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+ 1st Sgt**

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most vital team  
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# RESERVE VOICE

February 2020  
Magazine

## OPERATIONAL RESERVES 20 YEARS ON

p. 84 Reserve pararescuemen  
snatch lives out of danger  
in combat and at home





# We Serve Two

p. 66



ROA dba RESERVE ORGANIZATION  
OF AMERICA

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Editor: Eric Minton

Senior Editor: Elizabeth H. Manning

Copy Editor: Carol A. Kelly

Associate Editor: Jeanne Kouhestani

Contributing Editor: Sarah Moore

Graphic Design: Laurel Prucha Moran

Circulation Manager: Tracey Ware

Advertising Director: Tim Waddill

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##### ON THE COVER

The 45th Space Wing Commander Brig. Gen. Wayne R. Monteith and 920th Rescue Wing Commander Col. Kurt A. Matthews tandem skydive over Cape Canaveral Air Force Station, to demonstrate their wings' commitment to mutual support and shared resources after signing a new host-tenant support agreement in June 2017. A profile of the 920th, including Col. Matthews, begins on page 84. (U.S. Air Force photo by Matthew Jurgens)

##### ON THE INSIDE COVER

To illustrate our in-depth piece on the increasing challenges citizen warriors face pursuing a civilian and military career in the age of the operational reserve, ROA Air Force Section Junior Vice President Staff Sgt. April Hill volunteered to serve as our model. Her sister, Rachel Macajoux, photographed the images we used to display how today's reservists are pulled in so many directions. "We Serve Two" begins on page 66. (Photo illustration by April Hill, Rachel Macajoux, Eric Minton, and Laurel Prucha Moran, based on an idea by Devin Mitchell)

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By Eric Minton

## We Are Back!

**T**ruth be told, ROA was never gone! As with many organizations, “tightening the belt” had to happen, and the organization has emerged better than ever.

ROA has reenergized with a vote by the members to open membership to all ranks of the reserve components. To reflect the decision by the membership, that ROA is truly for all members of the reserve components, we are doing business as the Reserve Organization of America, which retains the time-honored acronym, ROA.

Other military service organizations partner with ROA on reserve component issues, but as our executive director, Maj. Gen. Jeff Phillips, says, “Supporting the reserve force is *part* of what some other organizations do; it’s *all* that ROA does!”

In the past couple of years under some great leadership, membership is stabilizing, with steady growth in associate and term membership that is on track to offset the loss of our honored life members as they pass from our ranks.

ROA is financially in the black and recognized on Capitol Hill as the premiere legislative advocate for reserve component issues. We will soon announce our fourth annual Henry J. Reilly Scholarship competition and our second annual Eileen Bonner Health Education Scholarship. We’ve established a family support program and brought back print communications. The first was the 2019 national convention bulletin with President Stockton, the annual ROA report, and the ROA legislative report. The *Reserve Voice Magazine* you are holding is the second. We also continue to have our social media presence through Facebook, LinkedIn, and other social media avenues. These are just a few of our improvements.

If you are already a member, please accept my challenge to get engaged at the local level, state department level, or national level: *you can make a difference*. For those of you who are already active, thank you. Your efforts are making a difference in our association’s revitalization. If you’re not yet an ROA member, please accept my invitation to join America’s only national military organization that solely and exclusively supports your Reserve force.

Please also join us in Washington, D.C., March 14–17, for our National Council and Leaders’ Conference. Then make plans to join us September 17–20 in St. Louis for

our National Convention; attendees have told us that each convention has improved on the one preceding it. The St. Louis convention will have great speakers, programs, and camaraderie with your fellow brothers and sisters in arms. Registration information is at the [roa.org](http://roa.org) “Events” tab.

If you know of serving members of the Reserve or Guard, retired, ROTC cadets, or former members of the federal uniformed services who aren’t members, invite them to join—maybe even sponsor them. The \$20 investment in your professional organization is a small price for the future readiness of America’s Reserve force. If you are already a member but want to further support many of the ongoing programs or initiatives, contact us or go to the ROA website, [roa.org](http://roa.org), for further information. Your membership in ROA places you among the ranks of men and women who understand the essential nature of our Reserve force in the defense of the country.

In two short years, we will celebrate ROA’s centennial. One hundred and forty World War I veterans founded our association in October 1922. Our 2022 convention in Washington, D.C., will mark one hundred years of service to our nation, *40 percent of the time America has been in existence!* It is a profound honor to help plan that celebration as your president. Recently, I have had people tell me, “Congratulations—I can’t believe you’re only the second woman to serve as the national president in 100 years!”

Well, numbers tell only part of the truth: ROA has always been a diverse organization. ROA is one of the few “joint organizations” that serves all ranks and all services. As we near our centennial year of service to America, ROA—more representative of the Reserve Component than ever—is back and making a difference for our members, our military, their families, veterans, and, most important, the nation we love.

*Judith A. Davenport*

Judith A. Davenport  
Colonel (Ret.), USA  
81st ROA National President



McKinley Williams

# ROA's Virtuous Spiral Upward

**ROA** enters its 98th year with a new national president, its second woman in the presidency since the association's founding. We welcome retired U.S. Army Reserve Col. Judi Davenport, who has been a member for nearly 33 years. President Davenport has lost no time establishing her agenda since her inauguration in September. I recommend everyone read her views on page 3.

In December, I passed the five-year mark as your executive director. When I hired on, such a duration was nowhere in my conception. Sort of like a 37-year military career was nowhere in the mind of 22-year-old 2nd Lt. Jeff Phillips in 1979.

With the time having sped by, we reflect on a journey that in retrospect—as history has a habit of doing—can look deceptively preordained.

Yet in 2014, oblivion was not out of the question for ROA. Nowhere was that on starker display than the reluctance of members to donate significant money for fear it would disappear along with a collapsed association.

One of those very members, an ROA lionheart who wishes to be anonymous, just hit the \$100,000 donation mark. We have three other members who have made this level of commitment to ROA's future.

Thanks to our improving communications, every member on the rolls this summer got our convention newsletter, and with it my annual report and our legislative report, along with Lt. Col. Don Stockton's final report as national president.

Summarized, ROA is financially stable and operating within the confines of its budget; it's in what I call a "fragile" yet improving recovery from the days of massive red ink. Our revenues about balance our expenses. We're constantly exploring how to boost the former and cut the latter; in fact, staff consistently underspend the annual budget.

Now in its third year under the management of the capable and military-fluent family firm, Military Non-Profit Consulting, our comprehensive Second Century Development Campaign has generated some \$2 million and is going strong.

You'll read in depth on page 6 the report of our legislative and military policy team of retired USAFR Lt. Col. Susan Lukas and serving Army Guard Sgt. 1st Class Kevin Hollinger, a Ranger with 11 overseas tours, eight

of them deployments to the combat zone. I am mighty proud of what this team has done, comparing favorably with some other advocates in this town with *actual accomplishments* for our Reserve force.

ROA's membership is wobbling between loss and gain. Continuing the trend that began nearly three years ago, we consistently see net gains in associate and term memberships, with losses among our older life members as they leave our ranks. Yet in 2019, we saw one month (April) when we had a net overall gain. So, it can be done.

That growth is driven in the departments and chapters. Having visited several, I can vouch for the swelling optimism that is powering more effective membership efforts. We fret less and less about poor access to reserve centers (which will gradually improve, as the pendulum swings and ROA shows its value to commanders and their senior NCOs). More and more, we resourcefully look for alternatives. Our members are going out and sharing the ROA story at universities, businesses that employ RC members, and DoD Yellow Ribbon events (see page 94)—wherever they find reservists. I think this growth will gather strength and ultimately triumph against our losses.

Those new members are making an impact on our organization as we revitalize for a second century of service: the association's Executive Committee has several such stars, both officer and NCO, who are currently serving in America's Reserve force.

And it isn't just young'uns who are joining: the immediate past Command Chief Master Sgt. of the Air Force Reserve is a member (as is her former boss, Lt. Gen. Richard Scobee); Chief Ericka Kelly serves on DoD's new Military Family Readiness Council, representing ROA.

I referred earlier to our improving communications. The copy of *Reserve Voice Magazine* you're holding, which arrived in your old-fashioned mail box, represents the return to a print magazine and the partial fulfillment of a promise made during more financially perilous times to do so as soon as feasible. It's our intent, as we strengthen yet more, to increase the frequency of the magazine's publication. For the fiscal year beginning April 1, though, we'll hold what we have, with one convention "special" in 2020 ahead of the national convention, and one issue of the magazine in 2021 before the March National Council

and Leaders Conference. And we'll have one emailed Reserve Voice Online each month.

By the time you read this, we will have added a dedicated (contracted) communications capability that'll power more social media, a better website, and improve all our communications across channels, more in line with our excellent strategic plan than heretofore possible. The success of our contracted management of the Top of the Hill Banquet and Conference Center, the *Reserve Voice* suite of publications, and our Second Century Campaign shows the value of contracting, without incurring the downside of excess salaried overhead.

Our ROA staff is about where your chief of staff, Chief Lani Burnett, and I think it should be—and they are doing a *superb* job! Come and visit us in the refurbished Minuteman Memorial Headquarters Building; you'll see a proud staff brimming with morale and spirit.

Two areas of program growth especially excite me: one is our increasing capacity to generate grassroots "community" power on legislative issues. The ROA "Red Hat" initiative, begun three years ago, is gathering force. Typified by members wearing red ROA ball caps to meetings with their elected officials in the districts, the program has generated success. Now we are harnessing its potential to advocate for legislation that would provide tax incentives for employers of Reserve and Guard servicemembers.

In the upcoming budget, we will propose to bring on, at great discount, a veteran Capitol Hill organizer who will connect us with leading industry associations to garner their support. Here's the idea: It's a fine thing to have ROA members on your district doorstep supporting a bill; and what if local community groups, as well as some big industry associations, did so as well?

In a virtuous spiral upward, increasing legislative success will power member growth. Plain as day.

The second program focuses inward: ROA, under the Department of Pennsylvania's guiding hand, is piloting a revival of its mentorship program for members. We who have trod the path have a lot of experience and insight to share. Reflecting our all-ranks membership, we will provide career and life guidance to young members; indeed, Chief Kelly has already volunteered to help Pennsylvania develop the program. *Can you imagine as an airman the effect of*

*hearing a colleague in your wing talk about having as a mentor a senior Air Force Reserve NCO?*

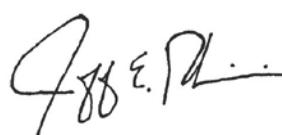
In my own case, I have mentored for some 10 years an Army Reserve Engineer officer, seeing him advance from first lieutenant through a successful command, into field grade rank. At last September's convention, we awarded ROA chaplain of the year to a USAR chaplain who was flown by the Army from theater to accept the award—and *who is mentored by a former Army Chief of Chaplains!*

Our chief of staff, retired USAFR Chief Master Sgt. Lani Burnett, in addition to her "day job" of running the staff (and, in all honesty, the association) has added some terrific new member benefits, such as a premium travel service, identity theft insurance, vision insurance, and an innovative new service that helps members manage their estate matters. ROA offers about as many such benefits as any top-notch association, and you, our members, deserve that.

The bottom line is that you deserve an ROA tenaciously focused on fulfilling its 1922 founding purpose: "to support and assist in the development and execution of a military policy for the United States that will provide adequate National Security and to promote the development and execution thereof."

To do that, your national staff must manage the association's business effectively, efficiently, and with scrupulous fidelity to that "true north" that has guided us for nearly 100 years.

Our success will be measured by the difference we make to our nation's Reserve force in our fast-approaching second century of service to America!



Jeffrey E. Phillips  
ROA Executive Director



ROA Photography by Henry Plimack

# Call to Action

## ROA GRASSROOTS PROGRAM STANDS UP AGAIN

By Susan Lukas, ROA Director of Legislation and Military Policy

In April 2019, ROA revived its Call to Action grassroots program for supporting legislation. Each month ROA will provide an email to ROA members for their congressional delegation. The Call to Action will typically ask the member of Congress to be a co-sponsor on a bill affecting the reserve components. It also will be used to announce ROA's March on the Hill event so congressional offices know you will be visiting. Here are the bills we focused on in Call to Action's first year back:

### **H.R. 5169, Tricare Fairness for National Guard and Reserve Retirees Act**

*The bill aligns Tricare Standard, Extra, and Prime with the age at which National Guard and Reserve personnel begin receiving their retired pay. Currently "gray area" National Guard and Reserve members pay full healthcare premiums, unlike other retirees who pay a much lower rate with reduced annual enrollment fees and network copayments.*

ROA asked congressional members to co-sponsor the bill.

H.R. 5169 was introduced on Nov. 19, 2019, by Rep. Ross Spano, R-Fla., and is still in committee.

### **H.R. 4183, Identifying Barriers and Best Practices Study Act**

*This bill will direct the U.S. comptroller general to conduct a study on disability and pension benefits provided to members of the National Guard and Reserve Components by the Department of Veterans Affairs. This bill will provide data to show if Reserve Component service members have a low approval rating for service-connected disability applications compared to their active-duty counterparts.*

ROA asked congressional members to co-sponsor the bill.

H.R. 4183 was introduced on Aug. 13, 2019, by Rep. Ro Khanna, D-Calif. It passed the House on Dec. 17, 2019, and goes to the Senate for consideration.

### **H.R. 2500, National Defense Authorization Act for Fiscal Year 2020**

*When the NDAA was published by the House Armed Services Committee, ROA found out the legislative request for reserve component members to receive DD Form 214 was changed to only require DoD to develop a DD Form "214-like" form by policy.*

ROA alerted members to request their representatives to support only legislation on the DD form 214 and not a "like" form.

H.R. 2500 was introduced on May 2, 2019, by Rep. Adam Smith, D-Wash., and passed the House on July 12, 2019. Provisions of this bill became part of H.R. 2938 and S. 1790, both now public law.

### **S. 1360, Reserve Component DD-214 Act of 2019**

*This bill would issue a DD Form 214 in the same manner as active components and provide complete documentation of service, including promotions and medals.*

ROA asked congressional members to co-sponsor the bill.

S. 1360 was introduced on May 8, 2019, by Sen. Gary Peters, D-Mich., and is still in committee.

### **S. 1790, National Defense Authorization Act for Fiscal Year 2020**

ROA sent a message thanking Congress for certain provisions included in the NDAA:

- **Early retirement:** Reduced the age of eligibility for retired pay when National Guard and Reserve service members are on Combatant Command 10 U.S.C. 12304b orders.
- **Tricare Reserve Select (TRS):** Expanded TRS to all Reserve Component members employed by the federal government, but it will not be funded

until 2030. The message encouraged Congress to provide funding earlier.

- **Defense Health Agency:** ROA requested Congress to direct DoD to slow down changes to its medical structure, mission, and end-strength proposals because ROA believes the impact and requirements of the reserve components have not been fully addressed.
- **DD Form 214:** Congress remained convinced that National Guard and Reserve members only needed a “DD Form 214-like” form. The message let Congress know that ROA will reengage with them in 2020 to direct DoD to issue a DD Form 214 in the same manner as for active duty service members.

#### **S.2950, The Veterans Burn Pits Exposure Recognition Act**

*The bill sets forth the locations and time periods that all service members were exposed to burn pits. This designation is important because it will lift the burden of proving exposure from the service member when he or she files a claim for compensation for a service-connected disability. It's particularly important for the Reserve Components, who have the lowest approval for VA disability claims.*

ROA asked congressional members to co-sponsor the bill.

S.2950 was introduced on Nov. 21, 2019, by Sen. Dan Sullivan, R-Alaska, and is in committee. 

# **ROA's 2019 Legislative and Policy Accomplishments**

**R**OA's legislative staff was busy in 2019 advocating on Capitol Hill and at federal agencies on issues impacting reserve component members and veterans. Following are summaries of the work they've done in 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. ROA will work to get funding earlier. ([19-27 Tricare Coverage Continuity](#))

**DoD now requires the recording of any “occupational and environmental health risks”** that service members are exposed to during deployment. This solves a longstanding problem for National Guard and Reserve service members in receiving medical care for service-connected healthcare issues. **The Department of Veterans Affairs Burn Pit Registry** is for a veteran or service member who deployed to contingency operations in the Southwest Asia theater of operations any time on or after August 2, 1990 (as defined in 38 CFR 3.317(e)(2)), or Afghanistan or Djibouti on or after September 11, 2001. The registry can be found at [veteran.mobilehealth.va.gov/AHBurnPitRegistry/](http://veteran.mobilehealth.va.gov/AHBurnPitRegistry/)

**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 who meet blue-water criteria can now file for VA disability compensation. ROA first adopted a toxic-exposure resolution for Blue Water Navy veterans at the National Convention in June 2004. ([19-36 Recognition of Illnesses Caused by Hazardous Warfare Agents](#))

DoD is now required to establish and implement a **standard record of service for members of the Reserve Component** that summarizes the record of service including dates of active-duty service. This first step does not negate the need for a DD Form 214 to be issued at the same intervals as active duty's, and ROA will continue to support **S. 1360**, the Reserve Component DD-214 Act of 2019. ([17-04 DD Form 214 Issued upon Separation from the Reserve Component](#))

**Congress passed language restricting DoD from putting a limit on transferring Post 9-11/GI Bill benefits** to family members. In July 2019, DoD established a limit at the 16th year of service for transferring education benefits after reinterpreting the law. Congress passed legislation in Title 38 that prevents the secretary of defense from limiting when a service member

may transfer unused education benefits to family members. ([19-06 16-year Limitation on Transfer GI Bill](#))

In 2008 ROA appealed to the Military Compensation and Retirement Modernization Commission to change a recommendation that would include Reserve Component (RC) members' children, which they did. It took 10 years, but **Congress finally passed a change to the Military Student Identifier for RC parents to identify their child/children** so schools can work with them when a parent deploys. A recent Military One survey showed it does not get easier for RC children during deployment.

**DoD was handed an order to stop end-strength cuts with its reorganization of military treatment facilities and health care:** Congress passed a limitation on the realignment or reduction in end-strength of military medical personnel. ROA pushed for this measure until an impact study for RC members could be completed.

In Fiscal Year 2012, DoD requested and Congress passed authority for natural disasters (10 U.S.C. 12301a) and Combatant Command (10 U.S.C. 12304b) orders. Funding for benefits was not granted for the two duty statuses which took effect in 2014. **Since ROA and Law Reviews have raised this issue starting in 2014, Congress began adding benefits.** In 2019 early-age eligibility for retirement was added for 12304b orders.

