instruction and training for appointment of candidates as second lieutenants and to develop maximum leadership and command ability.

Class No. 32 (Florida National Guard) and Class No. 30 (Puerto Rico National Guard) completed Phase III 30 July 1993. These new second lieutenants will then have to complete Officer Basic Course (Phase IV) within the next twelve months.

Class No. 33 began their training on 5 June 1993 and completed their first annual training period (Phase I) 16-30 July 1993 in Puerto Rico. Their Phase II training will consist of twelve weekend training assemblies located at Camp Blanding. They will attend their second annual training period (Phase III) at the First United States Army Reserve Officer Training Corps Region Advanced Camp, Fort Bragg, North Carolina. Tentative dates are scheduled for 23 July - 6 August 1994.

The future of the State Officer Candidate School program lies in consolidation of the annual training phases at regional locations. To this end, the National Guard Bureau's plan is to consolidate Phase I and III training at the First United States Army Reserve Officer Training Corps Region



OCS graduates from Class 32 take the Oath of Office.

Advanced Camp, Fort Bragg, North Carolina. This plan will be developed incrementally, beginning with nine regional locations in FY 94.

National Guard Bureau, Cadet Command, and the Infantry School are working to synchronize Army National Guard State Officer Candidate School and Reserve Officer Training Corps programs of instruction sequence to ensure smooth transition into Phase I and III training. National Guard Bureau is also coordinating with Force Command and Training and Doctrine Command to implement viable accreditation assessment and quality assurance programs.

Traditionally, the Officer Candidate School program consists of a minimum of 576 hours. The Program of Instruction taught is developed and monitored by the United States Army Infantry School, Fort Benning, Georgia, in coordination with the Chief, National Guard Bureau, and closely parallels the resident Active and Reserve Component Infantry Officer Candidate School. All examinations are graded by the Infantry School. Methods of leadership development include rigid discipline, high standards of deportment and conduct, an exacting manner of perfor-

mance, frequent and effective counseling, and continuous observation, correction and evaluation. The Florida National Guard Officer Candidate School is the primary source of junior officer procurement for the Florida Army National Guard. At present, 50% of all company grade officers in the Florida Army National Guard are graduates of the school. In recent years, personnel of the United States Army Reserve have been admitted to the school and upon graduation are appointed second lieutenants in that component. Several classes have included students from the Virgin Islands National Guard. The last ten classes have combined with the Puerto Rico National Guard alternating between Puerto Rico and Florida every other year for the annual training periods. Since 1962, there have been 1,207 candidates graduate from the Florida National Guard Military Academy.

Other courses conducted by the Florida National Guard Military Academy for career enhancement of officer personnel are: Unit Commander's Course, Battle Staff Course, Tactical Officer Course, and Battle Focused Instructor Training Course.

The Florida National Guard Noncommissioned Officer School

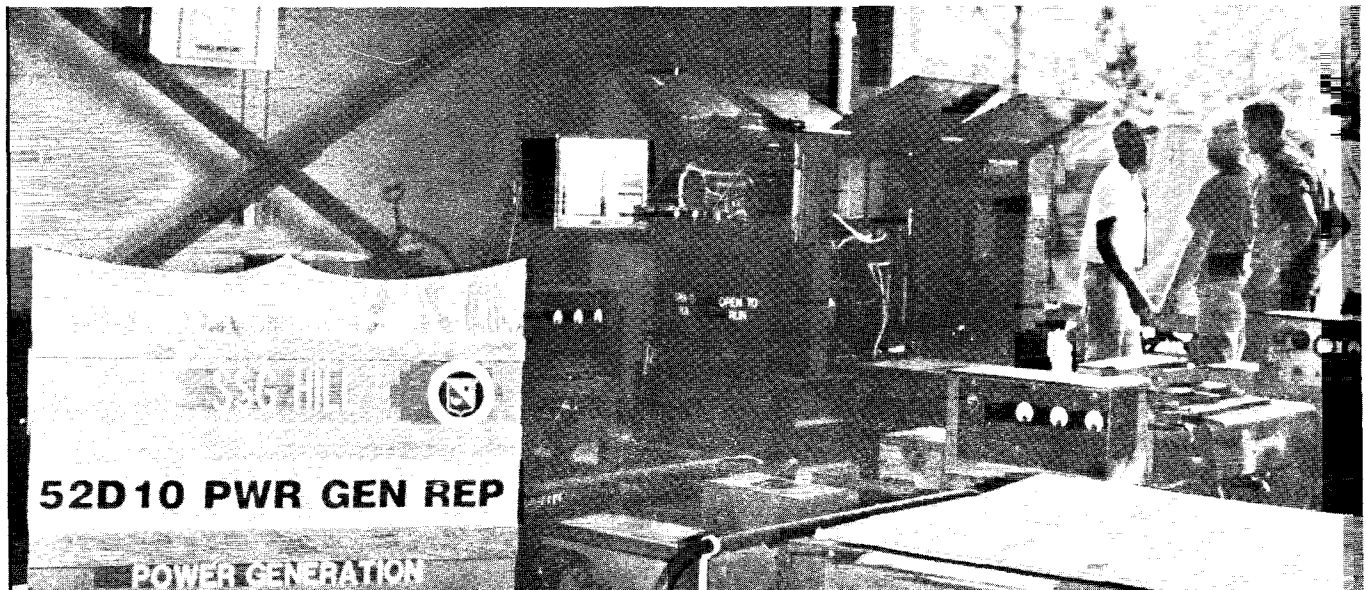
The Florida National Guard Noncommissioned Officer School was established 1 September 1975, with the first class graduating July 1976. The mission of the school is to develop leadership and professional military skills in selected personnel in grades E4 through E7 to better qualify them as noncommissioned officers.

Enlisted personnel are required to complete the following courses for promotion to the next higher grade: Primary Leadership Development Course for promotion to E5 consisting of 123.5 hours; Basic Noncommissioned Officer Course for promotion to E6 consisting of two phases. Phase I consists of common core subjects (47 hours) and Phase II consists of Military Occupational Specialty specific subjects (15 days); and an Advanced Noncommissioned Officer Course for promotion to E7 consisting of two phases. Phase I consists of common core subjects (96 hours), and Phase II consists of Military Occupational Specialty specific subjects (15 days). There have been approximately 2500 enlisted soldiers complete some part of Noncommissioned Officer Education System at the Florida National Guard Military Academy since its inception.

Other courses conducted by the Florida National Guard Military Academy for the career enhancement of enlisted personnel are: Military Support to Civil Authority, Battle Focused Instructor Training Course, Pre-Basic Training Course which is conducted on a monthly basis, and basic Military Occupational Specialty Qualification courses. With the cutback of many active component schools and the nonavailability of many Military Occupational Specialties in United States Army Reserve Schools, this Academy has begun teaching many of these courses. To date, approximately 75 students have graduated from Military Occupational Specialty Qualification courses in 1993.

Regional Training Site Maintenance

The Regional Training Site-Maintenance was established at Camp Blanding in June 1988. Its mission is to provide maintenance Military Occupational Specialty sustainment, transition, and qualification training on force modernization equipment to units in the Army National Guard and United States Army Reserve of Florida, Puerto Rico, and Virgin Islands. The school is located in a state-of-the art training facility, completed in July 1989, at a cost of almost 2 million dollars, and was 100% federally funded. It is equipped with almost 3 million dollars of com-



One of several functional training areas at the Regional Training Site Maintenance.

puter enhanced training devices and 20 million dollars worth of major end items such as the M1 Abrams and M60A3 tanks, and the M2 Bradley Fighting Vehicle. The staff consists of 13 Active Guard/Reserve personnel; 1 officer, 1 warrant officer, and 11 noncommissioned officers. The Regional Training Site Maintenance is accredited by Training and Doctrine Command's Ordnance, Quartermaster, Engineer, and Transportation Schools in 52 courses. The Programs of Instruction are provided by the proponent Training and Doctrine Command school, and range from 16 to 276 hours. In FY 93, the Regional Training Site Maintenance trained approximately 1,089 soldiers in 88 courses for 8,279 mandays.

ARMY NATIONAL GUARD TRAINING

Training of the Florida Army National Guard is based on standards established by the Department of the Army, in coordination with the National Guard Bureau. The Commanding General, Second United States Army is charged with the responsibility of evaluation, coordination, support, and supervision of training. There are several phases of training:

Enlisted soldiers begin their career development with Initial Entry Training which includes Basic Training and Advanced Individual Training. Initial Entry Training trains soldiers in selected basic skill level 1 tasks within their Military Occupational Specialties. After completion of Initial Entry Training, soldiers return to their unit for additional training. Unit personnel train them in their duty position assignments and also on skill level 1 tasks not taught during Initial Entry Training. Soldiers are awarded a Military Occupational Specialty commensurate with their skill level which denotes their qualification to perform the duties of a particular job assignment.

Collective unit training is conducted by units of the Florida Army National Guard based on their

Mission Essential Task List. This collective training is designed to produce mission capable units qualified to perform their assigned wartime mission. The Army fights with combat battalions and supports with combat support/service support companies. The objective of the Army National Guard is to attain the highest readiness level of individual and collective unit proficiency that is achievable in a premobilization status. The Army CAPSTONE Program aligns units into wartime organizations. This program identifies a wartime mission for all organizations. Collective Army training focuses on actual wartime missions rather than striving for peacetime proficiency in all tasks assigned to a unit. The refinement of training objectives allows commanders to Battle Focus their training efforts on the most important tasks required to satisfactorily perform their wartime mission.

Emphasis is placed on the performance of training in a field environment. Field exercises are conducted in the field under simulated combat conditions in which personnel and equipment of one force are actually present, while those of the opposing force may be real or imaginary. Field exercises are training vehicles that may be squad through brigade size operations. They are tactically oriented and designed to prepare participating units for their wartime mission.

Schools Program

The Army National Guard Schools Program is the main source for Branch and Military Occupational Specialties qualification for officer and enlisted personnel in the Florida Army National Guard. Individuals are afforded the opportunity to qualify themselves to fill their unit Modification Table of Organization & Equipment/Tables of Distribution and Allowance assignments and receive advanced training in technical specialties. It is through the utilization of the Schools Program, supported by federal funding, that officer and enlisted personnel complete training in their chosen fields and are able to maintain proficiency in the areas of combat arms, combat support, and combat service support.

TY-93 (1 Oct 92 - 30 Sep 93)	Officer	Enlisted
Army Service Schools/MOS	9	602
Army Area Schools	10	193
Specialized and Refresher Courses	98	22
Officer Education	262	0
NCOES	0	544
Spanish Language Training (SF)	11	51
TOTAL	390	1412

During this fiscal year, officers and enlisted personnel participated in the Schools Program as outlined above.

NOTE: Training funds were reduced 1.3 million dollars less than FY 92.

Organization Changes

The troop structure of the Florida Army National Guard was changed by the organization of the 379th Signal Company, Crestview. Other units experienced minor changes in equipment and Military Occupational Specialities, and personnel.

Communications

This headquarters maintains a reliable communications system using the following means:

SUNCOM. A dedicated State of Florida long distance telephone network for governmental agencies which provides a nationwide direct dialing capability.

Commercial Telephone. The solid state, highly versatile touch tone telephone system installed throughout the St. Francis Barracks complex by Western Electric and Southern Bell Telephone and Telegraph Company, with its many automatic features has materially improved communications efficiency within the headquarters. This system also has a radio telephone patch capability that expands this versatility statewide. The equipment and installation costs were supported jointly by federal and state funds and will result in a 30% savings on monthly recurring costs.

Defense Switch Network, replacement for AUTOVON. A military worldwide general purpose dialing system providing the capability of immediate communication with other military installations.

Secure Telephone Unit III. A secret secure military worldwide telephone system providing the capability of transmitting by voice classified material over telephone lines.

Facsimile Communications. Facsimile is a telecommunications system for the transmission of fixed images with a view to their reception in recorded form. These images include typewritten and handwritten documents, fingerprint records, maps, charts, operation overlays, sketches, and photographs. Facsimile communications are provided for the Florida Army National Guard by an OMNIFAX G35 located in the United States Property and Fiscal Office, an OMNIFAX G36 located in the Administration Directorate, a RAPICON 200 located in the Military Personnel Directorate, and a RAPICON (SECURE FAX) located in the Emergency Operations Center within the Plans, Operations, Training & Military Support Directorate.

National Weather Service Computer Hookup. A network providing the capability to receive written/visual messages on all weather conditions to include severe hurricane advisories and local weather conditions throughout the State of Florida.

Command State Emergency Radio Net. A Florida National Guard HF radio net providing

radio communication with Florida National Guard Task Force Headquarters strategically located throughout the state.

Commercial FM. A commercial FM (line-of-sight) VHF system consisting of two base stations, 90 handi-talkie radios, and two repeaters. This system is used during emergencies for direct communications between the Adjutant General and key staff officers assigned as liaison to civil authorities and/or coordinating National Guard assistance throughout the emergency area.

Radio Amateur Civil Emergency System. A high frequency single sideband radio system. This system gives this headquarters a long range communication link with amateur radio operators during times of emergency.

Automatic Digital Network. Provides the Department of Military Affairs the ability to transmit and receive narrative and data traffic from worldwide subscribers. This system is located in the United States Property and Fiscal Office.

Emergency Command/Communication Vehicle. Commercial motor home converted to a command/communication vehicle used to move to a location in which communications have been interrupted or a commander may use as a displaced command post. This vehicle has FM radio communications between 30 - 512 MHZ, HF SSB, and cellular phone capabilities.

ARMY AVIATION

Army National Guard Aviation has a dual mission. The federal mission is to provide trained units and qualified individuals available for active duty in time of war or national emergency in support of the Army's war plans and at such times as the national security may require augmentation of the Active Forces. The federal/state mission is to provide units, organized, equipped, and trained to function efficiently at existing strength in the protection of life and property and the preservation of peace, order, and public safety under competent order of federal or state authorities.

In order to provide qualified and competent individuals, the State Army Aviation Officer, who is the principal assistant to the Adjutant General in all matters concerning aviation, is directly responsible for the supervision of aviation safety, maintenance, and standardization of the aviation assets assigned to the state. To assist in this technical training there are two Army Aviation Support Facilities; Facility #1 located at Craig Airport, Jacksonville, Florida and Facility #2 located at Lakeland Linder Airport, Lakeland, Florida. These two facilities provide the technical air crewmember training, aircraft maintenance, and maintenance training for the following aviation assets assigned to the Florida Army National Guard.

Unit	Aviation Assets
STARC(-) FLARNG 419th Avn Group 1st Bn 111th Avn (Atk Hel)	1 C-12F No Aircraft Assigned 18 AH-64A 13 OH-58A 3 UH-60L
199th Medical Co(-)(Air Amb) 11th Air Traffic Control Platoon (FWD) Det 1, Hq & Hq Co 1st Bn 132nd Avn 1st Bn 132nd Avn (Corps)	9 UH-1H/V No Aircraft Assigned No Aircraft Assigned 15 UH-1H



An Apache helicopter heads out on another training mission.

In addition to the two Army Aviation Support Facilities, the Florida Army National Guard has a hangar located at the St. Augustine Airport where the C-12F is stationed.

The Army Aviation Support Facility at Jacksonville also supports two OH-58A helicopters that are specially equipped for the State Counterdrug Operations. Four officers and two enlisted personnel have been on Active Duty Special Works during this fiscal year to support the Counterdrug Operations requests generated by the Florida Department of Law Enforcement and County Sheriff Offices. The Aviation drug operations will double this next fiscal year to four OH-58A helicopters, increasing the Florida Army National Guard Counterdrug Operations support role in the future.

Community Relations and Civil Assistance

Both of the facilities provided aviation assets from all the aviation community in August 1992

when Hurricane Andrew came ashore in south Florida. Twenty-four helicopters from the Jacksonville and Lakeland facilities were on station in Miami within hours after the hurricane had moved through providing requested assistance to the devastated areas. Aviation support remained in the Miami area through October 1992 providing support.

Aviation units regularly participate in community programs, static displays of aircraft, and other public relations activities. The support facilities provide an excellent attraction for local groups on educational field trips.

Maintenance

Army Aviation Maintenance Shops are collocated with each facility and provide Aviation Unit Maintenance for the 60 rotary wing aircraft assigned the Florida Army National Guard. The one C-12F fixed wing aircraft assigned is maintained by Beech Aerospace Services, Inc.

Mission Support

All aviation support is coordinated through the State Army Aviation Officer to include Counterdrug Operations, Operational Support, Annual Training, State Active Duty, and normal training missions.

MAINTENANCE OF FEDERAL SURFACE EQUIPMENT

The Director of Maintenance administers the maintenance program that maintains Florida Army National Guard surface equipment in support of peacetime training requirements, as well as state and federal missions.

The day-to-day repair of equipment is performed by 279 military technicians located in 18 Organizational Maintenance Shops, a Combined Support Maintenance Shop, three Satellite Combined Support Maintenance Shops, a Mobilization and Training Equipment Site, and a Unit Training Equipment Site. The Mobilization and Training Equipment Site and Unit Training Equipment Site maintenance activities are located at the Florida National Guard's two primary training sites, Camp Blanding and Avon Park, and provide equipment that supports unit training operations.

Florida Army National Guard military units work in concert with the previously described maintenance facilities to maintain their equipment in the highest state of readiness attainable. In addition to our unit's organic maintenance capability, four Direct Support Maintenance Companies, one General Support Maintenance Company, a Collection and Classification Service Company, a HAWK Missile Maintenance Company, and two Chaparral Missile Maintenance Detachments contribute high-tech skills and sophisticated test and diagnostic equipment in the performance of complicated maintenance tasks.

Maintenance is executed at multi-echelons of per-

formance, beginning with the equipment user, or operator, and progressing to the complicated tasks performed by our maintenance companies and detachments in the execution of major component rebuild. Each military technician and unit mechanic is an experienced professional. Their combined contribution ensures the high state of readiness necessary to support the conduct of the Guard's state and federal missions.

SAFETY

The State Army Aviation Officer administers the Florida Army National Guard Safety Program. The State Army Aviation Officer is responsible for providing a safe and healthful environment for all guardsmen, civilian and military employees, and visitors to Florida National Guard facilities.

The program consists of a wide range of responsibilities to include the Occupational Safety and Health Act, hazard communication and "Right to Know" laws, medical surveillance, aviation safety, and fire safety to name a few. These programs serve to foster an environment that protects all personnel and the general public from injury or property damage from exposure to Florida Army National Guard operations.

In order to facilitate this program numerous training programs are conducted. Each year supervisors are trained in safety awareness and Occupational Safety and Health Act compliance requirements. Hazard communication is taught throughout the Florida Army National Guard by all units and activities that provide information on hazards that exist in the work environment. Other training includes radiation protection, convoy operations, explosive safety, and medical health education.

The goal of the Florida Army National Guard Safety Program is to eliminate all accidents, thereby protecting public safety, guard members, and resources for missions both federal and state. Successful implementation of the safety program involves coordination with other federal, state,

and local community agencies. These agencies provide a vast resource to the Florida Army National Guard in accomplishment of its safety mission. It is through this coordination that the successful completion of the Florida Army National Guard's safety goal is met in accident/injury prevention and protection.

FACILITY MANAGEMENT OFFICE

In order to accomplish both federal and state missions of the Florida National Guard, the Department of Military Affairs maintains over 850 buildings situated on 122,927 acres of land at 84 locations throughout the state. A recap of these facilities is shown below:

Construction of new facilities, as well as expansion and renovation of existing facilities, is generally programmed at least five years in advance in both the State Capital Improvement Program and the Federal Army/Air National Guard Military Construction Programs. In most projects, federal funds are available to support a portion of, if not

the total construction cost. Generally, armory construction is accomplished through cooperative funding, with the federal government paying approximately 65%-75% of the total cost. Cost for construction of all Florida Air National Guard facilities, as well as training and logistical support facilities for the Florida Army National Guard, is funded 100% by the federal government. In only a few facilities, such as the State Arsenal in St. Augustine, is the state required to support the full cost of a construction project.

Even though most projects are constructed with some federal money, all facilities of the National Guard are considered as state owned. When constructed with federal funds on state owned or leased land, a 25-year federal/state agreement is executed. Upon completion of this term, the facility becomes property of the State of Florida. Over the last 8 years, the federal government has spent over \$62,000,000 on Florida National Guard construction projects.

