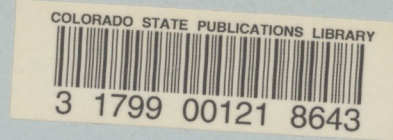
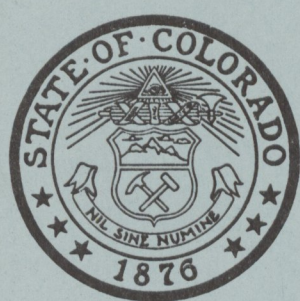


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REPORT
OF THE
ADJUTANT GENERAL
OF THE
STATE OF COLORADO
1981



JOHN L. FRANCE
BRIGADIER GENERAL
THE ADJUTANT GENERAL

STATE OF COLORADO

DEPARTMENT OF MILITARY AFFAIRS

300 Logan Street
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COTAG

1 July 1982

Richard D. Lamm
Governor

Brig. Gen. John L. France
The Adjutant General

Colonel Paul A. Parsons
Deputy Adjutant General

The Honorable Richard D. Lamm
Governor of Colorado and
Commander-In-Chief, Colorado National Guard
State Capitol
Denver, Colorado

Dear Governor Lamm:

Pursuant to the provisions of Title 28, Article 3, Section 106, Colorado Revised Statutes 1973, it is my pleasure to forward the Annual Report of the Department of Military Affairs for the Calendar year 1981.

This report describes the programs and accomplishments of the Colorado Army and Air National Guard in satisfying the responsibilities of our State and Federal missions, and recounts major operations, activities and achievements of the Division of Emergency Services and Civil Air Patrol. It also provides permanent reference of an historical value.

I wish to express my thanks and appreciation to you and the members of the legislature for the support of the Colorado Department of Military Affairs.

Respectfully,

JOHN L. FRANCE
Brigadier General, Colo ANG
The Adjutant General

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**DEPARTMENT
OF
MILITARY
AFFAIRS**

AUTHORITY - RESPONSIBILITY

The drafters of the Constitution of the United States, recognizing the need for the militia (now known as the National Guard), included the following in Article III, Section 8;

"The Congress shall have power to provide for calling forth the Militia to execute the laws of the Union, suppress Insurrections and repel Invasions;

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 the Officers, and the Authority of training the Militia according to the discipline prescribed by Congress. . ."

The authors of the Colorado Constitution also recognized the need for the militia and included Article XVIII, which reads:

"Section 1. Persons subject to service. The Militia of the State shall consist of all able-bodied male residents of the state between the ages of eighteen and forty-five years; except, such persons as may be exempted by the laws of the United States, or of the state.

Section 2. Organization - equipment - discipline. The organization, equipment and discipline of the militia shall conform as nearly as practicable to the regulations for the government of the armies of the United States.

Section 3. Officers - how chosen. The governor shall appoint all general, field, and staff officers and commission them. Each company shall elect its own officers, who shall be commissioned by the governor; but if any company shall fail to elect such officers within the time prescribed by law, they may be appointed by the governor.

Section 4. Armories. The general assembly shall provide for the safekeeping of the public arms, military records, relics and banners of the state.

Section 5. Exemption in time of peace. No person having conscientious scruples against bearing arms, shall be compelled to do militia duty in time of peace; provided, such person shall pay an equivalent for such exemption."

In further implementing its constitutional authority, Congress enacted Title 32, United States Code, which is entitled "NATIONAL GUARD" of which the following extracts are particularly significant:

"Section 102. General policy

In accordance with the traditional military policy of the United States, it is essential that the strength and organization of the Army National Guard and the Air National Guard as an integral part of the first line defenses of the United States and be maintained and assured at all times. Whenever Congress determines that more units and organizations are needed for the national security than are in the regular components of the ground and air forces, the Army National Guard of the United States and the Air National Guard of the United States, or such parts of them as are needed, together with such units of other reserve components as are necessary for a balanced force, shall be ordered to active Federal duty and retained as long as so needed. Aug. 10, 1956, c. 1041, 70A Stat. 597.

Section 106. Annual appropriations

Sums will be appropriated annually, out of any money in the Treasury not otherwise appropriated, for the support of the Army National Guard and the Air National Guard, including the issue of arms, ordnance stores, quartermaster stores, camp equipage, and other military supplies, and for the payment of other expenses authorized by law. Aug. 10, 1956, c. 1041, 70A Stat. 599.

Section 108. Forfeiture of Federal benefits

If, within a time to be fixed by the President, a State does not comply with or enforce a requirement of, or regulation prescribed under its title, its National Guard is barred, wholly or partly as the President may prescribe, from receiving money or any other aid, benefit, or privilege authorized by law. Aug. 10, 1956, c. 101, 70A Stat. 600."

The Colorado General Assembly has further implemented provisions of the Colorado Constitution through enactment of laws now contained in Title 28, Article 3, Colorado Revised Statutes 1973.

In further recognition of the need and responsibility of the State to protect its citizens in times of emergency, the General Assembly enacted the Colorado Disaster Emergency Act of 1973, from which the following is extracted:

"28-2-102. Purposes and limitations. (1) The purposes of this part 1 are to:

(a) Reduce vulnerability of people and communities of this state to damage, injury, and loss of life and property resulting from natural or manmade catastrophes, civil disturbance, or hostile military or paramilitary action;

(b) Prepare for prompt and efficient search, rescue, recovery, care, and treatment of persons lost, entrapped, victimized, or threatened by disasters or emergencies;

(c) Provide a setting conducive to the rapid and orderly start of restoration and rehabilitation of persons and property affected by disasters;

(d) Clarify and strengthen the roles of the governor, state agencies, and local governments in prevention of, preparation for, response to, and recovery from disasters;

(e) Authorize and provide for cooperation in disaster prevention, preparedness, response, and recovery;

(f) Authorize and provide for coordination of activities relating to disaster prevention, preparedness, response, and recovery by agencies and officers of this state and similar state-local, interstate, federal-state, and foreign activities in which the state and its political subdivisions may participate;

(g) Provide a disaster and emergency management system embodying all aspects of pre-disaster, pre-emergency preparedness, post-disaster, and post-emergency response; and

(h) Assist in prevention of disasters caused or aggravated by inadequate planning for regulation of public and private facilities and land use."

The Administrative Organization Act of 1968 as amended created the Department of Military Affairs, with the following organizational elements:

OFFICE OF THE ADJUTANT GENERAL

DIVISION OF NATIONAL GUARD

DIVISION OF DISASTER EMERGENCY SERVICES

DIVISION OF CIVIL AIR PATROL

DIVISION OF STATE GUARD

KEY STAFF
1981

The Adjutant General	Brigadier General John L. France
Deputy Adjutant General	Colonel Paul A. Parsons
Administrative Officer	Joseph D. Levesque
Budget Officer	Richard L. Noble
Facilities Officer	Darrell R. Mallory
Engineering Officer	Captain John S. Materi

STATE BUDGET

State support of the Department is provided through appropriation by the Joint Budget Committee. Funding provides for a total of 50.2 state employees and 8 federal contract employees. Maintenance and operation of expenditures and revenues for FY 1980-81 are shown below.