**ROA worked on three bills to update tax laws** for the Reserve Component. ([18-14 Tax Incentives for Employers of Reservists](#))

- **H.R. 905:** The Servicemember Retirement Improvement Act will allow both military and civilian employment contributions to 401K above current limits.
- **S. 837:** The Savings for Servicemembers Act will decrease the distance from 100 miles to 50 miles for the above-the-line deduction for travel expenses. This will allow RC members to claim more out-of-pocket expenses.
- **H.R. 801:** The Reserve Component Employer Incentive Compensation and Relief Act of 2019 built a tiered incentive tax-credit program for employers who have service members who are placed on active duty orders.

An **update to overseas military voting** now requires that 45 days prior to an election, a federal write-in absentee ballot will be provided along with state information on absentee voting when the state does not accept a federal ballot. ([17-08 Need to Improve Military Voting](#))

**H.R. 4183**, The Identifying Barriers and Best Practices Study Act, was sent to the Senate to direct the comptroller general to conduct a **study on disability and pension benefits provided to RC members by the Department of Veterans Affairs**. This bill was in response to a Reserve Component member having difficulty receiving service-connected disability status for musculoskeletal injuries. ([17-02 In-Flight Injuries to Pilots and Flight Crew Members](#))

**H.R. 4991**, The Post-9/11 Veteran Business Acceleration Act establishes a pilot program in which **those who want to start or run a business may qualify for financial assistance in lieu of educational assistance** under the Post-9/11 Educational Assistance Program. ROA assisted for a bipartisan co-sponsor to support the bill and provide another career option for the RC. 

## U S P H S R E A D Y R E S E R V E C O R P S

*10 years and still not off the ground.*

Congress created the Ready Reserve Corps on March 23, 2010, and the U.S. Public Health Service announced that the agency would "develop new regulations and policies to implement the law." Ten years later and the Corps is still not off the ground. Apparently, the Department of Health and Human Services, where the Ready Reserve Corps will be managed, interpreted the 2010 law as lacking conforming language to provide salary and benefits to form the Corps.

Specifically, the law stated:

"(d) FUNDING.—For the purpose of carrying out the duties and responsibilities of the Commissioned Corps under this section, there are authorized to be appropriated \$5,000,000 for each of fiscal years 2010 through 2014 for recruitment and training and \$12,500,000 for each of fiscal years 2010 through 2014 for the Ready Reserve Corps."

To get the Ready Reserve Corps moving, ROA is supporting H.R. 4870/S. 2629, the United States Public Health Service Modernization Act of 2019, which would provide a technical fix to the 2010 law and resolve the issue of funding.

# Roundtable

## ROA'S 2019 NATIONAL CONVENTION PROGRAM GENERATES GRASSROOTS DISCUSSION ON ASSOCIATION'S DIRECTION

By Susan Lukas, ROA Director of Legislation and Military Policy

Excitement hummed in the air on Friday, Sept. 27, 2019, as ROA members walked into something new at ROA national conventions: a roomful of roundtable discussions on everything from build from the grassroots up to what priorities should drive ROA's budget.

Everyone had his or her choice of topics in each of two 40-minute sessions, with one topic per table. At each table, a facilitator provided a set of questions to help get the conversations and ideas rolling.

The purpose of the discussions was to hear from ROA members about the association's direction. ROA President Lt. Col. Don Stockton, USAF (Ret.), encouraged everyone to present information on best practices, problems they have encountered, and areas of improvement. Organizations should continually question their relevance and ways to improve—a hallmark of ROA leadership.

Several topics addressed the association's value and what members believed ROA should be in 2035. The discussion also addressed two topics of growing interest: communications and family support. With busy lives and fewer departments and chapters, how, when, and what ROA communicates is important to engage and retain membership. With ROAL reorganizing under ROA as the Family Support committee, feedback from this convention will help the group shape the best way forward.

Finally, the ROA Strategy for 2017–2022 includes three overarching imperatives:

- Influence legislation and military policy
- Operate with a positive cash flow
- Grow and engage membership.

According to the plan, "Each of these imperatives must remain central determinants in every major decision made by ROA during the duration of this strategy." That made them naturals to include in the roundtable.

Following is a summary of discussions. Members, see if you can spot your input—if not, where were you?!

### **ROA Value: Not diminished**

ROA members continue to support the ROA mission and believe it sets the association apart from others. They also believe ROA provides a unique service with the Law Center; in fact, some suggested expanding to other issues where it's not always easy to find information, especially when reserve and active components diverge. An example that arose was a toolkit on ROA's website that lays out the retirement process and its effects, such as for ID cards, Medicare, Tricare for Life, and Social Security (WEP).

### **ROA in 2035: Association needs to update business practices**

The discussion at this table centered on how ROA is organized with a firm belief that ROA will continue as an association but needs to reflect changes in membership expectations. Based on reduced number of chapters and departments, ROA should develop a new organizational system. One suggestion was to reorganize by region or eliminate chapters and departments entirely. Another was to reorganize by interests, e.g. medical or civil affairs.

As departments and chapters are currently how most members connect with each other, the region approach would need to rely on virtual department and chapter meetings to bring members together. If ROA organizes away from individual state departments, then voting should be reconsidered with one vote for each member.

### **Communications: Necessary to gain and retain membership**

One comment we were surprised to hear several times was the request for ROA national staff and leadership to communicate more often—to "push" information to members rather than expecting them to "click" or search the ROA website, Facebook, YouTube, and other sites for information from ROA. Most mentioned they'd like to

be able to tailor the frequency of those communications (weekly, monthly, etc.), and to unsubscribe.

Two specific requests: a monthly report from the executive director and/or president, and lists of talking points for recruiting members. Departments and chapters were encouraged to distribute the ROA *Reserve Voice*, newsletters, and magazines to installations.

Members also want ROA to increase its use of social media platforms and provide options to sign up for *SmartBrief*, *Reserve Voice*, and *Calls to Action* at the bottom of communications.

## **Family Support and Services: ROA can help families**

The family support discussion included several recommendations:

- Establish an ROA webpage for family support.
- Compile a consolidated list of resources with corresponding links for reserve component families on ROA's website.
- Consider providing scholarships.
- Attend Yellow Ribbon events to reach families.
- Volunteer with installation support agencies, i.e., MWR, chaplains.
- Represent ROA at the local level to assist deployed members and their families

Ways to communicate with families was a large part of the family support discussion.

- Use the ROA School Kit to communicate with children's schools about possible effects of deployments on kids.
- Check in with families during deployments.
- Tap into electronic means to share information.
- Set up phone trees, make calling tree part of Yellow Ribbon kit.
- Communicate directly with families about resources available to them.
- Invite school teachers and administrators to Family Support meetings.
- Educate first sergeant about ROA and what we do – "First Sergeant Tool Kit."
- Conduct family-readiness discussions.

## **Resolutions and Legislation: ROA is working on the right issues**

Members at the roundtable generally agreed that ROA's legislative team is on the right track. This is not that

surprising, since legislative priorities originate from resolutions submitted by departments.

Resolution and legislative updates are available to ROA members from [roa.org](http://roa.org), the *Reserve Voice* newsletter, and the recently revived ROA magazine. The staff also updates membership by providing information and briefings in-person, conference calls, Facetime, or email/telephone.

## **Operate with a positive cash flow**

For quite some time ROA members have expressed their satisfaction that ROA is surviving the downturn in membership and donations that has afflicted all associations. This view was expressed again during the roundtable. The group supported seeking grants, selling ads on social media platforms, increasing conference attendance to attract vendors, and strengthening the STARS program.

One way to raise cash would be to sell the ROA building, with its prime location just across the street from the U.S. Capitol. However, the consensus was that the building is ROA's best asset and should be retained because of the "prestige, credibility, distinction" and Hill presence it gives the association. "Sell the building and the organization goes away," said one member. *Top of the Hill* and rent from tenants give value to ROA keeping the building.

Good suggestions about fundraising were provided during the roundtable discussions.

- Publicize Amazon Smile contributions for ROA's Memorial Endowment Trust Fund and Defense Education Trust Fund (Sign up at [blog.aboutamazon.com/community/how-to-sign-up-for-amazonsmile](http://blog.aboutamazon.com/community/how-to-sign-up-for-amazonsmile))
- Enroll ROA as a Combined Federal Campaign.
- Ask for smaller donation amounts, for example \$10–\$20.
- Consider a regular pledge reminder to Second Century donors.

When it came to spending money, members felt that full-time staff was needed for communications and to run programs for the Reserve Education Fund.

## **Grow and engage membership**

Without a doubt this was the topic that received the liveliest discussion. Most of the statements came from ideas that have been successful with chapters and departments.

Several suggestions on membership have been referred to ROA leadership.

One was to give each member his or her own ROA email, depending on cost, capacity, security, and other factors.

Another was to keep sending emails such as *Reserve Voice* to members who have lapsed, as they may decide to come back based on communication they receive from ROA.

Several discussion groups indicated they would like a PowerPoint presentation—as well as materials, mentioned above—for departments to use when recruiting.

National staff currently provides briefings and material to several ROA leader groups and directly to members through the *Reserve Voice*, but the roundtable ideas will continue to be topics of discussion.

Some specific ideas are grouped below.

#### **Members: One-on-one attention is needed**

- Focus message on what ROA can do.
- Highlight member benefits for each age group.
- Offer scholarships from the department and/or chapter level.
- Provide certificate holders, cases, etc., for retirements and promotions, with ROA information included.
- Congratulate members on promotions via social media (chapter level).
- Department/chapters provide free membership for every Guard/Reserve recruit.
- Establish relationship first before recruiting, by providing information.
- Don't overwhelm newer members with responsibilities right away.

#### **Membership Recruiting: Frequent presence makes a difference**

- Assign departments an email address.
- Locally develop a list of talents, volunteers, or services that members are willing to offer commanders.
- Go to local commanders and ask what ROA can do for them.
- Invite commanders to be speakers at a department or chapter event to introduce them to ROA and help make them become more receptive to a unit visit.

- Host honor events to recognize honorees with awards. Consider giving awards for installations and individuals who contribute to the community. Set a goal for your members to recruit one member and stay in contact with the recruit for a few years; better than getting blocks of members that no one follows up on.
- Partner with local public affairs office to get weekly/quarterly information out about reserve component issues.
- Call new members and find out why they joined ROA; call members due for renewal to encourage them to renew.

#### **Membership Outreach—ROA needs to be visible in the community**

- Provide a table at a 5K/10K run and walk events, state fair, AAFES, etc.
- Participate as a department/chapter in the annual January Point-In-Time count of homeless veterans conducted by Veterans Affairs and Department of Housing and Urban Development.
- Walk in parades and events, such as Veterans Day, Memorial Day, as department/chapter members.
- Sponsor events several times a year with service members who have children to show how ROA supports families.
- Hold a meeting that ends with a social or other fun event.
- Hold a Christmas or other event that is also a membership drive with gifts, e.g., ROA mug.
- Provide JROTC/ROTC awards.
- Ask public affairs for a table at installation meetings and events, such as Commander's Call, deployments, post-deployments, and family day.
- Join and/or interact with other community groups:
  - Veteran Assistance Commission
  - Chamber of Commerce
  - Military Committees
  - State National Guard Outreach
  - Wounded Warriors
  - Navy League
  - Service clubs such as Rotary and Ruritans.
  - DoD's Employer Support for the Guard and Reserve 



# The Honor of Service

By Lt. Col. William B. Pentecost Jr., USAR (Ret.), ROA Army Section Vice President  
[wpentecost@c-wlaw.com](mailto:wpentecost@c-wlaw.com)

**R**ecently, one of my civilian law partners and I discussed our service to our nation. He, a former Marine judge advocate general, and I, then an Army Reserve JAG, congratulated each other and exchanged what has become the popular greeting of our day, “Thank you for your service.” We then agreed that we both at times felt pangs of guilt for having served in uniform, but never in harm’s way. I told him that I have responded to the greeting by disclosing, somewhat apologetically, that I was never deployed. He said that he simply responds by saying that “it was an honor to serve.”

Considering that such a statement accurately accounts for my feelings of service and avoids the needless and potentially off-putting disclaimers, I adopted his response as my own, and I would like to make that the theme of this article and the theme of my tenure as the vice president of the Army Section.

Looking back, it truly has been my honor to serve in the Army. From when my high school biology teacher recruited me to enlist in the Army Reserve and join his civil affairs unit in 1987 through my graduation from college and commissioning as a second lieutenant in 1992, I continued to serve in the Army Reserve until July 1, 2019, when I retired as a lieutenant colonel in the Judge Advocate General’s Corps.

It has also been an honor to serve ROA. I began at the chapter and department levels when I joined in 1992, then became active at the national level in 2008, when I was the last elected National Judge Advocate. The next year, I was the first appointed National JAG, and held that position until 2017 when I was elected to serve as a voting member of the Executive Committee, which led to my present posting as VP-Army.

The Army has always been ROA’s largest section and, while supportive of the other services, advocates most

strongly for the Army as a whole, with particular emphasis on its reserve components, the Army Reserve and the Army National Guard. Now that we have the platform of ROA’s newest publication, *Reserve Voice Magazine*, we will be able to do what we do best—advocacy through education—in yet another medium.

As ROA approaches its 100th birthday, I look forward to working with all of you to continue to advocate for the sustainment and improvement of the Army’s reserve components well into ROA’s second century of service.

As anyone who has ever served in any capacity knows, it is the people serving with you that make the difference. In

that regard, I am particularly grateful to have the opportunity to serve with 1st Lt. Endureth W. Culanag, our junior vice president, and our Executive Committee members, Maj. Gen. Margaret C. Wilmoth, Maj. Peter Powell, and Maj. Jason Tolbert, all of whom are giving their full measure of duty in support of ROA and our Army Section. I know that it is an honor for each of them to serve ROA, and it is my honor to serve with them.

The Army is at the helm of our ROA’s national leadership in the person of Col. Judi Davenport, ROA’s second female president in a line that we hope will contain many more. Interestingly, the first woman was Army, too—Col. Eileen Bonner—and both rose through the ranks of the Army Nurse Corps, which they were proud to serve.

We are also fortunate to have as ROA’s staff lead one of the most prominent members of the Army Section, Maj. Gen. Jeff Phillips. As ROA’s executive director, Jeff, as he prefers to be called, works with our director of legislation and military policy, USAFR Lt. Col. Susan Lukas, to advocate to Congress by educating its members on the needs of the Army’s reserve components so that they can most effectively enhance our national security.

You may have seen the Army has a renewed emphasis on modernization. To quote a June 2019 *Atlantic Council* article, Secretary of Defense Mark Esper, while army secretary, “has focused [the Army’s] modernization program around six clear and necessary priorities: long-range precision fires, including hypersonic missiles and new artillery systems; the next generation combat vehicle; future vertical lift via helicopters; an improved Army network; integrated air and missile defense; and soldier lethality.”

ROA’s perspective: count on Secretary Esper to continue this push in his current role. ROA will work to ensure the Reserve and Guard enhance their readiness with full participation in this commendable modernization campaign.

ROA continues to refocus and reenergize itself to maintain its position as the leading organization for all of America’s reserve forces. Key to that effort is the Organizational Structure and Policies Review “Tiger Team,” which had been constituted by President Don Stockton and renewed by President Judi Davenport. The Army section is prominently represented on the Tiger Team with Maj. Gen. Peggy Wilmoth as our chair, along with our National Judge Advocate, Lt. Col. Terry Benshoof, Major Tolbert, and me.

The members of this committee have met on a regular basis, often monthly, to study our governing instruments and to recommend changes to make ROA an even more

vibrant and agile organization. We also are thankful for the enduring service of USAFR Chief Master Sgt. Lani Burnett and Diane Markham of ROA’s national staff. We are all honored by their service.

Looking to the future, we as the Army Section need to continue to build our bench of future leaders, not only in the Army’s reserve components, but also in ROA. It’s not too early to think about good candidates for service on the Executive Committee, as well as ROA’s other national committees. Please let us know your thoughts for good candidates, based on what you are seeing at the chapter and department levels. At least one of the candidates that you recommend for service at the national level of ROA may well become our national president one day.

Please plan to join us at the Minuteman Building in Washington, D.C. for our next Leadership Conference, March 14–17, 2020. We also hope you can attend the National Conference in St. Louis, Missouri, in September. You may not wish to serve on a national committee or take on national office, but you still have something valuable to share: your thoughts and experience. That act of imparting your knowledge is service, too, and you would honor yourself and us by doing so.

Thanks for all that you have done and thanks in advance for all that you will do for ROA. It’s indeed an honor to serve with all of you. 

## ROA Executive Committee

### President

Col. Judi A. Davenport, USA (Ret.)  
ROAPres81@gmail.com

### Immediate Past President

Lt. Col. Donald L. Stockton, USAF (Ret.)  
stocktondl@aol.com

### Army Vice President

Lt. Col. William B. Pentecost Jr., USA (Ret.)  
wpentecost@c-wlaw.com

### Army Junior Vice President

1st Lt. Endureth W. Culanag, USAR  
Eculanag2014@gmail.com

### Army Executive Committeemen

Maj. Peter Powell, USAR  
Peter.powell@live.com

Maj. Jason Tolbert, USAR  
jasontolbert@hotmail.com

Maj. Gen. Margaret C. Wilmoth, USA (Ret.)  
wilmothmc@gmail.com

### Naval Services Vice President

Capt. Rickey D. Thomas, USCG (Ret.)  
randsthomas@comcast.net

### Naval Services Junior Vice President

Lt. Cmdr. Jeffrey Krilla, USNR  
jkrilla@yahoo.com

### Naval Services Executive Committeemen

Sgt. Maj. Rocco C. DeCamillo, USMCR  
Rd0811usmc@aol.com

Capt. Paul F. Keane, USCG (Ret.)  
rubiconpk@aol.com

Cmdr. John G. Rothrock, USNR  
jrothrockkrem@yahoo.com

### Air Force Vice President

Col. Thomas H. Hueg, USAF (Ret.)  
Tom.huegplace@verizon.net

### Air Force Junior Vice President

Staff Sgt. April Hill, USAF  
Apey24@icloud.com

### Air Force Executive Committeemen

Col. Gregory K. Bules, USAFR  
gkbules@yahoo.com

Col. Richard E. Nelson III, USAF (Ret.)  
owascohawk@aol.com

Lt. Col. Richard B. Stephens Jr., USAF (Ret.)  
rstephensok@gmail.com

### Executive Director

Maj. Gen. Jeffrey E. Phillips, USA (Ret.)  
jphillips@aol.com

## ROA National Officers

### Chaplain

Col. Sherman R. Reed, USA (Ret.)  
reedsherman@bellsouth.net

### Health Services Officer

Maj. Gen. Margaret C. Wilmoth, USA (Ret.)  
wilmothmc@gmail.com

### International Programs Officers

Col. Paul R. Groskreutz, USAF (Ret.)  
prgroskreutz@gmail.com

Lt. Col. Beverley A. Houghton, USA (Ret.)  
Camelady2@gmail.com

### Judge Advocate

Lt. Col. Terrence J. Benshoof, USA (Ret.)  
ebenshoof@earthlink.net

### Public Relations Officer

Capt. Henry E. Plimack, USCGR (Ret.)  
heplimack@gmail.com

### Sergeant-at-Arms

Lt. Col. Joseph A. Snel, USAR  
thedadysapper@gmail.com

### Treasurer

Lt. Col. Layne R. Wroblewski, USAFR  
Layne.wroblewski@dvn.com

Full list: [www.roa.org/page/EXCOM](http://www.roa.org/page/EXCOM)

# The Changes I've Seen

By Col. Thomas H. Hueg, USAF (Ret.), ROA Air Force Section Vice President  
tom.huegplace@verizon.net

**W**elcome to the inaugural issue of the *Reserve Voice Magazine*. Since I've only been Air Force Section Vice President since September, I thought I'd take the opportunity to introduce myself.

