#### ORK STATE 10 **GENERAL'S Name** No. **EPORT 1998**



**Manual** 







STATE OF NEW YORK DIVISION OF MILITARY AND NAVALAFFAIRS 330 Old Niskayuna Road Latham. New York 12110-2224

Dear Governor Pataki:

I have the honor to transmit to you this report on activities of the Division of Military and Naval Affairs and the New York State Military Forces during 1998.

I will not attempt to summarize what is already the briefest of outlines regarding yet another year of significant achievement continuing the recent renaissance of the State Military Forces. However, a few words about the report itself may be in order, as the *how* and *why* of its publication have a significance beyond simply its contents. Sometimes the medium *is* the message, or at least part of it.

This is the first report rendered in almost a decade, although the tradition of the "Adjutant General's Reports" stretches back nearly to the founding of the state itself. Whatever other reasons contributed to the cessation of publication, surely one was that there was simply nothing new or good to report. Strength was failing dramatically, federal assets were being slashed repeatedly, and morale and readiness suffered grievously. The Guard was an uncertain trumpet. No more.

All that changed in 1996 when you signed into law the Educational Incentive for the National Guard and Naval Militia. Even for those who would never use the program, this first modern state benefit for members was taken as a commitment that the state would stand by the military forces that had sworn to stand by it. That investment of faith and confidence was the seed from which grew a reinvigorated force, staffed by the best available persons, ready to meet the challenge of state emergency duty time and again with ever increasing skill and capability, and to develop solutions for emerging and future requirements and threats. Now, there is both good and new to report.

Almost as meaningful as what is in this report is what is not. Gone are the former lengthy repetitions of internal organization, procedures, and numerical detail. In their place is a new emphasis on results, not processes, deeds, not words, and most importantly, people, not organization. As we have strived alongside you in nine major activations for state emergencies, here, too, we have sought to do the right thing, not just to do things right.

In short, this report is *in and by itself* reflective of the changes wrought in the State Military Forces over the past four years: a return to time honored values without resort to timeworn practices, a renewed pride that we are soldiers of New York as well as the nation, and a rededication to continual effort to perfect our service to both.

In that spirit, this report is most

Respectfully Submitted,

ohn H. Fenimo

Major General/New York Air National Guard

# **ONE FORCE, TWO ROLES, THREE MISSIONS**

The Constitutions of the United States and the State of New York specify that the state shall have its own military forces to discharge its duty to protect the life, liberty, and property of its own citizens. Descended from the colonial militia, today these forces consist of the New York Army National Guard, New York Air National Guard, New York Naval Militia, and the New York Guard.

surge requirements for wartime assets and state surge requirements for emergency assets, both governments benefit.

Guard organizations continue the local involvement that has been their hallmark since before there was a state. At the same time, state organizations (the Naval Militia and New York Guard) have arisen to assist the Guard in conduct of its state duties.

So therefor it may

The New York Na-

standards, perform the

same missions, earn the

same pay and wear the

same uniform as the

Regular armed forces -

but on a part-time, as

reservists. The differ-

ence between them and

other reservists (Army

Reserve, Air Force Re-

serve, etc.) is that only

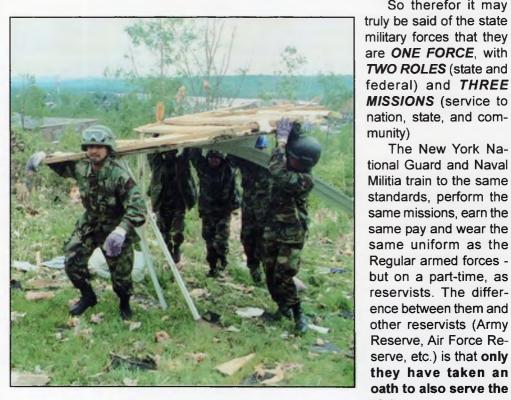
they have taken an

oath to also serve the

state.

The Division of Military and Naval Affairs (DMNA) is the state agency that is headquarters to these forces and a civilian component, the State Emergency Management Office. Its commissioner is The Adjutant General (TAG), a title that dates to 1784 and the end of the American Revolution (the state's first governor commanded the militia himself during the war).

As the militia evolved into the National Guard, so did federal law regarding it. The state military continued in their traditional roles, but also became more closely integrated with the federal military



as its primary reserve component. Therefor, today's National Guard is both a state and federal force, and DMNA contains elements that are both federal and state in nature.

