

Serving Citizen Warriors Through Advocacy and Education Since 1922
Reserve Officers Association of the United States

The Officer

www.roa.org

May 2008

ATLANTA:
HOSPITALITY
AND HOT FUN!





I think

I'll let their award-winning
service take over for a while.



Rediscover. Atlanta Marriott Marquis

The newly transformed Atlanta Marriott® Marquis is proud to serve you at the upcoming ROA National Convention on June 25-28, 2008. Experience everything that a destination hotel should be. Five new restaurants and lounges. A 50-foot color changing sail. Amazing skyline views. Fire inspired cuisine. High energy sports bar. Relaxing pool bar. All just minutes from the sporting venues and top Atlanta attractions. Experience a hotel like you've never seen before and take advantage of our special ROA rate today.

Marriott
ATLANTA MARQUIS

Call 1-866-469-5475 to reserve your
special ROA group rate or book online at
cwp.marriott.com/atlmq/roa.

Limited number of rooms available at the ROA rate. Taxes and gratuities not included. Rate expires June 28, 2008. © 2008 Marriott International, Inc.

Roll Call

The Officer • Volume LXXXIV, No. 4 • MAY 2008

FEATURES

A Need Indeed 28

As more Americans require long-term care, insurance plans help reduce cost and burden for families.

By Marsh Affinity Group Services

Deployment and the Family 30

We visited three families of deployed Airmen from the 419th Fighter Wing at Hill AFB, Utah. What follows are pictures of their lives snapped at a moment in the deployment. Ironically, it is a sense of normalcy they strive to maintain in their extraordinary lives.



Plus: Camp, and Then Some Deployments and Family Finances

ATLANTA 36

A City Like No Other Is Hosting ROA's 2008 National Convention

Be Prepared to Be Impressed!

For this newcomer, as for visitors, Atlanta has much history and fun to offer, along with unending hospitality.

By MAJ Hillary Anne "Gus" Luton

Plus: Off-Site Tours
JOLDTS Turns 10
A Lifesaver for New Leaders

NATO in a Chaotic World 42

CIOR gains insight into security issues in Turkey, Africa, and other countries during mid-winter meeting.

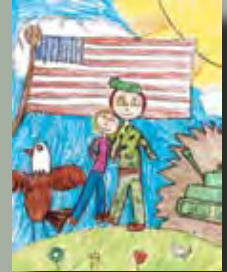
By Lt Col Ann P. Knabe

Plus: Istanbul Calls



ON THE COVER

This drawing by 11-year-old Kirstyn Wesala appears in the book *My Hero: Military Kids Write About Their Moms and Dads* (St. Martin's Press), reviewed on page 49. It captures perfectly the prevailing theme of this issue, in which we recognize Military Spouse Appreciation Day with articles on families and deployment. Beginning on page 30 are a series of articles profiling families going through deployments, a feature on summer camps for kids of deployed servicemembers, and a primer on finances. Our Spotlight on Families, page 51, visits chatrooms set up specifically for family members of deployed servicemembers.



ROA NATIONAL SECURITY REPORT

Resetting the Force

By James Blaker

45



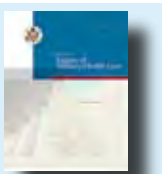
The purposes of the corporation are to support and promote the development and execution of a military policy for the United States that will provide adequate national security. – ROA Congressional Charter, 1950.

DEPARTMENTS

Capitol Hill Connection.....16
Military Tax Bill – Special Elections

Special Report: Task Force on the Future of Military Health Care

Plus: Setting the Record Straight on Tricare Fee Increases



By CAPT Marshall A. Hanson, Lisa Subrize

Army Section.....22

A Legacy under Fire

By LTC Robert Feidler

Air Force Section.....23

Air Tanker Wars

By CAPT Marshall A. Hanson



Naval Services Section.....24

New Maritime Strategy – Revisiting Boot Camp

By CAPT Marshall A. Hanson, CAPT Morgan Little

Defense Education Forum.....26

Reserve Forces Policy Board

By 2LT Kathryn J. Melcher

Book Reviews.....49

My Hero: Military Kids Write about Their Moms and Dads edited by Allen Appel and Mike Rothmiller

Review by Elizabeth H. Manning

Plus: Deployment Journal

Spotlight on Citizen Warriors.....50

Top of the Range

By Lt Col Ann P. Knabe

Spotlight on Families.....51

Getting Chatty

By Lt Col Ann P. Knabe

Law Review.....52

The Burden of Freedom – Time Management

By CAPT Samuel F. Wright

ROA News.....54

Sword & Pen – Member Services –

In Memoriam: MG James E. Frank

ROAL News.....58

Never Too Young

By Patricia Plummer

Reveille.....59

Taps.....61

STARs Industry News & Directory...62

SAIC Helps Wounded Servicemembers – ESGR Honors

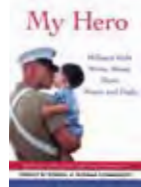
TriWest As Employer – Armed Forces Foundation Honors

Injured Servicemembers

Heads Up.....64

Memorial Day Parade; Baseball; Mighty Mo – Job Notices –

Advertiser Index – Calendar



COLUMNS

ROA President's Message.....4
Presidential Working Group–21

ROAL President's Message.....6
To All Military Spouses: Thank You

Editorial.....8
Perceptions and Reality

Reserve Enlisted Association.....10
So, What's All This Fuss about CNGR?

Reader Feedback12



RESERVE OFFICERS ASSOCIATION OF THE UNITED STATES

Organized in 1922. Incorporated under charter of the Congress by Public Law 81-595.

THE OFFICER

PRINTED IN THE U.S.A.

Publisher: LtGen Dennis M. McCarthy, USMC (Ret.)

Editor: Eric Minton

Managing Editor: Tiffany Ayers

Senior Editor: Elizabeth H. Manning

Copy Editor: Carol A. Kelly

Associate Editors: Mary Eileen Earl, Ann Knabe

Graphic Design: Randy Yasenchak, Jamie Hubans, Darren Nelson

Advertising: James G. Elliott Company

Circulation Manager: Tracey Ware

Chairman, Publications Committee:

MAJ John Rosnow, USAR

THE OFFICER (ISSN 0030-0268) is published monthly in January, April, May, August, September, October, November, and December, and bimonthly in February/March and June/July by the Reserve Officers Association of the United States, One Constitution Avenue NE, Washington DC 20002-5618. Telephone 202-479-2200; Fax 202-547-1641. Subscription prices: \$2.50 for single issue. \$18 per year for members, which is included in the dues, \$12 for surviving spouses and ROAL members. United States subscription rate is \$24 for organizations, institutions, and persons not eligible for membership. Outside the United States, the rate is \$34 (includes \$10 postage). PERIODICAL POSTAGE PAID at Washington, D.C., and additional mailing offices. POSTMASTER: Send address changes to The Officer, Membership Department, ROA, One Constitution Avenue NE, Washington DC 20002-5618. DEADLINES: Editorial, letters—45 days preceding month of issue; articles, departments—45 days preceding month of publication. Manuscripts preferred by e-mail to editor@roa.org. This publication is available on the ROA website, for members only. Copyright © 2006 by the Reserve Officers Association. All rights reserved. ADVERTISING INFORMATION: Deadline: 1st day of month preceding month of publication. ADVERTISING REPRESENTATIVES: Ilyssa K. Somer, James G. Elliott Co., 135 E. 55th Street, New York NY 10022; Phone 212-588-9200, ext. 1328; Fax 212-588-9201; E-mail i.somer@jamesgelliott.com. Kyona Levine, James G. Elliott Co., 626 Wilshire Blvd., #500, Los Angeles CA 90017; Phone 213-624-0900, ext. 1219; Fax 213-229-4428; E-mail k.levine@jamesgelliott.com. Publication of advertising does not constitute endorsement by the ROA Publisher or the Publisher's representatives.

THIS COULD BE YOU



You're on a gurney. You're having a medical emergency far from home. You're in a hospital you don't know, being tended to by people you've never met, and whose competence you have to take on faith.

Is there any way to ensure you get the BEST MEDICAL CARE?

YES there is something you can do, providing you do it now, BEFORE the need arises.

As a member of the ROA, you can register for the Emergency Assistance Plus (EA+) Program with a simple phone call. Then, when you suffer a medical emergency away from home, EA+'s Emergency Response Team will assist you to ensure you get the best possible care — and get you back home, if needed, even if you're on the other side of the world.

See how EA+ works for YOU...

PART 1: Medical Evacuation helps get you to the best medical facility quickly. If the local facilities are not good enough, EA+ will pay to move you, or airlift you, to a more suitable place.

PART 2: Medical Assistance helps you get the best medical treatment. EA+ assigns you a medical care expert to constantly

monitor your treatment and make sure you're getting the very best care you need. If necessary, EA+ will send one of its medical specialists to your bedside to take charge of your treatment.

"EA+ was a lifesaver on my last trip. I would never go anywhere without it."

John W., Ohio

PART 3: Assistance for Companions helps to look after your traveling companions during your emergency. If you're alone, EA+ will pay to fly in a family member. EA+ will also pay to send them, and you, home, including any kids traveling with you, and with an escort if necessary. EA+ will assist to send pets home, too.

PART 4: Travel Assistance helps tie up all loose ends. EA+ will help replace lost prescriptions, passports and visas, plus provide interpreters if you're in a foreign country. And if you're unable to drive your vehicle, EA+ will pay to return your vehicle home, even from thousands of miles away.

Total peace of mind...

With an EA+ card in your pocket, you don't have to worry about medical mishaps away from home — or about getting the best care, or paying thousands of dollars in airfare to bring a medical specialist or loved one to your side, and then back home again. EA+ does it all for you.

Special ROA Group Rates...

EA+ covers you 24 hours a day anywhere in the world for a full 12 months for only \$79, and only \$20 more to include your family. You are guaranteed coverage. You cannot be turned down, providing you register now.

Full USA and Worldwide Protection on EVERY trip for the next 12 months

- ✓ Weddings
- ✓ Graduations
- ✓ Anniversaries
- ✓ Reunions
- ✓ Funerals
- ✓ Seminars
- ✓ Business trips
- ✓ Conventions
- ✓ Weekend getaways
- ✓ RV trips
- ✓ Camping trips
- ✓ Sports events
- ✓ Tours
- ✓ Cruises
- ✓ Vacations

**ROA Members:
Register Now**

Call toll-free
1-866-846-4752
Ext. 23744

Ask for "EA+ Program."

Call M-F: 5am - 4pm PST



EMERGENCY ASSISTANCE
MEDICAL



Presidential Working Group–21

You've heard about the Presidential Working Group–21, but you're not sure what they do. You don't see members' bylines in the weekly E-blast or *THE OFFICER* regarding their work or recommendations. But now, this column will seek to answer any questions about PWG–21.

PWG–21 helps ROA carry out its congressionally chartered mission into the 21st century. Its purpose is to assess the current condition of ROA and to make recommendations for changes in its structure, governance, and finances.

PWG–21 was chartered by CAPT Michael Smith who preceded me as ROA's national president. When I became president in San Francisco, I chose to re-charter the group again this year.

Col James Rebolz, USAF (Ret.), a past national president, was appointed as the group chairman. Other group members are MG Roger Sandler, AUS (Ret.), also a past national president; CAPT Don Grant, USCGR; CAPT Ron White, USCGR (Ret.); Maj Gen Dick Anderegg, USAF (Ret.); COL Barton Campell, USAR (Ret.); Col Gene Herbert, USAF (Ret.); Col Robin Pfeil, USAFR (Ret.); CAPT Dick Zimmerman, USN (Ret.); LTC Judi Davenport, USAR; CDR John Rothrock, USN; and MAJ Kelly Lelito, USAR.

As chartered, PWG–21 is authorized to study and make recommendations on any ROA activity or practice that the working group deems relevant to its mission. It differs from other national committees in this manner.

Among other tasks, the working group is directed to examine the following issues: ROA's governance structures (Executive Committee or ExCom, National Council, national committees, national meetings); the size, composition, and duties of ROA's national staff; ROA's membership and dues policies; and various finance issues— especially relating to sources of future income. It has identified 11 areas that need to be addressed to keep ROA viable into the 21st century.

PWG–21 has no authority to implement anything on its own. It is not empowered to make any changes. The group can only make reports to the national president and the executive committee.

The executive director and national staff are tasked to provide full administrative, clerical, and research support to enable PWG–21 to accomplish its mission. PWG–21 and all national committees have been charged to work in a collaborative manner.

The group uses factual data during its deliberations and formulation of positions on issues. It has made regular use

of formal documentation that exists in ROA files. Members have relied heavily upon the ROA Charter, Constitution and Bylaws, *The ROA Story*, past issues of *THE OFFICER*, and minutes of meetings. Members have worked hard to be aware of the “myths and urban legends” of ROA and avoid them in favor of using only factual data.

Each time the ExCom has met, PWG–21 has had a new issue ready for the committee's consideration. At the September meeting, it made the case to change our national meeting schedule. The group's work supported having two national meetings. A National Convention during February in Washington, D.C., allows ROA to set its legislative program for the upcoming session of Congress. This meeting incorporates congressional visits and facilitates professional development for serving Reserve officers. The National Council meeting held during the summer gets increased visibility by standing alone.

During the February ExCom meeting, three members of the group gave a presentation on potential changes regarding ROA membership. The Membership, Budget and Finance, and Department and Chapter Development Committees are currently reviewing the proposed recommendations. I wanted input from the national committees before the ExCom acted upon these PWG–21 recommendations. As these proposals mature, you will read more about them in the weekly E-blast and articles in *THE OFFICER*. I expect an open dialogue on these membership issues during the National Convention in Atlanta, Ga., June 25–28.

PWG–21 is continuing to research and develop additional initiatives designed to permit ROA to meet its charter and mission.

Let me leave you with a reminder that it's time to start planning for the National Convention in Atlanta. We will conduct the ROA Academy again this year. It starts with a reception on Tuesday evening, June 24, with an ice-breaker. The Academy is conducted all day Wednesday, June 25 (see story on page 40).

The ROA Academy is designed to provide new department leaders with all the information they need to lead and manage their departments during their tours of duty. The Academy also provides the new department leadership with the opportunity to network with other department officials. Such contacts will help facilitate communication with other department officers facing similar challenges during the coming year. I encourage all new elected department officials to attend. ■



YOU'VE WORKED HARD TO
PROVIDE PROTECTION
— AND PEACE OF MIND
FOR OUR NATION...

Your Insurance Company Should Do The Same For You.

Armed Forces Insurance has protected the property of America's Military and DoD personnel for over 120 years. Call today or visit our website to find out how much you can save by joining AFI. For a limited time when you request a free rate quote we'll send you a commemorative service dog tag with the design of your choice.



Armed Forces Insurance

OUR MISSION IS YOU.™

800-217-6341

www.afi.org/dogtag/7317

Limit 1 Dog Tag per household. Offer valid while supplies last.



To All Military Spouses: Thank You

For this month's column, I have asked ROAL member Eric Minton, editor of THE OFFICER and husband of an active duty Air Force colonel, to write about Military Spouse Appreciation Day, May 9.

Last May I saw President George W. Bush's proclamation that the Friday before Mother's Day would be Military Spouse Appreciation Day. About time, I thought.

Then I discovered that the day was first so designated by President Ronald Reagan in 1984. I queried several of my friends who also are military spouses, all of them married to O-6's and above. This was news to them, too. When you Google "Military Spouse Appreciation Day," you'll find stories about it for the past few years tucked away on official military sites. Yet, many of us, even those of us in military spouse network leadership positions, have been unaware of it these 23 years.

Indeed, we military spouses have come to expect little if any acknowledgement of the role we play in national security. On Page 31, read about Air Force Reserve spouse Natalie Stromberg who described being personally thanked by a woman "for letting your husband go." As she told me this story, Natalie sat straight up and, well, just glowed. Similarly, when, in his keynote speech at the ROA Mid-Winter Conference opening session, former Army Chief of Staff GEN Gordon R. Sullivan extended a particular thank you to service families, I realized I was standing more erect as he spoke. I probably glowed, too.

Think of us military spouses in the same way that you think of housecleaning (beyond the fact that most of us do the housecleaning). Nobody notices a clean house, but they notice a dirty one. Similarly, the military doesn't necessarily notice the spouses who do all the mundane things that spouses do so that the servicemember can pull 20-hour duty shifts, drill on weekends, and deploy for months at a time. On the other hand, the military is more likely to notice those spouses who, whether intentionally or not, somehow interfere with the mission. This is happening more frequently in the age of dual-career and dual-caregiving couples (those adults sandwiched between taking care of their young children and their aging parents).

Thus, the military is more cognizant of family issues today than ever before. The services are always seeking ways to provide better family support or to get the word out on existing

programs. Yet, spouses still complain of gaps (Exhibit A: 23 years before many of us learned of Military Spouse Appreciation Day). This is a fundamental institutional problem. Family support is a morale matter and therefore runs, for the most part, on unappropriated funding and volunteers. In other words, we're an afterthought. Rather, "family" should be incorporated up front into the mission mindset; we need to change that old song to sing "Over there! AND over here!" In this day of the all-volunteer military and operational reserves, families are mission-essential.

I'm not necessarily advocating for more money, more support, or more benefits. What I want first and foremost costs much less but is worth far more: appreciation. I don't speak for all military spouses, of course, but having grown up in the military and now being an Air Force spouse for more than 20 years, I can expound on my observations of the many military spouses I've encountered over the years. Not a military spouse I know wants to see their husband or wife go off to war, but I have known few who would even openly admit that to them. We spouses know it's what they signed up for, train for, work for. And in times of national peril we want only the best at the tip of the spear and, well, we married the best, didn't we?

We are not heroes—that honor belongs to our husbands and wives. We do not deserve any medals—those are for valor and achievement in service. We are not looking for pity—not only did we choose to take on this life, we choose to continue in it every day, even when our life's love is half-a-world away. We do not seek sympathy—we do make sacrifices for the military, but our sacrifice pales in comparison to what our spouses endure. All we ask is that, in addition to seeing the dirty houses, you take note of the clean houses, too. A simple thank you would be nice—but don't wait 23 years.

So, let's get the word out about Military Spouse Appreciation Day, May 9. If you are connected to a military unit, get the commander and chief enlisted advisor on board to direct some overdue maintenance on their fleet of spouses. On-base clubs could host a spouse-feting happy hour or dinner. In your civilian community, contact your local chamber of commerce, tell them about this special day, and urge all their members to say thank you to those women and men who selflessly serve their nation by "letting their spouses go." ▀

ON THE WEB: For more information on ROAL, visit www.roat.org/roat.

2008 ROA PHOTO CONTEST

ROA announces its third annual photo contest and calendar. The contest is open to members of the Reserve Officers Association and Reserve Enlisted Association, and, for the first time, you can submit pictures in one of two categories:

- Photographer (you shot the picture)
- Open (you are in the picture)

Photographs in both categories chosen by a panel of judges will appear in the ROA 2009 Calendar, with cash prizes going to the three top entries in each category:

- \$500 first prize
- \$250 second prize
- \$100 third prize

Photos may also appear in *THE OFFICER* and on the ROA and REA Web sites.

There is no limit to how many photographs you may enter, as long as they meet the qualifications below.

TIME IS RUNNING OUT!
Deadline is May 15, 2008.

Rules and Standards:

- Submissions must be from a member of ROA or REA.
- Photos must feature members of the Reserve or Guard in uniform carrying out their duties or interacting with their families.
- Members may submit multiple entries, but only one winner per contestant.
- Entries must not have been published elsewhere.
- Entries must be authentic photographs; their content may not be altered. Photographs that have been tinted or otherwise manipulated will be disqualified.
- All entries must be accompanied by names, ranks, and units of Reservists featured in the picture, plus the name and contact information for the photographer. The subject of the photograph will be identified if ROA publishes that photograph.
- Digital pictures must be 3 megapixels or greater with a resolution of 300 dpi or higher. Entries may be e-mailed or submitted on a CD.
- Prints, either black and white or color, must be a minimum of 5 × 7 and a maximum of 8 × 10. Do not mount the prints on mattes or frames.
- Photographs in the Open Category need a statement by the submitter that he/she owns the full rights to the photo or a statement from the photographer authorizing use of the photo per rules of the contest.
- Photographs will be judged on their content and quality.
- ROA will own the rights to publish any photograph submitted.
- Entries must be e-mailed or postmarked by May 15, 2008.
- Mail entries care of

ROA Photo Contest
One Constitution Ave NE
Washington DC 20002-5618
or e-mail to photocontest@roa.org





Perceptions and Reality

I received the following message from a Life Member about a survey we recently sent to members in their 30s and 40s. I have edited his remarks to fit this column.

“Your survey is weak and loaded with weasel words and phrases. It seems to have been written with a preconceived notion that ROA members should be assigned a quota for recruiting. ROA’s principal utility to me is pushing legislation and the Law Review. Your survey gives me the impression that your recruiting team is a bunch of whiners who are looking for an excuse to mission/quota the regional departments and members so that they can have someone else to blame for failing to meet recruiting goals. There is a disconnect between the ROA leadership and the younger Reserve officers. ROA is going to have to find a way to show value to the young officer. ROA is a good organization with value that is nonetheless perceived by the younger officers as ‘fat, old, no-combat-patch guys.’”

Captain, thanks for taking the time to respond to the survey and to write candidly about your opinions and observa-

While there are a number of “aged” members, we do have a substantial—and growing—number of members in their 30s and 40s.

tions. Your input makes some of us uncomfortable (maybe even a little angry) but it is valuable nonetheless.

Thanks also for your Life Membership commitment to ROA. I note that you joined within the past several years, so you represent exactly the kind of member we are working hard to acquire—a currently serving Reservist who has made a com-

mitment to his or her country. I am going to presume from your comments that you have served in combat, as have so many of your generation of military veterans, so thanks for that service as well.

Lastly, thanks for the comments about the things you think we are doing fairly well. We will keep working on those. (I hope to expand the Law Review effort, not reduce it.)

Please consider a few facts that might illuminate this discussion:

- We did the survey to reach out to our members in their 30s and 40s (those most likely to be currently serving Reservists) and get their views on a range of topics—not just about “quotas, etc.” but how to increase our membership in the

serving Reserve communities.

- You have looked at the charts showing our current membership distribution. As you can see, while there are a number of “aged” members (unfortunately, I must include myself in that number, even though I retired from active duty only a few years ago), we do have a substantial—and growing—number of members in your age group: those in their 30s and 40s. But given the number of aged members, we need to replace them with new folks like you. (By the way, last year we added 2,321 new members. We also “re-enlisted” over 75 percent of our term members who were due for renewal.)

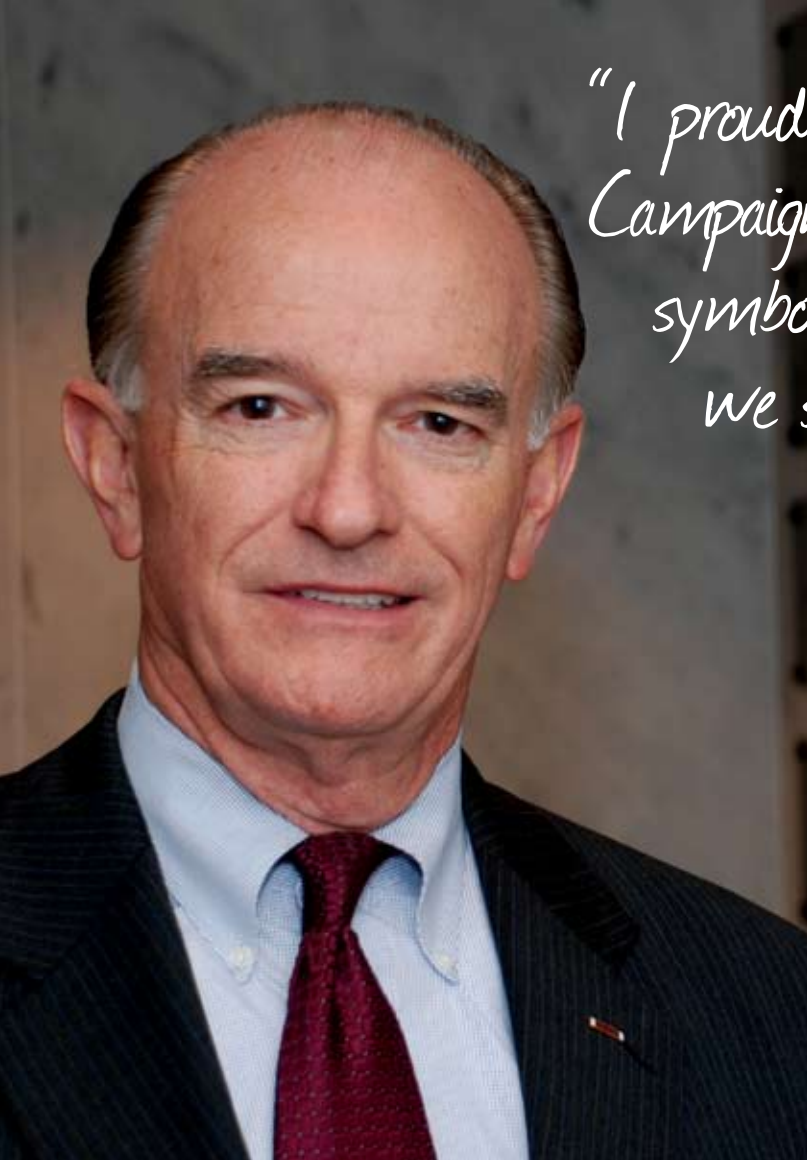
- ROA has a small national staff, and we are stretching our budget to put four recruiters on the road at present. That means we must depend, to some degree, on our members to support the recruiting effort. That’s not “whining” by our recruiters; that’s reality. (Our recruiters are doing a great job, by the way.)

- ROA dues are, in my opinion, unrealistically low. They provide only about 25 percent of our operating budget. There certainly isn’t enough “slush” to permit us to pay our members a bounty for their recruiting efforts. It might, as you suggest, inspire more members to work the issue, but it isn’t economically feasible.

- It is interesting to note that your opinion on the issue of recruiting being a shared responsibility between National and departments was not shared by most of those who responded. In fact, 87.5 percent answered yes to that question. (I will readily admit that we will now have to wait and see whether that belief is translated into action.)

- Regarding the combat experience of our members, it is true that there is a generation of Reservists who did not have much of it. But even in that generation, we have many members who saw combat in Vietnam. Our oldest members are primarily World War II and Korea vets, and many served in both conflicts. Our younger members, as you point out, have served predominantly in Iraq and Afghanistan. When you look closely at those (sometimes frayed) mess dress uniforms you see at our meetings, you will see a considerable number of campaign ribbons, battle stars, and individual combat decorations. That’s a fact, and when your young colleagues make the comments you mentioned, I hope you will point it out to them.

Captain, we need officers like you to help us tell the ROA story. Please feel free to give me a call so we can discuss how you can help. ▲



"I proudly support the Capital Campaign to maintain this grand symbol of who we are and what we stand for."

"Throughout military history, symbols have had great importance. The colors of a nation, an order of crusading knights, or regiments have always served as a rallying focal point for its warriors. The Minuteman Memorial Building is the strongest symbol of the Reserve Officers Association of the United States—our rally point in the battlefield of ideas in Washington, D.C. In our quest to "support and defend policies that provide for an adequate national defense," the battles are won by strong leaders, good strategy, and able footsoldiers. However, it's equally important that the Minuteman Memorial Building stand tall and proud on Capitol Hill, for all to see. I proudly support the Capital Campaign to maintain this grand symbol of who we are and what we stand for."

COL D. Ladd Pattillo, USAR (Ret.)
National President Elect

Honor your heritage by securing ROA's future.

Contribute to the Capital Campaign funding the Minuteman Memorial Building, ROA's prestigious headquarters on Capitol Hill.

Count me in—I am proud to add my tax-deductible contribution in the amount of _____.

LP

My check is enclosed.

Please charge my credit card

MASTERCARD VISA AMERICAN EXPRESS Exp. Date _____ CVW Code _____

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

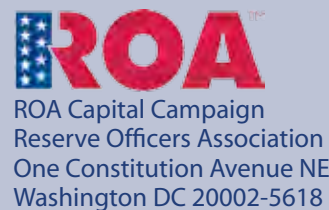
Name on card _____ Signature _____

Please send details of the recognition levels.

Name _____

Address _____

E-Mail _____ Phone _____





CMSGT LANI BURNETT, USAF (RET.) • REA EXECUTIVE DIRECTOR

So, What's All This Fuss about CNGR?

Whenever I have a business trip that takes me anywhere near Macon, Ga., I stay with my close friends Jo and Buddy. They live on a beautiful lake within driving distance of Macon, and before I head off to work, we put a few bamboo poles in the water, watch the sun rise, and sip on a hot cup of tea.

Every time I start my day with them like that, it strikes me that there are many people out there who don't spend one minute of their day thinking about Washington, D.C., and what's happening on Capitol Hill. This isn't necessarily a bad thing, but every now and then something comes along that really warrants our attention. The Commission on the National Guard and Reserve (CNGR) Report is one such thing.

The recommendations in this report will greatly affect the enlisted force.

The commission was put in place by Congress in the Ronald Reagan National Defense Authorization Act for Fiscal Year 2005. Why? Because the operational tempo for the Guard and Reserve was changing so

quickly that Congress wanted to know what problems had resulted and how they could be fixed.

The Commission's final report, "Transforming the National Guard and Reserves into a 21st Century Operational Force," states: "The nation requires an operational reserve force. However, DoD [Department of Defense] and Congress have had no serious public discussion or debate on the matter, and have not formally adopted the operational reserve. Steps taken by DoD and Congress have been more reactive than proactive, more timid than bold, and more incremental than systemic. They thus far have not focused on an overarching set of alterations necessary to make the Reserve Components a ready, rotational force. Congress and DoD have not reformed the laws and policies governing the Reserve Components in ways that will sustain an operational force."

This is a powerful statement. Go ahead, read it again. This statement is about your Reserve, the one you are currently serving in. And the recommendations in this report will greatly affect the enlisted force; they will greatly affect you!

