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Aug 1995



Report of the Adjutant General of Florida

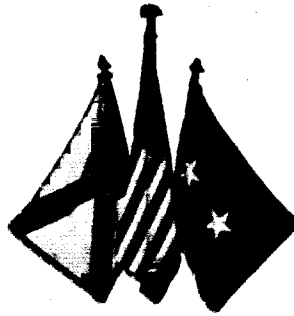
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RONALD O. HARRISON
The Adjutant General of Florida

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AUG 16 1995



February 10, 1995

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, 1993 through June 30, 1994.

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 Gainesville Search (Meissner - Law Enforcement), World Cup Soccer (Special Event) and Tropical Storm Alberto (Natural Disaster) have been significant and noteworthy. Current planning has been initiated to implement Department of Defense Down Sizing for fiscal years 1995 through 1999, as the result of the Bottom Up Review.

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,

A handwritten signature in cursive script that reads "Ronald O. Harrison".

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

IN MEMORIAM
FLORIDA NATIONAL GUARD

Members Whose Deaths Were Reported

1 July 1993 - 30 June 1994

OFFICERS

CW3	Carl R. Talafous	14 Jul 93
WO1	John A. Finerfrock (Retired)	9 Aug 93
COL	Charles M. Gilchrist, Jr. (Retired)	4 Sep 93
COL	Peter P. Pierce, Jr. (Retired)	10 Oct 93
LTC	George C. White (Retired)	18 Nov 93
CW3	Richard B. Witt (Retired)	30 Apr 94
LTC	Cecil D. Cauley	24 Jun 94

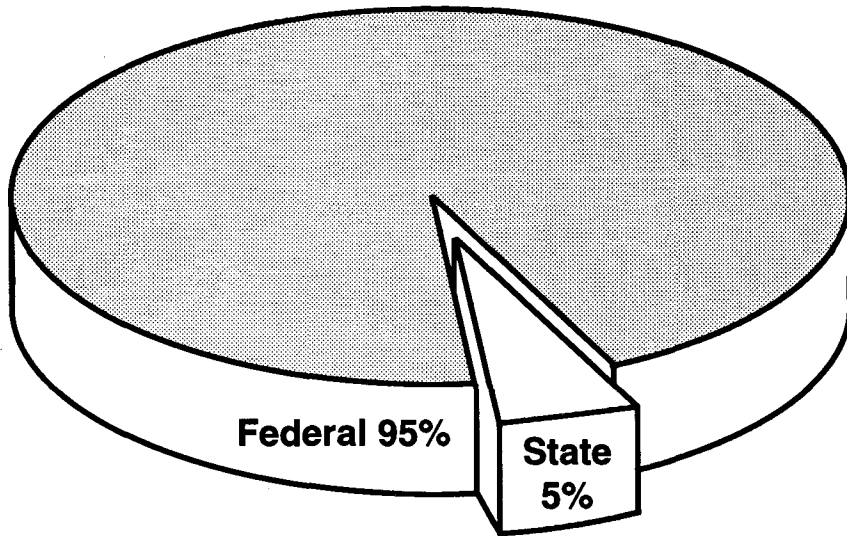
ENLISTED

SPC	Joseph J. Gannon	3 Jul 93
SPC	Gerard A. Hendrieth	15 Jul 93
SPC	David A. Parker II	16 Aug 93
SGT	Clinton R. Hutcheson	17 Aug 93
SFC	Evans F. Haskew (Retired)	17 Sep 93
SPC	Kyle L. Reese	5 Oct 93
MSG	Randall V. Motes (Retired)	22 Oct 93
SPC	Manuel D. Taylor	23 Oct 93
SPC	Dannie L. Ham	27 Oct 93
CSM	Thomas J. Mayo	30 Oct 93
SFC	Robert A. Gaugh (Retired)	31 Oct 93
SGT	Elmer L. Tison (Retired)	24 Dec 93
SPC	Barry B. Irwin	27 Dec 93
SSG	Bonet A. Aguila (Retired)	2 Jan 94
SSG	John E. Bishop (Retired)	12 Feb 94
SSG	Donald A. Morse	1 Apr 94
SSG	William E. Kahles	8 Apr 94
PFC	Tim H. Anderson	2 Apr 94
SPC	Timothy C. Harris	30 Apr 94
SSG	Charles L. Patton	24 May 94
SPC	James E. Turner	4 Jun 94
1SG	Melvin A. Robar	27 Jun 94

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Big Business in Florida



FEDERAL FUNDS

Issued	\$126,241,816	(Army)
	41,055,600	(Air)
Construction	1,352,616	
Total	\$168,650,032	

STATE FUNDS

Issued	\$6,834,771
Construction	1,646,494
Total	\$8,481,265

TOTAL FUNDS

FY-94

\$177,131,297

The Florida National Guard is both a federal and state organization, and as such, receives both types of funding.

During Fiscal Year 94, which spanned 1 October 93 to 30 September 94 for the federal government and from 1 July 93 to 30 June 94 for the state government, the Florida Army and Air National Guard received a combined \$167,297,416 for operations, maintenance and payrolls.

Federal and State funding for military construction was also received totaling \$2,999,110.

The Florida National Guard maintains 864 buildings on 122,000 acres across the state.

The benefit of federal and state funds is multiplied into the Florida economy three times when you consider the number of times the money is converted for goods and services, producing a total economic benefit of approximately \$531,393,891 in Fiscal Year 94.

In Fiscal Year 94, the State of Florida received approximately \$19.88 in federal dollars for every state dollar invested in the Florida National Guard.

Economic Impact Report

Florida Army and Air National Guard 1995

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	\$471,700	\$10,902	\$482,602	\$282,763
ARCADIA	BTRY A, 3RD BN 116TH FA	De Soto	85		3	818,800	20,213	839,013	731,197
AVON PARK	BTRY B 3RD BN 116TH FA	Highlands	85		3	694,200	32,421	726,621	1,823,346
	364TH ORD. DET.		27		1	249,200		249,200	
	UTES			1	15				
BARTOW	BTRY. A, 2ND BN 116TH FA	Polk	66		2	453,900	32,584	486,484	994,171
BELLE GLADE	DET. 1, CO. B, 1ST BN 124TH IN	Palm Beach	35		1	240,300	37,240	277,540	621,350
BONIFAY	CO. D, 3RD BN 124TH IN	Holmes	83		2	747,600	16,421	764,021	429,578
	OMS #6				6				
BRADENTON	BTRY. A, 3RD BN 265TH ADA	Manatee	101		3	872,200	14,826	887,026	753,479
BROOKSVILLE	CO. B, 3RD BN 20TH SFG	Hernando	83		3	863,300	53,790	917,090	170,772
CHIPLEY	CO. C, 3RD BN 124TH IN	Washington	136		2	801,000	22,833	823,833	838,500
	CSMS #2				5				
CLEARWATER	CO. A, 53RD SPT. BN	Pinellas	142		3	1,406,200	26,506	1,432,706	989,438
COCOA	705TH MP CO.	Brevard	117		2	1,148,100	27,021	1,175,121	648,909
	114TH COMM. SQ. (AIR) PATRICK AFB	Brevard	81	0	5	972,000	14,500	986,500	429,000
CRESTVIEW	379TH SIGNAL CO.	Okaloosa	76		3	685,300	19,422	704,722	1,917,905
CRYSTAL RIVER	631ST MAINT. CO.	Citrus	240		4	1,780,000	67,656	1,847,656	1,722,803
	OMS #17				5				
DADE CITY	BTRY. B, 2ND BN 116TH FA	Pasco	66		3	453,900	30,917	484,817	550,852
DAYTONA BEACH	HQB, 1ST BN 265TH ADA	Volusia	123		8	1,023,500	42,120	1,065,620	5,103,616
	AUG. TDA, 1ST BN 265TH ADA		9		0	80,100		80,100	
	BTRY. C, 1ST BN 265TH ADA		101		3	729,800		729,800	
DEFUNIAK SPRINGS	CO. B, 3RD BN 124TH	Walton	136		2	1,050,200	12,828	1,063,028	1,370,432
DELAND	BTRY B, 1ST BN 265TH ADA	Volusia	101		3	756,500	34,823	791,323	1,749,903
EUSTIS	CO. D, 2ND BN 124TH IN	Lake	83		2	649,700	58,683	708,383	668,370
FORT LAUDERDALE	CO. C, 3RD BN 20TH SFG	Broward	83		3	818,800		818,800	2,224,709
	743RD MAINT CO.		242		6	1,975,800	74,049	2,049,849	
FORT MYERS	BTRY. B, 3RD BN 265TH ADA	Lee	101		3	881,100	37,751	918,851	611,800
FORT PIERCE	BTRY. C, 2ND BN 265TH ADA	St. Lucie	115		14	898,900	40,820	939,720	829,433
HAINES CITY	DET. 1, HHSB, 2ND BN 116TH FA	Polk	131		2	916,700	27,152	943,852	1,092,422
	CSMS #3				8				
	OMS #4				10				
HOLLYWOOD	CO. A, 1ST BN 124TH IN	Broward	136		2	898,900	29,099	927,999	966,000
HOMESTEAD	CO. C, 1ST BN 124TH IN	Dade	136		2	845,500	18,750	864,250	989,454
	CO. A, 260TH MI BN		95		2	863,300		863,300	

JACKSONVILLE	HHC, 146TH SIGNAL BN	Duval	161		9	2,011,400		36,020,118	1,856,205
	CO. A, 146TH SIGNAL BN		127		3	1,352,800		1,352,800	
	CO. C, 146TH SIGNAL BN		127		3	1,308,300		1,308,300	
	HHC, 419TH AVN. GRP.		62		10	640,800		640,800	857,500
	HQS, 1ST BN 111TH AVN.		123		17	1,157,000		1,157,000	1,899,059
	CO. A, 1ST BN 111TH AVN.		33		2	320,400		320,400	
	CO. B, 1ST BN 111TH AVN		33		2	329,300		329,300	
	CO. C, 1ST BN 111TH AVN		33		2	320,400		320,400	
	CO. D, 1ST BN 111TH AVN		79		2	783,200		783,200	
	11TH ATC PLT.		38		2	320,400		320,400	
	HHD, 202ND MED. GRP.		49		9	409,400		409,400	1,691,864
	927TH MED. CO.		126		2	1,121,400		1,121,400	
	HSLD		15		0	124,600		124,600	
	199TH MED. CO.		105		3	916,700		916,700	
	DET. 1, 83d TROOP CMD, STARC (-)		76		10	569,600		569,600	214,200
	AASF #1			2	89				2,812,555
	OMS #3				8				
	OMS #12				9				
	HQS, 125TH FG (AIR)		1,000	40	281	35,194,000	326,367	35,520,367	150,000,000
KEY WEST	DET. 2, 125TH FG (AIR)	Monroe	39	0	0	1,082,000	11,706	1,093,706	
LAKELAND	DET. 1, HHC, 1ST BN 132ND AVN	Polk	47		2	427,200	47,525	474,725	1,243,798
	CO. C, 1ST BN 132ND AVN		50		3	462,800		462,800	
	AASF #2				21				
	HHSB(-), 2ND BN 116TH FA		109		11	890,000		890,000	
	AUG. TDA, HHSB, 2ND BN 116TH FA		13		0	62,300		62,300	
LAKE CITY	153RD ENG. CO.	Columbia	196		3	1,308,300	16,500	1,324,800	2,261,750
	OMS #8				7				
LAKE WALES	325TH MAINT. CO.	Polk	246		3	1,655,400	24,045	1,679,445	1,424,704
LEESBURG	CO. A, 2ND BN 124TH IN	Lake	136		2	1,254,900	17,192	1,272,092	758,568
LIVE OAK	269TH ENG. CO.	Suwanee	167		5	1,450,700	34,750	1,485,450	1,548,808
	269TH ENG. DET.		9		0	80,100		80,100	
MARIANNA	144TH TRANS. CO.	Jackson	159		3	1,468,500	31,046	1,499,546	1,779,677
MELBOURNE	1265TH ORD. CO.	Brevard	166		29	1,343,900	12,283	1,356,183	752,250
MIAMI	HHC, 50TH SPT. GRP.	Dade	135		13	1,103,600	178,344	1,281,944	3,080,289
	494TH MED. DET.		10		0	89,000		89,000	
	HHC, 260TH MI BN		61		9	605,200		605,200	
	CO. B, 260TH MI BN		95		2	667,500		667,500	
	HHC, 1ST BN 124TH IN		197		10	1,806,700		1,806,700	
	AUG. TDA, HHC, 1ST BN 124TH IN		13		0	71,200		71,200	
	CO. D, 1ST BN 124TH IN		83		2	694,200		694,200	
	OMS #1				16				
MONTICELLO	160TH TRANS. CO.	Jefferson	96		3	881,100	11,085	892,185	
NORTH MIAMI	13TH ARMY BAND	Dade	41		2	338,200	81,713	419,913	3,952,197
	HHD, 50TH SUP. & SVC. BN		63		10	516,200		516,200	

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		2	836,600		836,600	879,075
	CO. A, 3RD BN 20TH SFG		83		3	801,000	53,291	854,291	
ORLANDO	HHC, 164TH ADA BDE.	Orange	119		15	1,014,600	105,580	1,120,180	800,000
	HHC, 2ND BN 124TH IN		197		10	1,922,400		1,922,400	1,790,503
	AUG. TDA, HHC, 2ND BN 124TH IN		13		0	89,000		89,000	
	CO. C, 2ND BN 124TH IN		136		2	1,272,700		1,272,700	
PALATKA	BTRY. A, 1ST BN 265TH ADA	Putnam	101		2	890,000	33,381	923,381	1,972,912
PALMETTO	BTRY. C, 3RD BN 265TH ADA	Manatee	101		3	756,500	40,336	796,836	671,660
PANAMA CITY	HHC, 3RD BN 124TH IN	Bay	197		11	2,011,400	38,657	2,050,057	1,528,326
	AUG. TDA, HHC, 3RD BN 124TH IN		13		0	89,000		89,000	
PENSACOLA	HHD, 417TH SIGNAL BN	Escambia	45		8	498,400	57,777	556,177	1,304,250
	CO. B, 146TH SIGNAL BN		127		3	1,192,600		1,192,600	847,002
	OMS #10				5				
PERRY	653RD SIGNAL CO.	Taylor	118		3	934,500	39,798	974,298	1,303,929
PLANT CITY	HHC, 3RD BN 116TH FA	Hillsborough	110		9	872,200	54,412	926,612	954,700
	SVC. BTRY, 3RD BN 116TH FA		61		3	462,800		462,800	
	OMS #7				7				
QUINCY	708TH MAINT. CO.	Gadsden	151		3	1,619,800	68,993	1,688,793	1,956,984
SANFORD	CO. B, 2ND BN 124TH IN	Seminole	136		2	1,183,700	29,552	1,213,252	665,000
SARASOTA	HHC, 3RD BN 265TH ADA	Sarasota	123		11	1,014,600	70,155	1,084,755	1,635,211
	AUG. TDA, 3RD BN 265TH ADA		9		0	71,200		71,200	
	OMS #14				6				
ST. AUGUSTINE	STARC (-) FLARNG	St. Johns	367	103	182	3,595,600	4,609,869	8,205,469	13,671,353
	107TH PA DET.		16		0	124,600		124,600	
	120TH PERS. SVC. CO.		57		2	498,400		498,400	
	156TH MED. CO.		109		3	1,041,300		1,041,300	1,470,530
	HHD, 153RD FIN. SPT. BN		27		3	222,500		222,500	
	1153RD FIN. DET.		19		0	169,100		169,100	
	2153RD FIN. DET.		19		0	115,700		115,700	
	3153RD FIN. DET.		19		0	115,700		115,700	
	DET. 2, STARC (SEL. SVC.)		5		0	44,500		44,500	
	316TH TRAN. DET.		7		0	71,200		71,200	
	OMS #11				4				
	HQS, FLANG		25	4	9	729,000	162,600	891,600	
	ST. PETERSBURG	HHC, 53RD SPT. BN	Pinellas	99		10	925,600	51,965	977,565
AUG. TDA, HHC, 53RD SPT. BN			4		0	26,700		26,700	
CO. C, 53RD SPT. BN.			110		3	952,300		952,300	
OMS #13					4				
STARKE	HQ, CBTS (ISU)	Clay	222	95	43	1,877,900	3,464,243	5,342,143	30,194,415
	RTSM		13		11	97,900		97,900	
	FRTI				5				
	710TH SVC. CO.		193		5	1,584,200	25,000	1,609,200	
	631ST MAINT. CO				6		38,223	38,223	

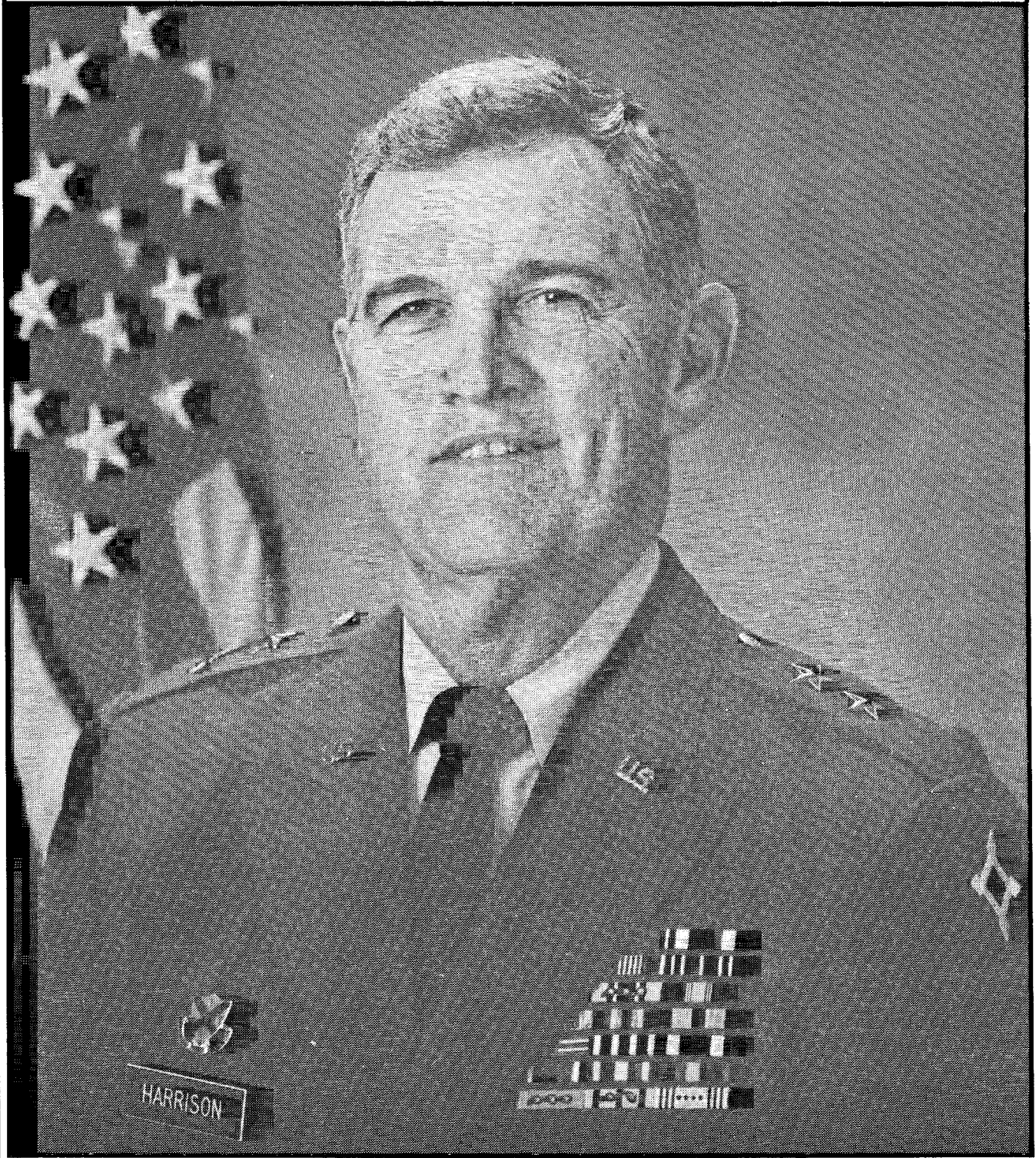
	853RD QM SUP. CO.		143		3	890,000		890,000	
	253RD MED. DET.		21		2	186,900		186,900	
	653RD ENG. DET.		60		4	551,800		551,800	
	HHD, 927TH SPT. BN.		71		7	453,900		453,900	
	464TH ORD. DET.		27		1	204,700		204,700	
	221ST ORD. DET.		23		2	160,200		160,200	
	HHD, 3RD BN 20TH SFG		34		9	400,500		400,500	
	AUG. TDA, HHD, 3RD BN 20TH SFG		18		0	195,800		195,800	
	CO. D, 3RD BN SFG		100		4	979,000		979,000	
	202ND CIVIL ENG. SQ. (AIR)		206	1	5	2,487,800	41,100	2,528,900	8,500,000
	159TH WEATHER FLT. (AIR)		18			312,200		312,200	
	USPFO WAREHOUSE				17				
	DIR. OF MAINT.				111				
	OMS #16				7				
TALLAHASSEE	HHC, 53RD SIGNAL BDE	Leon	93	1	10	845,500		2,444,851	1,601,676
	CO. A, 3RD BN 124TH IN		136		3	1,032,400	79,926	1,112,326	
	1035 MED. DET.		21		1		222,500		
	OMS #9				6				
TAMPA	HHC, 53RD IN BDE.	Hillsborough	309		20	2,278,400	120,361	2,398,761	6,476,302
	HHC(-), 53RD IN BDE.		3		10	26,700			
	AUG. TDA, HHC, 53RD SPT. BN.		4		0	17,800			
	DET. 1, HHC, 53RD SPT. BN.		72		1	578,500			
	CO. B, 53RD SPT. BN.		193		4	1,361,700			
	53RD SIGNAL DET.		52		2	471,700			
	BMMC				12				
	OMS #2				6				
	290TH JOINT COMM. SPT. SQ. (AIR)		211	2	0	2,156,000	28,100	2,184,100	2,565,500
TAVARES	OMS #5	Lake			7				564,487
TEMPLE TERRACE	131ST MASH	Hillsborough	230		7	1,940,200	20,150	1,960,350	
	2207TH MED. DET.		7		0	44,500			
TITUSVILLE	HHB, 2ND BN 265TH ADA	Brevard	169		24	1,361,700		2,065,575	735,360
	BTRY. A, 2ND BN 265TH ADA		115		14	881,100	90,536	971,636	
	OMS #18				13				
WAUCHULA	BTRY. C, 3RD BN 116TH FA	Hardee	85		3	712,000	9,379	721,379	335,240
WEST PALM BEACH	CO. B(-), 1ST BN 124TH IN	Palm Beach	101		2	863,300	158,996	1,022,296	3,697,155
	BTRY. B, 2ND BN 265TH ADA		115		14	979,000	4,004	983,004	
	OMS #15				6				
	CSMS #1				6				
WINTER HAVEN	BTRY. C, 2ND BN 116TH FA	Polk	66		2	551,800	28,010	579,810	1,048,041
TOTALS			13,345	249	1,504	\$142,835,500	\$11,342,777	\$187,766,821	\$293,651,307

Figures included in this year's Economic Impact Report span both Federal (1 Oct 93 - 30 Sep 94) and State (1 Jul 93 - 30 Jun 94) 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.

For further information or to obtain additional copies of this report, contact the State Public Affairs Office by calling (904) 823-0166. This report is an official publication of the Department of Military Affairs, State of Florida. It was produced at an annual cost of \$2,205.50 or \$1.47 per copy.

**THE ADJUTANT GENERAL
DEPARTMENT OF MILITARY AFFAIRS**

MAJOR GENERAL RONALD O. HARRISON



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 3 Army National Guard units were reorganized. Three units were 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 nine foreign countries during fiscal year 1994. 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 fiscal year 1994, the Florida Army National Guard's authorized strength was 11,719. As of 30 June 1994, Florida's assigned strength of 11,428 personnel reflects a fill of 97.51% of the authorized strength. In the Florida Air National Guard, the authorized strength is 1,628 and 1,548 assigned for a 95.08% 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 Officer 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. The United States Property and Fiscal Officer is also responsible for the data processing operation. The United States Property and Fiscal Office is manned 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 receipts of equipment from Army procurement and congressionally mandated appropriations.

There were 1297 full-time federal employees paid from federal funds during the period 1 July 1993 to 30 June 1994. Federal funds, during the period 1 July 1993 to 30 June 1994, expended in direct support of the Florida Army National Guard, totalled \$124,917,702. At the close of 30 June 1994, the value of Army equipment on hand in the state totalled approximately \$735,870,000.

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 Human Resource Management Office.

The Burroughs 1955 Computer has telecommunications capabilities to Camp Blanding. To ensure a responsive system for all the users, a 20-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 three UNISYS 5000/2000 Computer Systems are designed to replace the existing Burroughs computer system. The U5000/2000 computer system provides the state more computing power with four times more disk storage than the Burroughs system. Logistics is migrating from the Burroughs system onto the U5000/2000 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 U5000/2000. The U5000/2000 is the connectivity into the Defense Data Network and is the gateway into the National Guard Network Electronic Mail (E-Mail) system. E-Mail is now servicing all Directorates, Special Staff, Florida National Guard Major Commands, companies, detachments, and subordinate units.

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 appropriated by the state and funded 100% from the federal government. This trust fund supports federal/state contracts for the Army and Air Guard for salaries, operation, and maintenance of designated facilities throughout the State of Florida.

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 fiscal year 1993-1994.

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 Group Air Operation and Maintenance Agreement, which supports the Air National Guard Base at Jacksonville, provides for a federal share of 75% and a state share of 25%. The 125th Fighter 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 Resources Management

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 and Expense have enabled the department's Information Resource Manager to distribute automation resources to the work areas most needing that capability.