Synergy is the greatest advantage of this unique relationship. The federal government pays for the overwhelming majority of the Guard's expenses. In return it obtains a pool of trained units and individuals it could not afford to maintain on a fulltime basis. The state has access to trained and disciplined personnel and equipment that it could not afford to maintain on its own. By combining federal FOR MORE INFORMATION

The next few pages offer only a representative sample of how the men and women of the renewed Division of Military and Military Affairs are surpassing the challenges of the three missions. To learn more, contact the Public Affairs Office, Division of Military and Naval Affairs, 330 Old Niskayuna Road, Latham, NY 12110-2224, telephone (518) 786-4582, or visit the DMNA website at http://www.dmna.state.ny.us

We bring the best of our communities into the military service and return the best of military training and values to the same communities

> Major General John H, Fenimore, V The Adjutant General of New York



#### New York Army National Guard

The New York Army National Guard (NYARNG) is one of the largest in the nation.



The NYARNG comprises three major organizations: the 42<sup>nd</sup> Infantry (Rainbow) Division, the 27<sup>th</sup> Brigade and the Headquarters 53rd Troop Command. The NYARNG has an authorized

strength of 13,160 personnel.

The success of the three major commands has been forged from the ability to recruit, train and retain quality soldiers capable of meeting missions requirements.



Army National Guard units from all three major commands responded to and participated in the New York State emergencies to include, Operation Ice, Tornado '98 and the micro-burst in Syracuse.

The 42<sup>nd</sup> ID participated in a highly successful Battle Command Training Program at Fort Leavenworth, KS. This was preceded by the 3<sup>rd</sup> Brigades participation in a Synthetic Theater of War exercise at Fort Knox, KY. The 27<sup>th</sup> Brigade participated in a Leader Development Course at FT. Leavenworth, KS in preparation for their Brigade Command Battle Staff Training Exercise conducted later that year with the 10<sup>th</sup> Mountain Division at Ft. Drum.

Members of the 10<sup>th</sup> Transportation Detachment deployed to Germany to provide support to peacekeeping forces in Bosnia and Central Europe. The 204<sup>th</sup> Engineer Battalion participated in and commanded a 1,200 troop Joint Task Force in Honduras as part of Nuevos Horizontes '98. The 442nd Military Police Company performed overseas deployment training in Panama, providing post support and security to the US Army South at Fort Clayton, Panama. The 27<sup>th</sup> Finance Battalion provided back fill finance support to the Army units deployed to Bosnia. The 145<sup>th</sup> Maintenance Company performed overseas deployment training in Panama providing general support to the "Nuevos Horizontes" exercises. The 107th Corps Support Group performed overseas deployment training in Germany, providing support to reserve component deploying to Germany in support of the Bosnia and the Balkan region.



#### New York Air National Guard

The New York Air National Guard

(NYANG) is the largest Air National Guard consisting of five flying wings, an air defense sector, three groups, and a state headquarters. NYANG has an authorized strength of 6,060 personnel. The units are located at Westhampton Beach, Roslyn, Newburgh, Latham, Schenectady, Rome, Syracuse, and Niagara Falls.

NYANG had a very successful year. The primary focus has been to acquire

newer, more relevant missions to replace those considered by the Air Force to be less vital in the 21<sup>st</sup> Century. At the same time, NYANG has been trying to find missions that provide greater capability to our state emergency operations. The result is a new mission for the 152<sup>nd</sup> Air Operations Group at Syracuse, to provide theater battle field management for the Air Force, and will help coordinate state emergency operations here at home. Additionally, NYANG is getting a new mission for the 274<sup>th</sup> Combat Communication Squadron that will give them a role of mobile communications support of the Army and that mission will also be very usable during state emergencies.





#### New York Naval Militia

The New York Naval Militia (NYNM) is a federally

recognized Naval Militia, comprised of over 5,500 Navy, Marine Corps, and Coast Guard Reservists, making it the largest Naval Militia in the US. The mission of the New York Naval Militia is to respond to any state emergency when called upon by the Governor, and to assist in the training of the



Navy, Marine Corps, and Coast Guard Reserves as a contribution to national security.

The New York Naval Militia, like the Army and Air National Guard, contribute to state emergencies, local community projects and participate in a variety of functions including parades, memorial services and dedications, ceremonies for sporting events, county fairs and funerals. The Navy Seabees continue to provide construction service to local communities across the State.



