

**DIVISION OF MILITARY**

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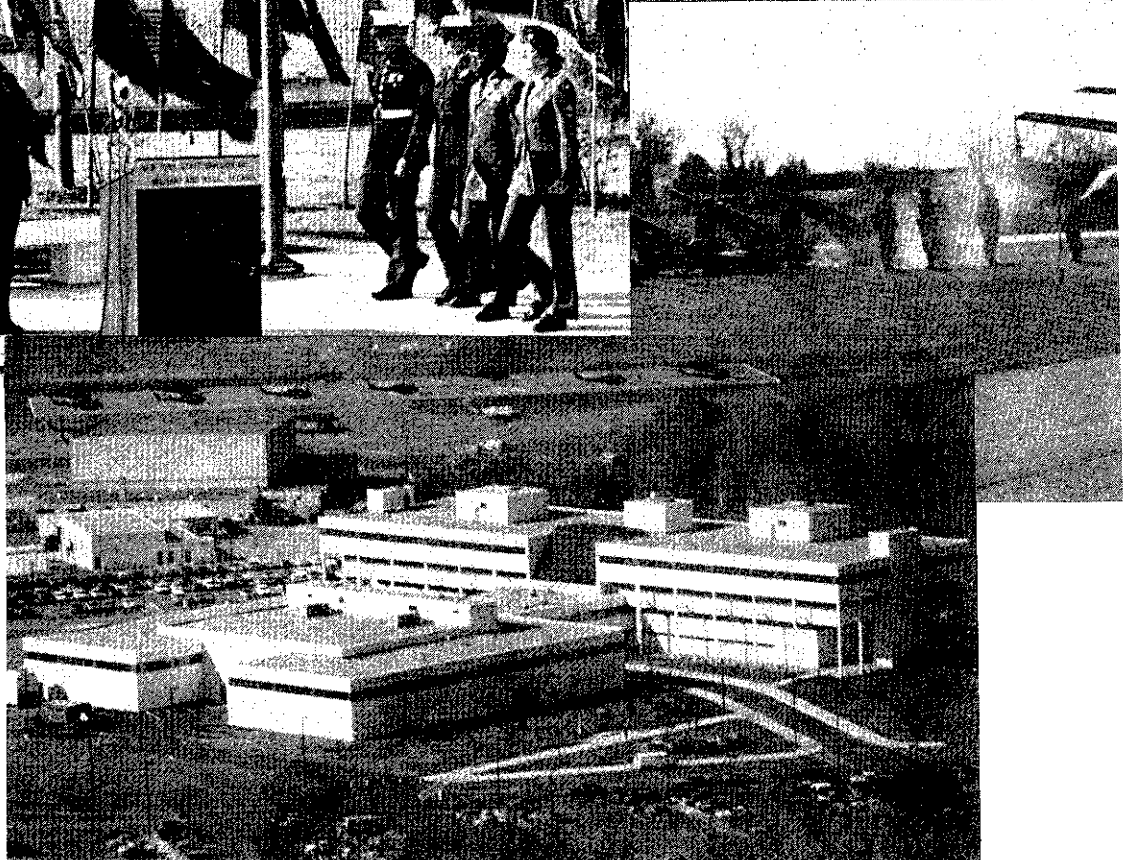
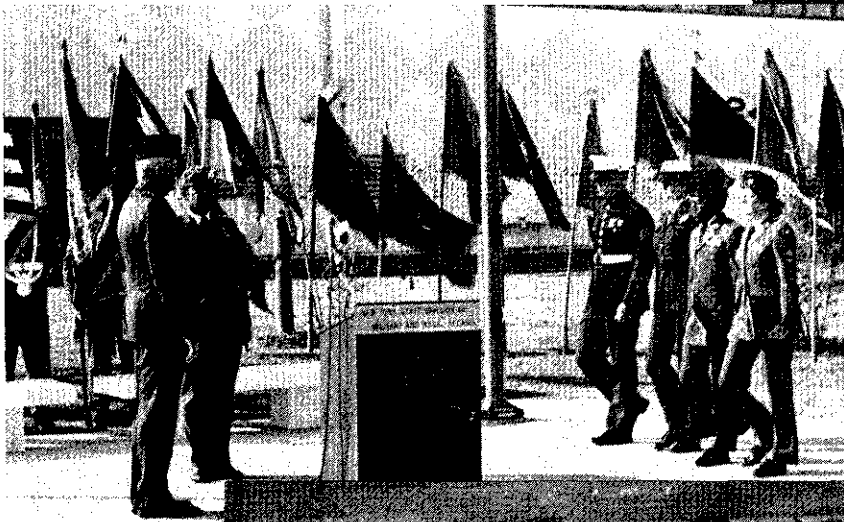
**NAVAL AFFAIRS**

**1986 ANNUAL REPORT**

DEDICATION  
OF THE  
DIVISION OF MILITARY  
and  
NAVAL AFFAIRS  
HEADQUARTERS AND ARMORY

LATHAM, NEW YORK

NOVEMBER 1, 1986





STATE OF NEW YORK  
DIVISION OF MILITARY AND NAVAL AFFAIRS  
330 OLD NISKAYUNA ROAD  
LATHAM, NEW YORK 12110-2224

MARIO M. CUOMO  
GOVERNOR  
COMMANDER IN CHIEF

LAWRENCE P. FLYNN  
MAJOR GENERAL  
CHIEF OF STAFF TO THE GOVERNOR

MEMORANDUM

TO: The Governor

FROM: Major General Lawrence P. Flynn *Lawrence P. Flynn*

SUBJECT: 1986 Annual Report Submission

In accordance with Section 11 of the State Military Law, I am most pleased to submit the Annual Report of the Division of Military and Naval Affairs for 1986.

For the 36,000 members of this Agency and our Militia components, 1986 was a year of change. This is particularly true for our Army National Guard soldiers and agency headquarters staff. New directorates, new commanders, and even new commands were effected to improve our preparedness to respond to State emergencies and to meet Federal mission requirements should we be called to duty by the President.

In 1986, we celebrated the 350th birthday of the National Guard, the oldest military organization in our nation. Never before in our long history have the American people placed more reliance on our citizen soldiers. Today, our Militia is in a period of dramatic transition, from an historic role as an augmentation or backup force, to a new role as a full partner in America's first line of defense.

In most cases, our forces must deploy within 30 to 60 days; but many elements deploy much earlier. This time frame will be reduced even further as lift and sustainment capabilities improve. Our steady march as a modern, front-line contributor to the Total Force requires skilled people. Training is nonstop for everyone, as are the demands for increased military and civilian education.

The personal and physical demands on our soldiers, airmen, sailors, and marines are severe. Those who stand the test are trained and equipped to respond to any State or Federal emergency. Our true measure always will be our presence at the appointed place and at the appointed time, in sufficient numbers, and adequately trained and equipped to accomplish the mission assigned.

**THE NEW YORK STATE DIVISION OF  
MILITARY AND NAVAL AFFAIRS  
CITIZENS AT THEIR BEST!**

The Division of Military and Naval Affairs is a unique organization. It comprises more than 36,000 State and Federal, military and civilian employees and volunteers who prepare for Federal or State missions. The response may be from one or more of the Division's six components: the New York Army National Guard, New York Air National Guard, New York Naval Militia, New York Guard, the State Emergency Management Office, and the Radiological Emergency Preparedness Group.

Although located in New York, our National Guard and Naval Militia units must achieve readiness requirements established by the Department of Defense in the event they are called to federal service. Units of the Guard and Naval Militia are subject to federal service by order of the President in time of war or national emergency. Until then, New York's Governor may use Guard and Naval Militia personnel and equipment in the event of accidents, disasters, or disorders either when local resources have been exhausted, or when a unique Guard skill is needed.

Components of the Division of Military and Naval Affairs are among the most active in the nation in serving their State, responding to more than 30 emergencies in the last 10 years alone. New York's soldiers, airmen, sailors, marines, and emergency personnel are always ready, always there -- eager to respond at a moments notice. They also are a bargain! The Division's annual budget is approximately \$340 million of which 90% is federally financed and 10% is State funded. Since New York actually earns more in local revenue from taxes on Guard earnings than it pays for its portion of the State Militia program, the Division is a unique bargain; an insurance policy that pays for itself.

Service with the Division is even more challenging now that the National Guard and Naval Militia components are part of this country's Total Force defense. This requires select reserve unit augmentation of active military units if our nation's military is called to service. For example, Army National Guard elements, nationwide, provide 65% of this nations separate brigades, 57% of its armored cavalry and 73% of the Army's infantry battalions, 50% of its field artillery battalions, 47% of its mechanized infantry battalions, and, 36% of the combat divisions. The Air National Guard provides 78% of the nation's strategic interceptor strength, 65% of air force combat communications and tactical air control requirements, 49% of its tactical reconnaissance, and 24% of its tactical air support. The Naval Reserve has 100% of the Navy's combat search and rescue capability and 85% of the military sealift command personnel. The Marine Corps Reserve has 67% of the force reconnaissance units, 40% of the tank battalions, and 25% of the infantry and artillery regiments.

Yes, members of the Division of Military and Naval Affairs' components truly are citizens at their best. They perform many vital missions, and they perform them well. Like their counterparts throughout the nation, they accept added responsibility as a fact of life, to make their communities, their state, and their nation, even better, even safer, places to live.



**MARIO M. CUOMO**

The Governor, as Commander in Chief of New York State's Militia Force, must ensure that all New York State Militia units are prepared to be at the appointed place, at the appointed time, in sufficient numbers, adequately trained and equipped to accomplish the mission assigned by the President.

As Commander in Chief, the Governor may order all or part of New York State's Militia Force to State Active Duty to respond to a local disaster or disturbance.

He effects this order, through his Chief of Staff, by issuing an executive order and a

proclamation which describe the emergency and the Militia's requirements to meet State needs. The costs of the mobilization are borne by the State.

When the chief executive of a governmental subdivision requests an emergency mobilization, the subdivision and the State are each responsible for 50 percent of the mobilization costs.

Under Section 9 of the State Military Law, the Governor also may declare Martial Rule to maintain law and order. This also may be done in response to a local request processed through the governmental chain.



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## DIVISION OVERVIEW



The Division of Military and Naval Affairs is a component of New York State's Executive Branch through which the State's national defense and emergency preparedness responsibilities are met.

The Division is headquartered at Old Niskayuna Road, Latham. Two of its six components share the Latham facility. They are the New York Army National Guard (NYARNG), and the New York Naval Militia (NYNM). The New York Guard (NYG) Headquarters is located at the Washington Avenue Armory, Albany. The State Emergency Management Office (SEMO) and the state Radiological Emergency Preparedness Group, (REPG) are located at the Governor Averell Harriman State Office Campus in Albany. The New York Air National Guard (NYANG), is headquartered at Stewart International Airport in Newburgh.

### DUAL MISSION

The Division has a dual mission:

-- provide trained and equipped military forces to integrate with their full-time active counterparts in a federal mobilization.

-- respond, on Gubernatorial orders, to any State emergency and assist local civil authorities in times of natural or Man-made disasters.

This dual mission evolved from the historical maintenance of separate State and Federal forces to meet local or national emergencies. Since 1970, increased reliance has been placed on National Guard forces to be prepared to meet national needs as well as State requirements. This reduces both duplication of effort and emergency response costs.

As a result of this unique Federal-State partnership, the Federal government, on average, provides about 90 percent of the funding and assets needed for these missions. The Division maintains about 90 percent of the responsibility to ensure successful mission capabilities within federal guidelines. Our State Militia Force now has more than \$1 billion in assets and in excess of \$340 million in average annual budgetary requirements.

The Division employs both Federal and State military and civilian personnel to accomplish its



organizational, recruiting, training and emergency missions. Through their efforts, more than 35,000 individuals are prepared to respond to the Governor's call.

In little more than a decade, elements of this force have responded 30 times to calls for major emergency assistance, and thousands of times to a variety of calls for other community aid. More than 200 lives have been saved as a result of these efforts.

Through our Community Work Program, Division personnel have participated in more than 1,100 ecological, educational, recreational, cultural, and humanitarian efforts. Many neighborhoods use our armories as community centers for meetings, commercial, nonprofit, charitable, youth oriented, and governmental events.

Several of our training sites and other facilities provide additional civic support. Primary among these is Camp Smith, Peekskill, used by State Police, FBI, Secret Service, and other organizations for training and other functions.

Specially trained units of the State Militia Force participate in such projects as land reclamation, ballfield construction, road building and the removal of abandoned vehicles from our waterways. Other units loan tents, ambulances and other equipment for the New York State Special Olympics, and collect and distribute toys for the children at the St. Regis Indian Reservation.





## CHIEF OF STAFF

to the

GOVERNOR

The Chief of Staff to the Governor directs the activities of the Division and is responsible for its six components. He also is Commander of the State Military Forces, Commander of the NYARNG, Chairman of the New York State Civil Defense Commission, Secretariate to the State Disaster Preparedness Commission, and Director of Selective Service.

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On April 28, 1986, Major General Lawrence P. Flynn was appointed Chief of Staff to the Governor; Commander, New York Army National Guard, and promoted to his present rank.

General Flynn enlisted in the US Marine Corps (USMC) Reserve as a Private at the age of 16. He was called to active duty as a Corporal during the Korean emergency in 1950, and served in Korea as a Rifle Platoon Leader and commander with the First Marine Division

Upon release from active duty as a Lieutenant in 1952, he was assigned to the Marines Corps Reserve.

In 1972, then Colonel Flynn transferred to the US Army Command and General Staff College, Fort Leavenworth, Kansas.

Upon graduation, he was assigned Post Commander of Camp Smith. In October 1973, he was appointed a Colonel in the New York Army National Guard, after having completed 26 years as a Marine.

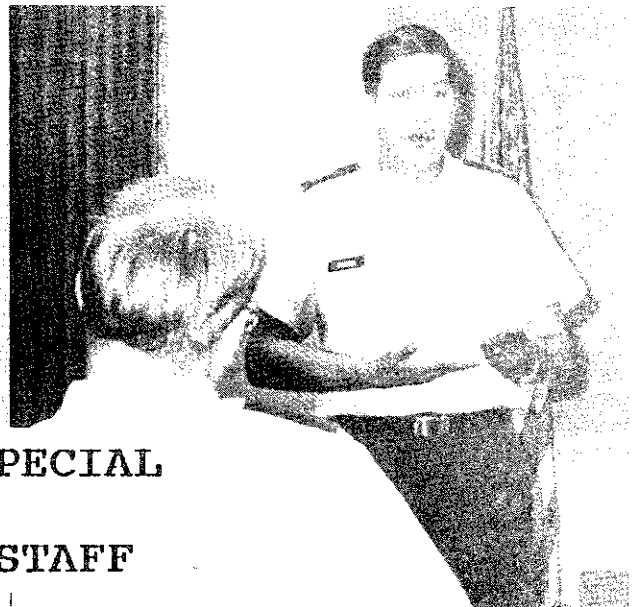
He has served as the Adjutant General of New York State, Chief of Staff, New York Army

National Guard, Superintendent of the Empire State Military Academy, the New York Army National Guard's Officer Candidate School, and Vice Chief of Staff to the Governor, and Deputy Commanding General, New York Army National Guard.

General Flynn earned his Bachelor's Degree from Iona College and is a graduate of the USMC Officer Basic Course, USMC Amphibious Warfare, US Navy Attack Cargo Ship Embarkation, US Air Force Air Ground Operations, USMC Command and Staff, and US Army Command and General Staff Colleges.

His decorations include the Legion of Merit, Meritorious Service Medal with Oak Leaf Clusters in lieu of 2nd and 3rd Awards, and the New York State Conspicuous Medal with devices for 2nd and 3rd Award.

The General is a member of the National Guard Association of the United States, Militia Association of New York (Past President), Marine Corps Reserve Officers Association (Past Director), and Squadron "A" Association. He is also a Past President of Commack Citizens for the Public Schools, on the Board of Governors, Squadron Association and a Member of the Ethics Committee, Town of Niskayuna.



**SPECIAL  
STAFF**





## INSPECTOR

## GENERAL

In early 1980, active component Inspectors General (IG) were assigned to seven states to test the concept of enhanced active component support to reserve elements.

After a review of the IG Test Program, a full-time active duty IG for New York was requested in 1986.

### FUNCTIONS

The IG inquires into and reports on matters which affect mission performance, state of economy, efficiency, discipline, and the morale of all forces assigned to the Division of Military and Naval Affairs. The IG inspects, investigates and resolves all requests for assistance.

The IG identifies and reports on injustices which affect individuals, and eliminates conditions detrimental to the efficiency or reputation of the various military forces. Anyone, including civilians, may register complaints, orally or in writing, with the IG.

### TRANSITION

In past years, the IG's Office has been manned by part-time personnel only. In 1986, these individuals assisted in the resolution of

approximately 100 individual requests for assistance. These requests covered areas ranging from military pay matters and medical treatment, to promotions, transfers, discharges, and resignations to legal services and civilian employment conflicts.

With the establishment of the full-time IG Office, both the responsiveness and effectiveness of the IG system is expected to result in a marked decrease in the number of soldiers who believe congressional or legislative inquiries are required to resolve internal problems.

The overall goal is to further enhance the IG system by increasing awareness of its capabilities among the commands and among the individual soldiers, sailors, and airmen which it serves.

In all cases the IG is interested in correcting both substantiated injustices and their underlying causes.

The IG is not a policy maker and has no inherent command authority. The IG's job is to ensure that each individual, regardless of rank, is treated equitably by the system and all comply in accordance with established regulations and laws.

The Secretary of the General Staff, under the direct supervision of the Adjutant General/Chief of Staff, maintains continuous liaison with the Agency Directors and Special Staff to convey the requests or mandates of the Adjutant General, as well as to monitor compliance of each Directorate/Special Staff section to ensure timely and complete adherence. The Secretary acts as the Chief of Staff's liaison with the staff to ensure the delivery of essential administrative services, including Personnel Administration, Finance, Budgeting, and Data Processing. The Secretary prepares a wide variety of management reports in support of the Command Inspection, First U.S. Army General Inspections and the National Guard Bureau Internal Control Programs. He coordinates inter-Directorate projects and assignments, and briefs the Chief of Staff regarding progress and problems concerning projects and assignments, and recommends appropriate courses of action.

**SECRETARY**  
**of the**  
**GENERAL 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 members of the staffs at the headquarters for which they work and are an integral part of their organizations. Their principle objective is to help improve the Mobilization Readiness of the units with which they work. They provide advice and assistance relating to Army organization, administration, operations, training, personnel, and logistics policies.