I'm a retired Air Force and Air Force Reserve officer, having served 10 years active duty and 18 years in the Reserve. My career straddled many crossroads our country and our Reserve force have traveled, and I've seen positive changes with regard to both the contributions reservists make and the attitudes toward us from our active-duty counterparts. ROA has been a stalwart advocate for the reservist—whether a member of the association or not—for nearly 100 years; it isn't a coincidence that the reservist way of life has vastly improved over this time.

After my commission from Air Force ROTC, I started my career in 1982 as a student navigator. After graduation I was assigned my dream aircraft, the C-141B Starlifter. Stationed at Norton Air Force Base, California, and later Charleston Air Force Base, South Carolina, I saw the relationship between the active duty and Air Force Reserve up close.

Back then, the squadron commander advised us young lieutenants to stay away from the reserve units. Yet, at the same time, I watched my older pilot friends jump to the airlines when the opportunity arose and, six months later, show up again wearing the same flight suit but with a reserve squadron patch. Over the years, while I didn't quite understand all the things the reservists were doing (what is an AFTP anyway, and why were they leaving the formation halfway through our local airdrop training?), I respected their professionalism.

During the days leading up to Desert Storm, I established the ops/intel briefing cell in Spain, which provided the last word in what was going on downrange before the crews stepped to their aircraft for an eight-hour flight to Saudi Arabia. I saw plenty of reserve and active duty crews during our briefings and didn't see anything that distinguished one from the other. Everyone wanted to get the job done properly.

Afterward, force reductions placed me in the Inactive Ready Reserve, and it took three years before I was finally hired into an Air Reserve Technician position at the 934th Airlift Wing, a C-130 unit at the Minneapolis-St. Paul International Airport Air Reserve Station. I learned firsthand how reservists juggle civilian and military careers.

They taught me about balance. It's said that reservists know they've achieved perfect balance when their commanders, their civilian bosses, and their spouses are all upset at them. Each of them wants more time from the reservist.

After four years at the wing and another year at Air Command and Staff College, I was assigned to the Joint Staff in the Pentagon working as an AGR (Active Guard and Reserve) on my first "stat tour." In the days after the 9/11 attacks, I watched reservists show up in the Pentagon, roll up their sleeves, and get to work. They left behind families and careers as bankers, airline pilots, and any other job you can imagine. During this time, the reserve force shifted from a strategic to operational reserve, and it changed the way reservists went about their business: an understatement indeed!

Some years later I was assigned to the Air and Space Expeditionary Force (AEF) Center and eventually became the reserve advisor to the commander. Everything I'd learned and experienced, both in active duty and as a reservist, came into play. It was my job to work with Air Force Reserve Command and the Chief of the Reserve staff in the Pentagon; it was my duty, I decided, to educate my active-duty colleagues in what the reservist brings to the fight. I had to explain that while an active-duty airman only has two modes—training to fight or fighting like they trained—the reservist has three: his or her civilian job, too.

When reservists are put on orders to deploy, the system must keep the reservist moving according to the plan. If the deployment delays, reservists can't be sent back to their base on casual status: It doesn't really exist for them except during drill weekends. Nor can reservists be sent back to their civilian workplace; someone else is already doing

their job. The only recourse is to get them downrange to complete their tour.

I was especially proud to see the shift in attitude in the downrange commanders who initially balked at having reservists assigned to their bases (you can imagine the excuses) and then singing the reservists' praises when their professionalism and expertise (usually backed up by their civilian experience) got the job done in remarkable fashion. When I left the AEF Center in 2007, one could hardly tell the difference between reservists and their active-duty counterparts. How things had changed in 20 years!

During this time, I also worked with the Reserve Components National Security Course at National Defense University, Washington, D.C. If you have attended, you understand what an awesome experience it is. Professors from the National War College, Eisenhower School, Center for International Security Affairs, and others from around Washington deliver the lectures, and a cadre of reservists facilitate the seminar discussions. At the end of the course, students have a deeper understanding of how national security policy is made.

More than one professor commented how they preferred to lecture to the RCNSC students than their own in-residence students that they saw and worked with for 10 months. Why? Because the reservists brought another dimension to the discussion—their civilian work—that the active-duty student didn't possess.

As I've watched America's reserve forces change and their missions grow, I've seen ROA keep pace. When I joined ROA in the mid-1990s, I learned that reservists were only allowed into a base commissary 12 times in a year. That incensed me, and we didn't even have a commissary at Minneapolis-St. Paul Air Reserve Station! Today, you don't hear of commissary cards, since they no longer exist; ROA had a hand in getting them eliminated.

You do hear about better opportunities and benefits for reservists and their families: the Post-9/11 GI bill for reservists, survivor benefits on par with active-duty benefits for those killed in the line of duty, Tricare Reserve Select, blended retirement benefits for reservists, modern training equipment and facilities, C-40 cargo jets for the Navy Reserve. All these advances have been accomplished through the efforts of ROA by working with Congress to change the laws or with policymakers at the Pentagon.

The work ROA does is to benefit *all* reservists. As ROA moves toward its second century, it still commands respect on the Hill and in the Pentagon based on its

reputation for honest dialogue. While some military service or veterans service organizations may touch upon issues that include a reserve element, ROA stands exclusively for the reservist.

And the work goes on. Laws and policies were not written to be malicious toward reservists, nor usually out of ignorance. As situations have changed, issues become relevant. Here are some examples:

- ROA is working with Congress to change the word "consecutive" to "cumulative" where a veteran's status is concerned. Many reservists can have a fulfilling 20-year career of 179-day orders and never, under the current law, be considered a veteran.
- Work continues on creating a DD-214-like document for reservists that will reflect their entire career upon separation or retirement rather than a collection of actual DD-214s stacked in a safety deposit box.
- ROA is trying to get legislators to understand the negative impacts continuous Congressional Resolutions have on unit and individual morale and is seeking a way to make the personnel budget a two-year appropriation to level out the angst.

Up until a few years ago, membership in ROA was limited to commissioned officers and warrant officers. Today, anyone who has raised their right hand and sworn the oath to protect the Constitution against all enemies and has served America honorably can be a member of ROA. I hope you who are reading this are ROA members. If not, I heartily encourage you to become members. If you are a member, I urge you to recruit even just one of your colleagues to join this association.

It's an honor to serve you as Air Force Service Section vice president. Along with our junior vice president, Staff Sgt. April Hill, and National Executive Committeemen Col. Greg Bules, Col. Rick Nelson, and Lt. Col. Rich Stephens.

Over the next two years, I aim to help ROA increase its membership, especially with Air Force Reserve members. I also pledge to continue the work of my predecessor, Chief Master Sgt. Shane Smith, in fostering the good relationship with Air Force Reserve leadership. ROA, as an advocate on the Hill and in the Pentagon, is an instrument that they can use to help meet their goals of accelerated readiness and developing resilient leaders. Please let me know where you see opportunities for ROA to help. I look forward to working with you. 

# Plant Your (Grass) Roots

By Capt. Rick Thomas, USCGR (Ret.), ROA Naval Section Vice President  
randsthomas@comcast.net

**T**he Naval Section, and ROA in general, is poised to celebrate two events.

First, we return to print with this debut edition of *Reserve Voice Magazine*. I'm excited. One comment we often hear has been "Bring back the magazine." A most hearty thank you to all who have made this possible.

Second, believe it or not, our 100th birthday is coming soon. ROA has been in existence since 1922, when we were chartered by Congress. We've had some good times since then, and some less than good times.

Which brings me to my point. ROA Executive Director Jeff Phillips, Director of Legislation and Military Policy Susan Lukas, and the rest of our national staff have done an amazing job refitting ROA for its next century. But they're relying on every one of us ROA members to make ROA's new mission of relevance and advocacy infuse the organization at every level. We're the only ones who can.

To learn how each of us can make a difference, see "What Can YOU Do?" on the next page. Especially for those of us in ROA's Naval Section—in the U.S. Navy Reserve, U.S. Marine Corps Reserve, Coast Guard Reserve, U.S. Public Health Service (USPHS), and National Oceanic and Atmospheric Administration (NOAA) Commissioned Corps—a few items to highlight:

1. **Who would be a good ROA president?** The Naval Section will occupy the president's chair as we usher in ROA's birthday year. As you might know, the process of taking the presidency in 2021 actually begins with the 2020 national convention when we decide which member will assume the position of president-elect. We'll be discussing issues and candidates at the next Leadership Conference, March 14–17, in anticipation of elections in September. Start thinking now of a member or members you think can lead ROA.

2. **Permanent funding for our Coast Guard members during government shutdown.** ROA Resolutions

19-07 and 18-13 speak to this important issue. As Ben Werner wrote for the U.S. Naval Institute: "A Senate-passed bill would prevent a potential repeat of this situation by mandating that in the event of expiration of appropriations for [the Department of Homeland Security], members of the Coast Guard would continue receiving their pay on parity with the other branches of our armed services. This provision would ensure retirees and survivors receive the payments they rely on to meet their daily needs as well. With more than 180 cosponsors of H.R. 367, the Pay Our Coast Guard Parity Act of 2019, it is clear that the issue has broad bipartisan support."

3. **Firmly establish and fund the Reserve Component of the U.S. Public Health Service (USPHS).** Susan and her legislative team go into detail in their own article (see page 8), but, in short, ROA has four resolutions active regarding USPHS. Currently, the two most important ones are Resolutions 17-12 and 19-04. Also, as of this writing, from the 116th Congress, there is Senate Bill 2629 addressing the issues as well.

One of my desires is to see more of our brothers and sisters from all five of our services, but especially the USPHS, Marine Corps, and NOAA joining ROA and attending our conferences. ROA memberships for each of our naval services as of October 31, 2019, are Navy with 4,130, Coast Guard with 1,567, USPHS with 1,043, Marines with 812, and NOAA with 80.

In comparison, the Army comprises 24,419 members and the Air Force 12,457. This is not a recruiting poster; just to say, one for one would be nice. One member recruits one person and we double our strength.

## We Really Can Make a Difference

Capt. Rafael Ortiz filled me in on the history of this episode: Each time attempts were made to eliminate the Coast Guard Reserve in lieu of more active-duty personnel,

ROA has gone to bat by meeting with and educating members of Congress. As a result, the knowledge that Reserve funding offered a great return on investment led to pointed questions in Congress that quashed the attempts.

Another of our members likes to spread the word of the Reserve and Guard through his employment. Our Naval Section junior vice present, Lt. Cmdr. Keith Krilla, USNR, recently submitted his civilian employer, Kosmos Energy, for the Patriot Award, extended by the Employer Support for the Guard and Reserve program.

Keith wrote me: "The award is a simple certificate [typically presented by a general or flag officer in the reserve component member's command], but conversations the award stimulates give my colleagues a greater appreciation for what the Reserves do for our national security. Plus, it makes my employer more sympathetic when I need to take military leave for annual training or deployments. I recommend that all reservists consider this simple yet effective way of gaining understanding and support from their employers."

### Finally, a Personal Observation

I had a wonderful realization at the Department of Washington's Council meeting and Christmas dinner/auction last December. Over the past five years, I've served on ROA's national EXCOM, on the STARS Board, as

chairman of the Constitution and Bylaws Committee, as a member of the Strategic Planning Committee, and now am serving as the Naval vice president. During all that time I've been busy with such national-level events as fundraising, membership recruiting, and then the celebrations afterwards.

But I have to say that, currently serving as the Department of Washington's president, I've never had a better time with ROA than I did while attending our December meeting and party.

My point is, with all the glamour and glitter of what goes on at the national level, please remember that the heart of this organization is still at the grass-roots level, in your own backyard and community. That's where you have the best chance of making a difference for ROA.

After that December get-together, I realized that being "home" with my friends and fellow members is where I started with ROA. I need to maintain my efforts there, not just at national, because without the local roots, the organization will not grow. And blue jeans and a sweatshirt were much more comfortable than a stuffy tuxedo or mess dress.

My thanks to those who contributed items. Don't hesitate to contact me to express your thoughts and ideas, and if needed we can engage the experts on whatever you'd like to discuss. 

### WHAT CAN YOU DO?

What can the Naval Section members, as well as all of ROA, do to help the national staff in turning our goals and resolutions into legislation to benefit members of the reserve components? Simple: Talk to your congressional representatives about issues that ROA is supporting.

As a congressman relayed to me one time, "I'd rather hear the grass-roots information from my friends back home as much as or more so than what I hear on the Hill."

The easiest way to make your voice heard is to look for **Call to Action** messages from Susan Lukas, asking you to forward the action request to your congressional representatives. It's simple to do. She emails the information to you with a link to follow. Just click on the link, fill in a couple of blanks and hit the "send" button, and you have registered your concern with your representative. If you're not receiving these notices, please contact staff to put you on the list.

Wondering just what our main legislative agenda is? There's a link right on the front page of ROA's home page, [roa.org](http://roa.org). Click on "ROA Legislative Agenda" and start exploring for a topic that is especially meaningful to you.

To find out about your own senators and representatives, go to [govtrack.us/congress/members](http://govtrack.us/congress/members) and enter your address. With a click, you'll see that information along with how to contact them. Drop them a line via email. Or, if you really want to make an impression, write a good old-fashioned letter (remember those?) and write the topic on the envelope. Our representatives appreciate (read: notice) the extra trouble.

# A Strategic Crossroads

## UTILIZING THE RESERVE COMPONENTS WITHIN THE NATIONAL DEFENSE STRATEGY

By James N. Stewart, \*Assistant Secretary of Defense for Manpower and Reserve Affairs, Performing the Duties of the Undersecretary of Defense for Personnel and Readiness and Charles Shin, Strategic Advisor in the Office of the Undersecretary of Defense for Personnel and Readiness

Our military is at a strategic crossroads, and the geopolitical environment has never been more complex. During our wars in Iraq and Afghanistan, the Joint Force predominately focused on executing counterinsurgency operations and fighting violent extremist organizations. Today, we are refocusing our efforts on near-peer competition with China and Russia, who continue to test longstanding international norms and engage in activities that provoke, destabilize, and test the limits of the U.S. and its allies.

The National Defense Strategy reorients our focus to preserve our military advantage through three lines of effort: building a more lethal force; strengthening alliances and attracting new partners; and reforming the Department of Defense for greater performance and affordability. While China and Russia remain the dominant focus, the National Defense Strategy accounts for all threats, including North Korea, Iran, and non-state actors.

As the character of war continues to evolve at a rapid pace, the Joint Force must evolve and maintain a force that has the right people with the right skills and the requisite knowledge to fully integrate for a warfight that now spans the full spectrum of competition. The era of massive, well-equipped forces has given way to the need for more nimble, well-connected, and technologically proficient forces. With these increasing demands, our reserve components are more essential than ever.

### Building a More Lethal Force

Our reserve components have transformed from a reliable and competent strategic reserve to a combat-hardened operational reserve with strategic depth that works seamlessly with our active components. Since 9/11, persistent combat and training has significantly improved our reserves' readiness, honed their warfighting skills, and nurtured leadership development. As we build a force that is capable of countering the current and future threats, the operational experience our reserve component members have acquired over the past two decades serves as a great foundation. However, our security environment requires consideration of new factors that impact the lethality of the force.

We are seeing seismic shifts in our society in areas such as technology, labor markets, automation, and communication. These are just some of the areas where change continues to occur at a startling rate and impacts the security environment.

Our reserve components can provide the Joint Force with the ability to rapidly expand our forces for major power conflict and utilize the same capabilities and experience gained during combat and deployments here in the homeland. In recent years, our national security requirements have evolved considerably. Adding to the complexity of the security environment are new domains such as cyber and space that can, or have the potential to, destabilize our systems and our infrastructure and sow doubt into our democratic processes.

To ensure we have the right people with the skills to operate in this kind of security environment, we have to go where the talent resides. For many of these capabilities, the private sector is leading the way and many of our reserve component members work in these critical skill areas in their civilian capacities.

The reserve components are a fantastic option for individuals who want to serve their country, but because of other commitments, cannot serve full time. Our younger generation is incredibly talented. They are diverse, innovative, and technologically savvy. These are the individuals we need in the military, but the private sector needs them as well. In today's competitive labor market, we need to show prospective recruits that joining a reserve unit is an opportunity to work with cutting-edge

technology and a place where they can maximize their skills and talents to achieve both personal and military career goals.

### **Strengthen Alliances and Attract New Partners**

Our reserve components naturally build partnerships in the communities where they serve and are the face of the military for many Americans. Many of the teachers, engineers, and law enforcement officers who live in these communities also have a military life in the reserve components, and many are community leaders. This presence not only provides the ability to quickly assist during times of crises, it also builds strong and lasting partnerships within our communities. At a time when less



James Stewart, in suit and tie, supports athletes at the 2020 Invictus Games Media Day at Andrews AFB, Maryland.

than 1 percent of the American population is serving in the military, our reserve component members are often our strongest and most effective voices in recruiting the next generation of service members.

Internationally, the National Guard does exceptionally well at building partnerships with foreign nations through its State Partnership Program. Since its inception in 1993, the SPP has been a high-leverage, low-cost program connecting the National Guard with militaries of foreign nations. The SPP forms enduring partnerships that build trust and mutual respect through such engagements as joint military, medical, and humanitarian assistance training and exchanges. The National Guard currently has 84 partnered nations, roughly one-third of the nations in the world.

