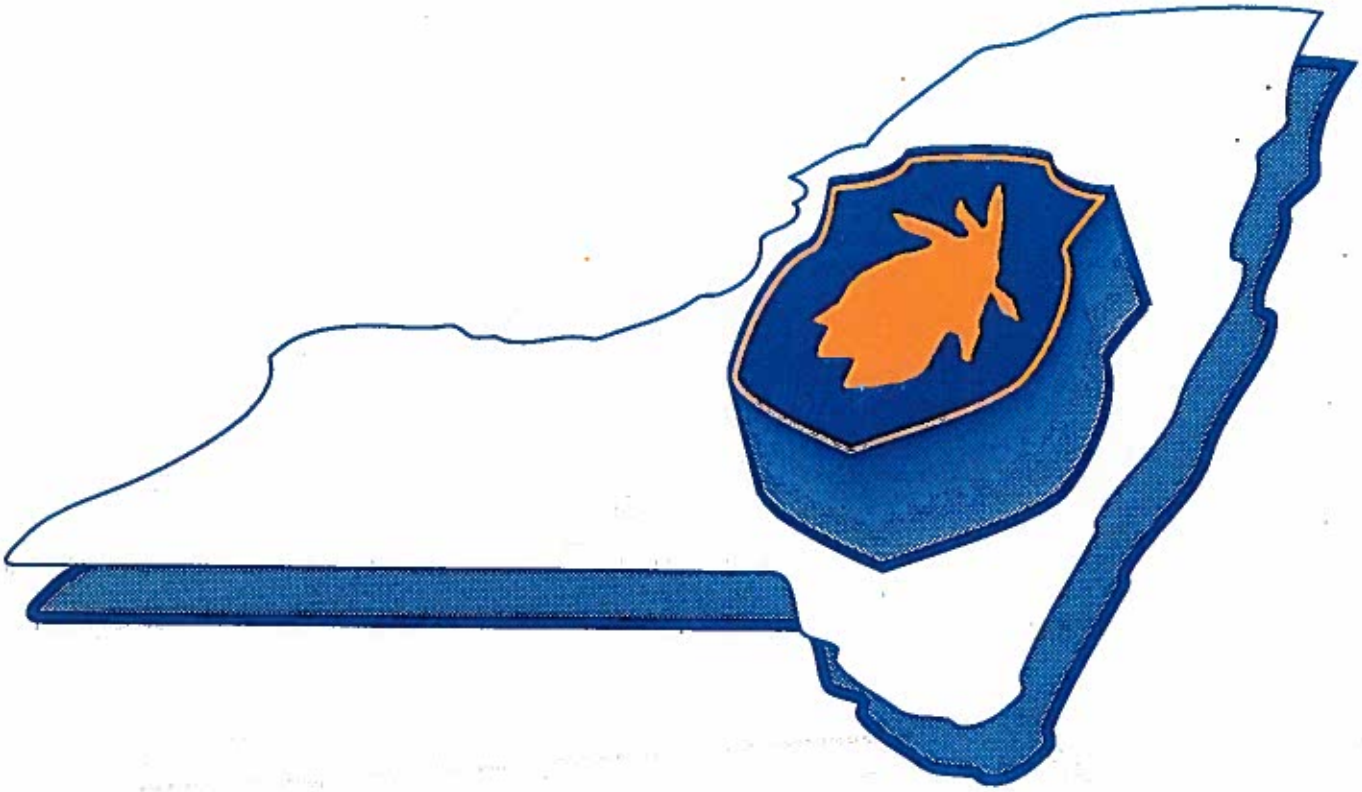
98th Division
(Training)



November 1991

Commanders Seminar

MG BARCLAY O. WELLMAN COMMANDING

98th Division

The 98th Division Patch consists of a shield in the shape of The Great Seal of the State of New York, with the head of an Iroquois Indian Chief. The five feathers represent the five original Iroquois nations: the Seneca, Onondaga, Oneida, Cayuga, and the Mohawk. The blue and orange - gold colors are those of the Dutch House of Nassau, the earliest settlers of New York State.

98th DIVISION (TRAINING)

NEW YORK

Headquarters at Rochester, New York

Iroquois Division

Constituted 23 July, 1918.

Demobilized in November, 1918, at Camp McClellan.

Reconstituted in the Organized Reserves 24 June, 1921.

Organized in November, 1921, at Syracuse, New York.

Ordered into active service 15 September, 1942, at Camp Breckenridge, Kentucky.

Inactivated 16 February, 1946, at Osaka, Japan.

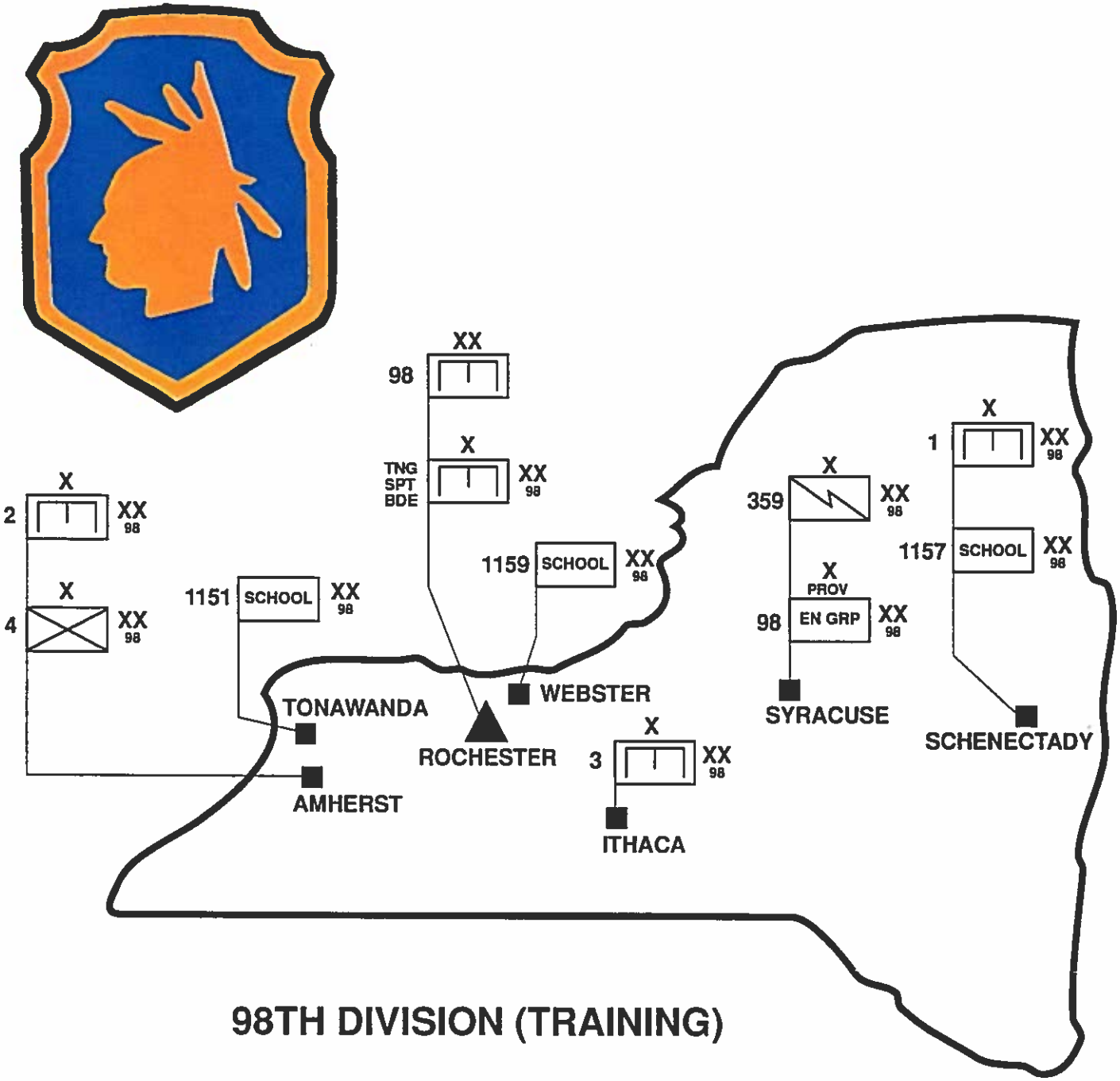
Activated in the Organized Reserves 19 December, 1946, at Syracuse, New York.

Redesignated and reorganized Headquarters and Headquarters Company, 98th Division (Training), 1 May, 1959.

CAMPAIGN STREAMERS

World War II

Asiatic-Pacific
without
Inscription



98TH DIVISION (TRAINING)

When we met a year ago the United States was preparing for the largest overseas deployment of troops since the end of World War II. Soldiers of the 98th Division, either on an individual basis or as members of the First Iroquois Divisional units to be mobilized in almost fifty years, responded to the Nation's call.

The activations of the 962nd Ordnance Company, the l0l9th Supply and Service Company, and the 1st Battalion 392nd Regiment tested the mobilization preparedness of the Division as no MOBEX ever could. As units, their members, intermediate headquarters and the Division Staff reacted to the staggering administrative and logistical demands of a unit call-up and deployment to mobilization sites, it showed that the countless man hours devoted to mobilization planning and preparation were not wasted.

We can all be proud of the Iroquois Soldiers who served during Desert Shield/ Storm either overseas or in CONUS.

As we celebrate the successes of the last year, we must also turn our attention to the demands that 1992 will place upon us as a Division. The three watch words for the 98th Division for 1992 and for the balance of this decade will be: Strength through RETENTION, TRAINING, AND READINESS!

STRENGTH THROUGH RETENTION: We cannot be ready to fullfill the nations' needs if we cannot mobilize units at or near full strength. Nothing will more quickly lead to further unit deactivations or restructuring than commands which are below strength. As the Army Reserve reduces in size we must ensure that we retain quality soldiers, ready to test, train, and deploy if called upon.

BATTLE FOCUSED TRAINING: The Iraq war demonstrated that the precepts of FM 25-101 are correct. The demands of the total army concept, further enhance the importance of reserve units in the planning for deployment of army forces around the world. We must reemphasize our efforts to ensure our units have effective, realistic, mission oriented, and safe training with one goal in mind: Being rated mission ready!

MOBILIZATION READINESS: With further force reductions and budget cuts still looming over the horizon we must, with our dwindling resources, look at each mission, tasking, or commitment in terms of whether or not it is a readiness enhancer. Every dollar spent must be considered as part of this Division's investment in our future READINESS.

