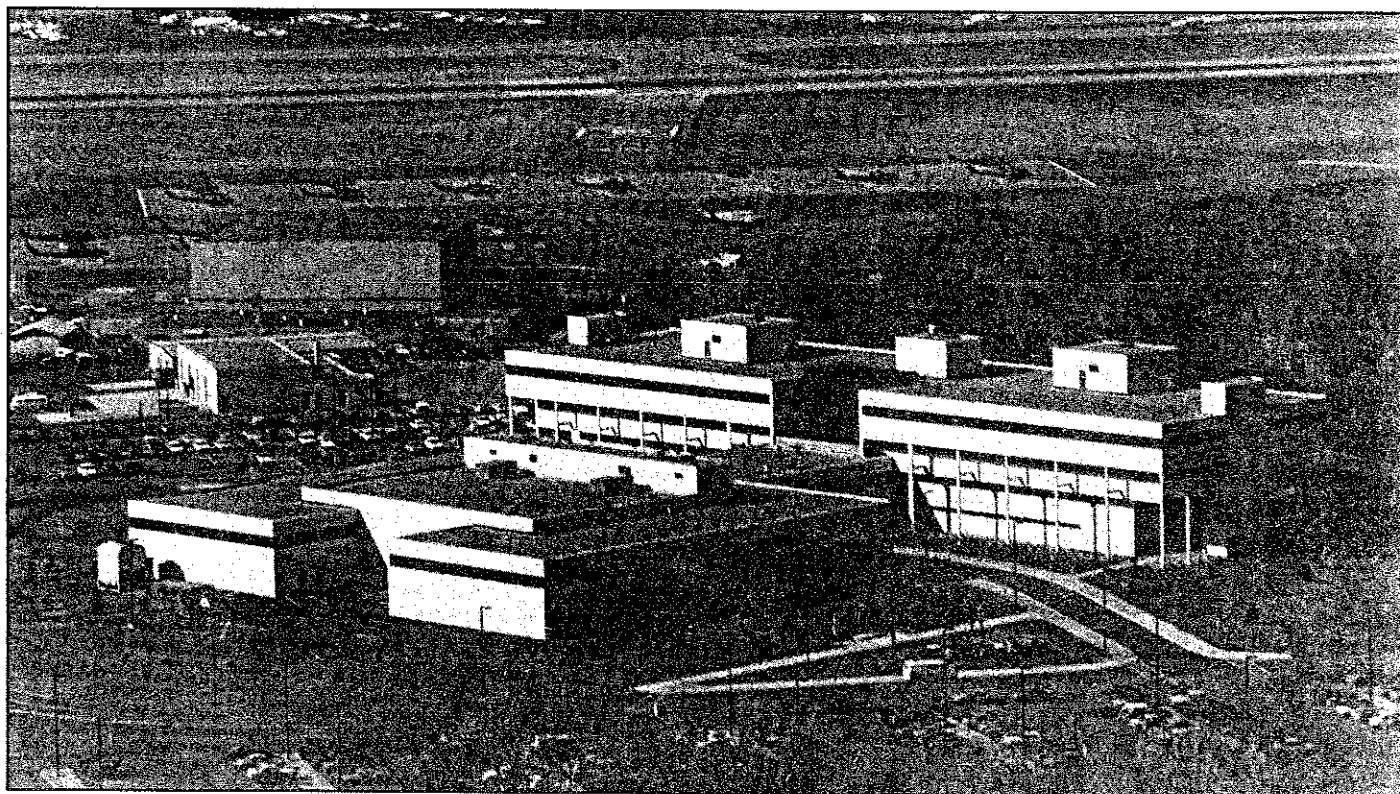


**New York State  
Division of Military and  
Naval Affairs**

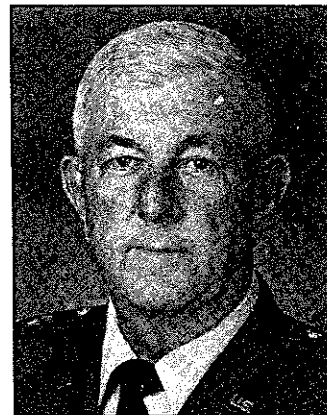


**1990 Annual Report**





**Mario M. Cuomo**  
Governor  
Commander in Chief



**Lawrence P. Flynn**  
Major General  
The Adjutant General

TO: The Governor  
FROM: Major General Lawrence P. Flynn  
SUBJECT: Division of Military & Naval Affairs 1990 Annual Report

I am pleased to submit the Annual Report of the Division of Military and Naval Affairs for 1990.

The Division of Military and Naval Affairs has completed one of the most active and significant years in recent times. With the activation of more than 3,700 members of our Militia forces for Operation Desert Shield/Storm, the Guard has proved once more it is an equal partners in the Total Force.

Throughout 1990, our units have undergone demanding training to maintain readiness and proficiency in the skills needed to perform and task assigned.

The New York Guard and the State Emergency Management Office, part of the Division of Military and Naval Affairs, played key roles in humanitarian aid and relief missions throughout the year.

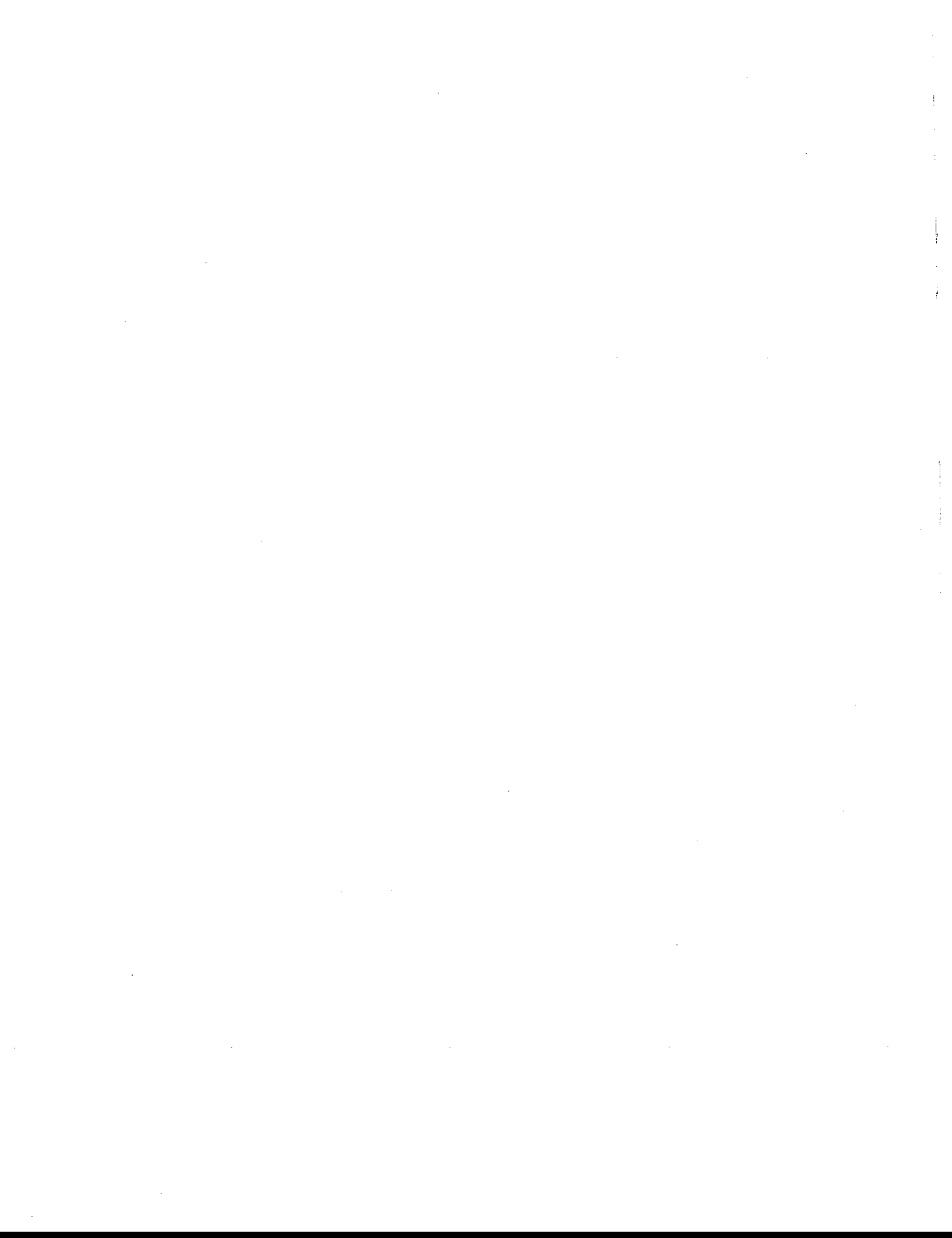
Also this year, the Guard has continued to support the efforts of agencies of the United States--the Drug Enforcement Agency, the US Border Patrol and Customs Service--to control the flow of illegal drugs into our state. The DEA has formally recognized the importance of Guard participation and looks forward to a continued and expanding relationship which has the capability of even further reducing the amount of drugs coming into our state. Since the program began in 1989, the Guard has been responsible for the seizure of \$262 million in illegal narcotics and contraband, and \$7,743,620 in cash and travelers checks.

In November of 1990, the agency began development of a Corps of Cadets program, for youth ages 12-17. This initiative, designed to provide a drug-free, structured environment where leadership skills, self esteem and a sense of belonging, was developed in an effort to reduce drug use and criminal activity in the young.

Additionally, the agency continues to support the homeless shelter program, housed in eight New York metropolitan area armories.

For more than two hundred years, New York State's Militia Forces have provided a significant portion of the nation's defense and an always ready source of help and comfort for the victims of natural or man-made disaster. In future years, we will continue to be ready when called upon by either the state or nation.

Thank you for the support you have provided in the last year.



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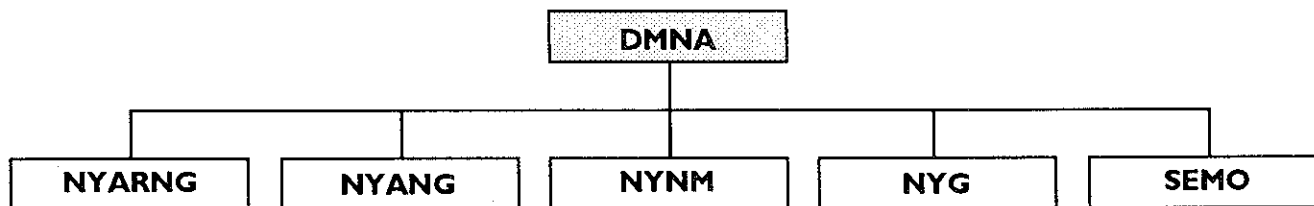
**Six additional units**

### **V. NEW YORK NAVAL MILITIA**

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## DMNA Organization



**The Division of Military and Naval Affairs (DMNA)**, which includes the New York Army National Guard (NYARNG), New York Air National Guard (NYANG), New York Naval Militia (NYNM), New York Guard (NYG), State Emergency Management Office (SEMO), completed one of our most ambitious and taxing years in recent history.

The **New York Army National Guard** and **New York Air National Guard** continuously train and stand ready for duty. Their mission is to be prepared should either the Governor or the President order any units to active duty. In August 1990, the President began calling-up units to be deployed to the Persian Gulf in support of Operation Desert Shield. This was the largest and most diversified mobilization activity in modern history. The NYARNG and NYANG also participated in combat airlift missions, humanitarian relief missions and began training with new Department of Defense state-of-the-art weapon systems. In addition, NYARNG units were put on State Active Duty to support State Police with security measures and to provide rations. In addition to their state and federal role, the NYARNG and NYANG received \$4.9 million from the Department of Defense for drug interdiction and eradication to provide aerial reconnaissance, surveillance, transportation, and cargo inspection assistance to law enforcement agen-

cies. In 1990, this program was directly responsible for the seizure of \$41.1 million in illegal narcotics and contraband.

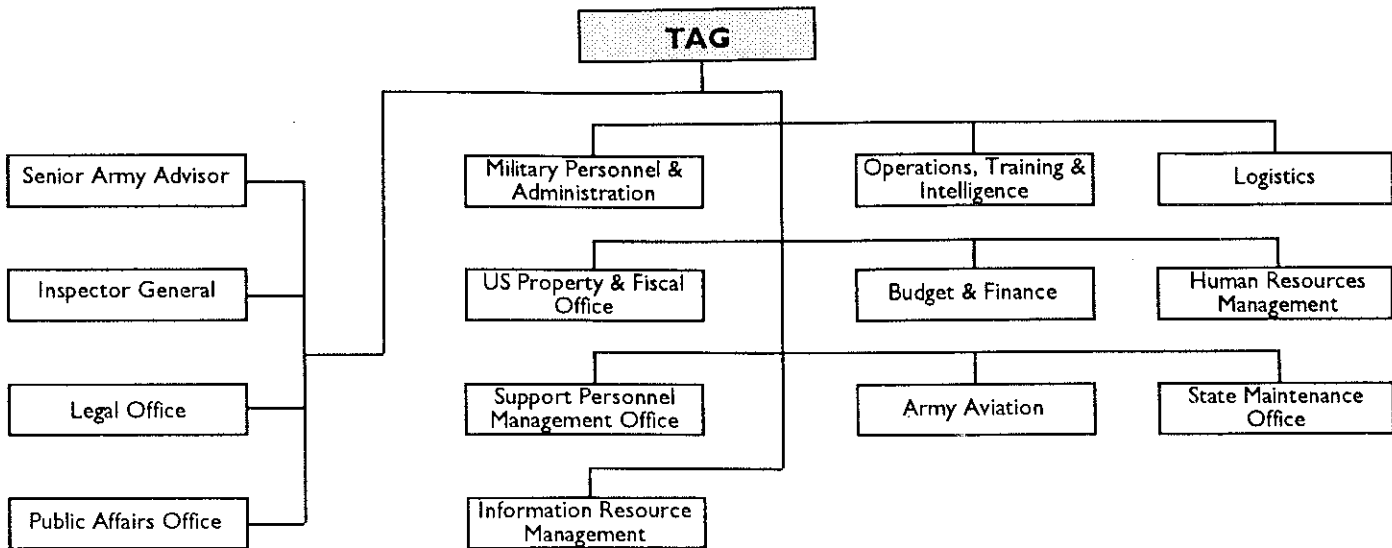
In 1990, the Secretary of Defense announced plans for a major reduction in force. Army National Guard was directed to reduce approximately 22 percent of its authorized strength.

**The New York Guard's** primary mission is to serve as a reserve land force supporting the varied state missions of the NYARNG and to assume responsibility for these duties in the event NYARNG troops are ordered into federal service.

**The New York Naval Militia** is federally recognized under Title 10 of the United States Code. However, the NYNM is organized in accordance with New York Military law and conforms with the regulations and standards of the United States Department of the Navy. Like the NYARNG and NYANG, it has a dual mission; to respond to any state emergency when called upon by the Governor and to assist in the training of the Navy and Marine Corps reserves as a contribution to national security.

**The State Emergency Management Office** is tasked to carry out the objectives of the New York State Disaster Preparedness Commission by working with other state agencies, the federal

## DMNA ORGANIZATION



government, local governments and the private sector to ensure the planning and implementation of appropriate emergency management and civil defense programs that address mitigation, preparedness, response and recovery relating to all natural and man-made disasters that might threaten lives and property within the state.

DMNA is authorized approximately 37,000 people and for CY 90 had a total budget of \$385 million and assets of more than \$1 billion. There are more than 4,800 full time federal and state employees who maintain 77 armories, 45 maintenance locations, 20 Naval Reserve Centers, six Air Guard Bases, four Army National Guard flight facilities, SEMO assets, an inventory of hundreds of aircraft, engineer and armored vehicles, thousands of tactical vehicles, generators and other equipment needed for combat readiness and emergency preparedness. These individuals are the nucleus around which the DMNA maintains 24 hour readiness to effectively accomplish its varied missions.

**The Adjutant General** is the head of the Division, responsible directly to the Governor of New York State. In addition to being a member of the Governor's cabinet, the Adjutant General also serves as Commander of the NYARNG, Chairman of the New York State Civil Defense Commission, Chairman of the Veterans' Affairs Commission, Secretariat to the State Disaster Preparedness Commission and Director of the State Selective Service. The Adjutant General is assisted by a Deputy Adjutant General, a Chief of Staff, and a Deputy Chief of Staff. There are also 13 state and federal directorates: Senior Army Advisor; Inspector General; Legal Office; Public Affairs Office; Military Personnel and Administration; Operations, Training and Intelligence; Logistics; United States Property and Fiscal Office; Support Personnel Management Office; Human Resources Management; Information Resource Management Office; Budget and Finance Office; and State Maintenance Office.



# Leadership, Effectiveness and Productivity (LEAP)

The DMNA underwent a year of awakening and self exploration in 1990. We took a hard look at our organizational culture through surveys and studies of the DMNA corporate body and New York Army National Guard units across the state. These studies, conducted by Brigadier General Joseph Galioto and Colonel Thomas H. Cornick, reflected a perceived lack of communication, unresolved conflict in the workplace and lack of trust in the leadership. In the field, negative leadership behaviors caused an apparent influence on retention.

On 26 September 1990, the DMNA Collateral Committee was established for the purpose of reviewing DMNA organizational issues and to make recommendations to The Adjutant General to improve and enhance employee morale and welfare at the "corporate" headquarters, as well as to enhance organizational quality and productivity. The decision was made to focus first in terms of instituting change programs. The programs were directed at the development and sustainment of an organizational culture that would lend itself to openness, creativity, and innovative thinking, coupled with a participative management emphasis that would ultimately cause transformation into a high performance organization. The Collateral Committee was organized as the initial step in the change process.

Our goal is to create a proud and united DMNA family where commitment to mission and cohesiveness within the workforce result in improved operations throughout the organization and, above all, the attainment of the highest state of readiness in our units. An agency where people feel they "belong" and that they do, indeed, make a difference. People caring about people ....

# Economic Impact

The impact of the Division of Military and Naval Affairs is felt economically across New York State. In nearly every New York county, local communities receive direct financial benefits from various operations of the Division. That impact ranges from payments as the result of disaster related tragedies, to construction projects, to local purchases, to millions of dollars in state and federal salaries paid to employees in more than 180 communities throughout the state.

The New York State Militia forces, Army and Air Guard, the Naval Militia and the New York Guard constitute the only pool of people and equipment available for mobilization by the Governor in times of emergency.

Frequently, Guard training facilities are pressed into service for use as emergency shelters and other uses by local communities. The eight New York Army National Guard armories in the New York City area, sheltering an average of 1,800 homeless persons per night, is a current example.