State Funding Sources and Expenditures (From July 1, 1980 to June 30, 1981)

FUNDING SOURCES:

General Fund	\$1,303,571	
Federal Funds	954,870	
Cash Funds	40,166	
TOTAL FUNDS		\$2,298,607

EXPENDITURES:

Division of National Guard:

Personal Services (25.2 FTE)	\$ 511,092	
Operating Expenses	224,978	
Travel	1,316	
Capital Outlay	22,213	
Special Purpose (10.0 FTE)	172,138	
Utilities	317,251	\$1,248,988

Division of Disaster Emergency Services:

Personal Services (8.0 FTE)	\$ 250,812	
Operating Expenses	16,204	
Travel	3,226	
Special Purpose (6.0 FTE)	689,751	
Utilities	7,157	\$967,150

Division of Civil Air Patrol:

Personal Services (1.0 FTE)	\$ 18,924	
Operating Expenses	47,727	
Travel	1,137	
Workmans Compensation Premium	14,681	82,469

TOTAL EXPENDITURES		\$2,298,607
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FEDERAL BUDGET

EXPENDITURE OF FEDERAL FUNDS FY 81

	<u>ARMY</u>	<u>AIR</u>	<u>GRAND TOTAL</u>
SECTION I:			
*IDT Pay	\$ 4,164,433	\$ 2,323,128	\$ 6,487,561
Annual Training	1,656,605	827,613	2,484,218
School and FTTD Pay	670,402	1,272,268	1,942,670
*CFTM/AFTM/FTRF Pay	1,565,642	0	1,565,642
Medical Disability Pay	193,282	1,923	195,205
Technician Pay	6,167,030	13,123,984	19,291,014
 TOTAL PAYROLL INPUT TO STATE	 \$14,417,394	 \$17,548,916	 \$31,966,310
SECTION II:			
Rations for IDT Assemblies	\$ 87,786	\$ 39,774	\$ 127,560
Travel	97,941	369,705	467,646
Petroleum Products	579,070	4,720,799	5,299,869
Freight	75,344	39,132	114,476
Communications	22,745	193,120	215,865
Recruiting Material	30,022	17,628	47,650
Medical Expenses (civilian facilities)	51,607	17,643	69,250
Leased Equipment	41,229	63,261	104,490
Utilities	0	429,375	429,375
 TOTAL MONIES SPENT WITH STATE BUSINESS	 \$ 985,744	 \$ 5,890,437	 \$ 6,876,181
Construction	8,671	2,558,186	2,566,857
Supplies and Services	173,285	419,639	592,924
 GRAND TOTAL OF ECONOMIC INPUT TO STATE OF COLO	 \$15,585,094	 \$26,417,178	 \$42,002,272
State Income Tax Withheld from Tech P/R	203,898	432,113	636,011
Sales Tax on Total Payroll Input to State of Colorado 31,966,310 x .75 x .035			839,115

*Paid from Open Allotment

FACILITIES

LOCATION	TYPE FACILITY	YEAR CONSTRUCTED	REPLACEMENT COST ¹
Aurora Armory	Armory - 47,115 SF 5.6 Acres	1967 & 1973	\$ 3,910,545
Boulder	4 Bldgs - Admin, Supply, OMS & Flamm Storage - 22,952 SF 10 Acres	1948 & 1949	1,905,016
Canon City	Armory - 14,510 SF .4 Acres	1922	1,228,400 ²
Colorado Springs	6 Bldgs - Armory, OMS, 3 Storage Bldgs, Fuel Station - 24,383 SF 15 Acres	1942, 1958 & 1976	2,023,789
Cortez	Armory & OMS #7 (1 Bldg) - 12,200 SF 4.9 Acres	1962	1,228,400 ²
Craig	Armory - 12,616 SF 5 Acres	1974	1,228,400 ²
Denver	Armory - 47,278 SF 3 Acres	1936	3,924,074
Durango	Armory - 7,522 SF 1.4 Acres	1949	1,228,400 ²
Fort Collins	Armory - 13,306 SF 5 Acres	1969	1,228,400 ²
Fort Morgan	Armory - 14,510 SF .3 Acres	1922	1,228,400 ²
Grand Junction	5 Bldgs - Armory, OMS & 3 Storage Bldgs - 21,902 SF 3.85 Acres	1949 & 1959	1,817,866
Greeley	4 Bldgs - Armory, Ground Power Bldg, Storage & Guard House - 23,905 SF 5 Acres	1961, 1963 & 1968	1,984,115
La Junta	Armory - 9,914 SF 3.2 Acres	1949 & 1967	1,228,400 ²

LOCATION	TYPE FACILITY	YEAR CONSTRUCTED	REPLACEMENT ¹ COST
Lamar	Armory - 12,800 SF 6.8 Acres	1965	1,228,400 ²
Las Animas	Armory - 10,583 SF 5.5 Acres	1957	1,228,400 ²
Longmont	Armory - 12,680 SF .4 Acres	1954	1,228,400 ²
Monte Vista	Armory - 12,240 SF 5 Acres	1964	1,228,400 ²
Montrose	Armory - 10,582 SF 1.6 Acres	1955	1,228,400 ²
Pueblo	Armory - 18,032 SF 5 Acres	1963	1,496,656
Rocky Ford	OMS #6 - 7,522 SF 1.9 Acres	1949	624,326
Sterling	2 Bldgs - Armory, OMS #10 - 14,201 SF 1.4 Acres	1955 & 1974	1,528,777 ²
Trinidad	Armory - 7,592 SF 1.7 Acres	1951	1,228,400 ²
Camp George West	72 Bldgs - Armory, USP&FO Complex, OCS, OMS #2, Warehouse, CSMS and Others - 268,263 SF 375 Acres	1923 thru 1980	22,265,829
TOTALS	110 Buildings 446.95 Acres	23 Locations	\$57,450,193

¹Based on \$83 per square feet. Includes site preparation, A&E fees, and building construction.

²Minimum size for one-unit armory under present criteria is 14,800 square feet and 5 acres of land.

BUCKLEY AIR NATIONAL GUARD BASE (Licensed to State)

ARMY NATIONAL GUARD UNITS:

6 Buildings - 57,454 Square Feet

AIR NATIONAL GUARD UNITS:

24 Buildings - 224,669 Square Feet

LOCATION	TYPE FACILITY	ACRES	SQ. FT.
Las Animas	Armory - 10,583 SF	5.2	545,019
Longmont	Armory - 12,080 SF	4.4	610,508
Monte Vista	Armory - 15,240 SF	5.2	1,228,400
Montross	Armory - 10,583 SF	7.8	1,228,400
Pueblo	Armory - 18,032 SF	8.1	1,400,880
Rocky Ford	Armory - 7,522 SF	7.9	854,350
Sterling	Armory - 14,501 SF	7.4	1,328,770
Trinidad	Armory - 7,522 SF	7.7	1,228,400
Camp George West	USAFO Complex, OCS, OMS 42, Warehouse, OMS and Others - 208,263 SF	315	2,004,822
			2,004,822
TOTALS	116 Buildings	448.92 Acres	2,246,669

¹ Based on \$83 per square foot. Includes site preparation, ABE fees, and building construction.

² Minimum size for one-unit armory under present criteria is 14,800 square feet and 5 acres of land.

FULL-TIME SUPPORT

TECHNICIAN PERSONNEL OFFICE

The Technician Personnel Office (TPO) is an arm of The Adjutant General's Office. The purpose historically has been to administer the military technician program for the Colorado National Guard. Military technicians are Federal Civil Service employees hired by the National Guard to perform day-to-day duties in a wide variety of areas including administration, personnel, training, logistics, and maintenance. These technicians differ from most civil service employees because they are required to maintain military membership in the National Guard.

During 1981 the full-time support of the National Guard changed dramatically. Although the technician program remained in place, a new program was developed for growth in the full-time support area. The program was entitled the Active Guard/Reserve (AGR) program and places National Guard personnel on duty in full-time military status. Members of the AGR work force receive full pay and allowances as though they were on active duty in the U. S. Armed Forces. These personnel are answerable, however, to the Governor rather than the President. The management of the AGR program is also a function of the TPO.

The office manages the full range of functions for both full-time support programs. Functions include recruitment of personnel, personnel services, awards, pay determinations, etc.

MANNING LEVELS

The TPO manages the full-time support program for both the Colorado Army and Air National Guard.

At the end of 1981, the National Guard of Colorado employed 746 full-time personnel. In addition to the above employees, Buckley Air National Guard Base employed approximately 240 Air Force civilians in support of the Base. These 240 employees are administered by the Civilian Personnel Office at Lowry Air Force Base.

TRENDS

Over the past decade, missions assigned to the National Guard have increased while full-time manpower assets remained generally constant. Coupled with the increased number of missions was the introduction of new equipment and modern technology. The combination of these factors placed a workload on the full-time force which was unmanageable. Since technician requirements were limited by Congressional ceiling, the AGR program was developed to provide growth to support National Guard missions. The result has been a slow but steady growth of full-time support. It is anticipated that future years will see an even expanded growth pattern.

AWARDS

Many of our Colorado Guardsmen received recognition for their excellence in the military service in the form of medals, plaques, or other devices in 1981.

ARMY COMMENDATION MEDAL is awarded to any member of the Armed Forces of the United States who, while serving in any capacity of the Army, distinguishes himself by heroism, meritorious achievement or meritorious service, and as further provided by AR 672-5-1. The following members of the Colorado Army National Guard received this award in 1981.