A valuable retention and readiness enhancer, nurtured as a result of the Gulf War, is the Family Support Program. The program was designed to involve spouses and families of reservists, in a reserve program. It encourages family sponsorship, family activities and provides for family education on the benefits of the reserve program. Involved spouses and families have an improved understanding of the mission of the Army Reserves and recognize the need to support one another. I encourage each of you and your spouse to attend the Family Support presentation Sunday morning and foster and support this outstanding program when you return to your unit.

The recent victory in the gulf has brought about a resurgence of patriotism and renewed confidence in the American Military not seen in a generation. The American public's new found trust in the military carries with it an awesome responsibility for all of us, commander and soldier alike. That renewed trust demands a heightened level of professionalism, a sense of fiscal responsibility not asked of us before, and the ability to respond when America calls, quickly and decisively. I know the 98th Division will meet these expectations, not only in the year to come, but in the decades to follow.

As my last year as Commanding General of the 98th Division draws to a close I must pause and think over the years I have been a member of this outstanding organization. I have witnessed many changes in the organization and growth in the program. We are better prepared today than ever before to meet the challenges that confront us. This has only been possible because of the hard work, professionalism, and dedication of every soldier in this Division. I would like to thank each and every one of you for your magnificent efforts over the years. I also take this opportunity to personally thank your spouses and families for their support.

Barclay O. Wellman

BARCLAY O. WELLMAN
Major General, USAR
Commanding

COMMANDERS CONFERENCE
AGENDA

2 November 1991

SATURDAY

1030-1045	ALL	Welcome, Opening Session, Awards
1045-1100	CDR's, XO's CSM's, SAA's	Div Cdr
1100-1115	"	SMO
1115-1130	"	JAG
1130-1230	"	IM, CLAS Inst, Guest Speaker
1230-1245	"	G-4
1245-1300	"	G-3/RM
1400-1630	"	Guest Speakers
1045-1115	G1/S1	S-1 Feed Back
1115-1235	"	SIDPERS
1235-1300	"	RM Finance
1400-1415	"	PAO
1415-1445	"	CLAS
1445-1545	"	Mobilization Book Two
1545-1615	"	CMD/Staff Inspect
1045-1115	G3/S3	FLW Update
1115-1130	"	L.A.
1130-1145	"	MOB Plan
1145-1200	"	BRM STRAC
1200-1215	"	Indiv Tng
1215-1230	"	Break
1230-1300	"	G-2/PM, Physical Security
1400-1415	"	NBC
1415-1445	"	FM 25-100, COBE, YTG
1445-1500	"	FTX
1500-1515	"	Break
1515-1630	"	S3 Issues/Concerns
1045-1200	G4/S4	Supply Accountability
1200-1215	"	RM
1215-1300	"	Supply Topics
1400-1630	"	Maint and Mob Issues

NOTE:

1300-1400	ALL	Lunch

DINNER DANCE:

Cocktails	1800-1930	(6:00 to 7:30 p.m.)
Receiving Line	1830-1930	(6:30 to 7:30 p.m.)
Dinner	1930-2130	(7:30 to 9:30 p.m.)
Dancing	2230-0200	(10:30 p.m. to 2:00 a.m.)

REVISED

SUNDAY EVENT SCHEDULE

0700-0745	CHURCH CALL
0745-0900	BREAKFAST BREAK
0900-1000	FAMILY SUPPORT SESSION # 1
	1st, 2nd, 3rd, 4th Bde, TSB
0900-1000	MSC/STAFF SESSION # 1
	359th, 98th Engr Gp, USARF Schools
1015-1115	FAMILY SUPPORT SESSION # 2
	359th, 98th Engr Gp, USARF Schools
1015-1115	MSC/STAFF SESSION # 2
	1st, 2nd, 3rd, 4th Bde, TSB
1139-1200	CLOSING SESSION - AWARDS
1200-TILL	CHECK OUT

SPOUSE/GUEST SATURDAY PROGRAM

2 November 1991

10:30 - 11:00	Welcome Coffee and Danish provided
11:00 - 12:30	Fashion Show put on by Casual Corners
12:30 - 1:30	Lunch Buffet available at Hotel
1:30 - 3:30	Market Place Mall car pool
3:30	Back at Marriott Hotel for evening festivities

MUSEUM INFORMATION

MEMORIAL ART GALLERY
500 University Ave.
716-473-0350

Hours:

W-Sa	10:00 - 5:00
Su	12:30 - 5:00

Admission:

Adults	$3.00
Senior Citizens	$1.50
College Students	$1.50
Under 18 yrs	Free

ROCHESTER MUSEUM & SCIENCE CENTER
657 East Ave.
716-271-4320

Hours:

M-Sa	9:00 - 5:00
Su	12:00 - 5:00

Admission:

Adults	$3.50
Senior Citizens	$3.00
Grades K-12	$2.00
Pre-school	Free

STRASENBURGH PLANETARIUM
657 East Ave.
716-271-4320 -or- 716-442-7171

Hours:

Varies

Shows:

Sa	2:00, 8:00	Feature
	11:00, 3:30	Family
Su	2:00	Feature
	3:30	Family

It would be advisable to phone ahead for exact show times

Admission:

Adults	$4.00
Thru Grade 12	$2.50

Museum Information continued:

STRONG MUSEUM
1 Manhattan Square
716-263-2700

Hours:

M-Sa	10:00 - 5:00
Su	1:00 - 5:00

Admission:

Adults	$3.00
Senior Citizens	$2.25
Students	$2.25
Ages 3-16	$1.00

VICTORIAN DOLL MUSEUM
4332 Buffalo Road
N. Chili
716-247-0130

Hours:

T-Sa	10:00 - 4:30
Su	1:00 - 4:30

Admission:

Adult	$1.50
Child	$.75

ROOM ASSIGNMENTS

SATURDAY 2, NOVEMBER 1991

ROOM ASSIGNMENTS

SUNDAY 3, NOVEMBER 1991

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AFKA-GCD-GA (55-46a) 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: FORSCOM U.S. Army Reserve Drill Sergeant/Instructor Status Report

1. The status of USAR Training Division Drill Sergeants/Instructors strength, qualification and utilization continues to be a high visible item at Headquarters, Forces Command (FORSCOM) and the Department of the Army. The Army's senior leadership is increasingly interested in the quantity and quality of soldiers assigned to USAR Drill Sergeant/ Instructor positions and in the programs affecting them.

2. With the second quarter of 1990, units were no longer required to submit the Drill Sergeant/Instructor Status Report (FORSCOM Form 1010-R). Instead, the report is extracted from a SIDPERS analysis at Division headquarters, consolidated, and forwarded to FORSCOM. Below are drill sergeant figures by MSC for third quarter 1990 and third quarter 1991.

	HHC		1ST BDE		2ND BDE	
	1990	1991	1990	1991	1990	1991
Required	14	14	240	180	180	180
Assigned	16	11	177	186	199	194
"X" Qualified	14	11	72	99	69	104

	3RD BDE		4TH BDE		TNG SPT BDE	
	1990	1991	1990	1991	1990	1991
Required	240	240	240	240	30	30
Assigned	215	214	240	266	61	61
"X" Qualified	131	126	128	148	31	48

	DIV TOTAL	
	1990	1991
Required	944	884
Assigned	908	932
"X" Qualified	445	536

AFKA-GCD-AG (600) 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: SIDPERS/CLAS Trends

1. SIDPERS and CLAS (Center Level Applications System) continue to grow in their importance as personnel management tools. It is important that commanders are aware of the following programs which are directly or indirectly influenced by SIDPERS:

a. Eligibility for GI Bill benefits.

b. Officer promotions:

- Consideration lists are generated by SIDPERS, ARPERCEN.

- Realization of promotions depend upon completely updated DA Forms 2B and 2C.

c. NCO-ER submission tracking:

- SIDPERS data update closes the loop.

d. Command Assessment Program (CAP):

- All personnel statistics are generated by SIDPERS, FUSA.

e. MOS qualification data.

f. Personnel Accountability Report:

- An interface between SIDPERS and JUMPS which compares personnel data.

g. RM2 (Retention Management Matrix):

- SIDPERS generates from orders loss codes.

h. Organizational Data Changes:

- Authorization documents are extracted for input to SIDPERS.

- SIDPERS generates documents which can be used to correct erroneous organizational data.

i. Direct mesh with the Request Vacancy System (RVS).

j. Drill Sergeant and Instructor Status Report (FORSCOM Form 1010-R).

2. CLAS Version 5.03 has been installed. It is designed as a unit level data base management system in which the personnel data fields paralleling SIDPERS are SIDPERS-compatible. It is also designed for direct, unit-level, real-time electronic transmission of SIDPERS transactions involving 60 data elements.

3. Point of contact is Mr. Rich Lawson, 716-338-7400, extension 225.

AFKA-GCD-AG (600) 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: SIDPERS Blank Data

1. The FORSCOM, First Army and 98th Division blank data standard is 5% or less. Currently, the overall blank data rate for the 98th Division is 7.8%.

2. Blank data is controlled at the unit level through Birth Month Audit and Inprocessing programs. Unit-level activity in SIDPERS through CLAS Version 5.03 will have a direct impact on personnel data quality.

3. Point of contact is Mr. Rich Lawson, 716-338-7400, extension 225.

AFKA-GCD-AG (600) 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Annual Personnel Qualification Record (PQR) Return Rate

1. On a separate handout is the PQR, DA Form 2, Annual Audit Return Rate for each MSC. The First U.S. Army and 98th Division standard return rate is 90% or higher.

2. Overall, there is a significant shortfall of this standard. The Division average rate is only 68%. Furthermore, this analysis does not include a factor of edit quality, or the lack of quality, in the submission rates.

3. Questions concerning this subject should be addressed to Mr. Lawson, 716-338-7400, extension 225.

AFKA-GCD-AG (135) 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Noncommissioned Officer Evaluation Report (NCO-ER) Submission Rate

1. On a separate handout are the NCO-ER completion rates for each MSC. The Division goal is 100% completion.

2. The figures reflect data for the rating period ending for all ranks in 1990. The rating period for all ranks in 1991 is not completed. The Division completion rate was 63.7% for 1990.

3. Questions concerning this subject should be addressed to MAJ Rahill, 716-338-7400, extension 224, Tuesday nights.

AFKA-GCD-AG (135) 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Enlisted Promotions Trends

1. The August Senior Enlisted Promotion Board was a Joint Promotion Board with the 97th ARCOM. Future boards will continue to be joint efforts.

