

# RESERVE VOICE



*Official Organ of the Reserve Organization of America*



**Patriotic Preparedness Promotes  
★ Peace ★**

MAY, 2022

CENTENNIAL VOLUME, NUMBER 1



# WE-ALL

The Japanese attack on the United States instantly changed our trend of thought in this country.

Before that attack some of us thought in terms of "I", others in terms of "we". Neither of those terms expresses our feelings today.

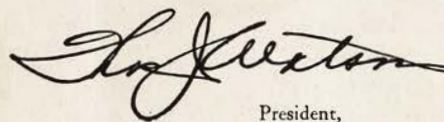
"I" represents only one person.

"We" may mean only two or a few persons.

Our slogan now is WE-ALL, which means every loyal individual in the United States.

We are facing a long, hard job, but when the United States decides to fight for a cause, it is in terms of WE-ALL, and nothing can or will stop us.

President Roosevelt, our Commander-in-Chief, can be certain that WE-ALL are back of him, determined to protect our country, our form of government, and the freedoms which we cherish.



President,

International Business Machines Corporation



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#### ON THE COVER

General of the Armies John J. "Black Jack" Pershing, taken in October 1918 at his headquarters in Chaumont, France. Pershing's influence on and support of ROA cannot be overstated. His vision, will, and unflagging championship of the Reserves ensured a strong corps of Army Reserve officers upon whose shoulders Army Chief of Staff Gen. George Marshall, a colonel under his command in France in 1918, would rebuild the Army for world war. (Library of Congress photo)

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## Going into its second century, ROA continues the good fight!

**F**ellow ROA members, I welcome you to the 2022 edition of our annual *Reserve Voice Magazine*. This year is monumental for ROA as we celebrate our 100th year of operation on October 2, 2022. Many organizations don't survive to celebrate even 50 years, so I'm sure our founders would take great pride in knowing that 100 years later, ROA continues to advocate on behalf of a strong and ready Reserve force that is prepared to answer the call when needed by our great nation.

This call now happens much more frequently than they could ever imagine. Since the tragic events of 9/11, the country's Reserves and National Guard have been transformed from a strategic "break only in case of emergency" asset into a vastly more integrated operational partner essential to the success of most mission areas.

As most of us have either seen or experienced personally, this has not always been a smooth transition, primarily due to outdated federal regulations or DoD/service-specific policies. However, ROA has fought and continues to fight the good fight on behalf of all our Reserve forces. In fact, ROA is the **ONLY** military service organization or veterans service organization whose sole (and only) purpose is to advocate on behalf of our Reserve Components, including the National Guard. The expansive list of accomplishments in this issue of *Reserve Voice Magazine* shows how effective we have been!

Our Centennial Celebration Committee, co-chaired by National Naval Services Vice President Capt. Henry Plimack, USCGR (Ret.), and Col. Jan Rhodes, USAFR, has worked very hard over the past eighteen months to pull together nearly twenty individual lines of effort that will both celebrate and promote recognition of ROA's historic achievement.

Some of these LOEs are already completed, such as the ROA Centennial Challenge coin and the feather flags/window decals displayed at the main entrance to the Minuteman Memorial Headquarters Building. Several will happen at our upcoming Annual Meeting/National

Convention, including a wreath-laying ceremony at the Pershing statue located across the street from the Willard Hotel, and the induction of Gen. John J. "Black Jack" Pershing into the ROA Minuteman Hall of Fame at the banquet on October 1, 2022.

The remaining LOEs will continue into the actual centennial year. A couple of LOEs should be the prime focus of all departments and chapters. The first is to work with your state legislatures on the adoption of a proclamation recognizing ROA's centennial. By the time you read this, all department presidents and department national council members should have received a template that can easily be adapted to meet your state legislature's requirements for adoption.

Second, we need departments and chapters to strongly encourage their members to submit nominations for themselves or another member for "Member of the Week" by logging into the ROA website and filling out the Member of the Week form under the Member Only menu.

Our Annual Meeting/National Convention will be held Sept. 29-Oct. 2, 2022, at the Crystal City Marriott, in Arlington, VA. Registration is now open on the ROA website, and there is a link to the Marriot website to make your hotel reservation. Please see the ROA website for more details, and I hope to see you there to celebrate our centennial—let's pack the house!

It is truly an honor and a privilege to serve as your National President. I look forward to seeing you in Washington for our centennial celebration!



Robert H. Carmack  
Captain, USCGR (Ret.)  
82nd ROA National President



Photo courtesy of R.A. Ortiz

## A century's perspective shows the ROA running strong, straight and true.

**F**or this issue of *Reserve Voice Magazine*, the descendent of the *Reserve Officer*, which began publication in 1924, and then became *The Reserve Officer* in the 1930s, I wrote a history of ROA up to its suspension “for the duration” in 1942. Time ceased to exist for me during the hours spent poring over historical materials, magazine issues, and our own 1982 *The ROA Story*.

The gift of perspective from this writerly journey (upon which I will engage afresh for the next magazine issue, with our history from 1945 to the present) is that if our founders could attend our convention this year – perhaps the Willard Hotel’s Crystal Room reception where that photo of them was taken – they would recognize and applaud what they saw.

Here is what they would *not* “see”: they would not see membership numbers reduced from our six-figure highs (pumped up by commander “influence” which did not exist for them, nor for us). They would not see the occasional fiscal challenges we have met and overcome, as they had such problems of their own. And overcame them. No, they would not see these items, which without perspective, seem so daunting.

The founders, I believe, would see an association that has hewed to the principles declared at its founding: ROA unequivocally stands for, fights for – to use the plain language of soldiers – an adequate national defense.

They would see that ROA is now, as it was then, building great credibility as *the* voice for the Reserves and the National Guard. Indeed, the early ROA was a stout proponent of the Guard.

... that ROA has chosen headquarters geographically and symbolically advantageous to its central mission of advocacy for federal law and policy.

... that ROA is progressively opening its membership ranks to reflect all those who serve in the nation’s ranks.

... and that ROA refuses to permit the passing challenges “of the hour” to weaken its resolve or shunt it off the main line of achieving that founding purpose.

Our founders would be proud to see that in the fight to regain employment for an Army Reserve captain disabled by toxic fumes from burn pits in Iraq, ROA—virtually alone among major military organizations—helped get the case of Capt. Le Roy Torres to the Supreme Court in March. They would be proud to see that ROA helped

secure members of the Reserve Components a DD-214 revision that improves access to earned benefits!

Our founders, who understood the meaning of no-man’s-land, would understand the significance of ROA’s successful transit of the pandemoniac no-man’s-land of the past two years.

Our finances are recovering. The fiscal year 2023 budget funds our continuing revitalization, with key additions in legislative affairs, communications, member professional development, and marketing. While budgets are predictions (and cash is king), the budget foresees a slim \$30,836 surplus; this surplus includes donations pledged, so our cash situation will be touch-and-go until we recover our momentum from the pandemic-driven revenue slowdown. (*Which we are already on a path to doing!*)

Rental income from our second- and third-floor leases remains just above three-quarters of a million dollars; we are fortunate to have such good “neighbors”! Our Top of the Hill Banquet and Conference Center business is rebounding, and I expect it to beat the FY 2023 \$471,516 gross revenue projected. To do that, we must “fill out the dance card” with more and pricier bookings.

Top of the Hill’s profits are essential to our fiscal well-being; the total loss of business due to the pandemic and governmental mandates cost us a million dollars in revenue and about half that in profits – about the amount we ran in deficits last year. Well, I aim to top a million bucks!

In the TotH budget we have, as never before, funded marketing to attract customers. With more than \$100,000 invested in the refurbishment of the Minuteman Memorial Headquarters Building, ROA’s home hasn’t been in such fine condition in decades! We have developed a “prestige offering” menu of higher-priced catered foods to attract customers who want to celebrate the return of in-person gatherings in premium style. Think lobster, foie gras, Wagyu, and Champagne.

ROA’s fundraising is showing the strength of our membership’s belief in their ROA and in the growing recognition of ROA’s value within corporate America. With the support of the well-led ROA STARS Foundation; the capable management of our development partner, Military Non-profit Consulting; and the guidance of our Resource Development Committee, we are nearly halfway to our \$10 million Second Century Campaign goal in cash and pledges

(and we need you to continue supporting this reservoir of strength). Nine members have given \$100,000 or more.

The Citizen-Warrior Coalition is ROA's answer to harnessing the power of corporate America to provide members of the Reserve and National Guard, and their families, with good jobs. For a Citizen-Warrior, a good job makes military service a viable option. Healthcare is a very big component of readiness. ROA in March had a successful Reserve Education Forum of dental readiness; this sort of RC-centric discussion is what sets us apart.

My intent is to launch us into what will doubtless be a multi-year fight to win *Tricare Prime* or a version of free Tricare for all *members* of the Selected Reserve. If the Reserve Components must be ready to “fight tonight” as an integral part of the total force, they must have continuity of healthcare, just as the Active Component does. Continuity of care is not Tricare Reserve Select. Bottom line: for the Select Reserve Citizen-Warrior, it must be the option of true continuity of military healthcare.

Not only would this improvement enhance readiness, it would be welcome to civilian employers, and is thus a recruitment and retention lever. I suspect that the price tag, in the long run, would not be nearly as high as some on Capitol Hill and in the Pentagon may fear.

While ROA's legislative and policy campaign is necessarily focused on initiatives that benefit readiness, both directly (such as requisite equipping and program funding) and indirectly (such as health care, DD-214 reform, and other “incentivizers”), we recognize that opportunity exists in more “individual-focused” value. By that, I mean initiatives that clearly answer the reasonable “what's in it for me” question.

ROA's mentorship program, one such initiative, is now in the “operational pilot” phase, being evaluated by a team of Air Force Reserve E-9 chiefs. When we roll it out, likely first to the USAFR, which I foresee on or about our upcoming convention, it'll be “customer-tested.” Then, on to the other services, which may have their own preferences on features, etc.

We are working to further strengthen the Service Members Law Center, which nonetheless, under Capt. Sam Wright's continued leadership produces highly useful law reviews. We welcome the Army Reserve's increased interest in the international programs, such as CIOR, which ROA strongly supports. ROA and the Senior Army Reserve Commanders Association have renewed collaboration, and you can read the SARCA report in these pages.

And I salute the strong leadership in our Family Readiness Support Committee, whose STARS in School kit program continues to regain traction after the pandemic.

We should consider other benefits, as well, such as the “promotion packet review” program ROA once offered.

These features would help drive membership; they enhance readiness. Correspondingly, we are seeing increased support and interest from Reserve leaders. In her report for this issue of *Reserve Voice Magazine*, Army Reserve Chief Lt. Gen. Jody Daniels cites ROA's value. ROA in April was one of two military organizations (we proudly “shared the mike” with AUSA) participating in the USAR 114th birthday cake cutting at its Fort Belvoir headquarters.

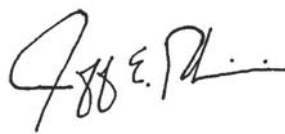
I am following the discussions within ROA leadership at all levels on the topic of organizational reform, in particular those related to our “geographic” organization – departments and chapters vs. regions, etc. Also, the role of virtual vs. in-person. Staff appreciates the quality of thought going into these discussions and looks forward to being of support as they continue to develop.

My own perspective of some seven years as your executive director provides a measure of perspective insofar as the role of our committees: the participation of members in these committees and the quality of their deliberations and contributions has yielded ever-increasing value to ROA's revitalization. For example, the Organizational Structure and Policy Review Committee has done us a profound service with its comprehensive review and recommendations in connection with enhancements to our governance. And – when the Minuteman Building's HVAC air handler coil recently broke down, the newly established Building Committee, with its experts from their civilian experience, helped guide our selection of contractor proposals.

So it is, with perspective, we clearly see ROA's upward trajectory as it leaves one century and enters a second. Yet, the destination remains true and fixed: support of our nation's defense through a focus on the readiness of its Reserve Components.

On the cover of the May 2022 *Reserve Voice Magazine*, which honors the design of early *Reserve Officer* issues, founder Gen. John “Black Jack” Pershing looks out from the dawn of that first century for ROA.

Fittingly, the cover and the magazine's other “vintage” elements were conceived of and designed by ROA's “next century”: serving Air Force Reserve Capt. Jonathan Sih, our director of legislation and military policy.



Jeffrey E. Phillips  
ROA Executive Director



ROA Photography by Henry Plimack



# ROA's Service Members Law Center

## Law Center serves vital mission of protecting rights of all citizen warriors

By Capt. Samuel F. Wright, JAGC, USN (Ret.), Section Dept. Law Center

I invite your attention to the Service Member's Law Center on the ROA website where you will find 2,300 "Law Review" articles that explain the laws that establish rights accorded to every member of the Reserve Components and make the concept of citizen warriors feasible. The primary areas of concern of the Law Center are the Uniformed Services Employment and Reemployment Rights Act (USERRA), the Servicemembers Civil Relief Act (SCRA), the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA), the Uniformed Services Former Spouse Protection Act (USFSPA), and other laws that are especially pertinent to those who serve our country in uniform, especially in the Reserve and National Guard. You will also find a detailed subject index, to facilitate finding articles about specific topics.

I am the author of more than 90% of the articles published so far, but we are always looking for "other than Sam" articles by other lawyers, preferably lawyers who are ROA members.

The Reserve Officers Association, now doing business as the Reserve Organization of America, initiated this service in 1997, adding new articles each month. These articles are available for free to everyone—there is no toll booth on the road to the Law Review Library, and that must always remain the case. There are one million serving Reserve Component (RC) members, and only 0.2% of them are ROA members.

I was a full-time salaried employee of ROA for six years, from 6/1/2009 through 5/31/2015, serving as the Director of ROA's Service Members Law Center (SMLC). Please see Law Review 15052 (June 2015) for a detailed summary of the accomplishments of the SMLC during its six years as a funded ROA project.

It was necessary for financial reasons for ROA to defund the SMLC in May 2015. I have continued many of the SMLC activities, especially writing Law Review articles, as a volunteer and ROA member. Of the 2,300 articles on

our website, approximately half were published during the six years that I was an ROA employee, and the other half were published before 6/1/2009 or after 5/31/2015.

The first "Law Review" article was published in *The Officer*, ROA's monthly magazine, in November 1997. After the terrorist attacks of 9/11/2001, ROA Executive Director Jayson Spiegel directed that the articles be added to ROA's website. The rest is history.

Through these articles, we are reaching many of the one million serving RC members with information that they need about how to exercise and enforce their legal rights. We are also reaching employers, attorneys, judges, Employer Support of the Guard and Reserve (ESGR) volunteers, Department of Labor investigators, congressional and state legislative members and staffers, and others who need detailed information about the legal rights of service members and how to exercise and enforce those rights.

Each week, I receive several inquiries (usually by e-mail) that result directly from the published Law Review articles. These are inquiries from serving RC members, and they are almost never ROA members when they contact me. ROA will celebrate its 100th anniversary in October 2022, but we are not well-enough known among our primary target audience, serving RC members. Those who contact me by e-mail find our articles by doing Internet searches. They are not ROA members when they contact me, but I always ask them to join, and they usually do.


I did not write all these articles and answer all these inquiries just to recruit new members for ROA, but these articles are one of the few ways presently in use that ROA reaches any of the one million serving RC service members.

In recent years, ROA has also drafted and filed amicus curiae (friend of the court) briefs in the Supreme Court and other courts in cases under USERRA and other laws that are especially important to RC service members. *ROA is the only military association that is performing this vital service.*

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ROA has accomplished a great deal in its first century. If it is to continue for another century, we must do a much better job than we have been doing of recruiting younger members and training them to replace us when we are gone. At least 10,000 years ago, our ancestors came to understand that if any human institution is to last more than 25 years (one generation), the leaders and members of that institution must make a concerted

effort to recruit and train members and leaders in the next generation.

ROA currently has 41,418 members but only 2,363 of them are under the age of 50. We must recruit more members who are under the age of 50 and who are currently serving in the Reserve Components. In the words of the familiar hymn: “Time like an ever-rolling stream bears all its sons [and daughters] away.” 

## Legislative report

By Jonathan Sih, Director of Legislative and Military Policy, ROA

### Service specific priorities

ROA urges Congress to provide appropriations to support the Reserve Components’ highest priority for equipment as identified by the services.

ROA urges Congress to support the National Guard Reserve Equipment Appropriation in the budget to reduce shortages and replace equipment currently being used beyond their functional life.

ROA urges Congress to prohibit reprogramming NGREA funds.

**ARMY NATIONAL GUARD**—Heavy Expanded Mobility Tactical Truck (HEMTT) Wrecker. This 11-ton wrecker provides lift-tow and flat-tow capability and can recover other HEMTT vehicles as well as medium and light tactical wheeled vehicles.

**ARMY RESERVE**—Army Reserve Combat Support Hospital Equipment. Only 4 of the 16 248-bed Army Reserve Combat Support Hospitals are fully equipped. This equipping risk is mitigated through the maintenance of three Army Reserve Regional Training Sites with minimal equipment upgrades to support on-going medical force design updates.

**NAVY RESERVE**—P-8A Squadron Ground Support Equipment (GSE). There is a significant amount of GSE required to transition two Reserve squadrons from P-3C to P-8A and allow them to perform routine maintenance, testing and diagnostics. Without this equipment, the squadrons will be unable to properly maintain their aircraft.

**MARINE CORPS RESERVE**—White Phosphor Night Vision Goggle Upgrade. Provides an increased visual environment by increased field of view, increased depth perception, increased spatial awareness to help mitigate against collisions, clearer targets and Landing Zone identification during nighttime operations

**AIR NATIONAL GUARD**—Isochronal Inspection Maintenance Stands. Aircraft maintenance is currently accomplished by using a mix of ladders and B-series stands. These maintenance workaround activities do not meet Air Force Occupational Safety and Health Administration (AFOSH) or OSHA standards.

**AIR FORCE RESERVE**—Jam Resistant Global Positioning System (GPS) (KC-135, A-10, F-16, C-5). Embedded GPS/INS (EGI) face warfare navigation challenges due to significant parts obsolescence issues. New sophisticated jamming techniques can seriously hinder mission success.

**COAST GUARD RESERVE**—Palm Infrared, Thermal Imager. Needed for PSU Shoreside Security Divisions to maintain perimeter security and entry control points for life support areas (base camps).

### Gray area/reduced retirement age: implement management

**Health Care:** ROA urges Congress to provide the same health care coverage to retirees who qualify for gray area early age retirement. 10 U.S.C. §1074 (H.R. 3512, H.R. 1997 and S. 829)

**Interim Payment:** ROA urges Congress to add interim payment when the Defense Finance and Accounting Service (DFAS) conducts an audit of points for retirement pay which can delay retirement pay. 10 U.S.C. §1415

**Centralized Website:** ROA urges the Department of Defense to establish a standard application and timeline process with one website location for reserve retirement applications to streamline the process. (Policy Change)

**Service Date:** ROA urges Congress to direct the Department of Defense to create a military service date that establishes the specific date the reserve component service-member qualifies for early age retirement pay. 10 U.S.C. 12731(f)(2)(A)

**TAPS:** ROA urges Congress to direct DoD to budget and implement a mandatory Transition Assistance Program for retirement to ensure servicemembers understand the application process for age 60 pay and early age retirement pay. 10 U.S.C. 1142(a)(3)(A)

**Retired Reserve:** ROA urges Congress to direct the Reserve Components to identify and advise the servicemembers who have already transferred to the Retired Reserve about the specific date they qualify for retirement pay or early age retirement pay. 10 U.S.C. 12731(f)(2)(A)

## Taxes: Update tax laws and policies for servicemembers

**Employers:** ROA urges Congress to establish a tax credit for employers who hire members of the Reserve Components. 26 U.S.C. Chapter 1, Subtitle 1, Chapter 1, Subpart D of part IV of subchapter A. (H.R. 1854 and S. 1178)

**Mileage:** ROA urges Congress to amend to decrease the distance to 50 miles for the above-the-line deduction for travel expenses. 26 USC §62(a)(2)(E)

### Taxes: Update Tax Laws and Policies for Military Families

**Spouse Employment:** ROA urges Congress to create a target group for uniformed services spouses under the Work Opportunity Tax Credits to incentivize businesses to hire military spouses. 26 U.S.C. § 51(d)(1) (H.R. 148 and H.R. 2974)

**Dependent Care Flexible Spending Account:** ROA urges DoD to offer FSAs to the uniformed service when they are performing inactive and active duty. (H.R. 148)

## Recruiting and retention: U.S. public health

**Retirement Pay:** ROA urges Congress to change the Department of Defense Military Retirement Fund to pay for U.S. Public Health Service retirement and survivor benefit programs in the same accrual system as other branches of the military. 10 U.S.C. § 1461(a), 1463(a), 1465 and 1466.

**Health Care:** ROA urges Congress to include USPHS Ready Reserve in the TRICARE Reserve Select health insurance program 42 U.S.C. 213A

## Veterans

**Guard and Reserve Burial Benefits:** ROA urges Congress to allow state cemeteries with less-stringent burial criteria for veterans to be able to accept grant money from the Department of Veterans Affairs National Cemetery Administration. (H.R. 3944/S.2089)

**State Veterans Home Access:** ROA urges Congress and the VA to include uniformed services retirees, who were never activated, as eligible veterans for the purpose of admission to state veterans' homes with full funding. 38 CFR § 51.50.

## NDAA highlights

- The Armed Forces are authorized strengths for Selected Reserve personnel of the Reserve Components as of September 30, 2022, as follows:
  - Army National Guard – 336,000
  - Army Reserve – 189,500
  - Navy Reserve – 58,600
  - Marine Corps Reserve – 36,800
  - Air National Guard – 108,300
  - Air Force Reserve – 70,300
  - Coast Guard Reserve – 7,000
- **Department of Defense (DOD) Burn Pits Health Provider Training Act,** The Secretary of Defense shall provide to each medical provider of the Department of Defense mandatory training with respect to the potential health effects of burn pits.
- **Burn Pit Registry Expansion Act,** which requires DOD and VA to expand the Burn Pits Registry to include Egypt and Syria.
- **Impact Aid – Federal Impact Aid** provides financial assistance to local school districts that have lost property tax revenue due to the presence of tax-exempt federal property. This bill authorizes \$50 million in DoD Impact Aid to assist local educational agencies. An additional \$10 million is authorized to support




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local educational agencies with higher concentrations of military children with severe disabilities.

- **Prohibition on Reduction of KC-135 Aircraft in the Reserve Components** – None of the funds authorized to be appropriated by this Act or otherwise made available for fiscal year 2022 for the Air Force may be obligated or expended to reduce the number of KC-135 aircraft designated as primary mission aircraft inventory within the reserve components of the Air Force.
- **Testing for Perfluoroalkyl Substances and Polyfluoroalkyl Substances at Military Installations and Facilities of the National Guard** – Not later than two years after the date of the enactment of the National Defense Authorization Act for Fiscal Year 2022, the Secretary of Defense shall complete preliminary assessment and site inspection testing for perfluoroalkyl substances and polyfluoroalkyl substances at all military installations and facilities of the National Guard located in the United States that are identified as of March 31, 2021, as having a release of perfluoroalkyl substances or polyfluoroalkyl substances.
- **PFAS Status Update** – The Secretary of Defense shall submit to Congress a report identifying the status of efforts to remediate perfluoroalkyl substances and polyfluoroalkyl substances at 50 active duty, national guard, and reserve bases.
- **Access to Tour of Duty System** – The Secretary of the Army shall ensure, that a member of the reserve components of the Army may access the Tour of Duty system using a personal internet-enabled device. ROA was one of the first supporters of this initiative.
- **Report on Methods to Enhance Support from the Reserve Components in Response to Catastrophic Incidents** — the Secretary of Defense, in consultation and coordination with the Federal Emergency Management Agency, the National Security Council, the Council of Governors, and the National Governors Association, shall submit a report that includes a detailed examination of the policy framework for the reserve components, consistent with existing authorities, to provide support to other federal agencies in response to catastrophic incidents; identify major statutory or policy impediments to such support; and recommendations for legislation as appropriate.
- **Study on Employment of Military Spouses** – The Secretary of Defense shall conduct a study to identify employment barriers affecting military spouses. The study shall determine the current rate of spouses who are employed, underemployed, whether a military spouse would have taken a different position of employment if the military spouse were not impacted by the spouse who is a member of the armed forces, rate of discrimination by civilian employers due to military affiliation and any other barriers of entry into the local workforce, including state licensure requirements, availability of childcare, access to broadband, job availability in military communities; and access to housing.
- **Study on food insecurity in the Armed Forces.** Study shall include an analysis of food deserts that affect members of the armed forces, and their families, who live in areas with high costs of living. An assessment of the current methods of determining areas with high costs of living and the development of a process to determine an appropriate allowance to supplement the income of members who suffer food insecurity.
- **Equal Incentive Pay for Members of the Reserve Components of the Armed Forces** – Incentive pay authorities for members of the reserve components of the armed forces, the Secretary concerned shall pay a member of the reserve component of an armed force incentive pay in the same monthly amount as that paid to a member in the regular component of such armed force performing comparable work requiring comparable skills.
- **Lodging In Kind for Reserve Component Members Performing Training** – In the case of a member of a reserve component performing active duty for training or inactive duty training who is not otherwise entitled to travel and transportation allowances in connection with such duty, the Secretary concerned may reimburse the member for housing service charge. Expenses incurred by the member in occupying transient government housing during the performance of such duty. If transient government housing is unavailable or inadequate, the Secretary concerned may provide the member with lodging in kind.
- **One-year extension of certain expiring bonus and special pay authorities relating to reserve forces** – income replacement payments for reserve component members experiencing extended and frequent mobilization for active duty service, is extended to December 31, 2022.
- **Continued National Guard support for Fireguard Program** – Until September 30, 2026, the Secretary of

Defense shall continue to support the FireGuard program with personnel of the California National Guard to aggregate, analyze, and assess multisource remote sensing information for interagency partnerships in the initial detection and monitoring of wildfires.

- **Study on Reapportionment of National Guard Force Structure Based on Domestic Responses** – The Secretary of Defense shall conduct a study to determine whether to reapportion the current force structure of the National Guard based on wartime and domestic response requirements. The study shall include an assessment of how domestic response missions affect recruitment and retention of qualified personnel.

- **Temporary one-year halt to military medical billet cuts** – requires a Government Accountability Office evaluation on the DoD analyses used to support any reduction or realignment of military medical manning. DoD is also required to report to Congress on the number of uniformed and civilian personnel assigned to a military treatment facility (MTF) as of Oct. 1, 2019, and a comparable accounting as of Sept. 30, 2022. If the number in 2022 is less than the number in 2019, DoD must provide a full explanation for the reduction to demonstrate compliance with past provisions halting medical billet cuts. 

## Historical legislative accomplishments

### ROA historical highlights

As the Reserve Organization of America celebrates its centennial in influencing legislation to enhance readiness, here are 100 of ROA's historical accomplishments advocating on behalf of the National Guard and Reserve.

1924 – Increased appropriations for training of the Organized Reserves by over \$1.5 million.

By 1941 – ROA's influence since its founding ensured a foundation of 100,000 Reserve officers for the rebuilding of the Army.

1948 – Instrumental in achieving Reserve retirement for age and service, 20-year retirement for active duty regular and Reserve officers.

1952 – Contributed to the adoption of the Armed Forces Reserve Act which reorganized and modernized Reserve forces of all services to increase readiness for limited or full mobilization.

1955 – Contributed to the adoption of the Reserve Officers Personnel Act (ROPA), which established a career pattern for Reserve officers paralleling that of the regular services.

1956 – Successfully obtained Reserve Readiness Pay, which provided compensation for Reserve officers involuntarily released from active duty.

1958 – Successfully fought for a Pay Bill, which included Reservists and retired personnel in pay scales.

1960 – Instrumental in achieving ROPA amendments which improved promotion and separation systems for Reserve officers.

1961 – Successfully supported clarified reemployment rights for those called to active duty during buildup.

1963 – Successfully supported legislation which established the Reserve Program Administration for the Coast Guard Reserve.

1966 – Instrumental in adoption of legislation that precluded the merger of the Army Reserve and National Guard, and set mandatory strength levels in the Reserve Components.

1967 – Instrumental in adoption of milestone Reserve Forces Bill of Rights and Vitalization Act, which established a Selected Reserve in each service, provided adequate fiscal and equipment support for Selected Reserve, and established Assistant Secretaries for Reserve Affairs and Reserve service Chiefs for each service.

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1972 – Successfully fought to save the Coast Guard Reserve.

1972 – Successfully supported the enactment of the Survivors Benefit Plan (SBP)

1976 – Instrumental in obtaining authority for Reservists to participate in Individual Retirement Accounts (IRA) programs, provided the Reservist is otherwise qualified.

1977-80 – Led in defeating the four-year effort by the Administration to cut Naval Reserve personnel by 50 per cent.

1982 – Led the effort to establish a new GI Bill that benefitted active and Reserve personnel.

1983 – Led the effort which created an Assistant Secretary of Defense for Reserve Affairs.

1984 – Supported legislation which provides equitable benefits to dependents and survivors of Reservists who are injured or killed traveling to or from training.

1986 – Supported legislation that precludes discrimination by employers in initial hiring of members of the Guard and Reserve.

1986 – Led the effort that provided year-round use of the commissary by members of the Guard and Reserve.

1987 – Instrumental in the adoption of the Montgomery GI Bill.

1988 – Supported the elevation of the VA to a Cabinet-level department.

1988 – Continued to oppose successfully efforts to reduce Reserve retirement benefits.

1989 – Successfully urged the Congress to prohibit the testing of user fees for outpatient care in military treatment facilities for active-duty dependents and retired military and their dependents.

1989 – Instrumental in restoring reserve component force structure that the Administration had proposed to cut.

1990 – Contributed to the provision of a COLA for federal civilian and military retirees.

1990 – Led the effort that provided “gray area” benefits to Reserve retirees.

1990 – Successfully urged the Congress to provide Reservists in a non-pay status use of the commissary.

1990 – Contributed to the provision of a COLA for federal civilian and military retirees.

1991 – Contributed to the adoption of Gulf War Benefits legislation.

1991 – Successfully supported improvements in the Soldiers’ and Sailors’ Civil Relief Act.

1991 – Caused Congress to direct DoD to study implementing a Reservist income insurance program.

1992 – Led the effort to require the assignment of a Guard or Reserve general or flag officer to the Joint Chiefs of Staff to advise the chairman.

1992 – Contributed greatly to the provision of VA home-loan eligibility to Reservists with six years in the Selected Reserve.

1992 – Successfully supported the provision of disability retired or severance pay to Reservists disabled while traveling to or from training.

1992 – Led the effort to provide the authority to reimburse drilling Reservists for billeting expenses during training.

1992 – Led effort to provide reserve component transition benefits in response to the force drawdown.

1992 – Successfully opposed the repeal of law mandating that all officers initially serve on active duty as Reserve officers.

1992 – Contributed greatly to the provision of VA home-loan eligibility to Reservists with six years in the Selected Reserve.

1993 – Authorized educational tuition assistance for Reserve officers and warrant officers serving on active duty (AGRs).

1993 – Spearheaded the establishment of a separate Army Reserve Command, commanded by the Reserve Chief.

1993 – Passed appropriation measure included \$25 million for the Selective Service System, defeating a House effort to eliminate the Selective Service System.

1993 – Assisted in defeating a five-year \$90 billion deficit reduction measure (the Penny-Kasich proposal), which would have reduced defense appropriations and included a COLA cut that would have diminished lifetime military retiree income by over 20 percent.

1994 – Successfully supported blocking an OSD initiative to drastically reduce the military technician force in the Army and Air Force National Guard and the Army and Air Force Reserve.

1994 – Played a pivotal role in the enactment of the Reserve Officer Personnel Management Act (ROPMA), the long-awaited legislation regularizing officer personnel management in the Reserve Components.

1995 – Conceived, developed, and successfully supported legislation that established income protection insurance



for Reservists involuntarily mobilized for contingency operations.

1995 – Vigorously supported legislation that successfully established permanent equity in start dates of federal military and civilian retirees' COLAs.

1996 – Spearheaded legislative efforts that established separate Reserve commands, commanded by chiefs of the Reserve Components of the Army, Navy, Marine Corps, and Air Force.

1996 – Successfully supported legislation raising the annual creditable inactive duty training point limit from 60 to 75.

1996 – Strongly supported efforts that led to the authorization of special pay and incentives to recruit and retain dental officers.

1997 – Strongly supported legislation that authorizes the president to recall up to 30,000 IRR members under the Presidential Selected Reserve Call-up Authority.

1997 – Played a key role in the adoption of legislation that establishes two two-star assistants to advise the Chairman of the Joint Chiefs of Staff on Guard and Reserve matters. One position will be filled on a rotating basis by an Army or Air Guard officer; the other on a similar basis by a federal Reservist.

1997 – Instrumental in approval of legislation that provides medical and dental coverage to Reservists and their dependents when the Reserve member is extended on active duty beyond 30 days as a result of having incurred or aggravated an injury, illness, or disease in the line of duty while on active duty for a period of 30 days or less (or while travelling to from the place of the place of such duty), so as to result in an active duty period of more than 30 days.

1998 – Strongly supported legislative provisions that authorized Reservists to travel to and from drills on commercial (air) carriers at government-negotiated rates.

1998 – Led successful effort to authorize hostile fire pay for Reservists on the same basis as Active component members. Successfully supported legislation authorizing selected reenlistment bonuses for Reservists on Active Guard/Reserve duty.

1998 – Spearheaded successful efforts to save the NOAA Commissioned Corps from disestablishment.

1998 – Secured legislation aligning the PHS with the armed services for Title VII (equal opportunity) purposes.

1999 – Led successful legislative campaign to authorize three-star rank for reserve component chiefs and other key RC general officers.

1999 – Played a key role in successfully securing legislation authorizing Ready Reservists' participation in the Thrift Savings Plan.

2000 – Authorized Ready Reservists' participation in the Thrift Savings Plan.

2000 – Established grade of reserve component chiefs and certain other general and flag officers at the lieutenant general/vice admiral-level.

2000 – Worked to establish an Office of the Coast Guard Reserve.

2000 – Passed legislation that authorizes service secretaries to provide lodging in-kind for Reservists on training duty when government housing is unavailable or inadequate.

2001 – Supported initiative to increase the basic pay rates for enlisted members in grades E-5 through E-7; also authorized the Secretary of Defense to increase the pay tables for enlisted members, on a one-time basis to ensure the pay table operates efficiently and effectively.

2001 – Secured Entitlement for Reserve Component Members Not on Active Duty to Receive Special Duty Assignment Pay. Pushed legislation that authorized members of the Selected Reserve not on active duty to receive special duty pay (one day of such pay for each drill period in which the Reserve member successfully participates each month).

2001 – Passed bill that ensures that Reservists receive full credit for the time and effort they commit to attending drills, performing annual training, and completing correspondence courses, ROA-backed legislation increased from 75 to 90 the maximum number of IDT points per year that Reservists may accrue as credit towards retirement benefits.

2001 – Billeting Services for Reserve Members Traveling for Inactive-duty Training. Legislation authorized Reservists travelling to inactive-duty training at a location more than 50 miles from their residence to be eligible for billeting in Department of Defense facilities on the same basis as active-duty personnel traveling for official purposes.

2001 – Integral to the creation of TRICARE for Life

2002 – Health Care for Mobilized Reservists directs federal agencies to pay Federal Employees Health Benefit Plan premiums for Reservist employees who are called to active duty for more than 30 days to serve in a contingency operation.

2002 – Passed Health Care for Drilling Reservists which authorizes Reservists to receive medical and dental treatment as well as other benefits if they are injured, etc., while

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remaining overnight within normal commuting distance from home for authorized reasons.

2003 – Passed Montgomery GI Bill Eligibility Extension which extends reservists' eligibility to use the MGIB from 10 to 14 years from date of first eligibility.

2003 – Extended protection under the Soldiers' and Sailors' Civil Relief Act of 1940 to National Guard Members Called to Active Duty which authorized SSCRA protections to National Guard members called to active duty under Title 32, USC.

2004 – Petitioned Congress to require more detailed accounting of mobilization and demobilization in the Reserve Components.

2004 – Helped with the draft of the language to achieve parity by extending health care benefits to all Active Duty or reserve component members who are separated from active duty or demobilized.

2004 – Secured unlimited commissary privileges for Reservists, family members and gray area-reservists.

2004 – Removed the 7,200 point reserve retirement barrier for disabled retired reservists who qualified for Combat-Related Specialty Compensation and to pass and be eligible for Concurrent Receipt. Legislation allows Reservists who qualify the same opportunity to collect their retired pay and their disability pay without offset by losing one or the other.

2004 – Made available Hostile Fire Pay and Imminent Danger Special Pay for reserve component members on inactive duty.

2005 – Secured permanent ID Cards for Retirees over 75 Years of Age. Includes ID cards for dependents and survivors of military retirees.

2005 – Repealed the phase-in for concurrent receipt for veterans with a 100 percent service-connected disability.

2005 – Advocated for pre-mobilization healthcare, making permanent TRICARE up to 90 days before mobilization and ensures timely notification.

2006 – Enhanced TRICARE Reserve Select (TRS), opening up TRS to all drilling Reservists

2006 – Language-proficiency category changed from special pay to bonus, consistent for both Active and Reserve. This is the first skill proficiency that has moved away from the 1/30th special pay rule

2006 – Supported provision for use of Reserve Montgomery GI Bill for licensing and certification tests

2006 – Fought for: Special pay for Selected Reserve health professionals in critical wartime specialties, education loan

repayment for chaplains serving in Selected Reserve, and retention bonuses to reserve component members qualified in certain skills or assigned to high-priority units

2008 – Inactive duty days limit increased from 60 to 130 days.

2009 – TRICARE coverage extended from 90 to 180 days for reserve component members and their families prior to mobilization.

2012 – Included Title 32 Active Guard Reserve duty toward eligibility for the Post 9/11 GI Bill which will affect about 30,000 full time Guardsmen currently excluded.

2015 – Blended Retirement System – DoD matching contributions were extended from 20 years to 26 years, lump sum payment and amount options for the RC was an option provided.

2016 – Supported veteran status for any person who is entitled to retired pay but did not complete Active Duty for Operational Support (ADOS) orders (does not carry benefits).

2017 – Protected the right of any surviving spouse of a servicemember who died in the line of duty after 9/11 time to use the full 36-month Post-9/11 GI Bill benefit through January 1, 2021.

2018 – Worked with Congress on the A-10, C-130H, and KC-135 to ensure continued funding until replacement aircraft are available; Congress agreeing, included funding and provisions.