New York Militia units produce tangible benefits. A 100-member Guard unit, for example, is equivalent to a business of 20 full-time employees. In addition to food, utility costs, and other local purchase items made by these units, the drill pay and annual training pay these citizen-soldiers earn are spent in the local community, thus providing housing, food, clothing, etc., for themselves and their families.

New York State estimated average economic impact factor of 2.3 more than doubles money coming into the state from outside sources. Almost 96 percent of the Militia Force's budget of \$306 million comes from the federal government.

## **Special Staff**

### **Senior Army Advisor**

The Senior Army Advisor coordinates and manages the activities of all Army Advisors to the New York Army National Guard. He is the link between the active component and the National Guard commanders, helping to interpret Department of the Army policies.

Advisors act as staff members at the headquarters for which they work and are an integral part of their organization. Their focus is on mentorship of their leaders and the training of their units.

Throughout 1990, special focus was upon non-commissioned officer education programs and the implementation of the Army's new standardized training doctrine. Since August, special effort was given to mobilized units and interfaces with appropriate Active Army agencies.

### **Inspector General**

The Inspector General inquires into and reports on matters affecting the state of economy, efficiency, discipline, morale, esprit de corps, and readiness of various commands and elements of the New York Army National Guard.

To accomplish this, the Inspector General utilizes three venues: inspections, investigations, and inquiries. The most common function of the Inspector General is the resolution of Inspector General Action Requests.

During 1990, the Inspector General conducted five special inspections which dealt with critical areas of interest to The Adjutant General. Additionally, the Inspector General's office assisted in the resolution of approximately 500 Inspector General Action Requests and 140 congressional and legislative inquiries directed toward the agency.

### **Legal Office**

The Legal Office provides legal services to The Adjutant General and all top division officials, both state and federal. The office is responsible for the overall coordination of legal affairs, both within and external to the Division, among local, state and federal agencies.

A major activity in the Legal Office has to do with labor relations matters, which includes negotiations pertaining to state and federal personnel negotiated agreements, grievances, disciplinary hearings and arbitrations. The Legal Office also becomes involved in Workers' Compensation, Human Rights, EEO and Unfair Labor Practice hearings.

Other specific activities of the Legal Office include processing reports of accidents and evaluating claims against the government; preparing agency legislative proposals, and providing review and comment upon other legislation being submitted by other agencies which bear upon our operations; participating in training programs for the agency to provide instructions as to laws which affect a particular aspect of our operations; and reviewing both real property transactions and contracts generated by agency activities.

Included in the Legal Office is the Judge Advocate General Corps (JAG) System organized under a statewide team concept, to provide legal coverage for every member and unit in the New York Air and Army National Guard. JAGs have been responsible for providing advice to personnel and units committed to drug interdiction activities and, more recently, have been extensively involved in providing legal assistance to Guard members and dependents as a result of Operation Desert Shield/Desert Storm.

### **Public Affairs Office**

The Public Affairs Office (MPIO) serves as the Division's primary point of contact to the news media, promulgates public affairs guidance to Division of Military and Naval Affairs militia elements, is the liaison to the Executive Chamber Press Office, as well as the public affairs offices of other state and federal agencies. The Director of Public Affairs is chief news media advisor to The Adjutant General and the agency's chief press spokesperson.

The office fielded hundreds of queries from the press, and in 1990 organized a state press pool which was successful in enabling 15 TV, radio and newspaper reporters to travel to the Persian Gulf to report on National Guard units deployed for Operation Desert Shield. Numerous press conferences and briefings were organized and coordinated at Army and Air National Guard armories and air bases to support the influx of press queries resulting from the historic mobilization of citizen-soldiers from the Empire State. Employing a proactive approach to public affairs, the office generated additional press interest from news media lifts and briefings to annual training sites.

MPIO received numerous awards in 1990 for its public affairs initiatives, including a first place in special events for a statewide



radio talk show tour awarded by the National Guard Association of the United States. The Directorate also announced the winner of its second annual "Communicator of the Year" Silver Mike Award.

## COMMUNITY RELATIONS

Late August 1990 saw the transfer of the Division of Military and Naval Affairs Community Action Program from Operations and Training to the Public Affairs Office.

The program continues to expand. Units and personnel of the State Militia Forces participate in this program to assist community/civic groups and local non-profit organizations which do not limit their membership based on sex, color, creed or national origin.

Events supported during 1990 are typical of the following:

- . *New York State Special Olympics*
- . *Cerebral Palsy Championship Games*
- . *New York City Marathon*
- . *County Special Olympics (6 Counties)*
- . *National Scouting for Food (12 armory locations)*
- . *Fund raisers: March of Dimes, Cystic Fibrosis, etc. (35)*
- . *Boy Scout Camp construction projects (5)*
- . *Boy/Girl Scout Camporee/Jamboree (15)*
- . *Air Shows (6)*
- . *Playground construction assistance (9)*

State Militia personnel and equipment were provided in support of 137 parades and ceremonies during 1990.

# DIRECTORATES

## Human Resource Management

Human Resources Management is responsible for manpower planning and management, payroll, employee services, and benefits administration for 900 State employees. It supervises affirmative action, staff development, training, and labor relations activities. The Directorate also processes payment of military pay and allowances for members of the Organized Militia when ordered to State Active Duty in response to state emergencies.

The Directorate meets these responsibilities through its Personnel Services, Labor Relations, and Affirmative Action and Training Sections.

### Personnel Services

In 1990, salaries for our state work force exceeded \$16 million. Supplemental military leave with pay was processed for 50 employees who were called to active military duty in support of Desert Shield. We successfully averted the layoff of 15 Air Base Security Guards through planned attrition when the funding agreement was faced with a Reduction-in-Force.

The processing of State Active Duty (SAD) pay and allowances was converted from a military-type payroll to the automated state payroll system with checks issued on a scheduled biweekly state lag payroll cycle. In 1990, SAD payrolls were processed for New York Army National Guard service support to New York State Police operations in Clinton County and the St Regis Indian Reservation, National Disaster Medical System exercises at Ronkonkoma, New York Guard Annual Training at Camp Smith; and the Goodwill Games Torch Run.

Concurrent with the conversion of the SAD payroll to the state automated system, 64 Security Services Assistant positions were established within the Anti-Terrorist Program and manned at Camp Smith and 12 other high

risk facility locations. Prior to 1990, security force personnel in this program were paid through the State Active Duty payroll system.

During 1990, we established new procedures to improve the effectiveness of internal controls relating to the computation of separation lump sum payments and the use of sick leave credits for health benefits upon retirement from state service. The focus of supervisory training in 1990 was Time and Attendance reporting and sick leave use monitoring. An Employees Guide To Leave pamphlet was written and distributed to employees.

### Labor Relations

The Labor Relations Section is responsible for coordinating labor-management compliance with the provisions of the agreements reached between the state and the four negotiating units that represent our state employees and for administering disciplinary and grievance procedures.

Cooperation between labor and management representatives resulted in the award of grant funding to improve the work environment and existing lunch and break areas of state employees at 30 facility locations.

### Affirmative Action and Training

The Affirmative Action and Training Section is responsible for planning and implementing state requirements for affirmative action to include the collection and analysis of data concerning our state work force and administering the employee career development and training programs. At the close of the year, the composition of this work force included 420 protected class employees, 157 of which are women, 153 are minorities, and 147 are Vietnam Era Veterans. To ensure maximum compliance with our Minority and Women Owned Business Enterprise (MWOBE) responsibilities, the section initiated the formation of an agency committee to address MWOBE program issues and to develop compliance strategies.

## SUMMARY OF STATE APPROPRIATION SUPPORT FOR PERSONAL SERVICES

A summary of state appropriation support for State Fiscal Year 1990-91 personal services activities follows:

PROGRAM	APPROPRIATION
Administration	\$ 3,490,200
Special Services	527,200
Army National Guard	8,951,300
Air National Guard	1,016,400
Emergency Management	800,500
Radiological Emergency Preparedness	943,400
Homeless	249,400
Armory Maintenance	<u>1,360,000</u>
TOTAL	17,338,400

### Support Personnel Management Office

The Support Personnel Management Office (SPMO) oversees all personnel actions for full-time federal employees who support the ongoing, day-to-day operations of the New York Army and Air National Guard. This includes, but is not limited to, hiring, promotions, reassignments, training, incentive programs, labor relations, and equal employment opportunity. This office supports 3,963 full-time employees who are either federal civil service or active duty personnel.

In 1990, salaries for full-time personnel exceeded \$96 million. Support for our personnel is provided by SPMO's four major branches.

### Technician Personnel Management Branch

The Technician Personnel Management Branch is responsible for the administration of benefits, appointments, promotions, reassignments, and retirements. During 1990, a combined operating budget in excess of \$280,000 enabled over 800 full time Army and Air National Guard Technicians to receive career development training specifically designed and developed to enhance our Guard employees in their full time support positions.

Training for first line supervisors received major emphasis during 1990. This internal mobile training program resulted in training over 150 first line supervisors, a net training cost reduction of \$65,000, and

improved the overall operating efficiency of the Army and Air National Guard.

Approximately 12% of the ANG and ARNG technician positions were revised and updated; over 60 of



which were upgraded during this reporting period.

Under the Federal Incentive Awards Program, \$569,290 was awarded to federal technicians during 1990. This included the identification and recognition of Technician Supervisors and Employees of the Year for the Army and Air National Guard. A \$15,600 Suggestion Award was provided to an individual, based on the savings to the government, for his suggestion regarding recruiting of medical personnel.

During Calendar Year (CY) 1990, 73 Retirement Counseling sessions and three Death Benefit for Deceased Employee sessions were conducted. These private sessions contributed significantly to the accuracy of employees or family members' application for retirement or death benefits.

In certain geographical areas of New York State, low federal wages, compared with higher private industry rates, have caused inquiries and concern for pay alternatives during the past two years. Specific areas where recruitment and retention problems have existed are primarily located in the southern part of the State. The Support Personnel Management Office assisted all these areas in obtaining approval from the Department of Defense Wage Fixing Authority for advanced minimum hiring rates.

## AGR Management Branch

The Active Guard Reserve (AGR) Management Branch oversees 992 Army and 480 Air National Guard Active Duty personnel. This includes, but is not limited to, manpower staffing; advertising positions; hiring; issuing orders; monitoring promotions; reassignments; training; medical support; and pay and allowances for Army AGR personnel.

In an effort to keep our full-time AGR force equivalent to or better than active Army counterparts, the AGR Management Branch is also responsible for managing the military education program for all Army AGR personnel. This includes outlining appropriate courses for advancement, career counselling, and monitoring completion of basic military occupational skills and requirements. The AGR branch is also in the process of developing an enhanced Career Progression Program to provide upward mobility to all Army AGR personnel.

## Labor Management Relations Branch

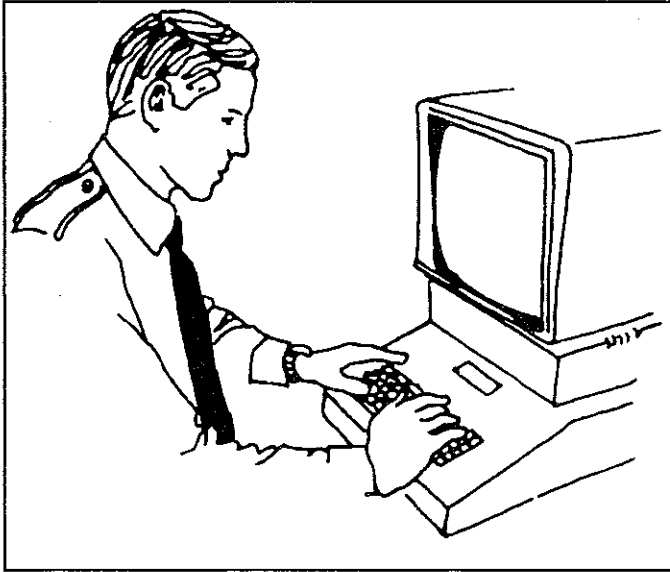
Labor management relations within the federal technician program emphasizes the spirit of cooperation through communication. The negotiated agreement with the Association of Civilian Technicians (ACT) continues to be the basis for union management cooperation. This cooperation reflects a mutual desire to pursue a program for total mission accomplishment through improved working conditions for our technician personnel.

During CY 1990, Labor Management Relations demonstrated this spirit of cooperation through negotiations and impact and implementation bargaining on a variety of topics, to include flexi-tours; DMNA Smoking Policy; impacts on technicians resulting from both the NY ARNG force structure takedown and Desert Shield/Storm operations; etc.

## Human Resources Branch

During 1990, the Human Resources Branch finalized and published the New York National Guard Technician Affirmative Employment Plan. Points of Contact have been identified statewide, and designated individuals have been appointed to an Affirmative Employment Committee.

This is the second year of tracking applicant flow data for the federal technician vacancies. This program is continually being revised and improved, and will ultimately help identify possible affirmative employment program barriers. Audits are accomplished quarterly to ensure the data base is up-to-date, and all current Equal



Opportunity Counselors and Special Emphasis Program Managers are identified.

Quarterly statistical reports continue to provide the Army and Air National Guard data for planning and recruiting objectives. Internally, these reports provide a foundation for the Minority Officer Leadership Committee (MOLC), which works to enhance, promote, retain, and recruit minority and female officers.

The Advanced Equal Opportunity Counselors Course was given to 14 counselors. A workshop is projected for 1991 to allow networking of counselors and provide discussion of new information and current issues.

The Human Resources Branch continues to expand their efforts in the Technician Assistance Program, through publicizing valuable information, and participating in workshops and seminars. Each year, the number of supervisors, employees, and co-workers calling for additional information increases. Articles addressing the most requested types of assistance are routinely included in our newsletter.

## United States Property and Fiscal Office

United States Property and Fiscal Office (USP&FO) provides federal, logistical and financial support for the New York Army and Air National Guard units and activities. The United States Property and Fiscal Officer serves in a dual role as a member of the staff of the Chief of the National Guard Bureau in Washington and supports The Adjutant General of New York.

USP&FO is responsible for the acquisition, issue, shipment, disposition and accounting for all supplies and equipment for federally recognized Army and Air National Guard units and organizations.

The directorate is responsible for the receipt, expenditure of, and accounting for all federal funds allotted the state to support these activities. The USP&FO serves as the Contracting and Transportation Officer for the NYARNG and the NYANG.

The USP&FO has six divisions: Administrative, Logistics, Data Processing, Comptroller, Purchasing and Contracting, and Analysis and Internal Review. All directorate personnel are paid from federal funds.

### Administrative Division

The Administrative Division is responsible for the policy and procedures regarding all administrative matters within the USP&FO, and for all Support Agreements and Military Interdepartmental Purchasing Requests between the USP&FO-New York and other government agencies.

Three sections within the Administrative Division are Telecommunications, Reports of Survey and Movement Control Center. The Telecommunications Section provides Automatic Digital Network (AUTODIN) service to the NYARNG. AUTODIN is a worldwide Department of Defense (DOD) computerized general purpose communications system which permits the transmission and receipt of both narrative and data

pattern traffic.

Report of Survey Section personnel ensure responsibility for Federal property lost, damaged or destroyed.

Movement Control Center is responsible for planning, coordinating and controlling all military convoys in and thru New York State. Training and implementation for the mobilization of Guard and Reserve personnel, and deployable assets.



## Logistics Division

The Logistics Division is responsible for the procurement, storage, and distribution of all NYARNG equipment and supplies. To meet these responsibilities, the Division has three branches: Stock Control, Storage and Distribution, and Traffic. During 1990, the Stock Control Branch managed a budget in excess of \$11 million and effected nearly one-half million supply actions, while responsible for managing on-hand federal assets totalling over \$625 million.

The Storage and Distribution Branch, with offices in Rochester and Peekskill, issued more than 110,000 individual clothing items to NYARNG units in 1990, as well as \$856,000 in tools and other Self Service Supply Center items. The branch also provides a delivery and pickup service to Army National Guard units and activities. Vehicles traveled more than 180,000 miles transporting weapons, clothing, repair parts, office and janitorial supplies, communications equipment, storage

containers, canvas, and many other items.

The Traffic Branch issues Government Bills of Lading, provides meal tickets to assist NYARNG, and provides transportation to NYARNG units via air, rail, and bus.

In 1990, the branch effected nearly 44,000 travel arrangements to move NYARNG soldiers to their assigned mission sites, which included moving seven units overseas.

The Logistics Division undertook two major programs this past year: Quicksilver (reduction of Army National Guard units) and Desert Shield (mobilization of Army National Guard units).

Portions of the anticipated \$54,000,000 worth of excess equipment identified during the initial phase of Quicksilver were either transferred to another ARNG claimant or returned to the supply system. This action resulted in a cost avoidance for NYARNG and DOD of \$20,616,000.

The mission of the Logistics Division is to ensure that units and soldiers are clothed and equipped for mobilization. The activation of ten NYARNG units certainly challenged all logistics personnel and systems.

## Data Processing Division

Data Processing requirements are satisfied by the Division of Military and Naval Affairs Data Processing Facility through the use of a Memorandum of Understanding. USP&FO-New York personnel and equipment are colocated with state assets.

## Comptroller Division

The Comptroller Division is responsible for the preparation of a consolidated federal budget to support financial resource requirements, and the administration of federal funds provided in response to requests.

Functional responsibilities within this division include financial accounting, statistical analysis and reporting, and payroll support both military and civilian technicians. Budget execution is guided by a Program Budget Advisory Committee chaired by the NYARNG Chief of Staff, with program directors as members.



The Quality Assurance Section, operating within the Comptroller Division, reviews and evaluates all sections to determine compliance with regulations as well as recommends improvements to existing operations. This ultimately results in improved processing of all fiscal systems within the division.

The Technician (Civilian) Payroll office now has the capability for Electronic Funds Transfer (EFT) for the technician biweekly paycheck. EFT is a method of payment that ensures funds will be deposited to a financial institution on payday, as well as prevent lost or stolen checks and eliminate postal delays. Testing began in October 1990 and was successful. Approximately 147 technicians are currently on EFT, with additional applications being processed. From October 1989 thru December 1990, the Fiscal Accounting Office accounted for more than \$577,792,046. in annual funding, allotment changes, obligations, and disbursement transactions, while processing more than 887,000 line items thru the State Accounting Budget Expenditure Reservation System (SABERS). The automated orders module was converted during this period from Burroughs to UNYSIS computer system. With this conversion, request for orders can now be transmitted electronically by the Major Commands (MACOMs) to the Program Directors at State Headquarters, and the resulting approved orders can be transmitted, electronically. The conversion of the automated orders will result in decreased publication time and will aid in distribution of orders to the unit. This will permit earlier submissions of payrolls and travel vouchers for processing and result in more rapid payment of soldiers.