2. All E9 and E8 vacancies were filled. However, the promotion board is still having a problem filling all the E7 vacancies. Of critical importance to this Division is the fact that there are still many 12B vacancies for the rank of E7. The following is a list of reasons why our E6's are not being promoted.

a. Individuals are not applying for positions outside of a 50 mile radius of their Home of Record.

b. Several MOS's have few candidates, i.e. 12C, 12F, 51H, 63N, 74F, 88N, 91S, and 97B.

c. Condition of the Packets. This remains the biggest reason for an individual not being promoted. In particular:

(1) No photo or an out of date photo.

(2) DA Forms 2-1 and 2A, are out of date, incomplete.

(3) NCO-ER's are missing, poor or inconclusive.

(4) Lack of proper NCOES.

(5) Failure to take an SQT test.

(6) Low or old APFT Score.

(7) Low or now recent weapons qualification.

3. For this and future promotion boards, packets will not be considered unless they meet the requirements of AR 140-158, paragraph 3-32b.

4. Point of contact is SFC Bossard, 716-338-7400, extension 223.

AFKA-GCD-CH (165) 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: The Unit Ministry Team

1. The Unit Ministry Team (UMT) assists the commander in providing for the religious, spiritual, moral and ethical well-being of all personnel in the command.

a. Chaplains prepare and maintain a current mobilization SOP for the UMT.

b. Chaplains conduct regular worship services appropriate to the Chaplain's faith designation.

c. Chaplains provide individual and family spiritual counseling.

d. Chaplains assist in HIV notifications.

e. Chaplains are a resource in visiting unit personnel and dependents at times of illness, injury, death or other crisis periods.

f. Chaplains and Chaplain Assistants are a resource for teaching leadership, human self-development, moral heritage and curricular appropriate to the training requirements.

g. Chaplains and Chaplain Assistants maintain military skills and educational qualifications.

h. Chaplains and Chaplain Assistants provide area coverage for all units in their area that belong to the 98th Division (Training).

2. Point of contact is Chaplain (MAJ-P) Brown, 716-338-7400, extension 409.

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AFKA-GCD-GB

MEMERANDUM FOR 1991 98TH DIVISION COMMANDER'S SEMINAR

SUBJECT: Computer Security Program (Accreditation)

The following example is a brief outline to utilize as a guide when submitting requests for computer accreditation.

UNIT HEADING

UNIT OR OFFICE SYMBOL (380-19) DATE SIGNED

MEMORANDUM FOR

SUBJECT: (Select One) Accreditation documentation

(or)

Justification for Nonsensitive Designation

1. Select one of the following for paragraph 1:

Request the PC described below be accredited at the Unclassified Sensitive 1 (US1) or Unclassified Sensitive 2 (US2) level.

(or)

Request the PC described below be designated as Nonsensitive. (IN RARE cases, AIS may be categorized as nonsensitive, provided they do not fall in any of the above categories).

a. ID Computer: Make, model (i.e., Wang System III, Zenith 248, etc.) and serial numbers. Government or Privately owned.

b. Name and phone number of Information systems Security Officer (ISSO). Must be full-time military or civilian employee. Attach copy of Orders at enclosure 1.

c. Location: USAR Center, building and room number.

d. Applications or jobs processed. List and briefly describe applications/jobs processed on the system. For a personnel roster, for example, tell what items of information the roster includes (name, rank, SSAN, MOS, home address, etc.).

e. Amount and types of sensitive processing. Show wall clock hours or percent per month of each type of sensitive information processed.

Type of Information	Processing Time (Hours or Percent)
Unclassified Sensitive 1 (US1)	_____
Unclassified Sensitive 2 (US2)	_____
Nonsensitive	_____

f. List security controls and procedures that apply to small computers under the main headings listed below:

1. Personal Security.

2. Physical and environmental security.

3. Access Controls.

4. Magnetic media protection.

5. File protection.

6. Software security.

7. Contingency planning - routine back-up activities.

8. Additional controls.

9. Procedural security - SOP (one or two pages) controls that will protect equipment and information processed or stored.

AFKA-GCB-GB
SUBJECT: Computer Security Program (Accreditation)

2. Unit POC and telephone number. POC should be someone who is full-time in the activity. Do not list a drilling Reservist or part-time employee.

Encls /s/ Signature Block
1. ISSO Orders
2. SOP

NOTE: Assembled documentation meets the criteria for "FOR OFFICIAL USE ONLY" information, FOIA exemption Number 5. Type the following notice in the bottom margin of the first page of the memorandum:

FOR OFFICIAL USE ONLY
This document contains information exempt from mandatory disclosure under the FOIA, Exemption 5 applies.

AFKA-GCD-GB (380-5)

MEMORANDUM FOR 1991 98TH DIVISION COMMANDER'S SEMINAR

SUBJECT: Entry/Exit Inspection Program (EEIP)

1. Paragraph 5-300 through 5-303, AR 380-5 outline the Entry/Exit Inspection Program (EEIP). They direct each command to develop written procedures to establish an exit/entrance inspection program for detering and detecting the unauthorized introduction and removal of classified material from DOD installations.

2. Due to the limited classified information within the USAR environment, FORSCOM and First US Army have authorized the establishment of EEIP Management Cells within the MUSARC. 98th Division has directed each MSC to establish an EEIP Management Cell which will inspect each MSC headquarters and its subordinate units. The EEIP Management Cell will be responsible for conducting at least one hour of Entry/Exit inspections per quarter.

3. Personnel comprising the EEIP Management Cell must have at least a SECRET security clearance and be provided a copy of the EEIP Plan developed by each MSC which will incorporate the guidelines of the above mentioned paragraphs of AR 380-5.

4. Reports of these inspections will be maintained on file and will be subject to inspection by this headquarters. The information included in these reports will include as a minimum the information required by paragraph 5-303, AR 380-5.

AFKA-GCD-GB (1A, Cir 380-90-1, dated 1 May 91)

MEMORANDUM FOR 1991 98TH DIVISION COMMANDER'S SEMINAR

SUBJECT: Periodic Reinvestigation for Secret Clearances and Security Clearance Rosters

1. Units are reminded that Secret clearances are subject to periodic reinvestigation (S-PR) just as Top Secret clearances have been in the past. Information regarding this matter may be found in 1A, Cir 380-90-1 dated 1 May 1991.

2. In brief, the following guidelines are provided:

a. Priority I actions apply to all military and DA civilian personnel with current access to Secret information whose last investigation indicated on their DA Form 873 is 31 December 1959 or earlier.

b. Priority II are those whose investigations were completed between 1 January 1960 and 31 December 1969.

c. Priority III are those whose investigations were completed between 1 January 1970 and 31 December 1979.

3. Department of Defense has opened a new category, "Category II 1/2" for Secret PR Program. (Those with Secret Clearances based on investigations completed more than 15 years ago). Reference: 1A Ltr, 28 Jun 91, Subject: Secret PR Program.

4. Security Managers are to complete action in paragraph 3 by suspense date 31 Dec. 91. Provide the Secret PR request to First Army, ATTN: AFKA-OP-IS.

AFKA-GCD-PM (190-14b)

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Department of Defense Motor Vehicle Registration Program

1. This headquarters has recently received approval to issue the Department of Defense Decals for motor vehicle registration. These registration stickers are honored at all installations and activities of the services within the United States and its territories.

2. Registration requirements for issue of the DOD decal are:

a. Possession of a valid state, overseas command, host nation or international drivers license supported by appropriate identification.

b. Possession of a certificate of state registration.

c. Continuing compliance with the minimum requirements of the automobile insurance laws or regulations of the state.

d. Satisfactory completion of a state safety inspection.

e. Vehicles with elevated rear ends are unsafe and will be denied registration. Vehicle springs should not be extended above the vehicle manufacturers design height.

3. The DD Form 2220 and installation and expiration tabs will be removed from the POV when the registration expires or is terminated. The normal registration period is for two years.

4. Vehicle registration decals and tabs will be placed on the left front bumper as indicated as enclosure 1.

5. Termination or revocation decals will occur when:

a. The owner fails to comply with the registration requirements .

b. The owner sells or disposes of the POV or terminates employment.

c. The owner's state, overseas command, or host nation drivers license has been suspended or revoked.

AFKA-GCD-PM
SUBJECT: Department of Defense Motor Vehicle Registration Program.

6. The DOD decal system can be issued in addition to or supplemental to the 98th Division Vehicle Registration Program. The Provost Marshal will maintain both registration programs. The DOD decals are intended for those personnel who frequent military installations or use military facilities on a regular basis.

7. Request for issuance of the DOD decals will be forwarded to this headquarters, ATTN: AFKA-GCD-PM, and will include:

a. Letter signed by the unit commander or his designee stating the vehicle has met the above stated conditions IAW AR 190-5 Chapter 3. (See enclosure 2)

b. Two copies of DA Form 3626. In the remarks block the applicant must provide name of insurance carrier, policy number and expiration date. (See enclosure 3) There is no fee for this registration program.