CPT Ronald G. Crowder, HQ/2/157th FA Bn
1SG Harold E. Koop, Svc/2/157th FA Bn
CW2 Delwin R. Befus, 101st Army Band
MSG Leroy E. Head, 2/157th FA Bn
Henry D. Dasse, Jr., 220th MP Co
PSG Robert R. Marvin, 220th MP Co
SSG Thomas D. Rowan, A/1/157th FA Bn
SSG Harvey B. Deatherage, A/1/157th FA Bn
SSG Joe T. Ghere, A/1/157th FA Bn
SSG Ray D. Trower, A/1/157th FA Bn
SGT Robert J. Balazs, HHD/2/157th FA Bn
SFC Billy R. Brown, HHD/2/157th FA Bn
1SG Fay G. Edwards, A/2/157th FA Bn
SSG William P. Hammock, Svc/2/157th FA
SFC Marlyn Masanetz, Mil Acad Sec, COARNG
SFC Andrew R. Stevens, CAC, COARNG
SSG Daniel I. Griego, CAC, COARNG
MSG Richard W. Hunt, CAC, COARNG
SSG John J. Knipping, HHB/2/157th FA Bn
SFC Felix A. DeJulio, Jr., HQs 217th Med Bn
CW2 Jack L. Cameron, Hq Det COARNG
LTC Richard W. Hess, HHD COARNG
LTC Robert R. McCollum, HHB 169th FA Bde
MAJ Donald Wayne, HHD COARNG
1SG Robert M. Cox, Co D 40th Avn Bn
SP5 Virginia A. Grant, CAC HQs, COARNG
CPT Steven N. Griewel, CNGMA, COARNG
SP4 Robert B. Long, C/2/157th FA Bn
SGM Gail B. Boyd, HHD COARNG
SGM Robert L. Lenhardt, HHB/1/157th FA Bn

The following individuals received the AIR FORCE COMMENDATION MEDAL in 1981.

TSgt Larry E. Lint, 138th Tac Con Flt
MSGt Leo A. Rurup, 140th Comm Flt
TSgt Kenneth S. Berwecky, 140th Con Acft Maint Sq
SSGt Clifton L. Sutherland, 120th Tac Ftr Sq
CMSgt Lowell P. Leigh, HQs COANG
MSGt Billie F. Riner, 140th Civ Eng Flt

TSgt Clinton D. Allen, 154th Tac Con Flt
 MAJ Joseph M. Thomas, 120th Tac Ftr Sq
 LtCol Wayne L. Schultz, 120th Tac Ftr Sq
 Capt Lawrence A. Sittig, 120th Tac Ftr Sq
 Capt Larry R. Sadler, 120th Tac Ftr Sq
 Capt Charles C. Betts, Jr., 120th Tac Ftr Sq
 Capt Donald S. Loveisone, 140th Cons Acft Maint Sq
 SMSgt Marvin O. Etter, 140th Cons Acft Maint Sq
 SMSgt Frank E. Mullins, 140th Cons Acft Maint Sq
 CMSgt George M. Durkop, HQs 140th Tact Ftr Wg

COLORADO MERITORIOUS SERVICE MEDAL is awarded to any person serving in any capacity in or with the Colorado National Guard who distinguishes himself by exceptionally meritorious service to the State of Colorado. In 1981, the following awards were made.

SGM Eugene E. Matthews, Ofc of SRAAG CO, USARMR VIII
 LTG Charles M. Hall, HQ 6th US Army, Presidio of San Francisco, CA
 COL James C. Hall, 140th Tac Ftr Wg, COANG
 MSgt James O. Freeland, HQ COANG/OL-AA
 MAJ Rudy C. Perkins, Ofc of SRAAG CO, USARMR VIII
 COL James P. Holley, Ofc of SRAAG CO, USARMR VIII
 COL Ernest M. Dunn, Ofc of SRAAG CO, USARMR VIII
 SFC Jackie L. Johannes, Ofc of SRAAG CO, USARMR VIII
 SGM Ernest W. James, Ofc of SRAAG CO, USARMR VIII
 MSgt Eugene A. Schroeder, 140th CAM Sq, COANG
 COL Homer G. Pearson, NGB Unit Marksmanship Advisor
 Jean Pierre, Chaumont, France
 CW2 William P. Hammock, Svc/2/157th FA Bn, COARNG
 MAJ James W. Everett, Ofc of SRAAG CO, USARMR VIII
 MAJ Eric L. Ehnstrom, HHB 169th FA Bde, COARNG
 MAJ Francis J. Gerber, Jr., HHB 169th FA Bde, COARNG
 Harold N. Gritton, Civilian Employee, HQs COANG
 COL David Kramish, HHB 169th FA Bde, COARNG
 MAJ Charles G. Larsen, HHB/2/157th FA Bn, COARNG
 MSgt Eugene R. Harnke, HQs COANG/OL-AA
 BG William H. Neuens, HQs COANG
 LtCol Wayne L. Schultz, 120th Tac Ftr Sq, COANG
 SFC Jonathan L. Bellar, 928th Med Co, COARNG
 SP4 Josie M. Queen, 928th Med Co, COARNG
 SP4 Barbara J. Decker, 928th Med Co, COARNG
 LTC Conrad A. Johnson, HQs 140th Sig Bn, COARNG
 SSG Jake A. Moss, A/1/157th FA Bn, COARNG
 MSG Clinton L. Prater, 122d Med Co, COARNG
 CW4 William R. Batt, HHD COARNG
 COL Paul S. Baldwin, HHD COARNG
 SGM Gail B. Boyd, HHD COARNG
 COL Jack D. Abercrombie, 154th Tac Con Gp, COANG
 LTC Herbert R. Shelton, HQs 169th Fa Bde, COARNG
 COL Stanley C. Wood, HQs OL-AA COANG
 SSG Robert L. Lenhardt, HHB/1/157th FA Bn, COARNG
 LtCol Herbert A. Michler, 240th Civ Eng Flt, COANG
 COL William W. Littlefield, Jr, HQ COANG/OL-AA

ARMY MERITORIOUS SERVICE MEDAL is issued under provisions of Army Regulation 675-2-1. The following awards were made in 1981.

LTC Richard A. Brooks, HQs 217th Med Bn
MSG Clinton L. Prater, 122d Med Co

In 1981, 165 Colorado Commendation Ribbons were issued to Colorado Army and Air National Guard members.

Following awards were made:

SGM Eugene E. Matthews, OTC of SRAAG CO, USARMC VILLI
LTC Charles M. Hall, HQ 5th US Army, President of San Francisco, CA
COL James C. Hall, 140th Tac Ftr Wg, COAG
MSG James O. Priesland, HQ COANGAOL-AA
Maj Rudy C. Perkins, OTC of SRAAG CO, USARMC VILLI
COL James P. Holley, OTC of SRAAG CO, USARMC VILLI
COL Ernest M. Dunn, OTC of SRAAG CO, USARMC VILLI
SFC Jackie L. Johannes, OTC of SRAAG CO, USARMC VILLI
SGM Ernest W. James, OTC of SRAAG CO, USARMC VILLI
MSG Eugene A. Schmeider, 140th CAM Sq, COAG
COL Homer O. Pearson, Wg Unit Marksmanship Advisor, 1/4
CWS William P. Hamrick, Svc/157th RA Bn, COANG
Maj James W. Everett, OTC of SRAAG CO, USARMC VILLI
Maj Eric L. Eastman, Hqs 108th FA Bde, COANG
Maj Francis J. Gannon, Jr., Hqs 108th FA Bde, COANG
COL Harold W. Gritton, Civilian Employee, Hqs COANG
COL David Kneahan, Hqs 108th FA Bde, COANG
Maj Charles G. Larson, Hqs/157th FA Bn, COANG
MSG Eugene R. Harrier, Hqs COANGAOL-AA
SGT William H. Nunn, Hqs COANG
LTC Wayne J. Schultz, 150th Tac Ftr Sq, COANG
SFC Jonathan J. Feltner, 928th Med Co, COANG
SFA Josie M. Queen, 928th Med Co, COANG
SFA Barbara J. Decker, 928th Med Co, COANG
LTC Conrad A. Johnson, Hqs 140th Sig Bn, COANG
SFC Jake A. Moss, A/157th FA Bn, COANG
MSG Clinton L. Prater, 122d Med Co, COANG
CWO William R. Bart, Hqs COANG
COL David B. Boyd, Hqs COANG
SGM Dale B. Boyd, Hqs COANG
COL Jack D. Abernethy, 154th Tac Co, COANG
LTC Herbert R. Shelton, Hqs 108th FA Bde, COANG
COL Stanley C. Wood, Hqs COANG
SFC Robert J. Lehardt, Hqs/157th FA Bn, COANG
LTC Herbert A. Michler, 26th Civ Eng Flt, COANG
COL William W. Littlefield, Jr., HQ COANGAOL-AA, Senior F. Billie

