

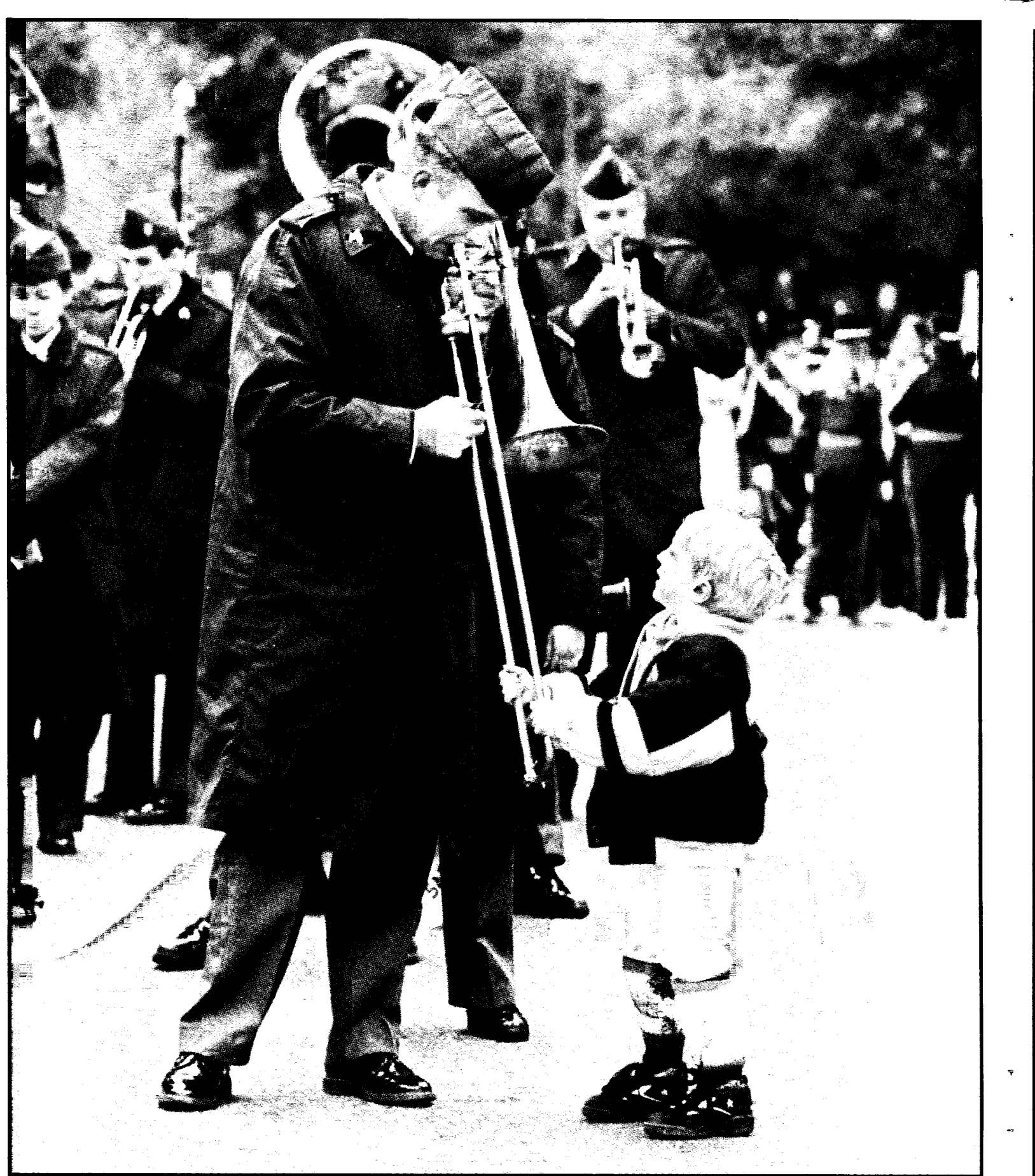
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Department of Military
Florida National Guard
Accountant General's Report
Fiscal Year 1995



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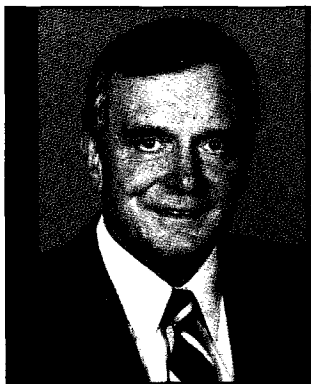
Front cover: Florida Guardsman Pvt. 1st Class Michael Glaze lifts one-year-old Keyon Mosley from the back of a 2 1/2 ton truck into the arms of his mother Victoria Henderson. Glaze had transported the family from their flooded home in Blountstown to a Red Cross shelter during Operation Alberto in the Florida Panhandle. *Photo by the Tallahassee Democrat.*

Inside cover: Before the parade celebrating Gov. Lawton Chiles' inauguration, Chris Coulter, 4, gets a quick lesson in trombone playing from Sgt. Seth Innes of the Florida National Guard's 13th Army Band. *Photo by the St. Petersburg Times.*

The nation's oldest militia tradition

March 1, 1996

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



Gov. Lawton Chiles

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, 1994 through June 30, 1995.

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. The fiscal year began with service in support of the World Cup Soccer tournament. It continued with state active duty in six hurricanes and a flood watch including Alberto, Gordon and Allison.

Troops were also summoned to support six law enforcement operations as well as the Summit of the Americas. Combined, the various operations totaled 126 days and almost 15,000 mandays.

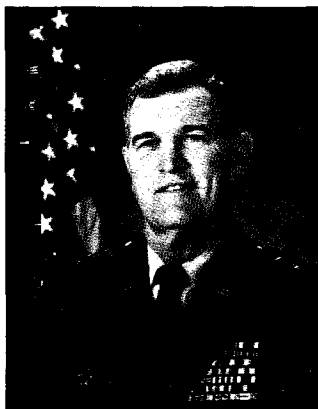
Current planning and execution continues for the downsizing of the force as directed by Department of Defense and the Bottom Up Review.

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 state active duty or from the President of the United States, should the need arise.

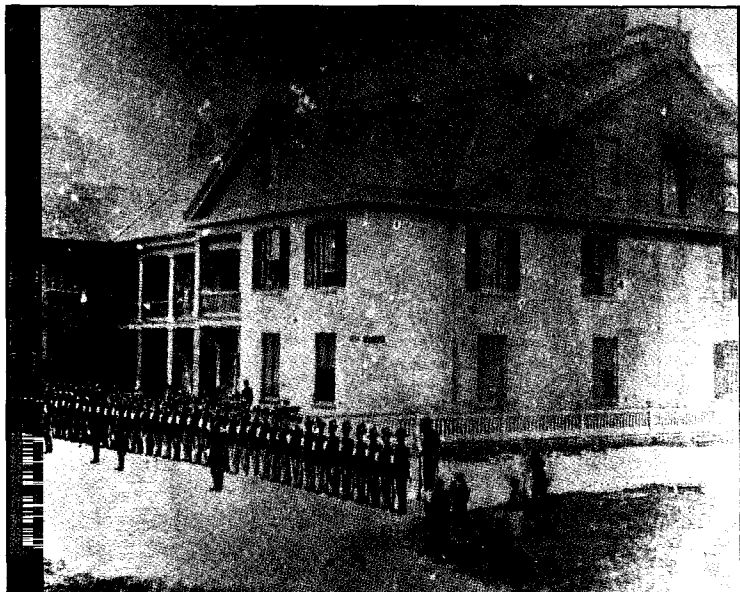
Thank you for your continued support of the Department of Military Affairs and the Florida National Guard throughout this past fiscal year. We look forward to a continuation of that support in the future.

Respectfully yours,

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



Maj. Gen. Ronald O. Harrison



Early muster at St. Francis Barracks in St. Augustine.

Two missions, one standard of excellence



Florida Air Guardsman works with students in the Starbase program.

Today's Guardsman, always ready.



Members of the Florida National Guard's elite 20th Special Forces Group.



Front cover: Florida Guardsman Pvt. 1st Class Michael Glaze lifts one-year-old mother Victoria Henderson. Glaze had transported the family from their flooded home in the Florida Panhandle. *Photo by the Tallahassee Democrat.*
 Inside cover: Before the parade celebrating Gov. Lawton Chiles' inauguration, members of the Florida National Guard's 13th Army Band. *Photo by the St. Petersburg Times.*

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The Florida National Guard, four centuries of tradition

The Florida National Guard traces its heritage back to 1565, the year the Spanish founded St. Augustine. Florida's Militiamen have defended their communities for over 430 years, making the Florida National Guard the oldest militia tradition in the United States.

St. Augustine's St. Francis Barracks has served as the headquarters for the Florida National Guard and the Department of Military Affairs since 1907. Originally built in 1588 as a Franciscan friary, the building has served as a military barracks for British, Spanish and American troops.

Since the Civil War, Florida's citizen-soldiers served in the war with Spain, on the Mexican border, in all the great battles of the American Expeditionary and with the Triple Entente forces in France. During World War II, Florida Guard units served in Alaska and in the Southwest Pacific. They fought in all the major battles on land and in the air. Florida Guardsmen fought in wars in Korea, Vietnam and Southwest Asia.

The 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 Florida Statutes. The National Guard of the United States is provided for by Title 32, U. S. 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.

Units of the Florida Guard have a dual state and federal mission:

* 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.

* A federal mission, as a reserve component of the Army and Air Force of the United States, to provide trained and qualified individuals and units 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 Adjutant General has an additional federal mission to direct and coordinate the pre-attack planning and post-attack operations of all military forces made available within the state to support civil authorities engaged in providing for survival of people and continuity of government in a nuclear environment.

The 13,389 men and women of today's Florida National Guard are prepared and motivated to carry on their rich history of service to the state and nation. To accomplish this, the Florida Guard must train and be prepared for these demanding and complex state and federal missions.

During the fiscal year covered in this report (July 1, 1994 - June 30, 1995) Florida guardsmen were called to state active duty seven times including extensive service in Florida's panhandle after Tropical Storm Alberto and after Hurricane Allison.

The Florida Guard also continued ongoing programs to support the state's counterdrug efforts and expanded its Drug Demand Reduction Program in the state's schools and neighborhoods.

Florida Army National Guard units/individuals participated in exercises in four foreign countries during Fiscal Year 1995. 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.

The nation's oldest militia tradition



Early muster at St. Francis Barracks in St. Augustine.

Two missions, one standard of excellence



Florida Air Guardsman works with students in the Starbase program.

Today's Guardsman, always ready.



Members of the Florida National Guard's elite 20th Special Forces Group.



Storms, floods, crisis kept Florida Guard busy in Fiscal 1995

Under the provisions of Chapter 250, Florida Statutes, Florida National Guard personnel and equipment were called to State Active Duty to conduct Military Support to Civil Authorities operations, in support of state and local authorities, during Fiscal Year 1995, as follows:

9 June - 6 July 1994 (World Cup Soccer) The Florida National Guard assisted the City of Orlando with supporting World Cup Soccer activities. During the period of activation the City of Orlando hosted five World Cup soccer matches which brought people from around the world to the city. The Florida National Guard provided aviation support to law enforcement and water trailers for staging areas.

2-27 July 1994 (Operation Alberto) The Florida National Guard assisted the State of Florida with responding to Tropical Storm Alberto and the subsequent flooding that followed the storm. The Florida National Guard supported three Rapid Impact Assessment Teams, assisted with local shelter operations, assisted with evacuation of flood victims, established and operated two logistical bases, conducted search and rescue operations, transported materials and supplies, provided potable water, conducted aerial observation and assessment operations, and established eight comfort centers and/or food distribution centers.

18-20 Aug. 1994 (Operation Distant Shore) The Florida National Guard assisted the State of Florida with responding to the Mass Immigration Emergency that occurred due to the enormous influx of Cuban refugees to the state. The Florida National Guard prepared to implement its responsibilities, to establish and maintain Temporary Staging Facilities, as outlined in the state's Mass Immigration Emergency Plan. Due to the timely response by the federal government the state plan was not implemented.



Guardsmen prepare for a search and rescue mission during floods after Tropical Storm Alberto.

3-6 Oct. 1994 (Operation TD-10) The Florida National Guard assisted the State of Florida with responding to Tropical Depression 10. The Florida National Guard provided aviation support to conduct assessment operations and cargo vehicles to support recovery operations.

16-18 and 25-26 Nov. 1994 (Operation Gordon)

The Florida National Guard assisted the State of Florida with responding to Tropical Storm Gordon. In support of the operation the Florida National Guard provided cargo vehicles and water trailers to support recovery operations.