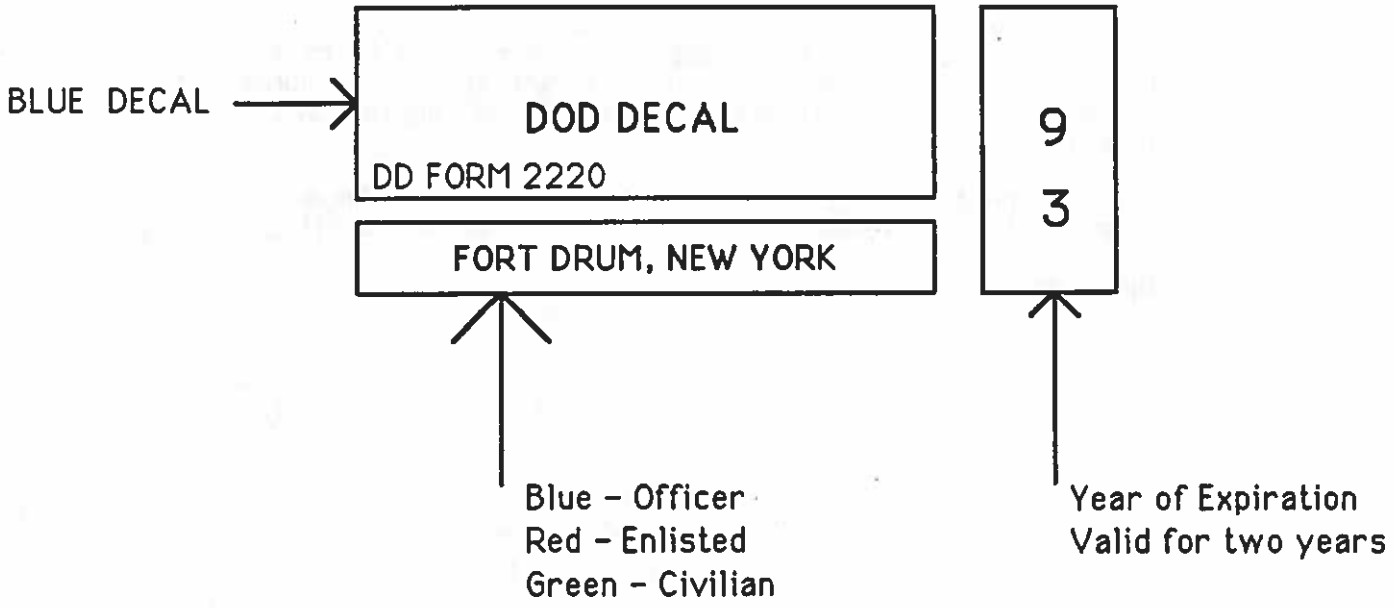
8. Point of contact at this headquarters is LTC Perrone or SP4 Richards, at (716) 338-7400 extension 252 on Tuesday evening.

FOR THE COMMANDER:

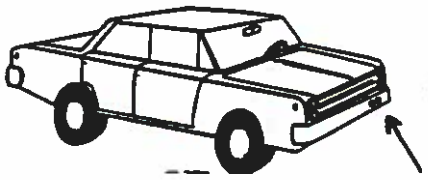
3 Encls
as

OFFICE OF PROVOST MARSHAL

HQS, 98th Division (Tng)



DECALS SHALL BE PLACED ON THE LEFT FRONT BUMPER (DRIVERS SIDE)



PHYSICAL SECURITY STATISTICS
98th TRAINING DIVISION
1988-1989-1990-1991 COMPARISON

MUSARC	REPORTS	SATIS-FACTORY	UNSATIS-FACTORY	NOT PRESENT	%SAT
98 (1991)	83	72	11	-	87
98 (1990)	145	138	3	4	96
98 (1989)	62	58	4	-	94
98 (1988)	17	11	6	-	65

MUSARC		REPORTS	SATIS-FACTORY	UNSATIS-FACTORY	NOT PRESENT	%SAT
98 (1991)	1-91	59	48	11	-	81
	2-91	9	9	-	-	100
	3-91	15	15	-	-	100
	Total Year	83	72	11	-	87
98	1-90	14	14	-	-	100
	2-90	26	24	2	-	92
	3-90	43	38	1	4	97
	4-90	62	62	-	-	100
	Total Year	145	138	3	4	96
98	1-89	19	18	1	-	95
	2-89	10	10	2	-	100
	3-89	17	17	-	-	100
	4-89	16	13	3	-	82
	Total Year	62	58	4	-	94
98	1-88	4	1	3	-	-
	2-88	2	-	2	-	-
	3-88	1	1	-	-	100
	4-88	10	9	1	-	90
	Total Year	17	11	6	-	65

OFFICE OF THE PROVOST MARSHAL

SUBJECT: Clarification Matrix for Physical Security Counts

	MONTHLY	QUARTERLY	SEMI-ANNUALLY	EVERY THREE YEARS	EVERY FIVE YEARS
(1) Weapons Visual Count (Physical Count) * (FORSCOM/TRADOC) Supplement 1 to AR 190-11)	X				
(2) Weapons Inventory by Serial Number ** (FORSCOM/TRADOC Supplement 1 to AR 190-11)		X			
(3) Key Inventory (AR 190-11. para 3-8d)			X		
(4) IDS Test * (FORSCOM/TRADOC supplement 1 to AR 190-11)	X				
(5) Police Background Check (AR 190-11. Para 2-12c(5)				X	
(6) Vault Certification (AR 190-11. Para 2-2d)					X

* Monthly or whenever Arms Room Keys are trans ferred.

** Serial number inventory jis required quarterly, or if a loss of weapons (s) is suspected.

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AFKA-GCD-GC

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Mobilization Files Inspection and Assistance (MFIA) Program

1. The program is applied to brigade and battalion HHC's of the 98th Division (Training) units as well as to the headquarters elements of the 359th Signal Brigade, the 98th Engineer Group (Provisional), and MTOE units under their respective administrative control.

2. Because of the detail involved with the mobilization files, and in order to thoroughly review them, the inspection part of the program is conducted as a separate part of the organizational inspection program. Assistance, on the other hand, will be tailored to specific unit needs and involves "hands on" and "stubby pencil" work by the assistance team.

3. The Operations Section, G3, will initiate this program. Participation by major subordinate commands is vital to its overall success and MSC staff sections will be directly involved with their subordinate units.

4. Dates for visiting the major subordinate commands will be published in a memorandum outlining specific details of the program and its implementation.

5. Mobilization preparedness will continue to receive command emphasis and this program will be a matter not only for inspections, but also for the First U.S. Army Command Assessment Program (CAP) briefing to be held on 6 June 1992.

6. Point of contact at this headquarters is Mr. Young, (716) 338-7400 extension 258.

AFKA-GCD-GC

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Unit Status Report (USR)

1. The error rates are increasing; attention to detail is lacking. The Division and the major subordinate commands will be checking more intensively the unit inputs to ensure accuracy and completeness.

2. USR's are done every quarter in October, January, April and July and the cutoff date is NLT the 15 of that month.

3. For your information, AR 220-1 will be revised. Details and effective dates will be published upon receipt by this headquarters.

4. There appears to be confusion concerning the USR edits done at this headquarters. The G-Staff personnel indicate to unit personnel any changes necessary to make the report acceptable IAW AR 220-1. The G-Staff does not indiscriminately make changes to any units' report. To preclude further misunderstanding on this point, two pencil copies of the report are required and any changes will be made on both copies. One copy will be submitted to this headquarters and the unit will retain a copy. Owing to the classified nature of the USR, photocopies will not be made. No exceptions!

5. Point of contact at this headquarters MAJ Russo, Tuesday evenings (716) 338-7400 extension 234, or MSG Keeney, daytime extension 403.

AFKA-GCD-GC

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Command Assessment Program (CAP)

1. Readiness Section, G3, received a draft copy of 1A Reg 525-11 (TEST), Military Operations, Command Assessment Program (CAP), dated 15 August 1991. The effective date is 1 October 1991, but will not be fully implemented until June/July 1992. There are new briefing areas not depicted in the current regulation.

2. Under the existing CAP regulation, there are five major briefing areas: Operations, Personnel, Training, Logistics/Maintenance and Resource Management. In the new regulation, there are only three major briefing areas: Operations, Training, and Support. The changes/additions are as follows:

CURRENT		PROPOSED
Operations Briefing Areas	add	Mobilization Workshop/Exercise Status Slide
	add	Mobilization Planning Status Slide
	add	Files Review Status Slide
Training Briefing Areas	add	Training Ammunition Usage Slide
Personnel Briefing Areas	changes to	Support Briefing Areas
	add	Family Support Planning Status Slide
	add	Equipment On-Hand Data Slide
	add	Equipment Readiness Data Slide
	add	Sure-Pay Status Slide
Retention Management Matrix:	delete entire briefing area	
Logistics/Maintenance Areas:	delete entire briefing area	
Resource Management Areas:	delete entire briefing area	

3. Point of contact at this headquarters is MAJ Russo, Tuesday evenings at (716) 338-7400 extension 234, or MSG Keeney, daytime extension 403.

AFKA-GCD-GC

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: FORCE STRUCTURE UPDATE

1. QUICKSILVER: Currently scheduled Quicksilver Inactivations:

910915	300th Ord Bn	Tonawanda
	309th Ord Co	Elizabethtown
920915	409th PS Co	Tonawanda
	1019th S & S Co	Mattydale
	464th EN Bn	Schenectady, Binghamton, Canandaigua, Horseheads, Webster
	969th Maint Co	Horseheads
*	319th Evac Det	Horseheads
*	434th Maint Det	Horseheads
*	978th Maint Det	Horseheads

* These three (3) units were originally scheduled for inactivation in 1988, and have been pushed out each year. Inactivations should actually take place with the inactivation of the 969th in June, 1992.

921015	3/390, 2nd Bde	Niagara Falls
931015	962nd Ord Co	Plattsburg
	2365th Sig Det	Fort Drum
	1151st USARF School	Tonawanda

2. These are the ONLY currently scheduled inactivations. It is safe to say that a unit is NOT actually scheduled for inactivation until receipt of orders. With the fluid situation in the world today, some units currently scheduled for inactivation MAY not actually go away. It is also safe to say that those units that do not project a good readiness posture may be the next to go, if further cuts are necessary.

3. State coverage: 98th Division is currently in the planning process for a reorganization which will relocate elements of some of our units to provide more complete coverage of the state. We are going to loose spaces in New York, however, we are trying to assure coverage to allow personnel who wish to remain in the 98th Division with viable slots as well as maintain a 98th Division presence in most areas we currently occupy.

4. Point of contact this headquarters is MAJ Russo, Tuesday evenings at (716) 338-7400, extension 234, or MAJ Cleary, daytime at extension 259.