#### New York Guard

The New York Guard (NYG), first established in Au-

gust 1917, is the fourth component of the Empire State's Militia Force. Currently organized in cadre status, NYG members serve as a truly all-volunteer force. They draw no compensation for training or drill, and return far more value to their state and local communities than the limited amount of



DMNA funding provided for organizational administration and maintenance.

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



#### State Emergency Management Office

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

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.

#### Service to our State

In an emergency, the state military forces are New York's ultimate reliance. When all other available assets have been committed against an emergency, the Governor can call out the Guard to stem the tide of events. Answering the call in times of emergencies is what the Division of Military and Naval Affairs does best.

Natural or manmade, the situation may be small enough to only require the loan of equipment to another agency or the use of a few troops for a single day, or large enough to require thousands of troops and hundreds of major items for weeks at a time. Over the past four years, the state military forces have been called upon over 25 times for medium to large emergencies, more than in the previous twelve years.

#### **Rescue at Sea**

In January the 106th Air Rescue squadron was undergoing a normal drill weekend when a telephone call came in from the Coast Guard. The unit was being asked if it could immediately launch a crew to rescue a boater off the Moriches Inlet. Within minutes of receiving the call the crew were underway. Several minutes later. Senior Master Sgt. Tim Malloy was being hoisted down from



the helicopter into the chilly waters of the Inlet. They got their man and within ten minutes he was at a local hospital being treated for hypothermia.

## Guardian Angels Saving Lives <sup>th</sup>

Members of the New York Air National Guard helped accident victims in two separate incidents this Summer.

In June, members of the 213<sup>th</sup> Engineering Installation Squadron aided an accident victim following a collision between a car and sport utility vehicle. The impact ejected the car driver onto the highway with a severe head wound. A registered nurse working with the Guard members rushed to the injured man as the airmen halted traffic and helped the occupants of the other vehicle.

In July at the Orange County Fair near Newburgh, members of the 105<sup>th</sup> Airlift Wing aided a child who had fallen from an amusement ride. The airmen were staffing a display when the ride operator came to them for help. The young victim was not breathing.

The Air Guard members secured space around the injured child and immediately applied emergency first aid and Cardiopulmonary Resuscitation measures. The child's breathing was restored before emergency medical personnel arrived to take over. The grateful parents kept in contact with the unit to tell them of their daughter's progress until she made a full recovery.

## **Operation Ice**

A devastating January ice storm which struck the Northeast and part of Canada led to the largest state activation of the New York National Guard since 1979.

Governor George Pataki declared a state of emergency in five northern counties on January 8th and called out the Guard. Before it was over, more than 4,000 troops and hundreds of vehicles had been activated and deployed, completing more than 1,100 support missions and saving countless lives.



The storm pummeled Clinton, Essex, Franklin, Jefferson, St. Lawrence and parts of Lewis Counties on January 7, covering roads with ice, leading to local flooding, downing trees and power lines and leaving more than 120,000 residents in the 7,000 square mile area stranded without power, heat and even drinking water. Emergency responders were hampered by downed telephone lines and icy roads clogged with debris.



## Tornado 98

Governor George E. Pataki called out almost 700 National Guard troops and hundreds of vehicles and emergency equipment in the wake of tornadoes that left devastation where they struck. Clean up began shortly after the May 31 storm and was stepped up in the weeks that followed.

A tornado packing wind speeds approaching 200 miles per

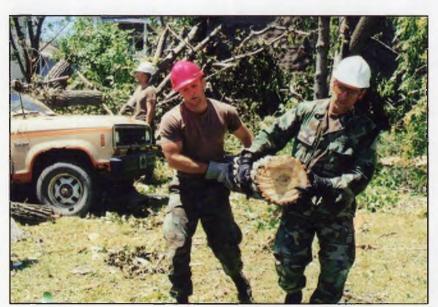
hour ripped into the Saratoga county communities of Mechanicville and Stillwater only 12 miles north of Albany. The twister destroyed hundreds of homes and businesses before moving east across the Hudson River and into Rensselear County, where it continued to damage homes and farms in the community of

Schaghticoke. It then went on into Vermont where it finally came to an end.

The Guard's mission was to clear and remove debris, which hindered the restoration of utilities and kept residents from their homes.

Armed with chainsaws, dump trucks, front-end loaders, and evacuation equipment, unit members assisted in clearing hundreds of downed trees

in the affected areas.