At any given time, this department is actively administering (under contract) approximately 60 different construction projects in various stages

TYPE OF FACILITY	ACREAGE	NUMBER OF BUILDINGS
State Arsenal Complex (State Hq)	8	17
NG Armories	459	92
Camp Blanding Training Site	72,000	624
Avon Park Training Site	50,000	12
Combined Support Maintenance Shops	(CBTS)	9
Organizational Maintenance Shops	(Collocated w/Armories)	27
Organizational Maintenance Shops (2 Not Collocated)	15	6
Army Aviation Support Facilities (2 locations)	20	12
Air National Guard - Jax Int'l Airport	332	30
MacDill AFB-290th Joint Communication Spt Sqd		
Tampa, Air National Guard	16	2
Det 1, 125th Fighter Group		
Homestead, Air National Guard	5	7
114th Communication Squadron		
Patrick AFB, Air National Guard	1	1
Licensed Facilities including R&R Storefronts (3)	71	19
TOTAL	122,927	858

between design and completion. The present 5-year construction program for the Florida National Guard (Army and Air) totals \$143,377,000. Approximately \$42,252,878 will be requested from the State of Florida. The remaining \$101,124,122 will be provided by the federal government.

The June 30, 1993 status of Florida Army National Guard construction projects is shown in Appendix X. Florida Air National Guard projects are included in Appendix XI.

Unit relocations and force structuring of the Florida Army National Guard created the need for utilizing leased temporary facilities to house troops and equipment. Temporary facilities are leased for the Florida Army National Guard by the Corps of Engineers, who are responsible for negotiating terms and conditions of leases. Site acquisition and program funding for permanent facilities are currently in progress. Leasing costs for FY 93 were \$908,974. Anticipated leasing costs for FY 94 are expected to be \$1,019,754.

The Environmental Compliance Assessment System consisted of site assessments for all facilities in Florida during the period May - June 1992. The final report was completed in September 1993. Implementation of the Environmental Compliance Assessment System program will be the foundation of the Florida Army National Guard effort to be in compliance with environmental laws. As a direct result of this initial assessment the Florida Army National Guard has initiated several projects to improve the Department of Military Affairs' environmental compliance status. One of those projects is the Statewide Vehicle Washrack Assessment to resolve waste water discharges from these facilities.

The Natural Resources programs progressed through 1993. The first phase of a floristic (plant) inventory was completed. A second phase is currently being planned to focus on the critically-listed rare plants that occur on Camp Blanding

Training Site. A vertebrate survey on Camp Blanding has provided excellent data regarding rare animal and bird populations. The Facility Management Office's Environmental Section will continue working on the Integrated Training Area Management program. This program will ultimately result in an integrated natural resource management plan. This plan includes plant, animal, forestry, and historic components at Camp Blanding. It will assist military personnel in conducting environmentally sound training with minimal resource alterations or disturbances.

The Florida Army National Guard Environmental Compliance Binder was approved by the Environmental Quality Control Committee. The Environmental Compliance Binder includes the Florida Army National Guard pamphlets which provide written environmental guidance to the field. This written guidance has been supported by formal classroom training in environmental awareness throughout 1993.

FACILITIES

Air Guard Facilities

The Florida Air National Guard Base, located at Jacksonville International Airport, is the home of the 125th Fighter Group. The 332-acre complex consists of 36 buildings arranged in an efficient campus setting. The buildings contain 300,802 square feet of floor space and over 154,456 square yards of pavement for a gross asset value of more than \$15 million. During FY 91 over \$1.4 million was expended for the operation, maintenance, repairs, and new construction at this installation. Major construction of an addition to the existing vehicle maintenance facility will begin during the fourth quarter of this year. Removal of all underground fuel storage tanks will begin in the fourth quarter with phase removal to begin in FY 94 at Jacksonville International Airport. The Florida Air National Guard finished renovating an existing 10,000-square foot facility at Patrick Air Force Base,

Florida to accommodate the Air National Guard's 114th Communication Squadron. The Base Civil Engineers and the Contracting Office have established open-ended Architect and Job Order Contracts to facilitate infrastructure, organizational & maintenance backlogged projects, and environmental mitigation activities. Establishment of Structural Maintenance and Repair Teams took place in FY 92. These teams are targeted for on-site enhancement work at our geographically separated unit locations.

Camp Blanding

Utilization. A total of 206,060 mandays were used for training at the installation during the fiscal year. Florida Army National Guard compiled 137,888 mandays of training while other states' National Guard compiled 7,769. Elements of the Reserve Components utilized 20,431 mandays; Air National Guard units used 2,144; and the Active Components of the Army, Navy, Air Force, and Marine Corps totaled 37,828 mandays

at the installation. Various other government agencies and civilian organizations had 7,265 mandays of training.

The Camp Blanding Military Reservation is noted for its outstanding ranges, training facilities, and dedicated support capability. Training support and facilities are provided to varying size units from squad/section to and including a separate infantry brigade, an artillery brigade, an attack helicopter battalion, and special operations forces from one team to several companies or a battalion. These organizations conduct various individual weapons and crew served firing and qualifications, field training exercises up to brigade level, live fire exercises up to brigade level, and combined arms live fire exercises incorporating small arms, crew served weapons, artillery, mortars, and aerial delivery weapons systems. Additionally, command post exercises, land navigation, maneuver, special operations training (including airborne (parachute) operations and limited amphibious operations) are supported. The reservation



The entrance to Camp Blanding Training Site near Starke, Florida.

has 35 surveyed artillery firing positions with 3 earthen constructed observation points. The firing positions are adequate for 105mm, 155mm, and 8" artillery. The installation has one rotary wing Harmonization Range and an Aerial Gunnery range at Pinner Range. Pinner Range accommodates door gunnery and is equipped with an observation tower. There are two Forward Area Refueling Rearming Points. The aerial gunnery impact area will also accommodate fires from all weapon systems associated with the AC-130 Gunship and most weapon systems associated with fixed wing aircraft using inert warheads. Thirty-seven tactical mortar firing points capable of firing 81mm, 60mm, 107mm, and 120mm mortars are available for training.

Recreational Activities. Camp Blanding continues to improve the Morale, Welfare, and Recreation facilities. During scheduled annual training periods the soldiers are offered a selection of programs.

Recreational activities include ballfields, volleyball, basketball, tennis courts, and an enclosed racquetball court. Plans are in the process for adding another racquetball court due to the increase in popularity.

The Morale, Welfare, and Recreation facilities were improved with the construction of a Par Course Fitness Circuit. Four sites have been completed and are in use at the Recreational Vehicles Area of the campgrounds. This brings the total of Recreational Vehicles sites to 14. The Morale, Welfare, and Recreation program assisted with the upgrade of the boat ramp located on Kingsley Lake. Another picnic pavilion was completed for use by soldiers and their families for special occasions or just weekend relaxation.

Plans are currently underway to upgrade the lighting systems at the various courts: tennis, basketball, racquetball, and baseball.

Club System. The Service Club renovation has been completed (enlarging and enclosing the rear porch). The Noncommissioned Officers' Club,

built within the Service Club, has now been completed. All clubs will continue to be operational.

Plans are in process of renovating the Noncommissioned Officer Lodge to become a game room with pool tables and game machines.

MAJOR COMMANDS

TROOP COMMAND

Jacksonville, Florida

Brigadier General Terry O. Ballard

Mission

Detachment 1, Troop Command, State Area Command is the most diverse Major Subordinate Command in the Florida Army National Guard, currently authorized 2,659 soldiers. The command headquarters located in Jacksonville provides command and control to designated units within Florida.

The Troop Command's mission is to provide command and control of peacetime units to assure all units within the Troop Command are trained, equipped, and fully prepared to deploy in support of federal and state missions, be prepared to assume command and control of units with priority to land defense, and be prepared to execute military support to civil authorities as the North Area Command.

Organization

Elements of Troop Command include the 50th Area Support Group with 14 subordinate elements, the 202nd Medical Group with 6 subordinate elements and 1 Mobile Army Surgical Hospital, a Special Forces Battalion with 5 subordinate units, and a Military Intelligence Battalion with 3 subordinate units. Geographically, the command is spread from Jacksonville, south to Miami, west to Tampa, and north to Tallahassee with multiple locations in between.

Significant Activities

During FY 93, the 202nd Medical Group was responsible for the activation of the sixth physical examination station. The 202nd Medical Group maintains technical control over all six stations and operational responsibility for three. The 202nd Medical Group and its subordinate units also provide immunizations and normal medical support to all Florida Army National Guard units. Key personnel along with the 156th Medical Company were placed on state active duty to provide medical support to both military and civilians during Hurricane Andrew relief efforts, 11,204 civilians and 1,913 military personnel were treated. Group personnel also provided all initial Class VIII (Medical Supply) resupply in the affected area. Medical units continued to train and practice activities required in support of federal and state missions. This training culminated with a mass casualty exercise at Camp Shelby, Mississippi this year.

Special Forces units during this time frame supported Hurricane Andrew relief efforts and also participated in OPERATION OVERPASS, a state active duty mission to provide security along I-295 in Jacksonville, Florida. They also supported numerous local, state, and federal agency counter-narcotic operations and special operation exercises. The unit also participated in several exercises outside the continental United States as well as conducting operational readiness training.

The 260th Military Intelligence Battalion (Linguist) is one of six Army National Guard Linguist Battalions across the United States. The unit has been instrumental in developing training and operational doctrine for Linguist Battalions. Unit personnel are working full-time in support of counterdrug operations, providing support to federal agencies such as the Federal Bureau of Investigation, Drug Enforcement Agency, United States Customs, and the Federal Aviation Agency. Soldiers, at the direction of the United States Army Intelligence and Security Command, interviewed and processed Cuban refugees for federal

agencies. The battalion was also called upon to provide linguist support and security during Hurricane Andrew relief operations.

The 50th Area Support Group is a Logistical Command and Control Headquarters responsible for providing logistical and maintenance sustainment operations. The largest headquarters element in South Florida is also responsible for Military Support to Civil Authorities. During this period the group was activated as the command and control headquarters for all units deployed in support of Hurricane Andrew relief operations. OPERATION ANDREW was the largest state active duty mission the Florida National Guard has ever been involved in. The operation lasted for over 45 days with over 6,000 troops deployed including both Army and Air National Guardsmen. The group provided all facets of support with primary emphasis on security and humanitarian missions. During this period, the Florida Army National Guard also began to downsize. The group deactivated the 149th General Supply Company and the 711th Maintenance Company; relocated the 631st Maintenance Company from Starke, Florida to Crystal River, Florida and the 710th Service Company from Appalachicola, Florida to Starke, Florida. This involved approximately 650 soldiers and several million dollars worth of equipment and supplies.

Community Relations

Detachment 1, (Troop Command), and its subordinate units are actively involved in community related support. Serving in support of civil disasters or doing their part as good citizens is the foundation upon which the militia is based. Many of our soldiers volunteer their time to work with local church groups, schools, scouting, senior citizens, and numerous other local civic organizations. We believe the National Guard is a part of the community and the community is an integral part of the Guard.

53RD INFANTRY BRIGADE (SEPARATE)

Tampa, Florida

Brigadier General James F. Campbell, Jr.

Mission

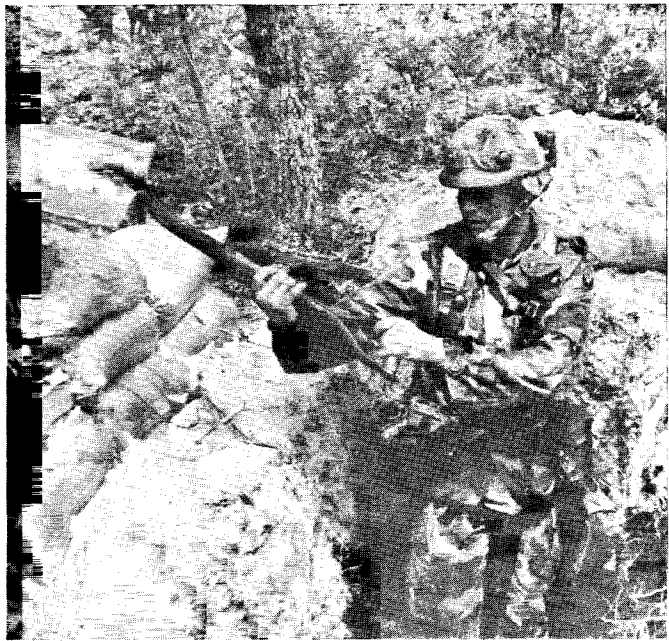
The federal wartime mission of the 53rd Infantry Brigade (Separate) is to conduct combat operations as a theatre defense brigade in a non-NATO scenario. The brigade would conduct operations with elements of a United States Unified Command.

When activated by the governor, the brigade's state mission is to protect life and property and preserve peace, order, and public safety in times of civil emergencies. The soldiers of the 53rd Infantry Brigade (Separate) are specifically organized, trained, and equipped to execute such missions. The brigade also provides military support to civil authorities such as law enforcement and humanitarian assistance type agencies.

Soldiers of the 53rd Infantry Brigade are among the brightest and most dedicated people in our state. They voluntarily meet the ongoing challenges of an intense military education system, maintain both technical and tactical skill proficiency, and assume the personal responsibility of being physically fit. Strong, dynamic leadership is the catalyst by which the brigade excels. As a contingent of true citizen-soldiers, the 53rd Infantry Brigade stands mission ready to meet the needs of its state governor and President.

Organization

The 53rd Infantry Brigade (Separate), "Gator Brigade," which is the largest in the Florida National Guard, is comprised of three infantry battalions; 1st Battalion, 124th Infantry Regiment; 2nd Battalion, 124th Infantry Regiment; 3rd Battalion, 124th Infantry Regiment located in Miami, Orlando, and Panama City respectively; 2nd Battalion, 116th Field Artillery in Lakeland; 53rd Support Battalion in St. Petersburg; 153rd



Starke, Florida -- A soldier from the 3rd Battalion, 124th Infantry Regiment refortifies his fighting position during defensive operations.



Starke, Florida -- Conducting an after action review, an officer from the 53rd Support Battalion reviews the squads actions under fire during convoy lane training.

Engineer Company in Lake City; Troop E, 153rd Cavalry in Ocala; 53rd Signal Detachment in Tampa; and the brigade headquarters and headquarters company in Tampa.

Major Exercises and Deployments

Battle focused, combat mission training is the backbone of the brigade. All individual, collective, and leadership training is battle focused. Special training events included the United States Air Force Equipment Loaders Course and participation of the 1st Battalion, 124th Infantry Regiment in the Jungle Operations Training Center in the Republic of Panama.

Stinger Platoon (antiaircraft) conducted live fire exercises at Ft. Stewart Georgia.

Headquarters and Headquarters Company, 53rd Infantry Brigade (Separate) underwent a Readiness Mobilization Exercise in July 1992. The process involved the planning and execution of a simulated mobilization to include administra-



Starke, Florida -- Soldiers from Headquarters, Headquarters Company, 53rd Infantry Brigade (Separate) conduct Stinger (anti-aircraft) training.

tive and medical records processing for approximately 350 soldiers and physical loading of unit equipment onto vehicles to test load plans. The units mobilization readiness rating was the second highest in the state. Another brigade unit, the 153rd Engineer Company, Lake City, received the states highest rating.

In September of 1992 the brigade was mobilized in support of the Hurricane Andrew relief effort. The 1st Battalion, 124th Infantry Regiment, located in South Miami, was the first organized military presence in the Miami area followed by the 2nd Battalion, 124th Infantry Regiment from Orlando. Brigade units organized the first food distribution centers, remote area resupply, and security patrols for the citizens of south Dade County. Additionally, numerous brigade soldiers volunteered to remain in Miami to further assist in the relief effort after their units redeployed back home.

All brigade elements participated in Fire Command Plus training during the first quarter of 1993. Fire Command Plus is specifically designed to train the battalion staffs in the battle planning process. The battle itself is fought on approximately 27 terrain boards large enough to fill an armory drill hall. The terrain boards were built according to terrain maps of Ft. Polk where the brigade will fight the Joint Readiness Training Center battle in 1995.

Elements of the brigade were also mobilized in March 1993 for the two-day no-name storm that hit central Florida. The brigade headquarters, located in Tampa, was designated as the Task Force Command to coordinate the relief effort in concert with civilian authorities.

The entire brigade conducted an intensive, two-week annual training in June 1993 at Camp Blanding located in Starke. It was the first time the brigade conducted brigade wide lane training which focused on squad and platoon tactics. This included assault, defend, breach, and clear skills, as well as convoy operations. The total lanes

numbered 101 and provided many logistical challenges to include resourcing and construction.

The training stressed skill proficiency and provided for simultaneous, multi-echelon battle staff training. Additionally, platoon and squad level soldiers conducted live fire training.

The brigade trained to standard, not to time.

The brigade participates in annual planning sessions with civilian authorities for civil disturbances and disaster relief operations.

The brigade focuses on the "train the trainer" program which involves using junior leaders at all levels to train their own soldiers. So while chain of command leadership training is conducted so is concurrent soldier skill training conducted at the lowest level possible. This focus develops confidence and esprit de corps in soldiers at all levels.

Brigade and battalion leaders attended the Forces Command Leader Training Program at the Joint Readiness Training Center at Ft. Polk, Louisiana in September 1993. This training focused on planning and conducting the battle to include coordinating battlefield operating systems, battle staff operations, and the command estimate process. This course provided critical leadership training which will serve the brigade well when it encounters the Joint Readiness Training Center battle in 1995. The Joint Readiness Training Center battle will isolate the brigade in a simulated combat environment against a live, professionally trained enemy for 10 intense days. Short of real world combat, Joint Readiness Training Center is the ultimate combat readiness test and is one that is welcomed by the brigade.

Community Relations

The 53rd Infantry Brigade (Separate) is inherently involved in many aspects of community service. Many of our soldiers volunteer their time to work with a variety of youth groups, church organizations, and governmental entities. The brigade is a

major source of donations for local blood banks and has hosted Chamber of Commerce events.

During 1993 the brigade also kicked off its participation in the new Florida National Guard Drug Demand Reduction Program. This program encourages the funneling of community support requests through local anti-drug coalitions. The requests are then forwarded to units who then, using National Guard volunteers, fulfill the mission.

The 53rd Infantry Brigade (Separate) is a proud brigade with a long lineage of honors. It considers its soldiers its greatest asset. The brigade's soldiers and caring leadership are the innate qualities which have led to the unit's many successes and reputation for excellence. "Mission first, people always."

<p>164TH AIR DEFENSE ARTILLERY BRIGADE Orlando, Florida Brigadier General John C. Bridges</p>
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Mission

The mission of the 164th Air Defense Artillery Brigade is to conduct air defense operations at the Echelon Above Corps theater level of responsibility. Currently assigned as the Echelon Above Corps Air Defense Artillery Brigade to U.S. Army Central Command, the 164th Air Defense Artillery Brigade conducts combat operations with elements of the United States Air Force, United States Navy, and the United States Marine Corps in a joint environment. The 164th Air Defense Artillery Brigade is one of three Echelon Above Corps Air Defense Artillery Brigades in the total force; the only Reserve Component Brigade missioned at that level.

Organization

Brigadier General John C. Bridges assumed command of the 164th Air Defense Artillery Brigade

on 1 March 1992. The brigade is composed of the following units: Headquarters & Headquarters Battery, 164th Air Defense Artillery Brigade located at the Naval Training Center Annex in Orlando; 1st Battalion, 265th Air Defense Artillery (Chaparral) located in Daytona Beach; 2nd Battalion, 265th Air Defense Artillery (HAWK) located in Titusville; 3rd Battalion, 265th Air Defense Artillery (Chaparral) located in Sarasota; 3rd Battalion, 116th Field Artillery (8 in SP) located in Plant City, 325th Maintenance Company located in Lake Wales; 1265th Ordnance Company located in Longwood; 364th Ordnance Detachment located in Avon Park; and the 464th Ordnance Detachment located at Camp Blanding.

Significant Events for Units

Training year 1993 provided some unique challenges and outstanding training opportunities for the 164th Air Defense Artillery Brigade. We gained peacetime command and control responsibility for one battalion size element (3-116th Field Artillery Battalion) and one company size element (325th Maintenance Company) during

March 1993, thus increasing our strength by approximately 650 officers, noncommissioned officers, and soldiers.

