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THE PROPOSED UTILIZATION OF MAJOR US ARMY  
RESERVE CIVIL AFFAIRS UNITS IN A CONUS  
CIVIL DEFENSE/DISASTER ROLE

Harry W. Nagel

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22 December 1971

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# STUDENT ESSAY

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22 DECEMBER 1971

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BY

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CIVIL AFFAIRS

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(Essay)

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ABSTRACT

AUTHOR: Harry W. Nagel, COL, CA  
TITLE: The Proposed Utilization of Major US Army Reserve Civil  
Affairs Units in a CONUS Civil Defense/Disaster Role.  
FORMAT: Essay

This essay addresses itself to the question of the effectiveness of civil defense in the US, especially from the point of view of military support of civil defense/disaster activities. By means of a literature search, the existing US civil defense structure and the provisions for providing it with military support were examined and analyzed. The major conclusions reached are that the present organization is inefficient in its ability to plan and coordinate, and ineffectual in its ability to function. The primary recommendations made for improvement involve restructuring from the National level down, and utilizing USAR Civil Affairs personnel and units at all levels, but especially at the state and local levels to improve not only the national defense posture, but the image of the Army as well.

THE PROPOSED UTILIZATION OF MAJOR  
US ARMY RESERVE CIVIL AFFAIRS UNITS IN A  
CONUS CIVIL DEFENSE/DISASTER ROLE

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THE PROPOSED UTILIZATION OF MAJOR US ARMY  
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Upon examining documents such as "FM 20-10, Military Support of Civil Defense," one is inclined to conclude that the nation's civil defense posture is strong and that military commanders stand ready, willing and able to assist in supporting whatever civil defense effort may be required, and that in the event of an emergency, military capabilities would be immediately and smoothly meshed with civilian needs. Limited research by the author of this paper indicates that, unfortunately, this is not the case! Rather, should a major disaster occur in the US, it is quite likely that military efforts to lend assistance would be slow in getting underway and would be conducted in an inefficient manner, at least during their early phases when the need for them is most critical.

This need not, indeed, should not be the case! The monies have been and are being provided to maintain an organized civil defense structure, and official doctrine provides for military support of civil defense.

It is the purpose of this essay to briefly acquaint the reader with the doctrine of US civil defense and its organization, and then in greater detail to discuss the structure of a major Civil Affairs unit and how such units are uniquely suited to play



a role which could lead to more effective cooperation between Civil Defense and the Army, and between the Army and the civilian population, illustrated by an actual recent incident, which cost the Army little, but which generated considerable goodwill, favorable publicity and official recognition for both the unit involved and for the Army in general.

#### US CIVIL DEFENSE

This section is devoted to a brief refresher on the doctrine behind civil defense, its purpose, its organization, and its relationship with the military as provided for by law.

#### Authority and Mission

The Federal Civil Defense Act of 1950, as amended, states in part:

It is the policy and intent of Congress to provide a system of civil defense for the protection of life and property in the United States from attack. It is further declared to be the policy and intent of the Congress that the responsibility for civil defense shall be rested jointly in the Federal Government and the several states and their political subdivisions. The Federal Government shall provide necessary direction, coordination, and guidance;

(...) and shall provide necessary assistance as herein authorized.<sup>1</sup>

Implicit in the above, under present interpretation, is the understanding that whatever the structure may be, civil defense organizations at every level will also be prepared to employ their capabilities in the event of natural disasters as well as in the event of enemy attack.

### Objectives

The objectives of the National Civil Defense Program are very comprehensive and are enumerated below with a brief elaboration devoted to each.<sup>2</sup> It is precisely because these objectives are so comprehensive that the reader is urged to note them well, for later in the essay, an attempt will be made to match military skills with civilian needs in an effort to meet these very objectives. Before proceeding with the objectives, however, it should be noted that civil defense planning with respect to enemy attack assumes that such an attack, should it come, will include missile-delivered nuclear weapons.

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<sup>1</sup>US Department of the Army, Field Manual 20-10: Military Support of Civil Defense (4 December 1967), p. 15.

<sup>2</sup>Ibid., pp. 13-15.

1. To Protect Life

This objective is concerned with programs designed to protect the lives and guard the health of the population, and includes: The National Fallout Shelter System, the Civil Defense Warning System, the Radiological Monitoring and Report System, the Emergency Broadcast System, and the Emergency Public Information System.

2. To Save Lives and Protect Property

The programs under this objective are directed at preventing further injury and death, and at preserving undamaged or still usable facilities once an attack has occurred. They include: rescue, the preservation of essential property and supplies, fire fighting, the maintenance of law and order, medical care, debris clearance and decontamination.

3. To Sustain Survivors and Repair Essential Utilities

This objective concentrates on programs directed at the general rehabilitation of the devastated area. It includes: providing adequate food, water, health and sanitation services, housing, emergency welfare, and essential utilities, transportation, communications, etc.

4. To Achieve Emergency Operations Capability

The programs under this objective are directed at achieving civil defense "readiness", i.e., planning, equipping, and training. It includes: the establishment of a Damage

Assessment and Intelligence System to rapidly determine the effects of an attack and to disseminate the essential data so obtained to those authorities in a position to take constructive action; the designation of emergency operating centers or relatively secure command posts at Federal, State and Local levels; the preparation of emergency operations plans at each level of government; training and educating the civil defense workers and the public; and providing for a test and exercise program designed to test the effectiveness of all of the foregoing shown under this objective.

5. To Provide Support

The programs listed under this objective are the ones which most directly concern the subject of this essay. They include: developing support capabilities with the communications and transportation industries; providing for security to protect vital facilities and essential industries; programs designed to elicit public support for a civil defense program; making Federal assistance in the form of money, equipment, supplies and training available at the State and local levels; planning for military support in emergency operations; the development of systems and procedures to provide for the acquisition and utilization of all forms of support, be they manpower or materiel; and the creation and conduct of a research and development program directed at maintaining optimum levels of training,

organization, methods, materiel, facilities, etc.

### Organization

In order to attain the above objectives and fulfill its mission, civil defense at the national level in the US has been organized under the Department of Defense as shown in Figure 1, with the Director of Civil Defense reporting to the Deputy Under Secretary of the Army for International Affairs.

The internal structure of the Office of Civil Defense (OCD), which is shown in Figure 2, reflects the objectives cited above in its organizational structure.

As can be clearly seen in Figure 2, the solid line denoting "direction" travels straight down from the National Director to eight Regional Directors, reflecting the geographic breakdown of the US and its Territorial possessions into the eight civil defense regions shown in Figure 3.

Actually, the regional boundaries shown in Figure 3, which unfortunately do not coincide with the CONUS Army boundaries, were designated by the Office of Emergency Planning (OEP). This organization, as Figure 1 shows, is a staff arm to the President, created to advise and assist him in the total nonmilitary defense program of the US.

The Director of the OEP, who is a statutory member of the National Security Council coordinates and directs the development





Figure 3



Source:  
FM 20-10

Office of Emergency Planning—Office of Civil Defense regional boundaries and field installations.

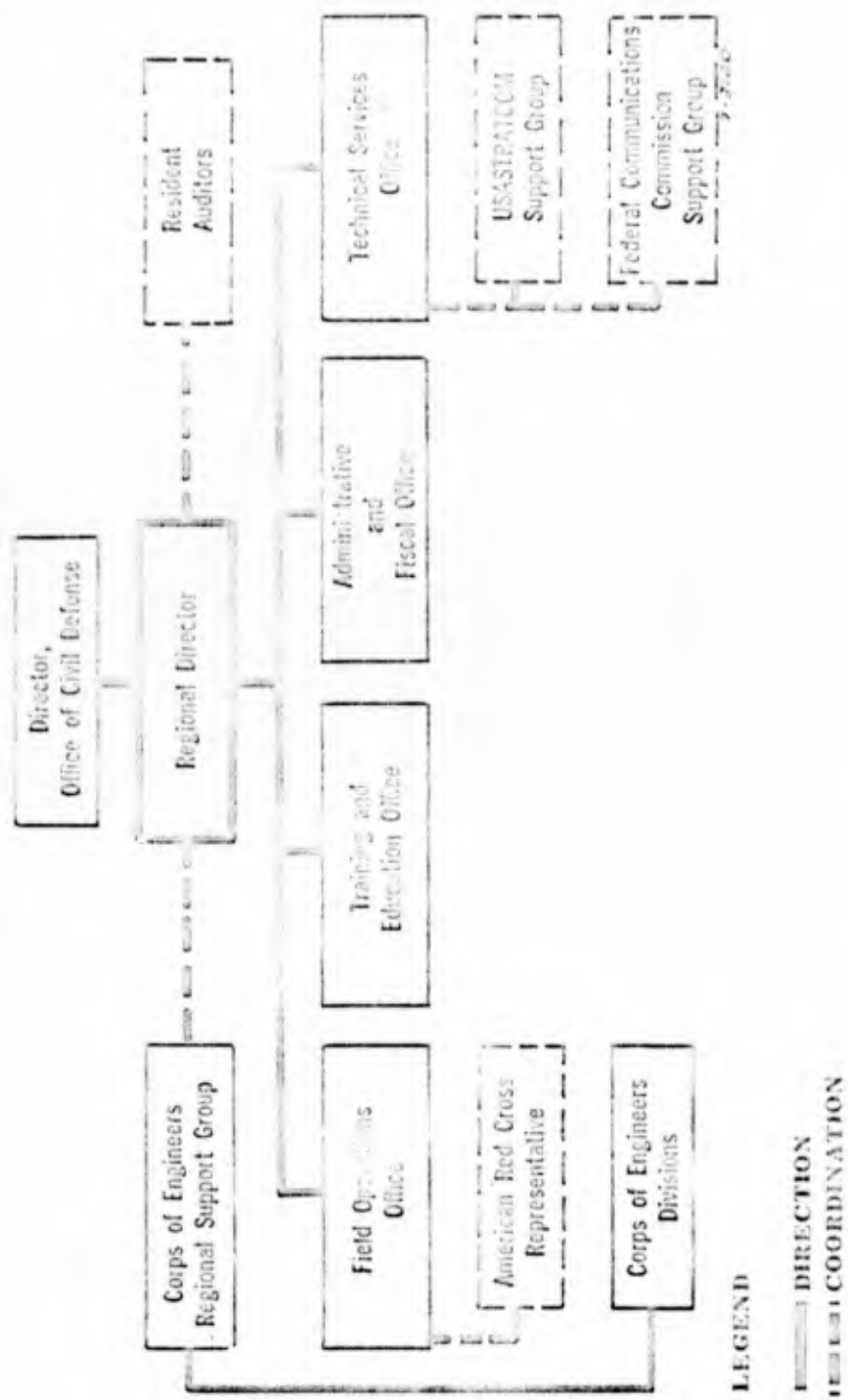


of plans and policies for the mobilization of the Nation's resources and production, and under emergency conditions, the OEP would become the Office of Defense Resources and would perform the overall central resource management functions. This is mentioned because the OEP, which speaks with the authority of the President, would in time of national emergency, quite likely come into conflict with the OCD, to the possible detriment of large segments of the population.

Continuing with the OCD structure, Figure 4 shows the organization of a Civil Defense Region, and Figure 5, the relationships which are presumed to exist between a Civil Defense regional organization and other agencies.

What the reader should note carefully when reviewing Figures 1, 4 and 5, is the lack of statutory or directive authority which OCD personnel wield with respect to the agencies whose cooperation is essential to the accomplishment of the civil defense mission. Further evidence of the level of importance relegated to civil defense matters by the DOD and the Congress are manifested by Civil Defense's position on the DOD budget, viz., less than one-tenth of one percent, as shown by Table I, by far the smallest amount of money appropriated for any of the regular

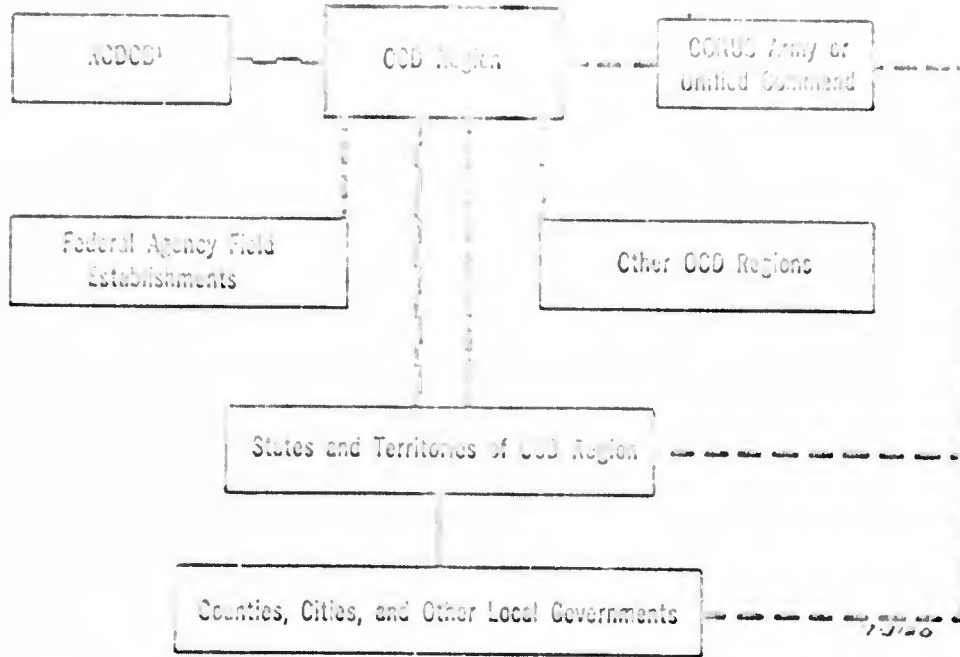
Figure 4



Office of Civil Defense regional organization.