I've paraphrased a few recommendations that may be of interest to you:

- Eliminate the ordered-to-active-duty-for-more-than-30-days requirement for receipt of full basic allowance for housing.

- Allow reimbursement for travel expenses and provide lodging when the member lives in excess of 50 miles.

- Allow Reserve Component servicemembers who have been activated for a specified period of time to use Montgomery GI Bill—Selected Reserve benefits after their discharge.

- Reduce the number of duty statuses to two: on (active) duty and off (active) duty.

- Active and Reserve Components should have the same retirement system. Current servicemembers should be grandfathered under the existing system but offered the option of converting to the new one; a five-year transition period should be provided for new entrants, during which time they could opt for either the new or the old plan.

- Set the age for receipt of a military retirement annuity at 62 for servicemembers who serve for at least 10 years; 60 for members who serve for at least 20 years; and 57 for members who serve for at least 30 years.

- Provide annual dental screening at no cost to servicemembers. To encourage Reservists to maintain their dental readiness, out-of-pocket costs for restorative dental care (currently 20–50 percent) under the Tricare Dental Program should be reduced.

- Permit Reserve Component members to participate in the Federal Employees Health Benefits Program in addition to offering Tricare Reserve Select to all members of the Selected Reserve.

- Educate family members about benefits, health care, family support programs, potential demobilization issues, and other family concerns by changing policies to increase the amount of family participation in the mobilization and demobilization process.

- Reserve Component senior enlisted personnel should be selected for leadership positions in Reserve Component units without geographic restrictions, and Reserve training travel allowances should be modified to eliminate fiscal obstacles.

Congress appointed this Commission. They are listening! If you have any opinion at all about the Reserve as you know it completely changing, then take advantage of this moment and voice your support or non-support of these recommendations, either as an individual or by letting me know your thoughts. ▀

ON THE WEB: To read the complete report, visit the CNGR website at www.cngr.gov.



**YOU'VE WORKED HARD TO
PROVIDE PROTECTION
— AND PEACE OF MIND
FOR OUR NATION...**

Your Insurance Company Should Do The Same For You.

Armed Forces Insurance has protected the property of America's Military and DoD personnel for over 120 years. Call today or visit our website to find out how much you can save by joining AFI. For a limited time when you request a free rate quote we'll send you a commemorative service dog tag with the design of your choice.



Armed Forces Insurance

OUR MISSION IS YOU.™

800-217-6341

www.afi.org/dogtag/7317

Limit 1 Dog Tag per household. Offer valid while supplies last.



Nation Needs to Create 'Super SELRES' Category

The article by Gregory Davis, "The Operational Reservist," mentioned in the January 2008 *OFFICER* (page 23) is interesting as far as it went.

But I noticed on page 72 of the same issue that U.S. Forces Command is looking for 240 Reservists from all services "who would be on-call and ready to report within 48 hours and deploy within 72 hours of notification" and "eligible to perform 67 days per year."

If those are illustrative of what it means to be an "operational Reservist," then perhaps the Reserve community needs to look with even larger enhancement to its traditional structure. Perhaps we need to review and create another category of Reservist beyond the Selected Reserve (SELRES). Call it the "Super SELRES" category for purposes of discussion.

There are probably many Reservists who would agree to mobilize on less than two weeks' notice and perform longer on active duty, if given the incentive. There would need to be pay and benefits that would attract such Reservists. Incentives would need to be in place to agree to apply for and be selected for that Super SELRES status. While the concept of an operational reserve unit is useful, I doubt that such a unit could be manned successfully with "traditional Reservists" employed in a 40-hour-per-week job.

We can agree that, now in the Long War Era, the Reserve force cannot as-

Correction

In our coverage of the ROA Mid-Winter Conference Medical Seminar (*THE OFFICER*, April 2008), we misidentified Dr. (MG) Ronald Silverman, USAR. Dr. Silverman, a dentist with a private practice in Alexandria, Va., is the commander of the 3d Medical Command based at Forest Park, Ga. He was the first two-star Army Reserve dentist to command a medical asset in the war theater. We regret the error.

pire to retain only the structure of the reserve concepts of the Cold War. I would suggest we discuss the implications of setting up three Reserve Army Brigades manned solely with those who aspire to and qualify for Super SELRES slots and who, most importantly, will meet the requirements of immediate activation, longer deployments, and return to Reserve status.

The pay and benefits package to attract Super SELRES would probably need to include a financial incentive to compensate for the quick activation and the uncertain time-on-active-duty environment. I would suggest an annual stipend would attract significant numbers along with the Reserve pay and benefits for time deployed. And we would probably need to waive monthly drill requirements and even annual training requirements for Super SELRES.

The Armed Forces Reserve Act of July 9, 1952, created three categories of Reservists: the Ready Reserve of units and individuals, the Standby Reserve, and the Retired Reserve. In February 1958, ADM Arleigh Burke instituted the concept of Selected Reserve status,

a force of about 130,000. There was a difference in pay and benefits between the SELRES and the other two categories.

Now the Active force seems to want a Reservist who can mobilize on short notice and stay mobilized for both domestic deployment as well as deployment abroad. The key words desired by the planners is "responsiveness" and "flexibility."

The 1958 ADM Burke plan is now just about 50 years old. Time for a change?

*Larry G. DeVries
CAPT CEC USNR (Ret.)
Eden Prairie, Minn.*

Citizen Warriors' Service Worth More Than Current Pay

I inferred from the signature block on LTC Robert C Tugwell's letter (Reader Feedback, *THE OFFICER*, February–March 2008) that he retired from active duty rather than the U.S. Army Reserve; and from the content of his letter that his retirement pre-dated the War on Terrorism. He obviously is receiving in retired pay what he feels he deserves.

Reader Feedback Policy

Send feedback by mail to The Editor, *THE OFFICER*, Reserve Officers Association, One Constitution Ave. NE, Washington DC 20002-5618; by e-mail to editor@roa.org (subject line: "Feedback"); or by using the "Feedback" form on www.roa.org.

Letters should be no more than 500 words and must include the writer's name, rank (if applicable), and city and state of residence. The correspondence must also include a phone number to verify the letter's authenticity; the phone number will not be published. Letters may be edited for grammar, style, and length. *THE OFFICER* reserves the right to refuse publication of correspondence for any reason.

The vast majority of Reserve Component Soldiers I served with deserve much more for the risk they assumed for the national defense and for their sacrifices and those of their families.

I agree with LTC Tugwell that there is a shortfall of funding in the federal budget, but his blame on ROA and Reserve retirements for this problem is misplaced. It is the constitutional responsibility of Congress to raise and fund the military. Choosing to include pork and earmark spending in the budget instead of fulfilling their mandated function is the problem. It also was Congress that broke faith with the Reserve Components when it accelerated the retirement age of federal workers to 55 and let the Reserve retirement remain at 60. Because the two were linked in their origin, they should have been accelerated together.

He also shows a lack of touch with reality when he states that "the vast majority of Reserve and National Guard Soldiers, Sailors, Airmen, and Marines will never serve more than two weeks' active duty per year or outside the United States unless they volunteer for it." In reality, the vast majority of the Reserve Components have been mobilized and deployed in support of Operations Iraqi Freedom and Enduring Freedom multiple times.

It is also important to keep in mind that retired military pay is just that: pay. It is not a pension or annuity but pay for continued availability and, as such, is taxable. If it were up to me, I'd go further than ROA—not out of greed but as an expression of the worth of the Citizen Warrior's contribution to the continued strength and freedom of this nation. I'd advocate that the lowest ranking warfighter be paid six figures and then be entitled to a Reserve retirement by at least age 55.

*William D. Ridgely
COL, AUS (Ret.)
De Forest, Wis.*

On Retirement, Don't Forget Those Who Paved the Way

I went inactive on Feb. 11, 2001, and eventually retired on Jan. 8, 2003. I served a total of 10 years active duty and 13 years active reserves. I deployed during Desert Shield and again during Desert Storm. In those days, there was limited activation, so we volunteered to deploy under limited durations. I am currently 49 years of age.

I fully understand that any opportunity to adjust the retirement age is a win for the Reserve forces, but a large group could be left out under this current Oct. 1, 2001, proposal. I believe any adjustment to the retirement age should be allowed for all retired Reservists. Any compromise should be considered unacceptable.

Keep in mind that Reservists of the past like me were a major part in training and developing the Reservists of today. We were the ones who fought for the resources and led the fight for a better Reserve force. All I ask is that we don't forget the ones who got us to where we are today.

*Robert Back
CMSgt, USAFR (Ret.)
Divide, Colo.*

ROA Needs to Take Stand On Air Force Tanker Contract

I am surprised that the Reserve Officers Association has not taken the position that the American national defense will be greatly harmed by the decision to award the tanker replacement contract to a foreign county.

Live your life,
Love your bath tub.

Walk-In
Bath Tubs
from Premier



Put the smile back into bathing with a Premier Walk-In Tub.

If you struggle taking your bath, talk to us at Premier about our extensive range of walk-in tubs.

- Enjoy a relaxing bath again, without the fear of slipping or falling.
- The walk-in door feature allows easy access and exiting at all times when taking a bath.
- Hydrotherapy jets option to soothe aches and pains.

Please send me a FREE Premier brochure today!

Name _____

Telephone _____

Address _____

City _____

State _____ Zip _____

Send to: Premier Bathrooms Inc, 2330 S. Nova Rd, S. Daytona, Florida 32119



CALL NOW • TOLL FREE
1-800-578-2899

SOURCE CODE 90058

READER FEEDBACK

I am outraged by this decision to outsource our national security. Choosing a French tanker over an American tanker doesn't make sense to the American people, and it doesn't make sense to me. An American tanker should be built by an American company with American workers.

If allowed to stand, this contract award to a foreign company will do the following:

1. Outsource an essential military asset to Europe;
2. Result in an inferior tanker for the U.S. Air Force;
3. Force the United States to be dependent upon Europe for our national defense;
4. Result in the United States being more vulnerable at a time when we must be less vulnerable;
5. Hurt American workers by the loss of U.S. jobs.

can workers by the loss of U.S. jobs.

The more I investigate this decision and others like it, the more I am beginning to see a pattern that is deeply disturbing. We are stacking the deck against American manufacturers at the expense of our national and economic security. Foreign competitors were able to compete and win against American manufacturers because our acquisition laws favor foreign competitors.

I would like the Reserve Officers Association to explain why it would support this decision.

*William B. Kincaid
Lt Col, USAFR (Ret.)
Augusta, Kan.*

CONTACT ROA

Telephone202-479-2200
Toll-free1-800-809-9448
Fax(Executive/Media)202-547-1641
Fax(Member Services)202-646-7762
Fax (Legislation, DEF)202-646-7753
Homepagewww.roa.org
HQ-e-mailSee directory, this page

Reserve Officers Association National Leaders/HQ Staff Directory

ROA HQ

One Constitution Avenue NE
Washington DC 20002-5618
Telephone: 800-809-9448

Or use the "Feedback" form on the ROA Home Page:
www.roa.org

NATIONAL EXECUTIVE COMMITTEE

• PRESIDENT

Col Paul R. Groskreutz, USAF (Ret.)
paulgros@bellsouth.net

NATIONAL PRESIDENT ELECT

COL D. Ladd Pattillo, USAF (Ret.)
PattilloDL@aol.com

• IMMEDIATE PAST PRESIDENT

CAPT Michael P. Smith, USN (Ret.)
mpsmith@olg.com

• JUDGE ADVOCATE

LTC Lizette Colon, USAF
llcolon@courts.state.ny.us

• NATIONAL TREASURER

LCDR Richard E. Neiman, USCGR
richard.neiman@comcast.net

ARMY SECTION

• VICE PRESIDENT

COL Robert C. Jackle, USA (Ret.)
rjackle@aol.com

• JR. VICE PRESIDENT

1LT Peter Powell, USAF
peter.powell@us.army.mil

• EXECUTIVE COMMITTEE MEMBERS: COL Terry Fobbs, USAF (Ret.), terry87@sbcglobal.net; COL Kevin R. Riedler, USAF, kevin.riedler@us.army.mil; LTC E. Lisa Tepas, USAF (Ret.), etepas@aol.com

NAVAL SERVICES SECTION

(Navy, Marine Corps, Coast Guard, PHS Corps, and NOAA Corps)

• VICE PRESIDENT

CAPT Morgan Little, USNR (Ret.)
mlittle@toast.net

• JR. VICE PRESIDENT

LTJG Paul J. Pelletier, USNR
ppelletier@hotmail.com

• EXCOM MEMBERS: CAPT Gordon Austin, USN,

• Voting members of Executive Committee

gordonaustindmd@juno.com; Col Robert Hudon Jr., USMCR, rhudon@patriotmgt.com; LCDR Rafael A. Ortiz, USCGR, FFPMortiz@earthlink.net

AIR FORCE SECTION

• VICE PRESIDENT

Col Beth A. Mann, USAFR
beth823@earthlink.net

• JR. VICE PRESIDENT

Capt Geno D'Amico, USAFR
geno.damico@carswell.af.mil

• EXCOM MEMBERS: Lt Col Kimberly A. Fergan, USAFR, kimberlyfergan@msn.com; Col Charles Fox, USAFR (Ret.), CWC130E@aol.com; Col Michael J. Marten, USAFR, michaelmarten@msn.com.

NATIONAL CHAPLAIN

Chap. (Maj) Vincent A. Cummings, USAFR
vcummings90@hotmail.com

NATIONAL SURGEON

BG Gerald D. Griffin, USAF (Ret.)
k6md@aol.com

NATIONAL DENTAL SURGEON

LTC Cheryl L. Becker, USAF
becker_cheryl@hotmail.com

NATIONAL HISTORIAN

LTC Timothy N. Hoon, USAF (Ret.)
thoon@gapac.com

NATIONAL PUBLIC RELATIONS OFFICER

CAPT Henry E. Plimack, USCGR (Ret.)
hep@compuserve.com

NATIONAL SERGEANT-AT-ARMS

Lt Col Jan L. Rhoads, USAFR
janlrhoads@aol.com

CHAIRMAN, DEPARTMENT

NATIONAL COUNCIL MEMBERS

Lt Col Donald L. Stockton, USAFR (Ret.)

VICE PRESIDENT CIOR/U.S.

Maj Gen Robert A. Nester, USAFR (Ret.)
rnester@indy.rr.com

VICE PRESIDENT CIOMR/U.S.

MG Donna F. Barbisch, USAF (Ret.)
donna.barbisch@deterrence.net

ROAL PRESIDENT

Mrs. Anne Groskreutz
annegros@bellsouth.net

NATIONAL HQ STAFF DIRECTORS

• EXECUTIVE DIRECTOR

LtGen Dennis M. McCarthy, USMC (Ret.)
dmccarthy@roa.org; 202-646-7701

• DEPUTY EXECUTIVE DIRECTOR

MG David R. Bockel, USA (Ret.)
dbockel@roa.org; 202-646-7705

DIRECTOR, LEGISLATIVE AND MILITARY POLICY

CAPT Marshall Hanson, USNR (Ret.)
mhanson@roa.org; 202-646-7713

DIRECTOR, MEMBER SERVICES

Col William L. Holahan, USMCR (Ret.)
wholahan@roa.org; 202-646-7727

DIRECTOR, STRATEGIC DEFENSE EDUCATION

LTC Robert Feidler
rfeidler@roa.org; 202-646-7717

DIRECTOR, RESOURCE DEVELOPMENT

Mr. J. Richard Thralls
rthralls@roa.org; 202-646-7721

DIRECTOR, INDUSTRY AFFAIRS & BUSINESS RELATIONS

Ms. Lani Burnett
lburnett@roa.org; 202-646-7758

DIRECTOR, ARMY SECTION

LTC Robert Feidler
rfeidler@roa.org; 202-646-7717

DIRECTOR, NAVAL SERVICES SECTION

CAPT Marshall Hanson, USNR (Ret.)
mhanson@roa.org; 202-646-7713

DIRECTOR, AIR FORCE SECTION

Lt Col James E. Starr, USAFR (Ret.)
jstarr@roa.org; 202-646-7719

DIRECTOR, COMMUNICATIONS

Ms. Jennifer G. Hickey
jhickey@roa.org; 202-646-7726

DIRECTOR, WEB DEVELOPMENT & GRAPHICS

Mr. Kelly M. Matthews
kmatthews@roa.org; 202-646-7707

•• Non-voting members of Executive Committee

Voices of Appreciation For Voices of My Comrades

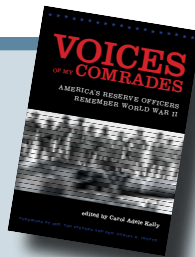
I have received many letters from the individual authors whose personal accounts of their service in World War II were published in *Voices of My Comrades: America's Reserve Officers Remember World War II* edited by Carol Adele Kelly (Fordham University Press). This one seems to typify both their appreciation to ROA for getting their stories published and their pride of service.

*LtGen Dennis M. McCarthy, USMC (Ret.)
ROA Executive Director*

Dear General McCarthy:

With a sense of extreme gratitude, I wish to acknowledge receipt of the book, *Voices of My Comrades*. An extremely thoughtful gesture on the part of ROA!

The 251st Coast Artillery Regiment (AA) was a unit of the California National Guard, headquartered in San



Diego. Many of us who served in the military in later years remember the regiment as the best unit we ever served in. We put it this way: Among the nation's National Guard units the 251st was—

Among the first to be mobilized, Sept. 16, 1940.

The first to depart CONUS [Continental United States], Oct. 31, 1940.

The first to deploy beyond CONUS, Nov. 5, 1940.

The first to build its own camp, Nov. 1940 to July 1941.

The first to shed blood, Dec. 7, 1941.

The first to draw blood, Dec. 7, 1941.

The last to be demobilized, Dec. 31, 1945.

Territory of Hawaii, Fiji, Guadalcanal, Bougainville: we were proud to have served in the 251st. Regimental motto: "We Aim to Hit."

Thank you.

*Kenneth K. Little
LTC, AUS (Ret.)
Forney, Texas*

Completely Updated for 2008!

Only \$15.50!
(Price includes shipping)

Order Your NEW Military Almanac!

2008 RESERVE FORCES ALMANAC

2008 RETIRED MILITARY ALMANAC

2008 UNIFORMED SERVICES ALMANAC

2008 NATIONAL GUARD ALMANAC

These outstanding fact-filled, **256 page** reference books are completely updated and provide Reservists, retirees, and their families, current, detailed information on:

Compensation • Pay Tables • DIC • SBP • Facilities Listings • SGLI for Family Members • Health Care-Including TRICARE for Life • Medical Facilities • VA Benefits • Taxes • Space-Available Travel • Statistics • Retirement • Personal Affairs • Burial • Plus much more!

To Order: All of the NEW 2008 Military Almanacs are \$12.00 per book plus \$3.50 shipping & handling. Please add \$1.00 shipping for each additional book. VA residents please add 5% sales tax. All orders shipped via USPS. Allow 10-12 business days for delivery.

Select your 2008 edition: (Publish Date)

Reserve Forces Almanac (Feb 08)

Retired Military Almanac (Feb 08)

Uniformed Services Almanac (Jan 08)

National Guard Almanac (Mar 08)

Call toll-free 1-888-872-9698 to order using Visa, MasterCard, American Express, or Discover.

Send check/money order to: Uniformed Services Almanac, Inc., PO Box 4144-ROA, Falls Church, VA 22044

Order SECURE on the web: www.militaryalmanac.com

Name: _____

Address: _____

City, State, Zip: _____

Phone: _____

Please print clearly or use an address label.

Stay Informed! Get yours TODAY!



A Taxing Process

Military tax bill strengthens as it progresses through Congress.

A long-awaited military tax bill likely will be the first defense-related legislation to pass in 2008. A vestige from the first half of the 110th 2007 Congress, its provisions have been in negotiation since December. At times, particulars and personalities collided as the House Ways and Means and the Senate Finance committees volleyed bills back and forth like shuttlecocks. Slowly, two versions of the bill were beaten and forged into an alloyed bill.

Two chairmen, Sen. Max Baucus (D-Mont.) and Rep. Charles Rangel (D-N.Y.), crafted separate bills. The House committee wrote H.R.3997, the Heroes Earning Assistance and Relief Tax (HEART) Act, which included tax provisions for military members, firefighters, and Peace Corps workers. The Senate created S.1593, the Defenders of Freedom Tax Relief Act.

As all bills for raising revenue originate in the House of Representatives, Chairman Rangel introduced his version of the tax bill in October, which prompted little opposition in the House and was passed by voice vote. When the bill was sent to the Senate Finance Committee, Chairman Baucus stripped it of all its contents and substituted the wording from S.1593, got a Senate vote in support, and returned the bill to the House, where Chairman Rangel stripped the bill of the Senate language, and reinserted the House's original language. Many feared that the tax initiative would stall.

Asked by staffers to choose between the two bills, The Military Coalition (TMC) found itself in disagreement. Family associations liked the HEART Act, as it provided military families tax breaks, while ROA and other Reserve

associations liked the Senate bill because it provided Guard and Reserve members and employers tax incentives. TMC associations were able to reach a consensus and convinced Capitol Hill staffers on the two committees to do the same. The staffers found that they agreed on certain provisions, which allowed them to build an even stronger bill.

More than 12 new tax changes and provisions were included in the bill, making it the largest in recent Congresses. Those provisions include the following.

- Employers who pay a differential pay to employees who are mobilized can receive a tax credit of up to \$4,000 per Reservist.
- Employers can make contributions to retirement plans of an employee who has been disabled or killed in combat.
- Payments made to veterans and Reserve Component members will be treated as qualified military benefits.
- Guard and Reserve members who were covered by Tricare can opt back into their employers' health plans.
- Combat pay can be used as earned income for purposes of claiming the Earned Income Tax Credit even though taxes aren't paid.
- The expiring tax code provisions that allow activated Reservists to make penalty-free withdrawals from their retirement plans are now made permanent.
- Families can place death gratuity payments into retirement and education savings accounts.
- Housing financed by low-income house tax credits will be available to low-income military families because the basic allowance for housing will not be included as income. ▀

Special Elections Shape House

Bill Foster (D) was elected March 8, 2008, as the new representative for the 14th Illinois district to fill the remainder of the term of former Speaker of the House Dennis Hastert (R), who retired in November.

On March 11, Andre Carlson (D) was elected to the balance of his grandmother's term, Julia Carlson (D), in the Indiana 7th district. Last December, Bob Latta (R) replaced Paul Gilmour (R) in the Ohio 5th, and Rob Wittman (R) was elected to replace Joann Davis (R) in Virginia's 1st district.

Rep. Davis died in October and Rep. Carlson in December, both from terminal cancer. Rep. Gilmour was found

dead in his apartment from natural causes last September.

A special election was held April 22 to fill the position of Roger Wicker (R) in Mississippi, and Louisiana is holding an election May 3 to replace Richard Baker (R), as well as Gov. Bobby Jindal (R).

House terms will conclude at the end of the 110th Congress, meaning that each new representative will need to run for office in November.

In the Senate, Roger Wicker was appointed to replace Trent Lott, who retired in December. On Nov. 4, Mississippi will hold a special election to fill the balance of Sen. Lott's term, which ends in January 2013.—**MAH**

Special Report

The Beast of Military Health Care

Task Force report recommends fixes to ensure that the Military Health System efficiently and economically carries out its mission in the years to come.

By Lisa Subrize

The military health-care system is broke and needs fixing. So concluded the congressionally chartered Task Force on the Future of Military Health Care in its final report issued in December.

The 14-member panel, created by the National Defense Authorization Act for Fiscal Year 2007 (NDAA FY07), took a holistic approach to military health care, ranging from military treatment facilities (MTFs) to Tricare administration and covering Active Components, Reserve Components, families, and retirees. It probed its subject not only in the context of the current health-care environment for civilians and commercial entities, but also relative to the military's own history of health-care delivery and pertinent legislation.

Its 12 recommendations are, consequently, holistic, as well. They include, first and foremost, integration of all health-care delivery services, as well as benchmarked pursuit of best practices, reforms and future transparency in administration, improved medical readiness (especially for the Reserve Component), and greater cost-efficiency.

The Task Force also recommended a tiered, phased-in rise in fees for retirees using Tricare. That particular recommendation has triggered the most debate on Capitol Hill and among members of The Military Coalition. That debate has given rise to a number of myths (see story, page 18) and has tended to extract this one segment of the Task Force's re-

port from the overarching health-care picture the panel was charged with diagnosing.

The NDAA FY07 provision creating the Task Force—in part at the prompting of ROA—grew out of a contention between the Department of Defense (DoD) trying to raise fees and beneficiaries trying to protect their wallets. Yet, the Task Force kicked off its final report with this sweeping statement: “Unlike civilian health-care systems, the Military Health System must give priority to military readiness; the nation’s engagement in a long war on terror; the support of a conventional war, if necessary; the provision of humanitarian relief and response to natural disasters; and the achievement of other missions required by national command authorities.” The report then lists the challenges facing today’s military health system: “a complex health-care environment that demands increased emphasis on best practices; the need for efficient and effective procurement and contract management; rising costs; the expansion of benefits; the increased use of benefits by military retirees and the Reserve military components; continued health-care inflation; and Tricare premiums and cost-sharing provisions that have been level for nearly a decade.”

The Task Force members knew that fee increases would be the elephant in the room, but they handled it in the overall context by staying focused on their congressional charter, said Task Force mem-



ber and past ROA National President MG Robert W. Smith III, USAR (Ret.). “We were all of independent thought,” he said. “We believed in compromise to achieve consensus. We agreed on principle and focused on the mission Congress chartered for the Task Force.”

In an interview with THE OFFICER, MG Smith was joined by Task Force Co-Chair Dr. Gail R. Wilensky, Ph.D., a senior fellow at Project HOPE, an international health education foundation focusing on policy relating to health-care reform. “We all came in with open minds to try to shape military health

Continued on page 18

Mythbusters

Setting the record straight on Tricare fee increases.

For the third year, the Department of Defense (DoD) has reduced its budget request in the hopes of motivating Congress to increase Tricare fees. This year's DoD health-care budget is \$1.2 billion short.

During testimony before the House Armed Services Committee, Dr. David S.C. Chu, the undersecretary of defense for personnel and readiness, said DoD will be studying until June the report by the Task Force on the Future of Military Health Care before making its own recommendations to Congress.

In an election year, it is unlikely that Congress will increase Tricare fees. Leadership of both the House and Senate armed services committees told their respective budget committee chairmen that they would not support pro-

posed increases in Tricare fees and prescription co-pays.

Nevertheless, concerns and rumors are circulating among Tricare beneficiaries. ROA hopes to dispell some of this rumor and these misstatements.

Rumor: Tricare fees could triple by October.

The current moratorium on Tricare fee increases continues until Sept. 30. The Task Force recommends fee increases phased in over a four-year period. It calls for an increase in enrollment fees for those retirees under 65 participating in Tricare Prime Family from \$460 per year to \$1,750 in 2011. That much increase is only in the top tier. The Task Force recommends three tiers based on military retirement pay: tier one is below \$20,000 a year, tier two is \$20,000 to \$40,000, and tier three is above \$40,000. Over the four years, the bottom tier will rise to \$900, less than twice the current annual fee.

Rumor: DoD is cost-shifting health care to military beneficiaries.

The Task Force determined the cost structure developed in 1995 as 9 percent of the overall Tricare Prime costs for military retirees under 65 years. Adjusted for 10 years of

Continued from page 17

care," she said. "The membership was statute driven, everyone had diverse backgrounds, and all services needed to be represented, including retiree and Reserve, military, and the private sector. This led to a good mix in how the group functioned. Consensus was remarkably well-achieved."

Improving Management

The Task Force first met on Dec. 21, 2006, and released its report almost exactly one year later. In that time, it conducted 13 public meetings, received testimony from stakeholders (including four members traveling to MTFs in Qatar, Iraq, and Germany), and reviewed reports and studies.

The panel was assessing a unique beast. "The Military Health System, like most employer-sponsored health-care plans, purchases health care, but,

unlike most employer-sponsored plans, it also provides direct care to its members and other eligible beneficiaries," the Task Force wrote in the preface to its report. "In addition, while the Active Duty force has been downsized since the end of the Cold War and many Military Treatment Facilities have closed, the size of the nonactive population of eligible beneficiaries has grown, and purchased health care has become a larger part of the defense health-care budget."

Significantly, at the top of its list of recommendations is a call to better integrate these two elements of the military health system: direct care at MTFs and purchased care through Tricare and other contracted providers. "To reduce Tricare costs, better coordination between purchased care and direct deliver care is essential," Dr. Wilensky said. "The integration of those really is paramount."

Other Task Force recommendations urge improvements in management prac-

tices, procurement, and accountability.

- The Task Force recommended that DoD create an advisory group to collaborate with private sector payers and other federal agencies on best practices, and then create a pilot program to evaluate changes in service outcomes. "DoD must have the authority to better integrate—and be accountable for—the lower costs," said Dr. Wilensky. "That is why the Task Force recommended the pilot program, which would lead to increased effectiveness and efficiency in a way that recognizes the sacrifices of our brave servicemen and balances the requirements and expectations of taxpayers."

- The Task Force suggested an external audit of DoD financial controls to ensure efficient spending and uniform compliance with the law and policies of Tricare. Specifically, the final report details inaccuracies associated with the Defense Enrollment Eligibility Reporting System (DEERS). "Several factors con-

increasing health-care costs, its recommended fee increases met congressional intent by leaving the cost share at 9 percent.

Rumor: Proposed increases would far outstrip annual increases and erode retirement compensation.

Individuals being paid \$40,000 a year and received a 3 percent Cost of Living Allowance (COLA) would be paid \$1,200 the first year. The increase in the top tier would be \$320 the first year. Over the four-year phased-in implementation, their total COLA increases would be \$5,021 while the top tier would see fee increases of \$1,290. After the phasing in of new fees, the task force recommends the creation of a “cost-sharing index” to adjust prices yearly based on civilian health-care data. The National Coalition on Health Care (NCHC) reported that in 2007, the average health-care cost increased by 6.9 percent which would be a \$120.75 increase.

