## CALIFORNIA MILITARY DEPARTMENT HISTORICAL PROGRAM North Highlands Annex, Joint Forces Headquarters 3900 Roseville Road North Highlands, California 95660

# After Action Report: Operation MEDFLY II, OES 81-096, 8 July – 30 September 1981

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Governor

### STATE OF CALIFORNIA OFFICE OF THE COMMANDING GENERAL STATE MILITARY FORCES - MILITARY DEPARTMENT

2829 Watt Avenue - P.O. Box 214405 Sacramento, California 95821



CAOT-PO

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NGB-MS Washington, D. C.

#### 1. GENERAL.

- a. Type of Emergency: In mid-June of 1981, several Mediterranean Fruit Fly (MEDFLY) larvae finds prompted grave concern throughout California that the intensive effort of Medfly I and the ensuing eradication programs had failed to halt its spread. Significant finds of larvae were found in Santa Clara, San Mateo and Alameda. Larvae were soon found across the peninsula range of mountains in Santa Cruz and eventually would be found in Stanislaus County, the gateway to the agriculturally rich San Joaquin Valley. If the infestation was allowed to spread, it could threaten the entire California fruit and vegetable industry and cause losses running into billions of dollars annually. The direct and residual effect on California's economy would be a major disaster.
  - b. Inclusive Dates by Date/Time Group: 081500 Jul 302400 Sep 81 (PDT).
- c. Scope of Emergency: On 24 December 1980, the Governor issued a Proclamation of a State of Emergency covering Santa Clara and Alameda Counties which resulted in the Medfly I eradication effort. The California National Guard was involved in that effort during the period 4 January - 13 March 1981. A second Proclamation was issued by the Governor on 8 July 1981 which mandated all State resources be made available and announced the expansion of the "core area" from the original 50 square miles to over 250 square miles. All host fruit and vegetables were required to be stripped and removed from this area. Aerial spraying with Malathion was not a considered alternative at this time but would soon become a hot political and environmental issue with national and international implications. , Rather, under the overall direction of the California Department of Food and Agriculture, a four-pronged attack against the Medfly was launched. First, a quarantine area was defined which restricted transportation of fruits and vegetables. Secondly, all fruits and vegetables within the core area were to be picked and removed. Picking was to be accomplished by "owners" except 1,100 members of the California Conservation Corps (CCC) were available to assist the aged and infirm. California National Guard provided transportation of picked fruit. Third, teams from the California Department of Forestry (CDF) and the California Department of Transportation (CAL TRANS) sprayed insecticide around the base and on lower foliage of stripped trees. Finally, several billion sterile fruit flies were released in and around the core area in an effort to infinitly reduce the chances of mating with fertile flies.

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#### 2. OPERATIONS.

a. <u>Strength:</u> During the course of California National Guard operations in conjunction with the Medfly II eradication project, 25,337 mandays and 1.7 million dollars were expended. Below is a recapitulation of daily California National Guard strength for the period 8 July to 30 September 1981.

DATE	<u>OFF</u>	WO	<u>EM</u>	AGGR	STATUS
DATE  8 Jul 9 Jul 10 Jul 11 Jul 11 Jul 13 Jul 14 Jul 15 Jul 16 Jul 17 Jul 18 Jul 20 Jul 21 Jul 22 Jul 23 Jul 24 Jul 25 Jul 26 Jul 27 Jul 28 Jul 29 Jul 20 Jul 21 Jul 22 Jul 23 Jul 24 Jul 25 Jul 26 Jul 27 Jul 28 Jul 29 Jul 20 Jul 21 Jul 22 Jul 23 Jul 24 Jul 25 Jul 26 Jul 27 Jul 28 Jul 29 Jul 20 Jul 21 Jul 22 Aug 3 Aug 4 Aug 5 Aug 6 Aug 7 Aug 8 Aug 10 Aug 11 Aug 12 Aug 13 Aug 14 Aug 15 Aug 17 Aug 18 Aug	0FF 14 44 50 52 51 57 54 68 73 82 83 87 81 82 77 77 61 67 67 61 67 48 46 47 42 40 30 29	WO 0232311576444334434222214422233455333333222	11 336 480 503 523 815 828 835 561 828 835 587 588 845 589 587 581 545 623 561 156 667 760 51	25 382 533 557 577 626 769 885 910 889 905 923 1021 962 931 891 921 860 650 666 668 667 659 705 641 626 559 705 641 626 559 557 501 404 290 284 237 207 202 208 212 180 92 82	SAD
19 Aug 20 Aug	21 21	2 2	52 46	75 69	SAD SAD