As representatives of the Active Army Community, they work closely with the Readiness Group Commands on a wide range of readiness issues such as Leadership and Retention Programs. The Advisor philosophy is "Green Hatted," that is, "tell it like it is," make sound recommendations, and then be part of the fix, if required, to assist units to achieve the highest readiness standards possible.



## PUBLIC INFORMATION

### OFFICE

The Division of Military and Naval Affairs (DMNA) Public Affairs Office is the "hub" of community and news media interest in the State Militia Forces and civilian components of the Division. In 1986, the office fielded hundreds of queries from members of the national, state, and local working press.

The Office staff plan, coordinate, and implement DMNA's public affairs programs. This effort is designed to inform the public of the activities of this agency and the role of the citizen-soldier in both the State and Federal mission.

To meet this requirement, the Office personnel conduct public awareness campaigns using external news media outlets and internal command information media. The Office also provides technical and professional guidance and coordination to the Division's subordinate components.

The Public Affairs staff prepare public service advertising campaigns, generate news releases on the Division's programs and activities and respond to news media queries. Concurrent with these activities, office personnel also oversee a pro-active campaign of telling the DMNA "State Militia Story" through the appearance of agency principals before newspaper editorial boards and through radio and television talk shows.

The Office also conducts a speakers bureau providing various civic and social organizations with speakers on National Guard and defense readiness topics.

The Public Affairs Office also is responsible for meeting the command information needs of the 36,000 men and women of the State Militia force. To keep the troops informed, the Office oversees the preparation of "The Militiaman", a monthly eight-page tabloid newspaper which is distributed to DMNA employees as well as the Empire State's soldiers, sailors, airmen, and marines. "The Militiaman" received seven awards for journalistic excellence in First U.S. Army competition in 1986 and the office also received a "Fourth Estate" award from the U.S. Forces Command.

Among the Office's significant activities for 1986 were: generating public affairs coverage of the activation ceremonies for the 27th Brigade at Fort Drum; coordinating media coverage of "Operation Haylift" involving New York Army National Guard soldier efforts in transporting hay to the drought ravaged farmers in the Southeast; conducting dedication ceremonies for the Division's new headquarters, Citizen Soldier Hall, in Latham New York; organizing the groundbreaking ceremonies for the new armory in Plattsburgh; and preparing the agency's annual report.



## LEGAL OFFICE

The Legal Office provides legal services to the Chief of Staff to the Governor and all top-level Division officials, both State and Federal, on any matter pertaining to their particular activities.

Specifically, the Legal Office participates in numerous activities ranging from labor relations, contracts, and real property transactions to involvement in Division training programs.

The Legal Office is responsible for the coordination of legal affairs both within and external to the Division among local, State, and Federal agencies.

### ACTIVITY HIGHLIGHTS

During 1986, the Legal Office participated in the negotiation and implementation of the first labor/management agreement between the State of New York and the Civil Service Employees Association which affects more than 750 of the Division's State civilian employees.

The Legal Office also provides expertise and

representation for disciplinary hearings and adverse actions involving State and Federal employees. Real property transactions involving armory site acquisition in Dutchess County, and land acquisition at the Guilderland Rifle Range, were coordinated by the Legal Office.

A significant increase in licensing agreements for the Nonmilitary Use of Armories Program also occurred in 1986, and the Legal Office negotiated several major, complicated agreements.

This Office participated in more than a dozen training seminars and public officials' conferences organized by the State Emergency Management Office, and regularly lends support to other Division training programs such as the Armory Superintendents' Conference, Safety Council, Affirmative Action, and Labor Law.

Office personnel coordinate the preparation of Division legislation and review and comment on legislation submitted by other agencies.

More than 150 accident claims were processed, and numerous claims were evaluated by the Office in 1986.

## STAFF JUDGE ADVOCATE

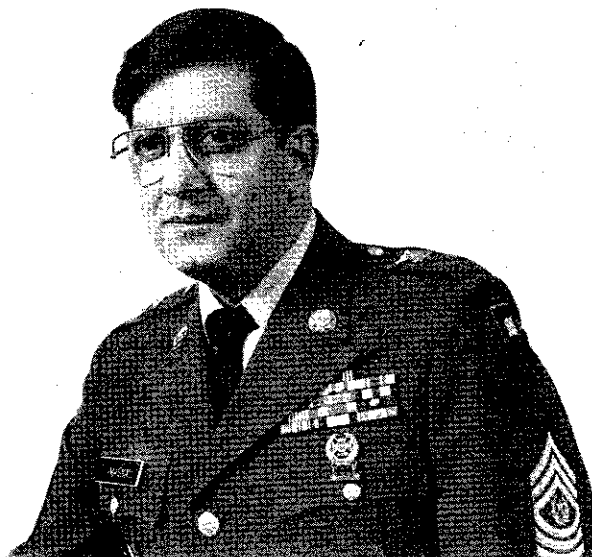
The New York Army National Guard has about 25 Staff Judge Advocates (SJA's) and Assistant Staff Judge Advocates (ASJA's) who are attorneys assigned to provide legal advice to the Command and its members.

Perhaps the most pressing concern our soldiers have when they are called upon to respond to an emergency is the care of family obligations.

The Judge Advocates provide counseling to the soldiers in the form of premobilization briefings and one-on-one counseling during mobilization exercises. They offer advice and assistance concerning wills, Powers of Attorney, and other legal needs that require attention prior to mobilization.

The SJA offices are set up on a team concept which ensures that every unit of the New York Army National Guard has access to Judge Advocate assistance.

## COMMAND SERGEANT MAJOR



The State Command Sergeant Major (CSM) serves as the senior enlisted advisor to the Chief of Staff to the Governor on all enlisted matters.

Through the Noncommissioned Officer (NCO) support channel, the CSM ensures that all members of the New York Army National Guard are fed, clothed, quartered, and trained to standards. He serves as President of the NCO-Soldier of the Year Program and Chairs the screening board for all Command Sergeant Major Academy applicants.

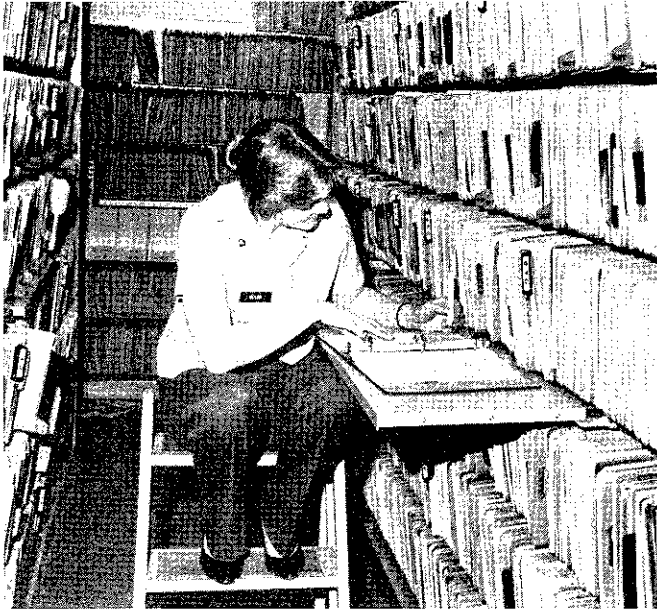
To oversee the professional development of all noncommissioned officers requires a great deal of personal involvement. The CSM must personally visit as many units annually as time will permit. In 1986, the Command Sergeant Major visited more than four dozen facilities throughout the State and country. He visits soldiers in the field and at active army installations during both inactive duty and annual training.

During Federal Training Year 1986, the NCO Development Program was significantly improved through the utilization of squad and section leader handbooks which enabled these first line supervisors to personally monitor the drill attendance, common task testing, and current personal information about every soldier within their elements.

In late 1986, the theme "Sergeants Make It Happen" was adopted throughout the Senior NCO Corps. NCO's throughout the State, as directed by the CSM, put their full support behind Operation Care, to ensure the individual needs of each New York Army National Guard soldier are being met.

The reality of a better equipped, better trained, better disciplined, more professional soldier is a result, and a new command information film entitled "Sergeants Make It Happen" will be distributed Statewide in 1987.





## **MILITARY PERSONNEL and ADMINISTRATION**

The Directorate of Military Personnel and Administration is responsible for the overall personnel management of the New York State Organized Militia to include the New York Army and Air National Guards, the New York Naval Militia, and the New York Guard.

The Directorate also must maintain an accurate and up-to-date automated personnel reporting system and recruiting and retention activities for the New York Army National Guard, the New York Army National Guard Safety Program, the State Military Awards and Decorations Program, and a distribution and reproduction service for the entire agency.

### **PERSONNEL HIGHLIGHTS**

Recruiting efforts during 1986 provided more than 4,500 new members for the Army National Guard, bringing the total as of December 31 to 21,152 soldiers.

A most important recruiting and retention program is the Army National Guard Selected Reserve Incentive Program of enlistment and reenlistment bonuses. This program has increased strength in critical skill areas and in high priority units by encouraging longer soldier enlistments and commitment. The number of high school and college graduates in the Guard is

continually increasing.

There are 6,709 participants in the Selected Reserve Incentive Program. Funded by the Federal government, the program provided \$3.2 million of supplemental income to soldiers in 1986 and will provide in excess of \$3.5 million during 1987.

To further support the development of these soldiers, the Directorate has administered the New G.I. Bill since July 1, 1985, when it became law. The statute provides Federal tuition assistance of up to \$5,040 for eligible soldiers pursuing a college education. More than 1,500 soldiers have enrolled in the program.

Soldiers also may receive educational assistance through the Army Continuing Education System (ACES) College Tuition Assistance Program. The program provides payment of 75% to 90% of tuition for up to two college courses per semester. It provides for 100% payment of the cost of preparatory programs for the High School Equivalency Diploma.

In 1986, 550 soldiers received tuition assistance, and more than 125 are receiving assistance under the high school preparatory program. As a result of the college programs, 131 soldiers obtained associate or bachelor degrees during 1986.

### SPECIAL PROGRAMS

At the direction of the Chief of Staff to the Governor, in 1986, a steering committee was formed to enhance participation by minority soldiers at all levels of leadership with the New York Army National Guard. This committee has undertaken several initiatives to increase the role of minority officers, including recruiting activities at universities and colleges within the State.

During 1986, the agency issued a total of 8,750 awards to members of the organized militia in recognition of individual performance, outstanding achievements and for long and faithful service.

To improve and preserve military artifacts,

more than 2,000 Civil War photos were successfully identified and duplicated, with minimum cost to the State. This was accomplished through coordination with Federal authorities by the U.S. Army Military History Institute, located at Carlisle Barracks, PA.

Through the use of the Federal Government Printing Office, we have vastly improved quality and increased our printing capabilities with minimum cost to the State.

State of the art high technology micrographics equipment is used to convert hard copy individual military records to film. This eliminates individual filing and frees valuable floor space previously occupied by filing cabinets.



## AWARDS

### United States Army Awards Issued

Meritorious Service Medal	63
Army Commendation Medal	218
Army Achievement Medal	618
Good Conduct Medal	25
Armed Forces Reserve Medal	1,180
Army Reserve Component Achievement Medal	2,463

In total, 4,559 United States Army Awards were earned by outstanding NYARNG officers and enlisted personnel in 1986.

### NEW YORK STATE AWARDS ISSUED

Medal for Valor	1
Conspicuous Service Medal	24
Medal for Meritorious Service	63
Military Commendation Medal	275
Long & Faithful Service Decorations	
5 Years	1,505
10 "	816
15 "	201
20 "	88
25 "	39
30 "	47
35 "	22
40 "	6
TOTAL	<u>2,724</u>
Conspicuous Service Cross	1,135
Recruiting Medal	46
Aid to Civil Authority	133
Medal for Humane Service	64
Certificate of Achievement	26
Certificate of Appreciation	158

In total, 4,649 New York State Awards were issued in 1986.



## SUPPORT PERSONNEL

### OFFICE

The Support Personnel Management Office (SPMO) is responsible for the administrative actions and personnel services for more than 3,500 full-time National Guard positions. Individuals holding these positions may be federal Civil Service personnel as well as active duty airmen or soldiers.

Due to the National Guard's increased role in our nation's defense, the number of full-time personnel authorized to support Guard units continues to increase. This increase translates to additional federal monies for the New York State economy. Full-time Federal personnel salaries within the State exceeded \$80 million dollars during 1986, a more than 33 percent increase since 1985.

Concurrent with personnel growth, the number of Air and Army National Guard Technicians eligible for a full range of employee development and training programs has also increased. This training includes a variety of military, personnel and management courses to improve clerical, secretarial, technical, supervisory, and professional occupation skills. These training and development programs are integral to the Division's overall readiness posture and its ability to complete Federal and State missions.

Personnel cost containment also is important. In September, a multi-faceted program to reduce compensation claims and costs associated with injury and loss of services was implemented. This program targeted three major areas with impact on our military technicians and missions; safety, compensation case management,

and accountability. As a direct result, there has been a 42 percent reduction in compensation claims for the last quarter of 1986 as compared to the same quarter of 1985.

### LABOR RELATIONS

In April, a new Labor-Management Contract was signed with the Association of Civilian Technicians (ACT). The labor organization with exclusive recognition for all Federal Army and Air National Guard military technicians. The provisions of the agreement have been explained to management personnel throughout the State to reflect a policy of cooperation and communication to complete our missions and maintain a mutual effort.

### HUMAN RESOURCES/EQUAL EMPLOYMENT

Sexual Harassment Prevention Training was conducted for management and supervisory personnel. A follow-up awareness program will continue in 1987 for all other employees. More than 80 military and civilian personnel already have been trained to deal with problems associated with discrimination, sexual harassment, and substance abuse.

An active minority officer recruiting effort was initiated midway through 1986 and will continue. This effort is especially designed to identify and encourage minorities to apply for officer status in the New York Army and Air National Guard.



## CIVILIAN

## PERSONNEL

In 1986, the Civilian Personnel Office was established as a directorate separate from the Comptroller. This reorganization was necessary due both to the increased staff and responsibilities in the Comptroller's Directorate and the need to provide more specialized and expeditious service to other Division offices.

The new Directorate is responsible for manpower planning and management; payroll, personnel, and benefits administration; and supervision of affirmative action, staff development, training, and labor relations activities for 1,000 State employees.

It coordinates the pay and allowances for 125 Armory Security Guards in the Antiterrorist and Homeless programs, and for the 35,000 members of the Organized Militia when activated in response to State emergencies.

The Directorate meets its responsibilities through its Labor Relations and Affirmative Action and Training Sections.

### LABOR RELATIONS

In 1986, collective negotiations resulted in an agreement between the State and the Civil

Service Employees Association (CSEA) for State employees in the Division of Military and Naval Affairs Bargaining Unit.

Subsequent to the approval of the Agreement by the Legislature, a special pay bill was introduced and payment of retroactive salary increases and performance related increments for 1985 and 1986 was effected for some 750 employees represented by CSEA.

At the conclusion of the year, negotiations for Armory Superintendents and Maintenance Supervisors were still underway between the State and the Operational Services Unit of CSEA, with resolution anticipated in early 1987.

### AFFIRMATIVE ACTION AND TRAINING

The Affirmative Action and Training Section plans and implements State requirements for affirmative action to include the collection and analysis of data concerning our State employee workforce. Section personnel coordinate with other State agencies to ensure goals and timetables and the success of the Affirmative Action Plan are achieved. They also support employee career development and administer the Labor Education Action Program.

SUMMARY OF STATE APPROPRIATION SUPPORT  
PERSONAL SERVICES  
1985-86

A summary of State appropriation support for 1985-86 State Fiscal Year (SFY) personal service activities follows.

<u>PROGRAM</u>	<u>APPROPRIATION</u>
Administration	\$ 2,585,300
Special Services	460,100
Army National Guard	8,674,500
Air National Guard	558,100
State Emergency Management	756,500
Radiological Preparedness	<u>734,400</u>
TOTAL	\$13,768,900



## OPERATIONS, TRAINING & INTELLIGENCE

The Directorate of Operations, Training, and Intelligence must develop and coordinate all operations, training, and intelligence activities essential to the State's Military Forces, in particular the New York Army National Guard's ability to meet the State and Federal mobilization missions.

The directorate accomplishes its mission through six branches:

- \* Training
- \* Training Support
- \* Mobilization and Readiness
- \* Military Support
- \* Empire State Military Academy
- \* Administrative Services

### TRAINING BRANCH

The Training Branch is responsible for all training management to include the day-to-day management of all training matters related to both Inactive Duty Training (IDT) and Annual Training (AT).

Major areas managed by the Training Branch

include:

- \* IDT Schedules/Weekend Training
- \* National Guard Bureau Schools Program
- \* Exercises
- \* Training Ammunition
- \* Army Training and Evaluation Program (ARTEP)
- \* Army Physical Readiness Training (APRT)
- \* Individual Training Evaluation Program (ITEP)
- \* Marksmanship
- \* Nuclear, Biological and Chemical Readiness (NBC)
- \* Nuclear Surety/Nuclear Weapons Training
- \* Trophies and Awards

Training is a high-emphasis area requiring constant reassessment and innovation.

For the first time in 1986, a Junior Leader Training Program for infantry company commanders, platoon leaders, and platoon sergeants was conducted over three weekends at Camp Smith and

Fort Drum. A total of fifty-two Junior Leaders successfully completed the course, taught by members of Army Readiness Groups and Army Advisors.

Because the training was conducted in New York, it was more cost effective and permitted soldiers to maintain their civilian employment and family lives.

For those soldiers able to attend full-time schooling, service school funding for the New York Army National Guard (NYARNG) for Federal Fiscal Year 1986 was a record \$4 million dollars to support attendance at a variety of Army Service Schools.

A total of 5,615 officers, warrant officers, and enlisted personnel were trained in a variety of military occupational specialties to improve skills required to meet Army Guard missions.

An additional \$419,800 was expended to support training at schools sponsored directly by the National Guard Bureau (NGB). Six hundred and twenty-two (622) soldiers benefitted from these special school programs which included a Platoon Leader Development Course and a Reserve Component Tank Commanders Course.