2018 – Helped defeat increases to TRICARE costs for retirees who were previously grandfathered for program changes.

2018 – Drove continued funding for the A-10 Warthog; \$163.7 million in the base budget for A-10 modifications with an increase of \$65.0 million for the A-10 wing replacement program.

2018 – Influenced reversal of the Army's discharge of immigrants seeking citizenship through military service, allowing them to remain in service pending completion of security clearances.

2019 – Identifying Barriers and Best Practices Study Act, to conduct a study on disability and pension benefits provided to members of the National Guard and members of Reserve Components of the Armed Forces by the Department of Veterans Affairs. This was in response to reserve component member's having difficulty getting service-connected disabilities for musculoskeletal injuries.

2019 – The Blue Water Navy (BWN) Vietnam Veterans Act of 2019 (PL 116-23) extended the presumption of herbicide exposure, such as Agent Orange, to Veterans who served in

the offshore waters of the Republic of Vietnam between Jan. 9, 1962 and May 7, 1975. Veterans that meet blue water criteria can now file for VA disability compensation.

2019 – TRICARE Reserve Select expanded eligibility by removing the restriction of Federal employees who are National Guard or Reserve – they will be able to purchase health care beginning in the year 2030 when the program will be funded.

2020 – USPHS Ready Reserve was passed into law in the Coronavirus Aid, Relief, and Economic Security Act” (CARES Act), Public Law No: 116-136, ROA’s Call to Action to establish the Ready Reserve convinced Congress this group could be another resource in future pandemics and other national emergencies or disasters.


2020 – ROA proposed the award of constructive credit for RC servicemembers during the pandemic shutdown when drill weekends and other training orders were cancelled

2020 – ROA wrote the President on COVID-19 orders which resulted in an Executive Order being issued to change National Guard state active duty orders to federal

active duty orders. At the urging of ROA subsequent Executive Orders also prohibited ending orders on the 89th day which would have prevented credit for education and early age retirement benefits that requires being on orders for 90 days or more.

2020 – Identified how the Department of Veterans Affairs Center for Women Veterans did not have a separate funding line due to organizational configuration. The Deborah Sampson Act was passed to establish the Office of Women’s Health at the Department of Veterans Affairs which guarantees a dedicated funding account.

2021 – Hazardous Duty/Aviation Career Incentive Pay reform. Reservists Opportunity Act.; allows Army Reserve and National Guard members to access the Army’s “Tour of Duty” system from personal devices.

2022 – DD-214-1 reform. Burial Equity Act: Ensures that VA grants to state veterans’ cemeteries do not restrict states from interring of members of the Reserve Components. 

## 2021–2023

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# A century of service to America

For A Strong National Defense  
All Ranks ★ All Services



**Come to Washington, D.C., and join your fellow members  
in celebrating ROA's Centennial.**

*In addition to celebrating 100 years of service to the nation's Reserve and Guard, members will gather to hear interesting and informative speakers, collaborate, mentor, conduct association business, see old friends and make new ones.*

## REGISTRATION OPEN FOR 2022 NATIONAL CONVENTION

### Registration:

Standard registration includes the welcome reception (Thursday), all meetings (Thursday-Sunday), coffee breaks (Friday & Saturday), Centennial Celebration Reception (sponsored by the ROA STARs Foundation) (Friday) and the option to purchase tickets for the Memorial Breakfast and Banquet.

Registration: \$250

### Additional Social Events:

The Memorial Breakfast and Banquet are open to all attendees but space is limited. Registrations for these events is available on a first-come, first-served basis and will sell out.

- Memorial Breakfast: \$40 – Saturday, October 1, 7:00 a.m.
- Banquet (with reception): \$100 – Saturday, October 1, 6:00 p.m.



### Hotel Information

**Crystal City Marriott at Reagan National Airport**

1999 Richmond Hwy, Arlington, VA 22202

Phone: (703) 413-5500

ROA's room block offers a rate of \$139 plus 13.25% applicable tax. The group rate is also available three days before and 3 days after the convention based on hotel availability. Book discounted rates by calling (800) 228-9290 and asking for the **"Heroes Room Block."**

*Reservations must be made by Thursday, September 7, 2022, to enjoy the group rate.*

### Schedule Highlights:

#### Thurs., September 29, 2022

- Registration
- Executive Committee Meeting
- Department Presidents and DNCM Meeting
- Welcome Reception

#### Friday, September 30, 2022

- General Assemblies
- Centennial Celebration Reception (sponsored by ROA STARs Foundation)

#### Saturday, October 1, 2022

- Memorial Breakfast
- Service Section Meetings
- General Assembly
- Centennial Celebration Banquet

#### Sunday, October 2, 2022

- Business Meeting: Resolutions, C&B Amendments, Elections
- Executive Committee Meeting

*More program details to come.*

**Register for the 2022 National Convention at  
[roa.org/events](https://roa.org/events)**

## Minuteman of the Year to recognize contributions of U.S. Senator Roy Blunt

**U**.S. Senator Roy Blunt (Mo.) will be awarded the Minuteman of the Year at the 2022 ROA National Convention. The Minuteman of the year recognizes individuals who have demonstrated stalwart advocacy for national security and reserve component issues while collaborating closely with the Reserve Organization of America. Senator Blunt's decade of service in the U.S. Senate has been notable for key support of national defense priorities, recognition of employer's contribution to veteran employment, and protecting veterans' employment rights under USERRA. "I'm honored to receive this recognition from the Reserve Organization of America and will continue doing what I can to support our Reservists, Guardsmen and women, and their families," said Senator Blunt.

Senator Blunt's home state of Missouri is home to more than 20,000 reservists and members of the National Guard.

"America's Reserve Components are critically important to our military readiness and national security," said Blunt. "As a member of the appropriations committee, I've worked to ensure we have the resources in place to support Reserve and National Guard priorities at Missouri military installations and across the country. Our Reserve force and their families make sacrifices every day to support our national defense while maintaining their civilian obligations. It's a tremendous challenge, and I'm grateful for all who stand ready to respond."

When the National Guard and Reserve Chief's testified on budget cutbacks, Sen. Blunt responded, "...robust Reserve Components are more critical than ever at a time when defense spending is capped under federal law and the active-duty force, especially the Army, is shrinking. If you are downsizing the full-time force, it's even more important to have a substantial Reserve and Guard backbone that full-time force."

U.S. Sen. Roy Blunt introduced a resolution in 2021 recognizing the A-10 aircraft as a critical component of America's national security and the most effective and cost-efficient Close Air Support attack aircraft in the Department


of Defense inventory. The funding bill included resources for the A-10 wing replacement program.

In 2019 U.S. Senators Roy Blunt and Chris Van Hollen (Md.) led a letter to the Chairman and Ranking Members of the Senate and House Armed Services Committees urging them to include the World War I Valor Medals Review Act in the final FY 2020 National Defense Authorization Act conference report. ROA supported this initiative, and Sen. Blunt included that information in the letter.

Senator Blunt's bill, Honoring Investments in Recruiting and Employing (HIRE) American Military Veterans Act, passed the Senate in 2017. The measure establishes a tiered recognition program within the Department of Labor to award employers based on their contributions to veteran employment. It became Public Law No: 115-31.

Senator Blunt, along with members of the Missouri congressional delegation, sent a letter to Gen. Mark A. Welsh III, Chief of Staff of the United States Air Force, in 2016 on the advantages that Whiteman Air Force Base would afford the first Reserve-led F-35 fighter squadron. The Air Force Reserve Command included Whiteman in evaluating possible locations for future basing of the F-35A Lightning II aircraft.

In 2012 Senator Blunt challenged the DoD about implementing the National Guard Employment Protection Act as part of USERRA that passed into law but was not taking action to issue any guidance.

The Minuteman of the Year is typically awarded to a person who has rendered significant service, namely at a national level, to the Reserve Components. 



# Newcomer's perspective

By Jonathan Sih, Director of Legislative and Military Policy, ROA

When I graduated from The University of Texas at Austin, I immediately moved to Washington, D.C., to start my career in national public policy. At four years, I left D.C. to join the Air Force. The experiences working in the national capital region laid a strong professional foundation which I took with me to my career in the active duty Air Force. Now a reservist, I decided to return to Washington, D.C., to pick up where I left off. While the Capitol complex is largely physically unchanged, I return a humble beginner as my congressional experience is all before the invention of Twitter.


Reflecting on the past year as the new Legislative Director and a relatively new Air Force Reservist, I was surprised of the lack of socialization citizen warriors, congressional staff, and the public have regarding the difficulties National Guard and Reservists have in accessing services and benefits. If you asked the general public about what benefits active duty personnel receive, at minimum they would know that you get free health care while you serve, you get your school paid for, and a pension after 20 years. It is not common knowledge that reservists do not receive free health care, earn GI Bill benefits at a slower rate, and do not receive a pension immediately after retirement. Participating reservists often don't even know this. When I transitioned from active duty to the reserves, I learned some of this information through good mentoring from my commander, but not all citizen warriors get this information in a timely manner. A reservist may not ever get comprehensive education on what benefits they earned and how and when they can access them their entire career.

“...duties performed  
by active duty  
and the reserve  
component are  
the same, but  
the support  
infrastructure  
is not.”

The Transition Assistance Program (TAP) is not offered at the end of the reservist career, as it is for active duty, when this information would be most useful. It shocked me to learn that we have reservists separating from service without knowing when they can expect retirement checks, how much TRICARE will cost them, if they've earned enough

days to use their educational benefits, or that they lack proper documentation, like an accurate DD Form 214 to prove their benefits eligibility. For ROA to be effective at advocating for parity with active duty, it needs to be common knowledge to both citizen warriors and civilians that a reservist can earn the same benefits as active duty, but has to jump through hoops to access them.

I work shoulder to shoulder with my active duty counterparts during my drill weekends and I do not feel any difference in the execution of my duties from when I was an active duty officer. In anticipation of a Russian invasion of Ukraine, the Pentagon removed 160 Florida National Guardsmen who were training and

advising Ukrainian forces; since September 11, 2001, the Guard and Reserve Components have been in harm's way. Total Force Integration has provided seamless operations between military components and has been effective in mission accomplishment. If the Reserve Components are considered equals on the battlefield, why are we not equal at home? As a newcomer to ROA, we need to use our platform to make it common knowledge that while duties performed by active duty and the Reserve Component are the same, but the support infrastructure is not. 



# Family Readiness Support Committee aligns with STARS in centennial project

Anne Groskreutz, National Chair, Family Readiness Support Committee

## Want to see the sights in Washington, D.C. through the eyes of your child?

The ROA Family Readiness Support Committee is sponsoring a writing contest for ROA members' children 10-14 years of age. There will be two winners and each will receive a two day trip to Washington, D.C., with a chaperone of their choice, to see the sights and attend the ROA Centennial celebration reception and banquet September 30–October 2, 2022. Entrants are asked to showcase their personal story as a child of a member of the Reserve Components or a story from an interview with a ROA member who served our country. More details can be found at [www.roa.org/page/ChildWriting](http://www.roa.org/page/ChildWriting).

This will be an exciting trip for the winners! We are looking forward to sharing the stories submitted and connecting with our youngest military supporters. There may be other surprises in store for the participants and winners. Pass the word and give it a try!


## Do you need to inform your child's school that you are deploying?

The Family Readiness Support Committee is working to help the STARS in School program disseminate school kits for children whose parents may be deploying. The pencil kits have been developed to aid you in informing your child's or children's school(s) that you are deploying. It also alerts school personnel to a special website with resources for the teachers and administrators of the school to help them if questions or problems arise. If you will be attending or visiting a local installation, the school kit and resources are available to share with the installation support personnel or to be given to parents at local events. More information about the school kits can be found at the [STARSinschools.org](http://STARSinschools.org) website. If you are willing to help distribute the kits, they can be requested at this website and will be sent to you free of charge along with further details regarding how you might help with this project.



## Planning an event? We have resources to help!

Further, the Family Readiness Support Committee announces that we have created a resource for your use at events. The Organizer Package includes 2 table covers with the ROA and STARS logos, clipboards, acrylic information stands in a convenient carrying case to help make it easy to set up at an event where you are spreading the word about ROA or STARS. The kit will be sent to you free of charge for your use, but you or your department or chapter will be responsible for returning the kit when your event is finished. It all fits into a medium USPS priority box, so will cost about \$20 to use and return. This is an inexpensive way to display the logos without having to purchase the table covers and other supplies for your event. Please see photo of the contents above and how they can be displayed.

The committee welcomes you to join in the planning and development of projects that help our military families. If you have questions, please reach out to one of the members or contact me at [FRSC4ROA@gmail.com](mailto:FRSC4ROA@gmail.com) or 612-875-1967. Thank you for supporting our military families in your communities in whatever way you choose. It is much appreciated. 



# We go together...our way ahead

By Chaplain (Lt. Col.) Vincent A. Cummings, USAR, National Vice President (Army)  
vincentacummings@outlook.com

**E**arlier last year, I was both honored and humbled in the confidence and trust of our section, having been elected to serve as a National Vice President of the Reserve Organization of America. Being the first Chaplain to serve in this position, while concurrently serving in uniform as an activated Individual Mobilization Augmentee of the United States Army Reserve, I understand the unique challenges of those continuously sacrificing across the Reserve Components. Also, having a ministry spanning almost thirty-three exclusive years as a career reserve officer, I empathize with those who balance work, reserve life, and family, on a daily basis.

Additionally, having served in numerous leadership positions at our organization's chapter, department, and national levels, I am keenly discerning in the assumption of this new role to concurrently and harmoniously lead our section in helping direct it into our second century as a military service organization. I would now like to briefly outline what my priorities are for us over the next two years and better explain that impact within our institution.

We must start our journey together in the spirit of "Putting People First," which is the first line of effort expressed by our current Chief of Staff of the Army, Gen. James C. McConville. This means that every one of our members, whether having retired, served, or still serving across the United States Army, are our greatest strength and organizational multipliers within The Reserve Organization of America. What I will ask of everyone over the next two years is something I would also expect of myself as your servant and leader by putting both you and your families first!

Furthermore, we are all stakeholders as members of The Reserve Organization of America. Being a contributor brings responsibilities beyond just paying membership dues; it involves commitment and sacrifice. As our organization moves into a new century, each and every one of you are key multipliers in defining and shaping The Reserve Organization of America to meet a new era. As we lean forward into a new centennial, we must also remember that hard-fought victories achieved on behalf of the Citizen-Warrior can as easily be lost.

An area where you can make a difference in putting people first, is through giving to the ROA STARS


Foundation. This organization is a non-profit entity consisting of patriotic individuals and corporations who stand up for America's Reservists. The STARS mission is simple; to advance the interest of The Reserve Organization of America as the only exclusive advocate for the Reserve and National Guard by:

- 1) Enhancing the security of our nation by sustaining a robust Reserve Component Force Structure, and
- 2) Supporting the Citizen Warriors who volunteer to serve and sacrifice for our country in training, on the battlefield, in the workplace, and in the home.

The ROA STARS Foundation accomplishes this mission through various lines of effort. These include:

- a) Philanthropic giving,
- b) Conducting top-level educational forums,
- c) Delivering pro bono legal information,
- d) Gifting scholarships,
- e) Providing tools and resources to support Reservists with high-caliber events and programming, and
- f) Facilitating charitable support to Reservists to improve quality of life Issues.

Finally, I have learned that authority begins by personal example over my three decades of service in uniform. As your Army National Vice President, I treat that responsibility with the utmost care and will strive to continuously set such a standard. I have made personal giving to ROA a priority, as what the organization has done in terms of mentorship and professional development has molded me into a leader of the present day. I ask that you consider joining me in that example by making personal giving a priority as we move into our next century.

In closing, The Reserve Organization of America is at a crossroads, moving forward into the twenty-first century. We either stand together in advancing the interests of our beloved organization or we will face uncertainty over the next century. Our Korean allies have a saying that describes where our collective interests lie, within the hands of each other. *Katchi Kapshida.... We Go Together!* Please join me and your fellow Army section leadership team in this, our collective endeavor, as we find Our Way Ahead...Together! 

# Relentless advocacy in support of all services

By Capt. Henry E. Plimack, USCGR (Ret.)

**A**s your Naval Services Vice President, I am proud to introduce you to the most diverse service section in our association. With virtual meetings dominating much of ROA activity for the past two years, the Naval Services Section is looking forward to a centennial that will break the ice (an appropriate nautical term) and restore our in-person meetings. Representing five uniformed services, our Section has an interest in land, sea, and air evolutions in both the Atlantic and the Pacific, and beyond:

- The Navy Reserve works alongside their active duty servicemembers to uphold the Navy's core values of honor, courage, and commitment. They amplify the service's core capabilities, which including presence, deterrence, sea control, power projection, maritime security, humanitarian assistance, and disaster response.
- The Marine Corps Reserve team has capabilities across the full spectrum of military operations, from humanitarian assistance and disaster relief support to the most potent combat forces in the world. Their motto, "Augment, Reinforce, Support," articulates the necessary actions required to provide a sustainable force for the long-term defense of our nation.
- The Coast Guard Reserve is their dedicated surge force. As a contingency-based workforce, it is trained locally and deployed globally to provide appropriately trained personnel to meet mission requirements within the prioritized focus areas of Dense Operations, Ports, Waterways, Coastal Security, and Incident Response and Management.
- The Public Health Service (USPHS) is committed to advancing our nation's public health, serving in agencies across the government (including the Coast Guard and Department of Defense) as physicians, nurses, dentists, veterinarians, scientists, engineers, and other professionals.
- The National Oceanic and Atmospheric Administration (NOAA)'s mission is to understand and predict changes in climate, weather,

ocean, and coasts, to share that knowledge and information with others, and to conserve and manage coastal and marine ecosystems and resources.

We are fortunate to have representatives with distinctive resumes of command and leadership.

Our Executive Committeemen are:

- Navy Reserve—Sam Wright,
- Marine Corps Reserve—Scott Willis,
- Coast Guard Reserve (also representing USPHS and NOAA Corps)—John Leonard.

Uniquely, we also have a Naval Services Junior Vice President who works with the representatives of each of these services—Bill Kozlowski.

Their contributions are essential in deliberations as we move into our 100th year and build on our Second Century of Service to those who serve.

My career in our association commenced in 1969 when Reserve Units were expected to display their 100% ROA membership certificates on their unit's wall. Times have changed, and so has ROA. We do not have direct access to the soldiers, sailors, airmen, Marines, Coastguardsmen, and guardians at drill sites. In fact, many of those sites are long gone. The Coast Guard no longer has reserve units. Even their Port Security Units are not composed solely of reservists. Many of our Naval Services Section reservists are now attached to one of the Combatant Commands. This has created a significant challenge to ROA as reaching those Reserve Component personnel requires a new approach to recruiting. This, in part, has led to the revision at our National Convention establishing marketing as part of the Communications Committee. For the Naval Services, this effort will take more than a note in a bottle left at sea.

ROA's longtime Law Center Library author Capt. Sam Wright addressed the issue astutely:

*"As of 12/27/2021, the Navy Reserve had 107,041 serving members, including 48,307 in the Selected Reserve (drilling for pay), 10,116 in Full-Time Support (FTS),*

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and 48,618 in the Individual Ready Reserve (IRR). Of the Selected Reserve members, 12,919 are officers, and 35,388 are enlisted. Of the FTS personnel, 1,585 are officers, and 8,708 are enlisted. See <https://www.navyreserve.navy.mil/About-Us-Leadership/Status-of-the-Navy-Reserve/>.

The Navy Reserve's current focus is on the possibility of a major conflict with a near-peer competitor, like China or Russia. The goal is to be ready to mobilize 50,000 trained and ready reservists in the first month of the emergency.

Of the 107,041 serving members of the Navy Reserve, only 466 (0.4%) are current members of ROA. This figure is like the percentage of current ROA members in each of the eight Reserve Components, including the recently established Space Force Reserve.

Last year, I remotely trained 125 Navy Reservists at NOSC Cincinnati in the Uniformed Services Employment and Reemployment Rights Act (USERRA). The 45-minute presentation was recorded and is now available through the Navy Reserve and on the ROA website, [www.roa.org](http://www.roa.org). It is no longer feasible for ROA to gain physical access to reserve centers and other places where Reserve Component members train. In the third decade of the 21st century, the way to get access is through Zoom and Teams and with recorded presentations."

The work of the Executive Committeeman Navy is just one of the ways we are trying to expand recruiting and increase retention. Wright's legal documents are applicable to all services and all ranks, not just those in our section, and this represents a significant benefit to all in the Reserve Components.

The Marine Corps, as the Navy, has its eyes on over-the-horizon issues. This is best explained by our Executive Committeeman Marine Corps Scott Willis:

*"Similar to other branches of service, the Marine Corps Reserves is currently focused on potential conflicts in Russia and the Asian Pacific. This redirection has shifted from 'Fight Tonight,' meaning ready to immediately deploy in a no-notice scenario, to 'ILOC Ready Day 1,' which means mobilizing and showing up at the ILOC (integrated line of communications) administratively ready to deploy.*

*As a new member of ROA, my goal during my first year on the Executive Committee is to better familiarize myself with duties of the role and to increase awareness of, and membership in, ROA by Marine reservists. I will be retiring in March and look forward to a new chapter as a retired Marine."*

One member of our leadership team, who is not retiring any time soon, is our Junior Vice President. This talented officer is Bill Kozlowski.

*"The Navy Reserve shifted focus from the years of counter-insurgency operations in the Middle-East back to providing the strategic depth the Navy needs to win a high-end conflict. This essential pivot is succinctly described by Vice Admiral John Mustin, Chief of Navy Reserve (CNR), in his fighting instructions to the Navy Reserve Force. These instructions focus Navy Reserve efforts to innovate means to design, train, and mobilize the force to tackle a high-end threat.*

*The 'Design the Force' element is an effort to divest the Reserve Component some capabilities to invest much more into high-value capabilities that the Reserve Component provides to augment the force.*

*'Train the Force' puts focus on ensuring units are ready to deploy as a unit with a focus on warfighting readiness. To be ready on 'Day One,' the Navy Reserve is ensuring all reserve units have Sailors assigned to warfighting units and driving involuntary individual augmentee deployments to zero to preserve unit cohesion to be ready for a major conflict. This shift will also benefit work-life balance for families, who will see short-notice involuntary individual mobilizations become a thing of the past.*

*'Mobilize the Force' is the effort aimed at making the Navy Reserve fully capable of activating 50,000 Selected Reservists (SELRES) in 30 days or less. New pay software, distributed mobilization, making the CNR a resource sponsor, and bringing Expeditionary Combat Readiness Command (ECRC) under the direct control of the CNR are examples of changes underway to ensure the Navy Reserve can mobilize quickly.*

*In short, the Navy Reserve has shifted focus back to strategic depth from operational support though it is still more than capable of providing operational support. This transformation and accompanying innovation are necessary to ensure our Navy is ready for a high-end fight."*

An interesting observation on the diversity in our Association from former ROA President, and strategic member of our section, Paul Kayye:

*"ROA has a deep interest in the medical affairs of our reservists, and our Health Services Committee is in the forefront of addressing many of these issues. Naval services members have a robust presence on the Health Services Committee of ROA.*

*The most pressing are:*

- *Ensuring that the dental readiness of our reservists meets dental standards for possible deployment.*
- *Physical Fitness Training - changes have been made by the Department of Defense regarding physical fitness. The stringent functional fitness physical training test requires specialized training equipment which is not readily available to reservists. ROA is working with Planet Fitness to provide very reasonable rates for ROA members to join and make use of their club's equipment to meet the new standards.*
- *Tricare changes will possibly affect reservists adversely, and ROA will work on this matter to ensure fairness for the RC.*
- *The Public Health Service, as a uniformed service, no longer under the Department of Defense, contributes to the vitality of ROA and is part of the Naval Services Section of ROA.*

*ROA is meeting these challenges. All ROA medical reservists are eligible to participate with the Interallied Confederation of Medical Reserve Officers (CIOMR) in support of the NATO Military Committee. ROA is the U.S. representative in this International Body. CIOMR's sister organization is the Interallied Confederation of Reserve Officers (CIOR). ROA also represents the U.S. in this Confederation. Our current Vice President is former ROA President and ROA Naval Service member, Jim Sweeney. Sweeney retired from the Marine Corps Reserve and is now a United States District Judge."*

The final and most important message is how we, at ROA, have your back. We have cited a few examples already and have legislatively taken up initiatives with each of our services, including restoring a Public Health Service Reserve. A visit to [www.roa.org](http://www.roa.org), in the "Advocacy Tab," under "Legislative Accomplishments," you will find examples of ROA's Legislative Directors

Susan Lukas and Jonathan Sih's achievements for each Service Section.


With John Leonard and our ROA President, Bob Carmack, both Coast Guard Academy alums and both classmates to Coast Guard Commandants, ROA is positioned to have the backs of those in the Coast Guard, too, and all Reserve Components for that matter.

A typical example of our protection of the Reserves was cited by life member and former Chief of the Coast Guard Reserve, Steve Day:

*"I think it was the summer of 1971, when serving aboard the Coast Guard Cutter Tanager (WTR 885), our Commanding Officer, Lieutenant Commander Ed Lewey, who could have been mistaken for actor Jeff Chandler, held afternoon quarters. His reason was to advise the crew we may have a new mission. He told us there was a move to eliminate the Coast Guard Reserve. However, as he said, 'I don't think that will happen as there is an organization called the ROA that will challenge that possibility.'"*

*I was a 20-year-old DC2 at that time and did not plan to become a reservist at the end of my four-year enlistment. Life brings change, and my plans changed for the better. My thanks to the ROA for their efforts to be the advocate, on behalf of Guardsmen and Reservists since its beginnings at the end of World War 1."*

Walter Handy, also an ROA life member, took up that challenge and was instrumental in successfully fighting to preserve the Coast Guard Reserve. With the able assistance of Rafael Ortiz, he celebrated his 100th birthday at ROA headquarters. Along with the Coast Guard Commandant and Chief of the Reserve.

The Naval Service Sections is proud to be a strategic member of ROA. Our Association's century of advocating on behalf of the Reserve and National Guard on matters of national security on Capitol Hill has been unique and exemplary, especially as we are the only organization dedicated solely to advocating for the Reserve Components - All Services and All Ranks. 



# No way to run a railroad

By Lt. Col. Layne R. Wroblewski

**T**hank you to the Air Section for allowing me the privilege to serve as your Vice President. We have made history for several years within ROA, even electing some of our very first national enlisted leaders! A special congratulations to Lt. April Hill, a previous staff sergeant, who served on the EXCOM as its first elected enlisted junior VP! This is an extraordinary jubilee for both ROA and the Air Section. This is also our year to run for the President-Elect, and I encourage all departments to send Air Force delegates to our annual meeting and have a voice in our next national leader. Your association is doing some incredible things, but it takes chapters to thrive, so get out there and build our bench!

I want to spend my article addressing a problem that has existed in every wing I have served, and it involves the budget process. I am thankful to Lt. Col. Susan Lukas, who assisted me with this article.

The Reserve Components have been challenged for several years without a budget being enacted and distributed to installations before the beginning of the Fiscal Year. Ironically, Congress started out with a fiscal year that coincided with the calendar year on Jan. 1st. In 1842 the fiscal year was changed to Jul. 1st, and then in 1974 it was enacted to begin Oct. 1st to give Congress more time to get the budget passed.

Sadly, nothing has worked to get the budget passed on time. According to Congressional Research Service, the 15 fiscal years from Fiscal Year 1998 to 2012 resulted in 92 continuing resolutions, which provide minimal funding while waiting for Congress to pass the budget. The CRs ranged from 21 days to 365 days.

In the last ten fiscal years, Congress only passed the budget on time once, in 2018. In total, from FY1998 until FY2021, the budget only passed on time in FY1977, FY1989, FY1995, FY1997, FY2020. Five times out of 25 is not a good record. To make matters worse, there have been 21 government shutdowns since 1976, resulting in no funding for the government's day-to-day operations.

Unfortunately, continuing resolutions that are meant to prevent government shutdowns don't work. The Government Accountability Office reported in September 2021, "DoD officials have stated publicly that delays in knowing when and how much funding will ultimately be available for the fiscal year hampers the military services' ability to accomplish key mission requirements and carry out management functions."

The National Guard and Reserve experience degradation of services which can include sending civilians home and shuttering installations. In the same report, GAO showed that during CRs fewer civilians were hired on average per day. Overall, continuing resolutions can negatively affect exercises and training, degrade readiness and maintenance, and adversely impact contracting negotiations.

It is much easier for Active Component to continue operating, albeit on a smaller scale, because they are a 24/7 force. For the Reserve Component, the pain and sacrifice experienced is at a much larger scale because strategic and operational orders are canceled or curtailed for traditional reservists. Scheduling for the National Guard and Reserve can be a year or more in the making, and these days can't always be rescheduled.

During a January 2018 shutdown, Defense Secretary Jim Mattis said, "While training for reservists must be curtailed, active forces will stay at their posts adapting their training to achieve the least negative impact on our readiness to fight."

Eventually, budgets are passed and funds flow to the installations, but even that process can take time and cause disruptions. Many Reserve Component service members alter their personal lives and civilian careers only to see their plans change at the very last moment through no fault of their own, often at the cost of getting a good year for retirement.

Most everyone puts together a personal budget. You plan out when your income comes in and when your bills

*"Since 2010," Naeglele notes, "the Pentagon has spent 45 months operating under CRs, estimating the average waste inflicted by CRs over that period conservatively at \$2 billion per month, that adds up to \$90 billion in total."*

become due. You plan for your bills to align with your income, and that results in paying your bills on time. We know income and bills come every month but suppose your income comes in spurts based upon commissions earned rather than a regularly recurring monthly paycheck? Even in that instance, you can save income with the intent of paying a bill even in the months there may not be a paycheck.

Those same budgeting concepts should work for the RC; however, the RC receives very little funding at the beginning of the fiscal year. Even if a budget passes, they must wait for the Treasury to allocate funds. During this time, the RC does not have a savings account, and Congress does not allow them to use funds received from the prior FY in their Military Personnel and Operations and Maintenance accounts. To make ends meet, the RC must cancel scheduled programs and services.

Even if the RC saved money to be used during a government shutdown or continuing resolution, while they might receive a lump sum of unobligated funds in August during the budget reconciliation process, they must spend all that money before the end of September, or their revenue will be negatively impacted in the next fiscal year.

While the AC is also affected by government shutdowns and continuing resolutions, their 24/7 tempo makes it much easier for them to slow down their mission and ramp back up while the RC in the same situation must cancel and bring a halt to their operations. While it is understood that the AC is a 24/7 operation to protect and defend the nation at every moment, they also depend on the RC to augment their force and even perform 100 percent of many mission areas. The Air Force Reserve hurricane and weather reconnaissance, aerial firefighting and aerial spray missions, the Navy Reserve organic intra-theater air logistics support, the Air National Guard air defense interceptor force for the Continental United States and the Army Reserve chemical brigades, and medical groups are all under the purview of the Reserve Components.

Tobias Naeglele writes in *Air Force Magazine*, dated Dec. 3, 2021, “For the Air Force alone, a full-year CR would cost \$11.8 billion in lost buying power, the service told the Congressional Research Service. Where does that money disappear to? In truth, into thin air. Delay causes uncertainty, and that, in turn, causes price increases. Time lost working through contingency spending plans or managing government shutdowns is time not used for more productive purposes. You don’t get it back. And the more

one pushes funds out to the end of the year, when the rush to “use it or lose it” leads to short-fused decisions, the less value is derived for those payments.”

Naeglele further wrote that “Sen. Jack Reed, D-R.I., Chairman of the Senate Armed Services Committee, estimated in November 2021 that a CR stretching the whole year would cost \$36 billion in lost buying power. That works out to roughly \$3 billion per month, and given a best case for 2022, that means Congress will “only” waste \$9 billion this year.”

Let’s consider what \$9 billion might pay for:


- The entire \$3 billion request for B-21 Raider development, and
- The entire \$2.5 billion request for ICBM modernization—the Ground Based Strategic Deterrent—and
- At least 42 F-35As.

Or, \$9 billion would fund more than half the Space Force budget.

“Since 2010,” Naeglele notes, “the Pentagon has spent 45 months operating under CRs, estimating the average waste inflicted by CRs over that period conservatively at \$2 billion per month, that adds up to \$90 billion in total. That’s enough to:

- Pay the Department of the Air Force’s entire personnel budget for two and a half years, or
- Pay for 1,100 F-35As, or 62 percent of the entire planned buy, or
- Pay 90 percent of the entire cost of the Ground Based Strategic Deterrent, which seeks to replace 400 nuclear-armed missiles in silos across the American West.”

“Lawmakers routinely lament their inability to find the funds to pay for all the Pentagon’s needs. Yet they somehow sit back and allow this kind of waste to undercut our security.”

Several years ago, a senior leader said, “This is no way to run a railroad.” That comment stuck with me and is something I have consistently emphasized to our Congressional leaders. The RC has a seat at the table, but the fiscal realities are very different. The budget process for the RC needs to reflect the reality of the total force concept. The RC will never be an equal partner until they are funded to maintain their mission requirements 365-days a year. 

Excerpts reprinted courtesy *Air Force Magazine*

# Serving current and future leaders

SARCA has storied tradition of confronting the difficult issues and serving the national defense

By Maj. Gen. Rita M. Broadway, USA (Ret.), President, Senior Army Reserve Commanders Association

**T**he Senior Army Reserve Commanders Association (SARCA) continues its focus on professional development. It serves as a platform for military and civilian leaders to discuss and collaborate on issues relevant to the Army Reserve in today's ever-changing environment. As we look back on the historical impact ROA has had on our military in the last one hundred years, I thought it would be fitting to do the same with SARCA and spotlight the role and evolution of SARCA over the years.

SARCA holds annual meetings in conjunction with the annual meetings of ROA and AUSA. Our close partnership with these organizations allows SARCA to provide our members with high-quality professional development seminars and forums for frank conversations on critical issues in an environment where the mission of the USAR is evolving at a rapid pace. SARCA has a history of tackling

tough issues with senior military and civilian leaders and not shying away from controversial topics.

SARCA members were instrumental in the late eighties when Congress asked the Secretary of the Army to reorganize and consolidate all USAR units under one command and control structure with the Chief, Army Reserve wearing three hats: Chief, Army Reserve; Commander, U.S. Army Reserve Command under FORSCOM; and Deputy Commander-in-Chief, FORSCOM. SARCA members labored vigorously to ensure the creation of the United States Army Reserve Command (USARC) as a permanent entity within the Army structure.

In late 1993, during robust Army Force Structure and end-strength discussions, SARCA, partnering with ROA, was instrumental in ensuring the AR maintained sufficient end-strength to meet foreseeable contingencies. SARCA, as the professional organization of Army Reserve senior leaders, formed a Congressional Action Committee and expended a great amount of effort in defense of the Army Reserve during these discussions to protect the end strength.

SARCA continued to champion the Army Reserve, and in early 2001 after years of effort by SARCA and other RC-related organizations, the RC Chief positions were elevated to 3-star billets. Former SARCA President Thomas J. Plewes, along with his RC Chief counterparts, was promoted to the rank of lieutenant general, the first 3-star leader of the Army Reserve.

Speakers at annual meetings have included the currently serving Chief of the Army Reserve, who addressed the membership and provided an update on initiatives and, more importantly, how the SARCA membership could help carry the Army Reserve message to soldiers, their families, and employers as well as our civilian leadership and those who



Lt. Gen (Ret) Jack Stultz, Chief, Army Reserve speaking at the SARCA dinner, Canadian Embassy.



Gen. William Casey, Chief of Staff, Army, attending SARCA meeting with Maj. Gen. (Ret.) Paul Mock, SARCA President

advocate for the Army Reserve. This communication was particularly important after 9/11 as the entire landscape of the Army Reserve, and its role in our nation's defense evolved. Lt. Gen. Russel Honoré provided his perspective on military support to civil authorities based on his experience as Commander, Joint Task Force Katrina. SARCA conducted panel discussions on the General Officer Army Advisory Board (GOAAB) and how the selection process changed after 9/11. There were very candid and spirited conversations that provided great feedback to the Army leadership on the impact on the Army Reserve population.




Lt. Gen. (Ret.) Thomas Plewes, Maj. Gen. (Ret.) Rich Wightman, and Maj. Gen. (Ret.) Paul Mock

During the height of the Afghanistan and Iraq campaigns, SARCA meetings served as the venue to discuss a wide range of issues affecting the mobilization, deployment, and redeployment of Army Reserve soldiers. Topics such as unit cross-leveling, the mobilization process, and how to train leaders to confront the issues in Afghanistan and Iraq were top of mind. The First Army commander, Ft. Dix commander, and commanders of mobilized units all participated in SARCA meetings. These forums provide invaluable feedback and suggestions on enhancing the mobilization process and providing soldiers with optimal training to perform in the AC/RC merged Army. SARCA members also received updates from the Vice Chief of Staff, Army, and the Director of the Army Staff.

As part of the professional development program and through the efforts of several members, SARCA held formal dinners at embassy locations throughout the Washington, D.C., area. These were the highlights of our annual meetings. Over the years, members dined at the embassies of Sweden, the Czech Republic, Canada, and Australia. These were great opportunities to promote goodwill and share camaraderie with our Allies. And while we have not held an embassy dinner in several years, members still enjoy the fellowship and camaraderie at The Army and Navy Club of Washington, D.C..

Over the years, SARCA has learned to adapt to the ever-changing situations of the Department of Defense, the Army, and the Army Reserve. We continue our mission to educate and inform senior military leadership, Congress, and the public of the importance of the Army Reserve to the national defense. We continue to pursue forums for dialogue and camaraderie among senior Army Reserve leaders and develop future leaders through our mentorship programs.

We have a passion for serving the Army Reserve and want to make a difference in the lives of Army Reserve soldiers and their families. These efforts would not be possible without our great SARCA members. They have donated their time and expertise to build long-standing relationships.

If you are interested in SARCA's mission, you can become a member at no cost. Visit the SARCA website at [www.sarcaonline.org](http://www.sarcaonline.org) or reach out to our Executive Director, Col. (Ret.) Tony Kanellis directly at [sarcamembership@gmail.com](mailto:sarcamembership@gmail.com) 



# The strength of the Reserve Components

By Maj. Gen. Arnold L. Punaro, USMC (Ret.)

The United States military was built upon “Citizen Soldiers” well before the birth of the nation. American colonists took up arms and organized local militias to protect their livelihood and freedom. In the absence of resources to maintain a large standing army and navy, Citizen Soldiers continued to play a considerable role to the fledgling nation to make peace on the frontier, defend land treaties, and protect our international trade routes.

