

STATE OF MINNESOTA

**DEPARTMENT OF
MILITARY AFFAIRS**

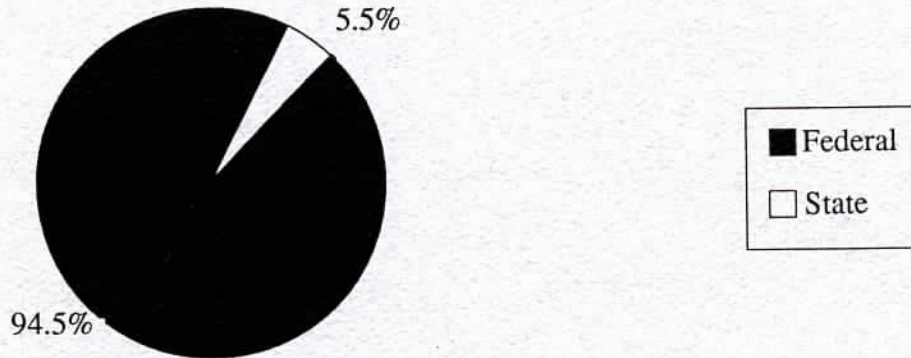


BIENNIAL REPORT

July 1, 1987 - June 30, 1989

Brigadier General Eugene R. Andreotti, The Adjutant General

**Dollars Dispensed in Minnesota for the
Minnesota National Guard
1987 - 1989
Ratio 16.7:1**



Federal Expenditures

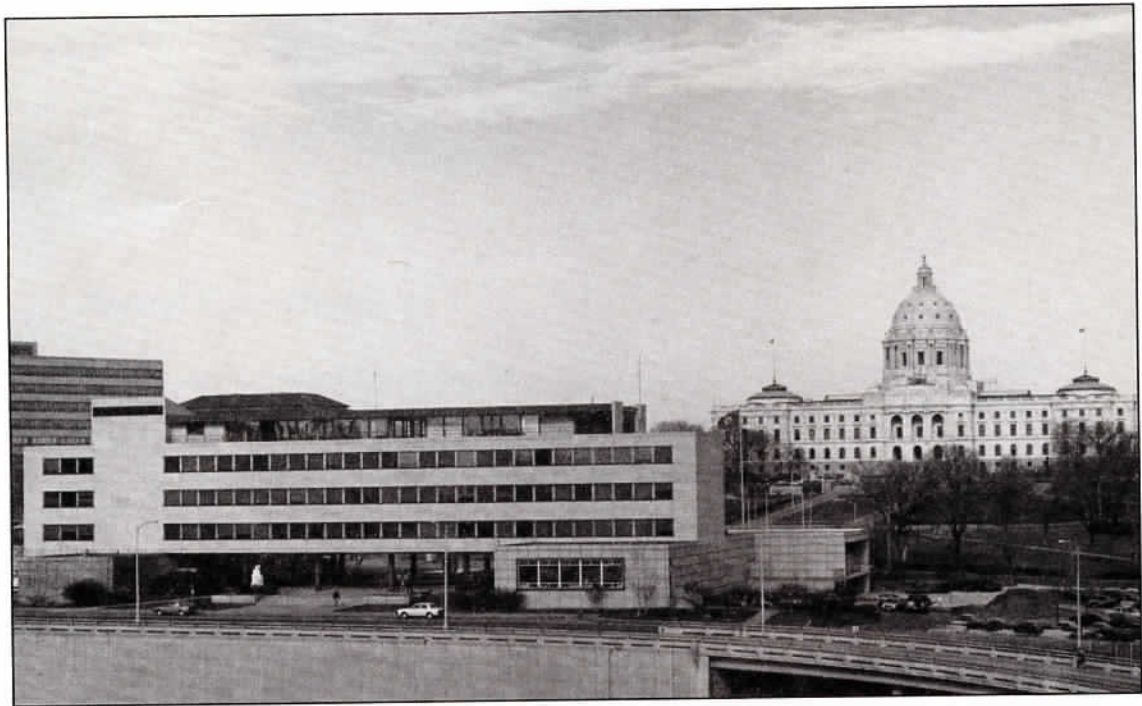
Army National Guard	\$204,072,000
Air National Guard	\$98,738,000
Capital Improvements/repair (Army and Air)	\$25,467,000
Total:	\$328,277,000

State Expenditures

Office of the Adjutant General	\$4,644,000
Army National Guard	\$9,292,000
Air National Guard	\$870,000
Capital improvements/repair (Army and Air)	\$2,106,000
Total:	\$16,912,000

Grand Total **\$345,189,000**

**STATE OF MINNESOTA
DEPARTMENT OF MILITARY AFFAIRS
BIENNIAL REPORT
July 1, 1987 - June 30, 1989**



June 30, 1989

The Honorable Rudy Perpich
Office of the Governor
130 State Capitol Building
Saint Paul, Minnesota 55155



Governor Rudy Perpich, commander in chief of the Minnesota National Guard. Elected 36th governor of Minnesota in November 1982.

Dear Governor Perpich,

On behalf of the more than 13,000 men and women of the Minnesota Army and Air National Guard, I am pleased to present this report on the Department of Military Affairs. This report covers the major activities and achievements of the department during the biennium July 1, 1987 to June 30, 1989.

The Minnesota National Guard continued to demonstrate its readiness to serve both the state and nation during this two year period. Guard units trained in more than 15 foreign countries as well as many different states around the nation. These training opportunities have greatly enhanced our ability to respond to emergencies, both federal and state.

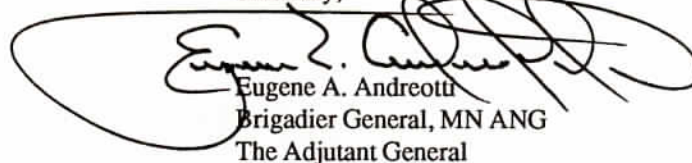
You have called upon us several times during the last two years to help our neighbors in times of distress. We are proud that as citizen-soldiers and airmen, we can respond to the people of Minnesota when the need arises.

The continued support from you and your staff, along with that of the Minnesota State Legislature, has helped make the Guard the strong and dedicated force it is today. Your support is greatly appreciated by all of us in the Minnesota National Guard.



Brig. Gen. Eugene R. Andreotti, Minnesota Adjutant General and military chief of staff to the governor. Appointed as The Adjutant General June 20, 1988.

Sincerely,

A handwritten signature in black ink, appearing to read "Eugene A. Andreotti". The signature is written over a large, hand-drawn oval shape.

Eugene A. Andreotti
Brigadier General, MN ANG
The Adjutant General

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Publication Information

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The Dual Mission of the National Guard

Today's Minnesota Army and Air National Guard is the organized militia of the State of Minnesota. It is under the command of the governor. Concurrently, the men and women of the Minnesota National Guard are members of reserve components of the U.S. Army and Air Force and may, in that capacity, be called into active federal service by the President of the United States.

The state mission of the Minnesota National Guard is to provide organized, trained and equipped military units able to respond to the call of the governor. Under the governor's orders, Guard units may be called to protect life and property and to preserve peace, order and public safety. During this biennium, Minnesota National Guard units were called to state active duty several times (see page 14). A further part of the Guard's state mission is to make its armories available for housing citizens in emergencies.

The federal mission of the Minnesota National Guard is to provide qualified, trained and equipped units for mobilization to augment the U.S. Army and U.S. Air Force in time of war or national emergency. The Guard comprises a sig-



The Minnesota National Guard responds to many state emergencies such as the need for fresh drinking water in communities with contaminated wells.

nificant portion of our nation's Total Force -- the combination of active, federal reserve and National Guard units jointly responsible for national defense. (For further information on the Total Force see Appendices L and M.)

The Army National Guard from across the nation, if taken by itself, would be the eleventh largest army in the world. The Army National Guard represents more than one third of the total Army strength and contains nearly half of the total Army's fighting units. The Air National Guard is a full partner in the total Air Force. For example, Air National Guard units provide almost 92 percent of the Air Force's air defense interceptor missions and 36 percent of the tactical airlift. Taken by itself, the Air National Guard from across the nation would be the fifth largest air force in the world.

Should the Minnesota National Guard be mobilized for federal service, it would be temporarily replaced by a local militia called the State Guard. This State Guard, under command of the Governor, would assume the state emergency duties that are presently the responsibility of the Minnesota National Guard.



Duluth's F4-D Phantoms stand 24 hour alert status as part of the Guard's federal mission.

The Department of Military Affairs and the Adjutant General

The Adjutant General (AG) heads the Department of Military Affairs, State of Minnesota. This department consists of the Minnesota Air and Army National Guard, the civilian departmental employees responsible for maintenance and administration and the state-owned military installations.

The Office of the Adjutant General

As military Chief of Staff to the governor, the AG is responsible for the National Guard's ability to fulfill its state and federal missions. He accepts monies from the federal government for the state military forces on behalf of the state of Minnesota, and executes related agreements and contracts. He is the Minnesota National Guard's contract officer for construction, improvement and maintenance program.

As required by state law, the Office of the Adjutant General is located within the Capitol complex in the Veterans Service Building. It has major administrative and support sections in St. Paul and at Camp Ripley, seven miles north of Little Falls.

The Office of the Adjutant General is a joint headquarters responsible for the management and direction of both the Minnesota Army and Air National Guard. Accordingly, it is composed of officers and enlisted members of both services. The staff includes Assistant Adjutants General for both Army and Air activities.

The Assistant Adjutant General, Army

The Assistant Adjutant General, Army, is responsible for coordinating the daily activities of the Minnesota Army National Guard. He monitors the actions of Army Guard employees, shapes policy recommendations and is the coordinating link between the Adjutant General and the Minnesota Army National Guard. He acts as liaison with other state and federal

agencies and directs the activities of several internal boards and committees. He has special responsibility for Army National Guard construction.

The Assistant Adjutant General, Air

The Assistant Adjutant General, Air, has responsibilities similar to his army counterpart. In addition, he coordinates joint Air and Army Guard activities and directs the Air National Guard Model Installation Program, an effort designed to promote innovation at all levels of the command structure. Both Assistant Adjutants General represent the Department of Military Affairs at regional and national conferences and meetings and direct special projects.

Daily Operating Staff

The Department of Military Affairs daily operating staff consists of elements drawn from the staff structures of the Army and Air National Guard part-time organizations. This staff structure and its purpose is described in separate sections of this report. Several of these staff elements have joint responsibility for

Army and Air National Guard activities. These staff elements are shown in the Army Guard section, but the narrative indicates the joint nature of their activities.

Minnesota State Armory Building Commission

The Minnesota State Armory Building Commission (MSABC) is a public corporation established to acquire, equip and maintain state armories. The commission has authority to issue bonds up to a total bonded indebtedness level of \$7 million for the purposes of constructing and equipping new armory facilities. Titles to the armory properties are passed to the state when the associated bonds have been fully amortized.

During the biennium the commission was responsible for the financial management of 18 armories having a consolidated debt of \$4,209,000.

New armory facilities were constructed at Moorhead, Albert Lea and Brainerd during this biennium.

The Adjutant General, as ex officio chairman of the MSABC, appoints commission members for an indefinite term.



Brig. Gen. Andreotti speaks to many civic organizations about the Guard's partnership with the community.





Minnesota Army National Guard

State Area Command

State Area Command

The State Area Command (STARC) is the senior Army National Guard headquarters in Minnesota and is commanded by the Adjutant General. The AG is assisted in this task by the deputy STARC commander. STARC with its directorates and special staffs, plans and executes the training, equipping and evaluation necessary to prepare Minnesota Army National Guard units for federal mobilization in the event of war or national emergency.

Directorates administer the major functions necessary to manage the system; special staffs provide unique expertise to advise and support the command. Staff activities include the supervision of construction, maintenance, administration, budgeting, recruiting, training and operational readiness. Activities of the

staff based in St. Paul are primarily operations and administration; those based at Camp Ripley are primarily finances and logistics.

Deputy STARC Commander

The Deputy STARC commander, a brigadier general, is the designated director of the STARC and its staff. He is the officer principally responsible for contingency planning for the Minnesota Army National Guard. Mobilization planning is a primary emphasis of this organization.

Army Guard Chief of Staff

The Chief of Staff is the Adjutant General's primary assistant and advisor on implementation of Army policies and programs in the absence of the Adjutant General. This is the top federal techni-

cian position in the Minnesota National Guard.

On a day-to-day basis, the Chief of Staff exercises overall direction of the directorates, special staffs and offices. He reviews staff actions to ensure they adequately meet requirements and are consistent with current policy and doctrine. The Chief of Staff is the key coordination link in the management process. He is personally responsible for all internal control review procedures and documentation.



Minnesota Army Guard members train year round to the same standards as their active duty counterparts.

Inspector General

Mission

The Inspector General provides the Adjutant General with an objective assessment of the efficiency of the Minnesota National Guard. The full service office, located at the Roseville Armory, consists of an inspections division and an assistance/investigations division. It is manned by three Inspectors General and an office supervisor.

Responsibilities

- Provide assistance and information to commanders, soldiers and family members, both reserve and active components.
- Inspect to determine adherence to directives, policies, procedures and standards.
- Inquire or inspect to determine the cause of systemic problems and fix responsibility for corrective actions.
- Follow-up on higher headquarters and organizational inspections to insure corrective actions have occurred and problems have been solved.

Accomplishments

The Command Inspection Program, monitored by the Inspector General office, is undergoing its third update and is the standard from which commanders develop their organizational inspection plans.

The responsibility for assistance has expanded to cover all reserve and active component personnel to include dependents and retired service members. This involves working with agencies at all levels and on a worldwide basis to quickly solve problems for service members connected to Minnesota.

Staff Judge Advocate

Mission

The Office of the Staff Judge Advocate provides legal advice and services to the Adjutant General and all operational units and staff agencies of the Minnesota National Guard.

Responsibilities

- Provide legal advice in the areas of military justice; law of war; administrative law; domestic and foreign law, to

include: labor and employment law, real-property, construction law, environmental law and tort claims; international law and and procurement law.

- Designate individual judge advocates to provide direct support to assigned units.
- Provide premobilization legal counseling to assist soldiers and their families with estate and personal affairs planning.
- Give family assistance briefings to acquaint military families with the benefits and protections associated with military service.

Accomplishments

- Judge Advocate officers authored GUARDLAW, a comprehensive guide to legal rights and responsibilities for National Guard members.

- At the invitation of the Special Assistant to the Judge Advocate General of the Army, the section planned and participated in the first STARC Judge Advocate Organization and Training Course at the Judge Advocate General's School at Charlottesville, Virginia.

Command Sergeant Major

Mission

The state Command Sergeant Major (CSM) serves as the chief enlisted advisor to the Adjutant General and the Adjutant General's staff on all matters pertaining to enlisted soldiers. The state CSM has an open door policy to assist all enlisted soldiers in matters they cannot solve in other ways.

Responsibilities

- Conduct training conferences for all CSM's, sergeants major and first sergeants to assist them in performing their missions.
- Carries special responsibility for the enlisted force, to include its:

- Military bearing and appearance.
- Recruiting and retention.
- Training and readiness.
- The Non-Commissioned Officers Education System.
- Promotions.

Directorate of Finance

Mission

The Directorate of Finance manages State of Minnesota funds in support of operations and maintenance of training facilities for the Minnesota Army and Air National Guard. The directorate interfaces with all other agencies of state government. Most of that interface relates to the state budget administration and personnel and payroll functions for the more than 400 state employees who support the Minnesota National Guard.

Responsibilities

- Through the operating and capital budget process, provide the maximum amount of state funds possible to support operations and maintenance of Guard training facilities.

- Act on behalf of the Legislative Auditor and perform annual audits of unit funds and perform annual inventories of the Guard's state-owned property.

- Provide all funding and administrative support to National Guard members

called to state active duty in support of civil authorities.

- Work with the Facilities Management Office to plan for new facilities, and repairs, betterments and routine maintenance for existing facilities.

- Maintain close liaison with state and federal legislative representatives and agencies to gain budgetary appropriations to support facilities construction and maintenance.

- Provide managerial and fiscal support to armories statewide.

Accomplishments

- Appropriations gained:

- Federal: \$ 8.8 million add-on to the federal budget for expansion and improvement of troop housing areas at Camp Ripley.

- State: \$ 2.3 million for the state's share of construction of a new armory at Camp Ripley.

- Legislation enacted:

- State incentives to enhance recruiting and retention, i.e. State Cash bonus and Tuition Reimbursement. In 1989, that legislation was reenacted as a Reenlistment Bonus and Tuition Reimbursement and also codified to lend program stability and permanency.

- Raised the minimum daily pay for state active duty from \$65 per day to \$130 per day.



Minnesota's State Tuition Reimbursement program enables many Guard members to complete their post-secondary education at such places as Normandale Community College.

Directorate of Personnel

Mission

The Directorate of Personnel administers all Army National Guard personnel programs that deal with the part-time force. The directorate has sections responsible for administration, officer personnel management, enlisted personnel management, education assistance, incentives management and automated data management.

It also directs the Recruiting and Retention section which has a mission to attain and maintain 100 percent strength within the Minnesota Army National Guard. This section consists of five major areas: command and control, production recruiters, retention personnel, Military Entrance Processing Station (MEPS) personnel and administrative and support personnel.

Responsibilities

- Handle administrative details for appointments, promotions, assignments, skill qualifications, retirement, discharges and separations.

- Handle input and update of the Standard Installation Division Personnel System (SIDPERS). This automated data processing system provides statistical and personnel data used for operational and management actions.

- Manage incentive programs designed to increase strength and fill critical skill areas by providing cash bonuses.

- Manage an education services program designed to help provide civilian education financial assistance. This program provides funding support to those qualified for tuition assistance, student loan repayment, the new GI Bill and the Minnesota National Guard State Tuition Reimbursement Program.

- Manage the State Reenlistment Bonus Program.

- Manage the family assistance program designed to assist the families of the troops prior to and upon mobilization.

- Advise the Adjutant General on all matters regarding strength management.

- Recruit, process and place all new enlisted soldiers into the Minnesota Army National Guard.

- Train and assist unit leaders in retention skills.

- Recruit, process and place direct commissioned officers in the medical branches.

- Promote public awareness of the National Guard through open houses, public displays, parades and addressing public and private groups.

- Create, film, edit and market audio and video public service announcements promoting the Minnesota Army National Guard.

- Create and place advertisements relating to the National Guard in newspapers and magazines.

- Conduct demographic population studies to assist in decisions on placement of recruiters and units within the state.

- Provide assistance to the Selective Service System during the transition period following mobilization.

Accomplishments

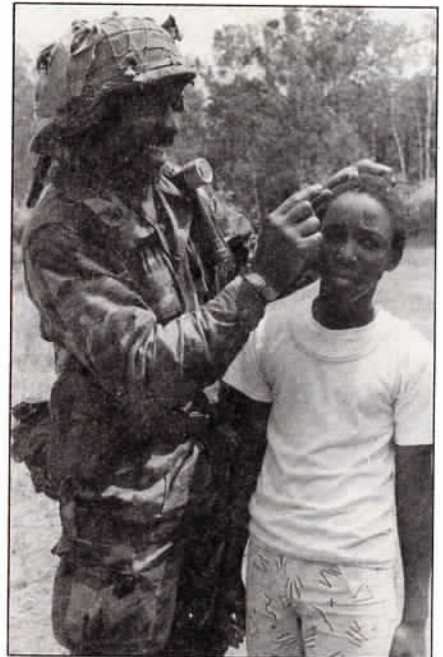
- Provided personnel services to the more than 10,500 Minnesota Army National Guard members in 72 locations within the state. Services provided included:

- Training for subordinate organizations to increase their capability of providing personnel services at unit level.

- Administration of the tuition assistance program through the Education Services Office.

- Continued development of family support groups in each unit to provide support and services to Guard families through the Family Assistance Program.

- Offered recruiting incentives to fill critical skill vacancies in the Guard, and retention incentives for soldiers to remain in the Guard past their initial



Family day at Camp Ripley helps families gain a better understanding of the importance of Guard training.

term of enlistment. Through this Selective Reserve Incentive Program (SRIP) more than 4800 soldiers received cash bonuses. More than 2600 soldiers took advantage of the Student Loan Repayment Program.

- Recruited 3,778 new members into the Minnesota Army National Guard.

- Achieved the thirteenth best retention percentage in the nation during fiscal year 1988.

Support Personnel Management Office

Mission

The Support Personnel Management Office (SPMO) manages more than 1800 full-time employees who support the Minnesota Army and Air National Guard. These employees are either on active duty under the Active Guard/Reserve (AGR) program or are federal civil service employees. Most full-time employees are members of the National Guard and perform the day-to-day duties of administration, training, recruiting and maintenance.

The SPMO has four major sections: military technician management, labor management relations, military duty program and equal employment opportunity.

Responsibilities

Federal Technician Program

- Administer all personnel actions.
- Manpower maintenance.
- Recruit, hire and train all full-time support personnel.
- Classify all positions.
- Maintain personnel records.
- Coordinate employee relations and development.
- Coordinate the Employee Assis-

tance Program.

- Provide assistance to military dependents for all dependent services.
- Monitor and manage the Professional Development Program as it pertains to full-time staff.

Labor Relations

Advise the Adjutant General and all operational units and staff agencies of the Minnesota National Guard on labor matters such as:

- Union contract negotiations.
- Contract administration.
- Grievance processing through arbitration.
- Unfair labor practice charges.
- Adverse personnel actions and appeals.
- Retirement counseling.
- Third party hearings, unemployment, workers compensation etc.

Active Guard/Reserve (AGR) program.

- Staffing all authorized positions.
- Provide individual services.
- Provide for career mobility and advancement. Medical claims administration.
- CHAMPUS assistance.
- Retirement counseling and processing.