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DATE	<u>OFF</u>	WO	EM	AGGR	STATUS
21 Aug 22 Aug 23 Aug 24 Aug 25 Aug 26 Aug 27 Aug 28 Aug 29 Aug 30 Aug 31 Aug 31 Sep 30 Sep 5 Sep 5 Sep 7 Sep 10 Sep 11 Sep 12 Sep 13 Sep 14 Sep 15 Sep 16 Sep 17 Sep 18 Sep 19 Sep 20 Sep 21 Sep 22 Sep 23 Sep 24 Sep 25 Sep 27 Sep 28 Sep 29 Sep 20 Ctt 20 Cct 30 Cct 40 Cct 50 Cct 50 Cct 51 Oct 52 Oct 53 Oct 54 Oct 55 Oct 76 Oct 77 Oct 78 Oct 78 Oct 78 Oct	13 11 10 10 10 10 10 10 10 10 10 10 10 10	203421113100002211000011000022011112200000000	31 31 31 32 31 32 31 32 32 32 33 32 31 32 31 32 31 32 31 32 31 32 32 32 32 32 32 32 32 32 32 32 32 32	46 42 47 45 40 41 42 36 30 30 30 30 30 30 30 31 32 35 32 39 32 39 32 30 31 26 18 13 10 11 11 10 15 15 33 44	SAD SAD SAD SAD SAD SAD SAD SAD SAD SAD

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DATE	<u>OFF</u>	MO	EM	AGGR	STATUS
11 Oct	0	0 .	4	4	SAD
12 Oct	0	0	3	3	SAD
13 Oct	0	0	3	3	SAD
14 Oct	0	0	3	3	SAD
15 Oct	0	0	3	3	SAD
16 Oct	0	0	3	3	SAD
17 Oct	0	0	4	4	SAD
18 Oct	0	0	4	4	SAD
19 Oct	0	0	3	3	SAD
20 Oct	0	0	3	3	SAD
21 Oct	0	0	3	3	SAD
22 Oct	0	0	3	3	SAD
23 Oct	0	0	3	3	SAD
	OTAL 2944	172	22,221	25,337	

#### b. Operational Summary:

#### (1) Planning/Alert:

- (a) On 6-7 July 1981, the Governor met with representatives of the Department of Food and Agriculture, California National Guard and the Office of Emergency Services to orchestrate the second assault on the Mediterranean Fruit Fly in Santa Clara, San Mateo and Alameda Counties. As a result, the California National Guard was tasked to provide virtually all logistics and service support to the California Conservation Corps as well as the responsibility for providing vehicles for pick up of fruit from curbs in affected cities. Since Department of Food and Agriculture continued to use Berry School in Los Gatos as the "Medfly Headquarters", our command and control element, the Military Field Commander would again be colocated there to insure effective response and coordination. However, this time, the "staging area" and actual field operations were to be conducted from a tent city erected on the grounds of Agnews State Hospital. The Military Field Commander and his staff, once in place, would respond directly to the Headquarters, California National Guard Emergency Operations Center where staff functions could interface and State level policy or conflicts resolved.
- (b) On 8 July 1981, the California National Guard began organizing manpower and equipment for use in Medfly II in Santa Clara County which were required to be on-site and operational by 1800 hours, 9 July 1981. The 40th Infantry Division was tasked to provide as much of the personnel and equipment requirements as possible within their resources since their units were relatively free from Annual Training requirements, Annual General Inspections, and involvement in the Diablo Canyon Nuclear Power Plant demonstrations. Headquarters, 3rd Brigade was suggested for Military Field Commander selection due to its proximity to the Medfly II area.

#### (2) Execution:

(a) The 40th Infantry Division designated the 3rd Brigade to assume Military Field Command responsibilities. On 9 July, the MFC attended the first of many joint coordination meetings with the California Department of Food and Agriculture, the California Conservation Corps and representatives from municipalities affected by the fruit stripping mandate. By that evening, the first

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contingents of California National Guard personnel and equipment arrived at a bare field adjacent to Agnews State Hospital where National Guard forces would erect a "tent city", and establish a Logistics Support Operations Center and staging area.

- (b) California National Guard functional teams were congregated from 125 units throughout California to perform 5 general missions under the provisional command.
- I California National Guard Logistics and Administration. A tent city consisting of over 120 tents was erected to provide billeting to over 1,100 California Conservation Corps personnel and 1,000 National Guardsmen. Associated with this mission was the requirement to provide showers, laundry, emergency medical, electrical power, cots and portable latrine facilities for "tent city" personnel. Teams were structured to accommodate such National Guard functions as in and out processing, property accountability, special services, public affairs, finance, chaplain services, IG services and purchasing and contracting. This concept worked extremely well and substantially reduced overhead costs to the State.
- $\underline{2}$  Transportation. While transportation was provided to the California Conservation Corps personnel in their fruit stripping mission, the bulk of transportation requirements were generated by cities in the mandated fruit stripping area. National Guard personnel coordinated over 2,500 mission requests from 29 separate cities to haul fruit from curb sides. 230  $2\frac{1}{2}$ -Ton cargo and 5-Ton cargo and dump trucks constituted transportation resources. The need was quickly identified for a provisional truck battalion headquarters to schedule pick up, dispatching, maintenance and POL requirements.
- 3 Security. In addition to internal security requirements, National Guard provided security for more than 900 California Department of Transportation vehicles, security to aerial spraying helicopters at 2 locations, and security and traffic control at Medfly Headquarters.
- $\frac{4}{\text{communications.}} \begin{tabular}{l} \hline & 4 \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\ \hline & non-existant \\ \hline & due to the phone \\ \hline & communications \\ \hline & essentially \\$
- 5 Aerial Spraying Support. Aerial spraying of the infested area with malathion began on 13 July. In addition to security, 2 Air National Guard bases in the area were used as storage area for helicopters involved in the aerial spraying operations. These areas were at Moffett NAS and Hayward Air National Guard Base. Auxiliary Power unit support, lighting and "Hot Refueling" were also provided until commercial service could be arranged.
- (c) Although aerial spraying commenced on 13 July, the fruit stripping operation continued until 4 August. Other Medfly II operations were phased out shortly thereafter except for the aerial spraying support. California National Guard support of the Moffett Naval Air Station aerial spraying operation terminated on 30 September while the Hayward storage mission with 2 persons on duty continues indefinitely.