Florida Guardsmen set up a tent city for residents left homeless by the floods in the Florida panhandle. The Guardsmen, many of whom lived in the area impacted by the storms, were the first emergency workers in the state to begin relief operations in the town of Carryville.

1 Nov. - 15 Dec. 1994 (Summit of the Americas) The Florida National Guard assisted the State of Florida, U.S. State Department, and Federal Bureau of Investigation with supporting the Summit of the Americas. During the period of activation, the State of Florida hosted, in Miami, the Summit of the Americas; a meeting of the democratically elected leaders of the nations of the Western Hemisphere. The Florida National Guard provided drivers for dignitaries, a standby security force, and maintenance personnel for FBI surveillance aircraft.

17-21 Jan. 1995 (Operation Belle-Glade Escape) The Florida National Guard assisted state and local law enforcement agencies with searching for five escaped felons who broke out of the Belle-Glade State Correctional Institute. The Florida National Guard provided tactical vehicles to assist with search activities.

29-30 Jan. 1995 (Operation Ocala Search) The Florida National Guard assisted state and local law enforcement agencies with searching for two lost children, ages 3 and 6, who disappeared in the Ocala Forest. The Florida National Guard provided tactical vehicles to assist with search activities.

2-3 May 1995 (Assessment-95) The Florida National Guard conducted the second annual Rapid Impact Assessment Team exercise at Camp Blanding Florida. The two-day exercise trained team members from selected state agencies and the Florida National Guard on their duties and responsibilities pertaining to rapid impact assessment team operations.

10-11 May 1995 (Operation Flood Watch) The Florida National Guard assisted the State of Florida with preparing to respond to flooding in the western panhandle, that occurred due to a severe weather system that had stalled over the area. The situation never escalated to the point that Florida National Guard assistance was required.

4-6 June 1995 (Operation Allison) The Florida National Guard assisted the State of Florida with responding to Hurricane Allison. The Florida National Guard supported three Rapid Impact Assessment Teams.



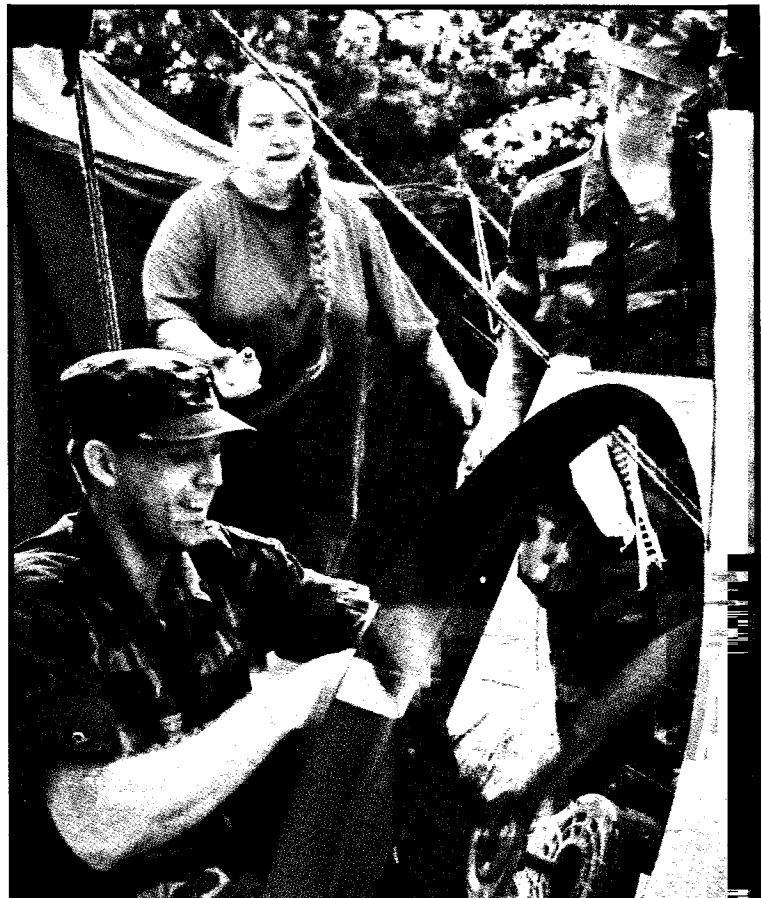
Florida Guardsmen work with local authorities during relief operations in the Florida panhandle after Tropical Storm Alberto caused major flooding.



Panhandle Guardsmen help deliver essential goods to flood victims.

7 June 1995 (Operation Look Down) The Florida National Guard assisted state and local officials with searching for a missing plane that was believed to have crashed in a wooded area near the Gainesville Airport. The Florida National Guard provided aviation support to assist with search activities.

24-25 June 1995 (Operation H2O) The Florida National Guard assisted the State of Florida with responding to flooding in Southwestern Florida. The Florida National Guard provided cargo vehicles to transport and distribute potable water.



A Florida Guardsman helps set up a fan for residents living in a tent city near Carryville after flooding forced them from their homes.



Joint Readiness Center highlights '95 training year

Fort Polk's JRTC

More than 4,500 Florida Guardsmen participated during Fiscal Year 1995 in the first ever successful Joint Readiness Training Center (JRTC) rotation of a National Guard Enhanced Readiness Brigade.

Members of the 53rd Infantry Brigade, the 3rd Battalion 20th Special Forces Group, the 50th Area Support Group, the 419th Aviation Group and other units joined active duty forces from three branches of service as part of a task force that was tested at Fort Polk's JRTC Light Infantry Low Intensity Conflict Scenario.

JRTC tested the combat, combat support, and combat service support readiness during continuous operations. The JRTC isolated the units in a combat environment against an aggressive opposing force for 13 intense days. The JRTC scenario also tested the units' Military Support to Civil Authorities (MSCA) preparedness. The lessons learned from the JRTC rotation will assist the Florida Guard for years to come. Short of real world combat, JRTC was the ultimate combat readiness test.

Foreign Training

Florida Army National Guard units/individuals participated in exercises in four foreign countries during fiscal year 1995. This training was particularly beneficial as it placed units and personnel in the actual areas they will occupy upon mobilization, working with their wartime gaining commands.

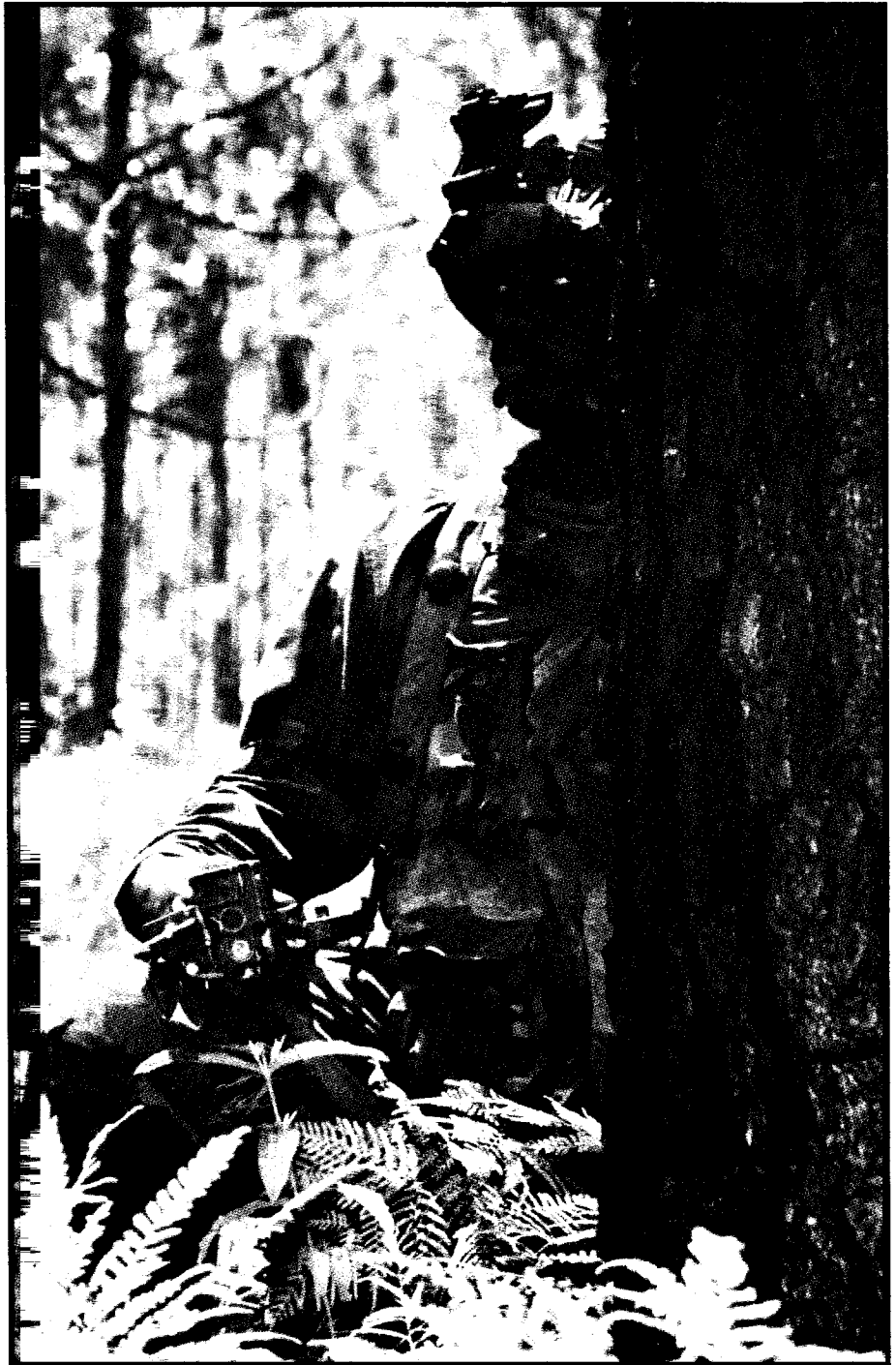
The 710th Service Company of Starke, deployed to Kaiserslautern, Federal Republic of Germany to participate in RETROEUR, a program to redistribute excess military equipment.

Approximately 80 soldiers from State Area Command (-) in St. Augustine participated in Exercise Southern Strike, a mobilization exercise with the Royal Canadian Infantry Regiment in preparation for their support of the JRTC rotation.

The 164th Air Defense Artillery Brigade (ADA) from Orlando participated in two overseas deployments training; Exercise Atlantic Resolve in Germany and Brite Star in Egypt.

Roving Sands/Atlantic Resolve

Members of the 164th ADA Brigade and its subordinate battalions participated in four Forces Command sponsored service exercises, two U.S. Air Force exercises and conducted a major joint service Command Post Exercise during Annual Training 1995.



A Florida Guardsman from the 53rd Infantry Brigade on patrol during training at Fort Polk's Joint Readiness Training Center.

The 2nd Battalion 265th ADA deployed by rail to Texas for Exercise Roving Sands and completed the collective phase of the unit's Operational Readiness Exercise which was concluded in August with the unit being certified as a ready deployable entity.

Call Forward

The 202nd Medical Group, 153rd Finance Battalion and its three detachments participated in CALL FORWARD at Ft. Stewart, GA. This was an exercise designed to test unit and mobilization station readiness. During the exercise the units processed over 5,000 finance records.



Florida Army National Guard UH-60 Blackhawk helicopters support combat training at Camp Blanding Training Site near Starke.



Special Forces Florida Guardsman in camouflaged clothing used for counter-drug operations and other tactical training.



Florida Guardsmen in combat training at Camp Blanding.



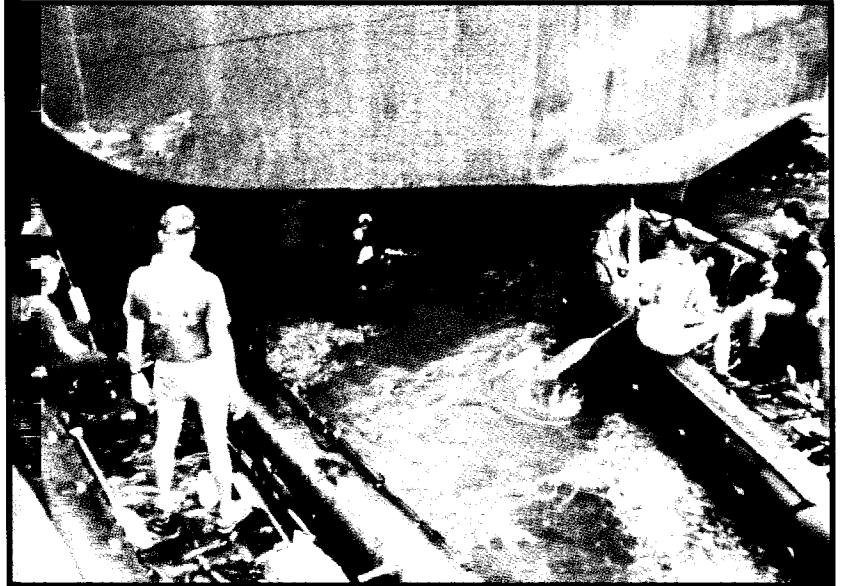
Guardsmen of the 164th Air Defense Artillery Brigade participate in Chapparral live fire exercises at Fort Stewart, GA.