Rumor: Pharmacy co-pays will be increased by 400 percent.

DoD wants to encourage beneficiaries to use the Tricare Mail Order Pharmacy (TMOP). The recommended co-pays for generic drugs would drop in cost from \$3 to zero

through the TMOP. If a retiree uses the retail network, cost could increase from \$3 to \$15 (500 percent). Name brand co-pays could go from \$9 to \$25 for retail (277 percent) and from \$9 to \$15 TMOP (166 percent). Third tier non-formulary drugs could go from \$22 to \$45 (204 percent). The Task Force recommends that these increases be delayed for at least two years.

Rumor: DoD wants to increase Tricare for Life costs by \$2,000 per year.

Individuals over 65 using Tricare for Life could be required to pay a \$120 yearly enrollment fee. It is recommended that DoD could waive this fee as incentive for individuals to improve their own health through wellness programs or reduce their health-care costs.

Rumor: Tricare fee increases will reduce usage by retirees in favor of private sector plans, saving the department an additional \$500 million.

Even with proposed increases, few will rely on private insurance. According to the NCHC, in 2007 insurers charged \$12,100 on average for an employer’s health plan covering a family of four.—*MAH*

tinue to create an especially challenging environment for eligibility determinations and tracking,” the report said. “These include the pace of activity; the numbers of beneficiaries coming into or going out of the system; the heavy reliance on Reserve Components; the use of Tricare as a second payer for some beneficiaries; and the frequent changes in family structure of beneficiaries. These changes have a significant impact on a system that relies largely on the self-reporting of events that trigger eligibility or ineligibility for benefits.”

- DoD should follow national wellness guidelines and promote the appropriate use of health-care resources through standardized case management and disease management programs. While the services conduct wellness and prevention programs, the Task Force found that DoD efforts to improve weight management and smoking cessation are poorly coordinated and of limited

effectiveness. Other efforts that could benefit from financial transparency are programs designed to improve the management of stress and mental health. This would have the threefold result of reducing overall health-care costs for DoD, improving quality of life for beneficiaries, and ensuring better military readiness.

- The procurement processes at the Tricare Management Activity (TMA), the primary contracting agency overseeing managed care support, needs reform, the report says. TMA should reorganize to place greater emphasis on its acquisition processes, as established in the original organizational charter, the Task Force said, including requiring TMA acquisition personnel to have stronger health-care procurement competencies. These changes aim to ensure TMA personnel have a clear, strategic understanding of service spending, enabling them to make acquisition decisions that streamline procurement, stim-

ulate industry competition, and improve health-care performance outcomes.

- DoD should focus on implementing strategies that ensure value-driven health care, transparency of pricing information and quality of service, and the interoperability of health information technology, the Task Force said. “Tricare beneficiaries would see quality of service improvements with transparency and benefit from DoD making it clearer that changes are being made,” Dr. Wilensky said. “Individuals should understand how and why the decisions were made. For example, to improve readiness, DoD should make clear that it is rewarding healthier lifestyles.”

- The Task Force recommended that DoD reassess existing requirements for purchased care contracts to determine whether more effective strategies can be implemented to bolster competition, efficiency, cost-effectiveness, and innova-

Continued on page 20

Continued from page 19

tion. This includes eliminating unnecessary contract requirements, such as the need for referrals or authorizations, and examining whether enrollment could be accomplished using managed-care support contractors. ROA members and Tricare providers have expressed discontent with the requirement for referrals to health-care specialists under Tricare. The process adds costs and inefficiencies, and most civilian employer-sponsored plans eliminated that requirement long ago.

Reserve Health Care

The Task Force devoted a chapter to Reserve Component issues, culminating with a broadly stated Recommendation No. 8: “DoD should improve medical readiness for the Reserve Component, recognizing that its readiness is a critical aspect of overall Total Force readiness.” The Task Force further noted that improved health-care management for the Reserve Component would also benefit “other subsets of the Total Force.”

“We recognize the role and importance of the Reserves as important components of medical and military readiness,” said Dr. Wilensky. The Task Force looked specifically at how multiple mobilizations are affecting Citizen Warriors’ access to health care, inviting testimony from providers, Reserve chiefs, Reserve enlisted advisors, and military organizations. ROA staff members were among those who testified, and an ROA Defense Education Forum roundtable report on continuum of health care was also presented to the Task Force.

The Task Force looked at the Tricare Reserve Select (TRS) program, but because TRS eligibility requirements changed last October the Task Force suggested in its final report that the program be revisited in three to five years to see how the new eligibility requirements have impacted readiness. “This assess-

The 14-member panel took a holistic approach to military health care, ranging from military treatment facilities to Tricare administration and covering Active and Reserve Components, families, and retirees. Its 12 recommendations are holistic, as well.

ment should include examining the adequacy of the provider network to absorb the additional workload and to provide sufficient geographic coverage for the dispersed beneficiary population,” the report said.

The Task Force addressed three other areas specific to Reserve Component health care:

- Education and information dissemination—The Task Force found that many Citizen Warriors are unaware of how to use the military health-care system and, as a result, are unprepared to access it for themselves or their families;
- Transition through health systems, depending on status—The Task Force sees a need to improve the “hand-off” from the DoD to the Veterans Affairs health system and to reduce administrative “seams” in the Military Health System to ensure beneficiaries receive adequate service;
- Expansion of provider participation in nonprime service areas—Many Reserve Component families are limited geographically in accessing Tricare providers.

Retiree Health Care

A full chapter of the final report is devoted to “managing the health-care needs of Medicare-eligible military beneficiaries.” It is an extensive history lesson recalling when a large standing armed force meant plentiful MTFs were available to retired servicemembers—albeit at lowest priority. The report also described Tricare’s predecessor, the Civilian Health and Medical Program of the Uniformed Services, or CHAMPUS. Tricare was introduced in 1994, and the report details many of the conditions and legal stipulations involved with the program. This chronicle of the Military Health System’s development over the past half century established the framework for the findings in the much-debated chapter titled “Retiree Cost-Sharing.”

The Task Force excluded active duty military personnel from health-care fee increases in its recommendation, but did make specific suggestions for raising the costs borne by military retirees, tiered according to retirement pay.

For Tricare Prime Family, the under 65 retiree’s average enrollment fees for those earning more than \$40,000 a year would almost quadruple from \$460 to \$1,750, phased in over four years and allowing for an adjustment equal to the previous year’s per capita growth in military health-care costs. Enrollment fees for Tricare Prime Single would retain its current relationship equal to half the Tricare Prime Family fee. Both plans would institute a \$2,500 cap on total catastrophic out-of-pocket fees, require a reassessment of the cap every five years, and prevent the enrollment fee from counting toward the cap. Both plans would also incur a one-time increase in the copayment phased in over two years.

Tricare Standard Family beneficiaries would incur an enrollment fee of \$120 per year, which would be indexed an-

nually, and a doubling of the annual deductible from its current level of \$300 to \$600 on average indexed according to the individual's percentage change in retired pay each year. The Task Force also recommended that DoD develop a list of preventive care procedures that would be paid under Standard Family and would not be subject to the deductible. A Standard deductible averaging \$600 per year, coupled with the new enrollment fee of \$120, translates into an increase in out-of-pocket costs of \$420 per year for those who pay both. The increase in Prime Family out-of-pocket costs would be somewhat higher—\$640 per year—but this difference would be offset by the higher copayments under Standard.

Tricare Standard Single enrollment fee would increase to \$60 annually, and the deductible would double from \$150 to \$300 and would be indexed as in Standard Family. Standard Single beneficiaries would not be required to meet the new deductible in order for preventive-care procedures to be paid.

Finally, for Tricare for Life, beneficiaries would incur a new \$120 per person enrollment fee, which would be indexed and phased in over four years using the same approach proposed for Prime Family retirees. The Task Force also recommended allowing DoD to waive the enrollment fee for retirees who demonstrate efforts to reduce costs or improve their health. DoD has no current plans to implement an enrollment fee for Tricare for Life.

"The dollar amount of Tricare enrollment fees has been frozen for 12 years," MG Smith said. "Given that the cost of providing health care is growing, the proportion that families and service-members pay as enrollment fees has actually been shrinking. Our recommendation is that we return to the original share Congress wanted."

MG Smith noted that the 1995 law provides for no dollar amount, and that

the Secretary of Defense has never made health care free. "The 1995 law never said health care would be free, and therefore there was no legal entitlement of health care through the military system." Further, Congress must try to balance the needs of the military health-care system with the needs of beneficiaries. "From guiding principles to the 1996 law, we wanted something that is fair for taxpayers and beneficiaries. If the Task Force's recommendations for Tricare fee increases are not adopted, Congress must answer how they will deal with the cost of the military health-care system."

DoD Pharmacy

The Task Force found substantial room for cost-savings within Tricare through the use of its mail-order pharmacy. If more Tricare beneficiaries purchased medicine through mail order than at a retail pharmacy, the program's costs would go down; and yet, there is no effective incentive for beneficiaries to use a mail-order pharmacy or generic drugs.

"Providing medications through a retail pharmacy is most expensive due to increased overhead costs," Dr. Wilensky said. "DoD should also encourage the use of generics and preferred drugs." In this, the Task Force noted the common practice in the private sector; plus the fact that the Military Health System has its own pharmacies at MTFs. "Expanding mail order preferences or going to MTFs will encourage and reward cost-effective behavior," Dr. Wilensky said.

The Task Force recommended that DoD revise its pharmacy copayment structures using the following tiers:

- Tier 1—Preferred medications, including selected over-the-counter drugs, cost-effective brand products, and generics.
- Tier 2—Other formulary medications.
- Tier 3—Nonformulary medications.
- Tier 4—Special category medications, such as expensive, specialty, or biotechnology drugs with a mandated point of service.

"The recommendation to increase use of mail-order pharmacy programs takes into account the average delivery time associated with mail-ordered medicines, and it specifically is targeted toward recurring medications, which offer the greatest benefit in cost-efficiencies to DoD," MG Smith said. "The benefits to individuals are cost and time saved."

"Since so much of health-care dollars is focused on chronic disease, the cost can be lowered by using mail-order pharmacies because it is assumed that the beneficiary will be on medication for a very long time," Dr. Wilensky said. "Enrolling in a mail-order pharmacy program is easy to do, but there is no incentive right now to use mail order, so DoD has an unusually low rate of mail order usage."

However, many in Congress have expressed concern over mandating a complete transition to a mail-order system because individuals can benefit from speaking to retail pharmacy personnel about potential drug interactions or side effects before taking the medication.

In the realm of cost controls, everybody is a stakeholder: Congress, DoD, taxpayers, and beneficiaries. All can manage military health care better, including beneficiaries, MG Smith said. "Beneficiaries can increase their use of mail-order pharmacy and try to live a healthier lifestyle by improving diet and exercise," he said. "They need to reduce their own costs, which will reduce costs for the system. And DoD can do more to encourage wellness."

Ms. Subrize is a former legislative affairs assistant for ROA.

ON THE WEB: to view the Task Force on the Future of Military Health Care final report, visit www.dodfuturehealthcare.net.



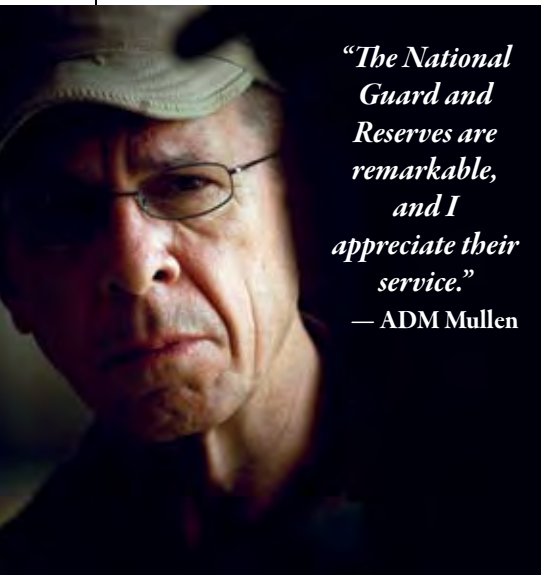
A Legacy under Fire

Shortages in the Army Reserve must be addressed if it is to remain strong.

ADM Michael Mullen, the new chairman of the Joint Chiefs of Staff, stated at a recent press conference that “the National Guard and Reserves are vital to our national security. They represent a key operational reserve capability at the federal level and perform critical state functions. They have been truly brilliant in fighting

these wars and transforming themselves in recent years. They and their families are national treasures, sacrificing right along with the Active force in this long war. ... We couldn't do it without them. They are remarkable, and I appreciate their service.”

“The National Guard and Reserves are remarkable, and I appreciate their service.”
— ADM Mullen



PO1 CHAD J. MCNEELEY/US NAVY

George Casey echoed his assessment, describing the Reserve Components as “performing magnificently.”

We couldn't agree more. But the chairman, secretary, and Army chief also must realize that these “brilliant” forces are suffering from core problems that will with absolute certainty diminish their ability to perform as an operational reserve unless they are addressed. In his 2008 posture statement, ADM Mullen noted that “the Army Reserve and National Guard have experienced some shortages in company grade officers and mid-grade non-commissioned officers who lead our troops.”

He vastly understated the problem. Both the U.S. Army Reserve and the Army National Guard have barely over half of their assigned captains and could be facing a substantial shortage of majors. With a smaller individual Ready Reserve and the active Army doing all it can to retain its junior

officers, the traditional sources of these critical leaders of the future is growing smaller at a time we are attempting to “grow the Army.”

Army Initiative 4, which seeks to operationalize the Army Reserve Components, will fail unless the Army G-1 turns its attention to retaining these vital Soldiers and also bringing more into the ranks. Indeed, the Reserve Component forces seem to be set up to fail, because ROTC has commissioned far too few officers in the past decade to sustain the Army's Reserve Components, and the Individual Ready Reserve is no longer a viable source for these officers.

The institutional Army still fails to recognize this fundamental change. LTG Raymond T. Odierno, who has been selected to be the Army's new vice chief of staff, would do well to turn his attention to this core need of the Army Reserves, as he did so successfully in leading forces in Iraq.

Many good things are also happening to the Army and its Reserve Components. The Fiscal Year (FY) 2009 President's Budget calls for \$141 billion for the Army—up about 10 percent. Both the National Guard and Army Reserve will grow—to 358,000 and 206,000 respectively—by FY 10, and their budgets also will increase substantially. The Army Reserve represents about 19 percent of the total Army strength and about 4 percent (\$7 billion) of the base Army budget. Addressing a group of defense writers, the commander of Army Forces Command, GEN Charles Campbell, agreed that if the Reserves are to continue to be used as an operational force, they should receive more money.

Sixty-four years ago, GEN George Patton addressed his troops in England immediately before D-Day. His words are immortal and apply equally to the men and women of today's Army Reserve and National Guard serving now in the long War on Terrorism: “Every single man in this Army plays a vital role. Don't ever let up. Don't ever think that your job is unimportant. Every man has a job to do and he must do it. Every man is a vital link in the great chain.”

To maintain the strength of that chain, we must continue to support our Army Reserve. ▀

ON THE WEB: For more service section news visit www.roa.org/military_sections.

Air Tanker Wars

Members of Congress tackle Air Force officials on KC-X contract decision.

By CAPT Marshall H. Hanson, USNR (Ret.)

Before the KC-X medium-sized U.S. Air Force air tanker is even airborne, a skirmish is being fought on the ground.

Battle lines are being drawn on Capitol Hill. Supporters for the Boeing KC-767 and the Northrop Grumman KC-30 are recruiting advocates and amassing backers as each company explains why theirs is the better airframe.

The Air Force announced in late February the award of the KC-X contract to the partnership of Northrop Grumman Corp. and European Aeronautic Defence and Space Co. (EADS). The EADS group includes the aircraft manufacturer Airbus. This contract is for 179 refueling tankers valued at \$35 billion, the first of three awards worth up to \$100 billion overall. The new plane would replace the aging KC-135 fleet that averages around 45 years old.

Within hours, the Air Force decision was challenged by elected officials on Capitol Hill. In fewer than three congressional workdays, there were hearings before the House Defense Appropriations Subcommittee, where Sue Payton, assistant secretary of the Air Force for Acquisition, and LTG John "Jack" Hudson, Aeronautical Systems Center commander and program executive officer, were grilled about the decision. Chairman John Murtha (D-Pa.) opened the hearings by saying, "I think it's imperative that the Air Force explain to this committee its decision to award a major U.S. weapons system to a foreign company."

While Congress cannot change the Air Force award, it can affect the funding. "All this committee has to do is stop the money, and this program is not going forward," Rep. Murtha asserted during the two-hour hearing. Air Force officials faced similar sentiments in the Senate hearings that followed a week later, with Air Force Secretary Michael Wynne and Chief of Staff Gen T. Michael Moseley among those who testified. Lawmakers from Kansas and Washington led the efforts to criticize the award. Boeing has company plants in both states.

As allowed, the Boeing Co. filed a formal protest over the contract with the Government Accountability Office

(GAO), which is given 100 days from the date of the filing to rule on the award. This is Boeing's first formal protest over a contract this decade. "Our team has taken a very close look at the tanker decision and found serious flaws in the process that we believe warrant appeal," said Boeing Chairman and Chief Executive Jim McNerney in a statement.



Northrop Grumman is not sitting quietly while the protest is being reviewed. Northrop asked the GAO to dismiss Boeing's protest. "We argue that much of what

Boeing complains about was contained in the KC-X request for proposals and should have been questioned, and even perhaps protested, before the submittal of Boeing's final bid," said spokesman Randy Belote. The *Seattle Post-Intelligencer* reported that Northrop Grumman Corp. is fielding some "big guns" to defend the Air Force decision by hiring a lobbying firm headed by two former senators. "John Breaux, D-La., and Trent Lott, R-Miss., will seek to quell grumbling among some lawmakers who think the Boeing Co. should have won the business," reported Eric Rosenberg.

Northrop also is getting support from elected officials in Alabama and West Virginia, where new plants are expected to be built. It further defends its bid by having 230 suppliers located in 49 states.

During the two-week congressional recess around Easter, the two companies took their battle to the print media. In addition, Boeing published a series of full page ads in major newspapers across the country, voicing the company's concerns.

The Air Force issued a stop-work order to Northrop Grumman, which could delay construction of a \$600 million, 1,500-worker aircraft assembly plant in Mobile, Ala. Lt Col Jennifer Cassidy, an Air Force spokeswoman, said the Air Force "has no plans at this time" to restart contract activity before the GAO findings. While the GAO is due to rule on the matter by June 19, Reuters reports that the GAO may extend its deadline for the air tanker report.

CAPT Hanson is ROA's director of legislative affairs.



Continuing Great White Fleet's Mission

U.S. naval forces create a new maritime strategy for the 21st century.

While the Navy is celebrating the 100th Anniversary of the Great White Fleet deployment, another milestone has been reached. On Oct. 17, 2007, a new maritime strategy jointly created and approved by the Navy, Marine Corps, and Coast Guard was released.

The Great White Fleet, made up of 16 U.S. battleships and auxiliary support craft, left Hampton Roads, Va., on Dec. 16, 1907, for an around-the-world cruise, symbolizing the emergence of the U.S. Navy as a global force.

Now, U.S. naval forces are introducing their new maritime strategy with a tour of U.S. cities. At a kick-off ceremony aboard the USS *Theodore Roosevelt* (CVN 71) last December, Secretary of the Navy Donald C. Winter said the

first President Roosevelt's "message was that you have a Navy to be proud of, and that the strength of the U.S. Navy is a primary source of our status as a nation of influence and power."

The new strategy states: "Our challenge is to apply seapower in a manner that protects U.S. interests even as it promotes greater collective security, stability, and trust.... We will provide our people—our Sailors, Marines, and Coast Guardsmen—with the training, education, and tools necessary to promote peace and prevail in conflict."

"One of the reasons we have a Navy is to win our nation's wars, but a big piece of that is also a deterrent and preventing wars," said Chief of Naval Operations ADM Gary Roughead in a CNO podcast. "And I would argue that part of winning wars is never having them, and so that will certainly be one of the imperatives we look at as we put the final pieces of our strategy together."

The new maritime strategy adds two new capabilities, maritime security and humanitarian assistance/disaster relief, to the Navy's four enduring concepts of forward presence, deterrence, sea control, and power projection.

"Preventing wars is as important as winning wars.... Maritime forces must contribute to winning wars decisively while enhancing our ability to prevent wars, win the long struggle against terrorist networks, positively influence events, and ease the impact of disasters," the published strategy states.

The strategy emphasizes the use of "soft power," such as

proactive humanitarian aid and disaster relief, to influence citizens in Third World countries and build alliances in the "arc of instability," which stretches from Africa through South Asia. "Soft power, the humanitarian and economic efforts, has been elevated to the same level as high-end naval warfare," an unnamed Navy official told the *Washington Post*.

These lessons were stressed when a Joint Task Force of Navy, Marines, and Air Force provided typhoon relief operations in the Philippines in 2004. Again in 2005, the Navy was involved in tsunami relief in the Indian Ocean, as well as hurricane rescue and recovery at home during hurricanes Katrina and Rita. In 2006, Navy ships were sent in response to landslides in the Philippines,

and 100 tons of humanitarian aid was delivered to Lebanon.

Also, the Marine Corps is training Foreign Military Training Units (FMTU) to operate in Phase Zero, aiming to eliminate the roots of instability and terrorism in the world's most dysfunctional countries. The strategy includes "shaping" and "development assistance" intended to defuse volatility. "If you can send a small group of Marines into a country to help stabilize its ungoverned areas, to train them to do for themselves early and often, then you preclude the need five or 10 years down the road to have an expeditionary force go and straighten the situation out," explained Col Peter Petronzio, commanding officer of FMTU.

"Expanded cooperative relations with other nations will contribute to the security and stability of the maritime domain for the benefit of all. Although our forces can surge when necessary to respond to crises, *trust and cooperation cannot be surged*," says the published strategy.

The 20-page maritime strategy was developed over two years, first being drafted by the Naval War College. In a series of "Conversations with the Country," a group of senior officers from the U.S. Navy, U.S. Marine Corps, and U.S. Coast Guard presented the strategy, vetting the proposal in a number of U.S. cities in 2007. "Our citizens were involved in the development of this strategy through a series of public forums," the top Naval Services Chiefs said in their cover letter to the published strategy. The city tours will continue in 2008. ▀

The new maritime strategy adds two new capabilities, maritime security and humanitarian assistance/disaster relief, to the Navy's four enduring concepts of forward presence, deterrence, sea control, and power projection.



Basic Changes

Naval Services Section VP revisits boot camp 40 years on.

By CAPT Morgan Little, USNR (Ret.)

The Navy is going back to basics to make some changes—back to basic training, that is. Today, boot camp is a whole new world. On a recent trip to Chicago, I had a chance to tour the Recruit Training Command at Great Lakes, and it was an eye opener.

All recruits (whether aviation, submarine, or surface) now take the same eight-week core course. Gone are the days when a deck division officer got a new seaman who knew nothing about deck seamanship because he started out to be an airman. Now all boots get the same initial training.

Under the new curriculum, surface Sailors attend a two-week course to become qualified in CPR, basic first aid, planned maintenance procedures, and line handling. Rather than being sent to the fleet, these Sailors then attend “A” schools. When “A” schools are completed, the aviators and submariners go to their courses. Basic training now also includes a five-day personal finance course.

Another change in basic training is the barracks. To be similar to a ship’s organization, divisions have replaced companies of recruits, with 88 members in each. Divisions frequently are half men and half women, who will even be berthed in the same building, although kept separate.

Most training is computer-based and self-paced. Mentors are assigned to monitor progress, and if success is slow, they work with the student to see what may not be working. Time limits do apply to all instruction. An X number of modules must be finished in Y number of days.

For deck rates, the Navy no longer relies completely on on-the-job training. Now a professional Mariner Course/Boatswain Mate “A” school is offered.

The old training platforms, the USS *Recruit* and the *Buttercup*, have been decommissioned. A 210-foot replica of an Arleigh Burke destroyer, the USS *Trayer*, was commissioned on June 18, 2007, to replace both. The landlocked *Trayer* was built by Hollywood set designers and contractors—who usually specialize in amusement park rides—at a cost of \$82.5 million and is very realistic.

The *Trayer’s* capabilities are impressive. The windows of the bridge are flat screens that display a video of sea and weather conditions consistent with a particular exercise. Lessons make use of incidents from Navy history, such as the USS *Cole* disaster. Adding realism to emergency scenarios, “injured” mannequins implanted with iPods make moaning, wheezing, and gurgling noises. After 12 hours “under way,” boots then graduate.

Another change in basic training is the elimination of clothes stops, with which boots used cotton line to secure just-washed clothes to laundry lines. Also gone is the 96-count manual of arms. One wonders how boots will ever survive at sea without having practiced the manual of arms for eight weeks. This is a sure sign of progress.

CAPT Little is the ROA Naval Services Section national vice president. He graduated from boot camp in San Diego in November 1967. While in basic training he was his company’s recruit chief petty officer and company honorman.



ROA Members Thank Serving Reservists

Show your appreciation to Reservists serving in the Global War on Terrorism by giving them access to the premier association for Reserve Officers, the Reserve Officers Association of the United States.

Are you a member who knows a serving Reserve officer who is not a member of ROA? Invest in them and invest in your association the SMART way!

**Do SMART
SPONSOR A
MOBILIZED OR
ACTIVE RESERVIST
TODAY!**

Contact ROA today!
To participate in SMART, call
ROA Member Services Department
202-646-7732
Or e-mail: wholahan@roa.org

Reserve Forces Policy Board

Ideas emerge from DEF roundtable for returning DoD entity to prominence.

By 2LT Kathryn J. Melcher, ARNG

The Reserve Forces Policy Board (RFPB) should be strengthened and returned to its former prominence, participants agreed at a discussion hosted by ROA's Defense Education Forum (DEF) on March 10. Their recommendations were forwarded to the secretary of defense and congressional leaders for review.

Together with the National Guard Association of the United States, ROA and DEF welcomed participants who included four former chairmen of the RFPB, sitting RFPB members, as well as representatives from the Commission on the National Guard and Reserve (CNGR), the Department of Defense (DoD), and Congress.

When the Board was created in 1952 under President Harry S Truman, it reported its recommendations directly to the secretary of defense, and this continued over several decades. In recent years, however, the perception is that the Board's influence and access to the secretary has declined.

While participants agreed that the stature and effectiveness of the RFPB should be restored, debate on how to reach that goal was generated on a number of topics, such as the proposed membership of the Board. Among the reference materials that forum participants had at hand was the CNGR's second report to Congress from March 1, 2007, in which the CNGR recommended that "the [RFPB] statute should be amended to create instead a Reserve Policy Board, composed of 20 members appointed by the secretary of defense from outside the Department of Defense." As the forum heard opinions from current and former RFPB members and other knowledgeable participants, a majority opinion evolved that the present membership of the RFPB should be retained and that the membership should not be "all civilians."

Others, however, pointed out the benefits of additional civilian membership. Among some of the suggestions: the secretary of defense cannot get enough outside advice; experts in other fields (e.g., homeland security) and the addition of enlisted representatives could benefit the Board; and,

if constitutional, congressional representation or appointees to the Board may increase buy-in and promote the stature of the Board.

Under provisions of the National Defense Authorization Act of Fiscal Year 2008, the secretary of defense is to report to Congress no later than July 1, 2008, with his recommendations on the organization and mission of the RFPB. It is expected that Congress will take up the issues later this year or next.

Forum participants agreed on the following to enhance the role of the RFPB:

- The RFPB should report directly to the secretary of defense, not through the assistant secretary of defense for Reserve affairs. Direct reporting and access to the secretary of defense is essential for the effectiveness of the Board, and increasing direct communication, in addition to annual reports, will add to successful discussions regarding Reserve Forces policy within the DoD.
- The RFPB must function as a truly independent Board, with all members encouraged to give their unvarnished opinions without regard to those of their superiors. The CNGR focused on the independence of the Board in its 2007 report, finding its independence has been affected and corralled over the life of the Board. The Forum agreed that reinstating the RFPB as an independent policy adviser to the secretary of defense on Reserve matters is of utmost importance.
- The primary role of the RFPB is to provide the secretary of defense with policy advice. In accomplishing this purpose, it has an information-gathering and -dissemination role, as well as, in a more limited way, an action role, primarily in sharing its findings.
- A majority of the forum participants thought the current membership on the RFPB should be maintained and augmented. There was substantial agreement that one or more non-commissioned officer(s) be added to the Board, and there was one recommendation to add subject matter expert(s), such as a representative from the Department of Homeland Security. A minority opinion suggested the benefits of additional civilian membership to make the RFPB look more like the Defense Science Board (DSB) or Defense Policy Board.
- Current Title 10 language relating to an annual report to the secretary of defense that is to be included

ON THE WEB: To view the full report on this forum and letters to Congress and the secretary of defense, please see www.roa.org/educate.

in the secretary of defense's annual report to Congress is sufficient to inform Congress about the status of the Reserve Components.

Among detailed recommendations, forum participants suggested:

- More attendance and participation from the Active Component and DoD civilian members should be encouraged. Some of the past chairmen noted a conspicuous absence of certain members throughout their tenure. Elevating the role of the RFPB might bring those members back to the table. Without their participation, as mandated, the recommendations the Board produces may suffer.

- A separate congressional entity, informed on Reserve Component issues, should be created to work parallel to the RFPB and report directly to Congress on those issues.

- Full-time staffing of the RFPB should be maintained.

- The Federal Advisory Committee Act provisions, which require open meetings of the Board, are a hindrance to the work of the Board, and the RFPB should be exempted.

- The secretary of defense appoints the military executive officer on the recommendation of the RFPB chairman, but the chairman should write the officer evaluation report for the executive officer.