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(3) Post Operations. Due to the extensive logistical support provided by the California National Guard, a significant number of additional post operations maintenance mandays were required to service and repair vehicles, inventory equipment, and prepare damage reports. This period was also devoted to preparation of personnel payrolls, after action reports and other administrative tasks. Once vehicles returned to home stations, they were inspected by their Organizational Maintenance Shops who then notified the State Maintenance Office of the number of mandays required to bring the piece of equipment to original condition. This system worked extremely well and certainly provided a fair and accurate system for both State and Federal interests.

- c. <u>Communications</u>: In the early stages of the operation, when communications were most critical, National Guard provided a switchboard telephone capability which linked the Medfly Headquarters at Berry School with the Staging Area. Additionally, handi-talkies with repeaters were utilized for National Guard command and control. PRC-77 squad radios with 2 VRC-49 retransmission units were used by the California Conservation Corps.
- d. Training: Unit training was sufficient to meet mission requirements in the initial stages of the operation. Personnel performed duties within their assigned Military Occupational Specialty. However, as the operation became more and more protracted, and personnel required rotation, problems developed in finding sufficient qualified personnel in certain skill areas. This provided an excellent opportunity to cross-train personnel. For example, using instructor teams, personnel qualified in the operation of  $2\frac{1}{2}$ -Ton and 5-Ton cargo trucks were transitioned to 5-Ton dumps. OJT, cross training and safety instruction were conducted continuously.

#### 5. ADMINISTRATION.

#### a. Personnel Management:

- (1) Once units were tasked with a defined Medfly II mission, i.e. furnishing dump trucks and drivers, the unit was expected to provide personnel replacements for ensuing rotations. If a unit expended it's available pool of replacements, then assets were drawn from other like units. This approach was used for a number of reasons:
- (a) Many units were involved in AGI's (Annual General Inspections) and the California National Guard did not want to task any one unit so heavily that the AGI's would be adversely affected.
- (b) Many units and personnel had already expended considerable time on Medfly I.
- (c) There was a possible, long term commitment to the Diablo Canyon Operation. Accordingly, the California National Guard tried to avoid inclusion of units to be deployed for that task organization.
- (d) In certain crucial skill areas (dump truck operators, laundry/shower unit operators) there were only so many qualified personnel available.

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- (2) Due to the first three factors mentioned above, a 7-day State Active Duty rotational policy was established for personnel assigned to Medfly II.
- (3) To facilitate personnel replacements and rotation, a Reception Station was established at the Staging Area. At this location personnel were in-processed/out-processed and personnel requirements were initially identified. In addition, this station was responsible for assigning personnel to work teams, arranging for quarters, ensuring proper pay procedures were employed, and so on.
- (4) A key concern during Medfly II was ensuring that qualified personnel were available and readily deployed. Shortfalls of personnel were identified at the Staging Area level and submitted to the Military Field Command, Berry School, for staffing. If personnel could not be obtained through 3rd Brigade assets, the Head-quarters California National Guard was advised and other units were asked to provide the personnel support. For example, when the 112 Engineer Company pool of dump truck drivers was exhausted, qualified drivers were obtained through the 579 Engineer Battalion and 132 Engineer Battalion, and even drivers from other non-engineer units were used after some OJT (On the job training).
- (5) Personnel management was aided by use of a recently procured computer terminal and system, that aided in tracking personnel strength, pay data, and so on. This was the first instance in which the computer from the State Headquarters was "Remoted" to another location to aid in exchange personnel data. Although there were some initial problems with the set-up, the computer proved to be an effective management tool.
- b. <u>Public Affairs</u>: At the onset of the operation, the need for extensive public affairs coverage had been identified and a Public Affairs Team to cover California National Guard involvement in "Medfly II" arrived at the site 11 July 1981. In addition to the standard public affairs information normally afforded to media representatives from newspapers, radios, and television, a video team from the Air National Guard produced a video tape documentary of the operation. News articles are contained in Inclosure 2.
- c. <u>Special Services</u>: During Operation Medfly II, special services played a large role in keeping morale of the troops at an extremely high level. Activities which were made available to Guardsmen at Agnews State Hospital included volleyball, horseshoes, color television sets, video cassette players with first run movies, donated reading material along with weekly visits from the Santa Clara County Book Mobile and electronic games. Several private businesses donated free access to their establishments. These included Marriott's Great America, San Jose Earthquake soccer games, San Jose Dons baseball games, and a local ice skating rink. A nearby high school allowed Guardsmen to utilize its swimming pool. Also, during the operation, the Special Services Section arranged for three live rock concerts for both California National Guard and California Conservation Corps personnel. Various vending machines and pay telephones were installed and a mini-PX system was established. Chaplain support throughout the operation was continuous, effective, and well received.
- d. <u>Morale and Discipline</u>: In general, morale and discipline were extremely high throughout the entire operation. Initially, however, there were several factors which adversely affected morale and discipline:

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#### (1) Morale.

- (a) There was an initial lack of public telephones at the Agnews site, which was eventually corrected after six days. The delay was due to the inability of Pacific Telephone to install the phones.
- (b) There were substantial pay differences between governmental agencies and National Guard performing essentially the same work. For example: Guardsman working as a truck driver made \$23 a day while a Cal Trans truck driver made \$10 per hour, and a seasonal loader made a minimum of \$5.50 per hour plus overtime. To alleviate this problem somewhat, the Governor authorized an amendment to State Regulations to permit minimum pay of Guardsmen at the pay grade of E6.
- (c) The aggregation of tentage and cots from locations throughout the State, and erection of tent city, took several days. As a result, some personnel had to be billeted without quarters for two days.
- (d) Due to the immediacy of the mission, a majority of the initial personnel arriving at the Staging Area had not been instructed to bring enough uniforms, personnel effects, or civilian clothes. Because of potential local hostility associated with the aerial spraying controversy, California National Guard personnel were not initially allowed off post in other than civilian clothes, thus creating some hardships for those who had not come completely equipped. This problem was resolved by organized off-post excursions in uniform; arrangements for delivery of civilian clothes from families; and a 7-day personnel rotation policy.
- (2) Discipline. There were typical discipline problems during the early stages of the operation, which were largely alleviated by the excellent special services program, and the formation of a military police "courtesy patrol" in the encampment.
- d. <u>Casualties</u>: The California National Guard medical facility at the staging area treated in excess of 760 Guardsmen and 700 California Conservation Corps personnel. Personnel were treated for various types of minor illnesses and injuries. Personnel diagnosed with major problems were transported to local hospital for further diagnosis and treatment by a doctor. California National Guard doctors were ordered to State Active Duty at various times during the operation, and the treatment facility was frequently staffed by a joint Army National Guard/Air National Guard contingent of medical personnel. Medical supplies were furnished both by the supporting units and by local purchase from civilian medical supply companies. Significant illnesses/injuries are listed below:

NAME/RANK BRADER, RANDOLF SP4 553-11-7617	UNIT 1/18 CAV	INJURY/ILLNESS Fractured Right Metatarsal
CILLIS, MICHAEL SP4 567-94-8105	Co C, 579 Eng Co	Concussion with antegrade amnesia due to automobile accident
JOHNSON, CHARLES PFC 566-33-1102	1/184 INF	Contusion left temple due to automobile accident
JORDAN, TIMOTHY SP4 562-86-3969	Co C, 540 Maint	Right radial head fracture due to fall from truck

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NAME/RANK LANE, MASON SP4 453-06-3020

UNIT 1/143 FA INJURY/ILLNESS Severe case of influenza

LASSLEY, PATRICIA SGT 40 S & T

Finger crushed by tailgate of truck

565-58-2799

Total State cost for medical treatments (at civilian facilities): \$13,948.68.

#### 4. LOGISTICS.

#### a. Ground Support Equipment:

QUANTITY
23
6
10
]
77
7
74
3
5

TYPE Tractor 5 Ton Truck M51 Fueler Ambulance M886 Truck M56 Trailer, Lube Trailer 1-1/2 Ton Cargo Trailer, Water Trailer 10 Ton Van Trailer Fuel 5,000 Gallon Trailer 40' Flat Tractor 10 Ton	QUANTITY 9 1 5 2 2 8 3 6 3 5 2
Generators: 60 KW 30 KW 15 KW 10 KW 5 KW 3 KW	3 2 10 1 2 9 5

Plus other administrative vehicles.

#### b. Other Key Equipment:

TYPE	QUANTITY
Portable Expando Van	1
Laundry Unit	2
Shower Units	3

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TYPE
Tentage (GP Med/Large)
Cots
Switchboard (SB86)
Light Sets

QUANTITY
110
2,000
2,000

b. Gasoline and diesel fuel were supplied by the California Department of Food and Agriculture at the Medfly II Operations site. Approximately 22,499 gal. of gasoline and 47,839 gal. of diesel were used from the Food and Agriculture assets.