AFKA-GCD-GC

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Affiliation/Alignment

1. The following alignment shows current affiliation between Headquarters elements of the 98th Div and FLW.

98th Division (Training)	Fort Leonard Wood
HHC	Mobilization Augmentation
Leadership Academy	Libby NCOA
QAD	3rd Bde QAD

2. The following alignment shows current affiliation between training brigade units of the 98th Div and FLW.

98th Division (Training)	Fort Leonard Wood
1st Brigade (En OSUT)	3rd Brigade
1/389	31st En Bn
2/389	35th En Bn
4/389	31st En Bn
2nd Brigade (En OSUT)	3rd Brigade
1/390	31st En Bn
2/390	35th En Bn
3/390	35th En Bn
3rd Brigade (En OSUT)	3rd Brigade
1/392	31st En Bn
2/392	35th En Bn
3/392	31st En Bn
4/392	35th En Bn
4th Brigade (BCT)	3rd Brigade
1/98	4/10 Inf
2/98	3/10 Inf
3/98	6/10 Inf
5/392 (4/98)	5/10 Inf

3. The following alignment shows current affiliation between the Training Support Brigade, 98th Div, and FLW.

98th Division (Training)	Fort Leonard Wood
Training Support Brigade	1st Brigade
1/391	Hq, 589th En Bn
A (Gen Subj)	Co A CTC 589th En Bn
B (BRM)	Co A CTC 589th En Bn
C (ITT)	Co A CTC 589th En Bn
D (12F)	Co B CETC 589th En Bn
E (63B)	58th TC Bn
F (88M)	58th TC Bn

2/391	Hq, 589th En Bn
A (12B)	Co B CETC 589th En Bn
B (12B)	Co B CETC 589th En Bn
C (12B)	Co B CETC 589th En Bn
D (12C)	Co B CETC 589th En BN
E (12C)	Co B CETC 589th En Bn
F (Support)	58th TC Bn
3/391	87th En Bn
A (AIT/DS)	"
B (AIT/DS)	"
C (AIT/DS)	"
D (AIT/DS)	"
E (AIT/DS)	"
F (51CMF)(51 series MOS)	"
G (51CMF)(62 series MOS)	"

4. For the present and immediate future, these affiliations and alignments should eliminate some questions on the part of 98th Div training battalion commanders as to who their counterpart is at Fort Leonard Wood. Note however, that what alignment a unit has during mobilization may not be the affiliation the unit has during annual training.

5. Point of contact at this Headquarters is MAJ Russo, Tuesday evenings at (716) 338-7400, extension 234, or Mr. Young, daytime extension 258.

AFKA-GCD-IT (350-1b)

MEMORANDUM FOR 1991 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Education System

1. Officer Basic Course - All Second Lieutenants are required to complete their basic branch course in residence within thirty-six (36) months of accepting their commission; however, ARPERCEN's goal is to complete OBC within 12 months. OCS graduates (AC/ESMA) must talk to their individual PMO at ARPERCEN and then forward a FORSCOM Form 1058-R to this headquarters, ATTN: AFKA-GCD-GCIT, with a physical not more than 18 months old at the class start date, as well as a negative HIV test not more than six (6) months old. These applications MUST be forwarded through command channels for approval. ROTC cadets will forward their applications through ROTC command channels. The toll-free numbers for the Lieutenants' Branch at ARPERCEN are as follows:

Combat Arms	1-800-325-1879
Combat Support	1-800-445-4136
Combat Service Support	1-800-325-4365

2. During TY 89 the Reserve Component Officer Advanced Course was revised to standardize the curricula. It is changing again as of 30 September 1993. RC-OAC will be a two-phased, branch-specific course which can be completed in one year and prepares officers for company level command. Further details of the new officer education system were addressed in a memorandum from this headquarters, ATTN: AFKA-GCS-GCIT, dated 9 January 1991, SUBJECT: Reserve Component Combined Arms and Services Staff School (RC-CAS). The Engineer branch has changed three times in the last five years. The Directorate of Evaluations and Standards at the U.S. Army Engineering School tracks the progress of individual engineer officers. If an engineer is not sure what phases he or she needs to finish OAC, call them at commercial telephone 314-563-5322.

3. Military Qualification System

a. FM 25-1 states the basic Army philosophy of training and emphasizes that commanders are primary trainers. "They personally train each direct subordinate." This is an area that has been sorely neglected and MUST receive more emphasis to raise junior officer development to it's proper level. Current problems in training management reflect the need for trained and fully developed junior officers. MQS is structured into three levels:

MQS I	Precommissioning training for all cadets and candidates
MQS II	Training for all company grade officers
MQS III	Training for field grade officers

b. MQS applies to all Lieutenants and Captains who have graduated from OBC after January 1987. All branches have developed MQS II manuals. These manuals are distributed at the end of OBC to the individual officers, but also should be available in your unit library for all officers. STP 25-11-MQS, Commanders and Supervisors Guide for MQS, dated February, 1987, provides a guide to build a professional development program for junior officers. Junior officer's DA Forms 67-8-1 should be reflecting MQS goals, both MQS tasks and selections from the directed reading program.

4. Effects of new officer education system on individual officers:

2LT

All

* Not affected

1LT, CPT

Have not begun OAC

* Must complete phases 1 & 3 of OAC
* Phase 1 of RC-CAS3 must be completed to obtain equivalent credit for phase 2A of OAC
* A diploma will not be awarded for OAC until after completion of phase 1 of RC-CAS3
* After completion of OAC and promotion to CPT, must complete phase 2 of RC-CAS3 for promotion to Major

Currently in OAC

* Must complete phases 1 & 3 of OAC
* If phase 2A of OAC has not been completed prior to 1 Oct 91, phase 1 of RC-CAS3 must be completed to obtain equivalent credit

Completed OAC, not enrolled in C&GSC

* After 1 March 91, officers with a DOR for CPT after 30 Sep 87 MUST have completed RC-CAS3 to enroll in C&GSC

Completed OAC, enrolled in C&GSC
* Not affected

MAJ

Not enrolled in C&GSC
* Must enroll in C&GSC by 30 Sep 91 or will have to complete RC-CAS3 prior to enrolling in C&GSC
* MAY enroll in RC-CAS3 before enrolling in C&GSC until 30 September 91

Currently enrolled in C&GSC
* Not affected

4. Point of contact at this headquarters is CPT Culp, telephone (716) 338-7400, extension 232.

AFKA-GCD-GCIT

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Reserve Component NCOES, Functional Courses and Special MOS Courses

1. GENERAL: The TY92 Guidance, Schedules and Quota Allocations for NCOES, Functional Courses and Special Mission MOS Courses has been published.

2. NCOES: All applications will be processed on a first-come, first-serve basis only. With the expanded implementation of ATRRS, is is imperative that all applications be submitted to this office NO LATER THAN 90 days prior to the class start date. If possible, they may be submitted sooner.

a. PLDC: A 16-day course conducted at Region I NCOA, Ft Indiantown Gap, PA.

b. PHASE I BNCOC and ANCOC: Soldiers must attend these Phase I courses in the IDT mode at a local USARF School. Enrollment in the resident phases at 1A NCOA, Ft Indiantown Gap, PA will be by exception to policy only for those who cannot attend the IDT Phase. All requests must include a complete justification.

c. PHASE II BNCOC and ANCOC: These are 2-week MOS specific courses conducted at academies throughout the CONUSA. Phase II courses to be conducted in TY92 are listed in the TY92 Guidance memorandum. Soldiers must complete the appropriate Phase II course within 2 years of completing Phase I BNCOC or ANCOC.

3. FUNCTIONAL COURSES:

a. US Army Sergeants Major Academy, Ft Bliss, TX: Effective 1 Oct 91, to be considered for appointment to Command Sergeant Major, Sergeant Major must be a USASMA graduate. Solication for applications to USASMA is made once a year. Enrollment can be accomplished by application to the 6-month resident course or the Corresponding Studies Program which includes a 2-week resident phase.

b. Sr NCO Battle Staff Course: A 2-week course designed to prepare battle staff NCOs for wartime responsibilities and to align NCO training with officer training. The course will train principal staff NCOs in basic staff functions and procedures at the battalion, brigade and division level.

c. First Sergeant Course: A 2-week resident course at 1A NCOA, Ft Indiantown Gap, PA. Soldier must be in a 1SG position or selected to occupy a 1SG slot upon completion of the course.

4. SPECIAL MISSION MOS COURSES: Phase II and non-phased 2-week MOS courses conducted within First US Army and throughout the CONUSA. Commanders need to ensure that soldiers are enrolled and complete Phase I courses prior to applying for a Phase II course. Applications for soldiers requiring attendance at a Phase II course should be submitted as soon as possible to ensure that a quota can be obtained. Again, with the expanded utilization of ATRRS, we can no longer wait until April or May to obtain quotas for June and July. The MOS courses to be conducted within the First US Army Area during TY92 are noted in the TY92 Guidance published by the G3. If you have soldiers who need a MOS course that is not listed, please call the Ind Tng NCO who can advise you as to if, when and where the course may be offered within the CONUSA.

5. ADMINISTRATIVE: The following were problem areas during TY91:

a. WEIGHT: Overweight soldiers were allowed to report to schools. Soldiers were not screened ten (10) days prior to the school report date. Body Fat calculation sheets (DA Form 5500-R) contained inaccurate percentages.

b. MEDICAL: Soldiers reporting to schools with permanent and temporary medical profiles. SOLDIERS WITH TEMPORARY MEDICAL PROFILES ARE NOT TO REPORT TO ANY NCOES COURSES. SOLDIERS WITH PROFILES LIMITING THEIR PHYSICAL ACTIVITIES ARE NOT TO REPORT TO SOME MOS COURSES.

c. EQUIPMENT and CLOTHING: Too many soldiers were allowed to leave home station without ANY or incomplete equipment required by the course; expired or no ID cards and tags; inadequate uniforms and unservicable uniforms.

d. BRIEFING: Soldiers were not briefed by their Commanders, First Sergeants or Section Sergeants prior to departing home station.

5. Point of contact at this headquarters is SFC Johnson, (716) 338-7400, ext 233.

AFKA-GCD-GCIT

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Self Development Test (SDT)

1. The SDT (Self Development Test) will be implemented for the AC and AGR in FY 92 and in FY 93 for the RC. In addition to the Soldiers Manuals applicable to a particular MOS', SDT will primarily be derived from the following Training and Leadership Field Manuals:

a) FM 22-100 Leadership

b) FM 25-101 Battle Focused Training

c) FM 22-101 Leadership Counseling

d) FM 22-102 Soldier Team Development

2. The SDT will be a formally administered written test of approximately 100 questions, with an average test time of 2 hours. Each Sergeant, Staff Sergeant, and Sergeant First Class in the Army will take a test containing Leadership, Training Management, and MOS-specific questions geared to the appropriate skill level.

3. The purpose of the SDT is to allow Noncommissioned Officers to measure and guide their growth in the skills and competencies they will need as they continue to develop as leaders.