Florida Guard helps fight state's illegal drug supply

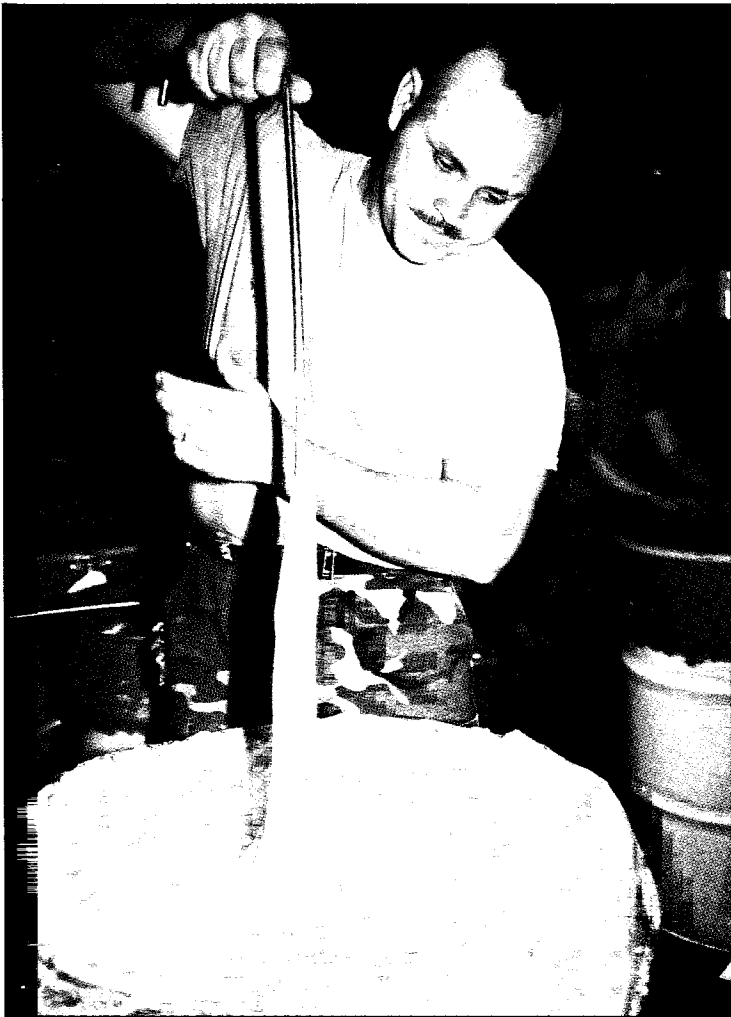
The Florida Guard has had continued success with providing military personnel and equipment to federal, state, and local law enforcement agencies in the battle against drugs. This year the drug testing and drug demand reduction operations were combined with the drug interdiction program. The result is a comprehensive program that focuses on the three distinct aspects of counterdrug support. The Alcohol and Drug Abuse Prevention and Control Program focus is on internal testing of the Guard with the message of zero tolerance. The Drug Demand Reduction Program supports the existing coalitions throughout Florida in drug awareness and education initiatives. The Drug Interdiction Program continues to be the focus of Congress with continued funding and expanded mission support.

In Fiscal Year 1995 the Florida Guard Counterdrug Program expanded support with the addition of the Air Guard C-26. The C-26 has enhanced capabilities that include aerial photo reconnaissance and thermal imaging. These capabilities will enhance the counterdrug mission and will have a positive impact on state emergency operations. Operations in FY-95 were supported with 206 Army and Air Guardsmen on full-time Active Duty Special Work status. Operation Guardian continues to be the most notable mission. Support to the United States Customs Service has produced seizures of more than 12,000 pounds of cocaine and heroin with \$10 million in currency.



Florida Guard divers help search ships for drugs at the Port of Miami.

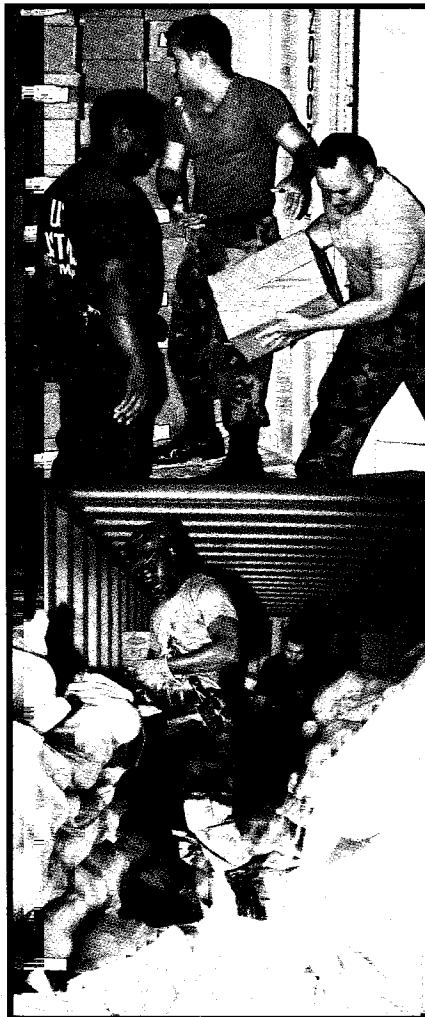
The counterdrug planners have a five-year plan which they are confident will be executed, an additional five-year participation is forecast dependent upon available funding.



Top Right: Florida Guardsmen work with U.S. Customs agents checking boxes and crates of all sorts of items as they are shipped through Florida's ports.

Bottom Right: Florida Guardsman helps Customs agents sift through hundreds of bags of coconuts looking for telltale signs of drug smuggling at the Port of Miami.

At Left: Florida Guardsman working special counterdrug detail at the Port of Miami uses a metal pole to check imported turpentine barrels for drugs that could be hidden within.





Guard taking the fight against drugs to the grassroots

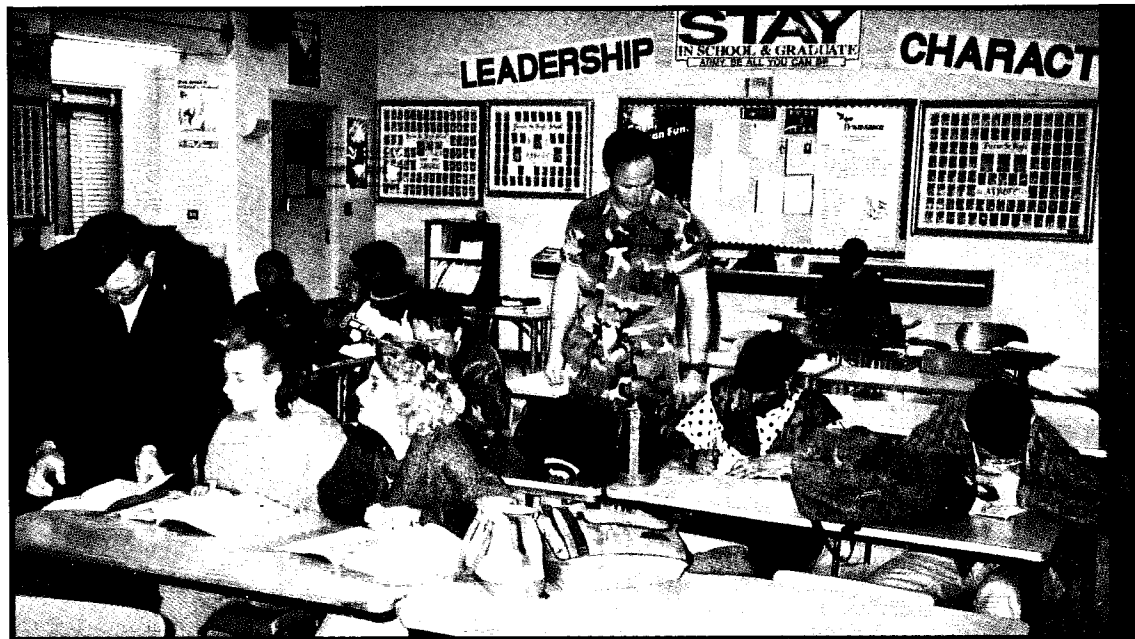
The Florida National Guard is a "Force Multiplier" in support of community and state organizations and other various agencies in their effort to reduce the abuse and illegal use of alcohol, tobacco and other drugs. We add value to our state by focusing on drug abuse education, prevention and awareness.

Major community coalitions and agencies supported throughout the state include: Tallahassee Informed Parents for Drug-Free Youth; Orlando Fights Back; The Orlando Coalition for a Drug-Free Community; Jacksonville Coalition for a Drug and Crime-Free Jacksonville; The Miami Coalition for a Drug-Free Community; Hillsborough County Anti-Drug Alliance; The Prevention Council of St. Johns County; Florida Alcohol and Drug Abuse Association and the Florida Prevention Association.

Florida National Guard support is determined and prioritized by each community coalition and presented to the senior commander in their area. This ensures that the needs of the community are being supported. The mayor, police chief/sheriff and school board must have representation in each community coalition.

Tasks assigned have included: community, school and workplace surveys; providing mentors; area clean-ups; graffiti removal; support of Safe Havens in dangerous neighborhoods; using armories to support drug prevention activities; renovation of homes for the poor; support of Boy and Girl Scouts and Explorer programs; Adopt-a-School programs; providing speakers and drug prevention displays; support of Red Ribbon Week and involvement with the Junior Olympics program.

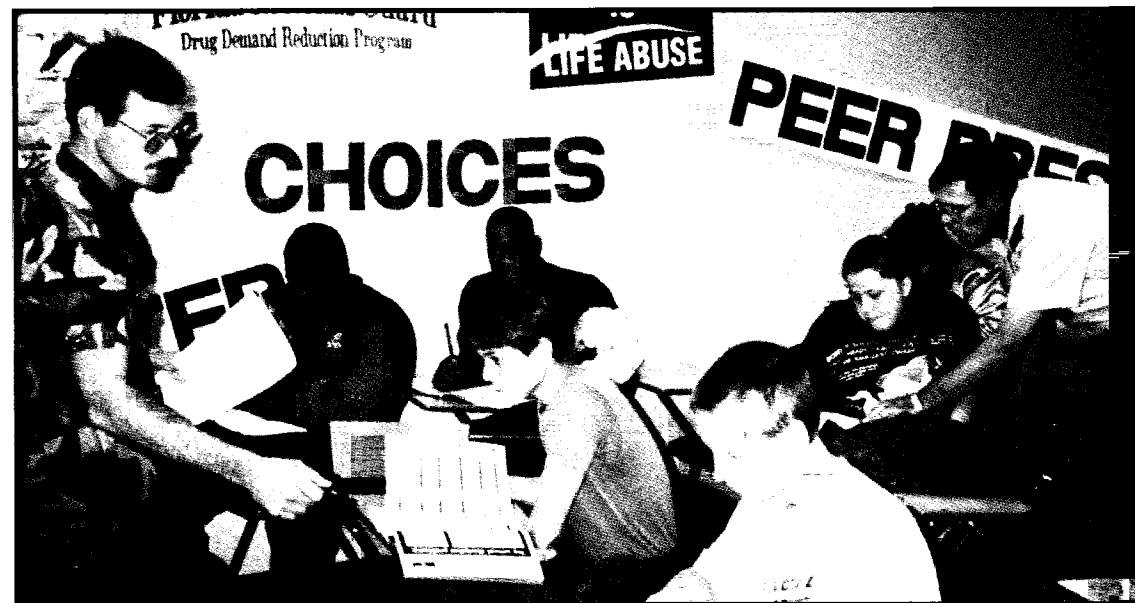
Other programs include: our support of the six-week Department of Labor Summer Youth "Life Skills" program that was conducted in nine armories for approximately 300 youth at-risk; high school drug awareness program for 104 schools and approximately 17,000 students including



Florida National Guard recruiters teach high school students about career choices and drug awareness.