Equal Employment/Opportunity (EEO) program

- Develop and monitor the multiyear Affirmative Employment Plan (AEP).
- Appoint and train unit Equal Employment/Opportunity counselors.
- Initiate communication between Equal Employment/Opportunity personnel and recruiting/retention personnel.
- Manage the state's special emphasis programs:
 - Federal Women's Program
 - Hispanic Program
 - American Indian Program
 - Handicapped Program
 - Black Program.
- Coordinate and distribute new Employee Assistance Program information to all units.
- Implement Equal Employment/Opportunity staff assistance visits to all facilities.
- Participate in community outreach to American Indians focusing on barriers to federal employment.
- Develop and produce a quarterly Equal Employment/Opportunity newsletter distributed to all units.

Accomplishments

- Accomplished agency hiring goals for females and minorities ahead of schedule.
- Increased handicapped personnel employment during this period, called a model program by National Guard Bureau (NGB).
- Ms. Shannon Keenan-Kennedy was selected National Guard Bureau handicapped employee of the year, 1988.
- Maintained and submitted the Technician Personnel Management Information System to NGB with no error.
- Initiated a monitoring system of the Defense Enrollment Eligibility Reporting System.



Shannon Keenan-Kennedy, the 1988 National Guard Bureau handicapped employee of the year.

Directorate of Plans, Operations, and Training

Mission

The Directorate of Plans, Operations, Training and Military Support is divided into a Readiness Management Office and seven divisions: plans, operations and training; readiness and mobilization; small arms readiness; military support; communication-electronic; Military Academy; and nuclear-biological-chemical (NBC) readiness.

The directorate's mission is to develop and implement plans and programs for these areas. It also provides direction, supervision and coordination for state-level operations evolving from developed programs.

Responsibilities

- Develop plans and programs which impact on the readiness of the Minnesota Army National Guard in the areas of:

- combat readiness
- communications-electronics readiness
- small arms readiness
- mobilization readiness
- NBC defence readiness.

- Develop plans and programs which enhance the training readiness and capabilities of individuals and units.

- Provide military support to civil authorities in emergency situations.

- Provide for continual and thorough evaluation of all units, organizations and individuals of the Minnesota Army National Guard, which includes:

- management of the Army Training and Evaluation Program (ARTEP) which requires units to meet the same test standards as their active duty counterparts

- management of the Individual Training Evaluation Program (ITEP) that certifies the individual's ability with weapons, tools and vehicles used in the soldier's assigned occupation.

- Develop plans for and supervise state-level Command Post Exercises (CPX) and Field Training Exercises (FTX), including guidance on exercise improvement.

- Provide leadership and academic training for selected individuals of the Minnesota Army National Guard and the U.S. Army Reserve through the Minnesota Military Academy. (For more on the Minnesota Military Academy see pages 16-17.)

- Provide guidance on mobilization.

- Provide guidance on the Winter Operations Training Program. (For more on the Winter Operations Training Program see page 19.)

- Manage all federal funds allocated to the state for training which amounted to \$21,691,300 during this biennium.

Accomplishments

- Implemented a new Air Crew Winter Survival School at Camp Ripley.

- Trained and certified 175 new winter operations instructors.

- Obtained National Guard Bureau funding for support of the winter operations

education program.

- Upgraded the level of readiness of all units through improved management of resources, training time and timely quarterly readiness reviews.

- Improved the availability of Multiple Integrated Laser Engagement Systems (MILES) by establishing a storage and issue facility at Camp Ripley.

- Coordinated operations for military assistance to civil authorities through the Military Support Officer.

- Coordinated the training of Army National Guard members at the Minnesota Military Academy, Winter Operations courses and numerous out-of-state schools, as listed in Appendix Q.

- In coordination with Natick Research Laboratories initiated cold weather testing of food service equipment, clothing and skis at Camp Ripley.



Intensive training exercises increase combat readiness.

Military Support Division

Mission

The Military Support Division develops plans for the National Guard's role in natural disasters, civil disturbances, land defense, state defense force, military support to civil defense, and continuation of vital public services.

It is also responsible for security programs, including but not limited to classified document control, physical security, terrorism counteraction, communications security, information and intelligence security, operational employment of military resources, drug enforcement program, communication systems, and operation of the state Emergency Operations Center.

Responsibilities

- Provide the coordination link between the National Guard and local or state governmental agencies when National Guard personnel are activated by the Governor for state active duty.

- Develop and maintain state and federal plans in accordance with the policies of the Department of the Army, National Guard Bureau, the Governor, and the Adjutant General for military support to civil authorities (MSCA) and military support to civil defense (MSCD).

- Provide guidance and assistance on various programs from inception to completion, making recommendations on complex planning problems. Initiate projects and recommend priorities to the

Plans, Operations and Training Office (POTO).

- Program and funds management for military support programs, including the Military Support budget, the Drug Support budget, and the Intrusion Detection Systems/Joint Interior Intrusion Detection Systems (IDS/JSIIDS) budget. Also plan, organize, coordinate, evaluate, and oversee the following additional programs: Plans and operations; security, intelligence, communications, state active duty, state contribution to the Land Defense of the Continental US, Key Asset and Critical Asset Protection; and State Defense Force.

- Operation of the state Emergency Operations Center.

- Evaluate and approve requests for National Guard community service support.

State Active Duty

During this biennium a total of 1241 state active duty mandays were used assisting authorities and citizens of Minnesota during emergencies or natural disasters.

The following are examples of the types of state active duty coordinated by the Military Support Division:

- Provided water to the residents of McKinley, Lakeland, Haven Township and Le Sueur County for periods lasting up to 18 days when their water systems failed, were damaged, or became contaminated.

- Assisted the Department of Natural Resources during wildfire situations in the Pine Center and Mille Lacs regions in April 1987 with a 6000 gallon water tanker and personnel.

- Used two helicopters and 40 personnel to transport firefighters and firefighting equipment to battle wildfires in the Brainerd area in spring of 1987.

- Provided assistance in battling the Red River floods, April 1989.

- Supported the Armenian relief effort, November 1988 - March 1989.

- Collected and transported humanitarian aid for Jamaican hurricane relief, November 1988.

- Employed an armored personnel carrier and personnel to rescue stranded motorists during snow emergencies in Polk County, December 1987 and January 1988.

Community Service

The National Guard provides limited support for community activities that relate to Guard training and military skills, which ensures that the time spent on such projects complements unit training requirements. The community service program does not compete with private industry and has made many worthwhile projects possible that could not otherwise have been undertaken.

During this biennium the Military Support Division provided support for the following community needs and activities:

- Color guards, marching units, and honor guards for a wide variety of events such as parades, centennials, and special celebrations; the Guard band performed concerts; supported Minnesota Special Olympics; supported 4-H, Boy Scout and Girl Scout activities; participated in air shows; provided static vehicle and equipment displays for county fairs, college ROTC programs, and numerous other events; distributed toys at Christmas to children of the needy and unemployed; opened National Guard armories to stranded motorists during winter snow storms; graded and leveled land for playgrounds and athletic fields; participated in community clean-up programs; collected donations for local food shelves; provided water and tents for various community events such as bike-a-thons and pow-wows; and supported biathlons and trail rides at Camp Ripley.



Above: Guard members volunteer with such projects as the metro Paint-a-thon demonstrating the Guard's partnership with the community.



Above right: The 1st Battalion, 94th Armor annually sponsors "The Reindeer Express" a program that distributes toys to needy children at Christmastime.

Right: The Minnesota National Guard collected more than 100 tons of clothing for shipment to Armenia in the aftermath of the devastating earthquake there.



The Minnesota Military Academy



The Minnesota Military Academy's Officer Candidate School develops leadership and management skills in each candidate.

Mission

The mission of the Minnesota Military Academy is to manage the Officer Candidate School (OCS), Non-Commissioned Officers Education Schools (NCOES) and special schools as directed by The Adjutant General for the State of Minnesota.

Responsibilities

The Minnesota Military Academy, which is the schools section for the Minnesota Army National Guard, is primarily responsible for conducting several leadership courses:

- Officer Candidate School (OCS).
- Reserve Component Non-Commissioned Officer Education System courses (RCNCOES).
- Company level pre-command courses.
- Direct appointment orientation courses.

- TAC (Teach, Advise, Counsel) Officer training and orientation course.

- Basic Training Orientation Course (BTOC) which is designed to teach new recruits about basic training before their departure.

- U.S. Army Branch Immaterial Officer Candidate Orientation Course.

Officer Candidate School

The Minnesota Military Academy's Officer Candidate School (OCS), a federally accredited institution created in 1956, is the Minnesota Army National Guard's primary officer commissioning source.

The OCS mission is leadership training. The program focuses on developing desirable leadership traits and abilities of each candidate. Methods of leadership development include discipline, high standards of deportment and conduct, exacting manner of performance, frequent and effective counseling, continuous observation, correction and evaluation.

Candidates are selected from National Guard and Army Reserve members throughout the state on the basis of physical and mental examinations conducted by unit and battalion screening boards.

The curriculum is prepared by the U.S. Army Infantry School at Fort Benning, Ga. and is designed to develop military leadership and management skills. The program consists of 510 hours which is conducted in three phases:

Phase I: Two weekend training assemblies and 15 days of continuous training conducted at Camp Ripley.

Phase II: Twelve monthly weekend assemblies.

Phase III: A 15-day training period that culminates with the commissioning ceremonies.

Classes held during this biennium:

- Class 32 (April 1, 1987 - June 24, 1988) graduated 47 National Guard members and 10 U.S. Army Reservists.

- Class 33 (April 15, 1988 - June 23, 1989) graduated 70 National Guard members and 19 U.S. Army Reservists.

- Class 34 began on May 1, 1989. This class currently has 46 candidates, 35 National Guard and 11 Army Reserve. Graduation ceremonies are scheduled for July 21, 1990.

Reserve Component Non-Commissioned Officer Education System (RCNCOES)

The Reserve Component Non-Commissioned Officer Education System (RCNCOES) is a career development program for Non-Commissioned Officers (NCOs) consisting of training at the entry, intermediate and senior levels.

The system's objectives are to:

- teach leadership fundamentals and techniques
- to prepare soldiers for leadership positions of increasing responsibility
- to develop their separate capacities and capabilities as leaders.

The RCNCOES conducts a multitude of courses which all increase the Minnesota Army National Guard's readiness posture.

Basic Training Orientation Course (BTOC)

BTOC is a two day course conducted seven times annually at Camp Ripley. All non-prior service Minnesota Army National Guard members attend this course prior to basic training. BTOC is designed to provide soldiers with initial entry skills and familiarize them with training techniques and military life-style encountered at basic training. Nearly 9000 Minnesota Army National Guard trainees have participated in this course since its inception.

Special Schools

- Counter Sniper/Precision Marksmanship Course

This course has received National attention by both military and civilian law enforcement agencies. The course, which is seven days in duration, is designed to instruct infantry, military police, and Air National Guard security police in the proper use of scope equipped weapons. It also trains students in the basic aspects of tactics, fieldcraft and special techniques associated with sniping. Students who successfully complete the course will instruct these subjects in their unit. Forty-six students successfully completed the course during this biennium.

- Company Level Precommand Course

This course is designed to develop Minnesota Army National Guard Officers' managerial skills and techniques essential to successful command of a company size unit. This course gradu-

ated 49 students during this biennium.

- Instructor Training Course

This course is designed to qualify individuals to instruct OCS, RCNCOES and military occupational skill courses commensurate with their grade, skill qualification and NCOES course completion skill level. Sixty-five students graduated from this course during the biennium.

The Minnesota Military Academy provided leadership and special training to 3065 soldiers during the biennium. The academy has a total of 50 assigned officers, NCOs and soldiers. Because of our small staff, the academy relies heavily on other Minnesota Army National Guard members to accomplish the mission. Their support and dedication contributes to individual soldier professional development and an increased Minnesota Army National Guard readiness.



Non-commissioned officer schools prepare soldiers for leadership positions.

Regional Training Site - Maintenance

General Information

The Regional Training Site - Maintenance (RTS-Maint) was established by the Department of the Army in 1988. The National Guard Bureau has estimated the total federal funds required to establish the RTS-Maint site to be \$50,000,000 (includes facilities, equipment and staffing). The 13 full-time staff members occupy a newly constructed 25,000 square foot state of the art maintenance training facility, located at Camp Ripley.

Mission

Primary: Provide maintenance training in support of current and newly acquired equipment to prepare reserve component non-divisional maintenance units for mobilization.

Secondary: Provide and support maintenance training opportunities through the use of facilities, equipment and personnel to enhance the readiness of all maintenance soldiers.

Responsibilities

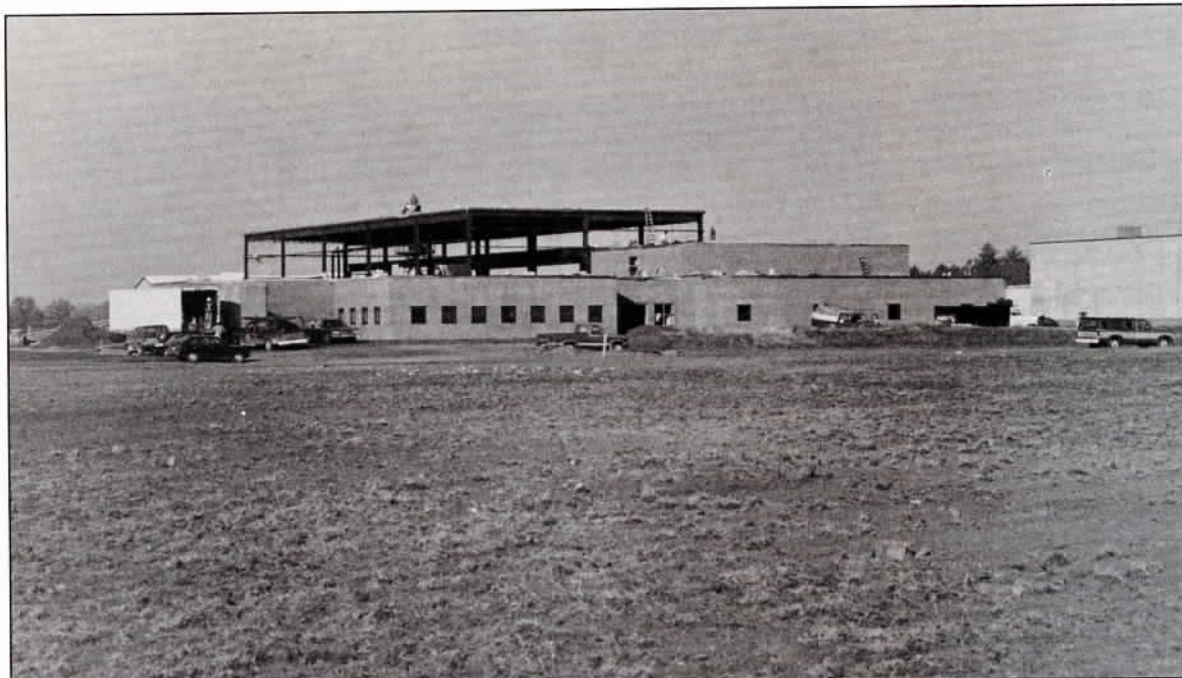
- Provide training which will allow maintenance soldiers to perform their wartime missions.
- Nominate additional training options for implementation at RTS-Maint sites.
- Evaluate and recommend changes to Training and Doctrine Command for development of RTS-Maint programs of instruction.
- Enforce established policies and standards pertaining to the training of officer, warrant officer and enlisted maintenance personnel.

Accomplishments

- Hired, organized and trained new staff to accomplish goals of the RTS-Maint program.
- Trained 185 soldiers during the period January 1, 1989 through September 30, 1989.
- Hosted 36 soldiers during new

equipment training.

- Conducted all training this biennium with 0% accident rate.
- Developed aggressive course schedule to train Minnesota National Guard soldiers prior to arrival of new equipment.
- Established an excellent relationship with the 5042nd United States Army Reserve Forces School to conduct military occupational skill courses at the RTS-Maint.
- Successfully introduced the RTS-Maint program to over 250 company sized elements in a five state area.



The Regional Training Site - Maintenance building, under construction during this biennium, will provide 25,000 square feet for state of the art training.

Winter Operations Training

Mission

Camp Ripley is the primary winter training site for the Army National Guard nationwide. The Winter Operations School cadre are regarded as Army National Guard experts on cold weather training and maintenance operations.

Approximately 18,000 members of the active Army, Marine Corps Reserve, Seabees, Special Forces, Army Reserve and National Guard attended winter training at Camp Ripley during this biennium.

The mission of the Winter Operations program is to provide both individuals and units with the skills necessary to accomplish their CAPSTONE (wartime) mission of fighting and defeating a threat force while in a winter environment.

Responsibilities

- Conduct four courses in winter operations:

- Winter Operations Course

- Cold Weather Maintenance Course

- Winter Operations Instructor Course

- Air Crew Survival School.

- Provide support to all units in annual training during the winter months.

- Provide support for the Norwegian Exchange Program. This military/cultural exchange program has been conducted annually since 1974. Approximately 100 Norwegian soldiers train for two weeks at Camp Ripley while 100 Army National Guard members train in Norway. (For more on the Norwegian Exchange Program see page 20).

- Provide mobile training teams to teach the coursework at a unit's home station.



Winter Operations courses teach the skills necessary to defeat a threat force in a cold weather environment.

Course Instruction

- *Winter Operations School:* Trains selected individuals and units in those skills necessary to accomplish their wartime mission and defeat a threat force while deployed in a winter environment. This is a ten day course normally conducted in January. This course of instruction includes subjects such as cold weather first aid, winter movement techniques, improvised shelters and a 96 hour field training exercise. This course graduated 384 students during fiscal years 1988 and 1989.

- *Winter Maintenance Course:* Students attending this course must be qualified maintenance officers, warrant officers or non-commissioned officers assigned to leadership positions. This course is conducted concurrently with the Winter Operations School. The course focuses on maintenance in a cold weather environment. All training is hands-on including operating and driving track and wheel vehicles on snow and ice. This

course graduated 105 students during fiscal years 1988 and 1989.

- *Winter Operations Instructor School:* Soldiers attending this course are trained as instructors in those skills necessary to successfully conduct combat operations in a winter environment. This is a 12 day course conducted annually at Camp Ripley. It's a hands-on training course with emphasis on presenting military instruction. The Winter Operations Instructors School is offered only to Minnesota Army and Air National Guard members. This course graduated 76 students during fiscal years 1988 and 1989.

- *Winter Air Crew Survival Course:* Training year 1990 will be the first year this course is offered. Three courses are scheduled. This school will demonstrate what it takes for an aircrew member to survive in a cold weather climate. The majority of the training is hands-on in a field training environment.

Overseas Deployment Training

Mission

Overseas deployment training (ODT) is conducted to strengthen ties with CAPSTONE (wartime) command headquarters. It provides the opportunity to train and plan in the actual overseas theater the unit would deploy to in time of war. It provides essential mobilization and deployment training which is critical for an organization's swift and timely movement to its overseas theater of operation. (For further information see Appendices L and M on the Total Force Doctrine.)

During this biennium more than 446 Minnesota Army National Guard members were involved in overseas training.

The Key Personnel Upgrade Program - (KPUP) provides Army National Guard members the opportunity to further develop their individual military skills by training with active Army units in their assigned specialty. Active Army units also benefit from the expertise and assistance the National Guard soldier provides.

During this biennium 30 soldiers participated in KPUP in Germany, Italy, Korea and Panama.

European Exercise Participation - Army National Guard units and individual members participate regularly in exercises conducted within the U.S. Army in Europe (USAREUR) theater of operation. The exercises emphasize deployment, reception, forward movement of troops and equipment, field training exercises, recovery and re-deployment. Minnesota Army National Guard members participated in several of these exercises.

Yama Sakura (Japan) - is a joint U.S. Army/Japan exercise designed to accomplish real-world planning for ground self defense, develop and resolve interoperability issues and develop joint ground, air and naval operations plans.

The exercise consists of limited-scale map maneuvers and workshops. There were six participants during this biennium.

Team Spirit Exercise (Korea) - is an annual large-scale sea, air and land exercise conducted in Korea. It evaluates the U.S. capability to assist and reinforce the Republic of Korea (ROK) armed forces. It trains and evaluates U.S. and ROK forces in joint and combined operations. The exercise evaluates plans and training of all U.S. and ROK forces both active and reserve. There were sixty-seven participants during this biennium.

REFORGER (Return of forces to Germany) - is a NATO exercise in Europe designed to measure the deployment capability of U.S. Forces. It exercises rapid reinforcement and supply of the forward deployed forces in Europe while deploying selected Continental United States (CONUS)-based U.S. Army Forces to Europe. It tests the communications capabilities of the allies and evaluates the support capability of the host nations. The realistic and challenging exercise tests both U.S. and allied forces. There were four participants during this biennium.

Central America (Panama) -The 257th Military Police Company sent 116 troops to Fort Clayton, Panama in 1989. The military policemen assisted active forces with the security of Fort Clayton, Panama.

Caravan Guard (Germany) -The 798th Transportation Detachment sent five soldiers to Germany to participate in exercise Caravan Guard. There the individuals assisted in the control and management of military traffic.

Display Determination (Turkey) - The 147th Finance Company sent ten individuals to Turkey to participate in exercise Display Determination. There they assisted in distribution of military

pay and allowances during the exercise.

Norwegian Exchange -This military/cultural exchange has been held annually since 1974. Each year a Norwegian Home Guard contingent conducts training at Camp Ripley while an Army National Guard unit trains at Camp Torpo, Norway. The program allows for an exchange of expertise in cold weather training, including ski instruction, cold weather survival and weapons familiarization in arctic conditions.

Minnesota traditionally invites other states to provide participants. Army Guard soldiers from Iowa, Illinois, California, North Carolina, Nevada, Texas, Missouri, Minnesota and members of the Minnesota Air Guard have participated. Approximately 100 soldiers from each country participate each year. The Minnesota National Guard had 140 participants during this biennium.

Sweden - A small contingent of Minnesota Army National Guard soldiers participated in a visit with the Swedish Army to observe Swedish Army field training.