COMMUNITY SERVICE

The City of Thornton was hit by a tornado on 3 June 1981 leaving widespread heavy property damage and 87 persons injured. The Governor declared a state of disaster emergency and ordered elements of the Colorado National Guard to state active duty to provide assistance to the city. Under the command of The Adjutant General, 190 National Guard members from 11 units were ordered to duty to provide assistance in the areas of direct assistance to the police department, traffic control, mobile patrols, walking patrols, prevention of looting, and augmentation of emergency communications on a continuous basis during the emergency. The National Guard was released from duty on 5 June 1981.

Equipment Used: One UH-1H helicopter, 22 jeeps with radios, one sedan, two 1 1/4-ton trucks, two 44-passenger buses, two 2 1/2-ton cargo trucks, one emergency communication van, three commercial-type pickups and 30 portable radios.

Cost to the State: \$19,821.41.

Nine National Guard volunteers were employed by the U. S. Forest Service to assist in the suppression of a forest fire on Bureau of Land Management property in the mountain area approximately 10 miles west of Parkdale in Fremont County during the period of 22-25 July 1981.

Equipment Used: Six 2 1/2-ton 6x6 trucks; two 1 1/4-ton 4x4 trucks; one generator; one medium general purpose tent; and one long-range radio.

Cost to the State: All costs for personnel, fuel and repairs amounted to \$2,988.75 and was funded by the U. S. Forest Service.

The City of Trinidad lost their water supply on 13 August 1981 due to two separate watermain breaks under the Purgatorie River between the reservoir purification plant and city holding tanks. The Governor ordered 31 selected National Guard members to state active duty with necessary equipment to provide emergency assistance for the period 13-19 August 1981. The National Guard's primary responsibility was to provide water dispensing facilities at various locations around the city because the larger Fort Carson 5,000-gallon water tankers and the 9,000-gallon civilian tankers had no facilities for dispensing to the public. Water was offloaded from the large water tankers to the smaller 400-gallon National Guard water trailers which have dispensing faucets.

Equipment Used: Three 5-ton cargo trucks; nine 2 1/2-ton cargo trucks; twelve 400-gallon water trailers; one emergency communications van; one 3,000-gallon tanker with dispensing faucets; three administrative vehicles; and six portable radios for control purposes.

Cost to the State: \$9,722.03.

ARMY

NATIONAL

GUARD

STRENGTH

UNIT	AUTHORIZED	ACTUAL	PERCENT
HHD, Colo ARNG	91	140	154.0
147th Med Hosp	126	126	100.0
101st Band	45	32	71.0
104th PA Det	13	15	115.0
Co D 40th Avn Bn	241	265	110.0
Command & Control Hq	107	109	102.0
Hq Co, 140th Sig Bn	134	122	91.0
Co A, 140th Sig Bn	58	43	74.0
Det 1, Co A, 140th Sig Bn	36	43	119.0
Co B, 140th Sig Bn	109	85	78.0
Det 1, Co B, 140th Sig Bn	30	34	113.0
Co C, 140th Sig Bn	117	96	82.0
142d Sig Det	51	63	124.0
Hq 217th Med Bn	40	40	100.0
122d Med Co	41	46	112.0
Det 1, 122d Med Co	54	61	113.0
928th Med Co	41	66	161.0
Det 1, 928th Med Co	54	58	107.0
947th Med Co	53	68	128.0
Det 1, 947th Med Co	70	68	97.0
Hq 193d MP Bn	33	35	106.0
220th MP Co	164	149	91.0
3650th Maint Co	148	120	81.0
Det 1, 3650th Maint Co	71	74	104.0
HHD 5th SF Bn	48	53	110.0
Co A 5th SF Bn	73	79	108.0
Co B 5th SF Bn	73	71	97.0
Co C 5th SF Bn	73	87	119.0
HHB 169th FA Bde	136	114	84.0
HHB 1 Bn 157th FA	119	95	81.0
Btry A 1st Bn 157th FA	94	95	101.0
Btry B 1st Bn 157th FA	94	77	82.0
Btry C 1st Bn 157th FA	94	101	110.0
Svc Btry 1st Bn 157th FA	72	54	75.0
HHB 2d Bn 157th FA	130	122	94.0
Btry A 2d Bn 157th FA	96	106	110.0
Btry B 2d Bn 157th FA	96	80	83.0
Btry C 2d Bn 157th FA	96	100	104.0
Svc Btry 2d Bn 157th FA	73	78	107.0
STATE TOTALS	3,294	3,270	99.3

UNITS

The allocation of Army National Guard units is coordinated by the Department of the Army and the National Guard Bureau with the actual troop list for each state, subject to the concurrence of the respective Governors. The current Colorado ARNG troop list is a composite of combat, combat support, and combat service support units organized as follows:

- Headquarters & Headquarters Detachment,
Colorado Army National Guard

This unit has an authorized strength of 40 officers, 12 warrant officers and 39 enlisted. The unit is located in Denver with the mission of advising and assisting The Adjutant General in the administration, logistics, training and operations of the Army Guard Forces of the State in preparation for the dual missions established by law for Army National Guard units.

- The 101st Army Band

This unit is located in Denver with an authorized strength of one warrant officer and 44 enlisted. Its mission is to provide band support at an assigned Army installation.

- 104th Public Affairs Detachment

Also located in Denver, it has an authorized strength of four officers and nine enlisted with a mission of providing public information support to local units.

- 147th Medical Hospital

This unit is located at Buckley ANG Base with an authorized strength of 39 officers and 87 enlisted. Its mission is the operation of a one-hundred bed hospital.

- Company D, 40th Aviation Battalion
(Attack Helicopter)

This company has an authorized strength of 19 officers, 44 warrant officers, and 182 enlisted. The unit is located at Buckley ANG Base with 21 attack helicopters, 12 observation helicopters, and two utility helicopters authorized. The assigned mission is to increase the combat effectiveness of the unit to which assigned or attached by employment of direct aerial fires in offensive and defensive actions.

- Command & Control Headquarters (CAC)

The unit has an authorized strength of 13 officers, 11 warrant officers and 74 enlisted. This unit is located at Camp George West in Golden with the mission of exercising command and control over four battalions of the Colorado Army National Guard.

- 5th Special Forces Battalion, 19th Special Forces Group

This battalion is allocated to the State with an authorized strength of 52 officers, one warrant officer and 214 enlisted. The four elements of the battalion are located as follows:

Headquarters & Headquarters Detachment	Golden
Company A	Aurora
Company B	Pueblo
Company C	Fort Collins

The majority of personnel must be parachute qualified. Units are organized into small operational detachments capable of deployment, and self-sustained operations in any area of the world.

- Headquarters & Headquarters Detachment,
193d Military Police Battalion

This battalion headquarters has an authorized strength of six officers and 27 enlisted. It is located at Camp George West in Golden. The mission is to provide command and control over subordinate military police companies and a maintenance company.

- 220th Military Police Company

This company is authorized four officers and 160 enlisted. Located at Camp George West, the unit has the mission of providing military police support in an assigned area.

- 3650th Maintenance Company (Forward - Direct Support)

Located at Camp George West, this company has an authorized strength of four officers, three warrant officers, and 141 enlisted. It has a DETACHMENT at Fort Carson in Colorado Springs which is authorized one officer, two warrant officers, and 62 enlisted. Its mission is to provide maintenance support to units in an assigned area.