Source:  
FM 20-10

Figure 5



¹Regional Civil Defense Coordinating Board.

LEGEND

- Direction.
- - - Coordination.
- - - Advice and assistance.

*Relationship of Office of Civil Defense regional organization with other agencies.*

Source:  
FM 20-10

TABLE I.

## Department of Defense

## FINANCIAL SUMMARY

(Millions of Dollars)

	FY 1964	FY 1968	FY 1970	FY 1971	FY 1972
<u>Summary by Program</u>					
Strategic Forces	8,503	7,341	7,358	7,737	7,639
General Purpose Forces	16,507	30,495	27,650	24,142	24,278
Intelligence and Communications	4,313	5,553	5,613	5,396	5,625
Airlift and Sealift	1,076	1,810	1,709	1,376	1,139
Guard and Reserve Forces	1,764	2,209	2,570	2,686	3,141
Research and Development	4,872	4,322	4,870	5,229	6,096
Central Supply and Maintenance	4,626	8,395	9,091	8,399	8,721
Tng, Medical, Other Gen Pers Activities	6,946	12,207	13,721	13,861	13,650
Admin and Assoc Activities	1,083	1,230	1,469	1,581	1,510
Support of Other Nations	1,063	2,365	2,731	3,887	3,671
Military and Civilian Pay Increase	-	-	-	1,000	2,560
Volunteer Armed Force	-	-	-	-	1,200
<b>Total - Direct Program (TOA)</b>	<b>50,753</b>	<b>75,919</b>	<b>76,782</b>	<b>75,291</b>	<b>79,230</b>
<u>Summary by Component</u>					
Department of the Army	12,271	25,064	24,151	22,101	21,468
Department of the Navy	14,500	20,869	22,710	21,766	23,347
Department of the Air Force	20,018	25,052	24,170	22,914	22,827
Defense Agencies/OSD	1,007	1,503	1,723	1,734	1,787
Defense-wide	1,857	2,758	3,499	4,228	4,721
Civil Defense	111	86	70	73	78
Military and Civilian Pay Increase	-	-	-	1,000	2,560
Volunteer Armed Force	-	-	-	-	1,200
Military Assistance Program	989	588	459	1,475	1,242
<b>Total - Direct Program (TOA)</b>	<b>50,753</b>	<b>75,919</b>	<b>76,782</b>	<b>75,291</b>	<b>79,230</b>
<u>Summary by Functional Classification</u>					
Military Personnel	12,988	19,939	22,978	21,971	20,164
Retired Pay	1,211	2,093	2,853	3,387	3,744
Operation and Maintenance	11,700	20,907	21,516	20,164	20,270
Procurement	15,126	22,856	19,860	17,974	19,720
Research, Develop, Test & Eval	7,049	7,285	7,451	7,109	7,888
Special Foreign Currency Program	-	-	5	8	12
Military Construction	977	1,543	994	1,395	1,482
Family Housing	602	621	597	735	870
Civil Defense	111	86	70	73	78
Military and Civilian Pay Increase	-	-	-	1,000	2,560
Volunteer Armed Force	-	-	-	-	1,200
Military Assistance Program	989	588	459	1,475	1,242
<b>Total - Direct Program (TOA)</b>	<b>50,753</b>	<b>75,919</b>	<b>76,782</b>	<b>75,291</b>	<b>79,230</b>
Financing Adjustments	169	483	-2,303	-2,594	-487
<b>Budget Authority (NOA)</b>	<b>50,922</b>	<b>76,402</b>	<b>74,479</b>	<b>72,698</b>	<b>78,743</b>
<b>Outlays</b>	<b>50,786</b>	<b>78,027</b>	<b>77,880</b>	<b>74,500</b>	<b>76,000</b>

catagories.<sup>3</sup>

Perhaps the criticism implied is not honestly deserved, for it may be that the Congress, and DOD planners honestly believe that more funds and more authority are not necessary prerequisites for having an effective national civil defense organization. This, however, is not the case among some of the US's closest allies.

#### CIVIL DEFENSE IN WEST GERMANY<sup>4</sup>

In West Germany a formal Civil Defense Corps is maintained. Its members are drafted from among those eligible for military service. Those selected are given four months of active duty training and are then assigned as reservists to rallying points, and are made to participate in periodic exercises. The total service obligation stretches over a period of ten years.

The same law provides for the drafting of civilian specialists in essential catagories who are given an initial 28 days of active duty training, and who then undergo 14 days of training per year in the future.

Individual community needs for the Civil Defense Corps

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<sup>3</sup>US Department of Defense, Statement of Secretary of Defense Melvin R. Laird Before the Senate Armed Services Committee on the FY 1972-1976 Defense Program and the 1972 Defense Budget (15 March 1971), p. 163.

<sup>4</sup>Arthur A. McGee, Civil Defense in Germany, Stanford Research Institute (October, 1965).

manpower requirements are worked out by the Federal government on the basis of a formula.

#### CIVIL DEFENSE IN THE UNITED KINGDOM<sup>5</sup>

In the United Kingdom (UK) the major civil defense effort is born by volunteer groups as in the US. However, in the UK, these groups contain about 600,000 people, or about one percent of the population - a far higher percentage than in the US.

Civil defense training in the UK is conducted in a club-like atmosphere for the most part, with incentives, both monetary and otherwise being provided.

In the UK, the army, both active and reserve forces, is also given civil defense training in medical aid, guarding essential supplies, lifesaving, rescue techniques, etc. In addition, the reservists devote one year out of four to work on civil defense problems, both during weekly drills and while at two weeks of camp.

Finally, in the UK, the Civil Defense Regions and the Army Districts are coincident, and close liaison is maintained between the headquarters of the two.

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<sup>5</sup>Harvey Dixon & Kendall Moll, Civil Defense in the United Kingdom, Stanford Research Institute (March, 1964).

## CIVIL DEFENSE IN FRANCE<sup>6</sup>

French planning calls for the establishment of a mobile regiment of "Civil Protection Troop" for each of the nation's 90 departments. During peacetime, each of these mobile regiments are to be staffed with a permanently assigned cadre of military personnel numbering about 250. The missions of these regimental cadre are threefold: to assist local forces in peacetime disasters; to train reserve forces for the expansion of the regiments to 2,600 men each if required; and to serve as selective service centers for the expansion of the regiments.

It is expected that each regiment will have specialized units for radiation detection, fire fighting, evacuation and rescue, police work, general services, and general staff.

## US MILITARY SUPPORT OF CIVIL DEFENSE

In the above discussion on US civil defense organization, it will be recalled that Figures 1, 4 and 5 showed numerous lines connecting civil defense agencies and the military. However, as was already noted, none of these lines indicate direction, instead, they all signify a planning and coordinating relationships. It is therefore, the purpose of this section of the essay to explore

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<sup>6</sup>Harvey Dixon, et al., Civil Defense in France, Stanford Research Institute (August, 1964).

the means by which civil defense officials obtain the military support so necessary to the accomplishment of their mission.

#### Authority and Mission

Building on the basic document, the Federal Civil Defense Act of 1950, as amended, one finds that Executive Order 10952, assigned civil defense responsibilities to the Secretary of Defense and others on 20 July 1961. On 31 March 1964, PDD promulgated Directive 5160.50, "Civil Defense Functions," and on 29 March 1965, published Directive 3025.10, "Military Support of Civil Defense."

The primary consideration in the latter document (DOD Directive 3025.10) states:

The national civil defense program is an integral part of the national security posture and is an essential element of our deterrent posture. Effective civil defense programs contribute to the total military capability of US forces. Effective survival/civil defense programs at military installations will provide visible evidence to the public that these programs are essential to national security. It is essential, therefore, that military and civil planning for civil defense be closely coordinated to insure mutually supporting actions to achieve common objectives.<sup>7</sup>

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<sup>7</sup>US Department of Defense, Directive Number 3025.10: Military Support of Civil Defense (29 March 1965), p. 2.



In the same document, the DOD recognizes the obvious interdependence of the civil and military defense efforts in achieving national security, and states that military support of civil authorities in civil defense operations is an emergency task within the mission of all federal active duty and reserve units of the military services and Defense Agencies, restricted in their utilization only by the demands of military requirements for the conduct of essential combat, combat support or self survival operations.<sup>8</sup>

#### Implementation

In order to provide for the coordination and control of available military capabilities and resources both in pre-attack and post-attack phases for civil defense assistance, DOD has directed that:

1. The Secretary of the Army coordinate the policy and program aspects of military participation within DOD and submit recommendations to the Secretary of Defense in coordination with the JCS regarding proposed use of military resources for civil defense and for military/civil defense working relationships.

2. The Joint Chiefs of Staff provide recommendations to the Secretary of Defense on allocating active and reserve units for

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<sup>8</sup>Ibid., p. 2-3.

civil defense tasks and coordinate plans and instructions for military participation in civil defense operations.

3. The Department of the Army identify all Army forces in each area on a priority of availability basis; assure the readiness of active and reserve elements to execute plans for emergency civil defense support operations; and establish state level systems wherein the State Adjutants General will be responsible for the pre-attack planning and emergency operations of such forces of all services as may be available within the states for civil defense support purposes.

4. The Departments of the Navy and Air Force report to each of the CONUS Army Commanders all forces of their Departments in the Army areas on a priority of probable availability basis to assist in pre-attack planning and post-attack support of civil defense operations; assure the readiness of their active and reserve elements to execute plans for emergency civil defense support operations; and assist DA in planning and providing civil defense support.

5. The Defense Agencies provide, within their capabilities, advice and assistance as required on matters within their spheres of competence to the Secretary of the Army and the JCS.

### Tasks

The tasks of the military, when functioning in support of civil defense, are basically to achieve the same ends as outlined above under "US CIVIL DEFENSE, Objectives."

### Organization

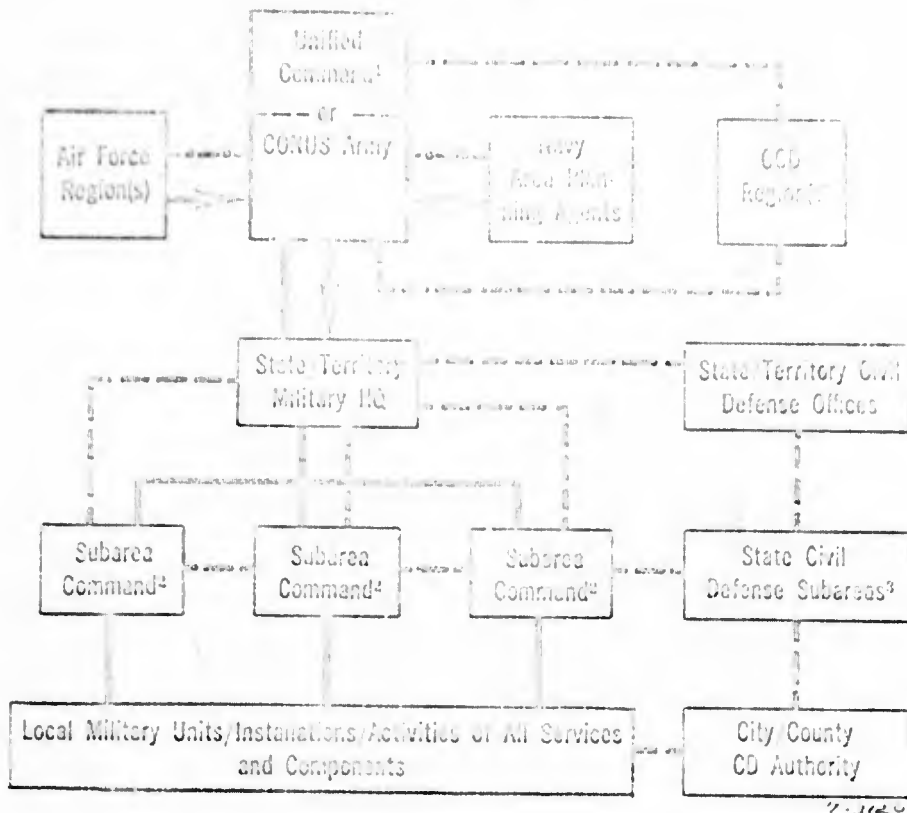
The planning relationships for the pre-attack phase are shown in Figure 6, whereas Figure 7 shows the addition to the diagram lines of operational employment and supplemental requests which would be necessitated by entering into the post-attack phase.

Figure 8 hypothesizes the type emergency operating center organization which could be used at the State and local levels to handle a civil defense/disaster emergency. This figure should be given special attention, for it will be referred to later when the possible role of Civil Affairs in civil defense/disaster support efforts is discussed.

### THE ROLE OF THE ARMY

It must be abundantly clear at this point, that the Army has primary responsibility for military support of civil defense. The policies, responsibilities and guidance for DA in this regard are to be found in, "US Army Regulation 500-70, Emergency Employment of Army Resources - Civil Defense," effective 1 September 1971.

Figure 6



<sup>1</sup>Joint planning lines not shown because Military Service component commands are under unified command.

<sup>2</sup>May be Active Military or Reserve component.

<sup>3</sup>When designated.