Directorate of Facilities Management

Mission

The Directorate of Facilities Management, located at Camp Ripley, is responsible for construction, maintenance and repair of all Army National Guard facilities throughout Minnesota (73 armories, 19 maintenance shops, one aviation facility and Camp Ripley facilities) - approximately 3.7 million square feet. The office acts as the state's representative for all contracted Army National Guard construction, maintenance and repair.

Responsibilities

- Provide professional architectural and engineering services.
- Coordinate long-range and master planning.
- Develop and implement environmental and energy programs, providing environmental assessments.
- Coordinate federal, state and local funding requirements and budget submissions.
- Control a state-employed crew for the maintenance and repair of armories and other buildings.

Accomplishments

- The federal government allocated more than \$22,000,000 in support of facility construction and maintenance operations in Minnesota.
- State of Minnesota funds in the amount of \$2,106,000 were spent during this biennium for construction maintenance and repair work accomplished at Army National Guard facilities throughout the state. The contracted work has been performed by Minnesota contractors.

(For a breakdown of expenditures for completed and on-going major projects during the biennium, see Appendix U.)



Camp Ripley received an award from the Minnesota Pollution Control Agency for exceptional compliance records in meeting water objectives during 1989 at the new wastewater treatment plant.

Environmental Issues

- An Environmental Impact Statement was completed in 1988 for implementation of the Camp Ripley Master Plan. The document discussed 33 actions to improve the facilities and training at Camp Ripley including the effects of Camp Ripley being designated by the National Guard Bureau as the primary Army National Guard Winter Training Site.
- A Land Analysis Program was initiated to determine the impact of training on Camp Ripley natural resources. The phased program will provide resource data to be used in scheduling training and in establishing baselines from which changes to natural resources due to training can be measured.
- Environmental regulation compliance guidance was provided to staff, commanders, and troops in the form of Minnesota Army National Guard Regulations. Guidance covered Hazardous Waste Management, Solid Waste Management to include Recycling, and Environmental Review of Minnesota Army National Guard Actions.
- The Department initiated a Lyme Disease Program to determine the extent of Lyme Disease on Camp Ripley and to educate troops on measures to prevent getting the disease. Preliminary results indicate Lyme Disease is not yet on Camp Ripley.
- Due to drought conditions in central Minnesota, a Pine Bark Beetle Control Program was initiated. The purpose is to protect ornamental trees around Camp Ripley buildings. Results indicate tree loss to Pine Bark Beetle was significantly reduced. The program will continue until the end of the drought.

Directorate of Maintenance

Mission

The Directorate of Maintenance supervises the statewide maintenance program for surface equipment assigned to the Minnesota Army National Guard.

Responsibilities

- Provide technical supervision to 19 Army Guard Organizational Maintenance Shops (OMS) throughout Minnesota.
- Exercise operational control over the Minnesota Army Guard's Combined Support Maintenance Shop (CSMS) and the Mobilization and Training Equipment Site (MATES), both located at Camp Ripley.
- Manage the Maintenance Assistance Instructor Team (MAIT).

Organizational Maintenance Shops Responsibilities

- Perform organizational maintenance on federal equipment which cannot be accomplished by supported units.
- Schedule preventive maintenance services.
- Provide on site support to each supported unit through evaluation of the care and maintenance of equipment.
- Conduct training in maintenance for unit personnel and provide technical advice.
- Ensure adequate security for parts, tools, and equipment at the OMS.

Combined Support Maintenance Shop Responsibilities

- Provide direct and general support maintenance and repair for all surface equipment including sophisticated electronics and missile equipment.
- Calibrate tools and test equipment.
- Instruct outstate units training at Camp Ripley.
- Support fielding of new equipment.
- Upgrade equipment through improvement modifications.

- Provide year-round maintenance support to units in training at Camp Ripley.

Mobilization and Training Equipment Site Responsibilities

- Provide prepositioned selected items of equipment for immediate availability in the event of mobilization.
- Provide selected items of equipment to units conducting training at Camp Ripley.

Maintenance Assistance Instructor Team (MAIT) Responsibilities

- Upgrade Army materiel and units to a state of readiness consistent with assigned goals needed to carry out the Army mission.
- Ensure that commanders at all levels are provided assistance in identifying and resolving maintenance, maintenance management, and associated repair part problems.
- Provide effective and responsible assistance and instruction for units.
- Augment commander's capability for providing maintenance and associated logistical assistance and instruction to their units.
- Identify systemic problems in maintenance management and provide assistance to improve management of the maintenance workload at the unit.

Accomplishments

- Processed for delivery the following new equipment systems:
 - Ballistic computer set
 - Repeater set radio
 - Radio terminal set
 - Ambulance (HMMWV)
 - Troop/cargo carrier (HMMWV)
 - Utility truck (HMMWV)
 - Antitank Combat Vehicle
 - Wrecker
- Implemented a computerized sys-

tem for administration and control of work requests and routing to various sections at CSMS.

- MATES issued 5,917 major items of equipment supporting annual training periods and 2,638 major items of equipment supporting weekend training during this biennium.

- MATES supported 246 separate units in annual training status and 281 separate units in weekend training status during this biennium.

- The MAIT provided 56 assistance and instruction visits of 1-12 day durations to organizations throughout the state.

- The MAIT developed numerous comprehensive programs of instruction in maintenance management and related programs which correspond to the level of the soldier's responsibility and command.

United States Property and Fiscal Office

Mission

The United States Property and Fiscal Office For Minnesota (USPFO) maintains the records on all federal funds and equipment issued to the Minnesota National Guard. The office at Camp Ripley, in conjunction with the assistant USPFOs for Air at Duluth and Minneapolis Air National Guard bases, keeps records concerning receipt, disbursement, and accounting of the federal resources for the Minnesota National Guard.

The USPFO is comprised of the following sections: administrative, logistics, purchasing and contracting, data processing, analysis and internal review, and comptroller.

Responsibilities

- Receive, distribute, and account for all federal property issued to the Minne-

sota Army National Guard which is valued at nearly \$270,000,000.

- Maintain an inventory of 4,700 items valued at \$4,650,000.

- Provide logistical support to 125 units and activities.

- Purchase commercial goods and services with federal funds to support all Army Guard activities.

- Provide contractual support for Air National Guard major construction and architect/engineer contracts.

- Provide computer support for all directorates throughout the state.

- Conduct internal reviews of both Air National Guard bases.

- Develop and administer the current Army National Guard State Operating Budget.

- Account for all federal funds.

- Process payroll for all Army National Guard military and technician personnel.

Accomplishments

- Received the following new equipment:

- 253 Utility trucks
- 109 High Mobility Multipurpose Wheeled Vehicles (HMMWV)

- 7 Full tracked recovery vehicles

- 5 Fire Support Team Vehicles (FISTV)

- 4 Anti-tank combat vehicles
- 2 Full-tracked Command Post

carriers

- 685 M16A2 Rifles
- 7 Full-tracked medium cat

tractors

- 4 Boat Bridge Erection, Diesel
- 74 Radio Sets

- 12 Radio Repeater Sets
- 38 Radio Terminal Sets.

- Moved 8,000 military passengers outside the state.

- Processed more than 8,700 shipments of incoming and outgoing freight.

- Conducted 43 internal reviews designed to detect and deter fraud, waste, and abuse. The reviews resulted in 97 findings, 119 recommendations, and achieved monetary benefits of more than \$407,000 and potential cost avoidance of more than \$1,373,000.

- Received two UNISYS 5000 computer systems to provide computer support to the Minnesota Army National Guard, with the capability to support 64 remote terminals.

- Data processing personnel engineered existing laser printers to generate documents for a new State Automated Orders System.

- Data processing personnel designed, wrote, and implemented a Mandays Accounting System for the Minnesota Army National Guard.

- Carried out more than 27,000 contracting transactions, totalling more than \$12,390 with 97 percent of the dollars placed competitively.



New equipment, such as the high mobility multipurpose wheeled vehicle, commonly known as the "Humvee", enables units to train to the highest standards.

Directorate of Aviation and the Army Aviation Support Facility

Mission

The primary mission of the Directorate of Aviation is to assist the Army Aviation units of the Minnesota National Guard in achieving the training, maintenance, and administrative readiness level which is required for a rapid mobilization.

The Army Aviation Support Facility (AASF), located at the St. Paul Downtown Airport, is the facility from which the directorate provides support. The AASF is a diverse organization which is capable of providing aircraft maintenance, up to the intermediate level, and aviator training in all facets of Army Aviation operations. Aviation support of Minnesota National Guard operations throughout the state are also provided by the AASF. Accomplishment of these varied tasks requires the full time employment of nearly 75 individuals.

Another of its missions is to provide support to the state in the event of a natural disaster, or civil disturbance. Recently, this area of responsibility has been expanded to include assistance to law enforcement agencies with drug eradication operations.

The operational Army National Guard Aviation unit which is supported by the directorate is the 47th Aviation Brigade. This organization includes a total of 760 personnel and 33 aircraft assigned to elements throughout the state.

In addition to the aircraft assigned to the aviation brigade, a total of four are assigned directly to the directorate. These include two helicopters and two fixed wing aircraft.

Responsibilities

- Train pilots, aircrew members, and other unit personnel.
- Conduct aviation maintenance activities.
- Perform flight operations in support of operational missions and training.
- Management of the aviation safety program.

Accomplishments

- Conducted training for all aviators in drug eradication operations.
- Met or exceeded National Guard Bureau requirements for operational readiness of assigned aircraft.
- Added the capability of providing airborne rescue to individuals trapped in a high rise building fire or in the water.
- Flew in excess of 9,000 accident free flight hours despite a heavy increase



Minnesota Army Guard aviators flew more than 9,000 accident free hours during this biennium.

Selective Service

Mission

The Selective Service System in Minnesota consists of one civilian state director, four officers and one warrant officer from the Minnesota Army National Guard, and four officers from an Army Reserve detachment. These officers must recruit and train the members of Minnesota's local boards, train the National Guard recruiters assigned to augment Selective Service in the event of national emergency, and help enforce the legal requirement that all males born after 1960 must register with Selective Service during the 60 day period surrounding their 18th birthday.

Responsibilities

- Disseminate Selective Service registration information to high schools, vocational schools and colleges.

- Provide radio stations, television stations and newspapers with public serv-

ice registration awareness information.

- Give speeches and registration awareness materials to civic organizations or clubs, employment agencies and employers concerning the Selective Service registration requirements for young males.

- Recruit and annually train the 200 local board members that represent the 40 local boards located throughout the State of Minnesota.

- Conduct mobilization exercises and annual training utilizing the 27 Minnesota Army National Guard recruiters designated to augment the Minnesota Selective Service System in the event of emergency mobilization.

- Develop, improve, coordinate and update the Minnesota State Headquarters and area office plans covering the emergency mobilization of Selective Service in Minnesota.

Accomplishments

Minnesota continues to rank as the state with the highest registration percentage and the fewest local board vacancies among the six states representing Region III in the Selective Service System.

Staff Surgeon

Mission

The Staff Surgeon advises the Adjutant General and members of his staff in all medical matters to include physical fitness for duty, mental and emotional health, and individual and collective matters of health. He determines the needs for both peacetime and mobilization day medical procedures.

Responsibilities

- Provide specialists to advise the state staff in matters of nursing, dentistry, aviation medicine and environmental health.

- Provide quality control of physical exams and the facilities that provide them.

- Provide career development planning for all health care professionals in the state.

- Provide integration and professional support to the branches of medical service within the state.

- Rule on line of duty investigations and incapacitation pay for service members.

Accomplishments

- Developed a closer affiliation with the recruiting and retention office as well as with medical professionals within the National Guard in order to recruit better qualified professionals and maintain support of the present staff.

- Coordinated a program to recruit and train medical students for future duty as physicians.

- Developed a program of wellness for Army National Guard members including seminars for stress management and physical fitness proficiency.

Public Affairs Office

Mission

The Public Affairs section provides timely and accurate information concerning activities of units of the Minnesota Air and Army National Guard to internal and external audiences. The section is manned by two full-time public affairs officers and one full-time photographer. In addition, the section has three part-time members, including an historian.

Responsibilities

- Publish print and broadcast news releases on National Guard activities to state, regional, and national media outlets.

Chaplain

Mission

Twenty-three clergy persons from six major church traditions provide chaplaincy services to the men and women of the Minnesota Army National Guard. Chaplains provide spiritual care to personnel at home station and at annual training sites. They serve as advisors to their commanders on matters of morale, morals and religion.

Responsibilities

- Perform religious services.
- Perform sacramental rites and ministrations.
- Provide round-the-clock chaplain coverage during annual training for crisis situations.
- Provide personnel counseling.
- Provide classes, workshops and presentations on chaplain-related topics.
- Support the Camp Ripley Alternative Center (chemically-free meeting and

social center).

- Provide chaplain support to various state-level activities.

Accomplishments

- Participated in career progression training schools through the U.S. Army Chaplain Center and School, Ft. Monmouth, N.J.
- Participated in a month long Key Personnel Upgrade Program in Germany.

Occupational Health Office

Mission

The occupational health program promotes health and reduces risk of illness arising from the individual/work relationship. This encompasses special preventive measures for those exposed or potentially exposed to toxic materials, infectious agents, or other hazardous influences of the work environment.

Responsibilities

- Inventory chemical, biological, radiological and physical hazards in the work environment.
- Provide job-related and administrative medical surveillance.
- Provide education regarding job-related health hazards.
- Monitor absences due to illness.
- Conduct epidemiological investigations.

- Conduct programs for hearing conservation, respiratory protection, and radiation protection.

Accomplishments

- Initiated a pre-placement physical program for maintenance personnel.
- Received a superior rating from the National Guard Bureau for the radiation protection program.

State Safety Office

Mission

The State Safety and Occupational Health Manager provides the day to day functional management of the State General Safety Program. He serves the Minnesota Army National Guard in establishing, implementing and maintaining programs in efforts to prevent accidents, injury and property damage to its members and the community.

Responsibilities

- Provide education and materials.
- Recommend and approve safety equipment, personnel protective equipment and unique safety devices for procurement.
- Develop and implement accident prevention programs.
- Conduct safety inspections of facilities.

- In a cooperative effort with the Facilities Management Office perform design reviews of new and renovation construction projects for compliance with safety and health requirements.

- Disseminate new and proposed federal, state and local safety regulations.

- Monitor hazardous chemical use.

- Assist the Occupational Health Nurse who has similar areas of interest and responsibility in order to achieve a total healthy environment.

- Recommend and approve range use and ensure range safety.

- Manage the Safety and Occupational Health budget.

- Process incidental property claims for or against the government.

Accomplishments

- Tested and approved more than six indoor range facilities throughout the state.

- Implemented the 1988 and 1989 annual "Safe Guard" programs.

- Implemented the "Safe Annual Training 88" and "Safe Annual Training 89" programs which implemented some new concepts for commanders such as Combat Risk Management.

- Continued to support the cardiopulmonary resuscitation (CPR) training program.

- Successfully processed over 52 claims on behalf of the government.

- Conducted annual training for maintenance supervisors, assisted in the very successful Safe Bus Driver Training School, and many programs to educate members of the Guard in safety.

Directorate of Information Management

Mission

The Directorate of Information Management (DOIM) serves as the principal advisor to the Adjutant General and his staff on matters of automation, telecommunications and visual information. The DOIM has overall staff responsibility for support of existing systems in these areas, and is tasked with instituting new programs and/or systems as appropriate.

Responsibilities

- Stay current with technology.
- Advise the commander and staff on

automation and telecommunications matters.

- Computer applications development.

- Support and train computer operators.

- Insure inter-operability of systems.

- Product evaluation.

- Long-range planning.

Accomplishments

- Helped plan and implement the installation of a new private branch exchange (PBX) telephone system for Camp Ripley. This system expanded the

existing lines by 45 percent and supports both fiber optics and the integrated services digital network (ISDN) telecommunications standard.

- Added more than 100 personal computers to the existing assets of the Minnesota Army National Guard increasing the total statewide to more than 250 machines. These computers are used for word processing, data base management and telecommunications at all Guard locations.

Camp Ripley



Camp Ripley's varied terrain offers ideal conditions for all types of tactical training.

General Information

Camp Ripley is the primary training site for the Minnesota Army National Guard. Located seven miles north of Little Falls, the camp encompasses the site of old Fort Ripley, a frontier outpost occupied from 1848 to 1877. Owned entirely by the State of Minnesota, Camp Ripley's facilities and personnel are primarily federally funded.

The camp has grown from a summer training site for the Minnesota Army National Guard to a state-of-the-art year-round military training facility. Camp Ripley is designated as the primary winter training site for National Guard units.

The excellent training facilities draw units from all over the nation. Soldiers that train at Camp Ripley are from the Army and Air National Guard, active Army and Army Reserve, active Air Force and Air Force Reserve, U.S. Marine Corps and Marine Corps Reserve, Reserve Officer Training Corps (ROTC) and Naval Reserve.

The camp's 50,000 acres of varied

terrain provide ideal conditions for military tactical training. In addition, the camp has:

- Numerous firing ranges capable of accommodating all weapons used by an infantry division.

- An airfield runway which has enhanced accessibility to out-of-state military units. More than 2,642 C-130 aircraft landed on the runway during fiscal year 1988-89.

- A cantonment area to house more than 10,000 troops during the summer and approximately 2,200 during the winter.

- A 12-bed Troop Medical Clinic to support troops in training.

Camp Ripley has an important economic impact on communities in central Minnesota. More than \$34 million in federal salaries and wages were earned during this biennium by all the Army National Guard soldiers and civilian personnel employed at the camp. In fiscal year 1988-89 alone, more than 25,200 non-Minnesota troops trained at the camp for two week periods, many spending a

portion of their military income in central Minnesota. (For more on training at Camp Ripley see Appendix O.)

Camp Ripley is Minnesota's second largest statutory game refuge. The Department of Natural Resources runs the following programs on Camp Ripley:

- Bow hunting for whitetail deer.
- Rearing walleye to be used to stock state game fish lakes.
- Approximately 475 acres of timber cutting each year.
- Tree planting.
- Bark beetle control.

Mission

The mission of the Camp Ripley post commander is to ensure that the site's resources are used to their maximum effectiveness. He ensures that the training support meets the needs of current military concepts, through coordination with Department of Defense officials and staff from other states using the facilities.

Responsibilities

- Prepare plans for the mobilization of Army units at the post.
- Coordinate training area management and utilization.
- Coordinate post operations and training in such areas as:
 - Control of firing ranges.
 - Airfield operations.
 - Security operations.
- Provide logistical support to troops in training.
- Coordinate construction, maintenance and repair of site facilities.
- Coordinate community and media relations.
- Coordinate safety management procedures.

Accomplishments

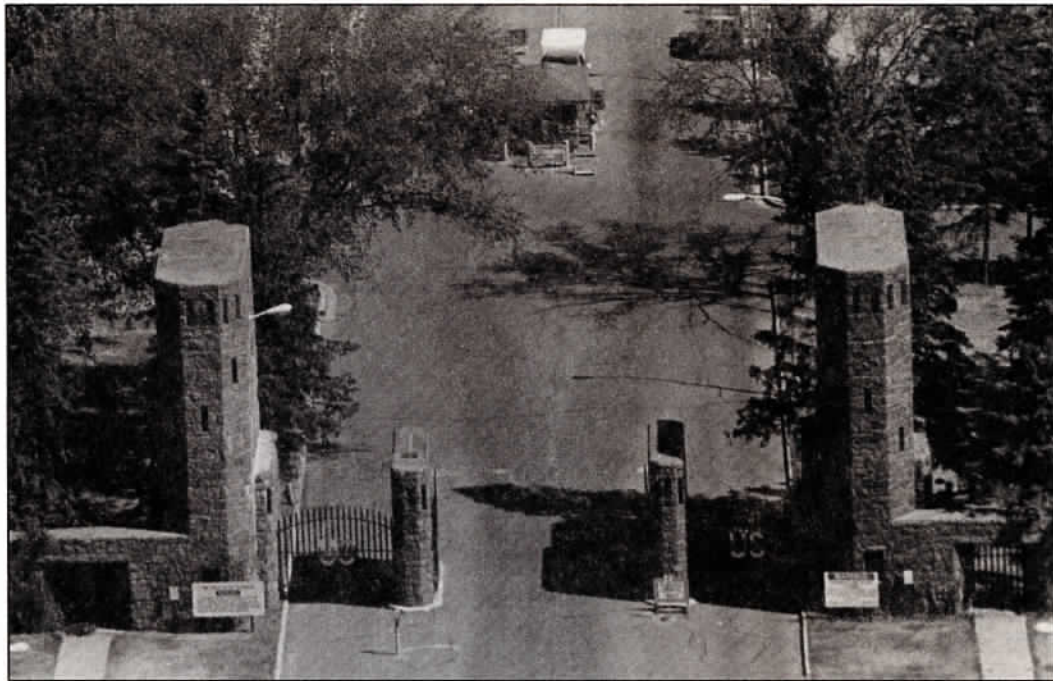
- Completed construction of a 63,000 square foot food warehouse which al-

lows for the consolidation of all food distribution and storage operations in one facility.

- Construction of a state-of-the-art range for qualification on the M-60 and .50 caliber machine guns is 85 percent completed.
- Initiated construction of a tank table VIII range.
- Received an award from the Minnesota Pollution Control Agency for exceptional compliance records in meeting water quality objectives during 1989 at the wastewater treatment plant.
- Completed construction of a \$ 3.7 million wastewater treatment plant.
- Installed a potable water system which included an upgrading of the existing treatment plant, erection of a new 250,000 gallon water tower and distribution piping.
- Drilled and installed two new well sites to feed the new potable water system.

- Drilled and installed five new well systems throughout the training range area for on site troop usage.