Army and Navy Junior Reserve Officers Training Corps students throughout Florida (The Kentucky National Guard adopted our program for school year 95-96 for presentation in 100 high schools); drug awareness presentations in selected middle and alternative schools and other organizations to include YMCAs and the Youth Leadership Foundation; support of the JROTC Summer Camp for 1,500 cadets and a drug awareness class for detainees at the Duval County Detention Center in Jacksonville.

The Florida National Guard Drug Demand Reduction Program has been awarded the following: National Guard Association of the United States Minuteman Mike Award, First Place for the category of National Guard School Programs; the Adjutant General's Association of the United States Minuteman Mike Award, Honorable Mention for Community Action Programs; National Guard Bureau Minuteman Mike Award; numerous certificates of appreciation from anti-drug coalitions, educators, senior Army and Navy instructors and other community agencies and the Army Communities of Excellence Award for best overall program in the Florida National Guard.



The instructors in the Florida National Guard's Drug Demand Reduction program are trained to work with students and teach them how to make the right choices in life. Students say Guardsman are great role models.



Florida Guard improves management with TQM

The past year has been a period of discovery, education, and awareness as Total Quality Management (TQM) expanded within the Florida National Guard. Following TQM training, the senior leaders of the Florida Army National Guard began incorporating TQM practices into the way they conduct daily operations.

TQM techniques were utilized in the development of our Long Range Plan. This has had marked benefits. Improvements are being realized in a number of areas including:

- * Staff communication and cooperation.
- * The quality of the Long Range Plan itself.
- * Increased involvement of a wider number of people in the creation of the plan.
- * Increased understanding of and commitment to our long-range goals and objectives.
- * Improvements in the degree to which the goals and objectives, and the plans of staff directorates are mutually reinforcing.

A decision was made to focus initial efforts at TQM implementation on the State Headquarters, the Department of Military Affairs, and major units near State Headquarters. It was also decided that TQM was to be an initiative for the Florida National Guard, both Army and Air National Guard units and personnel would be involved and cooperating.

To that end, the State TQM coordinator provides support to both Army and Air personnel and organizations. During the year, over 400 personnel received TQM Education and Awareness and Project Action Team Training. These trainees represented a cross-section of our Guard members from the State Headquarters, the Department of Military Affairs, each of our Major Commands (Army), Army Aviation, our Air Force Fighter Interceptor and Engineer units, and our Camp Blanding Training Site.

By the summer of 1994, we had developed numbers of individuals who were trained and ready to conduct training themselves so that the effort can be more effectively supported and expanded. When possible we conduct training sessions utilizing co-facilitators, one from our Army Guard and one from our Air Guard.

This has helped build relationships between our Air and Army units, and improve interaction and cooperation between our Air and Army

units and many of our members who may have otherwise rarely met. By providing co-facilitators, one from the Army Guard and one from the Air Guard, we are modeling and developing truly joint operations.

Over the past year, an extensive TQM library was developed in support

of those involved in the TQM journey and for those who want to learn more. Project Action Teams continued work during the year in improving our practices, processes, and services in a number of subject areas such as:

- * Alternative work schedules.
- * Retention policies and practices.
- * Personnel administration practices.

We believe that TQM is the action arm of the Army Communities of Excellence program. The skills, abilities, and improved teamwork our TQM effort can provide, can be and are directly applied to efforts at improving the quality of service we provide our customers (our soldiers, their families, our nation, and our state and communities), improvements in our facilities, and improvements in the quality of life overall for our members. This directly supports improvements in readiness our ability to fulfill the missions assigned to us.

"We believe that TQM is the action arm of the Army Communities of Excellence program. The skills, abilities, and improved teamwork our TQM effort can provide, can be and are directly applied to efforts at improving the quality of service we provide our customers (our soldiers, their families, our nation, and our state and communities) . . ."



Equal Employment is a Florida Guard priority

The Agency Director of Equal Opportunity (ADEO) provides guidance, support and training in regard to policies on Affirmative Action and Equal Opportunity. These policies are intended to enforce the provisions of Law and help provide a work environment free of harassment, discrimination and prejudice.

These principles enhance our ability to do our job and encourage the participation of all soldiers, air personnel and civilian employees to reach their full potential.

The ADEO is the senior Equal Opportunity Advisor to the Adjutant General and is responsible for managing the full range of Equal Opportunity issues (military or civilian, Army or Air Guard) within the department.

The Department of Military Affairs strives to ensure equal opportunity and equal employment. The Department of Military

Affairs does not endorse preferential treatment, but does track demographics as a means to measure our ability to attract diversity in the workplace. Diversity, such as race and gender, is recognized as an attribute that brings infinite talent and ability to the organization.

	Minority	Women
Army National Guard	29.4%	9.9%
Air National Guard	23.0%	12.6%
ANG/ARNG State Employees	18.0%	40.0%
ANG/ARNG Federal Employees	11.5%	17.1%



Florida National Guard environmental programs leading into new era

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 U. S. 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

In response to the growing number of environmental laws and regulations worldwide, the U. S. Army National Guard has adopted the Environmental Compliance Assessment System. This environmental compliance program identifies compliance problems before they are cited as violations by the regulatory community.

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 conducted an internal compliance assessment survey in 1994 to (1) determine status of findings from Environmental Compliance Assessment Survey (ECAS) and (2) identify new findings of non compliance. The second external ECAS is scheduled for 1996.

Hazardous Material/Waste Management

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



Helping nature at Camp Blanding.

minimization, pollution prevention and environmental training and awareness. The hazardous waste management plan will be updated in 1996. A consolidated environmental training program will be established statewide for the Florida Guard. A consolidated hazardous waste



Florida Guard environmental managers work closely with nature at Camp Blanding.

collection site will be established at Camp Blanding. These actions should ensure compliance with the Resource Conservation and Recovery Act.

Natural Resources

In September 1994, the University of Florida, Florida Museum of Natural History (UF-FLMNH) signed a contract with the Department of Military Affairs to provide Integrated Training Area Management (ITAM) support services. Those support services include miscellaneous technical support, research, facilities, expertise, and equipment. The Guard anticipates annual contract renewal pending National Guard Bureau funding. The future potential opportunities created by this relationship with UF-FLMNH is limitless. Ultimately, this relationship could lead to UF-FLMNH developing into a Southeast U.S. regional support organization.

As part of the ITAM program, four seasonal technicians collected field data for the second year of the Land Condition Trend Analysis (LCTA) sub-program. The LCTA, through annual monitoring, provides management recommendation of natural resources as related to military training and operations.

Part of the ITAM support project is the preparation of the Integrated Natural Resource Management Plan (INRMP). This plan will guide the DMA in the management of the resources at Camp Blanding.

A Natural Communities Survey was completed at Camp Blanding in September by The Nature Conservancy Florida Natural Areas Inventory. This survey analyzed the ecosystems as well as provide information to the INRMP.

In March 1995, the forest inventory was completed by a contractor. During the summer, a forestry intern assisted the Camp Blanding Forestry Manager in compilation of this data. A consultant from UF was retained from August through December to provide quality assurance in the forest management plan internal preparation.

Troop awareness of general environmental programs was given to the Major Commands (MACOMS) in November 1995. By December 1995, the Guard anticipates a Geographic Information System Operator on board at CBTS. This sophisticated computer mapping system will be vital to the natural resource management and troop training.

National Environmental Policy Act (NEPA)

The Facilities Management Office-Environmental Branch has been very active with NEPA documentation in 1995. Three levels of documentation are pursued. The internally produced Record of Environmental Consideration (REC), the Environmental Assessment and the Environmental Impact Statement (EIS). FMO-Environmental has prepared approximately 30 RECs, and has been responsible for contractual management of three major EAs. Currently an EIS process is initiating for the Camp Blanding Training Site Master Plan.



Florida National Guard Funding

The Florida National Guard is both a federal and state organization, and as such, receives both types of funding. During Fiscal Year 1995, which spanned 1 Oct. 94 to 30 Sept. 95 for the federal government and from 1 July 94 to 30 June 95 for the state government, the Florida Army and Air National Guard received a combined \$188,908,850 for operations, maintenance and payrolls.

The benefits of federal and state funding is multiplied into the Florida economy three times when you consider the number of times money is converted for goods and services, producing a total economic benefit of approximately \$566,726,550 in Fiscal Year 95. In Fiscal Year 95, the State of Florida received approximately \$17.06 in federal dollars for every state dollar invested in the Florida National Guard.

Federal Appropriated Funds

United States Property and Fiscal Office

The United States Property and Fiscal Office (USPFO) for Florida is principally responsible for accountability of federal funds and property and for service support to both the Army and Air National Guard. The USPFO is comprised of several functional areas, consisting of Purchasing & Contracting, Internal Review and Audit Compliance, Data Processing, Financial Management, and Resource Management. As the representative of the Chief, National Guard Bureau, the United States Property and Fiscal Officer provides financial and logistical resources to meet the federal mission requirements of the Florida National Guard. These resources also include funding of all pay and allowances of National Guard members, purchase, acquisition, and maintenance of authorized property and equipment. At the close of the fiscal year, 30 June 1995, there were 1,269 full-time federal employees, technicians, and Active Guard and Reserve whose pay was processed at the USPFO. Federal funds expended in direct support of the Florida Army National Guard for the period 1 July 1994 through 30 June 1995, totalled \$170,151,076. At the close the fiscal year, the value of federal Army equipment on hand in the state totaled approximately \$1,561,224,150.

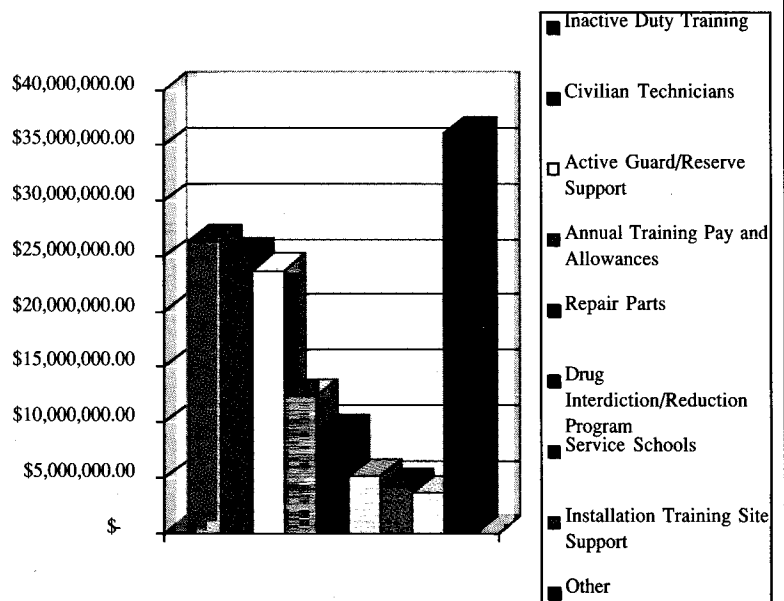
Federal Purchasing and Contracting

The Purchasing and Contracting (P&C) Division of the USPFO has responsibility for all federal procurements of supplies and services not available through normal logistical channels. Additionally, all construction contracting, primarily for the Florida Air National Guard, is conducted by the P&C Division, with anticipated expenditures for Fiscal Year 1995, to be in excess of \$2,000,000. Another primary function of the P&C Division is to manage all cooperative agreements used by both the Army and Air National Guard. This is the source of federal funds for Camp Blanding Training Site, the majority of funds for the operation of all logistical and maintenance operations, firefighters at the Air National Guard Base in Jacksonville, security guards for both the Army and Air National Guard, special programs such as Starbase, Multijurisdictional Task Force operating out of St. Petersburg Junior College, and the Spaceport Florida project at Camp Blanding Training Site, along with numerous other programs throughout the state. It also provides for all federally reimbursed state employees throughout the state currently employed by the Florida National Guard.