The effects of Operation SHIFTING SANDS (unit relocations) on this Command resulted in two battalions (2-265th Air Defense Artillery Battalion and 3-265th Air Defense Artillery Battalion) and one company size element (1265th Ordnance Company) being relocated within the state. This operation began during June-July 1993, both battalion elements have completed relocation and were fully operational by September 1993. The 1265th Ordnance Company is scheduled to relocate during October 1993 and is expected to become fully operational no later than mid November 1993.

We conducted two internal Military Occupational Speciality (MOS) producing courses for MOS 16P, Chaparral Crewman during 1993. These courses qualified approximately 92 soldiers. One Basic Noncommissioned Officer Course Phase II (MOS 16P, Chaparral specific) qualified an additional 25 soldiers. Military Occupational Specialty and Noncommissioned Officer



The Top Gun squad from Battery C, 1st Battalion, 265th Air Defense Artillery conducts a missile upload drill.

Education System qualification of our soldiers remained a number one priority throughout the year.

Elements of the Brigade Headquarters and subordinate units conducted several major training events during training year 1993. Listed below are highlights for the Headquarters and subordinate battalions for the reporting period:

Headquarters, 164th Air Defense Artillery Brigade began the training year with a Brigade Level Chemical Exercise. This two-day training event brought together all Chemical Officers and Noncommissioned Officers within the brigade to increase proficiency in Nuclear, Chemical, & Biological defense capabilities.

Formal technical training for the brigade's officers and senior noncommissioned officers was conducted during the month of November 1992. Mobile Training Teams from the U. S. Army Air Defense Artillery School, Ft. Bliss and the United States Air Force Air/Ground Operations School located at Hurlburt Field conducted 16 hours of classroom training on current tactics and doctrine, joint and coalition air defense operations, and joint services command and control procedures.

A brigade level Command Post Exercise was conducted during February 1993 to include participation from all three subordinate air defense artillery battalions. The exercise replicated warfighting in our wartime area of responsibility and proved to be an excellent opportunity to refine the battlestaff process for both the brigade and battalion staffs.

2nd Battalion, 265th Air Defense Artillery (HAWK) conducted annual training 1993 at Marine Corps Base Camp Lejeune, North Carolina and accomplished their first HAWK missile live fire, successfully tracking, engaging, and destroying "enemy targets" on three separate occasions. The battalion was also the first unit in the Florida Army National Guard to receive Forces Command's Annual Training, Training Assessment Model.

The Brigade Headquarters deployed a cell to Darmstadt, Germany during April 1993 to participate in the REFORGER Exercise with 32nd U.S. Army Air Defense Command for a two-week period. The exercise was a change of pace from a Southwest Asia scenario to a European/NATO exercise scenario.

The annual training period for remaining brigade units was conducted at Fort Stewart, Georgia during the period 8-22 May 1993. This period began with the mobilization of units at home station and an exercise of our mobilization plans to arrive at Fort Stewart. The annual training period was highly successful. Highlights included crew certification of all assigned field artillery and air defense artillery crews; Chaparral Lanes Training evaluated by 1st Battalion, 2nd Air Defense Artillery (Avenger), (Active Component) based at Fort Stewart; Combined arms training between Brigade Stinger elements and 1st Battalion, 263rd Armor, South Carolina Army National Guard; Field Artillery Live Fire Exercises; and Air Defense Artillery missile live fire of 24 chaparral missiles and 2 stinger missiles. The brigade conducted 10 days of tactical, collective training in a field environment focusing on sustainment operations.

The final major training event for the training year was Exercise ROVING SANDS. Personnel from the Brigade Headquarters deployed to Fort Bliss, Texas to participate in this major eight-day exercise. ROVING SANDS is a Forces Command sponsored, Joint Chiefs of Staff funded, exercise with participation for all four branches of the United States Military and several foreign NATO aligned countries. This exercise enabled our cell to train on joint/coalition operations in a combined arms setting, interoperability between joint services air defense artillery command and control systems, and counterpart training with active component similar units. Training year 1993 participation in ROVING SANDS was the third consecutive year for the 164th Air Defense Artillery Brigade.

Outlook for the Future

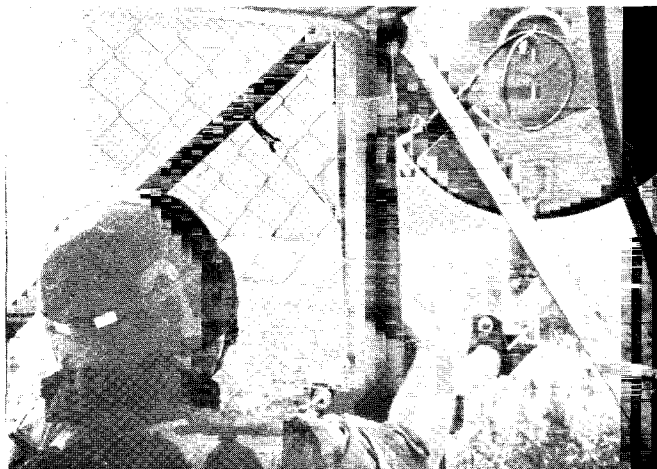
Training year 1994 proves to be an even more challenging year. Several major exercises and training events are scheduled, to include an Overseas Deployment Training opportunity; continuation of the brigade level Command Post Exercise; and ROVING SANDS-94. We begin the planning process for converting 3rd Battalion, 116th Field Artillery to a Multiple Launch Rocket System unit. The 2nd Battalion, 265th Air Defense Artillery (HAWK) will begin fielding and New Equipment Training on HAWK Phase IIIA.

Future training strategies, visions, goals/objectives established by the commanders and unit leaders of this command will ensure that the 164th Air Defense Artillery Brigade is trained and ready to execute our wartime missions.

53RD SIGNAL BRIGADE
Tallahassee, Florida
Brigadier General Spessard Boatright

Mission

The federal mission of the 53rd Signal Brigade is to command and control signal elements in the installation, operation, and maintenance of tacti-



Soldiers of 53rd Sig Bde align TRC Antenna

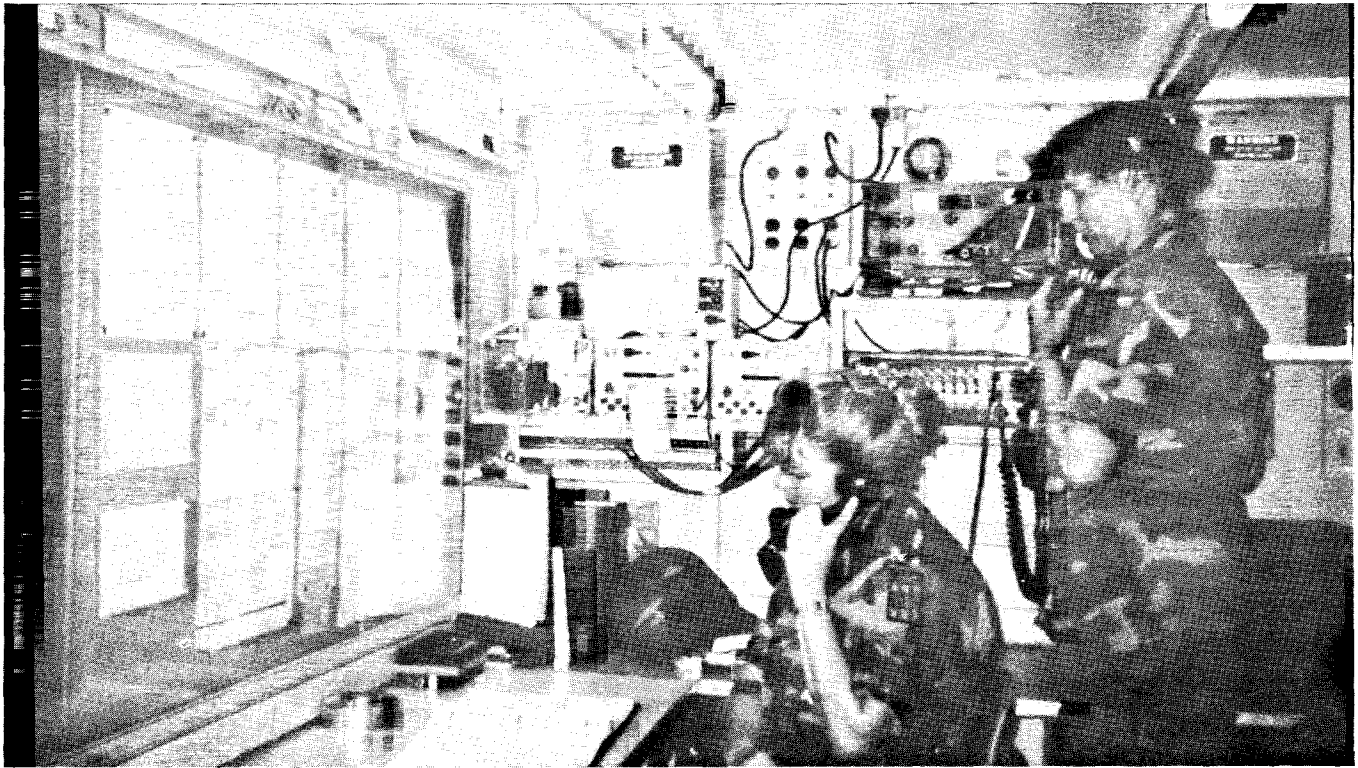
cal communication system in a theater area of operations to include interconnectivity to the worldwide defense communications network, any host nation communications system and standard civilian communications network. The brigade's state mission is to provide local support to local civilian authorities. Tasks to be accomplished are to protect life and property as well as the preservation of peace, order, and public safety in times of emergency. This command is also capable of providing a robust communications system in conjunction with other services for command and control in the case of natural disaster.

Organization

The 53rd Signal Brigade, located in Tallahassee, is made up of the 146th Signal Battalion in Jacksonville and Pensacola and the 417th Signal Battalion in Pensacola with units located throughout Northwest Florida. They are the 144th Transportation Company in Marianna, 160th Transportation Company in Monticello, 379th Signal Company (TROPO) in Crestview, 653rd



TAC-SAT Antenna used during AT-93



Soldiers operate equipment in MSC 32 Communications Van

Signal Company in Perry, and the 708th Maintenance Company in Quincy.

Significant Training Events

During training year 1993 the 53rd Signal Brigade headquarters participated in two annual training opportunities. They were REFORGER 92, being conducted in October of 1992 in Germany, and Operation Bold Standard, June 1993, a major signal exercise up the east coast of the United States to support the 261st Signal Command. Both training events were excellent training opportunities for all brigade personnel. The 53rd Signal Brigade also participated in training with local and state telecommunications companies to develop a working relationship with them in case there is ever another reason to interact as there was during Hurricane Andrew. We also want to ensure that interoperability issues are identified and all issues have been worked out prior to another event of this nature.

Community Relations

The soldiers within the 53rd Signal Brigade are

very active in community support activities throughout North Florida. The brigade's personnel support Scouting, March of Dimes, American Cancer Society, Little League, Adopt-A-School, Florida Drug Demand Reduction effort in the local communities and many other community activities. All of the men and women of the brigade have a sincere and earnest interest in their communities and continually demonstrate their dedication to their communities and their state.

419TH AVIATION GROUP (ATTACK)

**Jacksonville, Florida
Colonel Otis D. Buckey**

Mission

The 419th Aviation Group accomplished a wide variety of training goals in keeping with the diverse missions of each of its units. The Headquarters and Headquarters Company of the 419th Aviation Group played a major role in the

Hurricane Andrew relief effort as did every unit in the 419th Aviation Group. The headquarters provided aviation staff support both in Jacksonville and at the Task Force Headquarters at Ballard Armory in Miami. The Aviation Task Force was comprised of a part of almost every unit in the organization.

During annual training 1993, the headquarters spent the entire annual training period in the field environment, making a 150-mile move with a nighttime occupation of a new training area.

The headquarters this year also sponsored a Family and Employer Support Day during December's Multiple Unit Training Assembly (MUTA). Activities included a vehicle "roadeo," spouse and employer orientation flights in UH-60L helicopters, and many family support orientations and services.

The headquarters participated in the first Apache Plus Exercise, a simulated air land battle utilizing a large terrain board. This was the first exercise of its kind to test the headquarters and staff elements and their ability to maneuver and engage assigned units.

The 419th Aviation Group Headquarters has been on the forefront of family support and the Army Community of Excellence Program sponsoring numerous activities to fund emergency relief and better familiarize the local community with the Army aviation community.

The 1st Battalion, 111th Aviation Regiment (Atk Hel), an AH-64A Apache Helicopter Standard Bearer Unit, has again set the standard for excellence in the performance of their mission. Like other units in the 419th Aviation Group, key members of the battalion were deployed to Miami in support of the Hurricane Andrew Relief effort. This included UH-60L and OH-58C air crews and support personnel for airlift and law enforcement purposes throughout the crisis.

A second state mission was Operation Overpass

in which countermeasures were employed to defend gunfire attacks on the interstate highways surrounding Jacksonville. The unit provided night vision goggle equipped air crews for nighttime surveillance by helicopter in support of the Jacksonville Sheriff's Office.

Operation Peacekeeper, another state assignment, provided National Guard aviation assets ready and available to respond in the event of civil unrest due to the Lozano trial.

In addition to extraordinary success in the performance of its state mission, the battalion excelled in its first Operational Readiness Evaluation administered by the Active Army in which the unit achieved a 100% pass rate in all areas. This resulted in the unit's designation as a Standard Bearer Unit enabling it to receive priority in equipment and funding.

The unit also participated in a combined arms exercise labeled CALFEX at Fort Benning, Georgia, in conjunction with the Infantry Officers Advanced Course, whereby the unit engaged in aerial attacks in conjunction with both ground and Air Force assets.

This year also marked the first time that the battalion deployed to and fired at the Avon Park Gunnery Range, to include the firing of the Army's most advanced air to ground weapon, the laser guided Hell Fire Missile. This mission required the deployment of the unit in excess of 250 miles with staging areas throughout the state.

The 199th Medical Company (Air Ambulance) participated to a great degree in Operation Hurricane Andrew including a large deployment of their personnel and UH-1H helicopters to the Miami area. Almost every aviator and crew member at one time assisted in that rescue mission and provided extraordinary skill and experience in response to this crisis.

This year marked the first occasion in which the unit participated in a large exercise of health ser-

ices organizations since their deployment to Operation Desert Storm. Exercise Celtic Cross '93 required a 1200 mile round trip deployment by both air and ground which was marked with a complete lack of mechanical or safety defects.

This year the unit also passed a rigorous State Inspector General's inspection which involved the meticulous examination of all aspects of the organization's performance. In addition, the unit has attained an extraordinarily high Military Occupational Specialty Qualification Rate and one of the lowest attrition rates in the Florida Army National Guard.

Detachment 1, Headquarters and Headquarters Company and Company C, 1-132nd Command Aviation Regiment also participated to a large extent in Operation Hurricane Andrew this year. The unit sent an almost complete deployment of both their personnel and UH-1H helicopters flying over 500 hours of rigorous and challenging missions in both a city and rural environment.

They also satisfactorily completed both an Inspector General inspection in addition to the highly demanding Aviation Resource Management Survey. Furthermore, they passed a Readiness for Mobilization Exercise, an exercise designed to test the ability of the unit to mobilize and deploy on short notice in support of the federal mission.

As always, Company C, 1-132nd Command Aviation Regiment has supported other ground units in achieving their training goals through the use of over 700 hours of flight time ranging from air assaults to parachute operations. This was especially the case during the 53rd Infantry Brigade's annual training whereby challenging and demanding aviation operations were conducted in preparation for the upcoming exercise at Fort Polk in 1995.

The 11th Air Traffic Control Platoon (Forward) also played a large role in support of the aftermath of Hurricane Andrew. The unit deployed its

Mobile Flight Operations Center in addition to 14 personnel who directed the aviation operations throughout the disaster area. Its efforts in this regard were noted at the Air Traffic Controller's CAPSTONE Convention in October 1992. The unit also participated in Operation Overpass and prepared a deployment cell in the event Operation Peacekeeper was activated.

The 11th Air Traffic Control Platoon (Forward) has been and continues to be in great demand from their affiliated unit, the 1/58th ATS Battalion for overseas assignments, Team Spirit, as well as Ocean Venture at Fort Bragg, North Carolina. This is indicative of the great respect the active component has for the unit's mission readiness.

The 419th Aviation Group (Attack Helicopter) has been and will continue to be ready and able to be swift, bold, and decisive in meeting any and all contingencies throughout the State of Florida and the world. The unit is looking forward in expectation of continued success in the accomplishment of its mission.

<p>CAMP BLANDING TRAINING SITE Starke, Florida Colonel Frederic J. Raymond</p>

Mission

The primary mission of the Camp Blanding Training Site is to prepare to activate mobilization operations to receive and support designated units for federal and state missions; and provide administrative services, training, and logistical support to state and federal agencies, both military and civilian. Provide for year-round maintenance and operation of the post.

Mission tasking includes: Providing the Adjutant General with personnel and equipment as required for operation of the military reservation. Maintaining the mobilization facilities of the installation in accordance with current regulations

or as otherwise may be required. Maintain equipment in support of the post. Providing communication support for cantonment area, range operations, and tenant units. Furnishing security, fire protection, supply, transportation, housing, and construction for assigned and tenant units. Maintaining facilities and providing services necessary for religious, health, education, welfare, and entertainment activities. Assisting the Adjutant General in the logistical support of units engaged in providing military support to civil authorities. Performing administrative, intelligence, operational, financial management, and logistical functions necessary to operate the camp complex and support assigned and tenant units. Preparing for rapid mobilization of the facility by assuring that personnel, equipment, and physical plans are of adequate standards of efficiency for immediate recapture by the active force. Providing for pre-mobilization orientation and qualification training in the appointed positions for officer, warrant officer, and enlisted personnel of the Ready Reserve selected as mobilization designees.

Organization

Colonel Frederic J. Raymond assumed command of the Camp Blanding Training Site in May 1992. The elements of the Camp Blanding Training Site include the 221st Explosive Ordnance Detachment, the 253rd Medical Detachment, and the 653rd Engineer Detachment. The Camp Blanding Training Site supports other elements of the 202nd Red Horse Civil Engineer Squadron (Air Guard); 3rd Battalion, 20th Special Forces Group; 159th Weather Flight and 159th Weather School (Air Guard); the 927th Combat Support Battalion; and the Florida National Guard Military Academy.

Camp Blanding operates a full-time Morale, Welfare, and Recreation Department which includes a Service Club, Officers' Club, and Noncommissioned Officers' Lodge. Additional areas of support at Camp Blanding include the Combined Support Maintenance Shop, Mobilization and Training Equipment Site, and the United States Property and Fiscal Office Warehouse.



One of several historic monuments located at Camp Blanding's World War II Memorial Park.

The Camp Blanding Training Site is state owned and operated and there is a total of 325 people employed; state and federal, from the surrounding communities of Orange Park, Middleburg, Starke, Keystone Heights, and Jacksonville, Florida. A museum was dedicated and became operational in November 1990 servicing the local public with daily tours of various organizations and elementary schools. A monthly tour of the Camp Blanding Museum is now available to give the local community an opportunity to visit and enjoy the World War II Museum.