### Analysis and Internal Review Division

The Analysis and Internal Review Division ensures that the Army and Air National Guard resources are efficiently utilized. In FY 1990, this division completed internal reviews on five Air National Guard bases and seven Program Managers within the DMNA.

In addition to the internal reviews completed, six Management Consultant Visits were performed. The effort identified more than \$556,000 of potential cost avoidance and monetary benefits.

The audit work conducted in FY 1990 developed a total of 35 significant findings. The Internal Review Division provided 111 constructive recommendations to management with the assistance and concurrence of personnel within the entities audited. In addition to monetary benefits, the recommendations enhanced management's ability to achieve their managerial goals and objectives.

### Comptroller Division Activities

<u>Activity</u>	<u>Funding</u>
Annual Training Pay, Allowances & Travel	\$16,583,100.00
Armory Drill Pay	35,240,236.00
Subsistence (Food Costs)	1,024,600.00
Individual Clothing Accounts	1,839,200.00
Service Schools	5,716,400.00
Special Training Tours	6,496,666.00
Civilian Payroll	34,201,000.00
Supplies & Equipment	21,566,700.00
Service & Training Site Operations	6,426,300.00
Fuel & Lubricant	2,308,200.00
Construction	429,400.00
Medical Costs	960,900.00
<b>Total</b>	<b>\$132,747,702.00</b>



### Purchasing and Contracting Division

The Purchasing and Contracting Division completed the interfacing of its Standard Army Automated Con-

tracting System and Commercial Accounts Payments Procedure Systems thus allowing more timely information as to the status of payments on contracts. This division processed over 13,000 transactions for Small Purchases, Architect/Engineer and Construction (A/E&C) in support of the New York Army and Air National Guard in 1990. These transactions totalled over \$133 million.

This Division provides policy and technical guidance to the five Air National Guard (ANG) Base Contracting Offices and maintains 97 A/E&C projects totaling over \$10.1 million for these ANG bases.

**Purchasing and Contracting Activities**

Type of Action	Number	Amount
<b>NYARNG</b>		
Purchase	13,496	\$10,843,721
Const. Contracts	-0-	-0-
Federal/State	4	7,144,109
Architect-Engineer	1	396,457
Supplies & Services	6	679,414
<b>SUBTOTAL</b>	<b>13,507</b>	<b>19,063,701</b>
<b>NYANG</b>		
Const. Contracts	38	93,083,312
Architect-Engineer	59	8,932,587
Federal/State Agrmnts.	2	11,531,900
Supplies & Services	6	430,149
<b>SUBTOTAL</b>	<b>105</b>	<b>113,977,948</b>
<b>TOTAL</b>	<b>13,612</b>	<b>\$133,041,649</b>

## BUDGET AND FINANCE

The Budget and Finance Office directs the preparation of the division's annual state budget, manages expenditures and payments from state appropriations, procures state equipment and services, collects federal funds to reimburse the state, and performs all accounting duties required by the New York State Comptroller. The directorate is comprised of three sections: State Accounts, Federal Accounts and Emergency

Management Accounts. Also, administrative support is provided to the Internal Audit and Management Analysis Section.

In 1990, the division expended over \$52 million in operating funds through the state's central accounting system to support the armories, ANG bases, training sites, emergency management activities and central office administration. A breakdown by source of funding follows:

**Funding Source**

State	\$22,618,500	43%
Federal	24,842,900	48%
Other	4,640,900	9%
<b>TOTALS:</b>	<b>\$52,152,300</b>	<b>100%</b>

The 1990 state funding was distributed to the following programs:

**Program**

Administration	\$ 4,154,400	8%
Special Services	2,954,200	6%
Army National Guard	21,512,600	41%
Air National Guard	15,800,600	30%
SEMO	7,164,400	14%
Homeless	566,100	1%
<b>TOTALS</b>	<b>\$52,152,300</b>	<b>100%</b>





## State Maintenance Office

The State Maintenance Office (SMO) maintains the equipment essential to the Division of Military and Naval Affairs through the federally funded Surface Equipment Maintenance Program of the NYARNG. There are 546 full-time military technicians assigned to four geographically dispersed Combined Support Maintenance Shops (CSMS) and two CSMS subshops; 36 Organizational Maintenance Shops (OMSs) and a Unit Training Equipment Site (UTES).

### Technical Work Force

The directorate has operational control of CSMS and OMS military technicians with individual skills such as combat vehicle and automotive repairmen, machinists, welders, body and metal workers, painters, canvas and craftsmen, electronic instrument, artillery, and small arms repairers. These individuals provide maintenance support for all equipment, excluding aviation, as required by Army technical publications.

The directorate serves as the program manager for surface maintenance related funds to include local and blanket purchase agreements, and repair parts processing. This program accounted for over \$8 million in Fiscal Year 1990.

Maintenance guidance is provided to major commands through regulations, bulletins, reports, and data, developed through frequent field visits and ongoing maintenance operation assessments. Backup support is provided to out-of-state National Guard units passing through New York, or training at Fort Drum.

Support maintenance is provided through four geographically dispersed CSMS. These are located at Peekskill, Staten Island, Rochester, and Watertown. Two provide support at Nesconset and Albany, NY.

The CSMSs provide direct and general maintenance support beyond each unit's organic capability to service and repair issued material. Each CSMS has its own assigned geographic area of responsibility.

Thirty-six OMSs have been established as extensions of the local units' organizational maintenance capability. They provide commanders with organizational maintenance services and repairs the unit is unable to perform due to time constraints. Required tools and test equipment are provided from within the supported unit's Table of Organization and Allowance. These NYARNG full-time maintenance facilities have helped units exceed the Department of the Army equipment readiness goals.

### Unit Training Equipment Site

The Unit Training Equipment Site at Fort Drum receives, issues, stores, and maintains combat vehicle and engineer equipment as authorized by the Chief, National Guard Bureau, and The Adjutant General. It also issues equipment needed by out of state Army elements which train at Fort Drum.

This mission's significance has increased commensurately each year with the greater utilization of Fort Drum as a weekend or cold weather training site for National Guard, Regular Army and Reserve units.

# Military Personnel and Administration

The Directorate of Military Personnel and Administration is responsible for the overall personnel management of the New York State Army National Guard.

The directorate maintains an up-to-date automated personnel reporting system, coordinates recruiting and retention activities for the New York Army National Guard (NYARNG), manage the NYARNG Safety Program, administers the State Military Awards and Decorations Program, and provides a distribution and reproduction service for the entire agency.

## Recruiting

During 1990, 3,177 new members were recruited for the Army National Guard, (ARNG) bringing the total strength as of December 31, 1990 to 16,333 soldiers. This represents 86.6% of the 18,864 authorized positions which resulted from the downsizing of units. Three major challenges impacted on recruiting. A year long reduction in force structure requiring multiple reorganizations; some difficulty due to the economy of the state; and recruiting during the last five months of 1990 took on an additional challenge with the activation of National Guard soldiers in support of Operation Desert Shield.

## Officer Procurement

The Officer Procurement Section has the responsibility of recruiting all officers/warrant officers for the NYARNG, to include the recruitment of medical professionals. The section is divided into four geographic areas with recruiters stationed in Buffalo, Syracuse, Albany and New York City. As of September 30, 1990, the end of our federal fiscal year (FY), the combined assigned officer/warrant officer end strength was at 96.8%. The Officer Procurement Section accounted for 286 accessions during FY 90. Areas of responsibility that have contributed to our success are the ROTC Program, the "Warrior 2000" Program, direct appoint-

ments, monitoring of Army Reserve Control Group Non-Unit Listing, and active recruitment for both the Federal and State Officer Candidate Programs.

## Retention

Additional efforts to improve drill attendance and retain soldiers was a priority throughout the units within the NYARNG. During the later part of 1990, the employment of 13 additional full-time career counselors was permitted by the National Guard Bureau. This augmentation raised the total number of retention personnel to 32 and reduced the ratio of troops to retention personnel from 1200:1 to 600:1.

As a result of Operation Desert Shield, much of the energy expended and assignments accomplished by the retention personnel have been directly related to the Middle East efforts. Through the combined efforts of the Family Support Program and the Full-Time Retention Program, the task of answering the questions from the families and soldiers that were called to active duty has taken a priority.

## Selected Reserve Incentive Program (SRIP)

As of year's end, 3,318 participants were in the SRIP. Federal funds provided over \$1 million of supplemental income and/or civilian education assistance in 1990.

## Continuing Civilian Education

Four hundred and eighty soldiers participated in the ACES Tuition Assistance Program. New York received \$188,000 for ACES in 1990, and of this amount, \$187,547 was expended. This office sponsored ten college level courses using area colleges at several NYARNG locations; 80 soldiers participated and completed these courses. New York administered over 350 college level examinations, culminating in 860 credits being awarded to 300 different soldiers. As a result of other federal education programs and over 150 evaluations of military experience for college credit, more than 100 Guardsmen and women have received associate or bachelor degrees. An additional 60 soldiers were awarded their high school General Equivalency Diplomas.

As of 31 December 1990, 5,200 soldiers in New York State are eligible for educational benefits under the Montgomery G.I. Bill. At the present time, 800 soldiers are receiving benefits from the G.I. Bill.

### **Medical Programs**

(Panographic Dental X-Rays) Over 14,600 NYARNG soldiers now have dental x-rays on file. We continue to have two operational panographic dental x-ray machines at NYARNG facilities, one at Camp Smith, Peekskill, NY, and one at the 243rd Medical Company, Buffalo, NY.

### **Over 40 Cardiovascular Screening Program**

Out of 4,676 NYARNG soldiers who are age 40 and over, 3,653 soldiers have been screened along with their periodic medical examinations.

### **Mobile Medical Team**

Accomplished over 1,000 physical examinations, of which over 400 included cardiovascular screening.

### **Drug Testing Program**

Over 900 personnel from all aviation units were tested, as were more than 700 from the Counter Narcotics Program. Training of unit Alcohol/Drug Control Officers was refined to the point where New York has one of the lowest test cancellation rates in the ARNG.

### **Safety and Occupational Health**

This program's goal is to reduce accidental manpower and equipment losses, provide more efficient use of resources and thus, enhance unit readiness throughout the NYARNG. During 1990, over 100 Occupational Safety and Health Act visits were accomplished at various NYARNG facilities. Additionally, over 500 medical surveillance screenings on full-time employees were conducted.

### **Personnel Service Center**

New York operates the largest centralized ARNG records maintenance and personnel services activity in the country. The center is responsible for the maintenance

of approximately 16,000 soldiers' military personnel, health and dental records. The center also provided on-site personnel services to units throughout the state in conjunction with its Unit Support Program (USP) and its participation in the Processing of Overseas Replacement (PORs) visits for Operation Desert Shield. These programs involve sending contact teams along



with all unit records to individual unit locations to conduct records reviews and to prepare any missing or incorrectly identified documents. The program is designed to help reduce an organization's administrative requirements, improving its personnel readiness for normal operations and/or possible mobilization. It also improves the soldier career management and the care of family members through the documentation of soldier qualifications and insurance form preparation. A summary of the calendar year 1990 program accomplishments is provided below:

NYARNG units visited:	32
NYARNG soldiers processed:	3,258
Required forms prepared:	4,589

In addition, the center is responsible for the promotion eligibility screening for all NYARNG soldiers in grades E5 through E9 eliminating the requirement for unit level reviews. The center is also responsible for the management of the Centralized Advancement Program for all junior soldiers in pay grades E1 to E3. The program achieved the timely advancement of over 3,500 soldiers during 1990. The Personnel Service Center imple-

mented its Automated Soldier System during 1990. The system has improved accuracy and efficiency within the center by reducing research/request processing time which has improved overall service.

### **Standard Installation Division Personnel System (SIDPERS)**

The SIDPERS section is responsible for the flow of personnel information, and to maintain data bases which support the information. Personnel actions effecting members of the ARNG are processed through this section. Training is provided to units on all aspects of SIDPERS operations to improve the integrity of the personnel data base.

### **Retirement Point Accounting System**

This is an automated retirement point system. Each member receives an annual report of retirement points earned and a projection of retire pay upon completion of 20 years of creditable service. During 1990, over 400 individuals were given letters of eligibility for retired pay at age 60.

### **Family Assistance Program**

The mission of the Family Program is to provide information and referral, as well as to provide support to Guard members and their families. The accomplishment of this mission revolves around the development of unit level Family Support Groups (FSG). Through the FSGs, families and soldiers find a shared commitment and unity through the strengths of each other. Soldiers are able to perform their duties knowing that their families are well and that there is someone back home to provide assistance as needed.

Since the beginning of Operation Desert Shield, the Family Program has become a priority to units across the state. Six Family Assistance Centers have been established in locations where units have been mobilized to support the over 900 families left behind. In addition, there has been a ground swell of community support directed to the families of National Guard members on active duty.

“Operation Cookie” was conducted in December,

1990, to provide nonperishable food items to the NYARNG soldiers deployed in Saudi Arabia. Over four tons of food was collected and shipped.

### **Corps of Cadets Program**

The NYNG Corps of Cadets is a program designed for youths 12-18 years of age who come from urban environments. The program is designed to provide a drug free, structured environment where leadership skills, self-esteem and a sense of belonging are developed in an effort to reduce drug use and criminal activity. The program was initiated in November of 1990, in conjunction with the Drug Prevention and Demand Reduction Program from the National Guard Bureau. The first cadet unit will be formed in the spring of 1991, in the New York City area.

### **Camp Good Days and Special Times**

This Directorate established liaison during 1990, and became an active sponsor of Camp Good Days and Special Times (CGDST). A summer picnic and field day was held for 25 terminally ill children. MNPA also participated in a Christmas party for the same children. Currently, plans are underway to continue sponsoring events with CGDST.



**AWARDS:**

- During 1990, the agency issued a total of 8,128 awards to members of the organization resulting in the recognition of individual performance, outstanding achievement and long and faithful service to the state.

- Additionally, 1,743 New York State Conspicuous Service Crosses were issued to current and former active service individuals who earned this award as a result of having received a qualifying personal decoration while on active duty.

- In total, 4,960 United States Army awards were earned by outstanding NYARNG soldiers in 1990 and are delineated as follows:

Meritorious Service Medal	93
Army Commendation Medal	281
Army Achievement Medal	553
Good Conduct Medal	84
Army Reserve Components Achievement Medal	3,082
Army Forces Reserve Medal	867

- During 1990, 3,168 New York State awards were issued to NYARNG soldiers and are defined as follows:

Medal for Valor	2
Conspicuous Svce Medal	23
Medal for Meritorious Svce	60
Military Commendation Medal	153
Long and Faithful Service	
5 Years	1,165
10 Years	560
15 Years	385
20 Years	226
25 Years	69
30 Years	30
35 Years	31
40 Years	<u>14</u>
Total	2,480
Recruiting Medal	65
Duty in Aid to Civil Authority Medal	174
Medal for Humane Service to NYS	174
Certificate of Achievement	2
Certificate of Appreciation	35

## Operations, Training and Intelligence



### Mobilization and Readiness

The Mobilization and Readiness Branch has the responsibility for developing and managing the Mobilization Program, the Force Structure Program, the Readiness Management Program and the CAPSTONE Program of the NYARNG. Of these programs, both the mobilization and force structure areas were extremely active during 1990.

In January, 1990, the Secretary of Defense announced plans for a major reduction in the size of the Armed Forces of the United States. As part of the overall reduction in force, all components of the Army (Active, National Guard and United States Army Reserve) would be affected. The NYARNG was directed to inactivate nine companies and six battalions from its existing force structure, totaling 5,300 of the then current authorized strength of 23,826. During 1990, as we planned for the directed inactivations, most of the units throughout the state were reorganized, restationed and/or realigned. This massive reorganization was to position our remaining force structure to support and sustain a high readiness posture, and to ensure that communities throughout the state were left with a National Guard presence to respond to state emergencies.

During 1990, the branch was fully involved in the mobilization process from the planning phase through the deployment of units to overseas areas of operation. Beginning in January 1990, the first seven months of the year were devoted to mobilization preparedness and conducting mobilization exercises. These exercises are normally deliberately planned and executed at a pace conducive to learning, and in a manner that would allow the exercised unit the opportunity to correct shortfalls after the fact. The exercises provide the unit commanders the opportunity to test their alert and notification procedures, and to exercise and evaluate loading and movement plans. Of the 11 exercises planned for the year, eight were completed by August 1.

In August, 1990, the deployment of U.S. forces to the Persian Gulf commenced, and all efforts were directed toward the total army support of Operation Desert Shield. On August 24, 1990, two units of the NYARNG were first to be alerted in support of Operation Desert Shield. This activity continued, and by December 31, ten company/detachment sized units were alerted; nine of which were called to active federal duty.

To ensure that over 1,100 mobilized soldiers were properly equipped and that all administrative requirements such as wills, powers of attorney, and family support plans were in order, each unit was assisted by a mobilization preparation support team from the Division of Military and Naval Affairs. Successfully supporting Operation Desert Shield has been the largest and most diversified mobilization activity in recent history.

### Counter-Narcotics

The role of the New York National Guard in Counter-Narcotics support operations aggressively continued in 1990. National Guard personnel and equipment were deployed to assist in drug interdiction, eradication and law enforcement support in conjunction with local, state and federal law enforcement agencies. National Guard personnel did not become directly involved in the chain of custody of seized drugs, contraband or other evidence associated with law enforcement activities.

The 1990 Defense Authorization and Appropriations Act provided funding for the continued role of the

National Guard in Drug Interdiction & Law Enforcement support operations. The budget for New York's drug support plan had increased from an initial budget of \$1,842,052 in fiscal Year 1989 to \$4,912,000 in Fiscal Year 1990.

Sixteen Counter-Narcotics missions were approved by the National Guard Bureau, of which, New York has



actively undertaken fifteen of these missions. These include; cargo inspection at ports of entry, surveillance and intelligence gathering activities and support for drug enforcement operations.

Since the start of the program in 1989, the New York National Guard is directly responsible for the seizure of \$261.1 million in illegal narcotics and contraband and \$7,743,620 worth of cash and travelers checks. In 1990 the program was directly responsible for the seizure of \$41.1 million in illegal narcotics and contraband and also \$6,543,620 worth of cash and travelers checks.

The law enforcement community has also credited the New York National Guard with assisting indirectly in the seizure of another \$637 million in illegal narcotics and contraband through the use of our personnel in the transcription, interpretation, and intelligence analysis areas.