Independent of this forum, ROA published its position on the RFPB last June. In order to ensure appropriate representation of the Reserve Components, ROA recommended a rewrite of the RFPB charter to include "making [the RFPB] structurally more similar to the DSB" and "assigning it follow-on responsibilities to monitor the implementation of the [CNGR's] recommendations and other duties the secretary of defense may direct." ROA also recommended, "making [the RFPB] an independent advisor and resource to the secretary of defense on Guard



and Reserve issues" and "providing that it report directly to the secretary of defense and to Congress annually on major issues relating to the Guard and Reserve."

2LT Melcher is the deputy director of strategic defense education at ROA.

Airforce Village West

A Retirement Resort Community in California
EXCLUSIVELY FOR MILITARY OFFICERS





"YOUR DREAM LIFE IS A REALITY AT AFVW"

- Spacious homes, duplexes, and apartments - pets welcomed
- Over 25 floor plans from 644 to 3,360 square feet
- Gated entries, security guards and patrol units
- On-campus skilled nursing, assisted living, and Alzheimer's facilities
- Housekeeping, home and landscaping maintenance
- In-door pool and spa, exercise room, and wellness program
- Computer lab, library, editing studio, art classes
- Great food prepared by fine chefs
- Adjacent 18-hole golf course, *and more!*

1-800-729-2999
www.afvw.com
AIR FORCE VILLAGE WEST, INC.

A TAX EXEMPT, NOT-FOR-PROFIT, PUBLIC BENEFIT CORPORATION
 17050 Arnold Drive, Riverside, California 92518
 CA RCFE License #330907913 • License #25-0000-347 • Certificate No. 165





A Need Indeed

As more Americans require long-term care, insurance plans help reduce cost and burden for families.

By ROA Affinity Partner Marsh Affinity Group Services

This year, about 9 million Americans over age 65 will need long-term care, and 12 million will require it by 2020, according to the U.S. Department of Health and Human Services (HHS). When people enroll in a long-term care plan, they are preparing to protect their families from financial burden, and they feel more confident about their future.

According to a premier study, an overwhelming majority of Americans who used long-term care say it significantly reduced their care costs. Furthermore, most participants felt liberated because their plan catered to their needs. This study was conducted by the Office of Disability, Aging, and Long-Term Care Policy of the HHS in May 2007. It targeted users of nursing homes, assisted-living facilities, and in-home care over an extended period.

Specifically, the study found that sizable majorities of individuals who bought long-term care insurance felt that:

- the policies paid for at least half the cost of their care (94 percent), with about 75 percent saying the policies paid most, if not all, costs;
- the coverage gave them the freedom to choose the care option that fit them best, (92 percent).

The study, experts say, indicates that long-term care

insurance is meeting the needs of policyholders whose options for long-term care have changed. Expanding beyond nursing homes, those options increasingly now include assisted-living facilities as well as at-home assistance.

Older policies once were particularly geared for nursing homes, points out Dr. Steven N. Weisbart, CLU, vice president and chief economist at the Insurance Information Institute (III), a clearinghouse for insurance information. "But in the last 10 years, long-term care policies are treating this theater interchangeably. This survey could be a good forecast of continued improvement," he says. "If this continues, it's a great sign."

With policyholders' level of satisfaction at an all-time high, this may be the time to consider long-term care. HHS estimates that nearly two-thirds of Americans over age 65 will need some type of long-term care services during their lifetime, and more than two in five will need care in a nursing home for some period of time. On average, someone age 65 today will need long-term care services for a total of three years, according to HHS.

Many Americans can't afford to not have long-term care insurance. Because long-term care costs are rising faster than inflation, a four-year nursing home stay could cost as much as \$450,000 or more in today's dollars. According to III, private health insurance policies rarely pay any of the cost for long-term care.

Learn more about a long-term care plan that is right for you. The ROA-sponsored Long Term Care Insurance Plan has licensed representatives ready to answer your questions today and will match you with a plan that meets your individual needs. Call 1-800-882-6035 or visit www.roainsure.com. ▀

ON THE WEB: View the entire HHS study at <http://aspe.hhs.gov/daltcp/reports/2007/16mocl.m.htm>.



Shopping for Long Term Care Insurance?

Don't know who to trust?

You're not alone. Every day, more and more Americans are evaluating their need for long term care. They hear about it on TV, read articles in magazines, get information off the Internet, receive offers through the mail or even have commission-hungry sales agents calling them.

With so many places to shop for it, how do you decide what's best for you?

As an ROA member, you don't have to worry. That's because you can trust ROA and ROA's long term care call center. It's available to you, your spouse, your parents and your parents-in-law.

When you call the ROA Long Term Care call center at **1-800-882-6035**, you'll get the first-rate service you deserve from salaried, licensed consultants (which means they're not living on commission from your sale).



Your ROA-endorsed Long Term Care Consultant will ...

- ✓ Provide personalized one-on-one service
- ✓ Offer needs-based analysis based on your personal situation and budget
- ✓ Help guide you through the long term care buying process
- ✓ Custom-tailor a plan for you

What's more, you'll never be pressured to buy and you're never under any obligation.

Start shopping from the source you can trust.

 **Call toll-free**
1-800-882-6035 today.
 Ask for Request Number: 33683-1-1-1



Plan administered by:
MARSH
Affinity Group Services
a service of Seabury & Smith

Deployment and the Family



**THE OFFICER
observes Military
Spouse Appreciation
Day May 9 with this
special report on how
Reserve families cope
with mobilizations
and deployments.
We take an inside
look at three Air
Force Reserve
families to see how
deployments impact
family dynamics.
We go to camp with
children of deployed
servicemembers.
And we offer insights
on family finances
during deployments.**

‘None of my friends are military. They’re normal people.’

By Eric Minton, Editor

It was a truism, but Kyrra Klein didn’t really mean for the words to slip out the way they did. When talking about the support among friends and family during a military parent’s deployment, 18-year-old Kyrra said that, at her high school, she had no friends with a parent deployed to a combat zone as she did. “None of my friends are military,” she said. “They’re normal people.”

Indeed, Reserve families such as the Kleins in West Layton, Utah, are not “normal people.” Normal people don’t willingly endure months and years of separation from their spouses. Normal people don’t encourage their spouses to knowingly go into harm’s way. And normal people don’t accept such terms for 20-plus years.

Although military families are not facing dangers as are their loved ones at the tip of the spear, deployments can sometimes seem more difficult for the families left behind. Servicemembers may miss their loved ones, but they are fully engaged in a job they were trained for while families are equally lonely, but relegated to their work-a-day world made more mundane by the loved one being abroad. Servicemembers move among comrades in arms while the families, especially Reserve families, move among people with no concept of deployment stress. Servicemembers miss seeing their children growing up while spouses shoulder alone both the joys and the burdens of raising children.

Nevertheless, these spouses not only choose to enter this life but to remain in it. Many find ways to thrive on it. We visited three families of deployed Airmen from the 419th Fighter Wing at Hill AFB, Utah. What follows are pictures of their lives snapped at a moment in the deployment. Some common themes emerged during these visits:

- The spouses wouldn’t change anything about their lives;
- They feel blessed, especially compared to what their loved ones and other service families endure;
- They cope, and they do so out of a sense of service before self.

Ironically, it is a sense of normalcy they strive to maintain in their extraordinary lives.

The Thank You

Jace is 5 years old. Within five minutes of meeting him, you can tell he's a handful. "He's a lot like his father," said Jace's mother, Natalie Stromberg. We distracted Jace from one of his mini-tantrums by having him pose for a picture holding a model of the F-16 fighter jet his father, Capt Shad Stromberg, flies as an Air Force Reservist out of Balad Air Base, Iraq.

Then, still holding the model plane, Jace asked me, "Are you here with a note about dad dying?"

"He's been talking like that a lot since my husband left," Mrs. Stromberg said. "He brings it up every time [my husband] e-mails. He's asked funny questions." She accepts that a fascination with death may not be unusual for 5-year-olds, but, still, she's concerned. And it's just one aspect of the deployment-dictated family dynamics Mrs. Stromberg—who also has three daughters, age 12, 9, and 1—is dealing with.

Capt Stromberg, an Air Reserve technician assigned to the 419th Fighter Wing at Hill AFB, Utah, was enlisted as a flight medic before attending Officer Training School (OTS) and becoming a fighter pilot. Both an Air Force spouse and an Air Force brat, 30-year-old Mrs. Stromberg has had her share of separations, including her husband's 10 weeks at OTS and recent month-long deployments to Key West and to "Base X."

But two weeks into Capt Stromberg's 45-to-60-day deployment to Iraq, Mrs. Stromberg said this separation was different. "There's much more uncertainty, and it is really scary," she said. "At first he e-mailed every day, and then every other day, and then four days would go by without an e-mail, and it's scary." She knows he's busy, and she realizes the amount of contact is really no less than they had when he deployed to Key West. But this time "it's a lot more stressful for me because it's less safe for him."

Yet, to all the neighbors and friends who commend her courage, Mrs. Stromberg defers to the wives of Marines and Soldiers whose husbands are on the ground for eight to 12 months. "How do they do it? My husband is fairly safe in a jet. He doesn't have snipers shooting at him like the Marines and Army guys do."

Mrs. Stromberg accepts deployments as a fact of military life, and deals with the consequences. She will celebrate two of their daughters' birthdays without her husband. She is selling their house and buying a new house without him. She will attend her oldest daughter's school play, and it will be the first time dad misses one of her performances.

Dealing with four kids between the ages of 1 and 12 without her husband is hard, and the void is especially noticeable in matters of disciplining Jace, but what Mrs. Stromberg misses most are the evenings with her husband, her "best friend," when they



discuss the mundane happenings of the day.

Currently not working (a career teacher), Mrs. Stromberg devotes as much time to her children as she can during the deployment, going to the park and to the movies. Nevertheless, she makes sure she saves time for herself, usually for exercise, turning the younger children over to her oldest daughter. And she doesn't try to be supermom. "Some nights it's OK to have cereal for dinner," she said.

While she gets a lot of support from her family (her mom calls often, and her sister took Jace off her hands during this interview) and her neighbors, she knows she can access family support programs at nearby Hill AFB. But she's noticed a difference in this deployment of only a few 419th personnel versus previous deployments of the entire squadron; then, all the left-back-home spouses would get together for dinners. Having like-situated people to talk with is the best cure for deployment blues, she said.

She also prefers full disclosure to information gaps. "It makes me feel closer to him to understand what he's going through." Even though her husband is in a combat zone, she's more at ease now than when he was deployed to "Base X" and she had no idea where he was.

The fact that Capt Stromberg is fighting in a war is not swept under the rug at home, either. "The 9-year-old asked me, 'What if he dies?' I explained to her that I really do have a plan in place if that happens. It's sad that we have to have that," Mrs. Stromberg said, but that's just another fact of military life.

It hasn't gone unnoticed. "This one lady just said 'Thank you' to me. 'Thanks for letting your husband go.' That's so nice. Usually, they thank the servicemember, but she thanked me. And we do have to sacrifice; we do have to let them go."

In the window of her living room hangs a sign that reads, "Home of the free because of the brave." Mrs. Stromberg looked across the room at the sign. "I think of that," she said. "I do love this country. I wouldn't change our life, because he's happy, and for the most part I'm happy."

The Pillow

Digital photos were taken of members of the 419th Fighter Wing at Hill AFB, Utah, just before they went overseas in September for a five-month deployment to Kirkuk, Iraq. Those photos were transferred to fabric that a volunteer group of servicemembers' spouses sewed onto small pillows for the young children of those deployed.

Katherine Brewer, whose husband MSgt Thomas Brewer, a first sergeant for the 419th Civil Engineering Squadron, was one of those deployed, saw firsthand the power of those pillows. A volunteer sewer herself, her living room "looked like a warehouse" full of face-bearing pillows when her son, Aidan, then just over a year old, entered the room. He went immediately to the pillow picturing MSgt Brewer. "Da-da! Da-da!" Aidan shouted as he pointed.

No sooner did the Brewers tell this story and fetch the pillow when Aidan, now 18 months, excitedly grabbed it. "Da-Da! Da-Da!" he shouted and gave that pillow a ferocious hug, even with Da-Da himself sitting right there, having come home four weeks earlier.

Aidan may have focused on that picture pillow while his dad was deployed, but Mrs. Brewer focused on Aidan. The pillow and other images of MSgt Brewer, such as his reading to Aidan via DVDs, "helped out a lot," said Mrs. Brewer. She began to worry when other men in the squadron came by to help with chores around the house and Aidan would get mad when they left. "He wanted male attention." But MSgt Brewer's homecoming was perfectly smooth.

This was the first deployment for the 31-year-old Mrs. Brewer. Formerly an active duty Marine and an Air Force Reservist in the 419th, she left the service when Aidan was born. That service background helped her through MSgt Brewer's deployment, both in attitude and practical knowledge: as a former personnel technician she knew how to access information for spouses during the deployment.

Mrs. Brewer, in fact, served as a Key Family Member, an Air Force Reserve program that trains and supports spouses who volunteer to assist other families during activations (THE OFFICER, October 2007). Mrs. Brewer called it a "second support group" for spouses when the best intentions of extended families, churches, or work colleagues come up short. She organized meetings and social events for the families, attended Unit Train-

ing Assembly days to maintain contact with wing personnel, e-mailed notices with information and coping tips to other spouses, cooked meals for families, and helped with "give parents a break day" by babysitting while a mom took time for herself. "I took advantage of that [program] myself," Mrs. Brewer said. As much as she doted on Aidan, "Sometimes you need a sanity check," she said.

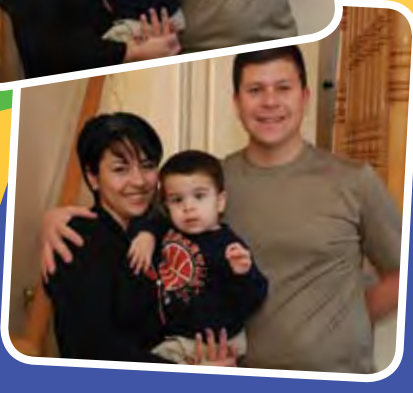
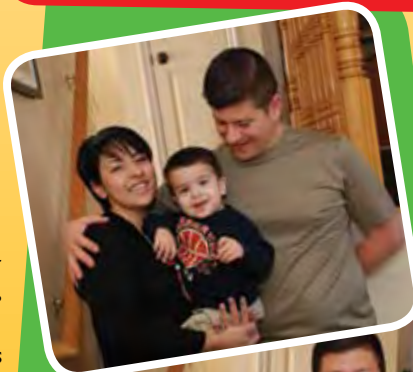
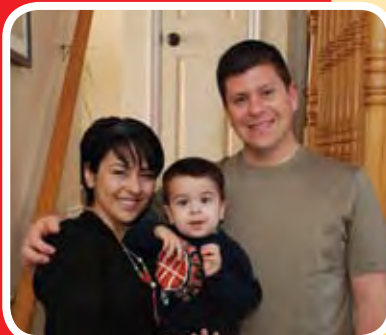
Being a Key Family Member, she also helped handle the deployment corollary of Murphy's Law: if something can go wrong, it will do so during a deployment. "I told everybody at the beginning to be aware of Murphy's Law, that something is going to happen," she said. "We couldn't fight Murphy's Law, but we could prepare for it." So when things did happen, from stalled vehicles to a particularly harsh Utah winter, the spouses had the tools and contacts to handle them. The fact that the deployment lasted through the Halloween-Thanksgiving-Christmas holiday season actually boosted the family network. "Because of the holidays, families wanted to get together," Mrs. Brewer said, with some wives driving in from out of state and arranging their own lodging to participate.

As a first sergeant, MSgt Brewer noted that such an attitude back home helps the mission downrange. "You could tell the difference [in the troops] with spouses who weren't supportive. They weren't as focused," he said. Because of the couple's efforts for the squadron families during the deployment, MSgt Brewer was named the 419th's First Sergeant of the Year for 2007, and Mrs. Brewer was named an Honorary First Sergeant.

For Mrs. Brewer, all this service to others was service to herself, too, a way to stay active and emotionally healthy during the deployment. "If you're moping around about it, it makes it harder," she said. Indeed, when asked what aspect of her first deployment experience surprised her most, she answered, "The warmth. I built a real bond with these women."

Although her description of her activities makes the deployment sound like a great interlude in her life, she still experienced times of loneliness. "It's in your face a lot, when people are used to seeing you with your husband all the time," she said. "I was strong through the whole thing until Christmastime." Despite all the fellowship of that holiday with friends and church members, "nobody could replace my husband" in sharing the season's joy.

All that positive energy was also intended for Aidan. "I had to make it a positive experience for Aidan. You have to be strong for the little ones." And sometimes the reverse is true. "I had my days, and kids pick you up. They make you laugh. To me, it's easier going through this if you do have children."



The Countdown

Kyrra said she's just like her mother, Nancy Klein. So Kyrra, now 18, and her mom have tended to butt heads the past few years. A lot.

"Lindsey is always there to mediate, to calm us down," Kyrra said of her stepfather, CMSgt Robert "Lindsey" Klein, the 419th aircraft maintenance squadron superintendent at Hill AFB, Utah. But now that CMSgt Klein is at Balad Air Base, Iraq, for his third deployment since he and Nancy married 4½ years ago, Kyrra tamps down her opinionated self. "I try not to disagree with Mom and get into fights. Lindsey is always her confidante. He's the one she goes to after we've had a fight and talks with him, and she can't do that now. So I try to steer away from confrontations. It's hard to do, but worth it so there's less tension in the house."

Kyrra paused a moment as the obvious settled in on both her and Mrs. Klein. "We ought to do that when Lindsey is here, too," Kyrra said as her mother laughed.

Mother and oldest daughter, joined by Mrs. Klein's two other children, 15-year-old Mayson and 13-year-old Cydney, were chatting in the family living room just two weeks before CMSgt Klein was to come home. "The countdown has begun," Mrs. Klein said excitedly. But she admitted this was the hardest part of a deployment for her. "The first couple of weeks are like a vacation with you and the kids. Then it gets hard. But right now is really hard because I want him to come home. It's within my grasp and I want him home."

The kids get tired of the analogy but, truly, this is a very Brady family: Nancy and Lindsey each have three children from a previous marriage, three boys, three girls, and they all get along famously. In fact, his three children, who live in Wisconsin, were to fly to Utah when he returned from Iraq.

Mrs. Klein's kids are obviously fond of their stepfather. "He's always the one we can go to for help," Kyrra said. When asked what she misses most when CMSgt Klein is deployed, Kyrra said, "Just him himself. I love his personality. He brightens up the mood of the house."

"I miss his sense of humor," agreed Cydney, describing her stepfather's penchant for teasing and joking. They get a dose of it during his weekly phone calls, but there's a daily gap when mom (an office manager for a builder distributor for culinary environments) and the kids all get home from work and school in the evening and he's not there to brighten the home. "It's quiet compared to when he's here," Cydney said.

For Mayson, deployments mean a definite shift in gender power in the household. "I live with three girls, and they always talk about clothes and perfume and hairspray," he said. "Lindsey agrees with me on stuff."

"Like when we watch a movie, we watch the girly stuff, chick flicks, and Mayson is outnumbered," said Kyrra. "But when Lindsey's here, we get outnumbered. Lindsey is law."

Mrs. Klein was a single mom for nine years before marrying CMSgt Klein, but that doesn't make the deployment separations any easier. Nor do she or the children get used to deployments despite their frequency: five months to Saudi Arabia and "Base X" right after 9/11, three months in both 2006 and this year, both in Balad. For Cydney it's even gotten a little harder as she's grown into her teen years. "At first I was young and didn't really know. It was just, 'Oh, he's gone.' But now I know he's somewhere unsafe, but doing something good."

Mrs. Klein concentrates on staying positive, to put off feeling overwhelmed. She doesn't want her husband to worry about what's happening at home, so he can stay positive for his troops. "It's only for three months; some guys are gone for a year. And he's on a secure base and not on the streets," she said. "I almost feel guilty feeling sad, when you put it in perspective" with what other military families endure.

She also knows, if major needs arise, that she has a strong support system through the 419th, her neighbors, and her extended family living nearby. "Just knowing that if something goes wrong there's someone who's going to help me is a huge comfort for me."

And there's the in-house support network. "Having older kids helps,"

she said. "They don't like to see you down."

"We try to make her feel not as lonely," Cydney said. "At night when she's in her room, we'll all come in and lay on her bed around her." Added Kyrra: "Mom doesn't like to be alone. She's a people person." Meanwhile, Mayson takes on more of the household chores, like shoveling snow and taking out the trash. "I'm lazy when Lindsey's around," he said.

CMSgt and Mrs. Klein dated for a year before they introduced the two families, and then they waited another four years before marrying to make sure the children were comfortable. Always, the Air Force Reserve was part of the picture. "This is the life I married into, and I support him in every endeavor," Mrs. Klein said.

Even the children feel they chose this life: their opinions are always solicited, their questions and concerns answered. Thus, they too serve in their way so CMSgt Klein can serve. "You stick it out and try to be strong for yourself and for him," Cydney said. "He's doing the right thing. He's there for a reason."



Camp, and Then Some

Children of deployed parents engage with peers at camps run just for them.

By Elizabeth H. Manning, Senior Editor

Summer camp is supposed to be a place where kids can swim, ride horses, try out new sports like archery or rock climbing, carouse with new friends, and perhaps push some envelopes under the steady eye of counselors. But for military kids, especially those dealing with a parent's deployment, camp can be a lot more: the chance to learn that you're not alone, to share feelings about being left behind, and to hang out with kids who know just where you're coming from—all while having fun.

In the past few years, such camps just for military children have sprung up, and, better yet, they're free. "Our Reserve families tend to be geographically dispersed, so the youth don't know their peers very well in almost all cases," said Pamela McBride, manager of the Army Reserve's Child and Youth Services programs. "Summer camp just naturally comes to mind as a way to build self-esteem, resilience, and relationships."

The Army Reserve Enrichment Camps started up last year by hosting about 100 kids ages 8 to 15 for two one-week camps in Parkston, N.C., and Salem, Wis. This summer, camps will be at Alpine, Ala.; Barnstable, Mass.; Loreto, Minn.; King, N.C.; and Dallas, Texas. The Army Reserve partners with organizations such as the Boys and Girls Club to run the camps, but adds a special feature: Military Day, in which campers get to "drive" a HUMVEE, make ID tags, eat MREs, watch a Blackhawk helicopter land, and join in other activities that relate directly to what their servicemember parents are doing.

Operation Purple summer camps are based on similar principles, but are open to children ages 7 to 17 from all service branches as well as from either Active or Reserve Components. The National Military Family Association (NMFA) began them in 2004, and this year has funding from the Sierra Club, the Michael & Susan Dell Foundation, and other organizations to run 100 weeks of camps in 64 locations in 36 states. NMFA coordinates the camps and provides a curriculum to guide discussions and build coping skills, said spokeswoman Michelle Joyner.

"We may have a small-group discussion where kids start off by making a top-10 list—what are the top 10 best things about being part of the military,



Photos courtesy of Operation Purple



what are the top 10 things to deal with about a deployment,” said Ms. Joyner. “And as they share ideas, it often naturally leads to a broader discussion —what makes me proud, what makes me sad—that kids can bring up in a safe environment, with counselors and with other kids going through a lot of the same things.”

Operation Purple camps also offer a Military Day, and often host a speaker who’s a parent who’s been deployed. “It gives kids a chance to ask questions they may not feel comfortable asking their own parents,” said Ms. Joyner.

The rest of the time, camp is camp. “We call ours ‘camp on adrenalin,”” said Gene Joiner, director of Camp Rockfish, the 500-acre North Carolina camp that also hosted the Army Reserve camp last year. “We have high ropes, a 350-foot zip line, a 40-foot climbing wall, horseback riding, all kinds of sports.” Camp Rockfish will host over 1,000 Operation Purple campers this summer, the most in the nation.

For Mr. Joiner, who served with the 82nd Airborne in Korea, his camp and others for military kids can foster a sense of pride when it’s needed most. “This [deployment] is something that is tough, but I’m not the only one going through it,” he says of the message he tries to instill in his campers.

For more information on the Army Reserve Enrichment Camps, visit www.arfp.org.

Operation Purple Camp is open and free to children of families with a parent deployed. Act fast to register; spaces are usually full by early May. Visit www.nmfa.org/site/PageServe?pagename=op_default or call 800-260-0218.

National Guard kids in some states may be eligible for summer camps set up by Operation Military Kids, an Army initiative that partners with 4-H. To see what is available for your state, click on the “State Information” link at the website www.operationmilitarykids.org.

Far and Away

Use deployments to rethink your approach to family finances.

By Mark Henricks, Courtesy of USAA

Anne-Marie and David Tosh always had split bill-paying and other financial chores. When her husband was deployed to Iraq in April 2003, Mrs. Tosh took over. Luckily, the two had set themselves up for success. “The accounts were all in both of our names,” says Mrs. Tosh, who lives with her husband, now back from Iraq, in Leander, Texas. “For anything I didn’t know about already, he left information.”

Many deployed servicemembers leave confusion in their wakes, says Meredith Leyva, the Norfolk, Va., wife of a Navy officer and founder of CinCHouse.com, an online portal offering ideas for managing finances during deployment and other help for military families. “In my husband’s first deployment, he had forgotten to pay a credit card bill,” Mrs. Leyva recalls. “It wasn’t clear on the statement how much money was owed, but when I called the financial institution it refused to give me any information because it was not a joint account. And that hurt his credit rating.”

Servicemembers who are single face different challenges. Navy LCDR John Baehr had an eviction scare when rent on his stateside apartment was paid a week late while he was in Kuwait for a year. “Fortunately, the apartment manager gave me the benefit of the doubt and didn’t charge late fees,” says the San Jose, Calif., servicemember, who used his bank’s online bill payment and a helpful friend back home to handle most financial issues.

Deployments can also improve a family’s finances, said Joseph “J.J.” Montanaro, a certified financial planner practitioner with USAA Financial Planning Services. “With the possibility of combat zone tax-free income and a host of allowances added to the monthly bottom line, you may be able to use the additional income to pay off pesky credit cards, build your emergency fund, and even start up or increase your automatic savings into a Roth IRA, Thrift Savings Plan, or College Savings Plan for the kids.”

Smart Solutions

The first line of financial defense is an emergency savings fund. Experts typically recommend that you work toward having three to six months of living expenses in such a fund. But Mrs. Leyva says if you’re facing deployment you should set aside at least \$2,000 extra to deal with car repairs, plumbing leaks, and other unexpected bills. She also suggests padding the fund for routine chores the deployed family member usually does, from lawn care to household cleaning.

If unused cars or trucks are to be stored, investigate savings on insurance that may be available. If you’re single, you may be able to put all possessions left behind into storage, eliminating rent and utilities. If that’s the case, you should maintain rental insurance to protect your belongings.

The Servicemembers Civil Relief Act of 2004 may qualify you to receive a lower interest rate on mortgages and credit card debts and protection from eviction for late rent payments. Plus, you may be able to delay civil legal actions including bankruptcy, foreclosure, and divorce.

You can sign a power of attorney to designate a trusted friend or family member to handle your financial transactions. “If you don’t have a significant other or family member who can regularly take care of your small issues, make sure you take the time to list your account numbers and customer service phone numbers, and give that information to whomever you are giving power of attorney,” LCDR Baehr says.

Finally, look to stateside organizations such as Operation Homefront and services such as Mrs. Leyva’s CinCHouse.com for guidance and support.

USAA, an ROA STARs partner, is a diversified financial services company and a provider of competitively priced financial planning, insurance, investments, and banking products to members of the U.S. military and their families. For more information about USAA, or to learn more about membership, visit usaa.com.



ATLANTA

*A city like no other is hosting
ROA's 2008 National Convention.*

Atlanta has long been the commercial center of the South (that's why Sherman burned it).

Atlanta has long been a city rich with history and culture (that's why the movie *Gone With the Wind* premiered there).

Atlanta has long been a community espousing strong educational and government values (that's why Martin Luther King Jr. headquartered his operations there).

Atlanta has long been a community that combined the best of cosmopolitan values and can-do entrepreneurship (that's why the 1996 Olympic Games were played there).

Atlanta has long been one of the world's most hospitable and stalwartly American cities. That's why ROA is staging its annual National Convention there, June 25–28.

In this the home of the Braves, ROA will conduct the Association's important business, provide a singular opportunity for junior Reserve Component officers to develop their leadership skills, and groom its own future leaders.

Atlanta this year is hosting ROA. That's why you should time your own visit to this great American city the last week of June.

All Atlanta photos by MAJ Hillary Anne "Gus" Luton, USAR

Be Prepared to Be Impressed!

By MAJ Hillary Anne "Gus" Luton, USAF

For this newcomer, as for visitors, Atlanta has much history and fun to offer, along with unending hospitality.

Ever since I was a child growing up in the Midwest, I longed to live in a Southern state. Living where it is warm and sunny always had a great deal of appeal for me. So when the Army Reserve said they wanted me to move to Atlanta, Ga., 20 months ago, I did not hesitate. The fact that we chose to live only three miles from downtown has made this adventure even more enjoyable.

Atlanta is like an American melting pot with the running joke being that "nobody is from Atlanta." Maybe the transient effect on Atlanta is why this place is so fantastic. The people are friendly, the atmosphere is relaxed and refreshing, and there is never a shortage of things to do.

Atlanta is rich with history and heritage. After the city was burned to the ground during the Civil War, its citizens rebuilt it to a new prominence. The Atlanta History Center is an excellent place to learn about the history of this monumental city. There are interactive displays that reveal the human side of the Civil War, a spectacular exhibition covering the Olympics, and an extraordinary mansion and working plantation. The Swan House alone captures the feel of stepping back to a life of elegance in 1928.

In addition to the Atlanta History Center, one of my favorite locations not only offers more history of Atlanta and the South, but also unlimited outdoor activities and a breathtaking view. Stone Mountain is home of a unique carving displaying the giant likenesses of Jefferson Davis, Robert E. Lee, and Stonewall Jackson as they ride horseback across the South. This five-square-mile park is located 16 miles east

of downtown Atlanta, but is well worth the visit, time and time again.