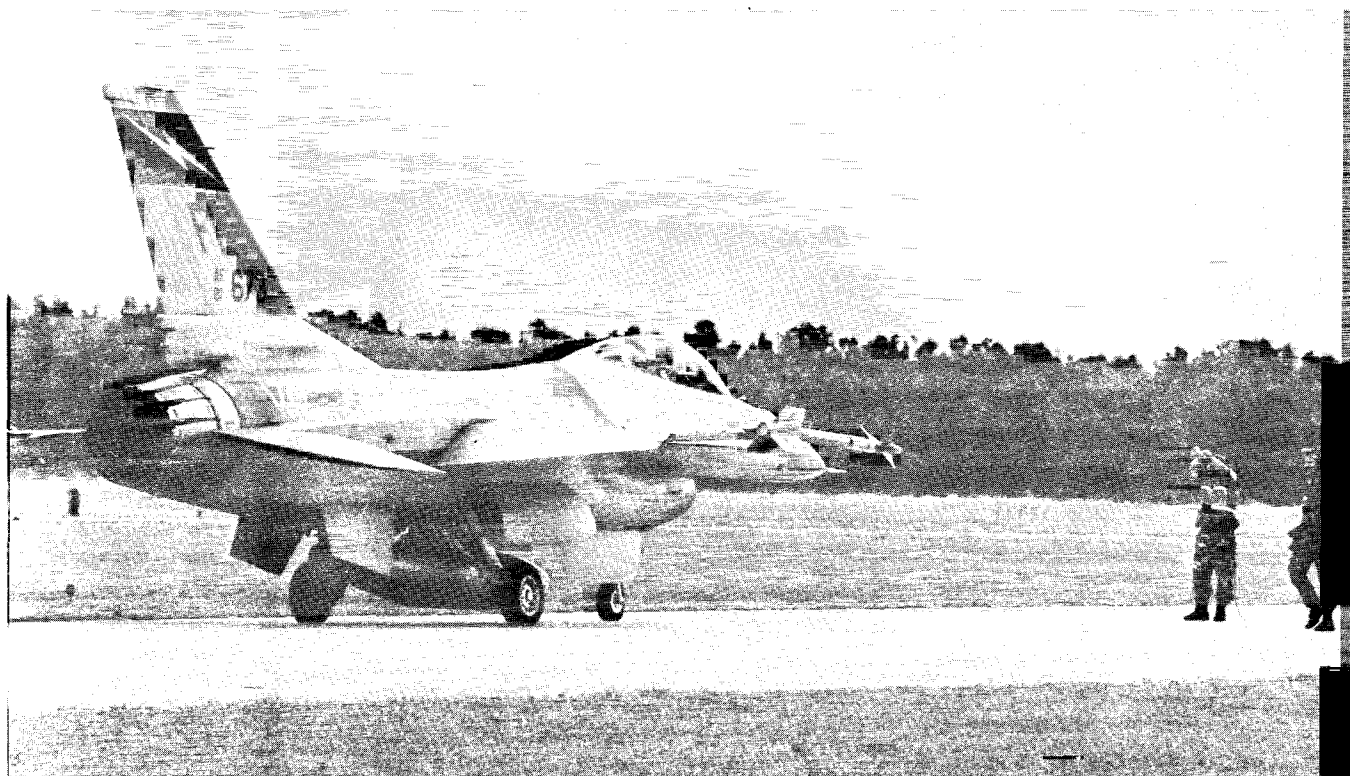
The Camp Blanding Training Site also sponsors and participates in the Adopt-A-School program with Clay County. Assistance is provided to other schools for a variety of functions to include support of Reserve Officer Training Corps programs.

Camp Blanding Training Site supports a total of five major annual training periods per year with an estimated total of 206,060 troops trained during the past year. Camp Blanding Training Site also supports the Avon Park Bombing Range licensed area.

AIR NATIONAL GUARD

BRIGADIER GENERAL WALLACE M. GREEN, JR.

Assistant Adjutant General for Air



The F-16 Fighting Falcon jet of the Florida Air National Guard is readied for another air defense alert mission.

The Florida Air National Guard consists of State Headquarters, Florida Air National Guard, located at the St. Francis Barracks, St. Augustine, Florida; the 125th Fighter Group at Jacksonville International Airport; Detachment 1, 125th Fighter Group, Homestead Air Force Base, Florida; the 290th Joint Communications Support Squadron located at MacDill Air Force Base in Tampa, Florida; the 202nd RED HORSE Civil Engineering Squadron, Camp Blanding, Florida; the 114th Communications Squadron (NABS) located at Patrick Air Force Base, Cocoa Beach, Florida and our newest units, the 159th Weather Flight and the Weather Readiness Training Center, located at Camp Blanding, Florida.

The Florida Air National Guard is authorized 149 officers and 1,460 airmen, for a total of 1,609 personnel.

STATE HEADQUARTERS

Brigadier General Douglas Burnett is Commander, Florida Air National Guard and the Executive Support Staff Officer is Colonel Robert W. Sullivan. This was an eventful year for the Headquarters, Florida Air National Guard. The staff was fully engaged in dealing with a myriad of challenges, ranging from unit reorganizations and mission changes to coping with severe fiscal and other resource constraints. In spite of these daunting challenges, the headquarters staff focused considerable additional energy to improving its internal organization and operation. The past year was difficult, but the high quality and dedication of Florida Air National Guard's highly skilled personnel permitted component units to continue to excel in performance of their missions.

Resource constraints posed perhaps the greatest challenges faced in the past year. Fiscal constraints seriously affected every aspect of Florida Air National Guard operations, but none more profoundly than our various personnel programs. The Florida Air National Guard labored throughout the year to manage the adverse effects of

shortfalls in workday allocations and associated funds. Paltry allocations of these resources seriously impacted the ability of the Florida Air National Guard to procure mandatory technical training for assigned personnel. Training personnel from the 125th Fighter Group, in concert with the Executive Support Staff Officer and other headquarters staff, carefully coordinated to minimize adverse effects on unit capabilities and on individual airmen. Continued problems in this area will have a negative effect on the Status of Resources & Training System of our units. The Florida Air National Guard leadership has, and will continue to, forcefully convey its concerns to the National Guard Bureau.

Because of anticipated shortfalls in the civilian pay account, cash incentive awards were initially suspended for the year. Working with the Support Personnel Management Office, management implemented a new program to reward employees with time off for sustained superior performance. Personnel who were recommended to receive a cash incentive award were to receive a time off award instead. However, as the fiscal year drew to a close, sufficient resources were allocated by the National Guard Bureau to permit a \$300.00 incentive award for each of these employees. Nearly \$35,000 in incentive awards were subsequently disbursed. The time-off program implemented by the Support Personnel Management Office remains in place. This program will remain an additional tool to recognize deserving employees in the future.

Equal opportunity and affirmative action remain pressing concerns for the Florida Air National Guard. Critical analysis of recruiting, retention and promotion policies, among other personnel processes, is ongoing to improve Florida Air National Guard affirmative action efforts. The Military Personnel Management Officer led a joint process action team, at the request of the Adjutant General, in refining the Department of Military Affairs Comprehensive Affirmative Action Plan. Additionally, the commanders of each Florida Air National Guard unit, select Chief

Master Sergeants, plus key headquarters staff personnel, attended an intensive two-day equal opportunity awareness course at the Defense Equal Opportunity Management Institute, Patrick Air Force Base. The course was profoundly effective, with attendees gaining fresh insights into the complexities of equal opportunity and affirmative action issues.

Family support, as well remains of considerable concern to leadership at all levels of the Florida Air National Guard. The Headquarters Family Support Coordinator prepared an excellent orientation video for Florida Air National Guard members featuring briefings by the Assistant Adjutant General, Air, and the Commander, Florida Air National Guard. The Family Line, a network of local family support volunteers was also established to assist Florida Air National Guard families at the neighborhood level. Florida Air National Guard Family Support representatives continue to work closely with their Army National Guard counterparts on issues of concern to both organizations.

All personnel separated from the Florida Air National Guard since October 1991 were evaluated by the Military Personnel Management Officer for possible eligibility for benefits under the Reserve Transition Assistance Program. Eight personnel were ultimately identified as eligible for special separation benefits totaling nearly \$20,000 payable annually for the next five years. The Florida Air National Guard was very proactive in the implementation of the Reserve Transition Assistance Program. In the absence of clear guidance from higher headquarters, headquarters personnel specialists correctly anticipated and implemented, in concert with the Consolidated Base Personnel Office at the 125th Fighter Group, needed procedures for proper implementation of the program.

Organizational changes impacted on Florida Air National Guard personnel in very personal ways. A reduction in force was mandated due to the closure of the alert facility at Jacksonville. Through

careful coordination with the Support Personnel Management Office the effect of the reduction in force was greatly minimized with no employees having to be separated. Additionally, the loss of the C-130 operational support aircraft necessitated yet another reduction in force. Again, through a concerted effort by management no employees were separated. Finally, because of a National Guard Bureau directed manpower change, it was necessary to separate a competitive employee in the Resource Management Squadron at the 125th Fighter Group. Fortunately the employee was eligible for full retirement benefits and elected to retire voluntarily. The Florida Air National Guard faces additional reduction in force actions next fiscal year as a result of the alert closure.

Working relationships between management and Florida Air National Guard's highly skilled labor force remains positive. Florida Air National Guard management and bargaining unit representatives reached agreement on a new labor agreement during this reporting period. A strong working relationship between management and labor, built upon mutual concern for the welfare of individual employees and effective mission execution was forged in these negotiations.

The Florida Air National Guard moved forcefully into the Drug Demand Reduction Program. Members of the staff participated in numerous conferences and training seminars to facilitate planning Florida Air National Guard Drug Demand Reduction Program initiatives. An ambitious program of training and development, as well as implementation of various Drug Demand Reduction Programs, was established for next fiscal year. Of the several Florida Air National Guard Drug Demand Reduction initiatives it will pursue next year, its primary effort will be implementation of the STARBASE program at the 125th Fighter Group.

The Florida Air National Guard remains involved in the drug interdiction effort. Key staff members of the headquarters were actively involved in the

interchange of ideas and development of new interdiction efforts through the National Interagency Counterdrug Institute.

The headquarters is actively engaged in ensuring that the Weather Readiness Training Center successfully completes its validation class and is prepared to execute its training mission. The Weather Readiness Training Center is a high-visibility program of major interest to the National Guard Bureau and the Florida National Guard. Numerous resource issues have been addressed and continue to present challenges to the effective operation of the Weather Readiness Training Center. Among them are establishing proper billeting arrangements for students, acquisition of needed equipment, and completion of appropriate classroom and administration facilities. These issues, and others, will continue to be actively addressed by the headquarters staff.

The Florida Air National Guard continues to be involved in Military Support to Civil Authorities activities. The headquarters coordinated efforts of the 202nd RED HORSE Civil Engineering Squadron in support of recovery operations associated with Operation March Wind following the severe storms that struck North Florida in March 1993. The Executive Support Staff Officer has been heavily involved in revising Military Support to Civil Authorities plans. The Executive Support Staff Officer was involved in writing the Hurricane Andrew After Action Report and coordinating with Plans, Operations, Training & Military Support on the revised Military Support to Civil Authorities plan. The Executive Support Staff Officer was also involved in coordinating Florida Air National Guard support for contingency plans associated with the Lozano Trial. The Florida Air National Guard Commander; Headquarters, Florida Air National Guard Director of Operations, Plans and Programs Officer; and Director of Personnel also coordinated with subordinate units in developing plans for increased Air National Guard involvement in Military Support to Civil Authorities activities. As part of this process Liaison Officers from the

Florida Air National Guard headquarters staff and from the officer corps of the 125th Fighter Group, 202nd RED HORSE Civil Engineering Squadron and 290th Joint Communications Support Squadron have been trained to support Military Support to Civil Authorities tasking.

Productivity and effectiveness of the headquarters, and the Florida Air National Guard as a whole, continued to be a major focus of the headquarters staff. Considerable effort has been expended in developing the Florida Air National Guard Total Quality Management program. Key staff personnel have been trained in Total Quality Management techniques and methodologies. A three-day Total Quality Management orientation course has been developed with a validation class conducted for headquarters personnel. The class was a major success and the class will be conducted for managers and supervisors at all levels throughout the Florida Air National Guard. A facilitator skills training program for Florida Air National Guard personnel was also developed and will be implemented throughout the Florida Air National Guard early next fiscal year.

High quality, efficient execution of the myriad of administrative tasks necessary to the function of the Florida Air National Guard requires wide, timely dissemination of information. Integral to this process is a well designed Local Area Network. Installation of the Local Area Network at the headquarters was accomplished late in the fiscal year. Connectivity with the 125th Fighter Group and various geographically separated units has yet to be accomplished however. Considerable effort will be spent in the next several months to complete connectivity. Once achieved, staff personnel may then focus their efforts on acclimating themselves to services available on this highly effective communications resource.

The headquarters continues to work refining its internal organization. A comprehensive effort to refine administrative and personnel processes continues unabated. All headquarters personnel,

particularly traditional guardsmen, are receiving training on Total Quality Management techniques to assist them in properly refining processes for which they have been given responsibility. Several major projects were initiated this year, all designed to improve the efficiency of administrative operations. One major effort is to properly archive on microfilm state administrative and personnel records, some going back nearly 50 years to the creation of the Florida Air National Guard. Completion of the bulk of this project is anticipated early next fiscal year.

Staff support to all Florida Air National Guard units is a major undertaking of the headquarters. The Senior Enlisted Advisor traveled extensively this year in support of the units. The Equal Opportunity Staff Officer traveled to the 114th Communications Squadron and the 290th Joint Communications Support Squadron to conduct social actions awareness training and the Medical Services Superintendent traveled to these units to administer influenza vaccinations and to conduct drug urinalysis screening.

Other significant staff activities included a refinement of the Status of Resources & Training System reporting and associated briefings by the Plans and Programs Officer and on-site public affairs support by the staff Public Affairs Officer. The Public Affairs Officer personally documented the establishment of the alert detachment at Key West Naval Air Station and provided continual coverage of the 125th Fighter Group's participation at WILLIAM TELL. Local press coverage of the 125th Fighter Group's involvement in this premier event was extensive, an achievement

wholly attributable to the efforts of the staff Public Affairs Officer. Coverage of the dedication of the 202nd RED HORSE Civil Engineering Squadron's new facilities was equally professional.

The Military Personnel Management Officer and staff designated, trained, and deployed a Mobility Processing Augmentee Team which has been a major contributor to improving the efficiency and efficacy of mobilizing personnel of the geographically separated units. Chief Master Sergeant Douglas E. Jolley was recognized by the Director, Air National Guard for his contributions in developing this team by being named an Outstanding Training Management Noncommissioned Officer for 1993.

All told, the Headquarters, Florida Air National Guard had an eventful year — a year of considerable challenges and success.

PERSONNEL

Selective Retention

Selective Retention Boards convene annually to consider officers and enlisted personnel who have successfully completed 20 or more years for retired pay. Proper use of the Selective Retention Program precludes aging of the force and controls manning, enhances a quality force by retaining individuals with demonstrated potential, and provides an opportunity for promotion of lower grade personnel. Results of these Boards for the last five years are as follows:

OFFICER	1989	1990	1991	1992	1993
Total Considered	25	29	26	29	28
Recommended	24	29	23	24	25
Not Recommended	1	0	3	5	3
ENLISTED	1989	1990	1991	1992	1993
Total Considered	138	142	151	155	179
Recommended	130	132	141	140	165
Not Recommended	8	10	10	15	14

COMMANDS

125TH FIGHTER SQUADRON

Commander - Lieutenant Colonel
Craig R. McKinley

The 125th Fighter Group is composed of five subordinate squadrons, two subordinate flights and a clinic. Each unit's activities are separately recounted.

159TH FIGHTER SQUADRON

Commander - Lieutenant Colonel
Theodore N. Kraemer

The 159th Fighter Squadron continues to demonstrate its combat readiness and dedication to its mission. In addition to admirably performing its daily missions of readiness training and maintaining two 24-hour alert sites, the 159th Fighter Squadron undertook missions ranging from rapidly transferring the Homestead Alert site to Key West following Hurricane Andrew to deploying aircraft to Howard Air Force Base, Panama. A brief summary of the 159th Fighter Squadron activities follows:

1992:

16 Aug - 29 Aug

Combat Archer - 159th Fighter Squadron deployed five aircraft to live fire AIM-7 and AIM-9 air-to-air missiles.

31 Aug

Major Allan Rutherford led a team to restore the alert that was disrupted on 24 August by Hurricane Andrew. Major Rutherford's team succeeded in establishing a detachment alert site at Key West Naval Air Station by 2 September. This accomplishment was recognized for its initiative and effectiveness.

21 Sep

The 159th Fighter Squadron pilots began Fairchild C-26 training, and on 11 October the 159th Fighter Squadron received a new C-26.

7 Oct - 24 Oct

Major Charlie Campbell led a 159th Fighter Squadron deployment of five F-16s to Tyndall Air Force Base to compete in the WILLIAM TELL Air-to-Air Competition. The 159th Fighter Squadron demonstrated how intensive training can pay off by doing very well against air-to-air teams from around the world.

13 Oct - 30 Oct

Captain Eric Thyrrer flew an F-16 to Tucson, Arizona for night vision device operational testing and evaluation.

1993:

27 Jan - 29 Jan

Colonel Emmett Titshaw hosted an airspace conference for all airspace users in the south east.

3 Feb - 4 Feb

Hosted National Guard Bureau Counter-Narcotics Conference.

12 Mar

Unified Spirit (NATO) Exercise. The 159th Fighter Squadron participated in a naval fleet exercise which combines NATO naval and air assets. The 159th Fighter Squadron was tasked to defend the fleet as it passed by the Jacksonville coast.

29 Mar

The 159th Fighter Squadron gave up operational control of the C-130.

22 Apr - 22 May

Deployed 5 F-16s, 12 officers, and 42 maintenance personnel to Howard Air

Force Base, Panama for Coronet Nighthawk. This is a Joint Chiefs of Staff directed deployment which the Florida Air National Guard participates in for one month every year.

7 May

Flew 12 sorties in support of Federal Gold 93-1, a South East Air Defense Sector Exercise.

19 May - 25 May

Deployed 3 F-16s, 1 DETCO, 4 aircrew and 8 maintenance personnel to Davis-Montham Air Force Base, Tucson, Arizona to man detached alert for the Montana Air National Guard so they could participate in their Operational Readiness Inspection. For the period of 19 through 25 May, the 159th Fighter Squadron had 13 aircraft, 19 aircrew, and 56 maintenance personnel at 4 different locations in the United States and the Republic of Panama pulling alert.

Flying Hours and Sortie Totals:

Total Hours Flown: 4900
Total Sorties Flown: 4062

125TH RESOURCE MANAGEMENT SQUADRON

Commander - Lieutenant Colonel Scott B. McEvoy

During the period 1 July 1992 through 30 June 1993, the Financial Management function provided budget, accounting, pay, and deployment support to all elements of the Florida Air National Guard. This section continues to embrace quality concepts which have reinforced our success in meeting customer requirements and contributed to the following accomplishments:

- Responded to the needs created by Hurricane Andrew including the evacuation of Florida Air National Guard personnel

from Homestead Air Force Base and the almost immediate reactivation of alert status at Naval Air Station Key West. These efforts encompassed significant coordination for entitlements of dislocated personnel and estimates of both current and future fiscal year related cost to the Air National Guard and Air Force. Communications and perseverance have resulted in a solid financial relationship with Naval Air Station Key West.

- Implemented the Diner's Club ATM card program for the Florida Air National Guard
- Provided comprehensive briefings on financial management topics at the Commanders' and Chiefs' Conference in November 1992.
- Developed and provided training and participated in the implementation of the multi-million dollar base level Repairable Support Division program for the Florida Air National Guard.
- Fulfilled the Financial Management lead role in implementation of the new objective unit reorganization effective 1 October 1992.

Fiscal year (FY) 94 will be a dynamic time for financial management.

We will see even more changes with the Defense Re-utilization Management Departments affecting regionalization and standardization. Plans include conversion to an interim civilian pay system pending adoption of a Department of Defense-wide standard. We were the sole Air National Guard test unit for this program in FY 92. These are just a few examples of the challenges that Financial Management will greet with a "quality attitude" in the nineties.

Environmental Management

As the air power arm of Florida's community based defense force, our goal is to be leaders in

restoring and preserving Florida's precious environmental heritage while never losing sight of our primary mission to protect and defend our state and nation. We are sensitive to the fragile ecosystems which provide the foundation of our cherished quality of life. We understand that the pollution caused by our forefathers is affecting us today and the pollution we cause today will affect our children and grandchildren in the years to come.

We strive to be wise environmental stewards by considering the environmental effects of all our activities and decisions. We are cultivating the cultural changes necessary for continuous environmental improvements in all our activities. Through our continuing close relationship with the Florida Army National Guard, we reduce duplication of efforts and promote coordinated efforts.

Our environmental stewardship plan is designed to (1) remediate contaminated environments caused by past practices, (2) surpass the environmental standards established for regulatory compliance, and (3) reduce waste generation through effective pollution prevention and recycling programs.

With more than 50 environmental projects valued at more than \$7 million dollars programmed for the next several years, we are aggressively pursuing our environmental goals.