## **Help from Above**

aviators from Rochester bridge and was thought to used one of their specially equipped helicopters to help the Orleans County Sheriff two hours before groundand fire personnel conduct a missing person search.

An elderly man, despondent over the recent than fallen into the creek. deaths of family members,

National Guard was reportedly seen on a have fallen in a creek.

> The crew searched for based personnel called it off. Investigators later learned the man had left town rather

# Operation Chipper

The New York National Guard logged its third major state activation this year when a devastating wind storm ripped through Central New York in the early hours of Labor Day. The storm downed trees and utility lines, leaving thousands of residents and businesses without power.

Governor George E. Pataki declared states of emergency in nine counties after the storm damage closed roads, shut down the State Fair and left

more than 140,000 residents in the dark. The fierce storm, which packed winds that gusted to 115 miles per hour, left two people dead, and uprooted thousands of trees and severely damaged dozens of buildings. It forced the cancellation of the last day of the New York State Fair in Syracuse, where most of the storm damage was created.



#### Service to our State

#### Service to our Communities

The benefits of the state-federal partnership in the National Guard were extended to local communities by Governor Pataki in May, 1998, when he announced the creation of guardHELP. This innovative program, now receiving national attention, lifts Guard community actions into the modern era and reflects a fundamental change in civil-military operations.

The Guard also makes a difference for New York everyday, not just when disaster strikes, by operating federally funded programs to assist law enforcement in combating drug trafficking and to provide guidance and educational assistance to youth at risk. And it aggressively seeks to add its weight through partnerships, to act as a force multiplier and accomplish more for the public good.

## **Road to Success**

The New York National Guard ChalleNGe Youth Opportunity Program held its tenth graduation ceremony at the end of June increasing its total number of graduates to more than 700.

The ChalleNGe Program is one of the most successful programs of its kind. Through a 5 ½ month residential program, high school dropouts are put through a highly structured program of military-style discipline and academics to prepare them to earn a high school equivalency diploma.



# guardHELP

The New York National Guard launched the most far-reaching and energetic statewide community support program in its history this May.

D u b b e d "guardHELP," the program is bringing Guard units closer to their communities, to the mutual benefit of both, through better communication and jointly coordinated community action projects. Armories and air bases around the state hosted get-to-know-you meetings in May with local civic leaders, kicking off the first part of the four step HELP process: Hear — Educate — Link and Partner.

Guard members are reaching out to the community by attending meetings, hosting informational gatherings and open houses and, in general, are listening to residents to learn about community needs. The Guard will inform or educate people in the community about the local Guard unit, its mission and what its capabilities are. Whenever a community need can be linked to a unit capability, joint projects can result.



# **Chaumont Barge**

Engineers from two New York Army National Guard units made quick work of an abandoned barge along the shores of Lake Ontario this fall as part of another successful *guardHELP* effort.

In just a few September days, troops from the 204<sup>th</sup> and 152<sup>nd</sup> Engineer Battalions along with municipal employees and local volunteers removed the deteriorated remains of a 100-foot restaurant barge from Chaumont Bay and piled it on the shore in the town of Three Mile Bay, north of Watertown.

The barge, abandoned more than four years ago, used to be a floating restaurant when paired with another smaller barge. In 1993, a failed attempt at relocating both resulted in the smaller barge's sinking with two fatalities and the larger barge's abandonment 175 feet off shore in about five feet of water. Since then, rotting timbers fell away from the large barge's underside and became both a navigational safety hazard and an environmental threat.



#### Service to our Communities



#### Saving our Past

Guard's 107th Corps Support Group, New York Guard volunteers and young people from the Guard's ChalleNGe Youth Opportunity Program joined employees of the city's Parks and Sanitation departments, and members of the police explorers post on a bright October Saturday, to clean out years of accumulated debris and decay in one of New York's oldest burial grounds. The Prospect Cemetery is the resting place of historic New Yorkers including Robert Van Wyck - first mayor of the city's incorporated five boroughs more than 100 years ago, and American Revolution and War of 1812 veterans.

## Beauty and the Beach

Soldiers from the Guard's 1st Battalion, 101st Cavalry arrived on South Beach in New Dorp with the right tools for the job. They charged onto to the beach with six humvees and an eight-wheeled wrecker, and removed 30 tons of driftwood and other trash that washed ashore.