The Training Branch also supervises unit schools. Unit schools are subject to the same quality control required by the Army Service School Program, with all instruction reviewed and approved by the NGB Military Education Branch. These schools normally are conducted in addition to regularly scheduled training assemblies by Army Guard personnel. They include:

\* Noncommissioned Officers (NCO) Education System Courses

- Senior NCO Course
- Advanced NCO Course
- \* NYARNG Chaplains Refresher Course
- \* Unit Officers Course
- \* Unit Safety Course

## ARMY CORRESPONDENCE COURSE

All Guard personnel are encouraged to seek instruction which will enhance their military occupational specialty. Soldiers unable to leave their civilian jobs to attend resident courses may enroll in the Army Correspondence Course Program (ACCP). Soldiers receive the same instruction offered at active duty schools, but remain at home.

All of the Active Army Schools offer programs of instruction under the ACCP. More than 1,300 officer and enlisted personnel participated in this program during Training Year 1986.

## AWARDS

The Eisenhower Trophy, named for General Dwight D. Eisenhower, is presented to the most outstanding company-sized unit in each state or territory annually. Factors compared include: unit strength, training attendance, Military occupational skills qualification, annual training evaluations, and other training ratings. The 107th Military Police Company, Utica, earned the trophy for Training Year 1986.

Three separate awards recognizing excellence in training were won by the 1st Battalion 69th Infantry, 42nd Infantry Division during training year 1986. These awards are:

\* The National Guard State Trophy - awarded to the unit with the highest percentage of assigned personnel to qualify during annual weapons qualification..

\* The National Guard Association Trophy - awarded to the highest scoring unit Nationwide.

\* The Pershing Trophy, awarded to the highest scoring unit in each Army Readiness Region.

An Excellence in Training Certificate is awarded annually based on unit achievement in attaining the First United States Army goals in training attendance, skills qualification, weapons qualification, physical fitness, and evaluation and inspection results. Units earning certificates for Training Year 1986 are Company D, 42 Aviation Battalion, 42 Infantry Division, Latham, and the 107th Military Police Company.



The 107th also earned the Superior Unit Award. This citation is awarded annually by the National Guard Bureau to the unit which meets established criteria in personnel attendance at training and training readiness. Overall ratings in the Annual General Inspection and results of maintenance effectiveness are also considered.

#### 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 program intent is to foster improved marksmanship training at the unit level using competitive programs as a focal point.

Competition begins with the Annual State Rifle and Pistol Matches conducted during the spring at Camp Smith, Peekskill. Teams from all the State Military Forces compete for individual and team trophies at the two-day match. The New York Army National Guard Combat Rifle and Pistol Teams are selected from match competitors to represent the State at the NGB sponsored Winston P. Wilson Matches in Arkansas. The following teams were selected to represent the state in 1986:

\* Combat Rifle - Company A, 2nd Battalion, 105th Infantry, Whitehall.

\* Combat Pistol - Company A, 1st Battalion, 71st Infantry, Bay Shore.

\* Light Machine Gun - 2nd Battalion, 105th Infantry, Troy.

The Winston P. Wilson Matches are the national level competition for National Guard Teams from throughout the country. New York provided five different teams to compete in these matches. In addition to the combat teams cited above, Composite Rifle and Composite Pistol Teams also represented the State.

All five teams scored well enough to go on and participate in the First Army Area Matches. New York was one of only two states to provide all five teams to the Army Area Matches. The Light Machine Gun Team went on to compete in the All Army Matches at Ft. Benning, GA.

The All Guard Small Bore Rifle Team is composed of members of the Army and Air National Guard from around the U.S. New York State provided one-third of the members for the 1986 team. Selection is based on scores of individuals in matches held across the country in sanctioned competition. New Yorkers selected to the National Team are:

\* Captain Richard Taber - 3rd Battalion 108th Infantry, Utica.

\* First Lieutenant Scott Huntington - 2nd Battalion 105th Infantry, Troy.

\* Staff Sergeant Kay Anderson - 442nd Aviation Company, Niagara Falls.

\* Staff Sergeant Thomas Wittaker - 442nd Aviation Company.

\* Sergeant Christina Deam - ARNG Training Site, Peekskill.

Biathlon combines cross country skiing with rifle marksmanship. In 1986, the State team rose to ninth overall from a field of more than 30 teams from throughout the country at the National Guard Biathlon Championships conducted in Minnesota.

Private Curtis Schriener, 105th Military Police Company, was selected to the All National Guard Team as a result of his efforts at the national competition. He went on to compete in the World Junior Biathlon Championships held in Europe, placing third.

#### TRAINING SUPPORT

This branch is responsible for the State training budget which in Federal Fiscal Year 1986 totalled more than \$22.6 million. The branch also oversees:

\* Annual Training (AT) Planning and Scheduling

\* Overseas Deployment Training

\* Key Personnel Upgrade Program (KPUP)

\* CONUS Exchange Program

\* IDT/AT Transportation

## \* Training Aids and Devices

### ANNUAL TRAINING

Every soldier must complete two weeks of annual training each calendar year due to statutory requirements. This training is generally conducted with the individual's unit. More than \$15.5 million was spent in support of annual training in Training Year 1986.

New York Army National Guard personnel trained in a variety of locations around the United States and overseas. Continental United States (CONUS) sites used by New York units are Fort Drum; Fort Campbell, KY; Fort Bragg, NC; Fort Indiantown Gap, PA; Fort Dix, NJ; Fort Belvoir, VA; Fort McCoy, WI; Fort A.P. Hill, and Fort Eustis, VA; Camp Ethan Allen, VT; Camp O'Niell, CT; and CFB Gagetown, Canada.

Five units trained overseas. They are:

\* 138th Public Affairs Detachment, Albany, sent to Ft. Clayton, Panama Canal Zone.

\* 105th Military Police Company, Troy, sent to the United Kingdom, Italy, and Spain.

\* 107th Military Police Company, Utica, sent to the Federal Republic of Germany.

\* Company C, 1st Battalion, 210th Armor, Hoosick Falls, sent to Italy.

\* 1569th Transportation Company, NYC, sent to Turkey.

A major highlight of Training Year 1986 was Exercise "Celtic Knight" conducted by Headquarters Troop Command. The exercise used a European rear battle scenario as its focal point. Participants came from the nondivisional units within the Troop Command organization.

The exercise was controlled from Fort Belvoir, VA, and was played at three separate installations along the east coast, Fort Indiantown Gap, Fort Drum, and Fort Bragg, during two weeks in May.

A major event which closed out Training Year 1986 was the deployment of Company C 1 Battalion 210th Armor to Italy. Eighty-nine soldiers and

their equipment were shipped to Italy to participate in Exercise "Display Determination 86" during September. It was the first time an armor unit from New York deployed with all of its equipment to an overseas area. The equipment included seventeen M48A5 tanks together with a varied assortment of wheeled vehicles.

### OVERSEAS DEPLOYMENT

The Overseas Deployment Training Program (RC-ODT) lets Reserve Component units and personnel work and train in areas, and with units, to which they would be assigned in the event of mobilization. The program is controlled by the United States Forces Command (FORSCOM) in coordination with the National Guard Bureau and the various states.

Sixteen New York Army National Guard units took part in the RC-ODT program during Training Year 1986. The units and the countries in which they trained are:

\* 27th Support Center, Latham; Germany.

\* 102nd Maintenance Company, Brooklyn; Italy.

\* 105th Military Police Company, Troy; England, Italy, Spain.

\* HHD 106th Maintenance Battalion, Brooklyn; Italy.

\* 107th Military Police Company, Utica; Germany.

\* 127th Maintenance Company, Carthage; Italy.

\* 134th Maintenance Company, Rochester; Italy.

\* 204th Engineer Battalion, Binghamton; Italy.

\* HHB 209 Field Artillery Brigade, Rochester; Germany.

\* 1st Battalion 210 Armor, Albany; Italy.

\* HHC 221 Engineer Group, Buffalo; Germany.

\* 243rd Medical Company, Buffalo; Italy.

\* 1569th Transportation Company, NYC; Turkey.

\* HHD 244th Medical Group, Brooklyn; Germany.

\* 138th Public Affairs Detachment, Latham; Panama Canal Zone.

\* HHD 187th Signal Group, Brooklyn; Germany.

As indicated before, five of the units mentioned above conducted their annual training under this program.

The Key Personnel Upgrade Program lets selected personnel train in a field environment with their active component counterparts to help develop special duty assignment skills.

The program is open both to officers and enlisted personnel of all grades and provides training opportunities in the continental United States, Europe, Japan, Korea, and Central America.

#### MILITARY SUPPORT

The Military Support Branch must develop and monitor the State Military Support Plans used in conjunction with aid to civil and military authority. The Branch is responsible for:

\* Civil Disturbance Training

\* Junior Leadership Training (Civil Disturbance)

\* Contingency Plans

\* Emergency Communications

\* Communications Security (COMSEC)/ Communications/Electronics

\* Training

\* Physical Security Program

\* Opposing Forces (OPFOR) Program

\* Operational Security (OPSEC)

\* Community Action/Domestic Action Program

In 1986, the single largest activation of New York soldiers was aiding drought stricken farmers in the Southeast who were in need of hay to feed their livestock.

More than 200 members of the New York National Guards' 127th Maintenance Company, Carthage; 145th Maintenance Company, Fort Drum; HHC - 1st Brigade, 42nd Infantry Division, New York City; 2nd Battalion, 105th Infantry Division, Troy; and 1st Battalion, 210th Armor, Albany, assisted in loading 10,600 bales of hay for transport in July. The hay was shipped by military air and commercial rail from the northern New York site.

#### COMMUNITY ACTION/DOMESTIC ACTION

New York Army National Guard, as well as other State Military components, participate in the Community Action Program to provide a variety of assistance to local agencies and organizations.

During 1986, the New York Army National Guard supported innumerable community and civic events, assisted many charitable organizations, and participated in more than two dozen parades or local celebrations

Major events included:

\* New York City Marathon

\* International Games for the Disabled

\* Transportation of more than 750 metric tons of food for the needy in support of NYC's Human Resources Administration

\* New York State Special Olympics

\* March of Dimes Walk-A-Thon

\* Albany Tricentennial

#### MOBILIZATION AND READINESS

The responsibility to maintain the Unit Status Report, oversee the Force Modernization and Force Structure Programs, and the proponency for all mobilization planning and coordination rests within the mobilization section.

The Readiness Section oversees the management and preparation of the Unit Readiness Management System and manages the Force Modernization and Force Structure Programs.

## MOBILIZATION

The Mobilization Section is responsible for monitoring unit planning and preparation for Federal mobilization. This requires a continuous review of existing plans and coordination with various agencies to ensure the proper state of preparedness is maintained. A major part of this program is the conduct of Mobilization Exercises for units throughout the State.

During 1986, the Mobilization Section conducted mobilization exercises for 14 units of the New York Army National Guard. These exercises required units to alert personnel, load all military equipment, and be prepared to make a road movement to their assigned mobilization stations. The exercises are normally conducted over a three-day period. They are a valid measure of each unit's ability to move if mobilized. The exercise also provides for a thorough review of unit records for personnel and equipment to ensure they all are up-to-date.

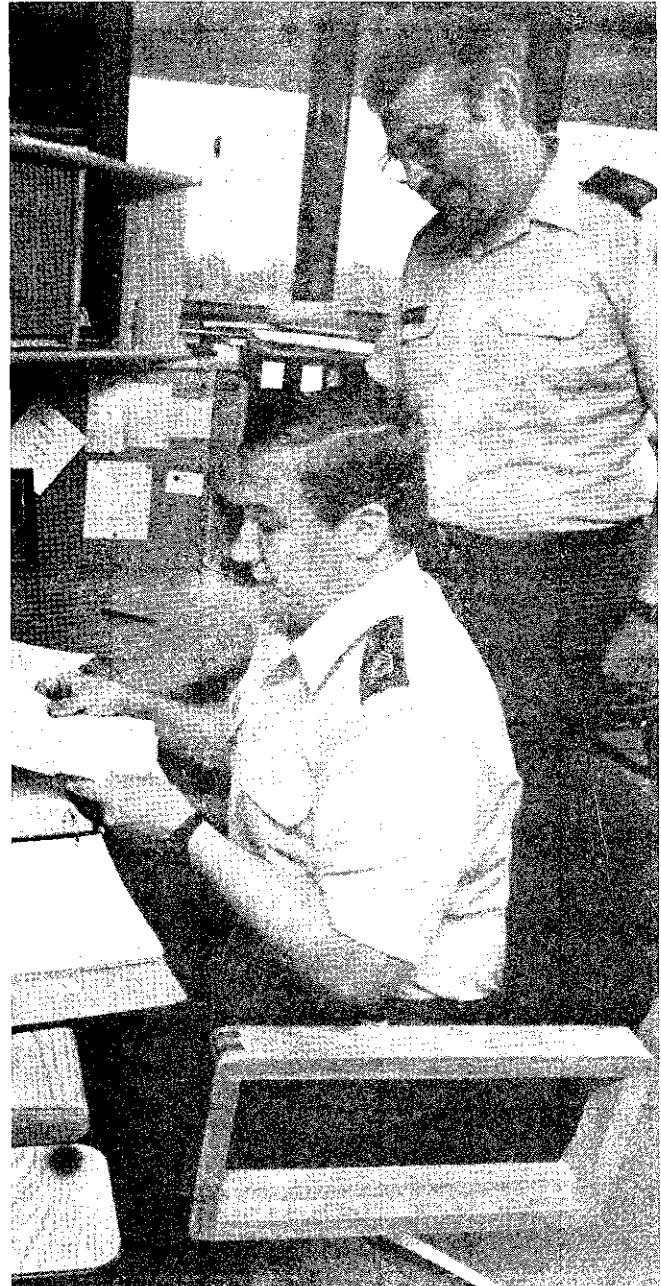
## MILITARY ACADEMY

The Empire State Military Academy (ESMA) is responsible for the preparation and development of the New York Army National Guard's leaders, both officer and noncommissioned officer. It also serves as the "school house" for other programs required or associated with the development of Guard soldiers.

The Officer Candidate School, for example, is a three-phase program conducted both during two, two-week annual training phases, and one inactive duty phase. This culminates in the commissioning of soldiers as second lieutenants in the New York Army National Guard. During Training Year 1986, ESMA graduated 82 officers.

The Primary Leadership Development Course (PLDC) is a two-week program conducted in conjunction with the annual training phase of the Academy. It is designed to train junior noncommissioned officers in the grades of E-4 and E-5. The program teaches the basic leadership skills necessary to these grades and the respective levels of responsibility. A total of 350 soldiers attended the PLDC in 1986.

Non Prior Service (NPS) Training is a new initiative began in the fall of 1986 to train Non Prior Service personnel before their departure for Initial Entry Training (basic training). The program is tied to the statewide command retention program. To-date, a total of 350 new enlistees have graduated from the program which is conducted once a month at Camp Smith.





## CAMP SMITH

Once equipped, soldiers need facilities at which to train.

Camp Smith, Peekskill, is New York State's primary and most comprehensive military training and logistical center. The facility is operational seven days a week, 52 weeks a year. It hosts 17 year-round tenant activities including the United States Property & Fiscal Office, State Quartermaster Warehouses, Combined Support Maintenance Shop "A", three Organizational Maintenance Shops, the 199th Army Band, and Headquarters for the Empire State Military Academy, as well as its Branch Schools #1 and 2.

The 2,000-acre site comprises some 1,500 acres of hilly woodland with 25 kilometers of roads and trails. It is only nine miles from the United States Military Academy at West Point, and about 40 miles from New York City. It also is within 17 miles of the new Air National Guard/Marine Corps Reserve complex under construction at Stewart International Airport at Newburgh.

Because of this strategic location, it is an increasingly valuable training resource for the ground combat units of the Guard and Reserve and the state's law enforcement agencies.

Its 42 indoor and outdoor covered classrooms, gymnasium/auditorium, helipad, demolition training site, learning center, land navigation

courses, emergency medical treatment facility, 16 ranges and numerous other training, billeting, support, recreational, and administrative facilities make it an ideal training location.

### UTILIZATION

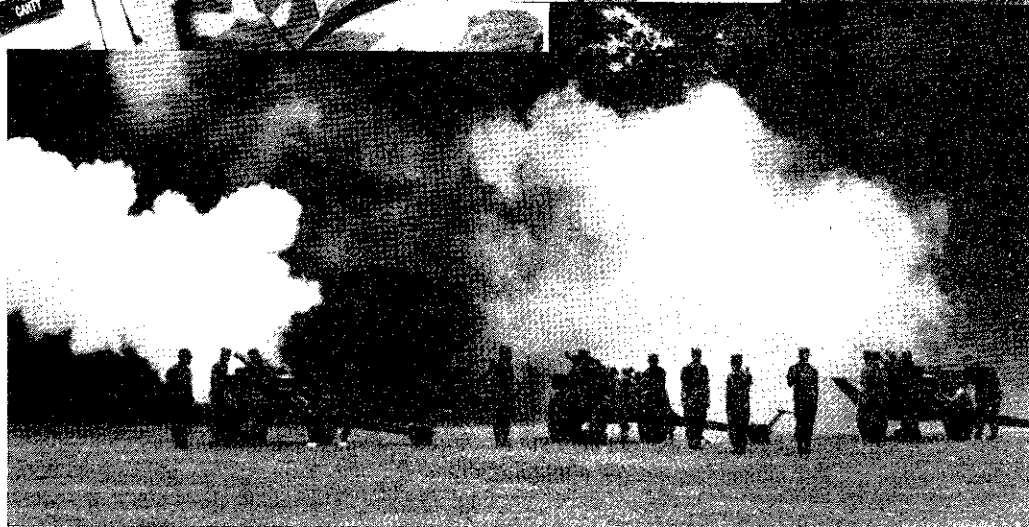
Camp Smith provides training and support facilities for Guard, reserve and regular military units performing weekend and annual training. It also is used by the Federal Bureau of Investigation, United States Secret Service, United States Postal Inspectors, New York State and City Police and innumerable local law enforcement and municipal agencies. During 1985, for example, Camp Smith hosted two 13-week training sessions for the Westchester County Police Academy. Boy Scout, Girl Scout, Sea Scout, school athletic teams, and numerous other community activities also utilized the post.

### MAXIMUM EFFICIENCY

The site is more than fully utilized. There also is an on-going program to upgrade and improve the post and to expand the scope and variety of its facilities. The improvements and the continuing maintenance program, is accomplished through the interactions of the full-time staff, the Camp Smith Training Site Detachment, and using military units such as the tenant Sea Bees (Mobile Construction Battalion

#13, United States Naval Reserve), the 204th Engineer Battalion, NYARNG, and Air National Guard Civil Engineer Flights from Maine and Massachusetts. Through their combined efforts, the training site is not only improved, but participating units execute valuable hands-on training.