Operational Contracting

The Operational Contracting Office provided effective and efficient procurement support to the 125th Fighter Group and five geographically separated units: State Headquarters; 202nd RED HORSE Civil Engineering Squadron; 290th Joint Communications Support Squadron; 114th Communications Squadron, and Detachment 1 (Homestead/Key West).

During the reporting period 3,382 customer requests were processed consisting of supplies,

equipment, services, and construction. This procurement workload resulted in 2,694 contract awards accounting for approximately \$1,648,308. The operational contracting office procurement impact for businesses in the State of Florida was approximately \$824,869; of which \$620,723 was from the local Jacksonville area.

Contracting support for Hurricane Andrew accounted for 120 procurement requests for approximately \$116,381; also noteworthy is that the Operational Contracting Office procured approximately \$751,629 from cost efficient approved government sources of supply, saving approximately \$187,907 in federal funds.

Supply and Equipment

During the reporting period, the Assistant United States Property & Fiscal Office for Air (Property) continued to provide effective and efficient logistical supply support to the 125th Fighter Group units. Projected budget for FY 94 has been recommended at \$6,827,100 (Supplies and Equipment \$2,641,400 and Repairable Support Division Program \$4,185,700). Through computer accounting, Supply recorded an average of 32,000 transactions per month for Supply, Equipment, and Fuels accounts. Equipment in use by all organizations is valued at \$54,065,306. The Fuels Management Branch has issued an average of 318,000 gallons of JP4 (fuel) per month. An inventory accuracy rate of 99% has been consistently maintained for the year.

125TH VEHICLE MAINTENANCE

The Vehicle Maintenance Section performed both scheduled and unscheduled maintenance on the fleet, which averaged 88 vehicles per month. Total fuel costs to operate the fleet for the reporting period was \$19,386. The total maintenance cost for the fleet was \$171,820.

The Vehicle Out-of-Commission rate averaged 2.7% per month, which was well below the Air Force standard of 10%. The rate for Vehicle-

Deadlined-for-Parts averages 0.6% per month, was also below the Air Force standard.

The fleet total mileage was 304,917 miles for the reporting period, an average of 25,410 miles per month. The total operating hours was 7,181 and averaged 598 hours per month. The total fleet average cost was .37 cents per mile/\$9.99 per hour.

The Driver Education Section provided the Air National Guard Driver Orientation briefing to 57 personnel during this period.

The 125th received 5 new vehicles this reporting period. These were to replace existing vehicles/requirements. Five vehicles were processed for salvage to Defense Re-utilization Management Office or awaiting Air National Guard Readiness Center disposition. Even with this unit supporting four geographically separated units in the state, our vehicle ground fuel consumption showed no significant reduced rate this year. However, with our aging fleet and fleet zero growth, maintenance costs have increased considerably.

Traffic Management Office

The Traffic Management Office processed a total of 440 shipments on Government Bills of Lading, representing a total cost of \$7,900 for this period and a total weight of 280,320 pounds.

A total of 276 government travel requests were issued, that represented 352 individuals at a total cost of \$118,800. The United Parcel Post shipments totaled 2,065 with a total weight of 31,730 pounds at a total cost of \$17,402.

A total of approximately 2,065 shipments were received from depots, contractors, and other air force installations. The grand total of shipments reached 4,417 at a total weight of 304,878 pounds. The total shipment cost for all the above shipments was \$25,269.

Overall, the costs of government travel has declined by about 20% this reporting period. The overall shipment costs have made the most drastic decline of approximately 48% from last year.

125TH MISSION SUPPORT FLIGHT **Commander - Second Lieutenant** **James S. Stuart**

The 125th Mission Support Flight continues to be one of the lead information systems units in the Air National Guard. The 125th Mission Support Flight continues to implement innovative communications, computer, audio-visual, and information management techniques to help the units of the Florida Air National Guard maintain a high degree of readiness.

The 125th Mission Support Flight was awarded the Chief of Staff Trophy in March of this year, recognizing the unit as the outstanding unit in the Florida Air National Guard. This is the first time the unit has won this prestigious award.

The 125th Mission Support Flight completed the replacement of all the copper telephone cable on the base. Replacing this cable, previously owned by Southern Bell, will save the 125th Fighter Group approximately \$6,000 per year. We also installed state-of-the-art fiber optics cable. This cable was necessary to install the Local Area Network at the base. The total cost of this project was in excess of \$700,000.

The unit completed installation of the Local Area Network at the 125th Fighter Group. The Local Area Network was totally installed by the 125th Mission Support Flight at a savings to the government of over \$35,000. The 125th Fighter Group's geographically separated units will be installed when all necessary equipment arrives. This project represents an investment of over \$350,000 at the 125th Fighter Group.

The 125th Mission Support Flight has installed a new telephone switch for the 202nd RED HORSE Civil Engineering Squadron. This switch will

provide them with direct connection to the switch at Jacksonville and also gives reliable access to FTS-2000 and Defense Switch Network, not presently available through the Army National Guard switch at Camp Blanding.

**125TH CONSOLIDATED AIRCRAFT
MAINTENANCE SQUADRON
Commander - Lieutenant Colonel
Ronald L. Hamilton**

This unit continues to train toward the Operational Readiness Inspection scheduled for December 1993. We constantly exercise our readiness to respond to numerous exercises, perform Integrated Combat Turnarounds, and conduct maintenance training. We have reached the level of approximately 99% compliance in Self-Aid and Buddy Care training. We have compiled a master training plan to guide us in the coming months. We expect to maintain a level of activity, barring unforeseen developments, that will provide us with the best possible preparations for all taskings.

In April 1993 we sent personnel to a Navy conference on chaff/flare and radar threat warning systems. In May 1993 we sent personnel to a F-16 Avionics Intermediate Shop supportability review at Warner Robbins Air Force Base, Georgia.

Reorganizations

We have begun our first step in the reorganization of the unit. The former Resource Management Squadron is now included in meetings and decisions under the Logistics Group concept. Cooperation and a willingness to work together are the cornerstones of easing the transition and making the reorganization work with the focus on mission accomplishment.

Deployments

WILLIAM TELL 1992

The advance team departed 8 October 1992 to prepare for arrival of personnel and aircraft to be received for this event which was conducted from 13-25 October 1992. Five aircraft and all personnel arrived safely at Tyndall Air Force Base, Florida. During the competition, our people performed their duties in a professional manner while participating in an intense and stressful atmosphere. Aircraft problems were minimal, attesting to the experience and ability of our personnel. Although the outcome was not as good as we may have wished, lessons learned were invaluable.

Ready Olympiad

During the period of 24 April to 22 May 1993, we deployed five aircraft, along with support equipment and personnel to Panama in support of Coronet Nighthawk.

During the period of 19-25 May 1993 we sent three aircraft and support personnel to perform alert duties for the Montana Air National Guard for their detachment at Tucson, Arizona. This tasking was in support while they underwent an Operational Readiness Inspection.

The above deployments were successfully accomplished while also maintaining alert commitments at Jacksonville and Key West and continuing to support local training missions.

Maintenance Support Activities

The Kansas Air National Guard deployed 6 aircraft and 50 personnel during 8-13 February. They trained using Aircraft Combat Maneuvering Instrumentation, however, we anticipate this to be their last deployment to Jacksonville because they are due to transition into B-1s in the near future.

We continue to support other units with training. We hosted an individual from the New Mexico Air National Guard in our Precision Measuring Equipment List for hands on training during this period. It is anticipated this will continue as there

are additional personnel currently performing hands on training with our unit.

Alert Detachment

We continue to support the Key West detachment with personnel and equipment. The rotation of maintenance personnel also continues.

During the week of 7-11 December 1992 we supported a National Guard Bureau sponsored exercise which included other Air National Guard units. These other units were launched out of the Savannah Combat Readiness Training Center, while we provided aircraft from Jacksonville.

Engine Conference

The 125th Fighter Group hosted the 1993 Engine Shop Chief, Engine Manager, and Engine Tracker Conference 26-28 January. The conference was held at the Marriott at Sawgrass, Jacksonville, Florida. Representatives from Pratt and Whitney, San Antonio Air Logistics Center, Air Combat Command, the Air National Guard Readiness Center, and the Air Force Reserve were present. Personnel in attendance expressed their gratitude for an outstanding and successful conference.

Puerto Rico

We are supporting the Puerto Rico Air National Guard during their conversion to the F-16, and the Engine Shop is the "Queen Bee" operation for F-100 engines destined for Puerto Rico. At this time we possess and are working four engines. In addition, the Avionic Intermediate Shop section is providing support as well.

Inspections/Evaluations

Our Precision Measurement Equipment Laboratory is continuing to reinforce its reputation as one of the best in the Air National Guard. They were inspected by the Aerospace Guidance Meteorological Command, an agency which certi-

fies the ability of the Precision Measuring Equipment Laboratory to perform its mission. This certification is critical and the final results of the inspection were "Outstanding."

125TH SECURITY POLICE SQUADRON

Commander - Captain Ronnie Tittle

The 125th Security Police Squadron (Peacekeepers) provided overall security, law enforcement, and protection of government resources enabling the 125th Fighter Group to meet and perform its primary mission of air defense.

Administration and Manning

During the period 1 July 1992 through 30 June 1993, the 125th Security Police Squadron issued more than 1,000 identification credentials, including restricted area badges, active duty, reserve, retired, dependent and reserve dependent credentials, approximately 800 Department of Defense vehicle registrations, and conducted over 400 personnel security investigations. Much of the day-to-day identification issue was transferred to base customer service personnel. On two occasions, 125th Security Police Squadron personnel deployed to Key West to issue identifications and restricted area badges to Detachment 1 personnel. Also, identification credentials were issued at the 114th Communication Squadron at Patrick Air Force Base, Florida. Additionally, incident investigations were conducted for the Group, other Florida Air National Guard units, and the servicing Office of Security Investigation when requested. These services were conducted by personnel performing additional duties.

Major organization changes continued with Captain Tittle assuming command from Major Brooks who became the Mission Support Squadron Commander. Filling of the vacated Security Police Officer position is currently pending and key supervisor positions were also

adjusted. Supervision structure continued changing to ensure upward mobility, quality performance, and to empower supervision at the lowest level possible. All positions were filled and there are no overages without a forecasted vacancy. The Squadron maintained manning over 100%.

The 125th Security Police Squadron started its "Back to the Basics" training program in calendar year 1992 and expanded to "Building on the Basics" in calendar year 1993. All functions continue to be monitored to ensure maximum efficiency and quality production. Advanced planning was reemphasized to meet future mission requirements. The Security Police Code of Ethics emphasis continued through the year.

The full-time technician security force is being utilized to fulfill various additional duties normally accomplished by traditional guardsmen. This is being done so traditional guardsmen can concentrate their efforts toward training and overall readiness rather than routine tasks and paperwork.

Budget constraints resulted in personnel reductions among the full-time force and have led to sparse manning of posts and an increased workload. In addition to normal duties, the full-time forces are busy with training and making preparations for the Operational Readiness Inspection. Morale remains high in spite of five State Military Police Officer layoffs and pending loss of four Active Guard/Reserve positions in September.

By regulation, Security Police must have enhanced physical fitness programs. The unit completed its annual physical fitness test in January with 99% completion. The unit also completes a one and one-half mile run each Unit Training Assembly and allows those who wish to walk to do so. Additional physical training was implemented in January which encourages pull-ups, push-ups, and sit-ups on a volunteer basis.

Deployments and Exercises

Rendered assistance during Hurricane Andrew:

On 26-30 August, the 125th Security Police Squadron escorted supply convoys to assist displaced Florida Air National Guard Detachment 2 personnel while forces at Jacksonville worked longer hours to provide the personnel.

Personnel maneuvered through difficult and dangerous environment and endured harsh living conditions, including sleeping in the outdoors in damaged community homes to help deter looting and vandalism and protect lives.

Security Police provided subsistence to individuals in need, including some of the 125th Security Police Squadron's personal items and assisted displaced Florida Air National Guard members in moving household remains back to Jacksonville.

Reestablishment of air defense alert from Detachment 2, Florida Air National Guard at Homestead Air Force Base, Florida to Key West Naval Air Station, Florida:

On 28 August 1992, a decision was made to establish alert aircraft at Boca Chica Key West Naval Air Station, Florida. On 2 September, the 125th Security Police Squadron deployed with 10 full-time support personnel from Jacksonville to provide immediate security support and established a restricted area by 5:45 p.m. allowing alert aircraft on status. Jacksonville and Key West Security Police worked 12-hour shifts to fulfill mission requirements.

During off duty hours, 125th Security Police Squadron personnel assisted in refurbishing the alert operations building.

Much coordination was made with Naval personnel to ensure compatibility of operations.

Security Police coordinated through Air National Guard Readiness Center/Program Safety to

receive assistance from other Security Police units and 125th Security Police Squadron traditional guardsmen. The 125th Security Police Squadron supervised the rapid changeover of forces which continued through March 1993.

Effective rapport was maintained throughout the Key West community and business establishments, as well as the Naval Station commended the operations and reflected favorably on how the operation affected them.

The 125th Security Police Squadron deployed 44 personnel in support of "Fuertes Caminos" or "Task Force Rushmore March 1993." It is a Joint Chiefs of Staff directed exercise involving the United States Army and Air Force (Active and Guard forces) working alongside Panamanian forces. The primary mission of "Fuertes Caminos 93-Panama" is to construct 27.1 km roadways, upgrade 2 suspension bridges, renovate 12 schools and 4 clinics, as well as conduct 4 medical readiness training exercises to increase the United States' medical capability. Security police provided all facets of security protection for these operations.

Security Police became "goodwill ambassadors" representing the Government of the United States. They received commendable reports and were also applauded for the support provided the Commander of the United States Southern Command during his visit to the remote site.

Served as Pilot Unit for the Air Defense Security Police Logistical Detachment:

Officially recognized by Air Combat Command and Air National Guard Readiness Center/Program Safety to become the focal point for all First Air Force Security Police unit mobility packages; coordinated mobility needs with other air defense units and conducted reviews and exercises to test the mobility equipment package for our similar missions; and identified mobility shortfalls within the air defense Security Police units.

We continued to emphasize deployments, exercises, and realistic scenarios. Joint operations were interfaced with the Florida Army National Guard and Army Reserve Military Police. The Florida Army National Guard provided Multiple Integrated Lazer Engagement System equipment and Army Reserve Military Police provided tactical vehicles to sharpen combat defensive skills.

Conducted traffic control and additional security for the 125th Fighter Group Annual Family Appreciation Day in October with traffic volume 150% over normal flow without incident. Due to the base layout, this was a monumental task. Security Police also conducted numerous activities to acquaint dependents with weapon safety, resource protection, and raised funds for Security Police award programs.

Numerous personnel have visited other bases for crosstell information to enhance overall operations and increase knowledge.

Amid preparation for the Operational Readiness Inspection, the 125th Security Police Squadron was involved in keeping 20 security police on standby to deploy to South Florida in the event of civil disturbance there resulting from the William Lozano trial, which was finally completed in April. The lack of unrest made their activation unnecessary.

Extensive planning was conducted in the event the 125th Security Police Squadron members were tasked again to provide alert security for Detachment 1 at Naval Air Station, Boca Chica. The unit is prepared to deploy on short notice.

Three bilingual Security Police were also alerted for possible deployment to the Republic of Columbia for a classified mission. The request came from the National Guard Bureau but active duty United States Air Force Security Police have since taken over this mission and further Security Police involvement seems unlikely.

Beginning in April, the 125th Security Police Squadron functions are dominated by preparation for the upcoming Operational Readiness Inspection. All functions are being examined to ensure quality performance. Our persistent high state of readiness in the 125th Security Police Squadron makes preparing for the Operational Readiness Inspection, with few exceptions, a matter of fine-tuning and ironing out details rather than having to start from the ground up.

During exercises held in April and June unit trainings, Security Police forces performed aggressively to react to various simulated threats base-wide. Most established procedures were authenticated as valid by these exercises. Problems identified are being corrected.

M-16 qualification was conducted for Security Police at Camp Blanding during June unit training assembly with 100 percent of personnel qualifying.

Community and Family Support

The 125th Security Police Squadron continues to promote the "Community-Based Defense Force" through community involvement.

The 125th Security Police Squadron provided the primary Color/Honor Guard representing the Air Force and Air National Guard in the Jacksonville Community. On occasions, base personnel were also solicited. Realizing a large United States Navy presence in the community, these details proved significant and brought favorable comments upon the Florida Air National Guard and United States Air Force. Activities included: Jacksonville Beach 4th of July celebration; San Jose Church salute to the Armed Forces, 5 July; Jacksonville Veteran's Day Parade in November; Salute to Women in the Armed Forces at Universal Studios, Orlando, Florida in November; MacClenny State Hospital for Veterans Day in November; Callahan, Florida Christmas Parade 5 December; provided one Security Police to perform in the joint Florida Army/Air National

Guard color guard for the Tenth Annual Logistics Readiness Workshop in March; Memorial Day at Riverview Baptist Church in May and five funeral details conducted in August, November, December and 2 in May.

In addition to Color/Honor Guard activities, the 125th Security Police Squadron members have continued to act as hall monitors and assist in programs at various local schools.

Security Police were provided to participate in school and community activities to lead the Guard out into the community which has brought favorable comments on how the Guard is helping to be role models. The 125th Security Police Squadron is continuing to build on family and employer involvement by encouraging activities where families can observe first hand what their Guard member does on unit training assemblies and providing a unit cookout. Full-time support family members were also invited to the base for a tour and relationship building time. Employers are invited to the base for a tour and lunch and are sent letters commending their support for the Guard. We are attempting to get the Guard story out.

The 125th Security Police Squadron organized a unit Family Support Group and conducted two meetings, to date, to outline procedures in keeping family members apprised of unit concerns and in event of mobilization. A core group is established to work issues and plan future family activities.

We gave 100% response toward Operation Christmas Stocking in December to provide needy children with gifts during Christmas time. Additionally, personnel volunteered their personal time and resources to further the cause with underprivileged children in Nassau County.

The 125th Security Police Squadron has reorganized the squadron awards and decorations committee with monitors being established for each flight. This will result in rapid recognition of

deserving individuals. Recognition has become a major emphasis for Security Police personnel.

The 125th Security Police Squadron is vibrant and well motivated. We look forward to the Operational Readiness Inspection and future challenges.

125TH CIVIL ENGINEERING SQUADRON

**Commander - Lieutenant Colonel
Ronald Riedel**

The 125th Civil Engineering Squadron supports combat air operations through the use of new unit training commands within the squadron. A tasking for full worldwide mobility is targeted for final implementation in FY 94 which includes the PRIME BEEF (Base Engineering Emergency Force), PRIME RIBS (Readiness in Base Services) and fire fighting entities.

The PRIME BEEF Team is comprised of a 100-person team specializing in rapid runway repair. This team is also responsible for facility bed-down, bomb damage repair, aircraft arrestment, and emergency electrical power generation. PRIME BEEF trade specialties include: heavy equipment, interior and exterior electrical, plumbing, and carpentry.

The PRIME RIBS Team is comprised of a 27-person team capable of providing hot meals in a contingency environment. This team is responsible for mortuary affairs, field laundry, billeting, and search and recovery activities.

The 125th Civil Engineering Squadron Fire Department is comprised of a 36-person team specializing in Crash Fire Rescue firefighting in the theater of operations. The fire department is capable of handling a wide variety of highly technical hazards associated with supersonic aircraft and are a worldwide deployable asset.

The current reorganization of the 125th Civil

Engineering Squadron has kept the squadron's "training plate" full. Several small deployments for training were made throughout FY 93 at home station, Key West Naval Air Station, and Minneapolis, Minnesota. The deployment for training to Minnesota was in support of the Minnesota Air National Guard's facility renovation program.

The 125th Civil Engineering Squadron has assumed two additional missions as an integral part of the engineering and support services function. The Air Base Operability Flight and the Explosive Ordnance Disposal element are now under the direct command of the 125th Civil Engineering Squadron. The Air Base Operability is responsible for all disaster and wartime contingency planning. Air Base Operability hosted the first ever On-Scene Commanders Course taught by the cadre from Lowry Air Force Base, Colorado.