Florida National Guard

Federal Revenues: \$170,151,076

Federal Expenditures by Category





Funding For FY 1995

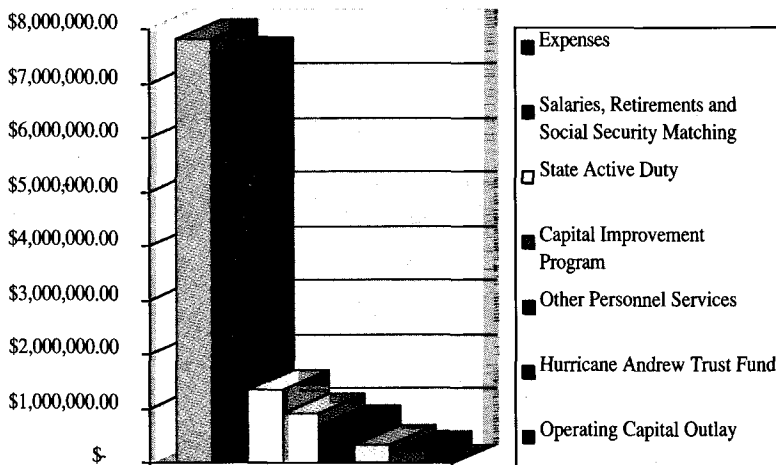
Florida Legislature Appropriation
\$18,757,780

State Revenues: \$9,974,943

Federal Revenue Administered By State: \$8,782,837

Total Funding FY 1995:
\$188,908,850

State Expenditures by Category



State Appropriated Funds

Disbursements of General Revenue Funds are based on appropriations made by the Florida State Legislature.

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 and operation and maintenance of designated facilities throughout the State of Florida. This fund also contains revenue generated through the Florida National Guard's participation in the Federal Drug Asset Seizure Program. These dollars are spent on both drug interdiction and demand reduction throughout the state.

Camp Blanding Management Trust

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.

Service Cooperative Agreements

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



City	Florida National Guard Unit	County	No. of Guardsmen	State Employees	Federal Employees	Federal Expenses	State Expenses	Economic Impact	Facility Value
Apalachicola	Det. 1 708th Maint. co.	Franklin	74		1	\$ 441,630	\$ 22,750	\$ 464,380	\$ 282,763
Arcadia	Btry. A 3/116th FA	DeSoto	85		4	\$ 971,586	\$ 34,169	\$ 1,005,755	\$ 731,197
Avon Park	364th Ord. Det.	Highlands	27		1	\$ 1,197,308	\$ 30,422	\$ 1,227,730	\$ 1,823,346
	Btry. B 3/116th FA		85		4				
	UTES			1	17				
Bartow	Btry. A 2/116th FA	Polk	66		2	\$ 539,770	\$ 21,137	\$ 560,970	\$ 994,171
Belle Glade	Det. 1 Co. B 1/124th Inf.	Palm Beach	35			\$ 225,164	\$ 18,391	\$ 273,555	\$ 621,350
Bonifay	Co. D 3/124th Inf.	Holmes	83		2	\$ 716,422	\$ 23,613	\$ 740,035	\$ 429,578
	OMS #6				6				
Bradenton	Btry. A 3/265th ADA (CHAP)	Manatee	101		3	\$ 991,214	\$ 23,216	\$ 1,014,430	\$ 753,479
Brooksville	Co. B 3rd SF Bn. 20th SF	Hernando	83		3	\$ 981,400	\$ 64,761	\$ 1,046,161	\$ 170,772
Chipley	Co. C 3/124th Inf.	Washington	136		2	\$ 853,818	\$ 16,586	\$ 870,404	\$ 838,500
	CSMS #2				5				
Clearwater	Co. A 53rd Spt. Bn.	Pinellas	142		3	\$ 1,452,472	\$ 24,520	\$ 1,476,992	\$ 989,438
Cocoa	705th MP Co.	Brevard	117		2	\$ 1,305,262	\$ 18,596	\$ 1,323,858	\$ 648,909
	114th Comm. Sq. (Air) Ptk. AFB		86		7	\$ 905,500	\$ 13,800	\$ 919,400	\$ 106,635
Crestview	379th Signal Co. (HVY TROPO)	Okaloosa	92		3	\$ 765,492	\$ 18,606	\$ 784,098	\$ 1,917,905
Crystal River	631st Maint. Co.	Citrus	240		4	\$ 1,864,660	\$ 40,978	\$ 1,905,638	
	OMS #17				6				\$ 1,722,803
Dade City	Btry. B 2/116th FA	Pasco	66		2	\$ 588,840	\$ 28,039	\$ 616,879	\$ 550,852
Daytona Beach	Aug TDA 1/265th ADA	Volusia	9			\$ 2,051,126	\$ 39,333	\$ 2,090,459	\$ 5,103,616
	Btry. C 1/265th ADA (CHAP)		101		3				
	HHB 1/265th ADA (CHAP)		123		10				
Defuniak Springs	Co. B 3/124th Inf.	Walton	136		3	\$ 1,030,470	\$ 17,342	\$ 1,047,812	\$ 1,370,432
DeLand	Btry. B 1/265th ADA (CHAP)	Volusia	101		3	\$ 785,120	\$ 31,745	\$ 816,865	\$ 1,749,903
Eustis	Co. D 2/124th Inf.	Lake	83			\$ 588,840	\$ 32,868	\$ 621,708	\$ 668,370
Ft. Lauderdale	743rd Maint. Co.	Broward	242		6	\$ 3,287,690		\$ 3,287,690	
	Co. C 3rd SF Bn. 20th SF		83				\$ 69,038	\$ 69,038	
Ft. Myers	Btry. B 3/265th ADA (CHAP)	Lee	101		3	\$ 1,010,842	\$ 38,773	\$ 1,049,615	\$ 611,800
Ft. Pierce	Btry. C 2/265th ADA (CHAP)	St. Lucie	115		14	\$ 961,772	\$ 36,515	\$ 998,287	\$ 829,433
Haines City	Det. 1 HHS 2/116th FA	Polk	131		2	\$ 1,001,028	\$ 22,825	\$ 1,023,853	\$ 1,092,422
	CSMS #3				9				
	OMS #4				14				
Hollywood	Co. A 1/124th Inf.	Broward	136		2	\$ 1,118,796	\$ 25,222	\$ 1,144,018	\$ 966,000
Homestead	Co. A 260th MI Bn.	Dade	95			\$ 1,992,242	\$ 11,210	\$ 2,003,452	\$ 989,454
	Co. C 1/124th Inf.		136						
Jacksonville	Co. D 1/111th Avn. Bn.	Duval	79		3	\$ 11,747,358	\$ 72,806	\$ 11,817,164	\$ 1,856,205
	HHC 146th Sig. Bn.		161		10				
	Co. A 146th Sig. Bn.		127		3				
	Det. 1 STARC FL (83rd Trp. Cmd.)		76		10				

City	Florida National Guard Unit	County	No. of Guardsmen	State Employees	Federal Employees	Federal Expenses	State Expenses	Economic Impact	Facility Value
	Co. C 146th Sig. Bn.		127		3				
	199th Med. Co. (-) (Air Amb.)		105						
	HHC 419th Cbt. Avn. Grp.		62						
	Co. C 1/111th Avn.		33		2				
	HQ 1/131st Avn.								
	HHD 202nd Med. Grp.		50		7				
	927th Med. Co.		116		3		\$ 57,505	\$ 57,505	
	Co. B. 1/111th Avn.		33		2				
	11th ATC Plt.		38		2				
	HQ 1/111th Avn.		123		18		\$ 71,983	\$ 71,983	
	HQ 125th FW (AIR)		1006	36	311	\$ 34,137,300	\$ 251,600	\$ 34,388,900	\$ 18,724,000
	Co. A 1/111th Avn.		33		2				
	AASF #1			2	90				
	OMS #3								
	OMS #12				9				
	HSLD		15						
Key West	Det. 2 125th FW (AIR)	Monroe	40		40	\$ 1,215,600		\$ 1,215,600	
Lake City	153rd Engr. Co.	Columbia	196		4	\$ 1,442,658	\$ 25,571	\$ 1,468,229	\$ 2,261,750
	OMS #8				9				
Lake Wales	325th Maint. Co.	Polk	246		4	\$ 1,894,102	\$ 39,822	\$ 1,933,924	\$ 1,424,704
Lakeland	HHS (-) 2/116th FA	Polk	109		11	\$ 2,159,080		\$ 2,159,080	\$ 1,243,798
	Co. C 1/132nd Cmnd. Avn. Reg.		50		3				
	Det. 1 HHC 1/132nd Cmnd. Avn. Reg.		47				\$ 40,175	\$ 40,175	
	Aug. TDA, HHSB 2/116th FA		13						
	AASF #2				21				
Leesburg	Co. A 2/124th Inf.	Lake	136		2	\$ 1,148,238	\$ 16,038	\$ 1,164,276	\$ 758,568
Live Oak	269th Eng. Co.	Suwanee	167		5	\$ 1,776,334	\$ 16,748	\$ 1,793,082	\$ 1,548,808
	269th Eng. Det. (Well Drilling)		9						
Marianna	144th Trans. Co.	Jackson	159		3	\$ 1,776,334	\$ 31,476	\$ 1,807,810	\$ 1,779,677
Melbourne	1265th Ord. Co.	Brevard	166		30	\$ 1,638,938	\$ 24,168	\$ 1,663,106	\$ 752,250
Miami	HHC 50th Area Spt. Grp.	Dade	135		10	\$ 5,623,422	\$ 245,056	\$ 5,868,478	\$ 3,080,289
	HHC 1/124th Inf.		197						
	Co. B 260th MI Bn.		95		2				
	494th Med. Det.		10						
	Co. D 1/124th Inf.		83		2				
	HHC 260th MI Bn.		61						
	Aug. TDA HHC 1/124th Inf.		13						
	OMS #1				15				
Monticello	160th Trans. Co.	Jefferson	96		1	\$ 785,120	\$ 9,729	\$ 794,849	
North Miami	13th Army Band	Dade	41		2	\$ 1,010,842	\$ 61,149	\$ 1,071,991	\$ 3,952,197
	HHD 50th S&S Bn.		63		9				
Ocala	Troop E 153rd Cav.	Marion	84		3	\$ 1,776,334		\$ 1,776,334	\$ 879,075
	Co. A 3rd SF Bn. 20th SF Grp.		83		3		\$ 47,143	\$ 47,143	
Orlando	Co. C 2/124th Inf.	Orange	136		3	\$ 4,799,046	\$ 98,601	\$ 4,897,647	\$ 800,000

City	Florida National Guard Unit	County	No. of Guardsmen	State Employees	Federal Employees	Federal Expenses	State Expenses	Economic Impact	Facility Value
	HHB 164th ADA Bde.		119		13				
	Aug. TDA HHC 2/124th Inf.		13						
	HHC 2/124th Inf.		197		10				
Palatka	Btry. A 1/265th ADA (CHAP)	Putnam	101		3	\$ 951,958	\$ 35,243	\$ 987,201	\$ 1,972,912
Palmetto	Btry. C 3/265th ADA (CHAP)	Manatee	101		3	\$ 902,888	\$ 51,868	\$ 945,756	\$ 671,660
Panama City	Aug. TDA HHC 3/124th Inf.	Bay	13			\$ 2,188,522	\$ 38,793	\$ 2,227,315	\$ 1,528,326
	HHC 2/124th Inf.		197		11				
Pensacola	HHD 417th Sig. Bn.	Escambia	45		3	\$ 1,746,892	\$ 43,330	\$ 1,790,222	\$ 1,304,250
	Co. B 146th Sig. Bn.		127		7				
	OMS #10				5				
Perry	653rd Sig. Co. (TROPO-LIGHT)	Taylor	120			\$ 991,214	\$ 25,599	\$ 1,016,813	\$ 1,303,929
Plant City	HHB 3/116th FA	Hillsborough	110		13	\$ 1,403,402	\$ 51,020	\$ 1,457,422	\$ 954,700
	Svc. Btry. 3/116th FA		61		4				
	OMS #7				7				
Quincy	708th Maint. Co.	Gadsen	151		3	\$ 1,511,356	\$ 47,373	\$ 1,558,729	\$ 1,956,984
Sanford	Co. B 2/124th Inf.	Seminole	136		2	\$ 1,059,912	\$ 33,393	\$ 109,305	\$ 665,000
Sarasota	HHB 3/265th ADA (CHAP)	Sarasota	123		11	\$ 1,187,494	\$ 68,696	\$ 1,256,190	\$ 1,635,211
	Aug. TDA 3/265th ADA		9						
	OMS #14				8				
St. Augustine	STARC (-) FL	St. Johns	367	103		\$ 659,008	\$ 11,173,503	\$ 17,768,511	\$ 13,671,353
	Det. 2 STARC FL (SEL SVC)		5						
	120th Personnel Service Co.		57		2				
	107th MPAD		16						
	Det. 8 Operational Spt. Airlift		8		3				
	1153rd Finance Det.		19						
	2153rd Finance Det.		19						
	3153rd Finance Det.		19						
	HQ FLARNG		29	4	7	\$ 759,500	\$ 207,260	\$ 966,960	
	HHD 153rd Finance Spt. Bn.		27		3				
	316th Trans. Det.		7						
	156th Med. Co.		109						
	OMS #11				4				
St. Petersburg	HHC 53rd Spt. Bn.	Pinellas	99		11	\$ 2,041,312	\$ 55,994	\$ 2,097,306	\$ 1,838,070
	Co. C 53rd Spt. Bn.		110		4				
	Aug. TDA HHC 53rd Spt. Bn.		4						
	OMS #13				5				
Starke	HQ, CBTS (ISU)	Clay	222	94	8	\$ 8,371,342	\$ 2,688,153	\$ 11,059,495	\$ 30,194,415
	Spt. Co. 3/20th SF Grp.		103		3				
	HHD 927th Spt. Bn. (Corps Spt.)		58		7				
	464th Ordnance Det.		27		1				
	221st Ord. Det.		23		2				
	HHD 3rd SF Bn. 20th SF Grp.		34		10				
	Aug. TDA, HHD 3/20th SF		18						
	710th Svc. Co.		193		5				