Agency Strategic Plan

The Department of Military Affairs has continued active involvement in strategic planning at all levels within the agency. The detailed research conducted to develop valid trends and conditions statements, priority issues, goals, and objectives for the long range future of the agency has been a credit to every employee. The concerted effort placed upon citizen participation in the development of agency strategic plans, utilizing the involvement of citizen soldiers representing many interests across Florida, has been of immeasurable value in reflecting the best direction of the agency for the people of this state. The quality of budget requests to the governor and the legislature from this agency over the last several years has been a direct result of the effective strategic planning conducted by the department.

DIRECTORATE OF LOGISTICS

Command Logistics

The Director of Logistics is responsible for overall program management for all aspects of the Florida Army National Guard logistics program excluding aviation. The Directorate encompasses the Plans, Operations and Readiness Branch, Supply and Services

Division, Surface Maintenance Division, and Transportation Division.

Plans, Operations and Readiness

This branch is a recent addition to the Directorate of Logistics. The primary functions are to develop and coordinate State Logistical Plans and Programs and coordinate Logistics Readiness issues. Additional functions include assisting units of the state in plans and policy matters, develop and coordinate logistical requirements for new equipment fielding and training, logistics mobilization planning, and logistics support to civil authorities.

Supply and Services

The Supply and Services Division is responsible for the requisition, receipt, storage, distribution, disposition, and accountability for all classes of supply used within the Florida Army National Guard. Additional functions include implementation and evaluation of the Command Supply Discipline Program and providing management of the State Food Service Program.

Supply and Services personnel continue to provide logistical support to all subordinate commands of the Florida Army National Guard and components of other branches of service training within Florida. Each year units within the state compete to be the nominee in the Department of the Army Food Service Award competition. Logistics training and support is provided the state winner in preparation for regional and higher levels of Army-wide competition.

Transportation

The Defense Movement Coordinator is responsible for all transportation matters involving military and/or commercial movement of personnel, equipment and supplies both domestically and internationally. Additional functions include training unit movement personnel and controlling all military movement of all branches of service transiting within the state.

The Transportation Division provided inspection and certification of privately donated cargo for the Newly Independent States, formerly the Soviet Union. In excess of 30 containers of humanitarian aid cargo were certified for shipment utilizing Department of Defense transportation assets.

The Transportation Division provided air load planning and hazardous material certification for the United States Customs Service to transport drug enforcement boats and support equipment to various locations using military aircraft.

The Transportation Division provided movement control for Department of Defense convoys to and from Homestead Air Force Base in preparation for the invasion of Haiti and provided movement control for Florida National Guard units in the flood relief efforts of Operation Alberto.

Surface Maintenance

The Maintenance Division 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 military technicians located in Organizational Maintenance Shops, Combined Support Maintenance Shops, a Mobilization and Training Equipment site, and a Unit Training Equipment site.

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.

Maintenance is executed at multi-echelons of performance, 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.

DIRECTORATE OF INFORMATION MANAGEMENT

The Directorate of Information Management encompasses the activities, and programs associated with, and related to, the disciplines of automation, telecommunications, visual information, records management, publications, and printing.

The Directorate of Information Management provides guidance, training and support in the Information Management Area regarding the management of doctrine, policy, data, equipment, software, and software applications to all command levels within the Florida Army National Guard.

The primary objective of the director is customer support. The director's goal is to create an information architecture that will allow each customer to manage his or her information independently. At the same time create an "information highway" to provide the connectivity for internal and external customers to share information, creating an environment of interoperability.

Automation

This functional element of the directorate is primarily responsible for the activity of processing information and supports the "activities" of integration, access, storage, use, retrieval, dissemination, management, and disposition of information. It involves the "activities" of planning, designing, programming, and maintenance of information architecture for software, hardware, micrographics, and Computer Based Instruction management.

During October 1993 the first Florida Army National Guard Bulletin Board System was installed. The Bulletin Board System serves all Florida Army National Guard entities by providing an array of programs, conference, file transfer capabilities, and technical support.

September 1993 began the intricate rewriting of the Automated Information System Accreditation Documentation. The Accreditation packet has been refined to the extent that it takes about 10 minutes to complete. During this same time frame the Delegation of Accreditation Authority was completed. This process allows directors and commanders signature authority for accreditations pertinent to their commands.

Computer upgrades are an every day occurrence within the Florida National Guard. We continually seek avenues to provide Florida National Guard entities with automation assets. Additional computers have been acquired, upgraded, and provided to our units from other governmental agencies. Upgrades have included new hard drives and floppy drives, 386 to 486 computers, increased memory, tape drives, high speed modems, and monitors. Each Standard Bearer Unit received a second computer.

The purchase of highly technical equipment provides a self-sufficient automation atmosphere. For example, procurement of a Disk Duplicator in the past year allows the Directorate of Information Management to copy legal software and programs for distribution to Florida Army National Guard activities.

This measure is cost effective and eliminates loss time in coordination with vendors and paperwork, while providing Florida Army National Guard activities with required assets.

Purchase of advanced automation equipment for our units/activities provides a good foundation for automation standardization. Procurement of HP Laserjet Printers with A/B Boxes provides equipment compatibility and flexibility.

The College Student Internship began September 1993. In coordination with Flagler College, students receive on-the-job training in computer applications while providing an additional person to assist the Directorate of Information Management Office. This program provides students with work experience and an education outside the classroom environment in the field of automation.

Many computer programs have been designed, developed, and distributed to the Florida Army National Guard units in an ongoing effort to fully automate the Florida Army National Guard. The Automated Directory 210-1, the Florida National Guard Address/Telephone Directory is one example of this. The Automated Directory 210-1 computer program written by the Directorate of Information Management Office has the capability of looking up addresses/phone numbers of Directorates/MACOMs/OMS/Units. It can also print two types of mailing labels DA 18-1 Mailing Labels and 3 1/2 x 15 X 16 labels.

The Budget One computer program tracks funding by Modified Army Management Structure Codes and Army Management Structure Codes. Projects and salary tracking are also available.

A Message Log was designed and developed to provide assistance, development, and implementation of the Emergency Operation Center message log process.

Quick Return Investment Program packages for three computers each have been submitted for Army Aviation Support Facility #1, Army Aviation Maintenance Facility #1, Army Aviation Support Facility #2, and Army Aviation Maintenance Facility #2. These packages have been reviewed at National Guard Bureau, specific packages have been approved and are now awaiting fielding. Packages for 41 units to receive 3 computers, 34 units to receive 2 computers, and 23 units to receive 1 computer are now being processed.

Training

Over 600 students have been trained in the computer classroom. Instruction ranges from Introduction to Personal Computers to advanced applications in various software. The computer classroom is used by other departments for instruction. The computer equipment in the classroom has been updated with faster modems and more memory. The computer instructor continues his education with various software packages by attending advanced classes and passing the information to students through Florida Army National Guard computer classes.

Telecommunication

This functional element of the directorate provides us with the ability to gather and disseminate information through the transmission, emission, and reception of information of any nature by audio, visual, electro-optical, or electromagnetic systems. This support is provided through both common-user and dedicated networks.

A wide range of telecommunication services are provided, from installing a single line phone to installing complete telephone systems to Florida National Guard units. The Directorate of Information Management is responsible for the state telecommunication network while providing up-to-date telephone service equipment in a cost effective manner.

Telecommunications is a fast growing and ever changing area in the Florida National Guard. Decreasing funds and increasing demands are promoting the Directorate of Information Management to look for avenues of providing up-to-date service in a cost efficient manner. To date, a total of 42 Florida Army National Guard locations have converted to the Department of General Services state network. The network allows long distance service using SUNCOM access for a third of the cost of commercial vendors.

Greater emphasis on automation and increased traffic on existing lines encouraged the installation of a data line from Craig Field to the United States Fiscal and Accounting Branch, Automated Data Processing Department. The data link will allow units located in Jacksonville to dial into the line for the cost of a local call, and access the Sperry mainframe for Automated Fund Control Order System, E-Mail, and etc. The purchase of 9600 baud modems in the past year for Florida National Guard units/activities enhanced computer data transmission by providing a high baud rate.

The Directorate of Information Management has provided a full line of telecommunication service to all Florida Army National Guard directorates/units/activities; included is installation, disconnection, maintenance, and repair of telephone service and equipment. Many telecommunication assets are supplied/approved for the Florida Army National Guard in the form of cellular phones, additional phone lines, facsimile machines, and the supplies and service to maintain them. The Cooperative Agreement between state and federal entities has been implemented and in coordination with State Quartermaster new telephone systems have been installed at our units.

Visual Information

This functional element of the directorate provides us with the capability to disseminate information with pictorial or image format using automation, telecommunications, and micrographics. Maintaining close liaison with staff and operational personnel ensures timely effective support and efficient service.

The directorate provided high intensity overhead projectors to use with the Lite Show previously provided to major commands. Three workstations have been established and are available for Florida Army National Guard personnel to develop presentations and other graphic work.

Administrative Services

The Administrative Services functional element of the directorate provides for state-of-the-art concepts and operations for efficient and systematic management of mail service and all recorded information regardless of media.

The responsibility of Administrative Services completes the circle of information services provided by the Directorate of Information Management. Administrative Services provides the copier, mail delivery, printing publications, records management, and correspondence programs to all Florida National Guard members.

The Administrative Services Branch has implemented the Cost-Per-Copy Program. Under the program old outdated copiers are replaced with new copiers including maintenance, repair, and copier supplies to 94 Florida Army National Guard units within the state. This program eliminates time consuming paperwork for units and provides expeditious copier service.

Blanket Purchase Agreements were established for Florida Army National Guard activities not included in the Cost Per Copy Program. The Blanket Purchase Agreements are contracted with local vendors who provide copier maintenance and repairs. Due to the use of local vendors, response time has been good and feedback from personnel in the units has been positive.

The incoming and outgoing mail service has been improved by the establishment of a United Parcel Service account. Mail is sent from the State Headquarters to units twice a week and delivered within two days.

Publications and Printing

This functional element of Administrative Services provides for the efficient and systematic management of publications regardless of format. It includes any hardware or software to access state-of-the-art printing,

duplicating, self-service copying, and related equipment, including electronic means.

Implementation of specialized software has automated the blank forms program. Forms Engine provides a tool for units to format, complete, and reproduce a large variety of required blank forms. This asset allows unit personnel the flexibility of producing forms on site without delivery delays and a requirement of storage space for forms.

Funds for printing of Army Community of Excellence material was provided from the Administrative Service Printing Budget. Printing was contracted to Navy Defense Printing for the Army Community of Excellence pamphlet, calendar, posters, stickers, and embossing seal.

Records Management

The Records Management Branch of Administrative Services has installed an Electronic Filing System. The system is designed to convert hard copy documents to optical disk for storage, retrieval, and filing. This system and the Remstar Rotary File System comprises the newly created Records Holding Area.

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 944 military and civilian technicians and 826 Active Guard Reserve soldiers/airmen. Military technician and Active Guard Reserve travel, mostly within the state, resulted in the expenditure of approximately \$329,800 in federal funds last fiscal year, with an additional \$175,000 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 826.

Program Organization and Operation

Current manning limitations imposed by the National Guard Bureau allow us to fill 944 permanent military and civilian technician positions out of 1,275 required positions in the Army and Air National Guard Technician Program. This represents 74 percent support of both the Army and Air National Guard Technician Programs. The military and technician personnel have not maintained 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.
 - a. The Equal Employment Opportunity Program applies to all members of the Army and Air National Guard who are technicians and applicants for employment.
 - b. The Equal Opportunity Program applies to all members of the Army National Guard, including Active Guard Reserve and traditional soldiers.
 - c. The Social Actions Program applies to all members of the Air National Guard, including Active Guard Reserve and traditional airmen.
 - d. Equal Employment Opportunity, Equal Opportunity, and Social Actions Programs 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, gender (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, gender, 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	Minority	Women
ANG	18.0%	12.6%
ANG AGR	11.8%	15.5%
ANG Technicians	7.7%	9.4%
Army National Guard		
ARNG	34.0%	16.0%
ARNG AGR	11.3%	11.5%
ARNG Technicians	11.1%	21.3%
State Employees		
ANG and ARNG	16.1%	31.3%

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 Technician Assistance Program is designed to help full-time National Guard personnel (excepted military technicians and competitive technicians) identify and overcome alcohol and drug problems that have an adverse effect on work performance. Participation in the program is voluntary and the effort is directed towards restoration to full job performance and prevention of job performance problems. However, employee drug activity which is contrary to law is not condoned. The Technician Assistance Program is administered by the Support Personnel Management Office.

Labor Management Relations

The National Guard technician work force in Florida has been organized for collective bargaining and representational purposes for over 25 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); and 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 administer 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 2,021 individuals, civilian and military, employed by or assigned to the Department of Military Affairs or with National Guard units in the field, supporting approximately 11,500 Florida National Guard personnel. There are 251 Career Service personnel of the State of Florida, employed under the State Personnel Rules and Regulations; 944 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 826 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 role of the Public Affairs Office is to tell the story of the Department of Military Affairs and the Florida National Guard. The focus is on providing timely and accurate information to the widest possible audience.

The Public Affairs Office is a Special Staff Section through which all communications goals are established for both the Florida Army and Air National Guard. Communications policy for the Department of Military Affairs begins with the Adjutant General and flows from the Public Affairs Office to the staff and the subordinate commands.

To better serve the State of Florida, the Public Affairs Office has set the following goals for the Department of Military Affairs. First, to conduct a statewide survey, in order to find out how the Florida National Guard is perceived by the citizens of the state. Secondly, to ask ourselves internally how well the department communicates with its employees. Third, to reconcile these two realities with what the department wants its communications in-state to be. Fourth, to establish confidence in the Department of Military Affairs and the Florida National Guard.

The Department of Military Affairs coordinates its communications with a variety of other agencies, ranging from federal (Department of Defense, National Guard Bureau, Federal Emergency Management Agency) to state (Governor's Office, Department of Community Affairs). The department has daily contact with the public through local governments and citizen groups.

As part of the heritage of militia system, the Department of Military Affairs not only holds itself to twin standards of being capable of meeting both the military mission requirements of the nation and the state, but of also participating in programs that add value back to communities. The Public Affairs Office screens

hundreds of requests yearly to provide support, ranging from marching in parades to participating in programs aimed at teaching schoolchildren about the dangers of drug abuse.

Whether dealing directly with citizens, lawmakers, other state or federal agencies; or working in the areas of community relations, media relations or public information, the Department of Military Affairs always seeks to tell the truth to our client — the taxpayer.

INSPECTOR GENERAL

The mission of the Inspector General is to determine the state of economy, efficiency, morale, esprit de corps, and state of readiness of the units and personnel assigned to the Florida National Guard. The Inspector General sphere of activity includes everything for which the Adjutant General is responsible to the United States and over which the Adjutant General has federal authority. There are two methods available to assist in collecting the data necessary in making these determinations, the General/Special Inspection Program and the Assistance and Investigations Program.

Assistance and Investigations

The Assistance and Investigations Branch of the Inspector General Office assists the chain of command and other agencies with resolving issues and problems within the command. Issues brought to the attention of the Inspector General Office, known as Inspector General Action Requests, are analyzed and processed through channels to the appropriate agency for resolution. Resolution of the issue(s) presented to the Inspector General are attempted at the lowest level possible. The confidentiality of the requesting individual is protected to the maximum extent possible, particularly when it is specifically requested.

A reduction of funds resulted in increased soldier concerns and/or issues regarding training quotas, temporary duty travel, opportunity to

satisfy promotion criteria and command management decisions. This reduction necessitated prioritization of available resources be directed to high priority units. The remaining lower priority units comprise the largest percentage of personnel in the Florida National Guard. Lack of funding presents these units with the greatest challenge, managing unit operations under inflexible conditions and getting their soldiers trained and qualified.

Another significant area of concern during this period has been the suspension of all FY-93 National Guard 2060 fund payments by the Defense Accounting & Finance Service Center. This suspension has been in effect since February 1994 and has had a negative impact nationwide. Soldiers who are/were incapacitated, unable to work, and due payment of incapacitation pay and allowances for FY-93 are of particular concern. Resolution to this problem is not anticipated until FY-95.

Inspections

The Inspector General Inspection Program provides accurate information essential to evaluate and assess the Florida Army National Guard's state of readiness. Inspector General inspections are tailored to meet the readiness requirements and special emphasis is placed on being relevant and responsive to the mission accomplishment.

1994 inspections of Florida Army National Guard units were completed with an evaluation of performance against the required standards. Deviation from the standards were reported to commanders and their staff. Key deficiencies were identified in the areas of training assessments, resource allocations, improper interpretation of requirements, and lack of command emphasis.

Limited resources and manpower shortages affecting the Inspector General Inspection Program resulted in a temporary three-month suspension of the program. Continued assessment, planning, and analysis ensured Inspector General's resources were employed in

areas that provided the highest return for the units, commanders, the Florida National Guard, and the United States Army.

The Inspector General assessments of Florida National Guard units assisted in confirming resources were employed in a proactive and productive manner. Systemic issues identified as a result of the Inspector General activities precipitated changes to policies and procedures. Military downsizing and reshaping efforts will continue to significantly impact changes to strategy, procedures, and policy. Therefore, future Inspector General evaluations and assessments are essential in maintaining a high level of readiness within the Florida National Guard.

JUDGE ADVOCATE GENERAL

53rd Infantry Brigade Joint Readiness Training

Over the past year, the most critical issue of concern to the Florida National Guard Judge Advocate General Corps related to providing legal support to the 53rd Infantry Brigade concerning its participation at the Joint Readiness Training Exercise scheduled for 1995 in Louisiana. This exercise, scheduled for a three-week period, will test the 53rd Infantry Brigade in its ability to perform its wartime mission. As such, Judge Advocate Generals will be required to provide operational law support to commanders, military justice support, and provide legal advice concerning a myriad of administrative issues. In order to train and be ready for the exercise, Judge Advocate General officers from the 53rd Infantry Brigade have diligently pursued additional training and materials concerning operational law issues so that they may be in a better position to counsel commanders and the troops concerning "the law of war." The entire Florida National Guard Judge Advocate General Corps supported them in this effort to increase their proficiency and competence.

Reduction in Force

Another area of primary concern for the Judge Advocate Generals during the past year related to the Reduction In Force currently being conducted throughout the military. Judge Advocate Generals were involved with issues such as unit relocation, unit deactivations, and the transfer and, in some cases, elimination of soldiers from the Florida National Guard. In many cases the Reduction in Force has had a significant adverse impact on individual soldiers which has necessitated legal support in order to facilitate the personal adjustment for those soldiers into a new environment.

Legislation

The Staff Judge Advocate's office was again a part of the legislative team which presented proposals to the 1994 legislature concerning the Florida National Guard. The issues which were presented were for the most part passed by the legislature. Those issues had a significant impact upon the Florida National Guard in regard to the operation of Camp Blanding Training Site, increasing the effectiveness of the Florida National Guard Military Justice System, and increasing the collegiate educational support which the State of Florida provides to members of the Florida National Guard.

Administrative Proceedings

Finally, Judge Advocate Generals continue to provide support to commanders and soldiers in connection with courts-martial and administrative disciplinary actions. In all such actions, it is incumbent upon the Judge Advocate Generals to ensure that soldiers are accorded effective legal representation and that the soldiers receive fair and equitable treatment. In addition, Judge Advocate Generals must also ensure that the command receives effective and competent advice regarding all disciplinary matters and that the command's interest is adequately asserted in all forums. Judge Advocate Generals spent numerous hours representing soldiers and/or the command in such proceedings.

ARMY NATIONAL GUARD

BRIGADIER GENERAL RICHARD G. CAPPS
ASSISTANT ADJUTANT GENERAL FOR ARMY



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.

This department 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, 203 Notifications of Eligibility for Retired Pay were issued and an additional 107 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 1994, 113 officers were considered for mandatory promotion by Department of Army Selection Boards with 93 being selected. This represents an overall selection rate of 82.3%. The statistical analysis of selection by grade is as follows:

	LT to CPT	CPT to MAJ	MAJ to LTC
Recommended	48(85.7%)	31(79.4%)	14(77.7%)
(1st Pass Over)	4	4	4
(2nd Pass Over)	2	4	0
Totals	54	39	18

The 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 Modernization 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 Modernization Act promotions to Colonel. The Senior Officer Selection Board, composed of the Assistant

Adjutant General and the 3 General Officer Commanders, met 5 times during fiscal year 1994 recommending promotion of 0 Colonels to Brigadier General, 6 Lieutenant Colonels to Colonel, reassignment of 10 Lieutenant Colonels, reassignment of 14 Majors, transfer of 16 Lieutenant Colonels and 37 Majors and acceptance of 22 declinations of promotion under Reserve Officer Personnel Modernization Act provisions.

The Field Grade Selection Board, composed of the Assistant Adjutant General and Major Command Commanders recommended promotion of 21 Majors to Lieutenant Colonel and 35 Captains to Majors.

Selective Retention

A Selective Retention Program was implemented by the National Guard on 1 July 1969. National Guard Regulation 635-102 describes 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 but 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. Since the inception of the Selective Retention Board in July 1969, 22 boards have been held. Results of these boards since 1985 are as follows:

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

Because of provisions within the FY-93 Department of Defense Authorization Bill, the FY-93 and FY-94 boards were cancelled.

Enlisted Qualitative Retention Board

The Enlisted Qualitative Retention Board, is convened each fiscal year during the period of January through March as required by Army Regulation (AR) 135-205. The records of all enlisted personnel who have 20 qualifying years of service for retirement purposes are reviewed every 2 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. Beginning with the FY-93 board, the notification procedure has been completely automated. The Florida Automated Personnel System has further automated this process by allowing each unit to produce the soldier's application for retention.

The Qualitative Retention Board consists of two officers, the State Command Sergeant Major and two other Command Sergeant Majors from the Major Commands. The board recommends to the Adjutant General of Florida those soldiers who have future potential benefit 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 and FY-94 boards were cancelled.

A reconsideration procedure was provided for by AR 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.

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 their 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 Educational Delay 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/Guaranteed Reserve Forces Duty. 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 with no active duty commitment.

Education

State Tuition Exemption Program

Initially implemented by the Florida Legislature in 1991, this program is a half tuition and fee waiver applicable at all state (public) community colleges and universities. Originally limited to a maximum of 250 participants, the State Tuition Exemption Program currently allows a maximum of 1,000 soldiers in pursuit of vocational-technical certificates, associate and baccalaureate degrees to participate in the program. Soldiers can apply for this program on an annual basis and may be attending school full or part-time. Applicants must be a resident of Florida, be a drilling soldier with no more than 14 years of service, be in good standing and must already be admitted to the college for which they want to use the benefits. Applications can be obtained at all Florida National Guard units.

National Guard Officers' Association of Florida Scholarship Program

Scholarship applications are distributed annually to each unit by the National Guard Officers' Association of Florida in October with a deadline of 31 March. The scholarships are \$750 for full-time students and \$350 for part-time students for one year to attend an accredited community college, university, or vocational-technical school in the State of Florida. All members of the Florida National Guard, as well as their spouses and dependent children, are eligible to apply. Scholarships are paid directly to the institution in which the recipient has enrolled.

Reading Comprehension Improvement Program

This program is a cooperative effort between the Florida Army National Guard and the Department of Education's Bureau of Adult and Community Education. Those members of the Florida Army National Guard or their dependents identified as needing reading remediation will either be enrolled in a Bureau of Adult and Community Education program or the Department of the Army Read-to-Lead program depending on their needs. It is the goal of the Florida Army National Guard to have all members literate and reading at or above the 12th grade level to enable them to better compete in their military and civilian positions.

Montgomery GI Bill

This program is offered to those members of the Florida National Guard who have incurred a six-year obligation, have a high school diploma or general education diploma, and have completed their Advanced Individual Training. The benefits of the Montgomery GI Bill can be used in pursuit of all levels of educational training to include vocational-technical training, flight school, correspondence courses, on-the-job training, etc. Effective 30 November 1993, the Montgomery GI Bill also covers graduate level courses. Benefits are administered by the Veteran's Administration and are paid directly to the soldier on a monthly basis in the following ratios: Full-time - \$190, 3/4 time - \$143, 1/2 time - \$95, less than 1/2 time - \$48.

Bonus Program

The Florida National Guard has enlistment/reenlistment incentives administered at the time of enlistment/reenlistment to those soldiers who are contracted in either bonus units or critical skills. Enlistment/reenlistment bonuses range from \$1,500 to \$2,500. Additionally, soldiers may qualify at the time of enlistment/reenlistment to participate in the Student Loan Repayment Program (maximum repayment entitlement is \$10,000) provided they are contracted for a critical skill Military Occupational Specialty and meet all eligibility criteria. Effective 6 April 1994 the bonus program

was suspended per guidance provided by National Guard Bureau due to budget shortfalls for FY-94.

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.

The 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 1994, 91 enlisted members are undergoing Phase II of the program. An additional 137 were enlisted for and are participating in Phase I of the program. This includes soldiers who were enlisted in a special FY-94 off-season split option program. Five hundred and thirty soldiers entered Basic Training/Advanced Individual Training (Non-Prior Service) which gives us a total of 758 Reserve Enlisted Program of 1963 personnel for FY-94.