Another museum I enjoy visiting is the Fernbank Museum of Natural History and IMAX Theater, just over three miles from downtown. The Fernbank will take you a little further back in time than the Atlanta History Center and Stone Mountain—OK, way back in time, to some 2 million years ago as you come face to face with the 123-foot-long Argentinosaurus and flying Pterodaustro.

While on the subject of history, we simply cannot ignore a wonderful site only a few blocks from downtown. The Martin Luther King Jr. National Historic Site offers a walk in the shoes of Atlanta's civil rights past and the life of a man who set the stage for progress in America. Run by the National Park Service, the site includes Dr King's childhood home, the historic Ebenezer Baptist Church, Dr. King's tomb, and Fire Station No. 6, plus a preserved African American neighborhood circa 1940s. This site should not be missed, and the park service employees are the epitome of Southern hospitality.

While I have a love for history, I am just as enamored of the present and future, and Atlanta does not leave me starved for modern attractions either. The Centennial Olympic Park (only four blocks west of the convention hotel) is a great location to relax and enjoy summer days (and even cool off in the fountains) and is right next door to another of my favorite places: the Georgia Aquarium. Words cannot describe the incredible displays the Georgia Aquarium has to offer. My favorite is probably the Ocean Voyager exhibit that allows guests to

view whale sharks, stingrays, goliath grouper, and hammerhead sharks along with hundreds of other fish in a 100-foot-long acrylic tunnel. There are four other displays that offer everything from the majestic beluga whales and California sea lions to loggerhead sea turtles and Asian small-clawed otters.

Finally, we have to mention the World of Coca-Cola Museum right next door to the Georgia Aquarium. How convenient is that? Moved to this location two years ago, the museum features the world's largest collection of Coca-Cola memorabilia, a fully functioning assembly line, a pop-culture display, and 70 different products to sample. It is a tasteful way to end the day and offers something for all of the senses.

Since I've awakened your taste buds, I probably should mention the unlimited number of outstanding restaurants. Many of them are within walking distance of the convention hotel. Granted I can't talk about all of them, but I can tell you this: you will not have to worry about getting a good meal during your stay here. There is a complete array of cultural dishes throughout the city that are certain to please even the most discerning appetites.

There is really no way for me to describe everything Atlanta has to offer. I have lived here a short time, but I've enjoyed every minute, and I look forward to getting out to even more of the sites and sounds of Atlanta. So come to the ROA National Convention in Atlanta this summer, and take time to experience a city that knows no limits.

MAJ Luton, an ROA Life Member, serves on the Military Support Committee.



ROA National Convention Tour Events Sign-Up

Thursday, June 26

“A TASTE OF THE OLD SOUTH”

Featuring Cyclorama Tour and Ansley Club Dinner
(Includes bus transportation)

Depart Hotel – 1:45 p.m.

Return Hotel – 7:00 p.m.

No. of People ___ x \$55 \$ _____

Friday, June 27

The GEORGIA AQUARIUM

(Includes bus transportation)

Depart Hotel – 2:30 p.m.

Return Hotel – 6:30 p.m.

No. of Adults ___ x \$38 \$ _____

No. of Seniors ___ x \$35 \$ _____

Children ___ x \$33 \$ _____

Friday, June 27

The GEORGIA AQUARIUM

(walk to Aquarium)

Depart Hotel – 2:30 p.m.

Return Hotel – 6:30 p.m.

No. of Adults ___ x \$23.50 \$ _____

No. of Seniors ___ x \$19.25 \$ _____

Children ___ x \$17.50 \$ _____

Total Check Amount Enclosed: \$ _____

NOTE: Registrations and payments must be received no later than May 26, 2008.

- Written cancellations must be received by May 25, 2008, for refunds, less \$2 handling charge.
- The Department of Georgia ROA reserves the right to cancel any tour that does not reach a minimum of 40 participants, in which case all monies will be refunded.
- Tickets may be picked up at the Atlanta Host Committee booth at the Atlanta Marriott Marquis.

Please make check payable to DoGA ROA
Convention Tour Events.

Mail with this Sign-Up Form to:

**ROA Atlanta Convention 2008 – Tour Events
P. O. Box 1014
Douglasville GA 30133-2014**

Off-Site Tours

“A Taste of the Old South”

The Atlanta Cyclorama and Civil War Museum, dinner at the Ansley Golf Club, Thursday, June 26

This tour is designed for those who enjoy history and great food. The first portion will be spent at the Civil War Museum, which features the Cyclorama telling the story of the Civil War Battle of Atlanta fought in July 1864. Completed in 1886, the Cyclorama is the world’s largest oil painting. After the museum visit, the coach will take guests to the Ansley Golf Club for a gracious Southern-style supper. The Ansley neighborhood and Golf Club were founded more than 90 years ago and still maintain the old Southern charm of the original structures. The coach leaves the Marriott Marquis at 1:45 p.m., arriving at the Cyclorama in time for the 2:30 viewing. The coach will depart the Cyclorama at 4:15 p.m. for the 5 p.m. dinner, and leave for the Marriott about 6:30 p.m. Cost of \$55 per person includes motor coach transportation, the Cyclorama and museum, dinner at Ansley Golf Club, and all gratuities and taxes.

The Georgia Aquarium

Friday, June 27, 2:30–6:30 p.m.

Billed as “the world’s largest aquarium,” the Georgia Aquarium houses more than 100,000 aquatic animals of 500 species—including whale sharks and beluga whales—swimming in eight million gallons of fresh or marine water in five separate galleries. The aquarium has a 4D theater with a separate admission charge. Located adjacent to the Centennial Olympic Park, the aquarium is about one mile from the Marriott Marquis along a hill known as the Peachtree Street ridge. Admission for guests walking to the aquarium is \$23.50 per person (25 people must be registered and paid in advance to guarantee this group rate and time); \$19.25 for guests age 55 and older (minimum of 25 needed to secure this group rate); \$17.50 for children 3–12, with no charge for children under the age of 2 years. For those desiring arranged transportation, a motor coach will be available, but we must have a minimum of 40 persons registered and prepaid to secure it. Rates would be \$35 for ages 55 and up; \$38 per person, under age 55, and \$35 for children 3-12. —*Pat Gotsch, Off-Site Events Chairwoman*



JOLDTS Turns 10

ROA program gives Reserve Component officers a unique professional development opportunity.

It sounds like a directive from the top: “Every [Junior Officer] needs to attend JOLDTS.” In fact, it’s an opinion from a junior officer who attended the 2007 Joint Officer Leadership Development and Training Seminar and wrote that on the feedback form, further stating: “Will strongly recommend attendance from my unit.” Wrote another 2007 attendee: “Outstanding! Thanks for the variety of presentations, the depth of subject matters, and unbelievable access to senior leaders.”

ROA has been hosting JOLDTS for all Reserve and National Guard officers in grades O-1 through O-4 and WO1 through CW4 in conjunction with the Association’s National Convention since 1998. As the program plans its 10th edition June 24–28 in conjunction with the ROA National Convention in Atlanta, Ga., it is continuing to raise the standard and status of this joint officer professional development and group leadership skills seminar.

The agenda for the Atlanta JOLDTS is still being developed, but the following highlights are already in the books:

- “Principle-Based Leadership”—an examination of the impact of “Trust Capital” and shared values in accomplishing the mission. The session culminates in teams solving a problem, which requires the help of another team while experiencing some unexpected challenges. Led by Art Hobba of Transcende.

- “Understanding Gender and Generation,” led by Kevin Miller of FranklinCovey.

- “Proactive Leadership”—a detailed examination of four approaches to leadership, three that are dysfunctional and one that is functional, led by Col Harry Woodson, mission support group commander, 916th Air Refueling Wing at Seymour Johnson AFB, N.C.



- “Understanding Behavioral Diversity”—a seminar on why people do the things they do, and how to work with these individuals in both the military and civilian world, led by Dave Otto of Career Training Concepts.
- Group exercises, which challenge and sharpen leadership, communication, and group dynamics skills.

- Senior leaders’ briefs.
- Many mentoring and networking opportunities.

- “First Night Atlanta” arrival dinner and ice-breaker.

- Participating in portions of the ROA convention, service luncheons, and ROA Banquet.

Participants must sign up for the convention to attend JOLDTS, which is covered in the convention fee. Go to www.roa.org/joldts for details on confirming your space and seminar registration. Enrollment will be on a first-come basis, so enroll now.

For more information, contact Col Carl T. “Tom” Obenland, USAF (Ret.), obenland@earthlink.net or phone 360-895-2720 (Pacific Time).—*Eric Min-ton, Editor*

ELIGIBILITY: All Reserve, National Guard, NOAA, and Public Health Service officers in grades O1-O4 and WO1-CW4.

LOCATION: Atlanta Marriott Marquis, 265 Peachtree Center Ave., Atlanta, Ga.

TIMES: Seminar begins Tuesday, June 24, at 6 p.m. and concludes at the end of the ROA banquet Saturday, June 28, at 10:30 p.m.

TRAVEL: Attendees are requested to arrive at the hotel no later than 4 p.m. June 24 to allow for check-in and registration prior to the opening session. Return travel is June 29 if staying for the banquet or after 12:30 p.m. on June 28.

ORDERS DATES: 24–28 June.

JOLDTS-ROA REGISTRATION: Registration fee of \$535 includes the ROA registration, welcome reception, service luncheon, and two JOLDTS meals (one breakfast and one dinner). The ROA banquet is available for \$50 additional. The registration is reimbursable, subject to command policies, and must be authorized in your orders. Registration is required to attend JOLDTS. To register go to www.roa.org/joldts.

LODGING: Atlanta Marriott Marquis, Atlanta, Ga. The hotel rate is \$144 plus tax.

UNIFORM: Short-sleeve, open-collar uniform for daytime agenda; mess dress/dress blues for the ROA banquet (preferred); civilian or military PT/workout clothes for the group exercises.

STANDARDS OF CONDUCT: The National Judge Advocate of the Reserve Officers Association has determined that this event meets the minimum Department of Defense (DoD) regulatory standards for attendance of DoD employees and Active and Reserve members of DoD and its military components. This legal opinion is not an official opinion of DoD and does not constitute approval of attendance. Individual DoD component commands or organizations are responsible for approving attendance of their DoD employees and service-members based on mission requirements and DoD and service regulations.



COURTESY OF THE MARRIOTT MARQUIS

Atlanta Marriott Marquis

As man-made canyons go, the atrium of the Atlanta Marriott Marquis—host hotel for the 2008 ROA National Convention—is a jaw-dropping sight. It might also make you think you're inside a lava lamp, especially with the 50-foot, color-changing sail of the Pulse cocktail lounge in the middle.

Aesthetics is only one of the attractions of this downtown hotel, which recently renovated its guest rooms and meeting spaces. Convenience is another attraction. Aside from its direct connection to the MARTA train (a \$2, 15-minute ride to the airport), the hotel is a short walk from the Georgia Aquarium, World of Coca-Cola, and the CNN Center.

Another of the hotel's attractions is its amenities: for families, ranging from the indoor-outdoor pool to the new signature restaurant Sear, specializing in "fire-inspired cuisine"; for singles and couples, ranging from the High Velocity sports bar to that iconic sail-topped Pulse.

Make your room reservations by calling toll-free 866-469-5475 before June 23 to get the special ROA Convention rates, using the following codes:

- Single, \$144, group code "roaraaa"
- Double, \$164, group code "roaroab"
- Triple, \$184, group code "roaroat"
- Quad, \$204, group code "roaroaq"

Rates are subject to state and local taxes, currently at 15 percent.

ON THE WEB: Reserve your room and take a virtual tour of the hotel at cwp.marriott.com/atlmq/roa.

A Lifesaver for New Leaders

By LCDR Michael O'Donnell, USCGR (Ret.)

ROA Academy forms leaders and strengthens the Association's roots.

You've been elected to a department leadership position and your first response is, "Wow, I'm so honored." Then you ask yourself, "What do I do now?"

The ROA Academy has the answer. The ROA Academy has, over the past eight years, sought to bring together ROA's subject-matter experts—in resolutions, legislative affairs, membership, public affairs, and publications—in one place for one day to provide concentrated mentoring to the current and future leaders of ROA, as part of the National Convention.

Some of you have asked why the Academy is not presented at the Mid-Winter Conference. The answer is simple: We want to offer the Academy when it's needed most, when newly elected leaders are beginning their service.

For the national staff, there are search committees, interviews, and compensation negotiations; but many of the core cadre of the Association's leadership are simply thrown into the deep end of the pool. The Academy offers a chance for effective succession planning, facilitating management continuity during the change in leadership. The Academy provides mentoring to up-and-coming leaders within the context of ROA, so that new leaders can gain their bearings while developing their leadership styles.

Though the ROA Academy is targeted toward newly elected department-level leaders, it is useful and open to any member of the Association, at any level in the organization. Those who attend will find a great opportunity for up-close-and-personal interaction with ROA's national leadership (remember when you couldn't even reach your general or admiral, let alone talk to him or her one-on-one?). The ROA Academy provides a

Set yourself up for success in your succession to department office. Save the date for the ROA Academy: Wednesday, June 25 (7 a.m. to 4 p.m.), in Atlanta, immediately preceding the National Convention. There is no fee to attend the ROA Academy (other than one extra night's lodging). The National President hosts a reception exclusively for ROA Academy attendees, faculty, and the national leadership and staff on the evening before the Academy. This will be in the President's Suite, from 6 to 8:30 p.m. You must register in advance by May 31. For more information, look for the ROA Academy link at www.roa.org/atlanta.

level of access and candor you may not see in any other context within ROA.

The Academy is also, in many ways, the farm-team training ground for future national leaders of ROA. More than three-quarters of the current National Executive Committee members—and all six of the most recent national presidents—have attended one or more ROA Academy presentations. When COL David Davenport, USAR, attended the Academy in 2002, he was asked why, as a candidate for national president, he thought he should attend. In a ringing endorsement of the ROA Academy, he simply replied: "Always something to learn."

The primary target audience of the Academy remains the newly elected department president (and president-elect). You're only in the deep end of the pool if you choose to be. Let the ROA Academy at least throw you a life preserver.

LCDR O'Donnell is a member of the ROA Academy Task Force and is vice chairman and longtime member of the ad hoc ROA Academy Committee.

ADVANCE REGISTRATION 2008 ROA/ROAL NATIONAL CONVENTION

June 25–28, 2008, Atlanta Marriott Marquis, Atlanta, Georgia

Register online at www.roa.org, or mail in the form below. Advance registrations must be postmarked by **June 11, 2008**, to receive **discounted registration fees**. After that date, registration must be done on site. A \$25 administrative fee will be applied to all cancellations received by June 13. There will be no refunds for cancellations received after June 20, 2008.

GO TO WWW.ROA.ORG TO REGISTER

Or Mail to: ROA
Manager, Meetings & Events
One Constitution Avenue NE
Washington DC 20002-5618

THE ATLANTA MARRIOTT MARQUIS IS A NO-SMOKING HOTEL

REGISTRANT INFORMATION (PLEASE PRINT CLEARLY)

Name (as it should appear on badge)	Rank	Branch of Service - Active/Reserve/Retired	
Address	State		Zip
(_____)			
Daytime Phone	E-mail Address	ROA Member Number	
Guest #1 - Name (as it should appear on badge)	Guest #2 - Name (as it should appear on badge)		
Guest #3 - Name (as it should appear on badge)	Guest #4 - Name (as it should appear on badge)		

Ribbons: Please include a ribbon in my packet for: Capital Campaign Wall of Gold First-Timer

1 Event Registration—Required for access to events. (Onsite: \$455)

Event Registration No. of People _____ x \$425 = \$ _____
Block 1 Subtotal: \$ _____

2 Professional Development Seminar Options—(O1-O4, WO1-CW4)*

JOLDTS (Convention registration required) No. of People _____ x \$110 = \$ _____
Block 2 Subtotal: \$ _____

**JOLDTS (Joint Officer Leadership Development Training Seminar) registrants, please e-mail Col Obenland, ROA seminars manager, at obenland@earthlink.net or call him at 360-895-2720 (Pacific Time) so that he may send you specific seminar attendee information. JOLDTS attendees are not subject to additional onsite registration fees.*

3 Inaugural Banquet Options (Onsite: \$70)

Banquet (Saturday) No. of People _____ x \$50 = \$ _____
Block 3 Subtotal: \$ _____

4 Service Lunch Options (Included in registration. All lunches on Friday)

No. of Registered Guests: Army _____ Naval _____ Air Force _____ ROAL* _____ x \$0
No. of Non-Registered Guests: Army _____ Naval _____ Air Force _____ ROAL* _____ x \$45 = \$ _____

**Reserve Officers Association League*

Block 4 Subtotal: \$ _____

Subtotals from block 1 + block 2 + block 3 + block 4 = **TOTAL REGISTRATION FEE** \$ _____
(One Registration + One Banquet = \$475)

PAYMENT

I have enclosed a check made payable to ROA for the total registration fee.

Please charge total registration fee to my VISA MasterCard American Express Discover

Card # _____ Exp. Date _____

Signature _____

NATO in a Chaotic World

CIOR gains insight into security issues in Turkey, Africa, and other countries during mid-winter meeting.

By Lt Col Ann P. Knabe, USAFR, Associate Editor

Members of the Interallied Confederation of Reserve Officers (CIOR) who attended the mid-winter meeting in Wesseling, Germany, learned that military actions alone can't suppress terrorism. All of the speakers' messages resonated a similar theme: combating terrorism is complex, but it also allows for new opportunities.

Ambassador Faruk Logoglu, president for the Center of Eurasian Strategic Studies in Ankara, Turkey, spoke about that country's two decades of terrorism. According to the ambassador, Turkey has lost more than 40,000 lives and more than \$100 billion from terrorist-related activities.

"The psychological damage has also taken its toll," said the ambassador, explaining that the primary terrorist threat is the Kurdistan Workers Party (PKK). He said external factors affected terrorism, including a lack of international cooperation and the PKK's economic and logistic support from neighboring countries.

Another factor affecting terrorism in Turkey was whether Turkey would remain a secular democracy or move in an Islamic direction, Ambassador Logoglu said, and there were questions as to whether the constitution would be rewritten. He said the handling of economic variables and growth would also have an impact on terrorism in the country.

Ambassador Logoglu said Turkey must continue to fight terrorism. He thinks one way to decrease the terrorist threat is to develop an integrated social contract between Turkey and its internal and external audiences. He said that the contract would be agreed action that can be explained to the different stakeholders and that Turkish priorities should remain in focus.

"Terror and Kurdish issues must be dealt

with first by consensus of parliament," he said, and now was a unique window of opportunity to make this happen.

VADM Robert T. Moeller, U.S. Africa Command (AFRICOM) Director of Operations based in Stuttgart, Germany, spoke about the Department of Defense's decision to create AFRICOM. He explained that three other commands "attended to" Africa (Pacific, Central, and European) but none identified Africa as a first priority.

VADM Moeller pinpointed partnership, security, and stability as key to the new AFRICOM, currently operating as a sub-unified command under European Command but about to become a unified separate command beginning Oct. 1, the end of this fiscal year.

Africa comprises more than 11.6 million square miles; the United States by comparison, 3 million square miles. The command's area of responsibility includes all of the continent's 53 countries, including island nations, with the exception of Egypt, due to its dominant interest in the Middle East. The command is building bridges with African standby forces in six regions of the continent.

VADM Moeller described AFRICOM's vision as sustained security engagement through military programs, military-sponsored activities, and other military operations, directed to promote a stable and secure African environment in support of U.S. policy.

"This will require building relationships with U.S. government agencies with interests in Africa," he said, with AFRICOM focusing on building relationships with economic communities and taking a lead role in supporting U.S. government

agencies such as USAID, the FBI, and the Departments of Energy, Treasury, Commerce, Agriculture, and Homeland Security. Building these relationships with partners and friends, and accepting missions from other unified commands, is proceeding in a deliberate and seamless fashion, he said.

He said the big question was what role the State Department would play in oversight. "There is a civilian deputy on the AFRICOM staff," he said. "Will that person be able to effectively bridge the gap for the State Department?"

VADM Moeller listed international partners as including the United Nations, NATO, the European Union, European militaries, and some nongovernmental organizations (NGOs). "Building partner security capabilities, supporting humanitarian assistance efforts, and providing crisis response are activities that are all oriented on preventing conflict in order to enable the work of Africans," he said.

Other Wesseling seminar speakers also focused on the complexities of Africa and ways to deal with the terrorist threat.



CAPT HENRY E. PLIMACK, USCGR (RET)/CIOR

Brig Gen Reinhard Trischak of the Austrian Army, who is European Union (EU) assistant chief of staff for the Policy and Plans division in Brussels, Belgium, spoke about the need for EU support to strengthen conflict resolution. He said that Africa was already a priority for the European Union. The EU's concept is to support the establishment of an effective African Security Force, built on an action plan of conflict prevention, training and exercises, support operations, and post-conflict reconstruction, he said.

Klaus Jurgen, co-chair of an aid organization called HELP, spoke about African development from the perspective of a nongovernmental organization. He called for urgent humanitarian relief and reconstruction on the continent, but explained that resources were stretched with the largest NGO mission still taking place in the Balkans, followed by NGOs in Afghanistan and tsunami relief efforts.

Steven Mirr, chief of defense operations at NATO headquarters in Brussels, spoke about NATO operations in Afghanistan and

the link to terrorist groups in Pakistan. He said the mission was to assist the Afghan government to establish and maintain security, facilitate development of Afghan government structures, extend Afghan government control, and assist with reconstruction and humanitarian efforts.

He estimated that 56,000 troops representing 45 nations were currently operating in Afghanistan. More than 1,000 servicemembers serve at the International Security Assistance Force headquarters under the command of a U.S. general.

The seminar attendees also received a threat analysis called "Vision Brief" from RADM Robert M. Clark, USN, director, Maritime Partnership Programs, commander, U.S. Naval Forces Europe—commander, Sixth Fleet. A Reservist, RADM Clark was activated to serve in his current billet with an area of responsibility that includes Europe and Africa.

RADM Clark said the United States has transitioned from the Global War on Terrorism to the Long War on Terrorism. He defined future threats based on de-

mographics, such as birth rates, longevity, resources, and sea lanes of shipping.

Other speakers presented on Russian issues, Kosovo, India, and Israel.

"It was an outstanding seminar," said Maj Gen Robert Nester, USAFR (Ret.), CIOR vice president for the U.S. delegation. "What struck me most was how attendees from the European nations were looking inward for answers. They recognized that Europe needs to speak with a unified voice both in NATO and the EU, and they need to step up their efforts to assist the United States, especially in Afghanistan. Their attitudes were far different than at the seminar a year ago when their focus seemed to be on American failures in the Iraq War."

The annual CIOR mid-winter meeting takes place in cooperation with the Konrad Adenauer Foundation in Wesseling, Germany. ▴

ON THE WEB: For more information on presentations during the CIOR mid-winter meeting in Wesseling, visit www.roa.org/cior.

Istanbul Calls

Ancient capital in Turkey hosts CIOR and CIOMR Congress in July.

Located on the Bosphorus between Europe and Asia, Istanbul welcomes CIOR and CIOMR July 7–13, 2008. The annual congress will be hosted by Turkey's Retired Officers' Association, whose members are all Reservists retired from active duty.

"We'll provide hospitality from the moment our guests step off their planes in the airport," said Col Cergiz Kurkcu, lead organizer for the congress. The congress will take place in the Taksim area at the International Congress Center. All of the hotels are within walking distance.

The CIOR and CIOMR Congress activities fall on the European side of Istanbul, and the CIOR Military Competition will take place at the Infantry School and Trade Center on the Asian side about 25 kilometers from the main congress. The swimming portion of the competition will occur at the Naval War College.

Istanbul offers a rich history to CIOR guests, Col Kurkcu said. "The city embraces two continents with one arm reaching

to Asia, and the other to Europe. The Istanbul Strait goes through the city's heart near the Black Sea, the Sea of Marmara, and the Golden Horn."

The former capital of three successive empires—Roman, Byzantine, and Ottoman—Istanbul today honors and preserves the legacy of its past while looking toward a modern future, Col Kurkcu said. "The Mediterranean city is a collection of different religions and cultures," he said. "And we also have delicious Turkish cuisine."

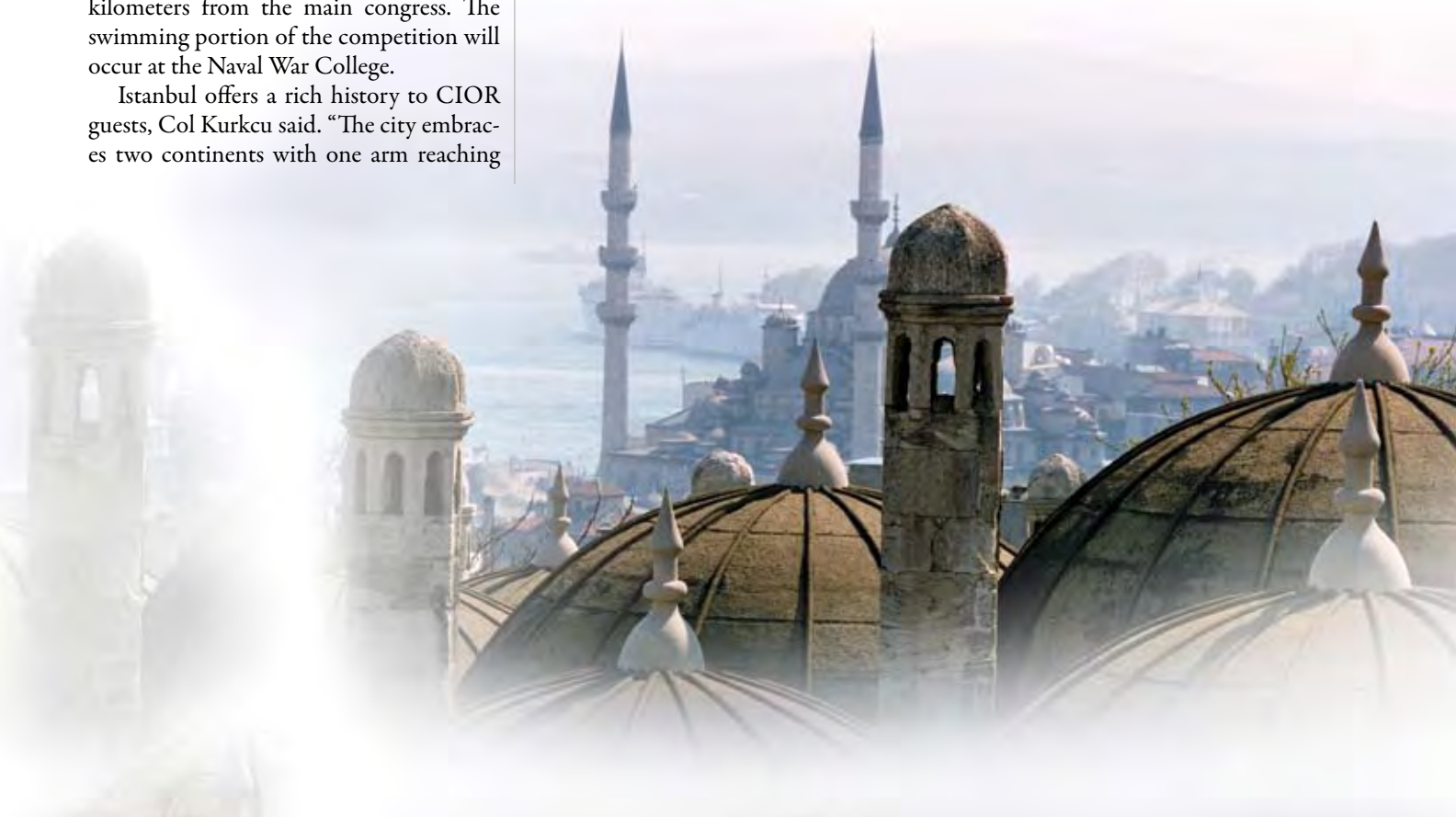
The highlight of the CIOR Congress will be the symposium on Civilian Employer Support of Reservists Returning from Deployment. Delegates at large will



have the opportunity to tour historic Galipoli, the Izmir area, the Southern Coast Antalya, and the underground cities of Cappadocia.

The CIOR Language Academy will convene in Istanbul immediately following the congress.—*APK*

ON THE WEB: For more information about the 2008 Congress activities, visit the congress website at www.cior2008turkiye.org. To register for the CIOR or CIOMR congress as a delegate at large, visit the ROA website at www.roa.org/cior.



ROA NATIONAL SECURITY REPORT



Resetting the Force

By James Blaker, Senior Analyst, SAIC

Force resetting” has begun. It will continue over the next several years, across the change in administrations. And it will be expensive—up to as much as \$500 billion over the next five years¹—depending on what “resetting” includes. That’s the issue: how much of the resetting effort ought to go to restoring what the Afghanistan and Iraq conflicts have eroded, and how much ought to go to changing the forces to better meet future challenges?

Resetting cannot only involve restoring worn-out equipment. Technology always marches onward. More importantly, the conflicts in which we have engaged have given us—and the rest of the world—new insights to the uses and limitations of military force and to how opponents might seek to counter the overwhelming military power of the United States. Because of the past five years, resetting will therefore involve change and transformation.

The military services will play the

major role in defining how much. They will not, of course, be the only actors. Congress, the new administration, defense contractors, the American public’s reaction to the recession, and what other nations and non-state entities do will all have influence. But there is a momentum to what the military plans, programs, and budgets that can defy world events and politicians. In times of war and administration changes, the institutional views and priorities of the military services are particularly important.

To get a sense of how the military services will approach resetting, some colleagues and I surveyed their official pronouncements over the past three years. We also talked at length on different occasions with a focus group composed of more than 30 flag and general officers, some currently on active duty, others recently retired. This group represented all three military services. All its members had had force planning experience. We predicated all the discussions on non-attribution and focused on five questions: How fast was the service (Army, Navy, Air Force) changing? How fast should it change? Why? How should change be measured? How should the Department of Defense (DoD) modulate the rate of change (make it go faster or slower)? Our discussions began in 2005 and continued through late 2007. We talked with each member of our contact group at least three times during that period, and with most of them at least five times. Beginning in May 2007, we supplemented the

general discussion of change with more specific questions on how members believed their service should undertake the force resetting process. Our purpose was to discern the “institutional view” of each of the services.²

The research raises implications that go beyond the financial costs of resetting the force. It points to significant differences among the services regarding the extent resetting should transform military capabilities (as opposed to replenishing existing ones), high likelihood of intense budget battles, and an increasing potential to undermine recent advances in joint operational skill and capability.