### Military Support

The Military Support Section develops and monitors State and Federal military support contingency plans



used in conjunction with military assistance to civil authorities. Additionally, it monitors and manages the security of all federal equipment issued to NYARNG units and individuals, implements and monitors directives and plans which ensure safeguarding of classified national defense information, monitors and coordinates the NYARNG Terrorism Counteraction Programs and processes personnel security actions of members of the NYARNG.

- Civil Disturbance Training
- Junior Leadership Training for Civil Disturbance
- National and Man-made Disaster Contingency Plans
- Military Support to Civil Defense (MSCD)
- Land Defense of CONUS/Key Asset Protection Program
- Security

The Division of Military and Naval Affairs staff and NYARNG participated in contingency planning which involved supporting the New York State Police in security at the St. Regis Indian Reservation near Massena, New York. The NYARNG provided a liaison officer from DMNA, cooks and rations to feed the large number of New York State Police. To provide security for the State Police on the reservation, the National Guard provided two M88s and two armored personnel carriers along with six qualified operators. To date, personnel and equipment are still in place at Massena.

Contingency plans for possible job actions/strikes by Correction Officers (GOLD PLUM) were updated. Coordination was completed between the Department of Correction, the New York State Police and this headquarters. The planning process continues while contract negotiations are in process.

Federal Postal Workers (GRAPHIC HAND). Data has been collected based on First United States Army plans in the event of a postal strike; GRAPHIC HAND is federal plan.

Seven units completed Civil Disturbance Training and were evaluated mission capable during training year 1990. An additional four units also conducted Junior Leader Training for Civil Disturbance Operations.

Plans for Military Support for Civil and Land Defense have been drafted and the Operation Plans for the Key Asset Program have been completed. These are Federal

plans to execute missions after the National Guard is federalized.

In 1990, over 5,000 personnel security actions were processed for personnel security clearances.

Current trends and analysis of terrorist related activities were consolidated and the DMNA provided to all major commands. These analysis were utilized by NYARNG personnel deploying to overseas areas. In light of the late 1990 crisis in the Persian Gulf, threat briefings, to include security awareness briefings, are being conducted when required.

### **Empire State Military Academy**

The Empire State Military Academy (ESMA) has primary responsibility for the preparation and development of NYARNG Officers and Non-commissioned officers (NCOs). ESMA also serves as the proponent for Leadership Development for the NYARNG.

The Officer Candidate School (OCS) is a three phase program to commission soldiers as NYARNG and US Army Reserve second lieutenants. The first (basic) and last (advance) phases of training are two-week Annual Training (AT) periods.

The middle (intermediate) phase is 12 weekend assemblies conducted in combination at Camp Smith and in four geographic branch schools. The branch schools are located in Buffalo, Syracuse, Troy and Camp Smith. 103 Officer Candidates graduated from the program in 1990 (88 Guard members and 15 Army Reservists).



In addition to the OCS program, five other programs of instruction are conducted under the auspices of ESMA and designed to enhance the education and proficiency of officers and noncommissioned officers. These programs were conducted during both Annual Training at Camp Smith and Inactive Duty Training at the branch schools around the state. A brief course description and number of 1990 graduates are:

**Basic NCO Course (BNCOC) Phase I:**

Prepares the NCO for promotion to Sergeant First Class (E-7) - 173 graduates.

**Advanced NCO Course (ANCOC) Phase I:**

Prepares the NCO for promotion to Master Sergeant (E-8) - 33 graduates.

**First Sergeant Course (FSC):**

A career enhancing course provided for NCO's in the grade of Master Sergeant (E-8). Designed to prepare the NCO for the duty position of First Sergeant (1SG) - 16 graduates.

**Instructor Training Course (ITC):**

Provides officer, noncommissioned officer and enlisted instructors the skills and knowledge necessary to prepare and conduct instruction of Army courses - 63 graduates.



**Food Service Course (FSC):**

Provides beginning Food Service Personnel (E-4,5)

with the skills required to be successful in all feeding situations. Emphasis on new equipment, new types of food packaging, sanitation and preparation assists the unit cook in preparing excellent meals in cantonment or the field - 18 graduates.



**Training**

The Training Administration Branch is responsible for a training budget of \$31 Million. This total includes \$16,158,800 in support of Annual Training for 1990 at various locations throughout the United States and Europe. Fourteen NYARNG units conducted overseas deployment training. The Key Personnel Upgrade Program (KPUP) spent \$168,200 for training opportunities during 1990.

**Competitive Marksmanship Program**

The New York National Guard Competitive Marksmanship Program involves units at all levels of command. It encompasses not only unit qualification, but also national competition. The primary objective is to foster improved marksmanship at the unit level, through competition. Competition begins with the Annual State Rifle and Pistol Matches conducted during the spring at Camp Smith. Teams from the New York State Military Force compete for individual and team trophies at the two-day match. The NYARNG Combat Rifle and Pistol Teams are selected from match competitors to represent New York State at the NGB sponsored Winston P. Wilson Matches in Little Rock, Arkansas. The follow-

ing teams were selected to represent the state in 1990:

**Combat Rifle - 1st Bn, 174th Infantry, Buffalo.**

**Combat Pistol - 1st Bn, 69th Infantry, New York City.**

The national level Winston P. Wilson Matches are attended by National Guard teams from throughout the United States.

All teams scored high enough to participate in the First United States Army Area Matches at Fort Benning, Georgia.

The All Guard Small Bore Rifle Team is composed of members of the Army and Air National Guard from around the United States.

Selection is based on scores of individuals in matches held across the country in sanctioned competition. New Yorkers elected to the National Team are:

**Capt. Richard Taber, 3rd Bn, 108th Infantry, Utica.**

**Sgt. Scott Huntington, 2nd Bn, 105th Infantry, Troy.**

**Staff Sgt. Thomas Wittaker, Co. E, 142d Aviation, Niagara Falls.**

**Staff Sgt. Kay Anderson, Co. E, 142d Aviation, Niagara Falls.**

### **Biathlon**

Biathlon combines cross country skiing with rifle marksmanship. In 1990, the New York State Team placed third overall, from more than 30 nationwide teams, at the National Biathlon Championships, Vt.

Second Lieutenant Sean Halligan, HHD, STARC, and Specialist Christopher Norton, 145th Maintenance Company, Carthage, were selected to the all National Guard Team. Our program was limited because several members were mobilized for Operation Desert Shield.

### **Special Training**

The Long Range Surveillance Detachment (LRSD), 1st Squadron, 101st Cavalry attended the Jungle Operations Training Center (JOTC) in Panama, 21 June -15 July 1990 with the 2nd Battalion, 14 Infantry, 10th Division. The training was designed to build individual and leader task accomplishments through demanding training such as land navigation/orienteering, patrolling, small unit drills, escape and evasion, and survival training.

## **Information Resource Management**

The Directorate of Information Resource Management (MNRM) is the data and information center for the DMNA. The data and information processing, planning, training, technical, and maintenance assistance provided through directorate personnel and equipment are essential to our agency's peacetime operation, and emergency and wartime planning and preparedness.

Federal and state personnel and equipment supported by the Resource Management Directorate:

- track the performance, location, training and readiness of units;

- status of our agency's more than 30,000 soldiers, sailors, airmen, marines and civilian employees;

- facilitate the personnel actions, equipment and facility maintenance and purchases which support them, and

- improve the optimal office automation, graphic and publications systems essential to provide commanders and managers with the timely, cost effective and accurate information critical to decisions allocating limited taxpayer dollars to competing service demands.

On an annual basis, for example, resource management systems support the production of more than a quarter-million Guard drill payments and nearly 150,000 additional pay transactions, (one-third of these of technician staff) as well as 300,000 stock and supply transactions, and the transmittal or receipt of 12,000 fax messages.

Annually, the readiness of the State Militia Force continues to be enhanced through the responsive information resource management products. These products provide critical information for peacetime operations as well as preparation for wartime mobilization. Some of 1990's most significant Information Resource Management initiatives are:

**Networking.** The agency's 120 terminal, micro-based, Intel system now integrates with three, new federal Unisys 5000-80 minicomputers. The Intel

system performs primarily office automation and E-mail, while the Unisys began running production programs in October 1990. This integration significantly eases the burden of physically logging on separate terminals, while reducing the potential for additional terminal costs to the agency.

**Automation of the Personnel Service Center (PSC).** An automated system now captures official personnel data on NY ARNG soldiers for retrieval from the agency's Honeywell minicomputer. Previously, official personnel data was maintained, controlled, and researched manually by PSC personnel. More than 950 hours per month are saved in manual labor.

**The Automated Unit Level Personnel System (AULPS).** This microcomputer-based program permits more than 180 field units to electronically transfer a copy of each unit's segment of the official personnel database to the unit's microcomputer. The official personnel database originates within DMNA and is updated daily for unit inquiries. Immeasurable hours would be needed to manually duplicate the personnel transactions and roster generation otherwise permitted by AULPS.

**Gateway to Defense Data Network (DDN).** MNRM has installed the National Guard Network, NGNET. NGNET permits DMNA data transfer and E-mail interactivity with National Guard Bureau and all authorized users on DDN. DDN is the worldwide telecommunications network of the Department of Defense.

**Pathfinding.** MNRM hosted its first of several regional Information Resource Management Conferences in January. The conference was attended by Guard resource management officers from Northeastern states. Migration of standard software to the new Unisys 5000-80 systems was the primary topic. Other discussions included greater processing responsibility for functional users. Distributed processing facilitates on-line data base updates and instant recovery of current information.

**Electronic Mail.** Expedites message and report distribution with significant savings in manpower and supplies, and resultant in timely and better coordinated decision efficiency.

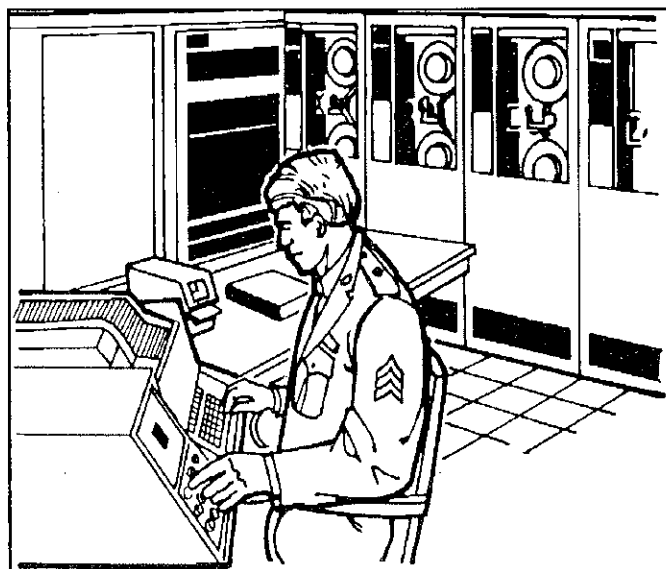
**In-house newsletter and bulletin production.** Saves more than \$4,000 in annual commercial composition and printing costs.

**In-house production of hundreds of graphics and slides,** annually. Saves more than \$34 per item savings over commercial production.

To help offset state and federal budget cutbacks, MNRM staff consistently monitor agency policies to stimulate technological developments and compensate for existing and potential staffing shortfalls. The directorate staff works with all agency personnel to improve operational efficiency through strategic programming, automation planning, feasibility studies, and new information management systems implementation. In-house training and trouble shooting are conducted on all systems to limit contractual costs.

On a national level, the directorate participates in major federal initiatives to compete for prototype systems. This has resulted in additional federally-funded staffing and acquisition of computer hardware and software which otherwise were unavailable or obtainable only at additional cost to the state.

Doing more with less means more efficient and effective, automation. In every case, the computer, systems and software network, statewide, are designed to meet each area's specific requirements and to better serve the state at the lowest cost possible.



## State Aviation Office

The State Aviation Office is responsible for the administration of all Army Aviation programs and assets within the NYARNG. There are four Army Aviation Support Facilities located in Long Island, Niagara Falls, Latham, and Rochester, New York. Each facility is responsible for the training of aviators assigned within the Army National Guard and maintaining the aircraft stationed at each respective location. The State Aviation Office is responsible for the overall management of these assets, the administration of the annual budget allocations for training, schools, repair/maintenance costs, and fuel.

### The Role of Army Aviation

Army Aviation personnel and assets combine to train for their wartime mission of air cavalry, attack and air assault. This requires extensive day and night operations to include flight under minimal lighting condition through the use of night vision devices. To accomplish required training and sustain proficiency, full-time staffs at each of the facilities include a compliment of instructor pilots who are responsible to ensure that standardization and safety are employed. Maintenance professionals join this effort meeting all aircraft availability requirements.

Army Aviation continues to aggressively support drug interdiction by providing personnel and aircraft for counter-narcotics missions. In conjunction with federal agencies of the Drug Enforcement Administration, the U.S. Customs, and both New York State and local law enforcement agencies the combined assets of Army Aviation aircraft, equipment and select personnel have been employed in effective efforts to interdict drug trafficking in New York State and at the adjoining national boundaries. These activities have required close coordination and carefully orchestrated planning between the military, state, local and federal law enforcement agencies. Sophisticated equipment, such as night vision devices, have been employed in surveillance operations. Training, education, and tactical coordination planning involve scores of personnel from all agencies. Several missions have netted law enforcement

agencies substantial amounts of illicit drugs and capital. In addition, these operations improved tactics and planning requirements which were refined as the direct result of lessons learned and newly gained expertise.

### Construction

Construction of Army Aviation Support Facility #4, Rochester, New York, was completed and became operational in April, 1990. This facility supports Army National Guard Aviation elements to include aviators and unit support personnel.

Additionally, the State Aviation Directorate offices were completed as an annex to Army Aviation Support Facility # 3, Latham, New York.

### New Equipment

Night Vision Devices (goggles) and other such sophisticated equipment are utilized in the training and maintaining of aviator proficiency requirements. This type of equipment necessitates additional training requirements above those skills utilized to sustain aviator currency and proficiency in their respective aircraft. This equipment and the ability of assigned aviation personnel enable Army Aviation to operate in any environment and enhances mission capability. Modern equipment utilized has increased the effectiveness of aviation's role in drug interdiction operations.

Army Aviation recently acquired an additional fixed-wing aircraft, the U-8, which enhances the ability of Aviation to provide transportation support to the federal and state military mission requirements.

### Missions

The ultimate goal of every aviation unit is to achieve and maintain a readiness level that will permit the accomplishment of the wartime mission. Federal mission requirements establish readiness standards for units and personnel. These standards ensure that our aviation units are prepared for active duty in the event of a national emergency.

State mission requirements include the ability to provide New York State residents with the assistance required during disaster or other emergencies at the call of the Governor. The role of drug interdiction and

eradication also requires additional training and readiness. NYARNG aviation must be prepared with the proper equipment and capable personnel to meet these needs.

In September 1990, a new Assault Helicopter Battalion was added to the Aviation Force Structure within New York. With the addition of this battalion came a restructuring of aviation assets, both personnel and equipment, to meet the configuration required based upon the mission(s) of the assault battalion. This reorganization required intensive management of the identification and selection of the command and staff personnel, aviators, and the support personnel.

Our mission continues to include the training of over 250 aviators to the same standard as our Active Army counterparts. This encompasses air assault, attack, and combat support training in order to be fully capable to perform related missions in both a day and night scenario. In order to accomplish these missions, Army Aviation inventory consists of 110 aircraft: In the category of rotary wing aircraft, the inventory includes UH-1/Utility Helicopters, OH-6/Observation Helicopters, and AH-1/Attack Helicopters; in the category of fixed wing aircraft, the inventory includes three fixed wing aircraft, the C-12, the U-8, and the T-42. The fixed wing aircraft are primarily for personnel transport, however, can also be utilized to transport equipment on a limited basis.

### **Meeting the Challenge**

Army Aviation units and their supporting aviation facilities fully met challenges associated with growth and change in 1990. As the entire military, both state and national, moves through this time of restructuring and reorganization, Army Aviation continues to provide flexibility in its ability to perform multiple missions and diverse roles. Not only can aviation provide services within existing and future force structure parameters, but it also provides the vital support of the counter-narcotics missions on a local, state, and national level. Lifesaving support capabilities are also provided to the entire State, when necessary. Trained and qualified personnel include aviators, medical personnel and maintenance experts.

## **Logistics**

The Directorate of Logistics provides policy direction, program coordination and guidance in areas of materiel and services for all components of the State's military forces. Also, the Logistics Office coordinates with the United States Property and Fiscal Office (USP&FO) on matters relating to federal property required by the Army National Guard and federal funding in support of facilities and activities. This office ensures that all state and federal maintenance requirements are met at each of the state multi-purpose armories as well as providing staff responsibility for the operational maintenance of Camp Smith.

The Directorate is divided into three sections: Facilities and Logistical Services; Facilities Operations; and Facilities Engineering.

### **Facilities and Logistical Services**

The Facilities and Logistical Services Section encompasses a variety of functions in support of the logistical requirements of the Division of Military and Naval Affairs. The Section administers telecommunications, nonmilitary use of armory facilities, state property (other than real estate), environmental programs, energy conservation, the Governor's Flag Program, and the Agency's state vehicles.

The Division's telecommunications services were reviewed and realigned, resulting in a \$12,000 savings to the State. Additionally, in-house audits resulted in changes which created more cost-effective service usage. Abuse of state telephones has been virtually eliminated, with renumeration past abuses saving the Agency money. The design and installation of telephone service for the new armory, flight facility and maintenance shop in Rochester were accomplished in-house in 1990. Existing equipment was reused from a facility scheduled for closure, resulting in a savings of over \$60,000.

### **Nonmilitary Use Program**

The Nonmilitary Use Program covers rentals of armories for a variety of purposes. Shows, circuses, rallies,

school sports, concerts, and meetings are but a few of the uses for which our armories serve as a setting. This Program is self-supporting and generated in excess of \$1.4 million gross revenues to the State in 1990. Through the cooperative efforts of the Office of Management and Productivity, the SUNY-Albany School of Business participated in conducting a marketing study of selected armories. It is anticipated that nonmilitary leases can be increased at these armories, thus increasing State revenues.

State property management includes the inventory, distribution, replacement and disposal of over 1,900 categories of state-owned property and equipment, ranging from computers and office equipment to furniture and vehicles. This property is located at over 90 locations and has a replacement value of over \$11 million. In 1990, inventory data record keeping procedures were streamlined and updated, creating a more accurate and current databases. This has facilitated transfers of property between facilities, thus effectively placing items where needed and reducing the need for purchase of additional items. The State Property Manager also assisted in providing hundreds of cots and blankets in support of State operations at the St. Regis Indian Reservation.