4. Leader Development is broken down into three pillars (Institutional Training Pillar, The Operational Assignment Pillar and the Self Development Pillar).

a) The Institutional Training Pillar is where soldiers develop the fundamental skill, knowledge and attitudes needed by leaders. "The Schoolhouse" (NCOES - Mandatory for promotion).

b) The Operational Assignments Pillar is where leaders put their formal training to use based on their "jobs", the units mission and the Commander's Training Guidance. This allows leaders to practice skills and knowledge gained from the schoolhouse in leading, training, and taking care of their soldiers. "The Unit" (NCODP, NCOER, Cdr's Evaluation - Chain of Command business).

c) The Self Development Pillar is the responsibility of each individual leader to increase their technical and tactical knowledge as well as physical and mental capabilities. Each leader must broaden their knowledge and experiences on their own to achieve that final goal of becoming the best leader. "Soldier's business" (Correspondence Courses, SDT).

5. Test results of the SDT will be linked to the Enlisted Personnel Management System in FY 94. The potential use of SDT results in EPMS may appear as early as FY 93 in the following areas:

a) Promotions

b) Retention

c) Evaluation

d) Separation

e) Reclassification

f) Training Management

6. Exemptions and Tailoring of the SDT will be eliminated because it samples the skill, knowledge and attitudes each soldier must possess for the skill commensure with their grade.

7. Point of contact at this headquarters is SSG Santos, (716) 338-7400, ext 231.

AFKA-GCD-GCIT

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: The Progressive Common Task Test

1. The Chief of Staff of the Army has endorsed the concept to change the Common Task Test and TRADOC directed the development of the strategy. Implementation will occur in FY 92.

2. Goal: In developmenting the new strategy for the CTT, one main objective was to maintain a total number of tasks at the current number of 18. The purpose was to hold down development costs to the schools and to avoid the requirement for additional testing sites in the field.

a. (WHAT?) The focus of the new Progressive CTT is to test each soldier at his/her level of responsibility, while maintaining a standardized test. Soldiers of equal level of responsibility (rank) will test on identical tasks.

b. (WHY?) This new CTT is a change in the training and testing strategy that resulted from a recommendation made by the NCO Leadership Development Task Force that the CTT become progressive and sequential in nature.

c. (HOW?) The new CTT incorporates a building block approach which progresses through skill levels. It emphasizes hands-on testing in a collective training event.

d. (WHEN?) Test period will run from 1 Oct 91 through 30 Sep 92.

2. Strategy:

a. All Privates through Corporals will test on 12 SL1 tasks; the Sergeants will take those same 12 tasks, plus two at SL2.

b. The Staff Sergeants will take those same 12, plus two from SL2 tasks, and two additional SL3 tasks.

c. The Sergeant First Class will take all of the above, plus the two at the SL4 level.

(1) Skill level 1 tasks are critical to all soldiers, regardless of their level of responsibility. The number of tasks tested will increase as responsibility increases. As a private, the soldier would take the 12 tasks.

(2) The number increases as the soldier moves up in grade, so that when he/she becomes a Sergeant First Class, the soldier will test on all 18 tasks.

3. Preferred Methods of CTT Evaluation:

a. Hands-on testing in individual test stations integrated with collective training events (ARTEP, FTX, Unit Training, Drills, etc).

b. Hands-on testing in individual test stations with equipment (Soldiers tested on specific tasks using necessary equipment in individual stations, when field training not practical).

c. Administrative note - Soldiers will be evaluated using the DA Form 5164-R which appears in the Manual for administration of CTT.

5. References: STP 21-1- SMCT (Oct 90), STP 21-24-SCMT (Jan 89) (Guidance pertaining to how to prepare a strip map (SL4) can be found in FY92 CTT Notice which is not found in neither STP stated above).

6. Point of contact at this headquarters is SSG Santos at (716) 338-7400, ext 231.

AFKA-GCD-IT

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Precision Air Weapons System (PAWS)

1. During the 4th Quarter all commands received training guidance on the fielding of PAWS.

2. Commanders were tasked with developing and implementing a training program at unit level to improve individual weapons readiness.

3. Senior NCO's were introduced to PAWS at the senior NCO Professional Development Course on 14-15 September 1991. All senior enlisted soldiers were challenged to encourage subordinates to show improvement by practicing with PAWS. The OCAR Courses of Instruction were briefed and a hands-on exercise was conducted for both the Precision Air Rifle (PAR) and the Precision Air Pistol (PAP).

4. Units requesting assistance for indoor range residual lead clean-up were encouraged to forward work order requests to the 98th Div (Tng) Facility Engineer for coordination with Fort Drum. All units on the list of unsafe 98th Div (Tng) indoor ranges are eligible for this clean-up program.

5. Units are reminded that Pre-PAWS screening is requested and Post PAWS training is essential to establish soldier readiness prior to small arms qualification being conducted.

6. Division marksmanship personnel are available to assist Division units requiring train-the-trainer assistance. All requests are to be addressed to this headquarters, ATTN: AFKA-GCD-GCIT.

AFKA-GCD-GC

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Available Ranges for Weapons Qualification

1. The following ranges are available, within NY State, to conduct weapons qualification. These ranges support STRAC requirements for the weapons indicated. Ranges identified with an asterisk do not support night firing.

RANGE	M16A1	M203	PISTOL	M60	M2	LAW/AT4	HG	M18A1
Owego	Yes	No	Yes	No	No	No	No	No
Hancock	Yes	No	Yes	No	No	No	No	No
Platts AFB	Yes	Yes	Yes	No	No	No	No	No
Ft Drum	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Griffiss	Yes	No	Yes	No	No	No	No	No
Guilderland	Yes	No	Yes	No	No	No	No	No
West Point	Yes	No	Yes	No	No	Yes	Yes	Yes
Camp Smith	Yes	Yes	Yes	No	No	No	No	No
SEAD	Yes	Yes	Yes	No	No	No	No	Yes
Ransomville	Yes	No	Yes	No	No	No	No	No
Randolph	Yes	No	Yes	No	No	No	No	No
Auburn Police	Yes	No	Yes	No	No	No	No	No
*Genesse Conservation	Yes	No	Yes	No	No	No	No	No

2. Advance planning and coordination is essential to schedule ranges and properly conduct weapons qualification to standard.

3. The G3 office published the FY 92 schedule of weapons qualification for all units within the Division (see Memorandum, HQs 98th Division (Tng), AFKA-GCD-GC, dated 27 Aug 91, Subject: Weapons Qualification Schedule for FY 92). This schedule will be helpful to units that want to coordinate with other units.

4. Points of contact for this subject are CPT Torres and MSG Heckman, (716) 338-7400, extensions 369/371.

AC of S

G - 4

AFKA-GCD-GDM 2 November 1991

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Stock Funding of Depot Level Reparables

1. Beginning 1 April 1992 all reparable items previously funded by secondary item procurement appropriations (PA2) will be stock funded.

2. What this means is that many major components of end items which are currently "free issue" to units will, after 1 April 1992, be paid for out of our OMAR budget.

3. Examples of these depot level reparables are:

a. Engines
b. Transmissions
c. Printed circuit boards
d. Transfers
e. Signal components

4. AMDF price will include costs of transportation, storages, and personnel in addition to procurement cost.

5. Units will receive credit for depot level reparables turned in. Credit will be AMDF cost less additional charges and repair/washout costs. Net cost to unit will be from 30% to 60% of AMDF price.

AFKA-GCD-GDM 2 November 1991

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Master Maintenance Schedule (1A Form 189-R)

1. Reference 1A Pam 750-1-1 with 98th Division Supplement.

2. 1A Form 189-R (unit density/maintenance workload schedule):

a. Provides standard format for units and centers to furnish AMSA and ECS with equipment densities and an annual workload summary. Combines old 1A Form 189-R and 1A Form 710-R.

b. Will also assign operator maintenance accountability for all equipment (replaces 98th Division Form 153-R).

3. Includes all equipment requiring organization maintenance service.

4. Initial coordination meeting with supporting AMSA is held prior to 30 October. Signature cards are provided by unit to AMSA foreman at this meeting.

5. Final 189-R is approved by unit commander and AMSA foreman by 15 November. Effective date is 1 January.

6. AMSAs will <u>not</u> perform any scheduled maintenance for units which do not complete 1A Form 189-R and provide signature cards.

AFKA-GCD-GDM 2 November 1991

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Results of Materiel Condition Check

1. During the period 16 June - 1 September 1991 98th Division Maintenance Activities performed a materiel condition check of reportable equipment in 98th Division units.

2. 100% of reportable equipment located at units was checked. The check consisted of a preventive maintenance inspection IAW the applicable -1 technical manual for each piece of equipment.

3. The results of the materiel condition check are:

a. Items checked: 589
b. Number not mission capable: 192 (36%)

4. Copies of all DA Forms 2404 were provided each unit and were also forwarded to ACofS, G-4.

5. Commanders at all levels should use the result of this check as a management tool to evaluate and provide direction to their unit maintenance programs.

6. DA Forms 2404 will be used during DA Form 2406 edits to check accuracy of unit Materiel Condition Status Reports.

AFKA-GCD-GD 2 November 1991

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Standard Property Book System - Redesign - Installation/Tables of Distribution and Allowances (SPBS-P-I/TDA)

1. SPBS-RI/TDA is the Standard Army Management Information System (STAMIS) that the 98th Division (Training) will use to automate property books at USAR Centers, AMSA's and ECS and eventually TDA units. SPBS-R-I/TDA is basically the same as SPBS-R except that it will run on the IBM compatable PC's we have in our units.

2. Long Range Plan.

a. Each MSC headquarters will maintain the Automated Property Book Centers commanded by their subordinate commanders. The Division Headquarters Center (JWW), and centers under the control of the USAR Schools, will be Primary Hand Receipt Holders to the Division Property Book Officer in the G-4.

b. At a time to be determined, following the successful execution of the above plan, all organic Training Division Units will be converted from SPBS-R to SPBS-R-I/TDA for TDA equipment.

3. Sequence of conversion from Manual Property Books to SPBS-R-I/TDA for centers:

a. Division Headquarters Center
b. AMSA's/ECS #1
c. 2nd Brigade Centers
d. 3rd Brigade Center
e. 4th Brigade Centers
f. 359th Centers
g. 1st Brigade Centers
h. TSB Centers
i. USAR School Centers

4. Implementation and completion dates of the above conversions have not been determined due to availability resource requirements to support the conversion.

5. The G-4 will provide basic instruction and guidance to activities to prepare for the conversion. The G-4 will field teams to assist with data input etc., at each MSC location.

6. POC is 1LT Shannon, Division Property Book Officer at Commercial (716) 338-7400, Extension 245.

AFKA-GCD-GD (715-f) 2 November 1991

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Unauthorized Commitments - Use of DA Form 3953

1. The following information is provided as a means of helping you make the right decisions at the right time.

2. When you set down to plan your training, if you need porta-potties for an FTX, submit your request (DA Form 3953) at least 60-90 days in advance.