Another program that builds close partnerships and interoperability with our allies is the Military Reserve Exchange Program. The MREP provides our reserve component members the opportunity to train and integrate with a host nation's military organization. This exchange program enhances interoperability and cooperation and strengthens alliances through personal friendships that lead to better cultural awareness and teamwork.

Reserve component programs such as the SPP and MREP give us a distinct advantage over our competitors. By utilizing partnership initiatives that encompass the breadth of human interactions, we are better able to strengthen alliances and attract new partners to counter the full range of international threats.

### **Reform the Department of Defense**

Our reserve components have years of experience in the area of the National Defense Strategy's mandate to reform DoD for greater performance and affordability. They are accustomed to doing more with less and getting the most of every dollar and every piece of equipment. Although our reserve components cost about the same as the active

components when they are activated, they cost about one-third as much when they are not activated. This is a tremendous value for America when considering the skills and training our reserve components bring to the warfight.

Our reserve component organizations give us access to high-tech individuals, such as urban planners who can help with mass population planning; physicians who can assist in disaster areas and humanitarian crises; and engineers who can help maintain infrastructure in areas with high flooding that damages our bases.

In each of these areas, our reserve component members have the capability and capacity to make a significant contribution. As we look for ways to make our military more agile, lethal, and technologically superior, our reserve component members can lend their skills and talents to play a critical role in developing our future force.

### **Taking Care of Service Members and Their Families**

After assuming office, Secretary of Defense Mark Esper added an additional line of effort to the National Defense Strategy: taking care of service members and their families. Our leaders recognize that our reserve component members deserve equivalency in the areas of benefits and medical care, just like their active duty counterparts serving next to them. Benefits like Tricare transitional coverage and Duty Status Reform are just a couple of modifications that not only impact the reserve component members we have today but also those we recruit for the future.

In addition, we must also take care of their family members. Family readiness equates to service member readiness. When our reserve component members are deployed, they should not have to worry about who is taking care of their families. They should be completely mission-focused. As long as we provide an acceptable level of predictability to our family members and their

*"By utilizing partnership initiatives that encompass the breadth of human interactions, we are better able to strengthen alliances and attract new partners to counter the full range of international threats."*

employers, and our Reserve men and women see that they are making a meaningful contribution toward the security of our nation, the department will be able to recruit and retain talented reserve component members and maintain the broad support we enjoy from families and employers.

### Conclusion

Our nation has daunting challenges ahead. As an integral part of the Total Force, our reserve components will remain indispensable members of the team. Our citizen

soldiers, sailors, marines, airmen, and Coast Guard men and women who weave into the fabric of communities throughout America will continue to serve in the fight to secure our nation. Their dedication and service are awe-inspiring. 

\*At the end of 2019—right before the Reserve Voice Magazine went to press—Secretary James Stewart retired from his position at the Department of Defense. This article was written before he left DoD.

## JAMES N. STEWART CHARLES SHIN

Before retiring from his position at the Department of Defense, Secretary James Stewart was performing the duties of the Undersecretary of Defense for Personnel and Readiness. He became assistant secretary of defense for manpower and reserve affairs in October 2018.

As assistant secretary, Stewart served as principal advisor to the secretary of defense and the undersecretary of defense for personnel and readiness on civilian and military personnel policies, reserve integration, military community and family policy, and total force planning and requirements. Additionally, he supervised the Department of Defense education activity and Defense Commissary Agency.

Prior to this, Stewart served as the economic development committee chair, North Carolina Military Affairs Commission. There he provided advice, counsel, and recommendations to the General Assembly, the secretary of military and veterans affairs, and other state agencies on initiatives, programs, and legislation that would increase the role of North Carolina's military installations, National Guard, and Reserves in America's defense strategy.

Stewart retired from the Air Force as a major general and command pilot after 37 years of service in the active and reserve components. During his military service, Stewart held leadership positions at the unit, group, wing, and major command levels; and at the Office of the Secretary of Defense, where he served as the military executive officer for the Reserve Forces Policy Board.

Charles Shin is a strategic advisor in the Office of the Undersecretary of Defense for Personnel and Readiness. He is a former Army officer in the Judge Advocate General's Corps.



James Stewart, right, and Charles Shin.

# A Model for the Future

## MANAGING THE NATIONAL GUARD AND RESERVES TO BETTER MEET DEMANDS OF THE SECURITY ENVIRONMENT

By Gen. Joseph L. Lengyel

Chief, National Guard Bureau, and Member, Joint Chiefs of Staff

I joined the National Guard in September of 1991 and, in the nearly three decades since, I have seen dramatic changes in our missions, roles, and people. Today's force is more capable and more involved than I could have imagined as a young weapons officer in the 182nd Fighter Squadron. No longer relegated to the role of a strategic reserve with mostly legacy equipment, we are now an operational force consistently engaged both at home and abroad.

The National Guard comprises more than 20 percent of the entire Joint Force. Every day, roughly 40,000 National Guard members conduct operations contributing to the safety and security of our nation and people. The high demand for our units reflects the quality of service we provide to the Joint Force. Combatant commanders require more access to the National Guard, and elected officials call on us in times of their community's greatest needs.

This increased operations tempo causes some pain; our model is built on 39 days a year, though I know many Guard members far exceed this amount. However, this again demonstrates our value to our communities and our nation. It is a testament to the soldiers and airmen in our armories and wings. Today's Guard members are the most professional, dedicated, and capable soldiers and airmen I have served with in my almost 40-year career. Because of this service, we are and will remain an

operational force. We do tremendous things in support of our country and, to continue, we must improve our processes for our Guardsmen, their families, their employers, and the Joint Force.

To better meet the demands of the security environment, I offer three principles that would guide the utilization of the reserve components. First, posture and employ the National Guard across all layers of the Global Operating Model, not just surge and homeland. Second, source the National Guard and the remainder of the reserve component for known or rotational events. Third, modernize the National Guard in concert with the active components to retain interoperability. Adoption of these three tenets will reduce the burden on our active component, decrease the friction of utilizing the National Guard, and improve joint force flexibility in the execution of dynamic force employment.

Some defense professionals believe the National Guard is employed best in the surge and homeland layers of the Global Operating Model. These arguments are tied to access and speed of mobilization, suggesting the National Guard is not available for the contact and blunt layers. Nothing could be farther from the truth. For example, every year—just like active component brigade combat teams—National Guard brigade combat teams conduct a combat training center rotation to validate their ability to conduct their

*"It is a waste of time and resources to use an active component unit for a mission the National Guard could do when we are ready and available."*

# National Guard Bureau



Gen. Joseph Lengyel, chief, National Guard Bureau talks with National Guard troops assisting firefighting efforts in California. (U.S. National Guard photo by Army Staff Sgt. Michelle Gonzalez)

go-to-war mission. If an active component unit is available for employment across all four layers of the Global Operating Model following a successful validation, why would a National Guard unit be different? Validation means the Joint Force has flexibility to access and employ that unit as part of the Global Force Management process. The Joint Force should plan to utilize National Guard units as part of the contact, blunt, surge, and homeland layers. This utilization has the secondary benefit of reducing friction.

There is an inherent and purposeful degree of friction in accessing the Reserve Component, but to be clear, friction does not equate to lack of access. The Joint Force can reduce the friction by sourcing the National Guard first and for known or rotational requirements. By design, the active component has greater flexibility in the mobilization and deployment process. Dynamic force employment prioritizes maintaining the capacity and capabilities for major combat while providing options for proactive and scalable employment of the Joint Force.

Both of these concepts reinforce the need to array every validated and ready National Guard unit against what we as a nation know we must do. Instead of sourcing all ready and available active component units and then filling in the gaps with reserve component units, the Joint Force



New York Air Guard members with 174th Attack Wing use chainsaws to help with removal of debris from a blocked road after a severe storm. (U.S. National Guard photo by Air Force Staff Sgt. Duane Morgan)



A Serbian Military Operations on Urban Terrain (MOUT) instructor trains a member of the Ohio National Guard's 838th Military Police Company as part of Platinum Wolf 2019 in Serbia. The Ohio National Guard has been partnered with Serbia through the State Partnership Program since 2006. (Ohio National Guard photo by Staff Sgt. Chad Menegay)

should do this exactly opposite: source more of the ready and available reserve component force structure and then fill in the gaps with the active component. It is a waste of time and resources to use an active component unit for a mission the National Guard could do when we are ready and available. Sourcing active component units first for rotational missions reduces our capacity and flexibility as a Joint Force.

Deploying the National Guard inside their mobilize, train, deploy cycle would reduce strain on the active component and provide greater predictability to our formations, families, and employers. In the known or rotational sourcing construct, the Joint Force is at its

most efficient when sourcing National Guard units with predictability in time, if not location. The sourcing of National Guard units for known or rotational events in no way impedes our ability as an operational force to provide strategic depth in the event of major conflict; in fact, it improves the ability to conduct dynamic force employment in both the short and long term.

Providing this capability across all layers of the Global Operating Model and increasing flexibility in the employment of the Joint Force requires modernizing the National Guard in concert with the active component. The Joint Force cannot afford to have weapons systems in one component but not another. As the combat reserve

of the Army and Air Force, we must have the exact same deployable, sustainable, interoperable equipment that allows seamless integration with the active component; otherwise, we cannot be effective in this role.

Soon the National Guard will transition to a new chief who will need the continued capability and professionalism of our Guard members to continue the great work we do every day in support of our nation. To do this as an organization, we must continually prioritize

leader development. It is the foundation of what we have done, what we are doing, and what we will do. Without expert leadership, proposed changes to the tenets of reserve component employment will not succeed, and the Joint Force will sacrifice combat capability. We must continue to provide a credible combat reserve of lethal soldiers and airmen led by superior leaders. Our nation depends on it. 

## GEN. JOSEPH L. LENGYEL

Gen. Joseph L. Lengyel serves as the 28th chief of the National Guard Bureau and as a member of the Joint Chiefs of Staff. In this capacity, he serves as a military advisor 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 that the more

than 453,000 Army and Air National Guard personnel are accessible, capable, and ready to protect the homeland and to provide combat-ready resources to the Army and Air Force. Prior to his current assignment, Lengyel served as the vice chief, National Guard Bureau. He was commissioned in 1981 through the ROTC program at the University of North Texas. He served in various operational and staff assignments, primarily as an F-16 instructor pilot and weapons officer. A command pilot with more than 3,000 flying hours, he has completed tours in Air Combat Command, Pacific Air Forces, U.S. Air Forces in Europe, and the Texas Air National Guard. He has commanded a fighter squadron, operations group, air expeditionary group, and the Air National Guard Readiness Center. Additionally, Lengyel served as the senior U.S. defense official; chief, Office of Military Cooperation; and defense attaché, Cairo, U.S. Central Command, Cairo, Egypt.



Gen. Joseph Lengyel, Chief of the National Guard Bureau, addresses members of the 332nd Air Expeditionary Wing in Southwest Asia during a USO visit. (U.S. Air Force photo by Staff Sgt. Delano Scott)

# A Steady Force Through Four Centuries of Change

## ARMY NATIONAL GUARD CATAULPTS FROM BUSY 2019 INTO A FUTURE OF MORE SECURITY THREATS

By Army National Guard Staff

**T**he Army National Guard is adapting manning and force structure to the National Defense Strategy and the Guard's top priority of readiness.

"The ARNG is committed to providing ready forces that are warfighting-capable and governor-responsive," asserts the National Guard Bureau's 2020 posture statement. "In providing ready forces for the Army and the Joint Force, the Army designates select ARNG formations as Focused Readiness Units that are available to rapidly deploy and conduct contingency operations. Additionally, four ARNG brigade combat teams and the units that support them will complete decisive-action training rotations at the Army's premier combat training centers. These activities occur in parallel with deployments and exercises that our citizen soldiers participate in around the world."

Looking ahead, the ARNG's priorities will be to reverse shortfalls in recruiting and to maintain readiness via full-time support. Given the nature of the National Guard, with forces in all 50 states, three territories, and the District of Columbia, this is no small feat. However, Army Lt. Gen. Daniel R. Hokanson, director of the Army National Guard, said the ARNG did meet its end-strength and recruiting numbers over the past year.

Recruiters brought in more than 39,000 new Army Guard soldiers in 2019, reaching an end strength of 335,500.

Most come in without prior military experience, while others transfer after active-duty service. Some join for the educational benefits, others for the training, and yet others to serve their country and communities, Hokanson said.

In certain communities—for example, in hurricane-prone states—members of the Guard are viewed as a supplement to the community's emergency services. The Guard also assists state emergency responders with other natural disasters, such as devastating wildfires, severe flooding, and massive snowstorms. "That's what they signed up for," Hokanson said. "They are an integral part of the community, and the community expects that support. To them, they see it as a chance to make a difference."

In January 2019, New York ARNG members were on duty responding to a snowstorm that blanketed most of New York, including New York City. Some of those same troops were back at it when gusting windstorms in February meant clearing debris from roadways and conducting traffic-control. In March, massive flooding affected thousands throughout Nebraska, Missouri, Iowa, and other Midwest states. Soldiers with the Nebraska Army National Guard's Company B, 2nd Battalion, 135th Aviation Regiment, used CH-47 Chinook helicopters to drop bales of hay for displaced livestock. In Colorado, winter storms came as late as April, and the Colorado

*"The Army has to be deployable. It has to be sustainable. We've got to be interoperable."*

# Army National Guard

National Guard activated 50 members to assist first responders with transportation needs. Humvees could reach places that civilian vehicles couldn't.

As winter storms subsided, many Guard units shifted their attention to wildfires. In May, Alaska ARNG fire-suppression efforts included water bucket drops from UH-60 Black Hawk helicopters while ground troops provided traffic management and evacuation support using Humvees. Soldiers manned traffic-control positions 24 hours a day. ARNG soldiers and their fellow Guard airmen with the California National Guard's Task Force Rattlesnake cleared out potential fuels, such as dead trees, dry vegetation, and other flammable material from locations through the state to reduce risk of future fires.

The year marked the 30th anniversary of the National Guard Counterdrug Program, which has Guard members working with law enforcement agencies to combat the flow of illegal drugs into the United States.

Yet, while the domestic mission is a vital part of the ARNG's national service, the Guard also exercises its mission to fight alongside active-duty personnel and partner nations as a warfighting organization. The Guard saw continued growth and activity with the State Partnership Program (SPP), a Department of Defense program that pairs Guard elements with partner nations



The Indiana National Guard Counterdrug Task Force and special agents from the Drug Enforcement Administration Chicago Field Division teamed up for a five-day tactical exercise at Camp Atterbury in August. (Photo by Sgt. Tackora Hand)

worldwide. For example, the Nebraska National Guard was paired with Rwanda's military, marking the 78th partnership in the SPP.

As of October 2019, the ARNG had 27,000 soldiers activated, with roughly 20,000 deployed overseas. "When I look at the 20,000 deployed overseas, I see there are

## DECISIVELY ENGAGED, TODAY AND FOR TOMORROW

*By Command Sgt. Maj. John F. Sampa  
12th Command Sergeant Major of the Army National Guard*

Today's Army National Guard is not yesterday's Army National Guard. As I travel around to visit the force, that statement gets constant reinforcement.

The 335,500 citizen soldiers of the Army National Guard are truly a group of dedicated individuals who are ready to meet any mission that the nation or our states and territories require. With 85 percent of our soldiers serving in a traditional status, I am immensely proud of the sacrifices that they, their families, and their employers make to help the Army National Guard maintain our readiness and lethality. I'd like to highlight just a few items from the past year to show just some of the ways these soldiers are making an impact around the world and right here at home.

During the holiday season, more than 25,000 Army National Guard soldiers were mobilized doing the business

of the nation. In addition, more than 2,700 were providing support to the national mission on the southern border. In 2019, Army National Guard soldiers provided more than 2.1 million duty days in support of their communities during Defense Support of Civil Authorities operations. All of these missions were conducted while more than 60,000 soldiers participated in collective training events to ensure their readiness for future missions.

This is just a small portion of Army National Guard activities in 2019. However, it proves the point that the Army National Guard soldier is decisively engaged in the defense of our nation and our communities.

Always Ready—Always There!



Texas Army National Guard Sgt. Michael Russel analyzes network traffic during a Cyber Shield 19 training week class at Camp Atterbury, Indiana, in April 2019. (U.S. Army National Guard Photo by Staff Sgt. George B. Davis)

20,000 getting ready to go and 20,000 who have just gotten back, so we are really talking about 60,000, which is still just about one-fifth of our force,” Hokanson said. This end strength enables the ARNG to activate short-term help in domestic crises but is not sustainable for an all-hands-on-deck crisis like Hurricane Katrina in 2005, when end strength was higher. During that time, 40,000 ARNG members were activated to help with hurricane disaster relief, while 80,000 were deployed overseas.

The Guard must find the balance so soldiers can have civilian careers, Guard careers, and family time, Hokanson said. He has asked leaders at all levels to work with their soldiers to identify where there is friction. Soldiers come in with the expectation they will deploy at some point, and working up to that deployment will take more than one weekend a month, Hokanson said. The ARNG is approaching the 1-to-5 dwell-time ratio, with some high-demand capabilities at about a 1-to-1 ratio. The dwell-time ratio quantifies time spent on deployment compared to time spent at home station.

Once units deploy, they must be able to operate with service members from the other services, components, and allied nations. Hokanson, a pilot, said he remembers when active-duty pilots were flying Apache helicopters, reservists

were learning on Cobras, and Guard members were flying old Huey gunships. “Now, the move is to modernize the Army as a whole, not just the active component,” he said. “The Army has to be deployable. It has to be sustainable. We’ve got to be interoperable. Whatever legacy equipment we have has to be able to talk to newer equipment and operate with new formations.”

The Guard is changing to bring more teeth to the National Defense Strategy, Hokanson said, and is in the process of realigning eight full National Guard divisions for the Army. “What we are getting back to is those large-scale formations—not just for capability but deterrence,” he said. “With eight new Guard divisions, you could create two additional corps in the service. It helps the Army with capabilities, and it helps the Guard.”

The Guard also must operate in a new warfighting domain: cyberspace. Hokanson said the United States is already at war online, and the Guard has formed units to defend the country and the states from Internet threats. These citizen soldiers provide a unique capability to the armed forces and the country, he added, noting that one unit in Washington state is made up of people who work at Microsoft. In August, the governors of Louisiana and Texas called up the Guard to combat a large-scale ransomware attack. The Guard was instrumental in blunting the attack and getting school children back in classes. They also worked with law enforcement and local governments to free their computers.

These National Guard cyber response teams will be extremely valuable, Hokanson said. “We really want service members who complete their active-duty enlistments in any service and who have computer skills to think about joining the National Guard.”

