



MG Charles M. Kiefner, President, NGAUS

# PRESIDENT'S MESSAGE

## THE NATIONAL GUARD ASSOCIATION BEGINS MOVEMENT INTO 2000 A.D.

Just a little over a year ago, the final version of *The NGAUS Strategic Plan-NGAUS 2000 AD* was approved and received wide distribution at the General Conference in San Antonio. Later, it was published in the January 1989 issue of *NATIONAL GUARD Magazine*. *Plan 2000 AD* gives the Association direction in which it could plot a course toward the year 2000.

Now eight months later, we can report to you that the *Plan 2000 AD* continues to breathe life within your Association. It was not shelved as "nice to have" information, but has become a living document being implemented by the NGAUS staff.

Before explaining the implementation of the plan, let me review the purpose of the plan. The National Guard Association of the United States took the initiative several years ago that very few associations of our type ever take. We made a concerted effort to look inside our structure.

Associations generally have all they can do to deal with the day-to-day activities that need to be accomplished. We have taken it one step further to look at the whole range of how we do business since the annual process of congressional action is not our sole preoccupation.

The NGAUS leadership has recognized that the world is changing rapidly. How we do business in the nation's capital is changing just as rapidly. Each state finds its National Guard changing with ever-increasing Total Force missions. In order to face the new age with all of its ramifications, the Association's leadership under Maj Gen Raymond A. Matera, then the NGAUS president, decided to look at our internal operations.

We determined that the NGAUS must look at how it could continue to be a viable entity for the National Guard and our membership in the year 2000. Within this vision, we added the two other organizations that come under the NGAUS umbrella—the Historical Society of the

Militia and National Guard and the NGAUS Insurance Trust—to the self-assessment.

General Matera asked MG Robert F. Ensslin Jr. of Florida to establish a Strategic Planning Task Force, which would study the variables of the changing world, the nation's political environment and how the National Guard and the National Guard Association fit within those parameters. General Ensslin satisfied that charter by producing *The NGAUS Strategic Plan - NGAUS 2000 AD*.

At the time that I was elected as your president, it was realized that the *Plan 2000 AD* told the National Guard community and the Association's leadership "what" had to be done. However, it did not tell us how. Now we are in the process of establishing the means to implement the plan.

My priority was near-term direction and then, once that was in place, to address mid- and long-term requirements. In turn, the NGAUS staff organized the specific near-term tasks into manageable groups, developed a cost analysis and made recommendations to the officers and Executive Council members on how the *Plan 2000* could be carried out.

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Although limited to near-term (1989-1993) implementation, the staff reviewed all the tasks to ensure what was done for near-term had good probability of execution and would not impair the mid- and long-term requirements. During the implementation process, the staff reviewed the appropriateness of each task up to 1993. They included those things that we already are accomplishing on a day-to-day basis, as well as additional tasks that originally were not included in the near-term agenda.

It should be noted that no where in the plan did it say to look at planning budgets to meet the task requirements. That was an implied task. Individual responsibilities for each of the

tasks, major participants and major supporting elements were identified. Manpower projections were outlined under these parameters. Then the staff based the fiscal analysis on manpower requirements.

Taking the staff's lead, the Committee on Long Range Planning recommended that the Historical Society and the NGAUS Insurance Trust project their budgets in concert with the parent organization.

The committee members also noted that the Association needed to seek professional guidance to conduct an automation survey to ensure needed automation will be incrementally projected and budgeted over the next five years. They made an identical recommendation for furnishings and space planning costs for the new building. The Executive Council unanimously approved these recommendations.

Both plans—the base plan and the implementation plan—are living documents that are amenable to change as situations and circumstances change. There are many tasks that are ongoing and evolving to meet our changing needs. Of course, there are milestones; the first being the review and republishing of the base plan in December 1990 by the Committee on Long Range Planning. This review and rewrite will take into consideration the staff implementation plan and update near-, mid- and long-term goals.

Progress will be monitored semi-annually by the officers and the Executive Council members as we approach December 1990. By then, the unknowns, such as the occupation of the new building, will have clearer definition.

The membership can take pride not only of the exceptional work the original task force members performed, but also of the work the NGAUS staff has put into the implementation process. Our course is set for the year 2000, and we are ready.

*National Guard*  
October 1989

# NATIONAL GUARD

OCTOBER 1989 Volume XLIII, Number 10

## FEATURES

**Tragedy in Sioux City 12**  
When United Airlines Flight 232 crashed at Sioux Gateway Airport, Sioux City, Iowa, the 185th Tactical Fighter Group, Iowa Air National Guard, was getting ready for an inspection. Nearly 300 Air Guard members responded to the emergency.

**Low Intensity Conflict Reviewed 20**  
Author LTC R. Wayne Gosnell discusses low intensity conflict in Central America and the Caribbean Basin and the role of the U.S. military. He emphasizes the importance of using military resources not military forces in these areas.

**D-Day Revisited for 45th Anniversary 26**  
MG Charles M. Kiefner, president of the National Guard Association of the United States; Association officers, past and present; and guests attended ceremonies in France commemorating the 45th anniversary of the landing on Omaha Beach. Many attending took part in that historic battle.

**Staff Rides—Learning from the Past 30**  
Staff rides are conducted so that National Guard officers may study past battles and learn from others' mistakes. The staff ride bridges the gap between the present and the past. Two very famous battles in U.S. history were recently the objects of this close scrutiny: D-Day and Custer's Last Stand.

**The Drug War Continues 34**  
Adjutants general from across the country and National Guard Bureau officials gathered recently for a two-day symposium in Washington, D.C., to evaluate the progress in the drug war and ways it could be fought better.



**COVER:**  
Lt Col Dennis Nielsen, chief of safety, 185th Tactical Fighter Group, carries a small boy away from the wreckage of United Airlines Flight 232, which crashed at Sioux Gateway Airport, Sioux City, Iowa, last July. Photo, TSgt Pat Kenaley, IAANG. Design, Johnson Design Group.

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NATIONAL GUARD, October 1989. The NATIONAL GUARD Magazine (ISSN 0163-3945) is published monthly, by the National Guard Association of the United States, with editorial and advertising offices at One Massachusetts Avenue, N.W., Washington, D.C. 20001. Telephone (202) 789-0031. Second class postage paid at Washington, D.C., and at additional mailing offices. Copyright 1989 by the National Guard Association of the U.S. All rights reserved. All members of the NGAUS receive NATIONAL GUARD. Nonmember subscriptions: \$10 per year. The Editor welcomes original articles bearing on national defense, with emphasis on application to or implications for the National Guard. Postmaster: Send Form 3579 to NATIONAL GUARD, One Massachusetts Ave., N.W., Washington, D.C. 20001.