- Headquarters & Headquarters Company, 140th Signal Battalion

This battalion is allocated to the State with an authorized strength of 24 officers, 13 warrant officers, and 508 enlisted. The four organic and one attached units are located as follows:

Headquarters & Headquarters Company	Aurora
Company A (-)	Sterling
Detachment 1, Company A	Fort Morgan
Company B (-)	Fort Collins
Detachment 1, Company B	Craig
Company C	Aurora
142d Signal Detachment	Aurora

The mission of the Signal Battalion is to provide communication support in an assigned area of a field Army.

- Headquarters & Headquarters Detachment, 217th Medical Battalion

This battalion headquarters has an authorized strength of six officers, one warrant officer and 33 enlisted. The unit is located in Aurora with a mission of providing operational control of subordinate medical units.

- 122d Medical Company (Ambulance)

This company has an authorized strength of four officers and 89 enlisted. The unit strength is split between Trinidad and Monte Vista/Alamosa with a mission of providing ambulance support as required.

- 928th Medical Company (Ambulance)

This company is identical in organization with the 122d Medical Company. This unit is split between Durango and Cortez.

- 947th Medical Company (Clearing)

This company has an authorized strength of 13 officers and 122 enlisted. The unit is split between Las Animas and Lamar with the mission of establishing three medical clearing stations in the forward areas of a combat zone.

- 169th Field Artillery Brigade

This unit has an authorized strength of 24 officers, 2 warrant officers, and 110 enlisted. It is located in Aurora with a Federal mission of commanding and controlling two or more artillery battalions.

- First Battalion, 157th Field Artillery

This battalion has an authorized strength of 26 officers, two warrant officers, and 445 enlisted. The five company size units of this battalion are located as follows:

Headquarters & Headquarters Battery	Longmont
Battery A	Montrose
Battery B	Golden
Battery C	Grand Junction
Service Battery	Boulder

The basic armament of this battalion is twelve 8-inch self-propelled artillery pieces, four located in each of the three firing batteries. The unit is capable of firing both conventional and nuclear artillery projectiles in support of the ground gaining arms.

TRAINING

The training objective of the Colorado Army National Guard (COARNG) is to produce units, and members thereof, capable of accomplishing their assigned missions. While its Federal Reserve potential has been strengthened, the ARNG of each state remains constitutionally a state-administered military force with both state and federal missions. The state mission is to provide organized units, equipped and trained to function effectively in the protection of life and property and the preservation of peace, order, and public safety under competent orders of state authorities. The primary federal mission is to provide properly trained and equipped units capable of immediate participation in combat through timely mobilization.

The training program to achieve pre-mobilization objectives includes 48 paid unit training assemblies (UTA), each of which is four hours duration, and a 15-day active duty annual training (AT) period. The UTA requirement is satisfied by combining these individual training periods into multiple unit training assemblies (MUTA) of 16 hours. Most COARNG units perform 12 MUTAs per year.

AT objectives are established for all units to ensure attainment of their training objective in an orderly and progressive manner. All units of the COARNG achieved or exceeded their AT objectives for 1981. Overall, the readiness posture of units has shown continuous improvement.

The culmination of each training year is the 15-day AT period. Both individual and unit proficiency are evaluated during the AT phase by active component evaluators. This evaluation assists commanders in formulating training programs for future training years. Whenever possible, AT sites/exercises are selected which will enhance the operational readiness of a unit. Therefore, units participated in AT for calendar 1981 at the following sites:

<u>TRAINING SITE</u>	<u>UNIT/ORGANIZATION</u>	<u>HOME STATION</u>
<u>State Sites</u>		
Camp George West	HQs Colorado Army National Guard	Denver/Golden
	Command and Control HQs	Golden
	Colorado National Guard Military Academy	Golden
Camp Guernsey, WY	HQs Colorado Army National Guard	Denver/Golden
	Command and Control Element	
	HQB 169th FA Bde	Aurora
	HQB 1st Bn 157th FA	Longmont
	Battery A	Montrose
	Battery B	Golden
Battery C	Grand Junction	
	Service Battery	Boulder

TRAINING SITEUNIT/ORGANIZATIONHOME STATIONState Sites

	HHB 2d Bn 157th FA	Colorado Springs
	Battery A	La Junta
	Battery B	Colorado Springs
	Battery C	Pueblo
	Service Battery	Canon City
	HHC 140th Signal Battalion	Aurora
	Company A (-)	Sterling
	Detachment 1	Fort Morgan
	Company B (-)	Fort Collins
	Detachment 1	Craig
	Company C	Aurora
	142d Signal Detachment	Aurora
Camp Roberts, CA	HHD 217th Med Battalion	Aurora
(WOUNDED WARRIOR I	122d Med Co (Amb) (-)	Trinidad
Joint Readiness	Detachment 1	Monte Vista
Exercise)	928th Med Co (Amb) (-)	Cortez
	Detachment 1	Durango
	947th Med Co (Clr) (-)	Las Animas
	Detachment 1	Lamar
	HHD 193d MP Battaion	Golden
	220th MP Company	Golden
	3650th Maint Co (Fwd DS) (-)	Golden
	Detachment 1	Fort Carson
	Co D 40th Aviation Battalion	Aurora (Buckley)
Camp Williams, UT	HHD 5th Bn 19th SFG (Abn)	Golden
	Company A	Aurora (Buckley)
	Company B	Pueblo
	Company C	Fort Collins

Active Army Sites

Letterman Army Medical Center, Presidio of San Francisco, CA	147th Medical Hospital	Aurora (Buckley)
Overseas Deployment Training	HHD 217th Med Bn (small element)	Aurora
	104th PA Detachment	Denver

Other Sites

Various Colorado Communities and Air National Guard NCO Academy, Nashville, TN	101st Army Band	Denver
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Exercise WOUNDED WARRIOR I proved that the 217th Med Bn and attached medical units are fully prepared to execute their wartime missions. It was the

largest medical field exercise ever conducted in a peacetime environment. WOUNDED WARRIOR I is considered to have been an unqualified success in terms of training value with many lessons learned.

Other notable ongoing training programs which contribute to unit and individual proficiency are:

a. Unit Aviation School courses conducted by COARNG Aviation Support Facility for Guard aviators assigned to Company D, 40th Aviation Battalion.

b. Medical Specialist, Phase I Course, conducted by the medical battalion for Guardpersons assigned to medical specialist career field. Instructor support by COARNG medical officers and specialists from the medical battalion and the hospital was indeed noteworthy.

c. Civilian Education (91C). Clinical specialists are trained by those civilian institutions offering the Licensed Practical Nurse/Licensed Vocational (LPN/LVN) training. The National Guard utilized allocated federal funds to pay the individuals' pay and allowances and associated costs while in attendance.

The Colorado National Guard Military Academy has the primary responsibility of producing young officers through the Officer Candidate School (OCS) and for providing qualified noncommissioned officers (NCO) to support the improved readiness of all COARNG units. The NCO courses consists of the Basic NCO course for pay grades E-4, E-5 and E-6, the Advanced NCO course for pay grades E-6 and E-7, and the Senior NCO course for pay grades E-8 and E-9. A total of 64 NCOs graduated in 1981. NOTE: OCS starting in 1981 will not graduate until June 1982 - the school has been extended to include two AT periods instead of one as in previous classes.

In addition to the normal curriculum of producing qualified officers and NCOs, the Academy conducts a non-prior service orientation course of 16 hours training, once each month, which prepares new recruits for their Initial Active Duty Training (IADT) at an active Army basic training station. This outstanding orientation course has reduced our attrition at IADT from 18% to less than 3%. Over 250 new recruits attended this course during 1981.