Hokanson said he wants to make it easier for soldiers to transfer among the Army components. “We want to facilitate people continuing the spectrum of service, and if they are getting out, I want to encourage them to reach out to the National Guard,” he said. “We have opportunities in every zip code in the United States. With all the changes nearly four centuries have brought with them, what has made the National Guard great remains the same—that’s our people,” Hokanson said. 

# Army National Guard

## LIEUTENANT GENERAL DANIEL R. HOKANSON

Lt. Gen. Daniel R. Hokanson became director, Army National Guard, in July 2019. He guides the formulation, development, and implementation of all programs and policies affecting the Army National Guard. He previously served as the 11th vice chief of the National Guard Bureau, and earlier as deputy commander of U.S. Northern Command, and vice commander, U.S. Element, North American Aerospace Defense Command at Peterson Air Force Base, Colo. 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. 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. Hokanson was also a member of the U.S. World Helicopter Team and founded the National Guard's first Military Assistance to Safety and Traffic and Military Air Rescue Team programs where he commanded nearly 100 air rescue and firefighting missions throughout the Pacific Northwest.



(Photo by Staff Sgt. Adam Fischman)

## COMMAND SGT. MAJ. JOHN F. SAMPA

Command Sgt. Maj. John F. Sampa was appointed as the command sergeant major of the Army National Guard in February 2018. He joined the Army in 1987 and has served in the Army and Army National Guard for more than 30 years. Before his current position, Sampa was the senior enlisted leader for the Texas Military Department from March 2017 to February 2018. He was previously the command sergeant major for the 36th Infantry Division from December 2013 to March 2017. Sampa was promoted to the rank of sergeant major in 2009. Sampa has been mobilized for combat duty three times and deployed overseas for combat operations in Bosnia and twice in Iraq. He has received numerous awards and decorations for his service. Sampa is currently a commercial vehicle enforcement state trooper for the Texas Highway Patrol. He has been employed by the Texas Department of Public Safety for 23 years in concurrence with his military service.

Command Sgt. Maj. John Sampa, 12th command sergeant major of the Army National Guard, right, and Maj. Gen. David C. Coburn, U.S. Army Financial Management Command commanding general, share a moment as Sampa visited the Maj. Gen. Emmett J. Bean Federal Center in Indianapolis in June 2019. (U.S. Army photo by Mark R. W. Orders-Woempner)



# The Air Guard's Capstone Principles

## THE AIR NATIONAL GUARD PROVES AGAIN AND AGAIN TO BE A RESILIENT OPERATIONAL RESERVE FORCE

By Lt. Gen. L. Scott Rice, Director, Air National Guard

**A**s I enter into the final months of my tenure as the director of the Air National Guard, I want to take this opportunity to reflect back on who we are as the Air National Guard, highlight accomplishments of the past year, and briefly articulate our capstone principles that guide our strategic course and shape the future of the ANG. My perspective is shaped by my experiences in the position since May 2018 and in large part by the journey taken by Command Chief Master Sergeant Ron Anderson, my wife, Nancy, and me as we visited each of the 90 wings and 11 centers across our 54 states and territories. This experience afforded us the opportunity to meet many of our fine men and women and hear about their successes and their challenges. Our journey offered us a firsthand look at our resilient operational reserve force that continuously adapts to an ever-changing and complex security environment to assure dominance in air, space, and cyberspace.

The legacy of the Air National Guard is rooted in the heritage of the militia, predating the founding of our nation, grounded in the Constitution, and formed as the result of the innovative spirit of pioneers in the field of aviation. Since our beginning, we have answered our

nation's call, defending our communities and our nation in support of every major conflict from the Pequot War of 1637 to the Middle East contingencies of today.

The 107,700 men and women of the Air National Guard are among the finest our nation has to offer. We are organized across the 50 states, Puerto Rico, Guam, the Virgin Islands, and District of Columbia in 90 wings, 11 centers, and 185 geographically separated units in 213 communities. Our airmen are well regulated, funded, trained, and equipped such that when called to service, we are indistinguishable from our active-duty brothers and sisters. Our airmen are volunteers who commit themselves to answering the call of duty in defense of our nation and its states, our allies, and partners. Their sacrifice often involves putting themselves in harm's way so that others might live. Without reservation, Guard airmen respond when natural or man-made disasters strike their communities. Their sense of duty, dedication, and sacrifice is readily evident in the countless heroic feats and disciplined way they repeatedly execute their mission at home and abroad.

As a component of the Air Force, the Air National Guard provides our nation and Air Force significant

*"Over the past year, the men and women of the Air National Guard supported 14,692 deployment requirements to 52 countries. On any given day, more than 5,000 Guard airmen serve around the world in support of the combatant commands."*



Airmen of the Ohio Air National Guard's 179th Airlift Wing and 200th RED HORSE Squadron in Mansfield prepare disaster relief beddown sets in response to Puerto Rico earthquake relief efforts in January. Each DRBS kit is self-sufficient with organic power and potable water systems which provides billeting, health, and hygiene support for 150 people in support of domestic response activities. (Ohio Air National Guard photo by Tech. Sgt. Joe Harwood)

flexibility with strategic deterrence, operational capability, first-in capability, and strategic capacity, all at a lower cost than that of our active-duty counterparts. To maintain this strategic capacity and value, we require 100 percent of our airmen to maintain a worldwide deployable qualification, and thus must meet or exceed Air Force standards of fitness and physical health. Furthermore, they are required to be ready within 72 hours of notification to mobilize in support of our nation's defense. Our members make up 21 percent of airmen in uniform while accounting for only 13 percent of the Air Force's operations and maintenance budget and 11 percent of the military personnel budget. Of the Air Force's 5,500 aircraft, the Air National Guard maintains 1,050 at the ready, or 19 percent of the fleet,

in defense of our sovereign airspace, executing missions in support of strategic objectives abroad, or rendering support to civil authorities.

Over the past year, the men and women of the Air National Guard supported 14,692 deployment requirements to 52 countries. On any given day, more than 5,000 Guard airmen serve around the world in support of the combatant commands. Our remotely piloted aircraft and crews flew 20 percent of the Air Force missions, totaling more than 87,000 hours of combat patrols worldwide, 24 hours per day, all 365 days of the year. Guard airmen provided 25 percent of the Air Force Distributed Common Ground System's worldwide processing, exploitation, and dissemination capacity. In Fiscal Year 2019, this translated to nearly 559,000 hours

## THE AIR NATIONAL GUARD: A LEGACY OF EXCELLENCE

By Command Chief MSgt. Ronald C. Anderson

Nearly four years ago, Lt. Gen. L. Scott Rice, director of the Air National Guard, challenged me to join him on the incredible journey of leading the Air National Guard. I did not take his invitation lightly because, based on what I knew about Lt. Gen. Rice, joining his command team would mean late nights, long hours, and hundreds of thousands of miles traveled to highlight 21st century Guard airmen, and the history, heritage, and culture of the Air National Guard. Lt. Gen. Rice wanted to tell the story of our airmen and their families, and I wanted to play a part in telling that important story.

I had already served nearly 30 years in the Air Force on three different continents when I accepted the position of chief master sergeant of the Air National Guard. However, over the course of the next four years, I visited more bases and engaged with more airmen than I had in the preceding three decades. As we have traveled throughout the 54 states and territories, I have relished the opportunity to really spend quality time with our Air National Guard airmen. Simply put, I am in awe of our incredible airmen and what they accomplish every day. They are agile, innovative, and resilient—everything our country could ask them to be and so much more. They represent our nation well in and out of uniform as citizen airmen. They are dedicated, brilliant, and ambitious. Our airmen constantly look for more opportunities to contribute. They want to be challenged and empowered to make decisions.

Throughout our tenure, Lt. Gen. Rice and I have focused all our efforts toward three Air National Guard priorities: Readiness for Today's Fight, 21st Century Guard Airmen, and Building for Tomorrow's Fight. While I keep an eye on today's readiness, I also look toward our nation's future. We must continue to build toward the Air National Guard and the airmen we need for the fight tomorrow. I know all our efforts, today and tomorrow, are fueled by our amazing airmen and their families.

Our nation has a tremendous resource in our Air National Guard airmen. Every day, they respond to emergencies in their communities and take the fight to the enemy around the globe. As they do, they must balance the ongoing demands that our Air Force faces with the heritage of our Air National Guard citizen airmen. In our complex, evolving security environment, our nation will require a greater reliance on them. We must continue to invest in the Air National Guard airmen we need: innovative, resilient, and empowered men and women, ready for whatever tomorrow brings.

Our airmen serve with honor and distinction across the globe, and it has been an absolute honor representing our 21st Century Air National Guard. As my tenure as the 12th Air National Guard command chief comes to an end, I leave knowing our future is in the hands of the best trained, most professional, and dedicated patriots our nation has to offer—the women and men of our Air National Guard. Our Air National Guard is unique and excellent because of those who serve. As Lt. Gen. Rice and I prepare to hand over the reins to the next generation of Air National Guard leaders, we stand confident that the legacy of our force is secure, and the future of our force has never looked brighter.

in processing and preparing intelligence for warfighters. As a result of the operational tempo driven by requirements to support our nation's efforts overseas, many of our Guard men and women are seasoned airmen, experience we value in further mentoring and preparing those who will answer our nation's call in the future.

The Air National Guard's state mission is to support and assist state and local authorities in protecting life and property and preserving peace, order, and public safety. We accomplish our state missions through disaster response, relief, and recovery efforts, search and rescue operations, support to civil defense authorities, maintenance of vital public services, and counterdrug operations. In FY 2019 alone, governors called on our airmen to respond to 160 events. These included 63 natural disasters—many of which impacted multiple states—including nine major floods, eight widespread winter storms, five major hurricanes, and five large-scale wildfires. Air Guard remotely piloted aircraft flew 276 hours in support of wildfire response, and already in FY 2020 they have accumulated more than 220 hours in response to California wildfires.

Each mission provided civilian incident response teams and leadership capabilities to manage incidents that enabled them to save lives and property.



A C-130H Hercules assigned to the Connecticut Air National Guard's 103rd Airlift Wing drops a heavy pallet over the drop zone at Westover Air Reserve Base, Massachusetts, in January as its partner ship follows. Aircrews from the 103rd flew a two-ship formation and conducted airdrops with heavy pallets and container delivery systems to train in these key tactical airlift capabilities. (U.S. Air National Guard photo by Staff Sgt. Steven Tucker)

In 2019, our aviators flew 1,860 reconnaissance hours in support of law enforcement, assisting with the seizure of more than \$76.5 million in illicit drugs, weapons, and currency. Search-and-rescue units in Alaska, California, and New York provided 24/7 coverage, flying 110 sorties, totaling 246 hours in support of 59 search-and-rescue missions, and were credited with saving 74 lives. More than 1,300 Guard airmen specializing in engineering, construction, and healthcare provided services to communities in Colorado, Virginia, Kentucky, Alaska, Puerto Rico, Hawaii, New York, Mississippi, Missouri, and Illinois, improving quality of life for our citizens.

The Air National Guard also partners with the Army National Guard to provide specialized disaster response teams, which include 10 Homeland Response Force units, one assigned to each FEMA region; 17 Chemical, Biological, Radiological, Nuclear Enhanced Response

Force Packages; and 57 Weapons of Mass Destruction Civil Support Teams. These teams are strategically located within 250 miles of 80 percent of the U.S. population.

At the enterprise level, our strategic priorities are directly shaped and nested with the strategic objectives and priorities as outlined by the secretary of defense, the Air Force, and chief of the National Guard Bureau. The Air National Guard's federal missions span all five Air Force core competencies (air and space superiority; intelligence, surveillance, and reconnaissance; rapid global mobility; global strike; and command and control) and align each of our wings to one or more Air Force major commands. Our state and territorial missions align and subordinate us to our respective governors while the District of Columbia is directly subordinate to the president of the United States. Given this seemingly complicated organizational construct and the many stakeholders with vested interests



A U.S. Air Force maintainer with the Wisconsin Air National Guard's 115th Maintenance Squadron helps buckle a 115th Fighter Squadron pilot into a F-16 Fighting Falcon before taking off from Al Udeid Air Base, Qatar, in November 2019. (U.S. Air Force photo by Senior Airman Alexandra Minor)

in ensuring the future success of both the Air Force and the Air National Guard in meeting our nation's needs, we developed the following five capstone principles to direct our programming and resource-related planning and decision making.

**1. Enhance national security utilizing the constitutionally based militia construct:**

The organized militia construct adds cost-effective value, provides an experienced force with surge capacity (strategic depth), and is held to the same training, readiness, evaluation, and inspection standards as the active component.

**2. Allocate at least one unit-equipped wing and flying squadron in each of “the 54”:**

The dispersed distribution of flying squadrons, along with their supporting groups and parent wings among

the states, territories, and the District of Columbia, provides emergency response capability to the homeland and promotes the vital purpose of connecting America's communities to the military, while matching the organizational construct of the Air Force.

**3. Maximize concurrent and balanced recapitalization and modernization:**

We cannot succeed in fighting tomorrow's conflicts with yesterday's weapons or equipment. Concurrent and balanced must therefore apply to the retirement of aircraft from the Air Force inventory at a rate simultaneous to the Total Force. Recapitalization of squadrons to new mission-assigned equipment, and a return to operationally capable status within two years of mission sunset, is essential to deliver the lethality and mobility necessary for tomorrow's joint warfighting environment. Units and airmen must immediately enter training upon withdrawal of previous mission-design series equipment to restore warfighting readiness and field a lethal force.

**4. Capitalize on dual capabilities for federal and state missions:**

When natural or manmade disasters occur, our airmen and dual-use equipment, organic to their wings, provide governors with critical response capabilities such as command and control, mission support, and logistics functions. Ensuring such capabilities is key to our state missions.

**5. Develop Joint and Total Force leaders:**

As members of an operational reserve, our airmen must be trained and prepared to lead joint or multinational teams at all levels of Department of Defense planning and execution.

In summary, our five capstone principles shape our approach to building an agile, inclusive, and resilient force positioned to thrive in the dynamic and complex 21st century environment.

As I prepare to depart this position that has been simultaneously the most challenging and most rewarding of my entire career, I am confident in the Air National Guard's ability to meet the nation's demands in wartime

and in peacetime, at home and abroad. While I feel no reservation in making these statements, this will only remain true if we continue to focus our investments on maintaining a high state of operational readiness. We must respect the past, but be willing to apply lessons learned, adapt, and be agile. We must embrace the challenges of today with an eye toward the future, so that we continue

to get in front of these challenges, understand the problem, plan accordingly, adjust when necessary, and win the day. The Air National Guard has an incredible heritage, incredible airmen, and the tools and capabilities to continue the work of building the Air Force we need while meeting our National Defense Strategy objectives. 

## L T . G E N . L . S C O T T R I C E

Lt. Gen. L. Scott Rice has served as director, Air National Guard, at the Pentagon since May 2016. He is responsible for formulating, developing, and coordinating all policies, plans, and programs affecting more than 107,100 Guard members and civilians in 90 wings, 11 centers, and 185 geographically separated units across 213 locations throughout the 50 states, the District of Columbia, Puerto Rico, Guam, and the Virgin Islands. He was commissioned in 1980 through ROTC at Rensselaer Polytechnic Institute and graduated from undergraduate pilot training at Reese Air Force Base, Texas, in 1982. He is a command pilot with more than 4,300 hours in the F-111 and A-10 aircraft. He has served in various operational and staff assignments, including commander, Air Force Forces, Exercise Eastern Falcon in U.S. Central Command. He has commanded a squadron, operations group, and fighter wing. He also served as the assistant adjutant general for air, and commander, Massachusetts Air National Guard. Prior to his current position, he served as the adjutant general and commander, Massachusetts Air National Guard, Hanscom Air Force Base, Massachusetts. He holds bachelor's and master's degrees in industrial engineering from Rensselaer Polytechnic Institute and has completed military, national security, and leadership courses at Harvard, Syracuse, National Defense Universities, and other institutions.

## C O M M A N D C H I E F M S G T . R O N A L D C . A N D E R S O N

Chief MSgt. Ronald C. Anderson is the 12th command chief master sergeant for the Air National Guard. He represents the highest level of enlisted leadership and is the principal advisor to the director of the Air National Guard. He is responsible for matters influencing the health, morale, welfare, and professional development of more than 105,400 Air Guard members. He entered the Air Force in 1987 and served in Germany, Maryland, and Korea. He joined the Maryland Air National Guard's 175th Wing in 1999 under the Palace Chase program, where he deployed as part of Operation Southern Watch. He transferred after six years to the National Guard Bureau in Arlington, Virginia. There he held several positions, including special assistant to the director of the Air National Guard. In 2010 he transferred to the 113th Wing, District of Columbia Air National Guard, where he held the positions of force support squadron superintendent and command chief, 113th Wing. Prior to his current assignment, he served as the command chief master sergeant, Continental U.S. North American Aerospace Defense Command Region, and command chief master sergeant, 1st Air Force (Air Forces Northern), Tyndall Air Force Base, Florida.



Lt. Gen. L. Scott Rice, Director, Air National Guard, and Air National Guard Command Chief Master Sgt. Ron Anderson, hold a question and answer forum with Airmen of the Florida Air National Guard's 125th Fighter Wing during their tour of the wing's base at Jacksonville International Airport in October 2019. (U.S. Air Force photo by Airman 1st Class Jacob Hancock)

# Matching the Threats Of Tomorrow

## ARMY RESERVE PREPARES FOR NEW GLOBAL THREATS WITH READY FORCE X

By Lt. Gen. Charles D. Luckey,  
Chief of Army Reserve and Commanding General, U.S. Army Reserve Command

In today's increasingly complex and unsettled global environment, with the resurgence of great power competition between nations, America's Army Reserve has pressed aggressively and relentlessly to increase its readiness and lethality, driving its relevance in supporting large-scale combat operations to a new level. Bringing essential enabling capabilities to the fight, we have adapted our strategy to anticipate and match the threats of tomorrow, shifting our focus to an expeditionary posture capable of executing combat and combat-support operations against peer adversaries with terrific speed and unprecedented scale.

Driving this change has been tough work for the entire tribe. At its core, it has demanded that we grow and embrace a new culture, focusing on the warfighting readiness that ensures the continued criticality of this component as an essential partner in the Total Force. It has required a fundamental shift in both mindset and perspective, but through inspired leadership, boundless energy, and the enthusiastic commitment of this team at all echelons, we have come a long way—not only in terms of increased readiness, but in the new spirit that has taken hold across this team. It is, to be sure, producing the most capable, combat-ready, and lethal federal reserve force in the history of the nation.