The Explosive Ordnance Disposal element is primarily responsible for wartime and peacetime disposal of explosive devices (both friendly and enemy munitions). Highlight activities in FY 93 include the procurement and training of the base's two new remote controlled bomb robots. These sophisticated devices now allow for unprecedented support to the local, state, and Department of Defense communities. The Florida Air National Guard Explosive Ordnance Disposal field element is also representing the National Guard Bureau in the formulation of policy and procedures associated with bomb range clearances required of closed bases throughout the country.

125TH USAF CLINIC

Commander - Colonel Ronald J. Stephens

This year has been highlighted by the 125th USAF Clinic's participation in Continued Medical Readiness Training at Alpena Medical Readiness Training Site, Michigan. Recently implemented training requirements, as directed by the National Guard Bureau, offered the clinic its

first opportunity to train in exercises simulating wartime medical scenarios in field conditions. This required training will take place every three to four years in the future.

This year has also presented the clinic's first opportunity to apply for Overseas Annual Training. Previously, overseas annual training tours have only been available to Air National Guard medical units with overseas deployment missions, but new directives have lifted these restrictions and now allow worldwide medical training opportunities for all medical training facilities. Many of the tours available are of a humanitarian nature and take place in underdeveloped nations.

The 125th USAF Clinic successfully passed its Health Services Inspection during the first part of the fiscal year. This evaluation, which normally occurs every three years and is conducted by the United States Air Force Inspector General, is the primary instrument by which United States Air Force medical facilities are assessed in their ability to meet both peacetime and wartime missions. A team effort, at both clinic and base levels, greatly assisted in the satisfactory outcome of their inspection.

Support continues to be afforded to the Florida Air National Guard's geographically separated units on an as-needed basis. The clinic provides self-aid and buddy care training, drug and HIV screening, and a majority of their immunizations. Medical and dental records are also audited on a regular basis.

The annual meeting of the Association of Medical Surgeons of the United States again furnished a viable means for officers and technicians to keep abreast of current and future military medical objectives. Professional members earned a substantial number of their required educational credits through attendance at this medical conference.

Random drug testing of members of the Florida Air National Guard continues to play an impor-

tant role in minimizing drug abuse. Over 400 personnel of all ranks submitted for screening and, as in previous years, the Florida Air National Guard's percentage of positive findings ranks among the lowest in the military establishment.

Maintaining 100 percent of enlisted strength throughout the year has been accomplished due to a continued interest by non-prior service personnel in the medical career fields and by an influx of prior service personnel wishing to resume their military participation. An interesting statistic lies in the fact that some 54 percent of clinic strength is comprised of female members.

125TH MISSION SUPPORT SQUADRON

Commander - Major Ronald Brooks

Personnel

The Consolidated Base Personnel Office provides personnel support for the 202nd RED HORSE Civil Engineering Squadron, 290th Joint Communications Squadron, 159th Weather Flight, 114th Communications Squadron, and the 125th Fighter Group/Detachment 1 as well as the units located at the 125th in Jacksonville.

This fiscal year the Personnel Section was devoted to enlistments and retention of personnel in all units. The 125th Fighter Group has an assigned strength of 97.9% which is within the National Guard Readiness requirement of 98%. Recruiting and retention continue to achieve and surpass goals established. An average of 7.3 personnel per month were recruited to meet these goals. A retention rate of 94.4% was achieved, surpassing the Air National Guard goal of 90%.

Base Training

The Base Training Office experienced another productive year, processing approximately 230 persons for various technical training schools, Basic Military Training, Field Training

Detachments courses, and Professional Military Education courses. Approximately 340 Career Development Course examinations were administered, and approximately 730 Classification/On-The-Job Training actions processed. The Career Development Course pass rate was 95.3% which exceeds National Guard Bureau standards of 90%. There were 137 persons upgraded through On-The-Job Training this fiscal year.

Career and Education Manager

A very successful Recruiting/Retention class was conducted in May 1993. All recruiters and unit career advisors from geographically separated units attended. The Florida Air National Guard is second in the nation with Community College of the Air Force graduates (89) for FY 93.

**202ND RED HORSE
CIVIL ENGINEERING SQUADRON
Commander - Lieutenant Colonel
Jere Cook**

The 202nd RED HORSE Civil Engineering Squadron is a highly mobile, rapidly deployable civil engineering response force that is self-sufficient for limited periods of time. The unit is capable of performing heavy damage repair required for the recovery of critical Air Force facilities and utility systems required for aircraft launch and recovery that have been subject to enemy attack or to natural disaster. The unit provides, in peacetime, an engineering response force that can support special operations such as aircraft crash or a nuclear weapon accident recovery in remote areas.

To achieve its mission, the 202nd Red Horse Civil Engineering Squadron trains and is proficient in a number of special capabilities teams. These teams have been deployed to Europe, Central America, Caribbean, and to select locations in the United States. Some of these teams are Airfield Lighting, Asphalt Paving, Communications, Concrete Mobile, Disaster Preparedness, Mobile Facilities Erection, Expeditionary Aircraft Arresting System, Water Well Drilling, and an Active Demolition Team.



An overview of the 202nd RED HORSE Civil Engineering complex at Camp Blanding.

Activities

The 202nd RED HORSE Civil Engineering Squadron is a unit that is actively involved in United States Nation Building, Disaster Response, training of other Air National Guard and Air Force units, and Community Service.

"FUERTES CAMINOS 92" - The unit deployed 150 individuals to Honduras in support of "Fuentes Caminos 92" in which a base camp was constructed to house 1,500 Army Engineers. Later in July 1992, the unit deployed 10 individuals to help in the dismantlement of the camp and return it to a bare base.

Hurricane Andrew Relief

On August 23, 1992 Hurricane Andrew made landfall at Homestead, Florida. The wind meter on top of the Air National Guard Alert Detachment facility at Homestead Air Force Base went to the top of the scale and broke at 180 miles per hour. The towns of Homestead, Cutler Ridge, and Florida City were so devastated that the Governor of Florida decided to activate the 202nd RED HORSE Civil Engineering Squadron



Members of the 202nd RED HORSE Civil Engineering Squadron work to remove debris in the aftermath of Hurricane Andrew.

on 25 August 1992. Armed with backhoes, loaders, dump trucks, and chain saws, the 202nd RED HORSE brought their engineering expertise and a sense of hope to the citizens of this devastated area. The 202nd RED HORSE provided bed-down support for all units (Air and Army National Guard) based at the Miami Metro Zoo. The Red Horse provided potable water at a rate of 20,000 gallons per day to the entire compound and surrounding communities. 202nd RED HORSE Logistics personnel provided building materials, supplies, and fuel for Air and Army Guard units located at the Metro Zoo. The RED HORSE Medical section provided medical assistance to all units based at the Metro Zoo and civilians of Homestead and Florida City until the local 911 system was reactivated. The RED HORSE Services section provided food from their mobile kitchen trailer, established a laundry service, and improved morale, welfare, and recreation by providing a day room with television sets and VCRs. The 202nd RED HORSE Structural section provided crews to clear debris from roads and rights-of-way in an eight square mile area, which included a 240,000 square foot parking area for Southern Bell employees to allow them to return to work and restore telephone operations to Dade County. The unit's refrigeration personnel assisted Florida Food Distribution Centers by repairing six refrigeration units in a 30,000 square foot warehouse. The RED HORSE Heavy Equipment operators loaded and hauled off debris from Dade County streets, totaling more than 10,000 tons. 202nd RED HORSE personnel hauled and placed 2,894 tons of road base, this allowed the following projects to be accomplished: 783 lineal feet of road to the Florida City burn site; 25,000 square foot and 32,400 square foot of road and parking for tractor/trailers. The RED HORSE exterior electricians placed 93 power poles for Florida Power and Light, they also cleared "downed" power lines in a 32-mile area. The 202nd RED HORSE Civil Engineering Squadron's entomologist provided the only entomology support in South Dade area. Insect control was provided to the Active Army, Army National Guard, and Air National Guard units

located at the zoo and selected areas of Homestead and Florida City. During the next 30 plus days, the 202nd RED HORSE Civil Engineering Squadron provided emergency recovery operations for a 25-square mile area, serving thousands of Dade County residents. In recognition for this outstanding service, the State of Florida House of Representatives passed House Resolution No. 53-A. commending the 202nd RED HORSE Civil Engineering Squadron and other units of the Florida National Guard for their participation in the Hurricane Andrew Relief effort.

Operation "Gulf Wind"

On March 13, 1993 the 202nd RED HORSE Civil Engineering Squadron was activated again by the Governor of Florida. The "Storm of the Century" devastated Cedar Key, Florida. The aftermath was a landscape of rubble, damaged boats, cars, trucks, sheds, piers, mobile homes, fallen trees, and acres of other personal property. A team of 35 RED HORSE men and women were dispatched to Cedar Key. Within three weeks, members of the 202nd RED HORSE Civil Engineering Squadron cleared all the streets, hauled tons of rubble, and made lifelong friends of the people of Cedar Key, Florida.

Aircraft Arresting System

The 202nd RED HORSE Civil Engineering Squadron's Aircraft Arresting System Installation Team installed and removed an expeditionary barrier at Miami, Florida to support the Thunderbirds and other aircraft. The team also installed two expeditionary aircraft arresting systems in support of the 125th Fighter Group operations.

Combat Arms Training

The Combat Arms Training and Maintenance Instruction Team has qualified several units (United States Air Force and Air National Guard) in the operation of the M-16 rifle, M-9 pistol, M-60 machine gun, and the M-203 grenade launcher.

The Combat Arms Training and Maintenance Team has developed a M-60 machine gun training course that will be used by Air Force and Air National Guard units stateside.

Community Service

The 202nd RED HORSE Civil Engineering Squadron is a member in the Partnership in Learning Program which support community schools. The unit also participates in the Clay County Adopt-A-School and Mentor Programs. Fifty percent of the full-time members work with potential dropout students each week at Clay High School in an attempt to keep these young people in school.

The 202nd RED HORSE Civil Engineering Squadron is actively involved in Community Actions Projects. The unit built a playground for a Keystone Heights school; a minor project for the Middleburg Elementary School; assisted the Middleburg Lion's Club; and supported the HABI-JAX program in Jacksonville.

Significant Events

Retirement of Colonel Frank W. Kozdras, the unit's first commander. Change of Command: Colonel Frank W. Kozdras relinquished his command to Brigadier General Wallace Green. Lieutenant Colonel Jere Cook assumed command from Brigadier General Green. Lieutenant Colonel Cook was the unit's Engineering Officer and was the commander of the Task Force Engineers during Hurricane Andrew. Designed Operational Capability Statement changed to increase Unit's Equipment Package. RED HORSE Equipment Package increased the unit's vehicles. Two Disaster Preparedness Unit Tasking Codes were added.

On 9 January 1993 the new 202nd RED HORSE Civil Engineering Squadron facilities were dedicated. The 202nd RED HORSE Civil Engineering Squadron compound is the only RED HORSE compound designed and built for a RED

HORSE unit in the entire Air Force. The new facilities contain over 66,000 square feet at a cost of seven million dollars. There are five buildings in the new compound: (1) Headquarters and Training, (2) Supply and Mobility, (3) Engineering and Cantonments, (4) Equipment Operations, and (5) Vehicle Maintenance.

Awards

The unit's Awards Program is aggressive and is designed to recognize those members of the unit who perform in an outstanding manner and service to the unit and the Air National Guard. The unit has awarded 79 federal and 302 state awards to outstanding members of the 202nd RED HORSE Civil Engineering Squadron. Thirty-two state awards were awarded to members of other units who gave outstanding support and service to the 202nd RED HORSE Civil Engineering Squadron and the Florida Air National Guard. The Metro-Dade Public Works, Road, Bridge, and Canal Maintenance Division presented the 202nd RED HORSE Civil Engineering Squadron an award for its outstanding support during the Hurricane Andrew Road Recovery Effort.

159TH WEATHER FLIGHT
Commander - First Lieutenant
Perry L. Dunlap

Overview

The 159th Weather Flight is a newly formed unit within the Florida Air National Guard. The mission of the 159th Weather Flight is to provide tactical and non-tactical weather support to various Army, Air Force, and state taskings. This support consists of weather forecasting, observing, and climatology. The unit's manning authorization consists of 3 officer and 12 enlisted positions. The unit is managed by one full-time Active Guard/Reserve position.

Significant Events

The unit began its first official unit training assembly in July of 1992, with seven enlisted members and the full-time Active Guard/Reserve present. Facilities consist of one office, with no equipment available at this time.

The unit reached 100% enlisted manning by August 1992, and some of the necessary equipment for unit operations had begun to arrive.

The first graduate from a formal technical school completed training in September 1992 as training and program development continued to be the focus of this new unit.

The 159th Weather Flight appointed its first officer in October 1992 and initiation actions for unit federalization progressed.

The unit federalization inspection was conducted in November 1992 and submitted to the National Guard Bureau. The commander attended the Camp Blanding Pre-Annual Training Conference on 21 and 22 November 1992.

The 159th Weather Flight was officially federalized on 15 December 1992. Additional office space became available, enabling the flight to expand its operations.

January 1993 was marked by the visit of Brigadier General Sheppard to the newly renovated 159th Weather Flight operations area. General Sheppard was briefed on the status of the unit, and the 159th Weather Flight was officially notified of a change in the unit's mission.

The official unit dedication ceremony for the 159th Weather Flight was conducted on 20 February 1993 with many distinguished visitors attending the event. The management assistant attended the 53rd Infantry Brigade (Separate) Pre-Annual Training Conference at Camp Blanding. A member of the unit deployed to the Combat Readiness Training Center, Savannah, Georgia

from 15-21 February 1993 with the primary mission of this deployment to provide weather forecasting and briefing support to the units deployed to the Combat Readiness Training Center.

Several unit members participated in the first field exercise deployment at Camp Blanding in April 1993. The objective of this exercise was to increase individual tactical skills training.

On May 21-22 1992, five members of the 159th Weather Flight participated in a joint field exercise with the 202nd RED HORSE Civil Engineering Squadron. This was the first time for this type of direct support to an engineering unit. During the 159th Weather Flight's drill in May, several members completed our second field exercise. The purpose of this exercise was continued individual training and equipment checks in preparation of annual training.

June 5-19 1993 marked the first annual training period in direct support to the 53rd Infantry Brigade (Separate). Ten members of the 159th Weather Flight participated in this exercise. A majority of the objectives were met and valuable training experiences were gained from this exercise. Forecasting, observing, and climatological support was provided to the 53rd Infantry Brigade (Separate), various aviation units, and the staff of Camp Blanding. In addition to annual training, two members of the 159th Weather Flight participated in two separate recruiting drives at local events.

Closing

Our current manning has 13 enlisted members and 1 officer. Facility renovations are ongoing and equipment issues have been addressed and will be tracked accordingly. Individual technical and tactical training will be the 159th Weather Flight's number one priority over the next year with additional objectives of the 159th Weather Flight including: increased readiness posture, unit program development, continued community involvement, recruiting, and professional military education.

**290TH JOINT COMMUNICATIONS
SUPPORT SQUADRON
Commander - Major Paul N. Paquette**

Personnel

The 290th Joint Communications Support Squadron manning at year-end reflected a current strength of 93%. The 290th Joint Communications Support Squadron is authorized 216 total personnel, consisting of 207 enlisted and 9 officers.

Hurricane Andrew Relief Effort

The 290th Joint Communications Support Squadron provided initial ultra high frequency manpack satellite and high frequency voice and data communications services within 24 hours after Hurricane Andrew devastated Dade County. Links were established between various Miami locations, State Headquarters in St. Augustine, Camp Blanding, and MacDill Air Force Base. As the relief effort grew, multichannel super high frequency systems were installed, and telephone and facsimile services were provided to the Dade County task forces.

Deployments

Thirty 290th Joint Communications Support Squadron personnel and associated communications equipment deployed to Weedon Island State Preserve in St. Petersburg, establishing communications between MacDill Air Force Base and the deployed location. One hundred six personnel deployed to St. Croix, United States Virgin Islands in April for a month-long joint readiness exercise in support of the United States Atlantic Command. Communications support was provided to the Joint Special Operations Task Force headquarters, linking it with task forces afloat. In June, 15 personnel deployed to Camp Blanding to provide support for exercise BOLD STANDARD '93. Equipment included an AN/TSC-85B SHF

satellite terminal, an AN/TTC-39A(V)4 circuit switch, and assorted ancillary equipment. Assistance was provided to other units throughout the year, including the 202nd Red Horse Civil Engineering Squadron and the 280th Combat Communications Squadron, Alabama Air National Guard. Two members served on the United States Central Command Joint Inspector General Team, conducting a Unit Effectiveness Inspection of an active duty unit, the Joint Communications Support Element.

Logistics/Resource Management

During the year, logistics and supply provided support for joint readiness exercises OCEAN VENTURE '93 and BOLD STANDARD '93. Personnel deployed as part of an advanced echelon to St. Croix, establishing unit supply and War Readiness Spares Kits accounts. FY 93 operations and maintenance funding was \$121.4K. New equipment added to squadron accounts during the year included:

AN/TSQ-188 Technical Control	1
AN/TYC-17A Automatic Message Switch	1
3KW Generators	2
UYK-85 Computers	2

Awards and Decorations

The 290th Joint Communications Support Squadron was recognized with its first Air Force Outstanding Unit Award for accomplishments over the previous two years, including its participation in Desert Shield/Desert Storm. Master Sergeant Donald A. Riddle was selected as the 1992 Noncommissioned Officer of the Year for the Florida Air National Guard. Other individual awards included a Joint Service Achievement Medal, two Air Force Commendation Medals, one Army Commendation Medal, two Air Force Achievement Medals, eight Kuwait Liberation Medals, and eight Florida Commendation Medals.

Community Support

Seventy-eight personnel assisted the IBM Corporation's "Sincerely Santa" program by transporting toys to needy children. The 290th Joint Communications Support Squadron provided a color guard for the NCAA Division III Championship football game in the Stagg Bowl at Bradenton, Florida. The 290th Joint Communications Support Squadron members continued to support the Southwest Florida Blood Bank by donating blood during unit training assembly blood drives. The Academy Graduates Association lead the 290th Joint Communications Support Squadron participation in a "Paint Your Heart Out" project, which assisted a local underprivileged family by painting their home. The 290th Joint Communications Support Squadron continued its ongoing support of the Tampa Children's Home, a local orphanage.

ADVISERS

ARMY

Current Organization

The Senior Army Adviser Group Florida consists of the Senior Army Adviser (Colonel Arthur "Skip" Keating), four officers, two senior non-commissioned officers, and one civilian. Senior Army Adviser Group Florida members are assigned to Headquarters, Second United States Army for duty with the Florida Army National Guard. The Senior Army Adviser Group Florida is organized into the Office of the Senior Army Adviser, located at Headquarters, Department of Military Affairs, St. Augustine, and four adviser teams. The adviser teams are assigned to duty and located with Headquarters, 53rd Infantry Brigade (Tampa), Headquarters, 164th Air Defense Brigade (Orlando), Headquarters, 419th Aviation Group (Jacksonville), and Headquarters, 260th Military Intelligence Battalion (Miami).

Purpose and Mission

The purpose of the Senior Army Adviser Group Florida is to provide advice and assistance on current Army doctrine, policies, procedures, and resources. The mission of the Senior Army Adviser Group Florida is to represent the Active Army in all Army National Guard matters under the purview of the Commander, Second United States Army and to provide professional advice and assistance to Florida Army National Guard commanders in military matters concerning the organization, training, readiness, and mobilization of Florida Army National Guard units.

Mission Essential Tasks

The Senior Army Adviser Group Florida mission essential tasks include: serve as military advisers; perform liaison between the Florida Army National Guard and the Active Army; assess force

readiness and recommend necessary improvements; identify training weaknesses and coordinate required training assistance; advise on mobilization and deployment planning; perform annual certification of State Officer Candidate School; monitor and assist State Military Academy School instruction; conduct federal recognition boards and federal recognition inspections; monitor the use of and assist in the management of federal resources in support of the Florida Army National Guard; and observe and participate in annual training and individual drill training.

AIR

The mission of the Air Force Adviser is to advise the Air National Guard in achieving and maintaining the highest possible state of combat readiness.

The Senior Air Force Adviser, Lieutenant Colonel Ian Milne, is assigned as the liaison officer between the 125th Fighter Group Commander and the 1st Air Force/Tactical Air Command.

The Air Combat Command is the gaining major command of all units of the Florida Air National Guard.