The model of raising and training local militias and then releasing them from service to return home lasted through the bloody battles of the Revolutionary and Civil Wars, and into the late 19th century. In celebrating ROA’s 100 years of advocating for the Reserve Components and the reserve communities in the Department of Defense and all military departments, veterans service organizations, and military service organizations, we honor these citizens and their personal voluntary sacrifices to serve the nation.

Today, the Reserves comprise 38% of the military and provide some of the same critical capabilities that they did in their origins. Their readiness and ability to mobilize and deploy quickly remain absolutely critical as we prepare for a future of an “increasingly complex security environment.”<sup>1</sup>

We trace the first organized U.S. military to December 13, 1636, when the Massachusetts General Court directed

the establishment of militias to protect settlements from the Pequot Tribe. This is the birth of the National Guard. Fifteen separate towns raised companies under three regiments. Today they are considered the U.S. Army’s oldest; the 181st and 182nd Infantry, the 101st Field Artillery, and the 101st Engineer Battalion.<sup>2</sup>

During the Revolutionary War, the militia construct was critical to America’s independence. Post-independence, as the United States built a standing army and navy, state militias were codified in the Militia Acts of 1792<sup>3</sup> and 1795<sup>4</sup> and included provisions for the President to take command of state militias. The militias would now serve under a governor and the president. Use of the militias caused rifts between states and the federal government.

At the outbreak of the War of 1812 elements of the New York militia refused federal service in Canada against the British. As a result, the federal government created an opportunity for “volunteer units”<sup>5</sup> to augment the active army when required. During the Spanish-American War, 165,000 volunteers were mobilized.

The Militia Act of 1903<sup>6</sup> was passed to resolve state and federal issues and formally created the “Reserve Militia” comprised of eligible men aged 17-45, and the “Organized Militia,” the National Guard. The National Guard would receive federal resources to maintain readiness should the president legally call upon them for service. The National Defense Act of 1916 provided more resources to the

1 United States Department of Defense. (2018). The National Defense Strategy of the United States.

2 Doubler, Michael D. (2001) “*I Am the Guard: A History of the Army National Guard, 1636-2000*” (Dept of the Army Pamphlet).

3 The 1792 Militia Act, also known as the Dick Act, was enacted by the 2nd United States Congress and provided for the organization of militias and empowered the President of the United States to take command of the state militias “in times of imminent invasion or insurrection.” It was invoked for the Whiskey Rebellion in 1794.

4 The 1795 Militia Act made the President’s authority over state militias permanent.

5 Kerby, R. L. (1977). *The Militia System and the State Militias in the War of 1812*. Indiana Magazine of History. Retrieved from <https://scholarworks.iu.edu/journals/index.php/imh/article/view/9999>

6 32 Stat. 775, the Efficiency in Militia Act.



December 13, 1636: The Birth of the National Guard

1903: Militia Act created the "Reserve Militia" and the "Organized Militia," the National Guard



April 23, 1908: Birth date of the Army Reserve



March 3, 1915: Birth date of the Navy Reserve



August 16, 1916: Birth date of the Marine Corps Reserve



February 19, 1941: Birth date of the Coast Guard Reserve



September 18, 1947: Birth date of the Air National Guard



April 14, 1948: Birth date of the Air Force Reserve

National Guard and established the requirement for 48 drill periods and a 15-day annual training; the very same construct that exists today for the Reserve Components.

The Spanish-American War made it more attractive than ever for the United States to seek a federal-only reserve of the Army, to avoid state and federal government differences. The Medical Reserve Corps was created on April 23, 1908, known today as the birth date of the Army Reserve. It initially fulfilled the desire for a federal reserve while providing medical capabilities lacking in the Regular Army and the National Guard. The idea of a federal-only reserve was not a new concept—the U.S. used these citizen soldiers as early as the mid-18th century in the French and Indian War. However, as part of the statutory Organized Reserve, it allowed the Army to maintain a reserve corps

of certain necessary skills that could be called upon when needed<sup>7</sup>, to be rapidly trained and ready to mobilize when required.

The Army Reserve mobilized during World War I with 15,000 medical corps soldiers and expanded with another 75,000 citizen soldiers as part of the Allied Expeditionary Force. America's isolationist policies after WWI resulted in force and resource reductions. Savvy military leaders recognized that in order to retain viable military capabilities, reserve component forces could be used to provide a cost-effective option to meet threats to national interests and security.

Naval militias existed since the establishment of the American colonies, as seen in the Battle of Machias in June 1775. Naval militias commandeered the British supply vessel *Unity* and used it to capture the British warship *HMS Margarett*. Militias would serve throughout the Revolutionary War on privately owned vessels to capture British merchants and engage British warships. However, the states' militias were not always available and the U.S. routinely relied on the active Navy to secure international trade routes. The Navy's active strength by 1913 was around 51,000 and the secretary of the navy estimated that in the event of a war, at least double that number would be required to activate the ships that were held in the ready reserve fleet.<sup>8</sup> The state naval militias could only muster around 7,000 and the lack of statutory authorities to call the militias to federal service created a barrier to rapid expansion in the defense of U.S. territories and possessions throughout the globe.

The first federal naval reserve force was authorized and funded by Congress to augment the U.S. Merchant Marine fleet in 1913. With the looming threat of naval engagement due to World War I, the secretary of the navy lobbied Congress for funding and authorities to modernize and militarize the Naval Auxiliary Reserve, resulting in the passage of legislation on March 3, 1915, the birth date of the Navy Reserve.

The National Defense Act of 1916, specifically the Naval Appropriations Act dated August 16, 1916, is the birth date of the Marine Corps Reserve. The reserve supported WWI efforts. Like other Reserve Components, the Marine Corps Reserve shrunk post WWI to less than 600 inactive members. In 1925 Congress agreed with Maj. Gen. John A. Lejeune's advocacy that a healthy Reserve is a strategic necessity and passed an Act reorganizing the Marine Corps Reserve and providing resources for

<sup>7</sup> "Army Reserve: A Concise History" Office of Army Reserve History, United States Army Reserve Command, 2013.

<sup>8</sup> Daniel F. Goergen, Cdr, USNR, (2005) "The Impetus Behind the Creation of The United States Naval Reserve".



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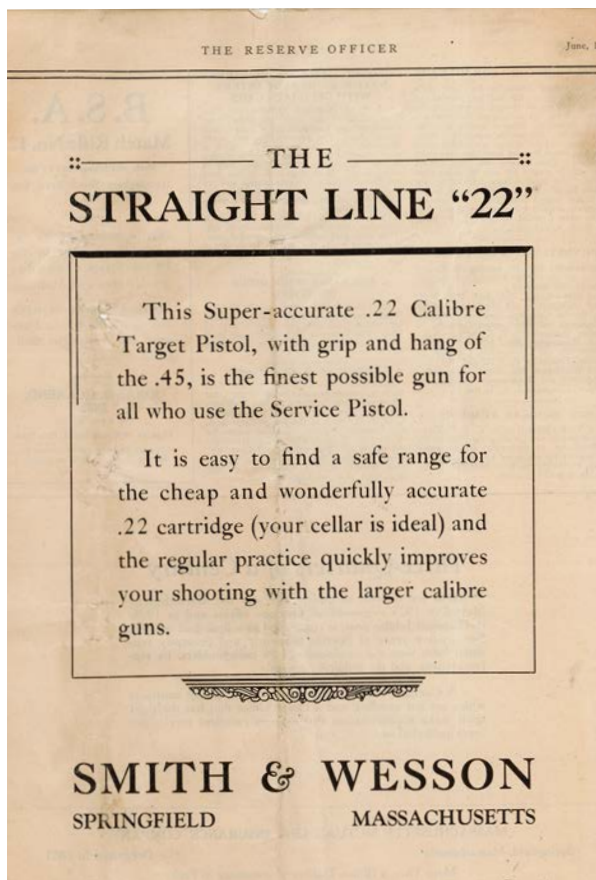
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*The Makers of Wrigley's Spearmint Gum*

W-7

This Wrigley's Spearmint Gum ad was on the first page of *The Reserve Officer*, January 1941. The issue was printed just after the Japanese attack on Pearl Harbor; on page 7, National President Lt. Col. James P. Hollers wrote "Now that war is here—declared and real—here at long last, it will take a long time—will take 'blood, sweat and tears', to win it. We will win and we, the Reserve officers of the United States, will hold our heads high when we think of the contribution we have made to the land that we love so dearly. May the joys of the season be yours wherever you may be."





Advertisement from the June 1927 issue of *Reserve Officer*

training WWI veterans, who were encouraged to join. Many attended monthly trainings and purchased uniforms at their personal expense during the Great Depression.

The original Coast Guard Reserve Act was signed into law June 23, 1939, creating a non-military organization comprised of volunteer boat owners and yachtsmen tasked with promoting seamanship and boating safety, which is the mission of today's Coast Guard Auxiliary. With passage of the Auxiliary and Reserve Act of 1941<sup>9</sup>, both organizations were given separate identities and missions, and have operated under the same guidelines since.<sup>10</sup> The Auxiliary and Reserve Act passed on February 19, 1941 marks the Coast Guard Reserve anniversary and it designated the Reserve as a military branch of the active service, while the civilian volunteers, formerly referred to as the Coast Guard Reserve, became the Coast Guard Auxiliary.

The military aviation reserve program was established in the National Defense Act of 1916 as part of the Army's Signal Corps, and by April 1917, the Army's air

component consisted of 131 officers and 1,187 enlisted. After the United States' entry into the war, flying schools opened nationwide as aviation emerged as a decisive military advantage. Volunteers clamored to get flight qualified and join the war effort. By November 1918, nearly 9,000 reserve military aviators graduated from flight schools. The civilian aviation industry grew rapidly in the inter-war period, with nearly half of airline pilots being military-trained pilots, but the opportunities for continued Reserve flight training were scarce as part of the Army Air Force Reserve.<sup>11</sup> The U.S. Air Force was established as a separate service through the National Defense Act of 1947 with the Air National Guard birth date of September 18, 1947, and the federal Air Force Reserve on April 14, 1948. This was timed to meet the growing threat of the Cold War and technological developments that demanded a modern response capability.

Adequate staffing, training, and resourcing of the Reserve Components was recognized as a great necessity to the nation during the Reserve call-up for the Korean War. In response to some of the noted deficiencies, Congress passed the Armed Forces Reserve Act of 1952 which provided for "*trained units and qualified individuals to be available for active duty in the Armed Forces of the United States in time of war or national emergency, and at such other times as the national security may require, to meet the requirements of the Armed forces of the United States in excess of those of the Regular components thereof, during and after the period needed for procurement and training of additional trained units and qualified individuals to achieve the planned mobilization.*"<sup>12</sup> This Act also established the Reserve Forces Policy Board (RFPB), designating it as "the principal policy advisor to the Secretary of Defense on matters relating to the Reserve components."

Reserve Components of the military departments trained to be prepared for war with varying levels of success. The massive reserve call-up for the Korean War underscored the value of keeping experienced veterans and trained reservists connected to their services and available for recall. However, failure to activate the Reserves during the years of conflict in Vietnam created extremely difficult consequences for Department of Defense and led military leaders to develop policies and force structures that would ensure the nation would not go to war without their Reserves. The shifting strategic threat environment demanded an approach that maximized all the capabilities of the military—regular and reserve. This became known as the Total Force concept.

9 Title II, Section 201 Passed February 19, 1941, by the 77th Congress of the United States

10 U.S. Coast Guard Reserve, "Coast Guard Reserve History" <https://www.reserve.uscg.mil/about/history/>, accessed 1 March 2022

11 *Citizen Airmen. A History of the Air Force Reserve 1946-1994*, Gerald T. Cantwell, 1994.

12 Public Law No. 66-476



By 1973, the Soviet Union was growing its military technology and capabilities and expanding its global influence. The United States retained global nuclear supremacy but reduced the defense budget and manpower levels significantly due to the end of the Vietnam War. Secretary of Defense James Schlesinger recognized this key strategic shift and elevated the Total Force concept to a Total Force Policy which addressed readiness in the National Guard and Reserves, and directed that “the Guard and Reserve forces *will* be used as the initial and primary augmentation of the Active forces.”<sup>13</sup> Since then, secretaries of defense have continued to recognize key shifts in the strategic environment, and issued updated policies to optimize the Total Force.

By 1984, the Soviet Union had achieved nuclear parity with the United States and possessed a massive land army, which increased the threat of a protracted large-scale ground war. With growth in the defense budget to meet this new threat, Secretary Weinberger addressed this transition point, issuing a Total Force Policy to address equipment modernization and resourcing for the Reserves to enable rapid military expansion to compete with the growing Soviet threat. Following the end of the Cold War, Secretary Perry recognized a transition point and signed a Total Force Policy in 1995 to increase use of the Reserves to provide operational tempo relief to the active force. The policy responded to declining defense budgets and reduced personnel end strength in the midst of a growing number of humanitarian response missions and smaller regional conflicts, using Reserve capabilities to meet emerging requirements.

Secretary Cohen issued his first Total Force Policy in 1997 to address “remaining barriers to achieving a fully integrated force,” followed by his second policy in January 2001, during the months preceding the 9/11 attacks. This second memo identified the policy and business enterprise areas that needed focused reform to design and embed a “Seamless Total Force.” In 2007, while the United States was engaged in the Global War on Terrorism, the heavy rotational tempo drained Total Force readiness. In response, Secretary Gates issued a Total Force Policy to address the utilization of the Total Force and operational tempo management for both the active and reserve components.

Today, our military faces numerous challenges—not only the changing strategic environment, but also the growing national debt and the heightened threat to homeland security as warfare expands to the space and cyber domains. The U.S. had made the transition from fighting violent extremist organizations and non-state actors with regionally-focused military operations and



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Advertisement from the November 1941 issue of *The Reserve Officer*.

rotational constructs, to the reemergence of great power strategic competition, with the focus on China as the pacing threat. This transition is taking place against a burgeoning \$26.945 trillion national debt, with recent increases due to the COVID-19 pandemic response and related economic impacts. The emergence of competition in the space and cyber domains adds a greater threat to the homeland than ever before. The department’s expectation of a flat or reduced defense budget adds a level of complexity and the imperative for the most thorough examination of active and reserve component integration in order to maximize affordability and handle risk while meeting the requirements of the National Defense Strategy.

Independent advocacy for the Reserves is important to ensure parity between active and reserve components, and to meet the less readily identifiable needs of our citizen service members who serve less than full time. The ROA has long been an advocate and is as important today as when General John “Black Jack” Pershing supported its inception in 1922. Another organization that I proudly served as

13 *Memorandum: Readiness of the Selected Reserve*, dtd Aug 23, 1973. Secretary Schlesinger to the Military Departments




Chesterfield ad in the December 1936 issue of *The Reserve Officer*. The airplane is an artist's rendition of a Fairchild PT-19, used in Army Air Corps primary pilot training.

Chairman is the Reserve Forces Policy Board which was established in law 70 years ago. As a statutory board within the Office of the Secretary of Defense, the RFPB “serves as an independent advisor to provide advice and recommendations directly to the Secretary on strategies, policies, practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the Reserve Components.”<sup>14</sup> The RFPB continues to bring to the forefront the concerns of the services, the community, and employers. The RFPB serves as an amplifier for the reserve component stakeholders through independent reports and recommendations on the structure, resourcing, and accessibility of the RC. These recommendations are aimed at removing statutory, policy, or organizational barriers which adversely influence the agility and readiness of Reserve forces, and ensuring the Reserve Component is effectively integrated and leveraged in our national defense strategy. Since 2012 the Board has produced over 30 reports and recommendations for the Secretary of Defense, drawing on the experience and perspectives of senior members of the military services and experts in the field of national security. The 20-member Board meets quarterly in compliance with the Federal Advisory Committee Act<sup>15</sup> to confer and vote on issues and recommendations that are important to our national security strategy.

The RFPB produces important findings for the DoD and continues to address future needs and challenges. First and foremost is the challenge of the Reserve Components to meet the expectations of the new U.S. security environment and be ready to provide the strategic depth to win America’s wars while providing operational support to ongoing contingencies. The Reserves are busier than ever today at home and abroad. For example, the National Guard has taken on mission after mission unparalleled in its history: COVID response, riots, and events at the U.S. Capitol on January 6, 2021. The DoD should publish a Total Force Policy to address the significant change in U.S. National Security Strategy. This is not a transition solely back to the traditional strategic depth role of the reserves, but is necessary to meet the challenge of having a ready, capable, and modernized total force to engage in globally integrated campaigns and retain the ability to support contingencies.

The business case for the use of the reserves is critical today, with federal budgeting issues, inflation’s effect on spending power, and flat or reduced defense budgets. The RFPB’s research and publication on the fully burdened life cycle costs of the All-Volunteer Force demonstrates that reserve components cost 30% of the active force when not mobilized.<sup>16</sup> Coupled with the IDA study findings<sup>17</sup> that reserve forces achieve the same mission success as the active when mobilized, the DoD should re-examine how to find efficiencies and substantial cost savings with more predictable use of the reserves and ensure force distribution across the services and their components is sufficient in our security environment.

Citizen Soldiers have made significant contributions to our collective security. Our unique history has provided opportunities for Americans to participate in maintaining our democracy and stability in a way that keeps the costs of freedom visible and mutually borne by those who benefit from our great way of life. America emerged as a global power with the opening of international trade routes at the turn of the 20th century, and Congress established the official Reserve Components under federal control to easily enable the call-up of forces to enforce security and our national interests wherever they may lie. Since then, effective training, equipping, and ready access to the Reserve Components has been essential to the success of our national defense strategy and has remained a cornerstone for Congress, the Department of Defense, and the American people. 

*Arnold L. Punaro served thirty-five years in the Marine Corps, both on active duty and in the Reserve, retiring as a major general. He spent twenty-four years in the U.S. Senate, becoming staff director of the Senate Armed Services Committee. Currently CEO of a small business, he was a top industry executive and continues to serve on numerous boards and commissions on national security. General Punaro is the author of On War and Politics (2016) and The Ever-Shrinking Fighting Force (2021).*

*Contributors:* Col. Julia S. Hunt, United States Marine Corps Reserve, Senior Policy Advisor for Marine Corps Reserve, Reserve Forces Policy Board, Office of the Secretary of Defense; and Col. Sean F. Counihan, United States Army Reserve, Army Reserve Senior Policy Advisor.

14 10 USC 175; 10 USC 10301

15 Federal Advisory Committee Act Public Law 92-463; 5 USC Appendix - Federal Advisory Committee Act Sec. 2 01/02/01

16 *Requiring the Use of Fully Burdened and Life Cycle Personnel Costs for all Components in Total Force Analysis and for Budgetary Purposes:* Update Report to the Secretary of Defense. September 10, 2019 RFPB Report FY19-01

17 *Sharing Burden and Risk in another Theater: An Operational Assessment of Reserve Component Forces in Afghanistan*, IDA Paper P-8915, January 2018



# Reserve Organization of America

## A centennial of advocacy

By Maj. Gen. Jeff Phillips, USA (Ret.)

*Part I, Founding to WWII. Part II will follow in the 2023 Reserve Voice Magazine.*

**T**he photograph is perhaps ROA's most well-known. Assembled in a grand room of the Willard Hotel in Washington, D.C., at the new association's first convention, our founders look out to us across a century with unsmiling determination. Gen. John "Black Jack" Pershing stands. Brig Gen. Henry J. Reilly, ROA's first president, likely not yet elected, stands at his side by one of the Crystal Room's scagliola columns. Maj. Ralph Collins, with his dark moustache, sits in the foreground. The rest, including the sole woman in the photo, albeit not a member of this initially all-male, all-Army, all-officer group, their identities now lost, are nonetheless enshrined by their legacy.

For here is the birth of the Reserve Officers Association; here in the faces of these 140 Great War veterans is the beginning of America's readiness for World War II.

ROA's existence was born of urgent concern for America's survival. With the war won, the nation—as it has done before and since—was discarding the military built expressly to win such a struggle. By the end of 1919 the Army had discharged some three million men.

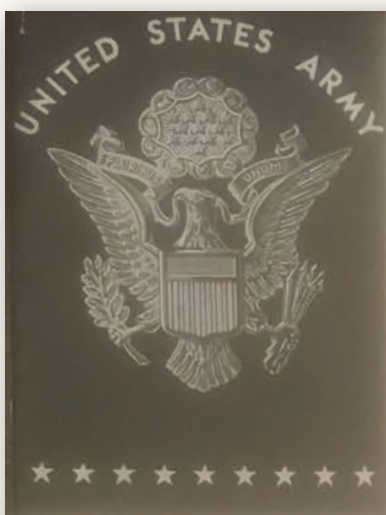
Pershing dreaded U.S. embroilment in a war "for which it was as woefully unprepared as it was in 1916." He later wrote, "The World War found us absorbed in the pursuits of peace and quite unconscious of probable threat to our country. We would listen to no warnings of danger. We had made small preparation for defense, and none for aggression. So when war actually came upon us we had to change the very habits of our lives and minds to meet its realities. The slow process . . . despite our will, our numbers, and our wealth brought us near to disaster."

Thus when Pershing, then Army chief of staff, learned of Reilly's idea for an association of Reserve officers, he was receptive.

By that time, in the spring of 1922, Reserve Officers *associations* were already meeting, with "chapters" in Omaha, Portland, Milwaukee, New York, Buffalo, Cook County, Columbus, and Kansas City. The latter's meetings were attended by Maj. Harry Truman. As president, Truman succumbed to the force of evidence and abandoned his insistence that his Kansas City chapter was the first, that place belonged to the Omaha chapter.







# THE RESERVE OFFICER

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The Observer



Army Day



Concerning Orders



National Council Meets



Departments

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Cover art for *The Reserve Officer* from its inception up to WWII often featured subjects not directly associated with the Reserve. This March 1936 cover photo of Army biplanes in a very literal flyover of Randolph Field's "Taj Mahal" headquarters building, was staged to publicize the 1935 film "West Point of the Air," starring Wallace Beery and Maureen O'Sullivan. Dedicated in 1930, nearly all Air Corps pilots received training at San Antonio's Randolph Field; that and its architectural beauty earned it the West Point of the Air moniker. (USAF photo)

The growing movement had been nurtured by Reilly, distinguished in the war as an artillery colonel who commanded an infantry regiment in the famed 42nd “Rainbow” Infantry Division, named for the 26 states and the District of Columbia which provided National Guard troops and whose chief of staff was Col. Douglas MacArthur. Reilly, also a journalist and foreign correspondent, had bought *The Army and Navy Journal* in 1921. He thus bought ink by the barrel.

Yet until October 1922, there was no national Reserve Officers Association.

It was in that spring-time, over lunch at the Army and Navy Club on Farragut Square, a block from the White House, that Reilly broached the idea to Assistant Secretary of the Treasury Col. Edward Clifford. The club, founded by veterans of the Spanish American War, was a fitting site for this seminal moment; some ROA founders had served in that war. Reilly told Clifford he did not want the hard-earned lessons of the war to be forgotten, recalled Clifford’s son.

Assistant Secretary Clifford ran the idea past Pershing’s senior aide, Big. Gen. John M. Palmer (a cousin of Clifford). Palmer agreed and brought the idea to Pershing. For his initiative, Palmer got the task from his boss of drafting a concept. With the help Pershing’s junior aide, Maj. George C. Marshall, Palmer delivered a draft. Pershing approved the draft as his official position, and the enterprising Reilly used the endorsement of the Army chief of staff as his “keystone” in establishing the national association.

Continuing his journalistic campaign in *The Army and Navy Journal*, Reilly “rallied the troops,” and in August

announced a national convention at the Willard Hotel, October 2-4, with General of the Armies John Pershing speaking.

And that brings us to the moment captured in that marvelous photograph, likely taken on October 2, as Pershing’s speech was extensively quoted in the October 3 *New York Times*, whose publisher, Adolph Ochs, believed in Pershing’s words and whose successors at the *Times* supported his plan and thus ROA’s works.

“I consider this gathering perhaps one of the most important, from a military point of view, that has assem-

bled in Washington or anywhere else within the confines of the country within my time,” Pershing told his fellow veterans. The impact of the general’s words may be appreciated when one considers their issuance from a celebrated leader acknowledged by Americans to have been, not only a heroic commander, but perhaps the man who wrested victory from the hopeless quagmire of a stalemated European war.

“This convention, assembled to perfect an association of Reserve Officers, is of especial importance as a stimulus in the organization of Reserve units throughout the nation,” Pershing told his comrades. “. . . as long as human greed and hatred exist in the hearts of nations and individuals, wars are possible.” In calling for development of the Reserves with training

and adequate funding, Pershing endorsed ROA’s purpose.

“Just as far as the people become interested in this matter, just that far will Congress stand ready to make the necessary appropriations,” their commander charged the founders.

They needed hear no more.



ROA’s first national president, Brig. Gen. Henry J. Reilly, Jr., a 1904 West Point graduate and Regular Army officer until 1914 when he became a newspaper correspondent. A lifelong writer and correspondent, he remained a soldier as well, joining the Illinois National Guard and serving with Pershing during the Mexican Expedition. In WWI, he commanded the 149th Field Artillery Regiment “Reilly’s Bucks” and then the 83rd Infantry Brigade, both in the 42nd “Rainbow” Division. (1922 portrait, photographer unknown.)

With newly installed National President Henry J. Reilly, promoted to brigadier general in April 1921 at the urging of Pershing, ROA went to work. Its commitment was, as Pershing envisioned it, to building a base for mobilization with the Reserves an essential element of national defense.

ROA's leaders essentially organized their advocacy around the provisions of the National Defense Act of 1920. The act built on its predecessor of 1916, which had designated the National Guard the Army's primary trained reserve force; it provided for the Guard's dual status under state governors, but subject to federalization by the president. The 1916 act also established the Reserve Officer Training Corps.

The 1920 act expressed a reliance on Reserve Components at the expense of a large standing U.S. Army. It authorized the organization of the Army into the Regular Army, the National Guard (much bigger than the regulars), and the smaller Organized Reserve. While it did not create a large Reserve, it formalized the existence of the Reserve.

Seizing the initiative to strengthen the Reserve, Reilly leapt into the advocacy role that has since then characterized ROA's *modus operandi*.

At the 1924 convention in Columbus, Ohio, Reilly's successor to the presidency, Brig. Gen. John Delafield, described to the membership how their first president

had "travelled about the country as much as he could . . . attended and made speeches at more than 52 meetings in 24 states . . ."

The president, Delafield continued, had met with Reserve officers, clubs, societies, the general public, and done radio interviews. He had traveled more than 29,695 miles and expended \$2,129.64. Reilly, who paid for his travels and entertainment himself, had conferred with the secretary of war and his assistant secretary, twice with the president himself, with senators, representatives, the Army chief of staff and his deputies, and so forth.

Noting that "the sentiment of the people is very different this this year from last year, and they are now much more in favor of national defense," Delafield observed that the meetings were helping ROA's membership, then about 8,600 in 43 departments and 251 chapters, with another 10,000 applications in process.

Sheer membership numbers were not producing requisite revenues. Voluntary donations within its first year netted the association \$4,740, primarily through individual donations of \$41, the reason for this amount lost to the mysteries of time. But by 1924, association leaders were asking for a dues payment of one dollar which included the fifty-cent subscription for the new *Reserve Officer* magazine. A new life membership was offered in 1927 for \$100. By 1930 it had netted \$2,000 and twenty life members; Ohio's Gen. Frederick Orton was the first.



There were 403 Army nurses serving on active duty, 6 April 1917 – Of these, 42 percent were Army Reserve nurses. (Photo Courtesy Office of Army Reserve History)



Delafield's first legislative battle was joined over the 1925 defense appropriations. The president's budget request for the training of the Reserves, \$2.9 million, was about a million dollars over the previous year's appropriation, barely enough to train 7,000 officers. The War Department had asked for \$3.5 million. ROA believed that \$6 million was needed for training and equipping 26,000 officers, about a third of the Organized Reserves.

Delafield and his lieutenants, among them Reilly and Orton, then did what ROA leaders have done for nearly a century since. ROA members in the departments acquainted with House committee and subcommittee members visited their congressmen, informing them of "the true situation."

The committee hearing was attended by some twenty ROA members, and Delafield addressed the body. Other congressmen came into the hearing and more than one spoke in favor of an appropriation that would fund training of at least a third of the Reserves annually.

The appropriation was "reported out" at \$2,856,660. ROA did not oppose the House committee's bill, knowing that the Senate counterpart favored stronger funding. The Senate committee increased the appropriation to \$3,916,360. A conferenced bill appropriating \$3.3 million was signed by President Coolidge.

Exulting in victory, the July 1924 issue of the *Reserve Officer* declared, "AN ACHIEVEMENT . . . This year, beginning July 1st, we are to have \$3,320,132, an increase of over \$1,500,000! This increase was not a mere accident. It was brought about by organization. It indicates what can be done by collective effort."

The triumph stood on the shoulders of the 1923 achievement under Reilly, with an appropriation for Reserve training topping \$1 million due to ROA's advocacy, up from a quarter-million appropriated in ROA's first year of existence.

Even as the 1924 appropriations battle raged, Senate Military Affairs Committee Chairman Sen. James Wadsworth, Jr., wrote the association that it had "reminded the Congress of the important function to be performed by the Organized Reserves as an integral part of the Army of the United States," his praise prefiguring the Senate support that would endure for many years.

Within the administration's bureaucracy, ROA's ability to shape legislation posed a threat. The following year, President Coolidge reportedly told Wadsworth that Delafield was violating the Articles of War in his political activism. Wadsworth warned Delafield. The general requested and got a written Army Judge Advocate General

opinion that Reserve officers not on active duty had the same freedoms as private citizens.

Delafield chose a January 1926 House Military Appropriations Subcommittee hearing to deliver his salvo. In response to his request to make a statement, the committee chairman, visiting the subcommittee hearing and not an ROA friend, coldly told him he could do so, but sitting. Delafield remained standing and read the JAG opinion. The chairman, Martin B. Madden of Illinois, stormed from the hearing room. The precedent was set for ROA's willingness to fight "in the political trenches."

From its earliest days, ROA was organized into state departments and their chapters. From its founding until the association's suspension for the second world war, departments were grouped into nine geographically arranged corps, each with a president and a vice-president. By 1924, Delafield reported departments either formed or underway, in nearly every state, the District of Columbia, and Puerto Rico. Only Arizona, Montana, New Mexico, and Utah remained. By 1925, membership had risen to 13,300.

The 1927 Milwaukee convention saw the addition of a senior vice president, a judge advocate, a chaplain, and a historian.

As reported in the June 1927 issue of the *Reserve Officer*, ROA had recognized the value of national assistance to departments, with the appointment as a "national organizer" of Col. Sydney Smith, who would "visit as many Department and Chapter gatherings as possible, especially those organizations not functioning satisfactorily, that the president [Brig. Gen. Roy Hoffman] may keep in closer touch with all organizational problems, with the view of rendering to such bodies any possible assistance by National Headquarters."

The June 1927 issue noted on page 13 of its sixteen pages ROA's participation among a thousand Reserve officers in the receptions and June 13 New York City parade for Air Corps Reserve Col. Charles A. Lindbergh. The aviator had made his Atlantic crossing the month before. His photo, standing by the *Spirit of St. Louis*, adorned the issue's cover.

Founded by and restricted to men and "any person holding a commission in the Officers' Reserve Corps of the Army of the United States," ROA's membership began its transformation in 1932, when references to sex in eligibility were dropped. The effect was then nil, as there were no women officers. (Yet the precedent was set. In 1944, ROA reported its first female member, 2nd Lt. Fran McVey, a Women's Army Corps lawyer.)

ROA's tendency for advantageously sited headquarters began at the outset. Between 1922 and World War II, ROA's





By this June 1927 issue of the *Reserve Officer*, ROA's magazine was published ten times annually; it would not see twelve issues until 1934. A month earlier Charles A. Lindbergh had crossed the Atlantic, won the \$25,000 Orteig Prize (about \$408,000 today) and was promoted to colonel in the Air Corps Reserve. ROA members marched in the June 13, 1927, New York City parade in his honor. The issue on page 12 carried an ad for Colonel Golf Balls – "Always the Favorite"; \$12 a dozen. (1927 photo; photographer unknown; public domain.)

headquarters occupied two buildings. After its founding, the association rented a room in the Lee House, at 1653 Pennsylvania Avenue NW, diagonally across the avenue from the White House, and adjoining the Blair House. It was not coincidental that ROA's treasurer, Col. John Stewart, had his offices in the building. A streetcar ran in front of the building to Capitol Hill; the War Department (now the Eisenhower Executive Office Building) being a

block away, staff officers rode the streetcar to Congress when summoned.

ROA's office was on the fourth floor (no elevator). Each month an issue of the *Reserve Officer* was printed, a clerk lugged up to 1,000 pounds up the stairs to the office. By late 1926 ROA was renting three rooms, accommodating the national secretary and his assistant, a stenographer-bookkeeper, an addressograph operator, and two typists. It is clear that ROA had quickly configured its personnel capabilities for communications!

In 1938, ROA moved from the Lee House (whose interior was joined in 1943 to the Blair House, the latter having been bought a year earlier by the U.S. government, forming what is now known as the President's Guest House). ROA (presumably pleasing the clerk) occupied the ground floor and mezzanine of 1726 Pennsylvania Avenue NW, a block away. The *Reserve Officer* of October that year noted that the monthly rent was \$225, up from the \$175 at the Lee House.

ROA's victory of 1924 would be the apogee of its accomplishments through the rest of the decade. The 1924 "Defense Test," a nationwide Armistice Day mustering of all

three Army components to show Americans the strength of their "National Citizen's Army," benefited from ROA's support (Pershing himself exhorting the association's members to turn out). The test was repeated in 1925, gaining the association good publicity.

This was a period within the Army of relative unity; most officers, Regular, National Guard, and Reserve, had fought in France. ROA did not have to fight the Regulars or the Guard for appropriations. That would soon change.

After the war, Reserve officer promotions tended to outpace those of the Regulars. This became an irritant among the latter, especially as ever fewer officers had served together in France. Army regulations issued in January 1927 set minimum times-in-grade meant to slow Reserve promotions. Twenty years would elapse before a Reserve officer would be considered for major.

ROA went to war, submitting to Secretary of War Davis in April recommendations that in July resulted in new regulations: twelve years to major, eighteen to lieutenant colonel, with requirements for training days. For promotion above major, among those “not in the World War,” graduation from a service school or passage of a special examination.

Among Americans the lessons of war faded. Surging isolationism sapped enthusiasm for a strong defense. The Army was savaged by some legislators, journalists, and others who portrayed its officers as war mongers. Thus, legislative trench warfare set in with the association fighting for increasing appropriations to fund Reserve training and achieve the goal of 200,000 officers in the Organized Reserves. Inches were gained and lost. In 1924, Reserve officers numbered 71,560; a year later, 89,209.

Headwinds notwithstanding, ROA’s profile was rising; during his 1926-1927 presidency, Big Gen. Roy Hoffman, in New York to meet with Reilly, attended a show with cowboy humorist Will Rogers. On spotting Hoffman, Rogers “halted his act, removed his hat, and pointing to General Hoffman, advised the audience that the National President of the Reserve Officers Association was among them. General Hoffman stood to a theater audience ovation.”

This was perhaps ROA’s high-water mark until the pre-war period a decade hence. In 1928 a bill was introduced in the House to create a “Reserve Division” in the War Department charged with awareness of policies, developments, plans, and so forth, concerning the Organized Reserves. The division would be headed by a Regular Army major general with a staff of three men from the Officers Reserve Corps and such others as necessary.

The bill achieved early support, even within the Regular Army, but quickly attracted opposition from some in the National Guard and even ROA’s own Department of Maryland. A chief National Guard concern was that the division would encourage enlistment in the Reserve, to the Guard’s disadvantage.

One might perceive naivete in ROA’s shock that a coalescing of Organized Reserve power could fail to awaken alarm. The “brothers-in-arms” *egalité* and *fraternité*, born in the shared experience of battle in France was, sadly but inevitably, fraying.

Also fraying were ROA’s finances, temporarily strengthened in 1928 by an anonymous gift (from a non-member) of \$5,000. ROA’s president, Roy Hoffman, advanced a financial revitalization plan that included raising annual dues to two dollars. That amount was reduced to \$1.50 (about \$25.50 as this is written), going into effect in 1930. Later a junior ROTC membership for seniors was offered at \$.75.

Hoffman rallied the troops with strong leadership “...the next few years will witness the complete triumph of our hopes for the success of the Organized Reserves and a sound policy of National Defense” and “...but for the Reserve Officers Association, there would have been no Organized Reserves.” Member loans of some \$10,000 more averted financial crisis.

An ROA first was its participation in the rainy March 4, 1929, inaugural parade of President Hoover; Past National President John Delafield

commanded the planned ROA contingent of 100. The January 1929 issue of the *Reserve Officer*, in its fifth year of publication, observed that

“Strict compliance with present regulations relating to uniform, arms and equipment will be required . . . and, to make certain such is the case, Colonel [Winfield] Scott [commanding the 302nd Infantry Regiment] will make an official inspection of each officer at National Headquarters on the afternoon of Sunday, March 3, at 3 P.M.” The service uniform was to include sabers and white gloves.

The world war now a decade in the past, the focus of Americans shifted inward. War Department plans for a



Henry J. Reilly, Jr., presumably during or just after WWI. Before rejoining the U.S military as a National Guardsman, he volunteered with British and French ambulance units. After WWI, he joined the Officers’ Reserve Corps, a forerunner of today’s Army Reserve, retiring as a brigadier general. Reilly’s father, Henry J., an Army veteran of the Civil War, was killed in Peking during the 1900 Boxer Rebellion. (Undated U.S. Army Signal Corps photo.)

National Citizens Army were said to have dropped from 2,000,000 men to half that number. ROA was touting the Citizen's Military Training Camp program established by the National Defense Act of 1920. The CMTC program provided volunteers with an annual monthlong training regimen at some 50 Army installations that carried no military commitment. It was regarded by ROA as an excellent "intake" for Reserve officers. The program, which did not survive the outbreak of war in 1941, ultimately provided some 5,000 Reserve officers.

With the deepening of depression in the 1930s, military spending and the mood of the public to support it, plunged. Yet, personal relations among ROA leaders and key figures in the national political and military scene buttressed ROA's effectiveness on Capitol Hill.

On November 21, 1930, Maj. Gen. Douglas MacArthur, the youngest general to attain the position, became the Army's chief of staff. He and Reilly had served together in the Rainbow Division and were on warm terms. MacArthur was supportive of the Reserves and a friend of ROA. Thus through the lean decade to come, he helped ROA stay in the fight.