## **Environmental Protection**

Latham-based Army National Guard aviators joined forces with the NYS Department of Environmental Conservation, the City of Albany and the Albany Pine Bush Preserve Commission recently to help clean up an environmentally unique and endangered preserve.

In mid-November, air and ground crews from the 3rd Battalion 142nd Aviation airlifted deteriorating hulks of 15 vehicles from remote sites within the preserve. The Albany Pine Bush Preserve, a scenic 2,400acre wilderness, is home to several species of wildlife, including the endangered Karner Blue butterfly. The Guard dubbed the effort "Operation Karner Blue."

# Youth for the Future

The New York National Guard Counterdrug Corps of Cadets Program, a long term after school program, added two corps this year, the 142d Aviation Regiment in Ronkonkoma, Long Island and the 27th Regiment in Syracuse, bringing the program up to 16 corps statewide.

Troops from the Army National creased to nearly 600 while the volbuard's 107<sup>th</sup> Corps Support Group, unteer cadre staff rose to approxilew York Guard volunteers and mately 100 Army, Air and State Naoung people from the Guard's tional Guard members. AccomchalleNGe Youth Opportunity Proplishments for 1998 include the participation of four Capital District units in the Medal of Honor Parade held on June 6 in Saratoga Springs and a trip to the Gettysburg Battlefield for the four units from New York City.

Throughout the state the corps participated in various demand drug reduction national campaigns including Red Ribbon Week, Shop to Stop Drugs, Take a Stand Against Drugs, and the Stonewall Campaign. All 16 Corps participated in the 5th annual Corps of Cadets summer camp August 1-6 at Fort Drum, New York.



## Nurturing our Earth

The strength of DMNA's environmental program was also noteworthy as the agency met all Environmental Protection Agency (EPA) Resource Conversion and Recovery Act (RCRA-I) standards for the removal/replacement or upgrade to underground storage tanks (UST) within DMNA. This ten year project (1988-1998) affected 151 UST's abating for environmental concerns. DMNA's efforts in environmental clean-up in Lake Ontario and the Long Island Pine Barrens area won environmental awards in recent National Guard Bureau competitions.

#### Service to our Communities



### Service to the Nation

Answering the call when our fellow Americans are in need is a role that the New York National Guard does well. In addition to state emergencies, the New York National Guard has become more involved in National civil-military missions. From our neighbors in New Hampshire to the waters off Florida, the National Guard in New York is playing an even larger role with support requests. The unique aspects of particularly the New York Air National Guard support capabilities, is a national asset which is being used with great frequency. New York has the only ski equipped C-13O aircraft in the Air Force along with the only National Guard unit in the country to have the free worlds largest plane in the C-5A "Galaxy".

## Unique Priority Units

The Department of Defense has selected New York to be one of 10 states to form unique, high priority units that will assist municipal and state emergency service personnel to respond to terrorist incidents involving the use of weapons of mass destruction (WMD).

The new units' responsibilities would include "providing early assessment, initial detection and technical advice to local commanders during an incident involving WMDs." Assigning this mission to the National Guard capitalizes on the Guard's existing emergency response role and ties with the various community-level first responder groups

## **Celebrate '98**

More than 100 members of the New York Army National Guard provided traffic control, security and ceremonial support for the "Celebrate '98" Women's Rights Observance in July in Seneca County.

Governor George Pataki directed the activation of troops for the event, which celebrated the 150<sup>th</sup> anniversary of the birth of the womens suffrage movement. In 1848, Elizabeth Cady Stanton and Susan B. Anthony convened the nation's first Women's Rights Convention in Seneca Falls. First Lady Hillary Clinton led a lengthy list of special guests and dignitaries.

# **Guard Against Drugs**

Buffalo-based engineers did themselves proud this Spring training with Joint Task Force Six. JTF 6 is a Department of Defense sponsored counter drug operation conducted in California.

The 152nd Engineer Battalion constructed more than two miles of anti-vehicle fencing along the US/Mexican border, doubling the assigned distance. Dubbed "Operation Bell Valley", the exercise involved more than 120 soldiers in two 15-day deployments.



already charged with public safety. In affect, the new units, dubbed Rapid Assessment and Initial Detection teams, will play a support role and will be given additional training and equipment required to meet the mission.

# **Medal of Honor Society**

Over 1000 members of the New York Army and Air National Guard, Naval Militia and New York Guard rallied with pride to support the Congressional Medal of Honor society's first annual convention held in Saratoga Springs, NY, June 4-6. Prior to this year the society held conventions bi-annually.