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 1993 - 30 June 1994, the Florida Army National Guard reflected a net gain of 355 soldiers. During this period, 2,822 enlistments were obtained of which 38.4% were

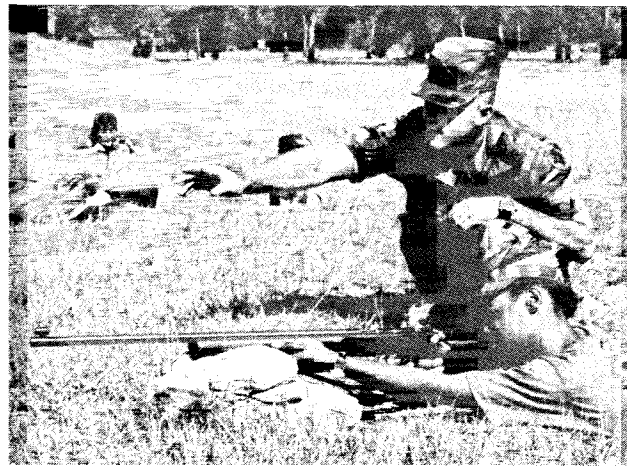
non-prior service and 61.6% were prior service personnel. Florida's attrition rate was approximately 20.1% during this period.

At the end of FY-94, Florida's strength was 11,428 personnel which reflected 97.5% of authorized strength. The Reserve Component Transition Program and the Interstate Transfer Program provided 30% of our gains.

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

The Recruiting and Retention Force spearheaded the Annual Florida National Guard/Junior Reserve Officer Training Corps Summer Camp at Camp Blanding, Florida. This year's camp was comprised of two one-week training cycles. 672 cadets from 76 high schools participated in the operation which focused on camaraderie, leadership skills, team-building, and citizenship.

Training and support for the camp was a successful joint venture between the Recruiting and Retention Force, Florida National Guard soldiers from throughout Florida, and Florida National Guard Retiree volunteers.



JROTC Summer Camp

Florida National Guard Instructor Private First Class Bill Yates gives pointers to Cadet Teresa Gavin, one of over 672 Junior Reserve Officer Training Corps cadets undergoing training at Camp Blanding recently. The 16-year old student from Bradenton Southeast High School was part of the 8th Annual Junior Reserve Officer Training Corps Summer Camp, sponsored by the Florida National Guard. (Photo by Sergeant First Class Ted Beal)

Family Programs

During this period, Florida's Family Program continued to grow and strengthen. The first State Family Support Summit was held in Clearwater, Florida, to brainstorm with the Area Retention Non Commissioned Officers. Initiatives relating to family quality of life and retention of a quality force were developed. The Air National Guard formed a Family Support Council and have implemented a statewide family support network, consisting of Air Guard full-time members and family member volunteers. Some of the other Family Program accomplishments were: ongoing training workshops for Family Support Group leaders and Military Points of Contact; 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's orientation week; briefing to new commanders at the Florida National Guard Military Academy; participation on the Florida National Guard Drug Demand Reduction Task Force; the 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; 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 1993 - 30 June 1994, approximately 300 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:

CSM Walter E. Russell
CW3 Carl R. Talafous
BG James F. Campbell, Jr.
COL Donald L. Adkison
CW4 Ronald E. Mills
SFC Arthur J. Tompkins, Jr.
MSG James F. Stokes
SFC James E. Lunsford
COL Jack Zusman
CSM Thomas J. Mayo
SGM William L. Geiger
SFC Van C. Seagraves
CW4 David L. Hogue
COL Roger D. Riggerbach
COL Norman T. Haines
LTC Nick V. Capitano
COL Charles B. Callaway
COL Donald W. Roberts
MSG Edward L. Swank
SMS William T. Woods, Jr.
SMS Donald E. Peaks
COL Henry D. Randall
MAJ Stephen F. Greene
CMS Joseph K. Whitworth
LTC Kenneth D. Forrester
LTC Thomas O. Wingo
LTC James A. Blalock, Jr.
SMS Duane G. Bunk
1SG Anthony J. Ryall
COL Ottis D. Buckey
LTC William F. Brown
LTC John R. Freeman, Jr.

LTC Johnny P. Greene, Jr.
CSM James A. Rains, Jr.
CSM William E. Rushing
SFC Perry T. Dellhyon
SSG Lugean Strong

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 20 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.

The winner of the Florida Governor's Meritorious Unit Citation during this period was:

*Company C, 1st Battalion,
132nd Aviation Regiment*

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 has distinguished themselves 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 Roy L. Clark, III
 SGM Robert T. Ryan
 COL Jack Zusman
 COL Roger D. Riggenschach
 COL Norman T. Haines
 COL James S. Irwin, Jr.
 COL Henry D. Randall
 COL Charles B. Callaway, Jr.
 LTC James C. Blalock, Jr.

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:

1SG Jessie R. Hartley
 CW3 Carl R. Talafous
 SGM Paul D. Campbell
 MAJ John C. Holland
 LTC Robert E. Godwin
 MAJ Joseph Oliver, Jr.
 CW4 Bobby J. Jones
 LTC Charles C. Craig
 MAJ E. Rodney Ryan
 MAJ Larry E. Ryals
 MSG Donald L. Onley

SFC Edward O. Watson, Jr.
 SGM Craig E. Petelle
 1SG Robert P. Theis
 MAJ Homer S. Vanture, Jr.
 SFC William J. Wellmon
 SFC James R. Ransom
 1SG Benjamin H. Reavis
 SFC Theodore A. Attaway
 SSG Christopher T. Wolfla
 SFC David A. Davis
 CW4 David L. Hogue
 CPT Robert D. Bryson, Jr.
 1SG John C. Reading
 CPT William M. Thurmond
 SFC Charles W. Koontz
 CSM James A. Rains, Jr.
 LTC Frank M. Hyde
 CPT David E. Stone
 LTC Nick V. Capitano
 SFC Jacques E. Lagas
 SFC Daniel H. Paul
 COL Donald W. Roberts
 SFC Gary D. Vernon
 MAJ Jose E. Medina
 SSG William E. Kahles
 LTC Kenneth D. Forrester
 LTC Thomas O. Wingo
 MSG Jackie J. Dampier, Jr.
 LTC John R. Freeman, Jr.
 MAJ Cary C. Griffith
 CW4 James W. Johnson
 LTC Wayne U. Jordan
 MSG Edward N. Lundell
 LTC Jimmy S. Martin
 LTC Ralph W. Park
 1SG Anthony J. Ryall
 LTC Samuel S. Browning, III
 LTC Gregory A. Howard
 CW3 Charles W. Selvidge

LTC Johnny P. Greene, Jr.
 LTC Anne Adams
 SMS Daniel E. Atkinson
 TSG Jacque O. Bolduc
 SMS Duane G. Bunk
 LTC Michael G. Cross
 TSG William K. Edwards
 LTC Mark M. Ely
 CPT Richard D. Entwistle
 SMS Clarence Gibson
 MAJ Jesse D. Kinghorn, Jr
 LTC Janson D. Kinsley
 LTC Theodore Kraemer
 SMS James W. Long
 MSG Charles R. Perkins
 MSG Iben H. Phillips,
 LTC Samuel M. Shiver
 CPT Ronnie E. Tittle
 CMS Joseph K. Whitworth
 LTC Shelby A. Wilson, II
 SSG Vicki R. Winsor

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 10 years service as a member of 1 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 Superior Unit Award is awarded by the Chief, National Guard Bureau to all Army National Guard units achieving a "Superior" unit rating for the previous training year. The following unit of the Florida National Guard attained an overall rating of "Superior" for Training Year 1993.

*Company C, 1st Battalion,
132nd Aviation Regiment*

The Eisenhower Trophy is awarded by the Chief, National Guard Bureau to the Army National Guard unit in each State rated the most outstanding during the Calendar Year. The following designated Florida Army National Guard unit was presented the Eisenhower Trophy for Training Year 1993.

*Company C, 1st Battalion,
132nd Aviation Regiment*

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 1993.

Organizational Maintenance Shop Number 5

The 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 Twenty-sixth Phillip A. Connelly Award for fiscal year 1993.

*First Place for Statewide Competition:
144th Transportation Company*

*Runner-Up for Statewide Competition:
Headquarters, Headquarters Company,
146th Signal Battalion*

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 1993.

*Captain Richard K. Adkison,
53rd Infantry Brigade*

The Wadsworth Trophy was 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 1993.

*Headquarters, Headquarters Battery,
1st Battalion, 265th Air Defense Artillery
(Chaparral)*

*Installation Support Unit -
Organizational Maintenance Shop Number 5*

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 1993.

*Sergeant First Class David L. Morgan,
State Area Command
Florida Army National Guard*

The Adjutant General's Outstanding Unit Safety Award is awarded annually to the unit that achieves the most outstanding accident prevention program within the Florida Army National Guard. The following designated Florida Army National Guard unit was presented the Adjutant General's Outstanding Unit Safety Award for the period 1 October 1992 through 30 September 1993.

144th Transportation Company

The Governor's Trophy is awarded annually through the Adjutant General, State of Florida, to the most outstanding organization of the Florida National Guard. The following designated Florida Army National Guard unit was presented the Governor's Trophy for Training Year 1993.

*Company C, 1st Battalion,
132nd Aviation Regiment*

The Adjutant General's Trophy is awarded annually to the most outstanding federally recognized organization in the Florida Army National Guard for efficiency in administration, supply, and maintenance. The following designated Florida Army National Guard unit was presented the Adjutant General's Trophy for Training Year 1993.

*Company C, 1st Battalion,
132nd Aviation Regiment*

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 1993.

Airman

*Senior Airman Ramon A. Perez-Riveria
290th Joint Communication Support Squadron*

*Noncommissioned Officer
Staff Sergeant Vicki R. Winsor
290th Joint Communication
Support Squadron*

*Senior Noncommissioned Officer
Master Sergeant Karin M. Porter
290th Joint Communication
Support 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 1993.

125th Maintenance Squadron

The General Douglas MacArthur Leadership Award. The purpose of the award is to recognize company grade officers who demonstrate the ideals for which General MacArthur stood (Duty, Honor, Country). The award promotes and sustains effective Junior Officer Leadership in the United States Army. The Army National Guard is eligible for five awards nationwide. The Florida National Guard was very honored to have the following named officer as a recipient of the General Douglas MacArthur Leadership Award for 1993.

*Captain Mario V. Lijoi,
1st Battalion,*

111th Aviation Regiment (Attack Helicopter)

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 1994 were:

Winner
464th Ordnance Detachment
Camp Blanding, Florida

2nd Place
290th Joint Communications Support Squadron
MacDill Air Force Base, Florida

3rd Place
269th Engineer Company
Live Oak, 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
Technical Sergeant George Nieves
290th Joint Communications Support Squadron
MacDill Air Force Base, 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 1994 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

PLANS, OPERATIONS, TRAINING AND 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 preplanned actions are implemented.

One Florida Army National Guard unit, the 853rd Quartermaster Company, participated in OPTIMAL FOCUS 94. OPTIMAL FOCUS 94 was a Headquarters, Department of the Army directed exercise designed to test a unit's mobilization preparedness, identify systemic problems, and development of an initial assessment of selected units in the Presidential Selected Reserve Call-up.

53rd Separate Infantry Brigade, Enhanced Brigade Selection

The Secretary of Defense, in the "Bottom Up Review" Report, and Defense Planning Guidance, specified that the Army National Guard would have 15 enhanced brigades. Enhanced brigades are Army National Guard combat brigades that are organized, equipped, and trained to provide a strategic hedge against an adverse Major Region Contingencies or any two Major Region Contingencies scenario.

"Enhanced" refers to resource priorities and training strategies that ensure optimal readiness after mobilization and allow deployment of a brigade to begin not later than 90 days after call-up.

The Chief of Staff of the Army has approved the 53rd Separate Infantry Brigade, whose headquarters is located in Tampa, as one of the 15 enhanced readiness brigades.

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 Florida National Guard troops to assist civil authorities with emergency situations 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, and Air Force, along with their reserve components) to support civil defense 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 the Florida Department of Law Enforcement and the Division of Emergency Management within the state and with federal agencies and military commands as appropriate. National Guard 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 the use of National Guard personnel and equipment. 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 the 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 provide additional equipment and communications assets as deemed necessary.

Counterdrug Support Operations

Military support in counterdrug operations has continued to be a force multiplier to drug law enforcement. In fiscal year 1994, requests for unique skills and military equipment have fully utilized all allocated counterdrug resources of the Florida National Guard and much of Second United States Army. Contraband seizures have accelerated and surpassed the previous year-end totals by the third quarter. First quarter budget cutback of \$1.1 million limited the number of Guardsmen participating within the counterdrug program, but did not decrease the tempo of operations.

Operations in fiscal year 1994 were supported with 150 Army and Air Guardsmen on full-time Active Duty Special Work status. The most notable mission was Operation Guardian in support of the United States Customs Service. Seizures exceeded 28,200 pounds of cocaine and \$11,000,000 in cash. As a result of National Guard presence, the cargo inspection search capability was increased by 200% and continues to be enhanced by Guardsmen's civilian and military acquired skills.

The Multi-Jurisdictional Counterdrug Task Force Academy which began operations in fiscal year 1993 has conducted its first year of instruction with outstanding reviews. The focus of multiagency operations and military support has been received well and been given high marks by law enforcement officers at every level. Future classes may be conducted in several locations across the country with an increased emphasis on Distance Learning technology.

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 1994 as follows:

8 March - 14 March 1994 (Operation Gainesville Search). The Florida National Guard assisted state and local law enforcement agencies with searching for a dangerous felon, Richard A. Meissner, who escaped from the Alachua County Detention Center on 2 March 1994. To assist with the search, the Florida National Guard provided two OH-58 helicopters with Forward Looking Infra-red Radar capability to enhance search operations during the hours of darkness.

25 May - 26 May 1994 (Exercise Rapid Assessment - 94). The Florida National Guard conducted a training exercise to test and validate the newly developed State of Florida Rapid Impact Assessment Team Plan. The exercise also provided training for potential team members from selected state agencies and the Florida National Guard to conduct rapid impact assessment team operations.

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.

Officer Candidate School Class No. 33 completed Phase III at Fort Bragg, North Carolina and will graduate 20 August 1994 at the Kennedy C. Bullard Armory, Camp Blanding, Florida. These new second lieutenants will then have to complete the Officer Basic Course (Phase IV) within the next 12 months.

Class No. 34 began training on 14 May 1994 and completed their first annual training period (Phase I) 11-25 June 1994 at Fort Jackson, South Carolina. Phase II will consist of 13 weekend training assemblies which are located at Camp Blanding. In July 1995, Class No. 34 plus 21 other Officer Candidate School Military Academies will consolidate for Phase III annual training scheduled for 16-31 July. The North Carolina Military Academy is the host, and the First United States

Reserve Officer Training Corps Region Advanced Camp will provide the resources and the training.

The future of the State Officer Candidate School program lies in consolidation of the annual training phases at regional locations. In fiscal year 1994, Florida, Georgia, Puerto Rico, North and South Carolina participated in the first regional consolidation effort. Phase I was conducted at Fort Jackson, South Carolina and Phase III at Fort Bragg, North Carolina. Next year, however, Fort McClellan will host Phase I annual training for 9 states in June; 22 states will merge for Phase III at Fort Bragg, North Carolina in July.

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, II, and III training. National Guard Bureau is also coordinating with Forces 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 performance, 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, 37.5% 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 the component. Several classes have included students from the Virgin Islands National Guard. From 1983-1993,

Florida and Puerto Rico Officer Candidate School classes have alternated between Puerto Rico and Florida every other year for the annual training period. Since 1962, there have been 1,220 candidates graduate from the Florida National Guard Military Academy in which 15 have been nominated into the Academy's Hall of Fame for achieving promotion to colonel.

Other courses conducted by the Florida National Guard Military Academy for career enhancement of officer personnel are: Unit Commander's 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. Prior to 1 October 1993 the School conducted the following courses: Primary Leadership Development Course for promotion to E5, Basic Noncommissioned Officer Course for promotion to E6, and an Advanced Noncommissioned Officer Course for promotion to E7.

There have been approximately 10,300 enlisted soldiers complete some part of the Noncommissioned Officer Education System at the Florida National Guard Military Academy since its inception.

Training Year 1994 started the Total Army School System and Future Army Schools Twenty-One. Under this system the Florida National Guard Military Academy became part of the Region "C" Coordinating Element. The Florida National Guard Military Academy was given the mission of training primarily Air Defense Artillery and Infantry soldiers in Military Occupational Specialty Qualifications courses, Phase II Basic and Advanced Noncommissioned Officer courses.

During fiscal year 1994 the Florida National Guard Military Academy will conduct courses in Cannon Crewmember and Forward Observer (Field Artillery), Heavy Antiarmor Weapons (Infantry), HAWK and Chaparral Crewmember (Air Defense

Artillery), Multi-Channel Communications System Operator (Signal Corps), and a Cook course (Food Service). Approximately 150 soldiers will graduate from these courses.

The Florida National Guard Military Academy was also tasked by the Region "C" Coordinating Element to conduct three 256 seat Primary Leadership Development courses during the third and fourth quarters of fiscal year 1994. Approximately 550 soldiers will graduate from these courses during fiscal year 1994.

Students attending courses at the Florida National Guard Military Academy during fiscal year 1994 were from the Active Army, U. S. Army Reserve, and National Guard units from 11 different states, the Virgin Islands, and Puerto Rico.

The Florida National Guard Military Academy has been tasked to conduct Military Occupational Specialty Qualification, Phase II Basic and Advanced Noncommissioned Officer courses in Field Artillery, Air Defense Artillery, and Infantry along with Pre-Basic, Small Group Instruction, and Battle-Focused Instructor Training courses during fiscal year 1995.

The above courses will appear on the Army Training Requirements and Resources System and will be open to soldiers who have access to the Army Training Requirements Resources System.

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 qualification, sustainment, and transition training on Army ground equipment to soldiers in all components of the United States Army. The school is located in a state-of-the art training facility, completed in July 1989, at a cost of nearly 2 million dollars, and was 100% federally funded. It is equipped with almost 3 million dollars of computer enhanced training devices and 20 million dollars worth of major end items, such as the M1 Abrams tank and the M2 Bradley Fighting Vehicle. The staff consists of 12 Active Guard/Reserve personnel, 1 officer, 1 warrant officer, and 10 noncommissioned officers. The

Regional Training Site - Maintenance is an accredited institution of Training and Doctrine Command. The programs of instruction, provided by the proponent Training and Doctrine Command school, range from 16 to 270 hours. In FY 94, the Regional Training Site - Maintenance became part of the Total Army School System's prototype program. The unique aspect of this program has the Regional Training Site - Maintenance under a National Guard Ordnance Battalion headquartered in Macon, Georgia, over which is a United States Army Reserve Combat Service Support Brigade, located in Chamblee, Georgia. Command and control remains through the Adjutant General of Florida, with training matters handled through the brigade/battalion.

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 pre-mobilization status. 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 lane training, which is a technique for training primarily company team-level and smaller units on a series of selected soldiers, leaders, and collective tasks using specific terrain. Lane training forces the commander to narrow his focus and select only the most critical Mission Essential Task List or collective tasks for training. Lane training uses the concept of CRAWL-WALK-RUN and ensures the tasks are trained to standard and not time oriented.

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.

FY-94 (1 Oct 93-30 Sep 94)

	Officer	Enlisted
Army Service Schools/MOS	12	809
Army Area Schools	27	268
Specialized/Refresher Courses	10	10
Officer Education	211	0
NCOES	0	522
Spanish Language Training (SF)	14	41
TOTAL	274	1650

During this fiscal year, officers and enlisted personnel participated in the Schools Program as outlined above. Due to funding constraints, more individuals attended Reserve Component Courses for Military Occupational Specialty qualification and Officer/Noncommissioned Officer Education System education during FY-94.

NOTE: Training funds were reduced 1.2 million dollars less than FY-93.

Organization Changes

The troop structure of the Florida Army National Guard was changed by the organization of the 1153rd, 2153rd and the 3153rd Finance Detachments, St. Augustine. Other units experienced minor changes in equipment, Military Occupational Specialties, and personnel.

Communications

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 high frequency 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 2 base stations, 90 handi-talkie radios, and 2 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.

National Warning System.

A special purpose telephone system which provides the capability for selective dissemination of warnings and emergency information nationwide, within Federal Emergency Management Agency Regional areas, and within statewide areas.

Automatic Digital Network (AUTODIN). 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

The State Army Aviation Officer is the principal assistant to the State Adjutant General in all matters concerning Florida Army National Guard aviation. He is directly responsible for the supervision and training of the aviation assets assigned to the state. The technical training is conducted by two Army Aviation Support Facilities, one located at Craig Municipal, Jacksonville and one located at Lakeland Linder Regional, Lakeland.

SAFETY

The Assistant Adjutant General serves as the Chairman of the State Safety Council and is responsible to the Adjutant General in all aspects of the Safety Program. The State Army Aviation Officer serves as Safety Officer for the state and is responsible for the functions of the Safety Program.

The goals of the Safety Program are to reduce and keep to a minimum manpower and monetary accidents thus producing a more efficient utilization of resources and thereby increasing the readiness of the Florida Army National Guard. The program consists of a safety office with support in various safety functions. These include

but are not limited to Occupational Safety and Health, radiological protection, range safety, hearing, vision and respiratory protection programs, medical surveillance, facility inspection, fire safety, and aviation safety.

Coordination with both federal, state, and local representatives is required to ensure all safety concerns are identified. The Safety Program includes responsibility for an estimated 58 armories, 1350 federal and Active Guard Reserve employees and 270 state employees. The full-time safety manager serves as the State Safety Coordinator and represents the department on the safety committee through the Division of Risk Management, Tallahassee.

The Florida Army National Guard Safety Office continues to support the goal of zero accidents throughout the force. In achieving this, many new endeavors are being pursued.

The Florida Army National Guard took a commitment to train its leadership. A Safety Workshop for all leaders, from General Officers; Commanders; Safety Officers; Command Sergeants Majors; First Sergeants; and Safety Noncommissioned Officers, was conducted. This workshop was conducted at Camp Blanding and included 412 personnel. The focus was to develop the Army's Force Protection initiative and included training in Risk Management techniques. The workshop was supported by the United States Army Safety Center, Ft. Rucker, Alabama which provided the technical expertise on the subject matter.

The results of the training were a reduced accident rate. A reduction was realized in major accidents from six in calendar year 93 to one in calendar year 94. Cost associated with accidents resulted in a savings of approximately \$243,000.00 from the previous year. This savings had a positive impact on readiness and training resources.

The Safety Program continues to support its commitment to our people. Programs in defensive driving, medical surveillance, transportation, radiation, and fire safety have been established. Defensive driving training reduced the number of motor vehicle accidents. This program included military, civilian personnel, and family members.

Coordination with the Florida Highway Patrol was accomplished. They provided a resource for training in defensive driving techniques. The training has been used by units, activities, and family support groups. Its effect has been to provide all Guard personnel and their families with an awareness in driving situations, seat belt use, child restraints systems, and overall safety. The Safety Program has also worked in areas such as occupational health for its employees, transportation safety, radiation safety, and fire safety programs.

The goals of the Florida Army National Guard Safety Program are to improve all safety programs that strive to achieve zero accident rates. The State Safety Council considers education programs as the key to the success of this program. The council will continue to pursue all avenues in acquiring this very important goal of protection of its most important asset its people.

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 121,307 acres of land at 82 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 vance 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 to 75 percent 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 St. Francis Barracks in St. Augustine, is the state required to support the full cost of a construction project.

Even through 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 the property of the State of Florida. Over the last 8 years, the federal government has spent over \$15,455,412 on Florida National Guard construction projects

At any given time, this department is actively administering (under contract) approximately 40 different construction projects in various stages

TYPE FACILITY	ACREAGE	NUMBER OF BUILDINGS
St. Francis Barracks (State Headquarters)	8	17
NG Armories (71 Locations Statewide)	459	98
Camp Blanding Training Site (CBTS)	70,380	624
Avon Park Training Site	50,000	12
Combine Support Maintenance Shop (at CBTS)	Collocated	9
Organizational Maintenance Shops (18 Locations)	Collocated w/Armories	27
Organizational Maintenance Shops (Two Not Collocated w/Armories)	15	6
Army Aviation Support Facilities (Two Locations)	20	12
Air National Guard Base	332	30
MacDill Air Force Base	16	2
Homestead Air Force Base	5	7
Patrick Air Force Base	1	1
Licensed Facilities Included R & R Storefront	71	19
	<u>121,307</u>	<u>864</u>

between design and construction. The present 5-year construction program for the Florida National Guard (Army and Air) totals \$61,205,298. Approximately \$22,579,153 will be requested from the State of Florida. The remaining \$38,626,145 will be provided by the federal government. The 30 June 1994, status of Florida Army National Guard construction projects is shown in Appendix X.

Unit relocations and force structuring of the Florida Army National Guard have 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 Army Corps of Engineers and Department of Management Services, State of Florida, who are responsible for negotiating the terms and conditions of the lease. Site acquisition and program funding for permanent facilities are currently in progress. Leasing costs for FY-94 are \$1,019,754.00. Anticipated leasing costs for FY-95 are expected to be \$1,009,054.00.

Environmental Program

Environmental management of the Florida Army National Guard, is the responsibility of the Facility Management Office, Environmental Section. The mission of the Environmental Section is to assure the Guard's compliance with all federal, state, local, and United States Army environmental regulations, in support of the Army's environmental vision to be a national leader in environmental and national resource stewardship for present and future generations as an integral part of the Army's mission.

Environmental Compliance Assessment Survey: In response to the growing number of environmental laws and regulations worldwide, the United States Army National Guard has adopted the Environmental Compliance Assessment System. This environmental compliance program identifies compliance problems before they are cited as violations. The first external environmental compliance survey was conducted in 1992 with the resulting final Environmental Compliance Assessment Report being received in 1993. The receipt of the Environmental Compliance Assessment Report

initiated the Environmental Compliance Assessment Survey Corrective Action Plan. Each unit and facility has received a copy of a facility specific Environmental Compliance Assessment Report. This report identifies specific findings, suggested solutions, compliance status, and responsible parties. Unit/Facility Environmental Compliance Officers have been familiarized with this report and findings and have been directed to take corrective actions where appropriate. Findings requiring environmental funding were prioritized and submitted to National Guard Bureau in the environmental budget; as part of the four-year cycle of assessments the Florida Army National Guard is conducting an internal compliance assessment survey in 1994 to determine status of findings from Environmental Compliance Assessment Survey and identify new findings of compliance problems.