Yet it was an increasingly difficult fight. With economic distress came rising pacifism, Communism, and isolationism. Cuts to Reserve funding became relentless. In 1932, ROA gained support for an \$100,000 appropriation for desperately needed Air Corps Reserve flying hours in the Senate but lost in the House.

"For fifteen years," charged an assistant Georgetown University dean in a guest article published in *The Reserve Officer* of November 1934 ("The" having been added to the masthead), "Pacifists, professors, preachers, propagandists, and proletarians have carried on, with increasing vigor, a campaign against our National Defense." Dean Thomas Healy cited Communists as well in his call to arms. He charged groups such as ROA to "see that our people as a whole have a proper sense of proportion in both times of war and peace."

Congressional mischief rose; one Tennessee congressman introduced a bill to consolidate the Army and Navy, and "cut to the bone" military spending. ROA *bête noire*, Ross Collins of Mississippi, was censured by the Department of Mississippi's members, who called him "a member of the little coterie of pacifists who want to abandon the CMTC courses, reduce the standing army by eliminating 2,000 officers, and 8,000 enlisted men, abolish the Reserve officer training, and to allow only 75 percent of the National Guard to attend summer training camps."

The "coterie" proposed that the Reserves wear outmoded uniforms and that their rations allowances be cut,

among other attacks on what was called the "militarist bloc." This coterie was not unopposed, and often defeated, with its proposed cuts restored. In one three-week period, ROA members made some 1,000 radio broadcasts that generated countering pressure. Until his 1935 departure for the Philippines, MacArthur unstintingly supported ROA, which he called "the Guardian of the National Defense Act."

Yet MacArthur could only urge policy and legislation; in the new commander-in-chief, ROA found an ally who could – and would – do far more.

Soon after his inauguration, an ROA delegation met with President Roosevelt. They urged him to add \$1 million to the \$225 million available to the War Department, for summer training of an additional 7,000 Reserve officers. The next day FDR issued orders to provide the extra million.

At the 1933 Chicago national convention, ROA proclaimed a National Defense Week "to educate and convey to the citizens of the Nation the importance and value of an adequate National Defense." The first National Defense Week was in February 1934, occurring annually until ROA suspended activities for the war (and resuming after the war). National headquarters, departments, and chapters provided speakers, news media interviews, arranged parades, and got proclamations from their governors, members of Congress, and even President Roosevelt. In December, MacArthur wrote, "During National Defense Week of a year ago a very apparent popular interest was awakened in these important matters."

The narrow passage in 1935 of the ROA-supported Thomason Act provided for 1,000 ROTC-trained officers to be brought into the Army annually, to inject into it a civilian "spirit." The act was, perhaps, a harbinger of turning tides: news from an increasingly contentious world abroad, abetted by the president's support of defense funding and ROA's own energetic advocacy, was changing minds in Congress and among the public.

More good news, ROA's 1936 financials showed a \$32,811.54 surplus (about \$660,000 today). That year an early member, Col. Harry Truman, was elected to the U.S. Senate. He continued to command the 379th Infantry Regiment in the Organized Reserves. So the story goes that days after Pearl Harbor, Truman asked Army Chief of Staff George Marshall to activate his regiment.

"You're too old," Marshall replied. "You better stay in the Senate anyway, where you will do more good."

"I'm not any older than you are," said Truman, age 58.

"But I'm already in," said Marshall. Truman returned to the Senate.





Army Reserve soldiers writing messages for pigeon delivery in the trenches of France, 1918 (Courtesy Office of Army Reserve History)

By 1937, *The Reserve Officer* had long settled into monthly publication. The 1937 ROA national manual with the long-standing slogan, “Patriotic Preparedness Promotes Peace” on its cover stipulated that “Responsibility for membership *organization* will rest principally with the Department President. Responsibility for membership *procurement* will rest with the Chapter Presidents.” The manual opens with a Declaration of Principles, straight from its founding purpose: “The object of the Reserve Officers Association of the United States is to support and assist in the development and execution of a military policy for the United States which shall provide adequate National Defense.”

In addition to the necessity of an “adequate” Regular Army, National Guard, and Organized Reserves, this “adequate National Defense” is best secured by a Navy “adequate in all its parts to defend our shores and commerce,” and an “appropriate air force equipped with aircraft of modern design.” (*The Reserve Officer* January 1937 cover featured a photo of the new Boeing 299 flying by Mt. Rainier. The 299 was the prototype of the B-17 Flying Fortress.)

Annual dues that year for regular members were three dollars, half of which went to national headquarters and half to the member’s department, where some could go the respective chapter. A class of presumably nonvoting membership was the Patron of National Defense, “any loyal citizen”; dues were \$25 per annum. An Associate Membership was available at three dollars for Regular and honorably separated Army officers.

Among ROA’s “Fourteen Points” of the latter 1930s, were a Regular Army of 199,000, a National Guard of 210,000 enlisted and “a proper proportion of officers,” and an Officers Reserve Corps of at least 30,000. It was

making progress: the fiscal year 1938 budget reflected ROA advocacy with additional Organized Reserve funding of over \$2 million, which included increased funding for the Air Corps Reserve.

FDR that year wrote ROA, “During the past years, the Reserve Officers Association of the United States have continuously demonstrated their patriotism, loyalty, and devotion to duty and I want them to know that the Government deeply appreciates their wholehearted service.”


By 1940, Marshall was well along in building the Army for war. ROA could take much credit for his having more than 100,000 Reserve officers as a foundation upon which to build that Army. Events now moved fast. The 1941 budget provided for nearly \$22 million for the Organized Reserve Corps, including ROA’s long-sought training funds for 30,000 Reserve officers annually. Later that year, FDR activated tens of thousands of Guardsmen and signed into law the Selective Service Act. Members of the Reserve and Guard were training alongside Regular Army soldiers in the famous “Louisiana Maneuvers” and other training exercises.

Just before Christmas 1940, ROA National President Col. E.L. White turned in his resignation letter, having received orders to report for active duty January 1, 1941. He would join an Army that by June 1 would number 56,000 Reserve officers on active duty, just less than half the total number available.


After receiving a warm and appreciative letter from FDR eight days after his “Day of Infamy” speech, National President Lt. Col. James P. Hollers wrote “Now that war is here – declared and real – here at last, it will take a long time – will take ‘blood, sweat and tears’ to win it. We will win and we, the Reserve Officers of the United States will hold our heads high when we think of the contribution we have made to the land we love so dearly.”

General Marshall visited ROA with an informal message of appreciation. Hollers, who himself achieved brigadier general rank during the war, recalled that the chief of staff said he “could not fail the Reserve organization which had made certain that more than 100,000 officers were available, around which the Army was building a fighting force which grew to more than eight million.”

A day or so later, on the eighteenth, ROA’s Executive Committee authorized the National Council to declare the association’s functions to be suspended, which it did on January 8. Five trustees and Hollers remained, supported by a staff of two; soon ROA’s staff was just one lady, working from home.

ROA’s members were now at war. 





This issue of *Reserve Voice Magazine* features two insightful articles on national security spheres that likely present the most serious regional threats to peace, stability, and liberty. U.S. Navy Reserve Lt. Cdr. Dan Green, who authored “Confronting China” in the May 2021 issue of *Reserve Voice Magazine*, offers a follow-up. Recognized expert on the Russian sphere, retired Army Brig. Gen. Peter Zwack, a former military intelligence and foreign area officer, writes about the events in Ukraine, offering a novel and thoughtful perspective regarding the value of reserve forces in that country’s resistance to overwhelming force.

# The Russian front:

## Ukraine-Russia and the critical role of fighting reserves

By Brig. Gen. Peter Zwack, USA (Ret.)

**A**t the time of this writing, Ukraine is deep in a desperate defense of its homeland, fighting and resisting across all strata of its society against a remorseless Russian invader. Regardless of the ultimate outcome, it must be asked, against seemingly overwhelming firepower, why has Ukrainian resistance been so determined and complex?

What is it about the Ukrainian defense that enabled it to inflict heavy losses on Russian regular and special

operations forces even in the face of major pressure and losses? How could have the Russians so underestimated the Ukrainian defense and will to fight?

What was the Russian general staff’s thinking, that it could invade, subdue, and hold with an estimated initial force of 300,000 personnel (including added Russian national guard and reserve units) a regionally huge nation the size of Texas with a substantial 44 million population? And what happened to the vaunted Russian war machine

that has undertaken major reforms and modernizations since its clumsy victory over Georgia in 2008, its follow-on “New Look” military reforms ostensibly refined in 8 years of conflict from 2014 Crimea, 2014-2022 Eastern Ukraine, and Syria since late 2015?

A major reason for Ukraine’s spirited nationwide defense is the mobilization and use of defenders and resisters across all walks of life; men, women and even children. Key to this performance, besides a reasonably well-trained and seasoned army of about a quarter-million personnel, is that hundreds of thousands of Ukraine’s part-time and even ad-hoc defenders are drawn from its recently called-up reservists of the Territorial Defense Force and untold numbers of hastily built civilian Home Guard units.

As such, this national presence, spanning the entire “armed force spectrum,” owns and dominates much of the Ukrainian countryside that ineptly led and vulnerable Russian vehicle columns must navigate over long distances during muddy off-road conditions. Ukraine’s citizen soldiers are armed with a wide range of small arms and a plethora of different modern and Soviet-era anti-air Man-portable air-defense systems (MANPADS) and anti-tank, anti-vehicle Javelins, and the more numerous and ubiquitous rocket propelled grenades (RPGs) that tormented the Russians and ISAF in Afghanistan, and our coalition in Iraq.

These simple weapons even in the hands of hastily formed home guard militia and partisans can raise havoc with trucks, jeeps and armored personnel carriers while modern Javelins, Stingers and drones such as the Turkish TB2 being used by Ukrainian line and special operations forces have been destroying Russian high-value targets including late model tanks, artillery and mobile air defense systems.

I have had the honor of working with U.S. military Reserve and National Guard units in my deployments to especially Kosovo, Afghanistan, and service in South

Korea. The quality of their service, all volunteers, represents America’s best across all walks of life and skill sets. Our experience of deployments and service in foreign lands, often difficult and costly, taught us what it was to live among a complex local population, of the land and terrain we were serving within, and the difficult fight against lethal asymmetric foes. Whatever the mission, within these missions the locals whether friends, foes, or the many caught in-between, made for an extremely challenging operating environment.

*This is exactly what the Russians are already increasingly facing across Ukraine.* Their considerable but not overwhelmingly numerical forces are caught in a deepening,

enervating fight against almost the entire population of Ukraine, whether actively or passively resisting. Poorly or deliberately misinformed about the nature of the mission, there is growing disarray and disillusionment among Russian troops, including involuntary young conscripts and junior officers who are facing the wrath and asymmetry of a dogged and increasingly lethal Ukrainian resistance across all segments of its society.

Compounding these challenges is that the Russian forces, even if pumped up to a half-million personnel, are simply not enough to fight across Ukraine, conduct several grinding urban siege battles, and hold Ukraine’s countryside—including guarding the hundreds of miles of supply lines that we read about today. Even if Russian forces eventually seize Kyiv’s capitol, their occupying forces, buttressed by ruthless foreign mercenaries and the *Rossgvardia*, Putin’s internal security force, while achieving overmatch in most set-piece engagements will suffer and bleed from a “death from a thousand cuts.” especially if the resistance

supported by weapons, supplies and political support from much of the international community including the bulk of the United Nations remains protracted and determined.

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Force and untold  
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built civilian Home  
Guard units.




Furthermore—and this is where it gets truly existential for the Russian regime—time is not on Vladimir Putin and the Kremlin’s side, especially as the horror of Russia’s aggression and the grisly toll exacted on its forces, and Ukraine’s fellow Slavic citizenry comes to light among Russian villages, towns and cities across its vast eleven-time-zone periphery. Many of the fallen are young soldiers, many of whom are draftees, who did not necessarily want to be in the army, and whose parents, families and friends will be shattered by the truth of their death, and perhaps relieved by news of their capture.

For some perspective, we recall that during the USSR’s ten-year occupation (1979-1989) of ferociously resistant Afghanistan in a less communications-penetrated society with no internet, it was Russian Soviet mothers and concerned citizens that led the calls for accountability from the weakening Soviet regime, accelerating that regime’s 1991 demise.

There is much to learn about the proud Ukrainian citizen’s service and the current struggling Russian experience

in Ukraine. The readership of *Reserve Voice Magazine* are certainly cut from the same intrepid citizen’s soldier’s cloth. I don’t know how this heroic tragedy in Ukraine will ultimately play out. No one does.

One thing is clear however from underestimated Ukraine: the power of motivated citizens formally and informally mobilized into territorial (reserve) and home guard units and entities fighting on their native soil is evident for all to see. And for all to learn from. 

Brig. Gen. Peter Zwack, U.S. Army (Ret.), enlisted in the U.S. Army in 1980 as a young private first class, completed officer candidate school and received a reserve commission. He served over 34 years as a military intelligence and foreign area officer. His career included service in West Germany, South Korea, Kosovo, Afghanistan, and Russia, where he served in Moscow during the challenging period of 2012-2014 as the U.S. Defense Attache to the Russian Federation. He now provides expert insights on the complexities of this vitally important region. General Zwack is the author of *Afghanistan Kabul Kurier* (2021) and *Swimming the Volga* (2021).

*Editor’s note:* Given the apparent validity of General Zwack’s contention that the Ukrainian “reserves”—the organized reserves and the militia in all its forms—have significantly contributed to the success of the resistance, we could plausibly come to an important “second-order effect” achieved by those reserves.

In his March 13 *New York Times* commentary, “Accustomed to peace,” German Lopez wrote, “Vladimir Putin’s invasion drove European countries to be more aggressive. They imposed tough sanctions, helping to cripple Russia’s economy, and are working to cut off trade from Russia. They have sent weapons and other aid to Ukraine. Several moved to increase military spending, and E.U. leaders met in France over the past few days to coordinate their efforts. . . .”

“Europe’s new commitments could help counter the global democratic backslide of the past 15 or so years. . . a tougher Europe, as well as other countries’ fierce response to Russia’s invasion, shows that democracies are still willing to wield power to counter autocratic governments.

“Democratic nations and people are sending a united message to Putin that democracy matters, and authoritarians cannot act with impunity, and that’s powerful,” said Michael Abramowitz, the president of Freedom House, which tracks the state of democracy around the world.”

Is it then not unreasonable, *Reserve Voice Magazine* asks, that it is those very reserve elements, whether in uniform or civilian dress, that have bought the time for the West to show this new and astounding resolve against tyranny?



# The rise of China and the American way of war

By Cmdr. Daniel R. Green, USNR, PhD

**T**he United States is at a unique strategic inflection point where it is simultaneously taking stock of the successes and failures of its wars in Afghanistan and Iraq while also thinking through what Great Power Competition means substantively. While it is bolstering its deterrence against the aggressive actions of the Peoples Republic of China in the Indo-Pacific, it is also going through an intellectual revolution wherein it is thinking through how it would fight the PRC if deterrence were to fail. While much of the discussion about a potential war with the PRC concerns matters of quantity (e.g. how many ships, missiles, bullets) and quality (e.g. exquisite weapon systems), a broader discussion must take place about key aspects of how the United States traditionally fights its wars. In many respects, the U.S. tends to fight long wars with short-term strategies, tends to throw resources at problems in place of institutional design considerations, has separate civil-military approaches, focuses on enemy capitals versus the countryside, embraces high technology solutions in place of low-tech, and initially mis-conceptualizes conflicts but eventually learns how to fight them better. These characteristics are central to the American way of war and are not often thought about when strategy discussions and resource allocations take place in the context of Great Power Competition.

One of the first lessons from the wars in Afghanistan and Iraq is that the initial war plans, while sufficient for a conventionally organized opponent, were inadequate for the insurgencies the U.S. faced on the timelines that our opponents chose. In the end, both conflicts were mis-conceptualized at the outset, poorly implemented in practice, and adaptations to the unique requirements of both wars took

place way too late after the American people had already lost their patience. We need to ask the hard questions as to why our initial war plans for Afghanistan and Iraq were insufficient and whether our institutional arrangements are best suited for planning for deterrence and, quite possibly, conflict with the PRC. One area to look into is the U.S. Department of Defense Reorganization Act of 1958, which took the Joint Chiefs of Staff out of the chain of command. The practical effect of this reform is that a vital leadership and information loop which linked fielded forces with the JCS was severed. It also removed a mediating layer between fielded forces and civilian leadership, which also served a vital role of delineating strategic choices as part of extensive roles and missions discussions among the different services. Additionally, the JCS provides civilian leaders with necessary political cover to change course during a conflict wherein, under current civil-military arrangements, civilian leaders are more directly implicated in war planning decisions.

A second aspect of the American way of war is that the timelines of our opponents (e.g., Taliban, al-Qaeda, the PRC) don't often align with U.S. strategic planning. National security leaders need to grapple with yearly budget cycles, multi-year procurement schedules, the constant rotation of personnel, elections that occur every two years and four years, and a multitude of other schedules. As a dictatorship, the PRC is able to marshal its resources for prolonged investments, and while many of these choices can be wrong since they do not benefit from the accountability of a democratic system of government, free press, and transparency, they are able to focus their efforts. Strategic clarity and building a common understanding of the nature of the PRC challenge will do much to focus the



overall efforts of the U.S. Department of Defense. The size of the military challenge from the PRC should also focus U.S. attention and force hard strategic and resource decisions. A necessary adjustment in career paths must also be fostered with a focus on regional, functional, and cultural understanding of China and the Indo-Pacific, allowing for specialization. This type of reform must also ensure that this concentration does not adversely affect career paths that tend to privilege general knowledge. Strong civilian leadership within the U.S. Department of Defense and Capitol Hill must also take place to help overcome a short-term mentality that shapes so much U.S. strategic thinking. Finally, long-term strategic investments which generate bi-partisan support should also be pursued so that the unpredictability of timelines can be evened out.

A third aspect of the way in which the United States typically wages war is that it embraces advanced technology solutions, which are often expensive in place of low-tech and cheaper alternatives. The extent of the PRC challenge and its military inventory does require a substantial investment by the U.S. in its military capabilities. However, many of these systems, such as Joint Direct Attack Munitions, have limited inventories and would be greatly stressed by a large war with China. Alternative weapon systems which are cheaper but can be produced on a larger scale should be explored.

Additionally, many of the more exquisite weapon systems in the U.S. inventory have limited industrial capacity to generate additional weaponry, especially along a quick timeline. A greater inventory of cheaper and simpler capabilities can also make their reconstitution much faster. Further, simpler systems can also be made much more easily by the civilian industrial base if they need to adjust to war production.


Finally, the United States has long benefited from the security two oceans, and two friendly neighbors have provided. This has given it the ability to grow U.S. military capabilities during war in a relatively safe environment which has allowed the U.S. to eventually overwhelm its opponents through large-scale industrial capacity. Any conflict with the PRC will require a large-scale response from U.S. industry, but unlike many past opponents of the U.S., the PRC may have the ability to match or even exceed U.S. industrial capacity. The U.S. will need to increasingly think of itself as a strategic insurgent with the PRC.

While the U.S. will need to generate significant military capabilities to deter and, if need be, defeat the PRC, it will also need to think more creatively about its strategy and how it is organized. A strategic insurgent approach will require a tightly integrated civilian-military strategy, a disaggregated approach focused on survivability, embracing grey-zone operations, denial and deception methods, and a political

warfare strategy focused on weakening the Communist Party's hold on its population. These approaches will allow the U.S. to confront the PRC's strategy holistically, where they also compete with the U.S. below the threshold of conflict, and will also enhance the resilience of U.S. capabilities in a conflict with the PRC.

As the U.S. Department of Defense rises to the long-term challenge of the Peoples' Republic of China, it will need to focus not just on establishing a credible deterrent in the Indo-Pacific region, it will also need to think more imaginatively if Great Power War were to break out with the PRC. While this will require significantly greater capabilities, it should also prompt a rethink about how the U.S. not only wages war but how it plans and implements its operations.

At its heart, institutional design considerations should factor much more significantly in contemporary strategic thinking beginning with a review of current civil-military structures. Additionally, the U.S. needs to increasingly incorporate asymmetric thinking into its strategies and organization to confront the PRC holistically and to enhance U.S. success in any Great Power War.

Finally, the U.S. must adapt its institutions to embrace timelines consistent with those of our opponents while also adopting low-tech alternatives to high-end weapon systems. The U.S. must increasingly review the lessons of the last twenty years of war and not set them aside as unhelpful in Great Power Competition. Necessary strategic insights about the American way of war and its shortcomings must be incorporated into future strategic planning; our struggle with China demands it. 

Cmdr. Daniel R. Green, USNR, Ph.D., is an active drilling reservist in the Washington, D.C., area. He received his Ph.D. in political science from George Washington University and served five tours in Afghanistan and Iraq (four as a mobilized reservist and once as a civilian). He served as the deputy assistant secretary of defense for strategy and force development (2019-2021) at the Department of Defense, where he received the Secretary of Defense Medal for Outstanding Public Service. He has also received the Office of the Secretary of Defense's Exceptional Public Service Award (2009), the Department of State's Superior Honor Award (2005), and the Army's Superior Civilian Honor Award (2005). He has authored or co-authored three books including *The Valley's Edge: A Year with the Pashtuns in the Heartland of the Taliban* (Potomac Books, 2011), *Fal-lujah Redux: The Anbar Awakening and the Struggle with al-Qaeda* (Naval Institute Press, 2014), co-authored with MajGen William F. Mullen III, USMC, and *In the Warlords' Shadow: Special Operations Forces, the Afghans, and their Fight Against the Taliban* (Naval Institute Press, 2017).

*The views expressed in this publication are those of the author and do not necessarily reflect the official policy or position of the Department of Defense or the U.S. government.*

## Priorities will ensure National Guard keeps promise to be always ready, always there

By Gen. Daniel Hokanson, Chief, National Guard Bureau

“**A**lways Ready, Always There” is the National Guard’s motto—and it’s our promise to the communities, partners, and nation we serve.

Meeting our promise to be “Always Ready, Always There” means taking up arms in places like Afghanistan and Iraq, supporting peacekeeping missions in Kosovo and the Sinai, and battling hurricanes, wildfires, and COVID-19 at home. Nearly 445,000 men and women serve in today’s National Guard. In the two decades since 9/11, they have transformed themselves from a force to mainly protect the homeland into a highly-experienced, world-class, internationally-ready operational force that has proved integral to global security. Today’s Guard is stronger than ever. And as a result, so is our nation.

The battle skills, equipment, and people who are the combat reserve of the Army and Air Force have also improved their ability to respond to their communities when needed. In 2021, an average of 28,000 Guard men and women served at food banks, operated COVID testing and vaccination sites, and provided disaster response and recovery to communities ravaged by hurricanes and tornadoes.

Facing the future, we cannot rest. We must adapt. We must continue to transform. Keeping our promise in the next crises will not happen without vigilance, adaptability, sharpening our skills, maintaining our advantage with the best equipment and the best training, and the most highly motivated and focused force of citizen Soldiers and Airmen ever fielded.

The competition is right in front of us. China—surging toward global supremacy. Russia—relentlessly campaigning to intimidate NATO, the world’s greatest alliance. Against this backdrop, we balance budget constraints with military dominance against certain and volatile threats. Our aging equipment and facilities, and the endless demands of sustaining the force, meet an ever-growing use of the National Guard for domestic operations,

supporting governors at home—and overseas supporting U.S. combatant commanders.

When I became the 29th Chief of the National Guard Bureau in 2020, we asked the Soldiers and Airmen in the 50 states, 3 territories, and the District of Columbia how we could best address the challenges before us. From that, my four priorities to improve the National Guard emerged: People, Readiness, Modernization, and Reform.

By focusing on these priorities and aligning resources to support them, we will be able to better defend America, ensure our national interests abroad, protect our communities, and continue to keep our promise to be “Always Ready, Always There!”

### People

Our people—our Soldiers, Airmen, civil servants, families, and civilian employers—make our service possible. Every step we can take to make them stronger, safer, and more resilient ultimately helps us keep our promise to America.

In 2021, Guard members were administering COVID tests and vaccinations in every state and territory, safeguarding a presidential inauguration, and helping fellow Americans recover from destructive weather events. Guard members left their families and jobs whenever and wherever they were asked to carry out our primary mission as the Army’s and the Air Force’s combat reserve, without missing a single deployment. On top of that, we continued 27 years of providing the U.S. Space Force with critical operational capabilities every day of the year.

Most of the National Guard is a part-time, volunteer force. While this business model provides our nation incredible value, it puts a premium on attracting the best people and retaining our top talent so we can continue to accomplish every mission. At the same time, we must be aware of what we ask of those who serve, particularly in the National Guard.

Our Soldiers and Airmen are giving us their most valuable commodity, time. They must balance their civilian



A Soldier assigned to the Connecticut National Guard's 1-102nd Infantry Regiment prepares to hug his son after returning home from a nearly year long deployment at the Army Aviation Support Facility in Windsor Locks, Connecticut Jan. 22, 2022. The 1-102nd was deployed to the Horn of Africa in support of Operation Enduring Freedom. (Photo courtesy Office of the chief, National Guard Bureau)

career, military career, and family in the service of our nation and communities. In return, we must show them we value the sacrifices they make. This means supporting our Family Readiness Programs that served nearly 1.5 million service members and their families in FY2021. Such programs help our Soldiers and Airmen balance the demands of their family lives with their service and civilian careers.

It also means offering benefits that will help us keep the skilled people we have in the Guard. We owe it to them to ensure they receive the best health, pay, and education benefits we can offer.

Soldiers and Airmen need to be physically and psychologically resilient. A partnership with Veterans Affairs has provided behavioral health services for Guard members and their families during drill weekends. A host of equally helpful programs aimed at warrior resilience bring us a step closer to better supporting the wellbeing of our Soldiers and Airmen—and improving readiness.

Our Soldiers and Airmen deserve an organizational culture that is diverse and inclusive. National Guard members who come from nearly every zip code in the United States must have an environment where extremism, sexual harassment, and sexual assault are not tolerated. We are committed to preventing such scourges, bolstered by research and data, to help us rid the ranks of those who would harm our people. There's work to be done—and we are committed to doing it.

Finally, we need to make the most of our Guard members' drill weekends and unit training assemblies by focusing on training that directly contributes to readiness. Doing so better prepares our people to support overseas and homeland missions and ensures their valuable training time is spent on the most effective activities.

By putting people first, we ensure our force is physically and mentally resilient, able to balance the demands of the mission with their civilian careers and families, and fully representative of the communities we serve.



## Readiness

“Always Ready, Always There” is a point of pride for Guard members. This motto signals to our Joint Force partners, our allies, and our fellow homeland responders the National Guard is able to respond anywhere, anytime we’re needed.

Combat readiness is our highest priority. Since 9/11, the National Guard has supported more than one million deployments and continues to serve in every combatant command. By streamlining mobilization processes—such as orders, pay, training, and activations—we will continue to be able to meet short-notice requirements. Combat readiness must be a priority; it is why we exist.

Readiness includes manning, training, and equipping units to support the National Defense Strategy. We must fully integrate the National Guard into the Future Force Design; this includes development, testing, training, and fielding. Combined with investing in the concurrent modernization of key National Guard capabilities

with the Army and Air Force, the Joint Force will be truly interoperable. Active-duty and reserve component Soldiers and Airmen must all be capable of employing the same combat platforms, mission command systems, and communications equipment. Additionally, to better protect our communities, we must ensure equipment and training upgrades have dual-use capability—when it makes sense—to address disasters at home.

Our readiness is also bolstered by the enduring state, federal, and international partnerships we have fostered. When disasters strike, our National Guard Soldiers and Airmen know the first responders they’re serving with. Our Guard members train and support law enforcement, firefighters, and medical professionals, to name just a few. The 2,400 Guard members supporting our counterdrug program in FY 2021 worked with law enforcement to seize more than 1.5 million kilograms of illicit narcotics, \$281 million in illicit currency, and \$30 million in property.



The 218th Regional Training Institute, South Carolina National Guard, conducts the 12B combat engineer reclassification course at McCrady Training Center in Eastover, South Carolina. The class is made up of National Guard Soldiers from multiple states and is being conducted November 6-20, 2021. Throughout the course, the Soldiers learn through classroom instruction and hands-on training covering breaching, mines and firing devices, reacting to explosive hazards, constructing demolitions systems, executing military operations on urbanized terrain training, and more. (U.S. Army National Guard photo by Sgt. Brian Calhoun, South Carolina National Guard)





Aviators 1st Lt. Colton Ankeny and Chief Warrant Officer 2 Oceana Chamberlain practice flight maneuvers throughout Idaho's snowy Owyhee Mountains, south of Gowen Field, on Jan. 13, 2022. The Idaho National Guard recently replaced 20 of its UH-60L Black Hawk helicopters with the latest design UH-60M Black Hawks, a modernized and high-tech version aircraft, and the 1st of the 183rd Assault Helicopter Battalion pilots are out training day and night on these new helicopters. (U.S. National Guard photo by Master Sgt. Becky Vanshur)

Globally, through our State Partnership Program (SPP), the National Guard is part of a network of 93 allies and partners who learn together, work together, and when necessary, fight together. After 9/11, 28 SPP partner countries contributed troops to coalition operations—15 of those SPP countries deployed forces alongside their National Guard partners. The National Guard's abilities in combat and disaster response make it a highly attractive force for other nations to partner with, giving our nation a unique and vital edge in the global strategic competition.

## Modernization

Supporting the Joint Force and the National Defense Strategy requires the National Guard to be fully interoperable with the Army and Air Force. Leaders who serve with our Soldiers and Airmen tell me they can't tell Guard members apart from active-duty service members. However, the Total Force structure needs to be resourced

to meet the demands of the modern battlefield where all components must have deployable, sustainable, and interoperable equipment, and the National Guard must be included in service modernization to be interoperable with the Joint Force and fully ready for the challenges of tomorrow.

Modernization costs money. This means the services will have to prioritize National Guard equipment and force structure within their budgets. But doing so makes obvious sense. The National Guard represents a tremendous value to both our parent services and our nation. The National Guard represents 20% of the DoD force at just 4% of the budget. When we are not in an activated status, our personnel costs are substantially lower than an active-duty Soldier or Airman—an important asset to leverage when every dollar counts.

There are positive indications for modernization in the National Guard. For example, in 2021, the Kentucky

Air National Guard's 123rd Airlift Wing welcomed three of the eight C-130J Super Hercules aircraft they are scheduled to receive. The Army Guard has also received state-of-the-art UH-60V Black Hawks and AH-64E Apaches. These modernization investments show the potential of active-duty and reserve component leaders working together. The National Guard must continue to be included in Total Force road maps to maximize Joint Force interoperability and flexibility.

## Reform

A focus on reform puts a greater emphasis on the need to maximize both performance and accountability across the enterprise. It is the cornerstone of my priorities as Chief.

We cannot be satisfied with the status quo. We need to ask ourselves: Are our drill weekends helping our Soldiers and Airmen train for battle, or are they overrun with meetings? Are we sharing information with the States and our DoD partners? Are we fostering and strengthening opportunities for innovation, or are we content with outdated processes and procedures?


Part of being good stewards of taxpayer dollars means eliminating what distracts from our mission—if it doesn't

make us better, it shouldn't have a place in our National Guard.

Even the pandemic offers valuable lessons, one of which is creating a modern, distributed workforce where we encourage remote and telework when it makes sense and supports the mission. Remote work will create opportunities to improve retention while embracing new ways to lead our people.

We have put significant effort and thought into creating and operating as a unified NGB. We come to work every day focused on supporting the 54 National Guards in each state, territory, and D.C. so we can help make them able to execute their combat and domestic response missions for our states and Nation.

## In conclusion

For nearly four centuries, National Guard men and women have defended democracy, restored peace, and brought hope and security to American communities in times of crisis. But we cannot rest on the accomplishments of the past. By putting people first, focusing on Readiness, Modernization, and Reform, we will boldly prepare for the challenges of the future by fulfilling our promise to America: "Always Ready, Always There!" 



**Gen. Daniel R. Hokanson** serves as the 29th chief of the National Guard Bureau and as a member of the Joint Chiefs of Staff. In this capacity, he serves as a military adviser to the president, Secretary of Defense, and National Security Council, and is the Department of Defense's official channel of communication to the governors and state adjutants general on all matters pertaining to the National Guard. He is responsible for ensuring the nearly 445,000 Army and Air National Guard personnel are accessible, capable, and ready to protect the homeland and provide combat-ready resources to the Army and Air Force.

Hokanson served previously as the 21st director of the Army National Guard and earlier as the 11th vice chief of the National Guard Bureau.

Hokanson graduated from the U.S. Military Academy and served on active duty in air cavalry, attack helicopter, and aircraft test organizations prior to joining the Oregon National Guard. He has commanded at the company, battalion, and brigade combat team levels and served as the 30th Adjutant General of the state of Oregon. Hokanson also served as the deputy commander of U.S. Northern Command. His combat deployments include Operations Just Cause, Enduring Freedom, and Iraqi Freedom. He commanded the 41st Infantry Brigade Combat Team in Iraq and served as chief of staff for Combined Joint Task Force Phoenix in Afghanistan.



## Education, empowerment, execution keys to enlisted National Guard success

By SEA Tony Whitehead, Senior Enlisted Advisor to the Chief, National Guard Bureau

**O**ur people are our highest priority.

Our people—the almost 445,000 Citizen-Soldiers and Airmen who fill our ranks—are the reason the National Guard has so spectacularly delivered for America at home and overseas throughout the COVID-19 pandemic.

The National Guard's proud 385-year history rests on the actions of each individual Guardsman and woman who has served. And it will be our people who shape the National Guard's future.

This is why our people are the chief of the National Guard Bureau's No. 1 priority—and it's why my priorities

for our enlisted force focus on developing our people, summed up in three words: Educate. Empower. Execute.

As the primary combat reserve of the Army and the Air Force, the National Guard will compete and, when necessary, fight and win across all domains to defend America, ensure our national interests abroad and protect our communities. To meet that mission requires an informed, well-educated force confident in its abilities.

### **Educate**

As the backbone of the National Guard, our Soldiers and Airmen must support leaders' mission, vision, purpose, and priorities.



Spc. Dakotah Woolston with the 2061st Multi-Role Bridge Company works to clear a tree from a road in Dawson Springs, Ky., Dec. 18, 2021. More than 600 Soldiers and Airmen of the Kentucky National Guard responded to multiple Western Kentucky communities to assist with relief efforts following devastating storms in the region. (U.S. Army National Guard photo by Sgt. 1st Class Scott Raymond)



Albanian Capt. Egluent Rika, left, and New Jersey Army National Guard Sgt. 1st Class James Harrison discuss a combat convoy exercise in a virtual reality simulator at Joint Base McGuire-Dix-Lakehurst on July 9. More than a dozen soldiers from the Republic of Albania are training in the United States for two weeks as part of a longstanding partnership with New Jersey forces as part of the National Guard State Partnership Program, a Department of Defense program that links National Guard forces from U.S. States and territories with member nations around the world. (U.S. Army National Guard photo by Sgt. 1st Class Wayne Woolley)

To do that, our force must be informed. We are a knowledge-sharing organization. At the most basic level, Guardsmen must know our mission, our most senior general's priorities, our history, and the chain of command, from the individual unit to the federal level.

We fight America's wars. We defend the homeland. As well, we sustain enduring partnerships at the local, state, federal, and international levels, including through the extraordinary Department of Defense National Guard State Partnership Program.

The chief of the National Guard Bureau, Army Gen. Daniel Hokanson's priorities support our combat reserve role and our homeland defense and relationship-building missions. His priorities: People. Readiness. Modernization. Reform.

The pandemic has made the last two years especially busy, yes—but the Army National Guard and Air National Guard have been continuously contributing to Joint Force

operations and homeland missions at a higher operational tempo for more than 20 years, since the 9/11 attacks.

Despite all we ask of our Soldiers and Airmen, our recruiting and retention are strong. Sustaining that requires continued investments of time, energy, and funding to recruit and retain an all-volunteer, professional force. And a sustainable balance of military requirements, civilian employment, and family life is essential to the long-term health of our outstanding force.

## Empower

I'll repeat, we are a knowledge-sharing organization. We are also a learning organization. These traits foster the innovation we need to thrive and contribute to the CNGB's Reform priority.

It is imperative the latent talents, skills, abilities, and leadership in our ranks be put to use by all members of the National Guard. To continually create some of the



Defense Department's best enlisted leaders we must prepare our troops to be confident in their decision-making, accept delegated responsibility and accountability, and take risks.

This process starts the day a Guard member enlists. Empowering all our service members builds confidence, strength, and character through the ranks.

All of us in the Guard and Reserves share a unique strength: The civilian-acquired skills and maturity we bring to the performance of our military duties. These civilian strengths further empower our troops to contribute more to the Joint Force.

## Execute

Educated, empowered Guard members are why we can stay true to our motto, "Always Ready, Always There." The National Guard has executed every mission we've been given since 9/11, which includes over one million overseas deployments and record homeland recovery support to a pandemic, hurricanes, and wildfires. To keep that exemplary record, our troops, families, and employers have to be prepared to work through the challenges that come with serving our communities and nation.

We must provide opportunities to engage our families, employers, and community leaders throughout the training, pre-deployment, deployment, and reintegration cycle.

Guard members must stand ready at all times to execute short-notice missions at home, abroad, and in austere environments and circumstances.

An educated, empowered enlisted force that executes every time will help us attain Gen. Hokanson's four-year goals for the National Guard.

Those goals include preserving the operational force built in the wake of 9/11, ensuring we're fully integrated with the Joint Force, and leveraging the State Partnership Program to strengthen our allies and partners. Everything we do supports our national defense strategy.


Which brings us right back to education: We need to provide the "why" to our troops, so they know how one individual's effort contributes to a team, and why each is individually important to the team's success, the component's success, Joint Force success, national success.

Education, empowerment, and execution give our troops meaning—and the motivation to take the oldest component of our nation's Armed Forces to yet higher strengths.

It's an extraordinary time to be a part of this team. After visits with Guardsmen and women throughout the 50 states, three territories, and the District of Columbia and overseas, I am energized and inspired.

I'm proud of our troops.

I'm also proud of the Reserve Organization of America as you celebrate your centennial. Thank you for the great work you do supporting all our service members. I can't wait to see what the ROA accomplishes in the next 100 years.

Because of the great people who fill our ranks, the National Guard will continue to keep its promise to be "Always Ready, Always There" by fighting our wars, securing our homeland, and building great partnerships. 