Typical projects include the construction, rehabilitation or repair of buildings, classrooms and ranges; regrading of roads, installation of windows, roofs, siding or floors, and the construction of a new tower and a warehouse, all at minimal cost.





## U.S. PROPERTY & FISCAL OFFICE

The office of the United States Property and Fiscal Officer (USP&FO) is responsible for the acquisition, issue, shipment, disposition, and accounting for all supplies and equipment loaned to the state by the federal government used to train federally recognized Army and Air National Guard units and organizations.

The Directorate also is responsible for the receipt, expenditure and accounting for all federal funds allotted the State to support these activities. The USP&FO also is the Contracting and Transportation Officer for the New York Army and Air National Guard.

To meet these responsibilities, the USP&FO has five divisions: Administrative, Analysis and Internal Review, Purchasing and Contracting, Logistics, and Comptroller. 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 Interservice Support Agreements between the USP&FO-NY and other governmental agencies.

Two sections within the Administrative

Division are Telecommunications and Reports of Survey. The Telecommunications Section provides Automatic Digital Network (AUTODIN) service to the New York Army National Guard (NYARNG).

AUTODIN is a Worldwide Department of Defense computerized general purpose communications system which permits the transmission and receipt of both narrative and data pattern traffic.

The Report of Survey Section became a part of the USP&FO in 1986. Section personnel are to ensure responsibility is established for federal property lost, damaged or destroyed.

### LOGISTICS

The Logistics Division is responsible for the procurement, storage, and distribution of all equipment and supplies for the NYARNG. To meet these responsibilities, the Division has three branches: Stock Control, Storage and Distribution, and Traffic.

During 1986, the Stock Control Branch managed a budget in excess of \$20 million and effected nearly half a million supply actions.

The Storage and Distribution Branch, with offices in Rochester and Peekskill, issued more

than 800,000 individual clothing items to NYARNG units in 1986 as well as nearly \$.6 million in tools and other Self Service Supply Center items.

The Branch also provides a delivery and pick up service to Army National Guard units and activities. Items transported include 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 subsist NYARNG members, and provides transportation to NYARNG units via air, rail, and bus.

In 1986, the branch effected nearly 54,000 travel arrangements, to move NYARNG soldiers to their assigned mission sites. This is about a 56 percent increase over 1985.

#### COMPTROLLER DIVISION

The Comptroller Division is responsible for the preparation of the 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 (technician). Budget execution is guided by a Program Budget Advisory Committee (PBAC) chaired by the Adjutant General, NYARNG, and by Program Directors.

In 1986, the Military Pay Section implemented a Joint Uniform Military Pay Systems (JUMPS) Standard Terminal Input System (JUSTIS). This is a new comprehensive on-line processing system for Inactive Duty Pay (drill and bonus payments). It provides a more efficient method of entering data for pay which improves services to units and provides more timely payment to soldiers in the New York Army National Guard.

In other activities for 1986, the Division procured \$489,390 in Federal support for construction of a Women's Barracks at Camp Smith, Peekskill; \$1,082,349 in Federal support for construction of Clinton County Armory at Plattsburgh, and \$57,288 in Federal support for

construction of a Dryden Armory near Ithaca. The Division also processed one million payroll administrative budget transactions.

#### PURCHASING AND CONTRACTING

The Purchasing and Contracting Division processed nearly 20,000 actions for subsistence; petroleum, oil, and lubricants; repair parts; services; supplies, and architect, engineer and construction support for the New York Army and Air National Guard in 1986. The transactions totaled nearly \$80 million, a more than 37% increase over 1985.

#### ANALYSIS AND INTERNAL REVIEW

The Analysis and Internal Review Division ensures that the Army and Air National Guard resources are most efficiently utilized. In 1986, this Division completed Internal Reviews of six air bases, and 22 program directors or fund managers within the Division. This effort identified more than \$4.1 million in potential cost avoidance and monetary benefits for the Division, or a more than 22 percent increase over 1985.



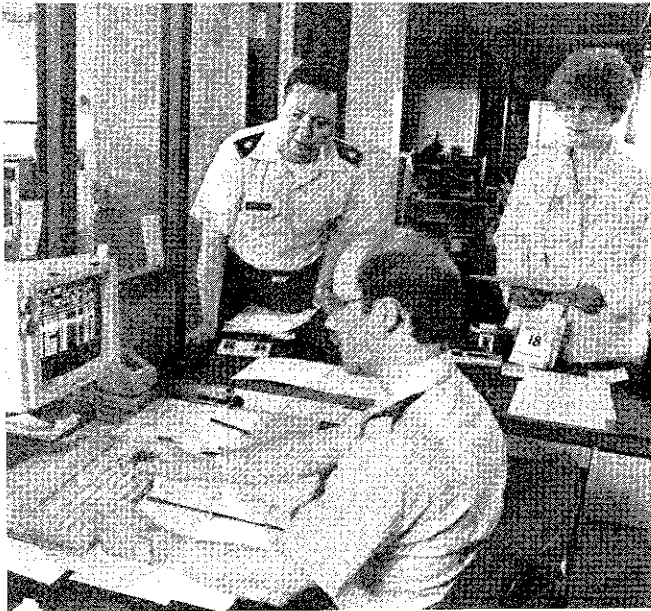


**COMPTROLLER DIVISION ACTIVITIES**

<u>ACTIVITY</u>	<u>ANNUAL FUNDING PROGRAM</u>
<b>ANNUAL TRAINING</b>	
Pay, Allowances & Travel	\$ 16,089,200
Subsistence (Food Cost)	1,219,500
<b>ARMORY DRILLS</b>	
Pay	33,156,870
Subsistence (Food Cost)	758,200
INDIVIDUAL CLOTHING ACCOUNTS	2,034,700
SERVICE SCHOOLS	4,452,800
SPECIAL TRAINING TOURS	3,308,500
CIVILIAN PAYROLL	28,271,100
SUPPLIES AND EQUIPMENT	17,885,400
SERVICE & TRAINING SITE OPERATIONS	6,155,700
POL (Fuels and Lubricants)	<u>1,881,000</u>
TOTAL	\$115,212,970

**PURCHASING AND CONTRACTING ACTIVITIES SUMMARY**

	<u>TYPE OF ACTION</u>	<u>NUMBER</u>	<u>DOLLAR AMOUNT</u>
NYARNG	Purchase Orders	8,866	\$ 3,764,548
	Contracts	<u>17</u>	<u>16,968,877</u>
	SUBTOTAL	8,883	\$20,733,425
NYANG	Purchase Orders	10,644	3,179,107
	Contracts (including State/ Federal Agreements)	<u>23</u>	<u>55,824,694</u>
	SUBTOTAL	10,667	59,003,801
	TOTAL	19,550	\$79,737,226



The Directorate of Logistics maintains the Division's physical plant. Required activities are coordinated by three directorate branches: the Facilities Operations Office, Facilities Engineering Office and the Logistics Services Section.

#### FACILITIES OPERATIONS OFFICE

The Facilities Operations Office is responsible for the operation, maintenance, repair, and replacement of the Division of Military and Naval Affairs' statewide physical plant. This includes a State headquarters complex, 76 armories, and 57 logistical, maintenance, and training facilities which support the New York Army National Guard.

Planning and programming responsibilities also extend to six State Emergency Management Office district offices, five New York Air National Guard bases, and one Air station. These facilities provide more than 8.9 million square feet of space to be used by the New York State Militia.

The responsibilities of the Facilities Operations Office include, but are not limited to, management direction and implementation of the following major programs:

- \* Long Range Planning, Programming, and

## LOGISTICS

Budgeting - State and Federal.

- \* All Military and Capital Construction, Army National Guard (Major and Minor programs) - Federal/State.

- \* Energy Conservation Improvement Program - Federal.

- \* Rehabilitation and Improvement Program - State.

- \* Energy Conservation Program - State.

- \* Environmental Assessment and Compliance Program.

- \* Special Facilities Management Programs - State.

- Handicapped Accessibility

- Fire Code Compliance

- Statewide Structural Surveys

- \* Real Property Management & Acquisition.

#### PROJECT STATUS

The State headquarters complex was completed and occupied in 1986, as were the Mt. Pleasant

armory, Rochester warehouse, the Camp Smith warehouse, and reconstruction of the Connecticut Street armory in Buffalo. The organizational maintenance shop, Buffalo, was completed in early 1987.

Construction of the new Yonkers armory and the female barracks at Camp Smith is to be completed in 1987.

The contract for a Plattsburgh armory was awarded in late 1986. Ground breaking occurred in October. Designs for a Rochester complex and a Dryden armory are nearing completion.

Long-range plans for major construction projects are being considered by National Guard Bureau for Federal fiscal years 1987-1991. These plans include numerous facilities throughout the State with a federal cost of \$65 million.

Armories used to house homeless individuals were increased from eight to eleven locations in the greater metropolitan New York City area. This expanded protection provided 1,087,285 mandays of shelter, a 25% increase over that provided in 1985.

#### FACILITIES ENGINEERING OFFICE

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. Engineering assistance also is provided to Division of Military and Naval Affairs Staff and to all facilities, including New York Air National Guard Bases.

In response to federally supported construction programs, the Engineering Office emphasized the design of current and future projects in the Military Construction Army National Guard (MCARNG) program. In 1986, federally supported contract awards totalled more than \$2 million. The main project is the construction of an Armory at Plattsburgh at a cost of \$1,845,000.

Preliminary plans were submitted to the National Guard Bureau for approval of construction of a facility at Rochester. Final plans and specifications are being drawn for a new facility at Dryden.

A list of rehabilitation projects estimated to cost in excess of \$10,000 each has been forwarded to Office of General Services (OGS) for design. Projects estimated to cost \$10,000 or less are done "in-house" by the Engineering Office. The \$10,000 limitation for contract awards is set by the Office of General Services. Because of rising construction costs, the Division is seeking an increase in the limit to \$20,000 to allow more expeditious contract awards and to reduce some of the contract burdens at OGS.

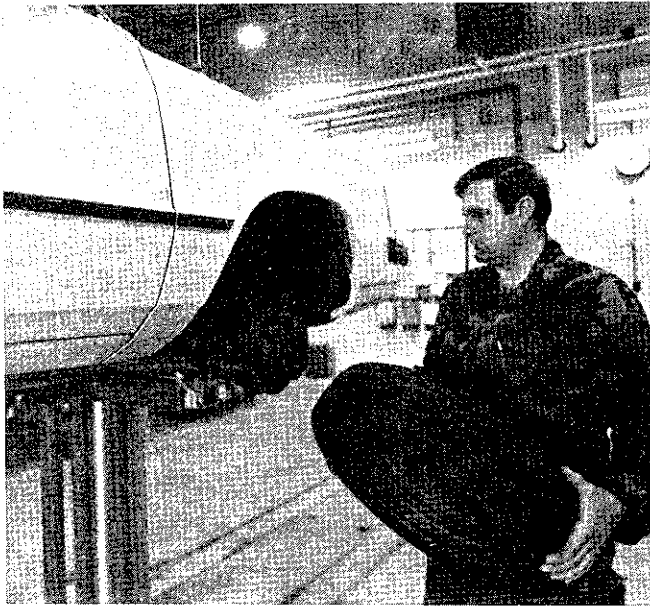
Overall, the Facilities Engineering Office processed 91 contract awards, provided design and inspection services for 38 Air National Guard projects, and completed construction contracts on 124 projects.

#### LOGISTICS SERVICES

Logistics Services provides the logistical support integral to the Division's day-to-day operations. Section personnel administer the Nonmilitary Use of Armory Program, manage the Division's statewide communications network, and procure supplies, materials, contractual services, and equipment for all Division facilities. This section also is responsible for state property management, inventories, and warehousing, the Division's state transportation needs, and the Governor's Flag Program.

In 1986, in excess of \$200,000 was saved by the communication staff's transfer of the Division Headquarter's phone system from the old State Campus headquarters to the new agency building in Latham. The transfer is unique in State history.

An increased emphasis on the Nonmilitary Use Program has resulted in a 75% increase in rent receipts. Over the last State fiscal year, this \$150,000 increase has substantially enhanced support of military unit programs and armory administration and maintenance. Also, the Division has hired a Facilities Lease Coordinator, as recommended by Division of Budget, to manage the program. His efforts will be focused on further improvements to reduce program costs and improve processing methods. Additional cost savings will accrue from the transfer of responsibility to the federal property system for approximately 19,000 lockers and the requirement to maintain and replace them.



## STATE MAINTENANCE

### OFFICE

Once equipment essential to the Division of Military and Naval Affairs' missions is obtained, it must be maintained. The State Maintenance Office meets this responsibility through the federally-funded Surface Equipment Maintenance Program of the New York Army National Guard.

Mission accomplishment is achieved through a variety of methods. These include acquisition from both the National Guard Bureau Maintenance Branch and the Depot System Commands of technical data for displaced equipment and new equipment fieldings.

Maintenance planning to sustain a fielded system is programmed and executed within the Directorate. This includes the acquisition of repair parts, major assemblies, tools and test equipment, and training for all levels of the Army Maintenance System.

#### TECHNICAL WORKFORCE

The Directorate has operational control over a federal technical workforce with individuals skilled as combat vehicle and automotive mechanics, machinists, welders, body and metal workers, painters, canvas and leather craftsmen; and electronic instrument, artillery, and small arms repairers.

These individuals provide overall

maintenance, support for all equipment, excluding aviation, as required by Army Technical Publications.

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.

Support Maintenance is provided through four geographically dispersed Combined Support Maintenance Shops (CSMS). These are located at Camp Smith, Staten Island, Rochester, and Fort Drum.

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

Thirty-seven Organizational Maintenance Shops (OMS) have been established as extensions of the local unit's Organizational Maintenance capability. It provides respective commanders with Organizational Maintenance services and repairs which the unit is unable to perform due to time constraints. State maintenance personnel provide technical supervision of the OMS while the Major Commands retain operational control. Required tools and test equipment are provided from within the supported unit's Table of

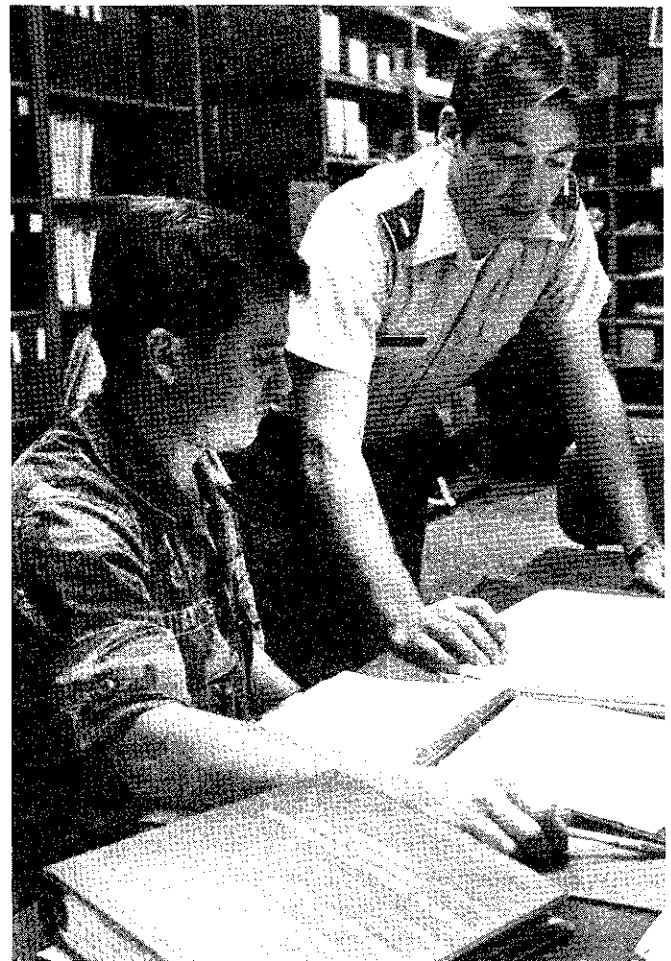
Organization and Equipment as authorized by the Department of the Army.

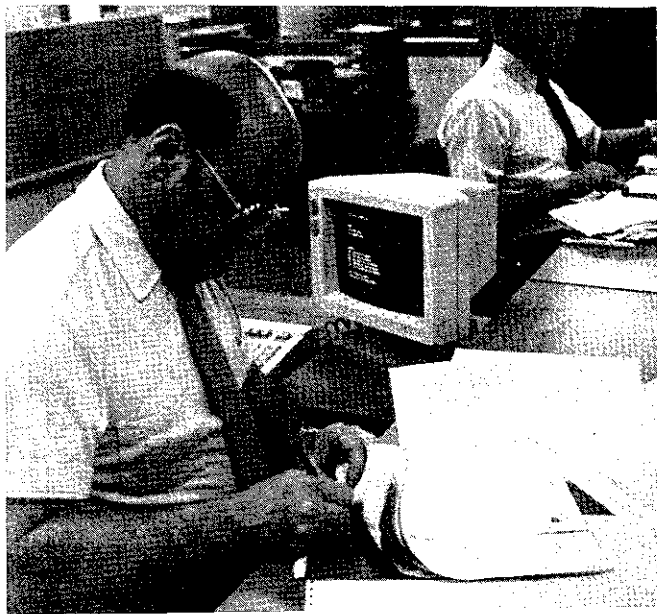
### UTES

The Unit Training Equipment Site (UTES) at Fort Drum receives, issues, stores, and maintains combat vehicles and engineer equipment as

authorized by the Chief, National Guard Bureau, and the Chief of Staff to the Governor. 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.





Integral to the Division's maintenance and administration of State military facilities and field offices for the State Emergency Management Office is the fiscal support provided by the Division's Comptroller.

The Comptroller directs the preparation of the Division's annual budget, manages expenditures from State appropriations, collects Federal funds to reimburse the State, conducts internal audits, and performs all accounting duties required by the New York State Comptroller.

The directorate meets these responsibilities through three sections: State Accounts, Service Contracts, and Utility Accounts.

#### STATE ACCOUNTS

The State Accounts Section is responsible for budgeting, departmental allocations, pre-audit, expenditure control, and accountability tasks for all State and certain Federal appropriations.

In 1986, this section administered nearly 20,000 State vouchers and 9,000 purchase orders.

## COMPTROLLER

#### SERVICE CONTRACTS

The Service Contracts Section must ensure that Division contracts and agreements remain within financial resources available, and are in accordance with stated program objectives.