City	Florida National Guard Unit	County	No. of Guardsmen	State Employees	Federal Employees	Federal Expenses	State Expenses	Economic Impact	Facility Value
	853rd Med. Det.		143		3				
	253rd Med. Det.		21		2				
	653rd Engr. Det.		60		4				
	202nd Civil Eng. Sq. (Air)		207	1	30	\$ 2,604,600	\$ 29,100	\$ 2,633,700	\$ 10,800,000
	159th Weather Ft. (Air)		18		1	\$ 197,900	\$ 3,400	\$ 201,300	
	RTSM		13		45				
	FRTI				5				
	USPFO Warehouse				17				
	Dir. of Maintenance				11				
	OMS #16				9				
	WRTC		3		3	\$ 216,900		\$ 216,900	
Tallahassee	HHC 53rd Sig. Bde.	Leon	94	1	10	\$ 2,384,802	\$ 101,858	\$ 2,486,660	\$ 1,601,676
	Co. A 3/124th Inf.		136		3				
	1035th Med. Det.		21		1				
	OMS #9				6				
Tampa	HHC (-) 53rd Inf. Bde.	Hillsborough	309		17	\$ 5,917,842	\$ 130,006	\$ 5,917,842	\$ 6,476,303
	HHC 53rd Inf. Bde. Liaison (Aug)		3						
	HHC 53rd Inf. Bde. (TDA Aug.)		2					\$ 130,006	
	Det. 1 HHC 53rd Spt. Bn.		72		2				
	53rd Sig. Det.		52		2				
	290th Joint Comm. Spt. Sq. (Air)		236	2	34	\$ 2,255,700	\$ 27,400	\$ 2,283,100	\$ 2,626,850
	Co. B 53rd Spt. Bn.		193		3				
	OMS #2				7				
	BMMC				13				
Tavares	OMS #5	Lake			8				\$ 564,487
Temple Terrace	131st MASH	Hillsborough	223		6	\$ 2,011,870	\$ 24,026	\$ 2,035,896	
	2207th Med. Det.		7						
Titusville	HHB 2/265th ADA	Brevard	169		27	\$ 2,374,988		\$ 2,374,988	\$ 735,360
	Btry. A 2/265th ADA		115		14		\$ 42,996	\$ 42,996	
	OMS #18				14				
Wauchula	Btry. C 3/116th FA	Hardee	85		3	\$ 657,538	\$ 157,465	\$ 815,003	\$ 335,240
West Palm Beach	Co. B (-) 1/124th Inf.	Palm Beach	101		3	\$ 1,952,986	\$ 209,719	\$ 2,162,705	\$ 3,697,155
	Btry. B 2/265th ADA		115		13				
	OMS #15				5				
	CSMS #1				6				
Winter Haven	Btry. C 2/116th FA	Polk	66		2	\$ 686,980	\$ 25,550	\$ 712,530	\$ 1,048,041
Totals			13389	244	1310	\$ 145,596,076	\$ 17,105,770	\$ 167,675,209	\$ 150,606,371

Figures included in this year's economic impact report span both federal (1 October 94 - 30 September 95) and state (1 July 94 - 30 June 95) fiscal years. Figures have been rounded to even numbers. Dollar amounts shown for federal expenses include maintenance, repairs, utilities, local purchases and payrolls for Guard units. State figures reflect only expenses by unit location. For further information or to obtain copies of this report, contact the State Department of Military Affairs Public Affairs Office by calling (904) 823-0166. This report is an official publication of the Department of Military Affairs, State of Florida.

*Note: Some figures in this chart do not reflect final year-end budget totals.

**Florida Army National Guard
Command Organization**

Governor

Adjutant General

Assistant Adjutant General for Army

State Area Command (-)

120 AG Co
316 TC Det
107 MPAD
RTS-M
Det 8, OSA

53 IN BDE
HHC/53 IN Bde
1-124 IN Bn
2-124 IN Bn
3-124 IN Bn
2-116 FA Bn
53 Spt Bn
153 EN Co
153 Cav Trp
53 Sig Det

53 SC BDE
HHC/53 SC Bde
146 SC Bn
HHD/417 SC Bn
379 SC Co
653 SC Co
144 TC Co
160 TC Co

164th ADBDE
HHC/164 ADBDE
1-265 AD Bn
464 OD Det
2-265 AD Bn
1265 OD Co
3-265 AD Bn
364 OD Det
3-116 FA Bn
1163 OD Det
3116 OD Det

83 TRP CMD
3/20 SF CMD
153 FI BN
1153 FI Det
2153 FI Det
3153 FI Det
HHD/927 CS Bn
708 CS Co
Det. 1 708 CS
631 CS Co
710 CS Co
853 QM Co
HHD/202 MD Gp
131 MD HSP
2207 MD Det
156 MD Co
927 MD Co
HSLD
1035 MD Det

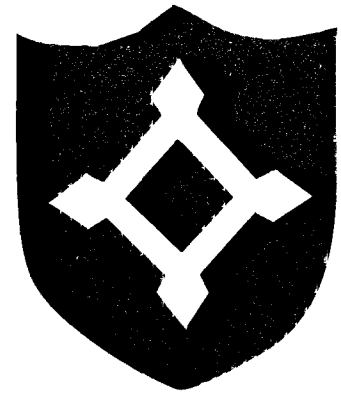
HQ CBTS
ISU
221 OD Det
253 MD Det
653 EN Det
269 EN Co
269 EN Det

50 LG GP
HHC/50 LG Gp
260 MI Bn
HHC/50 CS Bn
743 CS Co
325 CS Co
705 MP Co
13 AG Band
494 MD Det

419 AV GP
HHC/419 Av Gp
1-111 AV Bn
Det 1/HHC/1-132
C/1-132
11 AV Plt
199 MD Co



*Brig. Gen. Richard G. Capps,
Assistant Adjutant General for Army*



Florida's Army lives up to long legacy of excellence

Florida Army National Guardsmen are part of a long heritage of citizen-soldiers beginning with the first Florida Militia (or militia) who helped guard the Spanish settlement of St. Augustine in September 1565.

Since then, Florida's Army has defended the peninsula and nation against the French, Indians, English and a host of others who have attacked the state. In more

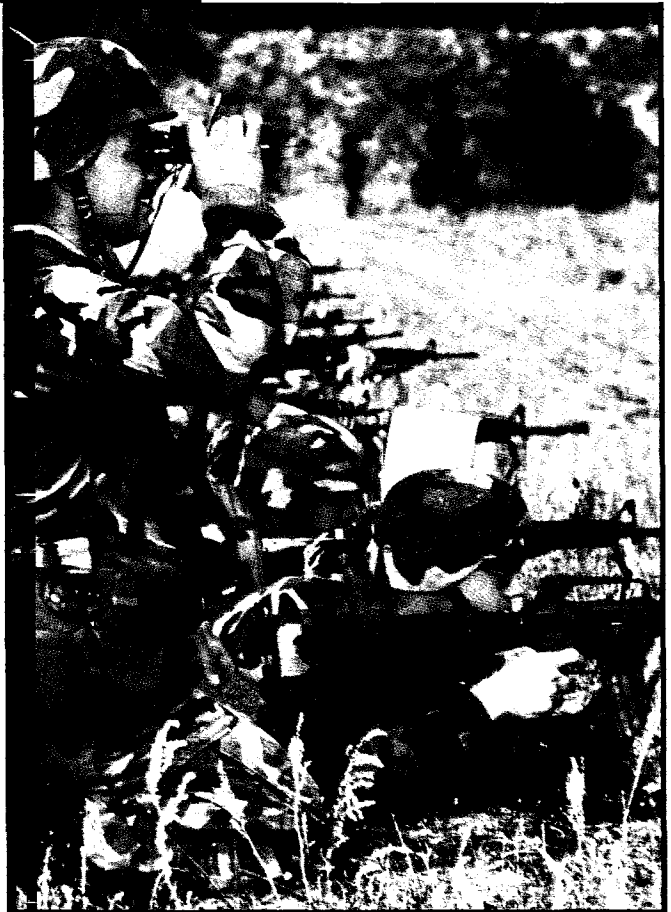
recent times, Florida's Army has served in the war with Spain, on the Mexican border, in two World Wars and the Persian Gulf War. Individual guardsmen have also fought in the Philippines, the Korean Conflict and in the jungles of Southeast Asia.

Today's Florida Army maintains some of the world's most advanced military equipment and is prepared to deploy and fight anywhere around the world. But the soldiers are also using their skills and time to help Floridians at home.

Thousands of Army Guardsmen are involved in an increasing number of community projects each day in Florida. Even more have worked in helping residents recover from natural disasters in recent years.



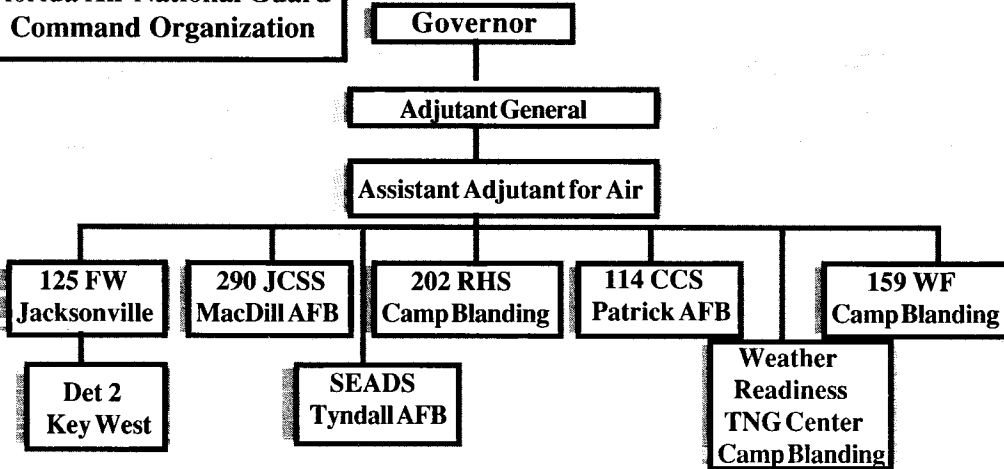
Florida Guardsman in infantry training.



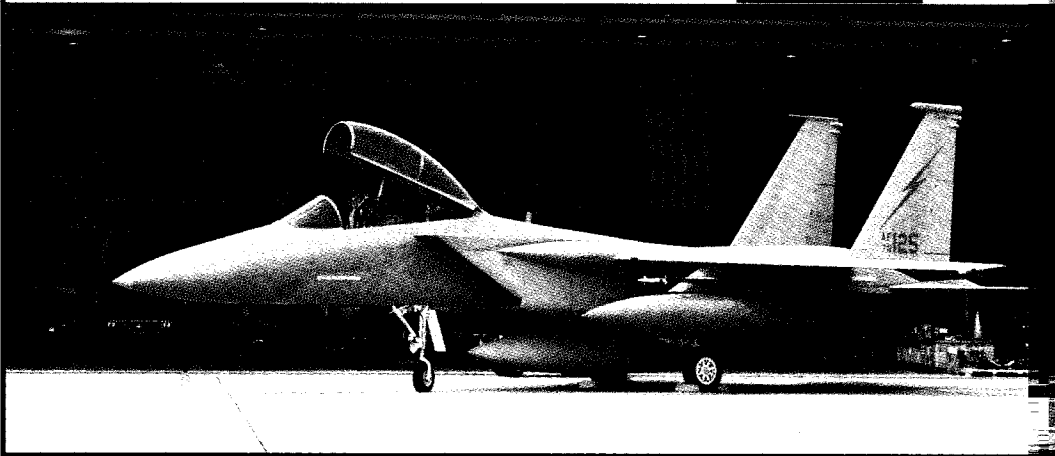
Army Guard marksmanship training at Camp Blanding.