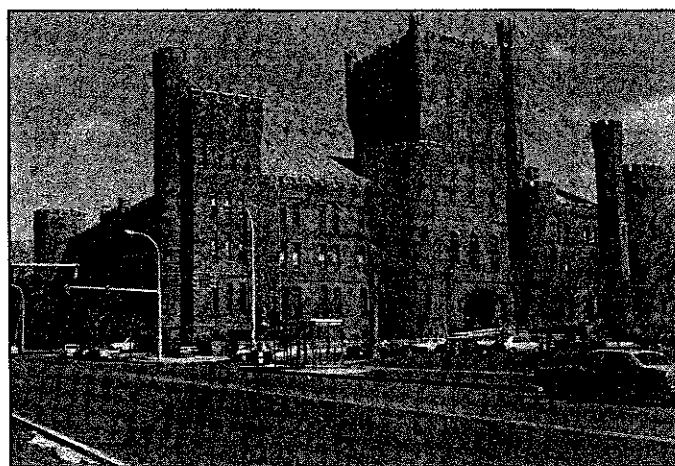
This Section also administers the Agency's Energy Conservation Program. Through this Program, the Division is constantly striving to reduce its energy usage at all facilities. A major achievement was accomplished in 1990 in cooperation with the Niagara Mohawk Power Corporation. A 15 kilowatt photovoltaic system was installed on one of the roofs at the state headquarters in Latham. This system absorbs energy from the sun and converts it to electricity for use in the facility. While the system is not sized for supporting the entire facility, it is producing enough electricity for six percent of the facility's requirements. This is the first photovoltaic system in the Northeast, and it will be evaluated for its effectiveness as an alternative energy source in other commercial buildings. Discounting the installation costs, the energy produced is free from both cost and pollution.

The Environmental Program, administered by the

Section, is currently concentrating on the removal and/or retrofitting of underground fuel storage tanks in compliance with environmental laws and regulations. Emphasis is also being placed on identifying friable asbestos at facilities and arranging for its removal where necessary.

The New York State Governor's Flag Program is administered by this Section. American flags, state flags, special flags and related equipment are loaned or given to agencies, dignitaries, officials, institutions and individuals for variety of purposes, i.e., ceremonies, parades, conferences, and other special events. Flags are also provided to Division facilities for display.

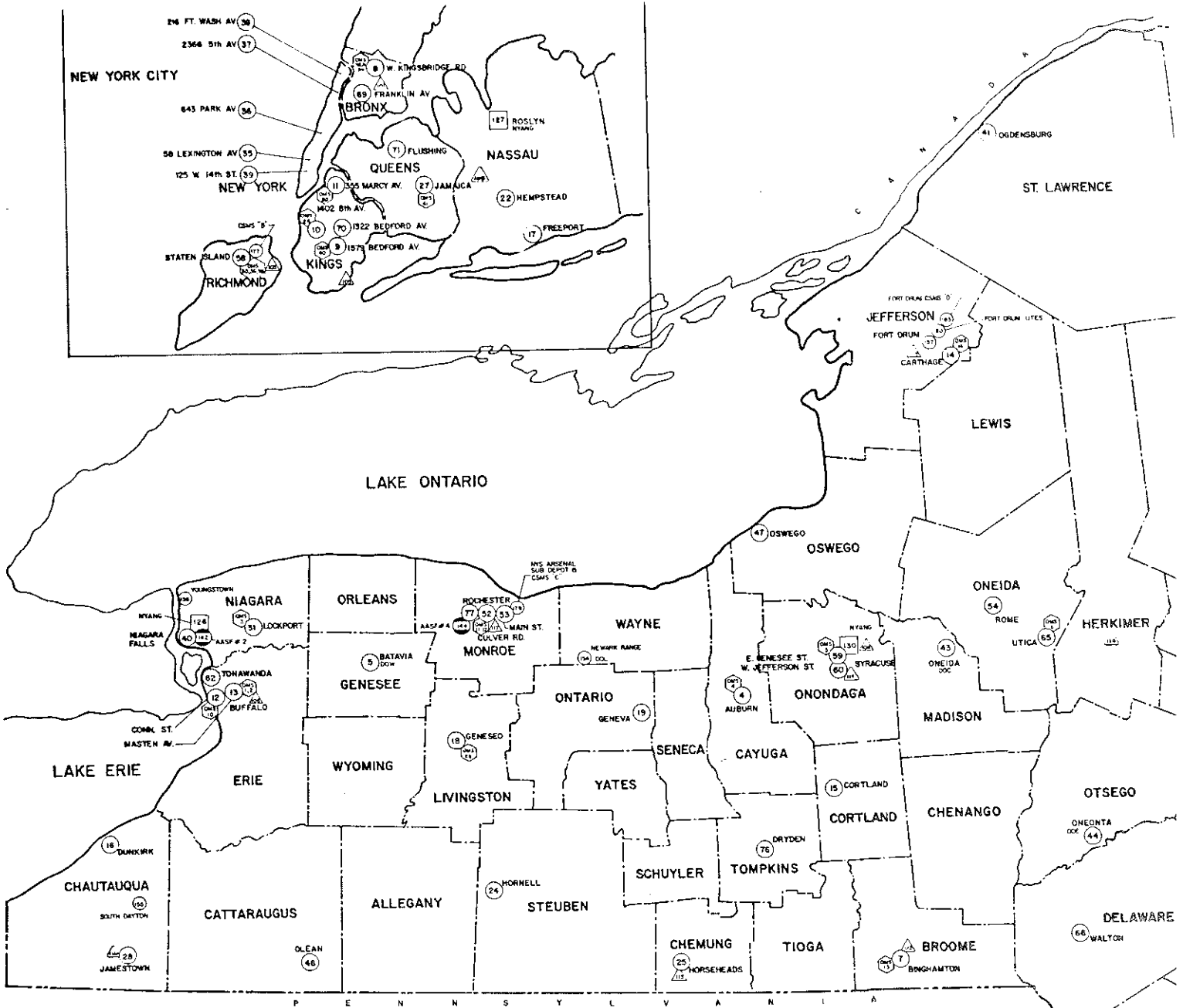
State owned vehicles assigned to the Division are managed and controlled by this Section. Use scheduling and coordination, scheduling for maintenance and repairs, insurance, registration and other related tasks are all accomplished.



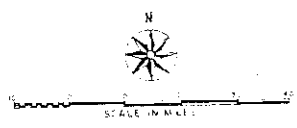
### Facilities Operations

The Facilities Operations Office is responsible for the administration, operation, maintenance and repair of the Division's statewide physical plant. This responsibility covers a state headquarters complex, 77 armories, and 55 logistical maintenance and training facilities which support the New York Army National Guard. Planning and programming support is also extended to six Emergency Office sites, five Air National Guard Bases and one Air Station.

Day-to-day operations of facilities are managed by this



# NEW YORK STATE Militia Force Facilities



STATE OF NEW YORK  
 DIVISION OF MILITARY AND NAVAL AFFAIRS  
 MAJOR GENERAL LAWRENCE P. FLYNN  
 THE ADJUTANT GENERAL

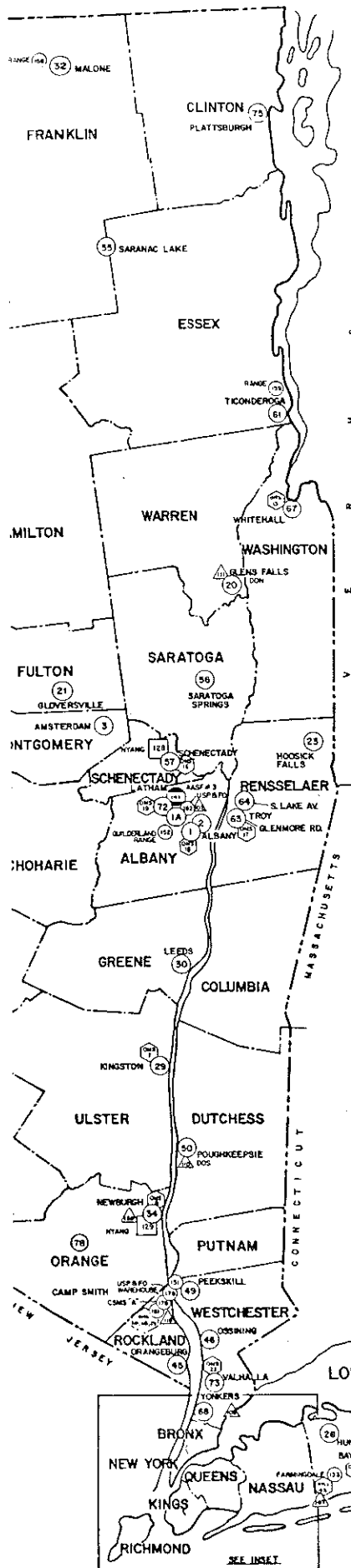
**KEY**

○	ARMY NATIONAL GUARD
△	NAVAL MILITIA
□	AIR NATIONAL GUARD
◻	RANGES & LOGISTICAL FACILITIES
⊙	ARMY AIR SUPPORT FACILITY
○	OSMS

NO 1 - 79	ARMY NATIONAL GUARD APOUSES
NO 10 - 110	NAVAL MILITIA ARMORIES
NO 121 - 151	AIR NATIONAL GUARD APOUSES
NO 141 - 146	ARMY NATIONAL GUARD ACFT MAINT BNDRS
NO 151 - 156	RANGES
NO 170 - 183	LOGISTICAL FACILITIES





**DMNA Facilities**

- 1A Latham - Headquarters DMNA
- 1 Albany (New Scotland Av.) (OMS #18)
- 2 Albany (Washington Av.)
- 3 Amsterdam
- 4 Auburn (OMS #4)
- 5 Batavia
- 6 Bayshore (OMS #45)
- 7 Binghamton (OMS #13)
- 8 Bronx (W. Kingsbridge Rd.) (OMS #30, 31)
- 9 Brooklyn (1579 Bedford Av.) (OMS #40)
- 10 Brooklyn (1402 Eighth Av.) (OMS #24)
- 11 Brooklyn (355 Marcy Av.) (OMS #23)
- 12 Buffalo (Connecticut St.) (OMS #10)
- 13 Buffalo (Masten Av.) (OMS #1,2)
- 14 Carthage (OMS #14)
- 15 Cortland
- 16 Dunkirk
- 17 Freeport (OMS #44)
- 18 Geneseo
- 19 Geneva
- 20 Glens Falls
- 21 Gloversville
- 22 Hempstead
- 23 Hoosick Falls
- 24 Hornell
- 25 Horseheads
- 26 Huntington Station
- 27 Jamaica (OMS #41)
- 28 Jamestown
- 29 Kingston (OMS #7)
- 30 Leeds
- 31 Lockport (OMS #3)
- 32 Malone
- 33 Nesconset
- 34 Newburgh (OMS #8)
- 35 N.Y.C. - 68 Lexington Av.
- 36 N.Y.C. - 643 Park Av.
- 37 N.Y.C. - 2366 Fifth Av.
- 38 N.Y.C. - 216 Ft. Washington Av.
- 39 N.Y.C. - 125 W. 14th
- 40 Niagara Falls
- 41 Ogdensburg
- 42 Olean
- 43 Oneida
- 44 Oneonta
- 45 Orangeburgh
- 46 Ossining
- 47 Oswego
- 48 Patchque
- 49 Peekskill
- 50 Poughkeepsie
- 51 Riverhead

- 52 Rochester (Culver Rd) (OMS #11,12)
- 53 Rochester (E.Main St)
- 54 Rome
- 55 Saranac Lake
- 56 Saratoga Springs
- 57 Schenectady (OMS #16)
- 58 Staten Island (OMS #35,36,42)
- 59 Syracuse (E. Genesee St) (OMS #5)
- 60 Syracuse (W. Jefferson St)
- 61 Ticonderoga
- 62 Tonawanda
- 63 Troy (Glenmore Rd) (OMS #17)
- 64 Troy (So. Lake Av)
- 65 Utica (OMS #6)
- 66 Walton
- 67 Whitehall
- 68 Yonkers
- 69 Brooklyn (1322 Bedford Av)
- 70 Flushing
- 71 Latham (OMS #19)
- 72 Valhalla (OMS #22)
- 73 Ronkonkoma
- 74 Plattsburgh
- 75 Dryden
- 76 Rochester (Weidner Rd)
- 77 Middletown
- 78 Whitestone

**Naval Militia Armories**

- 101 Bronx
- 102 Albany
- 103 Staten Island
- 104 Mattydale
- 105 Brooklyn
- 106 Buffalo
- 107 Amityville
- 108 Garden City
- 109 New Rochelle
- 110 Poughkeepsie
- 111 Glens Falls
- 112 Binghamton
- 113 Horseheads
- 114 Frankfort
- 115 Watertown
- 116 Jamestown
- 117 Rochester
- 118 Camp Smith
- 119 Syracuse
- 120 Stewart

**State Emergency Management Office**

- State EOC/ASG - Albany
- DOW - Western District Office - Batavia
- DON - Northern District Office - Glens Falls
- DOL - Lake District Office - Newark
- DOC - Central District Office - Oneida
- DOE - Eastern District Office - Oneonta
- DOS - Southern District Office - Poughkeepsie

Recapitulation	
Army National Guard Armories under construction	79
in design	1
Naval Militia Armories	3
Air National Guard Airbases	20
Army Aviation Support Facilities	6
Ranges	4
Logistical Facilities	9
	8

**Air National Guard Airbases**

- 126 Niagara Falls
- 127 Roslyn
- 128 Schenectady Co. Airport
- 129 Stewart Airport
- 130 Syracuse
- 131 Suffolk Co. Airport

**Logistical Facilities**

- 176 Camp Smith USP&FO Warehouse
- 177 Staten Island CSMS "B"
- 178 Camp Smith CSMS "A"
- 179 Rochester NYS Arsenal Sub Depot & CSMS "C"
- 180 Fort Drum UTES
- 181 Camp Smith
- 182 USP&FO - HQ Bldg - Latham
- 183 Fort Drum CSMS "D"

**Ranges & Training Areas**

- 151 Camp Smith
- 152 Guilderland
- 153 Farmingdale
- 154 Newark
- 155 South Dakota
- 156 Youngstown
- 157 Fort Drum
- 158 Malone
- 159 Ticonderoga

**Army Aviation Support Facilities**

- 141 Albany County Airport AASF #3
- 142 Niagara Falls AASF #2
- 143 Ronkonkoma AASF #1
- 144 Rochester AASF #4

REVISIONS:  
14 NOV 88 JWC  
10 NOV 87 JWC  
22 MAR 90 JWC

Office. In 1990 this included administering the Operations and Maintenance (O&M) budget of approximately \$5 million. This budget contains accounts for utilities, telephones, janitorial supplies, minor repairs, real estate rentals, equipment purchase and repair, and other minor accounts in support of operations. Also in 1990, efforts were directed at reducing expenditures wherever possible due to budget restrictions in the State.

The Facilities Operations Office provides the planning, programming and budgeting for state and federal programs supporting new, rehabilitative and alterations construction. This is accomplished through the execution of the Agency's Capital Budget. Facilities Operations staff coordinates closely with the Facilities Engineering staff to establish project priorities, develop project scopes of work and cost estimates, and monitor fund expenditures within the guidelines of the cash expenditure ceiling imposed by the Division of the Budget. In 1990, the ceiling was \$3.1 million, leaving over \$20 million in state appropriations in a deferred status. Additionally, there are projects totalling over \$24 million that are unfunded. These projects are prioritized for inclusion in the next year's budget request.

In 1990, the new armory, Army Aviation Support Facility (AASF) and Organizational Maintenance Shop (OMS) were dedicated and opened in Rochester. This armory will replace the old, obsolete armory at Main Street, Rochester.

The NYARNG experienced a number of military reorganizations and reductions in size in 1990. The facilities operations staff participated in planning for these reductions in force, realigning facility assignments to support the unit moves and reorganizations.

Jointly with the Division's Comptroller Office, a study was conducted to evaluate the potential for armory consolidations. While the study results and recommendations remain under review, it is anticipated that a reduction in the number of facilities maintained by the Division will result in substantial expenditure savings to the State.

## Facilities Engineering

The Facilities Engineering Office is responsible for the

design, contracting and supervision of construction projects at Army National Guard and State Emergency Management Office facilities. Assistance is also given to New York Air National Guard bases.

In 1990, the Facilities Engineering Office administered contracts in excess of \$6 million. Federally funded projects totalled more than \$2.3 million. The major achievement was the completion and occupancy of the new Rochester complex, which includes an armory, aviation facility, and maintenance shop. The total cost of this venture was \$10.8 million.



Other notable projects were the completion of the Youngstown Firing Range, the addition to Army Aviation Flight Facility #3 in Latham, and the completion of design for a replacement facility proposed in Syracuse.

The office also executed contracts for storage tank removal, tank replacement and natural gas conversions totalling approximately \$3.1 million.

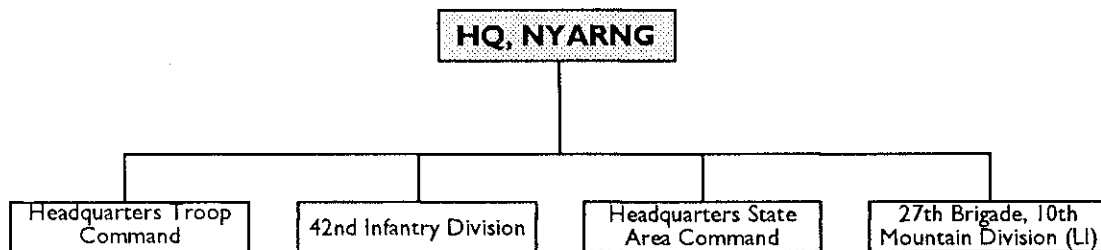
The Facilities Engineering Office is also responsible to execute the Agency's capital construction projects, to include the design, bid and awarding of projects costing up to \$20,000. Legislation has been proposed that increase this limit to \$50,000 in 1991/92. A total of 151 construction contracts processed by in-house design, expending \$894,000. An additional 56 projects were completed by the Office of General Services after review and approval of plans and specifications by the Facilities Engineering Officer. The amount of these contracts totalled \$3.9 million, although not all funds have been expended.

# New York Army National Guard

The New York Army National Guard (NYARNG) is commanded by The Adjutant General, Major General Lawrence P. Flynn, and is one of the largest in the nation. The NYARNG comprises three major organizations: the 42d Infantry (Rainbow) Division, the 27th Brigade, roundout for the regular Army's 10th Mountain Division and Headquarters Troop Command.

The NYARNG has an authorized strength of 22,407 soldiers, assigned to Engineer, Infantry, Armor, Aviation, Artillery and support elements.