- Site preparation for a new 800 person armory. This included the demolition of existing block buildings, installation of water main and sanitary sewer lines, construction of gravel parking lots and earth work required to bring the existing ground elevations up to grade.
- Completed the renovation of six mess halls.
- Initiated construction of a twenty station confidence obstacle course.
- Constructed a hand grenade assault range.
- Initiated the construction of the Heavy Equipment Maintenance Building (HEM). Work involved the dismantling of a donated steel structure building, hauling of building parts to Camp Ripley,



Located in central Minnesota, Camp Ripley's economic impact is significant to the communities in that area.

construction of footings and assembly of the structure.

- Initiated the construction of a new demolition range.

- Initiated the construction and renovation of a nuclear, biological and chemical (NBC) training range.

- Initiated the construction of a light anti-tank weapons range (LAW range).

- Completed construction of a 3,500-foot tactical runway.

- Published first economic impact statement which received state-wide distribution and media attention.

- Construction of an automatic field fire range, automatic record fire range, and combat pistol range initiated.

- Initiated construction of a 350,000 gallon bulk petroleum storage facility which will enhance petroleum operations by providing for increased storage and handling capabilities.

The Installation Support Unit

Mission

The Camp Ripley Installation Support Unit (ISU) has the dual mission to support year-round military training at Camp Ripley and to prepare the camp to assume the expanding responsibilities as an United States Army Garrison Mobilization Station upon declaration of a national emergency. The ISU Mobilization Office forms the nucleus for Camp Ripley's planning actions required to support a Department of the Army mobilization.

The Installation Support Unit (ISU) consists of 205 personnel who make up the Directorates of Personnel, Training, Logistics, Engineering/Housing, Resource Management and Information Management.

Accomplishments

- Participated in a mobilization exercise "OPERATION VIKING" during



Soldiers training in the field at Camp Ripley practice camouflage and concealment techniques.

June, July, and August 1989. The ISU processed approximately 1,000 soldiers with personnel, medical, and dental files.

- Commenced extensive preparations for Camp Ripley's participation in "PROUD EAGLE 90", a Joint Chiefs of

Staff level mobilization exercise which will simulate steps and procedures employed during mobilization.



Natick Research Laboratories conduct research on cold weather food service equipment, clothing and skis during winter training at Camp Ripley.

47th "Viking" Infantry Division



The 47th "Viking" Infantry Division trains combat ready units for service to the state and nation.

General Information

The 47th "Viking" Infantry Division, one of the nation's ten Army National Guard divisions, is based in Minnesota with subordinate elements in Illinois, Iowa and Wisconsin. The division incorporates 61 of Minnesota's 75 Army Guard units and includes over 76 percent of the state's Army Guard members.

The division consists of infantry, armor, artillery, aviation, air defense, engineer and support and service units. The major Minnesota-based elements are the 47th Division Headquarters in St. Paul; the 1st Brigade, headquartered in Stillwater; 47th Division Artillery, headquartered in Brooklyn Park; 47th Division Support Command in Bloomington; and the 47th Aviation Brigade in St. Paul.

Major out-of-state elements are Illinois' 66th Infantry Brigade and 1st Battalion, 202nd Air Defense Artillery; Iowa's 34th Brigade; and Wisconsin's 47th Attack Helicopter Battalion.

Mission

The primary mission of the 47th Infantry Division is to provide a combat ready force to the federal authorities in the event of national emergency. The secondary mission is to provide soldiers and equipment to the State of Minnesota in the event of natural disaster or civil unrest, and to provide support to local civilian authorities upon the order of the governor. The Division headquarters is comprised of a command section, special staff and coordinating staff (personnel, intelligence, operations, logistics and civil-military operations.)

Responsibilities

- Train combat ready units and battalions.
- Allocate monies for training, supplies and maintenance activities.
- Monitor and manage the upward mobility and career progression of personnel.
- Maintain assigned equipment.
- Coordinate units with their CAPSTONE (wartime) chain of command elements.
- Develop plans for implementation of intelligence and security activities for assigned units.
- Prepare unit alert and mobilization plans.

Accomplishments

- Trained 347 individuals with active Army units through the Key Personnel Upgrade Program (KPUP).

- Participated in the Norwegian Exchange.

- Participated in and/or supported numerous command post exercises.

- Participated in YAMA SAKURA a Corps level FTX hosted by IX Corps.

- Participated in the Battle Command Training Program through the Warfighter III Exercise.

- A divisional infantry company trained at the Joint Readiness Training Center in Ft. Chaffee, Ark.

- Participated in CASCADE PEAK a Corps level Command Post Exercise hosted by I Corps.

- Participated in training at the Northern Warfare Training Center in Alaska.

- The 47th Infantry Division Band performed in Sweden for the Karl Oskar Festival and Vaxjo Military Tattoo.



Above: 47th Division engineers secure a pontoon at Camp Ripley's Mississippi River bridging site.



Left: A 47th Infantry Division medic administers field first aid to a simulated casualty.

Troop Command

Mission

Troop Command provides command and control for training and mobilization for Minnesota Army National Guard units that do not belong to the 47th Infantry Division. These units have CAPSTONE (wartime) missions throughout the world.

The command also prepares to provide support for civil defense and state active duty plans.

The Troop Command headquarters is organized similar to a brigade-level headquarters. It is comprised of a command section and four staff sections: personnel, intelligence, operations and training and logistics and maintenance.

Responsibilities

- Monitor and coordinate training and CAPSTONE relationships for subordinate units.

- Develop and coordinate annual training site plans.

- Publish two year training plans.
- Prepare unit alert and mobilization plans.

- Conduct required mobilization exercises.

- Conduct command readiness inspections (CRI) of assigned units.

- Function as a tactical headquarters when appropriate.

- Develop plans for implementation of intelligence and security activities for assigned units.

- Supervise the material readiness program of subordinate units and coordinate necessary logistical support.

Accomplishments

- The 2nd Battalion, 136th Infantry (Mechanized) successfully completed its second rotation to the National Training Center located at Ft. Irwin, California.

- The 1st Battalion, 125th Field Artillery successfully completed two standardized external evaluations during annual

training in 1987 and 1989.

- Provided assistance for the following overseas deployments:

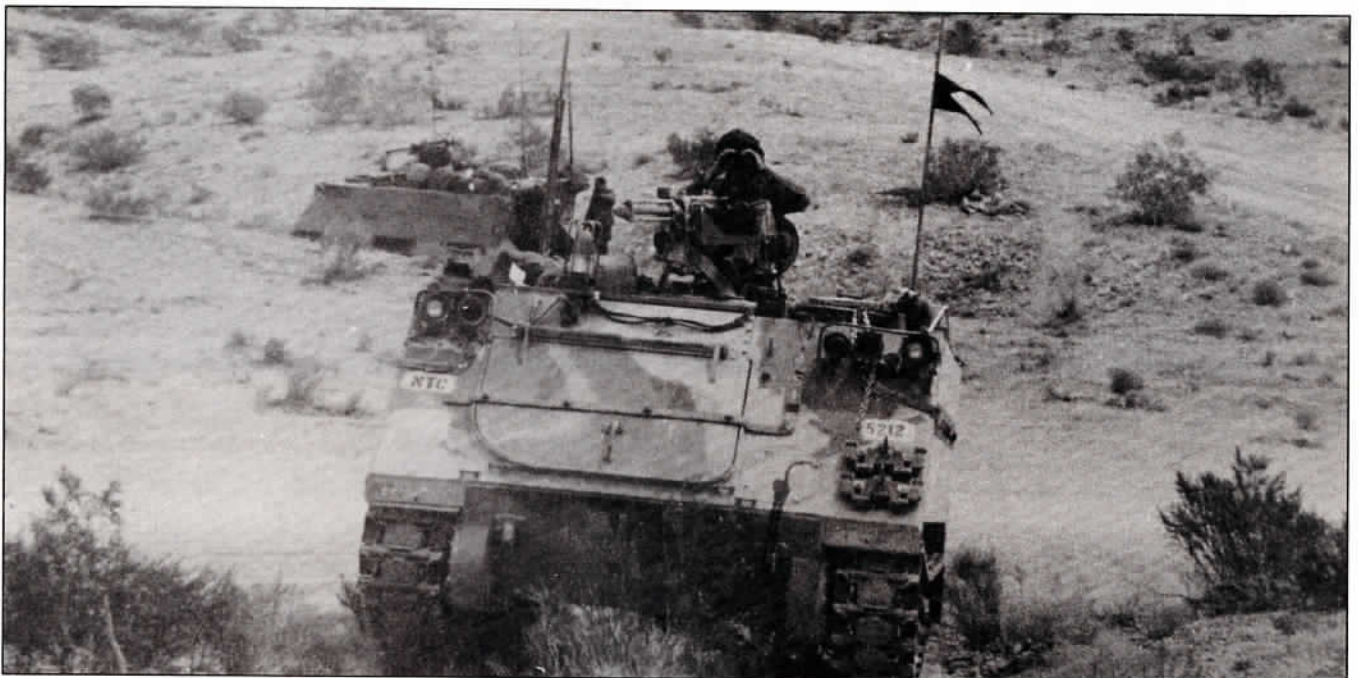
- Members of the 257th Military Police Company participated in Team Spirit in 1987, 88 and 89. The unit conducted annual training in Panama in 1989.

- The 798th Transportation Detachment conducted annual training in the Federal Republic of Germany in 1987 and 1988.

- The 109th Light Equipment Maintenance Company was designated as Reserve Component "Unit of the Year" at Tobyhanna Army Depot in 1988.

- Supported the transfer of the 112th Health Liaison Detachment to Troop Command control.

- The 256th Medical Detachment participated in a medical exercise at Ft. Bragg, North Carolina in 1987.



Soldiers from the 2nd Battalion, 136th Infantry (Mechanized), trained in the heat and cold of the Mojave Desert while on their second successful rotation to the Army's National Training Center located at Ft. Irwin, California.





Minnesota Air National Guard

Introduction to the Air National Guard

The Minnesota Air National Guard is among the nation's oldest National Guard flying units. Founded in 1921, it has a long history of significant contributions to both the people of Minnesota and to the defense of the United States of America.

During this biennium, the men and women of the Minnesota Air National Guard responded to a variety of community requests for assistance. These included:

- Providing airlift and medical support for a regional disaster exercise.
- Providing an airlift for the state's trumpeter swan re-introduction program.
- Providing assistance in de-arming explosives.

In addition to these state-wide responsibilities, the Minnesota Air Guard simultaneously maintains immediate commitments to our national defense.

Trained and inspected to the same standards as their active duty counterparts, Air Guard members are fully combat-ready and completely integrated into the Total Force structure (see Appendix M.).

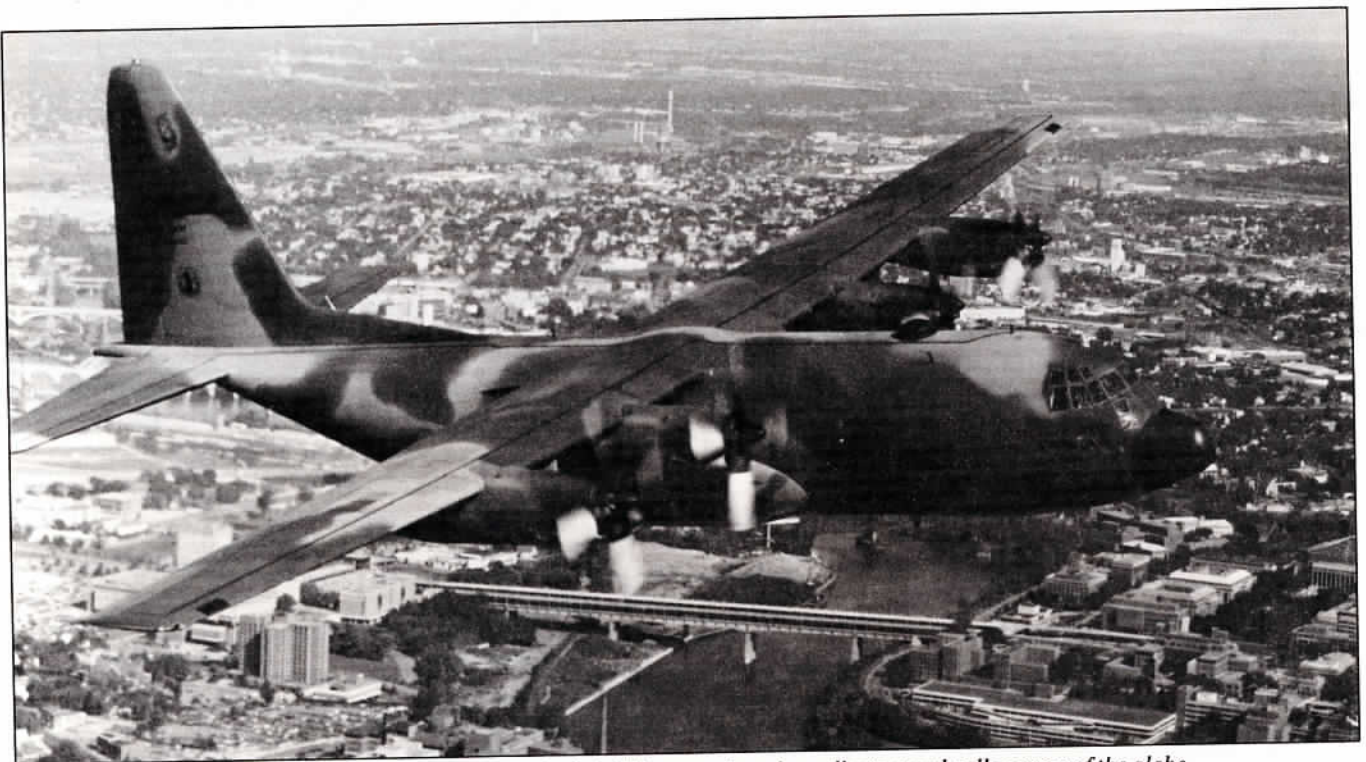
Minneapolis and Duluth units, flying C-130 and F-4 aircraft, respectively, provide tactical airlift and air defense in a nationwide Guard effort that contributes 36 percent of the airlift and 92 percent of the air defense interceptor missions to the U.S. Air Force mission.

Other Air National Guard organizations provide medical, construction, electronic, meteorology, engineering, air traffic control, technical training skills and a host of other specialties to a combined state and national commitment.

In pursuit of its federal mission, the duty was performed on four continents and in 20 foreign countries during this biennium. Missions included:

- Flying continental airlifts to Europe.
- Providing round-the-clock air defense for U.S. borders in Minnesota, Wisconsin and Michigan.
- Pulling runway alert for NATO in Germany.
- Supplying U.S. embassies in Central and South America.
- Providing airlift for exercises in Korea, Japan and Germany.
- Providing electronic and communications support in Spain, the Ascension Islands, the Azores, and for NASA at Cape Canaveral.

The Minnesota Air National Guard has 2,548 members of which more than 620 are full-time federal employees. Federal funds finance 98.5 percent of Air Guard expenses. Weapons and large-sized hardware such as airplanes, motor vehicles, maintenance parts and machinery are federally funded.



The 133rd Tactical Airlift Wing flies the C-130 "Hercules" airlifting people and supplies to nearly all corners of the globe.

Air National Guard State Headquarters

Mission

The Minnesota Air National Guard State Headquarters is located in the Veterans Service Building in St. Paul. It serves as a link between the Adjutant General and the Air National Guard's two principle flying organizations and their affiliated units. It also provides direction, support and assistance to state Air Guard units in their preparation and training for peacetime and wartime missions.

Responsibilities

- Develop policies and directives for Minnesota Air Guard field units and provide guidance to ensure that Air Guard units adhere to U.S. Air Force regulations.

- Supervise logistics, training, spending, operations, maintenance, recruiting and personnel administration of units.

- Process personnel actions such as enlistments, promotions, separations, and discharges.

- Store current personnel records and control active duty, temporary duty and personnel orders.

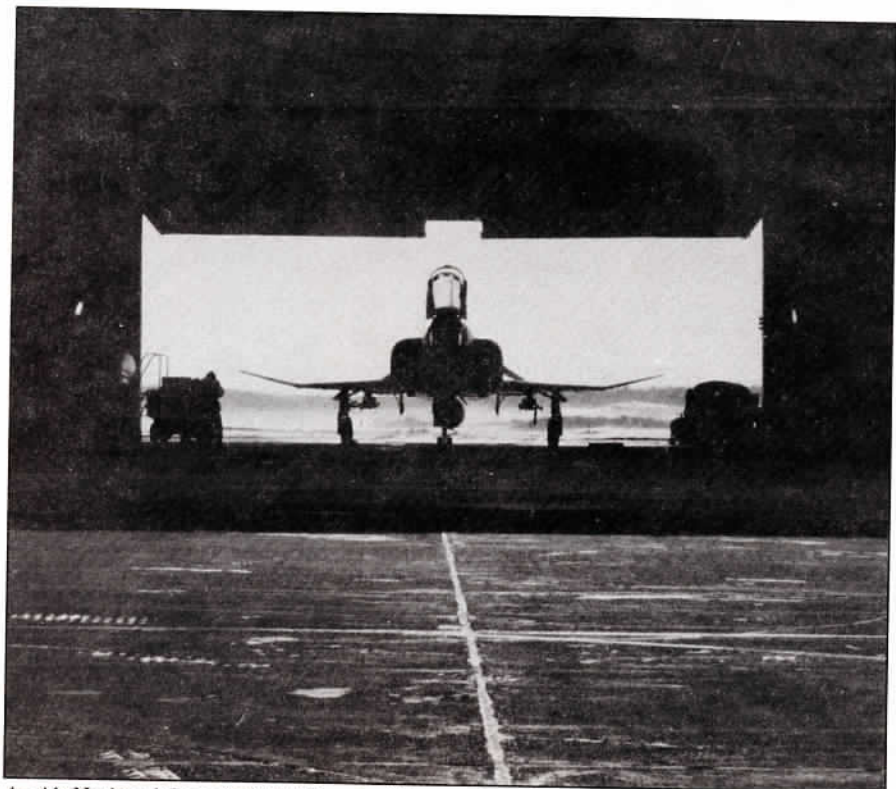
Air Guard Chief of Staff

The Chief of Staff for Air is the senior Air National Guard officer in the state and serves as the principle advisor to the Adjutant General on Air Guard matters.

Responsibilities

- Ensure that Minnesota Air National Guard forces are properly organized, manned, equipped, trained, and ready to accomplish their assigned state and federal missions.

- Provide liaison with gaining wartime commander.



An Air National Guard F4-D "Phantom" jet stands at the ready in its hangar at the Duluth Air Guard Base.

- Assist the State Area Command in civil contingencies and provide direction for post mobilization.

- Appoint senior commanders.

- Thirty-two individuals are assigned to the headquarters staff. They are assigned to either the Executive, Operations or Personnel Branch. In addition, an Air Surgeon and a Judge Advocate are assigned to state staff. The Air Surgeon advises the Chief of Staff on the general welfare and physical well-being of all Air National Guard personnel. The Staff Judge Advocate exercises review and appellate authority on legal actions within the Minnesota Air Guard, monitors and participates in military justice programs, and serves as legal counsel to administrative boards.

Executive Support Staff Officer

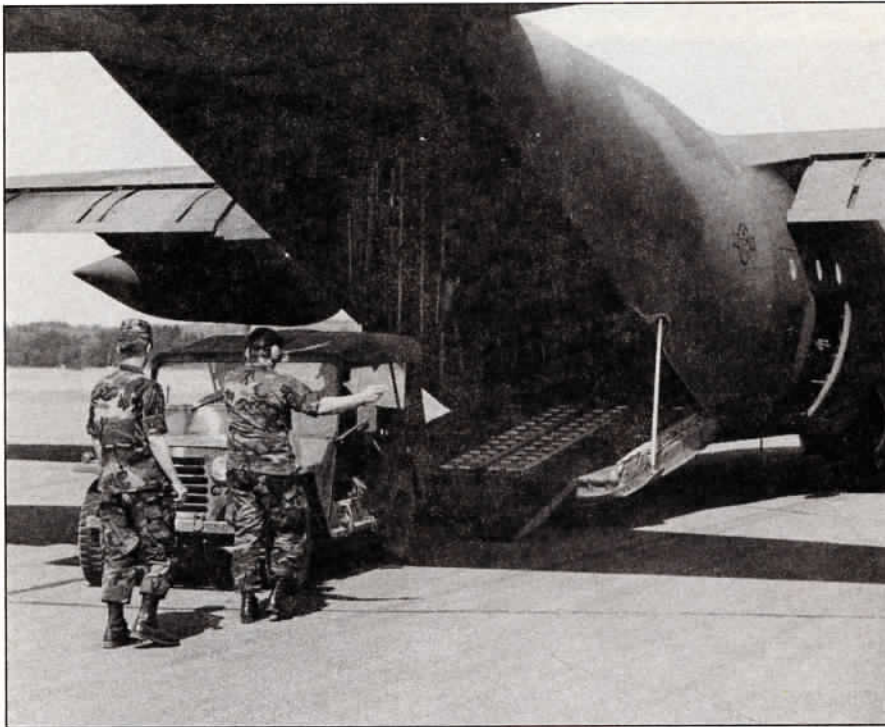
The Executive Support Staff Officer manages day-to-day execution of policies formulated by the Adjutant General and his immediate Air staff.

Responsibilities

- Coordinates recruiting, enlistments, appointments, promotions, retentions, separations, formal school training and records management.

- Maintains liaison with the Adjutant General and his staff regarding Air National Guard personnel strength, flying activity, deployments and combat readiness.

133rd Tactical Airlift Wing



The four-engine C-130 turboprop aircraft can land on short runways or airdrop people and equipment into areas lacking an airport.

General Information

The 133rd Tactical Airlift Wing (TAW), located at the Minneapolis-St. Paul International Airport is an air transport organization flying C-130 Hercules aircraft. Assigned to the Air Force's Military Airlift Command (MAC), normal flying operations include air-drop training and Air Force-directed transport missions.