NATIONAL GUARD OFFICERS ASSOCIATION OF FLORIDA

The National Guard Officers Association of Florida (NGOA-FL) was organized in 1903 and conducted its 91st Annual Conference this year in Orlando, Florida on 30-31 July 1993. These annual conferences have always been well attended with representatives present from all the Army and Air commands throughout Florida. Over 900 officers, with their spouses and guests, attended this year's conference which was held at The Twin Towers Hotel and Convention Center, Orlando, Florida.

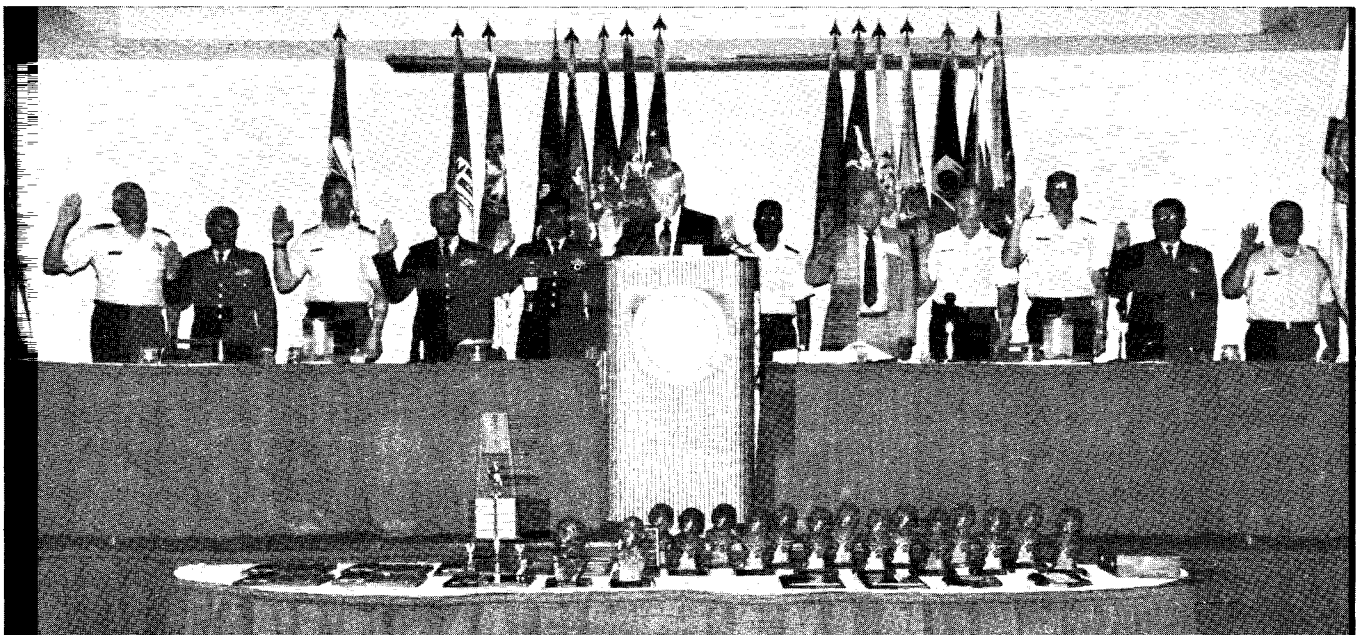
The Association is organized with a Constitution and Bylaws which provides for an Executive Council consisting of a President, President-Elect, Secretary, Treasurer, two Vice Presidents to represent the retirees, with one or more Executive Council members from each major command. The number of representatives on the Executive Council is based on assigned officer strength in each Major Command. Each member is elected for a two year term with half of the council elected each year.

Continuity in overseeing the various projects and operation of the Association is provided with this

overlap of the council. The election of the new officers is conducted each year at the annual conference and they take office on 1 October following the conference.

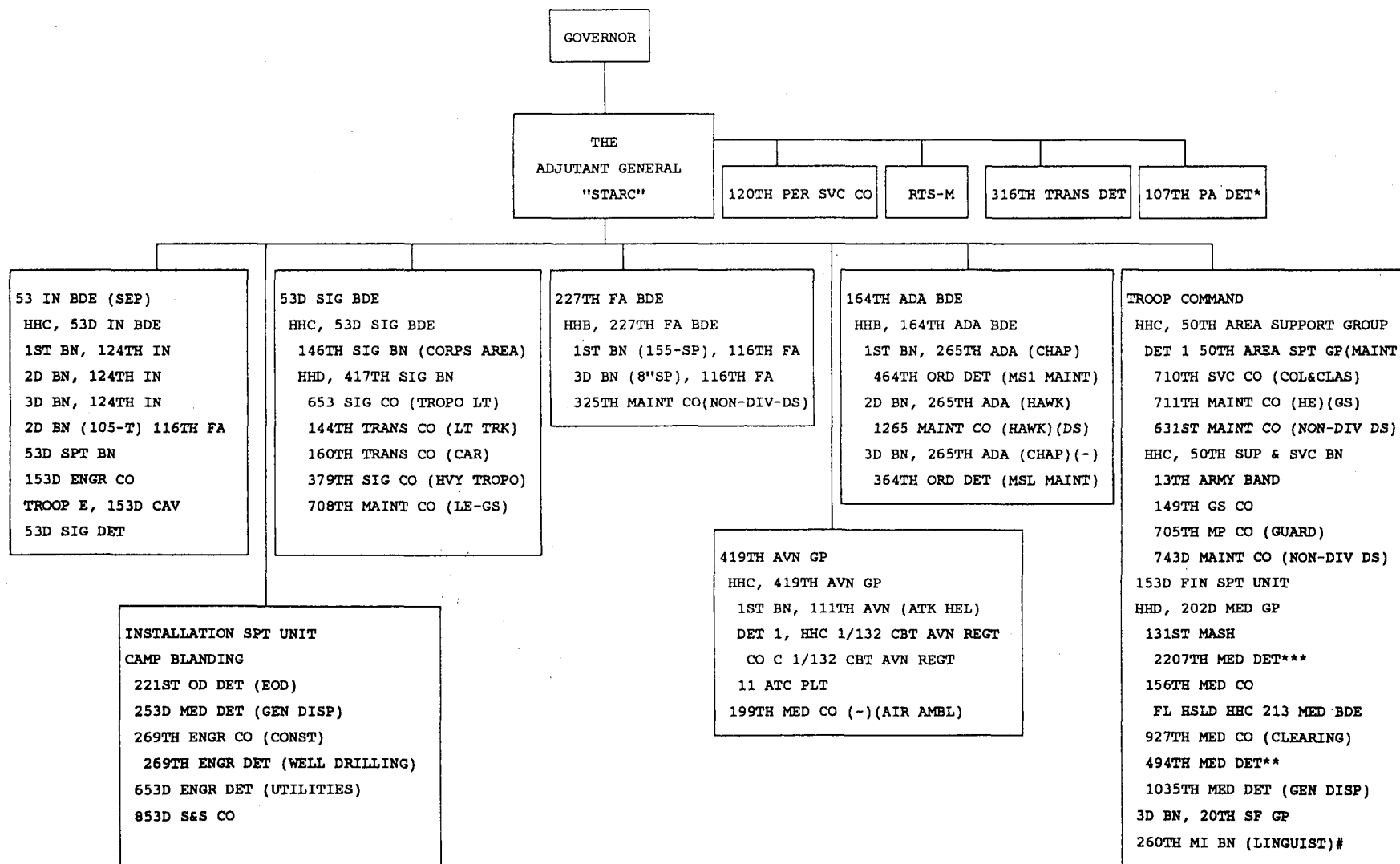
NGOA-FL adopted its main project some 15 years ago, a scholarship program for Florida Guard members, their spouses and children. Twenty-five thousand dollars was allocated this year and was awarded to 38 Guard members and 1 spouse of a Guard member. This brings to a total 602 scholarships with a sum of \$305,550 in college scholarships that have been awarded by NGOA-FL.

NGOA-FL is a means by which our national and state legislative delegations are kept abreast of our military equipment, budget, and manpower requirements. A Legislative Open House was held in Tallahassee during the early part of the session to acquaint our state representatives with the Florida National Guard. A legislative breakfast was held in Washington, D.C. during May to enable Florida Guard members to meet one-on-one with our national representatives. NGOA-FL provides the grassroots support to our national organization, the National Guard Association of the United States (NGAUS) in their effort to maintain a strong Florida Army and Air National Guard.



EXECUTIVE COUNCIL—COL Kent Petelle, LTC Cecil Cauley, MAJ John Smith, LTC Dan Reynolds, CPT Lewis Hersey, CW4 (Ret) James S. McCoy, MAJ Horace Tucker, BG (Ret) Homer Humphries, Jr., BG Douglas Burnett, LTC Samuel Shiver, MAJ Harry Austin, Jr. and CPT Carlos Santiago

ORGANIZATION - FLORIDA ARMY NATIONAL GUARD



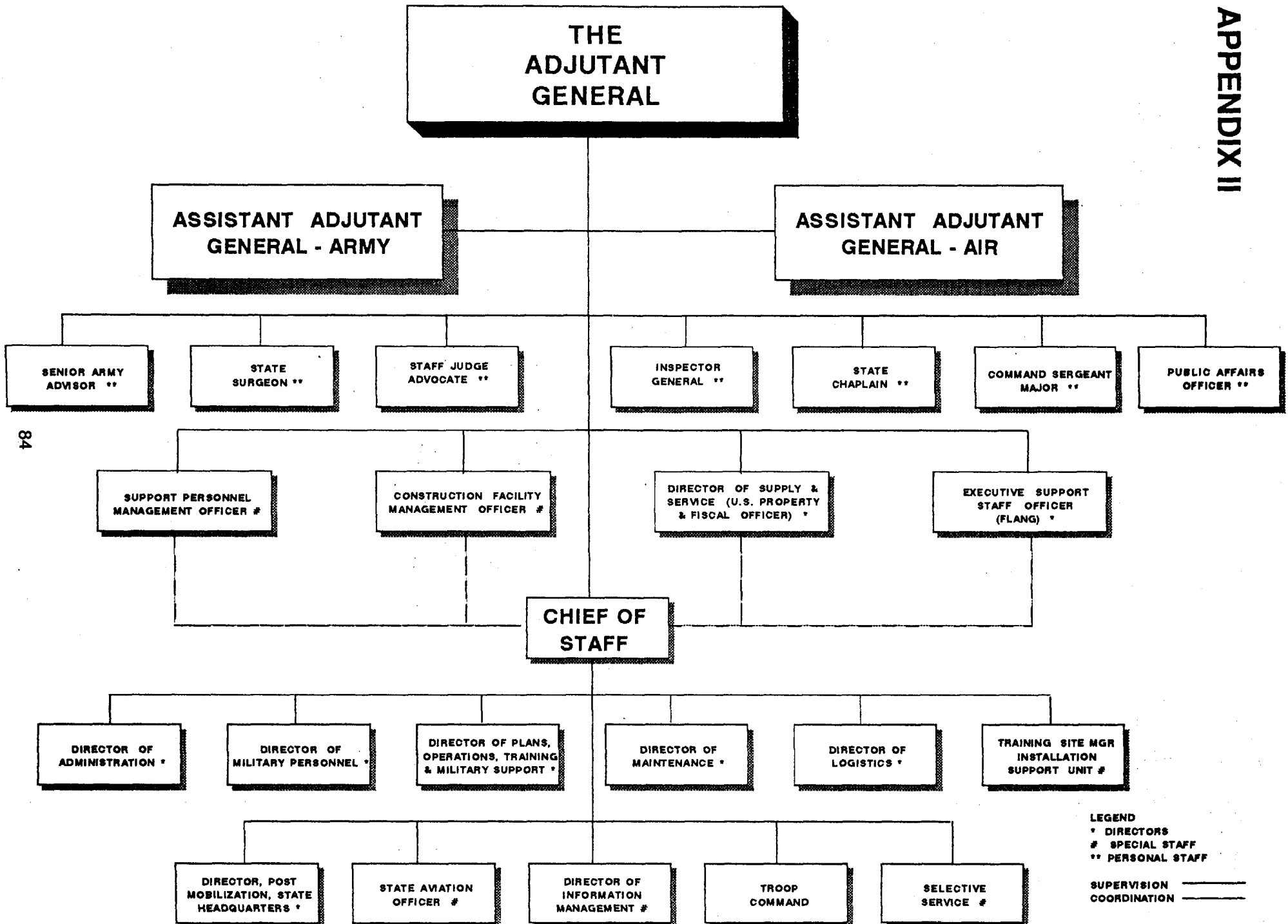
83

* ADMIN SUPPORT PROVIDED BY HHD, STARC (-)
 ** ATTACHED TO HHC, 53D SIG BDE FOR ADMINISTRATIVE CONTROL AND
 HHD, 202D MED GP FOR OPERATIONAL CONTROL.
 *** ATTACHED TO 131ST MASH FOR ADMINISTRATIVE CONTROL AND
 HHD, 202D MED GP FOR OPERATIONAL CONTROL.
 # UNITS UNDER CARRIER UIC

ORGANIZATION

HEADQUARTERS - DEPARTMENT OF MILITARY AFFAIRS - STATE OF FLORIDA

APPENDIX II



84

LEGEND
 * DIRECTORS
 # SPECIAL STAFF
 ** PERSONAL STAFF

SUPERVISION ———
 COORDINATION ———

COMMAND, CONTROL, AND SUPERVISION

FLORIDA AIR NATIONAL GUARD

THE ADJUTANT GENERAL

**ASSISTANT ADJUTANT
GENERAL FOR AIR**

CHIEF OF STAFF

*125 FG
JACKSONVILLE*

*290 JCSS
MACDILL
AFB*

*202 RHCES
CAMP
BLANDING*

*114 CCS
PATRICK AFB*

*159 WF
CAMP
BLANDING*

*DET 2
KEY WEST*

*WEATHER
READINESS
TNG CENTER*

APPENDIX III

APPENDIX IV

ORGANIZATION - ARMORY BOARD STATE OF FLORIDA (As of 30 June 1993)

OFFICERS

Honorable Lawton Chiles.....Governor, Chairman
Major General Ronald O. Harrison.....The Adjutant General, Vice-Chairman
Colonel Raymond O. ConnorState Quartermaster, Recorder

MEMBERS

Brigadier General Richard G. Capps.....Asst Adjutant General, FLARNG
Brigadier General Wallace M. Green, JrAsst Adjutant General, FLANG
Brigadier General James F. Campbell, Jr53rd Infantry Brigade
Brigadier General Terry O. Ballard.....Troop Command
Brigadier General John C. Bridges164th Air Defense Artillery Brigade
Brigadier General Spessard Boatright.....53rd Signal Brigade
Colonel Otis D. Buckey419th Aviation Group
Colonel Frederic J. Raymond.....Camp Blanding Training Site
Colonel Jerry L. Neff.....227th Field Artillery Brigade
Lieutenant Colonel Craig R. McKinley125th Fighter Group

APPENDIX V

EXPENDITURES - STATE FUNDS FY 1992-1993

APPROPRIATED FUNDS

GENERAL ACTIVITIES

Sal, Ret & Social Security Matching	\$ 3,440,918
Other Personal Services	24,284
Expenses	3,286,402
Operating Capital Outlay	66,000
State Active Duty	34,000,000
TOTAL	\$ 40,817,604

ARMORY BOARD TRUST FUND

Sal, Ret & Social Security Matching	\$ 1,131,947
Expenses	161,331
TOTAL	\$ 1,293,278

CAMP BLANDING MANAGEMENT TRUST FUND

Sal, Ret & Social Security Matching	\$ 2,706,621
Other Personal Services	136,662
Expenses	842,256
Operating Capital Outlay	196,293
TOTAL	\$ 3,881,832

CAPITAL IMPROVEMENT PROGRAM \$ -0-

TOTAL \$ 45,992,714

APPENDIX VI

FLORIDA NATIONAL GUARD INSTALLATIONS

Installation	Year Constructed	Ownership	Authority For Occupancy	Value of Buildings	Land Area (Acres)
Apalachicola Fort Coombs Avenue D & 4th St.	1905	State	Deed	282,763	0.8
Arcadia S.C Smith Armory C West Kelly Drive	1969	State	Deed	731,197	10.0
Avon Park 2500 US 27 South	1971	County	Lease	746,319	10.0
Avon Park Avon Park Bombing Range	1984	USAF	License	1,077,027	50,000.0
Bartow 2nd St & Ave D Bartow Municipal Airport	1974	City	Lease	994,171	14.0
Belle Glade State Road 80 South	1957	City	Lease	621,350	2.0
Bonifay 308 W. North St.	1954	State	Deed	429,578	6.7
Bradenton Larry C. Bolyard Armory 2100 13th Ave E.	1971	City	Lease	753,479	10.0
Brandon 9942 Currie Drive	1989	Federal	License	665,492	1.0
Brooksville 86 Spring Hill Drive	1985	County	Lease	170,772	1.0
Camp Blanding Camp Albert H. Blanding	1939	State	Deed	27,712,767	70,379.76
Camp Blanding Camp Blanding Armory	1983	State	Deed	1,747,101	0.0
Chipley S. 7th St.	1958	State	Deed	838,500	5.0
Clearwater 706 N. Missouri Ave	1954	State	Deed	989,438	3.1
Cocoa 308 N. Fiske Blvd	1957	City	Lease	648,909	5.0
Crestview U.S. Hwy 90 E.	1954	State	Deed	1,917,905	4.2
Crystal River 8551 W. Seven Rivers Dr.	1988	State	Deed	1,722,803	18.0
Dade City Live Oak & 5th St.	1955	State	Deed	550,852	1.37
Daytona Beach Armed Forces Res Center 405 S. Beach Street	1964	U.S.	License	5,103,616	4.0
DeFuniak Springs N. Ninth St.	1955	State	Deed	1,370,432	1.3

APPENDIX VI (Continued)

Installation	Year Constructed	Ownership	Authority For Occupancy	Value of Buildings	Land Area (Acres)
DeLand 401 S. Alabama Ave.	1955	State	Deed	1,749,903	3.1
Eustis Paul V. Hudson Armory 605 S. Bay St.	1954	City	Lease	668,370	3.5
Fort Lauderdale 400 S.W. 24th St.	1953	County	Lease	2,224,709	8.35
Fort Myers 3405 Marion St.	1955	County	Lease	611,800	3.14
Fort Pierce 2805 Deleware Ave.	1958	City	Lease	829,433	5.0
Haines City 1107 Commerce Ave.	1977	City	Lease	1,092,422	8.4
Hialeah 1405 Northwest 17th St.	1991	Federal	Deed	1,000,000	4.0
Hollywood 910 N Dixie Hwy	1955	State	Deed	966,000	0.6
Homestead 667 N.E. 6th Ave.	1955	City	Lease	989,454	2.75
Jacksonville Air National Guard Base Jacksonville Int'l Airport	1968	U.S.	License	7,023,544	154.68
Jacksonville-East Point 3470 St. Johns Bluff Rd.	1991	Federal	License	857,500	1.5
Jacksonville-Trp Cmd 9800 Normandy Blvd.	1986	Federal	License	214,200	0.1
Jacksonville 6974 Wilson Blvd.	1958	State	Deed	1,691,864	10.0
Jacksonville 609 St Johns Bluff Rd.	1962	State	Deed	1,899,059	6.89
Jacksonville Army Aviation Support Facility #1 609 St. Johns Bluff Rd.	1969	State	Lease	2,812,555	15.52
Jacksonville Maxwell C. Snyder Armory 9900 Normandy Blvd.	1973	City	Lease	1,856,205	25.0
Lake City Robert B. Harkness Armory State Rd. 250	1959	State	Deed	2,261,750	5.0
Lakeland 4A140 Drane Field Rd.	1974	City	Lease	1,243,798	10.0
Lakeland Army Aviation Support Facility #2 3600 Drane Field Rd.	1986	City	Lease	291,200	9.9

APPENDIX VI (Continued)