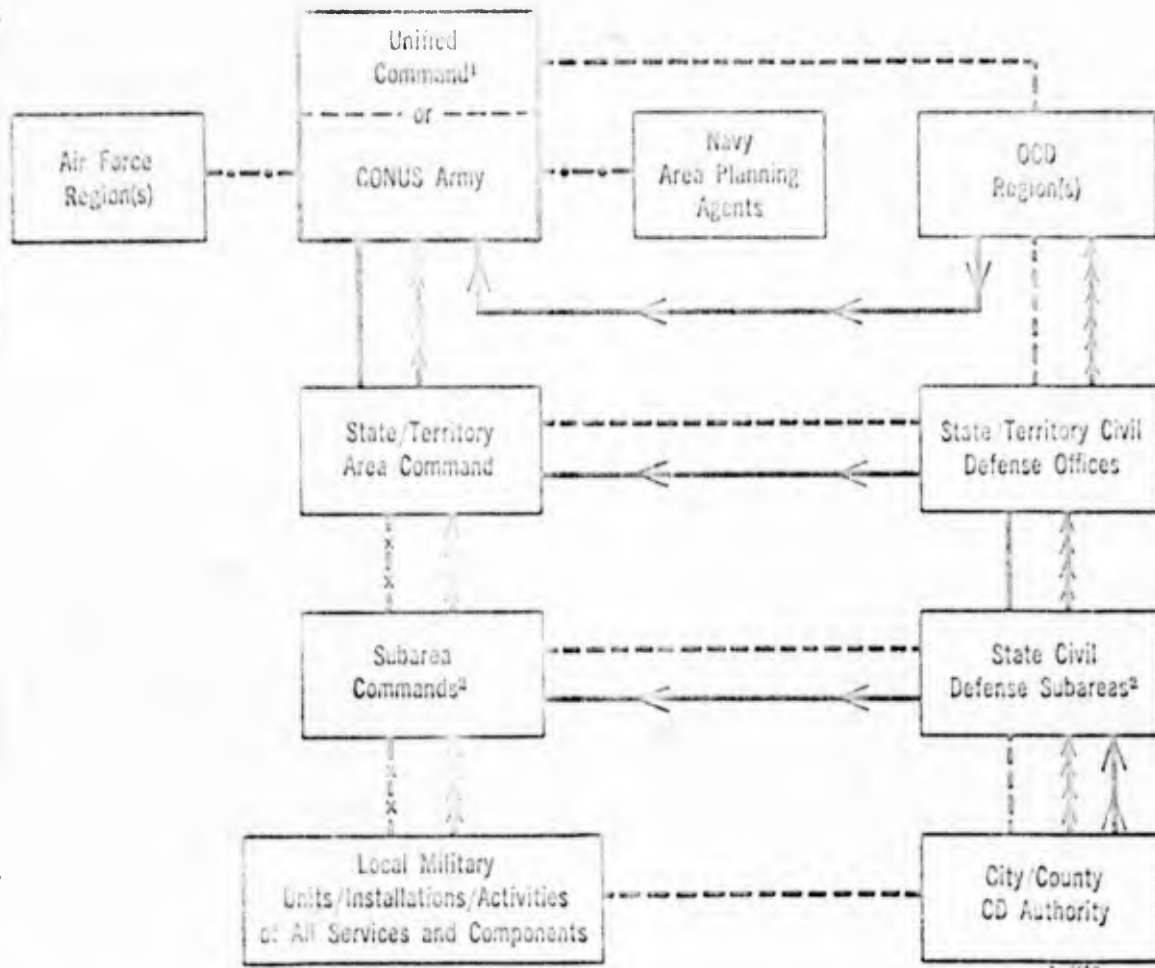
LEGEND

- Planning direction.
- Joint planning.
- Coordination.
- Designation of available forces.

*Planning relationships for military support of civil defense.*

Source:  
FM 20-10

Figure 7



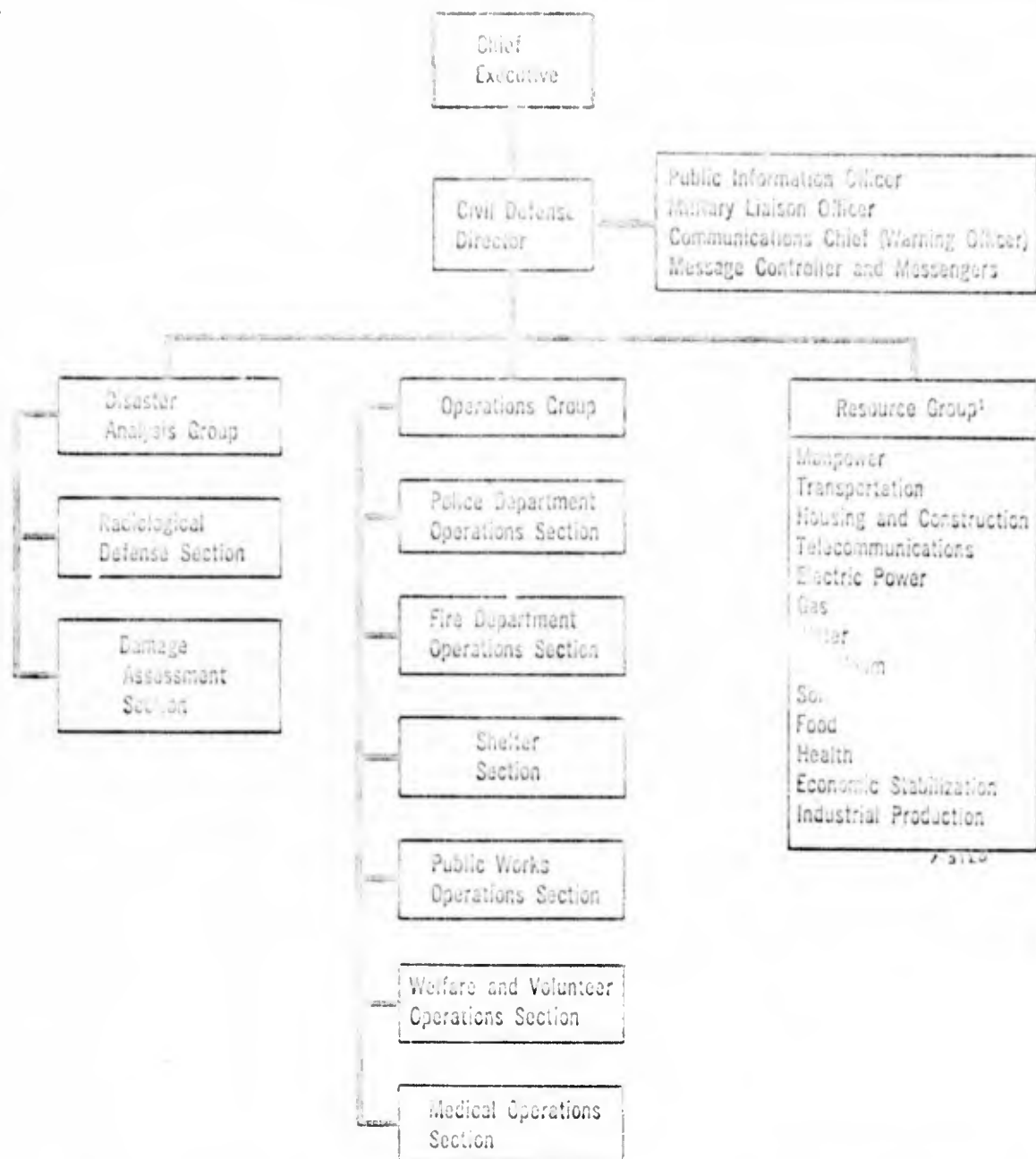
<sup>1</sup>Joint support lines not shown because Military Service component commands are under unified command.  
<sup>2</sup>When designated.

- LEGEND
- Command.
  - - - - - Joint support.
  - - - - - Coordination.
  - ←———— Normal support requests.
  - ←←←←← Supplemental requests.
  - x-x-x- Operational employment.

*Relationships in postattack operations.*

Source:  
 FM 20-10

Figure 8



Some resource functions may be assigned to sections of the operations group, where operations control of the resource is held (e.g., the medical operations section may also be responsible for health resources). Other functions may be represented by one or more staff positions in the resource group, depending on the size of the community.

*Type emergency operating center organization.*

Source:  
FM 20-10

In order to fulfill its civil defense role obligations, in addition to those mentioned above under, "US MILITARY SUPPORT OF CIVIL DEFENSE, Implementation," DA, via CG, CONARC, designates the principal military representative to each of the eight Regional Civil Defense Coordinating Boards (RCDCB).<sup>9</sup>

These RCDCB's (see Figure 5), are interdepartmental bodies, chaired by the OCD Regional Directors, with participation by the Navy and the Air Force and whatever other Federal departments and agencies which have civil defense responsibilities such as the President's cabinet. The primary function of the RCDCB is to assist the OCD Regional Director in the coordination and correlation of civil and military civil defense planning at the regional, state and local level.<sup>10</sup>

In addition to designating the principal military representative to each RCDCB, GC, CONARC also provides the principal DOD representative to each of the eight Regional Preparedness Committees (RPC's) which have been established within the eight Office of Emergency Preparedness (OEP) regions.<sup>11</sup> As with the

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<sup>9</sup>Regional Civil Defense Coordinating Boards were established in accordance with DOD Instruction 5030.25.

<sup>10</sup>US Department of the Army, Army Regulation Number 500-70: Emergency Employment of Army Resources, Civil Defense (2 July 1971), p. 3-2.

<sup>11</sup>DOD Directive 5030.45 provides the authority for the establishment of Regional Preparedness Committees and Regional Resource Advisory Committees.

RCDCB's discussed above, the OEP RPC's are interdepartmental bodies chaired by the OEP Regional Directors, which are responsible for stimulating civil emergency planning activities and for coordinating the activities of all agencies involved in the interests of national security and well-being. Furthermore, the principal DOD representative to each RPC will also serve on each OEP's Regional Resources Advisory Committee (RRAC), which is responsible for keeping tabs on the primary civilian resources within its region from a DOD-interest point of view, as the RPC would be superseded by the RRAC in a general war situation and, under such circumstances, would immediately begin to function as advisor to the Office of Defense Resources (ODR).<sup>12</sup>

#### Implementation

In order to implement its assignment as the principal source of military support to civil defense/disaster, DA has done considerable planning. One example of this is illustrated by Table II which provides commanders guidance with regard to the support role capabilities of the different types of Army units. To digress at this point, the reader should note the across-the-board capability accorded Civil Affairs organizations.

Using the information shown in Table II, Army unit

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<sup>12</sup>Ibid., p. 2-4.



TABLE II

USE OF ARMY ORGANIZATIONS FOR  
MILITARY SUPPORT OF CIVIL DEFENSE

C-1. Capabilities of Army Organizations

The capabilities of Army organizations in performing the various tasks required in military support of civil defense are shown in table C-1. Definitions of the categories of capabilities are as follows:

<i>Category</i>	<i>Capability</i>
A ----	Restoration of facilities and utilities, including transportation, communications, power, fuel, water, and other essential facilities.
B ----	Emergency clearance of debris and rubble, including explosive ordnance from streets, highways, rail centers, dock facilities, airports, shelters, and other areas, as necessary, to permit rescue or movement of people, assistance to, and recovery of critical resources, emergency repair or reconstruction of facilities, and other emergency operations.
C ----	Fire protection.
D ----	Rescue, evacuation, and emergency medical treatment or hospitalization of casualties, recovery of critical medical supplies, and safeguarding of public health. This may involve sorting and treating of casualties and preventive measures to control the incidence and spread of infectious diseases.
E ----	Recovery, identification, registration, and disposition of deceased personnel.
F ----	Radiological survey and decontamination, to include identifying contaminated areas and reporting information through the National Warning System. Initial decontamination will, of necessity, be directed primarily at personnel and vital facilities.
G ----	Movement control, to include plans and procedures for essential movements.
H ----	Maintenance of law and order, to include— <ul style="list-style-type: none"> <li>a. General police and law enforcement operations.</li> <li>b. Emergency highway traffic control and supervision.</li> <li>c. Security and protection of vital facilities and resources.</li> <li>d. Enforcement of economic stabilization measures that may be required in the immediate postattack phase.</li> <li>e. Detection of subversive elements and liaison with civilian investigative agencies.</li> </ul>
I ----	Issuance of food and essential supplies and materiel, to include collection, safeguarding, and issuance of critical items in the initial postattack phase.
J ----	Emergency provision of food and facilities for food preparation, if mass or community subsistence support should be required.
K ----	Damage assessment.
L ----	Provision of interim communications, using available mobile military equipment to provide command and control.

Source:  
FM 20-10

TABLE II (cont.)