Views of Rates of Change

None of the military services want to return to an ante bellum period. They want to reset to where they had hoped—in 2003—to be on the general paths they had set earlier for the end of the first decade of the new century. The services share a common understanding of the general pattern of change and of how fast it should occur at particular points along their preferred paths to the future.

- The prevailing image is that of a biological curve, in which “normal change rates”—incremental, essentially straight-line technological improvements, structural adjustment, and organizational evolution—prevail. In part, this is a holdover from the Cold War when managing the superpower relationship made steady, predictable changes of strategic value. It is also of institutional value. It is a period in

This report is a publication of the Defense Education Forum of the Reserve Officers Association and is intended to advance discussion and scholarship of national security issues. The views expressed in this report are solely those of the author and not necessarily those of ROA.

which the service works from a set of generally accepted and understood assumptions. The service uses technology largely to improve existing capabilities. It approaches resource allocation, planning, programming, and operational decisions through familiar processes. Cultural orthodoxy is valued and cultivated in training and ritual. Research and development explore different force designs and operational styles, and innovation continues. But the rate of change is more or less constant, and, in military institutions that take risk very seriously, normally relatively slow.

- The second phase of change begins with an inflection period, an upward shift in vector from the usual rate of change. Historians point to events, contextual changes, and the influences of powerful leaders as instigators. Conflict, particularly lost ones, can do it for the losers. Whatever its causes, the shift ushers in a period of deeper, faster, and initially controversial changes. Proposed alternative concepts and assumptions stream through the service, usually from the top down. Experimentation tends to replace demonstrations and exercises; innovation and exploration increase. Alternative developmental paths spin out of the mainstream of change, but, through this period of accelerating changes, a consensus grows on different assumptions, new capabilities, different business processes, and cultural adjustments.

Periods of accelerated change in military affairs carry the seeds of deceleration because military institutions cannot sustain accelerating changes indefinitely. At some point, increasing rates of change erode things that make the services institutions and give them military effectiveness. It pulls them apart. They lose the time to train and acculturate their members to new ways of doing things. That erodes the necessary belief among the members of military institutions that everyone will try to do what their rank and specialization says they will do. The effectiveness

of the institution can decline and its overall readiness can diminish because, inevitably, parts of the institution will change faster than others.

- This ushers in the third phase of change. The institution seeks to consolidate the changes. It focuses more on standardizing the new assumptions, priorities, and cultural adjustments the changes engendered. Interest in technology returns toward slower, more cautious modernization. The perceived value of orthodoxy grows.

This general view of change permeates each of the military services. But they do not see themselves at the same places along the curve.

Although the past five years have had a significant impact on how each of the military services views the future, Desert Storm continues to influence institutional views. For both the Army and the Air Force, Desert Storm vindicated the strategies and institutional changes undertaken after Vietnam. This was not the case for the Navy, which, driven by what it termed “the Maritime Strategy,” had focused on sea control and strategic strike from operating locations thousands of miles away from where the Army and Air Force planned to confront the land power of the Warsaw Pact. The Navy’s experience in Desert Storm suggested its inability to communicate with the Army and Air Force; the differences in its aircraft electronics and relative limitations in using precision-guided weapons; and, in general, its inexperience in dealing with opposing land forces could make it irrelevant in the post-Cold War period. Desert Storm was taken by the Army and Air Force as proof they were on the correct path to the future and traveling at the proper rate of change. To the Navy, it was an inflection point demanding huge changes.

The Navy

The Navy sees itself as having undergone a significant transformation dating from Desert Storm. It looks back at

over a decade of accelerating changes in strategy, force structure, technology, platform mix, and operational concepts. A fundamental strategy shift from sea control to littoral warfare (control of the open oceans to projecting power from the sea to land) drove accelerated change and brought about the most dramatic reallocation of funding among naval components since Vietnam (funding shifted away from submarines toward surface warfare platforms); major realignments of the Navy’s shore establishment; and the introduction of major new communications capabilities devoted largely to increasing the Navy’s ability to communicate with the other two services. Accordingly, in its institutional heart, the Navy believes it is in a period of consolidation, seeking to maintain and refine the transformation it underwent through the last decade, and adjust its resulting force structure to the demands of the new international environment.³

It does not see resetting as a means of leaping ahead to new capabilities or as a lever to more accelerated change. It worries about the costs of ships and operations that its announced strategy of leading greater international collaboration will require. Like the Air Force, it is girding for intense budget share debates with the Army, which it expects, rightfully, will use its losses in equipment through the conflicts in Iraq and Afghanistan to keep its Future Combat System (FCS) on the fast track.

The Army

The Army’s perception is that it began a period of rapid change at the end of the last century, driven by its decision to move toward a more mobile, agile force capable of distributed operations (the essence of FCS). While it has recently adjusted its planned rate of transformation downward because of operational demands, it still anticipates a steep rate of change until at least 2012.

Of all the services, the Army is the most inclined to use resetting and the money that comes for it to acceler-

ate its push toward different military capabilities. It is aided in this by its legitimate claim that it has lost the most equipment and training time as a result of the conflicts. It has also blurred the line between FCS development and replenishing equipment losses by what it calls spiral insertion: early delivery of selected FCS capabilities.

It realizes that the Air Force and the Navy are likely to challenge some of the funding it claims for resetting. But it sees the greatest challenge to its desired transformation coming from a directive or internal effort to restructure and re-equip for counterinsurgency operations.

The Air Force

The Air Force sees its period of accelerated change and transformation coming in the future, driven by a transition to an era of space weaponization, new long-range bombers, and unmanned aerial vehicles. It has been thinking about the transition since the late 1990s. But it believes the technology, national and international basis (particularly regarding the weaponization of space), and internal service culture needed to generate the inflection period are not yet in place. In the meantime, the Air Force's institutional desire is to maintain the essence of the capabilities, forces, expeditionary operational approach, and culture it has honed over the past two decades,

At this stage, the Air Force sees resetting largely in terms of replenishing as opposed to redirecting its force structure. Like the Navy, it worries about a multiyear adjustment of budget shares favoring the Army, not only because this can jeopardize its current major programs, but also because it may delay initiating the next period of accelerated change it anticipates could otherwise begin in the next decade.

What the Differences Mean

Differences in how the military services view rates of change are nothing new. But some aspects of the current

differences bear on the kind of overall military capabilities the United States develops over the next five years. The emerging debate over resetting can easily become competitive and acrimonious because of the amount of money involved and the priorities the services have in meeting different institutional goals. The Navy's shipbuilding plan, the Army's FCS modernization and personnel end-strength increases, and the Air Force's aging aircraft inventory all are going to be expensive to deal with. Resetting is likely to become the focus of the budget debates, and because the concept has expanded to encompass the rate of modernization and transformation, it will highlight the different perceptions the military services have of the needed rates of change.

But does the variation in the perceived rates of change point to anything more significant than an annual budget debate?

On the one hand, the diversity could be a fortuitous form of risk management in a world of diverse and less-than-clear potential threats. Better, perhaps, to have one military service going through accelerated change than all three simultaneously. It limits the institutional stress inherent in abnormal periods of transformation, and while the Army is clearly undergoing transformational stress in tandem with the stress of relatively rapid combat rotations, the fact that the Navy and Air Force are not may provide a cushion of stability. On the other hand, however, the diversity can also retard and perhaps reverse some of the remarkable recent advances in joint operational capabilities. Whatever the final judgment on the conflicts in the first decade of the new century, historians are likely to point to this period as one in which the military services moved toward much greater effectiveness on the cusps of growing interdependencies in air-ground operations and logistics. Both of these had been traditional areas of competition and redundancy until operations

in Afghanistan and Iraq made clear the ability to diminish both and the leap in combat effectiveness of doing so.

But in the post-Vietnam 1970s and 1980s—the last time the military services left a conflict and embarked on different transformational paths—subsequent operations, from the abortive 1980 effort to free the U.S. hostages in Tehran to the difficulties the Navy had in operating jointly in Desert Storm, highlighted how the differences reinforced the competitiveness. If you add the catalyst of tough debates over budget shares, the military services may slip back toward stovepipes, redundancies, and competition.

The history of U.S. military institutional development over the past half century points to the dynamic that builds the notorious “service stovepipes.” However beneficial a diversity of institutional perspectives may be in eras of international ambiguity, diversity fosters diverse goals. Diverse goals drive institutional specialization, turning areas of service interaction toward areas of competition. Competition fosters independence. Independence erodes joint operational effectiveness. There are already hints that this may be occurring in logistics and with regard to unmanned aerial vehicle operations where jurisdictional sniping is growing.

Today, each of the military services is looking inward. The Army seeks to accelerate its transformation to “full-spectrum capabilities” based on its FCS while it wrestles with how much it should build its counterinsurgency capabilities. The Navy has recently proclaimed a new maritime strategy. It is short on force and budget specifics, but very different in tone and focus from the notion of littoral warfare that led the Navy's transformation through the 1990s. The Air Force seeks to maintain and replenish its aging aircraft inventories as it prepares for cyberwar, manned and unmanned operational interactions, weaponized space operations, and the rapid transformation that is coming. Di-

versity in perspective across the services is increasing. The dynamic that can foster “anti-jointness” is nascent. It would be unfortunate if it takes over.

Mr. Blaker served in various government positions, including as deputy undersecretary of the Air Force, deputy assistant secretary of defense, senior advisor to the vice chairman of the Joint Chiefs of Staff, personal representative of the secretary of defense to the Mutual Balanced Force Reductions Negotiations, and senior analyst at the Congressional Budget Office. He was a junior Army officer (Infantry) during the Vietnam conflict and holds a Ph.D. in comparative government. His most recent book is Transforming Military Force: The Legacy of Arthur Cebrowski and Network Centric Warfare (Westport, Conn.: Praeger Security International, 2007). The views in this article are those of the author.

ROA STARs partner SAIC is a provider of scientific, engineering, systems integration, and technical services and solutions to all U.S. military branches, Department of Defense agencies, the intelligence community, the Department of Homeland Security, and other U.S. government agencies, as well as to commercial customers. For more information on the Web, visit www.saic.com.

¹“Resetting” entered the budgetary lexicon in 2005 as funding to repair, overhaul, and replace equipment destroyed, worn, or damaged as a result of military operations in Iraq and Afghanistan. The Department of Defense (DoD) often added major upgrades to repaired items, returning equipment

Call for Papers

The National Security Report is published in coordination with the Defense Education Forum of the Reserve Officers Association. Articles are now being accepted for publication as National Security Reports. The articles should be a thesis or essay covering some aspect of national defense or global security, with citations where appropriate. The papers must be original (no reprints) and a maximum of 3,000 words in length, including footnotes. All papers will be reviewed by the DEF director, THE OFFICER editor, and the ROA Communications Advisory Board. Revisions may be requested, or the paper may be rejected outright. Approved articles will be edited for grammar, punctuation, and ROA style guidelines, and will be copyfitted to the allotted space. Submit your papers to eminton@roa.org.

to the field with enhanced abilities, at costs that exceeded simply repairing it. In 2006, DoD added “reconstituting” to the concept: funding to replace worn out equipment with new equipment. In 2007, it expanded the notion of reconstitution by requesting funding for resetting the force that would include money to replace damaged equipment with newer models, accelerate planned purchases of new systems, address emerging needs, and enhance the military’s capability not only to continue current operations but also to better prepare for the longer war on terrorism. In 2008, ADM Michael Mullen, chairman of the Joint Chiefs of Staff, added the notion of “revitalizing,” in effect extending the area of resetting into manpower end-strength expansion in the Army and Marine Corps, higher funding for recruitment and retention, and, by implication, bolstering the commitment to provide long-term care and support for military personnel injured in the conflict and to their families. Predictions as to the actual future costs of resetting depend on the course of the conflicts. But \$100 billion per year—roughly 20 percent of each year’s budget—is probably a conservative estimate of the costs of resetting the force under its current broad definition. See Congressional Budget Office director’s blog Feb. 11, 2008, at <http://cboblog.cbo.gov/?p=64> and

posture statement of ADM Mullen before the House Armed Services Committee, http://www.house.gov/hasc/hearing_information.shtml.

² By “institutional view” we mean that set of assumptions, concepts, and priorities that flow from the history, experiences, socialization processes, and common understandings that distinguish each service. Commonly used as shorthand for “how the Army, Navy, etc., sees things,” institutional views refer to more than the official pronouncements of those in authority expressing formal policy of a military department. The concept we use flows from sociology, and, in particular, reflects the work of Morris Janowitz, Sam C. Sarkesian, Charles Moskos, and Carl Builder. See, for example, Morris Janowitz, *The Professional Soldier*, (Glencoe, Ill.: The Free Press, 1960); Sam C. Sarkesian and Robert E. Conner Jr., *The U.S. Military Profession into the Twenty-first Century* (Portland, Ore.: Frank Cass, 1999); Charles Moskos, “From Institution to Occupation: Trends in Military Organizations,” *Armed Forces and Society*, Vol. 4, No. 1, 1977; Carl Builder, *The Masks of War: American Military Styles in Strategy and Analysis*, (Baltimore: Johns Hopkins University Press, 1989).

³ *A Cooperative Strategy for 21st Century Seapower*, <http://www.navy.mil/maritime/MaritimeStrategy.pdf>.

Contributions to the Defense Education Trust Fund are tax deductible under the provisions of Sections 501(c)(3) of the Internal Revenue Code. Defense Education Chairman: COL Richard S Eckstein, USAR. Vice Chairman: Maj Barbara D Manouse, USAFR. Committee: Col Anne F Hamilton, USAFR; CAPT Charles A. Jindrich, II, USNR (Ret.); MajGen Larry S. Taylor, USMCR (Ret.); COL William G Willis, AUS (Ret.); CAPT Henry E. Plimack, USCGR (Ret.), ex-officio PAO; Lt Col Judy M Ford, USAFR, ROAL representative; CDR Rafael A. Ortiz, USCGR, ExCom liaison; LTC Terrence J. Benshoof, USAR RET, National Council liaison; LTC Robert Feidler, USAR, staff liaison; LtGen Dennis M. McCarthy, USMC (Ret.), publisher; Eric Minton, editor, ROA National Security Report.

DEF Emeritus Board

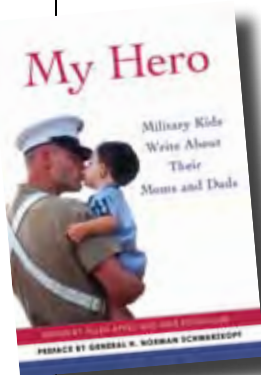
Co-Chairs: CAPT Ned Kulp, USCGR (Ret.), and BG Louis Myers, ARNG (Ret.). Committee members: *LTC Nate Allen, AUS (Ret.); CDR John Conant, USNR (Ret.); COL David Davenport, USAR; Maj Joylyn Grant, USAFR; Col Paul Groskreutz, USAFR; Lt Col Judy Larson, USAFR; Col John Loughran, USAF (Ret.); *BG John McAllister, USAR (Ret.); CAPT Robert L. Pendleton, USCGR (Ret.); CAPT Henry Plimack, USCGR (Ret.); CAPT Joe Wielert, USCGR (Ret.); CAPT David L. Woods, USNR (Ret.); RADM Steve Yusem, USNR (Ret.).

* Deceased

Minding the Children

My Hero: Military Kids Write about Their Moms and Dads edited by Allen Appel and Mike Rothmiller (St. Martin's Press)

Reviewed by Elizabeth H. Manning



The last time *My Hero* editors Allen Appel and Mike Rothmiller teamed up, it was to write the humorous *Old Dog's Guide for Pups: Advice and Rules for Human Training*. Their new book, *My Hero*—set for release just before Memorial Day—can be funny at times too. It also can be sad, uplifting, poignant, and insightful, providing a window into what military children feel about their parents, in the voices and art of the kids themselves.

Based on the Armed Services YMCA's annual Art & Essay contest, *My Hero* includes effusive endorsements that cut across politics as much as the essays cut across the services. But instead of needing endorsements such as those that appear in the book from George H.W. Bush, Bill Clinton, Jimmy Carter, GEN H. Norman Schwarzkopf, USA (Ret.), or, indeed, this reviewer, *My Hero* is one of those books that speaks best for itself.

"When a hero comes to mind you usually think of a man dressed in bright colors than a woman in ACUs [Army Combat Uniform]. I'm proud of my mother because she is stronger, braver, and tougher from being in the Army." Thomas Overtree, age 13.

"I am proud of my military dad because he fights for freedom and not for war. He is like a thick plate of armor protecting us. My dad goes on long deployments. I don't like that because I miss him. I am proud of my dad because he seems like the bravest person alive." Sean Callahan, age 7.

"I miss him all the way to Mars from Earth." Blaise Giove, age 7.

"My dad can do 45 sit-ups in one minute and 31 push-ups in one minute. He can run two miles in five minutes!" Destanie Heslar, age 9.

"She's like my guardian angel. When I feel like I can't do something, mom encourages me and tells me I can do it. When I get something wrong, she doesn't get mad, she just says try again." Nyasha Brownlee, age 9.

"My dad is my hero because he jumps out of planes and gets the bad guys to make the world safe. I love my dad because he is working hard to take care of me. Someday I want to be big and strong like my dad and drive a jeep. When he is

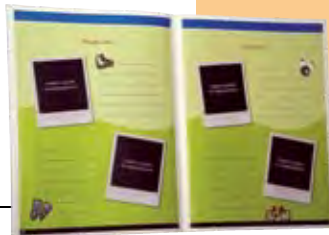
gone, he puts me in charge of our house and it is a hard job to do." John Ward Tatum III, age 6.

And lest one might think that children believe only those in uniform can be heroes: "My mom, even though she is not in the military is brave enough to be in the Army! She cooks, cleans, helps us out with homework, washes and folds clothes and assists in activities we do. She is also kind, caring, loving, fair and trustworthy. Sure, she gets upset sometimes, but she does whatever she can to make our lives better." Zach Hunter, age 11.

One quibble with the book: while it identifies the children's parents and their branch of service, it doesn't differentiate between Active Duty and Reserve Components. Occasional words like "activate" indicate at least some kids are from Reserve families and thus reflect their unique challenges.

But quibble it is. In addition to providing insight and inspiration for adults, *My Hero* can be a useful tool to open discussions about deployments among families, or simply a gift to help make a military kid feel not so alone.

Ms. Manning, Senior Editor of THE OFFICER, wrote about camps for children of deployment on page 34.

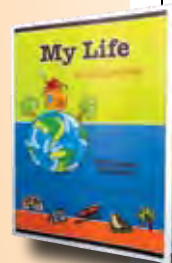


Deployment Journal

Health Net Federal Services LLC, the Tri-care support contractor for the North Region, has created *My Life: A Kid's Journal* for military children whose parent or loved one is deployed.

The 44-page journal, in color or black and white, includes large pages for children to insert photos and enter their own thoughts, desires, and experiences. Meant to serve as a keepsake for the child or, once completed, a gift to their loved one who is deployed, the journal helps children make sense of their feelings and establish important dialogue with their parents. Health Net distributes the journals to families through Tricare Service Centers at mobilization sites and during deployment briefings. Beneficiaries can obtain copies by downloading it from the Health Net at www.healthnetfederalservices.com

or e-mailing HNFS_Communications@healthnet.com.—Eric Minton, Editor



LT COL ANN P. KNABE, USAFR • ASSOCIATE EDITOR, THE OFFICER

Top of the Range

Army Reserve command's food service team earns cooking honors.

Pork chops, tomato soup, salad, mashed potatoes, and lemon cake are the farthest thing from gourmet cuisine. But this winning menu, prepared with culinary professionalism, earned the 143rd Sustainment Command (Expeditionary) Headquarters and Headquarters Company (ESC HHC) the Philip A. Connelly Award as the best field kitchen in the Army Reserve.

"It doesn't sound like a fancy menu, but it's typical of what people really enjoy in the field," said MAJ Andrew

Ziegenfus, the team's officer in charge. "Stateside or battlefield, Soldiers prefer simple foods like hamburgers, pork chops, and spaghetti."

The 143rd won the award after competing at Avon Park Air Force Range in Florida Nov. 17. The 143rd beat teams from the 376th Personnel Support Battalion and the 352nd Combat Support Hospital. This came after the 143rd team beat seven company-sized units in a preliminary round July 14 to earn an invitation to the Department of the Army's final round where they competed in the Army Reserve's field-kitchen category, one of five categories in the Connelly Award program.

The cooking team was evaluated by the U.S. Army Reserve Command and the Army Center of Excellence, Subsistence, on its ability to plan and execute the creation of a tactical feeding and cooking area as if in a combat situation. Various areas were graded, including administration, field sanitation, documentation, security, appearance, kitchen site selection/layout, serving, equipment, and, of course, food preparation and quality.

"The raters looked at every aspect of field cooking you can think of," said MSG Vargas Quinones, the 143rd noncommissioned officer in charge (NCOIC). "The food portion of the competition is based on a 14-day menu, and the raters evaluated how we cooked the food from scratch in field conditions." MSG Quinones contends that his team earned the title based on the members' years of experience, positive attitudes, and "total team effort."

"Many of our cooks have years and years of cooking experience in the Reserve," said MSG Quinones, who has 27 years culinary experience in the Army. The NCOIC has served meals from the portable kitchen trailers in Guatemala, Kosovo, and Southwest Asia. He said many of his teammates have also cooked in hotspots around the world.

"We have 13 people on our team, and they're all seasoned cooks," MSG Quinones said. "But what really helped us earn [top honors] is our cohesive team effort. We worked together to ensure excellence in standards and procedures, and everyone gave 120 percent effort. If something didn't look right to one of us, we questioned each other. This helped ensure our quality."

MSG Quinones said his team went to the competition site two weeks early. On average, it takes one year of planning to compete in the Connelly Award competition.

The 143rd's head cook was SSG Marcella Benavidez. Cooks from the 489th and 196th Transportation Companies augmented cooks from the 143rd ESC's HHC.

"I was impressed, but not surprised by the professionalism and how well the site was set up and run," 143rd ESC Commander BG Daniel I. Schultz said. "The food tasted great as well." He visited the Soldiers in November as they competed at the Department of the Army level.

The Connelly Award, established in 1968, is presented annually to the best food service personnel in the Army. This was the 11th year the 143rd competed for the award, winning once before as a transportation command. The 143rd is the first Reserve sustainment command to win the award.

Teams compete for trophies, scholarships to culinary schools, and attendance at the International Food Service Executives Association award ceremony April 5 in Denver. Two representatives from the 143rd were to be presented the Connelly Cup by representatives from U.S. Army Reserve Command, and one of the cooks will be chosen to attend a one-week culinary school in Denver. ▀



SGT ERIC JONES/204TH PUBLIC AFFAIRS DETACHMENT

SGT Pamela Pierre, NCOIC of food sanitation for HHC, 143rd ESC, discusses kitchen equipment setup with a teammate.

LT COL ANN P. KNABE, USAFR • ASSOCIATE EDITOR, THE OFFICER

Getting Chatty

Chatrooms offer solace for family members with deployed loved ones.

Nothing could prepare Patricia Fry for the fear and emptiness she felt the day she took her son to the airport to say goodbye in February 2006. Then-19-year-old Erich was heading for Iraq, having just finished Marine boot camp.

"I cried the whole day," said Mrs. Fry. "As a mother, I just felt helpless and didn't know what to do." Within days, she stopped watching the news and military channels and entered therapy to cope with the fact she had no idea where her son was or what kind of danger he was in. "I needed something to help pull me through," she said. "And my husband, John, came across MarineParents.com by sheer luck."

Chatrooms on sites like this one offer high-tech support for busy families and friends of deployed servicemembers, providing a place to share ideas, vent frustration, and offer hope.

While searching the site, Mrs. Fry found an online discussion thread dedicated to her son's deployed unit, 1st Battalion, 7th Regiment. She soon discovered he was 40 miles south of the Syrian border on the Euphrates, and she found comfort communicating with the wives, girlfriends, and parents of other deployed Marines.

The site's moderated chatrooms, with names such as "Deployment Room" and "Friends Room," attract interest from people across the nation. At the same time she was looking for support online, MarineParents.com was looking for volunteers to head up chatrooms. Mrs. Fry accepted the challenge and was soon conversing online with other mothers and spouses across the world.

"The chatroom was a lifesaver," she said. "All of a sudden I thought, 'Finally, someone else who knows what I'm feeling.'"

Another chatroom site is Air Force Crossroads at www.afcrossroads.com. Recent Crossroads' discussions included "Telling the Kids," a thread started by a young mother, who went by the name Kid2004, seeking advice on how to break it to her children that her husband is getting ready to deploy again. Another mother who goes by the pseudonym "Bumble" wrote back, "We never keep it a secret. They hear us talking about it, and ask questions and we answer. We talk about it openly. We don't use words like 'this is going to be hard' or this 'is going to really stink.' We look at it as an adventure."

At the same time the mothers were conversing online, a

woman who calls herself Sara.johnson84 asked for advice on how to keep in touch with her husband who was deploying with the Army to Afghanistan. "Seven months is too long not to talk to him," she wrote. Within a short time, three other people e-mailed Sara with tips.

Air Force Crossroads chatrooms are moderated by professional support staff. Crossroads and MarineParents.com enforce operational security strictly. "There are a lot of websites, chatrooms, and blogs that never think of OpSec," said Mrs. Fry. "People just don't think sometimes and give away too much information about troop movement, locations, and missions. This puts our family and friends in danger."

While thousands of support chatrooms exist online, Mrs. Fry suggests that participants exercise caution when selecting a group. She recommends official sites supported by online moderators. "Once you find the right group, you can really make a difference in helping yourself and others," she said.

Mrs. Fry's son returned home from his second tour in Iraq at the end of March, but to help others, Mrs. Fry plans to continue leading online discussions. ▀

Chatroom Advice

Air Force Crossroads offers the following advice for new chatroom members:

- *Be open about differences. Don't ignore them. Share how your background has influenced you.*
- *Encourage questions about the things that make you different.*
- *Make a point to make friends with people different from you. Share any concerns.*
- *Avoid using profane or obscene words or remarks; this includes disguising potentially objectionable words by inserting numbers, letters, or asterisks.*
- *Avoid telling racial or sexual jokes—even jokes about your own group. It is only likely to encourage more of the same. Be careful with other kinds of humor, such as the "friendly insult."*
- *Make your feelings known—diplomatically—if someone makes an unfair remark about a group.*
- *Emphasize common experiences that unify, rather than differences that divide. Regardless of culture, race, gender, religion, and a host of other factors, people around the world share the need to communicate with others and engage in meaningful work.—APK*



CAPT SAMUEL F. WRIGHT, JAGC, USN (RET.) • ROA LAW REVIEW EDITOR

Law Review 0821

The Burden of Freedom

Recent USERRA burdens on employers are not unconstitutional or unprecedented.

Some employers and employer associations assert that the Uniformed Services Employment and Reemployment Rights Act (USERRA) was written for the old days when service in the National Guard and Reserve was generally limited to one weekend per month and two weeks in the summer. These employers and associations assert that USERRA is being misused as the traditional strategic reserve transforms into an operational reserve.

This assertion is an incorrect reading of history. Congress enacted the reemployment statute for World War II, and the burden placed on employers today pales in comparison to the burden placed on civilian employers during and immediately after that war. When Japan surrendered on Sept. 2, 1945, the United States had 12 million men and women on active duty in the armed forces.

Within a few weeks, that number was reduced to three million. Even if only half of the nine million returning veterans had civilian jobs to return to, that still amounts to 4.5 million men and women demanding (with the force of federal law behind them) that their pre-service employers reemploy them, even if that meant displacing other employees.

In 1972, when Congress abolished the draft, the Department of Defense (DoD) adopted the "total force policy." Both the executive branch and the legislative branch recognized that in the all-volunteer military it would be necessary to rely increasingly on the Reserve Components for support in contingencies well short of a World War III.

Starting in the 1970s, the seven Re-

serve Components encouraged their members to participate in military training and service well beyond the minimum requirements, and a long debate ensued as to whether an implied "rule of reason" limited the frequency and duration of military service periods for National Guard and Reserve members. In 1981, the Department of Labor (DOL) bowed to pressure from employer interests and announced a "90-day rule": that the individual Reserve Component member had the right to reemployment after military training or service only if such periods of service did not exceed 90 days in a three-year period. Just a few months later, DOL bowed to pressure from DoD and Congress and rescinded this 90-day rule.

Through the 1970s and 1980s, there were conflicting court decisions as to whether National Guard and Reserve service that exceeded the minimum requirements was protected by the reemployment statute. The Supreme Court finally put an end to that argument by holding clearly and unanimously that the right to time off from one's civilian job for military training or service was not subject to any implied limit or "rule of reason." See *King v. St. Vincent's Hospital*, 502 U.S. 215 (1991).

Three years later, Congress enacted USERRA as a comprehensive rewrite of the 1940 reemployment statute. In section 4312(h) of USERRA, Congress codified the Supreme Court's holding in *King*: "In any determination of a person's entitlement to protection under this chapter, the timing, frequency, and duration of the person's service, or the nature

of such training or service (including voluntary service) in the uniformed services, shall not be a basis for denying protection of this chapter if the service does not exceed the limitations set forth in subsection (c) [the five-year limit] and the notice requirements established in subsection (a)(1) and the notification requirements [timely application for reemployment] are met." 38 U.S.C. 4312(h).

The language of section 4312(h) could hardly be clearer, but the clarity is further buttressed by the legislative history: "Section 4312(h) is a codification and amplification of *King v. St. Vincent's Hospital*. This new section makes clear the Committee's intent that no 'reasonableness' test be applied to determine reemployment rights and that this section prohibits consideration of timing, frequency, or duration of service so long as it does not exceed the cumulative limitations under section 4312(c) and the servicemember has complied with requirements under sections 4312(a) and (e)." House Report No. 103-65, 1994 *United States Code Congressional & Administrative News* 2449, 2463.