#### c. Aircraft data:

DATE 10 Jul 12 Jul 13 Jul 14 Jul 15 Jul 16 Jul 17 Jul 18 Jul 20 Jul 22 Jul 23 Jul 24 Jul	A/C TYPE UH-1H	FLIGHT HOURS 5.6 4.6 2.2 2.2 3.4 3.2 5.2 2.5 2.6 4.2 3.2 1.8
DATE 26 Jul 28 Jul 29 Jul 30 Jul 31 Jul 01 Aug	A/C TYPE UH-1H UH-1H UH-1H UH-1H UH-1H C-130	FLIGHT HOURS  1.0 2.6 3.9 2.4 4.8 3.6 59 Hours
12 001	C-130	7.0

Aircraft cost to State (estimated): UH-1 \$9,676.00; C130, \$8,452.92.

d. The California Conservation Corps furnished food services at Agnews State Hospital, for California Conservation Corps and California National Guard personnel.

#### 5. COSTS.

- a. Operation Medfly II was performed in State Active Duty status.
- b. Actual costs incurred:

Motel Bills	\$53,360
Supplies, services, and misc	28,935
Repair parts (vehicles)	60,000

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Payroll, Workman's Compensation,

\$875,118

Overtime

Travel, per diem, subsistence

86,130 \$1.103.543 (estimate)

c. Fuel and diesel expenditures (State):

AMOUNT Gasoline 3,349.1 gal Diesel 8,883.82 gal

COST \$4,420.81 (estimate) 12,170.84 (estimate)

#### 6. PROBLEMS.

#### a. Personnel:

- (1) Incoming personnel frequently arrived at "Medfly II" without any idea as to their prospective mission assignments or duties. This lack of knowledge obviously hindered immediate or effective use of personnel, and complicated personnel and mission accountability immensely. This problem can be attributed to a lack of familiarity with emergency operations procedures on the part of some personnel at the unit level as well as a "breakdown" of communication as personnel replacement requests were transmitted through ensuing command levels.
- (2) The 3rd Brigade elected to establish an "ad hoc" command headquarters. with key personnel in positions for which they had not had extensive experience. As a consequence, some significant mistakes were made during the initial phases of the operation, but as the staff became more acquainted with emergency procedures operations went more smoothly.
- (3) This operation occurred in the midst of the conversion of an automated payroll system, requiring new or different personnel in-processing and accounting procedures. There were naturally the typical problems associated with such conversions.
- (4) As was the case with "Medfly I", problems were encountered in obtaining timely replacements for personnel. This difficulty could usually be attributed to several factors:
- a Difficulty obtaining personnel in certain skill areas, i.e., maintenance mechanics or qualified dump truck drivers.
- b Rotation of key staff at both Agnews and Berry School, which sometimes interrupted continuity of actions.
- c Units frequently initiated replacements without going through proper channels, especially during the early stages of the operation. This practice caused a certain amount of confusion until units grasped the concept of MFC initiated personnel rotations.
- d Lack of unit integrity also effected timely replacements by compounding the amount of coordination required for each rotation replacement.

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- $\underline{e}$  Use of commercial bus transportation for personnel transport occasionally hindered immediate replacements due to scheduling constraints and restricted operations hours for charter bus reservation facilities.
- $\underline{f}$  Finally, the "missions" assigned to the California National Guard were of such a nature that selected personnel and equipment had to come from many units. This made it difficult to bring everyone in simultaneously on their assigned tasks.
- b. Intelligence (Early Warning): Although a great deal of interagency preplanning had transpired prior to the inception of "Medfly II", the Military Field Command was not afforded very much time in which to organize his staff and concept of operations prior to the arrival of California National Guard personnel and equipment at Agnews State Hospital. This lack of a sufficient "lead-time" adversely affected operations and morale. For example, as mentioned earlier, the Agnews Staging Area staff lacked some of the requisite background and experience to effectively function during the initial stages of "Medfly II" and required training in emergency operations procedures. Moreover, a sizable portion of the personnel arrived prior to arrival of certain key equipment such as cots and tents.
- c. Operations: Generally, operations went rather smoothly, however, there are three areas which did not and which warrant mention:
- (1) Due to the close proximity of the California National Guard and Food and Agriculture vehicle dispatch trailers, early morning dispatch operations were both congested and confused as several hundred Guardsmen and several hundred Food and Agriculture personnel intermingled in a very small space.
- (2) During the operation, "city controllers" were designated to function as liaison, coordination, and control personnel for the various cities being supported by the dump truck/fruit hauling missions. Gradually, the "city controllers" and their function began to acquire more and more significance and highlighted the necessity for a California National Guard interface and control element during such joint agency operations.
- (3) Use of 5-Ton dumps and cargo trucks for fruit hauling operations created immediate problems throughout the hilly and steep roads of the Medfly II operations area. Despite extensive driver training programs and safety precautions, some areas simply could not be easily manuvered in and accidents involving the heavy vehicles continued to occur.