Table C-1. Capabilities of Army Organizations for Military Support of Civil Defense

Type of organization	Categories of capabilities <sup>1</sup>												
	A	B	C	D	E	F	G	H	I	J	K	L	
Adjutant general			O		O				O	O			
Air cavalry		O	O	O	O	X	X	O	X	X	X	X	X
Armor		O	O	O	O	X	X	O	X	X	X	X	X
Armored cavalry		O	O	O	O	X	X	O	X	X	X	X	X
Army aviation			X		O	X	X	O	X	X	X	X	X
Army Intelligence and Security		O	O	O	O	X	X	X	X	X			X
Army training centers			O	O	O			O	O	X	X		Y
Arsenals and depots (not part of an installation)	X	X	X	O	O	X		O	X				
Artillery		O	O	O	O	X	X	O		X	X	X	X
Chemical		O	X	O	O	X	X	O	X	X	X	X	X
Civil affairs	X	X	X	X	X	X	X	X	X	X	X	X	X
Engineer	X	X	X	O	O	X	X	O	X	X	X	X	X
Finance			O		O				O	O			
Hospitals				X	O						X		
Infantry (to include mechanized infantry)		O	O	O	O	X	X	O	X	X	X	X	X
Installations (excluding U.S. Army garrison units or Army training centers located thereon)	X	X	X	X	O	X	X	O	X	X			
Maintenance battalions	X	O	O	O	O	X	X	O	X	X			
Medical			O	X	O	X	X		X	X			
Military police		O	O	O	O	X	X	X	X	X			X
Ordnance	X	X	O		O	X	X	O	X	X	X		
Psychological operations				X	O		X	X	X	X			X
Quartermaster	X	O	O	O	X	X	X	O	X	X			
Recruiting stations					O			O					
ROTC detachments					O			O					
Service schools		O	O		O	X	X	O	X		X	X	
Signal	X	O	O	O	O	X	X	O	X	X			X
Special Forces				O	O		O	O	O	X	X		X
Supply and transport battalions	X	X	O	O	O	X	X	O	X	X			
Transportation	X	X	O	O	O	X	X	O	X	X			
U.S. Army garrison units		O	O	O	O		X	O	X	X			
Women's Army Corps				O	O			O	X	X			

<sup>1</sup>X—Particularly suited to this category because of the skilled personnel or special equipment normally available in the unit, or a combination of both.  
 O—Can provide this type of support based on the organized manpower normally available in the unit rather than on any special skills or equipment.

commanders must then provide CONUS Army commanders with the information requested in Appendix A which will then permit the forces within each of the CONUS Army areas to be listed by priority for civil defense support roles.<sup>13</sup> The priorities to be assigned are as shown below:

Priority I - Those forces that have a high probability of availability for civil defense support in the immediate post-attack period.

Priority II - Those forces that have a lower probability of availability to support civil defense in a post-attack period.

Priority III - Those forces least likely to be available for civil defense support operations because of the high priority of their combat and combat support missions.<sup>14</sup>

According to doctrine (AR 500-70), requests for military support ordinarily will not be accepted below the state military headquarters level from the appropriate state civil defense director, however, in an emergency military commanders at any level may receive and respond to requests when in their judgement such action is dictated by the overruling demands of humanity for saving lives and preventing extreme suffering and property loss.

The channel of command for all military support of civil defense planning and operations is from HQ DA through CG, CONARC

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<sup>13</sup>Appendix A was taken from Army Regulation Number 500-70: Emergency Employment of Army Resources, Civil Defense (2 July 1971), Appendix A.

<sup>14</sup>Ibid., p. 2-4.

Army commanders.

As prescribed (by AR 500-70) reporting procedure for military support of civil defense/disaster has also been established.

#### Will it Work?

With the direction by DA that all Army forces will engage in civil defense training and will prepare civil defense contingency plans, one might at this point be prepared to put this essay down and relax, believing that military support of civil defense is like a well-designed, well-built, thoroughly-tested machine, merely awaiting the need to arise and for someone to press the start button for it to do its job. Well, based on the limited knowledge and experience of the writer, he is forced to conclude that it just isn't so!

This is not to say that any attempts on the part of the military to support civil defense/disaster relief efforts would be totally ineffectual - they would not be! However, they would be cumbersome and inefficient, especially in the early phase, just when the assistance is most needed.

The logical question on the part of the reader at this point might be, "Why is this so?" The reasons for this, as perceived by the author are enumerated below:

1. In the first place, civil officials may neglect to call

the military, especially in the event of a natural disaster. This is usually out of ignorance regarding the types and capabilities of locally available units, not out of fear of jeopardized rights and prerogatives.

2. If a request for assistance is made, short of a national emergency, local commanders are loath to respond without proper authority, which means their appropriate CONUS Army Headquarters.

3. If permission to respond is granted in time to render effective assistance, it is most likely that the unit and the civil entity which it is attempting to assist will be foreign to each other with regard to organization, capabilities and needs, leading to confusion, inefficiency and often destructive criticism on both sides.

#### Can It Be Made To Work Better?

The answer, in the opinion of the author is obviously yes! Of course, this evokes an immediate how, which is addressed below:

1. Beginning at the national level, the apparent jurisdictional overlaps and duplication of effort which must exist between the Office of Civil Defense and the Office of Emergency Preparedness should be eliminated by consolidating the two agencies under the President. In addition, the OCD/OEP Regional boundaries should be redrawn to coincide with the CONUS Army boundaries, or vice versa to eliminate unnecessary coordination

problems.

2. The senior military representatives on the planning committees at the regional headquarters of whichever organization survives should have as their assistants, one or more mobilization designees who are preferably senior Civil Affairs (CA) officers thoroughly familiar with the areas of the regions for which they will have responsibility. Civil Affairs officers are selected because of their complete familiarity with the structure and workings of government and being local residents they would be able to furnish inputs which the professional, assigned, senior military representative could never hope to acquire.

3. Integrated training programs should be established, especially in large metropolitan areas, or what are referred to as "Standard Metropolitan Statistical Areas" (SMSA) by civil defense planners.<sup>15</sup> Based upon combined civil-military planning, joint training exercises should be conducted between the civil political entities to be supported and the units, both active and reserve designated by CONUS Army to support them in the event of a civil defense/disaster emergency. Large Civil Affairs units, by virtue of their mission and structure, such as Area type units or the CA Brigades proposed under the G-H Series TO&E, would be

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<sup>15</sup>R. L. Goen, et al., Critical Factors Affecting National Survival, Stanford Research Institute (March, 1969).

admirably suited to plan and coordinate such training, and to function as the focal point toward which civil requests for assistance should be directed. Furthermore, in the event of an actual attack, these large CA units would be classified as "Priority I" units, and hence most likely to remain available for civil support, especially during the early phases of hostilities.

4. If the above can be implemented, CONUS Army commanders should delegate authority for initiating military assistance down to the commanders of the large CA units in each of the SMSA's. This should facilitate prompt, organized and efficient response.

5. It is quite likely that the senior OCD/OEP officials at both the State and local levels would benefit by having available to them the same type of talent suggested above for the regional level. In this case, senior CA officers used as mobilization designees are again recommended.

6. So as to make training more interesting, and to cultivate a better rapport between the Army and the civil community, the above structure could be used to perform useful and highly visible domestic civic action programs.

#### Why Civil Affairs?

Throughout the above subparagraph which suggests means for improving military support of civil defense/disaster, frequent reference is made to Civil Affairs units, so that at this point

the readers may well ask, "Why Civil Affairs?" Military support of civil defense/disaster, is part of every units mission!" What makes CA so special?"

The answers to these questions begin to become apparent when one reflects on some of the objectives of Civil Affairs as quoted below:

1. To create, restore and maintain public order.
2. To safeguard, mobilized and utilize local resources such as labor, supplies and facilities for tactical or logistical purposes.
3. To control disease and epidemic conditions that might endanger the military force.
4. To prevent civilian interference with military operations.
5. To stabilize the economy.<sup>16</sup>

To achieve these objectives, the CA commander must engage in the following activities:

1. Provide civilian support for and prevent civilian interference with tactical and logistical operations.
2. Provide support for the functions of government for a civilian population.
3. Maintain favorable relations between the community and the military forces.
4. Promote military civic/domestic action.

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<sup>16</sup>US Department of the Army, Field Manual 41-10: Civil Affairs Operations (20 October 1969), p. 1-4.



5. Support military participation in populace and resources control.
6. Provide military support for civil defense.
7. Provide psychological support for the accomplishment of the mission.<sup>17</sup>

One need only compare these CA objectives and activities with the objectives shown for US Civil Defense at the beginning of this report to grasp the remarkable coincidence of interests.

CA's capabilities in the area of military support of civil defense/disaster become even more evident where one views the characteristics of the specialists who are assigned to major units such as Areas or Brigades. Table III shows this clearly, with the specialities grouped as they are in the units, according to broad sectional areas of interest.<sup>18</sup>

#### Civil Affairs Assistance - A Case In Point!

To illustrate in a small way, the potential contained within a major CA unit, the writer will draw upon his own experience.

On 13 September 1971, the area in which the writer's USAR unit, the 358th Civil Affairs Area (B), is located was struck by devastating floods which claimed a number of lives and caused

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<sup>17</sup>Ibid, pp. 2-9--2-12.

<sup>18</sup>Ibid., pp. 2-23--2-33.

TABLE III

CIVIL AFFAIRS FUNCTIONAL TEAMS

Government Section

Civil Defense  
Labor (Indigenous Manpower)  
Legal  
Public Administration  
Public Education  
Public Finance  
Public Health  
Public Safety  
Public Welfare

Public Facilities Section

Public Communications  
Public Transportation  
Public Works & Utilities

Economics Section

Civilian Supply  
Economics & Commerce  
Food & Agriculture  
Property Control

Special Functions Section

Arts, Monuments & Archives  
Civil Information  
Displaced Persons, Refugees  
& Evacuees  
Religious Relations

millions of dollars worth of property damage. The severity is attested to by the fact that Pennsylvania Governor Shapp had the region declared a disaster area.

The 358th's commander grasped the situation immediately and implemented military assistance, using both his own personnel and those of a nearby USAR Engineer Battalion. The complete story, along with some of the manifestation of praise which this action elicited from the community in question, the press, national politicians, and top level military leaders has been assembled to form Appendix B.

#### CONCLUSIONS

1. The US Office of Civil Defense, which is under the Secretary of the Army, appears to be in competition and conflict with the Office of Emergency Preparedness which is directly under the President.

2. The OCD budget is the smallest by far among the DOD's on-going activities.

3. Some of the US's major allies, notably France, West Germany and the United Kingdom spend far more and engage far more personnel on a per capita basis for civil defense than does the US.

4. US strategic planners consider a strong civil defense posture an essential part of any strategic weapons system, one,

which tends to reduce the relative value of offensive weapons.

5. US civil defense planning, which depends heavily on military support, looks good on paper, but is really weak because coordination, and joint planning and training between proposed supporting military units and proposed supported civil political entities is poor to nonexistent - even the CONUS Army boundaries and the OCD/OEP regional boundaries do not coincide.

#### RECOMMENDATIONS

1. Eliminate the OCD or the OEP and place the survivor directly under the President for greater efficiency and control.

2. Restructure the present OCD/OEP boundaries to coincide with those of the CONUS Armies to improve coordination via common areas of responsibility.

3. Provide one or more senior Civil Affairs officer mobilization designees as assistant/s to the senior military member of the OCD/OEP regional planning committees. These CA officers should be long-time residents of the regions in which they serve

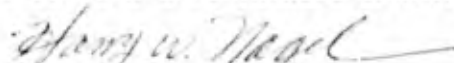
4. Provide one or more senior Civil Affairs officer mobilization designees as assistant/s to the senior OCD/OEP officials at State and local levels. These CA officers should also be long-time residents of the entities whom they will represent.

5. For greater effectiveness in military support of civil defense/disaster, use large CA units of the Area or Brigade type to plan and coordinate integrated training between the military, both active and reserve, State and local OCD/OEP personnel, and the appropriate personnel of the political entity being supported. Ideally, the same units would always be in support of the same political entities. If the primary support role is given to a USAR CA unit, this becomes feasible.

6. Delegate the authority to initiate military assistance to supported entities down to the senior CA commanders of the Area and Brigade-sized units to facilitate prompt, organized and efficient response.

7. To make training more interesting and to cultivate a better rapport between the Army and the civil community, authorize the use of military support during training periods to undertake occasional useful and highly visible domestic civic action projects.

8. Urge CONARC to study these recommendations and if they are found to have merit, propose a pilot program involving actual communities and appropriately located active and reserve units. The author would be proud to have his unit, the 358th Civil Affairs Area (B) chosen as part of such a worthwhile endeavor.

  
Harry W. Nagel  
Colonel CA-USAR

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APPENDIX A  
AVAILABILITY LISTING OF FORCES—  
CIVIL DEFENSE

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A-1. General instructions. *a.* Three copies of reports, by state, will be submitted direct to the appropriate CONUS Army commanders (para 2-7).

*b.* Installations, units, and activities assigned to the Military District of Washington will report to the Commanding General, First U.S. Army, through the Commanding General, US Army, Military District of Washington.

*c.* Lists will be updated annually. However, significant changes in forces or probable availability will be reported on a current basis.

A-2. Specific instruction. The format shown at figure A-1 will be followed for reporting availability of forces. Special instruction for completing figure A-1 are shown in table A-1.

A-3. Capability by category. The following category codes will be used for reporting availability of forces:

<i>Category</i>	<i>Capability</i>
A	Emergency support of those tasks for which military personnel have an inherent capability to accomplish in varying degrees by virtue of their organization and general military training. Such tasks include but are not restricted to— <ol style="list-style-type: none"><li><i>a.</i> Emergency clearance of debris and rubble from streets, highways, rail centers, dock facilities, airports, shelters, and other areas, as necessary, to permit rescue or movement of people, access to and recovery of vital resources.</li><li><i>b.</i> Emergency repair or reconstitution of facilities.</li><li><i>c.</i> Rescue, evacuation, and first aid treatment of casualties.</li><li><i>d.</i> Maintenance of law and order to include general police and law enforcement operations, emergency highway traffic control and supervision, security and protection of vital facilities and resources, and enforcement of economic stabilization measures.</li><li><i>e.</i> Recovery, collection, safeguarding, and issue of food, essential supplies, and critical items.</li></ol>
B	Restoration of facilities and utilities, including transportation, communications, power, fuel, water, and other essential facilities.
C	Explosive ordnance disposal.
D	Medical treatment or hospitalization of casualties, recovery of critical medical supplies, and the safeguarding of public health. This may involve sorting and treating of casualties, and preventive measures to control the incidence and spread of infectious diseases.
E	Recovery, identification, registration, and disposition of deceased personnel.
F	Radiation monitoring and decontamination to include identifying contaminated areas.