SEA Tony L. Whitehead is the Senior Enlisted Advisor to the Chief of the National Guard Bureau, Pentagon, Washington D.C. He serves as the Chief's principal military advisor on all enlisted matters affecting training, utilization, health of the force, and enlisted professional development. As the highest enlisted level of leadership, he provides direction for the enlisted force and represents their interests.

SEA Whitehead entered the Air Force in December 1982. His background encompasses myriad positions and assignments in the Security Specialist and Security Forces career field, and as a First Sergeant. He joined the Florida ANG in April 1994. SEA

Whitehead has deployed in support of Operations Southern Watch and Enduring Freedom, including a tour as the Provost Senior Enlisted Leader to the 10th Area Support Group, Camp As Sayliyah. Prior to his current position SEA Whitehead served as the Command Chief Master Sergeant of CONR-1 AF, Tyndall AFB, FL where he advised the commander on matters influencing the health, morale and welfare of assigned American and Canadian forces and their families.

## ROA: A century of service to the Reserve Components

By Lt. Gen. Jody J. Daniels, Chief of Army Reserve and Commanding General, U.S. Army Reserve Command

**T**raining leads to sustained skill levels and motivation, and a well-trained, motivated force is key to recruiting and retention. Such was the determination, one hundred years ago when the Army Reserve's predecessor, the Officers' Reserve Corps (ORC), was looking to fill its ranks. In the years between World War I and World War II, the ORC was understrength, undertrained, and undercompensated.

The Reserve Officers Association (ROA) advocated for inactive duty training pay on behalf of the ORC, and it was the first of many benefits they championed. During the "interwar" period, ROA was the catalyst behind many initiatives. The Minuteman badge and the passage of a law that provided access to medical and surgical care, as well as pay and benefits to members injured in the line of duty are just some examples of the support ROA provided in those early days.

Upon their congressional charter, their official description included assisting, promoting, and supporting military policy to provide adequate national security, and that was certainly the case for the Army Reserve. Faced with budget cuts in the late 1950's, ROA advocated on its behalf, ultimately leading to an increase in funding and minimum paid drill strength. In the early 1980's ROA supported an increase in the number of troops the president could activate without a declaration of war, resulting in an increase from 50,000 to 100,000 that played a key role in integrating the Army Reserve into rapid deployment plans.

One Hundred Years...from advocating for veterans of the First World War to the crucial role it plays in today's environment of global pandemic and emboldened adversaries, ROA has—and always will be—an important partner in national security. On behalf of the men and women of the Army Reserve, congratulations on achieving this impressive milestone, and thank you for your continued support.

### **The Army Reserve and the pursuit of ambitious goals**

Nearly twenty Battle Assemblies into my tenure as Chief of Army Reserve and Commanding General, U.S. Army Reserve Command, and I am still amazed by the energy and resilience of Army Reserve Soldiers and families. We have adapted to a global pandemic, supported our communities across America, deployed across the globe, and maintained readiness through technology. In these past months, virtual participation in everything from training to promotion ceremonies has become a normal part of our routine, and we have used it to better support Soldiers, families, and DoD civilians. We are implementing programs to enhance readiness and create a stronger, more resilient force. We are also continuing to streamline processes by reducing or removing unnecessary administrative hurdles and empowering junior leaders with authority to successfully lead and train their Soldiers.

With just 38 days for Battle Assemblies and annual training combined to meet individual and collective readiness requirements, my focus is on creating an Army Reserve experience that will attract and retain the best Soldiers and talent—particularly junior officers and NCOs. Our objective is to create an environment that will allow our mid-grade Soldiers to grow as individuals and leaders while providing the balance they and their families need to succeed and thrive in both their military and civilian capacities.

Through virtual town halls, social media, and in-person discussions, we have made progress in identifying and addressing Soldier issues—such as behaviors that break trust with Soldiers and the American people—and issues at home such as families looking for resources and employment.



Staff Sgt. Ryann Sonntag, a transportation management coordinator with the 483rd Terminal Transportation Battalion, low crawls under barbed wire during the obstacle course at Fort Hunter Liggett, California, March 16, 2021. (Photo by Sgt. 1st Class Chris Oposnow)

## **Harmful behaviors**

We remain vigilant and committed to rooting out behaviors that break trust with Soldiers, families, and the American people. Through the implementation of the Army's "This is My Squad" philosophy, we assure our people that they are valued as members of cohesive, disciplined, and fit teams. Additionally, time dedicated to Foundational Readiness training gives leaders time to conduct counseling, strengthen connections, build esprit de corps and underscore the Army Values while bolstering inclusivity and diversity.

## **Families and employers**


Readiness relies upon the families who support and sustain our Soldiers and the employers who enable them to serve the Army and the nation. The Army Reserve is putting people first by promoting quality of life programs that improve the Army Reserve experience while making it easier to integrate family, work, and military life.

Family Programs continues to deliver services to approximately 184,000 Soldiers and more than 240,000 family members. Leadership is engaging with commanders across the force to enhance Soldier and Family Readiness Groups to ensure easy access to resources in times of need. Likewise, the Yellow Ribbon Reintegration Program is conducted virtually and in-person to ensure Soldiers and family members know where to turn for support and services during deployment cycles.

Army Reserve Ambassadors are engaging with key stakeholders in communities across America to build a cadre of supporters and advocates for Soldiers and families.

P3O: Ensuring Army Reserve Soldiers are succeeding in their civilian careers directly benefits the Army and the Nation by bringing substantial value and depth to the force. More than 87% of the force integrates military service with civilian careers, providing the Army with professional skills, education, and expertise acquired in the private sector.





Through collaboration with organizations offering job opportunities and a nationwide network of corporate, profit/non-profit and academic partners, the Army Reserve's Private Public Partnership Office is increasing its efforts to connect Soldiers with internship, employment, and education opportunities.

P3O is leveraging technology, management tools, social networking platforms, and hiring events—in collaboration with military and veteran service organizations such as Vet Jobs, Recruit Military, and others—to connect Soldiers and Families with employment opportunities.

### **Missions continue**

After 20 years at war and the longest sustained domestic mobilization in history, the Army Reserve is focused on maintaining and sustaining readiness as a multi-domain capable force for the Army.

In the two decades since September 11, 2001, more than 420,000 Army Reserve Soldiers were mobilized, and nearly 8,000 Soldiers are currently deployed to 23 countries—including more than 16,000 since the start of the pandemic.

Army Reserve Soldiers continue to bring skills and expertise to fellow citizens across the nation and allies overseas. From the first weeks of the pandemic, thousands of Citizen Soldiers provided vital support at home and in other countries, including Germany, Poland, and the Pacific Territories.

The Army Reserve continues to support U.S. Army North in COVID-19 response operations. Currently, the Army Reserve is prepared to deploy two 25-person Medical Care Augmentation Teams (MCAT) to support impacted civilian medical treatment facilities. The MCATs follow the more than 20 Urban Augmentation Medical Task Forces (UAMTF) that provided critical medical augmentation capability early in the pandemic.

Recently, over 1,500 Army Reserve Soldiers and Emergency Preparedness Liaisons mobilized to seven stateside and overseas installations, part of DoD support to Operation Allies Welcome, assisting Afghans, their families, and other at-risk individuals. Our Soldiers helped finalize immigration processing, enabling evacuees to resettle in locations inside and outside the United States by providing logistics, protection, governance, medical, and morale support.

### **Readiness**

The demonstrated readiness to support the nation and homeland has not distracted us from the need to manage talent, increase proficiency, ensure equipment is mission capable, and actively engage Soldiers in training. In 2021, the Army Reserve returned to pre-COVID-19 collective training levels, rotating 35 units with approximately 1,800 Soldiers through the National Training Center (NTC). Approximately 1,700 Soldiers participated in collective training exercises at the Joint Readiness Training Center (JRTC) and at the Warfighter Exercise. Engineers conducted river crossings; logisticians conducted liquid logistics operations from fuel to water sanitation; Criminal Investigation Division agents conducted annual licensing and explosive training; CBRN Specialists trained for emergency contingencies, and medical professionals honed their skills at Operation Global Medic.

### **Modernization**

Modernization efforts are transforming our ability to support the Army's role as a multi-domain capable force. The Army Reserve continues to build on readiness efforts that support survivability and lethality on the battlefield while preparing for multi-domain operations. The Army Reserve must field the next generation of systems and formations that are agile, lethal, and resilient.

As a multi-year process, we are synchronizing transformation efforts to maintain consistent readiness. Army Reserve Mission Force, or ARM Force, is the Army Reserve's 'Readiness Way Ahead.'

Nested under the Army's Regionally Aligned Readiness and Modernization Model, or ReARMM, ARM Force aligns units against regional priorities while meeting modernization requirements by creating predictable windows to field new equipment. Unlike the active component's two-year cycle, the transitional cycle for the Army Reserve consists of one year of modernization and three years of training, followed by a one-year mission. Personnel, equipment, and structures are assessed for readiness and updated based on mission requirements.

Both ReARMM and ARM Force provide flexible, predictable force capabilities by providing regional and functional support to the National Defense Strategy. These align units against competition requirements and provide predictable mission cycles that allow for training and modernization.





A Soldier engages targets at night fire during the 2021 U.S. Army Reserve Best Warrior/Best Squad Competition at Fort McCoy, Wisconsin, May 25. (Photo by Pfc. Kenneth Rodriguez)

## Shaping tomorrow

Army Reserve units and Soldiers are shaping the future force by bringing innovation and depth to modernization efforts—including cyber, technology scouting, and other subject matter expertise—which serve as the bridge between modernization objectives and private sector innovators and technology leaders. For example, NASA astronaut Dr. Kate Rubins was commissioned into the Army Reserve's 75th Innovation Command in 2021—making her vast subject matter expertise in molecular biology and space accessible to the Total Force.

Additional areas of expertise include artificial intelligence, autonomy and robotics, block-chain, cyber, medical, and synthetic biology. As the Army moves toward multi-domain operations, Army Reserve Soldiers will play a critical role in linking the private sector into the defense enterprise.

## Recruiting and retention

Our recruiting and retention efforts in the Army Reserve span all three of our priorities—people, readiness, and

modernization. My goal is to give my successor an Army Reserve that is overstrength by 500 captains and 3,000 sergeants by July 2024 in order to build a pipeline of future leaders. Once again, we look to civilian leaders and influencers like ROA to advocate for our Soldiers and spread the word on the great opportunities the Army Reserve provides.

We are investing 3,000 full-time Soldiers to directly support recruiting and retention programs and have adopted innovative recruiting practices. The implementation of the DoD Enlisted Bonus Program enhancement will better posture the Army Reserve to meet its end strength objectives, as will the new Priority Unit Bonus provision, intended to retain critical occupational specialties. The Army Reserve is piloting an automated readiness model to specifically target critical vacancies—in addition to high-priority specialties—to ensure the organization is competitive today and remains so well into the future. Additionally, the Army Reserve is looking to retain Soldiers for Life—the “AC2RC” program allows the Nation to retain the valuable expertise of its



Engineers with the 671st Engineer Company and 301st Maneuver Enhancement Brigade cross the Columbia River aboard an Improved Ribbon Bridge (IRB) raft system at the Yakima Strike exercise, Washington, August 17, 2021. (Photo by Sgt. John Weaver)

service members while providing them with the opportunity to pursue a civilian career.

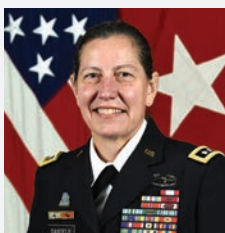
### How you can help

Over the course of a century, the Reserve Organization of America has advocated for the important funding of equipment, training, recruiting, retention, and the civilian employment of all members of the Reserve. By expertly advising Congress and the American people from their own personal experiences in uniform, the leadership of ROA has ensured the requirements of Citizen Soldiers, Sailors, Airmen, and Marines, are considered in every decision regarding matters of National Security.

As the Army Reserve seeks to fill its ranks and create a rewarding experience through training and military education, we will continue to rely on you to encourage our communities, cities, college campuses, congressional districts—and the employers located therein—to share their best talent with America's Army Reserve.

Thank you for all that you do. It is with your continued support that we are building and sustaining the critical partnerships that enable healthy dual civilian-military career progression and strong, supportive communities.

*\* This article contains content previously published by Army Reserve Strategic Communications, Office of the Chief, Army Reserve*



**Lt. Gen. Jody J. Daniels** assumed the role of chief of Army Reserve and commanding general, U.S. Army Reserve Command, on July 28, 2020. Her 37 years of active and reserve military service includes assignments as commanding general of the 88th Readiness Division and chief of staff, U.S. Army Forces Command.

Daniels holds a bachelor's degree in applied mathematics (computer science) from Carnegie Mellon University, a master's degree and doctorate in computer science from the University of Massachusetts (Amherst), an honorary doctorate in public service from University of Massachusetts (Amherst) and a master's degree in strategic studies from the U.S. Army War College.



## BY THE NUMBERS

The Army Reserve provides quick access to trained, equipped, and ready Soldiers and units, with the critical enabling capabilities needed to compete globally and win across the full range of military operations. The Army provides the bulk of sustainment and enabling forces to other services, and most of those capabilities reside in the Army Reserve. Simply put, the Joint Force cannot deploy, fight, and win without the Army Reserve.

We provide operational flexibility and strategic depth difficult to obtain while serving on active duty. We are doctors, lawyers, academics, scientists, engineers, cyber specialists, first responders, transportation specialists, administrators at the top of their fields.

As both a component and command, the Army Reserve has a congressionally authorized strength of 189,500 Soldiers and 11,000 civilians and is present in all 50 states as well as five U.S. territories.

Fiscally efficient, the Army Reserve provides nearly half of the Army's maneuver support and a quarter of its force mobilization capacity. At the cost of just 6% of the total Army budget, the Army Reserve supports the Total Force, with just 13% of the component serving as full-time support.

Although the Army Reserve constitutes nearly 20% of the Army's personnel, it provides a significant portion of key support units and capabilities. These



Staff Sergeant Casey Pilcher, with the 651st Quartermaster Company, from Casper, Wyoming, puts air in the top section of a water storage bladder to prevent spillage. (Photo by Sgt. Luke Wilson)

include over 50% of its quartermaster and medical formations, over 80% of its civil affairs, legal, psychological operations, and religious units, and over 40% of its chemical and transportation forces. Some of the Army Reserve's critical enabling capabilities include petroleum distribution, water purification, port opening, and railroad operations.

On average, the Army Reserve supports the mobilization and deployment of more than 12,000 Soldiers annually through two Mobilization Force Generation Installations: Fort Hood and Fort Bliss.

The Army Reserve is a highly motivated, educated, and experienced force. Thirty-three

percent of all Army Reserve Soldiers hold a bachelor's degree or higher. In the officer ranks, 10% have master's degrees, and 3% have doctorates. Soldiers in the enlisted ranks are also pursuing higher education. More than 13% hold bachelor's degrees, and nearly 4% have master's or doctoral degrees, many of which are leveraged in civilian sector career fields that include investment banking, business management, and technology sciences.

The Army Reserve also builds on the strength of its diversity. Blacks, Hispanics, Asian/Pacific Islanders, and Native Americans make up nearly half of the force, while women make up 25% of all Army Reserve Soldiers and 19% of its general officers.



# Tell the story of duty

By Command Sgt. Maj. Andrew J. Lombardo, U.S. Army Reserve

**T**he United States Army Reserve had a busy and engaging year in 2021, upholding operational commitments in support of the Total Force and building readiness to fight and win our nation's wars in a multi-domain operations environment.

Maintaining operational readiness doesn't happen without an investment in our people.

In the Army Reserve, our people-focused initiatives include junior leader retention and reforming processes within our noncommissioned officer corps. We have developed and executed major reforms transforming leadership and career development.

We are taking the lead in addressing harmful behaviors through the application of "This is My Squad," as well as extensive Foundational Readiness sessions designed to build strength, trust, and esprit de corps. We are also bolstering programs such as Project Inclusion and Equal Opportunity.

A positive experience starts with realistic training—building lethality through individual, small unit, and collective training. Battle Assemblies provide consistent opportunities to maintain proficiency and build well-trained, cohesive teams. Combined, these individual and collective training opportunities are the key to supporting the Total Force and winning in large-scale combat operations. We must train more during Battle Assemblies and do away with burdensome administrative requirements to allow our leaders to lead.

Lt. Gen. Daniels, Command Chief Nelligan and I are incredibly proud of our Soldiers and impressed with their resiliency and adaptability. Collective training has resumed, and we have been engaging with our Soldiers all over the U.S. and abroad—assessing training and performance during exercises such as CSTX and WAREX at Fort McCoy, Wisconsin, and Fort Hunter Liggett, California.

In addition to warrior skills, we are focused on supporting the 'Citizen' side of our Soldiers. While they sustain proficiency in their MOS, Army Reserve Soldiers are integrated with business and industry in communities and cities across America and around the world. Reinvigorating

our Private-Public Partnership Program supports our Soldiers and families seeking good—or better—civilian employment. This improves our ability to retain and grow our midgrade officers and NCO corps because civilian employment is their primary source of income.

P3 also provides civilian training that correlates with Soldiers' military experience, allowing them to apply their expertise and skillsets in both their military and civilian careers. This is a win for the Army and the private sector.

Investing in our families is another way of looking out for our people. The Army Reserve recently obtained funding for an in-home childcare pilot program that will provide eligible Soldiers with assistance during Battle Assembly weekends and Annual Training. We're staffing it now, and our Soldiers can expect to see it in the near-future. This program addresses retention in our diverse force.

An investment in mid-grade enlisted Soldiers and officers is crucial to achieving Lt. Gen. Daniels' goal of an Army Reserve that is overstrength in future leaders—3,000 sergeants and 500 captains—by 2024. Realizing that vision is up to us.



A Soldier successfully lands after a rope swing at the obstacle course event during the 2021 U.S. Army Reserve Best Warrior/Best Squad Competition at Fort McCoy, Wisconsin, May 20. (Photo by Staff Sgt. Christopher Hernandez)

In 2021 we improved the Selective Reserve Incentive Program (SRIP) to incentivize the transition of Regular Army Soldiers into the Army Reserve instead of leaving military service. This allows the Army to retain its investment in Soldiers, brings valuable experience and skills to the Army Reserve, and brings us closer to achieving recruiting goals.

Our message to our stakeholders is this: please tell the story of Army Reserve duty and the value our outstanding Soldiers bring to the nation. We ask that you continue to engage on our behalf. Please emphasize the quality of our Soldiers and what they bring to our communities and employers. This includes:

- Leadership, and working as a member of a team
- Time management skills
- Values-based ethics
- Health and physical fitness
- Performance under pressure
- Resilience

The Army benefits from this relationship as well. Army Reserve Soldiers leverage skills learned in the private sector that complement or are essential to the mission. Part-time, rewarding service is a valuable mechanism to attract specialized capabilities.



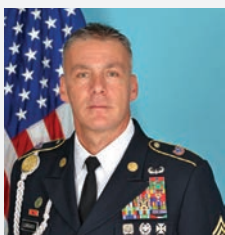
Kurt Becker, a crew chief with Charlie Company 5-159th General Support Aviation Battalion, looks for injured troops from a UH-60 Black Hawk helicopter during exercise Global Medic at Fort McCoy, Wisconsin, August 15, 2021. (Photo by Staff Sgt. Shelton Sherrill)

We will maintain a strong focus on our #1 priority. Our initiatives support people through the development of cohesive teams that are well-trained, disciplined, physically fit, and Soldiers for life.

To our friends at the Reserve Organization of America—thank you for your enduring support to our Soldiers, Sailors, Airmen, Marines, and Coast Guardsmen.

Happy 100th! 

*\* This article contains content previously published by Army Reserve Strategic Communications, Office of the Chief, Army Reserve*



**Command Sgt. Maj. Andrew Lombardo** enlisted in the United States Army in 1985. He attended One Station Unit Training at Fort McClellan, Alabama, where he graduated from the U.S. Army Military Police School. He completed a two-year active duty commitment with the U.S. Military Academy Military Police Company at West Point, New York.

In 2015, Lombardo graduated from both the Army Force Management School and the National Defense University Reserve Component National Security Course. He is a 2016 graduate of the University of Kansas School of Business Army Leader Strategic Broadening Program, and was selected as honor graduate from the U.S. Army War College Nominative Leader Course 17-03. Most recently, in 2019, Lombardo completed the National Defense University Keystone 19-02 Command Senior Enlisted Leader Course in joint and combined studies.

# Meeting the needs of the current environment, readying for the future

By Lt. Gen. David G. Bellon, Commander, Marine Forces Reserve and Marine Forces South; and Sgt. Maj. Carlos A. Ruiz, Senior Enlisted Leader, Marine Forces Reserve and Marine Forces South

**T**he Marine Corps Reserve, as part of the single integrated Marine Corps Total Force, remains a vital contributor to the warfighting and crisis response capability and capacity of the Naval Service and the Joint Force. With the Marine Corps returning to its roots as a naval expeditionary force-in-readiness and preparing to operate inside actively contested maritime spaces in support of fleet operations, this moment in our Service's history offers tremendous opportunity for redefining the critical role the Marine Corps and its Reserve Force plays in national defense.

Following more than two years of the Service's Force Design, the vision for the Marine Corps Reserve has matured to the point that a concerted effort is underway to build the Reserve Force we will require to win future battles. In October 2021, we released the Marine Forces Reserve (MARFORRES) Campaign Plan 2030, which lays out the enduring principles of the future force, the required efforts, and the challenges that we must overcome to build a more capable, lethal, and relevant force.

The MARFORRES Campaign Plan 2030 outlines three strategic themes critical to our success; to be Relevant, Ready, and Responsive. Nowhere will these themes have a more profound impact than with our newly established alignment with II Marine Expeditionary Force (II MEF) as part of the Marine Corps' Service Retained Forces (SRF) responsible for crisis and contingency response. The Campaign Plan also introduces three broad trajectories to focus the modernization effort; Competition, Conflict, and Innovation. Finally, there is a complementary Corps-wide focus on talent management to attract and retain the

best Marines across all Military Occupation Specialties (MOS) and those with unique, critical skillsets they honed in their civilian careers.

Concurrently, my new additional role as Commander, Marine Forces South (MARFORSOUTH) will create opportunities for Reserve Component (RC) integration into the Caribbean and Central and South America supporting U.S. Southern Command (USSOUTHCOM). These deployments will provide additional depth to the Marine Corps' presence in the Western hemisphere to work with our allies and partners, compete with our adversaries and experiment with and develop new, essential capabilities and tactics for our Corps.

## **Relationships matter**

The Marine Corps Reserve will have a larger role in worldwide crisis response. Detailed planning teams from MARFORRES and II MEF are currently collaborating to establish a crisis response force for the Marine Corps using the SRF, comprised of the two commands. This effort will not only allow for the development of a crisis and contingency response force in the near term, but will also define requirements that will inform the Reserve Force of 2030. The team is also examining options to keep elements of this crisis-response force postured forward to serve as stand-in forces able to execute contact layer activities, contribute to integrated deterrence, engage and train with partners and allies, and respond to crisis rapidly when called upon to do so.

II MEF is the primary pacing force to which RC capabilities and capacity requirements will be aligned. This





U.S., Brazilian, Chilean, Colombian, Mexican, and Peruvian Marines and members of the Jamaican Defense Force, paddle a combat rubber raiding craft back to shore during an amphibious training evolution at Peruvian Marine Corps Base Ancon, Peru, Sept. 27, 2021, during exercise UNITAS LXII. The service members completed a series of training events in order to build trust, enhance confidence and strengthen interoperability to better prepare us for a combined, multinational response to emerging crises or natural disasters. UNITAS is the world's longest-running annual multinational maritime exercise that focuses on enhancing interoperability among multiple nations and joint forces during Pacific, amphibious, and amazon operations in order to build on existing regional partnerships and create new enduring relationships that promote peace, stability and prosperity in the U.S. Southern Command's area of responsibility. (U.S. Marine Corps photo by Cpl. Hannah Hall)

approach also recognizes the RC will not necessarily mirror the Active Component (AC) in all formations, but must always be complementary and capable of immediate integration. The II MEF/MARFORRES alignment enables the Marine Corps to leverage and employ RC capabilities and expertise to support II MEF warfighting functional areas where demand exceeds capacity. As II MEF continues to train against global-contingency response force scenarios and requirements, MARFORRES will provide maximum support to ensure this SRF partnership delivers what the Commandant directed and what the nation requires.

Additionally, the recent dual-hatting of Commander, MARFORRES, as Commander, MARFORSOUTH, will

facilitate current and future RC capabilities while concurrently supporting USSOUTHCOM requirements. The relative close geographic proximity of the Caribbean and Latin America to the contiguous United States makes it a viable location for RC forces to conduct meaningful training, exercises, and experimentation. Increasingly routine use of RC forces in this AOR supports USSOUTHCOM efforts to compete with adversaries and develop deeper working relationships with allies and partners. Furthering this win-win arrangement, RC forces operating in this region will support the broader challenges and Service requirements associated with global competition and II MEF-led global contingency response force requirements.



U.S. Marine Corps F/A-18 Hornet aircraft with Marine Fighter Attack Squadron 112 fly during an aerial refueling exercise in Japan, Nov. 16, 2021. During the exercise, VMFA-112 received fuel from a KC-130J Super Hercules aircraft with Marine Aerial Refueler Transport Squadron 152, extending Hornet's maximum range capabilities. Marines with VMFA-112, based out of Naval Air Station Joint Reserve Base Fort Worth, Texas are on a rotational unit deployment program at Marine Corps Air Station Iwakuni to maintain regional stability and a free and open Indo-Pacific. (U.S. Marine Corps photo by Sgt. Booker T. Thomas III)

The RC efforts to focus on high-potential partnerships will further the ability of RC forces to integrate into other AC forces as necessary. Work is underway with Marine Forces Special Operations Command (MARSOC) to explore high-return methods of integrating and retaining RC talent in MARSOC formations. This work involves coordinating training and exercise plans that integrate specific RC capabilities (e.g., Civil Affairs, Law Enforcement, and airborne-qualified Air Naval Gunfire Liaison Company, etc.), which will inform an analysis of the potential for a MARSOC-oriented Selected Marine Corps Reserve (SMCR) capability. Further, we are exploring personnel structural options to further integrate AC Marines into Reserve formations for high operational tempo, demanding military occupational specialties (MOSs) like special operations and cyber to retain the critical skill sets required to keep the RC relevant, ready, and responsive.

### **Relevant-ready-responsive**

As our guiding principle, we remain focused on carefully investing resources and training on multi-domain warfighting capability and capacity that is relevant to the Joint Force. The Joint Force views obsolete, unnecessary, or excessive capabilities and capacities as a drain on finite resources. While relevant forces in an intentionally degraded combat-readiness state can return to full readiness during the pre-deployment training process, we are carefully structuring the future Reserve Force to ensure we are specifically investing in capabilities that remain operationally relevant regardless of readiness posture. We have divested in capabilities such as conventional armor and heavy bridging that were considered to be less relevant or potentially unemployable in the future fight. In addition, the Service continues to experiment with future platforms that can fulfill the traditional roles of heavy armor while being much more mobile and survivable in future fights. We will continue focusing on building capabilities such



# Marine Forces Reserve

as Cyber, Space, and Precision Fires to ensure we are well prepared to win future battles.

The Commandant envisions a future Reserve Force ready to mobilize in support of Total Force requirements, which requires administrative preparedness for rapid activation. This includes ensuring medical, dental, and administrative requirements are complete for a unit to quickly muster and process through its Reserve Training Center and on to their Intermediate Location (ILOC) for required pre-deployment training. While training to unit mission essential tasks throughout the year is ideal, the limited Reserve duty time makes administrative readiness a challenge. Thus, MARFORRES will reduce administrative and policy-related hurdles at the ILOC and refocus this time on unit combat-readiness.

Our responsive force is agile, scalable, and tailorable to meet the requirements of both being a part of the SRF and the Joint Force. II MEF will drive requirements to enable us to be the force-of-choice for providing contingency-response augmentation. MARFORRES must be prepared to quickly source task-organized units to either deter or contain the crisis or, if required, fight and win our nation's battles.

## Competition

Competition will play out primarily below the threshold of major war and in the spectrum known as the gray zone. If a competitor's gray-zone victories amass, it can be a direct threat to national security. Essential to the Marine Corps' preparedness is our ability to be in a competitor's Weapons Engagement Zone with a stand-in force to confront naval aggressors with operationally unpredictable lethal and non-lethal capabilities. This will facilitate denial activities to disrupt or deter the adversary.

Outcompeting our adversaries can create favorable conditions in key regions of strategic interest and complement conflict preparedness by enabling readiness. Further, it allows new Tactics, Techniques, and Procedures (TTPs) to be tested and warfighting doctrine to be developed. The RC can contribute significantly with sustained operations across all domains because we can operate independently with conventional forces and Reserve-specific capabilities, which include civil affairs, military advisors, law enforcement, personnel recovery and processing, force artillery headquarters, expanded bulk fuel, Marine transport squadrons, and airborne-qualified Air Naval Gunfire Liaison Company units.

With a renewed focus on the USSOUTHCOM AOR, current requirements include furthering our competitive



Marines with Marine Forces Reserve take part in the final lap of the Marine Corps birthday run at Marine Corps Support Facility New Orleans, Nov. 10, 2021. MARFORRES ran a combined total of 246 miles over the course of two days and two nights to celebrate the 246th Birthday of the U.S. Marine Corps. (U.S. Marine Corps photo by Lance Cpl. Samwel Tabancay)





Lance Cpl. Louis Watterssmith, a designated marksman with Echo Company, 2nd Battalion, 23rd Marines provides security on Range 410A during Integrated Training Exercise (ITX) 4-21 at Marine Corps Air Ground Combat Center, Twentynine Palms, California on July 30th, 2021. ITX is a culmination of Marine Forces Reserve units' training cycle as they participate in a live-fire, combined arms exercise as a part of an integrated Marine Air Ground Task Force. (U.S. Marine Corps photo by Sgt. JVonnta Taylor)

advantage and increasing our presence with partner nations while conducting operations, training, and joint exercises to achieve strategic objectives. RC contributions to training in the USSOUTHCOM AOR help demonstrate the United States' commitment to its allies and its resolve against potential adversaries. The Reserve Force can also reinforce regional partnerships and rehearse crisis responses through multi-national exercises such as UNITAS and Trade Winds without the permanent presence of forces.

## Conflict

As described in the Commandant's Force Design Annual Update of April 2021, the Service's effort to design a purpose-built force to compete with China and otherwise

respond globally requires the Marine Corps to prepare capabilities for action in all warfighting domains supporting maritime campaigning and joint operations. MARFORRES plays a critical role in meeting this requirement by remaining postured to support any Operational Plan/Contingency Plan requirements or derivatives borne from them.

MARFORRES can produce small units of employment (Companies, Detachments and below) and, subject to available time, can assemble larger formations in support of Service requirements. To illustrate this point, MARFORRES is capable of providing task-organized formations from across the Marine Air Ground Task Force to support combatant commander Joint Force Maritime Component Command objectives to reopen littorals from hostile forces in the vicinity of a key sea line of communication.

MARFORRES will continue to participate in the Service's unit deployment program as required in support of III MEF within U.S. Indo-Pacific Command (USINDOPACOM). This includes precision fires, of which the RC maintains approximately 50 percent of the Service's capacity. In support of conflict, MARFORRES can support the MEF within 30-45 days of notification for Company/Battery-level capabilities and 60+ days for Battalion-level elements. Enduring actions in the USINDOPACOM Information domain such as Electro-Magnetic Spectrum management, Information Environment battlespace awareness, cyberspace, and influence operations will also remain pillars of MARFORRES.

This construct illustrates the RC's contribution to the success of SRF support to the Marine Corps' 2030 global posture. Further, the alignment to II MEF and rotational unit support to III MEF facilitates MARFORRES's ability to provide relevant, ready, and responsive Marines and Sailors to the Joint Force in support of maritime campaigning.

## Innovation

To help build a future technology-driven force that can counter and defeat near-peer or peer threats, MARFORRES has established a Marine Innovation Unit (MIU) to harness critically relevant skill sets to benefit the Naval Services. Reserve Marines can utilize their unique skill sets developed in their civilian careers to further our competitive edge and advance innovation. The MIU will partner with the Marine Corps Warfighting Lab (MCWL),

which will focus the deep talent pool of Reserve Marines to produce measurable, empirical results and products through exploration, experimentation, and concept of employment development of emerging technologies. This new unit's main focus is to engage with academia, think tanks, research organizations, other federal agencies, and industry to better understand topics like autonomy and robotics, energy and materials, advanced manufacturing, supply chains, cyber, big data, human systems, synthetic biology, machine learning /artificial intelligence, quantum computing, and space.

The MIU will be dedicated to solving some of the most complex problem sets for the Service. Recruited to the innovation unit for specific skills and not restrained by their primary MOS, these Marines will focus on developing innovative TTPs for new equipment or systems. Further, they will support transition of those systems while also assisting the Service by better competing for Joint enabling resources and technology.

Through strategic partnerships with Joint-level rapid-acquisition and prototyping units, such as the Defense Innovation Unit, the Naval Services will leverage these initiatives, accelerate capability development and strengthen joint warfighting concepts. An operationalized and fully mature MIU will provide a tremendous competitive advantage to the Service by capitalizing on the potential of our Reserve Marines.

The Marine Corps Reserve, thanks to its talented Marines, some of whom have left active-service and acquired high-demand technical skills, is uniquely suited to support MCWL in incorporating emerging concepts and technology. We will muster and focus the right talent to generate advantages required for victory against future foes and have far-reaching effects for the Service, the Joint Force, and the nation.

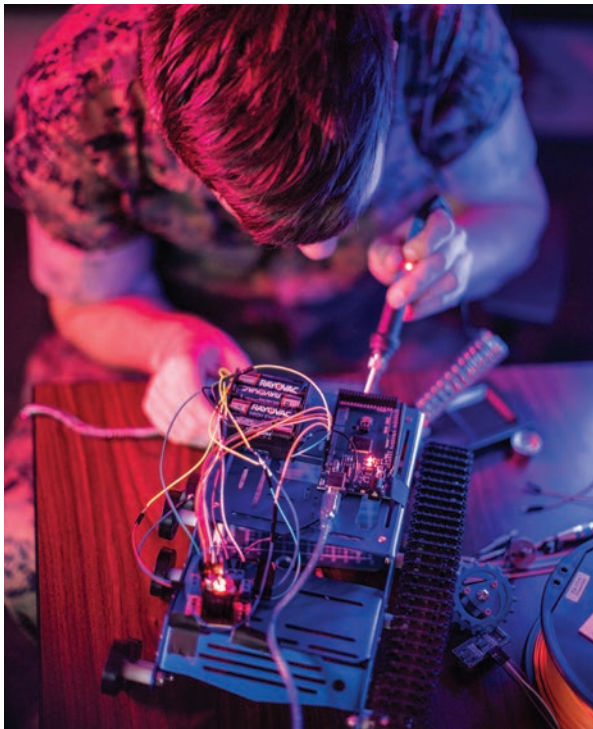
## **Talent management**

Winning battles in an increasingly complex, multi-domain future warfighting realm requires Marines to achieve and



210531-M-JM820-1296 ANDØYA, Norway (May 31, 2021) The 24th Marine Expeditionary Unit (MEU) conducted its first High Mobility Artillery Rocket System (HIMARS) launch in Europe, further integrating the Marines in a joint environment and capitalizing on its strategic lift capabilities. The vehicle-mounted precision rocket system was incorporated in At-Sea Demo/Formidable Shield as the Corps looks for ways to incorporate the detachment in the maritime and littoral environment. (U.S. Marine Corps photo by Lance Cpl. Nicholas Guevara)





U.S. Marine Corps Lance Cpl. Tyler Forti, a combat graphics specialist with 1st Communication Strategy and Operations Company, I Marine Expeditionary Force Information Group, uses a soldering tool while building a robot during an innovation bootcamp course at Marine Corps Base Camp Pendleton, California, July 10, 2020. The training exposed the participants to new capabilities essential to solving future operational needs, while teaching them how to operate 3D printers, computers, software, and other tools. (U.S. Marine Corps photo by Cpl. Dalton S. Swanbeck)

maintain an advanced level of technical, intellectual, and physical capability. To meet this demand, MARFORRES will prioritize and invest in our greatest asset—our people.

The RC must attract and retain talent from a vast array of backgrounds while also providing the proper civilian-Reserve balance. Moving forward, MARFORRES, in close coordination with Marine Corps Recruiting Command and the AC, will develop ways to recruit and retain this pool of talent with high-demand skills. We must make certain we build a path for future service so talented Marines are readily available and accessible to compete and win in any conflict.

Talent management is not solely about attracting and retaining specialized skill sets; rather, it focuses on developing a diverse pool of well-qualified Marines and

ensuring they have the right opportunities to contribute to the Corps. MARFORRES will develop and implement new policies and more intuitive systems and processes that provide transparency to each Marine on the full spectrum of RC participation opportunities available. Marines will be made aware of, and be permitted to apply for, the full menu of RC opportunities based on their rank, MOS, and special skills. Similarly, there will be an unbiased method of selecting the most qualified candidates for each Reserve opportunity, thus matching interested talent against valid requirements.

The current system, largely reliant upon an individual's network, does not enable the full potential of our Marines, nor does it allow for predictable and scalable offerings to the AC with some of the previously mentioned critical skills. Ultimately, MARFORRES will develop an atmosphere in which Marines who achieve advanced skills are identified and challenged and wherein all have an equal opportunity to succeed and contribute to the warfighting readiness and capability required to successfully build the future force.

Another talent-management tool MARFORRES will leverage resides within the addition of the MARFORSOUTH mission and its associated responsibilities, authorities, and resources. Understanding Marines join the Marine Corps to fight and win our Nation's battles, there is a strong desire among all Leathernecks to deploy and serve around the world. MARFORSOUTH provides additional opportunities for RC integration with USSOUTHCOM, which translates into more chances for Marines to train in operationally challenging locations, participate in exercises with our sister Services and partner nations, and support real-world operations against our adversaries. Meeting the deployment expectations of our Marines will increase job satisfaction and ultimately further our ongoing efforts to improve retention efforts.


## Conclusion

As the operational environment will most assuredly change, the Marine Corps Reserve must embrace our ability to adapt and triumph over all challenges. The MARFORRES Campaign Plan 2030 provides the framework to build a relevant, ready, and responsive Reserve Force. We will continue to foster key relationships with II MEF and build the SRF global crisis response force. To advance our training and readiness, we will expand MARFORSOUTH's partnership with U.S. Naval Forces



# Marine Forces Reserve

Southern Command/U.S. Fourth Fleet to strengthen strategic partnerships across Latin America through RC participation in multi-national exercises and engagements, as well as experimentation of new and emerging technologies and refinement of sea control/sea denial TTPs. The MIU will enable the Marine Corps to find solutions for current and future technology challenges. MARFORRES must also play a larger role in attracting and retaining the talent and skills needed on the future battlefield by providing a path to service more compatible for our Reserve Marines who choose to maintain a concurrent civilian career in conjunction with military duty.