#### d. Organization:

(1) Due to the rapidity with which "Medfly II" developed and the magnitude of the commitment, a formal command structure for the Agnews Staging Area had not been decided upon prior to deployment, thereby compounding operational problems. Eventually, a provisional truck battalion structure was employed and this approach resolved most of the organizational difficulties.

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(2) In addition, organizational problems were generated by the "Layering Effect" of multiple levels of command. For example, personnel replacements frequently involved input from the Agnews Staging Area commander, the Military Field Command Berry School, the Emergency Operations Center at Headquarters California National Guard, and the Emergency Operations Center, 40 Infantry Division (Mech). In some respects this organizational arrangement unduly complicated personnel and logistical procedures.

- e. Training: Generally, unit training was more than adequate to perform the mission, and "Medfly II" provided an excellent opportunity to enhance unit training through the actual practical work experience and through specific cross training programs. Due to the protracted nature of the operation, the availability of qualified dump truck and cargo drivers was quickly exhausted and the need for supplemental driver cross training was identified. As a result, a driver training team was assigned to Agnews Staging Area to insure that replacement personnel were properly trained to handle these heavy vehicles. Unfortunately, the request for the training team was not handled expeditiously, thereby delaying a ready pool of qualified drivers for the operation.
- f. <u>Logistics</u>: As could be expected in an operation that was essentially logistics oriented, a significant number of logistics problems surfaced during "Medfly II":
- (1) The supply request response time for critical items was frequently unsatisfactory. The most salient examples of this were cots and tentage. It took two days before an adequate supply of these two items arrived and, during the interim, troop morale was adversely affected. In this instance, the lack of a defined supply request "tracking" system hindered supply procurement; supply deficiencies were discovered only when a significant item failed to materialize as expected.
- (2) Supply operations onsite required restructuring and refinement due to inadequate supply storage areas and insufficient staffing to insure correct property accountability.
- (3) Maintenance problems existed initially due to a lack of qualified mechanics and tool kits, however, once the necessary personnel and equipment were on site, maintenance problems were reduced dramatically.
- g. Communications: Commercial telephone systems were limited at the onset of "Medfly II". For the first four days only one pay phone was available at the Agnews site for communications. Although requested, Pacific Telephone could not provide service for the command Headquarters at Agnews until 13 July 81, five days after it was ordered. Also, they could not provide any additional pay phones for troop use until 16 July 81. Reaction time of Pacific Telephone was not adequate for an emergency situation. As a result of these difficulties, the California National Guard was impelled to rely upon its own resources and deployed a California National Guard multi-channel telephone system to "Medfly II". Even after installation of the commercial telephones, this Air National Guard phone system continued to provide communications support.

#### h. Material:

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(1) As was the case during "Medfly I", procurement of major "end items" such as vehicle transmissions, engines, clutches, etc., became a significant problem. At one point there were 15 inoperable vehicles due to this situation and it took approximately three weeks to obtain the necessary parts and accomplish repairs. Obviously, in view of the importance of the fruit hauling and other missions, this end item procurement problem occasionally had a decidedly negative impact upon operations. Efforts were made through normal supply channels to streamline and expedite end item procurement.

- (2) California National Guard personnel involved in the fruit hauling operations were required to use heavy duty work gloves not readily available through Food and Agriculture resources. As a result, the California National Guard had to purchase these items using a state local purchase authority. Several other items (and services) were purchased in this manner when they could not readily be obtained through normal state or California National Guard sources.
- 7. LESSONS LEARNED/RECOMMENDATIONS: Medfly II afforded the California National Guard very little response time to get personnel and equipment into place. Essentially, the Guard received only 24 hours in which to have everything functioning and situated. Nevertheless, Medfly II highlighted the absolute necessity to establish a tightly structured, highly organized response package for protracted, large scale emergency operations. The following recommendations reflect this perception.

#### a. Personnel/Administration:

- (1) If at all possible, the Military Field Commander and his/her support staff should arrive at the operations site at least 24 hours prior to arrival of the main body of the California National Guard forces. Minimum Military Field Command staff should include:
- a An assistant Military Field Commander whose initial duties would include implementation of the results of planning sessions attended by the Military Field Command and other agencies' personnel.
- $\underline{b}$  A personnel/administration section (located at the Military Field Command Headquarters).
- $\underline{c}$  A qualified finance team acquainted with state payroll procedures and travel per diem claims. If possible, this team should be supervised by an officer who has prior experience/training in those areas mentioned.
  - d A reception center team, to in-process/out-process personnel.
- <u>e</u> A completely equipped computer data entry team (ideally) colocated with the reception center team.
- $\underline{f}$  A logistics team, composed of supply personnel and property accountability personnel (including a property book officer).
  - g A maintenance officer/NCO.