The NYARNG trains constantly to maintain its readiness for state and federal duty and is prepared for any mission assigned it by the Governor or the President.



## 42d Infantry "Rainbow" Division

The 42d Infantry "Rainbow" Division, commanded by Major General Martin E. Lind Jr., is the largest military organization in the State Militia Forces. With an authorized strength of 10,632 soldiers, the Division comprises nearly 60 percent of all NYARNG soldiers. The 42d Infantry Division serves as one of 28 Army divisions of the Total Force.

It is the only Reserve Component Division located entirely within one state. Capabilities of the Division include the ability to sustain combat operations over time, operate in difficult weather and terrain, operate as part of a joint amphibious force, conduct airmobile operations, organize and conduct river crossing operations, and provide command and control and administration for up to 11 maneuver battalions.

### Training

The Division is comprised of two maneuver Brigades containing three Infantry Battalions, two Armor Battal-

ions, and one Mechanized Infantry Battalion; Division Artillery (DIVARTY) with two Artillery Battalions; Division Support Command (DISCOM), containing a Division Materiel Management Center (DMMC), a Supply and Transport Battalion, a Maintenance Battalion, and a Medical Battalion; an Aviation Brigade with two Aviation Battalions, three separate Aviation companies, and a Cavalry Squadron; and Division Troops which include the Division Headquarters Company, Division Band, Military Police Company, Adjutant General Company, Long Range Surveillance Unit, Signal Battalion and an Engineer Battalion. Upon mobilization, the Division will gain a Military Intelligence Battalion, a Chemical Company and a USAF Weather Flight unit.

Consistent with all other reserve forces, Division soldiers conducted year round training during weekend training assemblies and 15 days of Annual Training during the summer. Weekend training assemblies are used to improve individual and team soldier skills. Annual Training is used to train forces in maneuver elements of company, battalion, and brigade size.

During the summer of 1990, the Division conducted

Annual Training in two increments. During a 30 day training window, from 28 July to 25 August, Division troops deployed to Fort Drum, New York. More than 4,000 soldiers from across the State attended during each increment.



On 2 August, New York State Governor Mario Cuomo visited the 42d Infantry Division's Annual Training at Fort Drum. During his visit, the Governor toured the Division's maintenance, supply, and medical support areas. It was at this time that Governor Cuomo brought news of the Iraqi invasion of Kuwait to the soldiers.

Other units assigned to the Division completed Annual Training during earlier tours at Fort Drum, the National Training Center at Fort Irwin, California, at the Canadian Forces Training Facility Petawawa, Canada, at Fort Sherman, Panama, and during year-round training status at sites located throughout New York.

Some of the more intense training occurred at the National Training Center in the Mojave Desert where Company A, 2d Battalion, 105th Infantry, acted as the opposing Forces (OPFOR) for the 48th Brigade of the Georgia Army National Guard. The Whitehall unit

arrived with 84 soldiers assigned to Company A and 32 soldiers from Headquarters, Bravo, Charlie, and Combat Support Companies; all from other upstate communities. Two soldiers from New York's 2d Battalion, 210th Armor, completed the deployment.

Sixty-eight soldiers assigned to units of the 1st Brigade, 42d took part in a combined Army Field Evaluation Exercise, with the regular Army's 1st Brigade, 10th Mountain Division (Light Infantry), Fort Drum. The 42d acted as OPFOR and provided armored vehicles and personnel to complete the mission.

### **Division Leaders Go To France**

On 16 September 1990, Division Commander MG Martin E. Lind, Jr., BG Robert Rose, and other senior division officers travelled to Paris, France, for seven days to observe the French Army Reserve. While there, they visited many memorial sites of significance to the 42d Infantry Division. Among them they saw the Oisne-Aisne Cemetery and Memorial, where WWII Rainbow soldiers are remembered.

### **Division Restructuring**

With units of the Rainbow Division spread throughout the State of New York, the December 1989 relocation of the Division Headquarters from New York City to Troy affords a more central location for command and control of the ever-changing Division. Effective 1 June, the 102d Engineer Battalion was reorganized and the 242d Signal Battalion's Companies B and C relocated to Delaware. Other changes include the new 42d Infantry Division Band, organized on 1 September; the 1 October redesignation of the 2d Brigade to the 107th Brigade, and the reorganization of Companies D and E of the 142d Aviation into the 2d Battalion, 142d Aviation, as of 1 September 90. These changes were made in order to ensure a more efficient Division.

### **Modernization**

The Division continues to receive new equipment and improvements in force structure as part of the "Army of Excellence" transition, including the receipt of tactical vehicles such as the Improved TOW Vehicle anti-tank weapon system, the M60A3 Main Battle Tank, and the HMMMV, replacing the Jeep.

## 27th Brigade, 10th Mountain Division (LI),

The 27th Brigade, 10th Mountain Division (Light), NYARNG, is a vital part of the 10th Mountain Division (Light) located at Fort Drum, NY. The merging of a National Guard brigade with an active Army division is part of the Army's "Total Force" policy, which makes the National Guard and the active Army equal partners in our nation's defense. As a "Round Out" brigade, the 27th Brigade, headquartered in Syracuse, NY, constitutes one-third of the 10th Mountain Division's combat power.

### Reorganization

In June of 1990, the 27th Brigade began a phased reorganization which affected all the units within the Brigade as well as the 2nd Battalion 105 Infantry; C Company, 3rd Battalion 172 Infantry; and C Company, 1st Battalion, 209 Field Artillery. This reorganization greatly improved the overall combat readiness of the Brigade.

### Annual Training

Annual Training 1990 (AT-90) was conducted in two increments at Fort Drum. The first tour was conducted from 16-30 June 1990, focused training efforts at Light Infantry training at crew, squad and platoon level. The Brigade headquarters and subordinate staffs participated in a joint Parallel Planning Exercise (PPE) with the 10th Mountain Division during this AT-90 cycle. The PPE was designed to both test and strengthen brigade and battalion staff personnel performance under simulated combat scenarios.

The second AT-90 tour was conducted from 11-25 August 1990, and focused on Light Infantry train-up for squad and crew-level personnel, and multi-echelon training at staff-level for officers and noncommissioned officers under a tactical environment.

### Training

Training programs throughout the year have been very aggressive. In addition to the monthly training

conducted at home station, a number of Brigade soldiers attended schools conducted at Fort Drum, on a quarterly basis; these courses include the Air Assault course, the Cold Weather course, the Nuclear, Biological and Chemical Defense course and 10th Mountain Division How-To-Fight Seminars.



The Key Personnel Upgrade Program (KPUP) was also utilized. This program gave many Brigade soldiers the opportunity to train in their military occupational specialty (MOS) along side their active duty counterparts during 10th Mountain Division training events. This program materially improves soldier enhancement and sustainment training.

The Brigade headquarters and staffs from all assigned battalions participated in a Command Post Exercise (CPX) in September, 1990. The CPX was conducted by the 87th Mobile Army Command. This was an excellent training exercise which stressed brigade and battalion tactical actions in a simulated combat scenario. It also provided the various commanders the opportunity to develop their subordinate leaders and staffs in team building.

### Equipment Upgrade

The 27th Brigade has some of the newest weapons and support equipment the Army has to offer, including a "pure fleeting" of the High Mobility Multipurpose Wheeled Vehicle (HMMWV). (All the tactical vehicles within the 27th Brigade are HMMWV models.)

The 27th Brigade has also been issued all the latest weapons and communications equipment organic to the

Light Infantry. These include the M16A2 Rifle, M249 Squad Assault Weapon (SAW), Dragon and TOW anti-armor night systems, and the new M24 Sniper Weapon system. Squad communications have also been enhanced with the issuing of the PRC-126 squad radios.

The Brigade's organic field artillery battalion the 1-156 FA, has received the new AN/TPQ-36 Firefinder Mortar/Artillery Finding Radar, the Position Azimuth Detection System (PADS), and the new Light Tac Fire System.

In addition to combat equipment, the Brigade also has been issued new systems to clothe and feed its soldiers. Most notable are the Mobile Kitchen Trailers (MKT) and the Extended Cold Weather Clothing System (ECWCS), which keeps soldiers dry by transferring moisture away from the skin and keeps soldiers warm in temperatures as low as -60 degrees (F).



### Individual Achievements

The 27th Brigade is proud to have PVT Scott J. Dragon, 19, of Schenectady, NY, as a member. PVT Dragon, a medic in HHC, 1-105 Infantry was awarded the New York State Medal for Valor by MG Lawrence P. Flynn after PVT Dragon risked his own life to rescue a drown-

ing man from Lake Champlain on 12 August 1990. This is the highest award for heroism in the State's Militia Forces.

### Community Participation

In spite of an extensive training program, 27th Brigade soldiers still find time to participate in activities within their communities. Units participated in numerous events throughout the year to include blood drives, parades, the New York State Fair, flea markets, ceremonies, paper and food drives, and other community activities.

## Headquarters Troop Command

Headquarters Troop Command (HTC), commanded by Brigadier General Nathaniel James, is the command and control element for more than 30 separate NYARNG units that are not a part of the 42d Infantry Division or 27th Brigade. These subordinate units fall under five senior commands: the 187th Signal Brigade, Brooklyn; the 205th Support Group, Manhattan; 209th Field Artillery Brigade, Rochester; 221st Engineer Group, Buffalo; and 244th Medical Group, Brooklyn. A number of company and detachment sized units are also part of Troop Command, including the 199th Army Band, Camp Smith; 138th Public Affairs Detachment, 42d Finance Company, and 10th Transportation Detachment, of Latham; and the 27th Support Center of Manhattan.

### Operation Desert Shield

The first NYARNG units alerted for service in the Middle East shortly after the invasion of Kuwait in August 1990, were elements of HTC and they proved that the years spent in readiness would pay off.

The 10th Transportation Detachment of Latham deployed to Saudi Arabia in early September within just a few days of being called to active duty, while the 719th Transportation Company of Harlem was activated in September and not deployed until early November.

These spearhead NYARNG units were later joined by seven of their sister HTC units, all of which deployed to Saudi Arabia. They are the 369th Transportation Battalion Headquarters, the 1569th Transportation Company, both of Harlem; the 244th Medical Group Headquarters and the 102d Maintenance Company of Brooklyn; the 206th Military Police Company of Buffalo; the 134th Maintenance Company of Rochester; and the 145th Maintenance Company, based at Ft. Drum.

Together, these Troop Command units provided more than 1,000 citizen soldiers to serve their country during a time of international crisis. The New York Guardsmen were engaged in such vital missions as overseeing one

of the most vast logistical efforts ever undertaken in the history of warfare; hauling water, food and ammunition to front line troops; repairing tanks, trucks and weapon systems; planning medical care for the sick and wounded in the theater of operations; and manning prisoner-of-war camps to hold Iraqi soldiers who might surrender during hostilities.

## Annual Training

The diversity of units in HTC provided for a wide range of AT experiences, both in and outside the United States,



aimed at keeping military skills in full readiness.

Elements of the 27th Support Center participated in a number of training exercises with NATO counterparts in Germany. The unit also supported Toreador Sword, a large Army Reserve military police field training exercise conducted in July at Ft. A.P. Hill in Virginia. The unit is preparing for REFORGER training in Europe in 1991, and its soldiers have been taking special language classes to enhance their professionalism and communications skills.

The 187th Signal Brigade was the command element for the Golden Circuit III, a June, 1990, signal communications exercise that ranged over four states. Active Army, Army Reserve and Army National Guard units from more than eight states participated in the exercise centered at Ft. Monmouth, NJ. One of the highlights of Golden Circuit III was the successful laying and retrieval of more than 200 miles of communications cable

along the Garden State Parkway and other highways, the most ambitious project of this nature ever undertaken in peacetime. The 187th is coordinating plans for Golden Circuit IV in 1991.

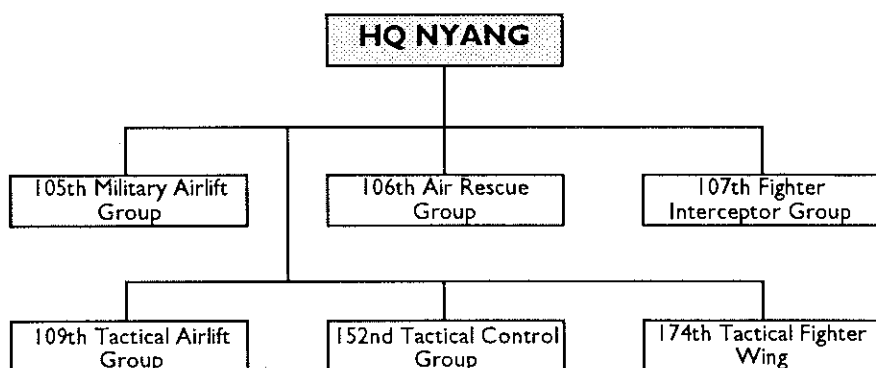
The 205th Support Group and its subordinate elements, the 106th Maintenance Battalion and the 369th Transportation Battalion, sent units to train at a number of installations around the country. The 369th and its two companies were involved in a transportation exercise, Transex T-4, at Ft. Indiantown Gap, Pa., while the 106th and its 102d Maintenance Company supported the 82d Airborne Division during the All American Week field training exercised at Ft. Bragg, N.C. The 133rd Maintenance Company performed its AT at the Red River Army Depot in Texas. Other units provided cell-sized contingents to support maintenance for Active Army units in Europe and for the 42d Infantry Division's units during their annual training at Ft. Drum.

The 221st Engineer Group and its two engineer battalions, the 152d and 204th, trained together at Ft. Drum in July; supported post improvement and road restoration projects on the base; and engaged in several live-fire exercises with units of the 10th "Mountain" Division. Included was the new Small Arms for Air Defense program, where soldiers were taught how their individual weapons can be brought to bear on attacking aircraft, using unmanned drones in the process.

The 209th Field Artillery Brigade completed a successful AT tour at Ft. Bragg in August, where it served as the evaluating headquarters for a Standardized External Evaluation of the 111th Field Artillery, Virginia Army National Guard. The 209th got a first hand view of the XVIIIth Airborne Corps Artillery deploying to Operation Desert Shield. The brigade's 134th Maintenance Company performed its AT during increments at Ft. Dix. The 209th is planning to perform AT-91 at Ft. Pickett, Va.

Other HTC units, such as the 42d Finance Company, 138th Public Affairs Detachment, and the 199th Army Band performed AT duties throughout the year in support of other units, as did the various medical detachments of the 244th Medical Group.

# New York Air National Guard



The New York Air National Guard (NYANG) experienced a historical year as events in the Persian Gulf grew more serious and required the mobilization of reserve forces to meet the increasing threat of military conflict. The year began with elements of NYANG completing their participation in Operation Just Cause airlift missions to Panama. Two NYANG units were on active duty by late August to provide strategic airlift and

medical support during the Operation Desert Shield buildup of military forces in the Persian Gulf. By year's end, a third NYANG unit received orders to deploy to the Gulf in order to provide close air support for the impending Operation Desert Storm war. On December 31, 1990, some 294 NYANG personnel were mobilized and on active duty participating in Gulf

operations.

Aside from their participation in Operations Just Cause and Desert Shield, NYANG units maintained regular training and on-going mission commitments. NYANG personnel completed 30 deployments to perform training or operational missions or to participate in operational exercises. A number of units continued to provide personnel and aircraft or equipment to support drug interdiction activities of government enforcement agencies.

The NYANG remains the largest state organization within the Air National Guard of the United States with a year-end assigned strength of well over 6,000 personnel. The equipment, training and readiness of each unit continued to meet Air Force standards. NYANG's two aerial port units were recognized as best by their full-time counterparts. A NYANG recruiter was cited as the outstanding ANG Recruiter of the Year and one of its fighter units received several safety awards. Another unit received the Air Force Outstanding Unit Award.

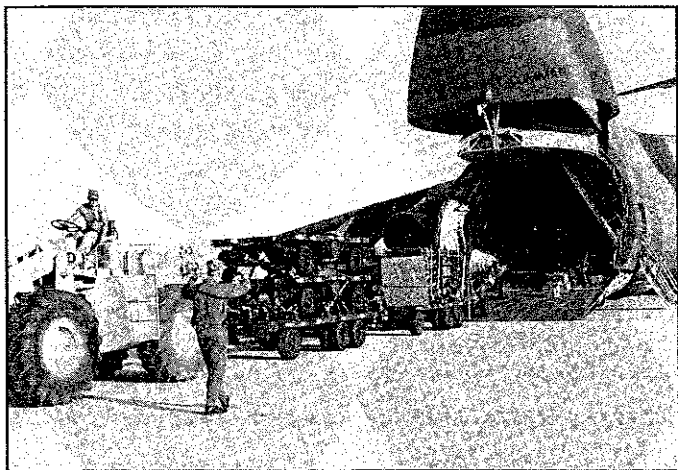


## Headquarters, New York Air National Guard

The New York Air National Guard is commanded by Major General Charles S. Cooper, III. Headquarters, New York Air National Guard, personnel serve as the communication link between NYANG units, the Division of Military and Naval Affairs, the National Guard Bureau, and other governmental agencies. The Headquarters is responsible for command, ad-

ministrative control, and for providing policy and planning guidance to all NYANG units. It also provides administrative, resource management, personnel, and operational support and guidance. Headquarters, New York Air National Guard, is currently implementing a long range planning program to enhance the NYANG's long range strategic force planning and management.





### 105th Military Airlift Group

#### Stewart Air National Guard Base, Newburgh

The 105th Military Airlift Group began 1990 performing its wartime strategic airlift mission flying to Panama in support of Operation Just Cause. Late in August, personnel and C-5A cargo aircraft of the 137th Military Airlift Squadron, the Group's flying unit, were mobilized to provide airlift support for the buildup of forces in the Persian Gulf for Operation Desert Shield. The 137th remained mobilized through year end.

In addition to its participation in Operation Just Cause and Operation Desert Shield, the 105th continued its training and airlift mission commitments. Exclusive of the airlift efforts associated with those operations, the 105th flew 20% more flying hours; airlifting 20% more cargo, and 14% more passengers in 1990 than it had in 1989.

#### Airlift Statistics

	Other Missions	Operation Just Cause	Operation Desert Shield	Totals
Flying Hour	1,156	195	4,469	5,820
Cargo (lbs)	11,012,126	2,297,874	41,148,000	54,458,000
Passengers	5,222	758	10,307	16,287
Miles Flown	470,092	29,908	1,600,000	2,100,000

The Group's 105th Aerial Port Squadron was named the best Air Reserve Component Transportation Unit by the National Defense Transportation Association. A Group recruiter, MSG Joseph D. Keenan, was selected as the Air National Guard Recruiter of the Year.