As a warfighting organization, the key to our success has always been and will continue to be the individual Marine. This principle ideology lies at the heart of our institutional culture and must survive if the Marine Corps is to remain relevant to the nation. Consequently, our Marines, both young and old, will provide the collective intellect and energy to the realization of this vision. MARFORRES, along with our AC counterparts, will become what the Commandant has described as “...the most innovative and revolutionary thinkers, the most well-disciplined and accountable force.” 



**Lt. Gen. David C. Bellon** is commander, Marine Forces Reserve. He was promoted to his current rank and assumed his duties as commander in September 2019. Bellon was commissioned as a second lieutenant in 1989 before graduating from the University of Missouri School of Law in 1990. He served as an infantry officer, then as a judge advocate. He left active duty in 1997 and joined the Selected Marine Corps Reserve. As a civilian, Bellon founded his own law firm in 1999. After 9/11, Bellon returned to active duty for four combat tours in support of Operation Iraqi Freedom and Operation Enduring Freedom. His positions included operations officer, intelligence officer, and battalion commander. He fought in battles in Al Fallujah and conducted counterinsurgency operations in Al Haditha. Promoted to colonel, he deployed to Afghanistan in 2009 with the British 6th Division, serving as chief of operations for southern Afghanistan during NATO's surge of forces to secure Kandahar City. Bellon was promoted to brigadier general in 2013; his assignments prior to his current billet included deputy commander (mobilization), 1st Marine Expeditionary Force; deputy, Marine Forces Command; director, Reserve Affairs; commander, Marine Forces South; and director of strategy, policy, and plans (J5), U.S. Southern Command.



**Sgt. Maj. Carlos A. Ruiz** enlisted in the Marine Corps 1993 in Phoenix, Az. and graduated recruit training at Marine Corps Recruit Depot, San Diego, CA in 1994. Sergeant Major Ruiz deployed with Equipment Reception Platoon and later with Combat Service Support Group-12 in support of Operation Iraqi Freedom in January 2003. Sergeant Major Ruiz graduated Drill Instructor School class 4-04 and in 2004 as the class Honor Graduate and recipient of the Leadership Award. Sergeant Major Ruiz was assigned to Company L, Third Recruit Training Battalion. Sergeant Major Ruiz reported to Company L, 3d Battalion, 4th Marines in 2009 to serve as the Company First Sergeant and subsequently deployed to Afghanistan in support of OEF. Following the end of his first tour, Sergeant Major Ruiz was re-assigned to Headquarters and Service Company and completed a second tour to Afghanistan. Sergeant Major Ruiz assumed the duties Marine Forces Reserve Sergeant Major in February 2021. In May 2021, the Commander of Marine Forces Reserve assumed all authorities and responsibility of Marine Forces South. As the result of the transfer of authority, Sergeant Major Ruiz currently serves as both MARFORRES and MARFORSOUTH Senior Enlisted Leader.

Sergeant Major Ruiz's personal awards include the Legion of Merit, Bronze Star Medal with combat distinguishing device, Meritorious Service Medal with gold star, Navy and Marine Corps Commendation Medal with two gold stars, Navy and Marine Corps Achievement Medal with one gold star, and the Combat Action Ribbon with one gold star.

# America's Navy Reserve: 21st century warfighting partner

Today's Navy Reserve sailors provide warfighting strategic depth and execute critical operational support around the world

By Vice Adm. John B. Mustin, USN, Chief of Navy Reserve and Commander, Navy Reserve Force; and Force Master Chief Tracy Hunt, Navy Reserve Force

**T**he Centennial of the Reserve Organization of America is a momentous occasion, certainly worthy of celebration. Further, this milestone recognition serves as testament to the long and rich tradition of unparalleled, consequential support to our nation's Guard and Reserve forces. It gives Force Master Chief Tracy Hunt and myself great pleasure to express, on behalf of the entirety of the nation's Navy Reserve, congratulations and sincere appreciation to all who contribute to ROA's many successes.

The Centennial also provides an opportunity to glance at our wake, both to appreciate how far we have come and to contemplate the course and challenges that lie ahead. For America's Navy Reserve, 2021 was a year defined by structural, organizational, and operational progress in our generational transformation to address an increasingly complex security environment and the resurgence of long-term strategic competition. Through the diligent efforts of the entire force, the Navy Reserve is more focused on warfighting readiness than at any other time in our 107-year history, and even more lethal. We are also keenly aware this is a critical decade, and the actions we take now will shape the global maritime balance of power for the remainder of the 21st century.

## **Purpose and legacy**

America's Navy Reserve exists to preserve national security, which historically has meant participating in the nation's conflicts. For more than a century, since the Navy Reserve's inception on March 3, 1915, Citizen Sailors across the country have answered the call to service. Established prior to the United States' entry into World War I, the Naval Reserve—as it was called until 2005—has responded in every global conflict, providing the nation and the Navy with operational availability and cost-effective surge capacity.

In World War I, nearly a quarter-million reserve sailors—more than half of the wartime Navy—served on active duty. During World War II, reserve sailors proved critical to the fight, with three million members serving, representing over eighty percent of the total Navy force throughout the course of the conflict. In the opening months of the Korean War, 170,000 reserve sailors mobilized. Twenty-thousand reported for duty during Operations Desert Shield and Desert Storm. Time and time again, the Navy Reserve proved itself to be a warfighting force vital to national security.

Certainly, for the generations who fought in these conflicts, service in the Navy Reserve fostered a deep connection between citizens, their national government, and the military. In turn, this connection instilled in them a



PORT DE PECHE, Djibouti (Dec. 26, 2021) Master-at-Arms 1st Class Veronica Orozco, a Navy Reserve Sailor assigned to Maritime Expeditionary Security Squadron Ten (MSRON-10), Bravo Company, mans the crewman position on a patrol boat prior to launching for a tour of MSRON-10's area of responsibility. Camp Lemonnier, Djibouti serves as an expeditionary base for U.S. military forces providing support to ships, aircraft and personnel that ensure security throughout Europe, Africa, and Southwest Asia. The base enables maritime and combat operations in the Horn of Africa while fostering positive U.S.-Africa relations. (U.S. Navy photo by Mass Communication Specialist 2nd Class Jonathan Word)

sense of pride in America that has permeated much of our society for decades. This is a rich tradition from which we, as service members, proudly draw strength as we address the challenges of the 21st century.

### **Adapting to new challenges**

For the past two decades, since the terrorist attacks on September 11, 2001, the Navy Reserve has focused on providing operational support for the Global War on Terrorism, conducting over 90,000 Individual Augmentations. For an entire generation, Navy Reserve sailors deployed primarily to the U.S. Central Command Area of Responsibility, in ground-centric theaters such as

Iraq, Afghanistan, and the Horn of Africa. In that time of crisis and national emergency, the Navy Reserve was ready, and we delivered.

However, as the President acknowledged last year in his Interim National Security Strategic Guidance, “the distribution of power across the world is changing, creating new threats” (Interim National Security Strategic Guidance, pp 7-8). Rather than focusing on non-state entities such as Al Qaeda and the Islamic State, our national security strategy now prioritizes strategic competition with state actors who command the full spectrum of national power. As we transition from the Global War on Terror, we recognize that deterring China and Russia from territorial





KEY WEST, Fla. (Feb. 4, 2021) Aircraft assigned to Navy Reserve Tactical Support Wing (TSW) fly near Key West prior to a training exercise. The TSW aircraft were in Key West to support training for Electronic Attack Squadron (VAQ) 209 and Fighter Attack Squadron (VFA) 106. (Courtesy photo by Commander Peter Scheu)

expansion, whether through coercion or force, is now our military's priority.

Russia is modernizing its Navy, expanding operations globally, and deploying close to our shores. China is aggressively building a navy to rival our own. Consequently, our leadership has identified China as the nation's most formidable long-term strategic competitor, the "only competitor potentially capable of combining its economic, diplomatic, military, and technological power to mount a sustained challenge to a stable and open international system" (Interim National Security Strategic Guidance, pp 8).

As the nation, our military, and most importantly our Navy adapts to face these new challenges; the Navy Reserve is also transforming. Rather than maintaining an emphasis on operational support, which was appropriate

for the past two decades, the Navy Reserve's focus today is unambiguously on *warfighting readiness*, measured by the generation of strategic depth. Aligned to this North Star, the Navy Reserve is reshaping its force design to provide greater bench strength in priority warfighting capabilities, sharpening its warfighting edge and increasing lethality through focused training, and instituting a process to deploy reserve sailors rapidly when called upon in crisis and conflict.

### **Cost-effective surge capacity**

The Navy Reserve contributes approximately 15% of the Navy Total Force, comprising nearly 59,000 Selected reserve sailors. Due to its large part-time force, the Navy Reserve provides crucial surge capacity in selected capabilities at only a fraction of the long-term cost when

compared to the active component. Aside from the 38 annual training days allotted to them by law, drilling reserve Sailors (commonly referred to as “SELRES”) only receive pay when they serve in a duty status. Therefore, the nation pays for these part-time sailors only when it needs them.

The Selected Reserve also includes full-time sailors who provide management and oversight of the drilling reserve population. These sailors, known as TARs (short for “Training and Administration of the Reserve”), serve year-round on active duty, just like their active-duty counterparts. Consequently, although comprising a relatively minor fraction of the total Selected Reserve population (roughly 17%), TAR Sailors consume a disproportionately large share of the Reserve Personnel Navy budget. Still, the Navy Reserve carries 15% of total Navy end strength at only 2% of the Navy budget.

The trade-off to this lower cost is that reserve component personnel have less time to maintain warfighting readiness than their active-duty counterparts. This is why reserve sailors must—and do—strive to wring every iota of efficiency out of every minute and every training dollar they receive.

In addition to the roughly 59,000 sailors in the Selected Reserve, the Navy Reserve provides access to an additional 50,000 personnel in the Individual Ready Reserve. These personnel have left active duty but still have a service commitment, and they remain subject to mobilization when necessary. When factoring in the additional strategic depth provided by these additional 50,000 personnel, the Navy Reserve becomes even more attractive from a cost perspective.

In sum, the Navy Reserve consumes only 2% of the overall Navy budget annually. Yet, with its 59,000 Selected Reserve end strength alone, it would rank as the world’s fifth-largest navy by personnel.

## Your Navy Reserve neighbors

Navy Reserve sailors live in every state and territory and, not surprisingly, our distribution tracks closely with the overall U.S. civilian population. This military-friendly cadre, distributed throughout major cities, towns, and the corporations of America, provides a subtler and less tangible, but no less important benefit: Navy Reserve sailors facilitate an enhanced connection, understanding, and mutual respect between civilians and military service members. Reserve personnel maintain critical

relationships that strengthen the national will to stand up for our principles and fight for what we believe in when push comes to shove.

## Organization

The Chief of Navy Reserve (CNR) is a position established by law whose incumbent is the principal advisor to the Chief of Naval Operations (CNO) on matters of reserve affairs, reserve strategy, and reserve policy. CNR also serves as the Commander, Navy Reserve Force (CNRF), exercising responsibility as a service provider to man, train, and equip the force to ensure every reserve sailor stands ready for service in the Fleet as members of operational Reserve units or as ready augments to active commands.

CNRF is supported by three subordinate commanders: Commander, Naval Air Force Reserve (CNAFR); Commander, Naval Information Force Reserve (CNIFR); and Commander, Navy Reserve Forces Command (CNRFC), who also serves as Deputy CNRF. These three Echelon III commands oversee the manning, training, and administrative support of the Navy Reserve.

Comprised of three air wings—Tactical Support Wing, Maritime Support Wing, and Fleet Logistics Support Wing—along with the Navy Air Logistics Office, Fleet Readiness Center Reserve-Midwest, and Naval Air Facility Washington, D.C., CNAFR is responsible for the largest portion of Navy Reserve Force billets. CNAFR also maintains the preponderance of hardware belonging to the Navy Reserve Force, to include approximately 155 aircraft.

CNIFR provides community management and oversight for over 8,000 reserve sailors in the Information Warfare Community, with a span of control across six regions and nine Joint Reserve Intelligence Centers. A significant growth opportunity for the Navy Reserve Force, the CNIFR Enterprise provides the Navy and joint force with the METOC/Oceanography, Cryptologic Warfare, Information Professional, and Intelligence capabilities required to win in competition and conflict.

CNRFC oversees the administration and mobilization readiness of all other drilling reserve personnel through six Reserve Readiness and Mobilization Commands and 118 Navy Reserve Centers. Located in all 50 states, Puerto Rico, and Guam, these Reserve Centers not only serve Navy Reserve sailors; they often represent the sole Navy presence in their regions.



PHILIPPINE SEA (Feb. 1, 2022) Aviation Boatswain's Mate (Handling) 3rd Class Donald Elliott, from Kansas City, assigned to the forward-deployed amphibious assault ship USS America (LHA 6), spots an MH-60S Sea Hawk helicopter from Helicopter Sea Combat Squadron (HSC) 85 on the ship's flight deck during an exercise. America, flag ship of the America Amphibious Ready Group, along with the 31st Marine Expeditionary Unit, is operating in the U.S. 7th Fleet area of responsibility to enhance interoperability with allies and partners and serve as a ready response force to defend peace and stability in the Indo-Pacific region. (U.S. Navy photo by Mass Communication Specialist 3rd Class Matthew Cavenaile)

## Composition and portfolio highlights

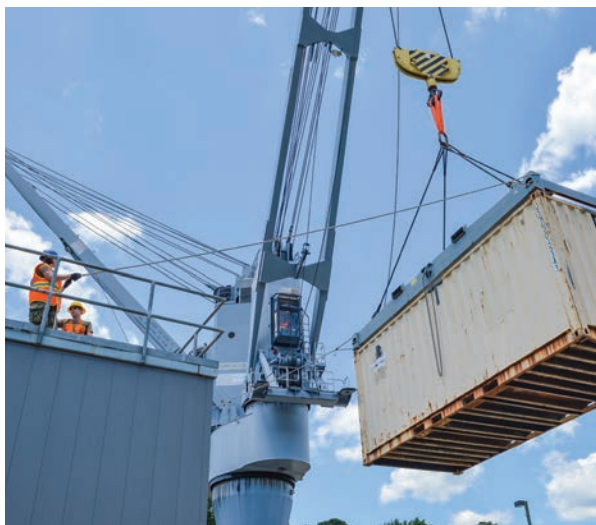
The Navy Reserve provides a variety of operational and readiness units across all major warfighting communities. Of the nearly 49,000 SELRES billets, a significant portion—16,000—are aligned to the Expeditionary Warfare community, with reserve sailors supporting Mobile Construction and Cargo Handling Battalions, Maritime Expeditionary Security Forces, and Expeditionary Medical Facilities. Nearly 7,000 billets reside within command and control and Information Warfare organizations, and nearly 6,000 support the Surface Warfare community. The remaining SELRES billets are distributed among the Aviation, Undersea and Special Warfare communities, the Naval Personnel organization, and in support of the Joint Force.

Of the Navy Reserve's nearly 10,000 TAR billets, the Aviation community controls the largest portion—approximately 4,100 billets. These billets reside within operational reserve squadrons and squadron augment units across the mission spectrum, including the entirety

of the Navy's intra-theater airlift and executive transport capability. A nearly equal portion of TAR billets are aligned to Reserve Readiness and Mobilization Commands, Navy Reserve Centers, and Manpower and Personnel organizations throughout the Fleet (including within the Chief of Naval Personnel's staff). The individuals assigned to these billets provide expertise in reserve administration, optimizing the Navy Reserve's contribution to the Navy Total Force. Approximately 1,200 TAR billets also support Expeditionary Warfare, with the remainder distributed among all of the other warfare communities.

The Navy Reserve also draws a distinction between "Operational" and "Readiness" units. Approximately 30% of the Selected Reserve consists of Operational Units, meaning the sailors in those commands train and deploy together as discrete units of action (e.g., Seal Team detachments, Maritime Expeditionary Security Squadrons, Mobile Construction Battalions, and Maritime Patrol Squadrons). The remaining 70% of units are Readiness Units designed to augment their active duty supported





WILLIAMSBURG, Va. (June 16, 2021) Navy Cargo Handling Battalion (NCHB) 5 conducts surface cargo operation training at the Navy Expeditionary Logistics Support Group (NAVELSG) land ship training site, June 16, 2021. NAVELSG is located on Naval Weapons Station Yorktown-Cheatham Annex in Williamsburg, Virginia, and provides expeditionary logistics capabilities for the Navy and joint services. (U.S. Navy photo by Chief Mass Communication Specialist RJ Stratchko)

commands. Navy Reserve readiness units provide the additional manpower required during war or national emergency for active units to carry out their warfighting missions, functions, and tasks (e.g., Fleet Maritime Operations Center, Surge Maintenance, and Information Warfare units) while simultaneously performing their steady-state roles.

Over the past century, the Reserve Force has experimented with a variety of operating models tailored to varying requirements and geopolitical realities. For example, today's Reserve aviation units consist of a roughly 50-50 mix of TAR and SELRES billets, while most Operational Units in Expeditionary Warfare consist of almost entirely SELRES Sailors. Conversely, most Readiness Units are comprised solely of SELRES Sailors. With no TAR billets assigned to many Readiness Units, the active component supported commands bear primary responsibility for defining training according to the warfighting requirements of their SELRES Sailors' mobilization billets, and Navy Reserve Centers provide administrative support to ensure mobilization readiness.

The spectrum of contributory models employed by the Selected Reserve serves to balance immediate operational

availability with wartime surge capacity, often referred to as Active Component-Reserve Component mix (the "AC-RC mix"). The flexibility provided by such models is crucial to providing the Navy with essential warfighting capabilities at a resource-informed cost.

## Strategic imperative for change


The security environment has shifted significantly in recent years, and the Navy Reserve has taken urgent action to adapt. In 2019 then-CNR, Vice Adm. Luke McCollum, in response to the 2017 National Security Strategy and 2018 National Defense Strategy, launched an effort to assess projected warfighting gaps across the Navy and Fleet through 2030. This effort, the Reserve Capability Review, solicited feedback from over 30 active commands, including all fleet, type, and systems commands.

The results of that study informed the Navy Reserve Fighting Instructions, published in November 2020, as well as the Strategic Depth Assessment (SDA), a detailed report published in early 2021 assessing the role of the Navy Reserve in Great Power Competition. The SDA also incorporated recent direction provided in President Biden's Interim National Security Strategic Guidance, the Tri-Service Maritime Strategy (Advantage at Sea), and the CNO's Navigation Plan.

In 2020, for the first time in over two decades, the Navy Reserve assumed the additional responsibility as a budgetary Resource Sponsor, undertaking primary responsibility for the design and development of reserve warfare capability and capacity. And in 2021, the CNO called for the Navy Reserve to transform—structurally, procedurally, and operationally—to address the challenges posed by long-term strategic competition.

In this context, the Navy Reserve's approach to transformation has been organized across four primary lines of effort: Design, Train, Mobilize, and Develop the Force:

- **Design the Force.** The Navy Reserve has committed to providing war-winning forces required for the future fight and is now more integrated with the fleet design process than ever before. This design effort seeks to close the gap between existing and required capabilities and capacity based on CNO and Fleet Commander priorities.
- **Train the Force.** As compared to the last two decades, when the Navy Reserve's focus was primarily on providing operational support to the active component, the Navy Reserve has now



refocused all of its training resources on preparing reserve sailors for their wartime roles. This Mobilization-to-billet initiative ensures reserve sailors are ready on day one, from the moment they arrive in theater in any future conflict.

- **Mobilize the Force.** Under the legacy model driven primarily by operational support, the Navy Reserve relied on a specialized training pipeline to prepare reserve sailors to deploy for service—primarily with the Army—in support of ground-centric combat in the Middle East. While many reserve sailors deployed and continue to deploy to these conflict areas, this line of effort implements systems and processes (known as Distributed Activation) that will facilitate a full mobilization of the SELRES population—roughly 50,000 personnel—in 30 days, to maritime missions.
- **Develop the Force.** With substantial progress made along the Design, Train, and Mobilize lines of effort, and with momentum building, the Navy Reserve launched a fourth initiative in 2022, focused squarely on Sailors. Sailors are the Navy’s asymmetric advantage, and retaining them while tapping into their experience and expertise, is critical to warfighting readiness. This newest effort emphasizes Sailor development, the Navy’s Culture of Excellence, talent management, and quality of life issues. The Navy Reserve is dedicated to reinforcing signature behaviors, eliminating destructive behaviors, and emphasizing mental wellness, with particular emphasis on suicide awareness. Additionally, the Navy Reserve is increasing retention and recruiting efforts, especially in high-demand fields where civilian skills create a leverageable advantage, such as medical, cyber, space, and artificial intelligence and machine learning (AI/ML). This fourth Line of Effort also intends to deliver better access to benefits and enhanced family support services for our Sailors, as well as their families.

## Total force warfighting design

Over the years, the Navy and Department of Defense (DoD) have conducted numerous studies—well over 10 in the last 20 years—that sought to assess and optimize the balance between the active and reserve components within the Total Force. Those studies have influenced the Navy

Reserve’s present mix of active and reserve units in each of the service’s warfare communities.

DoD and the Navy have also invested in war games, simulations, and other assessment mechanisms to inform Fleet design. Today, the Navy and the Navy Reserve are on the cusp of implementing generational changes in this design, with new technologies such as unmanned and autonomous systems, AI/ML, cyber, cryptography, advanced networks, and other revolutionary technologies driving much of the change. Just as naval aviation revolutionized the design of our Fleet in the early 20th century, these new technologies are poised to revolutionize our Fleet again in the coming decades.

How best to transition from the Fleet we have today to the Fleet we will need for a future conflict is presently the subject of vigorous analysis and debate. The United States’ defense budget, while orders of magnitude greater than most other countries’ defense budgets, is finite, and the Navy is not starting from ground zero. We already have a strong and ready fleet of ships, aircraft, and submarines, most of which were programmed to last for several more decades. While upgrading the capabilities of our existing fleet will undoubtedly be part of the solution, the nation and the Navy will also need to pursue disruptive innovation and embrace revolutionary technologies to maintain an edge over 21st-century competitors. In this critical area, the Navy Reserve provides several unique opportunities.

First, the Navy Reserve offers an opportunity for the Navy to experiment with new technologies before committing to decades of capital investment through a Program of Record. While not necessarily appropriate for every platform or capability, the Navy Reserve can serve as the Navy’s proving ground—its innovation and experimentation cell—in many areas. Fields where civilian experience and proficiency are on par with, or perhaps superior to, that available in the military—such as cyber warfare, advanced networks, unmanned/autonomous systems, AI/ML, and data science—are rich, fruitful areas to begin experimentation. Should the Navy choose to source such capabilities from the Reserve Component at scale, it would shift much of the cost required to maintain a service member’s skill and proficiency to civilian employers, who are already providing it in real-time today.

Second, the Navy Reserve provides a cost-effective opportunity to develop and maintain capacity in capabilities that are required in conflict but that provide limited value in peacetime. Expeditionary and mobile logistics,



FORT GEORGE G. MEADE, Md. (Sept. 27, 2018) Sailors stand watch in the Fleet Operations Center at the headquarters of U.S. Fleet Cyber Command/U.S. 10th Fleet (FCC/C10F). Since its establishment, FCC/C10F has grown into an operational force composed of more than 14,000 active and reserve Sailors and civilians organized into 28 active commands, 40 cyber mission force units, and 26 reserve commands around the globe. (U.S. Navy photo by Mass Communication Specialist 1st Class Samuel Souvannason/Released)

including associated repair, reload, refuel, and revive capabilities, are prime examples of capabilities required in wartime that are unlikely to be utilized during periods of stability and peace. Likewise, expeditionary medical capabilities are an excellent fit for the Reserve Component, serving a limited purpose outside of conflict or crisis.

Lastly, the Navy Reserve provides a mechanism to preserve, at a reduced long-term cost, the capital investments the Navy has already made in existing capabilities. Rather than completely divesting of platforms and capabilities, the Navy can shift these assets to its Reserve Component and maintain them in a reduced operating status at a significantly reduced expense, assuming appropriate resourcing, training, and personnel prioritization.

To capitalize on opportunities such as these, the Navy Reserve remains closely involved in all Fleet design efforts. Last year, the Navy Reserve participated in the Planning, Programming, Budgeting, and Execution cycle for the first time as a Resource Sponsor, responsible for all Reserve billets and funding. In coordination with

other Resource Sponsors, the Navy Reserve invested in 755 SELRES and 25 TAR billets in high-priority areas as defined by the CNO and Fleet Commanders. This capability growth included additional investment in Fleet Maritime Operations Centers, Destroyer Squadron maintenance units, the P-8 maritime patrol community, Space Operations, Naval Special Warfare, and many others. These crucial investments were made possible—at no additional cost—by the divestment of a similar number of existing billets/units categorized as lower priority, and capturing historically unfilled billets. Such efforts are representative of our approach as we urgently shift the Navy Reserve away from legacy functions and toward delivering more modern, lethal, warfighting capabilities.

This is an iterative and ongoing process. In 2022, and in the years ahead, the Navy Reserve will lead even more robust, focused assessments of the Navy's AC-RC mix. These efforts are expected to bear fruit, given the close partnership, cooperation, and advocacy we enjoy with




other Resource Sponsors and warfare community leaders across the Fleet.

## Looking to the future

The Navy Reserve is a strategic warfighting partner, poised to address the increasingly complex and dynamic challenges of the 21st century. As its rich history demonstrates, the Reserve Force is an inherently adaptable organization, providing unique advantages in many areas, especially where civilian skills cross over to military requirements.

Our appreciation for the critical importance of transformation guarantees that the Navy Reserve's contribution to any future fight will not be limited to what it can provide

today. Through close coordination with our active component counterparts, we will continue to adapt to provide lethal, high-priority warfighting capabilities necessary to compete and win in long-term strategic competition. Our tasking is clear, and we are on the right glideslope to deliver the strategic depth the nation demands - and our taxpayers expect.

In closing, the Navy Reserve has much to be proud of. Reserve Sailors are ready and are delivering superb work in every domain, in every theater on the planet, every day. Our Navy is stronger for what the Navy Reserve brings to the fight. As it has for over a century, America's Navy Reserve remains "Ready Now." 



**Vice Adm. John Mustin** is the 15th Chief of Navy Reserve, and as Commander, Navy Reserve Force, he leads approximately 59,000 reserve component personnel who support the Navy, Marine Corps, and joint forces. A 1990 graduate of the U.S. Naval Academy, he served as an active-duty surface warfare officer on Aegis cruisers and destroyers for 11 years, completing several deployments.

Affiliating with the Navy Reserve in 2001, he later deployed to Kuwait as a commanding officer of an expeditionary boat unit in support of Operation Enduring Freedom. Selected to reserve command four times, his commanding officer experiences span the Chief of Naval Operations staff, the Joint Staff, U.S. Fleet Forces, and Naval Expeditionary Combat Command. His flag tours include roles as the deputy commander of Commander, Naval Surface Forces U.S. Pacific Fleet; Commander, Naval Surface Forces Atlantic; as the inaugural deputy commander of the re-established U.S. Second Fleet; and as the Vice Commander at U.S. Fleet Forces. In 2019, he became the first reserve officer to command a strike group when he returned to active duty to assume command of Expeditionary Strike Group Two in Little Creek, Virginia.



**Force Master Chief Tracy Hunt** is the 17th Force Master Chief of the Navy Reserve. Prior to this position, his most recent assignment was as the Command Master Chief, Commander, Navy Reserve Forces Command, headquartered in Norfolk, Virginia. He is designated as a surface, expeditionary, and aviation warfare specialist. Previous assignments include Maritime Expeditionary Boat Detachment Four Two Two, Annapolis, Maryland; Navy Cargo Handling Battalion One, Yorktown, Virginia; Navy Reserve Recruiting Command Area Northeast, Washington, D.C.; USS John F Kennedy (CV 67), Mayport, Florida; Shore Intermediate Maintenance Activity, Mobile, Alabama; and USS Avenger (MCM 1), Charleston, South Carolina. Hunt was selected to the Command Senior Chief Program in 2009, and was assigned to USS Rodney M Davis (FFG 60), Everett, Washington. Follow-on Command Master Chief tours include Navy Recruiting District Philadelphia, Pennsylvania; Navy Reserve Center Washington, D.C.; and Naval Air Facility Washington, D.C.. He is a graduate of the Senior Enlisted Academy and Command Master Chief/Chief of the Boat Capstone Course.

Coast Guard Reserve

## The Ripple Effect

Fine tuning the Coast Guard Reserve for greater efficacy

By Rear Adm. James M. Kelly, Assistant Commandant for Reserve (CG-R)

**W**hen I joined the Coast Guard Reserve in 1977 as a young enlisted boat mechanic, our nation, its military, and its citizens were in a vastly different mindset. As part-time servicemembers, we came in on our duty weekends and helped out around the search and rescue station. Over the past four decades, I've witnessed a dramatic shift in the Coast Guard Reserve across its missions, its people, and its place in the Coast Guard.

All that pales in comparison to what I've witnessed in my last few years as the Director of Reserve. It's never been more evident that the Coast Guard Reserve is a crucial element in the total Coast Guard's integrated total force. I have always considered it an honor to serve as a member of the Reserve, and I'm even more honored to lead this fine organization in my twilight tour.

Representing the capacity to increase active duty end-strength by 13% within 48 hours, our Reserve definitely punches well above its weight class. These professionals are always ready to support a range of operations, bringing not only their Coast Guard know-how, but a breadth of civilian skills and talents to the fight.

In fact, in 2021 we had an effective activation rate of 47% of our Selected Reserve, slightly above the three year average of 40%. Growth in Reserve utilization can be attributed to a mix of traditional disaster support missions and a growing list of nontraditional needs coming from the Department of Homeland Security as well as increasing internal Coast Guard support needs.

Once again, this year we sent teams of reservists to assist in the recovery efforts for a major storm when Hurricane Ida, a Category 4 hurricane, devastated portions of Louisiana, with damage tallies second only to Hurricane Katrina. Though the storm happened last summer, the levels of damage kept our personnel there working for the next six months.

But surge operations don't always mean we're responding to an emergency. Growth in public and private space-related activity along the Florida coast placed a focus on a mission that had diminished with the retirement of the Space Shuttle program. However, a team of reservists in Jacksonville, Florida, has been playing a central role in supporting the U.S. Space Program, which has seen an increased workload due to SpaceX launch and recovery operations.

We also maintained our presence at Naval Station Guantanamo Bay, Cuba, in support of Department of Defense operations. The expeditionary needs of the nation are expected to continue for the foreseeable future. Sustaining this mission, despite the ever present impacts of the current coronavirus pandemic, has been no small feat and is a further testament to the professionalism and patriotism of our reservists and their families.

In addition to our traditional missions, we faced a growing list of needs from partner agencies within the Department of Homeland Security. In the spring of 2021, we once again deployed to the Southwest border, this time assisting Customs and Border Protection (CBP) in addressing COVID-19-related personnel shortages. Our presence allowed CBP to reallocate their own personnel to meet frontline needs while our crew took on many of their organization's daily administration and support roles.

We also joined the Federal Emergency Management Agency in the fight against COVID-19, taking on key staffing roles at major community vaccination clinics around the country. Everywhere our people went, they received high praise for their ability to take on complex missions, so we weren't surprised when our members were called by the Department in support of Operation Allies Welcome. Whether for traditional or nontraditional missions, when DHS needs heavy hitters, they know where to turn.



U.S. Coast Guard Petty Officer 3rd Class Schuyler Chervinko (left), Petty Officer 3rd Class Forrest Coltham (center), both aviation maintenance technicians, and Petty Officer 2nd Class Doug Scherer, an avionics electrical technician, are the newest members of the Coast Guard's reserve aviation workforce program and began their reserve duty at Coast Guard Air Station Savannah, Georgia, Oct. 16, 2021. The program currently allows enlisted members in the aviation career field separating from active duty the opportunity to transfer into the reserves. (U.S. Coast Guard photo by Petty Officer 2nd Class Barry Bena)

Looking internally, the Coast Guard expanded its parental leave program last year providing even more opportunities to highlight the contributions of our immensely talented Reserve. The parental leave program provides centralized funding for reservists to serve on active duty at commands with members who've become new parents. This allows active duty members to bond with their children without worrying that they've left their shipmates unsupported. This initiative, which began in late 2019, aided 150 new families, and has doubled over the last year. It's also given a clearer perspective of what reservists are capable of, especially at units and programs that don't normally interact with reservists (e.g., cutters, air stations, etc.).

Over the last few years, the Coast Guard Reserve has demonstrated how crucial a resource it is, playing a significant role sustaining both Coast Guard and Department

of Homeland Security operations. The civilian experiences our reservists possess are invaluable in answering any call. And I know my fellow Reserve Component chiefs agree that the strength, versatility, and capability of our reservists are a great force multiplier. When preparation and opportunity come together, you are certain to achieve amazing things!

Our agile Reserve workforce is incredibly responsive and resilient. Their strength shines through the darkness of uncertainty as they take on a broadening portfolio of contingencies. To that end, we've been working on several major projects recently to support our people and their units.

First, in September, the Commandant released Doctrine for the U.S. Coast Guard Reserve (Pub R). This foundational document is the first of its kind across all Reserve Components, and explains the origins of the



# Coast Guard Reserve

Coast Guard Reserve, its purpose, and the vision for the future.

One of the most important concepts codified within Pub R is geographic centers of mass—major metropolitan areas where we have the capacity to recruit, train, and develop reservists. These centers of mass will emerge in areas with multiple Coast Guard unit types (e.g., sectors, stations, bases, cutters, and security units, etc.) which allow for simultaneous geographic stability and career diversity. They will also help us focus limited resources toward supporting a fully ready and responsive Reserve.

We are also continuing to expand and refine the flexible personnel allowance list, or FlexPAL, initiative. These two concepts allow us to do a better job recruiting and sustaining our people closer to their homes, families, jobs, and communities. To date, over 800 reservists have benefited from this program reducing the distance traveled between home and drill site.

Another big project nearing the finish line is our work to establish the Reserve Requirements Generation System (RGS). Along with Pub R, this is a major step in focusing the Reserve on the Commandant's Strategic Direction.

RGS makes our doctrine tangible. It's a repeatable process that specifies the mission activities the Reserve is designed to support (and for how long) to quantify the number of people we need to sustain those missions. While the number of reservists needed to conduct missions may change as the Coast Guard changes platforms, policies, tactics, etc., the underlying mission requirements will endure. All of this is the basis for a more risk-based approach to resourcing our Reserve.

In times of crisis, the Service shouldn't have to guess what the Reserve is designed to do, what it is ready to do, and for how long it can support that need. Establishing requirements will serve as the "program of record," essentially treating the Reserve like a capital asset, like a class of cutters. This will more easily allow leadership to better understand the risk trade-offs in operational and resource decisions so that we can maximize the investments we make in our workforce.



Chief Petty Officer Jennifer Stubblefield, 2021 Coast Guard Alaska Reserve Enlisted Person of the Year, operates a 45-foot Response Boat-Medium near Valdez, Alaska, March 21, 2022. Stubblefield is responsible for leading Coast Guard boat crews on missions near Valdez and beyond in Prince William Sound. (U.S. Coast Guard photo by Chief Petty Officer Paul Caldentey.)

Once a decision on requirements is finalized by senior leadership, we can begin building the multi-year capital investment plan necessary to capture the full cost of fielding a capable and ready Reserve, not just for the currently authorized force of 7,000 but for a potentially larger force.

This ties back strongly to our investments inside the geographic centers of mass. With the advent of FlexPAL, our training capacity has already expanded by 50%, but we expect it to continue to increase as we fine tune the requirements within a more limited set of capabilities and competencies inside of major geographic centers of mass.

One program that's shown a huge appetite from the active duty is the Office of Aviation. They approached us last year after recognizing the potential in our reservists and the support we can give. Last summer, we brought on our first 50 Reserve aviation support personnel, and this year we'll welcome back pilots into the Reserve for the first time in a generation. This effort will lead to the retention of over \$60 million in aviation experience and reduce annual flight training costs by \$2 million.

As we're looking at training capacity, we're exploring all programs and all units where we can train reservists in skills, regardless of whether or not they're currently assigned to those units. I wouldn't be surprised to see

reservists in certain specialties return to duty in our cutter fleet one day, especially in support ratings.

From the unit level to our highest senior leaders, our integrated workforce functions because we have overwhelming support from the active component. We're aligned with a vision and an intent, backed up by the plans and procedures that give us authority and strategic guidance.


I'm confident about the future of the Coast Guard Reserve. To quote the legendary New York Jets quarterback Joe Namath, "First, I prepare. Then, I have faith."

Well, we've done the first. And, in talking with our senior leadership, I know we have the second one covered

too. Over the last year and a half, I've witnessed the patriotism, professionalism, and preparedness of our workforce; I've seen what our talented men and women can do.

We're on the cusp of a Reserve renaissance. We're seeing an investment in the Reserve force, we're actively recruiting and working hard to retain talent (active and reserve), we're applying those talented people strategically, and we're prioritizing things that make our members feel valued and part of the team.

As a nation, I can tell you, we're in good hands.

Semper Paratus 



**Rear Adm. James M. Kelly** serves as the Assistant Commandant for Reserve at Coast Guard Headquarters, Washington, D.C., where he provides operationally capable and ready Reserve personnel to support Coast Guard surge and mobilization requirements worldwide. Admiral Kelly most recently led the Coast Guard's 2020-2021 Presidential transition effort as the Senior Component Accountable Official where he represented the Coast Guard to the Department of Homeland Security and to the Federal Administration. Admiral Kelly directs a team of enterprise-wide experts in providing transition details to the Department and to the Administration regarding the Service's missions and requirements.

Admiral Kelly was earlier called to active duty as the Director of the U. S. Coast Guard – Defense Innovation Unit Detachment Team, where he led the establishment of Coast Guard's inaugural presence at the Department of Defense innovation consortium. Earlier he led the Reserve Component Governance Team, which resulted in the first-ever dedicated Assistant Commandant for Reserve and the wholesale restructuring of the Coast Guard Reserve executive governance; the Coast Guard's National Capital Region Consolidation Project; the Maritime Border Security Division; and also the Maritime Enforcement Specialist Implementation Team. In his Reserve capacity, Admiral Kelly was deployed in response to Hurricane Maria, to Port-au-Prince following the Haiti Earthquake, to the Deepwater Horizon-Gulf of Mexico oil spill, and to New Orleans following Hurricane Katrina.