In 1986, eight major State/Federal contracts and agreements were administered with costs totaling nearly \$29 million.

#### UTILITY ACCOUNTS

The Utility Accounts Section conducts all budgeting and expenditure control for nuclear power plant assessment fees. These responsibilities are closely coordinated with the program staff of the Radiological Preparedness Group.

In 1986, a total of \$800,000 in grants was distributed to seven counties for radiological emergency preparedness planning.

1985-86  
NONPERSONNEL SUPPORT  
STATE APPROPRIATIONS

Following is a summary of State appropriation support for nonpersonnel service activities by program.

<u>PROGRAM</u>	<u>STATE</u>	<u>FEDERAL</u>	<u>OTHER</u>	<u>TOTAL</u>
Administration	\$ 800,200	---	---	\$ 800,200
Special Services (Includes Naval Militia)	215,500	\$ 698,400	\$ 600	914,500
Army National Guard (Includes New York Guard)	6,734,700	3,289,800	---	10,024,509
Air National Guard	890,200	3,695,300	---	4,585,500
State Emergency Management	702,400	889,100	---	1,591,500
Radiological Preparedness	---	---	750,000	750,000
Local Assistance Emergency Management	<u>---</u>	<u>7,163,000</u>	<u>---</u>	<u>7,163,000</u>
TOTALS	\$9,343,000	\$15,735,600	\$750,600	\$25,829,200



## INFORMATION RESOURCE MANAGEMENT OFFICE

The Information Resource Management Office is the newest directorate in the Division of Military and Naval Affairs family. A former element within the Comptroller directorate, Resource Management achieved directorate status on May 1, 1986.

Resource Management personnel provide technical assistance to all directorates regarding programming, feasibility studies, and new data processing systems implementation to improve operational efficiency. The office comprises both the State and Federal data processing staff, which function as one element to most efficiently utilize computer personnel and equipment assets.

### ORGANIZATION

The Information Resource Management Office meets its responsibilities through three branches.

While the Division Director is responsible for strategic planning and policy, the Customer Services Branch provides liaison with users and controls the input to, and the output from, automated systems. The Computer Operations Branch operates the four mini computers located at State Headquarters on a 24-hour per day schedule. The application development branch designs new systems.

The Director of Information Management for the New York Army National Guard also is located

within the Resource Management Office. The Director primarily is responsible for microcomputer support and liaison with staff personnel for services in that area.

### PROGRAM HIGHLIGHTS

In 1986, several landmark service accomplishments occurred.

\* Installation of eight multi-user microcomputers was accomplished within the Division. Seven of these systems are located at the Division Headquarters. One is located at the 42nd Infantry Division in New York City. These systems can support up to twelve terminals per system, and are the beginning of the full office automation architecture to be implemented.

\* Installation of thirty-four additional single-user microcomputers systems was accomplished throughout Division elements. This increases the total to 214 total systems fielded.

\* The massive logistical undertaking of moving the entire Division to Latham was particularly sensitive with the complete relocation of all the data processing equipment. This included both the disconnecting process of both a Burroughs mini computer and three Honeywell mini computers on August 15 and culminating with all systems being reinstalled and operational on August 18.



## LONG TERM STRATEGY

The expanding use of microcomputers is increasing speculation as to the cost effectiveness of this technology. In recent studies, industry experts claim that, while factory work productivity continues to increase, white collar productivity is declining.

The Resource Management Office will conduct a statewide survey on the current uses of the microcomputers and encourage staff input on their effectiveness.

The office also is attempting to acquire tools which will enable microcomputer users to design and develop their own applications to permit more local program specificity and reduce local dependency on limited central staffing. The proposed statewide hardware plan for the Division includes 565 microcomputers.

## EQUIPMENT

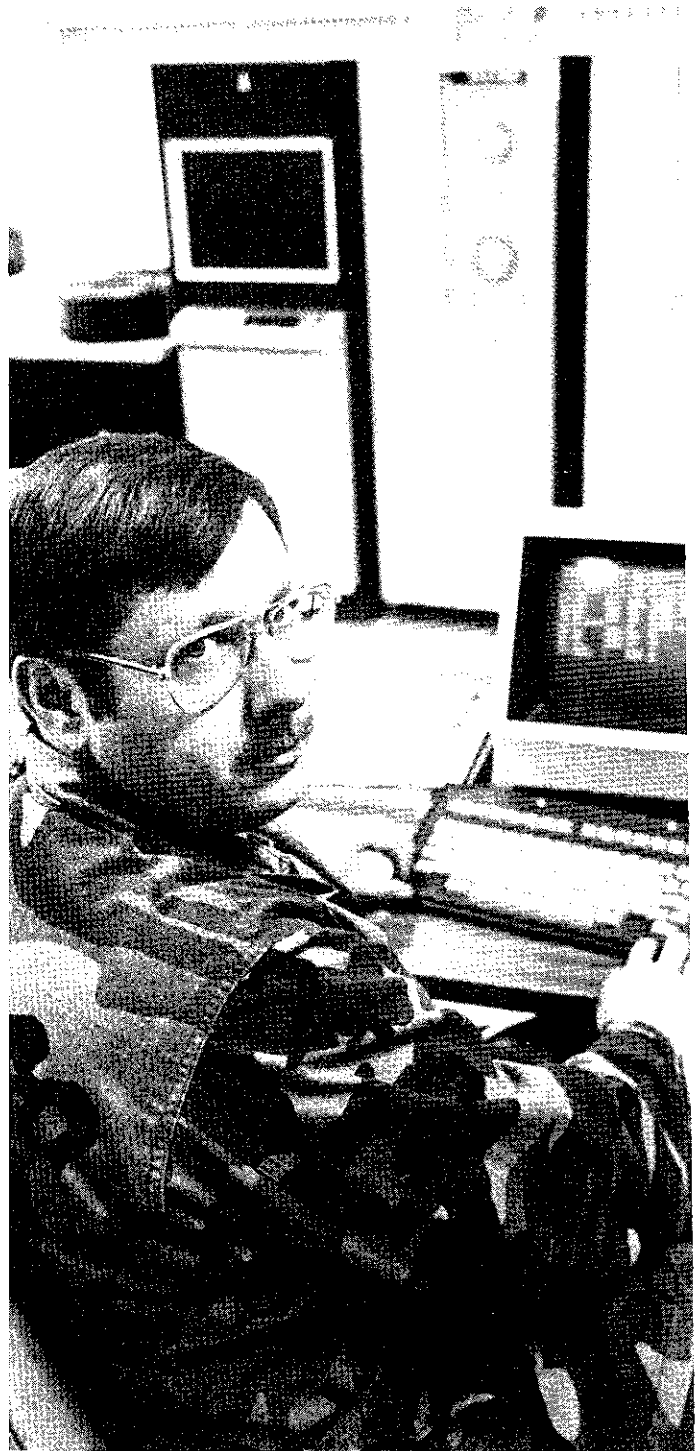
Office plans also include installation of a Sperry 5000 mini computer in the Headquarters on or about October 1987. The Sperry mini computer will replace the Burroughs computer currently in operation. The Burroughs computer processes such applications as JUMPS and active duty payrolls.

The three Honeywell mini computers are to be upgraded to one super mini computer. The Honeywell computer interfaces with the unit micros to exchange information for our unit level personnel system. With the new equipment in place, communication with one hundred sixty locations at one time will be possible.

Facsimile equipment also is planned for the higher command levels. Facsimile units digitize and transfer hard copy documents across telephone lines.

The 27th Brigade is scheduled to receive TACCS Units, the Tactical Army Combat Service Support Computer System. Replacement of all the WANG computers in the Division with Zenith microcomputers also is being considered.

Zenith microcomputers are compatible with the Intel 310 Multi User Microcomputers in the State, the Sperry Mini Computers coming into the State Headquarters, and the Division's Honeywell mini computers.





## ARMY

## AVIATION

Army aviation in the New York Army National Guard (NYARNG) evolved during the 1950's, within the chain of command of the 42nd and 27th Infantry Divisions.

Aviation facilities were located at sites in Western New York and Long Island, with single or two aircraft operations at Rochester, Syracuse, Albany, and Kingston.

In 1967, aviation was separated from the major commands to permit coordinated planning and control by the State Aviation Office. The aviation assets continued to be added. In 1972, a third Aviation Support Facility was opened in Albany.

By 1981, continued growth and a NYARNG headquarters reorganization resulted in the creation of the Directorate of Army Aviation to supervise and plan for all State army aviation activities.

### MAJOR REORGANIZATION

In 1986, a reorganization of the NYARNG's Aviation Battalion to an Aviation Brigade was accomplished in accordance with Army of Excellence requirements. Today, aviation is an equal combat arms partner with infantry, artillery, and armor elements, as a part of the combined arms team.

The reorganization was coordinated with the Department of the Army and National Guard Bureau, but implemented by the Division of Military and Naval Affairs. The Aviation Battalion of the 42nd Infantry Division consisting of a Headquarters Company, Combat Aviation, Attack, and Maintenance Companies was changed to a Brigade Headquarters Company, two Combat Aviation Companies, a Maintenance Company, an Attack Helicopter Battalion, and a Cavalry Squadron with two Air Cavalry Troops.

The new Aviation Brigade structure provides for more efficient use of resources through improved planning and supervision. Combat capabilities and combined arms operations will be enhanced.

Also in 1986, at Monroe County Airport, Rochester, a fourth Army Aviation Support Facility was activated to support new cavalry elements resulting from the reorganization.

In addition to the Army Aviation Facilities at Niagara Falls, Albany, and Long Island, the new facility in Rochester will function as the training site for elements of the Cavalry Squadron. Leased space will be occupied until construction of a new hangar and armory is completed in 1990.

## EQUIPMENT AND TRAINING

Equipment modernization improved in 1986 with the receipt of the modern AH-1S TOW missile Cobra attack helicopter. Three Cobras were issued to New York to replace obsolete UH-1M gunships of the Attack Helicopter Battalion. Additional AH-1S helicopters are scheduled for delivery in 1987 to increase the combat capability of the battalion to destroy enemy tanks and other armor vehicles.

New equipment means additional training. In 1986, more than 11,000 airframe hours were flown by aircrews. Realistic training coupled with support missions of a wide variety were accomplished with special emphasis on safety of operations.

All aviators are integrated into the Aircrew Training Program which provides for the worldwide standardization of all Regular Army and Reserve Component aircrew training and flight procedures. Nap of the Earth training, a difficult combat technique of flying and fighting very close to the ground, was accomplished by 95% of all aviators with a milestone of 100% to be reached by 1987. Another achievement during 1986 includes the use of night vision devices to enhance ambient light and allow pilots to fly tactical missions below tree top level in darkness.

Even with such demanding training, the high priority placed on safety paid outstanding dividends. No major aircraft accident resulted in 1986 for the fleet of 112 helicopters and two fixed-wing aircraft assigned to New York. This is the third consecutive year without a major aircraft accident.

## COMMUNITY PARTICIPATION

Helicopters and flight crews stand ready to provide assistance to New York State citizens in time of natural or Man-made disaster as well as being prepared to respond to a national emergency requiring the call of units to active duty. These aircraft and crews were called to perform sixteen medical evacuation flights during the year.

Medevac missions included the transport of critically ill adults, premature infants, and

children from hospitals with limited treatment facilities to regional hospitals such as the Albany Medical Center and Stony Brook which are better equipped to treat serious illnesses or traumatic injuries.

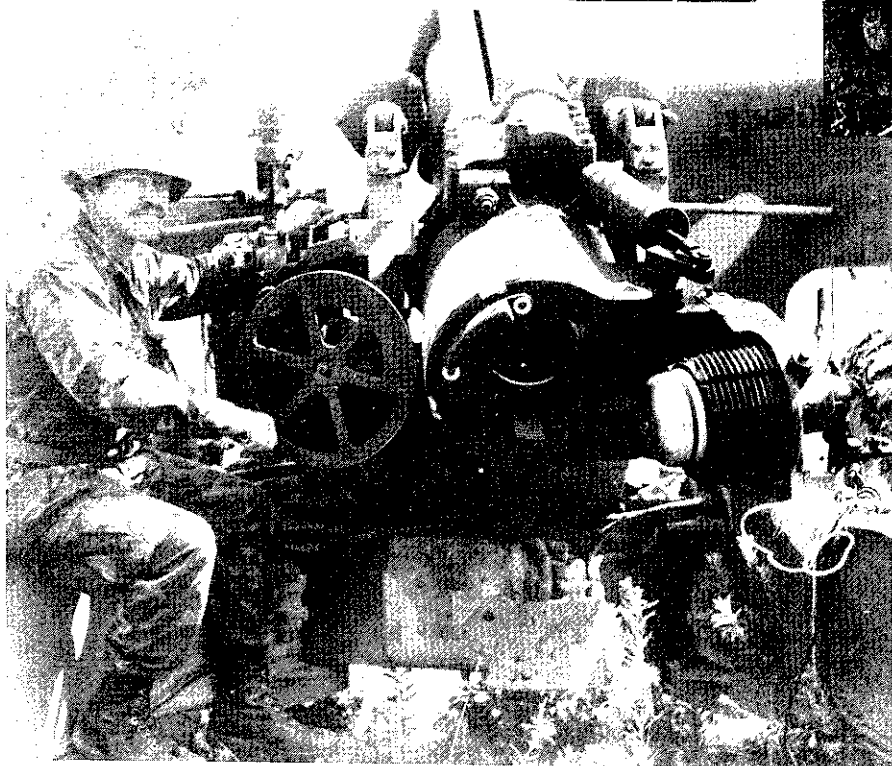
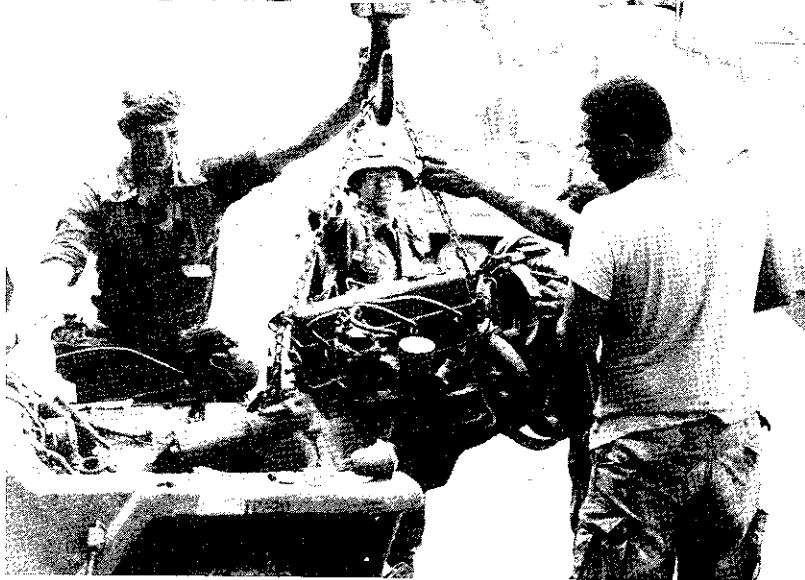
Additional community service missions in 1986 included activities such as displays at schools, fairs, and at ceremonies commemorating national holidays or other special events.





NEW YORK ARMY

NATIONAL GUARD





## 42nd INFANTRY DIVISION

The 42nd Infantry Division is a standard infantry division, one of five in the Army National Guard. It comprises three infantry brigades, totaling six infantry battalions, one mechanized infantry battalion, two tank battalions; an aviation brigade; division artillery; division support command and division troops. Its authorized strength is 14,000.

Divisional units are located throughout New York State with the division headquarters located in Manhattan.

Each year Division elements conduct training exercises at a variety of sites to better prepare for their Federal Mobilization mission. During 1986, the Second Brigade trained at Fort Campbell, KY; the 210th Armor battalion trained in Italy as a part of the NATO exercise "Displacement and Dispersion 86", and the First and Third Brigades trained with the remaining elements of the division at Fort Drum.

Highlighting the division's preparedness to enter the battlefield equipped and ready to fight was the division's move of 1,500 vehicles, three million passenger or cargo miles without a major accident or serious injury.

But there was more than training for the 42nd in 1986. For the 42nd, 1986 was a year of transition and change.

### TRANSITION AND CHANGE

Brigadier General Martin E. Lind Jr. of Clifton Park assumed command of the division. Brigadier General Robert Wedinger of Staten Island assumed the duties of Assistant Division Commander (Support). Brigadier General Richard Evans of Utica was reassigned Assistant Division Commander (Operations). Colonel Nathaniel James of the Bronx assumed command of the 42nd Division Support Command. Lieutenant Colonel Norbert Coggins of Alexandria Bay was assigned as commander of the 42nd Division Artillery.

The new commanders began a five-year reorganization of the 42nd Infantry Division, a transition to the new "Army of Excellence" organization. This is a US Army program to use automation and modernization to improve division combat and combat support capabilities.

The reorganization began in January with the activation of the Third Infantry Brigade, Commanded by Colonel Pat Nappi Headquartered in Buffalo, the Brigade replaces the 27th Infantry Brigade of the 42nd Division. The 27th is now part of the Active Army 10th (Mountain) Light Infantry Division as the Army National Guard Roundout Brigade.

In October, the 42nd Aviation Brigade was activated. This also is in consonance with the

"Army of Excellence" initiatives. The Aviation Brigade includes a combat aviation battalion, an attack helicopter battalion and an armored cavalry squadron of two ground troops and two air troops.

#### EQUIPMENT UPGRADES

In line with a new equipment issue and realignment of equipment within the Division, AH-1(S) (Cobra) helicopters were added to the Aviation Brigade, expanding the combat power of the Division. Substantial improvement in the overall division equipment status was achieved.

The Division Support Command began operation of the new Direct Support Unit Standard Supply System 4(DS 4) and the Decentralized Automated Service Support System 3 (DAS 3) computer package. This system automates the entire Division supply and equipment accountability.

Other changes include replacement of vintage 1959 3/4 ton trucks with new four-wheel drive trucks called Commercial Utility Cargo Vehicles (CUC V). The new High Mobility Multipurpose Wheeled Vehicle (HMMV), a tactical diesel vehicle, began to arrive as a replacement for the 1/4 ton "Jeeps".

Additional authorizations for 1987 delivery include microcomputers, new type 105 and 155 artillery guns and M60A3 tanks for the 1st Battalion, 210th Armor. This equipment improves Division readiness and provides new incentives for soldiers to improve their special skills through new and exciting training opportunities.