Hazardous Material/Waste Management Program

The Florida Army National Guard continues to manage its hazardous waste in accordance with the regulatory requirements of the Resource Conservation and Recovery Act. The Florida Army National Guard utilizes the Defense Reutilization and Marketing Program for its primary hazardous waste disposal. The Hazardous Material/Waste Management Program also encompasses programs in underground/above ground storage tank management, waste minimization, pollution prevention, and environmental training and awareness.

Natural Resources

In February 1994, a video was produced in cooperation with the University of Florida and a public television network. The video outlined several Florida Army National Guard environmental programs with a focus on natural resources and critically listed species. The video was used as part of the Army Communities of Excellence presentation and for various public affairs functions.

The survey for threatened and endangered animals at Camp Blanding was completed in March 1994. This survey was performed through the State

Heritage Program (Florida Natural Areas Inventory/Nature Conservancy). A Natural Communities Survey was initiated in May 1994, through the same program, to determine the best high quality ecosystems remaining on Camp Blanding.

The floristic survey to inventory the plants at Camp Blanding was completed in May 1994 when the collected plant specimen laminates arrived at Camp Blanding. These herbarium specimens will be used to identify plants, ecosystem monitoring, and troop training awareness.

In February, the Land Condition Trend Analysis Program Manager was hired at Camp Blanding. This person will be responsible for the long term monitoring and management recommendations of the natural resources and high quality habitats in relation to military training and operations. In June and July 1994, a field crew of six scientists contracted from the University of Florida, completed the initial field data collection.

In addition, the Geographic Information System has been set up at Camp Blanding. This sophisticated computer mapping system will be vital to both natural resource management and troop training.

In May 1994, the Forestry Manager position was filled at Camp Blanding. The forest inventory, being performed by a contractor, will continue under the supervision of this person. The inventory is scheduled to be completed in April 1995. As part of forestry management a prescribed burn plan will be formulated and implemented as a recognized land management procedure. All of these aforementioned components will be incorporated into an Integrated Natural Resource Management Plan in the future.

The Facility Management Office, Environmental Section in cooperation with Camp Blanding Training Site, Directorate of Engineering and Housing personnel, are in the process of finalizing negotiations with the University of Florida to provide necessary support service. Under the recently implemented Integrated Training Area Management Program, in which the Land Condition Trend Analysis is a sub-program, the University of Florida will provide miscellaneous technical support, research, facilities, expertise,

and equipment. The future potential opportunities created by this relationship with the University of Florida is limitless. Ultimately this relationship could lead to University of Florida developing into a southeast United States regional support organization.

Since December 1993, the Environmental Section has been involved with the natural resource evaluation, focusing on critically listed species, of possible training sites in South Florida. These efforts are being coordinated with several units, National Guard Bureau, United States Army Corps of Engineers, United States Fish and Wildlife Service, Nature Conservancy, and Florida Game and Fresh Water Fish Commission.

In October 1994, the Facility Management Office, Environmental Section will be participating in the annual Florida Environmental Expo in Tampa, Florida. Last year, at the inaugural Expo the Florida Army National Guard was the only military organization represented. A new public awareness was achieved with troop field cards and brochures.

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 280,497 mandays were used for training at the installation during the fiscal year. Florida Army National Guard compiled 133,257 mandays of training while other states' National Guard compiled 1,729. Elements of the Reserve Components utilized 34,581 mandays, Air National Guard units used 6,432 and the Active Components of the Army, Navy, Air Force and Marine Corps totaled 91,043 mandays at the installation. Various other government agencies and civilian organizations had 13,455 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 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 Rearing Points. The aerial gunnery impact area will also accommodate fires from all weapons 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.

Camp Blanding Training Site was fortunate this past year to be selected by the Spaceport Authority as the site for the Solid Rocket Motor Upgrade. The facility will serve as a storage area for the Titan IV. This facility will bring to Camp Blanding additional revenues; it will rehabilitate some of the existing facilities to include the railroad and telephone system.

The Florida National Guard's Camp Blanding Training Site became the home of the United States military's second mobile asphalt production plant this past year. The huge \$1.8 million asphaltic cement manufacturing facility can produce 180 tons of asphalt per hour, is completely computerized and can be broken down and moved anywhere within 48 hours.

The new plant is the first of six such facilities to be outfitted in the military and was utilized first at Camp Blanding to build roads. The entire environmentally friendly plant can be operated by three technicians, but can be environmentally hazardous if not handled properly. Imagine a heat of over 500 degrees which causes hazardous vapors. This state of the art plant has a filtering system that cleans the air. This facility enhances the training time for the Engineer Units like the 269th Engineer Company as normal turn around time per truck for commercial manufacturer is four hours. Now Camp Blanding and the Florida National Guard can produce its own asphalt at a reduced price.

The Morale, Welfare, and Recreation department continues to operate the club systems, provide recreation equipment to the troops and their families, rental of the camping facilities and rental of picnic facilities to National Guard members and community organizations. The Officers' Club patio was resurfaced.

MAJOR COMMANDS

83RD TROOP COMMAND

Jacksonville, Florida

Brigadier General Terry O. Ballard

Mission

Detachment 1, 83rd Troop Command, State Area Command is the most diverse Major Subordinate Command in the Florida Army National Guard, currently authorized 2,009 soldiers. The headquarters, located in Jacksonville, provides command and control to designated units within Florida.

The 83rd 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 prepared to deploy in support of federal and state missions. This mission includes assuming command and control of units with priority to land defense and military support to civil authorities as the North Area Command.

Organization

Subordinate units to the 83rd Troop Command include the 927th Corps Support Battalion with two General/Direct Support Maintenance Companies, one Quartermaster Company, and one Services and Classification Company; the 202nd Medical Group with five subordinate units and one Mobile Army Surgical Hospital; the 3rd Battalion 20th Special Forces Group with three line companies and a support company; the 153rd Finance Battalion with three separate Finance Detachments. Geographically, the command is spread from Jacksonville, south to Ft. Lauderdale, west to Tampa, and north to Quincy.

Significant Activities

During fiscal year 1994, Headquarters Troop Command was redesignated as Detachment 1, 83rd Troop Command. The Command was also

realigned to better serve the needs of the Florida Army National Guard. The new alignment allowed the 50th Area Support Group, Miami, to become a Major Subordinate Command reporting to the State Area Command as a result of downsizing, the 149th General Supply Company, Miami, and 711th Maintenance Company, Crystal River were inactivated. These inactivations provided the opportunity to relocate the 631st Maintenance Company from Starke to Crystal River and the 710th Service Company from Apalachicola to Starke. Soldiers affected by the loss of these units were absorbed into other Florida Army National Guard units. Approximately 500 soldiers and equipment/supplies valued in excess of \$2 million were involved in these relocations.

Headquarters and Headquarters Detachment, 927th Corps Support Battalion was formed 1 September 1993 at Camp Blanding with a mission to provide command and control for logistics units as assigned.

Detachment 1, 708th Maintenance Company was organized 1 September 1993 at Apalachicola to replace the 710th Service Company.

Headquarters and Headquarters Detachment, 153rd Finance Battalion, 1153rd, 2153rd, and 3153rd Detachments were formed in St. Augustine effective 1 September 1993. Their mission is to provide finance support to soldiers in or passing through an area of operations.

853rd Quartermaster Company was the only Florida Army National Guard unit selected to participate in "OPTIMAL FOCUS", a no-notice mobilization exercise designed to test Active and Reserve Component units' ability to mobilize within prescribed timelines. The exercise evaluated the 853rd Quartermaster Company as well as the 927th Corps Support Battalion, 83rd Troop Command, and the State Area Command's ability to support no-notice unit mobilizations. Second United States Army standards were met and exceeded.

The entire 3rd Battalion, 20th Special Forces Group deployed into the Southern Command Theater during seven separate two-week rotations. The battalion trained on an array of specific

Special Operation Forces missions. One of which was Foreign Internal Defense in which elements of the battalion planned and built a three-room schoolhouse in El Salvador. The construction project was planned, materials ordered, and work completed using local labor trained and supervised by battalion personnel. From start to finish the project took four weeks and two separate two-week rotations. Soldiers of the battalion also provided medical and dental care to the local populace during the deployments. Additionally, the battalion planned and made extensive repairs to five existing schoolhouses in Ecuador while teaching construction techniques to the local population.

The 202nd Medical Group continued command and control of medical assets throughout the Florida Army National Guard and in particular the six physical examination stations strategically located throughout the state. Twenty-five members of the 131st Mobile Army Surgical Hospital participated in the prestigious Expert Field Medical Badge competition. The competition judges a medical soldier's ability to perform their mission under extreme mental and physical stress that would be experienced on today's battlefield. Fifteen of the twenty-five participants were awarded the badge, this is especially noteworthy when the normal success rate is twenty percent.

Community Relations

Detachment 1, 83rd Troop Command, and its subordinate units are actively involved in community support activities. Many soldiers volunteer their time to work with local church groups, schools, scouting, senior citizens, and numerous other civic organizations. The command began the Drug Demand Reduction Program this fiscal year.

The program is comprised of volunteers that serve as role models to disadvantaged youths and consists of programs such as the Jacksonville Coalition Graffiti Abatement program. The 131st Mobile Army Surgical Hospital provided medical professionals and logistics support to STAND DOWN TAMPA BAY, part of a national effort to address the unmet needs of our homeless veterans.

The 83rd Troop Command is committed to the spirit of the militia, service to community, state, and country. Our roots run deep.

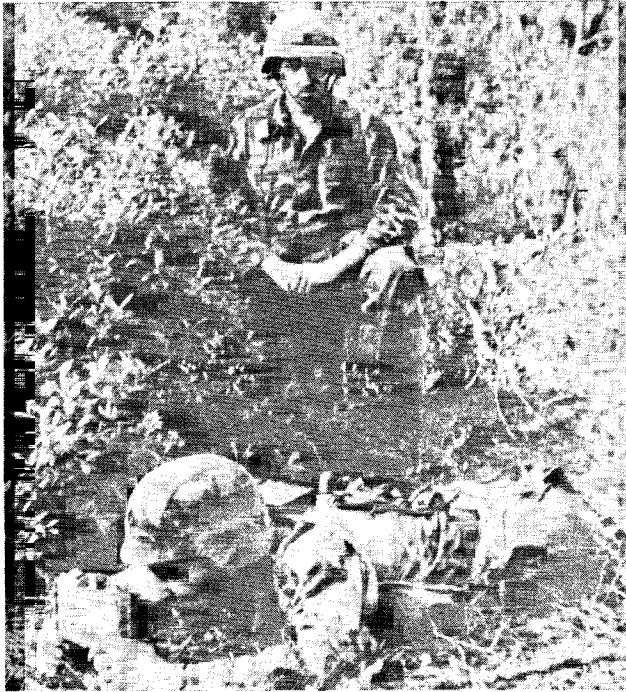
**53RD INFANTRY BRIGADE
(SEPARATE)
Tampa, Florida
Colonel (Promotable) Frederick J. Raymond**

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.





File photo of 53rd Infantry Brigade. Under the watchful eye of an observer/controller, a soldier carefully implants a claymore mine to maximize firepower effectiveness, during Annual Training '94 at Camp Blanding Training Site.

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.

Additionally, the 53rd Infantry Brigade has been targeted for selection as an enhanced brigade. Upon implementation, the brigade will be a priority one unit for receiving training, funding, and personnel fills.

Organization

Colonel Frederick J. Raymond assumed command of the 53rd Infantry Brigade (Separate) on August 7, 1993. The "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 Engineer Company in Lake City; Troop E, 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 revolved around the brigade's 1995 rotation to the Joint Readiness Training Center located at Ft. Polk, Louisiana. 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, the Joint Readiness Training Center is the ultimate combat readiness test and is one that is welcomed by the brigade.

Stinger Platoon (anti-aircraft) conducted live fire exercises at Ft. Stewart Georgia.

Elements of the 53rd Support Battalion were mobilized in support of the extensive flooding in North Florida. Units provided high wheeled vehicle evacuation of stranded citizens. Additionally, they set up logistical support for evacuees such as potable water points, transportation/distribution of relief supplies, and medical reception points.

All brigade elements participated in several Fire Command Plus training exercises throughout the year. 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 Jungle Operations Readiness Training Center battle in 1995.

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

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 several sessions of the Forces Command Leader Training Program conducted at the Joint Readiness Training Center in Ft. Polk, Louisiana, in concert with leaders from the 101st Airborne Division. 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.

Additionally, numerous brigade members attended Joint Readiness Training Center rotations with active component units. These soldiers assisted active units in their specialty areas during their rotation. Although the purpose of brigade members attending rotations was to glean experience which the brigade could use during its

rotation, in many cases brigade soldiers actually filled vacant slots in active component units. As a result not only did the soldiers provide the 53rd Infantry Brigade with invaluable operational information, they also filled critical, wartime personnel shortages in some active component units.

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.

The brigade has also been an active participant in the Florida National Guard Drug Demand Reduction Program. This program encourages the funneling of community support requests through



During annual training at Camp Blanding, Major Kelter, 2nd Battalion, 124th Infantry, coordinates tactical movements which require precise communication with Tactical Operation Centers and displaced elements in the operation area.

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."

**164th AIR DEFENSE
ARTILLERY BRIGADE**
Orlando, Florida
Brigadier General John C. Bridges

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 United States 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 in March 1992. The brigade is composed of the following units: Headquarters and 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; 3d Battalion 116th Field Artillery (8 in

SP) located in Plant City; 1265th Ordnance Company located in Melbourne; 364th Ordnance Detachment located in Avon Park; and the 464th Ordnance Detachment located at Camp Blanding.

Significant Events for Units

Training year 1994 provided some unique challenges and outstanding training opportunities for the 164th Air Defense Artillery Brigade. The brigade participated in three Overseas Deployment Training opportunities in locations such as Germany and Egypt, four Forces Command sponsored joint service exercises, two United States Air Force exercises, and conducted a major joint service Command Post Exercise during Inactive Duty Training in Orlando.

Education and qualification of our soldiers remained a number one priority throughout the year. This command qualified approximately 344 soldiers through Reserve and Active Component Service Schools. We conducted four internal Military Occupational Specialty courses during TY-94 to include Chaparral Crewman, HAWK Missile Crewman, and Intelligence Analyst.

Headquarters, 164th Air Defense Artillery Brigade began the training year with an deployment to Germany's 32d Air Defense Command for Exercise CENTRAL SHIELD. They deployed 25 personnel and trained with Active Component United States Army and Air Force elements, German and Dutch Air Defense Forces, and the multinational Ace Rapid Reaction Corps.

Formal technical training continued for the brigade's officers and senior noncommissioned officers through the use of Mobile Training Teams from both the United States Army Air Defense Artillery School and Center (Combined Arms and Tactics Department) and the 87th Maneuver Training Division. Focus was on joint United States Air Force/Army Air Defense Artillery operations, joint services technical command and control systems, and procedures and current tactics and doctrine.

A brigade level Command Post Exercise was conducted during the February Training Assembly. The exercise was dubbed BREEZING

PALMETTOS. During the two-day command post exercise, a simulated computer air battle scenario was generated at Shaw Air Force Base, South Carolina, relayed via tactical military satellite networks from the 224th Joint Communications Control Squadron, Georgia Air National Guard, to the 290th Joint Communications Control Squadron, Florida Air National Guard, collocated in Orlando, Florida, where the 164th Air Defense Artillery Brigade received the information and managed the air battle exactly as they would in war. The key component of the exercise was joint service participation from active duty United States Air Force and Air National Guard units from Florida and Georgia, together with active Army units, Army Reserve units, and Army National Guard elements from Florida, Alabama, South Carolina, and Texas. The Exercise's air battle scenario (scripted from data tapes logged during Operation Desert Storm) replicated an air war over Saudi Arabia. Adding to the realism was participation from the United States Air Force 726th Air Control Squadron and the 11th Air Defense Artillery Brigade, units that were actually part of the air war during Operation Desert Storm.

Forces Command sponsored Joint System Training Exercises provides excellent technical training for the brigade's Fire Direction Sections and the Army Airspace Command and Control Section. The Headquarters and 2nd Battalion, 265th Air Defense Artillery (HAWK) participated in three such exercises involving tactical communication networks, simulated air battles, and tactical management of the air war. The final Joint System Training Exercises in September 1994 saw the 164th Air Defense Brigade as the lead Army element responsible for the planning, coordination, and execution/management of all Army players, both Active and Reserve Component.

2nd Battalion, 265th Air Defense Artillery (HAWK) transitioned from HAWK Phase II to HAWK Phase IIIA during TY-94. This involved intensive New Equipment Training/Reclassification of equipment operators, maintainers, and repairers. The new Phase IIIA system was fielded during fourth quarter, TY-94. The battalion also planned, resourced, and

executed an internal HAWK Crewman qualification course, which dramatically increased overall readiness. The initiative and hard work the soldiers put into conducting this school, graduated 86 students and saved the State of Florida approximately \$350,000.00 in school dollars (vs. active component schools).

Annual training for the majority of the brigade was conducted at Camp Blanding Training Site during the period of 30 April through 14 May 1994. The training period was highly successful. Highlights included crew certification of Air Defense Artillery weapons systems, Chaparral Lanes Training, and Chaparral and Stinger missile live fire of 28 missiles. The brigade conducted collective, tactical field training for 10 consecutive days. 3rd Battalion, 116th Field Artillery conducted annual training during the same time frame at Ft. Stewart, Georgia. This was the last annual training for the battalion under their 8-inch Howitzer mission. The unit will convert to Multiple Launch Rocket System in training year 1995. During annual training the unit fired the last round from their howitzers prior to the systems being turned into depot.

Outlook to the Future

Training year 1995 will be an even more challenging year. Several major joint service exercises are scheduled to include Overseas Deployment Training, continuation of BREEZING PALMETTOS during AT-95, Forces Command Joint System Training Exercises, and cell participation at Exercise ROVING SANDS-95. 2nd Battalion, 265th Air Defense Artillery (HAWK) will begin collective training and undergo an external Operational Readiness Evaluation during annual training 1995. 3rd Battalion, 116th Field Artillery will begin transition and new equipment training for Multiple Launch Rocket System, beginning in October 1994. Future training strategies, visions, goals, and 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 its wartime mission.

53RD SIGNAL BRIGADE
Tallahassee, Florida
Brigadier General Spessard Boatright



Major General Samuel A. Leffler; Commander, Information Systems Command, assists Captain Charles L. Bates; Commander, 653rd Signal Company, Perry, Florida, in affixing the Southwest Asia Streamer to the unit Guidon during a ceremony at annual training, Operation Grecian Firebolt '94. Photo by Second Lieutenant Steve Gerrish.

Mission

The federal mission of the 53rd Signal Brigade is to command and control signal elements in the installation, operation, and maintenance of a tactical communication system in a theater area of

operations to include interconnectivity of the system to the worldwide defense communications network, any host nation communications system, and standard civilian communications networks. The brigade's state mission is to provide 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 and the 653rd Signal Company in Perry, Florida.

Significant Training Events

During training year 94 the 53rd Signal Brigade headquarters participated in three main training events. They were BRIGHT STAR 93, conducted from September 1993 until December 1993 in Egypt; BREEZING PALMETTOS conducted in February 1994 in Orlando, Florida, a first ever real time data down link from a United States Air Force Airborne Warning and Control aircraft to a reserve Air Defense Brigade firing element; and GRECIAN FIREBOLT 94, a major signal exercise up the east coast of the United States to support the 261st Signal Command. All three training events were excellent training opportunities for all brigade personnel. The 53rd Signal Brigade also participated in training with local and state telecommunications entities to continue to develop working relationships and innovative commercial signal interface should the need arise in the event of a national disaster or another Hurricane Andrew. This proactive stance should ensure quicker and better service during an event of this nature.



Sergeant Leola Johnson establishes outside communications during Grecian Firebolt '94.

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, Junior Reserve Officer Training Corps, Florida Drug Demand Reduction efforts 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

Lieutenant Colonel James E. Akers

The 419th Aviation Group continued its long tradition of service to both the state and nation. The 419th Group consists of the following units of the Florida Army National Guard: Headquarters and Headquarters Company, 419th Aviation Group (Attack), 1st Battalion, 111th Aviation Regiment (Attack Helicopter), 199th Medical

Company (Air Ambulance) and 11th Air Traffic Platoon (Forward), all located in Jacksonville. In Lakeland, there is Headquarters and Headquarters Company, 1st Battalion, 132nd Command Aviation Regiment (Corps) and Company C, 1st Battalion, 132nd Command Aviation Regiment (Corps). The group is manned by over 650 soldiers and equipped with 18 AH64A Apache Helicopters, 9 UH1H Air Ambulance Helicopters, 12 OH58A Observation Aircraft, 15 UH1H Utility Helicopters, and various pieces of rolling stock and support equipment.

Two major events in the State of Florida this year caused the aviation assets to be put to task. In Orlando, the World Cup was held for the first time, and as a result, the unit was called in to support local, state, and national law enforcement. The primary mission was security and surveillance, however, aircraft of the organization performed every conceivable mission required to ensure this extraordinary event was safe and secure for fans and players.

Commencing 9 June 1994 and ending 6 July 1994, the City of Orlando hosted five World Cup soccer matches. During that period, the 419th Aviation Group provided one OH58C Observation Helicopter with night sun capability for night illumination operations, which later was assigned to traffic flow and crowd control operations. A total of two UH1H Utility aircraft were made available to support local authorities for the transport of law enforcement and emergency response personnel. This included Special Weapons and Tactics personnel, K-9 teams and Explosive Ordnance Disposal officers. The aircraft flew 40 hours in support of Operation World Cup, with 20 hours flown on the OH58C, and 10 apiece in the UH1H aircraft.

In addition to joint efforts of the units in the 419th Aviation Group, individual units achieved unprecedented success this year. Company C, 132nd Command Aviation Regiment in Lakeland was awarded every major state unit award to include the Eisenhower Trophy, Governor's Trophy, National Guard Superior Unit Award, and the Adjutant General's Trophy. Each one of these awards recognizes the best unit in the State of Florida, and the 132nd completed a clean sweep of them all.

The unit continues to prepare for its critical role in the upcoming Joint Readiness Training Exercise in Fort Polk with the 53rd Infantry Brigade and is completing transitions into their new aircraft, the UH60 Blackhawk and C23 Sherpa.

The 11th Air Traffic Control Platoon played a vital role in support of Operation Alberto by providing tactical and traffic control tower facilities and a flight following team. This year the unit came in second place in the prestigious Army Achievement in Maintenance Excellence competition and was recognized during Annual Training with an award.

Also participating in Operation World Cup was the 199th Medical Company, an air ambulance unit equipped with UH1H Utility aircraft. This year two of their aircrews were recognized during annual training 1994 for heroic life saving measures taken during a massive casualty evacuation after a lightning strike. As in the past, the unit continues to provide support to the United States Navy for the spray/test missions and provides extensive support to recruiting and retention activities in local schools.

The 1st Battalion, 111th Aviation Regiment (Attack Helicopter) is an AH64A Apache equipped attack helicopter battalion. This year they have engaged in extensive training with the 53rd Infantry Brigade in preparation for the Joint Readiness Training Center exercise in Fort Polk in 1995. This includes a Fire Command Plus Exercise, a Brigade Command Battle Staff Training Exercise, and a Leadership Training Program. The unit flew 183 training missions in support of the brigade and participated with the brigade staff in a joint Apache Plus terrain board exercise. The battalion continues its support of Combined Arms Live Fire Exercise gunnery missions at Fort Benning and completed a Sea Emergency Deployment Readiness Exercise at Blount Island in Jacksonville with the 101st Airborne Division out of Fort Campbell, Kentucky.

Finally, the 419th Aviation Group was a critical part of the State of Florida's participation in the Army Community of Excellence Program. Military units are recognized for their contributions to their communities and this year,

Florida was awarded Rookie of the Year. Soldiers of the 419th sponsored Boy Scout Troops, Drug Demand Reduction Programs, and community beautification projects. The efforts made by the group's unit members played a large role in the success the State of Florida achieved.

This year has been an unprecedented success for the 419th Aviation Group (Attack) and the unit looks forward to participation in the Joint Readiness Training Exercise and continued success in the future.

**CAMP BLANDING
TRAINING SITE
Starke, Florida
Colonel Jerry L. Neff**

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 regulation 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; and providing for pre-mobilization orientation and qualification training in the appointed positions for officer, warrant officer, and enlisted personnel of the Inactive Ready Reserve selected as mobilization designees.

Organization

Colonel Jerry L. Neff assumed command of the Camp Blanding Training Site in August 1993. The elements of the Camp Blanding Training Site include the 221st Explosive Ordnance Detachment, the 253rd Medical Detachment, the 653rd Engineer Detachment, the 202nd Red Horse Civil Engineer Squadron (Air Guard), the 3rd Battalion, 20th Special Forces Group, the 159th Weather Flight (Air Guard), the 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, Noncommissioned Officers' Club, and an Officers' Club. Additional areas of support at Camp Blanding include the Combined Support Maintenance Shop, a Mobilization and Training Equipment Site, and the United States Property and Fiscal Office Warehouse. 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 to 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 the Junior Reserve Officer Training Corps programs. An annual military ball is hosted by Camp Blanding each year for the Junior Reserve Officer Training Corps students at Bradford High School in Starke, Florida. Other activities for the Junior Reserve Officer Training Corps include a one-week summer camp. Camp Blanding supports a total of five major annual training periods per year. A total of 280,497 mandays were utilized 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 Florida Air National Guard consists of the 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, Key West Naval Air Station, Key West, Florida; the 290th Joint Communications Support Squadron, MacDill Air Force Base, Tampa, Florida; the 202nd RED HORSE Squadron, Camp Blanding, Florida; the 114th Combat Communications Squadron, Patrick Air Force Base, Cocoa Beach, Florida; and the 159th Weather Flight and Weather Readiness Training Center, Camp Blanding, Florida.