Enlisting in the Coast Guard Reserve in 1977, Admiral Kelly began his career as a mechanic on a 44' motor lifeboat and served at search and rescue stations. Upon receiving his commission, Admiral Kelly served as a Marine Safety Office Officer of the Day and Command Duty Officer, an Investigation Officer, and later as a boat operations chief, passenger-vessel inspector, and a Liaison Officer. His other Reserve positions include Commanding Officer of the Coast Guard Reserve Unit – U. S. Southern Command, Senior Reserve Officer of Coast Guard District Nine, and as the Senior Reserve Officer of Sector Houston-Galveston.

In addition to the Coast Guard Reserve, Mr. Kelly served in his civilian capacity as the Special Assistant to the President of the United States for Intergovernmental Affairs, Deputy Assistant Secretary for Legislative Affairs with the U. S. Department of Veterans Affairs, and as a Member of the Maryland General Assembly. Additionally, he has commercial banking experience and served as a State Trooper with the Maryland State Police.

## Always ready when the nation calls

By Master Chief Petty Officer of the Coast Guard Reserve George M. Williamson

**T**he privilege of leading in the Coast Guard Reserve Component comes from knowing our service members participate in a daily life-saving mission. As I come to the end of my watch later this year, I feel immense pride knowing our Reserve Component is Always Ready when the nation calls.

Amid the challenges posed by the global COVID-19 pandemic, the organization is running at a historically high operational tempo. As we keep pace, we continue to recruit and retain highly competent problem-solvers who find satisfaction in serving their communities—and we are hiring more!

If you are separating from active-duty service, whether from the Coast Guard or the Department of Defense, I'd like to invite you to look at a worthy and flexible

career option in affiliating with the Coast Guard Reserve Component.

Coast Guard reservists have been deployed over the past year to major contingency responses throughout the nation and around the world. After the August 2021 earthquake in Haiti, Coast Guard reservists answered the call to support U.S. Southern Command during humanitarian relief and disaster response efforts. Their work directly impacted Joint Task Force-Haiti's ability to mobilize assets, personnel, and cargo to deliver critical supplies. Immediately after assisting our partners in the Caribbean, some of those same Coasties volunteered to deploy to the Gulf Coast to assist in responding to Hurricane Ida.

It's not only this bias for action that makes our reservists so impactful, but their skill sets as well. Our continuing



U.S. Coast Guard Reserve members Petty Officer 2nd Class Franklin Fernandez, a boatswain's mate; Petty Officer 1st Class Ryan Bossardt, a machinery technician; and Petty Officer 1st Class Logan, a boatswain's mate, pose for a photo after a patrol of Tampa Bay, Florida, May 6, 2021. The three Reservists patrolled Tampa Bay on a 29-foot Response Boat – Small II, alongside a 45-foot Response Boat – Medium, to safeguard the boating community. (Coast Guard photo by Petty Officer 1st Class Lisa Ferdinando)



goal is to recognize and integrate the knowledge and training our citizen-sailors receive as civilians and continue to leverage those skills across our mission set.

Nowhere has this been more obvious than in our response to the global pandemic and the enormous mobilization of resources required to manage the public health of our organization and our nation.


For example, the Coast Guard's mitigation effort leveraged the regulatory expertise of one of our senior enlisted reservists, which she practices in her civilian job. Her extraordinary leadership and comprehensive knowledge proved critical in the planning and execution of hundreds of reservist mobilizations and millions of dollars allocated across 50 commands. Her procedures were so exemplary they are now used as a blueprint for future joint inter-agency COVID responses.

Having such an immediate and relevant impact on the mission is crucial to retaining our talent. The opportunities to serve are as wide and varied as our diverse workforce; officers as well as our enlisted serve on land, sea, and in the air—domestically and globally.

Uniquely, our Reservists are often deployed so an active-duty member can take parental leave. This type of support is critical for service retention. Having reservists positively impact their active-duty counterparts in a way

which leaves both members wanting to stay in the service is a homerun. I'm happy to say we've had almost 400 reservists step up to assist Coast Guard families, at times having multiple reservists coordinate to fill in for the sake of one member.

This sort of excellence makes my departure this year bittersweet. In conversation with a young petty officer, I reflected on the fact we don't know which decisions in our lives will have outsized impacts down the road. My decision to affiliate with the Coast Guard Reserve after separating from active duty was the best choice of my professional career. I've worked over the past four years to make our component an attractive career choice both to civilians who are raising their right hand for the first time, as well as the active-duty member who is leaving the active component but wants to stay connected with the mission and camaraderie we all cherish.

When I pass the baton to the next Master Chief Petty Officer of the Coast Guard Reserve, I will do so knowing that there has never been a more exciting time to affiliate with our organization. Our talented workforce is not only prepared to respond to today's mission, but tomorrow's as well, and it has been the privilege of a lifetime to serve the men and women who make the Coast Guard Reserve. 



Master Chief Petty Officer of the Coast Guard Reserve **George M. Williamson** assumed the duties of the 7th Master Chief Petty Officer of the Coast Guard Reserve on May 16, 2018. MCPO-CGR Williamson is the senior enlisted member of the Coast Guard Reserve and the principal advisor to the Commandant on all Reserve enlisted personnel matters.

MCPO-CGR Williamson is a native of Norristown PA. He enlisted in the Coast Guard in October of 1983 and entered the Coast Guard Reserve in January 1988. MCPO-CGR Williamson's previous assignments include Reserve Command Master Chief Atlantic Area, Reserve Command Master Chief Pacific Area, Reserve Command Master Chief Fifth Coast Guard District, USCGC IBIS, USCGC FINBACK, USCGC MAKO, Aids to Navigation Team Cape May, Station Atlantic City, Reserve Unit Long Beach Island, Station Beach Haven, and USCGC RED OAK.

MCPO-CGR Williamson's awards include two Meritorious Service Medals, Coast Guard Commendation Medal, two Coast Guard Achievement Medals, and other personal and service awards. He has earned a permanent Cutterman insignia, Coxswain insignia, and a Command Master Chief (Gold Badge) insignia.

MCPO-CGR Williamson is a graduate of Reserve class 14 of the Coast Guard Chief Petty Officer Academy and Spirit of the Chief recipient, the National Defense University Keystone Joint Command Senior Enlisted Leader Course and other service-related schools. MCPO-CGR Williamson holds a Bachelor of Science Degree from Saint Joseph's University

Air Force Reserve

## Equipped, accessible, and on mission

By Lt. Gen. Richard W. Scobee, Chief of Air Force Reserve

**A**s the Reserve Organization of America celebrates its 100th anniversary, I would like to take a moment to reflect on its impact on the quality of life for Reservists and their families. Over the last century, the ROA's relentless advocacy has helped to assure equitable pay and benefits, equipment parity, and the resources to provide excellent care for our Reserve Citizen Airmen. With the help of the ROA, we have made significant gains toward expanding access to Tricare Reserve Select for the nearly 7,000 Air Reserve Technicians and Reserve Citizen Airmen who also serve as federal employees. We have also made headway toward achieving Duty Status Reform, which will greatly simplify the pay and benefits for all Reservists called to serve by significantly reducing the number of statuses. Through these achievements, ROA has enhanced retention and streamlined access to Reserve Forces, which substantially contributes to our national security. I am grateful for the continued partnership with ROA as we advocate making the lives of our Reserve Citizen Airmen better and our Nation safer.

### Strategic depth

The Air Force Reserve provides combat capability that is both accessible and experienced, at the best value to the taxpayer. Maintaining the correct balance of both operational and strategic capacity is essential to prevailing in a security environment defined by strategic competition. Our operational reserve capacity is demonstrated daily, with more than 6,000 Reserve Citizen Airmen activated around the globe. At the same time, we remain ready to respond to contingencies at home and abroad. Since 9/11, we have demonstrated the ability to surge in response to unexpected events while at the same time maintaining steady-state operations. We demonstrated the value of an appropriately balanced force during Operations Odyssey Dawn and Tomodachi in 2011. We did so again during our pandemic response in 2020 and

with our more recent participation in Operations Allies Rescue and Allies Welcome.

One of the keys to our strategic depth is a deep bench of experienced professionals who can step in to accomplish a mission without significant time and resources dedicated toward preparation. If a mid-career mobility pilot separates after ten years of service, the Air Force has already invested over \$15 million in their education and training. Moreover, the average Air Force Reserve pilot has over 2,650 military flight hours, which aggregates into significant institutional aviation experience. Our enlisted force also provides a significant depth of experience; for example, 44% of our enlisted aircraft maintenance personnel hold a 7-level Air Force Specialty Code or higher. The Air Force Reserve is essential to recouping investments made in training, with nearly 53% of our Reserve Citizen Airmen recruited in 2021 having served previously.

### Equipment parity

No level of human capital can overcome technological obsolescence. While we have exceptional talent, our continued ability to respond to pacing threats presented by our strategic competitors hinges on equipment parity. We achieve it through two means: concurrent fielding of new weapon systems across components and periodic upgrades through the National Guard and Reserve Equipment Appropriation (NGREA).

During 2021, we continued to make progress on converting units from legacy aerial refueling platforms to the KC-46. The 916th Air Refueling Wing at Seymour-Johnson Air Force Base in North Carolina began the conversion process on Dec. 1, 2019. Currently, nine of the twelve aircraft scheduled for delivery have arrived. Our aircrews and maintenance personnel are in the process of training to become qualified on the new platform. Other



Tech. Sgt. Kevin Lancaster supervises Staff Sgt. William Parker, 403rd Fabrication Flight aircraft structure mechanic, drills a hole in the engine bulkhead of a WC-130J Super Hercules aircraft at Keesler Air Force Base, Miss., Aug. 24, 2021. The flight is responsible for aircraft structural maintenance to include painting and sanding of aircraft parts. The 403rd Wing's fleet consists of 10 WC-130J and 10 C-130J aircraft which are flown by the 53rd Weather Reconnaissance Squadron and 815th Airlift Squadron, respectively. (U.S. Air Force photo by 2nd Lt. Christopher Carranza)

units are also in the early stages of the conversion process across the air refueling enterprise.

Maintaining equipment parity through concurrent fielding not only makes operational sense, it also helps to mitigate manning and logistical challenges. When systems are fielded across components, it allows for more cost-effective and seamless transitions of personnel between components. For example, the phase-out of the C-130H model by the Active Component means that the Reserve Component will no longer be able to recruit and retain pilots and maintainers for that platform. Instead, there will be increased training costs. As platforms like the C-130H sunset, spare parts become significantly more difficult to acquire, which increases sustainment costs and mission non-availability. Recently, spare parts shortages have been further compounded by global supply chain issues, as vendors have had to compete for components with other industries. Concurrent fielding also reduces the workload on the logistics enterprise. By not having multiple platforms accomplishing the same mission, system program offices are able to focus on procuring spare parts and performing non-recurring engineering on fewer types of aircraft.

When it comes to NGREA, we continue to prioritize the programs within our significant modernization backlog that are both impactful and executable so that we can use every dollar for maximum operational effect. For nearly three decades, the Air Force has operated in an environment of near-total air supremacy. During that time, our adversaries have studied our tactics, techniques, and procedures and deliberately developed capabilities to offset our technical advantages. NGREA funding is essential to ensure survivability against peer and near-peer competitors. Currently, NGREA supports the modernization of an anti-jam GPS upgrade for the A-10, which will allow it to provide precise close air support in GPS degraded environments. We are also investing in AESA radars and an upgraded Missile Warning System for the F-16 to increase survivability and lethality in high-threat environments. This year, we are scheduled to begin integrating the Real Time in Cockpit (RTIC) datalink system into our KC-135 fleet. RTIC will allow for improved situational awareness through networked data sharing. We are also working to purchase additional mission equipment for our Guardian Angel weapon system to ensure our pararescue teams can





A newborn baby is being looked after prior to being taken off a C-17 Globemaster III, Aug. 23, at a Middle East staging area. A 315th Airlift Wing aircrew from Joint Base Charleston, South Carolina helped to deliver a baby aboard a Charleston C-17 Globemaster III carrying vulnerable Afghans evacuated from Afghanistan moments before landing at a Middle East staging area. Capt. Leslie Green, 375th Aeromedical Evacuation Squadron flight nurse, was part of the mission crew and she helped deliver the baby. (U.S. Air Force courtesy photo)

safely extract isolated and injured personnel. Finally, we are investing in additional equipment to address readiness shortfalls in our Agile Combat Support mission portfolio.

## Accessibility

In a security environment where campaigns may be measured in weeks as opposed to months, investing in strategic depth and equipment parity is essential, as is being a readily accessible force. In 2021, we again demonstrated our ability to rapidly surge to meet National security needs. On Aug. 15, 2021, the Air Force Reserve began receiving taskings to support Operation Allies Refuge (OAR). On that same day, crew members from the 349th Air Mobility Wing at Travis Air Force Base, California, flew an Active Component C-17 into Kabul as a part of a total force crew. Within 24 hours, the Air Force Reserve generated 13 ready aircrews to assist with the evacuation. After 72 hours, that number grew to 80 crews and 36 aircraft. During the month of August alone, Reserve Citizen Airmen supported a total of 37 evacuation missions out of Kabul. Across the world, our maintenance, aerial port, and logistics personnel worked countless hours to ensure surge operations ran safely and smoothly. Our medical personnel once again demonstrated exceptional skill, providing expert care while overcoming language and

cultural barriers. When our most vulnerable allies were facing those willing to kill indiscriminately, Reserve Citizen Airmen volunteered in droves to stand with our allies.

As Operation Allies Refuge concluded, Reserve Citizen Airmen were requested again; this time to support the resettlement of evacuees. On Oct. 12, 2021, we received an initial sourcing task for involuntary mobilization for Operation Allies Welcome at Joint Task Force Liberty in New Jersey. Within two weeks, our first round of mobilized Reservists was in place. On Oct. 14, 2021, we received an additional sourcing request for Task Force Holloman in New Mexico. Reservists were in place by Nov. 7, with the mobilization complete on Nov. 17. In total, 519 Reserve Citizen Airmen were activated to support these requirements, spending their holiday season providing for the basic needs of over 13,000 evacuees from Afghanistan, about half of whom were children.

Our performance during these two operations alone would have been enough for any organization to be rightfully proud. However, those accomplishments were only part of the story. At the same time, the 301st Airlift Wing from Peterson Space Force Base, Colorado, had all eight of its aircraft flying aerial firefighting missions for the first time since 2012. The Dixie Fire, which burned nearly one million acres between July 13th and October 25th, drove the second busiest fire season in the history of our aerial firefighting mission, during which the wing dropped over 2.5 million gallons of retardant. Of course, the 301st was not the only wing engaged in taking care of Americans. The Hurricane Hunters of the 403rd Wing were working nonstop to collect data on several storms, including Hurricane Ida, which rapidly grew in strength and made landfall on August 29th, just three days after forming. Because of their efforts, state and local partners were able to prepare and save lives as Ida carved a swath of destruction from Louisiana to New York. In every single case, Reserve Citizen Airmen ran toward those in need.

Each of these requirements was short-term in nature, providing national security decision-makers the ability to pay for additional capacity when and where it was needed. As a predominantly part-time force, our cost-effectiveness is indisputable. We continue to provide roughly a quarter of the Total Force's mission capacity on only three percent of the budget. Further, because we only operate our equipment on a part-time basis, we can realize significant savings with lower operations and maintenance costs and fewer hours on equipment.




A Reserve Citizen Airman with the Joint Task Force-Crisis Response high fives a child after helping reunite their family at Hamid Karzai International Airport, Afghanistan, Aug. 20. U.S. service members are assisting the Department of State with a Non-combatant Evacuation Operation (NEO) in Afghanistan. Hundreds of Air Force Reserve Airmen are assisting. (U.S. Marine Corps photo by Cpl. Davis Harris)

## Value

As a component, we will continue to maintain the current ratio of part-time to full-time members in the foreseeable future. Currently, only 27% of our members are full-time support. The savings for Reservists are not isolated only to military pay. In 2020, the Reserve Forces Policy Board (RFPB) did a study directly comparing Active Component versus Reserve Component per capita cost. When accounting for indirect cost savings on expenses such as the DoD health program, dependent education, and family housing, the RFPB determined that per capita

a Reserve Component member costs only 28.6% as much as an Active Component one.

We will continue to strategically convert selected Air Reserve Technician positions into Active Guard Reserve positions. This provides a beneficial effect for our manning in that it allows junior enlisted members to get the requisite level of experience and training to qualify for key positions later in their careers. ART to AGR position conversions, coupled with Direct Hire Authority, are already paying dividends, as our full-time maintenance manpower went from 83% to 87% year-over-year. Direct Hire Authority has also enabled us to achieve a 98% full-time manning rate for pilots.

We maintain our strategic depth and operational responsiveness by retaining top talent and maintaining equipment parity. We are a highly accessible force, ready to respond to any contingency. Our adversaries and natural disasters do not operate on predictable timetables. We continually take steps to ensure access to our force is not excessively burdensome or complicated. Our cost-effectiveness is indisputable. As we move into a resource-constrained environment, we will continue to provide the best value to American taxpayers by smartly investing in human capital and systems that provide the most combat power at the least possible cost burden. We remain grateful for the ROA's partnership. Its advocacy has helped secure our previous successes and sets us on a course to face the challenges Reserve Citizen Airmen and our Nation will encounter in the future. 



As Chief of Air Force Reserve, **Lt. Gen. Richard Scobee** serves as principal adviser on reserve matters to the Secretary of the Air Force and the Air Force Chief of Staff. As Commander of Air Force Reserve Command, he has full responsibility for the supervision of all U.S. Air Force Reserve units around the world.

General Scobee was commissioned in 1986 as a graduate of the U.S. Air Force Academy. He earned his pilot wings as a distinguished graduate of Euro-NATO Joint Jet Pilot training in 1987, and has more than 3,800 flying hours in the F-16, including 248 combat hours. The general has commanded a fighter squadron, an operations group, an air expeditionary group, two fighter wings, and a numbered air force. Prior to his current assignment, he was the Deputy Commander of Air Force Reserve Command. General Scobee has earned numerous major awards and decorations, including the Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit, and the Bronze Star. He has a bachelor's degree from the Air Force Academy and an MBA from the University of South Carolina.

## Resilience and adaptability as a way of life

By Chief Master Sgt. Timothy White, Jr., Senior Enlisted Advisor

**I**t is my distinct honor to write this report as the Reserve Organization of America celebrates its 100th anniversary. The Reserve Organization of America tirelessly advocates for the interests of all Reserve members in matters of pay and benefits, equipment parity, and readiness training. Our partnership has helped to get meaningful changes to benefits such as access to Tricare Reserve Select for Air Reserve Technicians and Reserve Citizen Airmen who are also civil service employees. Once implemented, this benefit will be a game-changer for recruiting and retention, especially for our junior enlisted force.

The Air Force Reserve Enlisted Force is a strong, uniquely capable force whose talents stem from their diversity of experience and technical proficiency. General Wilbur Creech once wrote, “any organization will be only as successful as those at the bottom are willing to make it.” Over the last year, our junior enlisted Reserve Citizen Airmen have made outsized impacts across the Air Force. They have pushed for institutional change from the bottom up, removing barriers to service for future generations of Airmen and Guardians. They have leveraged their unique skills to ensure mission success, and they have demonstrated resilience and adaptiveness in the face of unimaginable challenges.

The Department of the Air Force has established seven Barrier Analysis Working Groups (BAWGs), in which many Reserve Citizen Airmen play prominent leadership roles. These BAWGs identify policies that prevent Airmen and Guardians from serving to their fullest potential. One of these groups, the Women’s Initiatives Team (WIT), has made significant strides over the last year. The first major change was to the dress and appearance standards. The previous standards were written in a way that clearly excluded Airmen and Guardians with certain hair types. Further, the standards were causing significant medical issues, including hair loss and migraines. In light of these facts, the decision to allow longer braids and ponytails, which were not a safety concern, was a zero-cost solution to a persistent problem.

Secondly, the WIT worked with the Department of the Air Force to ensure body armor designed for women was widely available, especially for our Security Forces Airmen. Finally, the WIT partnered with the Army and Air Forces Exchange Service to ensure maternity flight suits were more widely available. This last reform was championed by one of our own senior enlisted career aviators. Each of these changes was implemented to optimize the performance of our teammates by removing barriers that prevent us from attracting and retaining the diverse talent we need to operate in future environments.

One example of how diverse life experience can help operationally is with language skills. For example, Senior Airman Ramandeep Kuar was deployed to Ali Al Saleem Air Base in Kuwait last year as a Security Forces Airman. Having grown up in India, she speaks fluent Punjabi, Hindi, and Urdu. Her unique combination of law enforcement experience and language skills made her an invaluable asset while deployed. After being in-country for two months, the Office of Special Investigations recruited her to assist their Locally Employed Persons Screening Team. Given the fact she speaks the three primary languages of most of the Other Country Nationals employed on Ali Al Saleem, and has a civilian law enforcement background, her selection was intuitive.

Additionally, Senior Airman Kalimullah Ghorbandi and Airman 1st Class Ahmed Sofizada found their skills to be invaluable. Ghorbandi moved to the U.S. in 2004 as a child, while Sofizada immigrated in 2009 after working as a translator for U.S. forces in Afghanistan. Both Reserve Citizen Airmen cited the selfless service of U.S. forces they witnessed in Afghanistan as their reason for joining the Air Force Reserve. In 2021, they were assigned to Holloman Air Force Base to support Operation Allies Welcome. Their shared experience, cultural expertise, and language skills were invaluable in providing reassurance to vulnerable people who had fled Afghanistan. Airman 1st Class Sofizada even had the opportunity to provide support to his own family as his parents, four brothers, and two sisters made their way to Holloman.



The talent resident in any Reservist, regardless of service, is like an iceberg. If an organization only considers their talent during their 39 days of training per year, that organization is missing out on 90% of the picture. The experiences of Senior Airman Kuar, Senior Airman Ghorbandi, and Airman 1st Class Sofizada are case studies the Air Force is currently examining to understand how to better leverage the full spectrum of talent each Airman in the Total Force brings to the fight. By modernizing human capital management processes, the Air Force can rapidly identify Airmen with key skills to fill emerging operational requirements. Instead of the current system, which relies heavily on serendipitously finding talent already in place, human capital management modernization will provide the ability to scale these effects.

Another area where Reserve talent has paid huge dividends is in software development. During last year's Air Force Association Air and Space Conference, Staff Sergeant Santosh Devkota was recognized with the General Larry O. Spencer Innovation Award, which honors Airmen who come up with creative and efficient ways to save time and money. Staff Sgt. Devkota coded an off-line rapid passenger check-in database while deployed to Al Udeid Air Base that greatly reduced manual passenger check-in from 15 minutes per passenger to two minutes. It allowed passenger agents to scan and pull data from a passenger's Common Access Card (CAC) and instantly transcribed critical information onto existing and unique boarding pass baggage tag printers, manifests, and weapon reports. This database gathers 80% of traditional passenger information to increase efficiency. During Global Air Transportation System (GATES) system outages or local area network failures, manual check-in is completed via a Microsoft Excel worksheet or a hand-written process which is then transcribed to Excel. This is unsustainable at a large Aerial Port with high volume passenger throughput, large passenger missions, or during local Passenger Deployment Function (PDF) processing due to the long check-in time and its limitation to one workstation. The off-line database allows for multiple workstations and incorporates Staff Sgt. Devkota's rapid CAC scan system. The solution cuts check-in time to two minutes, eliminates human errors, and creates a post-processing file that can be uploaded to GATES for record reconciliation.

Staff Sgt. Devkota designed and coded his database in less than six months after Air Mobility Command's innovation team spent nearly two years attempting to deliver




As an outcome of the 101st Air Force uniform board, Air Force women will be able to wear their hair in up to two braids or a single ponytail with bulk not exceeding the width of the head and length not extending below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades. In addition, women's bangs may now touch their eyebrows, but not cover their eyes. These new changes will be effective upon publication of the new standards in Air Force Instruction 36-2903, Feb. 10, 2021. (U.S. Air Force photo by Chief Master Sgt. Jaimee Freeman)

a similar capability. The database is rapidly scalable and can be implemented in a matter of minutes. During a two-week online system outage, one Aerial Port of Entry (APOE) processed over 10,000 passengers. Thanks to Staff Sgt. Devkota's zero-cost technical solution, APOE personnel were able to process these passengers in 300 hours, versus the 1,700 work hours from the manual process.

Of course, not only are our Reserve Citizen Airmen exceptionally talented, they are also resilient and adaptive. On Aug. 23, 2021, during the height of Operation Allies' Refuge, Reserve Citizen Airmen assisting with evacuating vulnerable people from Afghanistan repeatedly found themselves in unprecedented situations. A crew from the 315th Airlift Wing out of Joint Base Charleston, South Carolina, while in a holding pattern waiting to land, was faced with one such challenge. Technical Sergeant Leach Schmidt, a loadmaster, reported that a female evacuee in distress had shut herself in the airplane's lavatory. Tech. Sgt. Schmidt began assisting Captain Leslie Green, an Active Duty flight nurse, deliver the baby. This was the second baby delivered by Reserve Citizen Airmen during the operation. The first, two days prior, had been aboard

a 445th Airlift Wing mission with the call sign “Reach 828.” The baby’s mother named the child “Reach” in honor of the aircrew. Reach’s mother could not tell whether the crewmembers delivering her child were Active Duty, Reserve, Guard, or any combination of those three as a part of an integrated Total Force team. All she knew was that she was in good hands.

For Reserve Citizen Airmen, who make overcoming the impossible seem easy, resilience is not something they practice just during unit training assemblies and annual tours, but a way of life. On May 24, 2017, Staff Sergeant Stuart Martin, an aircraft loadmaster from the 433rd Airlift Wing at Joint Base San Antonio-Lackland, Texas, started his day like any other day. At around noon that day, while riding his motorcycle, an SUV hit him at an intersection, sending him onto his side in the intersection. As bystanders helped to move him, he could see the accident had shattered and partially disconnected his leg. That afternoon, doctors amputated his right leg. When he returned from surgery, his supervisor and his commander were there, alongside his parents. As a team, they committed to helping him return to flight one day at a time. On Nov. 30, 2021, Staff Sgt. Martin completed his re-certification as a loadmaster and returned to duty, with only one restriction: not being able to participate in temporary duty assignments outside of the continental United States. Over the next few months, he intends to continue to break barriers for those behind him by being fully cleared for duty worldwide.

Over the past year, Reserve Citizen Airmen brought their unique backgrounds, technical skills, and resilience to make outsized impacts on the Joint Force’s mission. Whether it was using their language skills to enhance our mission or developing software solutions to meet urgent mission needs, our most junior enlisted members brought game-changing effects to their missions. Through all of this, in the face of a continuing global pandemic, they showed uncanny resilience. They rushed toward people in need, delivering babies during humanitarian evacuation flights. They broke down barriers by sheer determination to build bridges to service for future generations. 2021 was not an easy year, but nothing worthwhile is ever easy. As always, it is my honor to represent an Enlisted Force of over 55,000 Reserve Citizen Airmen. 



Senior Airman Kalimullah Ghorbandi and Airman 1st Class Ahmed Sofizada, both linguists assigned to Task Force Holloman, pose for a picture at Aman Omid Village on Holloman Air Force Base, N.M., Oct. 28, 2021. The Department of Defense, through U.S. Northern Command, and in support of the Department of Homeland Security, is providing transportation, temporary housing, medical screening, and general support for at least 50,000 Afghan evacuees at suitable facilities, in permanent or temporary structures, as quickly as possible. This initiative provides Afghan personnel essential support at secure locations outside Afghanistan. (U.S. Army photo by Pfc. Anthony Sanchez)



As Senior Enlisted Advisor to the Chief of Air Force Reserve, **Chief Master Sgt. Timothy White** represents reserve enlisted interest as an advisor to the Secretary of the Air Force and the Air Force Chief of Staff. As the Command Chief of Air Force Reserve Command, he has full responsibility for providing direction to the enlisted force by developing and implementing policies to develop all U.S. Air Force Reserve enlisted personnel.

Chief White joined the Air Force in 1989 as an Aerospace Propulsion Specialist. The chief has led at all levels, from Section Chief to Flight Chief, Squadron Superintendent, and Wing Command Chief. Prior to his current assignment, he was the Command Chief of Fourth Air Force at March Air Reserve Base. Chief White has earned numerous major awards and decorations, including the Legion of Merit. In his civilian capacity, he is a supervising law enforcement officer for a major law enforcement agency within the state of California. He has extensive experience with at-risk youth programs. He has a bachelor's degree in Criminal Justice from the University of Phoenix, an MA in Organizational Leadership from Brandman University, and an MBA from Brandman University.

# Monitoring, weathering, and harnessing the winds of change

By Rear Adm. Nancy Hann, Director, NOAA Commissioned Officer Corps and NOAA Office of Marine and Aviation Operations

**T**here is no denying it. This past year, 2021, was replete with challenges that rivaled those of 2020. The pandemic continued to upend lives and livelihoods, and extreme weather across the nation—from hurricanes to tornadoes—did much the same.

The challenges that the National Oceanic and Atmospheric Administration (NOAA) and the NOAA Commissioned Officer Corps have faced will be familiar to the readers of these pages. They include building a highly-skilled, diverse, and effective workforce in a dynamic public health, social, and economic environment; recruiting and retaining talent; successfully operating and maintaining existing airborne and seagoing platforms while acquiring new ones; and fostering a just, equitable, and inclusive culture.

Looking back, it is clear that, like our uniformed service counterparts, we have been in overdrive. Why? As Apollo Program Flight Director Gene Kranz so famously said, failure is not an option. That's true whether it's bringing astronauts back to Earth safely or collecting data critical to producing accurate hurricane watches and warnings, flood forecasts, nautical charts, climate and fish stock assessments, elevation surveys, and other products upon which all Americans rely. That's our job, and we do it with pride.

While the headwinds we faced in 2021 were strong, sometimes fierce, we made progress on behalf of the nation we serve, thanks in large part to the resilience of our workforce.

## **Building a highly skilled, mission-ready workforce**

Recognizing that our most important asset is our people, the NOAA Corps and NOAA's Office of Marine and Aviation Operations (OMAO) remain steadfast in our commitment to improving recruitment, training, and retention of a diverse, world-class workforce of both commissioned and civilian personnel.

Like other organizations, we are operating in an environment of intense competition for skilled labor. One of our greatest challenges in 2021 was hiring civilian professional mariners, including engineers, stewards, and deck personnel, who are the backbone of our fleet of 15 research and survey ships.

To attract and retain mariners, we adopted a multifaceted strategy that included not only financial incentives but also quality-of-life changes to enable our seafarers to achieve a better work-life balance, stay connected to family and their support networks, and, above all, work in a safe environment.

Our COVID-19 protocols, while among the most stringent in the maritime industry, protected the health of personnel with minimal operational impacts. Under the careful oversight and guidance of the U.S. Public Health Service officers assigned to NOAA, our ships successfully completed more than 70 projects, with more than 2,000 days at sea, last year.

We also invested heavily in ship maintenance and support services. Changes in our repair contract procurement processes and reductions in deferred maintenance resulted in a major increase in the reliability of the fleet, enhancing safety and reducing the burden on crew members. Last





NOAA Corps officers aboard NOAA Ship *Fairweather* deploy one of the ship's hydrographic survey launches on a mission to update nautical charts. (Photo by AB Jeff Greeley, NOAA Corps)

year, our ships began their field seasons earlier than ever before.

Shipboard satellite services enhancements expanded training opportunities, and rotational staffing has also been key to successful mariner hiring and retention.

Another priority has been the thoughtful, steady, and sustainable growth of the NOAA Corps, as facilitated by legislation signed into law in 2019. The National Oceanic and Atmospheric Administration Commissioned Officer Corps Amendments Act of 2020 authorizes the NOAA Corps—one of the nation's eight uniformed services—to adjust the number of officers, as needed and funded, from 321 to a maximum of 500.

The NOAA Corps amendments act also benefits NOAA Corps officers to align them better with the other uniformed services. It includes provisions that will enhance NOAA's ability to recruit and retain officers and increase diversity in the workforce.

To promote diversity, we have updated existing promotion and applicant selection board precepts to be

more inclusive and better allow consideration of applicants of differing backgrounds. NOAA Corps Basic Officer Training Class (BOTC) 138, which graduated in November, was one of the most racially and gender-diverse classes in the last ten years.

To ensure that we can continue to meet NOAA's airborne data collection requirements effectively in the face of hiring competition from the commercial aviation sector, we are exercising our new legislative authorities to establish an NOAA Corps pilot recruiting pipeline.

Last fall, NOAA and Kansas State University (K-State) Salina Aerospace and Technology Campus signed an agreement to collaborate on a first-of-its-kind program to prepare students to serve as officers and pilots with the NOAA Corps.

NOAA Corps officers pilot NOAA's nine specialized aircraft and support a variety of missions, including hurricane research, reconnaissance and surveillance, marine mammal and snow surveys, coastal mapping, and emergency response.



NOAA Corps officers launch a hexacopter drone used to photograph Beluga whales in Cook Inlet, Alaska. (Photo courtesy NOAA Corps)

Under the agreement, NOAA and K-State Salina will develop an undergraduate program to equip students with the science, technology, engineering, and math skills required to join the NOAA Corps. The new program, to be piloted at the K-State Salina Aerospace and Technology Campus, will include flight training.

We are excited to partner with K-State Salina on this groundbreaking academic program to prepare students for a successful career in the NOAA Corps. We look forward to working with the university to build our capacity to conduct science in the sky in service to the nation.

Currently, most NOAA Corps officers begin their careers serving aboard an NOAA ship with the opportunity to pilot NOAA aircraft following their sea tour if they meet the appropriate requirements. Under this new agreement, students who successfully complete the NOAA-K-State Salina aviation program and subsequent basic officer training at the NOAA Corps Officer Training Center in New London, Connecticut, will immediately begin supporting NOAA flight operations.

We are also in the process of expanding the size of new BOTC classes. NOAA Corps officer candidates train alongside U.S. Coast Guard officer candidates at the Coast Guard Academy.

### **Advancing science with world-class platforms**

The recapitalization of NOAA's fleet of ships and aircraft, and the expanded use of uncrewed systems, remained a priority in 2021.

NOAA's ship fleet is operated, managed, and maintained by NOAA's Office of Marine and Aviation Operations. Commanded by NOAA Corps officers, NOAA ships collect data critical for nautical charts, fishery quotas, marine mammal protection, exploration of the nation's 4.3-million-square-mile Exclusive Economic Zone, storm surge modeling, and climate research.

In 2021, NOAA will seek proposals for the design and construction of up to four new ships for the agency. The new vessels will support NOAA's charting and mapping missions, including coastal, continental shelf, and deep ocean data collection requirements.

To meet NOAA's requirements, the new ships will have the capability to carry, deploy, and recover multiple crewed and uncrewed systems to support nautical charting and seafloor survey missions. They will be equipped with state-of-the-art ocean data collection systems that will enable us to map, chart, study, and explore the ocean with unprecedented detail.

This acquisition represents the second phase of NOAA's ship fleet recapitalization effort. Thoma-Sea Marine Constructors in Houma, Louisiana, is currently building two new oceanographic ships for NOAA, *Oceanographer* and *Discoverer*.

We are also investing in the infrastructure required to support our ship fleet. In April 2021, we awarded an \$18.7 million contract to make major improvements to our port facility in Ketchikan, Alaska. The project includes the construction of a new office building, floating pier and access bridge, and updated power and water utility systems for servicing visiting ships.

Upon completion of the project, NOAA will have a fully functioning homeport in Alaska capable of supporting Ketchikan-based NOAA Ship *Fairweather* and other visiting NOAA and government vessels. We expect the project to be completed by December 2022.

We are also making progress toward the recapitalization of the NOAA aircraft fleet. In 2021, we successfully brought a new aircraft online. Piloted by NOAA Corps officers, the new aircraft, a Beechcraft King Air 350 CER, is outfitted with remote sensing equipment that measures the water content of snow and soil — data that is used for flood, river level, and water supply forecasts. The aircraft can also be configured to support other NOAA missions, including coastal mapping and aerial surveys of damage in communities after a storm landfall.

NOAA is in the process of acquiring a Gulfstream G550 that will be outfitted with state-of-the-art climatological data-collecting equipment to support high-altitude atmospheric research, hurricane surveillance, atmospheric rivers, and other missions. When it comes online in 2024, it will be the most advanced climate research aircraft in the world.

As we recapitalize our ship and aircraft fleets, we are also rapidly building our capacity to leverage uncrewed systems (UxS) to collect environmental observation data. NOAA currently uses UxS for seafloor and habitat mapping, ocean exploration, marine mammal and fishery stock assessments, emergency response, and at-sea observations that improve forecasting of extreme events, such as harmful algal blooms and hypoxia.

While the use of UxS is not new to NOAA, the recent increase in the availability of highly capable UxS has brought a corresponding increase in their innovative use as a force multiplier for many NOAA programs. NOAA's

use of small uncrewed aircraft for science missions has increased more than tenfold since 2012.

To support NOAA's expanding use of these systems and promote the safe, efficient and economical operation of UxS, our new Uncrewed Systems Operations Center has continued to play a leading role in transitioning nearly three dozen proof-of-concept UxS missions closer to operations.

In 2021, the center supported 1,638 uncrewed aircraft system flights that conducted flood and disaster assessments, marine mammal surveys, and other priority NOAA missions. The center also made strides toward operationalizing sonar-equipped uncrewed surface vehicles to improve the efficiency of NOAA's existing hydrographic and fishery survey fleet.

We recognize, however, that we cannot successfully transition these emerging technologies from research and development to operations on our own. We have, therefore, established or expanded five external partnerships to facilitate advancements in these areas.

In February 2021, NOAA and the University of Southern Mississippi signed a 10-year agreement to partner on ways to improve how UxS are used to collect important ocean observation data and augment NOAA's operational capabilities. We also partnered in 2021 with the Scripps Institution of Oceanography to conduct a



NOAA Corps Pilot Lt. Cmdr. Danielle Varwig at the NOAA Aircraft Operations Center in Lakeland, Florida. NOAA Corps officers pilot the agency's "hurricane hunter" and other environmental data-gathering aircraft. (Photo courtesy NOAA Corps)



survey of an underwater waste disposal area in California's San Pedro basin using advanced uncrewed vehicles.

## Excellence through diversity and inclusion

While the pandemic has challenged us all to perform under a new paradigm, so too has societal, political, economic, and environmental change. What we have learned is that individuals and organizations can adapt, and even thrive, if certain conditions are present. We believe that our responsibility is to create a workplace with a culture of safety, unity, respect, and excellence. Innovation and mission success cannot be achieved without it.