**Authorized Strength: Officer-132 Enlisted-1584**

**Aircraft: 12 C-5A Galaxy**

**Commander: Colonel Paul A. Weaver, Jr.**

**Mission: The Group's mission is worldwide strategic airlift. It conducts regular Military Airlift Command missions, globally, as well as Air Guard airlift missions.**

### 106th Air Rescue Group (ARG)

#### Suffolk County Airport, Westhampton Beach

The 106th Air Rescue Group (ARG) and the 102d Air Rescue Squadron (ARS) continued as primary rescue and recovery units for all Space Shuttle launches. This support earned the Airforce Outstanding Unit Citation. The 106th ARG, together with another Air Guard unit and Air Force Reserve rescue units, assumed responsibility for providing rescue personnel and HC-130 Hercules aircraft on an alert status at Keflavik, Iceland. On a rotating basis, the units maintain a ready rescue capability for Icelandic Forces and Mariners, and Air Force aircraft based in this North Atlantic region.

Although the 106th was not mobilized for Operation Desert Shield, the Group provided firefighters and medical personnel to backfill positions at stateside bases vacated by active duty personnel deployed to the Persian Gulf. These individuals were on active duty from September 1990 through year-end.



The Group continued to perform actual rescue missions with requisite approval for government and military agencies. As a result of these activities, the 106th was credited with the saving of 8 lives during the year. The total number of lives saved credited to the 106th rose to 245.

The 106th retired its aging HH-3 "Jolly Green Giant" helicopter aircraft and replaced them with new MH-60G Pavehawk helicopter aircraft. The conversion was noted by a rollout ceremony in October which was attended by Congressional and other local government leaders.

**Authorized Strength: Officer - 108 Enlisted - 7**

**Aircraft: 4 HC-130 Hercules 6 MH-60 Night-hawks**

**Commander: Colonel David B. Hill, Jr.**

**Mission: The Group's mission is combat search and rescue. During its peacetime training and readiness role, the unit conducts actual rescue missions as necessary solely or in concert with other agencies.**



### **The 107th Fighter Interceptor Group Niagara Falls International Airport, Niagara Falls**

The 107th Fighter Interceptor Group (FIG) continued to provide its personnel and fighter aircraft on a 24-hour-a-day basis for peacetime air defense alert against airborne attack of the eastern coast of the United States. The 107th FIG performs this mission from its permanent

Detachment located at Charleston AFB, South Carolina. Pilots, maintenance personnel, and aircraft rotate between the Group's base in Niagara Falls and Charleston to fulfill this commitment. On several occasions during 1990, the 107th's fighters at Charleston intercepted Soviet TU-95 Bear aircraft off the east coast.

The 107th replaced its Vietnam Era F-4D Phantom fighter aircraft with 20 F-16 Fighting Falcon fighters during the year. Personnel and aircraft deployed to Jacksonville ANGB, Florida, taking advantage of the better weather conditions to accelerate the F-16 conversion.

The 107th was not mobilized during Operation Desert Shield. However, like the 106th ARG, firefighter and medical personnel backfilled positions at stateside bases vacated by active duty personnel deployed to the Persian Gulf for Operation Desert Shield.

The 107th received Air National Guard Awards for Flight Safety, Missile Safety and Explosive Safety. The Group also received the Air National Guard Consolidated Base Personnel Office/GSU Award.

**Authorized Strength: Officer - 133 Enlisted - 942**

**Aircraft: 20 F-16 Fighting Falcon**

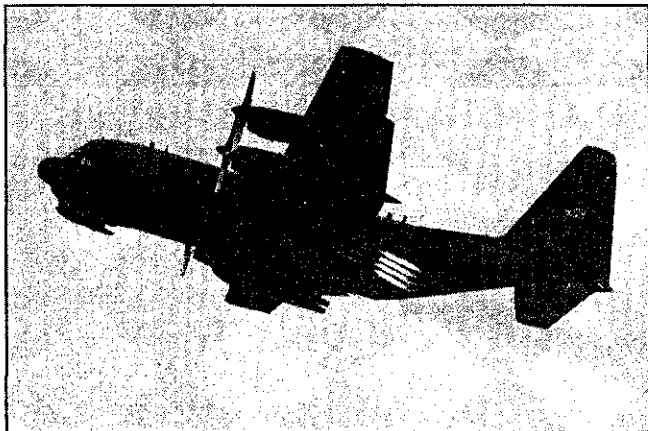
**Commander: Colonel Douglas B. Rouff**

**Mission: The Group's mission is on 24-hour alert against airborne attack on the United States' Atlantic coast.**

### **109th Tactical Airlift Group (TAG)**

**Schenectady County Airport, Scotia**

The 109th Tactical Airlift Group ceased its distant early warning line operations with the phase out of the Greenland Ice Cap early warning radar sites. The 109th airlifted 8,000,000 gallons of fuel and 5,000,000 tons of supplies and equipment to the Ice Cap sites during the 13 years it supported this operation with its regular and ski-equipped C-130H Hercules aircraft. Although the radar site resupply operation is history, the 109th continued to fly missions in the Arctic and Antarctic regions to support a number of scientific organizations' research operations.



The Group's C-12J and C-130H aircraft provided airlift support for Military Airlift Command, National Guard, and New York State directed missions. The Group airlifted personnel and equipment to the island of Jamaica to assist with this small country's reconstruction, following the 1988 devastating hurricane. The 109th's aircraft were also employed to assist New York State authorities in restoring order during hostilities at the St. Regis Indian Reservation. The Group, like other NYANG units, provided airlift support for drug enforcement agencies activities.

Flight nurses and aeromedical technicians of the Group's 139th Aeromedical Evacuation Flight (AEF) were activated on a voluntary basis in August and deployed to the Persian Gulf during the initial stage of Operation Desert Shield. Thereafter, the entire 139th AEF was mobilized and deployed to provide medical support in the Gulf region for Operation Desert Shield.

The 109th Mobile Aerial Port Flight received both the Air National Guard and Military Airlift Command Mobile Aerial Port Flight of the Year Awards.

**Authorized Strength: Officer - 18 Enlisted - 882**

**Aircraft: 4 LC-130H Hercules (ski-equipped)  
4 C-130H Hercules  
1 C-12J**

**Commander: Colonel Douglas B. Morey**

**Mission: Airlift support of operations in Arctic and Antarctic regions with its ski-equipped aircraft, Aeromedical Evaluation Flight and general**

**airlift missions assigned by the Military Airlift Command and the National Guard Bureau.**

## **174th Tactical Fighter Wing**

**Hancock Field, Syracuse**

The 174th began the year with a late winter deployment of its fighter aircraft, pilots, and maintenance personnel to Patrick AFB, Florida. The severe winter weather in Syracuse limited the Wing's ability to maintain flying training operations at home station. During the spring and summer months the 174th accomplished flying training and maintenance operations back at Syracuse. The Wing also operated a full schedule with its air to ground range at Fort Drum in Watertown.

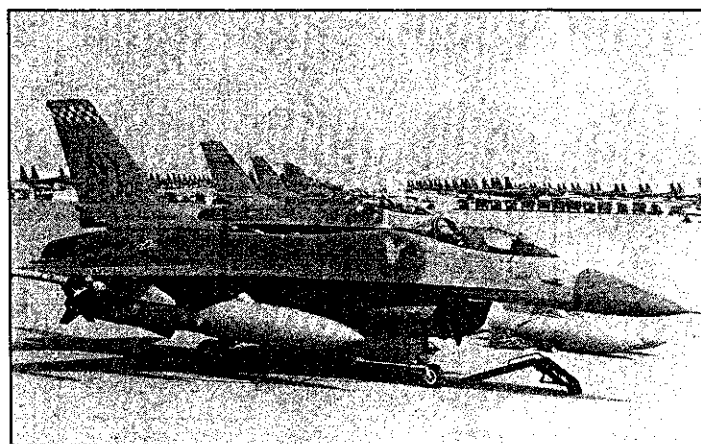
The 174th also continued to field test the prototype of the GPU-5 30 millimeter cannon gun pod throughout the year. The testing is scheduled to be completed in 1991. The 174th deployed to the Persian Gulf with the weapon at year end.

Although not mobilized immediately, Operation Desert Shield Air Force planners included the 174th in their air war planning during the fall of the year. Late in November an advance party of 18 personnel deployed to Saudi Arabia to prepare for the expected arrival of the 174th main body of personnel and fighter aircraft in the new year.

**Authorized Strength: Officer - 108 Enlisted - 97**

**Aircraft: 18 F-16 Fighting Falcons**

**Commander: Brig. Gen. Michael S. Hall**



**Mission:** Provide fighter aircraft and personnel to attack enemy forces, supplies, equipment and communications.

### **Non-Flying Units**

**152nd Tactical Control Group (TCG)**

**108th Tactical Control Squadron (TCS)**

**113th Tactical Control Squadron (TCS)**

**Hancock Field, Syracuse**

The 152nd TCG and its subordinate units continued to train and maintain combat readiness at their home stations. In addition to the 108th and 113th, the Group oversees the operations of seven other Tactical Control Units located across the New England states. Two units of the Group successfully completed Operational Readiness Inspections administered by the Tactical Air Command's Inspector General.

The 152nd and several of its subordinate units deployed to Europe throughout the year to participate in and support Joint Chiefs of Staff and NATO exercises. At various times personnel performed tactical control operations in Italy, Turkey and Portugal.

The 152nd and its subordinates have contributed significantly to drug enforcement agencies' surveillance and interdiction operations in the Caribbean area where illegal trafficking of drugs abounds. Various elements of the 152nd have set up and operated radar surveillance of the airways and waterways of the region on an almost continuous basis during the year. The Group completed a plan for tactical radar support for the State's drug interdiction plan.

The 152nd was awarded the Air Force Outstanding Unit Award in recognition of its work and dedication.

**Authorized Strength: Officer - 63 Enlisted - 261**

**Commander: Colonel John Ianuzzi**

**Mission: Provide personnel, radar and commu-**

**nications equipment to control tactical air operations in a mobile theater environment.**

**274th Combat Communications Squadron**

**Roslyn ANG Station, Long Island**

The 274th successfully completed an Operational Readiness Inspection while deployed in a field environment. In addition to maintaining their equipment and training at home station, members of the unit also deployed to support active duty personnel in Turkey and Norway during the year. The Group also provided field communications support for a Presidential visit to West Point.

In November, the 274th sent several of its personnel and communications equipment to the Caribbean area where they supported drug interdiction operations through the year end.

**Authorized Strength: Officer - 9 Enlisted - 153**

**Commander: Lieutenant Colonel William R. Palaf**

**Mission: Provide personnel, communications and support equipment to supply voice and data transmission capability necessary to an Air Force commander in a field environment.**

**213th Engineering Installation Squadron**

**Roslyn ANG Station, Long Island**

The 213th continued to maintain its extensive communications equipment inventory at home station and deploy to communications installation and maintenance job sites as necessary. The 213th's personnel travelled extensively throughout the United States and Europe during the year. The 213th's taskings included the installation of radio equipment on a U.S. Navy research ship, the installation and repair of a communications interface for the Air Force One Communications System and conducting an engineering survey of meteorological equipment for the Air Forces' 2nd Weather Wing in Bad Toelz, Germany.

**Authorized Strength: Officer - 10 Enlisted - 163**

**Commander: Lieutenant Colonel David Borjes**

**Mission: Provide the personnel and equipment**

necessary to perform the engineering, installation, and repair of communications and electronic equipment globally.

**201st Weather Flight**

**Suffolk County Airport, Westhampton Beach, Long Island**

The 201st continued its primary mission of weather support for the 42nd Infantry Division. The 201st's personnel and equipment deployed to Fort Drum, Watertown, to provide weather reporting for elements of the Massachusetts Army National Guard and returned again in late July, to support the 42nd Division during its field training.

**Authorized Strength: Officer - 3 Enlisted - 18**

**Commander: Lt. Col. David J. Tanke**

**Mission: Provide the personnel and equipment necessary to supply weather analysis and forecasting to commanders in a field environment.**

**552nd Air Force Band**

**Stewart International Airport**

**Newburgh**

The 552nd continued to travel throughout the state during the summer vacation season providing music at recreational and military events.

**Authorized Strength: Officer - 1 Enlisted - 35**

**Commander: Captain Joseph Martellaro**

**Mission: Provide musical performances for various military and civilian audiences to support New York Air National Guard Recruiting and Retention goals.**

**Financial Summary FY 1990**

**Federal Support**

The following figures reflect the amount of Federal Fiscal support provided directly to the NYANG during

fiscal year 1990. Excluded from the figures are the millions of dollars in indirect support in the form of centrally funded supplies and equipment and overhead costs of technical schools.

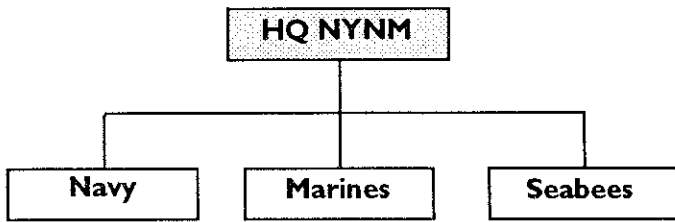
**NYANG Facility Total All Units FY 90**

<u>CATEGORY</u>	<u>EXPENSES</u>
Annual Training	\$ 5,356,291
Unit Training Assemblies	13,793,728
Special Unit Training	2,823,407
Additional Flying Training	1,212,848
Aircrew Training & Technical Schools	2,109,909
Basic Military Training	360,487
Uniforms	57,010
Incapacitation Pay	14,207
AGR (includes bonus)	15,340,700
Air Force Advisors	<u>271,248</u>
Subtotal	\$ 41,339,835
Aircraft Petroleum, Oil & Lubricants	\$ 12,955,723
Technician Force	45,052,903
Facilities, Operations & Maintenance Agreements	9,525,850
Travel, Transportation & Equipment Rental	2,491,632
Supplies and Equipment	12,385,637
Facilities, Construction, Alterations and Repairs	4,409,856
Recruiting	183,974
Medical Supplies	201,583
Exercise Support	244,723
Subtotal	<u>\$ 87,451,881</u>
Total	\$ 128,791,716

**New York State Awards**

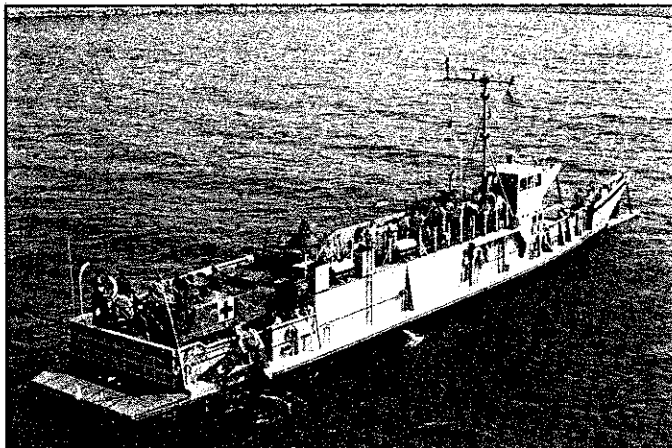
NYS Long & Faithful Service Awards	Issued
5 years	393
10 years	170
15 years	146
20 years	68
25 years	30
30 years	10
35 years	8
40 years	4
Commendation Medal	86
Conspicuous Service Cross	49
Meritorious Service Medal	3
Exercise Support Ribbon	3
Recruiting Medal	15
Conspicuous Service Medal	<u>6</u>
Total	991

# New York Naval Militia



The New York Naval Militia is a federally recognized Naval Militia, comprised of over 7,500 Navy and Marine Corps Reservists, making it the largest Naval Militia in the US. It is Headquartered in the Division of Military and Naval Affairs complex, Latham. The mission of the New York Naval Militia is to respond to any state emergency when called upon by the Governor, and to assist in the training of the Navy and Marine Corps Reserves as a contribution to national security.

At year's end, the following Naval Militia/Navy & Marine Corps Reserves had been activated for duty in or in support of operation Desert Shield in the Persian Gulf.



## US Naval Reserve

Naval Hospital Bethesda Units; Albany, Brooklyn, Mattydale, Poughkeepsie & Staten Island

Naval control of shipping units; Mattydale and the Bronx

Naval Security unit; Amityville

Military sealift and military transportation units; Brooklyn & Staten Island

## US Marine Corps

Headquarters Company & Company B, 8th Tank Battalion; Rochester and Syracuse "I" Company, Buffalo; 3 Battalion, 25th Marines "A" Company, Albany; 1st Battalion, 25th Marines "F" Company, Bronx; Battalion 1-1, Naval Marine Corps RTC  
 6th Communication Battalion; Bronx & Brooklyn Marine Air Group, 42d Headquarters Detachment D; Stewart Air Base, Newburgh  
 Headquarters and Service Company, Garden City; 2d Battalion, 25th Marines, Headquarters Detachment, 4th Marine Division

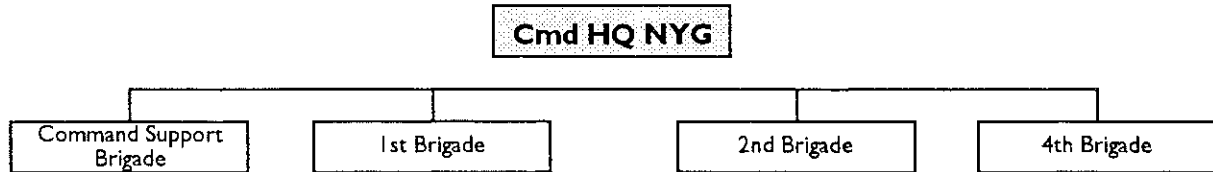
Prior to (and during) the mobilization of Navy and Marine Corps units for Desert Shield, Navy/Marine Corps and Seabee reserve personnel were participating in exercises, as well as providing personnel for voluntary recall to active duty in support of Desert Shield.

US Naval Station New York, at Staten Island, officially welcomed the arrival of its first ship, the USS Normandy (CG-60), when the ship was officially transferred to its new homeport at Staten Island, and before the year was out, US Naval Station Brooklyn was decommissioned, with its personnel and operations transferred to the US Naval Station at Staten Island. The economic impact on the area is multi-millions of dollars and growing as the civilian community provides more and more services.

The following is the federal support received for the US Navy and Marine Corps Reserve centers and facilities during 1990. The US Marine Corps Air Group (MAG) and US Navy Surface Action Group (SAG) are kept separate from the overall Navy and Marine Corps Reserve.