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(2) Existing emergency operations policies and procedures may require some modifications:

- $\underline{a}$  A form should be devised for incorporation in the California National Guard-Emergency Procedures Manual that will facilitate both personnel and equipment accountability. The objective of such a form would be to document personnel/equipment assigned to a particular mission and to use this form as means of aiding the in-processing and accountability processes.
- $\underline{b}$  At the onset of any operation that may be of a protracted nature, a command message should be transmitted to all major commands outlining "Mobilization" policies and procedures, including pay policies.
- <u>c</u> Provisions need to be incorporated in the California National Guard-Emergency Procedures Manual outlining procedures for handling financial hardship cases.
- $\underline{d}$  Current provisions in the California National Guard-Emergency Procedures Manual need to be revised regarding the mobile PX, including personnel staffing, accountability procedures, and so on. A minimum of one officer and two enlisted personnel should be made available to operate the PX and a CONEX container should be provided for proper storage and security purposes.
- b. Operations: Use of large vehicles, such as dump trucks, may not be suitable in certain urban areas. Deployment of such equipment should be carefully examined at the onset of a mission.

#### c. Training:

- (1) As this experience and Medfly I indicated, emergency operations frequently require special cross training of personnel as the operation becomes longer in duration and the pool of qualified personnel dwindles. This potential problem area is one Military Field Commanders should remember and include in their operational planning. It is also an item warranting mention during Military Field Commanders conferences (see next item).
- (2) Military Field Commanders conferences, which are conducted to orient prospective Military Field Commanders, should encompass more than Wildfire Operations and procedures. "Medfly II" emphasized the need for additional training for potential Military Field Commanders, including their possible participation in Headquarters California National Guard emergency operations staff training exercises.

#### d. Logistics:

(1) Equipment accountability constituted a major problem during Medfly II. To alleviate this problem a form (or forms) should be devised for emergency operations that will promote easy property accountability from the time of dispatch of individuals from units to the return of equipment to home station. If at all possible, this form should also be an integral part of the personnel accountability form previously mentioned. Use of this form should be incorporated in the California National Guard-Emergency Procedures Manual.

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- (2) Security of supply items is also a matter of concern under emergency operations conditions, especially controlled substances and the mobile PX stockage. CONEX containers furnish a partial solution to this problem and should be considered a "standard" state emergency operations item to be deployed as needed.
- (3) Procurement of major end items remained a problem and unduly tasked the normal repair part supply/maintenance channels. A state "authorized supply list" (ASL) should be developed to rectify this problem area in future operations.
- 8. COMMENTS. Again Medfly II proved the competence and professional ability of California National Guard personnel when faced with a complex, demanding emergency situation requiring flexibility, persistance, and ingenuity. Even for those individuals previously involved in Medfly I, this second experience provided new lessons due to the expanded nature of the operation, and, as was the case in the earlier Medfly, these lessons will be used to modify, streamline, and improve existing emergency plans and procedures. Perhaps the best outcome of Medfly II was the spirit of cooperation and understanding which it fostered among members of the California National Guard and personnel from other agencies.

FOR THE COMMANDER:

Inclosures:

1. Personnel

2. PAO Articles

3. Photographs

#### DISTRIBUTION:

NGB-MS (2)
USASIX, AFKC-OP-OR (EOC) (3)
Ea Div/Bde/Gp (2)
Ea Wing/Gp (5)
J-3 Army (1)
J-3 Air (1)
General Files (2)
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# **NEWS RELEASE**

## MILITARY DEPARTMENT - STATE OF CALIFORNIA MG FRANK J. SCHOBER, JR., Commanding

CONTACT: COLONEL ANOREW WOLF 2829 WATT AVE- P.O. BOX 214405 SACRAMENTO, CA. 95821 PHONE (916) 920-6559 Please Note Date #81-38

July 10, 1981

### FOR IMMEDEATE RELEASE

Sacramento, Ca.--For the second time this year, members of the California Nationa Guard are being called away from their homes, families, and jobs in order to help eradicate the Mediterranean fruit fly from its adopted home in the Santa Clara County area.

Over 500 California Guardsmen have already been mobilized to assist in the transportation of picked fruit and vegetables and to provide support for approximately 850 Conservation Corps personnel involved in the emergency effort.

"All 26,000 Guard members will be subject to call. We will rotate guardsmen from all over the state when possible on the project, bearing in mind our other potential commitments, such as forest fire control," said Major General Frank Schober, Commanding General, California National Guard, referring to the worst potential fire season in several years.

The 3rd Brigade of the 40th Infantry Division located in the San Jose area will provide medical and shower support as well as dump trucks. The 112th Engineer Company from Chico and the 579th Engineer Battalion from Santa Rosa are sending trucks and drivers, while Benicia's 349th Supply and Service Company is preparing for the laundry needs of the young CCC workers.

for 1,131 people, has cleaned 12,000 pounds of laundry and driven 123 dump missions since they arrived July 9.

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## **NEWS RELEASE**

### MILITARY DEPARTMENT - STATE OF CALIFORNIA MG FRANK J. SCHOBER, JR., Commanding

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### GUARD FIGHTS FRUIT FLY 2 - 2 - 2

As the renewed crisis unfolds, it may become necessary for the Guard to send more equipment and personnel in what may prove to be a sustained effort of several weeks duration. Other units that that may be called soon are the 162d Communications Group, North Highlands; and the 175th Medical Brigade, Sacramento.