3. When you need something which is available through the Army Supply System, order it through the system. If you think you have a justifiable need to get it sooner than the supply system can support, request approval. This is called an exception to policy authorization to purchase locally. If you have a requisition (DA 2765-1 or DD 1348-6) in the system but the expected delivery is past the date on which you'll need the item, request exception to policy to buy locally. Plaques and trophies are available through the system so they must be ordered through the normal supply channels. Engraving is a service so you must request approval via DA Form 3953 to get the engraving done.

4. If you need services or repairs and said services or repairs are not an emergency, you must request approval to get the work done locally. If an emergency arises such as a burst pipe or gas leak which would pose immediate hazards or danger then you can call your local Ordering Officer (see attached listing) or Staff Duty Officer at Form Drum 315-772-5647 to get approval from the Fort Drum Contracting Officer to correct the emergency situation.

5. The unauthorized commitment is the commitment of the U.S. Government to the purchase of supplies or services by an individual who lacks the proper authority to make such a commitment. The only individuals in the 98th Division authorized to make commitments are Ordering Officers.

6. Unauthorized commitments often result in out of pocket expenses for the violator. More importantly however, unauthorized commitments result in undue embarrassment to the U.S. Government and unnecessary delays in payments to vendors. A vendor who provides supplies or services in good faith deserves to be paid on time. Ratification procedures are lengthy (sometimes up to a year), and can result in bad public relations.

AFKA-GCD-GD (715-f)
SUBJECT: FORT DRUM DIRECTORATE OF CONTRACTING ORDERING OFFICERS

AMSA #9
130 Pickard Drive
Mattydale, NY 13211-1399
315-455-2788
Mr. Raymond Shaw 3301-3400

1157th USARF School
9 Farview Heights
Utica, NY 13501-4887
315-733-7574, 315-330-7607
SFC Gene H. Schriener 3001-3100

1159th USARF School
515 Ridge Road
Webster, NY 14580-1789
716-671-7502
MSG Peter S. Stirpe
LTC Daniel C. Rizzo 2901-3000
113 Thornton Circle North
Camillus, Ny 13031 (Home: 315-487-0301)
(Work: 315-469-7741, X335)

USAR SCHOOLS

1157th USARF School
Horace D. Brandt USAR Center
1201 Hillside Avenue
Schenectady, NY 12309-3597
518-374-5250, 638-6101
SFC John E. Prime 2701-2800

1157th USARF School
R.D. #1, Box 82
Morris, NY 13808
607-263-2273
MSG E. Barden 0101-0200

AFKA-GCD-GD 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: PROPERTY ACCOUNTABILITY

1. The Division has operated under the Standard Property Book System - Redesigned (SPBS-R) for the past 18 months. During Operations Desert Shield and Desert Storm the use of this system allowed the ACofS - G4 and his staff to swiftly meet all suspenses and request for information for First US Army and higher headquarters, enabling the 98th Division (Training) to provide much needed equipment to mobilizing units throughout the First US Army area.

2. The mobilization of the 962nd Ordnance Company, 1019th Service Company and the 1st Battalion, 390th Regiment was accomplished with a swifter and greater degree of accuracy as a result of the SPBS-R system.

3. The consolidation of the 3 battalions of the Training Support Brigade was accomplished on 11 October 1991.

4. Areas of Concern:

a. Units continue to refuse to return signed hand receipts in a timely manner.

b. Units continue to not send change documents to their hand receipt to update the SPBS-R hand receipt.

c. Incoming commanders are not conducting accurate change of command inventories. They are not verifying what equipment the unit has positioned at ECS #1, DESCOM Storage or TESS Warehouse.

AFKA-GCD-GD 2 November 1991

MEMORANDUM FOR 1991 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: ANNUAL TRAINING MOVEMENT PLAN

1. IAW 98th Division (Training) Circular 350-91-1 (Annual Training - 91) units were required to submit Annual Training movement plans to G4 120 days prior to AT.

2. Overall, 89% of the units which deployed for Annual Training were late in submitting their plans.

3. The following graphs depict specifically how late units were in submitting their movement plans.

4. The tardy submissions of AT movement plans caused a tremendous increase in workload and unnecessary expense as extraordinary efforts were made to meet the Division G4 part of handling the plans.

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AFKA-GCD-IMA 3 November 1991

MEMORANDUM FOR 98th Division (Training) Commander's Seminar 1991

SUBJECT: 98th Division (Training) Copier Program

1. During FY 91 we arranged for and delivered 16 new Xerox copiers. The USAR Centers receiving machines were: Batavia, Binghamton, Canton, Corning, Gerry, Horseheads # 1, Newark, Niagara Falls (2 copiers), Ogdensburg, Olean, Oswego, Rotterdam, Schenectady (2 copiers), and Utica.

2. We remind USAR Center Commanders it is of paramount importance that they mail their copier reports in by the 5th of every month. This enables us to mail the receiving reports into Fort Drum on time and avoid any late charges. Send these reports in either on a Fort Drum Form 347, or on the spreadsheet available from the Information Management office.

3. USAR Center Commanders should review their copier maintenance contract to check that the right level of copies are budgeted for the year. USAR Center Commanders should also put proper controls in place to ensure that these budgets are not exceeded.

4. USAR Center Commanders wishing to replace their current copier can follow the instructions contained in the Information Management School Booklet handed out during the School in May 1991. Attach at least three DA 4951-R, Lease/Purchase Analysis for Copiers with the memorandum of justification.

5. The current financial plan for FY 92 calls for the replacement of four more copiers. These replacements are at Glens Falls, Penn Yan, Canandaigua and Plattsburgh. We may purchase other machines after First U. S. Army grants approval and funding becomes available.

6. POC is SFC Alan Burke 800-283-3138, extension 227.

AFKA-GCD-IMA 3 November 1991

MEMORANDUM FOR 98th Division (Training) Commander's Seminar 1991

SUBJECT: 98th Division (Training) Postal Program

1. The Postal Program continues to run well and with little problems as shown by the postal inspections conducted during FY 91.

2. Some of the most common errors found during the inspections were:

a. Not having the necessary publications filed and available for reference. For example, AR 340-3 and the Domestic Mail Manual were commonly missing from libraries.

b. Not keeping track of incoming or outgoing special service mail, that is, Certified, Registered, and Insured mail. Log these items on the Postal Forms available from the local Post Office.

c. Accounting for any postage stamps stored/maintained by the USAR Center OMM. Use 1AA Form 886-R to track and record the mandatory monthly physical inventory.

3. USAR Center Commanders should ensure that they have a maintenance contract for all of the postal equipment at their Center. Check to ensure it covers the whole year and is for your location.

4. The forecast for FY 1992 funding is less than it has been in previous years. Every Center Commander must continue the good work done by their center personnel to maintain the current level of postal spending.

5. POC is SFC Alan Burke 800-283-3138, extension 227.

AFKA-GCD-IMA 3 November 1991

MEMORANDUM FOR 98th Division (Training) Commander's Seminar 1991

SUBJECT: 98th Division (Training) Records Management Program

1. During FY 91 we conducted The Bi-annual Records Management Surveys at the 359th Signal Brigade, 2d Brigade, 4th Brigade, 1151st USARF School and 1157th USARF School.

2. Some of the most common errors found during the inspections were:

a. Standing Operating Procedures (SOP) do not address the areas of Records Management responsibility within the Major Subordinate Commands.

b. Major file series lacked the two General Correspondence folders for action and non-actions items.

c. File folder labels indicating either transfer or retirement were on the wrong side of the folders.

d. We continue to receive records for retirement AFTER the suspense date for the retirement of these records. This causes us to hold the files until we have a full box to retire to the Washington National Records Center.

3. We will continue to monitor The Records Management and assist Major Subordinate Commands (MSC) with their programs during FY 1992. Scheduled for their Records Surveys in FY 92 are 1st Brigade, 3d Brigade, Training Support Brigade, and the 1159th USARF School.

4. POC is MSG Ernest Lofton 800-283-3138, extension 344 during Tuesday evening drills.

AFKA-GCD-IM (25) 3 November 1991

MEMORANDUM FOR 1991 98th Division (Training) Commander's Seminar

SUBJECT: 98th Division (Training) CLAS 5.03 Fielding Milestones

1. The Center Level Automated System (CLAS) upgrade fielding project was initiated by the 98th Division (Tng) IM Automation Branch in July 1991. This system represents both hardware and software enhancement over the older Reserve Center Level Automated System (RCLAS).

2. This upgrade provides the unit administrator's PC with increased memory storage and application processing capability. Significant fielding milestones for 98th Division (Tng) are as follows.

a. 20 May - 31 May: Completed FUSA DCSIM/FORSCOM CLAS Ver. 5.03 "Train the Trainer" training at Fort Dix, New Jersey.

b. 3 June: Develop lesson plans in preparation for instruction of CLAS 5.03.

c. July: Field CLAS 5.03 Software, install operating hardware and provide user training at Hancock Army Complex, North Syracuse, New York.

d. 29 July - 13 September: Training unit Software (TLAS) not successfully completed by FORSCOM during period of CLAS Ver. 5.03 Fielding.

e. Sep - Dec 91: ADARS Test Transmission to Fort Riley being conducted by all unit pay administrators. (ACofS, RM action).

f. November 91: FORSCOM projected date of TLAS Software availability.

g. November 91: TLAS Fielding. (Dates to be established)

h. November 91: Refresher training for CLAS 5.03. (Dates to be established)

i. Dec 91 - Feb 91: Project Phase-in period for all MUSARCS to transmit IDT pay under ADARS to Fort McCoy.

3. Point of contact at this headquarters is CPT Tyrone J. Jeffries, commercial 716-338-7400, extension 268.

AFKA-GCD-IM (25) 3 November 1991

MEMORANDUM FOR 1991 98th Division (Training) Commander's Seminar

SUBJECT: Division Automation Software Standards

1. This is a standard pertaining to software products that will be supported by this Headquarters. Its purpose is to provide a common baseline for PC systems within the 98th Division.

2. Supported software systems include the following:

a. MS-DOS
b. ENABLE
c. ENABLE O/A
d. LOTUS 1-2-3
e. DBASE III PLUS
f. FOCUS
g. MULTIMATE-ADVANTAGE II
h. LOTUS FREELANCE PLUS
i. WORD PERFECT
j. DBASE IV
k. VENTURA DESKTOP PUBLISHING

3. Additionally, Enable is an integrated software package that may be used for initial training and automation of unit unique requirements.