USNR	42,467,800
USMCR	10,644,286
USMC-MAG	10,746,130
USN-SAG	21,220,000

# New York Guard



The New York Guard (NYG), first established in August, 1917, is the fourth component of the Empire State's Militia Force. Currently organized in cadre status, NYG members serve as a truly all-volunteer force. They draw no compensation for training or drill, and return far more value to their state and local communities than the limited amount of DMNA funding provided for organizational administration and maintenance.



Authorized cadre strength at the close of 1990 was 2,163 officers and enlisted personnel within a force structure comprised of a Command Headquarters, four

brigades, eight regiments and 17 battalions. In the event of full mobilization, NYG strength would increase to more than 18,000 soldiers assigned to 124 units located throughout the state.

## Mission

The primary missions of the New York Guard are to serve as a Reserve Land Force supporting the varied state missions of the New York Army National Guard (NYARNG) and to assume full responsibility for these duties in the event NYARNG troops are ordered into federal service.

## Unit Mobilization and Exercise Support

Thru September 1990, individual NYG units continued to meet one of the organization's prime statewide mission responsibilities by providing local support services for their Army National Guard counterparts during scheduled mobilization exercises (REMOBE/MODRE). These services, totaling hundreds of man-hours during the nine month period, were provided without any associated costs to the State, and covered such operational and administrative functions as security, traffic control, legal assistance, medical and clerical support.

During the fourth quarter of 1990 as a result of the Persian Gulf War (Desert Shield/Storm) and call-up of NYARNG units, hundreds of NYG unit personnel were called upon by the Governor and provided additional thousands of hours of like services identified above to assist those NYARNG units which were federalized preceding their actual deployment.

Other NYG assignments, subject to specific order from The Adjutant General, include providing aid and assistance to public safety agencies and other civil authorities

in the event of disaster, emergency, or domestic disturbance. The Guard also holds responsibility for operation of New York's statewide Military Radio Network, and closely supports SEMO.

**NYG/SEMO Joint News Center Program (JNC)**

New York Guard members continued a special call to service in 1990 ... to remain part of a vital emergency communications support program in the Empire State. These dedicated NYG volunteers assisted SEMO during weather emergencies and disaster response training exercises around the state. The team's mission has been one of direct frontline support in the activation and operation of SEMO's JNC.

**Program Planning and Training**

Eighty-one command and staff personnel attended NYG's annual Commander's Training Session held in February at Camp Smith. This session saw development of the Guard's 1990 Annual Training program and other Command Headquarters training plans.

The AT program and its component plans were then implemented on the unit level, with successful results demonstrated within all subordinate commands. This ongoing instruction and training involves both home-station activity at local armories and consolidated, brigade-level activities utilizing local facilities as well as those of Camp Smith and Rush Range.

During the Camp Smith session, several selected NYG judge advocates provided legal support assistance to DMNA's staff judge advocate involving proposed amendments to the "New York State Military Law".

Twenty three individuals representing NYG took active part in the 1990 "New York Military Forces Combat Championships" held in April at Camp Smith.

**SERVICE AWARDS**

One hundred and fifty eight service awards, authorized and issued in recognition of individual excellence of duty and service achievement, were made to NYG personnel during 1990.

AWARD	Number Issued
NYS Conspicuous Service Medal	1
NYS Meritorious Service Medal	1
NYS Long and Faithful Service Medal	
40 years	2
30 years	1
25 years	4
20 years	3
15 years	1
10 years	10
5 years	21
NYS Recruiting Medal	6
NYG Meritorious Service Medal	5
NYG Service Medal (Class II)	32
NYG Service Medal (Class I)	26
NYG Service Ribbon	45

**Community Activities**

Hundreds of NYG members voluntarily participated in scores of community programs and events throughout the State during the past year, joining with other elements of the State Militia taking part in local Memorial Day, July 4th and Veterans Day parades and commemorations.

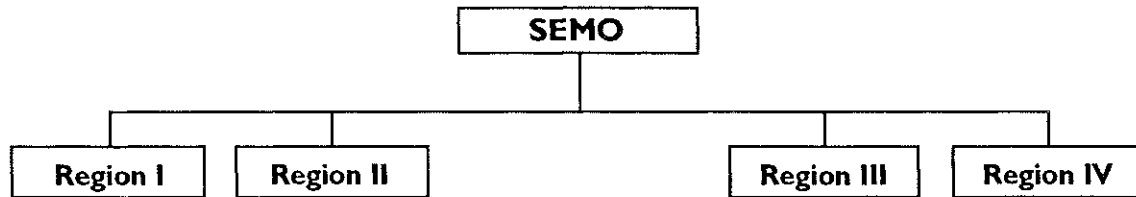
NYG members from across the state took part in the annual Sleepy Hollow memorial service at Tarrytown in May. The event honors members of the Guard who served on active State duty during World War I, particularly those of 1st Provisional Regiment who died as a direct result of their service as guards along the more than 100 miles of reservoirs and aqueducts that were then part of the New York City water supply system.

Several truckloads of clothing were provided to the needy during the 1990 Christmas season, thanks to a community service project sponsored by the four regiments of the First Brigade, with project support from the 242nd Signal Battalion, NYARNG.



# State Emergency Management Office

Readiness...Response...and Recovery



Once again, in 1990, the news headlines reflected the natural and technological threats facing the State of New York.

But, the story behind the floods, storms, fires and explosions continued to be the rapid, coordinated response by all levels of government.

New York State's "pro-active" approach to emergency management is the key to effective response. That response capability is sharpened by the commitment of local, county and state officials to the planning, equipping and training of their emergency response forces. In the past year, the response to the Avianca plane crash on Long Island, to the pipeline explosion in Schoharie County, and to the power outage in lower Manhattan demonstrated that New York's emergency services community was equal to the challenge.

The New York State Emergency Management Office (SEMO), as the staff arm of the New York State Disaster Preparedness Commission, has the mission to carry out the Commission's objectives "by working with other state agencies, the federal government, local governments and the private sector to ensure the planning and implementation of appropriate emergency management and civil defense programs that address mitigation, preparedness, response and recovery relating to all natural and technological disasters that might threaten lives and property within the state."

During 1990, the SEMO continued to support local emergency managers in meeting their commitment to improve their capabilities. Over the year, SEMO training staff provided 223 programs in support of more than

27,000 students. The planning staff assisted the state's 750 school districts in preparing emergency plans to better protect New York's youngest citizens. Against the backdrop of the Persian Gulf crisis, SEMO's staff prepared plans and procedures to assist the federal government's efforts to transport battlefield casualties to hospitals in New York State. 1990 was also the year in which the SEMO laid the groundwork for protecting lives and property in the 21st century.

Taking advantage of grants offered by the Federal Emergency Management Agency, SEMO launched Phase 1 of an effort to develop a Survivable Crisis Management System, by applying computer and state-of-the-art communications technology to emergency response across the Empire State.

Working in partnership with the State Emergency Communications Committee, a federal grant of \$513,000 was obtained to upgrade the Emergency Broadcast System (EBS) across the state. To support the new EBS system, the same partnership developed a Consolidated Emergency Broadcast System Operational Plan that increases the state's capability to alert and notify citizens, while making the system more responsive to the needs of local government.

## Answering the Challenge

During 1990, SEMO continued to make progress in enhancing the state's ability to respond to natural and technological disasters. The office also focused a tremendous amount of attention on preparedness and recovery actions. Listed below are examples of program activities in which SEMO was involved during the year:

## Emergency Management Program Funding

A grand total of \$11,142,070 was provided for the emergency management program in FFY 1990. Of the total allocation, the federal government contributed 64 percent, the State 10 percent, and utility assessments constituted 26 percent. Detailed funding allocation by category is as follows:

### Federal Operating Grants

Emergency Management Assistance	\$3,780,697
State Allocation	1,304,944
Local Allocation	2,475,753

### Superfund Amendment Reauthorization

Act (SARA) Title III	500,000
Radiological Preparedness Planning	99,000
Radiological Instrumentation and Maintenance Calibration	283,828
Population Protection Planning	418,000
Facility Survey	23,000
Emergency Management Training	147,245
Disaster Preparedness Improvement	50,000
Earthquake Preparedness	36,800
Community Assistance Program	127,000
Communications and Warning	125,000
Emergency Operating Centers	1,300,000
Emergency Funding -City of Rome	500,000
Subtotal	\$7,052,070

### State General Fund

(April 1989 - March 1990)

State Operations	\$1,060,100
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### Other Special Revenue (Chapter 708 Funds) (April 1989 - March 1990)

(Note: Funds are derived from assessments levied against the four utilities which operate commercial licensed nuclear power plants in New York State)

Chapter 708 Assessments	3,029,900
State Operations	1,829,900
Local Assistance*	1,200,000
Subtotal	\$3,029,900
Grand Total	\$11,142,070

\* Local assistance of \$1.2 million is shared by the seven "nuclear counties" surrounding the three operating nuclear power sites in New York State.

### Disaster Assistance Funding

SEMO acts as the conduit for and administrator of state and federal disaster assistance funds distribution following the declaration of a major disaster or emergency by the President.

Since 1984, seven Presidentially-declared disasters have occurred in New York State, with eligible damages approved for public assistance at a total of \$84,527,774.34. Per federal/state agreement, the federal share is 75 percent, the state share is 12 1/2 percent and the local share is 12 1/2 percent.

During 1990, disaster payments of \$7,438,128 were made with the federal share being \$6,458,900.33 and the state's share being \$979,227.67.

Through 1990, \$67,680,321.44 was made available to local governments, representing the continuing effort to provide needed relief for the recovery work from these disasters. The federal share was \$58,474,862.32, while the state share was \$9,205,459.12.

### Planning

One of the cornerstones of the program to meet the Governor's mandate for a pro-active response to emergency management is the development of comprehensive emergency plans. The 1990 planning program was extensive.

### SARA Title III

Planning activities in support of the Superfund Amendments and Reauthorization Act (SARA) Title III, known as the Emergency Planning and community Right-to-Know Act, were more limited than in 1989. This was the result of the continued absence of financial support for the program.

Despite considerable support from the emergency services community, Assembly Bill A.7418 did not become law; therefore, the proposed \$4.2 million support for the State Hazardous Materials Program did not materialize. Similarly, the lack of funding to support

local government efforts has reduced the level of activity of many of the Local Emergency Planning Committees, which are meeting less frequently.

Nevertheless, SEMO staff provided planning guidance and support assistance to all 58 Local Emergency Planning Committees (LEPCs). LEPCs were also provided with current information on programmatic, legislative, regulatory and enforcement activities related to Title III, through the quarterly publication and distribution of the SERC REPORTER.

Emergency response safety and health planning issues became prominent in 1989, with the implementation of the Occupational Safety and Health Administration (OSHA) rule 1910.120. Awareness programs were conducted for locals at all SEMO Regional Offices. Many inquiries related to OSHA requirements were addressed by SEMO staff.

SEMO staff completed the final report under the U.S. Environmental Protection Agency grant to develop the methodology of integrating the SARA Title III Section 313 Toxic Release Inventory data into a geographic information system (GIS) for computer display and analysis.

Additional hazardous materials planning assistance to locals included revisions to the guidance for the local radiological portion of emergency operations plans and a revision of the State Radiological Response Plan.

Other planning efforts in 1990 included the following:

The groundwork for School District Emergency Management. Planning was established and will continue on a regional basis through the utilization of an enhanced model plan, coupled with detailed planning assistance for the school districts. This assistance should enable the school districts to complete their emergency plans, which will be coordinated with those of local emergency responders and the concerned county emergency management office.

Earthquake planning efforts continued with the development of a lifeline database. Arrangements to integrate this data into a GIS were also made. A five-year workplan was prepared with implementation beginning

in 1991.

In the area of population protection planning, assistance to local jurisdictions in the updating of their Emergency Operation Plans continued on schedule. These continuing cooperative SEMO planning and local emergency management office efforts have upgraded both plans and professional capabilities of local emergency management offices.

Preliminary reviews were conducted on crowd control plans. However, the topic did not receive the required attention due to lack of requisite resources.

Hazardous material planning centered on an Oil Spill Task Force planning effort which focused on reviewing agreements and other related material from Vermont, Canada, and New York State.

In the area of radiological emergency preparedness planning, a special joint effort was undertaken by SEMO, county and utility emergency planners to resolve all outstanding radiological emergency preparedness planning issues for the Indian Point Nuclear Power Plant site. The process was aimed at gaining Federal "350" approval for the site. Federal "350" approval is now in place at the Nine Mile Point and Ginna sites.

### **Training**

Preparedness, through training, of state and local government personnel as well as those of the private and volunteer sectors is a vital aspect of New York State's disaster preparedness mission.

During the past year, the SEMO Training staff offered 223 programs. Of these, 33 covered hazardous materials issues under SARA Title III legislation, while 190 focused on various other aspects of emergency management and professional development. In all, over 27,000 persons took advantage of these opportunities and returned to their positions in government, business or in the not-for-profit sector better prepared to cope with disasters in their communities.

The Annual Disaster Preparedness Conference addressed the devastation caused by Hurricane Hugo; the status of Hazardous Materials legislation and program implementation; oil spill planning; the Loma Prieta Earth-

quake; and, Crisis Intervention Team Development; to name a few.

Special emphasis was given to a review of four major disasters which occurred in New York, for the purpose of sharing the lessons learned. They were the East Coldenham School wall collapse, the Happyland Social Club fire, the North Blenheim pipeline explosion and the Avianca plane crash.

To ensure that emergency operation plans are kept as current as possible, NYSEMO assisted all counties, and twenty other jurisdictions, in exercising their plans. Additionally, Disaster Preparedness Commission member agencies, and others, were involved in six State-directed exercises designed to ensure that the state plan is current and that our ability to coordinate and respond to a major disaster is effective.

### **Emergency Equipment Stockpile Program**

During 1990, 46 loans of equipment from the State Emergency Equipment Stockpile were made to local governments and to state agencies. While the majority of the loans supported local government emergency response efforts, 9 state agencies borrowed equipment, from the SEMO Stockpile Program. Support to the state agencies included water pumps to mitigate flooding and emergency loss of potable water at State Correction Facilities, as well as generators to reestablish power on a temporary basis.

For most communities, the SEMO Stockpile is the only physical state assistance available to support local response and recovery efforts during fires, floods, water supply emergencies and power outages. The continued maintenance and replenishment of the Stockpile, both in terms of equipment and personnel, is one of the keys to the continued improvement of response capability in the Empire State.

### **Technical Resources**

During an emergency, the rapid and accurate assessment of the threat is vital to preparing an effective response. In 1990, the SEMO technical staff provided such assessments for weather and flood emergencies, hazardous material accidents and other incidents.

Development of the Integrated Flood Observing and Warning System (IFLOWS) continued with the installation of rain gauges, approval of the radio data network, and the purchase of communications equipment for the five counties selected for the first phase of the project. The system will be ready to provide advanced flood warning in the coming year.

The technical staff continues to support the State's radiological assessment activities, as demonstrated during SEMO's participation in three nuclear power plant exercises. Also, the section performed technical assessment for an earthquake exercise, a nuclear training and planning assistance to state and local government emergency responders.

### **Radiological Emergency Preparedness Planning**

The Radiological Emergency Preparedness Plan Exercise Program is conducted to verify implementation of the Radiological Emergency Plan for the three nuclear power plant sites in New York State--the Nine Mile Point site, the Ginna site and the Indian Point site. These exercises are mandated by federal regulations to assure that three major objectives are met.

1. To protect people living or working near nuclear power facilities, with special emphasis on the 10-mile radius surrounding each plant, called the Emergency Planning Zone (EPZ).
2. To organize and coordinate actions by the utility licensee, federal and state agencies, local governments and support groups into a comprehensive response.
3. To effectively allocate and deploy resources and personnel in response to a radiological emergency.

The following exercises were conducted:

On November 14, 1990, a full-scale, FEMA-evaluated exercise was conducted, with maximum participation of the State of New York; Westchester, Rockland, Putnam, Orange, and Dutchess Counties, in New York; Bergen County, in New Jersey; and, Consolidated Edison's Indian Point Unit 2. The exercise was observed and evaluated by approximately 80 federal and state personnel, who checked the observable aspects of the plan and associated response. FEMA's initial findings

were positive.

A limited-scale exercise was conducted on November 28, 1990 for the Ginna Nuclear Power Plant. The licensee was evaluated by the Nuclear Regulatory Commission, while the state, Wayne and Monroe County activities were evaluated by state evaluators.

A limited-scale exercise was conducted on December 19, 1990, involving the State, Oswego County and the FitzPatrick plants.

Both exercises provided valuable training for all the participants.

### Communications

During the past year, the Communications Section continued to enhance the statewide communications network, which is essential during emergency operations.

The State Warning Point's capability was upgraded with the installation of a modern telecommunications console. It provides voice and data transmission throughout a network which includes existing state and local systems, as well as the state's mobile emergency communications vehicles, commonly referred to as DPC-1 and DPC-2.

Significant progress has also been made in obtaining a satellite down-link capability at all SEMO field facilities. In addition to its emergency response role, this system will permit teleconferencing throughout the state for training and education purposes as well as for the conduct of meetings. With this equipment now in place, SEMO can begin to explore "electronic office" concepts which could help to offset budgetary constraints in the personnel and travel areas.

### Response

During the past year, the State Warning Point received the following reports. These events/incidents required monitoring and/or other appropriate responses by SEMO personnel, or by other agencies of the NYS DPC:

Hazardous Material Incidents	97
Weather Watches/Warnings*	413
Weather Statements/Storm Reports**	406

Transportation (Aircraft)	45
Fire	8
Earthquake	44
Radiological Emergency Events	15
Radiological Emergency Preparedness Drills	22
Civil Disorder	22
Tornado Reports/Watches/Warnings	17
Stockpile Requests	47
Dam Safety Drills	4
Explosion	4
Ice Jam	9
Road Closings	197
Bridge Closings	15
Ozone Advisory	3
Telephone Service Failure	2
Weather Drill	3
Transportation Drill	1
Total	1,374

\* Weather Watches/Warnings - Information on the potential threat, imminence, or actual occurrence, of severe weather.

\*\*Weather Statements/Storm Reports - Specific weather clarification statements and/or list indicating the status of storms.

### Civil Air Patrol

The Civil Air Patrol (CAP) was chartered by Congress as a non-combatant auxiliary of the U.S. Air Force. Nationally, CAP performs almost 80 percent of all search and rescue missions.

In coordination with SEMO, CAP supports similar state missions and responds to natural disasters, exercises and other emergencies upon request. Last year, the New York Wing performed 107 missions, involving 2,182 individuals, 1,399 hours of flying time, and utilized 308 aircraft.

In addition to its search and rescue activities, missions included transporting medical samples and blood, photo reconnaissance and several training missions. CAP also participated in drills and exercises conducted by SEMO.