The Florida Air National Guard is authorized 152 officers and 1476 airmen, for a total of 1628 personnel.

STATE HEADQUARTERS

1994 was an eventful year for the Headquarters, Florida Air National Guard. Retirements and new appointments to our Senior Noncommissioned Officer Corps occurred in 1994 and the staff was again reorganized to address changes in the operational demands of the Headquarters. Throughout the year the staff was fully engaged in dealing with a number of challenges, ranging from unit reorganizations and mission changes to coping with continued fiscal and other resource constraints.

The Headquarters was deeply involved in managing the effects of the mandated drawdown of forces at the 125th Fighter Group. The change in primary assigned aircraft authorizations from 18 to 15 aircraft, as well as simultaneous implementation of new aircraft maintenance manpower standards to reduced flying hour allocations resulted in the loss of 45 full-time support positions at the 125th. Working closely with the Support Personnel Management Office and representatives of the Florida Air National Guard Local of the Association of Civilian Technicians, management successfully mitigated the negative impact of this reduction in force.

In the face of these significant reductions the Headquarters began preparations to assume

control of the Southeast Air Defense Sector at Tyndall Air Force Base, Panama City, Florida. As one of three regional centers being transferred from the Air Force to the Air National Guard, the Southeast Air Defense Sector is responsible to the First Air Force for airspace and weapons control in the dynamic southeast United States and Caribbean basin area. This new mission will result in 287 drill status and full-time support positions being added to the Florida Air National Guard's authorized strength beginning in 1996.

The Headquarters continues to address the rebuilding of the Homestead alert facility following its destruction by Hurricane Andrew in 1992. The complexities of the rebuilding, compounded by the complications associated with the realignment of Homestead Air Force Base to the Air Force Reserves, necessitated that Lieutenant Colonel Jack McDougall be deployed to Homestead to oversee Air National Guard interests at the base. Colonel McDougall's efforts will ensure plans for the redeployment of the alert mission to Homestead are appropriately integrated into base operational plans. The 125th Fighter Group will reestablish its alert at Homestead in the second quarter of 1995.

The Headquarters remained involved in Military Support to Civil Authorities activities. The Headquarters coordinated efforts by elements of the 202nd RED HORSE Squadron and the 125th Civil Engineer Squadron in spring flood relief operations in the Florida panhandle. In addition, personnel worked closely with their Florida Army National Guard counterparts in developing Haitian and Cuban refugee contingency plans as well as coordinating on continued drug interdiction missions. However, one such mission, Florida Air National Guard involvement in Operation Guardian support to the United States Customs Service in Jacksonville, was drastically curtailed due to funding limitations. As a result Florida Air National Guard personnel assigned to Operation Guardian activities were reduced by 50% this fiscal year.

STARBASE, the Florida National Guard's newest community support program got off to a roaring start this year. STARBASE, which provides mathematics and science learning opportunities to

at risk middle school youths, began operations after lengthy preparation at the 125th Fighter Group in Jacksonville. Fourth through sixth graders will receive close mentoring by unit personnel and a five-week course of experimental learning and hands on involvement in projects ranging from rocketry to hydroponics. STARBASE is funded as a three-year demonstration project by the Department of Defense and is administered by STARBASE Florida, Incorporated, a non-profit organization whose President is Lieutenant Colonel Alton Yates, Social Actions Staff Officer.

The State Headquarters sponsored numerous meetings of significance to the missions of the Air National Guard. Steering group meetings on the assumption of 1st Air Force by the Air National Guard provided a forum for close coordination of the Northeast, West and Southeast sectors as they approach the significant task of taking on this new mission. The Eastern Executive Support Staff Officers Conference was held at the State Headquarters. The Eastern Executive Support Staff Officers Conference was a frank exchange of the ideas and innovations of individual states of the eastern region. The National Weather Conference brought together all Air National Guard weather units with command leadership to explore operational initiatives for the coming year and highlight the quality work of individual units and members with appropriate awards. This conference gave Florida the opportunity to display the progress of the Weather Readiness Training Center and develop interest in continued unit support for the Weather Readiness Training Center.

Members of the Headquarters staff attended training in conducting unit self assessments in preparation for undergoing Quality Air Force Assessments. Members also attended the biannual Personnel and Manpower Conference, Senior Commanders Conference, and Long Range Planning Committee meetings which substantially increased their ability to plan for and manage force management and personnel program changes that will have a lasting impact on the Florida Air National Guard.

Equal opportunity and affirmative action remain ongoing concerns for the Florida Air National

Guard. Continued monitoring of recruiting, retention, and promotion, among other personnel programs, remains a critical focus of Headquarters personnel and social actions staffs. As the ranking equal opportunity/human resources professional on staff, the Social Actions Staff Officer continues to direct the Adjutant General's Joint Equal Opportunity Staff in implementing and monitoring the effectiveness of the Department of Military Affairs Comprehensive Affirmative Action Plan.

Staff support to subordinate Florida Air National Guard units remains a major focus of the Headquarters. The Senior Enlisted Advisor travelled extensively this year in support of these units. Chief Master Sergeant Childs has been most effective in communicating command guidance to personnel throughout the organization and has readily resolved issues of personal concern to airmen in the field. The Medical Services Superintendent travelled to the 290th Joint Communications Support Squadron and 114th Combat Communications Squadron to administer annual influenza vaccinations and to conduct drug urinalysis screening. The Medical Services Superintendent also provided expert instruction in self-aid and buddy care to Weather Readiness Training Center classes and provided medical services support to the 202nd RED HORSE Squadron during their Operational Readiness Exercises and Operational Readiness Inspection. The Medical Services Superintendent, State Air Surgeon, Director of Operations and Plans and Programs Officer acted as Exercise Evaluation Team members for 125th Fighter Group Operational Readiness Exercises. Members of the Headquarters personnel and administrative functions provided direct support to the 202nd RED HORSE and 125th Fighter Group during their Operational Readiness Inspections, both as augmenters to Mobility Processing Teams and as members of Personnel Processing Centers and Intelligence Debriefing sections. Administrative support to members of the Inspector General's team was also provided by Headquarters personnel.

As part of the Florida Air National Guard's Quality Guard initiatives, the Staff Information Management Officer extended Total Quality Management training to personnel outside of the Headquarters. Major Joe Thomas conducted

training for both Florida Army and Air National Guard personnel from units throughout the state. Additionally, Captain David Thomas assisted the Florida Army National Guard's Command Sergeant Major and Command Program Analyst in the Florida Army National Guard's retention analysis project.

The productivity and effectiveness of the Headquarters continued to be a major focus for the staff. All members of the staff have received Total Quality Management awareness training and have engaged in a comprehensive effort to refine administrative and personnel processes. This emphasis on continuous process improvement has become well established among the staff and will continue to enhance the quality of services provided. Additional training on utilization of the Local Area Network was accomplished this year with significant improvement in the efficiency of administrative tasks and timeliness of communications following accordingly. All told, the Headquarters, Florida Air National Guard had an eventful year — a year of sustained challenges and success.

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:

COMMANDS

125TH FIGHTER GROUP
Lieutenant Colonel Craig R. McKinley

Currently the largest and most complex of the Florida Air National Guard organizations, the 125th Fighter Group experienced sweeping reorganization during this reporting cycle leaving behind the old "quad-deputy" management system. The group's new "total force" falls in line with our active duty counterparts using three subordinate group commanders reporting to a single wing commander, Lieutenant Colonel Craig R. McKinley, and his Vice Commander, Colonel Samuel P. Carter, Jr. In this arrangement, the former Deputy Commanders for Resources and Maintenance disappeared as supply and aircraft maintenance merged to form the 125th Logistics Group, commanded by Lieutenant Colonel Ronald L. Hamilton. The Deputy Commander for Operations, now known as the Operations Group Commander, is Lieutenant Colonel Samuel M. Shiver. Lieutenant Colonel Jesse D. Kinghorn, Jr., heads up the 125th Support Group replacing the 125th Deputy Commander for Support. All these senior level management restructuring activities resulted in the following subordinate unit changes:

OFFICER	1990	1991	1992	1993	1994
Total Considered	29	26	29	28	33
Recommended	29	23	24	25	30
Not Recommended	0	3	5	3	3
ENLISTED	1990	1991	1992	1993	1994
Total Considered	142	151	155	179	174
Recommended	132	141	140	165	139
Not Recommended	10	10	15	14	35

- 125th Maintenance Squadron-**
formerly the Consolidated Aircraft
Maintenance Squadron
- 125th Security Police Squadron-**
formerly the Security Police Flight
- 125th Mission Support Flight -**
formerly the Mission Support Squadron
- 159th Fighter Squadron-**
(no change)
- 125th Medical Squadron-**
formerly the United States Air Force Clinic
- 125th Civil Engineering Squadron-**
(no change)
- 125th Logistics Squadron-**
formerly the Resources Management Squadron
- 125th Communications Flight-**
formerly the Mission Support Flight
- 125th Services Flight-**
(no change)
- 125th Operations Support Flight-**
(no such previous unit)
- 125th Fighter Group/Detachment 2-**
(no change)
- 8125th Student Flight-**
(no change)

In the ensuing pages, primary organizations listed above will recount their activities separately.

COMPTROLLER

Operational Readiness Inspection. During this period, the Financial Management function played a critical role in the ultimate success of the Operational Readiness Inspection. Leading up to the inspection, finance managed the monetary and workday resources enabling the 125th Fighter Group to acquire necessary material and manpower to demonstrate combat capability. During the inspection, finance personnel filled key leadership roles in various aspects of mobility, directly impacting the "Excellent" rating.

Total Quality Management. Continued and expanded "Quality Awareness" through innovative training sessions and a creatively designed customer survey served to provide immediate feedback from customers.

Budget. Applying aggressive management of a funding disconnect by the Air National Guard Readiness Center, finance staff successfully negotiated additional funding that allowed the group to avoid severe personnel reductions. The budget section met an unprecedented challenge in financial planning. In addition to the annual Florida Air National Guard financial plan, the budget analyst prepared conversion budgets totaling almost two million dollars for four of the seven Florida Air National Guard units.

Automation. Many finance sections successfully expanded automated procedures during this period increasing productivity and providing better customer service. Civilian payroll personnel made significant strides in training and preparation for conversion to the Department of Defense standard civilian payroll system scheduled for July 1994 implementation. Accounting personnel successfully implemented automated programs for the general ledger, consolidated trial balance and assisted both active duty and other Air National Guard units with their implementation. Also during this period, we assumed base level responsibility for managing and accounting for the more than three million dollar aviation fuel program.

Goals. One of our goals is to place the highest priority on "quality" service that will consistently exceed customer expectations. In addition, through leadership, expertise and innovation, financial management will continue to proactively navigate the Florida Air National Guard through these financially austere times.

125TH CIVIL ENGINEERING SQUADRON

Lieutenant Colonel Ronald Riedel

The 125th Civil Engineering Squadron is a quick response engineering unit capable of worldwide rapid deployment in support of combat air operations. Smaller and with less equipment than a civil engineering RED HORSE Squadron, our

unit is designed to team up with other similar units at a deployed location which already has pre-staged heavy engineering equipment in place. The entire squadron is comprised of a 100-person engineering team, an 8-person disaster management team, a 6-person explosives ordnance demolition team, and a 24-person fire department.

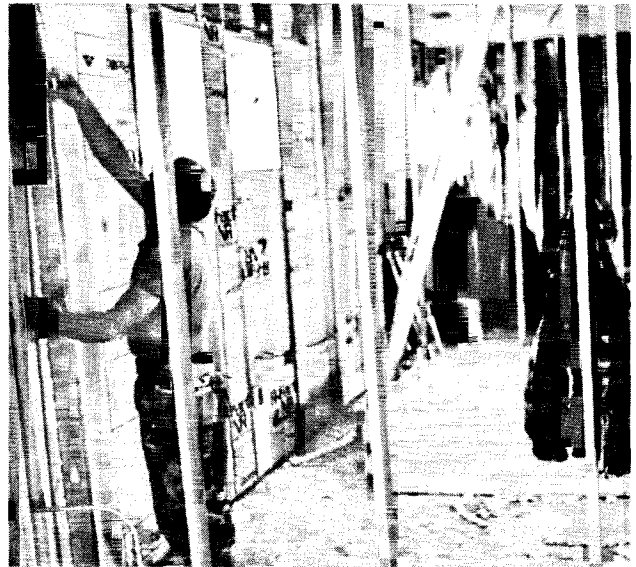
Team Configuration

The engineering team, referred to as Prime Base Emergency Engineering Force, specializes in rapid runway repair, force bed down, facility and utility bomb damage repair, aircraft arrestment, potable water production, and emergency electrical power production. The trade specialties include heavy equipment operators, interior and exterior electricians, plumbers, carpenters, heating and air conditioning specialists, water production and sanitation specialists, and an entomologist. The disaster management team is trained to handle command and control aspects of preparatory and recovery activities related to major disasters. Our explosives ordnance demolition team is trained to deal with all known ordnances encountered during both peace and war times. The fire department is capable of handling a wide variety of highly

technical hazards associated with supersonic aircraft, hazardous materials, structural fires, and rescue operations.

Deployments

Deployment highlights during fiscal year 1994 included the Operational Readiness Inspection at Jacksonville Air National Guard base, two Prime Base Emergency Engineering Force deployments to Camp Blanding, Florida to support construction of the Weather Readiness School Facilities.



Technical Sergeant Philip Dollar checks dimensions on the renovation of the Weather Readiness Training Center, Camp Blanding, May 1994.



Community Service

The squadron hosted a youth jobs program during the summer of 1993 that brought children from the inner city to the base in Jacksonville. The children learned skills in the civil engineering field. The squadron was also very active in the mounting of an F-106 static aircraft display which will become a dedicated memorial to the first ever black, four star general, Chappie James. This memorial is intended to be a role modeling device for all black youth in our community.

125TH COMMUNICATIONS FLIGHT

First Lieutenant James S. Stuart

The 125th Communications Flight continues to be one of the leading information systems units in all of the Air National Guard. We continue 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.

Reorganization

The flight reorganization was implemented during this period with the following general goals:

1. Create the most fully functional flight within regulatory ground rules and Total Quality Management principles.
2. Institute the most effective use of manpower to compensate for manning shortfalls.
3. Maintain civilian grades and military rank (no increase or decrease).

Operational Readiness Inspection

The Communications Flight concentrated its efforts in total communications support for the primary and deployed site, which contributed to the overall "Excellent" rating earned.

Innovations

The unit installed the Local Area Network at the 125th Fighter Group and all our geographically separated units. In addition, it was upgraded to total "Windows" environment yielding a more fully automated environment to support all units.

A \$1,000,000 procuring and installation project of over 300 new personal computers was completed.

Furthermore, over 200 personal computers were relocated for use in other areas. Our Base Telephone switch was relocated to our new "self help" built facility with a minimum interruption of customer service.

DETACHMENT 1, 125TH FIGHTER GROUP

Lieutenant Colonel Gregory W. Visyak

Detachment 1, 125th Fighter Group, Naval Air Station Key West, Florida, continued to be the most active and strategically located Air Defense alert site in North America. The detachment responded to a total of 104 NORAD alert status notifications and scrambled 46 times to intercept and identify uncorrelated tracts entering the Air Defense Identification Zone surrounding the Florida peninsula. Missions included escort of Air Force One and defecting Cuban AN-2 Colt and MIG 21 aircraft as well as monitoring and assisting United States Customs in the apprehension of suspected narcotic trafficking aircraft.

Deployments

The Alert aircraft deployed to Tyndall Air Force Base, Florida 26-27 October 1993 to participate in Operation Quick Draw live fire missile exercise. An AIM 7, Sparrow and AIM 9, Sidewinder were successfully employed against a drone target in this 1st Air Force Commander exercise.

Three Alert aircraft and 19 personnel deployed to the Savannah Combat Readiness Training Center, Georgia for the period 12-18 November 1993 to participate in the 125th Fighter Group deployed Operational Readiness Exercise. Alert operations were reconstituted at the deployed site in minimum time and remained throughout the exercise period.

Inspections

During the 30 November to 6 December 1993 time-frame, the Detachment again deployed all 3

Alert aircraft and 19 personnel to Savannah Combat Readiness Training Center, Georgia for the unit Operational Readiness Inspection conducted by Air Combat Command's Inspector General. Detachment personnel and resources contributed significantly to the overall "Excellent" rating received for this evaluation.

The Air Combat Command Inspector General again tested Detachment 1 during an Alert Force Evaluation conducted 22 February 1994. This was the first ever Alert Force Evaluation conducted after normal duty hours. The scenario consisted of a F-15 aircraft simulating a defecting Cuban MIG fighter attempting to land at Key West. Alert ADF-16's were launched in minimum time to intercept, identify, and escort the defecting jet to landing. Once again an overall "Excellent" rating was awarded to the unit by the Inspector General.

Security Police

The security police function at the detachment has evolved from a Temporary Duty force to a permanently assigned section of the detachment consisting of 22 authorized personnel. From 1 July 1993 through 16 December 1993, 57 personnel from various units throughout the United States provided security support for the alert mission of Detachment 1, 125th Fighter Group. Full-time Active Guard Reserve personnel started to arrive 17 December 1993 with the full complement in place 15 March 1994. Through self help construction projects, a Central Security Control and Operations Dispatch Center were combined to form an Operations office to support the security effort as well as after hours operational needs. Security police personnel have taken a very active roll in the Navy community, participating in a "Ride-Along" program with the Navy security police. One security policeman assigned to this unit has become the first to fully qualify as a Navy security police officer completing their course of instruction. Air Force security police personnel supported and participated in the "National Law Enforcement Night Out," sponsored by the Navy. This event was designed to inform the Navy community of the police function and provide a platform for presentation of a drug awareness program. Within the Key West community, security force personnel have provided

information to the local police that has lead to the arrest of a known narcotics trafficker and fugitive. Detachment security personnel have become an integral participant in the Navy Physical Security Review Program. During the reporting period security force personnel have responded to and cleared 23 security incidents involving their area of responsibility. Included in the responses were three Helping Hand situations, a medical emergency involving a Lockheed contract maintenance person, providing security for transient United States Air Force aircraft (B-1 bomber and TR-1 reconnaissance aircraft), as well as security support for Southern Command. Security force personnel responded to all Air Defense Alert notifications during the period providing runway and danger area security for the aircraft to ensure an unencumbered takeoff. During the period the unit responded to a state of advanced readiness during a bomb threat against United States government properties in the Key West area.

Community Relations

The detachment has hosted many distinguished visitors in the past year including: Assistant Secretary of Defense for Reserve Affairs, Deborah R. Lee; Congressman E. Clay Shaw; CINCNOAD General Charles Horner; Deputy CINCNOAD Lieutenant General Brian Smith, CF; Major General Paul Brown, Commander 1st Air Force; Rear Admiral Spade, Vice Commander Joint Task Force Four and Brigadier General McGillivray, Vice Commander 1st Air Force.

Mission orientations were provided for Employer Support Groups of the Guard and Reserve for the states of Texas, Missouri, Maryland, New Jersey, Indiana, and Louisiana. The detachment and its mission were the focal point of a nationally televised segment on "Inside Edition" concerning the B-94 aerostat usage for TV Marti broadcasts, instead of Air Defense radar.

A fly-by of two ADF-16's was provided for the Dedication of the Challenger Astronauts Memorial at Bayfront Park, downtown Miami for Congresswoman Carrie Meeks. Detachment ADF-16's also performed fly-bys for Cypress

Gardens and the Broward County dedication of a statue memorial for the area's first Congressional Medal of Honor winner over the Memorial Day weekend.

125TH LOGISTICS SQUADRON
Lieutenant Colonel Scott B. McEvoy

Supply and Equipment

The Assistant United States Property & Fiscal Office for Air (Property) during the reporting period continued to provide effective and efficient logistical supply support to the 125th Fighter Group units, State Headquarters, and geographically separated units. Projected budget for fiscal year 1994 has been recommended at \$1,651,300 (supplies and equipment) (NOTE: Budget decrease from fiscal 1993 is due to the reduction in flying hours from 4800 to 4200 and no units undergoing conversion.) Through computer accounting, supply recorded an average of 27,000 transactions per month for supply, equipment, munitions, and fuels accounts. Equipment in use by all organizations is valued at \$60,326,730.56. The Fuels Management Flight has issued an average of 298,000 gallons of fuel per month. An inventory accuracy rate of 96% has been consistently maintained for the year.

Traffic Management Office

The Traffic Management Office processed 218 shipments on Government Bills of Lading, representing a total cost of \$20,323 and a total weight of 890,765 pounds. The total weight for this reporting period was up almost 60% from the previous period.

A total of 248 Government Travel Requests were issued that represented 375 individuals at a total cost of \$114,020. The Traffic Management Office was able to lower this cost from the previous reporting period by \$50,000, by always ensuring that the lowest cost carriers were used. Total

shipments for the United Parcel Shipments was 1,608 with a total weight of 9,814 at a total cost of \$7,650. These figures are much lower than previous reporting periods due to the use of Federal Express.

The total shipments for Federal Express were 593, which represented a total cost of \$9,240 and a total weight of 10,676 pounds. This was the first year we used Federal Express as a primary means of shipping essential parts, which resulted in a 0% loss ratio.

The grand total of shipments for this period was 4,419. This figure includes consolidated shipments. The total weight for this period was 911,255 pounds, with a total cost of \$151,233. The Traffic Management Office received an overall "Excellent" rating during the Operational Readiness Inspection in December 1993. This flight was also actively involved in the Mobility portion of this inspection which was also awarded with an "Excellent" rating.

Base Contracting

During the period 1 July 1993 to 30 June 1994, we processed 4,250 customer requests consisting of supplies, equipment, services, and construction. The procurement of customer requests resulted in 3,027 contract awards accounting for a total of \$2,486,676. The Contracting Office procured \$998,489 through small businesses located in Florida. Of that, \$788,302 was from small businesses in the Jacksonville area. These procurement amounts are all time records for our contracting office.

The fiscal year successfully closed out with a record number of procurement dollars that were properly awarded, before close-out, securing computer hardware and software, in support of the Florida Air National Guard Local Area Network.

All supplies, equipment, and services were successfully acquired in support of the Operational Readiness Inspection in December 1993. Contracting processed, researched, awarded and arranged for delivery Operational Readiness Inspection requirements too numerous to list, often with short suspenses.

Meanwhile, this office successfully acquired all supplies, building materials and equipment in support of the Weather Readiness Training Center, Building 3018 project at Camp Blanding, Florida, during the months of January 1994 and March 1994.

Vehicle Maintenance

Vehicle Maintenance Flight performed both scheduled and unscheduled maintenance on the fleet, which averaged 92 vehicles per month, including those assigned to Detachment 2 at Key West. The total fuel cost to operate the fleet for the reporting period was \$25,647. The total maintenance cost for the fleet was \$185,722.

The Vehicle Out-of-Commission rate averaged 3.1% per month, which was well below the Air Force standard of 10%. The rate for Vehicle-Deadlined-for-Parts averaged 0.9% per month, which also was below the Air Force standard.

Fleet total mileage was 284,381 miles for the reporting period, or an average of 23,698 miles per month. The total operating hours were 9,151 hours, or an average of 763 hours per month. The total fleet average cost was \$.35 per mile, or \$10.66 per hour. The Driver Education Flight exposed 56 personnel to the Air National Guard Driver Orientation briefing during this period.

The 125th received five new vehicles this reporting period. These replaced existing vehicle requirements. Five vehicles were processed for salvage or await Air National Guard Readiness Center disposition. With this unit supporting four geographically separated units in the state, our vehicle ground fuel consumption rate showed a slight increase. However, with our aging fleet and fleet zero growth, maintenance costs have increased considerably.

The 125th Vehicle Maintenance Flight received a new refueling maintenance facility and several additions to the existing facility as of 1 January 1994. These are much needed facilities for continued growth into the 21st century.

Logistics Plans

Logistics Plans is a group staff function that directs and controls Mobility Planning, War Reserve Material Program, Contingency Planning, and Host-Tenant Support Agreements for a 900-person F-16 Fighter Group.

Mobility Planning and Training. This section plans, controls and executes unit deployments. During the past year, logistics has supported two deployments to Savannah. During these deployment exercises, logistics has processed 113,000 pounds of equipment and 340 personnel each time.

War Reserve Materials. This program ensures proper equipment and supplies are available for day-to-day training and war plan support. 100% of all supplies were available to support all operational deployments and inspections.

Contingency Planning. This function has acted as the pilot unit for the F-16 Air Defense deployment packages from the time of the 125th's conversion to this aircraft in fiscal year 1986. This past year, we were assigned additional pilot unit responsibilities for the First Air Force Security Mission.

Support Agreements. The support agreement program has changed drastically in the past year. All major support agreements have been reviewed in the past 12 months.

125TH MAINTENANCE SQUADRON

Lieutenant Colonel Shelby A. Wilson, II

Operational Readiness Inspection

The 125th Maintenance Squadron concentrated the focus of its efforts during the period to the successful completion of the Operational Readiness Inspection in December. In preparation



A crew chief prepares to launch a sortie during the Operational Readiness Inspection.

for, and execution of, it, the squadron conducted two deployments to the Savannah Combat Readiness Training Center. The first was in October for an Operational Readiness Exercise, and the second was in December for the inspection itself. Each of these deployments involved the successful move of 12 aircraft and 163 maintenance personnel to and from Savannah.