COMMANDERS

Headquarters, Colo Army National Guard
Headquarters Detachment
147th Medical Hospital (100B)
101st Army Band
104th Public Affairs Detachment
CO D 40th Aviation Bn (Atk Hel)

Command & Control Headquarters, COARNG
Headquarters, 140th Signal Bn
Headquarters Company, 140th Signal Bn
Company A (-), 140th Signal Bn
Detachment 1, Company A, 140th Signal Bn
Company B (-), 140th Signal Bn
Detachment 1, Company B, 140th Signal Bn
Company C, 140th Signal Bn
142d Signal Detachment
Headquarters, 217th Medical Bn
Headquarters Detachment, 217th Medical Bn
122d Medical Company (Ambulance) (-)
Detachment 1, 122d Medical Company (Ambulance)
928th Medical Company (Ambulance) (-)
Detachment 1, 928th Medical Company
947th Medical Clearing Company (-)
Detachment 1, 947th Medical Clearing Company
Headquarters, 193d Military Police Bn
Headquarters Detachment, 193d Military Police Bn
220th Military Police Company
3650th Maintenance Company (FWD DS)
Detachment 1, 3650th Maint Co (FWD DS)
Headquarters, 5th Special Forces Bn
Headquarters Detachment, 5th Special Forces Bn
Company A, 5th Special Forces Bn
Company B, 5th Special Forces Bn
Company C, 5th Special Forces Bn

Headquarters, 169th Field Artillery Bde
Headquarters Battery, 169th Field Artillery Bde
Headquarters, 1st Bn, 157th FA
Headquarters Battery, 1st Bn, 157th FA
Battery A, 1st Bn, 157th FA
Battery B, 1st Bn, 157th FA
Battery C, 1st Bn, 157th FA
Service Battery, 1st Bn, 157th FA
Headquarters, 2d Bn, 157th FA
Headquarters Battery, 2d Bn, 157th FA
Battery A, 2d Bn, 157th FA
Battery B, 2d Bn, 157th FA
Battery C, 2d Bn, 157th FA
Service Battery, 2d Bn, 157th FA

BG William K. White
CPT John S. Materi
COL Alan L. Watts
WO1 Delwin R. Befus
MAJ John A. Bormolini
MAJ William A. Westerdahl

COL Paul A. Parsons
LTC Dennis B. Stiefvater
CPT Warner M. Leeds IV
CPT Larry E. Alflen
2LT Dennis R. Cox
CPT Harold M. Phipps III
2LT Charles R. Fogg
CPT Ted R. Crego
2LT Stephen M. Siegal
LTC Harry L. Shriver
1LT Cynthia Trujillo
CPT Gregor V. Ronning
2LT Silverio S. Salazar
CPT Michael S. Bills
2LT Ralph Kauley, Jr.
MAJ Virgil D. Brown
CPT Herbert LePlatt, Jr.
LTC Stephen T. Erickson
MAJ James T. Miller
2LT Kenneth J. McCorkle
CPT Stephen N. Greivel
2LT Richart T. Vigil
LTC Robert L. Harrison
MAJ James A. Musgrave
CPT Harold J. Praznik, Jr.
CPT Fred A. Ettleman
CPT George G. Shepherd

COL Robert G. Hancock
CPT Garrett P. Brown
LTC James E. Ahl
CPT Dennis R. Kraft
CPT Ralph S. Curfman
CPT Jerald L. Bohn
CPT Larry G. Johnson
1LT Ralph M. Craver, Jr.
LTC Charles A. Rodgers
CPT Alan L. Fisher, Jr.
CPT James A. Young
CPT John M. Tyson
CPT Roger W. Hammock
CPT David D. Belina, Jr.

AIR

NATIONAL

GUARD

STRENGTH

<u>STRENGTH</u>	<u>AUTHORIZED</u>	<u>ACTUAL</u>	<u>PERCENT</u>
HQ, 140th Tac Ftr Wing	62	61	98.4
140th Tac Ftr Wing, Airburst ANG			
Gunnery Range (OL-GR)	7	7	100.0
120th Tac Ftr Sqd	53	53	100.0
140th Cbt Spt Sqd	104	98	94.2
140th Cons Acft Maint Sqd	411	382	92.9
140th Civ Engr Flt	85	86	101.2
140th Wpns Sys Sec Flt	51	48	94.1
140th Tac Hosp	50	43	86.0
140th Com Flt	38	36	94.7
140th Res Mgmt Sqd	92	87	94.6
120th Wea Flt	12	12	100.0
240th Civ Engr Flt	24	18	75.0
State Headquarters	26	24	92.3
OL-AA Headquarters, COANG	67	57	85.1
154th Tac Con Gp	128	121	94.5
154th Tac Con Flt	68	66	97.1
138th Tac Con Flt	74	99	133.8
TOTAL STRENGTH	1,352	1,298	96.0

At the end of the year, the authorized strength of the Colorado Air National Guard and all attached units was 229 officers and 1,123 airmen for a total of 1,352 personnel. Assigned strength was 1,298 with 196 officers and 1,102 airmen. There were 263 discharges throughout the year and 256 enlistments. The total enlistments included 47 non-prior recruitments, of which 6 individuals failed to complete Basic Military Training. Forty-one non-prior service recruits completed Basic Military Training at Lackland Air Force Base, Texas. After BMT, 31 recruits attended formal USAF schools for specialty training and 10 were trained at home station.

UNITS

- State Staff, Headquarters, Colorado Air National Guard

This unit has an authorized strength of 15 officers and 11 airmen. The assigned mission is to advise and assist Colorado State authorities in the administration, logistics, training and operation of the Air Forces of the State. This encompasses planning and employment of the Air National Guard for State missions.

- OL-AA, Headquarters, Colorado Air National Guard

This unit has an authorized strength of 22 officers and 45 airmen. The primary mission is the total operation of Buckley ANG Base, including those periods when the tactical organizations are federalized and deployed.

- Headquarters, 140th Tactical Fighter Wing

This unit has an authorized strength of 29 officers and 33 airmen. The Wing has one Tactical Fighter Group and one Tactical Fighter Squadron assigned; the 138th Tactical Fighter Group at Tulsa, Oklahoma, and the 120th Tactical Fighter Squadron at Buckley all fly the A-7D. (The unit at Tulsa was gained in July 1979 when the National Guard Bureau announced the realignment of several TAC-gained Wings. The realignment put like weapons systems together, thus removing the 149th Tactical Fighter Group in Texas since it has converted to F-4Cs.) The primary mission of the Wing is to provide overall supervision and necessary advisory assistance to the Fighter Group and Squadron to ensure they maintain a high state of combat readiness. Additionally, the Wing is responsible for establishing and maintaining war readiness material to provide supplies to the tactical Squadron when it is deployed. Airburst ANG Gunnery Range (OL-GR) unit is attached to the Wing, but has its duty location at the airburst range, Fort Carson, CO. This unit is a Military Full-Time Training and Administration Program. Authorized strength of OL-GR is 1 officer and 6 airmen.

- 120th Tactical Fighter Squadron

This Squadron has an authorized strength of 35 officers and 18 airmen. This is the combat arm of the Fighter Wing with an assigned mission to train for and maintain full combat readiness in support of the Tactical Air Command. The Squadron is capable of worldwide deployment at all times, augmented by those support elements dictated by the specific national requirement.

- 140th Combat Support Squadron

This Squadron has an authorized strength of 8 officers and 96 airmen. The primary mission of the Support Squadron is to provide total bare-base support of the tactical organization when required. During non-federalized training status, elements of the Squadron are attached to Operating Location AA (OL-AA) to maintain continuity for total, efficient base support. Functions which

come under the Support Squadron include personnel, food service, security, transportation, administration, base operations, disaster preparedness, chaplain, legal and other lesser functions.

- 140th Consolidated Aircraft Maintenance Squadron

This Squadron has an authorized strength of 8 officers and 403 airmen. The primary mission of the Maintenance Squadron is to provide organizational and field maintenance of air frames, engines and allied maintenance; electric and electronic systems and equipment for the assigned A-7D aircraft. When deployed, the majority of assigned personnel are attached to the Tactical Squadron to move as a unit anywhere in the world to provide maintenance of the aircraft.

- 140th Tactical Hospital

The Hospital has an authorized strength of 17 officers and 33 airmen. The primary mission of the Hospital is to provide medical support to personnel assigned to the other units, including veterinarian services. The Hospital is capable of performing diagnostic and therapeutic service in the area of general medicine at any time and minor surgery under field or combat conditions for personnel assigned or attached to the parent organization.

- 140th Civil Engineering Flight

This unit has an authorized strength of 4 officers and 81 airmen. There are two separate and distinct missions for this Flight. First, and most important, is to provide a highly mobile (Prime Beef Team) response capability with highly skilled specialists able to deploy as a unit or with the Wing to satisfy USAF civil engineering requirements worldwide. The second mission is to provide real estate management construction, rehabilitation, repair and maintenance of installed property, fire protection and aircraft crash/rescue services.