The four-engine C-130 turboprop aircraft can land on short runways or airdrop people and equipment into areas lacking an airport. These capabilities suit the aircraft to disaster relief jobs throughout the state.

The 133rd TAW is composed of eleven subordinate units and four attached units in the state (see Appendix I). Because of its status as a regional headquarters in the Total Force environment, the 133rd TAW also has two subordinate units located outside of Minnesota:

- the 189th Tactical Airlift Group, Little Rock, Arkansas
- the 167th Tactical Airlift Group, Martinsburg, West Virginia.

Of the 1,447 officers and enlisted people assigned to the 133rd, 300 are full-time employees.

Mission

The 133rd TAW's mission is to provide combat-ready aircrews, support personnel and aircraft for tactical airlift of passengers and cargo anywhere in the world. Upon request of the governor, the unit is prepared to furnish personnel and equipment, including aircraft, to assist in natural disaster relief or to safeguard life and property.



The 133rd TAW provides combat-ready aircrews, support personnel and aircraft for airlift missions anywhere in the world.

Responsibilities

- Maintain operationally-ready aircraft at all times.

- Ensure, through training and military exercises, that personnel are capable of moving and operating worldwide on short notice.

- Provide tactical airlift for active Air Force day-to-day operations as necessary.

Accomplishments

- Participated in a large-scale civil disaster exercise in the Twin Cities.

- Assisted state and regional agencies by providing humanitarian and military assistance that included:

- Transported trumpeter swans to northern Minnesota to aid the Minnesota Department of Natural Resources in the restoration of this endangered species.

- Airlifted 38 pallets of medical supplies, clothing, hospital equipment and crop seed to Honduras and the Dominican Republic.

- Prepared 150,000 pounds of clothing for transport to the Soviet Union after the Armenian Earthquake.

- Airlifted 63,000 pounds of food, clothing, and medical supplies to Jamaica in the aftermath of Hurricane Gilbert.

- Awarded the USAF outstanding unit award.



Unit cargo specialists prepared 150,000 pounds of clothing for transport to the Soviet Union after the Armenian earthquake.



The 133rd TAW maintains operationally-ready aircraft at all times.

Units attached to the 133rd Tactical Airlift Wing



The 208th Weather Flight provides weather support for both Air and Army Guard units.

The 208th Weather Flight

The 208th Weather Flight, located at the St. Paul Downtown Airport, provides combat-ready weather observers and forecasters for the active Air Force and the Army Guard's 47th Infantry Division. This award winning unit has provided weather support for both Air and Army Guard units throughout the United States and overseas.

Awards/recognitions received by the 208th Weather Flight during this biennium:

- Air National Guard Most Outstanding Weather Flight (1987)
- Collens Award for the Most Outstanding Weather Flight from Air Weather Service (1988)
- Unit Effectiveness Inspection (UEI) rating of excellent (1989).



The 133rd Field Training Flight is the only C-130 systems training facility operated by a reserve or guard component.

133rd Field Training Flight

The 133rd Field Training Flight (FTF), part of the U.S. Air Force Air Training Command, is unique to the Air National Guard. It is the only C-130 systems training facility to be operated by a reserve or guard component. The FTF serves students from other U.S. branches of service as well as allied air force personnel from around the world. During this biennium, 319 specialized classes were offered to 3074 students. The unit was also recognized for its outstanding work by being awarded the U.S. Air Force Outstanding Unit Award.

210th Electronics Installation Squadron

The 210th Electronics Installation Squadron (EIS) supports the active Air Force worldwide by providing teams to install, repair and replace telecommunications and electronic equipment. Tasks may include stringing telephone cable or erecting a radar tower. The most active EI Squadron in the Air Guard, the 210th participated in nearly 100 projects during this biennium. Electronic installation teams have worked in many locations within the U.S. and overseas in Ireland, Spain, Korea, Germany and Italy. The unit was awarded the U.S. Air Force Outstanding Unit Award in May 1989.



The 210th Electronic Installation Squadron provides teams worldwide to install, repair and replace telecommunications and electronic equipment.

The 237th Air Traffic Control Flight

The 237th Air Traffic Control Flight provides skilled air traffic controllers as needed to support the active Air Force. The unit's radar, control tower and supporting equipment are all air-transportable, making the 237th readily deployable to anywhere in the world.

During this biennium, the unit participated in several military training exercises as well as selected civilian air show programs. Most notable were SENTRY VIGILANCE, where 237th personnel manned air traffic control facilities at permanent field training sites located in Wisconsin and Michigan, and JOINT FORCE BRAVO, a deployment of radar controllers to Palmerola, Honduras.



The 237th Air Traffic Control Flight's air-transportable equipment makes them readily deployable to anywhere in the world.

133rd Tactical Airlift Wing Deployments

The Air Guard mission and training are synonymous. Air Guard contingents deploy to perform real-life tasks to support the Air Force peacetime mission, which is essentially the same as the wartime mission. As an air transport organization, the 133rd performs tactical airlifts of personnel and cargo around the world.

Continental United States (CONUS) Deployments

Wisconsin - An annual 133rd TAW deployment, "SENTRY INDEPENDENCE" is a composite forces training exercise held at Volk Field. The exercise provides realistic training for tactical aircrews and combat support personnel in a simulated European environment.

Colorado - Members of the 109th Aeromedical Evacuation Flight participated in APRIL TOUCHDOWN 88, a simulated national disaster-response exercise. Only the second exercise since formation of the National Disaster Medical System, Minnesota Air National Guard personnel worked with Veteran's Administration

staff from four states, 18 civilian hospitals and nearly a dozen different military organizations.

Maryland - In late spring 1989, 40 members of the 133rd Civil Engineering Squadron received a high priority call from Andrews AFB. Working virtually within the shadow of the nation's capital, the CEs constructed a new taxiway and ramp for the base aero club and renovated the Brandywine Communications Site.

Alaska - Members of the 109th Aeromedical Evacuation Flight and the 208th Weather Flight participated in BRIM FROST 89, the Army Forces Command's biennial arctic field training exercise. During the exercise, members of the 109th were called upon to switch from treating simulated casualties to the real thing when a Canadian C-130 crashed during take-off.

California - During January and February 1989, the 133rd Civil Engineering Squadron built several new buildings for the Border Patrol in southern California.

The deployment to El Centro, California saved the federal government thousands of dollars and years of construction time.

Ohio - In July 1987, members of the 237th Air Traffic Control Flight joined 250 fellow guardsmen in HEALTHY STAR 87. The operational readiness exercise provided communications to geographically-separated locations.



Air National Guard medical personnel from both the 133rd and the 148th in Duluth were invited to Ramstein Air Base Germany to test a medical facility intended for use in a chemical warfare environment.

Outside the Continental United States (OCONUS) Deployments

Republic of Panama - In 1987 and 1989 the 133rd TAW participated in Volant Oak, an annual deployment to Howard Air Force Base, Republic of Panama. The mission provides for the airlift support and re-supply of U.S. government activities in the Caribbean, Central America and South America.

West Germany - During January and February 1988, members of the 133rd Tactical Hospital and the 109th Aeromedical Evacuation Flight deployed to Ramstein AB at the special invitation of the Air Force. They tested a new type of medical treatment facility designed for use in a chemical warfare environment. The facility at Ramstein is the first to be constructed on an air base.

Ecuador - In August, 1987, Army National Guard engineering teams were carried into the interior of this South American country to complete road building projects.

Jamaica - Following a devastating hurricane which hit the island nation in late summer of 1988, the 133rd airlifted locally collected supplies to the area as part of a coordinated relief effort.

England - In June, 1989, the 133rd deployed 187 people to RAF Abingdon, England in a test of its wartime ability to get people and equipment where it is needed. During a two week time frame, 170 missions were flown which scanned the entire continent of Europe.



The 133rd Tactical Airlift Wing performs tactical airlifts of personnel and cargo around the world.



148th Fighter Interceptor Group



The 148th Fighter Interceptor Group maintains aircraft and crews on runway alert around the clock, 365 days a year.

General Information

The 148th Fighter Interceptor Group (FIG), located at Duluth International Airport, is a fighter unit flying F-4D aircraft in an air defense role. It maintains aircraft and crews on runway alert around the clock, 365 days a year. The 148th FIG flies the twin-engine, 1600 m.p.h. F-4D Phantom operated by a pilot in the front seat and a navigator in the rear.

More than 1000 people attend 148th monthly unit training assemblies. About 400 people work as full-time state or federal technicians to operate the base during the week. This stable workforce contributes over \$11 million in salaries alone to the economy of northeastern Minnesota. The 148th FIG is Duluth's sixth largest employer.

The Duluth home of the 148th FIG contains 150 acres and 30 primary buildings valued at \$12 million dollars.

The 148th FIG is composed of ten subordinate units (see Appendix I) and operates under a quad deputy system.



The 148th currently flies the F-4D "Phantom" aircraft, but they will be replaced by F-16 "Fighting Falcons" in 1990.

Mission

The organization's federal mission is to maintain peacetime border surveillance, provide attack warning, defend against bomber or cruise missile intrusion and provide deployed air defense capability as required.

Additionally, the 148th FIG provides personnel and equipment for state emergencies when needed.

Responsibilities

- Maintain operationally-ready aircraft and fully trained aircrews.
- Provide alert support at other bases.
- Provide air defense for the Air Force as needed.
- Provide the following support to the community:
 - Snow removal at Duluth International Airport (IAP).
 - All fire and rescue protection for Duluth International Airport.
 - Operation of a precision measurement equipment laboratory.

Accomplishments

- Cooperated with other state and local agencies in military and humanitarian projects including:
 - Ice-testing various aircraft each winter in cooperation with the U.S. Army Aviation Engineering Flight Activity.
 - Participated in Operation Hay Lift by providing support in moving hay to drought stricken areas of Minnesota.
 - Assisted in the expansion of the Holyoke community cemetery.
- Received the U.S. Air Force Outstanding Unit Award in February, 1988.
- Participated in training and support operations as detailed on the following pages.



Security measures are high in support of the 148th's armed alert mission.



The 148th is composed of ten subordinate units which cover such specialties as communications, security, maintenance and medical services.

148th Fighter Interceptor Group Deployments

Deployments within the United States

Maine - From October 1987 to June 1988, the 148th FIG maintained alert status at Loring Air Force Base. On March 29, aircraft were given the mission of identifying two Russian "Bear" bombers flying down the east coast of the U.S. This mission and another flown since have been the furthest active intercept missions from the U.S. in Air Force history.

California - Members of the 148th Civil Engineering Flight (CEF) deployed to March Air Force Base in February 1988 to complete several renovation projects. Civil Engineer's regularly exchange construction work at Air Force bases worldwide. It is very cost effective and tests the ability of CE's to deploy and still get the work done.

Colorado - Consolidated Base Personnel trained at Headquarters Air Reserve Personnel Center at Lowry Air Force Base in January 1988.



Members of the 148th Mission Support Flight lay communication cable as part of a co-located operating base team.

Florida - The 148th Security Police trained in accident response and base security at Hurlburt Air Force Base.

- The 148th Communications Flight deployed to Hurlburt during February 1989. They merged with the active 2068th Communications Squadron stationed there and operated a new radio net, trained in the computer section, installed a new phone system and repaired and tested equipment.

- Air crews and support personnel participated in dissimilar aircraft training at McDill AFB.

- Firefighters from the 148th Civil Engineering Squadron Fire Department deployed to McDill AFB in February 89. During their two-week tour they received extensive hands-on training on the F-16 aircraft, including many responses to aircraft in-flight emergencies.

Wisconsin - F-4D air crews flew missions at SENTRY INDEPENDENCE, a composite forces training exercise at Volk Field.



The 148th Civil Engineering Flight regularly exchanges construction work at Air Force bases worldwide.

Oregon - Thirty-three 148th Civil Engineering Squadron members deployed to Kingsley Field. Construction projects included a small arms firing range and a 250 square foot frame building.

The following are some of the flying exercises that the 148th FIG participated in during this biennium:

- CHECKERED FLAG - the Air National Guard's segment of the DOD's Air Force war plan.

- QUICK FORCE - a Joint Chiefs of Staff exercise conducted at Hill AFB, Utah.

Overseas Deployments

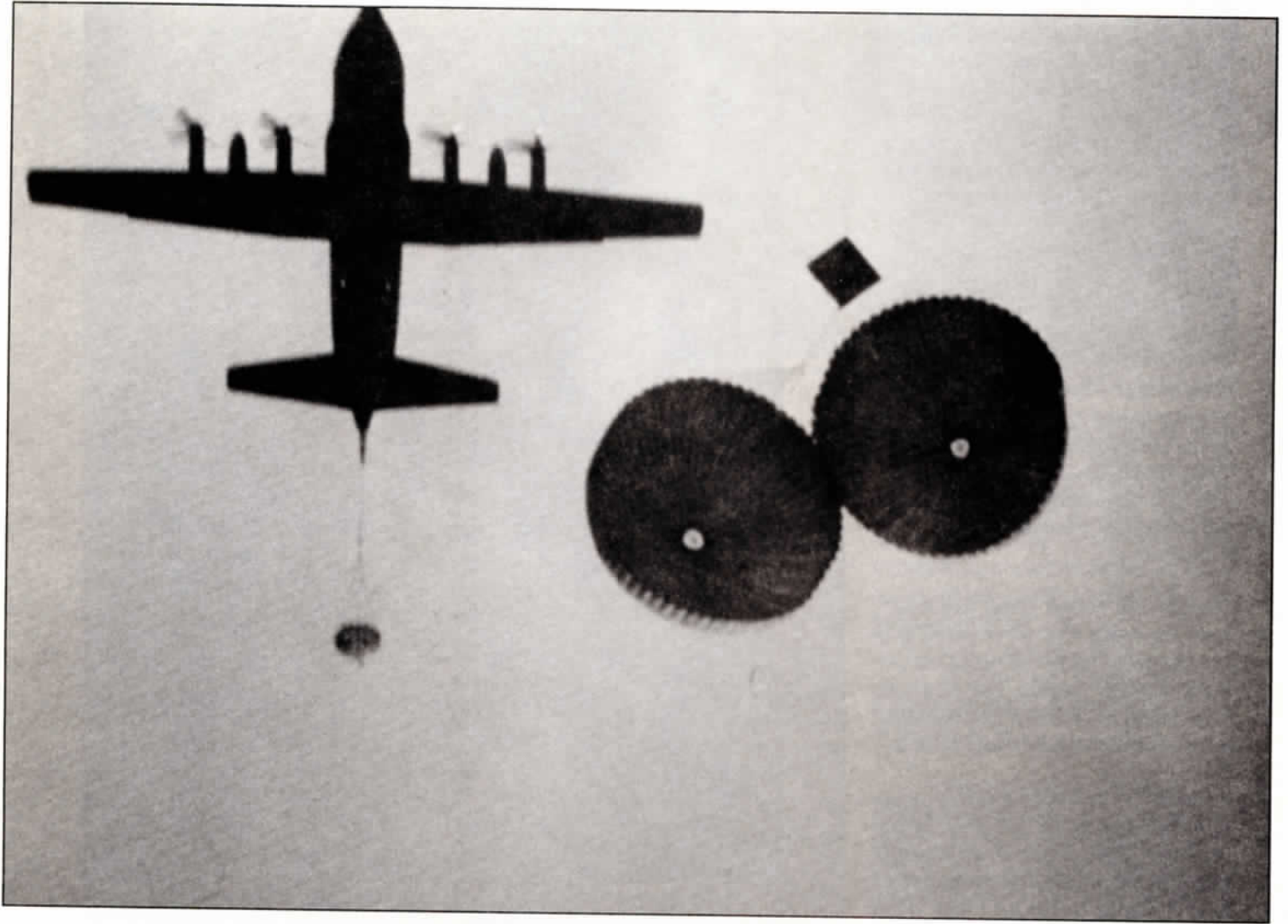
Arctic Circle - The longest intercept accomplished by North American Air Defense (NORAD) alert aircraft was completed in March 1988, by air crews from the 148th FIG. Nine hour trips to the Arctic Circle and back code named LONG CAP, test NORAD's capability to intercept Soviet bombers before Soviet cruise missiles can be launched towards North America.

Canada - In March 1989, five F-4D's from the 148th FIG participated in an exercise called BRAVESHIELD, at Cold Lake, Alberta, Canada. This combined Canadian/U.S. NORAD exercise simulated combat between hostile aircraft.

Germany - The 148th Communications Flight was one of five co-located operating Base (COB) teams selected to participate in WINTEX 89, a biennial exercise held in Europe by the Air Force. COB training simulates the deployment of Air Force personnel to currently unmanned bases in Europe. Operators and maintenance people are familiarized with the requirements necessary to operate a 24 hour Air Force Communications Center.



Firefighters from the 148th Civil Engineering Squadron train to respond to aircraft emergencies.



Appendices

Territorial

James McBoal	May 1849 - May 1853
Isaac Van Etten	May 1853 - May 1858

State

Alex C. Jones	September 1, 1858 - April 13, 1860
William H. Acker	April 13, 1860- April 24, 1861
John B. Sanborn	April 24, 1861 - December 31, 1861
Oscar Malmrose	December 31, 1861 - May 15, 1865
John Peller	May 15, 1865 - January 22, 1866
Horatio P. Van Cleve	January 22, 1866 - March 4, 1870
Mark D. Flower	March 4, 1870 - November 1, 1875
Henry A. Castle	November 1, 1875- March 1, 1876
H.P. Van Cleve	March 1, 1876 - June 1, 1882
A.C. Hawley	June 1, 1882 - January 7, 1884
C.M. MacCarthy	January 7, 1884 - January 8, 1887
F.W. Seeley	January 8, 1887 - January 22, 1889
John H. Mullen	January 22, 1889 - January 29, 1893
Herman Muhlberg	January 29, 1893 - January 16, 1899
George C. Lambert	January 17, 1899 - January 27, 1901
Ellias D. Libbey	January 28, 1901 - January 27, 1905
Fred B. Wood	January 28, 1905 - August 31, 1917
Walter F. Rhinow	September 1, 1917 - June 30, 1927
Ellard A. Walsh (acting)	October 1, 1925 - June 30, 1927
Ellard A. Walsh	July 1, 1927 - October 2, 1949
Joseph E. Nelson	October 2, 1949 - December 30, 1960
Chester J. Moeglein	January 16, 1961 - May 9, 1975
James G. Sieben	May 10, 1975 - April 30, 1988
Robert W. Schaumann (acting)	May 1, 1988 - June 19, 1988
Eugene R. Andreotti	June 20, 1988

Origins of the National Guard

The idea of a militia, or body of citizen soldiers as distinct from career or enlisted soldiers, was borrowed from England and dates in this country from 1636, when three militia regiments were organized for the common defense in Massachusetts Bay Colony. Militia companies were eventually organized throughout colonial America, and they provided its principal defense force.

In spite of shortcomings, the various colonial militias became indispensable to the cause of American independence. They were the back-up for General Washington's Continental Army, providing large numbers of armed men when needed on short notice, and they assured the authority of colonial governors against British sympathizers. Later, the U.S. Constitution and Militia Act of 1792 provided for continuation of a state-based militia system. Congress was vested with power to employ the militia for purposes of national security, but organization was left with the individual states.

Minnesota's Early Militia

In keeping with the law, Minnesota formed a Territorial Enrolled Militia in 1850, but it only existed on paper until 1856 when the first uniformed, volunteer company was formed in St. Paul. Called the Minnesota Pioneer Guards, it was a source of much civic pride and soon other such companies were formed in communities up and down the state's Mississippi River Valley. Minnesota's National Guard traces its beginning to these early companies.

The Civil and Indian Wars

When Civil War broke out in April 1861, volunteers from Minnesota's militia formed a nucleus for the first three companies of the First Minnesota Volunteer Infantry Regiment. Both sides in the war had to rely on volunteer regiments, battalions and separate companies recruited by the states. The "First Minnesota" was officially recognized as the senior such regiment in the Union Army because Alexander

Ramsey was the first governor to offer state troops to President Lincoln. The regiment went on to serve with distinction in the Army of the Potomac and became legend as a result of its gallant charge at Gettysburg on July 2, 1863.

Minnesota eventually organized and recruited volunteers for eleven infantry regiments, two cavalry regiments, a heavy artillery regiment, three light artillery batteries and two sharpshooter companies, totalling 22,000 men. Many of these soldiers also served on Minnesota's frontier; in fact, hastily organized militia and detached companies of several Minnesota volunteer regiments were the only line of defense during the Dakota (Sioux) Indian uprising of 1862.

After the Civil War, the Minnesota Militia re-emerged to become officially known as the Minnesota National Guard. These organizations became a colorful part of community social life but when called upon never failed to deal with civil disturbances and other state emergencies requiring military aid. Annual summer encampments were held at Camp Lakeview on Lake Pepin near Lakeville. Funding and control came largely from the state government or the members themselves.

The Spanish American War and Beginnings of Federal Control

Minnesota's National Guard was converted to four U.S. Volunteer Regiments upon war with Spain in April 1898. Only the First Regiment, however, was destined to see foreign service. Redesignated during the war as the Thirteenth Minnesota Volunteers, it fought Spanish troops and Filipino insurrectionists in the Philippines.

Although the U.S. gained status as a first-rate world power, the war also called attention to serious military deficiencies. Among them was the nature of the



Men of the First Minnesota Field Artillery Regiment (later to become the 151st Field Artillery Regiment) in front of the Minneapolis Kenwood Armory, about 1912.

National Guard, which had been functioning more or less as a group of autonomous "state armies." Landmark federal legislation in 1903, 1908 and 1916 resulted in federal controls which brought standardization and affirmed the National Guard as the Army's primary organized reserve.

World War I

In July 1916, because of border raids conducted by Pancho Villa and the courting of an unstable Mexican government by Germany, President Wilson used his new legal authority to mobilize the nation's entire National Guard for patrol duty on the U.S.- Mexican border. The Minnesota Guard was sent to Llano Grande, Texas, near Brownsville. Although they never saw fighting, their border duty helped prepare them for a much bigger challenge: World War I.