Category	Capability
G	Movement control to include plans and procedures for essential movements.
H	Emergency provision of food and facilities for food preparation, should meals or community subsistence support be required.
I	Damage assessment of facilities, utilities, and communications.
J	Provision of interim communications using available mobile military equipment to provide command and control.
K	Firefighting.

Table A-1.

Column	Instruction
(a) Priority	Assign priority of availability in accordance with paragraph 2-7
(b) Unit, Activity, or Installation	<p>a. Installations whose predominant strength consists of uniformed military units.</p> <p>(1) Military units.</p> <p>(a) Major units such as divisions or separate brigades will be broken down to show a separate entry for each battalion or separate company force. Battalions will not be further broken down unless companies are geographically separated or assigned different priorities.</p> <p>(b) Separate battalions and companies not organic to a larger force will be entered separately. Battalions will not be further broken down unless companies are geographically separated or assigned different priorities.</p> <p>(c) Separate units smaller than company size may be lumped together and be reported as a composite entry except that units having special assistance capabilities or different priorities will be reported separately.</p> <p>(2) Civilian employees.</p> <p>(a) Civilian employees who are members of installation firefighting, rescue, radiation monitoring, damage assessment, emergency medical, and utility restoration teams or having other similar capabilities will be reported. Those not possessing capabilities described above will not be reported (i.e., administrative and similar type personnel). The intent is that personnel possessing a capability for immediate assistance, either because of occupational qualifications or membership in existing installation emergency or disaster recovery teams, will be reported while those having no immediate capability to assist will not be reported. For example, the strength of installation firefighting teams and facilities engineer maintenance teams would be reported, whereas post headquarters administrative personnel would not be reported.</p>

Table A-1--Continued

Column	Instruction
	<p>(b) Within a single installation or activity, each separate civilian force entry will be numbered sequentially for identification purposes, e.g., the first civilian entry will be identified in this column as "Civilian Force 1," the second as "Civilian Force 2," and sequentially thereafter.</p> <p>b. Installations or activities whose predominant strength consists of civilian employees (e.g., Army depots, Engineer Districts):</p> <p>(1) Army TOE units at such installations or activities will be reported as units.</p> <p>(2) Army TDA units having one or more of the capabilities outlined will be reported separately.</p> <p>(3) Civilian employees will be reported in accordance with a(2) above. Military personnel, not members of TOE units, whose principal duty is working with any of the civilian work forces reported in accordance with a(2) above, may be aggregated and reported as part of the civilian force. Those military personnel working with civilian employees that will not be reported in accordance with a(2) above, also need not be reported.</p> <p>c. Class I and II activities having no immediate capability for assistance will not be reported.</p> <p>d. National Guard and Army Reserve units will be reported in the same manner as active Army units (a(1) above) except that, regardless of size, units in separate geographical locations must be individually reported.</p>
(c) Parent Command	This will usually be the next senior unit or headquarters that exercises operational command. For example, components of divisions would list the division as the parent command while the division itself may list the CONUS army. Civilian employees would normally be under the installation commander. The installation itself may be under the command of a CONUS army, USAMC, or others.
(d) Location	Show location by post office address.
(e) Strength	Show actual strength as of 31 December.
(f) Capability	Report by category using the appropriate letter category designation listed in paragraph A-3.

AVAILABILITY LISTING OF FORCES

Priority	Unit, Activity, or Installation	Parent Command	Location	Strength	Capability
(a)	(b)	(c)	(d)	(e)	(f)

Figure A-1.

APPENDIX B

MILITARY ASSISTANCE TO THE CIVILIAN COMMUNITY  
IN THE EVENT OF NATURAL DISASTER --  
A CASE IN POINT

LAWRENCE COUGHLIN  
13th DISTRICT, PENNSYLVANIA

COMMITTEE  
JUDICIARY

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

WASHINGTON OFFICE:  
336 CANNON BUILDING  
(202) 225-6111

DISTRICT OFFICE:  
607 SWEDE STREET  
NORRISTOWN, PA. 19401  
(215) 277-4040

September 21, 1971

Colonel Neil J. D'Andrea  
Hdq. Hdq. 358  
Civil Affairs Area B  
USAR Center  
1020 Sandy Street  
Norristown, Pennsylvania 19401

Dear Colonel D'Andrea:

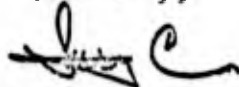
Confirming a discussion between a member of my staff and yourself, I have been requested by Montgomery County Officials to seek the assistance of the U. S. Army Reserves.

During the recent storm, there was a great deal of damage throughout Montgomery County, particularly, to the County's highways and bridges. One such incident was the Arcola Bridge over the Skippack Creek. This metal structure was washed from its moorings and ended up a short distance down the creek bed. With the large cranes and equipment which the Army Reserve Engineers have, it would be extremely helpful to the County if this could be made available to assist in repairing the flooded roadways.

I would personally appreciate your assistance in making this possible and feel that the overall benefit to both the community and the men of the reserve unit, would make it an extremely worthwhile effort.

With all best wishes,

Cordially,



LAWRENCE COUGHLIN

LC:kmb  
cc: Curtis O. Campman

DEPARTMENT OF THE ARMY  
Headquarters 358th Civil Affairs Area (B)  
USAR Center, 1020 Sandy Street  
Norristown, Pennsylvania 19401

20 September 1971

SUBJECT: Inspection -- Skippack Creek Disaster Relief Project

Commanding Officer  
358th Civil Affairs Area "B"  
Norristown USAR Center  
1020 Sandy Street  
Norristown, Penna 19401

1. A meeting was held this date with Curtis Campman, Montgomery County Facilities Coordinator, and Joseph Brauner, Montgomery County Department of Roads and Bridges. We inspected the damage along Skippack Creek between Gemantown Pike and Perkiomen Creek caused by the flooding last Monday, 13 September 1971.

2. Arcola Road and Skippack Creek

a. The most critical point, in my opinion, is where Arcola Road crosses Skippack Creek. A truss bridge was lifted off the abutments and is lying on its side approximately 15' downstream. The ends of the bridge are resting on the banks, with the lower side just under the surface of the water. The water is flowing under the bridge now, but any high water will cause the bridge to act as a dam. If the pressure of any further high water causes the bridge to break free, it could be pushed or rolled to the junction of Skippack Creek and Perkiomen Creek, less than 100 yards downstream. This bridge was approximately 30' long and 12' wide. It had a corrugated steel deck supporting the paving. All steel members and the deck are still connected. This bridge should be cut into sections and removed from the creek bed.

b. There are also 25 to 30 large trees in this area, most washed downstream from above by the flood. These should be cut up and the logs and stumps hauled out of the flood plain.

c. The road leading to this bridge is being permanently barricaded on both sides until the bridge can be replaced. Brauner stated that the road above the creek would be a suitable place to have the debris piled until the County can dispose of it. They are mainly concerned with having the creek bed cleared so that any further high water will not back up or wash the debris downstream to cause further problems.

SUBJECT: Inspection - Skippack Creek Disaster Relief Project

d. A limiting factor to getting heavy equipment in from the west end is a small truss bridge over a relief channel. This bridge has a rating of 13 tons, according to Campman. It does not appear to have been damaged.

e. Estimated requirements

(1) Bridge Removal

- (a) 2 Cranes, either truck or crawler
- (b) 1 Bulldozer or Front-end Loader to level working areas for Cranes. This could then be used to "snake" logs and stumps out of the area.
- (c) 3 cutting torches to cut up the trusses and deck.
- (d) Blocks and tackle, or winches, to "snub" the bridge in place.
- (e) All equipment to include operators.
- (f) 10 men to act as riggers and laborers

(2) Debris removal

- (a) 3 Chain saws
- (b) 2 Dump trucks w/winch
- (c) 40 to 50 men as laborers
- (d) 1 Front-end loader

3. Cedar Lane and Skippack Creek

a. There is mostly debris in this area. The bridge was a masonry arch, and it is badly damaged. Several islands and bars of stone and dirt were built up by the flood. This is the area worked last weekend.

b. Estimated requirements

- (1) 2 Front-end Loaders, one should be crawler.
- (2) 3 Chain Saws
- (3) 6 Dump trucks, 2 with winches.
- (4) 25 men as laborers.

SUBJECT: Inspection - Skippack Creek Disaster Relief Project

4. Germantown Pike (US 422) and Skippack Creek

a. This area is loaded with debris and a build-up of stones and dirt. Part of the walls of the stone arch bridge have been washed away.

b. Estimated requirements

- (1) 2 Front-end loaders, one should be crawler
- (2) 1 Crane with either clam shell or dragline
- (3) 3 Chain saws
- (4) 2 trucks w/winch
- (5) 25 to 30 men as laborers

5. Both sides of the creek in the areas mentioned in para 3 and 4 are owned by the Commonwealth, so there is no problem with working room. We talked to the property owner by the washed out bridge, and he stated that we could use what room we needed, he would just be glad to see some help come in. He has spent the past five days just trying to get the lane into his place opened, it is blocked by several large trees. He hasn't made much headway.

6. Summary of estimated requirements.

a. Man and equipment:

Front-end loaders	-	6
Cranes	-	2
Crane w/clam or drag-		1
Chain saws	-	9
Cutting Torches	-	3
Dump trucks	-	4
Dump trucks w/winch-		6
Men	-	115

b. A supply of assorted tools will be needed, such as hand shovels, picks, rakes, etc. In addition, any cables or slings available should also be brought.

c. The above listing is considered to be the minimum required to provide some substantial help to the County, bearing in mind that we are only considering a week-end. All equipment is considered to be supplied with operating personnel, trucks with drivers, and experienced men on the cutting torches. Supervisory personnel would be over and above that listed.

*Harry H. Wonderland*

HARRY H WONDERLAND  
ETC, FA-USAR



DEPARTMENT OF THE ARMY  
Headquarters 358th Civil Affairs Area (B)  
USAR Center, 1020 Sandy Street  
Norristown, Pennsylvania 19401

3 October 1971

SUBJECT: After Action Report, Skippack Creek Disaster Relief Project

Commanding Officer  
358th Civil Affairs Area "B"  
USARC, Norristown  
1020 Sandy Street  
Norristown, Penna. 19401

1. On Monday, 20 September 1971, at 100 hours, in accordance with your instructions, contact was made with Curtis O. Campman, Director of Public Facilities for Montgomery County. Mr. Campman described some of the damage along the Skippack Creek where the County needed help in clearing the extensive damage caused by the heavy flooding 13 September 1971.
2. A meeting was held at 1430 hours, 20 September 1971, with Mr. Campman and Joseph Brauner, Maintenance Supervisor of Maintenance, Department of Roads and Bridges for Montgomery County. We toured three areas along the creek. A copy of my report to you on my assessment of damages and estimated requirements to effect disaster relief is attached as Inclosure 1.
3. On Wednesday, 22 September 1971, at 0930 hours, a meeting was held with the following at the Norristown USAR Center:
  - COL Dominic Cupo, Chief of Staff, 79th US ARCOM
  - MAJ Fejley, S-3, 365th Engineer Bn (Const)
  - MAJ Demi, 315th Engineer Group
  - MSG William Engleman, Operations Sgt, 365th Eng Bn (Const)
  - MR. Ed Pogora, STA, 365th Eng Bn (Const)
  - SFC Harry Refsnider, SAA, 358th CA Area "B"
  - MR. Curtis O. Campman, Director of Public Facilities, Montg County
4. At this meeting, the estimate made Monday was given to each one present and thoroughly discussed. The County's responsibilities in this type operation were pointed out to Mr. Campman, who stated that there would be no problem and that he would have forces available to give us support. Following the meeting at the Center, another tour was made of the areas. The Engineer personnel modified some of the estimated requirements because of the availability of equipment. COL Cupo helped coordinate the delivery of some needed heavy equipment from Pedricktown, N.J.

SUBJECT: After Action Report, Shippack Creek Disaster Relief Project

5. On Friday, 24 September 1971, heavy equipment was delivered and prepositioned on the site. This equipment was delivered from Reading, Scranton, and Fredricktown. Arrangements were made with the local police department to patrol the equipment area frequently for protection.

6. Arrangements were made with Mr. Campan to use the Kethacton High School to billet the troops. The High School also made available the cafeteria for preparing food and feeding the men. It is suggested that a letter of appreciation be forwarded to the school administration.

7. The following elements of the 365th Engineer Battalion (Const) closed in the staging area by 0930 Saturday, 25 September 1971;

- a. HHC (Schuylkill Haven) - 1 Officer and 1 EM
- b. Co A (Wilkes Barre) - 6 EM for maintenance support
- c. Co B (Reading) - 7 Officers, 1 Warrant Officer, 120 EM
- d. Co D (Reading) - 8 Officers and 123 EM
- e. Total Engineer Personnel: 14 Officers 1 Warrant Officer and 250 EM.
- f. Heavy Equipment on site - 2 Truck Cranes, 4 Bulldozers, 4 Front-end loaders and 1 Maintenance Shop Truck.

8. SFC Harry Refsnider, SAI., and the undersigned were on site prior to the Battalion's arrival and remained until the Battalion organized for the motor march to home station.