The transition from a strategic reserve to an operational reserve was largely complete by the time Congress enacted USERRA in 1994. In August 1990, Iraq invaded Kuwait, and President George Herbert Walker Bush began that month calling National Guard and Reserve personnel to active duty, the first significant call-up of the Reserve Components since the Korean War. It was only the rapid victory achieved by American and allied forces that limited the burden on civilian employers during 1990-91.

Yes, the Global War on Terrorism has increased the burden on employers, but this increased burden is certainly not unanticipated or unprecedented. ▀

ON THE WEB:

Law Review 0823

Supreme Law

We continue our Supreme Court series with the fourth reemployment case to reach the high court, *Oakley v. Louisville & Nashville Railroad Co.* This combined two cases and set the standard for veterans to be allowed a grace period after they return to their jobs before they can be terminated on any cause.

See the story at www.roa.org/law_review.

Other new articles this month at www.roa.org/law_review:

Law Review 0824

Statute of Limitations

A Los Angeles case provides a cautionary tale for both Citizen Warriors and employers about USERRA's timeframe for filing lawsuits.

Law Review 0825

Hard Cases Make Bad Law

A court martial muddies a USERRA case involving the U.S. Bureau of Prisons.

Law Review 0826

Hard Cases Make Bad Law II

EEOC employee's case runs up against jurisdictional issues of two different laws.

State Law 32-1 and 32-2

New Jersey Employees

Expanding our collection of articles on state military leave laws, we review a state supreme court case that upholds the rights of Reservists. New Jersey also has a policy that allows public employees in the Reserve Components time off with pay to attend ROA and other military association meetings.

See the story at www.roa.org/state_laws.

Law Review 0822**Time Management**

Don't confuse the five-year limit with the 90-day deadline.

Q: I enlisted in the Army in 2002, and notified my civilian employer. I entered active duty by reporting to boot camp in April 2003. My original active duty commitment was for four years, and I voluntarily extended for an additional year. I expected to leave active duty in April, just prior to the expiration of the five-year limit.

I had an opportunity for an additional 60-day voluntary extension of my active duty period, running to June. The way that I read your articles about the Uniformed Services Employment and Reemployment Rights Act, my time away from my civilian employer can be up to five years and 90 days. I am thinking of taking the 60-day extension and then applying for reemployment immediately after leaving active duty, to be within the five years plus 90 days deadline. Is my interpretation correct?

A: No, you are incorrectly confusing the five-year limit with the 90-day deadline to apply for reemployment. As I explained in Law Review 77 and other articles (available online at www.roa.org/law_review), you must meet all five eligibility criteria to have the right to reemployment. The five-year limit is separate and apart from the 90-day deadline to apply for reemployment. If your period of service exceeds the five-year limit, you do not have the right to reemployment, no matter how quickly you apply. Several readers share your confusion on this important point.—*SFW*

Update: Appellate Court Upholds Ruling In Favor of Army Reservist

In Law Review 0713 (*THE OFFICER*, March 2007), I reported on the case of *Koehler v. Pepsiamericas*, 2006 U.S. Dist. LEXIS 48726 (S.D. Ohio July 18, 2006). After a trial without a jury, the judge ruled for Kevin Koehler, an Army Reservist, and awarded him \$16,962 in compensatory damages and another \$16,962 in liquidated damages under the Uniformed Services Employment and Reemployment Rights Act, and another \$50,000 on his pending state law conversion claim.

Pepsiamericas appealed to the U.S. Court of Appeals for the 6th Circuit, and on March 6 the appellate court affirmed the judgment in an informative 11-page decision *Koehler v. Pepsiamericas*, 2008 WL 628925 (6th Cir. 2008). This appellate decision is probably the last word on this case.—*SFW*

2008 Sword & Pen Award Winners

Departments

- California: *Sentinel*
Editor: LCDR William Tubbs Jr. USCGR
- Illinois: *Departmental Word*
Editor: COL Michael P. Peck, USAR (Ret.)
- Kentucky: *Spotlight on Kentucky*
Editor: COL Cliff Burnstein, AUS (Ret.)
- Missouri: *MOROA Transmitter*
Editor: LTC Leslie C. Hobbs, USAR (Ret.)
- North Dakota: *North Dakota ROA News*
Editor: Col Gary H. Olson, USAF (Ret.)
- Oklahoma: *OK ROA Observer*
Editor: MAJ Joseph J. Mays, AUS (Ret.)
- Rhode Island: *The Rhode Island Report*
Editor: COL Dennis Perrino, USAR (Ret.)
- Washington: *Washington ROA Reporter*
Editor: LTC Dudley Brown, USAR (Ret.)
- Wisconsin: *The Wisconsin Reservist*
Editor: CDR Ken Keefer, USNR (Ret.)

Chapters

- California Chapter 5: *Heartland ROA-Gram*
Editor: Maj Warren Hill, USAF (Ret.)
- California Chapter 34 and Chapter 43: *Wardroom*
Editor: LCDR Art Curtis, USCGR (Ret.)
- California Chapter 57: *San Diego ROA R-R-R-Ring News*
Editor: LTC Ken Robinson, AUS (Ret.)
- California Chapter 63: *NEWS n VIEWS*
Editor: LTC Albert L. Grayson Sr., AUS (Ret.)
- Florida Chapter 27: *ROA News Report*
Editor: CDR William McGrath, USNR (Ret.)
- Illinois Chapter 33: *Prairieland Bulletin*
Editor: MAJ Jerry D. Jackson, USA (Ret.)
- Illinois Chapter 39: *Capitol ROA-Gram*
Editor: BG Louis Myers, ARNG (Ret.)
- Kansas Chapter 6: *The Shining Sunflower*
Editor: COL Robert F. Tindall Jr., AUS (Ret.)
- Kentucky Chapter 168: *Spotlight on Kentucky*
Editor: COL Cliff Burnstein, AUS (Ret.)
- Missouri Chapter 1: *The Officer*
Editor: LTC Leslie C. Hobbs, USAR (Ret.)
- Missouri Chapter 28: *Major General John Lacy Chapter*
Editor: Myril Stewart
- North Carolina Chapter 28: *ROActivities*
Editor: Lt Col Herman J. Preseren, USAFR (Ret.)
- Washington Chapter 21: *Walla Walla Forte*
Editor: COL Chet Hansen, USAR (Ret.)

Sword & Pen

Annual awards honor department and chapter newsletters.

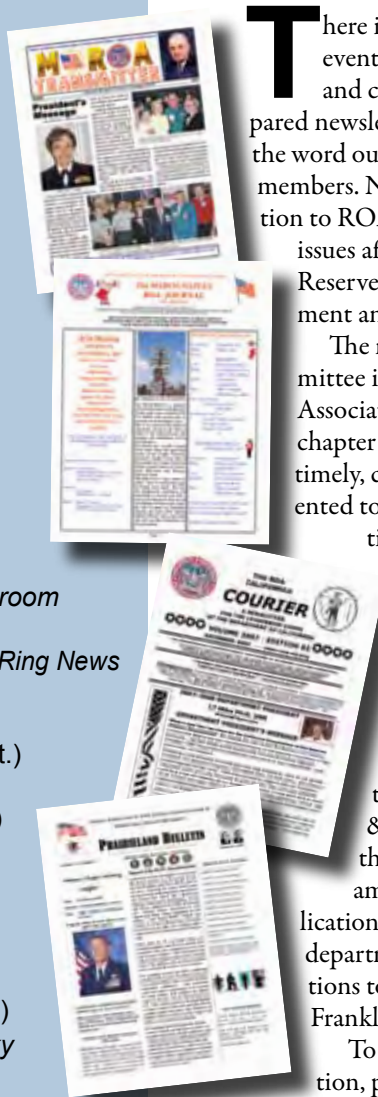
By MAJ John F. Rosnow, USAR

There is no better reference to important ROA events and local news than your department and chapter newsletters. These locally prepared newsletters are the primary means of getting the word out and staying connected with local ROA members. Newsletters convey important information to ROA members on a local level, including issues affecting nearby military bases, statewide Reserve concerns, and news of the ROA department and its chapters.

The mission of the ROA Publications Committee is to ensure that the publications of this Association at the national, department, and chapter level provide members with accurate, timely, cogent, and interesting information oriented to implementing the Association's objectives as mandated by ROA's Congressional Charter.

The ROA Sword & Pen is just one award monitored by the National Publications Committee. It is given annually to the editors of the department and chapter newsletters that convey the purpose of ROA and fulfill the need for information of value. Sword & Pen Awards are usually presented at the department spring conventions. From among the Sword & Pen winners, the Publications Committee recommends up to three department and up to three chapter publications to receive the prestigious ROA Benjamin Franklin Outstanding Journalism Award.

To be considered for Sword & Pen recognition, publications must be submitted by Dec. 31 of each year. Editors wanting to be con-



ON THE WEB: For the complete criteria for the Sword & Pen Award go to www.roa.org. From the left panel on the ROA home page, select "Publications & Resources," and under the heading "Department and Chapter Publications," choose "Publications Guidelines."

sidered for an award must submit at least three separate editions of their newsletters. Key criteria are the following:

- Title of publication, prominently displayed;
- Editor's name clearly identified;
- Disclaimer statement published in each issue;
- Publication minimum of twice per calendar year.

Recognition with ROA's Sword and Pen Award is denied annually to many publications and editors because of omission of two critical factors: mention of ROA's mandate as quoted from our Congressional Charter and a "disclaimer" statement.

Editors must send newsletters for judging in one of two ways. Initial submissions can be sent as hard copy to LTC (Ret.) Leslie C. Hobbs, PO Box 8544, Independence MO 64054-0544. The preferred method for initial submission (and mandatory to be considered for the Ben Franklin award) is to e-mail the newsletter as a PDF to kmatthews@roa.org and copy leshobbs@swbell.net. The subject line should read, for example, "Sword & Pen Submission for Dept CA," or "... Dept TX/CH004." Consistent subject lines facilitate accounting for all entries.

Many departments and some chapters make their publications available on-line as either e-mail attachments or downloadable files from the department website. The Publications Committee encourages this trend. Our junior officers demand electronic communication. Let's not ignore their wishes.

A list of Sword & Screen winners and submission criteria will appear in the June issue of THE OFFICER.

MAJ Rosnow is chairman of the ROA National Publications Committee.

Member Services

A Target-Rich Environment



Col Will Holahan,
USMCR (Ret.)

According to data we have received from the Office of the Secretary of Defense for Reserve Affairs, the Reserve Components have approximately 180,628 officers, including the Coast Guard Reserve.

More than 45 percent of these officers are concentrated in just 12 states: California, 12,223; Texas, 11,223; Virginia, 9,510; Florida, 8,364; Georgia, 6,225; New York, 5,733; Pennsylvania, 5,485; Maryland, 4,676; Ohio, 4,627; Missouri, 4,573; Illinois, 4,474; and Washington, 4,441. The total in these 12 states is 81,554.

Concentrating ROA department and ROA national recruiting staff activity in these states has the potential to yield significant numbers of new serving members. It is essential that a coordinated effort between both the national member services regional directors, led by COL Stan Remer (sremer@roa.org), and those 12 departments above identify productive recruiting venues at Reserve units in those states.

Close coordination between our recruiters and the unit commander or officer-in-charge, ahead of time, can address the oft-heard concern about current Department of Defense ethics regulations and professional military associations (PMAs). There are abundant myths about what can or cannot be said on this subject and most are inaccurate. ROA has posted to its website the most current and comprehensive information on the current ethics regulations regarding PMAs. This information, reviewed by the ROA judge advocate, is especially helpful to commanders and officers-in-charge as to what they can say on the subject of PMAs to fellow officers and those they command.

For this fiscal year, which started April 1, Member Services is looking to hire two intrastate deputy regional member services directors who will concentrate their recruiting in two of the following three states: California, Florida, or Texas. This stepped-up recruiting activity is an indispensable part of ROA's two-part membership strategy of obtaining 75 percent retention of its Term Members and securing 4,000 new members per year. Once these objectives are met concurrently, ROA will see its membership end-strength begin to grow.

Those departments that have these large officer populations have to engage in this effort. They can do so by identifying Reserve units in their departments where a concentrated effort has the opportunity to yield significant results. The national regional member services recruiting staff, by itself, lacks the personnel resources to obtain all 4,000 new members singlehandedly. It can, however, strive to reach 65 percent of this goal and has been assigned this as a recruiting quota. The remaining 35 percent needs to come from department recruiting efforts.

By concentrating our limited resources predominately on just these 12 departments, we have a better chance to achieve the desired effects of our recruitment efforts. We cannot cover all 55 departments; and, candidly, the opportunity to secure sufficient numbers of new members is not evenly spread across all our departments, as the statistics show above.

ON THE WEB: To review the DoD ethics regulations regarding professional military associations, visit www.roa.org/pma.

In Memoriam: MG James E. Frank, USA (Ret.)

'If ROA Had Royalty, He Was It'

By Lt. Col. M.E. Earl, USMCR (Ret.), Associate Editor

It was the 1960 ROA Mid-Winter Conference, and BG Robert Upp, USA (Ret.), a lieutenant colonel at the time and president of ROA Department of California, was suddenly called to the lobby of the hotel from his room. When he got downstairs, he saw that both of his state's U.S. senators and 19 congressmen were there, convened by then BG James Eugene Frank.

"He knew *everybody*," ROA Past National President BG Upp said. "If ROA had royalty, he was it."

MG Frank, USA (Ret.), World War II veteran, businessman, philanthropist, and both ROA and CIOR past president, passed away in March. He was 99.

"I looked up to him as a father, even though he wasn't much older than I was," BG Upp said. "We really enjoyed each other's company."

MG Frank's accomplishments would seem to fill several lifetimes, not just one. A native San Franciscan, he was commissioned a second lieutenant of field artillery in 1929 after completing the ROTC program at Stanford University. He joined ROA in 1930, shortly after his commissioning. CPT Frank was ordered to active duty for World War II in February 1941 and by 1944 was promoted to colonel. He served in the Southwest Pacific for most of 1944 and 1945 and was among the first group of military officers to fly into Tokyo in 1945 to arrange the signing of the peace treaty.

In April 1946, he reverted to Reserve status and served first as the officer-in-charge of Sixth Army Headquarters Reserve Augmentation Group at the Presidio of San Francisco,

1947-1957, and then in command billets with the 91st Infantry Division until his retirement as a major general in 1968.

It was during his Reserve years he thrived as a businessman, and he and his wife, Dorothy Lang Frank, funded numerous Bay Area charities and co-founded the Hearing and Speech Center of Northern California.

MG Frank also became active with ROA, and in 1963, he was elected ROA National President. "We had to talk him into it," said BG Upp. During his presidency he received his second star. Throughout his term, MG Frank spoke of maintaining a strong and capable Reserve; contacting Congress regularly about legislation such as "Equalization of Per Diem Payments between Regulars and Reserves;" and the importance of chapters maintaining strong links with members and encouraging membership renewals.

MG Frank may be best remembered for his leadership in gaining ROA official designation as U.S. representative to CIOR, the Interallied Confederation of Reserve Officers. Retired COL "Will" Ebel, USAR, a long-time ROA member and CIOR participant since the 1960s, credits MG Frank with "working very, very hard for both ROA and CIOR. He used a lot of his time for both organizations." MG Frank cemented the bonds among NATO Re-

serve officers by traveling extensively in Europe for CIOR events, bringing CIOR delegations to ROA events and U.S. military bases, and serving a two-year term as CIOR president, the first American to do so.

Both COL Ebel and BG Upp remember him best, though, as "a good guy. Very friendly. Very hard worker." ▀



Left, MG Frank receives his second star during the 1964 Mid-Winter Conference from Army Chief of Staff GEN Earle Wheeler and Mrs. Frank, as Secretary of the Army Stephen Ailes looks on. Below, BG Upp, U.S. Sen and Mrs. Tom Kuchel, and MG Frank in 1960.



Membership Application for The Reserve Officers Association of the United States

**Serving the Nation and Its Warrior Citizens
Through Defense Education and Advocacy Since 1922**

RANK	FIRST NAME	M.I.	LAST NAME	DATE OF BIRTH (mm/dd/yy) / /
MAILING ADDRESS				SOCIAL SECURITY NUMBER (Optional)
CITY	STATE	ZIP+4 CODE	SPOUSE'S NAME	
E-MAIL ADDRESS			PHONE H () W ()	
BRANCH OF SERVICE (Circle One) <i>[Spouse applicants, circle your spouse's BOS]</i>			MILITARY COMPONENT (Circle One)	
A USMC N AF CG PHS NOAA			Reserve Regular Nat'l Guard	
			MILITARY STATUS (Circle One) Active Retired Former Officer	
TERM MEMBERSHIPS			SPOUSE TERM MEMBERSHIPS	
<input type="checkbox"/> 1 Yr/\$40 <input type="checkbox"/> 2 Yrs/\$72 <input type="checkbox"/> 3 Yrs/\$102 <input type="checkbox"/> 5 Yrs/\$155			<input type="checkbox"/> 1 Yr/\$20 <input type="checkbox"/> 2 Yrs/\$36 <input type="checkbox"/> 3 Yrs/\$51 <input type="checkbox"/> 5 Yrs/\$78	
LIFE MEMBERSHIP*			SPOUSE LIFE MEMBERSHIPS*	
<input type="checkbox"/> Under Age 31/\$490 <input type="checkbox"/> 31-40/\$480 <input type="checkbox"/> 41-50/\$450 <input type="checkbox"/> 51-55/\$420 <input type="checkbox"/> 56-60/\$390 <input type="checkbox"/> 61-65/\$360 <input type="checkbox"/> 66-70/\$320 <input type="checkbox"/> 71-75/\$280 <input type="checkbox"/> 76 and over/\$250			<input type="checkbox"/> Under Age 31/\$245 <input type="checkbox"/> 31-40/\$240 <input type="checkbox"/> 41-50/\$225 <input type="checkbox"/> 51-55/\$210 <input type="checkbox"/> 56-60/\$195 <input type="checkbox"/> 61-65/\$180 <input type="checkbox"/> 66-70/\$160 <input type="checkbox"/> 71-75/\$140 <input type="checkbox"/> 76 and over/\$125	
*Deferred & Flexible Payment Plans are available for <u>life</u> membership applicants. See payment options below for details.				
VIRTUAL MEMBERSHIP				
<input type="checkbox"/> 5-Year Virtual membership – \$100				
MILITARY SPOUSE RATE: 50% off regular fee. CALL 1.800.809.9448, EXT. 727 FOR DETAILS.				
SPECIAL ANNUAL RATE <input type="checkbox"/> \$25 for the first paid year for all officers under the age of 31.				
CO-MEMBERSHIPS WITH MILITARY ASSOCIATIONS (For New Members Only)				
<input type="checkbox"/> "Any member of another national military association, who meets membership requirements in all other regards, who applies for membership in ROA, can take a one-time \$15 discount against the normal dues rates — term only."				
OFFICER CANDIDATES				
<input type="checkbox"/> AROTC/NROTC/AFROTC/Service Academy Cadets & Midshipmen/OCS and State Military Academy Cadets: \$4/year. Expected commission date: _____				
GIFT MEMBERSHIPS (one-year gift membership)				
<input type="checkbox"/> For newly commissioned officers and newly appointed WOs who apply to ROA within their first year of service.				
<input type="checkbox"/> For officers & WOs recently released from Active Duty.				
PAYMENT METHOD				
<input type="checkbox"/> Check enclosed <input type="checkbox"/> Cash <input type="checkbox"/> Charge full amount to my credit card <input type="checkbox"/> MasterCard <input type="checkbox"/> Visa <input type="checkbox"/> American Express				
Card #: _____ Expiration Date: _____				
★ LIFE APPLICANTS DEFERRED AND FLEXIBLE PAYMENT OPTIONS (Choose One)				
<input type="checkbox"/> DEFERRED PAYMENT OPTION: Charge 10% down-payment – balance in 9 equal monthly payments. <input type="checkbox"/> Charge my credit card monthly for the remaining 9 payments. <input type="checkbox"/> Invoice me monthly for the remaining 9 payments.				
<input type="checkbox"/> FLEXIBLE PAYMENT OPTION: Charge \$_____ (\$40 minimum) to my credit card, balance payable 2 prmts/yr over 5 years <input type="checkbox"/> I understand you will invoice me twice yearly over the next five years for 1/10th of the balance remaining after the initial minimum payment.				
Signature: _____ Date of application: _____				
SPONSOR NAME		SPONSOR MEMBER NUMBER		DEPT./CHAPTER PREFERENCES

OCTOBER 2005

Mail to:

**Reserve Officers Association
ATTN: Member Services Department
One Constitution Ave NE
Washington DC 20002-5618**



Never Too Young

Girl Scout leader points troop toward patriotic service.

By Patricia Plummer

ROAL member Nola Moore of Richmond, Va., believes children of all ages are never too young to begin learning about service and support of the military and military families. The daughter of a former naval dentist, and daughter-in-law of a career Navy commander, Mrs. Moore became a member of ROAL at the age of 18. Now, married and with a family of her own, she is carrying her commitment to the next generation through her fourth-grade Girl Scout troop.

Working with Junior Troop 3229, from the Short Pump Service Unit in Richmond, Mrs. Moore began her first year as a troop leader last August. She had been involved as both a parent and assistant leader since her daughter, Dani, was in the second grade. The troop now consists of 18 girls, 9 and 10 years of age, all in the fourth grade. Betty Palmer is the assistant troop leader.

Having a first cousin in the U.S. Marine Corps, Mrs. Moore knew of the

importance of support at home. She and her family kept in close contact with LCpl Phillip Williams during his tour in Iraq, and she and her sister sent many care packages for both him and his comrades. When her troop began planning its community and country service projects, she remembered how much the Marines appreciated any and all support.

She began a Bronze Award project to support SSgt. Kenneth L. Charity Jr. (USMC) in Iraq. In addition, the Girl Scout troop adopted the Marine's family, based in California. SSgt Charity and his platoon will be receiving letters at a minimum of twice a month and care packages at least once a month. Help with family birthdays and special occasions will also be given to SSgt Charity's wife and two children.

This service project is going to be part of Troop 3229's Bronze Award entry. The Girl Scout Bronze Award, the highest honor a Junior Girl Scout can earn, requires a Scout to learn the leadership and planning skills necessary to follow through on a project that makes a positive impact on her community. Working toward this award demonstrates the Scout's commitment to helping others, improving her community and the world, and becoming the best she can be.

The Scouts are also taking part in Operation Pillow Talk, a local scouting effort to supply (to quote one of the Scouts) "those scrunchy, squishy, neat" pillows for Soldiers and Marines to use in the field. It is the goal of the project



leaders to ensure that each service person receives a new pillow and pillow case upon his or her arrival.

In December, members of the troop participated in the "Wreaths across America" program. Participating in a ceremony at Richmond National Cemetery, the girls joined with hundreds of other people at national cemeteries across the United States. Parents, grandparents, friends, and neighbors were asked to contribute via the website www.wreaths-across-america.org. The special wreaths, from Maine, were delivered to the cemetery, and five girls participated in a moving ceremony.

All in all, these young ladies are learning at an impressionable age the ideas and ideals of patriotism, family support, and citizenship traits that ROAL encourages. We have the seeds of a new generation of members in these Junior Girl Scouts. ▀

In Memoriam

The following ROAL members have passed away in the past six months.

Lucille R. Brown

DE ROAL Club charter member

Loretta M. Dahir

Club Omaha, Neb.

LCDR Donald Diederich, USNR

Club South Wisconsin

Rodney Dully

CA-Presidio Club

Margaret E. (Austin) Webber

Past Director, Area II

Welcome to ROA members who joined the Association in February 2008.

- A**
 Maj Joseph M. Accardo, USAFR, Ala.
 ENS Justin D. Adams, USNR, Texas
 2LT Kevin K. Adams, USAR, Mass.
 ENS Joseph N. Adema, USNR, La.
 ENS Anthony P. Aiello, USNR, Md.
 Lt Col Chris Amend, USAFR, Kan.
 ENS Erik J. Anderson, USNR, Texas
 ENS Laura J. Anderson, USNR, Ariz.
 ENS William J. Ansell, USNR, Fla.
 ENS Ian M. Antoine, USNR, Wash.
 MAJ Joseph Appiah-Forson, USAR, Pa.
 ENS Landon W. Applegate, USNR, Texas
 ENS Lyle Armacost, USNR, Md.
 ENS Corey Arnott, USNR, N.Y.
- B**
 ENS Justin Backus, USNR, Pa.
 ENS Dianna Bailey, USNR, Idaho
 1LT Mark R. Bailey, USAF, Ala.
 Cadet James A. Baldwin, AROTC, Md.
 LCDR Michael Bartholomew, USPHS, Ariz.
 Lt Col Mechelle M. Bates, USAFR, S.C.
 ENS Michael Belgrod, USNR, N.Y.
 ENS Andrew Bercovici, USNR, Mass.
 CPT Joy W. Bernard, USAR, Conn.
 Capt Herman Bernstein, USAFR, N.Y.
 ENS Peter Bizzaro, USNR, Ga.
 ENS Kyle Bockelman, USNR, Iowa
 ENS Elizabeth Bogart, USNR, Md.
 ENS Jesse Bowser, USNR, Pa.
 ENS Fionna M. Boyle, USNR, Pa.
 ENS Justin Briscoe, USNR, Texas
 ENS Brooks Brown, USNR, Wash.
 ENS Anthony Buleza, USNR, Md.
 ENS Patrick Burns, USNR, Calif.
 2Lt Sara L. Burton, ANG, Vt.
 WO1 Michele T. Bushey, ARNG, Vt.
 ENS Daniel K. Byrne, USNR, Ohio
- C**
 ENS Christopher Campbell, USNR, N.C.
 ENS Andrea Carey, USNR, Del.
 COL Gary E. Carlberg, USAF, Minn.
 ENS Ashley Carlisle, USNR, Va.
 ENS Matthew Carter, USNR, S.C.
 ENS Nicholas J. Casaletto, USNR, Ind.
 ENS Hugh Chambrovich, USNR, N.J.
 LTJG Karen Charles, USPHS, Md.
 ENS Peter Chizmar, USNR, Fla.
 ENS Phillip Choi, USNR, Md.
 ENS Sarah Christenson, USNR, Colo.
 ENS Benjamin Christian, USNR, Wash.
 ENS Eugene Chung, USNR, Calif.
 ENS James Clarkeson, USNR, Mass.
- LCDR Alan R. Condon, USPHS, Mass.
 ENS Donald Cox, USNR, N.M.
 ENS Stephen Crawford, USNR, Ariz.
 Col David L. Culbertson, USAFR, Ariz.
 ENS Richard C.K. Curtin, USNR, Conn.
- D**
 ENS Arthur Dahlin, USNR, Colo.
 ENS Lou J. DeCarlo, USNR, Texas
 ENS Justin P. Deere, USNR, Ohio
 Col Dominic DeFrancis, USAF, Ga.
 LCDR Samuel Delgado, USNR, Calif.
 ENS Matthew DesEnfants, USNR, Ark.
 Lt Col Monique J. DeSpain, USAFR, Ore.
 ENS Michael P. DeStefano, USNR, N.Y.
 ENS Zackariha Dixon, USNR, Okla.
 ENS Matthew Dolan, USNR, Utah
 Col Robert Donaghue, USMC (Ret.), Mass.
 ENS Melissa Donnelly, USNR, Miss.
 ENS William Donovan, USNR, Ala.
 ENS Francis Dore, USNR, N.J.
 LTJG Patrick J. Dowling, USNR, Md.
 ENS Chad Drake, USNR, Neb.
 ENS Ralph Dubendorfer, USNR, N.Y.
 ENS Paul K. Dulan, USNR, Hawaii
 ENS John Dunaway, USNR, Texas
 2LT Jesse B. Dunklee, ARNG, Vt.
 ENS Adam Dunn, USNR, Ala.
 ENS David Dwyer, USNR, Wash.
- E**
 ENS Kelley Edwards, USNR, Md.
 LTC Johnny E. Elliott, USAF, Calif.
 ENS Chad Ellis, USNR, Md.
 ENS Justin Eusepi, USNR, Texas
 ENS Morgan Evans, USNR, Calif.
 ENS Mark Exner, USNR, Colo.
- F**
 ENS Jessica Familette, USNR, N.Y.
 Capt Melissa Fanara, USAFR, Neb.
 ENS Jonathan R. Fassnacht, USNR, Pa.
 Maj David B. Faulkner, USAFR, Miss.
 ENS Joshua Feinberg, USNR, Miss.
 ENS Michael A. Fiorenza, USNR, N.Y.
 1LT Roger R. Fischer II, ARNG, Pa.
 ENS James Flannery, USNR, N.Y.
 MAJ Scott N. Flesch, USAF, Va.
 ENS Jennifer Flounders, USNR, N.J.
 ENS Kyle Flynn, USNR, Fla.
 ENS Laura Fong, USNR, N.J.
 ENS Gregory Forthuber, USNR, Texas
 ENS George Foster, USNR, Fla.
 ENS Matthew Fouse, USNR, Pa.
 ENS Nicholas Fragale, USNR, Wash.
 LTC Beri N. Fraley, ARNG, Ala.
- ENS Adam Franco, USNR, FL
 ENS Lindsey Frasier, USNR, Calif.
 ENS Megan N. Frazier, USNR, Ind.
 ENS Adam Freitag, USNR, Va.
 ENS Seth Fritch, USNR, Conn.
 ENS Jeffrey D. Frobenius, USNR, Texas
 ENS Lauren Fulton, USNR, Miss.
- G**
 ENS Leo Gardner, USNR, N.D.
 ENS Ronald Garner, USNR, Texas
 ENS Peter A. Garofalo, USNR, Mo.
 Capt Joshua Garrison, USAFR, AE
 ENS Nicholas Gasper, USNR, W.Va.
 ENS Michael Gavis, USNR, Texas
 COL Steven M. Geisen, USAF, Minn.
 Capt John L. Geno, ANG, N.Y.
 ENS Todd Gianelloni, USNR, Texas
 ENS Scott Gilmore, USNR, Calif.
 ENS Danridge D. Giltz, USNR, Ohio
 Maj Calvin Gittner, USAFR, Fla.
 MID Stephen P. Glenn, NROTC, Okla.
 1LT Michael A. Glover, USA, Wash.
 ENS Andy R. Gobel, USNR, N.J.
 ENS Daniel P. Golde, USNR, N.Y.
 LCDR Bernadette O. Gonzalez, USPHS, Colo.
 ENS Patrick Gorman, USNR, Ark.
 Capt Deanna G. Goudeau, USAFR, Ala.
 LTC Marc M. Goudreau, ARNG, Vt.
 ENS Bryan Gray, USNR, N.Y.
 ENS Larry Green, USNR, Ga.
 ENS Robert Greenling, USNR, N.J.
 ENS Thaddeus J. Grohoski, USNR, Va.
 ENS Daniel Grossman, USNR, N.J.
 LCDR Randall P. Grove, USPHS, N.C.
- H**
 LTC Hollis L. Hall, USAF, Miss.
 CPT Woodrow Halstead, USAF, Texas
 ENS Joseph Halverson, USNR, Texas
 ENS Nicholas Hammers, USNR, Calif.
 Lt Col Jeffrey Hancock, USAFR, Conn.
 ENS Mickey Hand, USNR, N.Y.
 LT Colin A. Hanna, USAF, Pa.
 ENS Rayford Hardwick, USNR, Pa.
 2LT James P. Harhen, ARNG, Vt.
 ENS John Harman, USNR, Texas
 ENS Benjamin Hayes, USNR, Colo.
 Lt Col John G. Hayes, USAFR, Del.
 ENS Joseph Herd, USNR, Colo.
 ENS Edward J. Hickman, USNR, Pa.
 ENS Thomas A. Hinderhofer, USNR, N.Y.
 ENS Scott G. Holub, USNR, Md.
 ENS Andrew J. Hook, USNR, Texas
 ENS Julia M. Houser, USNR, N.Y.