#### OPERATION CARE

In line with concern for the individual soldiers, the 1986 New York Army National Guard "Operation Care" program was initiated. This placed increased emphasis on personal contact with each soldier to ensure training, administrative, and even personal problems are identified and addressed. Continuation of this program in 1987 will provide expanded emphasis on retention and soldier welfare.

Emphasis on caring for the soldier has resulted in improved retention in the Division. Soldiers who normally would have been separated



for nonparticipation, were contacted and offered an opportunity to return to duty. In addition to maintaining the careers of 484 soldiers, the program resulted in a fiscal savings of thousands of dollars which would have been needed to procure and retrain new personnel.

Full-time support under the National Guard Active Duty Support (AGR) program also was expanded in 1986. Full time supply personnel now are assigned down to company level. Full time logistics and training personnel also are authorized and assigned at brigade and battalion levels. This expansion has placed 430 individuals on full-time active duty status to support the mobilization force.

In support of its State mission, the 42nd continued to train for possible activations by the Governor to respond in times of emergency. Plans based on past incidents and natural catastrophies have been honed and improved to ensure the Division will meet all State emergency requirements.



## HEADQUARTERS

### TROOP

### COMMAND

The Headquarters Troop Command provides command and control to each of the New York Army National Guard's nondivisional elements comprising five senior commands (the 187th Signal, 205th Support, 221st Engineer, and 244th Medical Groups, and the 209th Field Artillery Brigade), and the 27th Rear Area Operation Center and Company C, 3rd Battalion, 172nd Infantry (Mountain).

Troop Command training is directed at federal mission requirements with emphasis on survivability in the rear area.

Over the years, the units of Headquarters Troop Command (HTC) have developed their collective and individual combat support skills to meet the challenges of the modern battlefield.

World events have made it clear that the rear area from which that support will come is vulnerable to more than conventional attack. There is growing evidence that a major threat to the rear can be expected from entirely unconventional directions such as terrorist attacks and guerrilla actions. HTC units must prepare to sustain their mission to support the forward combat elements, while neutralizing these threats to their own security.

For the HTC, 1986 was the year of the "Celtic Knight". "Celtic Knight" is the code name for the Troop Command's major Command Post/Field Training Exercise (CPX/FTX) conducted in May.

Exercise planning actually began more than a year earlier with the development of exercise goals and concepts.

When the operation was conceived, most HTC units already were committed to different bases on the East Coast for Annual Training 86. To maintain those plans, and achieve Celtic Knight, the concept of the base cluster was inserted into the detailed outline of Celtic Knight.

The concept ties together separate geographical areas (bases) via an intricate communications web that permits each base to be mutually supportive, yet able to stand on its own as necessary.

The cluster is basic to the changing picture of the rear battle area, or Rear Combat Zone (RCA), as it is now known. If one base is taken out of action by the enemy, others remain to continue the vital mission of supporting the troops in the Forward Combat Zone (FCZ)."

The operation cast HTC in the role of a Corps

level command in miniature. Playing as the 10th Corps (US, Provisional), HTC headquarters was established at Fort Belvoir, VA. From there command and staff monitored operations going on at Fort Indiantown Gap, PA, Fort Bragg, NC, and Fort Drum. Some 3,500 troops were fielded on a scale board that covered 1,100 miles from Fort Bragg to Fort Drum.

The scenario placed 10th Corps in the Netherlands during a period of great political tension. Terrorists were known to be preparing to disrupt its mission and the troops had to prepare to defend against them as they performed their missions and awaited word to move into Germany if the situation escalated.

The demands on the command staff were obvious, given the unprecedented scale. But it was the individual soldier who was challenged to begin thinking and acting like a combat troop.

Two visitors helped check on the realism of the exercise. They are Lieutenants Colonel Peter Von Goetz, of the Military District Command, Hanover, Germany, and Ruediger Lehman of the Military Regional Command, Oldenburg, Germany.

The German officers spent as much time in the air as on the ground during the field training exercise, flying from one base to another, briefing commanders of each on the role their German troops would perform in the event U.S. troops were assigned to Germany.

The presence of the German visitors and their input was an invaluable aid to the realism of the exercise, since the exercise put the Headquarters Troop Command units overseas.

The individual base commanders and their staffs acquired valuable real-world information about the support they could expect should they be assigned a federal mission.

#### HISTORICAL EXERCISE

As an exercise, Celtic Knight provided HTC soldiers the opportunity for training they never before experienced.

\* First field test for Rear Battle Doctrine.

\* First unit FTX for the 27th RAOC.

\* First deployment of Troop Command units to a single AT.

\* First Corps exercise for Troop Command.

\* First Reserve Component use of a mobile unconventional threat force.

\* First Troop Command exercise simultaneously played over 1100 miles (at Ft. Drum, Ft. Indiantown Gap, Ft. Bragg and Ft. Belvoir.

Each exercise goal was realized.

\* Testing Rear Battle Doctrine in the field.

\* Exercising C3 (command, control and communications) over extended distances.

\* Exposing the tactical and technical chain of command to several threat level activities.

\* Testing Combat Support and Combat Service Support units in their ability to continue to support and defend against these threats.

The realism created by the scenario coupled with current real world events created a unique awareness and stage to practice OPSEC (Operation Security). The addition of a live OPFOR (opposing force), made soldiers more threat aware in this exercise than in others. The backdrop of potential terrorist activities to disrupt the unit training was understandable and realistic.

#### CHANGE OF COMMAND

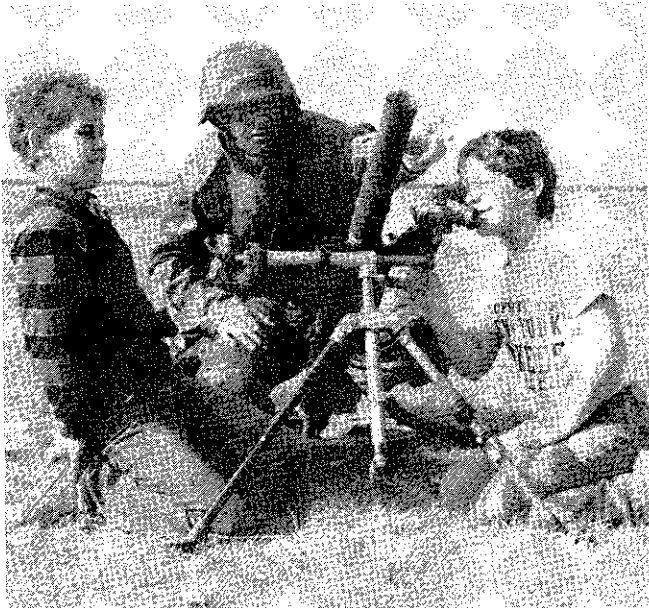
In July of 1986, Colonel John W. Cudmore assumed command of Headquarters Troop Command succeeding Major General Joseph A. Healey who was retiring.

Colonel Cudmore has served as the Commander of the 244th Medical Group and has 24 years of commissioned service, 16 of which have been in command positions. He is a US Army War College graduate and is a qualified engineer officer in addition to his medical corps standing.



Under his guidance HQ Troop Command will continue to concentrate on individual and unit survivability skills while fostering and improving it's Total Force and State emergency response capabilities.





On May 1, 1986, the historic colors of the 27th Infantry Division, New York Army National Guard (NYARNG), were reactivated by the 27th Brigade as it became the "Round Out" Brigade for the Army's 10th Mountain Division (Light Infantry) stationed at Fort Drum.

During the ceremony held at Fort Drum's Wheeler-Sack Army Air Field, the Brigade retired the colors of the 42nd Infantry (Rainbow) Division, New York City, to which it was formerly attached, and unfurled the colors of New York's famed 27th Infantry Division.

The ceremony symbolized the role of the modern guard soldier - the reactivating of the colors of an historic guard unit for an element which becomes an essential part of an active Army Division. It is a new mission for a reserve element, in this case the 27th Brigade. It is a most important mission as reserve elements soon will comprise more than half the nation's defensive force.

#### TOTAL FORCE

As the "Round Out" Brigade, the 27th retains its Guard status and training schedule and constitutes one-third of the 10th Division's combat power. This blending of Guard and active Army units is part of the Army's "Total Force" Policy which makes Guard and active Army soldiers

## 27th BRIGADE

equal partners in this nation's defense.

With the new assignment, the soldiers of the 27th Brigade began an intensive training program to develop their "Light Fighter" skills. The "Light Fighter" is a new breed of soldier who constitute a rapidly deployable deterrent force. These soldiers must be experts in such basic soldiering skills as individual weapons proficiency, map reading, medical and tactical capabilities. In many ways, they are an elite, self-sufficient field force.

#### HISTORY

The new assignment melds two military elements with outstanding achievement records.

Elements assigned to the 27th Brigade are participants of every American War from the American Revolution through World War II. As a unit, the 27th Division saw action in Europe during World War I, and in the Pacific during World War II.

The new 27th Brigade is headquartered in Syracuse. Its subordinate units are located throughout Upstate New York. These units are: the 1st Battalion, 105th Infantry, based in Schenectady, Troy, Leeds, and Amsterdam; The 2nd Battalion, 108th Infantry, with units in

Syracuse; the 3rd Battalion, 108th Infantry, located in Utica, Ogdensburg, and Malone; and the 1st Battalion, 156th Field Artillery, with units in Kingston, Poughkeepsie, and Newburgh.

The 10th Mountain Division was formed during World War II to counter the German mountain warfare threat. Its soldiers defeated the Axis Power in the Italian Alps. The 10th Mountain Division, itself, was reactivated at Fort Drum during ceremonies in February of 1985 in accordance with the Army's new "Light" Infantry concept.

### TRAINING

Although 1986 is the year the 27th Brigade was activated, the Brigade already has participated in numerous aggressive training programs with the 10th Mountain Division. These include:

- \* Noncommissioned Officers from the Brigade participating in a Light Leader Training Program at Fort Benning, GA, an intensified 30 days designed to train squad through battalion level leaders in light infantry leadership tactics and team building.

- \* A senior Noncommissioned Officer's exchange with the United Kingdom.

- \* More than 750 Brigade soldiers took part in the 10th Mountain Divisions Light Fighter Program. This five-day intensified training program tested individual soldier skills, and culminated in a 10-mile foot march and hands on testing.

- \* Twenty-five Brigade soldiers were flown down to Fort Sherman, in the Panama Canal Zone, for 26 days of intensified Jungle Operations training.

Despite the extensive training, there was still time for community participation by Brigade soldiers. Many units participated in numerous events to include blood drives, parades, flea markets, surplus food deliveries, and other community support activities.

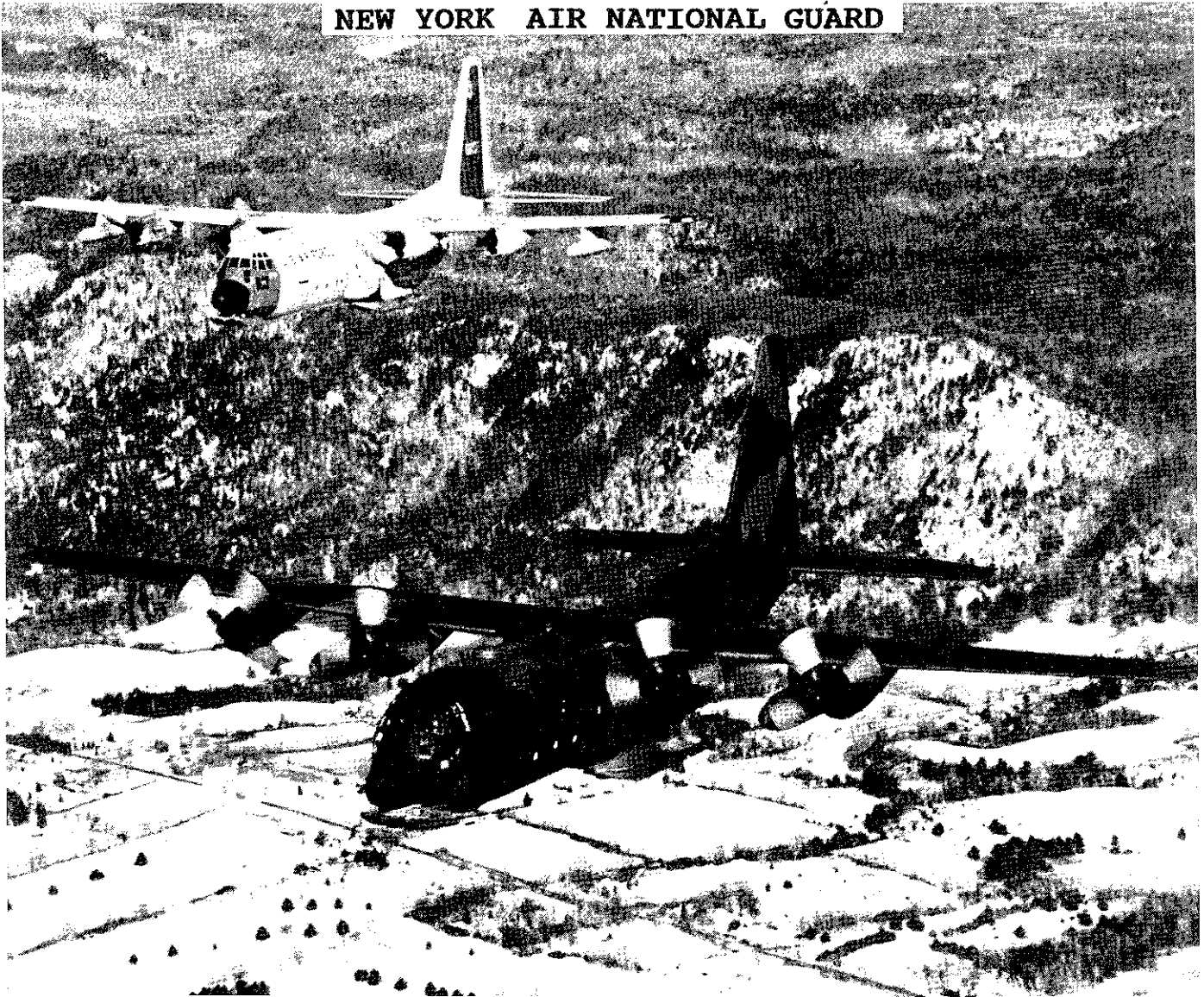
### CHANGE OF COMMAND

In December, Lieutenant Colonel Matthew J. Hasko of Clifton Park assumed command of the Brigade, succeeding Brigadier General George M. Borst who was assigned as the Assistant Division Commander of the 10th Mountain Division.

Lieutenant Colonel Hasko has extensive command and staff experience and an outstanding Vietnam combat record.



## NEW YORK AIR NATIONAL GUARD



The New York Air National Guard (NYANG) is the largest State Air National Guard in the Nation. It comprises five flying bases and one support station strategically located across New York State.

Each Facility uses state of the art equipment. During 1986, all Airmen in State Air National Guard units performed operational and training missions at sites throughout the United States and the Free World.

These units form one of the largest and best equipped fighting air forces in the world, surpassing 39 countries in both manpower and aircraft. Economically, the units are New York

State's best investment, bringing in a more than 93 to one return on investment in terms of State appropriations. Direct 1986 Federal support was \$134,435,627, not including indirect fiscal support for centrally funded supplies and equipment. State support totaled \$1,439,400.

The Headquarters NYANG, commanded by Major General Charles S. Cooper III, is located at Stewart International Airport, Newburgh. Headquarter's personnel provide policy and planning guidance, in addition to logistical, administrative, contract, personnel, and operational support to each of the Air National Guard units within the State.



## THE 105th MILITARY AIRLIFT GROUP

The 105th Military Airlift Group continued its conversion to the C-5A aircraft began in 1985. Training of aircrews and maintenance personnel was accomplished on or ahead of schedule throughout the year, and the Group met all National Guard Bureau and Air Force airlift requirements.

The Air Force demonstrated its confidence in the Group's capability in February when it increased the Group's aircraft allocation from eight to eleven C-5A aircraft.

### TRAINING

During 1986, aircrews trained and performed operational airlift missions world-wide.

In January, sixty-one base personnel worked with the full-time Air Force counterparts in an Operational Readiness Exercise demonstrating their C-5A operations skills.

In February, the Group airlifted personnel and 240,000 pounds of equipment for the 185th Tactical Fighter Group, Iowa Air National Guard, from Offutt Air Force Base, NE, to Kunson Air Base, Korea.

In June, aircrews and maintenance personnel traveled to air bases in Europe and England to train Air Force personnel in the transient maintenance of C-5A aircraft.

The 105th Civil Engineering Squadron deployed to Selfridge Air Force Base, MI, during the Summer to assist in base construction projects, while the Group's Aerial Port Squadron deployed to Torrejon Air Base, Spain, to test their operational capabilities.



## DEVELOPMENT

The more than \$129 million in new construction began in 1985 is continuing at the site, the largest single construction project in the history of the entire Air National Guard. This is resulting in a tremendous economic impact in the Newburg area.

Four major facilities now are under construction. They are an Operations and Training Building, an Aircraft Maintenance Hangar, a Squadron Operations/Telecommunications building, and a Support Equipment building. The Group plans to occupy these facilities during the

fall of 1987.

Development continued on other Stewart Airport facilities during the year. The Federal Aviation Administration announced plans to construct the Mid-Hudson Valley area Airport Surveillance Radar Facility (ASR-9). This will be the first operational ASR-9.

The Defense Fuels Agency awarded the New York State Department of Transportation the contract for into plane refueling services at Stewart IAP. This assures the NYANG and Department Of Defense agencies of a reliable source of jet and aviation fuel





## THE 106th AEROSPACE RESCUE and RECOVERY GROUP

The 106th Aerospace Rescue and Recovery Group (ARRG) is located at Suffolk County Airport.

The Group's flying squadron, the 102nd Aerospace Rescue and Recovery Squadron (ARRS), traces its lineage directly to the 102nd Observation Squadron organized in 1921. That squadron was successor to the New York National Guards, first federally recognized unit which was mustered into federal service as the "First Aero Squadron" on July 13, 1916. The current 102nd ARRS celebrated its 70th birthday in July 1986.

The Group also achieved the 200th saving of a life with the medevac of a critically ill heart patient from Southampton Hospital. In all, 17 saves were credited to the 106th ARRG's members during 1986. This brought the Group's total credited saves to 213 since the unit was assigned the Rescue and Recovery mission in 1975.