9. Co B was assigned the task of removing the bridge from the creek bed at Arcola Road and clearing the area of other flood damage. Montgomery County also had a contract tree surgeon work this area with 6 men, chain saws, and 2 chippers.

a. Upon arrival at the site, working areas were cleared of debris and leveled for placing of equipment. A ramp was built into the creek downstream of the bridge for positioning of a crane. Reserve personnel and the tree men worked together in sawing up the felled trees and disposing of the brush.

b. The truss bridge was cut into sections, using acetylene torches, that could be handled by the crane and bulldozers. The men worked through until 0200, Sunday, 26 September 1971, when the last large section of the bridge was removed from the creek bed to the banks. The Officers, key NCO's, and torch men worked without a break, the rest of the Company worked in shifts after supper.

SUBJECT: After Action Report, Skiyack Creek Disaster Relief Project

c. On Sunday, 26 September, all of the remaining pieces of the bridge structure were lifted from the creek bed. The larger sections placed on the banks previously were cut into smaller sections and re-located so that County forces could remove them at a later time to a scrap pile.

d. Because of rain starting in the morning of Sunday, it was necessary to get the equipment out of the area before the full project could be completed. Mr. Campman and Mr. Brauner stated that more had been accomplished than they had expected, and that the County was appreciative of all that had been done.

10. Co D was assigned the task of clearing the flood damage at the Cedar Road and Germantown Pike area. The County had a clam-shell and contract construction personnel also work these areas.

a. This Company did an excellent job. They removed the bars and islands both up and down stream from the arch bridges. The felled trees, brush and debris were also removed from the immediate area.

b. Rain on Sunday also hampered operations in these areas. Equipment had to be removed from the creek area ahead of schedule before it became bogged down.

11. The cooperation of County personnel was outstanding. Mr Brauner organized his forces to give us all the support possible. Fuel trucks were waiting to top off all tanks when the Battalion arrived. The same trucks were waiting to refuel all equipment and vehicles as they arrived back in the staging area when the Battalion prepared to return to home station. At our request, he arranged for a local Fire Company to arrive with a Pumper to wash down the equipment. He used County personnel to act as flagmen to keep most of the "sight seers" out of the work areas.

12. All elements of the 365th Engineer Battalion (Const) did a superior job. It is recommended that a letter of commendation be forwarded each Company involved, through the 79th USAR ARCOM.

13. SFC Harry R. Refsnider, SAA, of the 358th CA Area "B" is especially deserving of commendation, both as SAA and as a member of the Unit. He coordinated the receipt and prepositioning of heavy and small equipment in an outstanding manner. He devoted many hours of his own time in helping plan and expedite the project. He helped immeasurably in making the operation run smoothly. It is recommended that special recognition be made of his unselfish efforts in this project.

14. All elements cleared the work areas for the staging area by 1400 hours, Sunday, 26 September 1971. Equipment and vehicles cleaned, re-fueled, and organized for the return motor march to home station at the staging area.

*Harry H. Wonderland*

52

HARRY H WONDERLAND  
LTC FA, USAR  
Public Facilities Officer

DEPARTMENT OF THE ARMY  
Headquarters 358th Civil Affairs Area (B)  
USAR Center, 1020 Sandy Street  
Norristown, Pennsylvania 19401.

1 November 1971

SUBJECT: After Action Report -- Military Assistance to the Civilian  
Community in the Event of Natural Disaster

Commanding General  
352d Civil Affairs Area "A"  
Prince George's County Memorial USAR Center  
6601 Baltimore Avenue  
Riverdale, Maryland 20840

1. As a result of several days of abnormally heavy rainfall, catastrophe in the form of extensive flooding struck the Borough of Norristown and the surrounding Montgomery County area on Monday, 13 September 1971, to the extent that Pennsylvania Governor Milton A. Shapp officially declared the region a disaster area.
2. On Tuesday, 14 September 1971, Mr. Richard Wenner, the Borough's City Manager called Colonel Neil J. D'Andrea, Commanding Officer of this unit with a request for men and equipment to assist in the effort to alleviate suffering and limit property damage.
3. After quickly obtaining the necessary authorization from your Headquarters, this unit placed four men and two, 2-1/2 ton trucks, w/winch, in the field on Wednesday, 15 September 1971. This team, coordinated by SFC Harry R. Refsnider, the 358th's SAA, worked for two days under the general direction of Mr. Charles Lanam, Norristown Director of Public Works, in clearing the Stoney Creek area of debris. While Stoney Creek was being cleared, Col. D'Andrea and his special staff for this project, comprised of Col. K. V. Finnell and LTC's F. M. Ebert and H. H. Wonderland, continued to reconnoiter the Stoney Creek area to determine the extent to which additional assistance might be provided.
4. Upon learning of the assistance which the 358th was giving to the Borough, Mr. Curtis O. Campman, Director of Public Facilities for Montgomery County also called Colonel D'Andrea with a request for assistance.

SUBJECT: After Action Report -- Military Assistance to the Civilian  
Community in the Event of Natural Disaster

5. A brief discussion with Mr. Campman made it quickly evident that the help which the County required would be beyond the physical capabilities of the 358th.
6. To provide the assistance which Montgomery County needed, on Thursday, 16 September 1971, Col. D'Andrea coordinated with Col. Dominic V. Cupo, Chief of Staff of the 79th ARCOM in Colmar, Pa. and explained the need for army engineer support which Mr. Campman had expressed.
7. On Friday, 17 September 1971, Col. D'Andrea was also contacted by the office of Congressman Lawrence Coughlin with a request for additional flood relief assistance in the hardest hit areas of Montgomery County. (Incl. 1)
8. As a result of these requests, coordinated by the 358th, the 79th ARCOM sent 12 men under MSG William Engleman from the 365th Engineer Bn (Const.), along with 5 dump trucks and 2 front-end loaders. This team worked the weekend of 18-19 September 1971 clearing debris in the county area.
9. Noting the performance of the engineers and learning more of their capabilities, on Monday, 20 September 1971, Mr. Campman asked Col. D'Andrea for assistance in the removal of a large bridge, which had been destroyed by the flood, and had lodged across the Skippack Creek.
10. In an effort to comply with this request, Col. D'Andrea directed LTC H. H. Wonderland, the 358th's Public Facilities Section Chief, to survey the area and report back the estimated manpower and equipment requirements.
11. LTC Wonderland, with the assistance of Mr. Campman and Mr. Joseph Brauner, Supt. of Roads, Montgomery County Dept. of Roads and Bridges, completed this function the day he was contacted and reported the results to Col. D'Andrea. (Incl. 2)
12. On Tuesday, 21 September 1971, Col. Cupo was apprised of the survey results and was given a written estimate which detailed the project areas and their approximate personnel and equipment requirements.
13. The next day, Wednesday, 22 September 1971, a coordination meeting was held at 358th headquarters with representatives of Montgomery County, the 79th ARCOM, and the 365th Engineer Bn (Const.) to decide on a course of action. This resulted in a 365th operations order being published to which LTC Wonderland's estimate was attached.

SUBJECT: After Action Report -- Military Assistance to the Civilian Community in the Event of Natural Disaster

14. Friday, 24 September 1971 saw heavy engineer equipment arrive from Reading, Pa. and Pedricktown, N. J. at a staging area established in Evansburg State Park.
15. On the weekend of 25-26 September 1971, 14 officers, one warrant officer and 250 enlisted men of the 365th, worked with 20 dump trucks, 4 front-end loaders, 4 bulldozers, 2 truck cranes and a variety of wood and metal cutting tools to accomplish their mission. See LTC Wonderland's "After Action Report" (Incl. 3)
16. While this work was in progress on Sunday 26 September 1971, it was observed by: A. Russell Parkhouse, President, Montgomery County Board of Commissioners; Frank Jenkins, Montgomery County Commissioner; Major General Fluck, CG, 79th ARCOM; Brigadier General Walsh, DC, 79th ARCOM; Col. W. M. Smith, DCSRF, First U.S. Army; Col. J. M. Pfeffer, Command Advisor to 79th ARCOM and Col. N. J. D'Andrea, CO, 358th CA Area (B). At this time, Commissioner Parkhouse and other officials expressed their gratitude on behalf of the community to Col. D'Andrea for originating and coordinating this major military assistance effort which greatly contributed to the alleviation of local hardships and to the reduction of hazards brought on by the disaster as well as for saving the taxpayers a considerable sum of money.
17. Subsequent to the above, this unit has continued to coordinate with local officials in an on-going effort to determine additional areas fertile for military assistance to the community.
18. Official tokens of appreciation of the timely action taken by the 358th in initiating and coordinating this major relief effort when the community was struck by natural disaster have been received from the following:
  - a. Mr. D. Richard Wenner, Norristown Borough City Manager (Incl. 4).
  - b. The Montgomery County Commissioners (Incl. 5).
  - c. U.S. Senator Hugh Scott (Incl. 6).
19. Attached are a number of photos with captions, depicting some of the actions described above (Incl. 7).



Neil J. D'Andrea  
Colonel CA-USAR  
Commanding

DEPARTMENT OF THE ARMY  
Headquarters 358th Civil Affairs Area (B)  
USAR Center, 1020 Sandy Street  
Norristown, Pennsylvania 19401

3 October 1971

SUBJECT: This Unit's Role in Providing Disaster Relief to the  
Borough of Norristown and the County of Montgomery in the  
Commonwealth of Pennsylvania During the September 1971  
Flood

Colonel W. M. Smith, DCSRF  
Headquarters, First U.S. Army  
Fort George G. Meade, Maryland 20755

1. The attached letter, "Military Assistance to the Civilian Community in the Event of Natural Disaster -- A Case in Point", is forwarded to you as per your request made at the time of your visit to Norristown on Sunday, 26 September 1971.
2. Also enclosed are a number of photos which lend graphic clarity to the events described.
3. Should you wish additional information, please call me at 215/275-8630.

*Neil J. D'Andrea*  
Neil J. D'Andrea  
Colonel CA-USAR  
Commanding

DEPARTMENT OF THE ARMY  
Headquarters 358th Civil Affairs Area (B)  
USAR Center, 1020 Sandy Street  
Norristown, Pennsylvania 19401

3 October 1971

Mr. A. Russell Parkhouse, President  
County Commissioners  
County of Montgomery  
Court House  
Norristown, Penna. 19404

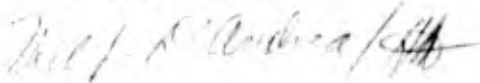
Reproduced from  
best available copy.

Dear Mr. Parkhouse:

During the recent Disaster Relief operation along Skippack Creek conducted by elements of the U S. Army Reserve and coordinated by this Unit, we had an opportunity to observe a segment of the County Government at work. It was a pleasure to work with such devoted public servants as Mr. Curtis O. Campman, Director of Public Facilities, and Mr. Joseph Brauner, Supervisor of Maintenance. The work and number of hours these men were willing to put in speaks well of their dedication of their forces, both County and contractor personnel. They gave us all the support possible, for which we are truly appreciative.

My thanks to you and Commissioner Frank W. Jenkins, also, for taking the time out of what I understand was a busy Sunday to visit the project area and observe some of the work in progress. We were glad to have the opportunity, though we regret the circumstances which caused it, to demonstrate how Civil Affairs units and personnel can interface with local government officials in planning and coordinating the use of Army resources to aid in disaster relief. If we can be of any assistance in the future, please do not hesitate to let us know.

Very truly yours,



NEIL J D'ANDREA  
COL CA-USAR  
Commanding



# The Borough of Norristown

NORRISTOWN, PENNSYLVANIA 19401



AREA CODE 215 272-8080

FRANK L. CAIOLA  
MAYOR  
THOMAS R. PIZZICO  
PRESIDENT  
GEORGE H. BOONE  
VICE-PRESIDENT  
D. RICHARD WENNER  
BOROUGH MANAGER  
ELEANOR C. SLATER  
SECRETARY  
PAUL C. VANGROSSI  
SOLICITOR  
CHARLES D. LANAN  
PUBLIC WORKS DIRECTOR  
RICHARD A. DEWEES  
RECREATION DIRECTOR  
ALBERT H. BARTHOLOMEW  
BUILDING INSPECTOR  
ARTHUR LINFANTE  
HEALTH OFFICER

October 5, 1971

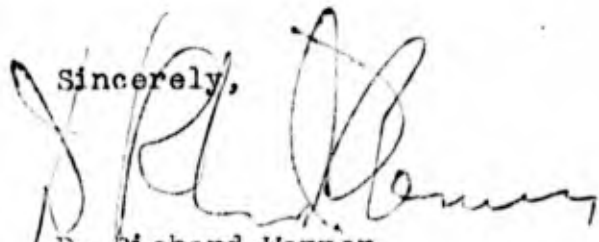
Colonel Neil W. D'Andrea  
Headquarters & Headquarters Company  
358th Civil Affairs - Area B  
1020 Sandy Street  
Norristown, Pa. 19401

Dear Colonel D'Andrea:

On behalf of the Borough of Norristown, I would like to sincerely thank you and your Unit for the great public service you have provided this community during our recent disaster.

We do appreciate this civic-mindedness.