4. It is the policy of this Headquarters that only these standard software applications be used on PC's purchased by the 98th Division. This is proprietary software and usage rights have been purchased with 98th Division funds. Additionally, usage of a standard set of software insures compatibility and uniformity of data processing operations within the 98th Division.

5. Software usage rights are licensed to the purchaser. Proprietary software shall be protected by the authorized user from unauthorized duplication or use on 98th Division PC's. Purchased software will be hand receipted to the user. However, such software is not considered a property book item.

6. This office directs that non-authorized software be removed from PC hard drives. Games are specifically prohibited. It should be noted this is an inspection item. Do not install any unauthorized software on 98th Division PC'S.

7. This command realizes that software standards and capabilities are in constant transition. But, with limited resources to meet increasing requirements, we must all proceed in a unified manner. By implementing standards we ease future training requirements, allow exchange of non-proprietary software among Division PC users and make application software maintenance less of a burden.

8. Unauthorized use of 98th Division computer systems is prohibited by TITLE 18 USC SEC 1030. Violators are subject to prosecution. Do not install any unauthorized software on this computer. Commercial software packages are protected under copyright laws. Do not copy commercial software without written authorization from the Information Management Section. Appropriate action will be taken against any employee who exposes the government to liability through reproduction and or use of unauthorized software on this computer system. Additionally, the only authorized agent to purchase and approve computer purchases should be the Information Management Section.

9. To insure proper accountability of computer systems all hardware belonging to the 98th Division (Training) should be accounted for on center property books. Systems remaining on the property books should be further receipted to the user level. Center Property Book Officers should account for all ADPE items through periodic inventories and hand receipt accountability. 98th Division (Training) equipment should not be removed or transferred without the express approval and knowledge of the ACofS, IM.

10. Point of contact at this Headquarters is Captain Tyrone J. Jeffries, commercial 716-338-7400, extension 268.

AFKA-GCD-IM (25) 3 November 1991

MEMORANDUM FOR 1991 98th Division (Training) Commander's Seminar

SUBJECT: Memorandum of Instruction for Obtaining Maintenance on Automatic Data Processing Equipment

1. A maintenance contract covering Central Processor Units (CPU), monitors, and printers has been finalized and the following information is furnished for your convenience.

2. When a piece of ADP equipment that is on our inventory list requires maintenance the following procedure will be followed:

a. The individual requesting the service will contact the Office of Information Management (Information Systems Division), Extension 268, and discuss the problem to determine what type of service is required. This first step will ensure that the vendor brings appropriate replacement parts.

b. When it is determined that service is required, and the serial numbers match those on the inventory list, The Office of Information Management will contact the Directorate of Contracting at Fort Drum, relaying the diagnostic information.

c. The Office of Information Management will maintain a log utilizing the Instrument Number on the original DA Form 3953 and contract/purchase order number. This number will be annotated with an Alpha character from A thru Z. When the Z is reached, the next set of characters will begin with AA thru ZZ, etc. The Instrument Number with the proper Alpha Character(s) will be telephoned to Contracting followed with a FAX copy containing the request and instrument number annotated with the Alpha designator and the Directorate of Contracting will contact a vendor in your area and a Order for Supplies and Services (DD Form 1155) will be issued and a service call will be initiated. A log which will be a duplicate of the one kept at Headquarters, 98th Division will also be maintained by the Contracting Office.

d. When the work has been completed, the Center Commander or his designee will verify the work to the best of his ability and sign the work order as having been completed. A copy of this order will be forwarded to Headquarters, 98th Division (Training), ATTENTION: AFKA-GCD-IM where it will be kept on file and the log annotated that the work was completed. No notification to Contracting is necessary at this point.

e. When this office receives the information in paragraph d above, it will sign-off on the Order for Supplies and Services (DD Form 1155) and return it to the Contracting Office at Fort Drum. The log will be completed with the cost and date of return of the DD Form 1155.

3. ADP equipment that belongs to another ARCOM and is located in your facility is NOT covered by this contract with the exception of CA units.

4. Points of contact in the ACofS, Information Management are:

a. Reporting Maintenance Problems: Captain Tyrone Jeffries, 716-338-7400, extension 268.

b. Certification of Services: Mr. Leonard Benedict, 716-338-7400, extension 347.

AFKA-GCD-IM (25) 3 November 1991

MEMORANDUM FOR 1991 98th Division (Training) Commander's Seminar

SUBJECT: Automatic Data Processing Equipment (ADPE) Purchases

1. The Office of Information Management is in the process of replacing or upgrading the ADPE inventory within the 98th Division. During FY91, we replaced by serial number, Twenty (20) WANG PC'S. Those Centers that will receive the new computers have already been notified and informed of the process on how to turn the WANG's in. We plan to continue to replace old outdated equipment as funding is available. Congressional restrictions due to RCAS still prohibit increasing the PC inventory.

2. We have also procured replacement LAPTOP computers. These new LAPTOPS will be considered a "Command Asset" and not used solely as a basic MODEM (communications) hook-up. The LAPTOP may be utilized by staff officers when performing visits, inspections, attending conferences, etc. These new LAPTOPS are a more powerful computer than the old Tandy's and will not be cost efficient if utilized only for communications.

3. Three additional computers have been purchased for use by Unit Administrators (UA), at the Wayland, Glens Falls and Wadsworth USAR Centers for newly activated UIC's. This purchase was a FORSCOM initiative to ensure that all new activated units, since the initial placement, had a PC.

4. Additional Facsimile machines have been purchased for a number of USAR Centers and our 98th Division liaison office at Fort Leonard Wood.

5. Also purchased were various quantities of computer peripheral software, based on need and available funding.

6. In FY92 the Office of Information Management plans, when funding becomes available, to procure additional replacement computers, additional SYQUIST drives and kits to upgrade the Zenith 286's to 386's, plus other items that will assist the Division personnel in performing their mission. Again, purchases will be based upon requirements identified in the Center Template submission, Justification and approval of a CAPR from our next higher headquarters, and available funds.

AFKA-GCD-IM (25) 3 November 1991

MEMORANDUM FOR 1991 98th Division (Training) Commander's Seminar

SUBJECT: Telecommunications Update

1. During FY91 the Office of Information Management purchased nineteen (19) replacement telephone systems. All nineteen contracts have been awarded and this office expects the new systems will all be in place by the end of November.

2. We have also ordered "Touchtone" service to be installed at all facilities within the Division. This will also be complete as soon as all new phone systems have been installed.

3. For those systems (MERLINS) not replaced, Maintenance Contracts have been obtained that cover the control unit and the instruments. Internal wiring and wall jack problems will be handled on a case by case basis. Facility Managers/Telephone Control Officers should be familiar with the provisions of the maintenance contract before calling for service, in order to avoid unauthorized commitments. This office will advise facilities on the provisions of the warranty on the new telephone systems when the information is received.

4. Also installed, where required, were additional MODEM outlets for use with all UA Computers for the transmission of ADARS information. Center Property Book Officers must hand receipt a modem to each Unit administrator. These modems should be utilized for ADARS transmission, accessing the 98th Division (Tng) Electronic Bulletin Board System (EBBS) and for transferring data files between units/commands.

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AFKA-GCD-RM (37) 1 October 1991

SUBJECT: 98TH Division (Tng) Funds Comparison

OMAR FUNDS COMPARISON

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CATEGORY	FY89	FY90	FY91	FY92
CIV PAY	7513	8067	8261	8884
POSTAGE	- -	- -	176	197
IM-ADP	247	15	221	70
IM-NON ADP		230	332	232
PHONES	465	473	507	473
AMSA/ECS	574	505	750	211
UNITS	1939	1399	2361	1027
SMO/ACES	106	130	60	75
TOTAL	10835	10625	12668	11169

RPA FUNDS COMPARISON

$000

CATEGORY	FY 89	FY 90	FY 91	FY 92
ANNUAL TRAINING	6155.6	6083	6276.0	6105
SCHOOLS	1303.5	1641	1894.5	1064
ADSW	2078.9	2095	2832.5	646
TOTAL	9538.0	9819	11003.0	7815

AFKA-GCD-RM (37) 1 October 1991

SUBJECT: Mandatory Sure-Pay Participation

1. Sure-Pay will become mandatory for all soldiers as a result of a change to AR 37-104-10 due out in November 1991. Grandfathering (non-mandatory participation for enlistments prior to 1987) will no longer be allowed.

2. The implementation of the Joint Service Software-Reserve pay will increase check handling problems for soldiers not on Sure-Pay. Therefore, the Army has decided to make Sure-Pay mandatory.

3. Commanders are directed to ensure that all unit members are enrolled in Sure-Pay by the end of November 1991. Resource Management personnel will be made available to help units needing assistance in carrying out this requirement.

4. POC this Headquarters is Ms. Rita K. Cucchiara, (716) 338-7400 extension 246.

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AFKA-GCD-EN 16 September 1991

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR - 1991

SUBJECT: Facility Support

1. The 98th Division has a very successful maintenance, repair and new work facilities program because of the excellent support we receive from Fort Drum. In FY 91, $ 6 million dollars were spent in support of our 39 facilities. Over half a million dollars of new minor construction was obtained.

2. We expect to have similar funding in FY 92. Currently, we are scheduled to go under BASOPS in FY 93. Once we are under BASOPS, it will be more difficult to execute high dollar projects such as roof replacements, construction of storage buildings, kitchen renovations, and repaving of parking areas. Under BASOPS, all projects over $15K will have to be prioritized against all other USAR facility projects and approved by USARC.

3. Fortunately, most of our projects will be funded before these restrictions take effect. With the exception of projects at Niagara Falls, Glen Falls, and Oswego which have congressionally controlled funding, each government owned facility in the 98th Division will have had a major improvement project completed on it within the past five years prior to our going under BASOPS.

4. Our emphasis on environmental issues has included the removal of asbestos and underground storage tanks. These actions will assist all commanders to be in compliance with environmental regulations. All commanders must continue to be concerned with possible spills of POL and hazardous materials. There are civil and criminal penalties that are associated with improper environmental management. Commanders have the ultimate responsibility and therefore should familiarize themselves with the laws.

5. All commanders are encouraged to participate in the Army Communities of Excellence (ACOE) program.