As a result of its highly visible humanitarian mission, the Group is esteemed by Long Island's "East End" communities and its members are frequently called upon to participate in and speak at local community events.

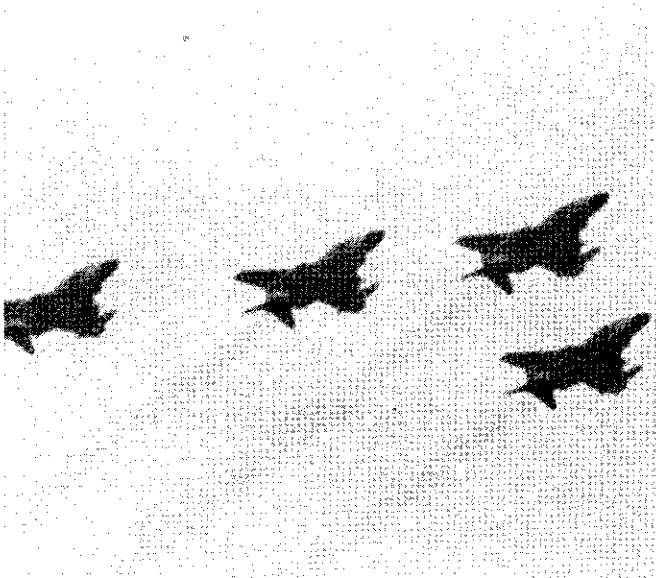
### TRAINING AND CONSTRUCTION

In addition to performing a rigorous training schedule at home station with its dually equipped

HC-130 fixed wing "Hercules" and rotary wing HH-3E helicopters, the "Jolly Green Giants", the Group performed a number of deployments from home base during the year.

Two large construction projects were underway or completed during the year. A new composite building for housing Operations and Maintenance personnel assigned to the 102 ARRS was completed and occupied in late Spring. In addition, a new base firehouse is under construction on the airport flight line. The Group provided crash and fire support for the airport. Work on this facility was 70% complete at year's end.





## THE 107th FIGHTER INTERCEPTOR GROUP

The 107th Fighter Interceptor Group, Niagara Falls, is part of the North American Defense Command (NORAD) which must defend the air space of the Northeastern United States.

In addition to this home station commitment, the group maintains a full-time alert detachment at Charleston Air Force Base (AFB), SC. This includes two of its F-4 Phantom fighters, six aircrew and eighteen maintenance personnel. To accomplish the SC commitment, aircraft and personnel are rotated regularly between home station and Charleston AFB.

The Group received special recognition for its Charleston detachment in April when one of its F-4 aircraft was christened the Spirit of North Charleston by that municipality's mayor, James Bowne, in ceremonies at Charleston AFB.

Group airmen also were awarded the 1985 Explosives Safety Plaque during the annual convention of the National Guard Association of the United States, and earned the 24 NORAD Air Divisions Outstanding Flight Safety Program Award.

### SPECIAL ACTIVITIES

In April, Group pilots joined air guardsmen from other F-4 units to perform an Air Defense Alert Mission deemed Creek Klaxon at Ramstein Air

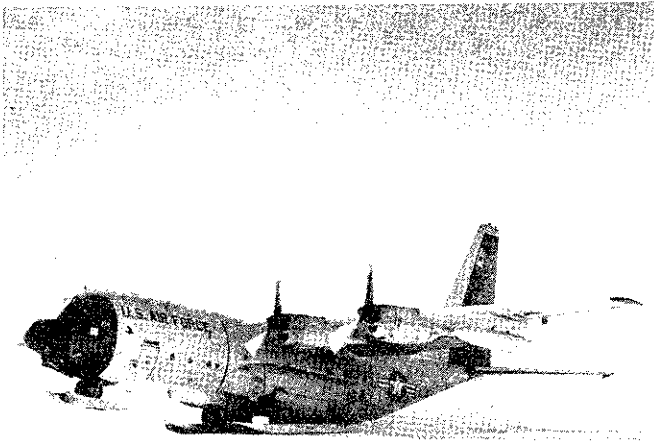
Base, West Germany. Creek Klaxon is being supported on a continuing basis by Air Guard aircraft and crews.

The Group also deployed six aircraft and fifty-six personnel to Tyndall AFB, FL, for two weeks training. They returned to Tyndall AFB in October for the annual NORAD William Tell Weapons Meet competition.

The Group conducts extensive community relations programs throughout the Niagara Falls Metropolitan area. Highlighting these efforts is airmen participating in the Niagara Falls Festival of Lights during the Winter holiday season.







## THE 109th TACTICAL AIRLIFT GROUP

The 109th Tactical Airlift Group (TAG), Schenectady, is unique in that its C-130H aircraft are the only ski equipped aircraft in the Air National Guard and the US Air Force. In addition, it has the first female loadmaster in the New York Air National Guard, Staff Sergeant Barbara A. Murphy of Schenectady.

The TAG's airlift mission supports the Northern Hemisphere's Distant Early Warning System (DEWLINE) and the National Academy of Sciences Earth Climate Research project. Crews operating out of Sondrestrom Air Base in Greenland, ferried 533,613 gallons of fuel and 12,227 tons of supplies to the Ice Cap.

### MAJOR DEPLOYMENTS

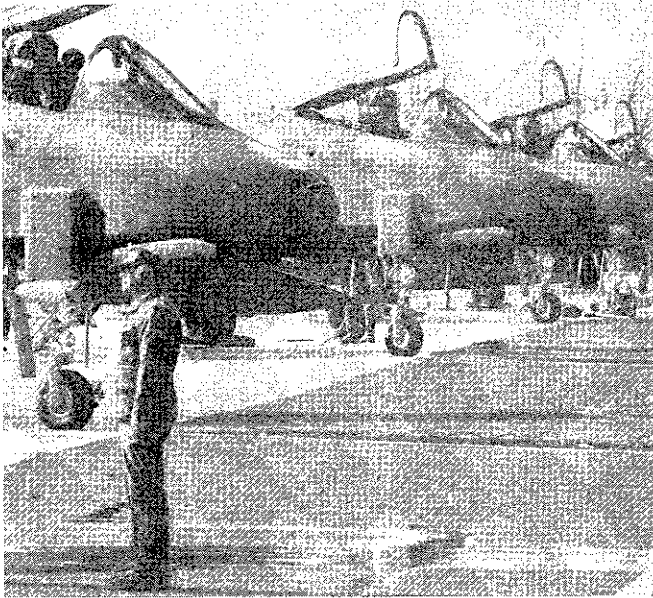
Major deployments of 109th elements during 1986 included missions to Pease Air Base (AB), NH; Mac Dill Air Force Base (AFB), FL; Gulfport, MS; Charleston AFB, SC; Little Rock AFB, AR; Rhine Main AB, Germany; Mildenhall AB, United Kingdom, and Torrejon AB, Spain.

The unit earned the Air Force Association Aviation Excellence Award for overall unit performance among Guard and Reserve aviation units in New York. In addition, the 109th Consolidated Maintenance Squadron won the DAEDALIAN Maintenance Trophy awarded for superior

performance of maintenance people in the demanding Arctic environment.

The year ended with the traditional flight to the St. Regis Mohawk Indian Reservation in Northern New York, where gifts and necessities collected by the unit members and various public organizations were distributed.





## THE 174th TACTICAL FIGHTER WING

The 174th Tactical Fighter Wing, (TFW) Hancock Field, Syracuse, continued its record for achieving excellence in Operational Readiness Inspections (ORIs) with the ORI administered to the unit in early November.

The 174th was inspected as it deployed more than 600 personnel and 200,000 pounds of cargo from Syracuse to Volk Field, WI. This required 24 C-130 cargo sorties and 10 tractor-trailer trips. This is the fifth consecutive year the unit received such high ratings.

### SPECIAL TRAINING

Airmen of the 174th Civil Engineers deployed\* to Eglin AFB, FL, in January for combat training in Rapid Runway Repairs and Base Recovery After Attack. They returned again in June to compete in Readiness Challenge '86, an Air Force wide Civil Engineer Contest.

In March, the Wing deployed thirteen of its A-10 fighters to Davis Monthon AFB, AZ, to participate in Exercise "Snowbird '86." This exercise permitted unit pilots and maintenance personnel to gain firsthand experience with such live ordnance as MK-82 five hundred pound bombs and TGM-65A "Maverick" missiles.

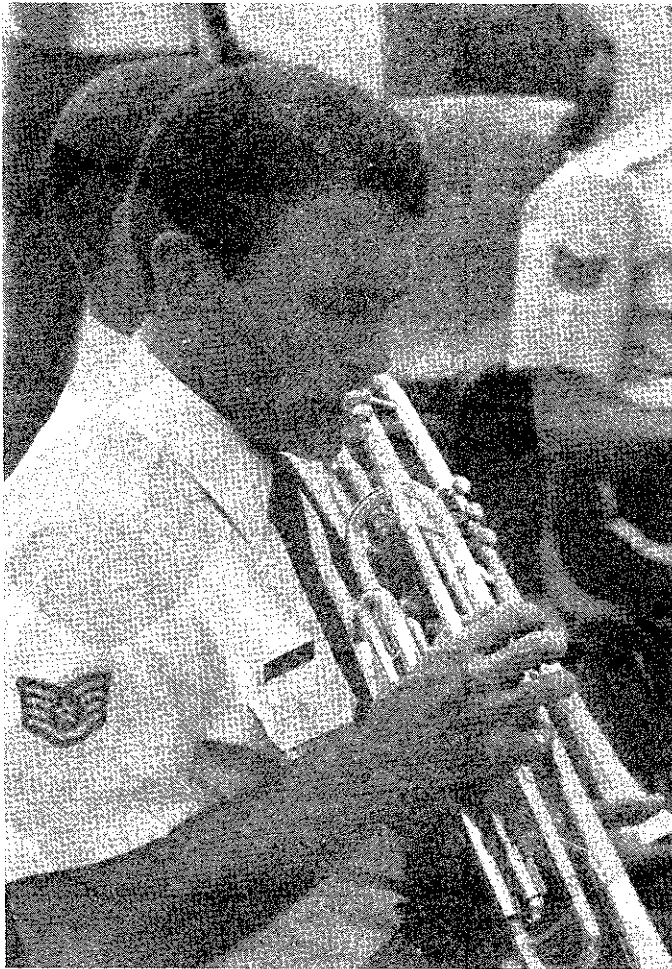
Other unit members traveled to Europe to take

part in Crested Eagle 86, a NATO exercise. In May, the 174th resumed its annual operation of the Form Drum Gunnery Range in Watertown.

### AWARDS

Three of the Unit's personnel, Colonel Thomas Monforte and Master Sergeants Gary and Michael Lighton (brothers), were awarded Air Force Commendation Medals for their design and development of an apparatus which permitted the initial installation of AIM-9L "Sidewinder" missiles on A-10 aircraft.





## SUPPORT UNITS

The 152nd Tactical Control Group (TCG) is responsible for the leadership of nine subordinate units from seven states including the 108th and the 113th Tactical Control Flights which are collocated with the 152nd at Hancock Field. The Group and its units are responsible for operation of Tactical Air Control Radar Systems. This is a system used by commanders to direct air operations in the tactical field environment.

The nature of the Group's mission and training requirements dictate that its units deploy frequently to participate in operational exercises. In 1986, they participated in Air Guard Exercises in the United States and in the European theater with NATO forces.

In February, the 152nd participated in Exercise Dense Crop 86 at various locations throughout Italy. The 108th participated in NATO Exercise Distant Hammer in Gibraltar during May.

In June, the 152nd and 113th directed Exercise Sentry Yankee from locations at Hancock Field and Fort Drum. The 108th participated in Sentry Storm III in Martinsburg, WV, in September. The Group returned to Europe in November to participate in NATO Exercise Able Archer.

In late August, members of the 174th Tactical Fighter Wing and members of the 108th and 113th Tactical Control Flights of the 152nd Tactical Control Group (all located at Hancock Field), operated an extensive display at the New York State Fair. This has become an annual tradition for the 174th and the 152nd.

## ELECTRONIC COMMUNICATIONS

The 213th Electronic Installation Squadron and the 274th Combat Communications Squadron, Roslyn Air National Guard Station, Roslyn, have specialized ground missions. The 213th is frequently called to perform missions with the Northeast Region Associated Telephonic Communications Installation. The unit provides services commonly associated with a telephone utility.

The 274th provides mobile data processing and communications facilities necessary to processing and delivering data and voice communications in a field environment.

The 201st Weather Flight, Suffolk County Airport, Westhampton Beach, is equipped with a variety of equipment needed to operate in a battlefield environment. The unit is designated to provide weather information and analysis to the 42nd Infantry Division Headquarters, New York Army National Guard.

The 552nd Air Force Band, Stewart International Airport, Newburgh, is collocated with the Headquarters, New York Air National Guard. Band members provide music entertainment at various public events as part of the Militia's overall community involvement.

## AWARDS

### United States Air Force Awards Issued

Distinguished Service Medal	1
Legion of Merit	1
Air Medal	364
Meritorious Service Medal	12
Air Force Commendation Medal	30
Air Force Achievement Medal	86
Total	492

In total, 492 Air Force Awards were earned by outstanding NYANG officers and enlisted personnel in 1986.

### New York State Awards Issued

NYS Long & Faithful Service Award -	5 years	206
	10 years	178
	15 year	91
	25 year	19
	30 year	16
	35 year	21
	40 year	1
Commendation Medal		43
Conspicuous Service Cross		
(plus 6 Silver Devices)		15
Meritorious Service Medal		1
Exercise Support Ribbon		4
Aid to Civil Authority Medal		355
(Hurricane Gloria)		
Humane Service Medal		310
(Hurricane Gloria)		
TOTAL		1,056

In total, 1,056 New York State Awards were earned by outstanding NYANG officers and enlisted personnel in 1986.

## PERSONNEL CHANGES

A number of key personnel changes occurred during the latter part of the year. Colonel Bernard Giere succeeded Colonel Thomas S. Thomas as the Director of Operations, Headquarters NYANG in September. Colonel John H. Fenimore V. replaced him as Commander of the 106th ARRG at Westhampton Beach, New York.

Lt. Colonel John Schnell in turn, succeeded Colonel John H. Fenimore V as Executive Support Staff Officer at Headquarters NYANG. In December, Colonel Michael S. Hall replaced

Brigadier General Paul A. Schempp as Commander of the 174th TFW at Syracuse. This series of changes was culminated with the appointment of Brigadier General Sam F. DeLitta as Assistant Adjutant General for Air, succeeding Brigadier General Dominick C. Marchesiello, who retired.



Federal Support - Fiscal Year 1986

The following charts reflect federal fiscal support provided to the New York Air National Guard during fiscal year 1986. Excluded are millions of dollars in direct Federal support for centrally funded supplies and equipment and overhead costs of technical schools.

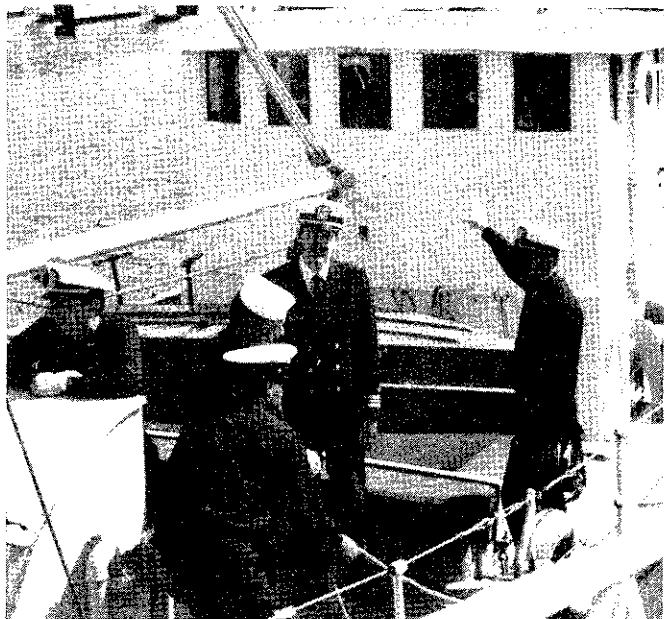
National Guard Personnel

Annual Training	\$ 5,398,810
Unit Training Assemblies	10,728,113
School Training	1,987,355
Additional Flying Training	1,026,076
Special Military Training	1,273,677
Basic Military Training	661,427
Basic Military Training Officer and Airmen Uniforms	324,126
Incapacitation Pay	115,315
AGR	13,169,608
Air Force Advisors	<u>658,400</u>
Subtotal	\$35,342,907

Operations and Maintenance

Aircraft Petroleum, Oil, Lubricant	\$ 15,781,552
Air Technician Pay and Benefits	33,420,286
Facilities, Operations and Maintenance Appropriations	7,051,395
Travel, Transportation, Equipment Rental and Other Services	2,726,929
Supplies and Equipment	7,910,099
Construction of Facilities, Major Repairs and Minor Alterations to Facilities	31,895,450
Recruiting	99,789
Medical Supplies	144,954
Exercise Support	<u>62,266</u>
Subtotal	99,092,720
Personnel	<u>35,342,907</u>
TOTAL	\$134,435,627

## Chapter Seventeen



### NEW YORK NAVAL MILITIA

The New York Naval Militia, with more than 7,700 United States Naval and Marine Corps Reservists, is the largest Naval Militia in the United States, and the only Naval Militia with unbroken service.

Headquartered in the Division of Military and Naval Affairs complex, Latham, it is organized in accordance with New York Military Law and conforms with the regulations and standards of the United States Department of the Navy.

#### MISSION

The mission of the Naval Militia is:

- \* To respond to any State emergency when called upon by the Governor.
- \* To assist in the training of the Naval and Marine Corps Reserves as a contribution to our national security.

Naval and Marine Corps personnel training costs are borne by the Federal government. In fact, during the past year, the Department of the Navy provided more than \$48 million for training, pay, construction, and maintenance of training facilities to support New York's Naval Militia.

Both Sailors and Marines, like their soldier

and airman counterparts, contribute to local community projects and participate in a variety of functions from parades to funerals.

#### MAJOR ACTIVITIES

The major training exercises in which Naval Militia units participated in 1986 include all major Fleet Exercises, North Atlantic Treaty Organization (NATO) Exercises, a Western Pacific Exercise and a series of Maritime Defense Zone unit exercises.