### Priorities

Nested within the Army's priorities of people, readiness, modernization, and reform, the Army Reserve's supporting lines-of-effort are the following:

- Build and sustain an increasingly capable, combat-ready, and lethal force ready to deploy, fight, and win.
- Continue to garner and sustain the support of our soldiers' employers and their families as our soldiers work to maintain balance in their lives.
- Lead change as we shape and scope the future force and leverage our unique and pervasive connections within the nation's private sector.

### Critical Capabilities

As the largest and most expansive federal Reserve force in the U.S. military—operating in all 50 states, five U.S. territories, and over two dozen countries—America's Army Reserve spans the globe with more than 200,000 soldiers and civilian employees, and 2,000-plus units in 20 different time zones. The sun never sets on us.

The Army Reserve comprises more than 20 percent of the Army's organized units, almost half its total maneuver support capabilities, a quarter of its base mobilization capacity, and approximately 78 percent of the total Army's sustainment heft. America's Army Reserve supports U.S. national security interests by providing key and essential capabilities that the total Army and the joint force need to dominate on the battlefield in the opening days of conflict.

The challenge of building and fielding such an array of ready and lethal capabilities from the ranks of a largely part-time team is no small task. However, the diversity and efficiency of the force is also its great strength. The



Spc. Brayam Onofre, a wheeled-vehicle mechanic and native of Los Angeles, California, assigned to the 307th Chemical Company loads .50 caliber ammunition into an ammo box prior to a gunnery crew moving to a practice range as part of Operation Gauntlet in April 2019. (Photo by Army Reserve Sgt. 1st Class Brent Powell, 76th U.S. Army Reserve Operational Response Command)

Army Reserve leverages a dispersed and dynamic phalanx of soldiers and leaders with civilian-acquired or -retained skills from more than 140 different career fields. Many of these correspond to core military capabilities in high-demand fields such as science, cyber, and artificial intelligence, bringing the brains and brawn of the nation to bear for the Army and the joint warfighter.

### **Balance**

This part-time force would not be possible without the steadfast and consistent support of our families and civilian employers around the globe. They are our essential partners in national security—sharing the best talent in the world with us—as they continue the commitment and sacrifice that allow soldiers to serve the nation while maintaining healthy, balanced, and rewarding lives. Encouraging and incentivizing this continued service by sustaining family and employer support is a national

imperative, particularly when seen in the context of the Army's reliance upon this team to generate and support the combat power the nation requires.

The challenge for America's Army Reserve is to be ready enough to be relevant, but not so ready that soldiers can't keep meaningful civilian jobs and healthy sustained family lives. This challenge is exacerbated by the simple fact that we must recruit and retain our ranks where soldiers live and work and anticipate moving force structure to not only where talent resides today, but where it will be tomorrow. This process demands agility, synchronization, and integrated planning. It also relies, without exception, upon the enduring support of thousands of employers as well as our soldiers' families.

This tension—managing risk to mission versus risk to force as we grow and sustain capability—is something we continually monitor and work hard to alleviate. Leaders exercise flexibility and sound judgment to ensure we don't

## A CHANGED CULTURE; A MORE FOCUSED READINESS

By Command Sgt. Maj. Major Ted L. Copeland  
Command Sergeant Major of the Army Reserve

It has been a distinct honor to serve as the command sergeant major of the Army Reserve and to be part of the great transformation of this force. Over the past several years, America's Army Reserve has refocused its training, manning, and equipping strategy to provide the Army with an integrated capability for large-scale combat and great power competition. This strategy, Ready Force X, has driven a culture change and led to a restructured training model, allowing us to more accurately set and achieve goals and expectations.

Through Ready Force X, we have been able to get after a number of training and readiness requirements. Here are a few highlights:

- We have fine-tuned our medical business rules and simplified medical processes, resulting in a 10 percent increase in medical health assessment completion to a new record high of 86.6 percent over the past two years.
- We have developed and conducted three iterations

of "Cold Steel," the largest live-fire exercise in Army Reserve history—training and qualifying more than a thousand teams on their assigned weapons.

- We have refined how we select and prepare soldiers for their professional military education. Through the implementation of new policies, we have been able to increase our PME participation rate to 95 percent for 2019, a historic high.

Over the past several years there have been greater and new demands placed on the force. Through battlefield circulation around the world, I have been privileged to witness the significant culture change across this force. What I have found is that our soldiers, civilians, and their families are extraordinary; their dedicated service and sacrifice for this great country is most humbling. I am proud to have served as command sergeant major for America's Army Reserve, and to the employers, military, and veteran service organizations, I thank you for your support of the most capable, combat ready, and lethal Army Reserve in the history of the nation. 

lose motivated, talented individuals because we made it too difficult for them to maintain crucial balance in their lives. Further, we are leveraging programs specifically designed to lessen the tension between employers and soldiers, such as Army Reserve Private-Public Partnerships and Employer Support of the Guard and Reserve.

In 2019, we further increased our readiness, slashing the percentage of nondeployable soldiers in our ranks, while exceeding our retention goals and reducing overall attrition to the lowest percentage in 19 years. Through persistent and persuasive engagement with employers and the communities in which our soldiers reside, we will continue to recruit and retain these soldiers where they live and work, while conveying the essential linkage between the sustained patriotism of America's businesses and the nation's security.

### Ready Force X

In preparing to meet the challenges of today's evolving threat paradigm, the Army Reserve trains, organizes,

and postures itself to be able to respond on short notice by identifying early-deploying formations, aggregating additional capabilities, and moving rapidly to complete post-mobilization training tasks and meet the warfighter's time-sensitive requirements. Ready Force X is the way in which we focus energy, optimize processes, and prioritize resourcing to deliver capabilities at the speed of relevance for a major war. Early-deploying RFX units and capabilities need to be able to move quickly—in some cases in days or weeks—to support the joint force in any significant conflict or demonstration of national resolve. From a cultural perspective, RFX requires each soldier, at the individual level, to embrace the ethos of personal readiness. While many aspects of collective readiness at the unit level can be tuned-up quickly upon mobilization, the key individual-soldier requirements of physical fitness, medical readiness, tactical discipline, professional education, and fieldcraft proficiency must be "baked in" to the entire force. Put simply, at a profound level, we are all in RFX.



Lt. Gen. Charles D. Luckey, chief of Army Reserve and commanding general, U.S. Army Reserve Command, leads a conversation with 77th Sustainment Brigade soldiers deployed to Camp Arifjan, Kuwait, on Dec. 24, 2019. Luckey provided guidance on the role of America's Army Reserve and soldier to model what right looks like. (Photo by Staff Sgt. Felix Fimbres)

## Trained and Ready

As with the other components of the Army, the Army Reserve pushes to stress soldiers and units with relevant scenarios that emulate the full-spectrum, all-domain aspects of the next fight, while simultaneously acknowledging that we continue to deploy the force into the current one. Working closely with the other components of the Army and, in many cases, with close partners and allies from around the world, America's Army Reserve continues to build and expand upon opportunities to train the way we will fight: together. Whether it be our expanded and, essentially, year-round

Cold Steel gunnery operation—now well into its fourth year—or an expansion of combat-support training exercises, routine and embedded rotations at the Army's Combat Training Centers, or ever-closer collaboration with our teammates in the Army National Guard at such training venues as Northern Strike or Golden Coyote, we continue to explore expanded options to build readiness for tomorrow.

## Defense Support to Civil Authorities

With soldiers, facilities, and capabilities in more than a thousand communities across the nation, America's



An Army Reserve soldier guides a Joint Light Tactical Vehicle (JLTV) at Fort McCoy, Wisconsin. The Army Reserve inventory has 60 JLTVs, among the first to be fielded. (U.S. Army Reserve photo)

Army Reserve is well-postured to respond quickly when disaster strikes and our fellow Americans are in their time of greatest need. Our key responsive capabilities include search-and-rescue units, aviation assets, route clearance engineers, medical units, water and fuel distribution operations, water purification, and communications support. Many of these forces have been well-tested over the recent past. While we fully acknowledge that our first responsibility is to leverage our unique capabilities to support the Army in winning the nation's wars, we also embrace our opportunity and mandate to respond to need on no-notice in the homeland. Our track record of highly effective immediate response operations over a period of years speaks for itself.

### **Future-Focused**

America's Army Reserve looks to the future and prepares for the next fight, should deterrence fail. To that end,

we purchased an initial "micro-buy" of some 60 joint light tactical vehicles (JLTV) years ahead of the Army's programmed fielding plan to leverage as training and familiarization platforms, while setting the conditions for fielding-at-scale in the years ahead. As the leading edge of Army Reserve modernization, these initial JLTVs will support the Army Reserve training strategy, further infuse the force with an ethos of lethality, and accelerate interoperability across the Total Force.

### **Partners in National Security**

We appreciate the sustained commitment of military and veteran service organizations to this force of dedicated professionals, as they serve the people of the United States and live the Army values. We will continue to answer the nation's call, facing the challenges of our time and preparing for an uncertain future. We will continue to rely on you—America's influencers—to encourage our

fellow citizens in communities, on campuses, and across congressional districts to see themselves as our teammates in national security, sharing the finest talent on earth with us as we build and sustain the most powerful federal Reserve force in history. 

*Excerpts of this article have been previously released by Army Reserve Strategic Communications.*

## L T . G E N . C H A R L E S D . L U C K E Y

Lt. Gen. Charles D. Luckey became chief of Army Reserve and commanding general, U.S. Army Reserve Command in June 2016. He leads a community-based force of more than 200,000 soldiers and civilians with a footprint that includes 50 states, five territories, and over two dozen countries. He was commissioned in the Army in 1977 and began his military career as an infantry officer, leading both mechanized and special forces soldiers before separating in 1982 to attend law school. He returned to active duty in 1985, serving with the 82nd Airborne through 1991, before transferring to the Army Reserve, where he commanded units at the battalion, brigade, and group levels. His culminating assignment was serving as commanding general of the 78th Division. In 2008, he was recalled to active duty and selected to serve as the chief, Office of Security Cooperation, in Baghdad, Iraq. Prior to his current assignment, he served as the chief of staff, North American Aerospace Defense Command and Northern Command, and on the joint staff as assistant to the chairman of the Joint Chiefs of Staff for Reserve Matters. As a civilian, Luckey is a litigation partner in the firm of Blanco Tackaberry & Matamoros P.A., located in Winston-Salem, North Carolina.

Lt. Gen. Charles D. Luckey, commanding general of the U.S. Army Reserve Command, and his aide, Maj. Alex Stathos, walk to observe soldiers training during a Combat Support Training Exercise at Fort McCoy, Wisconsin, in August 2019. (U.S. Army Reserve photo by Master Sgt. Michel Sauret)



## C O M M A N D S G T . M A J . T E D L . C O P E L A N D

Command Sgt. Maj. Ted L. Copeland is currently serving as the U.S. Army Reserve command sergeant major. He has served in every leadership position from team leader to command sergeant major and twice as a company first sergeant. He has served in various assignments stateside and overseas including the Law Enforcement Activity

Company, Ft. Campbell, Kentucky; 55th Military Police Company, Camp Market, Korea; 342nd Military Police Company, Columbus, Ohio; HHC, 391st Military Police Battalion, Columbus, Ohio; command sergeant major of the 391st Military Police Battalion, 300th Military Police Brigade; 4th Brigade, 75th Training Division, 311th Sustainment Command (Expeditionary); and 79th Sustainment Support Command, command sergeant major. While serving in the above duty positions, Copeland participated in five mobilizations and operational deployments to Saudi Arabia (Operation Desert Shield, Desert Storm, and Cease Fire); Turkey, Afghanistan, and Guantanamo Bay, Cuba (OEF, OCONUS); Ft. Riley, Kansas. (OEF, CONUS); Iraq (OIF 07-08), and Afghanistan (OEF 12-13). Copeland is a retired police sergeant and has a combined total of more than 1,300 hours in civilian law enforcement training. He has numerous awards and decorations for his service.



# An Irrational Call To Service

## THE MARINE CORPS RELIES ON UNIQUE RESERVE CAPABILITIES AS IT PREPARES FOR FUTURE CONFLICTS

By Lt. Gen. David G. Bellon  
Commander, Marine Forces Reserve, Marine Forces North

I assumed command of the U.S. Marine Forces Reserve in September 2019 with deep admiration already for the dedication required of every Reserve Marine and sailor willing to make the sacrifices necessary to serve at a high level.

My own family understands well the constant tension of balancing two separate professions as well as honoring our obligations to our families. It is not surprising that our top-performing Marines and sailors are also often top performers in their civilian professions and are active in their communities. Over the long term, their continued commitment to service to our Corps inevitably comes at a cost to both their civilian careers and their families, yet they continue to answer this irrational call to service. They train their Marines with the passion and energy required to be ready to answer our nation's call on a moment's notice.

Today, we are at one of our Corps' historic moments of inflection. The world is becoming more dangerous and more complex. We are a threat-based organization. The threat is telling us now that the Marine Corps must evolve. Two decades of land-based small wars and counterinsurgency are giving way to the realization that we are in competition with nations who are technological and industrial peers.

*"Now more than ever, talents and insights developed in our reservists' civilian careers will be critical accelerants that will propel our evolution as a force."*

The current force is not organized, trained, or equipped to support the naval force—operating in contested maritime spaces, facilitating sea control, or executing distributed maritime operations. We must change (Commandant's Planning Guidance, 2019). As we seek to support and empower the fleet, we must become more lethal and more agile to confront the wide spectrum of threats that now imperil our nation. Against this backdrop, our Reserve Marines and sailors continue to step forward—often without any remaining obligation to serve—and volunteer for enduring global missions.

Make no mistake, we are in a battle for talent. The pending evolution of our Corps requires we maintain the best and brightest who will first imagine and then create our future force. They will continue to answer their irrational call to service while maintaining highly skilled and difficult civilian careers. Now more than ever, talents and insights developed in our reservists' civilian careers will be critical accelerants that will propel our evolution as a force.

Our pending evolution will come with inherent risks and costs. As always, we mitigate acknowledged risks by being brilliant in the basics. Fundamentally sound



Marines with 1st Battalion, 25th Marines, 4th Marine Division, participate in a maneuver under fire drill during the Mission Readiness Exercise at Fort A. P. Hill, Virginia, in June 2019. The Reserve battalion is slated to continue an intense training schedule in preparation for their Unit Deployment Program 20.1 later in the year. (U.S. Marine Corps Photo by Sgt. Markeith D. Hall)

Marines are able to adapt to emerging threats quickly. This starts with individual standards that compel excellence in personal character, physical toughness, a resilient spirit, and tactical competence.

For every Reserve Marine and sailor, the call to *go, fight, win, and keep our honor clean* is the foundational lifecycle that keeps our force in shape for the next conflict.

## Go

We are an expeditionary force in readiness. By that I mean we deploy on very short notice as we are to confront any threat that emerges against our nation. This ability to *go* applies to the individual Marine and sailor as well as the unit. We must remain expeditionary in order to remain operationally relevant. This requires not just competence but excellence from our small-unit leaders. They must know their Marines and sailors, constantly coaching and inspecting them to ensure that when their time comes, they are physically, spiritually, and mentally

ready to move out and meet our nation's threats head-on wherever they are.

Between drills, we must partner with our families and civilian counterparts and deliver with the same level of excellence expected of us in our military service. In fact, our families and civilian employers must feel that they are part of our service. This partnership enables us to train our Marines and sailors between crises and then go when we are called. We expect our Selected Marine Corps Reserve units and Individual Ready Reserve members to remain "ready to mobilize tonight."

In 2019, more than 2,624 Reserve Marines mobilized to support 45 operational requirements in each of the six geographic combatant commands. Nearly 9,944 Reserve Marines participated in 44 training exercises, supporting requirements in 21 countries across the globe. Additionally, 550 of our Reserve Marines filled 60 percent of the total service individual augmentation requirements, providing support to combatant commanders and service staffs. We will continue to maintain our posture as a force that is constantly preparing to *go*.

## Fight

We *go* in order to *fight*. We may be called upon to execute other missions, but what the nation expects of its Marines is to be ready to fight on a moment's notice. Therefore, in everything we do, we are training to fight.

Throughout our history, Marines have been uniquely trained to be the first to fight and act as our nation's primary line of defense regardless of our nation's overall readiness. This is why we exist and clearly what the American people demand of their Marines. Simply consider the lyrics of the Marines' Hymn: "... we fight our country's battles ... First to fight for right and freedom ... We have fought in every clime and place ... In many a strife we have fought for life and never lost our nerve ...." We go and we fight.

With this in mind, every training evolution we execute, whether a drill weekend or annual training, must cultivate and exercise the demands required to fight. No one has ever entered a fight wishing they had prepared less or they were less physically tough or mentally and spiritually hard. We test ourselves mentally, physically, and spiritually as we hone our tactical skills so when the call comes, we go and fight without hesitation.



Lance Cpl. Garrett Hamilton, a rifleman with 2nd Battalion, 24th Marine Regiment, 23rd Marines, 4th Marine Division, rappels down a cliffside during Mountain Exercise 3-18, at Mountain Warfare Training Center, Bridgeport, California, in June 2018. After completing Integrated Training Exercise 4-17 last year, 2nd Bn., 24th Marines took part in MTX 3-18 to further develop small-unit leadership and build an understanding of the different climates and scenarios they could face in the future. (U.S. Marine Corps photo by Cpl. Dallas Johnson)

A byproduct of this readiness is that our Reserve forces remain postured at home to assist fellow citizens in communities around the country. When a natural disaster strikes and threatens our homes and families, we activate our personnel and equipment to brilliantly execute and aid in disaster relief and save lives. In addition, we take every opportunity to share our service and tell our story to our fellow citizens. At each of the 158 Reserve centers across America, our Marines and sailors participate in more than 500 community outreach events a year, renewing our vows to our fellow citizens and demonstrating our commitment and our fighting spirit.

## Win

We *go* and *fight* in order to *win*. Regardless of how hard we train, we know that future fights will not be exactly as we anticipate. Our small-unit leaders are what make us truly elite and are inevitably the difference-makers when we find ourselves in a hard fight. They will make the decisions on what is required to win. We train them so that during these moments, we empower and entrust them to make the bold decisions required to deliver victory. We expect our non-commissioned and junior officers to be able to think clearly while engaged in combat and make decisions that result in our winning fights.