10JUL81:LWS

# Influx of 2,000 Modily workers gradias haves at cohest confor

By Abby Cohn Tribuno Stoff Writer

LOS GATOS - What do you get when you put an invading army of 2,500 people and a few billion sterile flies in a schoolhouse?

A logistical headache.

That's what's happened in recent days at Berry School - the nerve center for Santa Clara Valley's battle against the Mediterranean fruit fly.

Earlier this month, the converted classrooms at Berry, an abandoned elementary school, housed diminishing numbers of agricultural workers who thought that they were close to eradicating the fig.

But discoveries of new flies and the commotion over acrial spraying have changed all that. In the last week, nearly 2,000 new workers have been brought in to fight the fly; 500 more are expected by week's end.

Their occupation at Berry has emptied Coke machines, clogged toilets and tied up traffic along two-lane Oka Road off the Nimitz Freeway.

Frank Hubbard, one of four public information officers at Berry, likens the scene to "an

quake."

Starting each morning, a line starts to form outside Room 24 - the combined quarters for personnel and public information.

Those waiting hope to join the more than 700 seasonal workers who earn \$5.25 an hour by manning telephones, stripping fruit and handing out aerial spraying notices to residents.

The school's covered patio serves as the rendezvous-point for staging missions by agricultural inspectors, civilian workers and brown-capped state rangers.

It's also the site for the twicedaily briefings to a growing contingent of reporters and television crews. (A press room recently was set up in the school auditorium.)

Carefully sealed classrooms on the other side of the patio house the 20 million sterile flies released each day in the Medfly fight.

A steady flow of cars, camouflage-painted Army jeeps and trucks with office equipment has led to something of a snafu in the parking lot - and at least one fender-bender.

The stage in the auditorium is

emergency room after an earth- headquarters for one of three "telephone banks" where Medfly workers take calls from concerned - or simply confused residents.

> There are five telephone lines here - and they're usually busy.

> "As soon as we put a phone down, it rings again," says Solomon Luna, a state agriculture inspector-turned-telephone room supervisor.

> Add to this the 40th Division of the National Guard. (More than 500 Wedezer Weredamen inveded Santa Clara Valley last week and are supplying dump trucks and drivers to hauf stripped fruit to dumps.)

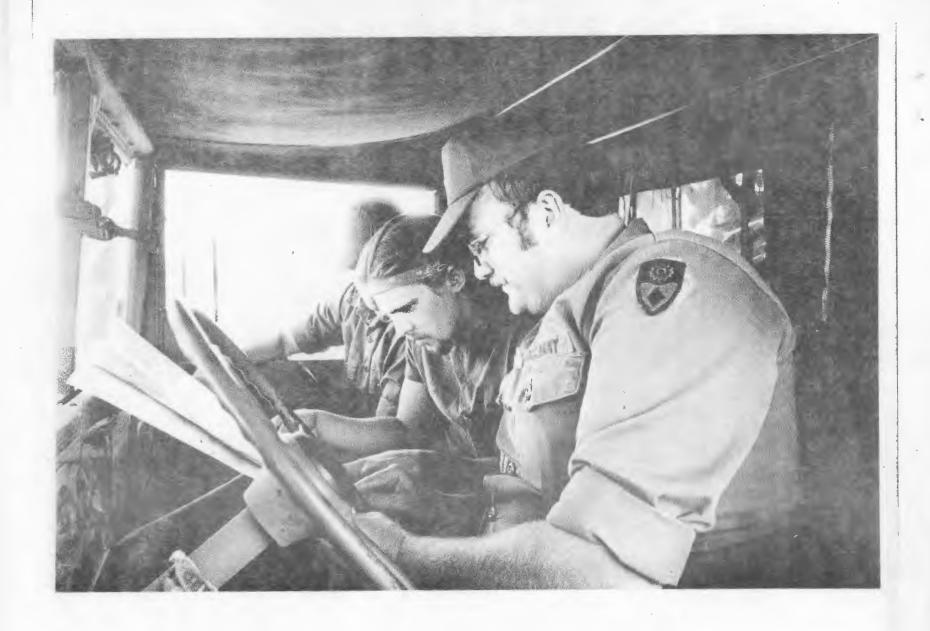
> "It's been pretty rough," says Sgt. 1st Class Carmen Villafane at the Guard's command rest in a stuffy auditorium corner. She, like many of the others at Berry School, have gotten little sleep in recent days.

> But the National Guard apparently has sorted out some of the chaos.

> A chart on the wall — it is labeled "Logistical Status"--records that the invading Guard troops thus far have taken a total of 1,131 showers and dirtied 12,000 pounds of laundry.

Oakland, CA (Alameda Co.) Tribune (Cir. D. 165,413) (Cir. S. 183,341)







THE MEDFLY II "TENT CITY"



Inclosure 3 Page 5



CIVILIAN WORKER BEING EXAMINED BY ARMY NATIONAL GUARD MEDIC