Sincerely,



D. Richard Wenner  
Borough Manager.

## COMMITTEE CHAIRMEN

MUNICIPAL PROPERTY  
WILLIAM L. HEALOCK

PUBLIC SAFETY  
JAMES LASORDA

FIRE PROTECTION  
GEORGE B. VUOTTO

SANITATION  
GEORGE H. BOONE

PUBLIC UTILITIES  
HERBERT L. SIMMONS

PARKS AND PLAYGROUNDS  
CLAUDE TYSON

BUILDING AND ZONING  
FRANCIS A. ORR

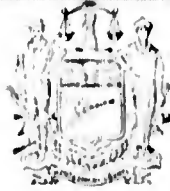
PUBLIC WORKS  
PAUL SANTANGELO

MUNICIPAL PROJECTS  
AUGUSTUS R. DIMINO

FINANCE AND ACCOUNTS  
MARION E. BRANDON

DRW/k

# MONTGOMERY COUNTY



NORRISTOWN, PENNSYLVANIA

COMMISSIONERS  
A RUSSELL PARKHOUSE  
FRANK W. JENKINS  
DANIEL T. COSTELLO

SOLICITOR  
ROGER B. REYNOLDS

CHIEF CLERK  
HENRY E. PENNINGTON

October 6, 1971

Col. Neil J. D'Andrea, Commanding Officer  
Headquarters and Headquarters Co.  
358th Civil Affairs, Area B  
1020 Sandy St.  
Norristown, Penna. 19401

Dear Col. D'Andrea:

It is with great pleasure and heartfelt thanks that we, the Commissioners of Montgomery County, on behalf of our grateful citizens, officially thank you and your associates for the tremendous effort and time expended to aid sections of Montgomery County that were hard-hit by the serious flooding of several weeks ago.

Your coordination of assistance by members of the Army Reserve units along the Skippack Creek was truly remarkable and was vivid evidence of cooperation between the military and citizen segments of our society.

The response of the Army Reserves in the time of our need was instant. The cleanup effort along the Skippack was performed in an outstanding manner and quickly eliminated the threat of more flooding if this area would have been struck by additional rains at that time.

Please convey our sincere thanks to all of the men under your command for a job well done.

Sincerely,

*A Russell Parkhouse*  
*Frank W. Jenkins*  
*Daniel T. Costello*

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MONTGOMERY COUNTY COMMISSIONERS

A NEWS RELEASE FROM

MONTGOMERY COUNTY OFFICE OF PUBLIC INFORMATION

COMMISSIONERS  
A. RUSSELL PARKHOUSE  
FRANK W. JENKINS  
DANIEL T. COSTELLO



DIRECTOR  
JAMES W. WOOD  
ROOM 407, COURT HOUSE  
NORRISTOWN, PENNSYLVANIA  
275-8000 EXT. 262-3

FOR RELEASE:  
IMMEDIATELY



The Montgomery County Commissioners, on behalf of "our grateful Citizens," said a sincere 'thank you' to the Army Reserve unit that coordinated efforts to clean up the Skippack Creek after last month's disastrous flooding.

Commissioners A. Russell Parkhouse, Frank W. Jenkins and Daniel T. Costello, at their weekly meeting, told Col. Neil J. D'Andrea, commanding officer of the 358th Civil Affairs unit, based at the Army Reserve center, 1020 Sandy St., Norristown, the entire County is in their debt.

Col. D'Andrea, along with his projects officer, Lt. Col. Harry Wonderland, and senior civilian aide, SFC Harry R. Refsnider, were in attendance at the weekly Commissioners meeting to receive the plaudits.

In a formal letter signed by all three Commissioners, they told Col. D'Andrea:

"Your coordination of assistance by members of the Army Reserve units along the Skippack Creek was truly remarkable and was vivid evidence of cooperation between the military and citizens segments of our society.

"The response of the Army Reserves in the time of our need was instant. The cleanup effort along the Skippack was performed in an outstanding manner and quickly eliminated the threat of more flooding if this area would have been struck by additional rains at that time.

"Please convey our sincere thanks to all of the men under your command for a job well done."

Army Reserves units from as far away as Wilkes Barre and Schuylkill County answered the call for help after the floods.

# # # # #

10/8/71

HUGH SCOTT  
PENNSYLVANIA

PLEASE REPLY TO:  
4034 U.S. COURT HOUSE  
PHILADELPHIA, PA. 19107

PHONE: WALNUT 5-8181

## United States Senate

WASHINGTON, D.C. 20510

MARTIN G. HAMBERGER  
ADMINISTRATIVE ASSISTANT

EDITH V. SKINNER  
EXECUTIVE ASSISTANT

EDUARDE. PILCH  
EXECUTIVE ASSISTANT

ELIZABETH DORSCH  
SPECIAL ASSISTANT

October 12, 1971

Col. Neil J. D'Andrea, Commanding Officer  
Headquarters and Headquarters Co.  
358th Civil Affairs, Area B  
1020 Sandy Street  
Norristown, Pa. 19401

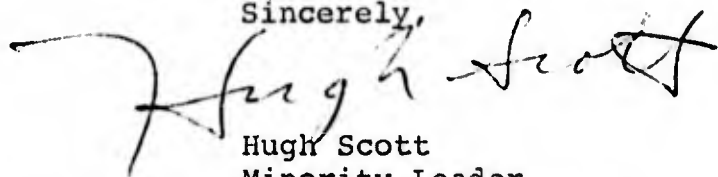
Dear Colonel D'Andrea:

The Honorable A. Russell Parkhouse, Chairman of the Montgomery County Board of Commissioners has advised me of the wonderful assistance and generous cooperation that your Reserve Unit rendered to the citizens of Montgomery County following the tragic flooding of that area several weeks ago.

May I take this opportunity to join with them in expressing to you and the Members of your Command, my personal appreciation.

Best wishes

Sincerely,



Hugh Scott  
Minority Leader  
United States Senate

HS/bd

The

Times

Herald

OWN DAILY HERALD

Montgomery County's Great Home Newspaper

THE NORRISTOWN TIMES

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NORRISTOWN, PENNA., 19404, TUESDAY, OCTOBER 12, 1971

## RESERVE UNIT HERE PROVED ITS WORTH

ALTHOUGH the flooding which occurred on September 13, is now for most of us an unpleasant memory, there is a little-known aspect of subsequent efforts to dig out from under and to alleviate the hardships caused by this natural disaster which is worth the telling. That is the little publicized roles played by the men of the U. S. Army Reserve units in our area. A case in point, is the assistance rendered by the 358th Civil Affairs Area (B).

The 358th, which has its home station at the Sandy Street Army Reserve Center here in Norristown, is a unique organization among military units in that its primary mission in the event of mobilization is to provide advice and supervision to foreign governments of allied nations whose territories have been liberated or to belligerent nations whose territories have been conquered. As a parallel mission, the 358th is trained to provide civil defense and disaster relief assistance to our own citizens should the need arise. In order to accomplish these missions, the 358th is organized to include specialists covering every area of civil government.

On Tuesday morning, September 14, as soon as the gravity of the situation was known, the commander of the 358th, Colonel Neil J. D'Andrea called Mayor Caiola and offered his unit's assistance. After coordinating with the Borough's City Manager, Richard Wenner, and upon obtaining the necessary permission from Brigadier General Robert D. Partridge, the 358th's senior unit commander in Washington, the next two days saw 358th personnel and vehicles assisting in the clearing of debris from the Stony Creek area under the general direction of Mr. Charles Lanan, Norristown Director of Public Works.

While the above was going on, Wenner suggested to Col. D'Andrea that damage in the county appeared more extensive than in the borough and that he contact Curtis Campanan, County Director of Public Facilities.

Concurrently, the Colonel was called by the office of Congressman Lawrence Coughlin requesting assistance in the county. After a brief inspection, it quickly became evident that the problems in the county would require equipment and manpower not organic to the 58th. Knowing his job, however, Col. D'Andrea contacted the 79th ARCOM in Colmar which has under its command heavy engineer construction army reserve units. Red tape was slashed with unprecedented speed and the weekend of September 18-19 saw a team of men and heavy equipment from the 365th Engineer Bn. (Const.) in various areas of the county.

However, the biggest contribution came on the weekend of September 25-26 when the men from the 365th returned in force with trucks, cranes, front-end loaders, and bulldozers to cut up and remove the Arcola Road bridge from the Skippack Creek where it had been deposited by the raging waters. The success of this operation was due also in no small part to efforts of LTC. Harry Wonderland, the 358th Civil Affairs' Public Facilities Section Chief, Campanan and Joseph Broener, Superintendent of Roads, Montco Department of Roads and Bridges, who surveyed the damage and provided the estimate of required men and equipment.

This narrative is offered for two reasons. First, to thank the civilian officials for the many long hours through which they labored without additional compensation, often under uncomfortable and hazardous conditions — a refreshing far cry from the stereotyped view of the modern bureaucrat. Second, to demonstrate the capabilities of military reserve forces and how they may be employed to the considerable benefit of the communities from which they are drawn and in which they are housed, particularly organizations like the 358th Civil Affairs Area (B) with its unique understanding of civilian needs and military capabilities and with the ability to match the two to the mutual advantage of all. They deserve the commendation of the community.

# The Sunday Bulletin



PHILADELPHIA, PA., OCTOBER 17, 1971

## Montgomery Thanks Reserve For Flood Cleanup

The Montgomery County commissioners have sent a letter of thanks to the 358th civil affairs unit based at the Army Reserve Center in Norristown for the unit's "efforts to clean up the Skippack Creek after last month's disastrous flooding."

At a board meeting last week the commissioners told Col. Neil J. D'Andrea, commander of the unit, "Your coordination of assistance by members of the Army Reserve units along the Skippack Creek was truly remarkable and was vivid evidence of cooperation between the military and citizens segments of our society."

"The response of the Army Reserves in the time of our need was instant," the commissioners said. "The cleanup effort along the Skippack was performed in an outstanding manner and quickly eliminated the threat of more flooding if this area would have been struck by additional rains at that time."

Army Reserve units from as far away as Wilkes-Barre and Schuylkill County answered the call for help after the floods.

LAWRENCE COUGHLIN  
13TH DISTRICT, PENNSYLVANIA

COMMITTEES:  
JUDICIARY  
SCIENCE AND ASTRONAUTICS

# Congress of the United States

House of Representatives

Washington, D.C. 20515

November 11, 1971

WASHINGTON OFFICE:  
336 CANNON BUILDING  
(202) 225-6111

DISTRICT OFFICE:  
607 SWEDD STREET  
NORRISTOWN, PA. 19401  
(215) 277-4040

Colonel Neil J. D'Andrea  
Plaza Apartments 14 D  
18th Street and Benjamin Franklin Parkway  
Philadelphia, Pennsylvania 19103

Dear Colonel D'Andrea:

Thank you for the packets you sent me showing the 358th Civil Affairs Area (B) in action during our recent disaster. It is a comfort to me, as it must be to the residents of Montgomery County, to know that they have such a group to rely upon in extreme situations.

I am, indeed, quite impressed with this obviously exceptional group of men, and proud to be able to commend them to those who might be in a position to assure the future of this Army Reserve unit. From what I know of the outfit and its meritorious "Superior Unit Awards", I am sure these gentlemen will be interested in the future of the 358th.

Thank you again for all the help that your group gave to Montgomery County last September. I have enclosed the list of people to whom I sent your informative packets.

With all best wishes,

Cordially



LAWRENCE COUGHLIN

LC: db



PERSONS WHO RECEIVED 358th PACKETS

Honorable Robert F. Froehlke  
Secretary of the Army  
The Pentagon  
Washington, D.C. 20310

Lieutenant General Richard G. Stilwell  
Deputy Chief of Staff, Military Operations  
Department of the Army, The Pentagon  
Washington, D.C. 20310

Lieutenant General Claire E. Hutchin, Jr.  
Commander, First U.S. Army  
Fort George G. Meade, Maryland

Major General J. Milnor Roberts  
Chief Army Reserve  
Department of the Army, The Pentagon  
Washington, D.C. 20310

Major General Clark T. Baldwin, Jr.  
Director of International & Civil Affairs  
Office of the Deputy Chief of Staff, Military Operations  
Department of the Army, The Pentagon  
Washington, D.C. 20310

The Honorable Strom Thurmond  
4241 New Senate Office Building  
Washington, D.C. 20510

The Honorable Richard Schweiker  
6221 New Senate Office Building  
Washington, D.C. 20510

COMMITTEE:  
JUDICIARY

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

DISTRICT OFFICE:  
607 SWIDE STREET  
NORRISTOWN, PA. 19401  
(215) 277-4040

November 1, 1971

The Honorable Robert F. Froehke  
Secretary of the Army  
The Pentagon  
Washington, D.C. 20310

Dear Mr. Froehke:

I thought you should know how impressed I am by the 358th Civil Affairs Area (B), an Army Reserve unit, which performed so admirably after devastating September floods struck Montgomery County, Pennsylvania.

The cooperation and competency of the 358th were demonstrated throughout the period that Norristown and other County municipalities sought to recover from the unexpected and damaging floods. I can attest to the 358th's work personally since my Norristown office was in daily touch with the unit.

In contacting the 358th to express my thanks, I was pleased to learn that the unit has earned nine consecutive "Superior Unit Awards." I can certainly understand the Army's pride in this outfit.

I am forwarding informational packets about the 358th which I requested. I felt sure you would want the background on this superior unit.

Again, congratulations on maintaining this outstanding Reserve organization.