The efforts expended by unit personnel resulted in a 100% sortie effectiveness rate (93 of 93) as tasked by the Inspector General, as well as 10 Excellent and 10 Outstanding ratings being awarded for maintenance sub-functions. These ratings reflected a 100% pass rate for all missile and gun system reliability checks, not to mention 100% reliability rates for Internal Electronic Warfare Systems, Mode IV Identification Friend-or-Foe systems, and chaff/flare systems.

Mission Accomplishment

The Maintenance Squadron succeeded in maintaining a mission capable rate of 79.5% and a fully mission capable rate of 76.3%. These figures far exceed the Air Combat Command (major command) wide standard of 70%. While maintaining this high in-commission rate, the squadron supported operational requirements by providing a total of 3,654 sorties with a flying time utilization of 4,637.3 hours.

AIM 7

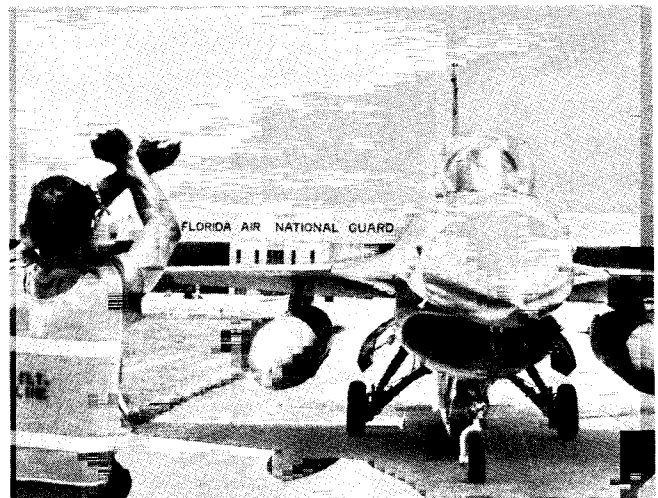
The Munitions Branch was instrumental in the development of technical data and procedures for the employment of the AIM-7 Sparrow missile from the Air Defense F-16. This involved being integrally involved in the publication of the Technical Orders which have enabled the aircraft command-wide to enjoy a beyond-visual-range defensive capability. Because of their demonstrated expertise in the field, the Branch was selected by the Air Force to provide "hands-on" training to Egyptian load crews in the loading of both the AIM-7 launcher pylon and the AIM-7 missile itself.

Other Deployments

From 16 through 30 July 1993, the Squadron deployed to Eglin Air Force Base, Florida, with 7 aircraft and 55 personnel. This was in support of the 33rd Fighter Wing's preparation for its deployment to a RED FLAG exercise.

Community Involvement

Also during the year, the Maintenance Squadron was heavily involved with the acquisition and preparation of a F-106A which was procured and



Unit personnel position the F-106A for the General Chappie James Memorial.

completely refurbished as a static display in honor of the late General Chappie James. This project entailed moving the aircraft by helicopter from Charleston Air Force Base, South Carolina to Jacksonville, complete structural and cosmetic overhaul, and its overland movement to its final location in front of the main gate of the 125th Fighter Group.

In community outreach efforts, squadron personnel were active in several local schools in a mentoring role. These schools included the Callahan Middle School and the Beulah Beal Young Parents Center. Squadron participation at the latter was pivotal in the unit's recognition through receipt of a Partners in Education award.

Finally, the men and women of the Maintenance Squadron succeeded in winning the coveted Brigadier General Homer H. Humphries, Jr. Chief of Staff Trophy for 1993. This was fitting recognition for a team of true professionals whose dedication and positive "can-do" attitude is second to none.

125TH MEDICAL SQUADRON
Colonel Ronald J. Stephens

Facilities

During this period, the 125th Medical Squadron, formerly designated as the 125th United States Air Force Clinic, began the preliminaries to expand its facility. Currently, the unit is housed in a building with approximately 4,800 square feet. When built, in 1968-69, the facility housed an authorized strength of 28 personnel. Over the years, this strength has increased to 55, with more expected growth in the future. As a result of these increases, it has been necessary to locate some functions outside the confined space of our building, using a combination of utility buildings and office space belonging to other squadrons. With an expected expansion to between 9,500 and 10,000 square feet, utilization of other buildings will cease to be necessary. The only known negative is in the

length of time involved in planning, financing, and the actual construction process itself. At this stage, a completion date has not yet been established.

Services

The medical unit continues to provide medical support, via medical records review, immunizations, drug testing, HIV screening, and self-aid and buddy care training, to all of the geographically separated units of the Florida Air National Guard. This support is scheduled on a quarterly basis to the extent possible and all medical personnel are given the opportunity to periodically participate.

Drug Testing continues to be a crucial element of the medical squadron's activities. Working hand-in-hand with Social Actions, the medical facility is proud of its part in keeping drug use/abuse in our organization to a respectable minimum.

Deployments

A highlight of the year occurred when 32 members of the 125th Medical Squadron deployed to Royal Air Force Lakenheath, United Kingdom, for the first overseas annual training exercise in its history. Ample opportunity was afforded each member to participate with their counterparts in a theater of operation unlike any previous exposure. Not only was the training received of the utmost benefit, but the experience as a whole was a positive morale booster. The Medical Squadron looks forward to an overseas annual training exercise or an out-of-country humanitarian deployment every four years in the future, as per training guidelines established by the Air National Guard Readiness Center, Air Surgeon's Office.

125TH MISSION SUPPORT FLIGHT

**Lieutenant Colonel
William M. Whittaker, Jr.**

Personnel

The Consolidated Base Personnel Office provides personnel support for the 202nd RED HORSE Civil Engineering Squadron and 159th Weather Flight at Camp Blanding Training Site, Starke; 290th Joint Communications Squadron at MacDill Air Force Base, Tampa; 114th Communications Squadron, Patrick Air Force Base, Cocoa Beach; 125th Fighter Group/Detachment 2, at Key West Naval Air Station; as well as the units located at the 125th Fighter Group in Jacksonville.

This fiscal year was primarily devoted to enlistments and retention of personnel in all units. The 125th Fighter Group currently has an assigned strength of 97.0%. Recruiting and retention continue to achieve and surpass established goals. An average of 4.0 personnel per month were recruited to achieve this feat. Achieving a retention rate of 96.21 surpassed the Air National Guard target of 90%.

Base Training

Experiencing another highly productive year, the Base Training Office processed approximately 187 persons for various technical training schools, Basic Military Training, Field Training Detachments, and Professional Military Education courses. Approximately 280 Career Development Course examinations were administered, and some 400 Classification/On-the-Job Training actions processed. The Career Development Course pass rate was 96.0, exceeding the National Guard Bureau standard of 90%. There were 64 persons upgraded through on-the-job training this fiscal year.

Career and Education

A very successful Recruiting/Retention class was conducted in March 1994. All recruiters and unit career advisors from geographically separated units were in attendance. The Career and Education Manager also participated in four "Career Days" at Florida Community College at Jacksonville. With 89, the Florida Air National Guard is second in the nation with Community College of the Air Force graduates for FY 94. The Career and Education Manager conducted a 125th Fighter Group "Job Fair" with nine universities and corporations participating. Over 380 members of the group attended this first of its kind event.

125TH SECURITY POLICE SQUADRON

Lieutenant Colonel Ronald D. Brooks

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

During this period, Security issued identification credentials (including restricted area badges, active duty, reserve, retired, dependent, and reserve dependent cards), approximately 800 vehicle registrations, and conducted over 400 personnel security investigations. Later, much of the routine card issuing was transferred to the Consolidated Base Personnel Office in the Mission Support Flight. On occasion, Security personnel deployed to other bases/detachments to issue cards and restricted area badges. Additionally, incident investigations were conducted for the Group and its geographically separated units, as well as the servicing Office of Special Investigations when requested. These multifaceted and varied services were conducted as additional duties.

Manning

Wrenching leadership and organizational changes have occurred with Captain Tittle's unexpected departure to the 202nd RED HORSE Civil Engineering Squadron at Camp Blanding and the return of Lieutenant Colonel Brooks as squadron commander. Staff Sergeant James Spooner was selected as the new Security Police Officer. He is already having a positive impact on the unit. Chief Master Sergeant Childs departed to accept the position of Senior Enlisted Advisor about the same time that Senior Master Sergeant Gibson retired. Senior Master Sergeant Oliver replaced Chief Childs as Security Manager. Though this major shuffle of the top leadership has caused some turmoil, the infusion of creativity is spawning new ideas that will prove invaluable. Supervisory structure further changed to ensure upward mobility, quality performance, and to empower supervision at the lowest level possible. All positions were filled and there are currently no overages without a forecasted vacancy. The squadron has maintained manning at or near 100 percent, even after losing 13 personnel to our detachment in the Florida Keys.

Deployments and Exercises

Personnel were heavily involved during the Operational Readiness Inspection and several were selected as Superior Performers by the inspectors. Some 24 personnel deployed during the inspection to Savannah Training Site, while the remnant provided security at Jacksonville. During the Operational Readiness Exercises conducted in October, security responded to numerous threats base-wide without loss of priority resources. Another 24 security personnel deployed to Camp Blanding to conduct joint training exercises with United States Army and 125th Services Flight during April unit training assembly. Various exercises emphasized patrolling techniques, land navigation, compass reading, night combat operations, and combat in wooded environments. Additional emphasis was placed on detection of anti-personnel mines/booby traps. The unit continues to support our detachment at Boca Chica with continued emphasis on realistic scenarios. Furthermore, joint operations were conducted with

the Army National Guard and Army Reserve military police units.

Traffic control and additional security were essential for the group's Annual Family Appreciation Day in October. Traffic volume jumped to over 150 percent above normal. Due to the base layout, this became a monumental problem. Security personnel also conducted numerous activities to acquaint dependents with weapon safety and resource protection, as well as raising funds for security's awards programs. Information "crosstell" to enhance operations and increase knowledge was dovetailed with M-16 qualification conducted at Camp Blanding during February. That, in combination with subsequent firings at other ranges, resulted in nearly 100 percent of personnel qualifying and thus being ready for any contingencies.

Training

Security started training "Back to the Basics" in 1992 and expanded to "Building on the Basics" in 1993. The unit, after receiving an "Excellent" in the Operational Readiness Inspection in December 1993, has begun implementing tenets of Total Quality Management to encourage inputs to further enhance training. All functions continue to be monitored to ensure maximum efficiency and quality production. Advanced planning to meet future mission requirements is continuously reemphasized. The Security Police Code of Ethics emphasis also continued throughout the year. Thus far, security acquired 37 M-16A2 rifles, 6 M-60 machine guns, 14 M-203 grenade launchers, one 12 gauge shotgun, and 4 GUU-5P rifles in an ongoing effort to increase both the effectiveness, safety, and flexibility of force options. In addition, a force multiplier effect is realized and the range of options available to the commander for base defense is now greatly expanded. All of these advantages continue to accrue as shipments continue to arrive and obsolete equipment replaced.

By regulation, security must have enhanced physical conditioning. In January, our annual timed run/walk was completed with a 99 percent completion rate. To further fitness, each drill the

unit has its own mile and a half run/walk event. Additional physical training was implemented encouraging pull-ups, push-ups, and sit-ups on a volunteer basis, as well. In part as a result of letters written by the state military police officers, a policy denying them training during duty hours was reversed.

Finances

Maximizing dollars, the full-time support force is being utilized in duties routinely accomplished by traditional guardpersons in an effort to concentrate their efforts on training and readiness. Budget constraints resulting from personnel reductions among the full-time support force have led to sparse manning of posts and increased workload. This strain was most evident during training and preparations for the Operational Readiness Inspection. However, morale remains high in spite of manning and alert mission losses.

Community and Family Support

Security continues to promote the "Community-Based Defense Force" through community involvement such as providing the primary Color/Honor Guard representing the Air Force and Air National Guard in Jacksonville on some 20 different occasions. Realizing a large Navy presence in the community, our activities proved significant and brought favorable comments upon the 125th and the Air Force. In addition, security members continued to serve in programs at various local schools. In conjunction with the Group, the unit provided volunteers for the 13th Annual Greater Jacksonville Kingfish Tournament. Nearly 100,000 persons were on hand thus ensuring more positive exposure for the Guard. This allows employers a different picture of the Guard. To further the employer and Guard relationship, employers are invited to the base for tours and lunch. Following the luncheon, letters commending their support of the Guard are sent out.

Security also builds on family and employer involvement by encouraging activities where folks can observe firsthand what their guardperson does on drills and by providing a unit cookout which allows relationship building time. The unit Family

Support Group conducts quarterly meetings to outline procedures in keeping family members apprised of unit concerns and procedures to be used in the event of mobilization. A core group is established to work issues and plan future family activities.

With 100% response toward Operation Christmas Stocking, needy children felt the positive impact of the Security Police during the holidays. Additionally, personnel volunteered their personal time and resources to further the cause with underprivileged children in Nassau County. All these demonstrate that the Security Police Squadron is vibrant, well motivated, and handling well all the changes facing them this year.

Results

Despite the year's challenges, our diligence and perseverance were rewarded when our former commander, Captain Ronnie E. Tittle, was selected as 1993 Air National Guard Outstanding Security Police Officer of the Year; Technical Sergeant Phillip M. Gainey was selected as 1993 Air National Guard Outstanding Security Police Airman, Security Specialty; Technical Sergeant Solomon D. Sheffield was selected as 1993 Air National Guard Outstanding Security Police Airman, Law Enforcement Specialty and Senior Airman Neil A. Southern, Jr., was selected as 1993 Air National Guard Outstanding Reserve Component Airman of the Year.

125TH SERVICES FLIGHT

Major Felice M. Franklin

Mission

The Services Flight provides Food Service, Mortuary Affairs, Billeting, and Laundry Support for units located at the 125th Fighter Group in Jacksonville, Florida.

Personnel

Numerous changes in the Services Career Field has

brought about a newly assigned manning document which increases authorized manning from 25 to 30 personnel. Aggressive recruiting has presently brought our manning to 28 personnel.

Training

Training for Services personnel includes 44 unique Status of Resources and Training System related lesson plans, all of which are scheduled through the year at 100% participation. These unique lesson plans are often difficult to accomplish because of the 800+ personnel to feed on Unit Training Assemblies. We have met this challenge and maintain our reporting with positive results.

Projects

The Services Flight took on numerous self-help projects which enhanced the appearance and overall performance of the flight. Such projects include the remodeling and construction of management, training, billeting, and mortuary office. System furniture was then added along with computers and software to include an aggressive self assessment program.

Accomplishments

This fiscal year was devoted to the Operational Readiness Inspection in which the Services Flight received an overall "Satisfactory" rating along with the first "Excellent" rating in mortuary affairs to be received in 1st Air Force. This was clearly accomplished with the dedication and hard work of all the services personnel.

Other

The Services Technician conducted two formal Readiness In Base Services Technician classes at McGhee Tyson Air Force Base, Tennessee. He also received an Adjunct Teaching Certificate in performance as one of four accepted instructors for the Services Career Field. The newly assigned commander has completed one required formal training and is scheduled for others throughout the year.

202ND RED HORSE SQUADRON **Lieutenant Colonel Jere Cook**

The 202nd RED HORSE 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 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 Special Capability teams are Airfield Lighting, Asphalt Paving, Communications, Concrete Mobile, Disaster Preparedness, Mobile Facilities Erection, K-Span Building Construction, Expeditionary Aircraft Arresting System, Water Well Drilling, and an Active Demolition Team.

Activities

The 202nd RED HORSE Squadron was actively involved in many different areas during this period; Operational Readiness Inspection, construction projects for United States Air Force and Air National Guard units, Training of other Air National Guard and Air Force units, and Community Service.

Operational Readiness Inspection - November/December 93

The 202nd RED HORSE Squadron, Florida Air National Guard, and 203rd RED HORSE Flight, Virginia Air National Guard, combined together to be evaluated by 9th Air Force Inspectors for their

Operational Readiness Capabilities. Both units were tasked to mobilize and simulate deployment to Southwest Asia in support of aircraft operations against enemy forces. The unit performed heavy damage repair and special capabilities, while contending with airfield attacks, chemical warfare, and terrorist activities. Inspection results are as follows; Overall - Satisfactory, Initial Response - Excellent, Combat Employment - Satisfactory, and Ability to Survive and Operate - Satisfactory.

114th Communications Squadron Project - March 94

The scope of work consisted of demolishing six double doors with the associated framework that had deteriorated due to weather and physical environmental elements of the area. This was accomplished to facilitate the installation of new doors and frames, which were locally provided by the unit. Due to the existing concrete masonry building structure, each door/frame unit required custom modifications in this project. Excellent hands on training was conducted during this project.

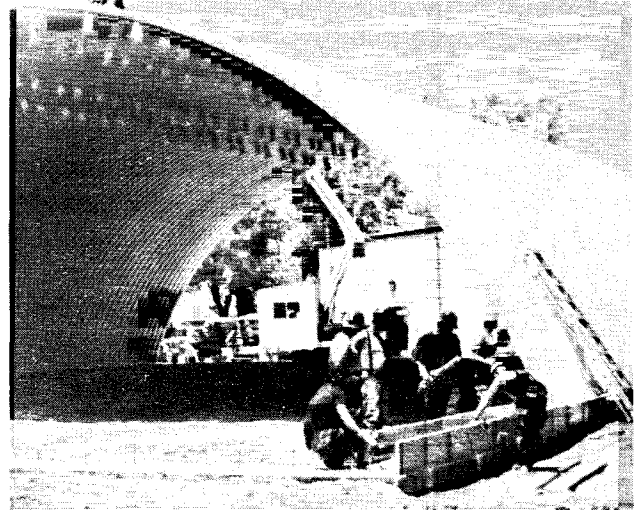
Haitian Refugee Support Project - March 94

The unit provided field design and engineering support in the planning for Haitian Refugee camp construction. The unit also assisted in producing bills of materials to state officials who were coordinating the initial plans for the possible need of a holding area in the city of Miami, Florida.

K-Span Training - March/April 94

The 202nd RED HORSE Squadron constructed a 5,000 square foot storage building on Camp Blanding, Florida. The building was constructed using formed steel panels and raised into place with a large crane. This building will be utilized for storage of critical mobility assets. A total of 29 weekend guardsmen and 2 Active Guard Reserve personnel worked expending approximately 124 manhours. This project provided hands-on training in the area of K-Span construction in a

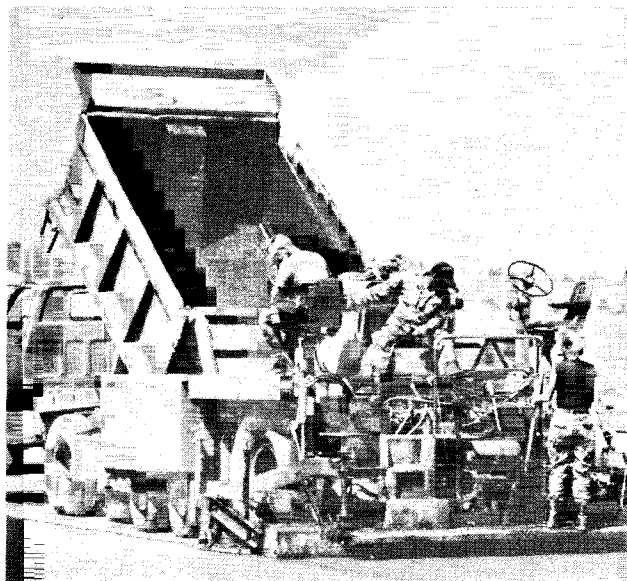
field operation. This training satisfies the annual training requirement for this special capability and provided qualification training to accomplish future mission tasks in support of the Great Flood of 93 at St. Joseph, Missouri.



Volant Rodeo, McCord Air Force Base, Washington - March/June 94

After several civil engineering teams cancelled deployments to McCord Air Force Base, Washington in support of Volant Rodeo, Air National Guard Readiness Center requested the 202nd RED HORSE Squadron, Florida Air National Guard, and 203rd RED HORSE Flight, Virginia Air National Guard, to take on this project. The project involved pavement of 35 asphalt aircraft pads 180 ft x 82 ft (the equivalent of 17.5 football fields). The Rodeo Project team from Air Mobility Command gave the National Guard Bureau 1,500 mandays in support of this project. These days were equally divided between the two RED HORSE units. Each of the 6 deployments had approximately 40 total Airmen from the 202nd RED HORSE Squadron and 203rd RED HORSE Flight. In addition to this project, the 202nd RED HORSE Squadron constructed an obstacle course with 24 wooden stations, utilized for various types of Security Police Training. All equipment and supplies for this project were transported by active duty C-141 aircraft and Air National Guard C-5's. A total of 100 tons of

equipment was moved from Florida to McCord Air Force Base and back. Aircraft from all over the world participated in Volant Rodeo, General Folegman, Commander Air Mobility Command made noteworthy comments which included, "If it was not for the RED HORSE, Volant Rodeo could not have taken place."



RED HORSE Commanders Conference - March 94

The unit sponsored a RED HORSE Commanders Conference for all Air National Guard RED HORSE Commanders, Operations Officers and Readiness Managers. Topics of discussion included RED HORSE 2010, RED HORSE-1, RED HORSE-2 and RED HORSE-3 team alignments, equipment and personnel authorization, and future deployments. Representatives from the National Guard Bureau were present and reviewed RED HORSE topics in relation to RED HORSE-1, RED HORSE-2 and RED HORSE-3.

Reverse Osmosis Water Processing Unit Training for 125th Civil Engineering Squadron - March/April 94

The unit provided the 125th Fighter Group Civil Engineering Squadron utilities personnel with

initial familiarization training and practical hands on application training of the Reverse Osmosis Water Processing Unit. In addition, unit members provided basic water analysis training for personnel in order to facilitate training goal established by the 125th Civil Engineering Squadron utilities on-the-job training supervisor. Unit personnel trained Fighter Group Civil Engineering Squadron 125th Utilities personnel on specific on-the-job training task qualification training. The 202nd personnel were able to validate the 125th Civil Engineering Squadron training program for Water Purification training.

Weather Readiness Training Center Support - April/June 94

Unit members assisted in remodeling an existing facility for the Weather Readiness Training Center located at Camp Blanding, Florida. The project consisted of removal of walls, construction of new walls, painting, and reconditioning of existing walls and doors, modification and installation of electrical service panels, and reconfiguration of existing distribution. Unit personnel received excellent training in the areas of structural and electrical construction.

Port Canaveral Environmental Project - June 94

The scope of this project consisted of the environmental cleanup of a government land fill at Patrick Air Force Base, Cocoa Beach, Florida. This work involved the removal of creosote latent timbers and poles from an existing landfill area. Large earth moving equipment and carriers were used in performance of this task. A total number of 22 personnel participated, utilizing 180 workdays. The personnel involved in this operation received initial training for the proper wear and use of environmental protection equipment and techniques for working and handling hazards in a safe manner. This tasking was the first of its kind for the organization since the establishment of the Environmental Team Special Capability, in accordance with Air Combat Command Regulation 10-209.

Great Inagua, Bahamas Project - May/June 94

The unit constructed aircraft runway turnaround and expanded a heliport ramp. The project scope involved the operation and maintenance of RED HORSE Concrete Mobile Equipment, which poured 1200 cubic yards of concrete. Located at a Coast Guard station on the Island of Great Inagua, Bahamas, this operation was in support of 4 sequentially rotated Prime BEEF teams, from various locations in the CONUS. The RED HORSE personnel were responsible for the continuous operation of concrete production, in which 3 Concrete Mobile Units were rotated in use for periods of up to 14 hours a day. All work was accomplished eight days ahead of schedule. Unit members received practical hands on training in the operation and maintenance of this Special Capability asset in a remote field operation. This training satisfies the annual training requirement for this special capability.



K-Span Project, St. Joseph, Missouri - May 94

The unit constructed a 5,000 square foot Engineering Operations Building. The construction of the building was accomplished utilizing the Mobile Fabricating Machine, known as (K-Span). After the erection to the basic

building, utility services were installed and 170 cubic yards of concrete were placed. The facility was completed with personnel from a second structural team that finished the inside of the facility. A total of 29 personnel received practical hands-on training in the operations of this Special Capability asset in a field operation. This training provided qualification training to accomplish a mission task project in support of the Great Flood of 93 at St. Joe, Missouri.

Field Shower Equipment Training - June 94

Field Shower Unit Equipment Training for the Florida Army National Guard's 50th Brigade was provided by unit personnel. Initial training was provided to personnel, and field trouble shooting of equipment was performed in support of their operation.

A total of eight Florida Army National Guard soldiers received hands-on training and enhanced their unit's field operational training exercise.

Combat Arms Training - July 93/June 94

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 Action Support

Lake City Community College - February/June 94

The unit supports several community action projects within the local area.

Unit members constructed a drainage retention pond for Lake City Community College, Lake City, Florida. Unit engineers designed and

provided field supervision in conjunction with the heavy construction capabilities of the organization in a joint mission with Army National Guard combat engineers. Both units cleared a parcel of land and excavated the area for the purpose of constructing a water retention pond for run-off from the Community College parking area. Engineering and Equipment Operations personnel worked on this project, which enabled unit personnel to become proficient in their Air Force Specialty Code job tasks.

Hawthorn, Florida Recreation Department - February 94

Unit members cleared property for Hawthorn, Florida Recreation Department. The equipment operations section utilized heavy equipment to clear city property which enabled the local government to construct a community park and recreation area.

Equipment operations personnel were able to perform proficiency training on assigned equipment thereby enhancing qualification training for their assigned Air Force Specialty Code.

Penny Farms, Florida Drainage Improvement - March 94

This project consisted of re-grading of an existing roadway in the city of Penny Farms. Engineers field located important drainage structures and calculated necessary grades to ensure water run-off of storms will not flood or swamp private property.