There are no shortcuts. We must be brilliant in the fundamentals required of Marines: personal discipline, strong moral character, physical fitness, masters of our individual weapons, and a warrior spirit that compels us to step forward and go, fight, and win. The young men and women who select service in the Marine Corps have signed up for this very commitment; they have answered an irrational call to service. We will not accept mediocrity in our force, nor would our Marines expect us to. We hold them to these high standards because anything less breaks their hearts.

## Keeping Our Honor Clean

Every Marine and sailor knows they are trading on the reputation earned in blood and sacrifice by those who came before them. This same reputation provides a level of security against would-be adversaries around the globe who think twice before confronting a Marine unit. It is the same stellar reputation that persuades parents, families, teachers, and coaches to support their best and brightest who discover their individual irrational call to service. We honor this hard-earned reputation, and it is our solemn obligation to preserve and build on it for the next generation of Marines. We do this by *keeping our honor clean*.

Whether in or out of uniform, our men and women represent the Marine Corps and the heroes who preceded us at all times. Our actions on the battlefield, in training, and at home either build on our reputation and maintain our honor or compromise the same. While our obligation is to develop every Marine and sailor, what we will not compromise is our reputation in the eyes of the American people.

# Marine Forces Reserve

We demonstrate our irrational call to service coming full circle when our Reserve Marines lay our veterans to rest with dignity and respect. Our Reserve Marines are responsible for the majority of the Corps' sensitive casualty assistance and funeral support missions, standing the last watch for a total of 20,457 funerals last year. We accept the responsibility of keeping faith with all Marines and sailors for the remainder of their days as we keep our honor clean.

As reservists, we have a unique opportunity to build on the legacy of our Corps because we are naturally more connected in our daily lives with the American public. To most Americans, Reserve Marines are the face of our Corps, the only Marines they interact with in day-to-day life. It is the responsibility of all Reserve Marines and sailors to take ownership of their role in society as the ultimate representatives of our Corps.

## Conclusion

We are embarking on another moment of historic inflection for the Marine Corps. The Marine Corps Reserve will play its part and enable the Corps' evolution. To do so, we are embarked on a daily battle to identify, maintain, and develop our best and brightest. This is a battle for talent, pure and simple. Inevitably, our top Reserve Marines and sailors live very complicated lives. What they have in common is a persistent *irrational call to service* that draws them to roles of enhanced responsibility. We will support their continued service and they, in turn, will deliver the future force.

In the midst of this time of great change, we must always be mindful of why we exist. Regardless of where we are in the evolution of the Corps, we collectively must be prepared to *go, fight, and win* on a moment's notice, being mindful of our obligation to *keep our honor clean* so that future generations of Marines maintain the same level of respect both from our nation and our would-be adversaries. 

## L T . G E N . D A V I D G . B E L L O N

Lt. Gen. David C. Bellon is commander, Marine Forces Reserve and Marine Forces North. 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.



Lt. Gen. David G. Bellon, commander of Marine Forces Reserve and Marine Forces North, speaks during the Jefferson Parish Veterans Ceremony at the Lakeside Shopping Center, New Orleans, Nov. 7, 2019. Jefferson Parish hosted the event in order to celebrate Veterans Day and commemorate the courageous men and women in the U.S. Armed Forces. (U.S. Marine Corps photo by Lance Cpl. Samwel Tabancay)

# Forging the Future

## NAVY RESERVE SAILORS PERFORM VITAL GLOBAL SECURITY ROLES

By Vice Adm. Luke M. McCollum, Chief of Navy Reserve, Commander, Navy Reserve Force

In 2019, the Navy Reserve continued its century-long tradition of supporting Navy, Marine Corps, and Joint Operations around the globe. As its 111,000-member Ready Reserve Force enters a new decade of resurgent great power competition, the Navy Reserve will stay in the fight while examining its force structure and readiness.

In keeping with guidance from the Chief of Naval Operations' *FRAGO 01/2019: A Design for Maintaining Maritime Superiority*, the Navy Reserve is undertaking a thorough review of its capabilities and force alignment in consultation with commanders of the numbered fleets, type commanders, and other three- and four-star stakeholders. The review will result in recommendations for orienting the Reserve Force to meet future needs. The post-Cold War Navy Reserve answered the call, providing support for Afghanistan, Iraq, and counterterrorism campaigns. The next decade's Navy Reserve of 10,000 Full-Time Support, 50,000 Selected Reservists, and 51,000 Individual Ready Reservists will build the maritime strategic depth necessary to deter conflict and win if called upon.

### Organization

The Chief of Navy Reserve also serves as the Commander, Navy Reserve Force (CNRF). CNRF is supported by three two-star commanders: Commander, Naval Air Forces Reserve; Commander, Naval Information Force Reserve; and Commander, Navy Reserve Forces Command. The last doubles as Deputy CNRF. They lead an administrative structure delivering sailors ready for service in the fleet as part of commissioned Reserve units or as augments to active commands.

Commander, Naval Air Forces Reserve comprises three air wings—Tactical Support Wing, Maritime

Support Wing, and Fleet Logistics Support Wing—along with Naval Air Facility Washington, D.C., and the Navy Air Logistics Office. These commands include both commissioned Navy Reserve squadrons and several squadron augment units across the mission spectrum, including the entirety of the Navy's intratheater airlift and executive transport capability. The three air wings operate approximately 150 aircraft.

Commander, Naval Information Force Reserve (CNIFR) oversees 132 units at 42 drilling sites throughout the United States. More than 7,000 Information Warfare Community (IWC) professionals support 40 active gaining commands (24 Navy and 16 Joint/DoD Agency). In addition, an embedded billet program assigns IWC officers and enlisted personnel to non-CNIFR reserve units requiring IWC support. CNIFR is organized into six Naval Information Force Reserve Regions, each commanded by a drilling Selected Reserve captain responsible for managing the program in an assigned geographic area. Active duty and drilling reserve staffs are fully integrated at regional intelligence centers and at national agencies.

Commander, Navy Reserve Forces Command operates six region headquarters; two joint reserve bases, one at Fort Worth, Texas, and one at New Orleans, Louisiana; and 123 Navy Operational Support Centers (NOSCs). These support centers, located in all 50 states, as well as Puerto Rico and Guam, serve Navy Reserve sailors. They reside both on and off DoD installations as a mix of stand-alone NOSCs, Navy-Marine Corps Reserve Centers, and joint Armed Forces Reserve Centers. Many represent the sole Navy presence in their regions.



Vice Adm. Luke McCullom, chief of Naval Reserve, speaks with sailors assigned to Coastal Riverine Group (CRG) 1 during his visit to Naval Outlying Landing Field Imperial Beach, California. Coastal riverine forces provide a core capability to defend designated high value assets throughout the green- and blue-water environment and providing deployable adaptive force packages worldwide in an integrated, joint, and combined theater of operations. (U.S. Navy photo by Chief Boatswain's Mate Nelson Doromal)

## Current Operations

The Navy routinely responds to combatant commander requirements with tailored Reserve units and personnel. On any given day in 2019, between 11,000 and 15,000 Ready Reserve members served in active status through mechanisms ranging from mobilizing entire units to short-term orders for individual sailors. This model delivers flexibility and depth needed in a dynamic global security environment. The Navy Reserve has filled more than two-thirds of all Navy individual augmentee requirements since 2013 and continues to support operations in maritime patrol and reconnaissance, air logistics, expeditionary forces, and shipyard maintenance.

Reserve coastal riverine squadrons (CRS)—specifically CRS 1, CRS 11, CRS 8, and CRS 10—form the backbone of the Navy's high value unit (HVU) escort mission within the continental United States. CRS 1, for example,

conducted 205 HVU escort missions in Fiscal Year 2019 and has conducted 30 this fiscal year as of December, providing afloat security for Navy vessels at strategic ports. Outside the continental United States, a rotating team of 154 CRS personnel conducts HVU operations at Djibouti, Africa. Additionally, CRS personnel on rotating assignments based out of Bahrain continue to support embarked security team operations, providing maritime security for port visits, underway replenishments, and chokepoint transits in the Middle East.

Navy Reserve P-3C squadrons are augmenting maritime patrol squadrons in the Western Pacific. This operational deployment of Reservists is enabling the Active Component to transition from the legacy P-3C to the new P-8A aircraft. The Navy Reserve's fleet logistics support wing (FLSW) provides 100 percent of the Navy's intratheater air logistics capability. These C-40A

## READY TO WIN!

### *Sailors remain a decisive advantage*

By Master Chief Petty Officer (FMF/SW) Chris Kotz  
Force Master Chief

As our nation and Navy transition from the Global War on Terrorism into an era of Great Power Competition, our Navy sailors—both active and reserve—continue to sharpen their edge to win at sea. There are three critical areas that I focus on when discussing our warfighter value to the operational readiness of our Navy now and into the future.

#### COMPETENCY AND PROFICIENCY

Retention of our skilled sailors who leave active duty is a key component to ensuring technical competency. Over the past decade, the deliberate management of community health, oriented toward the potential future fight, was less of a focus. This led to rating force conversions that allowed the force to focus on billet fills over skill fit. Today, through the Navy Reserve Execute Order, we are making decisions to access skills, and revector those already skilled sailors back into a unit structure that generates unit readiness. In addition, we are reprogramming Individual Duty for Training Travel and leveraging the ability to compensate critical skills. The Individual Duty for Travel-Reimbursable pilot program allows the framework for springboarding already trained sailors into competent and proficient sailors ready for tasking.

#### DEVELOPING LEADERS

The past year has brought a resurgence of enlisted leadership development efforts previously shelved due to operational tempo and a series of cost-savings decisions. Under the leadership of Master Chief Petty Officers of the Navy Steven S. Giordano and Russell L. Smith, the enlisted leadership development strategy titled "Laying the Keel—Developing the Backbone of our Navy" was released and iterated to focus on creating diverse leaders who are methodically trained within a framework capitalizing on the diversity of our Navy. I am proud that our Navy Reserve was on the leading edge, fully invested in ensuring parity and reinforcing the integrated warfighting strategy of active and reserve in support of joint-force interoperability.

#### SUPPORTING OUR ENABLERS

Our Navy Reserve families and employers are phenomenal. Every day, I hear stories about the amazing sacrifices our

families make to support their Reserve sailors. Our families are largely in areas without the face-to-face support network common in fleet concentration areas. The relationships with our other services' reserve components give us the opportunity to share resources with our remote families. Unique services like the Psychological Health Outreach Program and the National Guard Family Readiness program have allowed us to leverage and optimize resources to better support our families. Teaming with the Employer Support of the Guard and Reserve network has enriched our service component relationships with employers, both for recognition and better understanding of Reserve-employment challenges.

These three areas form the interconnected parts of developing a capable enlisted Reserve team ready to support the operational needs of the Navy and the joint force. Yet, as the future of Great Power Competition unfolds and we respond to increased demands for warfighter support, we are faced with a need for a culture shift. As the Navy Reserve increases efficiency by removing unnecessary administrative requirements and increasing mobile technology access, it is our task through enlisted leadership to instill a sense of urgency and ownership among our ranks. Each of our sailors must understand that every day they go to drill, they are preparing to go to war. This means ensuring they understand the current operational environments and how they fit into the overall strategy. Communication and leadership are key.

*"The past year has brought a resurgence of enlisted leadership development efforts previously shelved due to operational tempo and a series of cost-savings decisions."*

There is no doubt, our Navy and Navy Reserve have a rich tradition of winning at sea. Our Reserve force is and will remain a key strategic component to our total Navy force. Our leadership is committed to supporting the important mission of building individual and collective readiness while acknowledging and recognizing the complex family and civilian employer sacrifices enabling our warriors. Great Power Competition, and the prospect of scalable, rapid mobilization support to sea basing or at-sea commands, is motivating a Reserve force ready to augment, reinforce, and support the naval maritime superiority strategy.

Your Navy Reserve is ready to win! 

and C-130 aircraft and their crews and maintainers are essential to sustaining maritime operations, transporting naval personnel and priority cargo to forward-deployed units throughout the world. In FY19, FLSW transported about 103,000 naval personnel and 22 million pounds of cargo in CENTCOM, INDOPACOM, and EUCOM areas of responsibility.

Navy Reserve surge maintenance units provide skilled labor vital to Navy shipyards. These units have been instrumental in mitigating risk by filling capability and manpower gaps created from an increased shipyard workload and civilian workforce attrition. SurgeMain sailors often bring new perspectives to problem-solving as well as best practices from their civilian experience at a significant cost savings. Since 2015, the shipyard augmentation program has expanded by a third to more than 2,000 funded billets.

## Mobile Technology

The Navy Reserve's geographically dispersed workforce requires flexible, accessible solutions to complete transactions. While always balanced against cybersecurity risks, the family of online tools has begun to simplify sailors' administrative burdens, allowing them to further focus on their missions.

Taking advantage of Common Access Cards (CACs) and mobile devices that members already have, the Navy Reserve has deployed commercial Internet access at 179 sites via the Navy NOSC Wi-Fi initiative, providing CAC-enabled access to online resources for the Navy's most mobile sailor, the Selected Reservist (SELRES).

It has improved access and capability through the incorporation of commercial internet service providers and introduction of mobile tools such as Ready-2-Serve (R2S), Navy Reserve E-Lodging, Mobilization Portal 3.0, myNRH, ZipServe, and Reserve Force Manpower Tools. Cloud-based technology, such as Customer Relationship Management tools, allow collaboration from any location and device. These computing advances enable geographically disbursed sailors to access career management applications on personal mobile devices from any location. Some highlights include the following:

- R2S gives SELRES access to Navy systems and resources through their personal mobile devices. It provides the ability to encrypt, decrypt, and digitally sign e-mail without residual data-at-rest on

their personal devices. It also provides access to Web sites and systems requiring CAC authentication. As of October 2019, over 21,000 SELRES actively use the system, and registration continues to grow.

- Reserve Force Manpower Tools includes Senior Officer Apply, Junior Officer Apply, Slater, and IDT Order Writer capabilities in one easy-to-use Web-enabled application. Added to R2S in 2018 and upgraded in 2019, it gives officers the ability to digitally submit billet requests on mobile devices.
- Reserve Uniform Management System provides SELRES the capability to search and order uniform items from excess uniform inventory. Released in July 2019, the application facilitates the ordering and inventory control process, provides history of uniform items for each SELRES, enables ordering items directly from the vendor, and charges automatically against the correct Line of Accounting, and provides a workflow for order approval and tracking.
- Navy Reserve Enterprise Lodging is an application upgraded March 2019 that provides SELRES improved reservation access and better cost management, digitally automating the Ready Reserve member's ability to request berthing accommodations for drill periods online. More than 31,200 members utilize the application annually. The application includes business rules to enforce berthing policies while increasing efficiency throughout the force.
- In 2020, the Navy Reserve is developing a Customer Relationship Management solution to facilitate automating 400-plus manual workflows. Improved business processes will enable new operational efficiencies.

## New and Expanding Missions

The Navy continues to assess the role of its Reserve Component as it fields new weapons systems and capabilities. Deliberate investments in RC manpower, training, and equipment are cost wise for the Navy as a whole. New and expanding missions include cyber, space, unmanned systems, and the Operational Level of War domains.

Cyberspace is a highly dynamic and increasingly adversarial domain where the United States engages

daily with hostile actors. Cloud, data science, artificial intelligence/machine learning, and other rapidly advancing technological areas present great opportunities and challenges to the Navy and the DoD. To keep up, the Navy needs direct access to those working at the bleeding edge of the technology industry. Fleet Cyber Command and U.S. TENTH Fleet's 1,600 Selected Reserve members bring skills from both prior fleet experience and current industry knowledge. Some of these sailors directly support the Cyber Mission Force. Others are trained on Defensive Cyber Operations missions, providing surge capacity to defend Navy and DoD networks and information around the globe.

Space presents a new competitive domain in which near-peer adversaries have in some ways achieved parity with the United States. The Reserve Space Cadre includes members in the space industry and other highly technical fields with sustained, up-to-date expertise. Though currently focused on TENTH Fleet, U.S. Strategic Command, and Navy Information Warfare Command units, the Space Cadre is expanding into numbered fleets to ensure operational plans account for space factors.

With reliance on unmanned systems continuing to expand, the Navy Reserve is bringing its expertise to the front lines. For instance, the Navy Reserve Navy Special Warfare SEAL teams include unmanned aircraft systems in their mission inventory to meet the increasing requirement for expeditionary intelligence, surveillance, and reconnaissance (ISR) capability. Reserve sailors man these ISR detachments on a rotational basis. Additionally, the Reserve maritime patrol force continues to evolve and expand its mission set into areas such as the MQ-4C Triton unmanned aerial vehicle. As of the end of Fiscal Year 2019, 58 SELRES augmented the first Triton squadron, VUP-19, stationed in Jacksonville, Florida.

The establishment of U.S. Second Fleet in 2019 focuses the Navy on fielding maritime forces ready to fight in the North Atlantic and Arctic. The Navy Reserve has been a part of this fleet from the very first, with a Reserve admiral as its deputy commander and Ready Reserve members included in all facets of its operations ashore and afloat, standing watch and developing new warfare concepts. As Second Fleet refines the art of sea control in the Atlantic, Reserve experts will be at the forefront.

## Looking to the Future

CNR released a Strategic Priorities Execute Order in July, detailing six lines of effort to better posture the Navy Reserve to support Navy requirements.

- Reserve Capability Review: With GPC warfighting needs as the driving force, this is a top-to-bottom review of current and future RC requirements conducted with three- and four-star fleet commanders, type commanders, and systems commanders. The final report will contain recommendations for enhancing the Navy Reserve's effectiveness delivering strategic depth to the fleet.
- Full-Time Support (FTS) Rebalance: Currently, FTS billets are not optimized in support of statutory man, train, and equip responsibilities for the Reserve Component. To enhance readiness in a GPC environment, FTS personnel will be rebalanced toward directly supporting the RC when not otherwise employed in their warfare specialties.
- Manning Initiatives: The Navy Reserve will create a cohesive set of initiatives to better recruit, onboard, train, qualify, promote, and retain Reserve sailors. The guiding principles are to identify and onboard members who best fit the RC and utilize their limited time to the best extent possible. Improvements to "fit/fill" metrics will better match sailors' occupational skills with billet requirements.
- Distributed Mobilization (DM): In the GPC construct, the Navy requires the capability to mobilize the entire Reserve Force in a short period of time. The DM concept will deliver rapid activation of Ready Reserve members utilizing force-wide standards at regional facilities to achieve scale.
- Individual Ready Reserve (IRR) Management: Non-drilling Reserve members comprise an immense but underutilized talent pool that will be called upon in a global conflict. The Navy Reserve will develop means of increasing their readiness and streamlining IRR members' process to affiliate with the SELRES or accept active duty orders.
- Ready to Win (R2W): This ongoing initiative to improve the Navy Reserve's internal business processes will continue as before. R2W has delivered simplification, enhanced mobility, leveraging of civilian skills, and a resounding focus.