Barely home from Texas, Minnesota Guardsmen were again mobilized when the U.S. entered the war against Germany in April 1917. Most were sent to Camp Cody near Deming, New Mexico, for training with a newly-organized 34th "Sandstorm" Infantry Division, which consisted of Guardsmen from Minnesota, the Dakotas, Iowa and Nebraska.

To their dismay, however, the 34th was eventually named as a depot division; Minnesotans were reassigned before war's end as replacement troops. Fortunately, Minnesota's field artillery regiment remained intact. Redesignated as the 151st Field Artillery, it was assigned to the 42nd "Rainbow" Division where it fought with great distinction in France.

Reorganization

The years following World War I found the Minnesota National Guard preoccupied with reorganization, recruitment and armory construction. Minnesota's 109th Observation Squadron

became the first federally-recognized aero unit in the National Guard in 1921. In 1931 a new field training site was opened at Camp Ripley north of Little Falls. It encompassed old Fort Ripley, a long-abandoned U.S. Army garrison, and took its name from the old fort.

World War II and Korea

With war threatening in Europe and the Far East, the Minnesota National Guard was mobilized again in February 1941. Some troops were sent to the west coast for anti-aircraft artillery or armor training and some to Camp Claiborne, Louisiana, for training with the 34th Infantry Division.

The 34th (now nicknamed the "Red Bull" Division) was destined to become the first American Division to ship for Europe. They fought through North Africa (where men of Minnesota's 175th Field Artillery fired the first American shells against the Nazis), and Italy. Brainerd's tank battalion fought the Japanese in the Philippines and endured the tragic Bataan Death March. The 109th Aero Squadron initially flew Mark V "Spitfires" with the Royal Air Force, and later, reconnaissance missions with P-51 "Mustangs" in Europe.

The Minnesota National Guard became part of a newly-organized 47th "Viking" Infantry Division following World War II, and its airmen became part of a new Air National Guard. In December, 1950, when North Korean forces were massively and suddenly reinforced by soldiers from Communist China, the Minnesota Guard was again called up. Many of its members were seasoned World War II vets, and the 47th Division was selected to serve as a training division for two years during the Korean conflict. Minnesota's Air Guard was also activated, contributing pilots to Korea's "Mig Alley."

The Berlin Crisis and Vietnam

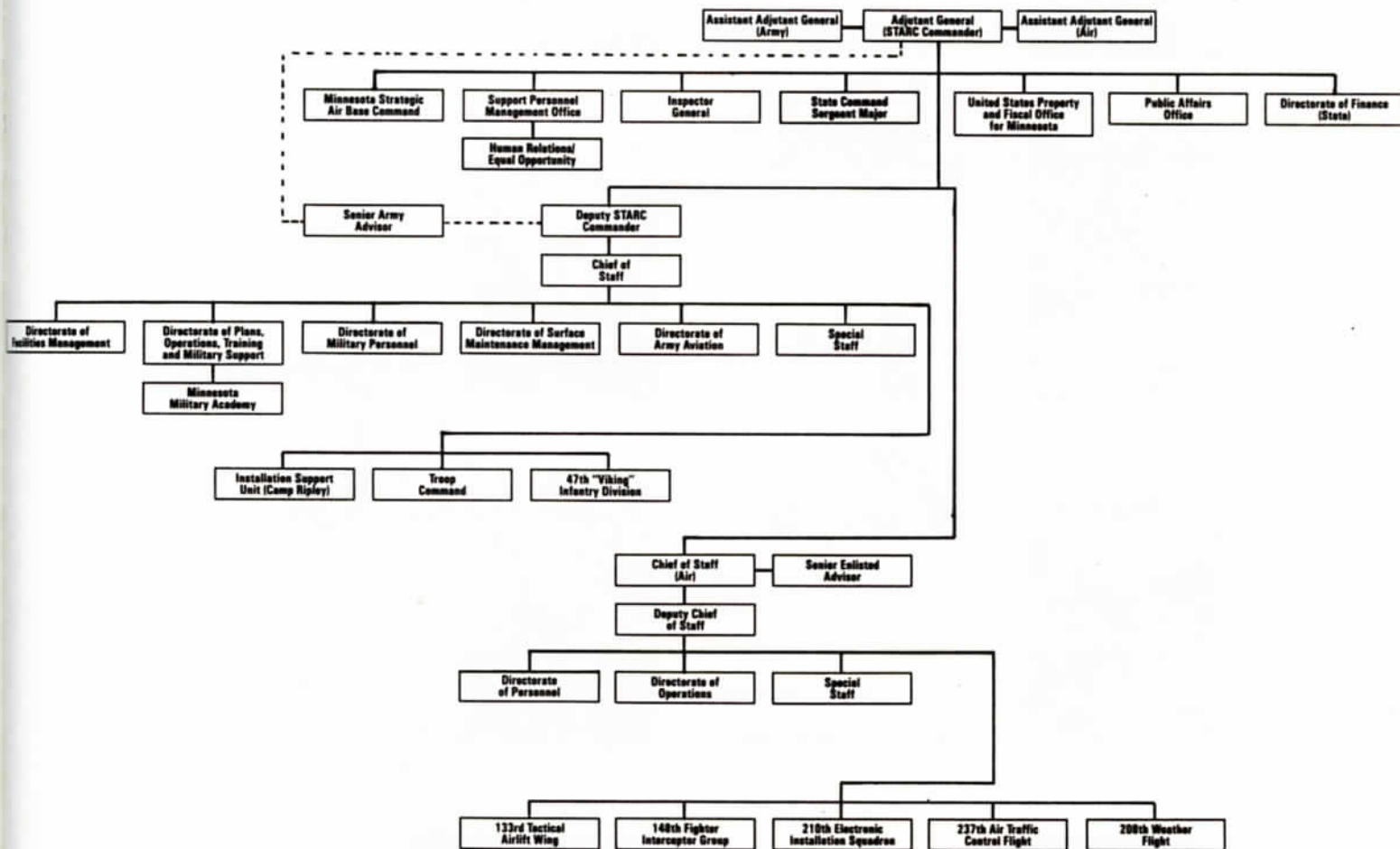
Threats by Russia to oust Western troops from West Berlin in 1961 prompted the "Berlin Crisis" and a call-up of selected National Guard forces throughout the nation. Included in this mobilization were members of the 133rd Air Transport Wing, Minnesota Air National Guard, who served in federal active service for eleven months while operating out of their home station at the Minneapolis-St. Paul Airport.

Although, never officially mobilized, the Air Guard flew hundreds of supply and transport missions to Vietnam between 1966 and 1971.

The Guard Today

More than ever, today's National Guard is an essential component of our national defense. It also continues to carry its vital state mission. Floods, strikes, rescues, fires, tornadoes and community service projects have consistently brought members of the Guard into state service. In time of national, state or local emergency, the Minnesota National Guard always has been there. Through courage and dedication its members have served, sacrificed and sometimes died for their country in time of need and conflict.

Minnesota National Guard Organizational Chart





*Brig. Gen. Eugene R. Andreotti
The Adjutant General*



*Brig. Gen. John H. Cox
Assistant Adjutant General-Army*



*Maj. Gen. David H. Lueck
Commander
47th "Viking" Infantry Division*



*Brig. Gen. Roger D. Delgehausen
Deputy STARC Commander*



*Maj. Gen. Robert W. Schaumann
Chief of Staff
Minnesota Air National Guard*



*Brig. Gen. Clayton A. Hovda
Assistant Division Commander
47th "Viking" Infantry Division*



*Brig. Gen. Patrick S. Boab
Commander
133rd Tactical Airlift Wing*



*Brig. Gen. Joseph A. Kazek
Assistant Adjutant General-Air*



*Col. David W. Pearson
Chief of Staff
Army National Guard*



*Col. Donald B. Solwold
Executive Support Staff Officer
Air National Guard*



*Col. Gary E. LeBlanc
Post Commander
Camp Ripley*



*Col. John D. Broman
Group Commander
148th Fighter
Interceptor Group*



*Col. David L. Hanson
Commander
Troop Command*



*Col. Ronald L. Deppa
Military Support
Officer*



*Col. Guy O. Johnson
Staff Surgeon*



*Col. Duane D. Paisley
Support Personnel
Management Officer*



*Col. Ross S. Fortier
Commandant
Minn. Military
Academy*



*Col. Jerome C. Litschke
Director of
Maintenance*



*Col. James L. Popp
Inspector General*



*Col. Delroy J. Gorecki
Selective Service
Manager*



*Col. Paul A. Melchert
Staff Judge Advocate*



*Col. Donald G. Jensen
U.S. Property and
Fiscal Officer*



*Col.
Benton D. Murdock
Director of Plans,
Operations and
Training*



*Lt. Col.
Steven E. DeMars
Director of Personnel*



*Maj. Dennis J. Lord
Director of Aviation*



*CW4 Thomas J. Ryan
Director of Finance*



*Lt. Col. (Chap.)
Dean E. Johnson
Staff Chaplain*



*Maj. Kirk M. Krist
Director of
Information
Management*



*CSM James L. Wolcott
Command Sergeant
Major*



*Lt. Col.
Wayne A. Johnson
Director of Facilities
Management*



*Cpt.
Richard W. Fritsch
Safety and
Occupational Health
Manager*



*Maj.
Carol J. Lambrecht
Occupational Health
Nurse*



*Cpt. David S. Wirwahn
Public Affairs Officer*

Command Section

Assistant Adjutant General, Army612-296-4672
 Assistant Adjutant General, Air612-296-4677

Personal Staff

Inspector General612-296-4377
 State Judge Advocate612-296-4683

Joint Army and Air National Guard Staff

United States Property and Fiscal Officer612-632-6631, X 334
 Director of Finance612-296-4671
 Support Personnel Management Officer612-296-4668
 Public Affairs Officer612-296-4684

Army National Guard

Chief of Staff612-296-4665
 Director of Personnel612-296-4040
 Director of Plans, Operations,
 Training and Military Support612-296-4535
 Military Support Officer612-296-4238
 Director of Maintenance612-632-6631, X 348
 Director of Aviation612-296-4585
 Facilities Management Officer612-632-6631, X 315
 Recruiting and Retention Manager612-296-4235
 Director of Information Management612-296-4613
 State Safety Officer612-296-4090
 Camp Ripley Post Commander612-632-6631, X 321

Air National Guard

Executive Support Staff Officer612-296-4673

Appendix H

Minnesota Army National Guard Units

Unit	Station	Authorized Strength	Assigned Strength	% Strength	Phone Number
STATE AREA COMMAND					
HQ, State Area Command	St Paul	391	399	102.0	612-296-2767
State Area Command (Det 1) MN Military Academy	Camp Ripley	49	44	89.7	612-632-6631
State Area Command (Det 2)	Camp Ripley	72	72	100.0	612-632-6631
Installation Support Unit	Camp Ripley	205	216	105.3	612-632-6631
Regional Training Site	Camp Ripley	13	13	100.0	612-632-6631
TROOP COMMAND					
HQ, HQ Company, 2nd Battalion, 136th Infantry	Moorhead	207	238	114.9	218-233-2273
Company A, 2nd Battalion, 136th Infantry	Wadena	127	107	84.2	218-631-1701
Company B (-), 2nd Battalion, 136th Infantry	Thief River Falls	82	91	110.9	218-681-4332
Company B (Det1), 2nd Battalion, 136th Infantry	Crookston	80	86	107.5	218-281-3585
Company C (-), 2nd Battalion, 136th Infantry	Bemidji	86	111	129.0	218-755-2971
Company C (Det1), 2nd Battalion, 136th Infantry	Park Rapids	71	63	88.7	218-732-4141
Company D, 2nd Battalion, 136th Infantry	Detroit Lakes	163	143	87.7	218-847-1515
Company E, 2nd Battalion, 136th Infantry	Fergus Falls	76	84	110.5	218-739-7581
HQ, HQ Battery, 1st Battalion, 125th Field Artillery	New Ulm	125	119	95.2	507-354-8843
Battery A, 1st Battalion, 125th Field Artillery	Windom	96	78	81.2	507-831-3121
Battery B, 1st Battalion, 125th Field Artillery	Jackson	96	65	67.7	507-847-2984
Battery C, 1st Battalion, 125th Field Artillery	St.James	96	89	92.7	507-375-3821

Unit	Station	Authorized Strength	Assigned Strength	% Strength	Phone Number
Service Battery, 1st Battalion 125th Field Artillery	St. Peter	90	92	102.2	507-931-2710
257th Military Police Company	Cottage Grove	116	129	111.2	612-296-4829
109th Light Equipment Maintenance Company	Duluth	127	129	101.5	218-723-1935
Company C, 142nd Engineer Battalion	Camp Ripley	161	168	104.3	612-632-6631
125th Public Affairs Detachment	Roseville	13	13	100.0	612-297-1447
256th Medical Detachment	Camp Ripley	10	13	130.0	612-632-6631
798th Transportation Detachment	Roseville	4	6	150.0	612-297-1447
112th Health Services Liaison Detachment	Roseville	15	14	93.3	612-297-1447
47th INFANTRY DIVISION					
HQ & HQ Company, 47th Infantry Division	St. Paul	215	176	81.8	612-296-6269
47th Military Police Company	St. Paul	186	217	116.6	612-296-6270
47th Adjutant General Company	St. Paul	180	186	103.3	612-296-6260
447th Chemical Company	Northfield	101	89	88.1	612-645-4746
HQ & HQ Company, 147th Signal Battalion	Inver Grove Heights	93	A85	91.3	612-297-2230
Co A (-), 147th Signal Battalion	St. Paul	158	140	88.6	612-296-6495
Co A (Det1), 147th Signal Battalion	Inver Grove Heights	57	33	57.8	612-297-2230
Company B, 147th Signal Battalion	Hastings	163	103	63.1	612-437-9014
Company C, 147th Signal Battalion	St. Paul	175	137	78.2	612-296-6496
HQ & HQ Company, 1st Battalion, 94th Armor	Duluth	196	182	92.8	218-723-4756
Company A, 1st Battalion, 94th Armor	Hibbing	76	69	90.7	218-262-6756
Company B, 1st Battalion, 94th Armor	Eveleth	76	55	72.3	218-749-7790
Company C, 1st Battalion, 94th Armor	Chisholm	76	57	75.0	218-254-2009
Support Company, 1st Battalion, 94th Armor	Virginia	85	78	91.7	218-749-7747

Unit	Station	Authorized Strength	Assigned Strength	% Strength	Phone Number
HQ & HQ Company, 682nd Engineer Battalion	Roseville	161	196	121.7	612-296-4688
Company A, 682nd Engineer Battalion	Litchfield	138	158	114.4	612-693-6066
Company E, 682nd Engineer Battalion	Hutchinson	157	129	82.1	612-587-2351
HQ & HQ Company, 47th Aviation Brigade	St. Paul	151	151	100.0	612-296-0012
Company D, 147th Aviation	St. Paul	142	178	125.3	612-296-0114
Company F, 147th Aviation	St. Paul	156	184	117.9	612-296-8129
813th Medical Detachment	Camp Ripley	53	58	109.4	612-632-6631
47th Air Traffic Control Platoon (attached)	St Paul	38	36	94.7	612-296-4505
HQ & HQ Troop (-), 1st Squadron, 194th Cavalry	Brainerd	116	120	103.4	218-828-2571
HQ & HQ Troop (Det 1), 1st Squadron, 194th Cavalry	Milaca	41	37	90.2	612-983-6247
Troop A (-), 1st Squadron, 194th Cavalry	Aitkin	59	63	106.7	218-927-2915
Troop A (Det1), 1st Squadron, 194th Cavalry	Grand Rapids	79	83	105.0	218-327-1798
HQ & HQ Company, 1st Brigade, 47th Division	Stillwater	95	94	98.9	612-297-3801
HQ & HQ Company, 1st Battalion, 135th Infantry	Rochester	119	136	114.2	507-285-7346
Company A, 1st Battalion, 135th Infantry	Albert Lea	152	134	88.1	507-373-5914
Company B (-), 1st Battalion, 135th Infantry	RedWing	112	91	81.2	612-388-3130
Company B (Det 1), 1st Battalion, 135th Infantry	Rochester	39	38	97.4	507-285-7346
Company C (-), 1st Battalion, 135th Infantry	Faribault	73	67	91.7	507-332-3210
Company C (Det1), 1st Battalion, 135th Infantry	Owatonna	79	53	67.0	507-451-1754
Support Company, 1st Battalion, 135th Infantry	Winona	134	157	117.1	507-457-5485

Unit	Station	Authorized Strength	Assigned Strength	% Strength	Phone Number
HQ & HQ Company, 2nd Battalion, 135th Infantry	Mankato	119	146	122.6	507-389-6218
Company A (-), 2nd Battalion, 135th Infantry	Luverne	87	85	97.7	507-283-4403
Company A (Det 1), 2nd Battalion, 135th Infantry	Worthington	65	67	103.0	507-376-6630
Company B (-), 2nd Battalion, 135th Infantry	Pipestone	71	85	119.7	507-825-3550
Company B (Det 1), 2nd Battalion, 135th Infantry	Marshall	81	84	103.7	507-537-6104
Company C (-), 2nd Battalion, 135th Infantry	Tracy	88	82	93.1	507-629-4610
Company C (Det 1), 2nd Battalion, 135th Infantry	Redwood Falls	64	75	117.1	507-637-8447
Support Company, 2nd Battalion, 135th Infantry	Fairmont	133	133	100.0	507-235-3917
HQ & HQ Company, 1st Battalion, 136th Infantry	St. Cloud	119	117	98.3	612-255-9534
Company A (-), 1st Battalion, 136th Infantry	Morris	91	68	74.7	612-589-2211
Company A (Det 1), 1st Battalion, 136th Infantry	Benson	61	38	62.2	612-842-7021
Company B, 1st Battalion, 136th Infantry	Willmar	152	128	84.2	612-231-5169
Company C, 1st Battalion, 136th Infantry	Sauk Centre	152	146	96.0	612-352-2156
Support Company, 1st Battalion, 136th Infantry	St. Cloud	133	127	95.4	612-255-9534
HQ & HQ Battery, 47th Division, Artillery	Brooklyn Park	189	180	95.2	612-341-7682
Battery E, 151st Field Artillery (TA)	Brooklyn Park	99	78	78.7	612-341-7289
HQ & HQ Battery, 1st Battalion, 151st Field Artillery	Duluth	115	120	104.3	218-723-4631
HQ & HQ Battery, (Det 1), 1st Battalion, 151st Field Artillery	Stillwater	4	5	125.0	612-297-3801

Unit	Station	Authorized Strength	Assigned Strength	% Strength	Phone Number
HQ & HQ Battery, (Det 2), 1st Battalion, 151st Field Artillery	Rochester	31	19	61.2	507-285-7348
HQ & HQ Battery, (Det 3), 1st Battalion, 151st Field Artillery	Mankato	31	20	64.5	507-389-6219
HQ & HQ Battery, (Det 4), 1st Battalion, 151st Field Artillery	St Cloud	31	23	74.1	612-255-9534
Battery A, 1st Battalion, 151st Field Artillery	Cloquet	80	96	120.0	218-879-9617
Battery B, 1st Battalion, 151st Field Artillery	Anoka	80	78	97.5	612-341-7287
Battery C, 1st Battalion, 151st Field Artillery	Anoka	80	67	83.7	612-341-7292
Service Battery, 1st Battalion, 151st Field Artillery	Pine City	52	48	92.3	612-629-3140
HQ & HQ Battery, 1st Battalion, 175th Field Artillery	Montevideo	128	110	85.9	612-269-9284
HQ & HQ Battery, (Det1), 1/175th Field Artillery	Duluth	20	12	60.0	218-723-4741
Battery A, 1st Battalion, 175th Field Artillery	Dawson	96	64	66.6	612-769-2575
Battery B, 1st Battalion, 175th Field Artillery	Madison	96	75	78.1	612-598-3466
Battery C, 1st Battalion, 175th Field Artillery	Ortonville	96	84	87.5	612-839-3169
Battery D, 1st Battalion, 175th Field Artillery	Olivia	92	90	97.8	612-523-2545
Service Battery, 1st Battalion, 175th Field Artillery	Appleton	67	57	85.0	612-289-1343
HQ & HQ Company, 47th Infantry Division Support Command	Bloomington	66	73	110.6	612-341-7284
47th Infantry Division Material Management Center	Bloomington	146	163	111.6	612-297-7530
147th Finance Company	White Bear Lake	85	101	118.8	612-297-4451
HQ & HQ Detachment, 47th Supply and Transportation Battalion	Camp Ripley	44	54	122.7	612-632-6631

Unit	Station	Authorized Strength	Assigned Strength	% Strength	Phone Number
Company A (-), 47th Supply and Transportation Battalion	Roseville	81	66	81.4	612-297-4448
Company A (Det1), 47th Supply and Transportation Battalion	Camp Ripley	132	103	78.0	612-632-6631
Company B, 47th Supply and Transportation Battalion	Austin	163	149	91.4	612-433-0502
HQ & Support Company, 204th Medical Battalion	Cottage Grove	148	158	106.7	612-297-4447
Company D, 204th Medical Battalion	Zumbrota	86	78	90.6	507-732-5212
HQ, Light Maintenance Company, 747th Maintenance Battalion	Camp Ripley	205	164	80.0	612-632-6631
Company D, 747th Maintenance Battalion	Alexandria	129	123	95.3	612-762-2131
Company F (-), 747th Maintenance Battalion	Princeton	145	108	74.4	612-389-1751
Company F (Det 1), 747th Maintenance Battalion	Camp Ripley	92	101	109.7	612-632-6631
Company G (-), 747th Maintenance Battalion	Long Prairie	74	84	113.5	612-732-3028
723rd Ordnance Detachment	Long Prairie	2	2	100.0	612-732-3028