Partnership in Learning

The 202nd RED HORSE Squadron is a member in the Partnership in Learning Program which involves unit participation in the Clay County's Adopt-A-School and Mentor Programs. Sixty percent of the full-time members work with potential drop-out students each week at Clay County Schools in an attempt to keep these young people in school. As a Partner in Education, the 202nd RED HORSE Squadron is actively involved in supporting Clay County School Projects; the unit supported Clay High School, Green Cove

Springs, Florida in support of their Annual Fishing Tournament, 17 September 1993, by providing tents for their booster club. The unit also supported Keystone Heights High School, Keystone Heights, Florida by setting up tents in support of their District Baseball Tournament held during 29 April 1994 through 9 May 1994, these tents were utilized for shelter and as a first-aid station. The unit then assisted the Clay County Public Library, Middleburg, Florida by assisting with their Florida Youth Program at Wilkinson Junior High School's Eagle Olympics on 20 May 1994. The unit provided several tents, which were utilized as a first-aid stand, waterbreak area, and an art exhibit. Unit members constructed a 10 ft x 12 ft sign for Wilkinson Junior High School, this sign displays the schools name and upcoming events.

Awards

The unit's awards program is aggressive and is designed to recognize those members of the unit who perform in an outstanding manner. The unit awarded 419 federal and 247 state awards to outstanding members of the 202nd RED HORSE Squadron. Of the 247 state awards, 165 of those were awarded to members of the unit who were activated by the State of Florida in support of Humanitarian projects. The 202nd RED HORSE Squadron was awarded the Air Force Outstanding Unit Award, 1st Oak Leaf Cluster, on 18 November 1993, and unit members received the Humanitarian Service Medal on 13 August 93.

**290TH
JOINT COMMUNICATIONS
SUPPORT SQUADRON
Major Paul N. Pacquette**

Personnel

Squadron manning at year-end reflected a current strength of 93%. The squadron is authorized 227 total personnel. There are 201 enlisted and 8 officers assigned.

Deployments

During the year, support was provided various exercises: "Operation Support Justice" at Detachment 4, assisting the 114th Communications Squadron; "Bold Standard 93" at Camp Blanding, Florida; local training exercise "Coconut Tree," simulating a full Special Operations Command deployment; a Joint Airborne Command Center/Command Post exercise "Dragon Team 94" at Fort Bragg, North Carolina; drug interdiction support to the Florida Department of Law Enforcement; assistance to the newly established 159th Weather Flight; a Joint Airborne Command Center/Command Post, Joint Staff-directed mission in support of the Joint Special Operations Command and the 82nd Airborne Division; Contingency United Nations Forces in Somalia II and Operation Restore Hope in Kenya; "Breezing Palmettos" in Orlando, Florida, assisting the 164th Air Defense Artillery; Exercise "Brutus" at Royal Air Force Brice Norton, England; Joint Readiness Exercise "Bright Star 94" in Egypt; assistance for the 125th Fighter Group Operational Readiness Exercise and Inspection; United States Special Operations Command-Atlantic, Joint Special Operations Task Force Headquarters Joint Readiness Exercise "Agile Provider 94" at Camp Lejeune, North Carolina; and Exercise "Grecian Firebolt 94" with the 53rd Signal Brigade at Camp Blanding, Florida.

Logistics/Resource Management

Logistics and Supply provided support for joint readiness exercises "Agile Provider 94" and "Grecian Firebolt 94," maintaining unit supply and Readiness Spares Package accounts. In addition, Readiness Spares Package fill rates increased from 87% to 98% and the unit implemented the Mobility Automated Inventory Tracking Systems which allow for greater accountability of all A, B, and C bag assets. Fiscal year 94 operations and maintenance funding was \$110,400.00.

New Equipment

Nomenclature	Quantity
463L Forklift	1
TA-1042 Tactical Phones	100
7 ½ Ton Tractor with 40-foot Trailer	1
UXC-7A Facsimile	2
COMSEC Maintenance Shelter (S-250)	1
COSMO Storage Shelters (TSC-122/188)	5
UYK-85A Computers/Printers	12
UYK-83 Computers	3
PRC-119A/SINCGARS Radios	2
PRC-104 Manpack Radios	2
PNV-560 Global Positioning Unit	2
URC-119 Pacer Bounce High Frequency Radio	1
AN/TSC-122 HF Radio System	1
AN/TSC-60(V)5/6 High Frequency Radio System	1
M-721 Mobilizers	2
MEP-006 Generators	2
M-1061E1 Trailers	1
HMMWV Vehicle for TSQ-188, LCM	1
STU-5A Adapters	24
3KW Generator Sets	4
Advance Data Controllers for Level 1 UHF Radio Systems	6
GRC-239 (Troop Satellite Support Radios)	8

Awards and Decorations

The unit received the National Guard Association of the United States Distinguished Mission Support Plaque. Master Sergeant Karin M. Porter, Staff Sergeant Vicki R. Winsor, and Senior Airman Ramon A. Perez-Rivera were selected as the Senior Noncommissioned Officer/Noncommissioned Officer/Airman of the Year for the Florida Air National Guard. Other individual awards included: 3 Meritorious Service Medals, 1 Joint Service Commendation Medal, 3 Joint

Service Achievement Medals, 7 Air Force Commendation Medals, 7 Air Force Achievement Medals, 75 Humanitarian Service Medals, 9 Kuwait Liberation Medals, 3 Florida Distinguished Service Medals, 9 Florida Commendation Medals, 71 Florida State Active Duty Ribbons, and 1 Excellence-In-Competition Badge.

Competitions

Several squadron members competed in various marksmanship matches during the year:

The 1993 Winston P. Wilson Match at Camp Robinson, Little Rock, Arkansas; 1994 Chief National Guard Bureau Smallbore Postal Pistol Championship, with Senior Master Sergeant Michael Roman, Technical Sergeant John W. L. Wright, Technical Sergeant Thomas Sullivan, and Staff Sergeant Thomas Rusiecki taking first place in Phase Two of the tournament; Florida National Guard Battle Focus Combat Matches at Camp Blanding, Florida, Technical Sergeant George Nieves awarded first place in the James A. Dowling Trophy Match (individual rifle), Technical Sergeant George Nieves, Technical Sergeant John W.L. Wright, Staff Sergeant James Duff, and Staff Sergeant James Rusiecki awarded second place in the Precision Combat Rifle, Senior Master Sergeant Michael Roman, Senior Master Sergeant Fred Prewitt, Master Sergeant Brian Moore, and Technical Sergeant Michael Antis awarded third place in the I. Thorde-Gray Combat Pistol Trophy Team Match.

Community Support

Several squadron members assisted the IBM Corporation's "Sincerely Santa" program by transporting toys to needy children. Squadron members continued to support the Southwest Florida Blood Bank by donating blood during Unit Training Assembly blood drives. The squadron sponsored its first ever Employer Support Day and golf tournament. The Noncommissioned Officers Academy Graduates Association provided a color guard to the Hispanic-American Celebration Luncheon, sponsored a mini Business and Industry Day, and sponsored the Indian River City Little

League. Numerous monetary donations were made to various charities by the Association. Several tours were given to other state Employer Support of the Guard and Reserve organizations coordinated through MacDill Air Force Base Public Affairs Office. The squadron supported the Faith Children's Home.

114TH COMBAT COMMUNICATIONS SQUADRON

Captain David H. Barnhart

Overview

The 114th Combat Communications Squadron, located at Patrick Air Force Base, Florida, is comprised of 6 officers and 76 enlisted personnel. Its mission is to provide tactical communications for a European aircraft beddown mission. The unit is equipped with HF, SHF, UHF, VHF communications gear, support vehicles, mobile generators, and life support for field operations. The 114th Combat Communications Squadron was presented the Air Force Outstanding Unit Award in January 1994.

Facilities

The squadron is located on Patrick Air Force Base, in a 11,000 square foot facility. Another 14,000 square foot has been validated by Air National Guard Readiness Center/Engineering and efforts are underway to adequately beddown the unit.

Deployments

The 114th finished its support of Support Justice IV in July 1993, the unit had rotated 24 personnel to provide satellite communications for ground based radar sites in South America. This mission is again being supported this spring with personnel deployed on two-week rotations.

In October 1993 the 114th Combat Communications Squadron was tasked to deploy to Ft. Monmouth, New Jersey to test video

teleconferencing through a tactical satellite communications terminal. This was a major test of the capabilities of the TCS-85B satellite communications terminal that had never been attempted before. The squadron has also supported other units within the state during their operational readiness inspections providing tactical power and communications.

Upcoming Events

The squadron has been going through a conversion since 1993, over half of the personnel must cross-train into other communications career fields to meet the new mission requirements. Also, the addition of five Space Launch Vehicle Operations Officers presents a completely unique mission to the Air National Guard and the State of Florida.

159TH WEATHER FLIGHT

Captain Perry L. Dunlap

Overview

The 159th Weather Flight is located at Camp Blanding Training Site, Starke Florida. The mission of the 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 units manning authorization consists of 3 officers and 15 enlisted positions. The unit is managed by one full-time Active Guard Reserve position.

Significant Events

Several members of the flight provided tactical weather support to the 202nd RED HORSE on Camp Blanding in support to their Operational Readiness Inspection from 3 - 8 December 1994. Additionally, during this same time, four members of the flight provided weather support to the 125th Fighter Group during their Operational Readiness Inspection at the Combat Readiness Training Center, Savannah, Georgia.

Facility renovations continued and several equipment items were received, greatly enhancing our training and support capabilities.

The 159th Weather Flight hosted the very successful 1994 Air National Guard Weather Flight Program Workshop from 26 - 29 April in St. Augustine, Florida. Many Weather Flight Commanders and Management Assistants, along with various key staff weather agencies within the Air National Guard and active duty components, gathered to discuss and address the future of the Air National Guard Weather Flight Program. The conference was highlighted by a visit from the Director of Weather, Brigadier General Kelly.

Immediately following this conference, four members of the flight provided weather support to Camp Blanding, 202nd Medical Group and the various agencies participating in Annual Training 94-1 (30 April - 14 May 94.)

June 11-25 marked the second Annual Training period in support of the 53rd Infantry Brigade (Separate), 419th Aviation Group, 199th Air Ambulance, Camp Blanding and several other units. Eight members of the flight participated in this exercise. All of the objectives were met and valuable training experiences were gained from this exercise.

Closing

Training, Quality Improvement, Community Relations, Recruiting, Professional Military Education and state Disaster Response continues to be our primary objectives. We feel our unit has progressed exceedingly well in the two short years of its existence. However, there is always room for continuous improvement.

ADVISORS

ARMY

Current Organization

The Senior Army Advisor Group Florida consists of the Senior Army Advisor (Colonel Arthur J. Keating), four officers, two senior noncommissioned officers and one civilian. Senior Army Advisor Group Florida members are assigned to Headquarters, Second U.S. Army for duty with the Florida Army National Guard. The Senior Army Advisor Group Florida is organized into the Office of the Senior Army Advisor, located at Headquarters, Department of Military Affairs, St. Augustine, and three advisor teams. The advisor teams are assigned to duty and located with Headquarters, 53rd Infantry Brigade (Tampa), Headquarters, 419th Aviation Group (Jacksonville) and Headquarters, 260th Military Intelligence Battalion (Miami).

Purpose and Mission

The Senior Army Advisor Group Florida purpose is to provide advice and assistance on current Army doctrine, policies, procedures and resources. The Senior Army Advisor Group Florida mission is to represent the Active Army in all Army National Guard matters under the purview of the Commander, Second U.S. 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 Advisor Group Florida mission essential tasks include: serve as military advisors; 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; advise the 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

Current Organization

The Florida Senior Air Force Advisor consists of a one-man detachment at the 125th Fighter Group, Jacksonville International Airport, Florida. The Senior Air Force Advisor, Lieutenant Colonel George Sherwood, is assigned to the intermediate gaining command (1st Air Force through the Southeast Air Defense Sector, Tyndall Air Force Base, Florida) and attached to the 125th Fighter Group.

Purpose and Mission

The purpose and mission of the Air Force Advisor is to represent and serve as a liaison to the active Air Force and advise the Florida National Guard and Air National Guard on United States Air Force philosophy, training, tactics, administration, and logistics. IAW ACCR 45-1, he acts as the personal representative of the commander of the intermediate gaining command and is primarily concerned with assisting the unit in attaining and maintaining the highest level of operational readiness. The advisor provides the link between the unit and the active force which serves to establish a closer affinity and identity with the regular force and the ability to integrate as part of the Total Force concept.

Mission Essential Tasks

The primary duty of the Air Force Advisor is to provide a direct liaison between the Air Reserve Component Units and the active duty Numbered Air Force and major command, Air Combat Command is the gaining major command for all Florida Air National Guard units. Key functions performed by the Air Force Advisor include communication, problem recognition, readiness,

realistic training, and maintaining an Air Combat Command presence at the assigned unit. Specific tasks vary with unit equipment, function, and unit commander, but normally include aiding the commander in preparation for inspections or other formal visits by active force inspection or assistance teams. In this function, he acts as the chief of the 125th Fighter Group Exercise Evaluation Team, scheduling and evaluating flying and non-flying exercises. In addition, he is required to maintain Mission Ready flying status with the 125th Fighter Group.

NATIONAL GUARD OFFICERS ASSOCIATION OF FLORIDA

The National Guard Officers Association of Florida (NGOA-FL) was organized in 1903 and conducted its 92nd Annual Conference this year in Orlando, Florida on 29-30 July 1994. These annual conferences have always been well attended with representatives present from all the Army and Air commands throughout Florida. Over 800 officers, spouses and guests, attended this year's conference which was held at The Clarion Plaza Hotel, Orlando, Florida.

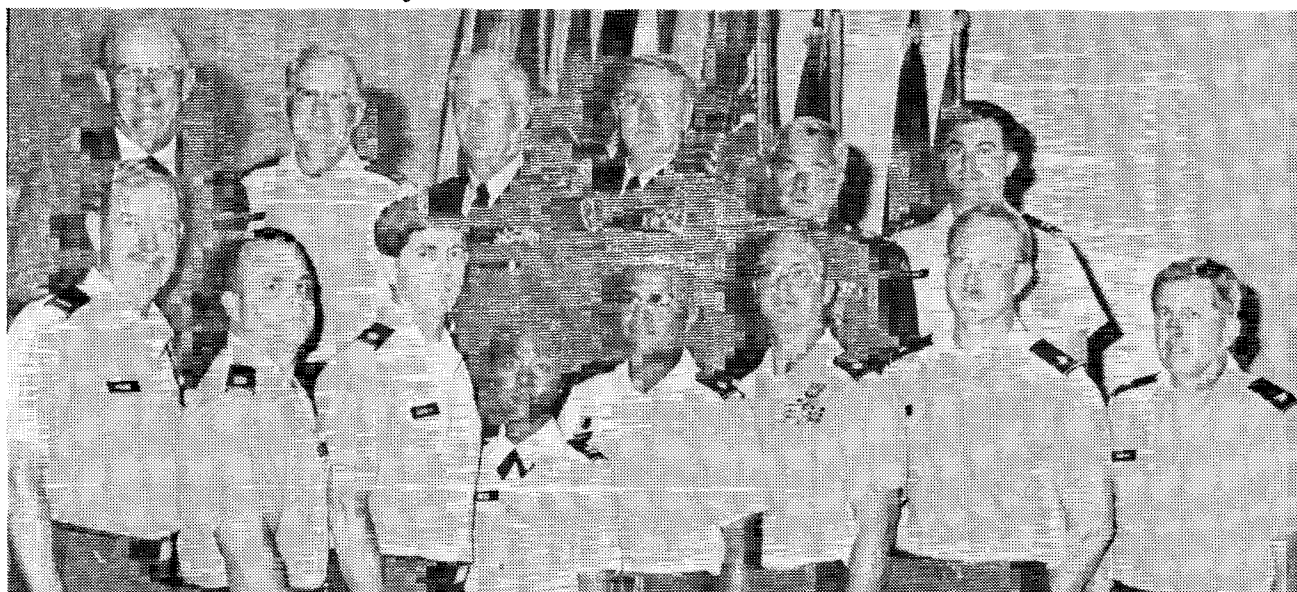
The Association is organized with a Constitution and Bylaws which provides for an Executive Council consisting of a President, President-Elect, Secretary, Treasurer, two Vice Presidents to represent the retirees, with one or more Executive Council members from each major command. The

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.

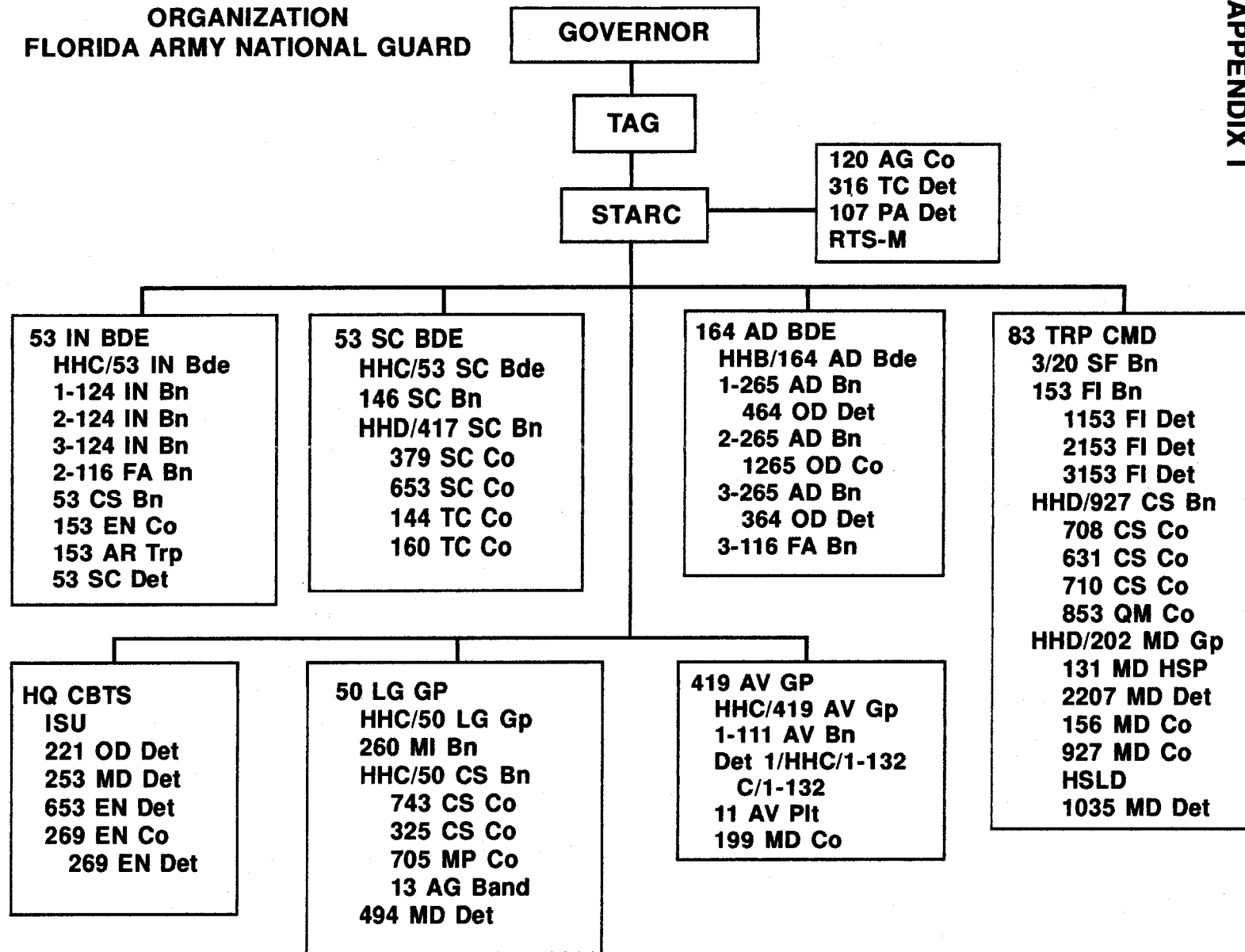
NGOA-FL adopted its main project some 17 years ago, a scholarship program for Florida Guard members, their spouses and children. Twenty-five thousand dollars was allocated this year and was awarded to 37 Guard members and dependents. This brings to a total 639 scholarships with a sum of \$332,550 in 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. 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 - First Row: CW4 William F. Young, CPT Carlos Santiago, LTC Billy Cosson, CPT Lillian Pitts, MAJ Horace S. Tucker, MAJ Hector Mirabile, MAJ John Smith, COL Steven Solomon. Second Row: COL (R) Karl Swindull, CW4 Johnsie McGuire, LTC Dan Reynolds, BG Douglas Burnett, LTC Cecil Cauley and CPT Lewis Hersey.

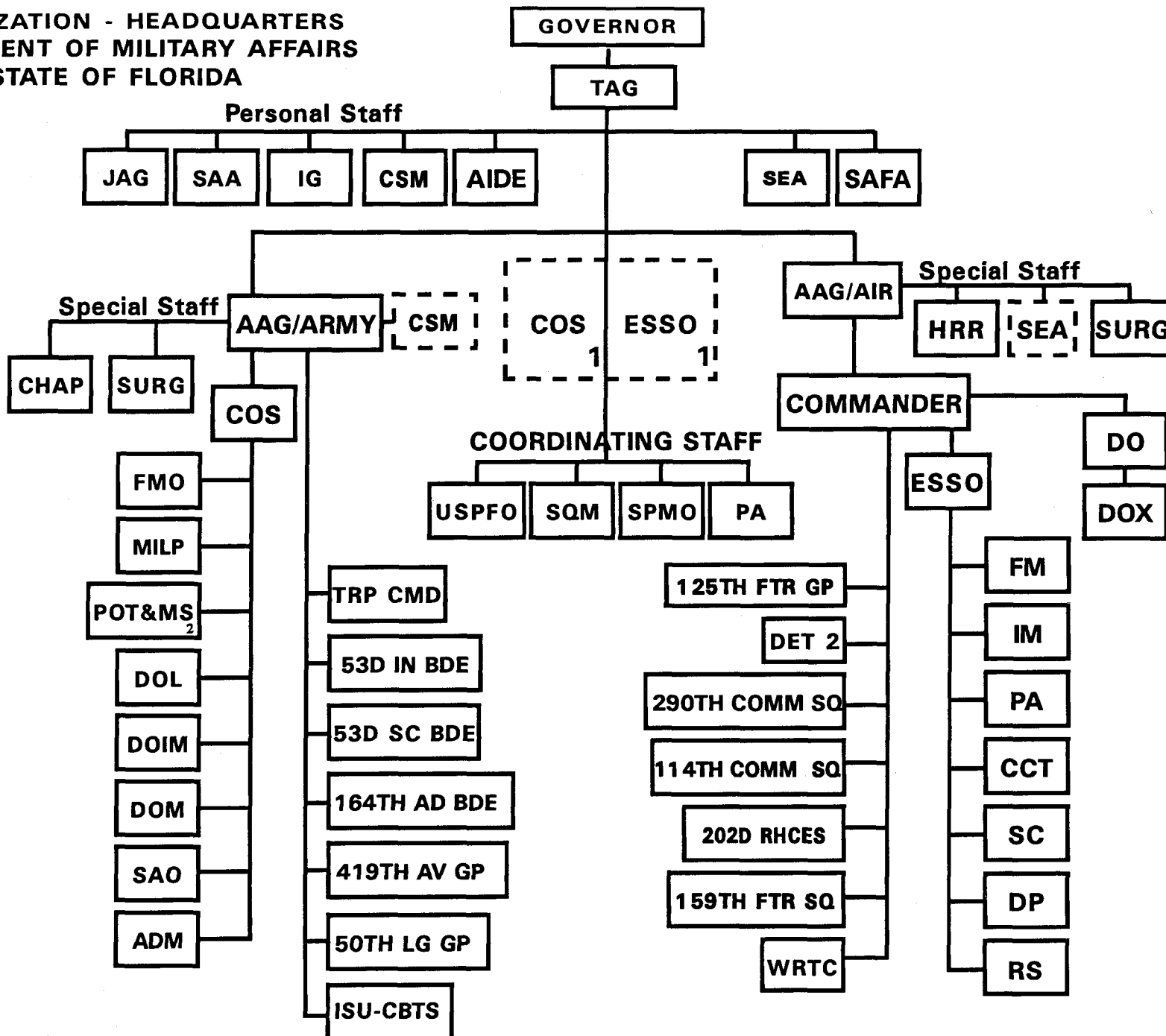
**ORGANIZATION
FLORIDA ARMY NATIONAL GUARD**



APPENDIX I

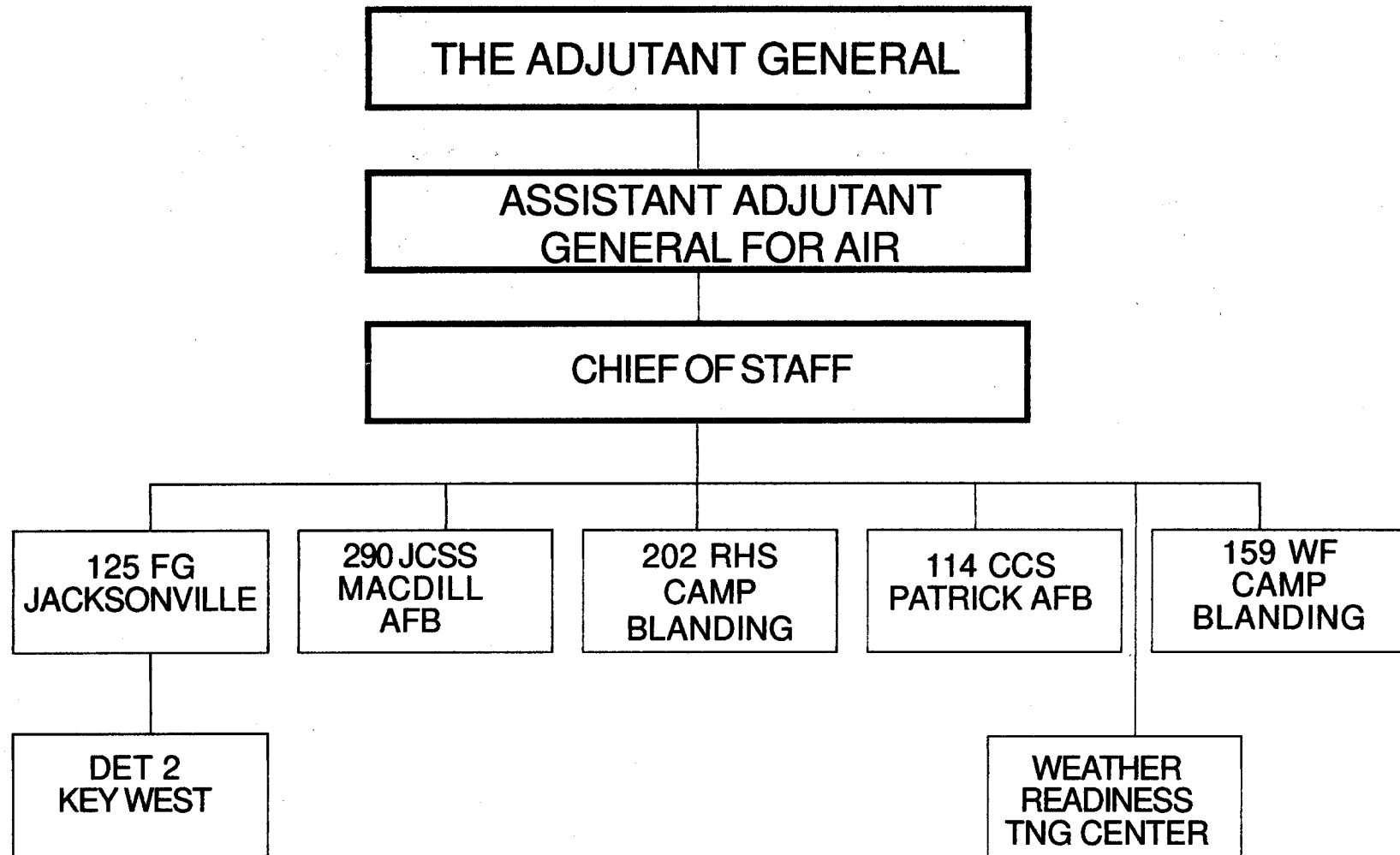
**ORGANIZATION - HEADQUARTERS
DEPARTMENT OF MILITARY AFFAIRS
STATE OF FLORIDA**

APPENDIX II



1. Coordinating staff coordinates with COS and/or ESO.
2. Conducts joint operations with FLANG and other services, including EOC operations.