With all best wishes,

Cordially



LAWRENCE COUGHLIN

LC:db  
Enclosure

LAWRENCE COUGHLIN  
11th District, Pennsylvania

COMMITTEE  
JUDICIARY  
SCIENCE AND ASTRONAUTICS

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

WASHINGTON OFFICE  
316 F. ANSELMI BUILDING  
(202) 225-6111

DISTRICT OFFICE  
607 S. WOOD STREET  
HARRISBURG, PA. 17101  
(717) 271-4040

November 18, 1971

Colonel Neil J. D'Andrea  
Plaza Apartments 14 D  
18th Street and Benjamin Franklin Parkway  
Philadelphia, Pennsylvania 19103

Dear Colonel D'Andrea:

I received a letter today from General Richard G. Stilwell acknowledging receipt of the 358th Civil Affairs Area (B) packets. He is forwarding the material to people who will also recognize the unit's importance. I am enclosing the letter since it is so commendatory of your outfit.

With all best wishes,

Cordially,



LAWRENCE COUGHLIN

LC: db  
ENCLOSURE



DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR MILITARY OPERATIONS  
WASHINGTON, D. C. 20310

DAMO-IAO

16 NOV 1971

Honorable Lawrence Coughlin  
House of Representatives  
Washington, D. C. 20515

Dear Mr. Coughlin:

This letter is in response to your letter of 1 November 1971, regarding the admirable assistance performed by the 358th Civil Affairs Area B in Norristown and Montgomery County, Pennsylvania, immediately after the devastating floods in September of this year.

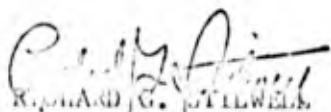
We are always pleased to learn when units of the Army Reserve have worked in close coordination with local agencies responsible for domestic action efforts. It is our goal to make these officials aware of Army capabilities available to assist the communities of which the Reserve units are a part. The officers and men of the 358th Civil Affairs Area B are deserving of special commendation, for they recognized their unit's ability to initiate early planning between the Army and the local governmental bodies for the implementation of emergency projects to prevent further, serious damage to their community.

To insure proper recognition is given the 358th Civil Affairs Area B, copies of the information you provided will be sent to the Chief of Reserve Components and the Chief of Army Reserves. The Army Reserve Information Office arranges for press releases to publications, such as the "Army Reserve Magazine," "The Reserve Officer," "Army Times," "Soldiers," and the "Civil Affairs Journal and Newsletter." The Deputy Chief of Staff for Personnel, the Commanding General, Continental Army Command, and the President of the Civil Affairs Association will also be informed of this noteworthy action that adapted Army Reserve unit capability to an immediate civic need.

You will be pleased to learn that since your last contact with the 358th Civil Affairs Area B, it has been awarded its tenth consecutive Superior Unit Award. This is a unit of which we can all be proud.

Thank you for your continued interest in the United States Army.

Sincerely,

  
RICHARD G. STILLWELL  
Lieutenant General, GS  
Deputy Chief of Staff  
for Military Operations



COMMONWEALTH OF PENNSYLVANIA  
OFFICE OF THE GOVERNOR  
HARRISBURG

MILTON J. SHAPP  
GOVERNOR

December 14, 1971

Colonel Neil J. D'Andrea, Commanding Officer  
Headquarters & Headquarters Company  
358th Civil Affairs, Area "B"  
1020 Sandy Street  
Norristown, Pennsylvania 19401

Dear Colonel D'Andrea:

I am taking this opportunity to express my sincere appreciation for the manner in which the 358th Civil Affairs, Area "B" served our Commonwealth in the Montgomery County area following the flood which hit the community earlier this year.

Having personally surveyed the flood stricken area, I am fully aware of the many unpleasant and tiring tasks that were performed by the men of the 358th. It was indeed a pleasure to recognize the capabilities of the 358th in meeting this challenge, and I am certain that the residents in the area will long remember the service rendered.

Our citizen-soldiers are to be commended, and I hope that you will express my personal thanks to your men for a job well done.

Sincerely,


MILTON J. SHAPP  
Governor

AHRO-CG (19 Nov 71) 1st Ind  
SUBJECT: Letter of Appreciation

DA, HQ, 352d Civil Affairs Area (A), Prince Georges County Memorial USAR  
Center, 6601 Baltimore Avenue, Riverdale, Md. 20840 21 Dec 1971

TO: Commanding Officer, 358th Civil Affairs Area (B), USAR Center,  
1020 Sandy Street, Norristown, Pa. 19401

1. It gives me great satisfaction to forward the inclosed letter of appreciation in recognition of the outstanding effort put forth by you and members of your unit during the recent Montgomery County floods.
2. I always obtain immense pleasure and pride in hearing of the accomplishments that result from the dedication beyond the normal routine Reserve duties such as your unit displayed.
3. Please convey to members of the 358th my sincere appreciation for a job well done.

  
ROBERT D. PARTRIDGE  
Brigadier General, USAR  
Commanding



DEPARTMENT OF THE ARMY  
HEADQUARTERS, FIRST UNITED STATES ARMY  
FORT GEORGE G. MEADE, MARYLAND 20755

AHARF

19 November 1971

SUBJECT: Letter of Appreciation

THRU: Commanding General  
352d Civil Affairs Area (A)  
Prince Georges County USAR Center  
6601 Baltimore Avenue  
Riverdale, Maryland 20840

TO: Colonel Neil J. D'Andrea  
Commanding Officer  
358th Civil Affairs Area (B)  
Norristown USAR Center  
1020 Sandy Street  
Norristown, Pennsylvania 19401

1. It is a pleasure to note and forward the inclosed letter from Representative Coughlin which recognizes the outstanding community service rendered by you and members of your command.
2. I fully indorse support of this type to the community and encourage its continuance.
3. My personal appreciation is extended to you and members of your command for this outstanding community action.

1 Incl  
as

*C. E. Hutchin, Jr.*  
C. E. HUTCHIN, JR.  
Lieutenant General, USA  
Commanding

LAWRENCE COUGHLIN  
13TH DISTRICT, PENNSYLVANIA

COMMITTEES:  
JUDICIARY  
SCIENCE AND ASTRONAUTICS

**Congress of the United States**  
**House of Representatives**  
Washington, D.C. 20515

WASHINGTON OFFICE:  
336 CANNON BUILDING  
(202) 225-6111

DISTRICT OFFICE:  
607 SWEDE STREET  
NORRISTOWN, PA. 19401  
(215) 277-4040

November 2, 1971

Lieutenant General Claire E. Hutchin, Jr.  
Commander, First U.S. Army  
Fort George G. Meade, Maryland

Dear General Hutchin:

I thought you should know how impressed I am by the 358th Civil Affairs Area (B), an Army Reserve unit, which performed so admirably after devastating September floods struck Montgomery County, Pennsylvania.

The cooperation and competency of the 358th were demonstrated throughout the period that Norristown and other County municipalities sought to recover from the unexpected and jamaging floods. I can attest to the 358th's work personally since my Norristown office was in daily touch with the unit.

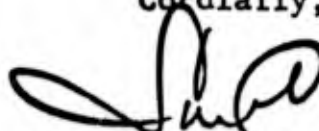
In contacting the 358th to express my thanks, I was pleased to learn that the unit has earned nine consecutive "Superior Unit Awards." I can certainly understand the Army's pride in this outfit.

I am forwarding informational packets about the 358th which I requested. I felt sure you would want the background on this superior unit.

Again, congratulations on maintaining this outstanding Reserve organization.

With all best wishes,

Cordially,



73  
LAWRENCE COUGHLIN

LC: db  
cc: District



AHRO-CG (17 Nov 71) 3d Ind  
SUBJECT: Letter of Commendation

DA, HQ, 352d Civil Affairs Area (A), Prince Georges County Memorial USAR  
Center, 6601 Baltimore Avenue, Riverdale, Md. 20840 21 Dec 1971

TO: Commanding Officer, 358th Civil Affairs Area (B), USAR Center,  
1020 Sandy Street, Norristown, Pa. 19401

1. It is a pleasure to forward the fine comments by LTC Hutchin, CG, First US Army, and other DOD agencies, on the participation of the 358th CA Area (B) HHC in providing assistance to Montgomery County, Pennsylvania, during flood disaster relief operations in September 1971.
2. The esprit-de-corps displayed by members of your unit are to be highly commended for a job well done.
3. I want to personally congratulate each and every member of your unit for volunteering his services in assisting in this concentrated effort by all concerned.

1 Incl  
nc



ROBERT D. PARTRIDGE  
Brigadier General, USAR  
Commanding



SECRETARY OF THE ARMY  
WASHINGTON

12 NOV 1971

MEMORANDUM FOR THE CHIEF OF STAFF, U. S. ARMY

SUBJECT: Letter of Commendation

It is a pleasure to forward for appropriate action the attached letter from Congressman Lawrence Coughlin commending the outstanding performance of the Army Reserve Unit, 358th Civil Affairs Area (B), when the unit responded to the need in Montgomery County, Pennsylvania, after the devastating September floods.

*Robert F. Froehlke*

Robert F. Froehlke

Incl  
as



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON, D.C. 20310

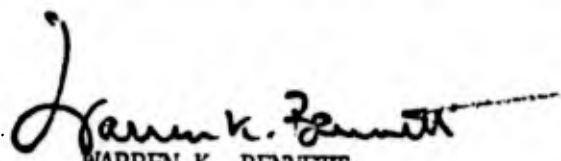
17 November 1971

SUBJECT: Letter of Commendation

Commanding General  
United States Continental Army Command  
Fort Monroe, Virginia 23351

1. I am most pleased to forward on behalf of the Chief of Staff the attached memorandum from the Secretary of the Army with its inclosed correspondence from the Honorable Lawrence Caughlin, commending personnel of the 358th Civil Affairs Area (B), United States Army Reserve, for their outstanding assistance provided following the September flood disaster in Montgomery County, Pennsylvania.
2. It is requested that the contents of this correspondence be made known to all concerned, together with General Westmoreland's gratitude and congratulations for their exemplary representation of the Army.

1 Incl  
as

  
WARREN K. BENNETT  
Major General, GS  
Secretary of the General Staff

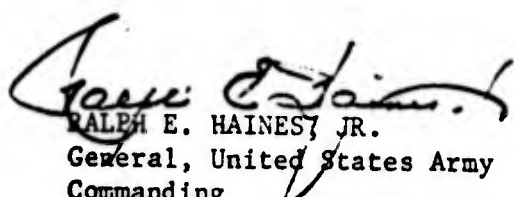
ATOPS-SO (17 Nov 71) 1st Ind  
SUBJECT: Letter of Commendation

HQ CONARC, Ft Monroe, VA 23351 29 NOV 1971

TO: Commanding General, First US Army, Fort George G. Meade, MD 20755

1. It gives me great pleasure to forward the comments of the Secretary of the Army, the Chief of Staff, and the Honorable Lawrence Coughlin commending the personnel of the 358th Civil Affairs Area (B) for their outstanding assistance in support of flood disaster operations in Montgomery County, Pennsylvania.
2. I wish to add my appreciation and gratitude to the officers and men of the 358th Civil Affairs Area (B) for representing the Army in the finest tradition. I am particularly pleased to note that the personnel volunteered their services to the civilian community without having to be asked for their assistance.

1 Incl  
nc

  
RALPH E. HAINES, JR.  
General, United States Army  
Commanding

AHARF (17 Nov 71) 2d Ind  
SUBJECT: Letter of Commendation


HQ FIRST UNITED STATES ARMY, Fort Meade, Md 20755 10 DEC 1971

THRU: Commanding General, 352d Civil Affairs Area (A),  
Prince Georges County USAR Center, 6601 Baltimore  
Avenue, Riverdale, Maryland 20840

TO: Colonel Neil J. D'Andrea, Commanding Officer,  
358th Civil Affairs Area (B), Norristown USAR Center,  
1020 Sandy Street, Norristown, Pennsylvania 19401

1. On 19 November, I extended my appreciation to you and the members of your command for the outstanding community service rendered Montgomery County, Pennsylvania, during disaster relief operations.
2. It is a pleasure to note and forward the commendations of the Secretary of the Army, the Chief of Staff, United States Army, and the Commanding General, United States Continental Army Command.

1 Incl  
nc

  
C. E. HUTCHIN, JR.  
Lieutenant General, USA  
Commanding

LAWRENCE COUGHLIN  
13TH DISTRICT, PENNSYLVANIA

WASHINGTON OFFICE:  
336 CANNON BUILDING  
(202) 225-6111

RECEIVED  
ADMINISTRATIVE SUPPORT

COMMITTEES:  
JUDICIARY  
SCIENCE AND ASTRONAUTICS

NOV 8 3 51 PM '71  
Congress of the United States  
House of Representatives

DISTRICT OFFICE:  
607 SWEDE STREET  
NORRISTOWN, PA. 19401  
(215) 277-4040

OFFICE, Washington, D.C. 20515  
SECRETARY OF THE ARMY

November 1, 1971

The Honorable Robert F. Froehlke  
Secretary of the Army  
The Pentagon  
Washington, D.C. 20310

Dear Mr. Froehlke:

I thought you should know how impressed I am by the 358th Civil Affairs Area (B), an Army Reserve unit, which performed so admirably after devastating September floods struck Montgomery County, Pennsylvania.

The cooperation and competency of the 358th were demonstrated throughout the period that Norristown and other County municipalities sought to recover from the unexpected and damaging floods. I can attest to the 358th's work personally since my Norristown office was in daily touch with the unit.

In contacting the 358th to express my thanks, I was pleased to learn that the unit has earned nine consecutive "Superior Unit Awards." I can certainly understand the Army's pride in this outfit.

I am forwarding informational packets about the 358th which I requested. I felt sure you would want the background on this superior unit.

Again, congratulations on maintaining this outstanding Reserve organization.

With all best wishes,

Cordially,

  
LAWRENCE COUGHLIN

LC:db

USA 20208 PENNSYLVANIA (11/1/71)