- 240th Civil Engineering Flight

This unit has an authorized strength of 16 officers and 8 airmen. There are two missions for this Flight. Firstly, it is a Contingency Force (CF) - 4 team, whose mission is to augment a Theatre Major Command or Intermediate Headquarters. Secondly, it is a CF-6 Team, which is a Crash Rescue Fire Suppression Control Team. It is combined with two or more CF-5 units, and the aggregate forms a Base Fire Department capable of supporting a Wartime Mission (Base Fire Department Command Team).

- 140th Communications Flight (Support)

This unit has an authorized strength of 2 officers and 36 airmen. This unit is gained by Air Force Communications (AFCC) upon activation, as opposed to most other organizations reporting to Tactical Air Command. The Flight is, however, attached to the Wing for duty and has a primary mission to operate and maintain all ground communications facilities in support of the tactical mission.

- 140th Weapons Systems Security Flight

This unit has an authorized strength of 1 officer and 50 airmen. All personnel are attached to the support group for administration and training. Upon federalization, the Flight would deploy with the Tactical Squadron for enroute security operations, being integrated into the host base security police organization upon arrival. During peacetime, the Flight is responsible for the security of the aircraft, equipment and associated facilities.

- 120th Weather Flight

This unit has an authorized strength of 3 officers and 9 airmen. The primary mission of the Flight is to provide air weather service for the mission organizations. Upon federalization, the Flight may or may not deploy with the tactical units since they would be gained by the Air Weather Service under Military Airlift Command. At Buckley ANG Base, the Flight is integrated for optimum training with the USAF Weather Detachment assigned to the base.

- 140th Resource Management Squadron

This Squadron has an authorized strength of 8 officers and 84 airmen. The primary mission of the Squadron is to provide mission support to the Fighter Wing in the supply, procurement, comptroller and traffic management areas. Upon federalization, the Squadron would deploy with the Tactical Squadron being integrated into the host base organization.

- Headquarters, 154th Tactical Control Group

This Group has an authorized strength of 42 officers and 86 airmen. The primary mission of the Group and subordinate units is the control for tactical forces during employment operations in a combat environment. The 154th consists of a total of nine units in five states; the 153rd TACCS and the 116th CRP at Portland, Oregon; the 105th CRP at Cheney, Washington; the 107th CRP at Phoenix, Arizona, the 106th and 109th TCF at Salt Lake City, Utah; the 138th TCF at Greeley, Colorado; and the 154th TCF at Peterson AFB, Colorado Springs, Colorado.

- 138th Tactical Control Flight

This unit has an authorized strength of 9 officers and 65 airmen. The primary mission of the 138th is to provide the direct link between the Theatre Commander and all tactical air operations. The unit has extensive radar equipment which is further augmented by gap filler radars assigned to TACPs and CRPs. All information from the extended radars is fed to the 138th for consolidation and coordination. This provides the key link in the entire Tactical Air Control System.

- 154th Tactical Control Flight

This unit has an authorized strength of 9 officers and 59 airmen. The Flight is a Forward Air Control Post (FACP) and is a highly mobile search radar and radio communications operating location in the Aircraft Control and Warning

sub-system of the United States Air Force Tactical Air Control System. The FACP is designed to be deployed into forward areas of a battle zone to augment the TACS radar surveillance and control coverage and to provide increased low level coverage for mid-course guidance in close air support operation.

The original cost of construction of Buckley AFB was \$7.2 million. A major military construction project was begun at Buckley AFB on 18 August 1951; a Base Supply and Equipment Warehouse facility with approximately 35,000 square feet of floor space at a cost of \$1,254,827.82. This facility will furnish space to Base Supply Administration and Warehousing. Completion date is August 1952.

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FACILITIES

The State Headquarters of the Colorado Air National Guard is located at 300 Logan Street in Denver. The 138th Tactical Control Flight is located at Greeley Air National Guard Station, Greeley, Colorado; the 154th Tactical Control Flight is located at Peterson Air Force Base, Colorado Springs, Colorado; and all other units of the Colorado Air National Guard are located at Buckley Air National Guard Base in Aurora, Colorado.

Buckley ANG Base consists of two separate land areas totaling 3,251 acres. The airfield complex consists of two runways of 11,000 and 8,000 feet. Each is 150 feet wide. The original structures remaining from the time when the base was constructed for the U. S. Army Air Corps in 1942-43 and those newly constructed facilities are categorized as either operations, maintenance or training types. The base has no community facilities, base housing, or billeting capabilities. The flying activity is at a maximum and all facilities are fully occupied and in use.

The Colorado Air National Guard operates and maintains Buckley ANG Base for the Air Force and supports various tenants of the active and reserve forces and certain civilian agencies. Occupancy and use of land and facilities is negotiated locally and approved by the Secretary of the Air Force. Agreements under which the Colorado Air National Guard provides and is reimbursed for services are drawn up locally and funded through the National Guard Bureau.

Buckley is the only military flying base in the area. It is charged with certain responsibilities related to aircraft search and rescue and crash response within the geographical area measuring half the distance from Buckley to Cheyenne, Salt Lake City, Colorado Springs and Wichita. In addition to supporting all base assigned aircraft, the base also serviced 4,708 transient military aircraft this year, of which approximately 2,672 remained at least one night on base. Practically every type of aircraft in the inventory from every service and command visits Buckley ANG Base during the year.

The original cost of construction of Buckley ANG Base was \$7.5 million. A major military construction project was begun at Buckley ANG Base on 18 August 1981; a Base Supply and Equipment Warehouse facility with approximately 35,000 square feet of floor space at a cost of \$1,724,827.82. This facility will furnish space to Base Supply Administration and Warehousing. Completion date is August 1982.

As further authorized by the Department of Defense, the 138th and 154th TCFs are being consolidated into a single unit, the 138th Tactical Control Flight, for consolidation and coordination. This provides the only link in the entire Tactical Air Central System.

154th Tactical Control Flight
This unit has an authorized strength of 10 officers and 10 airmen. The flight is a Forward Air Control (FAC) unit and is a highly mobile search radar and radio communications operating location in the Air Force's control and warning

AIRCRAFT

The Colorado Air National Guard is authorized 24 A-7Ds, one C-131 transport and two T-43A transport aircraft. The A-7D is a single engine, single seat close air support interdiction tactical fighter bomber. The 120th Tactical Fighter Squadron is one of 14 fighter squadrons in the Air National Guard that fly this aircraft. It is among the most sophisticated air-to-ground delivery aircraft in the world today. One A-7D aircraft was destroyed while on a routine training mission on 10 December 1981. Total flying hours for the Colorado Air National Guard's A-7Ds during 1981 was 5,535.0.

The C-131 is a twin-engine aircraft (reciprocating engine) used for passenger service and light cargo hauling and accumulated 383.2 flying hours during 1981.

The two T-43s (a military version of the Boeing 737) continue to support the Air Force navigator training utilized by the U. S. Air Force Academy Airmanship Program (flight training). Eighteen positions accommodate this mission. The two twin-engine jet aircraft accrued a total of 1,965.0 flying hours during 1981.

The Aero Club of the Lowry Technical Training Center has one Cessna 150 aircraft, three Cessna 172 aircraft, one Cessna 182 aircraft and one Beechcraft T-34 aircraft assigned to Buckley ANG Base. Additionally, the Club has one 177RG Cardinal, three Cessna 152 aircraft, one T-41 and 310 Twin, which is a Cessna reciprocal engine aircraft used to train student pilots.

MILITARY EDUCATION

The I. G. Brown Professional Military Education Center conducts three schools for members of the Air National Guard; the Academy of Military Science (AMS), Noncommissioned Officers Academy (NCOA), and ANG Leadership School. All three schools are conducted at McGhee Tyson Air National Guard Base, Alcoa, Tennessee, and are accredited by the Southern Association of Colleges and Schools Commission on Occupational Education.

The mission of the Academy of Military Science is to prepare officer candidates mentally, morally and physically to become officers in the Air National Guard. The training is a varied program of military, academic and physical training. The six-week program consists of lectures, seminars and demonstration-performance. Physical training consists of competitive sports and all officer candidates are required to run in a scaled version of the Air Force Aerobics Program.