Appendix I

Minnesota Air National Guard Units

Unit	Station	Authorized Strength	Assigned Strength	% Strength	Phone Number
HQ, AIR NATIONAL GUARD	St. Paul	34	32	94.1	612-296-4673
133D TACTICAL AIRLIFT WING					
HQ, 133rd Tactical Airlift Wing	MSP Airport	67	68	101.4	612-725-5632
109th Tactical Airlift Squadron	MSP Airport	94	102	108.5	612-725-5686
133rd Consolidated Aircraft Maintenance Squadron	MSP Airport	182	189	103.8	612-725-5777
133rd Mission Support Squadron	MSP Airport	50	54	108.0	612-725-5100
133rd Tactical Hospital	MSP Airport	70	66	94.2	612-725-5029
109th Aeromedical Evacuation Flight	MSP Airport	165	117	70.9	612-725-5647
133rd Civil Engineering Squadron	MSP Airport	174	168	96.5	612-725-5619
133rd Mobile Aerial Port Squadron	MSP Airport	106	111	104.7	612-725-5378
133rd Services Flight	MSP Airport	43	36	83.7	612-725-5023
133rd Weapons Systems Security Flight	MSP Airport	58	59	101.7	612-725-5103
133rd Resource Management Squadron	MSP Airport	122	119	97.5	612-725-5656
133rd Mission Support Flight	MSP Airport	37	41	110.8	612-725-5746
133rd Field Training Flight	MSP Airport	9	9	100.0	612-725-5664
210 Engineering Installation Squadron	MSP Airport	172	165	95.9	612-725-5613
208th Weather Flight	St. Paul Downtown Airport	21	21	100.0	612-297-4840
237th Air Traffic Control Flight	MSP Airport	77	78	101.2	612-725-5651
148TH FIGHTER INTERCEPTOR GROUP					
HQ, 148th Fighter Interceptor Group	Duluth Airport	60	58	96.6	218-723-7200
179 Fighter Interceptor Squadron	Duluth Airport	69	66	95.6	218-723-7295
148th Consolidated Aircraft Maintenance Squadron	Duluth Airport	428	390	91.1	218-723-7313
148th Mission Support Flight	Duluth Airport	37	38	102.7	218-723-7275

Unit	Station	Authorized Strength	Assigned Strength	% Strength	Phone Number
148th USAF Clinic	Duluth Airport	32	36	112.5	218-723-7225
148th Services Flight	Duluth Airport	25	24	96.0	218-723-7448
148th Civil Engineering Squadron	Duluth Airport	136	126	92.6	218-723-7290
148th Security Police Flight	Duluth Airport	85	91	107.0	218-723-7281
148th Communications Flight	Duluth Airport	21	21	100.0	218-723-7275
148th Resource Management Squadron	Duluth Airport	121	123	101.6	218-723-7246

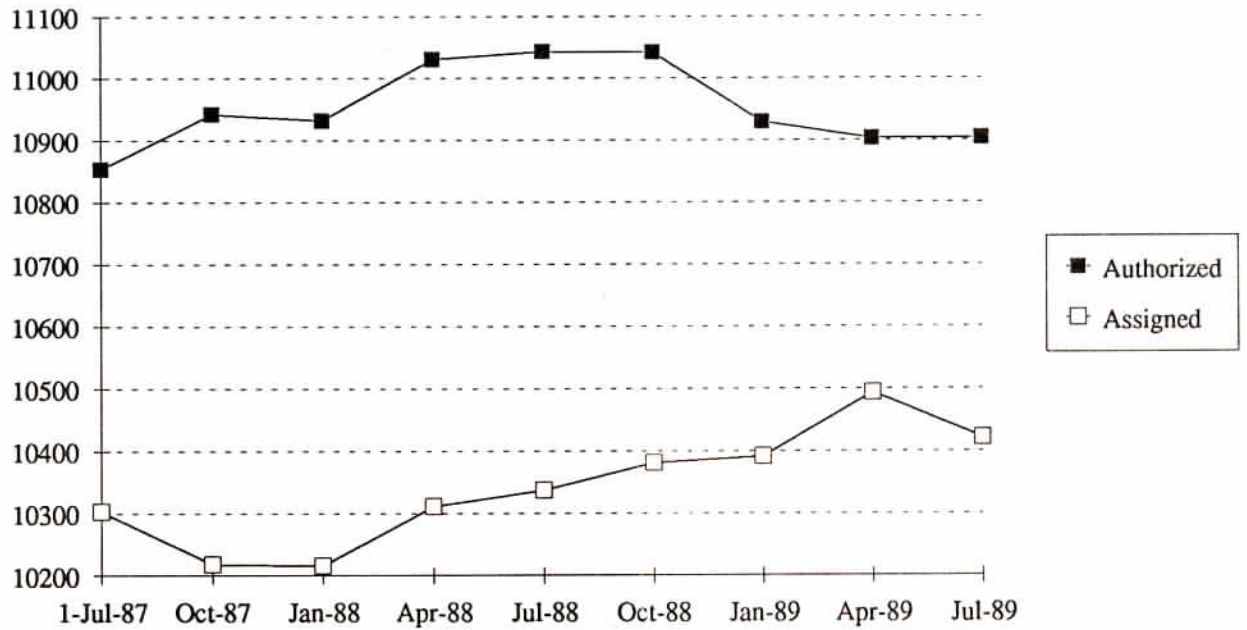
Appendix J

Gain/Loss Summary

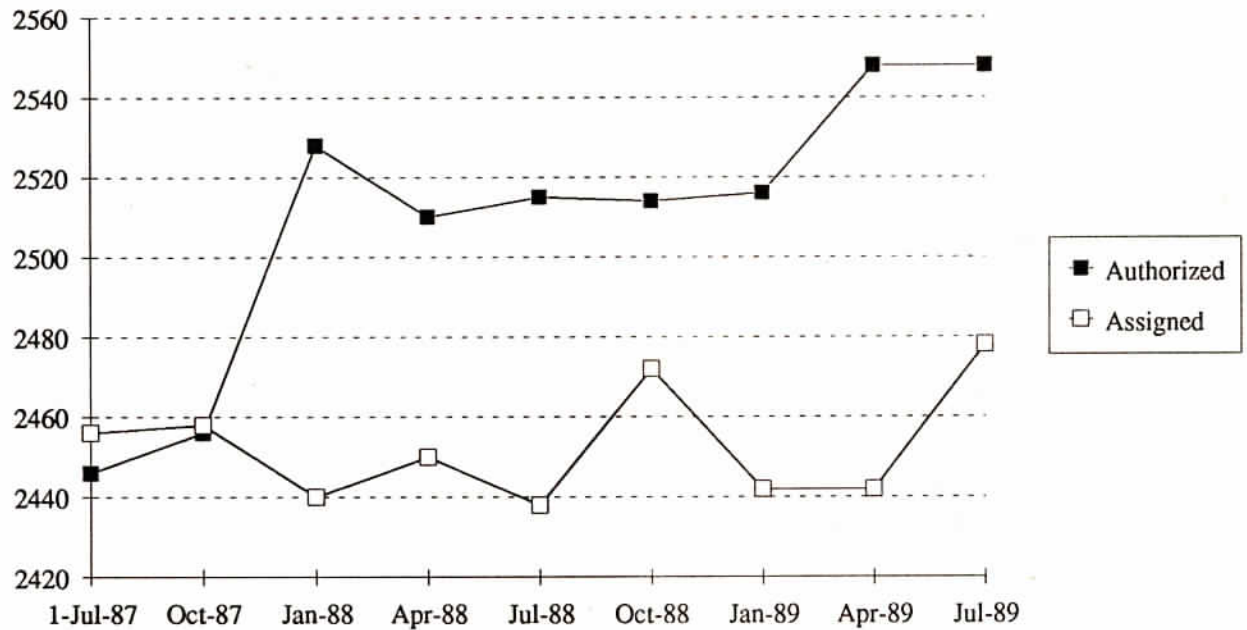
Minnesota Army National Guard Strength Gain/Loss Summary Fiscal Year 89 (30 June 89)		Minnesota Air National Guard Strength Gain/Loss Summary Fiscal Year 89 (30 June 89)	
Authorized Strength: 10,903 Assigned Strength: 10,486		Authorized Strength: 2548 Assigned Strength: 2460	
Strength Breakdown:		Strength breakdown	
Officers/Warrant Officers	1,064	Officers	320
Enlisted	9,422	Enlisted	2,142
Enlisted Gains:		Enlisted Gains	
Non-Prior Service	2,253	Non prior service	164
Prior Service	1,139	Prior service	183
Interstate Transfer	249	Other reserve unit	64
	-----	Interstate transfer	37
Total	3,641	Palace chase	25
Enlisted Losses:		Enlisted Losses	
ETS	867	Total	-----
Continuous/Willful Absence	389		473
Joined Active Component	308	Enlisted Losses	
Joined Other Reserve Component	456	Resignation	150
Incompatible Occupation	83	Retired	102
Interstate Transfer	370	ETS	61
Medical Reasons	150	Joined other reserve unit	53
Accept Appointment as Officer	134	Joined other Air Guard unit	29
Transfer to Inactive NG	262	Appointed as officer	13
Deceased	19	Unsatisfactory participants	8
Other Reasons	521	Enlisted in active Air Force	8
	-----	Medical disqualification	6
Total	3,559	Other reasons	22
Officer/Warrant Officer Gains:		Officer gains	
Appointment:		Total	-----
ROTC Scholarship/non-scholarship	116		452
Reserve Component Officer Candidate School	6	Officer losses	
Active Component Officer Candidate School	4	Transfer to retired reserve	17
Minnesota Military Academy	84	Resigned	12
Direct Appointment	25	Joined other reserve unit	7
Warrant Officer Training Program	11	Joined other Air National Guard unit	5
Transfers	9	Selective retention	2
	-----	Death	1
Total	255	Excess status	1
Officer/Warrant Officer Losses:		Removal from state	1
Resignation	97		-----
Transfer to Retired Reserve	3		46
Transfer to Individual Ready Reserve	64		
Other Reasons	73		

Total	237		

Minnesota Army National Guard Strength



Minnesota Air National Guard Strength



Today's Minnesota National Guard operates under the Total Force Doctrine. It is this doctrine that is responsible for the modern equipment, the extensive training and the high state of combat readiness of Air and Army National Guard units across the nation.

Through the Vietnam era National Guard units were, for the most part, considered by federal authorities to be genuinely "reserve" forces. Neither their equipment nor their training in peacetime equaled their active component counterparts' requirements. It was assumed that, if the National Guard were called into federal service, substantial time for intensive training would be required before Guard units could be committed to battle.

The decision to end the draft and the increasing competition for scarce federal resources following the end of the Vietnam war dictated a reduction in the size of the nation's standing military forces. Increasing the role of the National Guard (and other federal reserve components) in national wartime contingency planning was seen as a logical and effective method to ensure the continuing security of the United States.

First enunciated in 1970 by Secretary of Defense Melvin Laird, the Total Force Doctrine existed more as a concept than as a reality until 1979. Only then did national contingency plans begin to integrate the reserve components into all defense scenarios and plans.

The idea was not really a new one. Militia forces have always constituted a major share of our nation's ability to defend itself, based upon a principle which came to us from England more than 350 years ago. (See Appendix B, History of the National Guard).

The concept of citizen-soldiers preparing to serve the nation's needs was written into the Constitution as Article I, Section 8. The Constitution gives Congress the power to "...provide for calling for the (state) Militia to execute the Laws of the Union, suppress insurrections and repel invasions..." and to "... provide for organizing, arming and disciplining the Militia and for governing such part of them as may be employed in the service of the United States, reserving to the

states, respectively, the appointment of officers and the authority to train the Militia according to the discipline prescribed by Congress."

The militia concept was reinforced by the Bill of Rights. The Second Amendment to the Constitution states: "A well-regulated Militia, being necessary to the security of a free State, the right of the people to keep and bear arms, shall not be infringed."

Over the years, as the United States grew from a small collection of colonies with a basic need for self-defense to a major nation with international interests, its need for military establishment changed accordingly. These changing needs are reflected in the changing laws of the land regarding the "militia".

1792 - The Militia Act empowered the president to call out the Militia in time of national emergency, but state governors had to agree to the mobilization of troops.

1808 - The Militia Act was amended to permit the use of federal funds to purchase arms and ordnance for state militias.

1903 - The Dick Act ensured federal funding for the pay of militia soldiers, provided federal monies for arms, equipment and supplies, specified federal requirements for militia training and maneuvers -- and, in exchange, granted the president the power to call the militia into federal service without the consent of that state's governor (but only for a period of nine months).

1916 - The National Defense Act first applied the term "National Guard" and made the National Guard a component of the U.S. Army in peacetime, as well as during war. National Guard units were required to be "federally recognized" which meant having to meet certain standards of membership, organization, training and equipment.

Under the National Defense Act, National Guard units were committed to battle in World War I, World War II, Korea and Vietnam, where they fought with great distinction. Yet, in the ten years since the Total Force Doctrine became an operating reality, the combat readiness of the National Guard and the ability to shoulder its share of national defense have

been dramatically upgraded.

Due to increased authorized unit strengths, funding and realistic training opportunities, National Guard formations are now considered to be full partners with active force units. They provide the same viable deterrent to war as do their active force counterparts. Guard organizations are prepared to enter combat in anywhere from hours to a few weeks after mobilization.

In Minnesota, one of the best examples of the Total Force Doctrine exists. Our 148th Fighter Interceptor Group at Duluth is charged with an air defense mission. It, along with other Air National Guard fighter units around the nation, is responsible for protecting our national borders from intrusion by hostile aircraft or cruise missiles. Our Minnesota Air Guard pilots maintain alert with fully armed F-4 fighters around the clock, twelve months a year. Hostile actions taken against this country in the air will be met first by National Guard pilots.

Because National Guard units are made up primarily of part-time soldiers, their operating costs are much less than comparable active component units. In fact, the operating costs for the National Guard (exclusive of capital costs for equipment) are but six percent of the total defense budget.

Appendix M

Contributions to the Total Force Structure

Army National Guard		Air National Guard	
Unit Types	% of Total Force	Unit Types	% of Total Force
Infantry Scout Troops	100	Flying Units	
TOW Light Anti-tank		Aircraft*	
Infantry Battalions	100	U.S. Based Strategic	
Heavy Helicopter Units	100	Interceptor Forces	86
Pathfinder Units	50	Theater Airlift Aircraft	34
Judge Advocate General		Tactical Reconnaissance	50
Units	2	Air Rescue/Recovery	17
Public Affairs Units	58	Tactical Air Support	36
Heavy Equipment		Special Operations	11
Maintenance Companies	76	Tactical Fighters	25
Separate Brigades	73	Aerial Refueling/Strategic	
Engineer Battalions		Tankers	18
(Combat)	52	Support Aircraft	18
Hospital Units	8	Strategic Airlift Aircraft	5
Petroleum, Oil &		Aircrews**	
Lubricant Companies	18	Aeromedical Evacuation	
Engineer Bridge Company		Crews	24
(Non-divisional)	43	Non-Flying Units***	
Corps Support Groups,		Aerial Port	12
HHC	15	Aircraft Control and	
Chemical-- Smoke		Warning	70
Generator Units	6	Combat Communications	68
Supply and Service		Engineering Installations	68
Companies	31	Tactical Control	55
Engineer Battalions		Civil Engineering	
(Combat Heavy)	30	Personnel	24
Truck Companies	37	Medical Personnel****	13
Theater Defense Brigades	50	Weather	15
Military Police Companies			
(Non-divisional)	44		
Conventional Ammunition			
Companies	18		
Field Artillery Battalions	52		
Armored Cavalry Regiments	57		
Military Intelligence Units	4		
Signal Battalions			
(Corps Area)	43		
Infantry Battalions	50		
Special Forces Groups	25		
Mechanized Infantry Battalions	47		
Armored Battalions	43		
Area Support Groups,			
Headquarters	30		
Watercraft Companies	14		
Combat Divisions	36		

* Percentages determined by counting primary authorized aircraft.
 ** Percentages determined by counting authorized aircrews.
 *** Percentages determined by counting primary authorized aircraft.
 **** Excludes aeromedical evacuation crews.

Data as of September 30, 1988.
 Source: Reserve Forces Policy Board as reported in Defense Magazine, September/October 1989.

Note: Percentages determined by counting like-type units.

Equipment Supported by the Directorate of Maintenance

TYPE	QUANTITY
Small arms	12,326
Artillery pieces	95
Combat Vehicles (tanks, armored personnel carriers, etc.)	265
Tactical vehicles (trucks, cargo carriers, etc.)	2017
Trailers	994
Engineer/Material handling equipment	129
Power generators	710
Radios	1057
Missiles	84
Radar sets	4
Chemical defense equipment pieces	10,856
Night vision devices	448

Aircraft Supported by Army National Guard Aviation

TYPE	ACTUAL#	AUTHORIZED#
UH-1H Helicopter	27	31
OH-58A Helicopter	8	8
U-21 Fixed-Wing Aircraft	1	1
U-8F Fixed-Wing Aircraft	1	1

Aircraft and Vehicles Assigned to the Air National Guard

	148th FIG	133rd TAW
Aircraft	26 F-4D's	8 C-130E's
Highway Vehicles	128	108
Support Vehicles	24	72

Biennium Flight Statistics

UNIT	HOURS FLOWN	ACCIDENTS
Army Aviation	9,050	0
148th FIG	8,684	0
133rd TAW	11,065	0

Type of Training	Troops*	Training Mandays
Annual Training (Normally Two Weeks)	33,773	422,159
Inactive Duty Training (Weekend Training)	68,739	142,978
Other Training (Year-Round)	21,856	152,994
TOTALS	124,368	718,131

* U.S. Army, Army National Guard, U.S. Army Reserve, U.S. Air Force, Air National Guard, U.S. Marine Corps, U.S. Marine Corps Reserve, and Naval Reserve

Home States of Troops Training at Camp Ripley

Alabama	Missouri
Arkansas	Mississippi
Arizona	North Carolina
California	North Dakota
Colorado	Nevada
Connecticut	New York
Delaware	Ohio
Guam	Oregon
Iowa	Pennsylvania
Illinois	South Carolina
Indiana	South Dakota
Kentucky	Texas
Massachusetts	Utah
Maryland	Virgin Islands
Maine	West Virginia
Michigan	Wisconsin
Minnesota	

Minnesota Army National Guard Awards

Individual Awards

Active Service Awards

Distinguished Service Medal	1
Legion of Merit	2
Army Meritorious Service Medal	70
Army Commendation Medal	260
Army Achievement Medal	1554

Minnesota National Guard Awards

Minnesota Distinguished Service Medal	12
Minnesota Medal for Merit	22
Minnesota Commendation Medal	84
Minnesota State Active Duty Ribbon	372

Unit Awards

Philip A. Connelly Award, 1988 Headquarters and Headquarters Battery, 47th Division Artillery

Philip A. Connelly Award, 1989 Battery A ,1st Battalion, 175th Field Artillery

Competitive Events

National Level

Winston P. Wilson Championships

Combat Pistol	2nd Place Team- 1988
National Match Rifle	3rd Place Team-1989

Regional Level

4th U.S. Reserve Component Championships, 1988

Combat Rifle	3rd Place Team
Combat Pistol	1st Place Team

4th U.S. Reserve Component Championships, 1989

Combat Pistol	1st Place Team
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Region IV Combat Matches (NG),1989

Combat Rifle	3rd Place Team
Biathlon	1st Place Team

State Level

The Adjutant General's Trophy Match, 1988

Pistol Event,	
Winning Team	148th Fighter Interceptor Group (ANG)
Rifle Event,	
Winning Team	133rd Tactical Airlift Wing (ANG)

The Adjutant General's Trophy Match, 1989

Pistol Event	
Winning Team	148th Fighter Interceptor Group (ANG)
Rifle Event	
Winning Unit	2nd Battalion (Mech), 136th Infantry

Indoor Rifle Championship, 1988

Individual Military	
Match Winner	M. Sgt. Gordan W. Kordowsky
Winning Team	Combat Support Company, 1st Battalion, 135th Infantry

Indoor Rifle Championship, 1989

Individual Military Match Winner	Sgt. James J. Goss
Winning Team	Combat Support Company, 1st Battalion, 135th Infantry

Indoor Pistol Championship, 1988

Individual Military Match Winner	Sgt. Scott Lancing
Winning Team	148th Fighter Interceptor Group (ANG)

Indoor Pistol Championship, 1989

Individual Military Match Winner	Maj. Gary C. Schraml
Winning Team	148th Fighter Interceptor Group (ANG)

Marathon, 1989

First Place Age Group 25-29	S.Sgt. Debbie Metcalf
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Minnesota Air National Guard Awards

Individual Awards

Active Service Awards

Air Force Meritorious Service Medal	36
Air Force Commendation Medal	176
Air Force Achievement Medal.....	602

Minnesota National Guard Awards

Minnesota Commendation Ribbon	33
Minnesota State Active Duty Ribbon	31
Distinguished Recruiting Ribbon	12

Unit Awards

148th Fighter Interceptor Group

Air Force Outstanding Unit Award, 1987
 Tactical Air Command Flight Safety Award, 1987, 88, 89

133rd Tactical Airlift Wing

Air Force Outstanding Unit Award, 1987
 Air National Guard Service Unit of the Year, 1988,

133rd Mission Support Squadron

Air National Guard Outstanding Weather Flight, 1987,
 208th Weather Flight

Collens Award by the Air Weather Service for
 Outstanding Mission Support, 1988,
 208th Weather Flight

George Shaffer Award, 1987,
 109th Aeromedical Evacuation Flight

Theodore Mars Award, 1987,
 109th Aeromedical Evacuation Flight

Outstanding Air Reserve Forces Medical Unit Award, 1987,
 109th Aeromedical Evacuation Flight

Air Force Outstanding Unit Award, 1987,
 210th Electronic Installation Squadron

Air Force Communications Command Engineering
 Installation Division Commander's Safe Wheels Award,
 1988, 210th Electronic Installation Squadron