Installation	Year Constructed	Ownership	Authority For Occupancy	Value of Buildings	Land Area (Acres)
Lake Wales 435 S. Airport Road	1958	City	Lease	1,424,704	3.0
Leesburg Third & Meadows St.	1950	State	Deed	758,568	2.2
Live Oak Louie C. Wadsworth Armory State Hwy 136	1959	State	Deed	1,548,808	5.0
Longwood 881 Warren Ave.	1989	Federal	License	1,380,000	7.4
Marianna U.S. Hwy 90 W.	1958	State	Deed	1,779,677	10.0
Melbourne/Palm Bay 2350 Commerce Park Drive	1989	Federal	License	752,250	3.2
Miami Robert A. Ballard Armory 700 N.W. 28th St.	1980	State	Deed	3,080,289	6.8
North Miami 13250 N.W. 8th Ave.	1957	City	Lease	3,952,197	2.5
North Port 6644 W. Price Blvd.	1987	Federal	License	297,252	18.0
Ocala 900 S.W. 20th St.	1984	City	Lease	879,075	10.2
Orlando Richard L. Lewis Armory 2809 S. Fern Creek Ave.	1958	County	Lease	1,790,503	10.0
Orlando Naval Training Center	1990	Federal	License	800,000	5.0
Palatka 1301 Moseley Ave.	1957	City	Lease	1,972,912	5.0
Palmetto 1107 14th Ave. W.	1963	City	Lease	671,660	5.0
Panama City Hiram W. Sperry Armory 3121 N. Lisenby Ave.	1963	State	Deed	1,528,326	5.0
Pensacola 1300 W. Gregory St.	1957	State	Deed	847,002	6.0
Pensacola-Ellyson Field 9111 Copter Road	1983	State	Lease	1,304,250	3.21
Perry Forest Capital Armory 203 Park Drive	1982	State	Lease	1,303,929	5.18
Plant City 4004 Airport Rd.	1988	State	Deed	954,700	12.96
Quincy Alexander O. Shelfer, Jr. Armory Rt 3 Box 4480	1989	State	Deed	1,956,984	18.0

APPENDIX VI (Continued)

Installation	Year Constructed	Ownership	Authority For Occupancy	Value of Buildings	Land Area (Acres)
St. Augustine Mark W. Lance Armory 190 San Marco Ave.	1957	City	Lease	1,470,530	3.0
St. Augustine-State Arsenal 82 Marine St.	1763	State	Deed	8,113,499	4.5
St. Augustine USPFO Office Building 189 Marine St.	1983	State	Lease	644,289	1.96
St. Augustine-Checchi House St. Francis St.	1988	State	Deed	250,000	.8
St. Augustine Robert F. Ensslin, Jr. Armory 2305 SR 207	1993	State	Deed	4,663,565	20.0
St. Petersburg Nonie W. Gable Armory 3601 38th Ave. S.	1958	State	Deed	1,838,070	5.0
Sanford 914 E. First St.	1938	State	Deed	665,000	2.4
Sarasota 2890 Ringling Blvd.	1957	State	Deed	1,635,211	3.0
Starke Randal F. Chitty Armory 720 Edwards Rd.	1967	State	Deed	734,547	10.0
Tallahassee Henry W. McMillian Armory 1225 Easterwood Drive	1975	County	Lease	1,601,676	19.5
Tampa Fort Homer W. Hesterly 500 N. Howard Ave.	1940	City	Deed	6,476,302	10.0
Tampa MacDill Air Force Base	1984	USAF	License	0	1.0
Tavares 12408 Woodlea Rd.	1988	County	Lease	564,487	10.0
Titusville 1425 Chaffee Rd.	1989	Federal	License	735,360	1.9
Vero Beach 2105 South U.S. Hwy 1	1988	Federal	License	444,000	4.75
Wauchula 122 S. 8th Ave.	1924	Federal	License	335,240	0.69
West Palm Beach Armed Forces Reserve Center 3193 Gun Club Rd.	1982	County	Lease	3,697,155	19.77
Winter Haven 565 Avenue C, S.E.	1936	City	Lease	1,048,041	3.3

APPENDIX VII

DEPARTMENT OF MILITARY AFFAIRS FISCAL DATA - STATE FUNDS

	Disbursement of Funds FY 91-92	Disbursement of Funds FY 92-93	Approved Budget FY 93-94
GENERAL REVENUE APPROPRIATION			
Sal, Ret & Social Security Matching	\$ 3,374,669	\$ 3,440,918	\$ 3,512,224
Other Personal Services	22,992	24,284	24,284
Expenses	3,466,281	3,286,402	3,211,108
Operating Capital Outlay	66,000	66,000	66,000
Data Processing Service	0	0	0
TOTAL GENERAL REVENUE	\$ 6,929,942	\$ 6,817,604	\$ 6,813,616
CAMP BLANDING MANAGEMENT TRUST FUND			
Sal, Ret & Social Security Matching	\$ 2,622,931	\$ 2,706,621	\$ 2,754,183
Other Personal Services	121,427	136,662	136,662
Expenses	872,881	842,256	875,076
Operating Capital Outlay	248,137	196,293	81,393
TOTAL CAMP BLANDING MANAGEMENT TRUST FUND	\$ 3,865,376	\$ 3,881,832	\$ 3,847,314
ARMORY BOARD TRUST FUND			
Sal, Ret & Social Security Matching	\$ 1,289,678	\$ 1,131,947	\$ 1,183,484
Expenses	161,331	161,331	157,298
Operating Capital Outlay	0	0	0
TOTAL ARMORY BOARD TRUST FUND	\$ 1,451,009	\$ 1,293,278	\$ 1,340,782
EMERGENCY MILITARY OPERATIONS			
State Active Duty	\$ 75,000	\$ 34,000,000	\$ 0
TOTAL OPERATIONS	\$ 75,000	\$ 34,000,000	\$ 0
CAPITAL IMPROVEMENT PROGRAM	\$ 875,250	\$ 0	\$ 1,646,494
TOTAL CAPITOL IMPROVEMENT PROGRAM	\$ 875,250	\$ 0	\$ 1,646,494
TOTAL GENERAL & SPECIAL REVENUE FUNDS	\$ 13,196,577	\$ 45,992,714	\$ 13,648,206

Disbursement of Funds includes Certified Forward expenditures.

APPENDIX VIII

EMPLOYEE ALLOCATION DEPARTMENT OF MILITARY AFFAIRS

	UNIFORMED MILITARY PERSONNEL		NON-UNIFORMED CIVILIAN PERSONNEL	
	State Pd	Fed Pd	State Pd	Fed Pd
Adjutant General's Office-St. Augustine				
Headquarters	4	6	4	4
Office of IG		5		1
Directorate of Administration	2		6	
Directorate of Installations (SQM)	8		29	
Directorate of Maintenance		14		6
Directorate of Military Personnel	2	18	18	7
Directorate of Plans, Operations & Training		18	2	2
Directorate of Supply & Services (USPFO)		60	2	31
State Aviation Office		7		1
Facility Management Office	4	6	16	
Headquarters, Florida Air National Guard	1	3	1	1
Support Personnel Management Office		17		7
Recruiting & Retention Office		83		
Directorate of Information Management		7	5	2
Jacksonville-Lakeland				
Air National Guard Base-125th FIG, IAP	32	354	15	2
Army Aviation Support Facility, #1 and #2		105	2	2
Camp Blanding				
Mobilization & Training Equipment Site (MATES)		22		1
Camp Maintenance & Forestry			65	
Camp Site Supervisor	13	32	23	4
Camp Security	14			
Combined Support Maintenance Shop (CSMS)		89	2	4
National Guard Property Warehouse		18	1	
202nd Engineer Squadron-		30	1	
With Organizations Throughout the State				
Maintenance Personnel		150		
Administrative Personnel		595		
Advisor Staff-Army/Air		11		
Air National Guard-Tampa, MacDill		33	2	
State Military Academy		5		
114th Communications Squadron		5		
159th Weather Flight		4		
Alert Detachment		18		
TOTALS	80	1715	194	75

APPENDIX IX

ANNUAL ASSISTANCE FROM LOCAL GOVERNMENTS AS OF 30 JUNE 1993

POST	COUNTY	CASH CITY	CASH COUNTY	TYPE	TOTAL VALUE OF ASSISTANCE
AVON PARK	HIGHLANDS		3,000	M&R	3,000
CLEARWATER	PINELLAS	7,440		M&R	7,440
JAX-ANG BASE	DUVAL	6,984		WTR-ELEC	6,984
JAX-CEDAR HILLS	DUVAL	10,000			10,000
JAX-CEDAR HILLS CITY	DUVAL	4,702		WTR-ELEC	4,702
JAX-CRAIG FIELD CITY	DUVAL	5,000		WTR-ELEC	5,000
JAX-SNYDER	DUVAL		2,000		2,000
JAX-SNYDER CITY	DUVAL	4,702		WTR-ELEC	4,702
NORTH MIAMI	DADE	5,400	1,973	M&R	7,373
ORLANDO	ORANGE		1,350	M&R	1,350
PLANT CITY	HILLSBOROUGH		6,320	M&R	6,320
SARASOTA	SARASOTA		3,600	M&R	3,600
ST. PETERSBURG	PINELLAS		2,046	M&R	2,046
TAMPA	HILLSBOROUGH		8,840	M&R	8,840
TOTAL		44,228	29,129		73,357

APPENDIX X

FLORIDA ARMY NATIONAL GUARD PROJECTS UNDER CONSTRUCTION OR DESIGN 30 JUNE 1993

LOCATION	STATUS	PROGRAM COST
AGENCYWIDE -		
CONTROL WASTE HANDLING FAC.	100% Completed	\$225,400.00
AGENCYWIDE -		
EXTERIOR REPAIR	Program being developed	TBD
AGENCYWIDE -		
UNDERGROUND TANK REMOVAL/TESTING	99% Completed	229,442.00
AGENCYWIDE -		
ARMORY KITCHEN RANGE HOODS	Total Program	201,250.00
(1) Fort Lauderdale	100% Completed	(20,036.00)
(2) Chipley	100% Completed	(8,377.00)
(3) Avon Park	Next Phase	(19,159.00)
(4) Clearwater	70% Completed	*
(5) Dade City	70% Completed	*
(6) DeLand	70% Completed	*
(7) Bartow	70% Completed	*
(8) Ft. Pierce	70% Completed	*
(9) Live Oak	70% Completed	*
(10) Sanford	70% Completed	*
(11) Starke	70% Completed	*
* Total Contract Awarded		(99,379.00)
AGENCYEWIDE -		
ROOF INSPECTION/REPAIR	Projects under design/construction	674,000.00
(1) Tampa NGA	98% Completed	(179,366.00)
(2) Plant City NGA	98% Completed	(117,870.00)
(3) Clearwater NGA	98% Completed	(59,210.00)
(4) Palmetto NGA	98% Completed	(94,261.00)
(5) Winter Haven NGA	98% Completed	(33,060.00)
(6) Jacksonville (Snyder) NGA	Project on hold pending funds	TBD
(7) Starke NGA	Project on hold pending funds	TBD
(8) Sanford NGA	10% Completed	(109,199.00)
(9) Jacksonville (Craig Fld) NGA	Project on hold pending funds	TBD
(10) Panama City NGA	Project on hold pending funds	TBD
EMERGENCY REPAIR - HURRICANE ANDREW		
(1) Ft. Lauderdale NGA	Scope is being developed	TBD
(2) Ft. Lauderdale Mtr Veh	Scope is being developed	TBD
(3) Hollywood NGA	Scope is being developed	TBD
(4) Homestead NGA	10% Designed	110,000.00*
(5) Homestead Mtr Veh	10% Designed	TBD
(6) Miami NGA	Scope is being developed	TBD
(7) North Miami NGA	100% Designed	222,182.00*
* Replacement Trust Fund (Insurance)		

APPENDIX X

(Continued)

LOCATION	STATUS	PROGRAM COST
BROOKSVILLE ARMORY	100% Completed	1,401,230.00
CAMP BLANDING TRAINING SITE:		
Armory Expansion	5% Designed	82,000.00
Aviation Fuel Facility	90% Designed	375,067.00
Light Anti-Armor Weapons Rg (LAW)	99% Completed	575,073.00
Mout Assult Course (MAC)	99% Completed	993,457.00
Military Oper. Urban Ter.(MOUT) Collective Tng Facility (CTF)	50% Designed	2,700,263.00
Service Club-Renovation	100% Completed	106,000.00
State Military Academy	99% Completed	1,471,982.00
State Vehicle Maint. Facility	100% Completed	566,118.00
Vehicle Wash Platforms	99% Completed	322,000.00
CHIPLEY-Armory Kitchen	99% Completed	65,000.00
FORT LAUDERDALE-Armory Renovation	100% Completed	344,967.00
JACKSONVILLE:		
Cedar Hills-Armory Expansion	35% Designed	2,886,327.00
Craig Field-Armory Expansion	10% Designed	2,725,056.00
Helicopter Ramp Upgrade	100% Completed	522,788.00
Closed Circuit TV	100% Completed	324,919.00
AASF-1 Hanger Mod/Expansion	Program being developed	550,000.00
OMS #12	75% Designed	303,939.00
Snyder-Armory Expansion	A/E Selected	4,793,365.00
LAKELAND - AASF #2	5% Designed	105,000.00
LEESBURG-Kitchen Expansion	100% Completed	159,350.00
MIRAMAR-(Snake Creek) Armory	Under Design	7,747,884.00
PENSACOLA-(Ellyson Field) Armory	60% Designed	3,253,805.00

APPENDIX X

(Continued)

LOCATION	STATUS	PROGRAM COST
ST. AUGUSTINE:		
Armory (STARC)	100% Completed	5,948,383.00
OMS #11	96% Completed	226,006.00
C-12 Hanger, St. Aug. Airport	99% Completed	396,335.00
TALLAHASSEE-Armory Expansion	99% Completed	1,777,734.00
TAMPA:		
Armory Rehabilitation	20% Designed	5,134,820.00
OMS #2	100% Completed	615,304.00
TEMPLE TERRACE-ARMORY	20% Designed	3,646,963.00
WAUCHULA ARMORY	95% Designed	1,833,930.00
TOTAL NUMBER OF PROJECTS	53	\$45,537,273.00

APPENDIX XI
PROJECTED CONSTRUCTION, OPERATIONS, AND MAINTENANCE
AIR NATIONAL GUARD BASE

Approximately \$2,767,000 in Federal Funds are planned for the following construction projects under design which are as follows:

FY 94 Re-Roof Bldgs Phase II	\$ 205,000.00
FY 94 Repair Alert Hangar	\$ 260,000.00
FY 94 Aircraft Arresting System	\$ 1,200,000.00
FY 94 UNDERGROUND STORAGE TANK	\$ 800,000.00
FY 94 DESIGN FUNDS FOR MEDICAL CLINIC	\$ 50,000.00
FY 94 DESIGN FOR CE WAREHOUSE	\$ 15,000.00
FY 94 MAIN HANGAR ROOF REPLACEMENT	\$ 135,000.00
FY 94 DESIGN AND RENOVATION FOR WRTC	\$ 92,000.00
FY 94 DESIGN FOR REROOFING OF 290TH JCSS	\$ 10,000.00

APPENDIX XII

EXPENDITURES, FEDERAL FUNDS

FLORIDA ARMY NATIONAL GUARD

ANNUAL TRAINING PAY & ALLOWANCE	\$ 10,550,000
INACTIVE DUTY TRAINING	27,434,742
CIVILIAN TECHNICIANS (701 ON BOARD)	22,887,600
ACTIVE GUARD/RESERVE (AGR SUPPORT) (678 PERSONNEL)	22,500,000
BONUS PAYMENTS	2,189,000
ARMY ADVISOR STAFF	54,000
SUBSISTENCE IDT & AT	1,770,000
UNIFORMS AND ACCESSORIES	1,625,200
SERVICE SCHOOLS	4,199,400
SPECIAL TRAINING	2,651,900
TRAVEL	2,445,600
SPECIAL OPERATIONS FORCES	816,500
DRUG INTERDICTION - DRUG REDUCTION	5,209,400
CAMP BLANDING AND AVON PARK TRAINING SITE SUPPORT	2,559,600
UNIT EQUIPMENT	2,570,400
REPAIR PARTS	6,291,200
FUEL & POL	1,633,700
MISC SUPPLIES/SERVICES	1,194,700
MILITARY CONSTRUCTION	—0—
INCAPACITATION & MEDICAL CARE	632,000
ENVIRONMENTAL COMPLIANCE ACTIVITIES	1,194,000
GSA VEHICLE LEASING	641,200

TOTAL FLORIDA ARMY NATIONAL GUARD \$ 121,050,142

FLORIDA AIR NATIONAL GUARD

PAYROLLS

Civilian Payrolls	12,229,100.00
Traditional Guardsmen	9,001,300.00
Active Guard/Reserve (AGR) Payroll	5,046,500.00

TOTAL PAYROLLS 26,276,900.00

TRAVEL AND PER DIEM COSTS

Civilian Technicians and AGR	225,500.00
Annual Training	127,400.00
School Training	160,000.00
Special Training	186,300.00

TOTAL TRAVEL AND PER DIEM 699,200.00

APPENDIX XII

(Continued)

PROCUREMENT OF SERVICES	
Other Contractual Services	793,500.00
PROCUREMENT OF SUPPLIES AND OPERATING EQUIPMENT	
Operating Supplies	1,600,000.00
Repairable Support Supplies/Equipment	4,059,000.00
Operating Equipment	685,600.00
Military Clothing	168,000.00
UTA Subsistence	50,000.00
Aviation Fuels (Direct Flying Use)	2,420,000.00
TOTAL SUPPLIES AND EQUIPMENT	8,982,000.80
SERVICE CONTRACTS WITH STATE OF FLORIDA	
Operations & Maintenance Cooperative Agreement	1,507,000.00
Security Agreement	279,600.00
TOTAL SERVICE CONTRACTS	1,786,000.60
REPAIR AND MAINTENANCE OF FACILITIES	
Real Property Maintenance	340,200.00
TOTAL FLORIDA AIR NATIONAL GUARD	\$38,879,200.00
TOTAL FLORIDA ARMY & AIR NATIONAL GUARD	\$159,929,342.00

APPENDIX XIII

TRAINING RANGES

CAMP BLANDING, FLORIDA

TYPE	NUMBER	TOTAL FIRING POINTS
Rifle, 25m Zero	5	197
Automated Record Fire	1	16
Automated Field Fire	1	16
M16 Record Fire	NA	
KD Rifle 100 yd-600 yd	2	80
Pistol Cal .38 & .45 (Qualification & Fam)	3	36
Pistol Cal .38 & .45 (Match)	1	50
Pistol Cal .38 & .45 (Pop-up)	1	15
M60/SAW MG (Qualification)	1	10
M60/SAW MG (Transition)	1	5
MG Cal .50 (Qualification)	1	10
MG Cal .50 (Transition)	1	5
MULTIPURPOSE RANGE (*includes)	1	
*106mm RR/90mm RR		6
*Artillery Direct Fire Range (105mm Only)		5
*165mm CEV		5
*ADA (20mm/40mm)(Admin/TAC)		21/9
*Aerial Gunnery (M60,20mm,30mm 2.75 Rockets)		4
*TOW Live Fire		6
*Dragon Live Fire		6
Rappelling Tower	1	NA
Fixed Wing Bomber Target (Nuke Ring)(Inert Ammo Only Strafing)	1	2 Approaches
Helicopter LZ's IP approved	60	NA
Weaponer	2	NA
CALFEX	1	NA
Gas Chamber	1	NA
Compass Course	3	NA
Observation Post - Man Made	4	NA
Confidence Course	1	NA
FARPS	1	NA
Mortar 60mm,81mm,4.2 Tactical Range	1	40
Company Live Fire Course (Defensive)(2000m)	1	NA
M-203	2	4 Per Range
LAW (HE and Subcal-106RR &90RR)	1	4
Demolition	1	NA
Radio Con Aerial Target Site	2	NA

APPENDIX XIII (Continued)

TYPE	NUMBER	TOTAL FIRING POINTS
TOW/DRAGON (Non-Live Fire) (Tracking only)	1	(TOW-20)(DRAGON-30)
Drop Zone	1	NA
Harmonization (Helicopter)	1	6
Squad Live Fire (Movement to Contact)(Defense)	4	(Squad Size)
EOD Disposal Area	NA	NA
Platoon Daylight Defense	3	NA
Hand Grenade (Non-Live Fire)	1	6
Hand Grenade (Live Fire) (Familiarization)	1	4 Throwing Bays
Artillery Range (105, 155, 8")	1	38
Recreational, Pistol & Rifle & Shotgun	1	4