Florida Air National Guard

Florida Air National Guard Command Organization



*Brig. Gen. Wallace M. Green, Jr.
Assistant Adjutant General for Air*



Florida Air National Guard's new F-15 fighter.

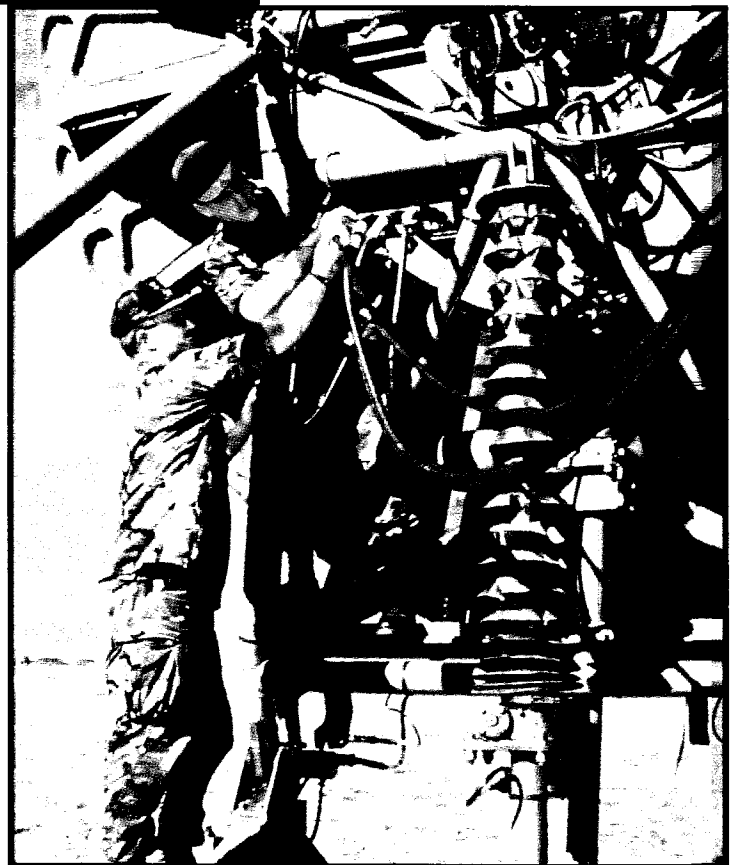
Florida Air National Guardsmen taking on new roles, accepting new challenges

The Florida Air National Guard is a diverse organization made up of more than 1,770 highly skilled personnel in specialized units from the panhandle to South Florida. This past year the Florida Air National Guard reorganized both personnel and equipment to better meet the nation's new military challenges.

Because of the Guard's unique role, many Air Guard units are tasked with key national defense missions while also having the capability to put their military training to work at home in times of natural disaster. Florida Air Guardsmen deployed around the world last year to Greece, Israel and Canada, among other non-publishable classified locations. At the same time, they served at home, sometimes in the very communities in which they live, for state emergencies like Hurricane Opal.

The 125th Fighter Wing in Jacksonville now flies and maintains the F-15 Eagle, the Air Force's top air superiority jet fighter, in performing its air defense alert mission. New frontiers for the Air Guard also include a major role in operating the Southeast Air Defense Sector at Tyndall Air Force Base, where the Florida Air Guard will soon take over complete manning of the operation responsibility for monitoring air traffic in the world's busiest air corridor. Providing vehicle launch support at Cape Canaveral Air Force Station is also a new role not only for Florida, but for the Air Guard nationwide.

Florida Air Guardsmen are also continuing a tradition of giving back to their communities through a variety of community service projects, including adopt-a-school programs, spearheading blood drives, building homes and lives through Habitat for Humanity to serving as volunteer physical instructors at schools. Starbase, a program less than two years old, has brought 4,754 grade school students in touch with science and leadership in the environment of the Air National Guard.



Air Guard's 114th Combat Communications Squadron sets up tactical field communications equipment.



Florida Army National Guard Major Commands



*Brig. Gen.
Frederic J.
Raymond,
Commander,
53rd INF BDE*

53rd Infantry Brigade (Separate)

Location: Tampa **Strength:** 3,412

Mission:

To conduct combat operations as an Enhanced Readiness Brigade, an essential Reserve Component combat structure designed to provide the strategic edge against an adverse major regional conflict in a two major regional conflict scenario. To support civil authorities in the protection of life, property, preservation of peace, order and public safety in times of civil emergencies.

Subordinate Units

Location

HHC/53 IN Bde	Tampa
1/124 IN Bn	Miami
2/124 IN Bn	Orlando
3/124 IN Bn	Panama City
2/116 FA Bn	Lakeland
53 Spt Bn	St. Petersburg
153 EN Co	Lake City
153 Cav Trp	Ocala
53 Sig Det	Tampa



*Col.
Dan Reynolds
Commander,
50th ASG*

50th Area Support Group

Location: Miami **Strength:** 1,063

Mission:

To provide command and control for soldiers and designated units to assure that units are equipped, manned, and trained to deploy in support of federal or state directives. During federal activation this headquarters is responsible for combat service support to units assigned or passing through our assigned area of responsibility. To control and coordinate physical security and rear area protection activities in assigned areas. In support of state missions we are designated South Area Command with responsibility for the sixth most southern counties.

Subordinate Units

Location

HHC/50 LG Gp	Miami
494 MD Det	Miami
260 MI Bn	Miami
HHC/50 CS Bn	N. Miami
743 CS Co	Ft. Lauderdale
325 CS Co	Lake Wales
705 MP Co	Cocoa
13 AG Band	N. Miami



*Brig. Gen.
John C. Bridges
Commander,
164th ADA BDE*

164th Air Defense Artillery Brigade

Location: Orlando **Strength:** 1,972

Mission:

To conduct air defense operations at the Echelon Above Corps theater level of responsibility. The 164th conducts combat operations with elements of the U.S. Air Force, U.S. Navy and the U.S. Marine Corps in a joint environment. Provide support to local civilian authorities; protecting life and property, as well as the preservation of peace, order and public safety in times of emergency.

Subordinate Units

Location

HHB/164 AD Bde	Orlando
1/265 AD Bn	Daytona Beach
464 OD Co	Camp Blanding
2/265 AD Bn	Titusville
1265 OD Co	Melbourne
3/265 AD Bn	Sarasota
364 OD Det	Avon Park
3/116 FA Bn	Plant City
1163 OD Det	Avon Park
3116 OD Det	Avon Park



*Brig. Gen.
Spessard
Boatwright
Commander,
53rd SIG BDE*

53rd Signal Brigade

Location: Tallahassee **Strength:** 1,050

Mission:

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 worldwide defense communications networks, any host nation communications systems and standard civilian communications networks. To provide support to local civilian authorities; protecting life and property, as well as the preservation of peace, order and public safety in times of emergency.

Subordinate Units

Location

HHC/53 SC Bde	Tallahassee
146 SC Bn	Jacksonville
HHD/417 SC Bn	Pensacola
379 SC Co	Crestview
653 SC Co	Perry
144 TC Co	Marianna
160 TC Co	Monticello



Florida Army National Guard Major Commands



Camp Blanding Training Site

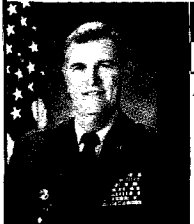
Location: Starke Strength: 504

Mission:

To prepare to activate mobilization operations in order 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.

*Col. Jerry Neff
Commander,
CBTS*

Subordinate Units	Location
ISU	Camp Blanding
221 OD Det	Camp Blanding
253 MD Det	Camp Blanding
653 EN Det	Camp Blanding
269 EN Co	Live Oak
269 EN Det	Live Oak



State Area Command

Location: St. Augustine Strength: 506

An additional duty of the Adjutant General is commanding the State Area Command.

Mission:

To provide trained and equipped units capable of immediate expansion to war strength and available for service in time of war or national emergency. The state mission of the State Area Command is to provide command and control of units in support of military support to civilian authorities in the protection of life and property and the preservation of peace, order and public safety under competent orders of state authorities.

*Maj. Gen.
Ronald O.
Harrison
Commander,
STARC (-)*

Subordinate Units	Location
120 AG Co	St. Augustine
316 TC Det	St. Augustine
107 PA Det	St. Augustine
RTS-M	Camp Blanding
Det 8, OSA	St. Augustine



83rd Troop Command

Location: Jacksonville Strength: 1,794

Mission:

To assure all units within the Troop Command are trained, equipped and prepared to deploy in support of federal and state missions. For military support to civil authorities, the headquarters is designated as the North Area Command responsible for planning and supporting seventeen North Florida counties.

*Brig. Gen.
Steven P.
Solomon
Commander,
83rd TRP CMD*

Subordinate Units	Location
3/20th SF Bn	Camp Blanding
153 FI Bn	St. Augustine
1153 FI Det	St. Augustine
2153 FI Det	St. Augustine
3153 FI Det	St. Augustine
HHD/927 CS Bn	Camp Blanding
708 CS Co (-)	Quincy
Det 1 708 CS Co	Apalachicola
631 CS Co	Crystal River
710 CS Co	Starke
853 QM Co	Camp Blanding
HHD/202 MD Gp	Jacksonville
131 MD HSP	Temple Terrace
2207 MD Det	Temple Terrace
156 MD Co	St. Augustine
927 MD Co	Jacksonville
HSLD	Jacksonville
1035 MD Det	Tallahassee



419th Aviation Group (Attack)

Location: Jacksonville Strength: 597

Mission:

To provide command, control and supervision of aviation combat operations for subordinate attack aviation units of a Combat Aviation Brigade. Provide support to local civilian authorities; protecting life and property, as well as the preservation of peace, order and public safety in times of emergency.

*Col.
James Akers
Commander,
419th AVN GP*

Subordinate Units	Location
HHC/419 AV Gp	Jacksonville
1/111 AV Bn	Jacksonville
Det 1 HHC 1/132	Lakeland
C/1/132	Lakeland
11 AV Plt	Jacksonville
199 MD Co	Jacksonville



Florida Air National Guard Major Commands

125th Fighter Wing

Location: Jacksonville Strength: 57

Mission: The unit has a daily air defense mission for the eastern seaboard of the United States, spanning from Charleston, SC down the entire Florida peninsula. This mission involves maintaining its F-15 fighters, armed and ready to intercept, identify, and if necessary, destroy unknown aircraft which penetrate sovereign U.S. airspace. To accomplish this mission, the unit stations aircraft at Naval Air Station-Key West. The jets will return to their permanent location, Homestead Air Force Base, in January 1996.



Lt Col Craig McKinley

290th Joint Communications Support Squadron

Location: MacDill Air Force Base Strength: 236

Mission: The unit provides tactical communications in support of the Joint Chiefs of Staff, and the unified and specified commands for worldwide contingencies, disaster relief and for exercises. It also augments the Joint Communications Support Element (JCSE) providing wartime communications support for special operations.



Lt Col Paul Paquette

202nd Red Horse Civil Engineering Squadron

Location: Camp Blanding Strength: 207

Mission: The unit is a highly mobile, rapidly deployable civil engineering response force that is self-sufficient for limited periods of time. It 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, which have been subject to enemy attack or natural disaster. In peacetime, the unit acts as an engineering response force that can support special operations and contingencies.



Lt Col Jere Cook

114th Combat Communications Squadron

Location: Patrick AFB Strength: 88

Mission: The unit provides survivable and reliable satellite voice and teletype communications, primarily for command, control and logistics in support of U.S. Air Force tactical air command and NATO communications elements. The unit provides a deployable initial combat communications element in support of U.S. Air Force flying missions and installs, manages and maintains voice and data networks for command, control and logistics functions of the deployed flying mission. The squadron also provides space launch operations officer support to the Air Force Space Command.



Maj Michelle Agee

159th Weather Flight

Location: Camp Blanding Strength: 21

Mission: The unit's wartime mission is to augment a weather team providing 24-hour per day tactical and nontactical meteorological services based on U.S. Air Force and U.S. Army weather forecasting requirements. They are also tasked to provide observation and climatological support for a theater defense brigade with an organic airfield, drop zone or helipad. The unit also provides forecasting, observation and other climatological support to a continental U.S. Army headquarter's weather support unit and to active duty fixed weather stations.



Capt Perry Dunlap

Other Florida Air National Guard Commands

Southeast Air Defense Sector Squadron

Location: Tyndall AFB Strength: 258

Mission: The Southeast Air Defense Sector (SEADS), perhaps the busiest air corridor in the world, is located at Tyndall AFB, FL. The sector is responsible to the North American Air Defense Command (NORAD) for the detection and identification of all airborne traffic in the Caribbean basin and Eastern seaboard. The transition of SEADS from the active Air Force to the FLANG represents the first time the Air National Guard has received a new mission and maintained it fully mission capable during the transfer.