ENS Scott C. Hughes, USNR, Texas

I

ENS Blake D. Ivy, USNR, Ga.

J

1LT Lakela R. Jackson, USAR, Ark.
 ENS Robert C. Jackson, USNR, Calif.
 ENS Austin R. Jameson, USNR, Texas
 Maj Doug Jankovich, USAFR, Ind.
 1Lt Andrew Jaw, USAFR, Ga.
 ENS Megan E. Jenkins, USNR, Va.
 ENS Asher J. Johnson, USNR, Texas
 ENS Richard C. Johnson, USNR, Md.
 Cadet Travis Johnson, AROTC, Ky.
 ENS Matthew C. Jones, USNR, Idaho
 MAJ Daniel P. Joyce, USA, Kan.
 ENS Joseph W. Judd, USNR, Ohio

K

ENS Brian J. Kelly, USNR, N.Y.
 ENS Patrick O. Kelly, USNR, N.Y.
 Maj Susan Kennedy, USAFR, Ark.
 MAJ Aga E. Kirby, USAR, N.Y.
 ENS Keith C. Kollenbaum, USNR, Fla.
 Jeffrey Koss, Fla.
 ENS Andrew J. Kost, USNR, Md.

L

COL Jeff C. Lamb, USAR, Va.
 ENS Brian N. Lane, USNR, Calif.
 ENS Melissa F. Langston, USNR, Texas
 ENS Shawn M. Lauer, USNR, Ala.
 ENS Shari P. Lee, USNR, Md.
 CPT Craig Lindsay, USA, Va.
 Col David L. Lint, USAFR, Fla.
 LTJG Colin D. Little, NOAA, D.C.
 ENS Jessica W. Lord, USNR, Mich.
 LT Christopher J. Lynch, USNR, Fla.

M

CPT James MacIntyre III, ARNG, Vt.
 ENS Vincent M. Magers, USNR, Ohio
 ENS Miguel Antonio Maldonado, USNR, Conn.
 ENS Jason Maltese, USNR, N.Y.
 ENS Andres M. Manamon, USNR, N.C.
 MID Robert J. Marinaro, MCROTC, Conn.
 ENS Thomas Marshall, USNR, N.Y.
 ENS Tyler Marshburn, USNR, Colo.
 2LT Sean Mathews, USA, Md.
 RADM Daniel R. May, USCG, D.C.
 Capt Michelle Maynor, USAF, Kan.
 ENS Charles J. Mayrer, USNR, N.Y.
 ENS Scott McAllister, USNR, N.Y.
 ENS Phillip McAtee, USNR, Del.
 ENS Caitlin McCabe, USNR, Texas
 ENS John McCarthy, USNR, N.Y.
 Lt Col Terry McClain, USAFR, La.
 ENS Stephen McDade, USNR, N.Y.

1Lt Mercedes McDonald, USAFR, Fla.
 ENS Patrick McDonald, USNR, Fla.
 Lt Col Kelvin D. McElroy, USAFR, Miss.
 Maj Maria N. McElroy, USAFR, Miss.
 2Lt Mary K. McPherson, ANG, Vt.
 ENS John McTigue, USNR, Pa.
 ENS Jeffrey Meadows, USNR, Va.
 ENS Pedro M. Medeiros, USNR, Calif.
 ENS Christopher Megregian, USNR, Fla.
 ENS Michael Mehrotra, USNR, Conn.
 ENS Aaron Melton, USNR, N.C.
 2Lt Michael G. Meno, USAFR, Guam
 ENS Roger Mentzer, USNR, Pa.
 ENS Frederick Miller, USNR, Ill.
 LTC John H. Miller, USA (Ret.), N.C.
 CDR Pamela Miller, USNR, Tenn.
 CDR Jon Mills, USNR (Ret.), Texas
 ENS Elizabeth Mock, USNR, Pa.
 Cadet Brittney N. Montgomery, AROTC, La.
 CWO2 Stephanie E. Moore-Cook, USCGR, La.
 ENS Paul Morrissey, USNR, Ill.
 LTC Thomas J. Motel, USA, Pa.
 Capt Todd Mullen, USAFR, Del.
 ENS Jacob Munch, USNR, Fla.
 ENS Jonathan Munz, USNR, N.Y.
 ENS James C. Murray, USNR, N.Y.
 ENS Sarah Murtagh, USNR, N.M.

N

ENS Joseph J. Nash, USNR, N.Y.
 COL Sridhar Natarajan, USAR, Texas
 ENS Laura Nichols, USNR, Colo.
 ENS Alicia Nix, USNR, Colo.
 Capt Yvonne Noisette, USAFR, S.C.
 ENS Andrew T. Nottberg, USNR, Calif.
 ENS Kent Nygren, USNR, Ariz.

O

ENS Paul B. O'Keefe III, USNR, Mass.
 CAPT Robert E. Oldani, USN, Va.
 ENS Nicholas Oliva, USNR, N.Y.
 ENS Marisa Olson, USNR, Texas
 ENS Alexander J. Osborn, USNR, Pa.
 ENS Jennifer Osetek, USCGR, Conn.

P

MAJ Michael J. Papp, ARNG, Vt.
 ENS Matthew J. Parker, USNR, Conn.
 ENS Christopher Parks, USNR, Ore.
 ENS Kartik Parmar, USNR, Texas
 2LT Alisa M. Patterson, USA, Ky.
 Geraldine L. Payne, Calif.
 Cadet Nicholas P.J. Perry, AROTC, Ohio
 ENS Christopher Petty, USNR, N.J.
 ENS Christopher Pezzino, USNR, N.Y.
 LTC David L. Phillips, USA, Calif.
 ENS Trevor Phillips-Levine, USNR, Calif.
 ENS Nicholas Pitch, USNR, N.Y.

CPT Tomas A. Pitre, USA, Puerto Rico
 Col Janet M. Polaneczky, USAFR, N.H.
 CW3 Vincent M. Polis, USAR, Idaho
 Cadet Gregory Poulos, AROTC, Mich.
 ENS Thomas Powers, USNR, Pa.
 Maj Jeff Puckett, USAFR, Ga.

R

ENS Mark Rakitis, USNR, Pa.
 1Lt David Ramirez, USAFR, N.C.
 ENS Todd Reeder, USNR, Fla.
 ENS Robert D. Reese, USNR, Fla.
 Maj John P. Reilly, USAFR, S.C.
 ENS Michael Reilly, USNR, N.J.
 ENS Aaron M. Reimer, USNR, Ind.
 CW2 Mathew D. Renshaw, USA, Wash.
 ENS Kevin Reynolds, USNR, Mass.
 ENS Matthew Riley, USNR, Fla.
 ENS Timothy Roberts, USNR, Maine
 ENS Abigail Robson, USNR, Md.
 1LT Miguel A. Rocha, USAR, Texas
 ENS Aaron Rockwell, USNR, N.M.
 ENS William P. Rockwood, USNR, Ohio
 ENS Jeremy M. Rodrigues, USCGR, Calif.
 ENS Eric Rohan, USNR, W.Va.
 Maj Andrew J. Rolniak, USAFR, Texas
 ENS Jason Rooney, USNR, Pa.
 ENS Felicia Rosario, USNR, N.Y.
 Maj Richard J. Rosario, USAFR, Guam
 ENS Michael Roselli, USNR, N.M.
 ENS Sean T. Russell, USNR, Md.
 CPT Louis Russo, USA, La.
 Kimberly S. Ryan, Ill.

S

2LT Nicholas A. Salimbera, USA, Wash.
 ENS Benjamin Sanders, USNR, Ill.
 ENS Glenn Savage, USNR, Fla.
 CPT Donald M. Saxon, USA, Va.
 Lt Col Paul D. Schaefer, USAFR (Ret.), Calif.
 LT Dominik J. Schmidt, USCGR, Calif.
 Lt Col Paul A. Schultz, USAFR, Ga.
 Capt Juan F. Scott, USAFR, Ga.
 ENS Timothy Scott, USNR, Pa.
 ENS Carter Seabrook, USNR, N.H.
 Maj Chris Sedlacek, USAFR, N.C.
 ENS Andrew Seipp, USNR, Md.
 ENS Cassandra Shadwick, USNR, Calif.
 ENS Elliot Solomon, USNR, Calif.
 Edith Spangle, Calif.
 ENS Christopher T. Spencer, USNR, Ohio
 LCDR David R. Spencer, USNR, Calif.
 ENS Matthew Steinkamp, USNR, Calif.
 Col Gene Stewman, USAFR, Colo.
 ENS John C. Stockert, USNR, Ohio
 ENS David Strickland, USNR, Ga.
 ENS Elizabeth Stroud, USNR, Texas
 ENS Elizabeth A. Stroud, USNR, Pa.

ENS Tyler Stutin, USNR, Calif.
 MAJ Jesse E. Sumlin, USAR, Ala.
 ENS Henry Summer, USNR, Fla.
 ENS Matthew C. Swank, USNR, Del.
 ENS Kyle Swavelly, USNR, Pa.

T

ENS David Taliaferro, USNR, Texas
 CAPT Janice M. Taylor, USNR (Ret.), Va.
 CDR Richard H. Taylor, USN (Ret.), Wash.
 ENS Brandon Teal, USNR, S.C.
 Maj Pamela Thormin, ANG, Texas
 ENS Charles Todd, USNR, Ga.
 ENS Bertrand L. Toone, USNR, Mo.
 ENS Benjamin Topp, USNR, Wis.

V

ENS Bryan Vagts, USNR, Md.
 ENS Jonathan VanWylen, USNR, Mich.
 Linda C. Veres, Calif.
 ENS Ryan Vetting, USNR, Wis.
 ENS Clayton Vignocchi, USNR, Fla.
 ENS Bryan Villanova, USNR, N.J.
 ENS Daniel Villanova, USNR, Mass.
 ENS Marina Viltchinskaja, USNR, N.M.
 Cadet Thomas Vollmar, AROTC, Ky.
 ENS Christopher Voss, USNR, N.J.

W

LTC Lynn E. Walker, AUS (Ret.), N.Y.
 1LT Harry N. Walters, USAR, Va.
 ENS Mark Wanderer, USNR, N.Y.
 CDR Frederick Ward, USNR (Ret.), Fla.
 Janet Ward, Fla.
 ENS James Webster, USNR, N.Y.
 ENS Colin Weed, USNR, N.Y.
 2Lt Brian L. Weese, USAFR, Utah
 ENS Brandon Weiss, USNR, Texas
 BG Jimmie Jaye Wells, USAR, Texas
 ENS Brandon Wess, USNR, Fla.
 ENS Debra L. Westendorf, USNR, Ohio
 Lt Col Mark C. Weston, USAFR, Pa.
 1LT Jeff H. Whirley, USA, Wash.
 Capt Austin C. White, USAFR, Fla.
 ENS Gabriel G. Whitney, USNR, N.H.
 Lt Col Arno B. Wichers, USAFR, Va.
 Capt Melanie Widoff, USAFR, Mass.
 ENS Maria Wiener, USNR, Va.
 LTC Daryl W. Williams, USAR, Calif.
 ENS Steffen Wojcek, USNR, Conn.
 ENS Paul Wolfinger, USNR, Pa.
 Maj Richard Wood, USAFR, N.J.
 CDR David I. Woodard, USPHS, Texas

Y

ENS David Youngman, USNR, Colo.

Z

ENS Jacob Zimmerman, USNR, Iowa

ARMY

COL Chris A. Barclay, USAR
 Littleton, Colo.; Ariz./005
 COL Richard R. Blunt, AUS (Ret.)
 Gahanna, Ohio; Pa./018
 LTC Kenneth J. Byrne, AUS (Ret.)
 Huntsville, Ala.; Minn./021
 LTC Philip H. D'Angelo, USAR (Ret.)
 Topeka, Kan.; Kan./026
 COL Edward G. Elliott, USAR
 Eagle, Idaho; Idaho/006
 COL Robert E. Felsburg, AUS (Ret.)
 Harrisburg, Pa.; Pa./011
 MG James E. Frank, AUS (Ret.)
 San Mateo, Calif.; Calif./006
 MAJ Dale W. Gardner, AUS (Ret.)
 Reno, Nev.; Nev./001
 COL Irvin R. Garrison, USAR
 Muskogee, Okla.; Okla./016
 CW4 Richard S. Holsinger, AUS (Ret.)
 Lakeland, Fla.; Fla./012
 LTC Arne Holter, USAR
 Edina, Minn.; Ill./004
 MAJ Harry M. Lederman, USAR (Ret.)
 Redmond, Wash.; Calif./092
 MAJ Robert H. Lovell, USAR
 Apple Valley, Minn.; Minn./011
 LTC William L. Mangler, USAR (Ret.)
 Fairfax, Va.; Va./025
 MAJ Clarence E. Merritt Jr., USAR
 Beverly, Ohio; W.Va./003
 MAJ Earl H. Meyer, USAR
 Houston, Texas; Kan./026
 COL Robert E. Noble, AUS (Ret.)
 Bozeman, Mont.; Fla./027
 COL N. F. Poppelreiter, USAR
 Colfax, Calif.; Calif./022
 COL Kenneth G. Schneider, AUS (Ret.)
 Satsuma, Fla.; Fla./009
 COL Adrian W. Serra, USAR
 Stony Point, N.Y.; N.Y./034

CW4 Kenneth W. Vandewater, USAR
 Smithtown, N.Y.; N.Y./026

COL Leroy J. Wolf, USAR
 Morristown, N.J.; N.J./002

NAVY

LTJG Frank Brophy, USN (Ret.)
 Navarre, Fla.; Fla./013
 CAPT Timothy P. Hulick, USNR (Ret.)
 Schwenksville, Pa.; Pa./000

AIR FORCE

Lt Col Thomas P. Cheesman, USAF
 Germantown, Md.; Fla./008
 Lt Col Clenton E. Crain, USAF (Ret.)
 Austin, Texas; Texas/005
 Maj Elmo A. Dalesandro, USAF
 North Andover, Mass.; N.H./001
 Maj George H. Fittell, USAF (Ret.)
 Shawnee, Kan.; Kan./001
 Lt Col Louis C. Grimmnitz Jr., USAFR
 Merritt Island, Fla.; Del./006
 Maj Joseph B. Hayes, USAF (Ret.)
 New Port Richey, Fla.; Fla./017
 Lt Col Alven Hendrickson, USAFR (Ret.)
 Kaysville, Utah; Utah/000
 Lt Col Paul K. Jordan, USAF (Ret.)
 Baltimore, Md.; Md./028
 Capt Donald M. King, USAF (Ret.)
 Marietta, S.C.; Fla./012
 Lt Col William J. Peters, USAF (Ret.)
 W Lafayette, Ind.; Ind./015
 Lt Col Herbert H. Schaaf, USAFR
 Statesboro, Ga.; Ga./035
 Lt Col Robert B. Searl, USAF (Ret.)
 Olympia, Wash.; Wash./011
 Capt Andrew J. Terzuoli, USAFR (Ret.)
 Brooklyn, N.Y.; N.Y./007
 Lt Col John E. White, USAF (Ret.)
 Tyler, Texas; Texas/000

MARINE CORPS

Maj Dickie L. Fox, USMCR
 Alvin, Texas; Texas/018

LTCOL M.E. EARL, USMCR (RET.) • ASSOCIATE EDITOR



SAIC is a leading provider of scientific, engineering, systems integration, and technical services and solutions to all U.S. military branches, Department of Defense agencies, the intelligence community, the Department of Homeland Security, and other U.S. government agencies, as well as to commercial customers. With more than 43,000 employees in 150 cities worldwide and annual revenues of \$7.8 billion, SAIC solves complex technical challenges requiring innovative solutions for customers' mission-critical functions. (www.saic.com)

SAIC Helps Wounded Servicemembers

Working with federal departments and military services, SAIC is helping develop innovative solutions to improve the quality of health care for wounded servicemembers.

SAIC's expertise in systems integration helps provide forward-deployed medical personnel access to clinical-care documentation and assures that health data recorded in theater can be transmitted to

the clinical data repository for post-theater care. In addition, SAIC integrates products to improve visibility into patient movement and tracking of medical supplies and equipment.

SAIC's scientific knowledge is helping develop new medical products and practices to prevent injury and disease and provide more effective casualty treatment. For medical officers in theater, SAIC offers assistance to identify problems in medical units and come up with solutions. SAIC develops solutions that range from a case management tool that helps identify resources for improving interaction, care, and services to enabling the two-way sharing of medical information between essential government agencies. ▲



TriWest Healthcare Alliance partners with the Department of Defense to provide access to cost-effective, high-quality health care for 2.8 million members of America's military family in the 21-state Tricare West Region. TriWest is the largest DoD contractor based in Arizona and has more than 1,900 employees—about half of whom are military dependents or veterans. (www.triwest.com)

ESGR Honors TriWest As Employer

The Employer Support of the Guard and Reserve (ESGR) added TriWest Healthcare Alliance to its list of companies that provide extraordinary support for employees serving in the National Guard and Reserves.

National ESGR Executive Director Dr. Gordon Sumner recognized TriWest at a ceremony

involving the company's leadership Feb. 11 in Westlake Village, Calif. TriWest administers Tricare in 21 other western states for 2.9 million beneficiaries. About half of the company's nearly 2,000 employees are retired military or family members of servicemembers.

"It's gratifying to be recognized by ESGR as an organization wholly committed to meeting the needs of our Guard and Reserve employees," said TriWest President and CEO David J. McIntyre Jr. "We've worked hard to implement policies, procedures, and work processes that allow us to best support the unique needs of these special staff members." ▲

Armed Forces Foundation Honors Injured Servicemembers



Members of Congress and senior military and civilian leaders honored nearly 200 wounded servicemembers from nearby military hospitals at the fourth annual Armed Forces Foundation (AFF) Congressional Gala, sponsored in part by STARs partners Boeing and TriWest. "It's an opportunity to say 'thank you' and to participate in our national security with direct financial help and recognition for our citizens," said Deputy Secretary of Defense Gordon England, left, between AFF President Patricia Driscoll and Commandant of the Marine Corps Gen James Conway next to a convertible 1957 Chevy, which was auctioned to support AFF programs. The evening featured awards for dedication to the military community, and \$1.1 million was raised to directly benefit military families. Ms. Driscoll made special mention of the Foundation's support for Reservists and National Guard members. "They often have unique needs, and we try to be there for them," she said.

COURTESY OF ARMED FORCES FOUNDATION



The Boeing Company is the world's largest aerospace company, with leading products and services in commercial and military aircraft and space and communications. Boeing military products include fighters, bombers, tankers, transports, and helicopters, along with missiles, homeland security, advanced information, communications, and space systems. Military aerospace support also provides maintenance and upgrades to all these systems. Boeing products are in use in 145 countries. (www.boeing.com)



USAA, a diversified financial services company, is the leading provider of financial planning, insurance, investments, and banking products to members of the U.S. military and their families. Named by *BusinessWeek* as the Number 1 Customer Service Champion in 2007 and 2008, USAA provides convenient and accessible financial products to its 6.4 million members. Visit USAA's website to learn about membership. (www.usaa.com)



Northrop Grumman Corporation supports the Air Force Reserve with state-of-the-art products such as LITENING AT for precision targeting on the F-16, A-10, and B-52; APN-241 Radars for the C-130s; V-9 Radars for the F-16s; Large Aircraft Infrared Countermeasures for the C-130s, C-5s, and C-17s; and Joint Threat Emitters for Training. Northrop Grumman... defining the future! (www.northropgrumman.com)

Booz | Allen | Hamilton



Booz Allen Hamilton, a global strategy and technology consulting firm, works with clients to deliver results that endure. Booz Allen provides services to major international corporations and government clients around the world. Functional areas of expertise include strategy, organization and change leadership, operations, information technology, and technology management. (www.boozallen.com)

Graduate Management Admission Council



The Graduate Management Admission Council® is the international, not-for-profit association behind the Graduate Management Admission Test® (GMAT®) used by 220,000 prospective MBA students and 3,000 programs at 1,500 business schools worldwide. (www.gmac.com)

Rivada Networks



Rivada Networks specializes in the application of mobile broadband wireless technologies for public safety and homeland defense. Rivada Networks provides its state-of-the-art, interoperable voice and data solutions to leading federal, state, and local customers throughout the United States and Europe. (www.rivada.com)



DRS Technologies, headquartered in Parsippany, N.J., is a leading supplier of integrated products, services, and support to military forces, intelligence agencies, and prime contractors worldwide. The company employs approximately 10,000 people. (www.drs.com)

STRATFOR



Stratfor is the world's leading private intelligence service. Stratfor provides military and government entities, individuals, and corporations with breaking intelligence, in-depth analysis, and forecasts on military, political, and economic issues around the world. Stratfor publishes a website for members at www.stratfor.com and also offers custom intelligence services on a consulting basis. View sample articles at <http://www.stratfor.com>



Heil Trailer International is a leading tactical trailer and services provider for all branches of the U.S. military. M967A2, M969A3, and MK970 refuelers, used for variety of fueling missions, and M870 series line haul trailers, used to transport construction equipment, are currently being supplied to the military. RESET is also accomplished at Heil. Heil is a Dover Corporation Operating Company. (www.heiltrailer.com)

DAIMLER



Daimler Trucks North America LLC provides a full line of Freightliner, Sterling, and Western Star truck transportation: military vehicles, GSA trucks, step-vans, and school buses. Daimler Trucks North America LLC currently provides the Freightliner M915A3 6x4 line haul tractors, the M916A3 6x6 light equipment transporters, and the M917A2 6x6 20-Ton dump trucks to the U.S. Army. (www.daimler-trucksnorthamerica.com/govt/)

LOCKHEED MARTIN



Lockheed Martin Aeronautics Co., a business area of Lockheed Martin, is a leader in the design, research and development, systems integration, production, and support of advanced military aircraft and related technologies. Its customers include the military services of the United States and allied countries throughout the world. Products include the F-16, F-22, F-117, C-5, C-130 & 130J, P-3, S-3, and U-2. (www.lockheedmartin.com)

LMR



For more than a decade, Logistics Management Resources Inc. has provided award-winning, cost-effective services to all areas of automated logistics support services. LMR, an employee- and veteran-owned small business, provides logistics management support services to DoD and all Army components with expertise in maintenance, supply, transportation, deployment, aviation logistics, materiel readiness, and training development. (www.lmr-inc.com)



The Wexford Group International is an honest, profitable company serving our nation's interest at home and abroad. Wexford provides consultation and services in acquisition management, operational applications of technology, strategic communications, and management organization and performance. We focus on challenging and high-impact projects where we believe our support will really make a difference. (www.thewexfordgroup.com)

ELIZABETH H. MANNING • SENIOR EDITOR, THE OFFICER

It's Memorial Day, and That Means... The American Veterans Center will highlight the Army Reserve's 100th anniversary in the National Memorial Day Parade this year in Washington, D.C. The organization reinstated the Memorial Day parade tradition in the nation's capital in 2005 and seeks to educate the public that the real meaning of Memorial Day isn't great sales at the stores. Last year's event brought 250,000 veterans, serving members of the military, and their supporters to the parade route along the National Mall. This year's parade on Monday, May 26, begins at 2 p.m. EDT.

It's Spring, and That Means... Baseball is in full swing, and the U.S. Military All-Stars team is set to tour the country. Check out their schedule at www.usmilitaryallstars.us/schedule.html to see whether they're coming near you. Each year since 1990, the U.S. Military All-Stars has brought together some of the military's best baseball players from both Active Duty and Reserve Components, as well as veterans. All participate at their own expense and in their off-duty time. The teams help put on youth clinics as well as play games with local and minor league teams.

It's 2008, and That Means... The battleship USS *Missouri* is about to mark 10 years since its celebratory arrival at its current home in Pearl Harbor, Hawaii. Celebrations on the actual day, June 21, are free to all those with military ID, and two special tours are offered during June: the Weapons Tour, including "Mighty Mo's" trademark 16-inch gun turrets (\$14 per person after admission), and the Generations Tour, featuring stories of crewmembers from World War II to Operation Desert Storm, as well as the effort to turn the rusting battleship into a sustainable memorial (\$10).

Director of Communications/Air Force Service Director

ROA is seeking to fill this Washington, D.C.-based position that is dual-hatted. The successful candidate will have broad Air Force and Air Force Reserve experience and the skills set to develop and implement a strategic, multifaceted communications program designed to build the Association's role and reputation as a leader and authoritative voice. The successful candidate will oversee the implementation of and quality control for all communications programs, media activities, and special events. Experience managing content on corporate websites a plus. Experience in the design of a brand development communications plan a solid plus. Knowledge of Air Force Reserve programs, proposals, trends, and developments a prerequisite. Previous experience with civilian and military officials within the legislative and executive branches of government and basic knowledge of other military associations a plus. Interested candidates should mail their resume to Ms. Lani Burnett, HR Manager at ROA, at lburnett@roa.org or phone 202-646-7758.

Deputy Regional Member Services Directors (California, Texas, Florida, Missouri, Illinois)

ROA is seeking to fill these professional services positions based on a daily fixed rate to include salary and token per diem expenses. The primary focus of the assignment will be one of these five states, and the assigned officer will develop a membership recruiting plan with established performance objectives. This individual will report to the deputy member services director through one of the four regional member services directors. Membership in and significant knowledge about ROA and the Reserve Components, including the National Guard and Air National Guard, is required. Residence in one of the states above is a requirement. Knowledge of ROA membership responsibilities at the national, department, or chapter level is a plus. E-mail resumes to Deputy Director of Member Services COL Stanley G. Remer, AUS (Ret.), at sremer@roa.org, or call 800-809-9448, extension 729, or 202-674-8398 (mobile phone).

Index to Advertisers

Air Force Reserve	11
Air Force Village West	27
Armed Forces Insurance	5
EA+	3
Marriott	Inside Front Cover
Marsh	29
Premier Bathrooms	13
Uniformed Services Almanac	15
Top of the Hill at ROA	Inside Back Cover
USAA	Back Cover

Coming Events

- ROA/ROAL National Convention, Atlanta, Ga.
June 25–28, 2008
- CIOR/CIOMR/NRFC Congress, Istanbul, Turkey
July 7–13, 2008
- ROA–US FreedomWalk Festival, Washington, D.C.
Oct. 17–19, 2008
- ROA/ROAL Mid-Winter Conference, Washington, D.C.
Feb. 8–11, 2009
- ROA/ROAL National Convention, Orlando, Fla.
July 8–11, 2009
- ROA/ROAL Mid-Winter Conference, Washington, D.C.
Feb. 7–10, 2010

For your next event, book
As Close to the Capitol as You Can Get



TOP OF THE HILL
BANQUET & CONFERENCE CENTER
AT THE RESERVE OFFICERS ASSOCIATION

Located at the intersection of First Street and Constitution Avenue in Washington, D.C., Top of the Hill at the Reserve Officers Association is the closest public venue to the Capitol Building and the U.S. Supreme Court. Whether you seek an elegant dinner venue with an unrivaled view of the Capitol dome, a reception space convenient to members of Congress, or an operations center for a day of lobbying, Top of the Hill at the Reserve Officers Association offers everything you need.

**Reserve Officers Association
One Constitution Avenue, NE
Washington, DC 20002**

**202-646-7755
topofthehill@roa.org**

SERVICE MEANS YOUR HOME COMPUTER NOW ACCEPTS CHECKS.



INSURANCE

BANKING

INVESTMENTS

MEMBER SERVICES

A USAA FREE CHECKING ACCOUNT COMES WITH DEPOSIT@HOME CONVENIENCE.

You can deposit checks right from your home computer.* It's fast, easy and secure. Just scan your check to USAA.COM and you're done. The money is immediately credited to your account. Respecting your time and money drives everything we do. Because with USAA, you're more than a member, you're a part of the family we serve.

**» OPEN A USAA CHECKING ACCOUNT TODAY AT USAA.COM/BANKING
OR CALL 800.263.8029**



USAA We know what it means to serve.®

USAA.COM