The Air National Guard Noncommissioned Officers Academy is designed to provide the academic and military environment that will increase the noncommissioned officer's ability to function as a supervisor, communicator, resource manager, and professional leader. The curriculum consists of at least 225 academic hours and the school is accredited by the Southern Association of Colleges and Schools Commission on Occupational Education. The major divisions of the curriculum are devoted to seven basic subjects: Human Relations, USAF and ANG History, World Affairs, Communicative Skills, Supervision and Management, Military Training and Military Justice. In addition to these courses, physical training is accomplished by each flight competing against the others in selected sports.

In order to prepare selected Airmen and Sergeants to assume supervisory positions, the Air National Guard Leadership School was established. The two-week course is a mixture of physical, military and academic training.

NCO's in the grades of E-8 and E-9 (including E-8 selectees) are encouraged to attend the highest level USAF PME service academy for senior NCO's conducted at Air University located in Alabama. A program of professional military education to prepare selected senior NCO's to better fulfill their leadership and management responsibilities. Course improves and broadens leadership and managerial capabilities and expands student perspective of the military profession. Instruction includes lecture, seminar and independent research on communication skills, management concepts and techniques, U. S. policy formulation and force employment. Major emphasis is on management of the material and human resources. Course requires extensive student participation in communication skills. Student must demonstrate skills in planning and presenting both formal and informal speeches and complete a series of writing assignments that focus on the course curriculum.

A program open to all Air Guardsmen is the Community College of the Air Force. It is free to enlisted members and is accredited by the Southern Association of Colleges and Schools Commission on Occupational Educational Institutions. The curriculum is a defined pattern of prescribed course content in General,

Management and Physical Education. Successful completion of programs of study offered by CCAF can result in an Associates Degree. The college recently announced that the credit hours earned can be used in support of the Air Guard commissioning program.

TRAINING

"BRIMFROST 81," held in late January 1981 and early February, was a joint Army, Air Force Exercise designed to test the readiness of American military forces against attack from the North. This exercise was conducted in Eielson AFB Alaska. The "bad guys" were led by Brigadier General Monroe Mathias, Commander, Colorado Air National Guard; Colonel Jack Abercrombie, Commander, 154th Tactical Control Group, was his Vice Commander for this exercise. The bad guys were made up of 49 members of the 154th Tactical Control Group and a unit composed of Army ground forces. The 154th Tactical Control Group provided coordination for reconnaissance as well as attacks by their fighters against friendly forces. Enemy attacks were constant and varied in nature during the two-week exercise for the more than 12,000 troops from Army, Air Force, Navy, Air National Guard and Reserve. Although simulated, the realistic training allowed each individual to test his/her own ability to do the job safely, efficiently and effectively should the future ever require them to do it. What was important was to identify the strengths and weaknesses of our American fighting personnel and equipment under arctic conditions.

"BORDER STAR 81," a Joint Readiness Exercise authorized by the United States Readiness Command, was conducted from 23 March to 17 April 1981 at Fort Bliss, Texas. This is one of a continuing series of exercises to ensure the combat readiness of U. S. based ground and air general purpose forces. Selected National Guard and Reserve Component forces participated in the exercise. This exercise tested the ability of selected Army and Air Force units to provide an effective air defense for mechanized infantry and armored forces operating in a simulated combat environment. Involved were 20,000 to 25,000 military personnel, 900 tracked and 3,000 wheeled vehicles, and 150 fixed-wing and helicopter aircraft. The 138th Tactical Control Flight from Greeley, Colorado, participated in this exercise.

"CHECKERED FLAG" is a training and tasking program established by the Commander of Tactical Air Command (TAC) to improve training by TAC and TAC gained units in preparation for a specific overseas deployment. Every member of the 140th Tactical Fighter Wing with a mobility commitment is a vital part of the Checkered Flag program. It is a team effort. Also, every member of the Wing must be aware that our Checkered Flag training base is none other than Merzifon, Turkey. Every member of the 140th must train as realistically as possible during peacetime so that if we are deployed, we can all do our jobs right--the first time. The simulated Checkered Flag Base of 1981's deployment was the Gulfport ANG Training Site, Mississippi. This deployment was begun with the arrival of the 12th Air Force Inspector General (IG) Team on 12 June at Buckley ANG Base. The Wing was inspected for its ability to mobilize and move more than 300 persons, their equipment and aircraft as quickly and safely as possible. On 14 June, the bulk of the Wing personnel and the IG team were on the plane to Gulfport, and quickly settled in for two weeks of Annual Field Training. At the training site, emphasis shifted to inspection of security and aircraft regeneration. At one point, security police forces from nearby Keesler AFB "attacked" flightline security forces. Members of the 140th Weapons Systems Security Flight successfully repelled the

"Terrorists." Early in the second week of training, the airfield came under attack by helicopters from the Mississippi Army National Guard and F-4s from the Louisiana Air Guard. Support personnel such as firefighters, cooks, etc., also were able to sharpen their skills during this exercise at Gulfport.

MAPLE FLAG 8 - Over 150 Colorado Air National Guardsmen, along with 12 A-7D fighters and assorted support equipment, went "way up north" during the month of September as part of a joint forces exercise dubbed "Maple Flag 8." The exercise was held at Canadian Forces Base, Cold Lake, a densely wooded area similar to the plains of Central Europe. Buckley's A-7s and other aircraft--A-10, F-4, F-5, F-15, O-2 and E-3A--trained with Canadian CH-135, CH-136, CF-101, CF-104, CF-5 and CC-117 aircraft to focus on a wide range of tactical air situations, from air superiority to the classical interdiction and close air support roles to rescue and recovery. The Colorado contingent formed the nucleus of the main strike force effort for the first half of the 30-day exercise. Both Canadian and U. S. forces utilized the Buckley participants for air strikes and support. The 132d Tactical Fighter Wing, another ANG outfit from Des Moines, Iowa (also flying A-7s) was the main strike unit for the second half of this exercise.

The 154th Tactical Control units participated in a Team Spirit Exercise conducted in South Korea in January and March 1981, and a Black Hawk Exercise in the Panama Canal Zone during March 1981.

On 10 December 1981 the Air Force Organizational Excellence Award (AFOEA) was presented to Colonel Wood by Brigadier General John L. France, State Adjutant General. This award was earned by Operation Locating-AA (OL-AA), Headquarters Colorado Air National Guard, for meritorious service during a three-year period from 1 January 1978 to 31 December 1980. The AFOEA is equal in rank to the Air Force Outstanding Unit Award and is second only to the Presidential Unit Citation as an Organizational Honor. The award recognizes the administrative and logistical support that OL-AA provides to both active and reserve military units outside the Air Guard, which include Regular Air Force, Marine and Naval Reserve, Army National Guard and Regular Army. Its transient service personnel provide support to aircraft from all branches of the military as well as the GAA and NASA. This unit is charged with the day-to-day operation, maintenance and security of activities at Buckley ANG Base.

GUNSMOKE - Hard work, practice and training for both pilots and maintenance personnel paid off for the 140th Tactical Fighter Wing in September at Nellis AFB, Nevada. The unit took top individual and team honors in the Tactical Air Command sponsored gunnery competition. The 140th outscored 11 other units from Pacific Air Command, U. S. Air Forces Europe, Alaskan Air Command, Tactical Air Command, Air Force Reserve and other Air National Guard units.

COMMANDERS

Chief of Staff, Air
Headquarters, 140th Tactical Fighter Wing
OL-AA, Headquarters Colorado Air National Guard
154th Tactical Control Group
120th Tactical Fighter Squadron
140th Combat Support Squadron
140th Consolidated Aircraft Maintenance Squadron
140th Tactical Hospital
140th Civil Engineering Flight
240th Civil Engineering Flight
140th Communications Flight
140th Weapons Systems Security Flight
120th Weather Flight
154th Tactical Control Flight
138th Tactical Control Flight
140th Resource Management Squadron

BG Monroe G. Mathias
COL George A. Franzen, Jr.
COL Stanley C. Wood
LtCOL Salvatore Villano, Jr.
LtCOL John B. Stone
LtCOL James B. Alford
MAJ Arvey E. Mason
LtCOL Thomas G. Sarmo
MAJ Charles J. Bowling
MAJ John B. Renton
MAJ Elwood P. Glaser
CPT Dale L. Bauer
MAJ Frederick J. Foss
MAJ Joseph N. Ortiz
MAJ Roy C. Chase
LtCOL William F. McGaffin



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