COMMAND, CONTROL, AND SUPERVISION FLORIDA AIR NATIONAL GUARD



APPENDIX IV

ORGANIZATION - ARMORY BOARD

STATE OF FLORIDA

(As of 30 June 1994)

OFFICERS

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

MEMBERS

Brigadier General Richard G. Capps. Asst Adjutant General, FLARNG
Brigadier General Wallace M. Green, Jr. Asst Adjutant General, FLANG
Brigadier General Terry O. Ballard. Troop Command
Brigadier General John C. Bridges. 164th Air Defense Artillery Brigade
Brigadier General Spessard Boatright. 53rd Signal Brigade
Colonel Frederic J. Raymond. 53rd Infantry Brigade
Colonel Jerry L. Neff. Camp Blanding Training Site
Colonel Steven P. Solomon. 50th Area Support Group
Lieutenant Colonel James E. Akers. 419th Aviation Group
Lieutenant Colonel Craig R. McKinley. 125th Fighter Interceptor Group

APPENDIX V

EXPENDITURES - STATE FUNDS

FY 1993-1994

APPROPRIATED FUNDS

GENERAL ACTIVITIES

Sal, Ret & Social Security Matching	\$ 3,512,224
Other Personal Services	24,284
Expenses	3,211,108
Operating Capital Outlay	66,000
State Active Duty	21,155
TOTAL	\$ 6,834,771

ARMORY BOARD TRUST FUND

Sal, Ret & Social Security Matching	\$ 1,183,484
Expenses	157,298
TOTAL	\$ 1,340,782

CAMP BLANDING MANAGEMENT TRUST FUND

Sal, Ret & Social Security Matching	\$ 2,754,183
Other Personal Services	136,662
Expenses	875,076
Operating Capital Outlay	81,393
TOTAL	\$ 3,847,314

CAPITAL IMPROVEMENT PROGRAM **\$ 1,646,494**

TOTAL **\$13,669,361**

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	1,014,373	1.1
Arcadia S.C. Smith Armory 787 West Kelly Drive	1969	State	Deed	981,866	10.0
Avon Park 2500 US 27 South	1971	City	Lease	993,532	10.0
Avon Park Avon Park Bombing Range	1984	USAF	License	1,077,027	53.7
Bartow 2nd St. & Ave. D Bartow Municipal Airport	1974	City	Lease	1,199,607	9.0
Belle Glade 1185 S. Main St.	1957	City	Lease	859,441	4.7
Bonifay 308 W. North St.	1954	State	Deed	603,807	6.2
Bradenton Larry C. Bolyard Armory 2100 13th Ave. E.	1971	City	Lease	1,026,459	10.0
Brooksville 16386 Spring Hill Drive	1992	State	Deed	1,350,774	13.85
Camp Blanding Camp Albert H. Blanding	1939	State	Deed	27,712,767	70,379.76
Camp Blanding Camp Blanding Armory	1984	State	Deed	1,747,101	0.0
Chipley S. 7th St.	1958	State	Deed	1,368,532	2.74
Clearwater 706 N. Missouri Ave.	1954	State	Deed	1,734,413	3.1
Cocoa 308 N. Fiske Blvd.	1957	City	Lease	926,318	3.4
Crestview U.S. Hwy. 90 E.	1954	State	Deed	2,717,513	4.2
Crystal River 8551 W. Seven Rivers Dr.	1988	County	Lease	1,909,141	18.0
Dade City Live Oak & 5th St.	1955	State	Deed	958,508	1.37

APPENDIX VI
(continued)

Installation	Year Constructed	Ownership	Authority For Occupancy	Value of Buildings	Land Area (Acres)
Daytona Beach Armed Forces Reserve Center 405 S. Beach Street	1964	Federal	License	6,782,704	4.0
DeFuniak Springs N. Ninth St.	1955	State	Deed	1,941,969	1.45
DeLand 401 S. Alabama Ave.	1955	State	Deed	2,482,689	3.1
Eustis Paul V. Hudson Armory 605 S. Bay St.	1954	City	Lease	1,168,495	3.5
Fort Lauderdale 400 S.W. 24th St.	1953	County	Lease	3,591,051	5.8
Fort Myers 3405 Marion St.	1955	County	Lease	950,288	3.6
Fort Pierce 2805 Delaware Ave.	1958	City	Lease	1,159,555	5.0
Haines City 1107 Commerce Ave.	1976	City	Lease	1,297,155	8.3
Hialeah (T) 1405 Northwest 17th St.	1991	Federal	License	153,317 (*)	4.0
Hollywood 910 N Dixie Hwy.	1955	City	Lease	1,357,792	0.6
Homestead 667 N.E. 6th Ave.	1955	City	Lease	989,454	3.7
Jacksonville-ANG Base Jacksonville Int'l Airport	1968	Federal	License	7,023,544	154.68
Jacksonville-East Point (T) 3470 St. Johns Bluff Rd.	1991	Federal	License	133,750 (*)	1.5
Jacksonville-Trp Cmd (T) Cecil Field	1995	Federal	License	214,200 (*)	0.1
Jacksonville 6974 Wilson Blvd.	1958	State	Deed	2,321,436	10.0
Jacksonville 609 St Johns Bluff Rd.	1962	State	Deed	2,543,693	6.89
Jacksonville Army Aviation Support Facility #1 609 St. Johns Bluff Rd.	1969	City	Lease	2,812,555	47.26
Jacksonville Maxwell C. Snyder Armory 9900 Normandy Blvd.	1973	City	Lease	2,257,835	25.0

APPENDIX VI
(continued)

Installation	Year Constructed	Ownership	Authority For Occupancy	Value of Buildings	Land Area (Acres)
Lake City Robert B. Harkness Armory State Rd. 250	1959	State	Deed	3,226,923	6.8
Lakeland 4140 Drane Field Rd.	1974	City	Lease	1,500,817	10.0
Lakeland Army Aviation Support Facility #2 3600 Drane Field Rd.	1986	City	Lease	687,265	9.9
Lake Wales 435 S. Airport Road	1958	City	Lease	3,011,880	3.0
Leesburg 400 W. Meadows St.	1950	State	Deed	1,384,377	6.5
Live Oak Louie C. Wadsworth Armory State Hwy. 136	1959	State	Deed	2,212,000	8.5
Marianna U.S. Hwy. 90 W.	1958	State	Deed	2,455,731	5.0
Melbourne 475 John Rhodes Blvd.	1995	Federal	License	752,250	4.76
Miami Robert A. Ballard Armory 700 N.W. 28th St.	1980	State	Deed	3,570,490	5.7
North Miami 13250 N.W. 8th Ave.	1958	City	Lease	5,422,878	2.3
Ocala 900 S.W. 20th St.	1985	City	Lease	1,029,463	10.0
Orlando Richard L. Lewis Armory 2809 S. Fern Creek Ave.	1958	City	Lease	3,066,578	5.0
Orlando Naval Training Center	1990	Federal	License	800,000	6.5
Palatka 1301 Moseley Ave.	1958	City	Lease	1,253,212	1.6
Palmetto 1107 14th Ave. W.	1963	City	Lease	1,119,427	5.0
Panama City Hiram W. Sperry Armory 3121 N. Lisenby Ave.	1963	State	Deed	2,036,313	4.8
Pensacola 1300 W. Gregory St.	1958	State	Deed	1,211,352	2.9

APPENDIX VI
(continued)

Installation	Year Constructed	Ownership	Authority For Occupancy	Value of Buildings	Land Area (Acres)
Pensacola-Ellyson Field 9111 Copter Road	1983	County	Lease	1,304,250	3.21
Perry Forest Capital Armory 203 Park Drive	1982	County	Lease	1,624,745	5.18
Plant City 4004 Airport Rd.	1986	City	Lease	1,054,346	12.96
Quincy Alexander O. Shelfer, Jr. Armory Rt 3 Box 4480	1989	County	Lease	2,121,007	14.5
St. Augustine Mark W. Lance Armory 190 San Marco Ave.	1957	City	Lease	2,034,012	3.0
St. Augustine-State Arsenal St. Francis Barracks 82 Marine St.	1763	State	Deed	20,332,849	4.5
St. Augustine USPFO Office Building 189 Marine St.	1985	State	Lease	644,289	1.96
St. Augustine-Checchi House St. Francis St.	1983	State	Deed	526,316	.8
St. Augustine Robert F. Ensslin, Jr. Armory 2305 SR 207	1993	State	Deed	5,384,967	20.0
St. Petersburg Nonie W. Gable Armory 3601 38th Ave. S.	1958	State	Deed	2,641,394	6.0
Sanford 914 E. First St.	1938	State	Deed	1,071,469	2.4
Sarasota 2890 Ringling Blvd.	1957	State	Deed	2,261,796	2.7
Starke Randal F. Chitty Armory 720 Edwards Rd.	1967	State	Deed	1,060,238	12.0
Tallahassee Henry W. McMillian Armory 1225 Easterwood Drive	1975	County	Lease	1,917,186	19.5
Tampa Fort Homer W. Hesterly 500 N. Howard Ave.	1940	State	Deed	11,075,974	10.0

APPENDIX VI
(continued)

Installation	Year Constructed	Ownership	Authority For Occupancy	Value of Buildings	Land Area (Acres)
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	98,048 (*)	1.9
Wauchula (T) 122 S. 8th Ave.	1986	Federal	License	172,800 (*)	0.69
West Palm Beach Armed Forces Reserve Center 3193 Gun Club Rd.	1982	County	Lease	4,183,493	18.77
Winter Haven 565 Avenue C, S.E.	1936	City	Lease	1,715,982	3.3

(T)= Temporary Facility

(*)= Annual Lease cost

APPENDIX VII

DEPARTMENT OF MILITARY AFFAIRS

FISCAL DATA - STATE FUNDS

	Disbursement of Funds FY 92-93	Disbursement of Funds FY 93-94	Approved Budget FY 94-95
GENERAL REVENUE APPROPRIATIONS			
Sal, Ret & Social Security Matching	\$3,440,918	\$3,512,224	\$3,644,369
Other Personal Services	24,284	24,284	200,000
Expenses	3,268,402	3,211,108	3,466,058
Operating Capital Outlay	0	66,000	155,000
TOTAL GENERAL REVENUE	<u>\$6,817,604</u>	<u>\$6,813,616</u>	<u>\$7,465,427</u>
CAMP BLANDING MANAGEMENT TRUST FUND			
Sal, Ret & Social Security Matching	\$2,706,621	\$2,754,183	\$2,495,609
Other Personal Services	136,662	136,662	81,295
Expenses	842,256	875,076	888,339
Operating Capital Outlay	196,293	81,393	0
TOTAL CAMP BLANDING MANAGEMENT TRUST FUND	<u>\$3,881,832</u>	<u>\$3,847,314</u>	<u>\$3,465,243</u>
ARMORY BOARD TRUST FUND			
Sal, Ret & Social Security Matching	\$1,131,947	\$1,183,484	\$1,327,241
Expenses	161,331	157,298	157,298
Operating Capital Outlay	0	0	0
TOTAL ARMORY BOARD TRUST FUND	<u>\$1,293,278</u>	<u>\$1,340,782</u>	<u>\$1,484,539</u>
EMERGENCY MILITARY OPERATIONS			
State Active Duty	\$34,000,000	\$0	\$582,138
TOTAL OPERATIONS	<u>\$34,000,000</u>	<u>\$0</u>	<u>\$12,997,347</u>
CAPITAL IMPROVEMENT PROGRAM			
	\$0	\$1,646,494	\$400,000
TOTAL CAPITAL IMPROVEMENT PROGRAM	<u>\$0</u>	<u>\$1,646,494</u>	<u>\$400,000</u>
TOTAL GENERAL & SPECIAL REVENUE FUNDS	<u>\$45,992,714</u>	<u>\$13,648,206</u>	<u>\$13,397,347</u>

Disbursements of funds includes certified forward expenditures.

APPENDIX VIII

EMPLOYEE ALLOCATION DEPARTMENT OF MILITARY AFFAIRS

	Uniformed		Non-Uniformed	
	Military Personnel		Civilian Personnel	
	State Pd	Fed Pd	State Pd	Fed Pd
Adjutant General's Office-St. Augustine				
Headquarters	5	6	5	4
Office of Inspector General (IG)		5		1
Directorate of Administration	2		9	
Directorate of Installations (SQM)	8		30	
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 (USFPO)		60	2	31
State Aviation Office		7		1
Facility Management Office	4	6	17	
Headquarters, Florida Air National Guard	1	3	1	1
Support Personnel Management Office		17		7
Recruiting & Retention Office		83		
Directorate of Information Management		7	3	2
Jacksonville-Lakeland				
Air National Guard Base - 125th FIG, IAP	20	320	15	2
Army Aviation Support Facility, #1 and #2		105	2	2
Camp Blanding				
Mobilization & Training Equipment Site (MATES)		22		1
Camp Maintenance & Forestry			59	
Camp Site Supervisor		32	19	4
Camp Security	11			
Combined Support Maintenance Shop (CSMS)		89	2	4
National Guard Property Warehouse		18	1	
202nd Engineer Squadron		30	2	
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	<u>53</u>	<u>1681</u>	<u>189</u>	<u>75</u>

APPENDIX IX

ANNUAL ASSISTANCE FROM LOCAL GOVERNMENTS AS OF 30 JUNE 1994

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 City	Duval	4,702		WTR-ELEC	4,702
JAX-Craig Field City	Duval	5,000		WTR-ELEC	5,000
JAX-Snyder City	Duval	4,702		WTR-ELEC	4,702
North Miami	Dade	5,400	1,973	M&R	7,373
Orlando	Orange		1,200	M&R	1,200
Plant City	Hillsborough		3,160	M&R	3,160
Sarasota	Sarasota		3,600	M&R	3,600
Tampa	Hillsborough		8,840	M&R	8,840
TOTAL		<u>34,228</u>	<u>21,773</u>		<u>56,001</u>

APPENDIX X

FLORIDA ARMY NATIONAL GUARD PROJECTS UNDER CONSTRUCTION OR DESIGN 30 JUNE 1994

LOCATION	STATUS	PROGRAM COST
AGENCY WIDE (100% State Funded)		
Armory Range Hoods	50% Complete	208,000.00
Fire Safety Def. / Code Compl.	35% Complete	100,000.00
Roof Inspection / Repair	35% Complete	322,000.00
Undergr. Tank Removal / Testing	25% Complete	208,000.00
EMERGENCY REPAIR - HURRICANE ANDREW		
Homestead Armory	Est. Armory Replacement	3,010,000.00
North Miami Armory - Roof Repl.	Under Construction	156,877.00
CAMP BLANDING TRAINING SITE		
Armory Expansion	5% Designed	2,443,000.00
Aviation Fuel Facility	Project Complete	351,187.00
Bachelor Officer Quarters	95% Designed - to be bid prior to 30 Sep.	958,000.00
Collective Tng. Fac. (MOUT-CTF)	50% Complete	2,700,263.00
Light Anti-Armor Weapons Rg (LAW)	Project Complete	575,073.00
Mout Assault Course (MAC)	Project Complete	993,457
Solid Rocket Motor Upgrade (SRMU)		
Storage Facility (Spacefort FL)	Project Being Developed	15,000,000.00
Vehicle Wash Platforms	Project Complete	322,000.00
JACKSONVILLE		
Cedar Hills Armory Expansion	35% Designed	2,886,327.00
Craig Field Armory Expansion	10% Designed	2,725,056.00
Craig Field - OMS	75% Designed	303,939.00
Snyder Armory Expansion	10% Designed	4,793,365.00
LAKELAND		
Army Aviation Support Facility #2	10% Designed	171,111.00
MIRAMAR (SNAKE CREEK) ARMORY		
	Under Design	7,747,884.00
NORTH PORT ARMORY		
	Project Cancelled- Unit Deactivated	-0-

APPENDIX X
(continued)

LOCATION	STATUS	COST
ST. AUGUSTINE		
C-12 Hanger	Project Complete	396,335.00
TALLAHASSEE ARMORY EXPANSION	Project Complete	1,777,734.00
TAMPA ARMORY REHABILITATION	10% Designed	5,134,820.00
TEMPLE TERRACE ARMORY	20% Designed	3,646,963.00
WACHULA ARMORY	25% Complete	1,833,930.00
TOTAL		<u>\$62,019,126.00</u>

APPENDIX XI

EXPENDITURES, FEDERAL FUNDS

FLORIDA ARMY NATIONAL GUARD

Annual Training Pay & Allowance	\$ 10,071,800
Inactive Duty Training	29,923,468
Civilian Technicians	24,036,500
Active Guard/Reserve (AGR Support)	22,500,000
Bonus Payments	846,614
Student Loans	114,630
Army Advisor Staff	44,000
Subsistence IDT & AT	1,534,000
Uniforms and Accessories	1,514,200
Service Schools	4,677,900
Special Training	2,238,150
Travel Military and Civilian	1,461,290
Special Operations Forces	771,600
Drug Interdiction - Drug Reduction - Drug Prevention	6,355,100
Installation Training Site Support	2,336,500
Unit Equipment	1,920,700
Repair Parts	9,225,900
Fuel & Pol	1,376,500
Misc Supplies/Services	853,150
Incapacitation & Medical Care	769,000
Environmental Compliance Activities	1,418,900
GSA Vehicle Leasing	843,600
Army Community of Excellence Award (ACOE)	55,000
Family Support Programs	29,200
TOTAL FLORIDA ARMY NATIONAL GUARD	\$124,917,702

APPENDIX XI
(continued)

FLORIDA AIR NATIONAL GUARD

PAYROLLS

Civilian Payrolls	12,725,000
Traditional Guardsman	8,982,000
Active Guard/Reserve (AGR) Payroll	4,847,400

TOTAL PAYROLL **26,554,400**

TRAVEL AND PER DIEM COSTS

Civilian Technicians and AGR	520,000
Annual Training	250,000
School Training	150,000
Special Training	185,000

TOTAL TRAVEL AND PER DIEM **1,105,000**

PROCUREMENT OF SERVICES

Other Contractual Services	1,380,900
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PROCUREMENT OF SUPPLIES AND OPERATING EQUIPMENT

Operating Supplies	1,800,000
Repairable Support Supplies/Equipment	4,800,000
Operating Equipment	350,000
Military Clothing	87,000
UTA Subsistence	54,200
Aviation Fuels (Direct Flying Use)	3,064,800

TOTAL SUPPLIES AND EQUIPMENT **10,156,000**

SERVICE CONTRACTS WITH STATE OF FLORIDA

Operations & Maintenance Cooperative Agreement	1,460,200
Security Agreement	219,100

TOTAL SERVICE CONTRACTS **1,679,300**

REPAIR AND MAINTENANCE OF FACILITIES

Real Property Maintenance	180,000
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TOTAL FLORIDA AIR NATIONAL GUARD **41,055,600**

TOTAL FLORIDA ARMY & AIR NATIONAL GUARD **\$165,973,302**

APPENDIX XII

TRAINING RANGES CAMP BLANDING, FLORIDA

TYPE	NUMBER	TOTAL FIRING POINTS
Rifle, 25 meter Zero	5	202
Automated Record Fire	1	16
Automated Record Night Fire	1	16
Automatic Rifle Marksmanship	1	16
Automated Field Fire	1	16
M16 Record Fire	1	16
Known Distance Rifle 100yd-600yd	2	80
Sniper Training Fire 7.62	4	90*
Pistol Cal. .38 & .45		
Pistol Cal. .38 & .45 (Match)	1	50
Pistol Cal. .38 & .45 (Pop-up)	1	15
M60 / SAW MG (Qualification)	1	10*
M60 / SAW MG (Familiarization)	4	25*
MG Cal .50 (Qualification)	1	10
MG Cal .50 (Familiarization)	4	25*
Multipurpose Range (includes)	1	
(106mm RR/90mm RR)		6
(Artillery Direct Fire Range 105mm only)		2
(165mm CEV)		5
(ADA (20mm / 40mm) Admin / TAC)		21/9
(Aerial Gunnery M60, 20mm, 30mm)		4
(TOW inert)		6
(Dragon Live Fire)		6
Rappelling Tower	1	NA
Fixed Wing Target (AC 130 approved)	1	2 Approaches
Helicopter LZ's IP approved	60	NA
Weaponer	2	2
CALFEX (w/automated targets)	1	NA
Gas Chamber	1	NA
Hand to Hand Combat Course	1	NA*
Camouflage Training Area	28	1*
Bridging Areas	3	NA*
Mine Warfare Training Area	2	NA*
Field Fortification Area	1	NA*
Wheeled Vehicle Course	1	NA
Tracked Vehicle Course	2	NA*
NBC Proficiency Area	1	NA
Water Supply Training Area	2	NA
Amphibious Training Area	2	NA
Ground Combat Training Area	28	NA
Air Assault Landing Strips	2	NA
Compass Course	3	NA
Observation Post - Man Made	5	NA
Confidence Course	1	NA
FARRPS	2	NA
Mortar 60mm, 81mm, 4.2 Tactical Range	1	40

APPENDIX XII

(continued)

TYPE	NUMBER	TOTAL FIRING POINTS
Company Live Fire Course (Defensive) (2000m)	1	NA
Infantry Squad Battle Course	18	NA
Infantry Platoon Battle Course	18	NA
M-203	2	4 Per Range
MK-19 40mm Target Practice	2	15*
LAW (HE and Subcal - 106RR & 90RR)	2	14*
Antiarmor Tracking	2	19*
Demolition	2	NA
Demolition, Booby Trap, Land Mine Area	2	4*
Flash & Flame Thrower Area	3	3*
Radio Con Aerial Target Site	2	NA
TOW / DRAGON (Tracking only)	1	20/30
Drop Zones, Personnel	5	NA
Drop Zones, Equipment	2	NA*
Medium and Heavy Equipment Training Areas	28	NA
Harmonization (Helicopter)	1	6
Obstacle Course	1	NA*
Little Obstacle Course	1	NA
Leadership Reaction Course	1	NA*
Water Confidence Course	1	NA
Signal Communication Towers	5	NA
Vehicle Recover Area	1	NA
Squad Live Fire (Movement to Contact) Defense	4	Squad
EOD Disposal Area	1	NA
Platoon Daylight Defense	3	NA
Platoon Defense Against Aircraft	5	NA*
Hand Grenade Non - Live Fire	1	5
Hand Grenade Live Fire	1	4 Bays
Hand Grenade Assault Qualification	2	12*
Artillery Range (105, 155, 8")	1	38
Recreational, Pistol & Rifle & Shotgun	1	4
Permanent Lane Training - Live Fire Lanes (MILES, CS CSS Lanes)	8	8
Crew Combat Range (Inert Tow, .50 cal, 20mm)	1	12
Tank Gunnery:		
Table I	1	NA
Table II	1	NA
Table III	1	NA
Table IV	1	NA
Table V	1	NA
Table VI	1	NA
MOUT Assault Course and Grenade House	1	5
Military Operations on Urbanized Terrain (MOUT)	1	16 Buildings
MOUT Collective Training Facility w/sewer Trainer	1	1 Building
Multipurpose Training Range (MPTR)	2	NA

NOTE: * Denotes duplicate use of an existing range or training area