# West Point Shoot

New York Guard volunteers have been supporting small arms range operations by providing safety personnel to augment West Point staff. The volunteers help supervise and run training for various units, including West Point classes, which use West Point ranges for annual weapons qulification.



#### Service to the World

Answering the call worldwide continues to be the New York National Guard. While the primary mission of DMNA is to provide trained units and individuals to the nation during wartime, there are some peacetime missions that require resources unique to New York National Guard. Over the past year, National Guard men and women have made important contributions overseas in support of worldwide operations. They have used their skills to help restore democracy, relieve suffering, promote peace and enhance the quality of life.

# **NATO Support**

More members of the New York Army National Guard continue to deploy to Europe to support the NATO peace keeping mission to Bosnia.

In early October, the 10<sup>th</sup> Transportation Detachment, a 53<sup>rd</sup> Troop Comand unit based in New York City, reported to Fort Benning, GA for federal activation. The unit has an authorized strength of eight and will provide movement planning and movement control services to the gaining military command.

In late July, the 27<sup>th</sup> Brigade Chaplain volunteered and deployed to Bosnia to support Operation Joint Forge – the new name for the NATO mission. He is the fourth member of the New York National Guard chaplain force to deploy since the mission began.

## **Hurricane Georges**

In the aftermath of Hurricane Georges in September, two New York Air National Guard units helped bring donated relief supplies from New York to the stricken Caribbean.

At the request of New York State's Commander-in-Chief, Governor George E. Pataki, the 105th and 109th Airlift Wings of

It was Valentine's day when ten members of the 139th Aeromedical Evacuation Squadron left loved-ones and homes, bound for the Persian Gulf. They had been activated on less than 24 hours notice, as the danger of a military faceoff with Saddam Hussein escalated. Members of the 139th won similar praise in 1990, when they deployed to the

**Desert Fox** 

Persian Gulf region just three days after Saddam Hussein's forces invaded Kuwait. That action that touched off operations "Desert Shield" and "Desert Storm."



the New York Air National Guard were assigned missions by Air Mobility Command to transport emergency relief supplies to Puerto Rico and the Dominican Republic. With approval from Secretary of Defense William Cohen and FEMA Director James Lee Witt, the 105th

and 109th were authorized to transport over 30 tons of donated medicines, water and canned foods to ravaged areas of the hurricane. The goods came from countless New Yorkers

who joined in the relief efforts by donating a wide array of non-perishable goods.

# **Antarctica Mission**

The New York Air National Guard officially inherited the mission to support National Science Foundation research in Antarctica during 1998. The historic responsibility for providing ski-equipped LC-130 aircraft for airlift support missions to Antarctica was transferred to the 109th Airlift Wing in February.

The 109<sup>th</sup> has operated in polar environments since 1975 and is the only LC-130 unit in the world flying the ski-equipped airlift aircraft in both the northern and southern polar regions.

Service to the World





#### THE SECRETARY OF DEFENSE WASHINGTON, THE DISTRICT OF COLUMBIA

11 DEC 1998

The Honorable George E. Pataki Governor, State of New York State Capitol Albany, New York 12224

Dear Governor Pataki:

On Friday, November 13, National Public Radio aired an informative and inspirational story of how the New York National Guard has reconstituted itself over the past three years. In 1995, your state military leaders were pondering a sad set of circumstances and a grim future. Strength levels had dropped from 21,000 in 1985 to under 11,400 ten years later. The New York National Guard was underutilized and waiting for an opportunity to serve.

Today's picture is much brighter. Thanks to bold measures such as the establishment of the New York National Guard Tuition Incentive Program, "GuardHELP," the aggressive saearch for new and increasingly relevant missions, and the judicious use of the Guard in emergency operations, troop strength is growing, esprit de corps is high, and lasting and meaningful improvements are being forged in hundreds of communities.

This turnaround is extremely impressive and comes as a direct result of your superb vision and outstanding leadership. I applaud the work you have done to return the National Guard in New York to a high state of readiness and relevance.

We must continue to employ our finite resources as efficiently and wisely as possible as we work together to meet the challenges of the next century. I am certain that the men and women of the New York Army and Air National Guard will continue to benefit from your experience and wise direction.

Again, congratulations and best wishes for continued success.

Bill Cohen

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