Therefore, officers, civilians, and work units are encouraged to understand and respect differences. To support that effort, we are sponsoring training, listening sessions, and continuous learning experiences.

In December, we renewed our agreement with the National Naval Officers Association (NNOA) to work together to develop a diverse and inclusive workforce dedicated to the science and service of our nation.


The NOAA Corps and NNOA will collaborate with the goals of: (1) developing, implementing, and improving strategies for the achievement and management of a diverse workforce of NOAA Corps officers; (2) establishing and maintaining a positive image of the NOAA Corps in NNOA's communities of influence, and (3) providing personal and professional development opportunities to develop members of NNOA and the NOAA Corps.

We are proud to stand beside and join forces with NNOA to ensure that our respective organizations are places where all feel valued, respected, and can thrive.

We have also formed an advisory council of individuals whose experience and expertise will help ensure that a wide range of perspectives is brought to bear on the work of advancing diversity, equity, and inclusion. Their charge is to inform policies and practices that reduce systemic barriers to inclusion and further reduce barriers to accomplishing our mission.

We also continue to enforce a zero-tolerance policy for sexual assault and harassment. This cannot and will not stand in either the NOAA Corps or NOAA's Office of Marine and Aviation Operations.

## Driving the future

As dynamic natural and human forces continue to shape our world in 2022, the NOAA Corps and OMAO stand ready to harness the winds of change to drive innovation and meet the challenges ahead. We know our resilience and resolve will be tested every bit as much as the ships, aircraft, and uncrewed systems we operate in Earth's most extreme environments. But, as the nation's original coast surveyors, we also know from more than 200 years of experience working in both tempests and tranquil seas and skies, nothing can stop a well-trained, well-equipped, diverse, motivated, and valued workforce. 



**Rear Adm. Nancy Hann** leads the NOAA Commissioned Officer Corps and is also responsible for the leadership and management of OMAO's operational assets, including the agency's fleet of 15 research and survey vessels and nine aircraft. She has served in many operational and management assignments, most recently completing tours as NOAA Corps deputy director, OMAO deputy director for operations, commanding officer of the NOAA Aircraft Operations Center, and OMAO's chief of staff. Hann has served aboard NOAA aircraft as both a pilot and flight meteorologist and has supported a variety of scientific missions and multiple unmanned aircraft missions as a pilot and project manager. Her previous experience includes serving as executive officer at the NOAA Marine Operations Center-Atlantic, associate director at the Atlantic Oceanographic and Meteorological Laboratory, and NOAA liaison to the U.S. Pacific Command. She has served aboard two NOAA ships and is a certified diver. Hann holds a master's degree in public administration from the John F. Kennedy School of Government at Harvard University, a master's degree in aeronautical science and space studies from Embry Riddle Aeronautical University, and a bachelor's degree in marine science and biology from the University of San Diego. She has received numerous awards, including the NOAA Corps Meritorious Service Medal and multiple Department of Commerce medals.

The U.S. Public Health Service report was unavailable at time of printing and will be provided in the 2022 *Reserve Voice Convention Communiqué*.

# ROA revitalization reflected in international program growth

**R**ecognized by successive ROA national presidents and Executive Committee members, ROA has paired its own revitalization with a growth in emphasis on developing its participation in the CIOR, UPORFA, and CIOMR international reserve-focused programs. ROA is, as of this writing, exploring opportunities with the Confédération Interalliée des Sous-Officiers de Réserve (CISOR), which is a confederation of senior non-commissioned officers whose purpose is similar to CIOR's within NATO.

## **CIOR (Confédération Interalliée des Officiers de Réserve)**

**By Col. James R. Sweeney II, U.S. Marine Corps (Ret.), CIOR U.S. Vice President and ROA Past National President**

**A**fter a two-year pause during the COVID pandemic, Greece will host the CIOR Congress this summer in Athens. The Congress will be from July 31 to August 5, 2022. More details about the Congress can be found on the ROA website (<https://www.roa.org/events/EventDetails.aspx?id=1574039&group=>).

During this Congress the international presidency will go from Germany to Estonia (2022-2024), which, in light of current events in Ukraine, highlights the strategic importance and relevancy of CIOR as an association of reserve officers' associations in NATO and beyond.

Looking ahead, the next Congress will be hosted by Finland in Helsinki from June 26 to July 1, 2023. This Congress will be the celebration of CIOR's 75th anniversary. Further details of this historic event will be provided as they arise. Planned future presidencies are: Netherlands (2024-2026) and Denmark (2026-2028).

ROA, as the lead agent for the United States, forms its delegation of various committee chairs and members. For the U.S. delegation, an ROA past national president serves as the CIOR vice president and head of the delegation. I



U.S. Reserve service members preparing for the Interallied Confederation of Reserve Officers military competition, pose for a picture at Camp Ethan Allen, Vermont as part of the team selection and training event, July 23. Ten service members from the U.S. Army and Air Force Reserve Components train in Vermont to prepare for the CIOR MILCOMP, an annual competition among NATO and Partnership for Peace nations. (Photo by Calvin Reimold, U.S. Army Reserve Command)

currently hold this position. Assisting in the administrative duties is the assistant secretary general, retired Lt. Col. Dr. Milton Houghton. ROA Executive Committee member Capt. David Epstein, USN (Ret.), is the international programs officer.

CIOR international officers include Capt. Grant Staats, MILCOMP (Military Competition) secretary, and Capt. Aaron Petty, Legal Committee chair. Special recognition is always given to retired U.S. Army Maj. Gen. Evan (Curly) Hultman as the past international president emeritus.

The U.S. delegation comprises ROA members who are active or retired military from all branches of the service, including the National Guard. ROA members who currently do not hold a committee position may attend the Congress as a delegate at large. ROA membership is required to register as a U.S. delegate.



RAF Wing Commander Graham Banks and USAR Maj. Katie Odom at RAF Brize Norton in September 2021. (Photo by Maj. Neeraj Shah, UK Royal Army Reserve)

Featured at each Congress is the Young Reserve Officer's Workshop (YROW), the Military Competition (MILCOMP), and the Civil-Military Exercise (CIMEX). YROW and CIMEX attendees are given an opportunity to work in a multi-national environment to solve real world problems. The MILCOMP gives attendees the opportunity to compete against members from other NATO countries in various military skills including land navigation, international law, combat medicine, and rifle marksmanship using the standard weapon of the host country. Thus, there is an intersection between some CIOR and CIOMR events throughout the Congress.

Additional details regarding CIOR committees and activities can be found on the ROA website at <https://www.roa.org/page/CIOR>.

## **USCIOMR (United States Interallied Confederation of Medical Reserve Officers)**

**By Brig. Gen. Lisa L. Doumont, U.S. Army (Ret.),  
USCIOMR National Vice President**

**T**he U.S. CIOMR team continues to engage globally and grow internally to improve international military medical reserve practice. Like ROA, we have emphasized the importance of our NCO corps in all we do and have added a senior NCO, Master Sgt. Jessica Martinez, as our Operational Medicine Committee chair and a member of our executive council. Master Sergeant Martinez has been the lead in planning and coordinating our 2nd Annual

Best-Practices Symposium in April 2022. We have also advanced the work of the international CIOMR Junior Medical Reserve Officer program. Maj. Katie Odom has worked tirelessly with other international officers to develop a forum for junior officers to engage, network and familiarize with varied national reserve medical capabilities across the North Atlantic Treaty Organization.

For the first time in CIOMR history, the U.S. led a one-day best-practices symposium with direct support from our Canadian and British colleagues in April 2021. The virtual event was attended by more than 200 military medical professionals and featured Maj. Gen. Mike O'Guinn, U.S. deputy, Chief Army Reserve, as the guest speaker. The venue provided an international stage for reserve members to prepare and present on relevant and timely military medicine topics. In September 2021, Major Odom attended a similar inaugural symposium by the UK CIOMR delegation. Below is a summary of her trip.

"During the UKCIOMR symposium, UK joint services and participants from 6 other countries delivered high level programming on the future of the Reserve force, NATO driven healthcare initiatives, advanced collaborative approaches to medical defense engagement, and military civilian relationships. The two-day symposium was comprised mostly of scientific and operational presentations with networking events incorporated at breaks and after hours. Through this symposium and networking platform, I was able to meet one-on-one with top senior leaders in UK military medicine, to include the Chief of Royal Army Medical Services-Reserve, the UK Surgeon General and NATO COMEDS Chief, and a Member of Parliament. At the Symposium and throughout my visit, the UK delegation of CIOMR expressed a need for the U.S. delegation to refresh its membership and participants, re-commit to advancing the capabilities and interoperability of tactical medicine, and engage at a level representative of U.S. capacity and contributions in the alliance." Maj. Katie Odom, U.S. Scientific Committee Chair

Although COVID travel restrictions prevented many in-person events, the U.S. delegation has exploited virtual conferencing platforms like Zoom and Webex to advance their NATO relationships and information sharing. The USCIOMR team is currently preparing for the International CIOMR Summer Congress in Athens, Greece. They will again have a sizable contingent to represent our commitment to and interest in international military medical reserve professional relations and interoperability.





Sgt. Michael Yarrington (center), 108th Training Command, points to a map while soldiers from the Romania reserve look on in Romania, August 6. Reserve soldiers and airmen have been invited to lead a bilateral training event to prepare the Romania reserve soldiers for future Interallied Confederation of Reserve Officers military competition. Over the course of the week they will train on marksmanship, basic orienteering skills and other physical activities. (Photo by Calvin Reimold, U.S. Army Reserve Command)

## **UPORFA (Union Panamericana de Oficiales de Reserva de las Fuerzas Armadas)**

**By Maj. Gen. Robert W. Smith III, U.S. Army (Ret.),  
Chief U.S. Delegate, UPORFA**

**U**PORFA is an organization of associations located in the Western Hemisphere. It is open for membership to all democratic countries located in North, Central and South America, including the island nations of the Caribbean. UPORFA will use its influence to validate the principles of democracy and promote the values of using citizen reservist to support the armed forces of the respective nations.

Participation in UPORFA is open to all ROA members along with their spouses, significant others and guest of a ROA member.


Due to the COVID pandemic, UPORFA did not hold Congresses scheduled for 2020 (Paraguay) and 2021 (Peru). For 2022, the UPORFA Congress is scheduled for September 15-17, 2022 in Asuncion, the capital of Paraguay. The Congress in Paraguay has received the approval of their minister of defense. Additionally, if the Argentine officer is present in Paraguay, the ROA International Medal will be presented to him.

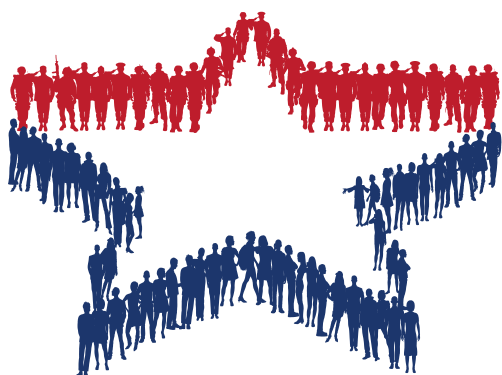
The theme of the Congress will be “Reservist Contributions during the World-wide COVID Pandemic.” Registration cost and lodging details are forthcoming. The UPORFA international president, retired U.S. Army Brig. Gen. Fernando Fernandes, and I have had a prior visit to Asuncion. To date, in 2022, the UPORFA president has received confirmation of attendance interest from Argentina, Canada, Colombia, Ecuador and Peru. U.S. Southern Command has been kept apprised.

Formal Congress invitations are being planned for Brazil, Chile and Uruguay, with whom UPORFA has had some email traffic. Besides me, three other former ROA presidents have attended several UPORFA Congresses.

In December 2021, the UPORFA president and I visited Quito, Ecuador, and met with the leadership of the Ecuadorian ROA, senior military leadership to include their vice chairman of the Joint Chief of Staff, and enjoyed a casual introduction to their minister of defense. Ecuador expressed a desire to host a UPORFA Congress in the very near future.

In March 2022, as Chief U.S. delegate to UPORFA, I signed a congratulatory letter to the U.S. Army Reserve in Puerto Rico (1st MSC) for its 100 years of service to the United States of America. The president of ROA also penned a letter to the U.S. Army Reserve of Puerto Rico,

In June 2022, UPORFA leadership from member countries have been invited to Peru for some special celebrations which had been cancelled during the Pandemic. 



THE ROA

# STARS

FOUNDATION

STANDING TOGETHER FOR  
AMERICA'S RESERVISTS

## STARS light the way

Foundation supports all services and all ranks of members and families

By Col. Judi Davenport

So, what exactly is STARS, and why should I support this endeavor? As ROA's immediate past national president and the new STARS Foundation chair, I am often asked this question. STARS stands for Standing Together for America's Reservists, a foundation established in 2012 as a 501(C)(3), a specific IRS tax category for non-profit organizations by virtue of an organization's charitable giving.

The STARS Foundation was incorporated as a non-profit corporation under the "C3" IRS code for the following purpose:

- 1) Educate the American public about the role of the reserve component service members of all uniform services.
- 2) Promote education events addressing a variety of national security topics influencing a necessary dialogue that provides for an adequate national security.
- 3) Promote professional development and educational opportunities for reserve component service members.
- 4) Provide charitable support to reserve component service members and their families.
- 5) Carry out the charitable and educational purposes of the Reserve Organization of America (formally the Reserve Officers Association, a 501(c)(19) not-for-profit)

The STARS Foundation has established bylaws and a management service agreement with ROA.

The Foundation is governed by a board of nine to fifteen members with at least nine of these board members coming from the ROA leadership and members.

The current board is composed of Bob Carmack, ROA national president; Judi Davenport, STARS chair; Josh Echols, STARS vice chair and chair, energy sector; Cathy Luke, STARS secretary; Tom Hueg, STARS treasurer and chair, Board of Trustees; Vince Cummings, Army VP; Henry Plimack, Naval Services VP; Layne Wroblewski, USAF VP; Margaret Cope; Susan Lukas, representing ROA's Executive Committee; Anne Groskreutz, chair, Family Readiness Support; Jeffery Weekly; Don Brown, chair, Resource Development Committee; Jack Stultz, former Chief Army Reserve; Jeff Phillips, ROA chief executive officer and STARS national staff advisor; and

Brad Carlson, Military Non-Profit Consulting, Inc., and STARS advisor. We are deeply saddened at the loss in April of a valued STARS board member, retired Air Force Col. Rick Nelson, whose love for ROA never wavered. May he be dancing in heaven and guiding from above. Rick's service to ROA, his family, and this great nation will never be forgotten!

You may address any comments, suggestions, or concerns to any board member through the ROA website at [www.ROA.org](http://www.ROA.org) or call (202) 479-2200.

So what does the STARS Foundation do for ROA? One indispensable objective in accomplishing the mission is fundraising. This is accomplished with the close collaboration of the director of development, Navy veteran and ROA member, Brad Carlson, the foundation's primary consultant with Military Non-Profit Consulting on the development of a campaign strategy for giving (planned, cash, corporate) to ROA's "Second Century Campaign."

The contributions and pledges to ROA through the STARS Foundation allow the development and execution of programs in conjunction with ROA, including: family readiness, STARS in School kits (for children of deployed family members), Yellow Ribbon programs and resources for the reserve component members deploying and their families, ROA's Reserve Education Forums (formerly called Defense Education Forums), ROA's Citizen Warrior Coalition that partners with business and with the military's workforce development offices to enhance employment among Citizen-Warriors. Wellness Program (in conjunction with Planet Fitness), community outreach, and the Service Members Law Center (more than 2,000 law reviews)—these are just a few exciting ROA and STARS Foundation initiatives.

The STARS Foundation has contended with challenges in recent years. Like many non-profits, ROA and STARS depend on financial contributions. Notwithstanding the pandemic, natural disasters, social injustices, and conflicts on the international stage, ROA with the support of the STARS Foundation has weathered the disruptions. It is important for our members, reserve component leaders, military organizations, Congress, and corporate partners to know that through the hard work and dedication of




Col. Judi Davenport, USA (Ret.), STARS Foundation Chair and Jeff Phillips, ROA CEO

the national staff, elected leaders, MNPC, and supporting members like you, we have adapted to these challenges and found opportunities in uncertain times. Hallmarks of the positive turnaround have been revitalized programs, outreach, scholarships, support of key legislation, the development of innovative new programs and resources, and ROA's credibility as the only national military organization solely and exclusively supporting the Reserve Components. But we are not there yet—more is needed!

The STARS Foundation answer is the Second Century Campaign, which lays the foundation for the future. This \$10 million campaign is our way forward. Development manager and advisor Brad Carlson on page 104 fully describes the Second Century Campaign and how you can get involved with a contribution or pledge. He will share more details of the many exciting programs and initiatives ROA and STARS are developing, executing, and planning for the future.

The STARS Foundation will continue our mission helping ROA create relevant educational programs, establishes community outreach with our coalition partnerships, and support for reserve component family readiness. That it supports key legislation and ensures fair and equitable treatment to All Services-All Ranks of our reserve component members and families for the next century. I hope you will join us in this partnership and support our mission by giving what you can and pledge today! Thank you for all you do and support.

Be well and take care of each other. 

*Col. Judi Davenport, U.S. Army (Ret.), STARS Foundation chair and 81st ROA National President*



# The Second Century Campaign link in ROA's "Value Chain"



**A**s ROA roars into our Second Century of service to the nation, our mission is just as if not more critical today than throughout our first 100 years. In 1922, our founders, led by General of the Armies John "Black Jack" Pershing, had watched the gutting of the Army that had brought victory in 1918.

Our founders knew America and the free world would again need military strength. In those days, the Reserves were the force upon which the nation would rebuild its Army in the 1930s and into the war itself. Today, the Reserve Components are an integral part of the force; without the Reserves and National Guard, America cannot begin to count itself secure.

Perhaps never since 1941 is the prospect of such war more real. Prospect could become reality if American strength wanes or is perceived to be insufficient to answer the challenge from abroad.

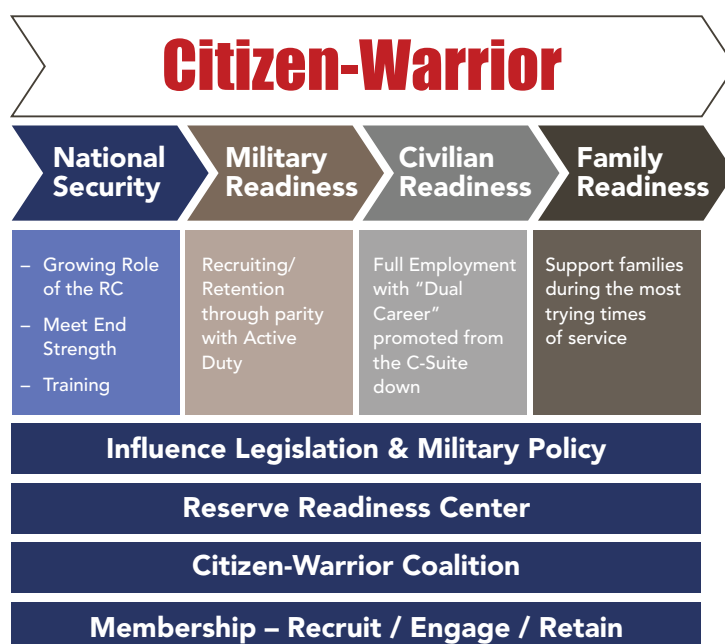
The Reserve Components are incorporated into the national defense strategy as a "Multi-Domain Operational Reserve" (representing over 40 percent of the total force

and 53 percent of the total Army); ROA's mission continues to support strong national security through support of the readiness of the Reserve Components – ROA's "Value Chain." The Citizen-Warrior is the fundamental element of RC readiness.

ROA's Second Century Campaign is the financial engine that will fund ROA's campaign to support and enhance the readiness of the Reserve Components and the all-important Citizen-Warrior, upon whose shoulders all readiness ultimately rests.

The Second Century Campaign will help ensure our Citizen-Warriors and their families get the support they need, in turn supporting national security.

Over the coming months, be on the lookout for more information about the Second Century Campaign and how you can help ROA deliver on its Value Chain. As it was from 1922 through 2022, readiness is not an option! We must ensure our Citizen-Warriors and their families are "ready" when next comes the call to go into harm's way.



# NEXT CENTURI

Centuri Group salutes ROA's century of support to our Citizen-Warriors. Centuri Group is honored to serve as the National Chair of the Citizen-Warrior Coalition Operation Solid Ground is Centuri Group's way to support our Reserve Component "dual career" employees.



The Citizen Warrior Coalition and ROA have been instrumental in Centuri's efforts to support our military communities. Last year, Centuri's military community employees continued to grow. We expanded our DoD SkillBridge Fellowships to all our company areas. We look forward to how these opportunities are expanded to Reserve Component Service Members in the future.

We encourage all companies to explore expanding their support of our Reserve communities by hiring these Service Members who choose to continue and serve our country. ROA has connected our company to Flag Officer influencers that are in desperate need for industry partners to hire their service members. Additionally, they are working with Congress to address barriers to employment and military readiness through legislation. We have developed our hiring strategy by listening directly to the needs of the military community.

Civilian careers are essential to military readiness. In addition to providing medical and dental insurance options to employees, companies can have a dramatic impact on the life of their employees by providing a supportive structure and culture to support their employee's military career.

Additionally, we encourage all ROA members and Reserve Component Service Members to engage their employers to become a partner with ROA and the Citizen Warrior Coalition to support our military community.

# ROA contracting partners share revitalization perspectives

By Maj. Gen. Jeffrey Phillips, USA (Ret.)

**M**ilitary and veterans service organizations constantly struggle to achieve a balanced budget. Many operate in the red year after year, depleting their reserves. Many sell their beloved building or go out of business. Or both.

ROA itself faced great challenges as it moved into its ninth decade. Deep and painful personnel and program cuts stanching the bleeding, buying time to assess a new direction and begin transitioning from the necessary “all stop” mode into a rebuilding of both revenues and essential programs, such as ROA’s all-important legislation and military policy campaign. Yet, for more than minimal program execution, ROA’s staff capability was inadequate.

Today, a focused staff of seven and volunteer leaders, supported with targeted capabilities provided by “contracted partners,” has enabled ROA’s transition to “all ahead slow” and then “make turns for 12 knots” and beyond.

The significant degree to which ROA has revitalized by leveraging outsourced capabilities began in sheer necessity. Since then, I directly attribute much of ROA’s revitalization to the outsourced performance, capabilities, and relative economies achieved through our contracted partners. In each case, we started modestly and deliberately, purposely growing both the capability of the partner and, synergistically, of ROA itself.

I asked four of our contracted partners to offer their experiences working with ROA.

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**Perspective** Brad Carlson, president,  
MNPC, Inc., U.S. Navy veteran

**A**rmed with a solid strategic plan developed in 2014, modestly refined in 2017, and still in force, ROA began its revitalization journey toward the rapidly approaching horizon of its second century of service to our Citizen-Warriors in support of national security.

A few short years after those tense times, on the eve of our Centennial, a revitalized ROA is actively and effectively again supporting national security with its time-honored focus on America’s Reserve Components, our Citizen-Warriors, and their families.

How has ROA’s revitalization been made possible?

Of foremost importance, ROA’s membership stayed loyally “with the colors”—supporting both the organization and its mission, with strong volunteer leadership stepping forward to fill the gaps of the depleted staff ranks. Most of these members had seen ROA at its zenith; they set aside the pessimism of the hour and “pulled” for the future.

Second, leadership acknowledged that old revenue streams were faltering: new life membership dues, insurance and affinity programs, and advertising in a magazine that had been at first halted (and then relaunched digitally). A highly anticipated ROA credit card affinity program attracted little interest; it appears the day of such programs was passing.

ROA, its deficits tamed, and its bills being paid, moved forward along three axes to generate revenue: the first was to leverage the Minuteman Building itself—renting out two floors once filled with ROA staff to the government relations staffs of USAA and Southern Pacific Railroad, both excellent neighbors in the ROA building. Working with its trusted audio-visual contractor, Condor



Communications, ROA developed in Condor an entirely new capability to manage the underperforming Top of the Hill Banquet and Conference Center, improving gross revenue from some \$700,000 to a million pre-pandemic (business is returning). Also, ROA rented rooftop space for media and even Secret Service antennae and cameras.

Second, having moved to maximize the revenue potential of 1 Constitution Avenue NE, ROA almost simultaneously moved to engage its STARS Foundation in professionally managed philanthropic outreach and development. Today the STARS Second Century Campaign is nearly halfway to its \$10 million goal, funds that are vital to ROA's revitalization and growth of services, such as the new Reserve Readiness Center.

The third revenue initiative is ROA's new Citizen-Warrior Coalition. The coalition's purpose is to win corporate sponsors with a program essential to America's national security (see page 104 for more on the Citizen-Warrior Coalition). ROA's newest initiative, the Citizen-Warrior Coalition, focuses on initiatives that help create the conditions among employers that facilitate Reserve service among members of the Reserve and National Guard, and their families.

Working with ROA to help recover its financial vitality has, in turn, led to our ability to help develop and manage programs that revitalize its advocacy and member-benefit value propositions; which has been deeply rewarding for us.

*Military Non-Profit Consulting, LLC (MNPC) brings more than 25 years of military nonprofit management, strategic planning, and fundraising. CEO Brad Carlson, a former naval officer (both active and reserve), leads a team, all connected to the military, many as spouses, with unmatched experience partnering with military and veterans' service organizations. The MNPC team has become an extension of the ROA family, providing staffing support to the STARS Foundation and ROA committees and management of ROA's Citizen-Warrior Coalition, the Reserve Readiness Center, and the Second Century Campaign.*

*MNPC clients have included the USO, AMVETS, Navy League, and the Association of the United States Navy. Clients include the service academies (USMA, USNA, USAFA, USCGA, and USMMA) and The National Museum of the Marine Corps, and the National Law Enforcement Museum. MNPC partners with the Public*

*Health Service Commissioned Officers Foundation, the Space Force Association, Strategic Air Command Museum, National Veterans Affairs History Center Foundation, and the National Navy Museum Development Foundation.*

## Perspective

*Tim Tener, president  
and owner, Condor  
Communications*

Condor Communications brought new life to Top of the Hill, ROA's banquet and conference space, located on three floors of ROA's Minuteman Memorial Headquarters Building.

Starting as the audio-visual vendor for ROA's national conventions in 2012, Condor next began producing their annual galas in 2013 before becoming the in-house A/V vendor for Top of the Hill Banquet and Conference Center in 2015. From there, it was a seamless transition to taking charge of Top of the Hill as the venue management company in 2016.

With our many connections in the event industry, Condor was instrumental in immediately steering more business to Top of the Hill through its existing network of clients and vendors. Condor also increased the average customer spend at Top of the Hill by elevating the level of production for the venue with enhanced A/V services and lighting for single ballroom meetings or the coordination of larger events using all three floors of rentable space.

In September 2020, during the pandemic, Condor proved we could produce safe and effective hybrid in-person and virtual events for remote viewers and presenters at ROA's national convention in St. Louis, Missouri. Later, as the world reopened for business, Condor applied that same technology to produce hybrid events attended globally from Top of the Hill.

Today, with the pandemic behind us, and the Minuteman Memorial Building's refreshed exterior and interior looking better than it has in years, we are already seeing a big resurgence in business.

*With more than twenty-five years of experience in both national and Washington, D.C., audio/visual event production, Condor Communications understands what today's discerning meeting planners require when searching for an elite meeting venue in the nation's capital.*

**Perspective** Kalen Arreola, president,  
KMC Digital and  
U.S. Army Reserve veteran

Initially, KMC began working with ROA in a freelance role, but that quickly expanded from overseeing communications and limited branding support to heavier involvement in communications, corporate sponsor programs, and now, future marketing efforts.

It's an honor for us to be working with an organization like the Reserve Organization of America. ROA often leads the charge on legislative efforts that not only benefit the Reserve Components but oftentimes, the entire veteran community.

There were several challenges in the growing role, including the need to bring on additional support and finding a way to work with such a complex organization that has a global footprint. KMC quickly discovered that ROA functions primarily on support from highly engaged volunteers, a small full-time staff, and other contractors. There are a lot of people to work with and multiple teams to work through.

There are so many pieces and parts you have to grasp to really appreciate the comprehensive work ROA does. Every member of ROA's team—vendors, staff, and volunteers—play a crucial part.

ROA “walks the walk” on its mission to support Reserve and National Guard members as they transition to veteran status: They hired me, an Army Reserve veteran and lifetime member, which speaks to their commitment to supporting the groups they say they support. That speaks volumes about our entire team; and we couldn't be more excited to see ROA grow over the next 100 years.

*KMC Digital brings more than 17 years of public affairs, corporate communications, and marketing experience from both nonprofit and for-profit organizations. After ten years as an Army Reserve public affairs officer, including service in Iraq, Kalen Arreola launched her own agency in 2010, now leading a team of seven contractors. They are a mix of veterans and civilians who bring fresh perspectives to ROA and its communications efforts.*


**Perspective** Timothy McLaughlin,  
president, CSCI Property  
Services Corporation

As an owner of a property services organization that primarily cleans historic building facades and windows, it is especially endearing to help restore the ROA Minuteman Memorial Headquarters Building on Capitol Hill. This grand building has great bones and is designed with robust materials and mechanicals; in some cases, materials such as the exterior portico bluestone pavers are of unique quality.

As they will, the years had taken a toll on the building. I have had the honor of restoring the building back to its greatness. From the outdoor portico to masonry repair, to limestone biofriendly agent arrest systems that safely erase mold and fungus intrusion and staining, to state-of-the-art pest deterrents, a new flagpole to replace the failing original pole, and repairs to one-of-a-kind doors, desks, podiums, and paneling, we have worked hundreds of even the smallest details to restore—and keep—the building, with its history, in great shape.

ROA is one of the nation's most unique properties, directly across from the Capitol on the Senate side. I routinely see Senators and their staff—it is amazing that I am able to have such a great opportunity. ROA's accomplishments and mission offer me a soul-based sense of pride, which is bolstered daily by its staff of dedicated, hardworking stewards.

*CSCI Property Services Corporation services high-rise commercial building exteriors and provides most services for facades and interior restoration. Among CSCI clients is the Architect of the Capitol.*

ROA's strategic partners provide ROA with a “best in class” team across their respective areas, experts dedicated to ROA's success and committed to providing our association with the best possible stewardship. As your CEO, I consider them part of the ROA family as we—to use Brad Carlson's naval parlance—“make turns for flank speed.” 

# ATA salutes ROA's first 100 years



By ATA CEO  
Chris Spear



**T**he trucking industry and our armed forces are bound by a commitment to service—whether it is to our country and its ideals, or to customers and the economy.

We see this dedication to service when trucks and Guardsmen come to the aid of their fellow Americans following natural disasters or other emergencies. It is an important bond between our industry and the National Guard.

ATA has taken steps to strengthen the bonds we have with our armed forces and veterans. Our “Workforce Heroes Truck,” is a camouflage-wrapped Mack truck and trailer that tours the country—promoting the hiring of veterans in an industry that is always looking for patriotic men and women to fill important jobs.

We recognize that the military forges character traits our industry values and whether that character is displayed behind the wheel, on the battlefield or in the board room, they're the marks of individuals—civilian or servicemember—who can get the job done. That's why so many current and former servicemembers are behind the wheels of our trucks, working in our sales teams and on our shop floors.

We believe servicemen and women should be thanked year-round, but no event is more sacred to us than our

annual effort as part of Wreaths Across America. Each December, dozens of ATA members and hundreds of trucks deliver wreaths so volunteers can honor more than two million veterans by adorning their headstones at Arlington National Cemetery and more than 2,100 additional locations across the country.

ATA, through the Trucking Cares Foundation, also sponsors a display of the 1917 Liberty Truck, the first standardized military motor vehicle, at both the National Museum of the Marine Corps and the National Museum of the United States Army.

Whether it is promoting career opportunities for veterans, arriving side-by-side in times of natural disaster, or delivering wreaths to honor veterans who have passed, ATA is proud to support our men and women in uniform. We are honored to continue to work with the Reserve Organization of America's Citizen Warrior Coalition as chair of the transportation committee. We want to thank ROA and its members for your service—and congratulate ROA on its first 100 years. We look forward to finding ways that our industry can give back to our nation's veterans, who have selflessly given so much to protect and defend our freedom and our way of life.

**ATA  
salutes  
ROA's first  
100 years**







# Freedom is Not Free

## By Ralph Hockley

By Jonathan Sih, Director of Legislative and Military Policy, ROA

**D**uring the height of the COVID-19 stay-at-home orders across the United States in 2020, I returned to my hometown of Carrollton, Texas, to spend six months with my parents before moving to Washington, D.C.. Like many Americans during that time, our family would take nightly walks around the neighborhood to get some exercise and do our best socially distancing from others doing the same in the waning Texas heat.

My parents pointed out the house of one of their new friends, Ralph and Carolyn Hockley and would tell me fascinating tidbits of their life that they had learned through pre-pandemic neighborhood social events. “You know Ralph was in the military too” and “Ralph was an intelligence officer somewhere, you should talk to him,” my mom and dad suggested each time we passed their house. It wasn’t likely in the cards as Ralph was in his 90s and unannounced drop-by guests isn’t a great pandemic mitigation strategy, so I would have to wait to meet this fascinating figure.

On one of our walks, my family and the Hockley’s literally crossed paths and I was able to briefly introduce myself, and that I was a participating Air Force Reservist. It was a brief meeting and great to finally put a face to a name, especially when the only people I saw were my parents, and my squadron commander, over video conference. Some weeks later, on my birthday, Ralph and Carolyn knocked on our door and asked for me. As a birthday gift, Ralph had bought me a 2-year ROA membership, and I was deeply touched at this genuine gesture of kindness while in isolation. I wish we could have invited them in to talk and learn more about his life of service, but they were passing by on their walk and wanted to continue to diminish the spread of illness.

I finally got my chance weeks later, before leaving Carrollton. In the hot and humid evening, our paths

crossed again outside of my parent’s house as we were working in the yard. As many Americans were ready to return to socializing, I was finally able to ask questions about Ralph’s decades of service to our country with about 15 feet between us! I was interested in what his path was to become an intelligence officer in post-war Germany and what he had done in the Army to get him there. He told me a few brief stories about his time in Korea and his life after that took him from artillery officer to civilian intelligence in Berlin, and offered life-affirming advice on being assertive with asking for what you want out of life and your job.

Coincidentally, we shared a friend in Lt. Col. Susan Lukas, who knows Ralph through ROA, and was also instrumental to me joining active duty Air Force over a decade prior. It was getting dark, and we wanted to continue our conversation, but the mosquitoes were driving us back indoors. I had more questions to ask and was hungry to continue the oral history lesson from someone who had endured so much and carried a perspective on service that I could personally relate to. I enjoyed our socially-distanced talk, yet we both felt it was incomplete—Carolyn and my parents were beckoning us to come back home as we were both silhouettes in the dark.

Months later, I was hired by ROA to be the director of legislation and military policy and given a copy of Col. Hockley’s book, which I did not know existed. I sunk my teeth into it right away and tore through chapters upon chapters having all the questions I didn’t have a chance to ask Ralph, answered. “Freedom is Not Free” is not a substitute for our spontaneous neighborhood conversations, but it is a deeply personal account of Col. Hockley’s life escaping Nazi Germany, and building a life founded on furthering the cause of America. The beginning chapters are paced like a political thriller as his family flees Germany in 1935 and as the Second World War approaches, followed

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by the race to secure a visa to America and free Ralph's father from a French internment camp before you as the reader know what's about to cross the border. The entire book is structured as a personal story told within the context of world affairs. Col. Hockley is not a spectator to these events, his is a participant in key moments in world history. It is honest insight from a teenaged boy who is very aware of what is happening around him in non-occupied France, but still attending to teenaged activities such as going to school and playing sports. His integral role in freeing his family by his work as an errand boy for the American Quakers mission in France is a story made for the movies and is all true.

Once his family was settled in America, Ralph yearned to join the U.S. military at the earliest legal opportunity, and it is fascinating to compare similar moments of the daily rigors in the military of the 1950s to my experience in the Air Force today. Ralph's military career took him to celebrate V-E day on the Champs-Élysées, back to his French and German hometowns where he could thank his neighbors who helped his family flee, and to the top of Mount Suribachi five years after the flag raising by Marines on Iwo Jima. The defining moments of his military career were in the Korean War.

Col. Hockley acknowledges that the Korean War is the "Forgotten War" and while I had some education in high school and college, I only knew of the broad geopolitical picture and not of the stories and hardships of fighting on Korean terrain. There are lots of popular stories of battles in World War II and Vietnam, but I had not read or seen anything about the Korean War experience other than the movie and television show *M\*A\*S\*H*®. The Korean War chapters of this book are detailed accounts of a soldier who was able to see the war through so many different lenses: as an artillery forward observer, vehicle maintenance officer, back on the home front as he was spared from the Chinese advance in 1950 due to a family emergency, and as a liaison officer with the French units fighting alongside the

U.S. when he asked to return to Korea. As a young man, he followed foreign policy in Korea more than the average company grade officer and in his retelling organically ties in the broader chess match being played by Washington, Seoul, and Moscow with his experiences on the ground. Col. Hockley's account is a textbook on understanding the Korean War top to bottom.

The final chapters reflect on his assignment as an intelligence officer in Berlin, family life back in America, and his move to Texas. When I corresponded with Ralph to talk about his book, he drew my attention to the epilogue, which reflects lessons learned on personal duty, international affairs, morality, and ends with an optimistic outlook on the America he fought for to preserve freedom. Col. Hockley has led a full and impactful life founded on a legacy of service to the United States. This past November, he was awarded the highest French civilian award and inducted as a Knight of the Legion of Honor for his life of service and contributions in the service of France, particularly his time advising French troops in Korea. Col. Hockley was presented this award by the French Council General at the Dallas Holocaust and Human Rights Museum in Texas. The French Legion of Honor is an award that requires French Presidential approval; Col. Hockley joins Audie Murphy, Sen. Daniel Inouye, and Gen. Colin Powell as other Americans inducted into knighthood.

Originally published in 2001, "Freedom is not Free" can be found on Amazon and I recommend this book to anyone looking to learn about the buildup to World War II and its effects on everyday life or understand more about the Korean War. Additionally, if you or your family are interested in capturing a written or oral history from a family member, "Freedom is not Free" provides a perfect template in structure—organizing a full life in defining eras and ending with an honest reflection of a life well lived. 

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See page 15 for details or  
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