Weather Readiness Training Center

Location: Camp Blanding Strength: 4

Mission: The mission of the Air National Guard Weather Readiness Center (WRC) is to assist Air National Guard Weather Flights to accomplish their missions by providing basic and intermediate level training to all Air National Guard Weather Flight personnel throughout the country. The primary objective of the WRC is to provide initial standardized tactical training for newly assigned Air National Guard Weather Flight personnel. Secondary objectives include tactical and technical refresher training, assisting active duty personnel in acquiring tactical and mobility skills and familiarization training to Army personnel.



APPENDIX I - THREE YEAR FUNDING COMPARISON

**DEPARTMENT OF MILITARY AFFAIRS
FISCAL DATA - STATE FUNDS**

	Disbursement of Funds FY 93-94	Disbursement of Funds FY 94-95	Approved Budget FY 95-96
GENERAL REVENUE APPROPRIATIONS			
Sal. Ret & Social Security Matching	\$ 3,512,224.00	\$ 3,644,369.00	\$ 3,898,332.00
Other Personal Services	\$ 24,284.00	\$ 200,000.00	\$ 50,000.00
Expenses	\$ 3,211,108.00	\$ 3,466,058.00	\$ 3,464,730.00
Operating Capital Outlay	\$ 66,000.00	\$ 155,000.00	\$ 66,000.00
Data Processing Service	\$ -		
TOTAL GENERAL REVENUE	\$ 6,813,616.00	\$ 7,465,427.00	\$ 7,479,062.00
CAMP BLANDING MANAGEMENT TRUST FUND			
Sal. Ret & Social Security Matching	\$ 2,754,183.00	\$ 2,495,609.00	\$ 830,765.00
Other Personal Services	\$ 136,662.00	\$ 81,295.00	\$ 353,411.00
Expenses	\$ 875,076.00	\$ 888,339.00	\$ 1,642,829.00
Operating Capital Outlay	\$ 81,393.00		\$ 206,104.00
TOTAL CAMP BLANDING MANAGEMENT TRUST FUND	\$ 3,847,314.00	\$ 3,465,243.00	\$ 3,033,109.00
ARMORY BOARD TRUST FUND			
Sal. Ret & Security Matching	\$ 1,183,484.00	\$ 1,327,241.00	\$ 2,933,840.00
Other Personal Services			\$ 316,000.00
Expenses	\$ 157,298.00	\$ 157,298.00	\$ 7,776,202.00
Operating Capital Outlay			\$ 8,500.00
TOTAL ARMORY BOARD TRUST FUND	\$ 1,340,782.00	\$ 1,484,539.00	\$ 11,034,542.00
EMERGENCY MILITARY OPERATIONS			
State Active Duty			
TOTAL OPERATIONS	\$ 12,001,712.00	\$ 12,997,347.00	\$ 21,546,713.00
CAPITAL IMPROVEMENT PROGRAM	\$ 1,646,494.00	\$ 400,000.00	
TOTAL GENERAL & SPECIAL REVENUE FUNDS	\$ 13,648,206.00	\$ 13,397,347.00	\$ 21,546,713.00

Disbursements of Funds includes Certified Forward expenditures.

APPENDIX II - ANNUAL ASSISTANCE FROM LOCAL GOVERNMENTS

POST	COUNTY	CASH CITY	CASH COUNTY	TYPE	TOTAL VALUE OF ASSISTANCE
Avon Park	Highlands	\$0	\$3,000	M&R	\$3,000
Clearwater	Pinellas	\$7,440	\$0	M&R	\$7,440
JAX-ANG Base	Duval	\$6,984	\$0	WTR-ELEC	\$6,984
JAX-Cedar Hills City	Duval	\$4,702	\$0	WTR-ELEC	\$4,702
JAX-Craig Field City	Duval	\$5,000	\$0	WTR-ELEC	\$5,000
Jax-Snyder City	Duval	\$4,702	\$0	WTR-ELEC	\$4,702
Leesburg	Lake	\$7,500	\$0	WTR-ELEC	\$7,500
North Miami	Dade	\$7,400	\$0	M&R	\$7,400
Orlando	Orange	\$0	\$1,200	M&R	\$1,200
Plant City	Hillsborough	\$0	\$3,160	M&R	\$3,160
Sarasota	Sarasota	\$0	\$3,600	M&R	\$3,600
Tampa	Hillsborough	\$0	\$8,840	M&R	\$8,840
TOTAL		\$43,728	\$19,800		\$63,528



APPENDIX III - EXPENDITURES - STATE FUNDS - FISCAL YEAR 1995

GENERAL ACTIVITIES	
Sal, Ret & Social Security Matching	\$ 3,895,541.00
Other Personal Services	\$ 182,534.00
Expenses	\$ 3,576,469.00
Operating Capital Outlay	\$ 135,852.00
State Active Duty	\$ -
TOTAL	\$ 7,790,396.00
ARMORY BOARD TRUST FUND	
Sal, Ret & Social Security Matching	\$ 3,007,496.00
Other Personal Services	\$ 469,439.00
Expenses	\$ 3,892,718.00
Operating Capital Outlay	\$ 77,491.00
State Active Duty / Alberto	\$ 1,335,693.00
TOTAL	\$ 8,782,837.00
HURRICANE ANDREW TRUST FUND	\$ 329,796.00
CAMP BLANDING MANAGEMENT TRUST FUND	
Sal, Ret & Social Security Matching	\$ 576,477.00
Other Personal Services	\$ 18,532.00
Expenses	\$ 353,491.00
Operating Capital Outlay	\$ -
TOTAL	\$ 948,500.00
CAPITAL IMPROVEMENT PROGRAM	\$ 906,251.00
TOTAL	\$ 18,757,780.00

APPENDIX IV - EXPENDITURES - FEDERAL FUNDS - FISCAL YEAR 1995

FLORIDA ARMY NATIONAL GUARD	
Annual Training Pay & Allowance	\$ 12,308,000.00
Inactive Duty Training	\$ 26,256,784.00
Civilian Technicians	\$ 25,136,500.00
Active Guard/Reserve (AGR Support)	\$ 23,700,000.00
Bonus Payments	\$ 1,092,680.00
Student Loans	\$ 169,612.00
Army Advisor Staff	\$ 49,000.00
Subsistence IDT & AT	\$ 1,055,000.00
Uniforms and Accessories	\$ 2,151,000.00
Service Schools	\$ 4,167,800.00
Special Training	\$ 2,134,400.00
Travel-Military and Civilian	\$ 2,340,400.00
Special Operations Forces	\$ 364,000.00
Drug Interdiction-Drug Reduction-Drug Prevention	\$ 5,151,900.00
Installation Training Site Support	\$ 3,639,700.00
Unit Equipment	\$ 2,781,700.00
Repair Parts	\$ 9,153,400.00
Fuel & Pol	\$ 1,531,700.00
Misc Supplies/Services	\$ 1,749,300.00
Incapacitation & Medical Care	\$ 715,900.00
Environmental Compliance Activities	\$ 1,008,000.00
GSA Vehicle Leasing	\$ 911,000.00
Army Communities of Excellence Award	\$ 25,000.00
Family Support	\$ 23,000.00
TOTAL FLORIDA ARMY NATIONAL GUARD	\$ 127,615,776.00
FLORIDA AIR NATIONAL GUARD	
Payrolls	\$ 28,265,900.00
Travel & Per Diem	\$ 1,906,100.00
Miscellaneous Services & Materials	\$ 1,250,400.00
Supplies & Equipment	\$ 7,808,600.00
Service Contracts with State of Florida	\$ 1,595,200.00
Repair & Maintenance of Facilities	\$ 1,709,100.00
TOTAL FLORIDA AIR NATIONAL GUARD	\$ 42,535,300.00
TOTAL FLORIDA ARMY & AIR NATIONAL GUARD	\$ 170,151,076.00



PHILOSOPHY AND GUIDING PRINCIPLES

Readiness is the issue, and people are the focus. The Florida National Guard as part of the Total Force, must accept mission capability, availability, and readiness as the reason for existence, and recognize that this can only be achieved through people fully utilizing their talents, skills, energies, and abilities.

*Let no soul cry out
"If I had only been trained."*

READINESS:

- Train to standard - train to fight and win - There is one Army, one Air Force; our performance will meet standards.
- Our people deserve the opportunity to do the jobs they were trained to perform; in Facilities of Excellence with modern, well- maintained equipment.
- Honesty, loyalty and devotion to duty; our actions will be based on the highest ethical standards.
- We must be sensitive to our environment and accept responsibility for maintaining its integrity.
- Learning is important. There is success in learning from our mistakes; learn from mistakes in training in order to master execution in combat. To be competitive, we must learn and adapt more quickly than anyone else.
- Our people deserve good leadership and coaching that models caring, competence and commitment.
- We value individual and team initiative aimed at improving operations and accomplishing the mission. In all that we do, teamwork, cooperation, and collaboration are essential.
- Maintenance - treat it like your life depended on it.

PEOPLE:

1. Open and honest communication is critical for operational success. Our people must be well-informed to the fullest extent possible.
2. Initiative and decision-making, from top to bottom in our organizations is made on the basis of knowledge, not just position. Our people must be empowered so that decisions can be made at the lowest practical level in the organization - close to the customer, close to the action.
3. We value personal and professional growth and development.
4. In our relationships we will maintain the dignity, self-respect, and sense of self-worth of others. All our people deserve equal opportunity in the workplace.
5. The contributions of our people are important. Quality effort and quality results will be recognized.
6. Take care of each other, as comrades in arms.
7. The support of our families is important. We will maintain a sense of belonging.
8. We recognize that employer support is paramount to our success.
9. In all that we do, safety will not be compromised.

Important Florida National Guard Phone Numbers

The Adjutant General for Florida	Comm: 904-823-0100
	Suncom: 865-0100, DSN: 860-7100
Assistant Adjutant General - Army	Comm: 904-823-0110
	Suncom: 865-0110, DSN: 860-7110
Assistant Adjutant General - Air	Comm: 904-823-0115
	Suncom: 865-0115, DSN: 860-7115
State Legislative Liaison	Comm: 904-488-1780
	Suncom: 278-1780, DSN: 860-7635
Congressional Liaison Officer	Comm: 904-823-0215
	Suncom: 865-0215, DSN: 860-7215
Public Affairs Officer	Comm: 904-823-0168
	Suncom: 865-0168, DSN: 860-7168
Recruiting & Retention	Comm: 904-823-0380
	Suncom: 865-0380, DSN: 860-7380
Employer Support of the Guard & Reserve (State Chairman)	Comm: 813-961-2001
Employer Support of the Guard & Reserve Executive Director for Florida	Comm: 904-823-015
	Suncom: 865-0150, DSN: 860-7150

In Memory of...

Members Whose Deaths Were Reported 1 July 1994 - 30 June 1995

OFFICERS

BG Frank M. Parham (Retired)	4 Aug 94
BG James F. Campbell Jr. (Retired)	2 Feb 95
CPT Howard D. Embree (Retired)	10 May 95

ENLISTED

SPC Dru Erick Handsborough	23 Jul 94
SPC Derek L. Coleman	27 Jul 94
SFC Melvin Alford, Jr.	31 Jul 94
SGT Elzie J. Austin (Retired)	6 Aug 94
SSG Richard C. Fetter (Retired)	6 Aug 94
SPC James W. Jernigan	11 Aug 94
SP5 Harvey G. King (Retired)	29 Aug 94
SPC Anthony S. Collinsworth	15 Nov 94
SPC Carlos M. Alonsop-Izquierdo	29 Dec 94
SSG Samuel C. Wise (Retired)	31 Dec 94
PV2 Robert P. Loveland	26 Jan 95
SPC Jonathan P. Windsor	5 Feb 95
SPC Dennis E. Knight	25 Mar 95
SFC Ray B. Harbour, Jr. (Retired)	3 Apr 95
SSG Thomas C. Perkins (Retired)	4 Apr 95
SGT Gary D. Crothers	10 Apr 95
MSG Lloyd E. Greek (Retired)	10 Apr 95
SGT Michael D. Smith (Retired)	11 Apr 95
PFC David E. Kemp	14 Apr 95
SSG Samuel D. Pierce (Retired)	10 May 95
1SG Kenneth W. Turner	12 Jun 95
SGT Clifford L. Mathias	13 Jun 95
SFC John D. Sammons (Retired)	25 Jun 95