Army National Guard School Attendance

Minnesota Military Academy Courses

Course	Graduates
Officer Candidate School	112
Pre-Command Course	49
Primary Leadership Development Course (PLDC).....	318
Basic Non-Commissioned Officer Course (BNCOC)	85
Advanced Non-Commissioned Officer Course (ANCOC)	44
First Sergeant Course (FSC)	34
Senior Non-Commissioned Officer Course (SNCOC)	18
Instructor Training Course	65
Basic Training Orientation Course	1,523
Counter Sniper/Precision Marksmanship Course	46
Total	2,294

Winter Operations Program Courses

Winter Operations School	384
Winter Maintenance Course	105
Winter Operations Instructor School	76
Total	565

**Out-of-State Schools
(Army Service Schools/Regional Training Sites)**

Enlisted Members

Initial Skills	437
Refresher and Proficiency	2,394
Career Development	1,735
Total	4,566

Officers

Initial Skills	400
Refresher and Proficiency	732
Career Development	465
Total	1,597

Air National Guard School Attendance

Officers

Course	Graduates
Academy of Military Science	16
Flight Training	16
Professional Military Education	141
(resident and correspondence)	
Total	173

Airmen

Initial active duty training	175
Professional Military Education	488
(resident and correspondence)	
Career development courses	1174
Total	1,837

Community College of the Air Force (2 yr Associate Degree)

Unit	Enrollment
148th Fighter Interceptor Group	276
133rd Tactical Airlift Wing	150
Total	426

Air National Guard

	Participants	Payments
Air National Guard enlistment/reenlistment bonus program	900	\$345,984
Student Loan Repayment Program	213	\$216,725
Montgomery GI Bill	193	\$425,800
State Tuition Assistance Program	243	\$129,286

Army National Guard

	Participants	Payments
Selective Reserve Incentive Program (SRIP)	4826	not available
Student Loan Repayment Program	2665	not available
Montgomery G.I. Bill	926	\$1,600,000
Tuition Assistance Program	330	\$105,000
MN State Tuition Reimbursement	2,210	\$951,000

Civilian Education Level

Army National Guard			Air National Guard		
College graduates	2,022	19%	College graduates	431	18%
Some college	1,859	18%	Some college	79	15%
High school graduates	6,300	60%	High school graduates	1,627	65%
Non high school graduates	305	3%	Non high school graduates	54	2%

**Military Occupational Specialty
Air Force Specialty Code Qualification**

Percent of individuals fully qualified to perform their military jobs

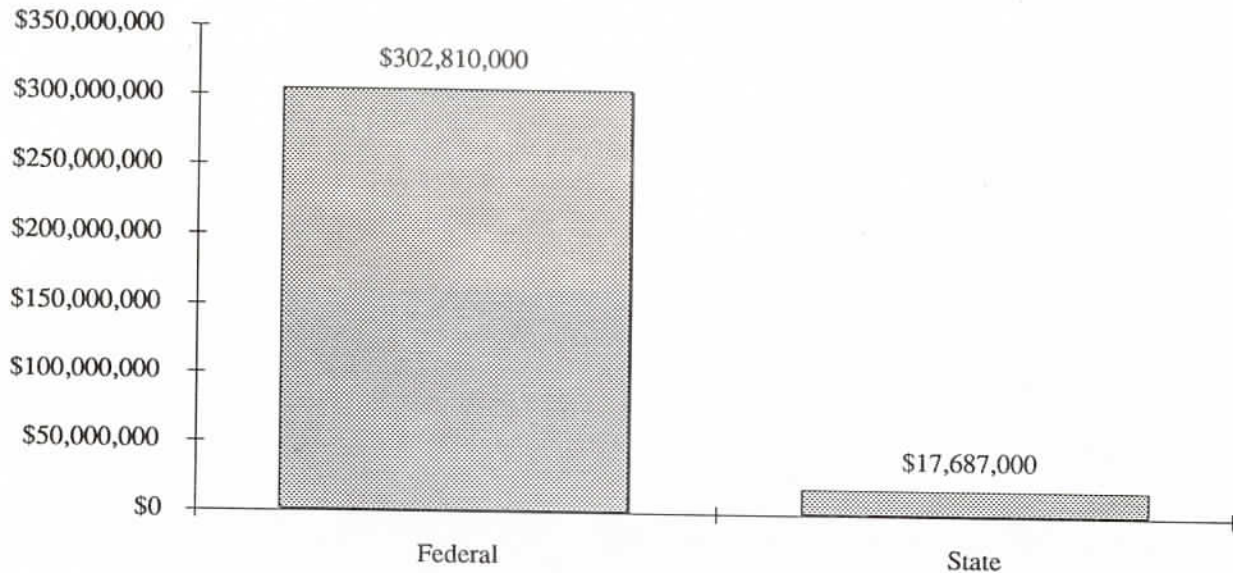
Army National Guard state total	84%
Air National Guard state total	82%

**National Guard Economic Impact on Minnesota Communities
(Civilian and Military Pay During the Biennium)**

AITKIN	542,002	MONTEVIDEO	1,702,612
ALBERT LEA	1,034,162	MOORHEAD	2,490,792
ALEXANDRIA	979,014	MORRIS	496,024
ANOKA	2,045,146	NEW ULM	1,641,074
APPLETON	893,334	NORTHFIELD	741,734
AUSTIN	1,234,268	OLIVIA	686,904
BEMIDJI	928,394	ORTONVILLE	765,016
BENSON	275,530	OWATONNA	417,218
BRAINERD	1,774,226	PARK RAPIDS	554,382
CHISHOLM	713,226	PINE CITY	565,792
CLOQUET	980,178	PIPESTONE	638,882
CROOKSTON	654,060	PRINCETON	933,294
DAWSON	593,960	RED WING	674,910
DETROIT LAKES	1,830,538	REDWOOD FALLS	489,262
DULUTH	38,167,220	ROCHESTER	2,297,784
ARMY GUARD	4,579,220	ST. CLOUD	2,673,004
AIR GUARD	33,588,000	ST. JAMES	702,814
EVELETH	571,918	ST. PETER	904,714
FAIRMONT	945,900	SAUK CENTRE	1,042,452
FARIBAULT	536,522	STILLWATER	1,850,600
FERGUS FALLS	748,196	THIEF RIVER FALLS	674,370
GRAND RAPIDS	687,994	TRACY	765,640
HASTINGS	690,208	TWIN CITIES	73,923,839
HIBBING	1,085,744	ARMY GUARD	43,974,426
HUTCHINSON	987,434	AIR GUARD	29,949,413
JACKSON	573,970	VIRGINIA	904,148
LITCHFIELD	1,220,086	WADENA	1,072,104
CAMP RIPLEY	33,793,788	WHITE BEAR LAKE	1,000,442
LONG PRAIRIE	753,656	WILLMAR	1,179,776
LUVERNE	500,300	WINDOM	661,600
MADISON	599,246	WINONA	1,073,190
MANKATO	2,151,194	WORTHINGTON	487,284
MARSHALL	475,892	ZUMBROTA	783,690
MILACA	266,310		
		TOTAL	\$204,028,963

**Federal and State Expenditures
1987 - 1989 Biennium**

The Minnesota National Guard is supported in its dual state-federal mission by both state and federal government budgets. For this biennium, the federal share of the Department of Military Affairs was 94.5 percent; the state portion was 5.5 percent. The ratio of these figures is approximately 15.6:1; this ratio has been fairly constant over the past several years. Because the Minnesota state fiscal year does not coincide with the federal fiscal year, data included in this report relating to state monies and programs represent the period July 1, 1987 to June 30, 1989. Data relating to federal monies and programs represent the period October 1, 1987 to September 30, 1989.



**Total \$320,497,000
Ratio 15.6:1**

**Part I: Federal Budget , page 80
Part II: State Budget, page 83**

Part I: Federal Budget
(in \$1000's; rounded to the nearest \$1000)

Army National Guard

Personnel Services

Pay, civilian and military technicians (full-time)	36,775
Pay, Active Guard-Reserve (AGR)	27,928
Pay, annual training (part-time)	22,457
Pay, weekend drills (part-time)	41,563
Pay, Army service schools	5,965
Pay, special training	5,804
Subtotal:	\$140,492

Travel and Transportation

Travel, civilian and military technicians	389
Travel, military personnel (AGR and part-time)	863
Transportation of supplies and equipment	197
Subtotal:	\$1,449

Supplies and Services

Repair parts	7,891
Organizational clothing and equipment	7,134
Petroleum, oils and lubricants	1,744
Operating supplies and services	894
Subsistence (foodstuffs)	3,800
Individual clothing	935
Communications	1,251
Information Management	537
Training and education, full-time staff	201
Subtotal:	\$24,387

Installations (Camp Ripley and the Army Aviation Facility)

Site contracts (reimburse state costs for personnel and services necessary to operate installations)	11,597
Service contracts (reimburse 75% state costs for maintenance and utilities at logistical and repair sites throughout the state)	3,058
Subtotal:	\$14,655

Medical Care

Disability payments and hospitalization	550
Medical treatment and services	1,304
Subtotal:	\$1,854

Recruiting and Retention

Activities and advertising	\$1,337
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Military Construction

Major Construction	12,201
Minor Construction	2,859
Maintenance and repair projects (outside contractors)	4,838
Subtotal:	\$19,898

TOTAL FEDERAL BUDGET: ARMY NATIONAL GUARD: \$204,072



Air National Guard

Personnel Services

Pay, civilian and military technicians (full-time)	35,153
Pay, Active Guard-Reserve (AGR) personnel (full-time)	7,905
Pay, annual training	3,829
Pay, weekend drills	12,274
Pay, Air Force service schools	1,247
Pay, special training	3,130
Subtotal:	\$63,538

Travel and Transportation

Travel, civilian and military technicians (AGR)	510
Travel, military personnel (part-time)	1,215
Transportation of supplies and equipment	70
Subtotal:	\$1,795

Supplies and Services

Repair parts	3,944
Organizational clothing and equipment	365
Petroleum, oils, and lubricants	180
Aviation fuel	18,146
Subsistence (foodstuffs)	153
Individual clothing	522
Communications	175
Training and education, full-time staff	58
Subtotal:	\$23,543

Installations (Twin Cities and Duluth Airbases)

Operations and Maintenance agreements (reimburse 80% of state costs for personnel, maintenance and utilities necessary to operate airbase; reimburse 100% of state costs for security guards)	6,320
Subtotal:	\$6,320

Medical Care

Disability payments and hospitalization	21
Medical treatment and services	84
Subtotal:	\$105

Recruiting and Retention

Activities and advertising	Subtotal:	\$36
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Military Construction

Architect/Engineer contracts	486
Construction Contracts	2,915
Subtotal:	\$3,401

TOTAL FEDERAL BUDGET: AIR NATIONAL GUARD **\$98,738**

TOTAL FEDERAL BUDGET: ARMY AND AIR NATIONAL GUARD **\$302,810**

PART II: Minnesota State Budget

(In \$1000's; rounded to the nearest \$1000)

General Fund Expenditures**Office of the Adjutant General**

Salaries	1,896
Communication services	12
Small repairs	2
Rent	419
Supplies	38
Emergency costs (state military duty)	112
Military fund allowances	105
Assessments	29
State tuition reimbursement	957
State cash bonus	1,035
Miscellaneous expenses	39

Subtotal: \$4,644**Army National Guard****(operation of armories, Camp Ripley, maintenance facilities and Army Aviation Flight Facility)**

Salaries	5,178
Fuel and utilities	1,687
Repairs and maintenance	1,251
Supplies	286
Rent	611
Miscellaneous expenses	279

Subtotal: \$9,292**Air National Guard****(operation of airbases in Twin Cities and Duluth)**

Salaries	429
Fuel and utilities	290
Repairs and maintenance	37
Rent	25
Miscellaneous	89

Subtotal: \$870**TOTAL GENERAL FUND EXPENDITURES: \$16,078****Capital Expenditures**

Repairs and betterments	40
Window replacements (energy conservation)	433
Roof replacements	313
Camp Ripley armory (Architect/Engineering fees)	103

TOTAL CAPITAL BUDGET EXPENDITURES: \$889**TOTAL STATE BUDGET : ARMY AND AIR NATIONAL GUARD \$17,687**

The purpose of the Minnesota National Guard construction program is to meet the continuing need for expanded and up-graded facilities for its soldiers and airmen as they prepare to serve the needs of both the State of Minnesota and the United States. Funding for construction comes from both state and federal sources, reflecting the dual-mission nature of our forces. The formulas for state and federal shares of construction vary, but generally follow the guidelines below.

PROGRAM	FEDERAL FUNDS	STATE FUNDS
Armories		
Construction	75.0%	12.5% (see note 1)
Maintenance		100.0% (see note 2)
Camp Ripley		
Training Facilities	100% (see note 3)	
Maintenance Shops & Facilities		
Construction	100% (see note 3)	
Maintenance	75%	25%
U.S. Property & Fiscal Office		
Construction	100%	
Maintenance	75%	25%
Army Aviation Support Facility		
Construction	100%	
Maintenance	75%	25%
Airbases		
Construction	100%	
Maintenance	80%	20% (see note 4)

Notes:

Note 1: The remaining 12.5% is city/county funds.

Note 2: Backlog maintenance and repair federal monies are periodic, but are unprogrammed.

Note 3: 100% of construction of maintenance shops and training facilities is provided from federal funds because of Camp Ripley's role as a federal mobilization site in case of national emergency.

Note 4: The state funds minor maintenance and operations costs; those costs are not reflected in this appendix.

CONSTRUCTION AND MAINTENANCE PROJECTS

(In \$1000's; rounded to the nearest \$1000)

ARMY NATIONAL GUARD	FEDERAL FUNDS	STATE FUNDS
Major Construction		
100-Person Armory, Brainerd	1,320	611
POL Storage Facility, Camp Ripley	1,287	17
Troop Area 10 Housing, Camp Ripley	3,645	
Machine Gun Range, Camp Ripley	285	
Automated Record Fire (ARF), Automated Field Fire (AFF) and Light Anti-Tank Weapons (LAW) Ranges, Camp Ripley	1,512	
Tank Table VIII Range, Camp Ripley	1,772	
Regional Training Site-Maintenance, Camp Ripley	1,874	5
800-Person Armory (Design Phase), Camp Ripley	115	2
Anti-Armor Tracking and Live-Fire Range (Design Phase), Camp Ripley	6	
200-Person Armory (Design Phase), Minneapolis	17	6
Combat Pistol Range, Camp Ripley	259	
Indoor Range Rehabilitations Duluth and Jackson	228	
Motor Vehicle Storage Building, Moorhead	366	
Motor Vehicle Storage Building, Albert Lea	136	
Change Orders, Modifications, Various Projects	548	78
Miscellaneous Construction, Statewide	810	13
Subtotals:	\$14,180	\$732
Minor Construction		
Camp Ripley		
Warehouse Alterations, Class IX	152	
Well Replacement	74	
Environmental Management Analysis & Plan	24	
Military Operations in Urban Terrain (MOUT) Assault Course	114	
Temporary Tank Table VIII Range	25	
Nuclear, Biological & Chemical Defense Training Area (Design Phase)	2	
Engineer Demolition Range (Design Phase)	1	
Solid Waste Transfer Station (Design Phase)	24	
Produce Crushed Aggregate	59	
Natural Gas Feasibility Study	10	
Asbestos Abatement	63	17
Hazardous Materials Storage Facilities: CSMS, MATES and OMS 11, 12, and 19	198	
Miscellaneous Construction Projects	238	56
Subtotals:	\$984	\$73

ARMY NATIONAL GUARD
FEDERAL FUNDS**STATE FUNDS****Outstate**

Hazardous Materials Storage Facilities at OMS Shops (8 locations)	\$ 245	
Bituminous Paving, Army Aviation Support Facility	243	38
Pressure Lubrication System, Detroit Lakes	29	
Install Air Conditioners at OMS Shops (14 Locations)	13	
Bituminous Paving, Various Locations	26	
Miscellaneous Construction Projects	50	5
Subtotals:	\$ 1,031	\$ 69

Maintenance and Repair**Camp Ripley**

Utilities Systems	\$ 165	
Bituminous Paving	371	
Remodel Public Affairs Offices	75	
Replace Boiler, Building U-21	126	
Remodel Messhalls and Supply Buildings, Areas 1, 3, and 5	3,240	
Roof Replacements	185	
Rehabilitation and Winterization, Building U-47	247	
Water Tower Repainting (2)	102	
Asbestos Abatement, Building U-1 (Design Phase)	21	
Miscellaneous Maintenance and Repair Projects	825	
Subtotals:	\$ 5,357	\$0

Outstate

Window Replacement, Tuckpointing, Misc. Maintenance & Repair: Benson, Long Prairie, Madison, Mankato, New Ulm, Northfield, Olivia, Princeton, Sauk Centre and Zumbrota Armories	16	
Energy Conservation Projects: Austin, Mankato and Rochester armories	10	
Roof Replacement/Insulation: Mankato and New Ulm Armories	9	

ARMY NATIONAL GUARD	FEDERAL FUNDS	STATE FUNDS
Window Replacement, Roof Replacement, Tuckpointing and Stuccoing: Appleton, Benson, Milaca, Park Rapids, Roseville, Stillwater, White Bear Lake and Princeton Armories	\$163	522
Asbestos Abatement, Litchfield Armory	6	18
Asbestos Abatement, White Bear Lake and Princeton Armories	13	
Replace Overhead Crane Control System, Army Aviation Support Facility	4	1
Roof Replacement, Boiler Replacement, Tuckpointing and Window Replacement: Rochester, East St. Paul, West St. Paul, Ortonville, and White Bear Lake Armories	236	368
Asbestos Abatement, Cloquet Armory	8	58
Acoustic Wall Panels, Pine City Armory		12
Replace Overhead Doors: Anoka, Montevideo, Windom, Zumbrota, Dawson, Princeton, Pipestone and Hibbing Armories		18
Roof Replacement: Aitkin, Bemidji and Detroit Lakes Armories	97	165
Acoustic Panels and Wall Insulation, Redwood Falls Armory		18
Asbestos Abatement, Austin Armory		4
Subtotals:	\$ 514	\$ 1,232
ARMY NATIONAL GUARD TOTALS:	\$22,066	\$2,106

AIR NATIONAL GUARD**FEDERAL FUNDS****STATE FUNDS****Architect/Engineer Contracts****Duluth**

Precision Measuring Equip. Lab addition	30	(see note 4)
Mobility Storage Facility Addition/alteration	54	
Avionics Building alteration	25	
Back Road design	95	
Environmental Assessment, aircraft conversion	25	
Misc. Designs, various facilities	37	
Subtotal:	\$266	

Minneapolis/St. Paul

Base Transformers Repair/Replacement	\$27
Primary Overhead Electrical Repair	13
Base Master Plan	180
Subtotal:	\$220

Subtotal:**\$486****Minor Construction****Duluth**

Engine Shop addition	196
Drains, Culverts and Sewers	55
Tank Storage Facility	205
Mobility Storage Facility	26
Base Siren System alteration	10
Avionics Building alteration	292
Refueler Bay heat alteration	18
Cold Storage Facility	23
Warehouse heat alteration	33
Heat/Vent/Air Cond. alteration, Bldg. 211, 255	32
Scrap Bins	6
Misc. alterations, various facilities	11
Emergency Lights	6
Airfield Access alteration	32

Subtotal:**\$945****Maintenance and Repair****Duluth**

Base Aerial Survey	6
Base Master Plan	192
Roof repairs, Bldgs. 217, 218, 220	100
Hangar floors repair	16
Communications Cables Repair (TACAN/CCTV)	7
Heating/Air Cond. System Repair	11

AIR NATIONAL GUARD	FEDERAL FUNDS	STATE FUNDS
Grease and Lub Line Replacement	6	
Loading Dock Repair	11	
Marking Golbes Repair	7	
Asbestos Removal	14	
Boiler Installation Replacement	9	
Site Water Testing	7	
Overhead Doors Cable Replacement	18	
Overhead Doors Repair, Various Bldgs	28	
Roads and Grounds Repair	35	
Outdoor Lighting System Repair	3	
Contaminative Barrels Removal	25	
Misc. Repairs, Various Bldgs	6	
Electric Motors/Apparatus Repair	6	
Subtotal:	\$507	
Minneapolis/St. Paul		
Road Pavement repair	697	
Base Drain Line Repair	61	
Aeromed Facility Repair	17	
Garage Aprons Repair	3	
Latrine Repair, Bldg 630, 684	66	
Mobility Shed Facility	74	
Fire Exits, Bldg 684	7	
Fire Detection Repair	6	
Overhead Electric Repair	4	
Security Bldg Repair	33	
Exterior Siding Repair, Bldg 680, 685	328	
Floor Repair, Aerial Port	4	
Boiler Burners Repair/Replacement	8	
Corrosion Control Facility	58	
Shelter Facility for Ground Power Equipment	34	
Storage Facilities (4)	37	
Overhead Door, Bldg 662	17	
Misc. Repairs, Various Facilities	9	
Subtotal:	\$1463	
Maintenance and Repair Subtotal:	\$1970	
AIR NATIONAL GUARD TOTAL:	\$3401	(see note 4)
ARMY AND AIR NATIONAL GUARD CONSTRUCTION AND MAINTENANCE TOTAL:	25,467	2,106

**Legal Authority for the Guard
is designated in the following documents:**

State Constitution: Article 1, Section 14
Article V, Section 3
Article XIII, Section 9

Federal Constitution: Article I, Section 8
Article II, Section 2
Amendments II and V

State Statutes: Chapter 190, Military Forces
Chapter 191, Unorganized Militia
Chapter 192, National Guard
Chapter 192A, Uniform Code of Military Justice

Federal Statutes: Title 10, Armed Forces
Title 32, National Guard
Title 37, Pay and Allowances