Marine Corps units participated in NATO Exercises "Bold Guard" and "Northern Wedding", and a combined exercise at 29 Palms which involved live fire, air, ground, tank, artillery, and also amphibious operations at Camp LeJeune. The United States Marine Corps Reserve Toys for Tots program provided hundreds of thousands of toys for children across New York State.

Mobile Construction Battalion 13 (Sea Bees) deployed to Fort Jackson, SC. Battalion members built a two-mile track course and bayonet courses for the Army. Sea Bee elements also provided technical support for the Washingtonville Fire Department, performed landscaping for the Taconic State Prison, base maintenance and snow removal at Camp Smith, built a playground in Peekskill, and completed a community project at Stonybrook.

## AWARDS

The Burke Trophy is awarded to the Best Shipboard Unit. The Gillies Trophy is awarded to the unit achieving the greatest progress in military performance. Both trophies were earned by the USS Guadalcanal, Landing Ship Helicopter-7, Detachment 702, Freeport.

The recipients of the 1986 Josephthal Award, presented annually by the New York Naval Militia for outstanding performance are: for the Navy, Mobile Mine Assembly Group Detachment 302, Albany; The Marines, "I" Company, Buffalo, and the Seabees, "A" Company, Mobile Construction Battalion 13, Peekskill.

## FEDERAL SUPPORT

Following is the federal support received for Naval Reserve Centers and Facilities during FY 1986.

<u>PROGRAM</u>	<u>APPROPRIATION</u>
Inactive Duty Pay	\$15,431,110
Active Duty Military Pay	10,750,856
Active Duty Training Pay	6,890,367
Logistical Support	1,540,172
Travel	1,076,521
Operations	1,015,557
Recruiting	907,833
Civilian Pay	586,900
Major Maintenance Repair	230,423
Repair of Navy Vessels	<u>37,461</u>
Subtotal	\$38,467,200
US Marines Reserve	<u>9,800,000</u>
Total	\$48,267,200



## Chapter Eighteen



# NEW YORK GUARD

The New York Guard (NYG) is the fourth component of New York State's Organized Militia and is a true volunteer Force. Its members serve without pay and only receive limited reimbursement for annual military expenses.

The NYG force structure includes a Command Headquarters and a Professional/Technical Detachment (PTD); three brigade headquarters, eight regiments and 17 battalion headquarters with three internal security companies.

It has an authorized cadre strength of 2,163 officers and enlisted personnel. Should the Governor authorize mobilization of the NYG, its strength would be increased to more than 18,000 officers and enlisted personnel assigned to the then 124 units located throughout the State. On June 8, 1986, the Eighth Regiment, NYG was officially redesignated the 15th Regiment during a ceremony at its Home Station Armory at 2366 Fifth Avenue, New York City.

### MISSION

The primary missions of the New York Guard are:

\* To serve as a support element to the New York Army National Guard (NYARNG) in accomplishment of its State mission.

\* Be prepared to replace the New York Army National Guard when it is ordered into active Federal Service.

\* Subject to specific orders from the Chief of Staff to the Governor, the NYG is prepared:

-- to furnish aid to civil authorities in the event of a disaster or domestic disturbance.

-- to provide military assistance to State Civil Defense localities in coordination with the New York State Emergency Management Office.

### PROGRAM PLANNING

Eighty-five command and staff personnel attended the Annual New York Guard Commander's Training Session conducted at Camp Smith, Peekskill, in February. Development of the 1986 Annual Training and other Command programs for 1986 was completed at the session.

### TRAINING ACHIEVEMENTS

With successful implementation of the Command Headquarters - NYG Annual Training Program, members of each unit completed in-depth home station (armory) instruction and training.

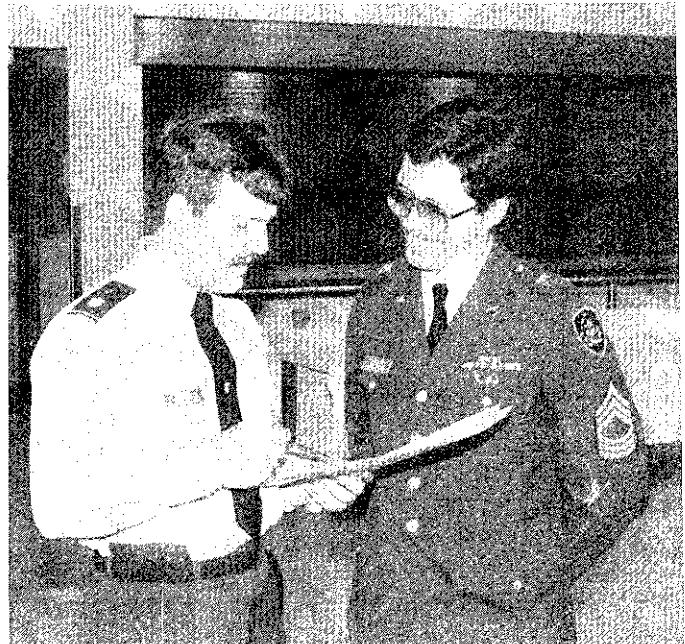
More than 300 officers and enlisted personnel

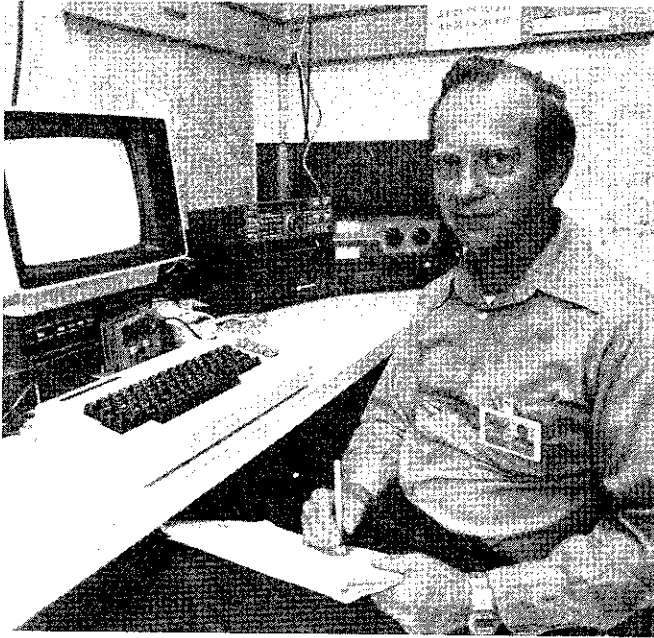
successfully completed an Annual Field Training Program conducted at several home station armory locations and at Camp Smith.

Each of the three Brigades conducted independent consolidated brigade training programs utilizing various home station armory facilities for indoor training and instruction, and separate training facilities such as Camp Smith for more specialized events.

The NYG supported numerous community activities during 1986.

NYG elements participated in more than 13 parades and other local events including the State Special Olympics Program for the Handicapped/Underprivileged at Syracuse, the Syracuse State Fair, the Annual Armed Forces Week activities in Buffalo, and the Annual Memorial Service at Tarrytown to honor former members of the 1st Provisional Regiment, NYG, who died while guarding the New York City Water Supply System during WWI.





**STATE EMERGENCY  
MANAGEMENT  
OFFICE**

The New York State Emergency Management Program includes activities and programs designed to prevent or mitigate, respond to and recover from natural or Man-made disasters or emergencies which affect State residents.

The State Emergency Management Office (SEMO), one of the Division's nonmilitary components, directs the Governor's Emergency Management Program, and provides the staff support the Chief of Staff to the Governor needs to fulfill his requirements as Secretariat to the New York State Disaster Preparedness Commission (DPC).

In that regard, when disaster strikes, SEMO coordinates the delivery of State and Federal resources. These resources may include personnel and equipment from the State and, when the Federal Disaster Relief Act of 1974 is implemented, disaster relief dollars from the Federal government.

SEMO emphasizes a pro-active emergency management posture to facilitate response to emergencies that may affect local governments. This means planning and being prepared for emergencies rather than simply responding to them.

During 1986, SEMO coordinated the response to more than 600 events relating to flooding, winter storms, hurricanes, hazardous materials incidents, and water emergencies. Deployment of the State's Regional Response Team, comprised of

SEMO and State Agency representatives geographically located throughout New York, has expedited State assistance to local governments.

The Albany based SEMO Crisis Team was activated numerous times during the year to coordinate executive and operational requirements relative to the particular emergency situation.

The State Emergency Operation Center (EOC) and appropriate SEMO District Offices were activated with State Agency liaisons in August to prepare State resources when Hurricane Charlie nearly struck Southeastern New York State. These EOC's were activated many times for flood disasters, as well as for training, drills, and exercises.

In addition to disaster response and recovery activities, SEMO provides prevention and mitigation programs to increase the awareness needed for emergency preparedness. This concept is known as Comprehensive Emergency Management.

**PROGRAM HIGHLIGHTS**

Program highlights for 1986 include:

\* Completion of a Statewide Hazardous Mitigation Plan, which was approved by the Governor in November.

\* Conduct of the first Governor's Hurricane Conference at Long Island to examine, in detail, hurricane awareness, response, and recovery activities.

\* Conduct of 184 emergency management training courses for more than 9,500 participants.

\* Loan to local governments of approximately 500 pieces of emergency stockpile equipment to assist in their response to water emergencies.

\* Construction of a 7,000 square-foot Emergency Stockpile Building in Glens Fall to facilitate delivery of equipment to local governments in time of need.

\* Increased awareness and revision of procedures for response to severe winter storms, including ice storms and subsequent electrical power restoration activities.

\* Provided assistance to 13 local jurisdictions in the development of emergency operations plans.

\* Increased emphasis on alert and notification systems for severe weather forecasting and monitoring of flood basins through a federal grant.

#### ADMINISTRATIVE RESPONSIBILITIES

SEMO administers Federal financial assistance used to support local and State emergency management programs. In Federal fiscal year 1986, the State and 57 participating county and city governments received \$4.3 million dollars in Federal matching funds to supplement emergency management personnel and administrative expenses. Another \$1.2 million Federal dollars supported other State and local Emergency Management programs such as equipment, recurring expenditures, and special grant projects.

Since 1984, SEMO has obtained nearly \$67 million in disaster relief for individuals and municipalities within federally declared disaster areas. These dollars are used to restore property, roads, and transportation facilities damaged during the disaster.

SEMO also completed year three of a six-year plan to improve the Emergency Management

Equipment Stockpile Program. SEMO now has an inventory of more than thirty miles of six-inch aluminum pipe, twelve 400-gallon water tank trailers, two 5,500-gallon water tank trailers, nine 800-gallon per minute diesel pumps, and sixteen new generators.

#### COMMUNICATIONS

SEMO also is upgrading the States' emergency communications capability to provide for proper alert, notification, and warning to State and local officials during emergency situations. Plans have been completed to effect in 1987, under the auspices of the DPC, almost \$260 thousand in State Warning Point communications system modifications to include a new operations console and satellite communications capability.

The Disaster Preparedness Commission's Emergency Communications Vehicle (DPC-1), which was completed by the Division of State Police in 1985, is being used in numerous emergency management exercises, to facilitate communications between field responders and the Albany EOC. DPC-2 is nearing completion and will improve the State's mobile communications capability. Both of these vehicles contain radio and satellite communications capabilities for voice and computerized data transmission from the scene of a disaster.

SEMO also conducted a statewide test of the Emergency Broadcast System, which is the State's backbone when the public needs emergency notification and information.

#### PLANNING

Through the SEMO Planning Program, which is 100% federally funded, assistance is provided to local governments in the development of emergency operations plans and procedures for natural disaster as well as for man-made disasters including radiological transport and hazardous chemical incidents.

In 1986, SEMO staff helped 13 local governments with a combined population of 1.1 million to complete emergency operations plans. These plans include specific information for local hazard prevention and mitigation techniques relative to the particular community.

Upon completion and acceptance of each plan, a full-scale exercise is conducted to effectively test and evaluate local response and recovery capabilities.

The Planning Section also surveyed more than 200 community shelters located throughout the State which can be utilized for public protection during emergencies such as tornadoes, hurricanes, floods, and radiological incidents.

Staff services also were provided to the Earthquake Technical Advisory Committee to revise a State Hazard Analysis Report which identifies earthquake prone areas of the State. The Earthquake Technical Advisory Committee was expanded. Through hazard identification and vulnerability analysis, it continues efforts both to increase public awareness and to be prepared to mitigate the effects of a devastating earthquake.

#### TECHNICAL RESOURCES

Technical assessment of emergency situations, whether natural or Man-made, must be accomplished expeditiously and accurately for the State to provide the needed protection for people and property. SEMO Technical staff coordinated and analyzed the delivery of detailed information on the nature of the threat in 31 hazardous materials incidents and almost 60 weather-related emergencies to facilitate State response activities.

The staff is working with the National Weather Service and the State Department of Environmental Conservation to develop and implement a computerized early warning flood observation and analysis system to be implemented in flood prone counties in early 1987.

Technical staff also support the State's radiological assessment activities for nuclear power plant incident response and distribute radiological instruments and provide technical training and planning assistance to State and local government emergency responders.

#### TRAINING

During 1986, more than 9,500 government, volunteer, and private sector officials

participated in SEMO-coordinated training programs. Topics included comprehensive emergency management, legal issues, multiple casualty incidents, radiological response, hazardous materials, and terrorism.

In the spring, a two-day Hurricane Conference was conducted on Long Island. More than 250 county, state, federal, and private sector leaders and volunteers attended to exchange valuable insights to hurricane awareness, response, and recovery activities.

A conference report was prepared and distributed to all in attendance and other interested officials to increase awareness for hurricane preparedness. A 20-minute videotape entitled "Gloria and Beyond: A Public Safety Perspective" was produced in cooperation with the State Education Department for this conference.

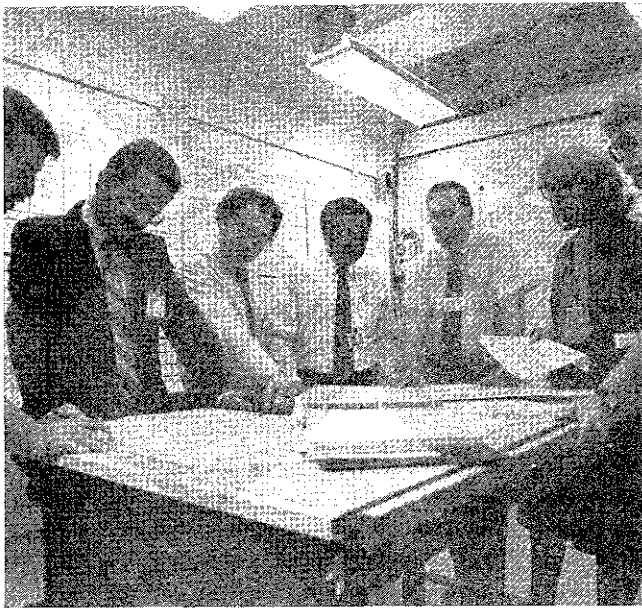
SEMO also contracted with the State Department of Transportation (DOT) to produce a hazardous materials awareness program which has been field tested and will be presented to DOT's 7,000 Highway Maintenance Division personnel.

#### CIVIL AIR PATROL

A nonprofit, voluntary civilian organization, the Civil Air Patrol (CAP) is chartered by Congress as a noncombatant auxiliary of the U.S. Air Force. Nationally, CAP performs almost 80% of all search and rescue missions.

In coordination with SEMO, CAP supports similar State missions and responds to natural disasters and to other emergencies upon request. Last year, 83 missions were performed by New York Wing CAP involving more than 1,300 members.

In addition to search and rescue activities, these missions included medical transports, photo and video reconnaissance, and transport and logistics associated with New York's operation to provide hay to the southern States who were affected by the summer drought.



## RADIOLOGICAL EMERGENCY PREPAREDNESS GROUP

The Radiological Emergency Preparedness Group (REPG) is the sixth component of the Division of Military and Naval Affairs and is responsible for radiological emergency preparedness and response in New York State. REPG was established in 1981 under the auspices of the Disaster Preparedness Commission and specifically is charged with the development of comprehensive plans and procedures for prompt response to potential emergencies for the areas surrounding the three commercially operating nuclear power plant sites in New York State.

### ACTIVITY HIGHLIGHTS

In February, the Federal Emergency Management Agency (FEMA) approved the Monroe and Wayne County Radiological Emergency Preparedness Plans and the associated prompt notification systems (sirens) for the R.E. Ginna Nuclear Power Station located near Rochester. This approval was the culmination of five years of plan revision and exercises for off-site agencies in conjunction with Rochester Gas and Electric, the utility which operates the Ginna Station.

The Ginna site is the second of the three nuclear power plant sites in New York State to receive Federal plan approval. This official FEMA certification means that the "health and safety of the general public could be adequately protected during a radiological emergency." The first State and local plans approved were for the

Nine Mile Point Nuclear Site near Oswego.

In 1986, a full-scale federally observed exercise was held at the Indian Point site and involved Westchester, Rockland, Orange, and Putnam Counties, New York State, and Consolidated Edison, as the operator of the Indian Point Unit 2 reactor.

This exercise tested the State's and counties' capabilities to implement the Radiological Emergency Preparedness Plans. State and local governments were activated and fully mobilized to respond to a simulated emergency at the nuclear power station.

Federal evaluation of the offsite response required that remedial drills be conducted to correct deficiencies noted in the FEMA Post Exercise Assessment. The required drills were completed in December.

Two full scale nonfederally evaluated exercises were also held during 1986, at the R. E. Ginna site near Rochester and involving the FitzPatrick nuclear power station at the Nine Mile Point site near Oswego. For both of these exercises, New York State REPG assumed the dual role of participants and evaluators for the county and State response.



## CITIZEN-SOLDIER HALL

IN THIS, THE 350TH ANNIVERSARY YEAR OF THE NATIONAL GUARD, WE DEDICATE THE HOME OF THE DIVISION OF MILITARY AND NAVAL AFFAIRS TO THE COURAGEOUS MILITIAMEN AND WOMEN OF NEW YORK STATE, PAST PRESENT AND FUTURE. FOR IT IS THEY WHO HAVE ALWAYS ANSWERED THE CALL TO THE DEFENSE OF AMERICA AND FREEDOM AROUND THE GLOBE, AND STAND READY TO DO SO NOW.

NOVEMBER 1, 1986

MARIO M. CUOMO  
GOVERNOR AND COMMANDER-IN-CHIEF

LAWRENCE P. FLYNN  
MAJOR GENERAL  
CHIEF OF STAFF TO THE GOVERNOR AND COMMANDER,  
NEW YORK ARMY NATIONAL GUARD