Citizen Sailors continue to carry on the proud tradition of supporting and integrating with the active Navy, Marine Corps, and Joint Force, and they look optimistically to their future contributions to national security. The broad spectrum of capabilities they bring to

bear in the fight against burgeoning superpowers and violent extremists are both effective and efficient. The future will bring change but will not diminish Navy Reserve sailors' ability to provide the strategic depth the Navy needs. 

## VICE ADM. LUKE M. MCCOLLUM

Vice Adm. Luke M. McCollum became the 14th chief of Navy Reserve in September 2016. As commander, Navy Reserve Force, he leads approximately 60,000 Reserve Component personnel who support the Navy, Marine Corps, and Joint Force. As a flag officer, he has served as reserve deputy commander, Naval Surface Force, U.S. Pacific Fleet; vice commander, Naval Forces, Central Command, Manama, Bahrain; Reserve deputy director, Maritime Headquarters, U.S. Fleet Forces Command; and deputy commander, Navy Expeditionary Combat Command. He is a 1983 graduate of the U.S. Naval Academy and a designated surface warfare officer. In 1993, he accepted a commission in the Navy Reserve and has commanded reserve units with U.S. Fleet Forces Command, Military Sealift Command, and Naval Coastal Warfare. From 2008 to 2009, he commanded Maritime Expeditionary Squadron 1 and Combined Task Group 56.5 in support of Operation Iraqi Freedom. He also served as the Navy Emergency Preparedness liaison officer for the state of Arkansas. He has received various personal decorations and campaign medals and has had the honor of serving with shipmates and on teams who were awarded the Joint Meritorious Unit Award, the Navy Unit Commendation, the Meritorious Unit Award, and the Navy "E" Ribbon.

Vice Adm. Luke M. McCollum, Chief of Navy Reserve, speaks with reserve component sailors assigned to Fleet Logistics Support Squadron (VR) 56 during a tour of the squadron's spaces at Naval Air Station Oceana, Virginia, in June 2019. McCollum regularly visits with Reserve units to meet with sailors, ensure mission readiness, and to communicate leadership initiatives and goals for the Navy Reserve. (U.S. Navy photo by Mass Communication Specialist 3rd Class Zachary Van Nuys)



## MASTER CHIEF PETTY OFFICER (FMF/SW) CHRIS KOTZ, FORCE MASTER CHIEF



Force Master Chief Chris Kotz has been the 16th force master chief of the Navy Reserve since October 2017. His previous assignment was as the command master chief to the Commander, Marine Forces Reserve and Marine Forces North, headquartered in New Orleans, Louisiana. He is designated a Fleet Marine Force Warfare and Surface Warfare Specialist. He has completed six sea-duty assignments. His tours ashore include Navy Reserve Center, Tyler, Texas; Branch Medical Clinic, Fort Worth, Texas; Navy Reserve Readiness Command South; Inspector-Instructor, Company F(-), 2d Battalion, 23rd Marines; and Littoral Combat Ship Squadron ONE. He also has served on a combat tour with Task Force Military Police, 1st Battalion, 14th Marines (Reinforced) in support of Operation Iraqi Freedom. He has received numerous awards for his service. A native of North Augusta, South Carolina, Kotz enlisted in the Navy in 1991. He graduated from the Surface Force Independent Duty Corps School and the Field Medical Service School. He attended the Navy Senior Enlisted Academy (Class 140); Command Leadership School (Class 95); and Ashford University, where he earned a bachelor's degree in organizational management.

# Making Big Waves In a Small Service

## REORGANIZATION PUTS MORE OPERATIONAL FOCUS ON COAST GUARD RESERVE

By Rear Adm. Todd Wiemers,  
Assistant Commandant for Reserve, CG-R

**2019** has been a monumental year for the Coast Guard Reserve. Just six months ago, the Coast Guard elevated oversight of the Reserve from our Human Resources enterprise to the Assistant Commandant for Reserve (CG-R) under the Deputy Commandant for Operations (DCO). For the first time ever, the flag officer appointed to lead the Coast Guard Reserve is solely focused on the success and outcomes of the Reserve. With the Director of Reserve aligned within DCO, we are taking an operational perspective to set requirements.

Right out of the gate, the stand-up of CG-R capitalized on our strategic priority of *get the organization right*. We went a step farther toward those goals by inviting all our senior leaders to come together last June for the first time ever. Our Reserve Component Leadership Conference set the stage for what we are now doing as CG-R.

I'm humbled, not just by the honor of being a plank owner in this new entity, but by the caliber of the men and women I serve. The reserve component, on the eve of its 79th anniversary, is a robust organization that accomplishes amazing work through the strength of its people. And it was an extremely busy year.

*"Our current commandant, Adm. Karl Schultz, has directed us to bring the Select Reserve end-strength back to the authorized level of 7,000 by the end of FY 22."*

Once again, our people were called to respond to another busy hurricane season. We also supported the Department of Homeland Security activity along the southern border of the United States by rapidly transitioning all aspects of Coast Guard support from the active component to the reserve component. Ultimately, nearly 400 of our men and women accepted that challenge, and not only succeeded, but exceeded DHS expectations by creating workflow process improvements and seamless coordination with our sister agencies.

We achieved all this while still maintaining a presence at Naval Station Guantanamo Bay, Cuba, in support of enduring Department of Defense requirements with multiple port security unit deployments. The Coast Guard Reserve continues to have the highest activation rate of all the reserve components across the five branches.

### Strategic Priorities

To ensure the long-term viability and success of the Coast Guard Reserve, I have directed our headquarters staff to focus on three strategic priorities: (1) *restore the force*; (2) *get the force right*; and (3) *get the support right*. We owe our amazing men and women nothing less than our

# Coast Guard Reserve



Petty Officer 1st Class Neena Santiago provides service with a smile in delivering water and boxed meals to families in Barranquitas, Puerto Rico. Santiago is a deployed reservist from Sector Delaware Bay in Philadelphia. (Photo by Petty Officer 1st Class Jon-Paul Rios)

best support, and toward that end, my team is working tirelessly to improve the reserve component.

## Restore the Force

To date, our Reserve holds steady at 6,200 members. However, at the Coast Guard's rate of activation, we need ALL 7,000 positions to be filled to minimize risk on the active-duty side of the force. Even with an increase in recruiting in Fiscal Year 2019, the number of reservists has held steady for the past two years.

This gap represents significant operational risk to the Coast Guard's ability to execute simultaneous mobilization requirements in support of the Department of Defense, potential natural disaster responses, and emerging national security threats along the southern border.

Our current commandant, Adm. Karl Schultz, has directed us to bring the Select Reserve end-strength back to the authorized level of 7,000 by the end of FY 2022.

As a result, DCO and the deputy commandant for mission support recently cosigned the Reserve End

## OUR COAST GUARD RESERVE: A VAST POOL OF TALENT

By Master Chief Petty Officer of the Coast Guard Reserve George M. Williamson

In almost four decades of service as a Coast Guardsman, I've never been prouder to be a member of this organization. Today's Coast Guard Reserve is looking forward to another great year, from performing daily life-saving missions to supporting each other as dedicated patriots achieving those mission successes.

We continue to keep up with a historically high operational tempo while also experiencing a historically high rate of retention.

Our people are proud to serve their country, adapting to dynamic and challenging environments. Last year, they assisted the Department of Homeland Security at the Southwest border and supported the mission of the Department of Defense at Guantanamo Bay while maintaining readiness in day-to-day operations alongside their active-duty brothers and sisters.

We do these things with a reserve force that's not just skilled in doing Coast Guard operations. Its members are high-caliber performers in their civilian careers, too. Our people are our greatest asset, hands down.

For example, when we stood up the reserve division of Coast Guard Cyber Command just over a year ago, we were able to outfit it with the talent from our reserve ranks, fully trained individuals who have been on the front lines of cyber in their civilian jobs.

And when we needed to rebuild our Coast Guard units in Puerto Rico after the devastating hurricanes 18 months ago, we were able to pull together more than two dozen

Strength Regeneration Action Team charter to meet the commandant's mandate and get our strength back to optimum levels.

We're working to meet that mandate through a variety of methods, including aligning our reserve training positions to locations with both recruiting and training capacity. We find the geographic areas where new members can be recruited and trained and can serve

carpenters, contractors, and HVAC—an amazing labor force hidden right inside those same Reserve ranks.

It's my belief that we need to be able to leverage those civilian skill sets that our people bring to the table and employ them across more of our mission sets, whether in the cyber field, the Arctic domain, or our counterdrug operations. We're a nation that depends on maritime transportation for its existence, and we must be the employer of choice for the diverse talent pool that's out there. This is where our nation can look to its reservists. The problem-solving skills that our reservists learn in their civilian occupations make them invaluable assets, a fresh set of eyes and perspectives that can be directed toward our future challenges.

As ROA understands, each side of a citizen-sailor's or citizen-soldier's employment experience benefits the other; the working environments complement each other, making the individual a more valuable and well-rounded employee. These days, more people are moving away from the 20-year career to seek an experience stitched together from multiple professional and educational opportunities. That's a good thing! Diverse careers bring diverse perspectives.

Whether our members are active or reserve, we want to be able to retain our personnel's military training and skills as well as the new leadership experience gained from the civilian work force. To that end, we need to create smoother transitions, easier "on-ramps" and "off-ramps" for those who choose to balance the need to serve their country with their desire to take a break to spend time working on their businesses or being near their families.

relatively close to their homes. This model differs from active duty where we move members to billets. In this new, more flexible system, we'll work to create a more geo-stable force.

We're also working on refining accession requirements and marketing strategies in order to find the best way to recruit new and prior-service members into the Reserve.

I recently got a note from a young petty officer I served with at a response a few years ago. He left for 10 months before deciding to reenlist in the Reserve. I asked him what the Coast Guard had done right to bring him back. As expected, he said he missed the mission and the people, but what really enabled his service was his crackerjack recruiter—a young man who just happened to be adept at navigating the complicated entrance system.

Unfortunately, many of us have experienced how complicated and frustrating that system can be. My job is to make sure we're fixing those barriers that slow down, or even prevent, our motivated workforce from returning to serve. My highest priority is teaching and enabling all our recruiters to navigate the system as easily as that young recruiter did.

When we consider the investment we're going to make to meet the needs of our 2030 workforce, what does that look like? Flexible talent management is key. After all, we invest a lot of time and training into our workforce. Helping them transition out of the service to try new things needs to be simpler, but we want to help them return just as easily so they can continue to serve in a part-time role with so many of the benefits they've appreciated.

We continue to find ways to make it easier for our reservists to serve. Finding flexibility in assignment duration, location, and specialty is crucial, as is providing the benefits and

*"When we consider the investment we're going to make to meet the needs of our 2030 workforce, what does that look like? Flexible talent management is key."*

training that our reservists need. The Coast Guard just reinstated tuition assistance for reservists. We have a new surge-staffing program in which new parents take a break and reservists fill in for months, gaining valuable insight and training. We're also considering a new idea of allowing active duty members transitioning to the Coast Guard Reserve to not deploy in their first year, making it easier to focus on a new degree, a new family member, or a new business opportunity.

The bottom line is this: our Coast Guard Reserve is a vast pool of talent that remains ready to adapt to a dynamic military environment. To remain the world's best Coast Guard, we must take decisive action to think differently, challenge the status quo, and create an environment that not only attracts the best of America's diverse population but fosters the kind of environment that encourages them to stay.

To my fellow reservists, I am so proud to count myself among your ranks, and I'm honored to serve alongside you in this great service of ours. You continue to impress our senior leadership, including our commandant Adm. Karl Schultz and Master Chief Petty Officer of the Coast Guard Jason Vanderhaden. And finally, to our friends at the Reserve Organization of America, we appreciate your continued service as veterans who help veterans.

Semper paratus! 

## Get the Force Right

Growing the force is the first part, but while we're doing that, we need to ensure our force is laser-focused on the right tasks. With the new Requirements Generation System, we're defining exactly what mission activities we need our Reserve to accomplish, and in what quantity.

We will conduct a detailed position assessment to ensure every reserve training position is associated with

a contingency-based mission activity and competency. Program and capability managers will determine unit types that are able to support those activities as well as establish the costs associated with properly training each position.

As part of the Requirements Generation System, we'll capture a readiness assessment so we can see where training or resource gaps are impacting readiness. The readiness assessment, combined with a risk analysis, will inform



and guide Coast Guard leadership when they're making crucial risk and resource decisions, including right-sizing the Reserve workforce for FY 2021 and years to come.

As this process matures, we will better align Reserve requirements with emerging strategic priorities of the Coast Guard.

### Get the Support Right

With a stouter, more focused force, we'll need a stronger support system as well. Last year, we took a look at reserve-funded full-time support positions to ensure the reserve dollars were being spent on the positions most necessary to their success. Now, we're beginning a stem-to-stern review of our Reserve Force Readiness System. This system was established in 2009 to optimize the organization, administration, recruiting, instruction, and training of the reserve component. It has served us well, but it must be fine-tuned for maximum efficiency.

The readiness system is not only necessary to support the members of the Coast Guard Reserve in their day-to-day engagement in the attainment and sustainment of competencies, but it's crucial when surge and contingency response is required, such as our recent deployments to Hurricane Dorian and the Southwest border mission.

The leadership structure is expected to be maintained in the Reserve Force Readiness System 2.0 and is composed of the active-duty commands, full-time support billets, senior reserve officers, and senior enlisted reserve advisors.

As part of this overhaul, we expect to:

- Examine the Reserve Force Readiness System's organizational structure, functions, and processes, and the resources required to provide effective management and oversight of the Reserve.
- Determine the optimal location within the Coast Guard enterprise for Reserve Component management positions.
- Determine if additional manpower studies are required.
- Standardize position titles for Select Reserve senior reserve officers and senior enlisted reserve advisers.

I know these are lofty, robust goals that will make big waves in a small service. I came to my position here at CG-R fresh from an operational perspective; I saw



Coast Guardsmen from Port Security Unit 309 waterside division aboard a 32-foot Transportable Port Security Boat patrol in support of Operation Freedom's Sentinel. PSUs serve as anti-terrorism force protection expeditionary units with boat crews and shore-side security teams capable of supporting port and waterway security anywhere the military operates. (U.S. Coast Guard photo by Petty Officer 1st Class Emaia Riss)

firsthand how a strong reserve component can augment and benefit the active component.

Yes, we're dealing with uncertain budgets and changing threats, but the Coast Guard Reserve stands ready to surge the active duty by 17 percent virtually overnight. We have strong, patriotic professionals ready to lay down their civilian tasks and blend seamlessly with their active brethren with little notice.

We will ensure our Coast Guard Reserve remains strong, well supported, and ready to answer its call to the nation.

Semper paratus. 

# Coast Guard Reserve

## REAR ADM. TODD WIEMERS

Rear Adm. Todd Wiemers currently serves as Assistant Commandant for Reserve at Coast Guard headquarters, Washington, D.C. He provides operationally capable and ready personnel to support Coast Guard surge and mobilization requirements in the homeland and abroad. He previously served as commander, Coast Guard Sector Jacksonville, where he managed more than 600 active-duty, reserve, and civilian men and women in conducting all Coast Guard missions from Kings Bay, Georgia, to Port Malabar, Florida. In 2016, he served as the Coast Guard's presidential transition component action officer. He developed resources to inform the incoming administration about the Coast Guard's missions, programs, and activities. As the deputy assistant commandant for capability, Wiemers was responsible for identifying and sourcing new and extended capabilities, competencies, and capacity to meet Coast Guard mission requirements. Other operational assignments include commanding officer, Coast Guard Cutter Point Huron, and deputy sector commander, Sector Delaware Bay. Staff assignments include tours at Coast Guard headquarters, where he developed and defended the Coast Guard's FY 2005 budget at levels ending with Congress. As chief, Office of Boat Forces, he managed all Coast Guard boat platforms. Wiemers graduated with honors from the Coast Guard Academy and has a master's in business administration from the College of William & Mary.



## MASTER CHIEF PETTY OFFICER OF THE COAST GUARD RESERVE GEORGE M. WILLIAMSON

Master Chief Petty Officer of the Coast Guard Reserve George M. Williamson assumed the duties of the seventh Master Chief Petty Officer of the Coast Guard Reserve in May 2018. He is the senior enlisted member of the Coast Guard Reserve and principal advisor to the commandant on all Reserve enlisted personnel matters. A native of Norristown, Pennsylvania, Williamson enlisted in the Coast Guard in 1983 and entered the Coast Guard Reserve in January 1988. His previous assignments include three Reserve command master chief positions—Atlantic Area, Pacific Area, and Fifth Coast Guard District—plus four Coast Guard cutter tours, aids to Navigation Team Cape May, Station Atlantic City, Reserve Unit Long Beach Island, and Station Beach Haven. His awards include two meritorious service medals, Coast Guard commendation medal, two Coast Guard achievement medals, and other personal and service awards. He has earned permanent cutterman, coxswain, and command master chief (gold badge) insignias. 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. He has a bachelor's degree from Saint Joseph's University.



# Flying Into the Future With a Stronger Reserve

## TOP STRATEGIC PRIORITIES BRING INCREASED READINESS, LEADERSHIP DEVELOPMENT, AND ORGANIZATIONAL REFORM

By Lt. Gen. Richard W. Scobee, Chief, Air Force Reserve and Commander, Air Force Reserve Command; and Chief Master Sgt. Timothy C. White Jr., Senior Enlisted Advisor to Chief, Air Force Reserve and Command Chief Master Sergeant of Air Force Reserve Command

**I**t is our great privilege to serve the members of the Air Force Reserve. More than 74,000 military and civilian citizen airmen comprise our command. All are heroes.

Our outstanding airmen provide daily support to every combatant command, deploying to every geographic area of responsibility, and delivering stateside support to global operations. As of this year, we now execute every single active component mission as well as three special missions: aerial spray, weather reconnaissance, and airborne fire suppression. The latter is also an Air National Guard mission, but the first two belong exclusively to the Air Force Reserve.

As a predominantly part-time force, the Air Force Reserve is cost-effective. We operate on approximately 3 percent of the total Air Force budget, providing significant contributions to our national defense at a fraction of the cost of a standing force. On average, more than 6,000 reserve citizen airmen support worldwide operations every day. Typically, about two-thirds are volunteers. In 2019, our reservists provided nearly two million days of support to the active component. We participated in numerous efforts, including combat operations, humanitarian assistance, disaster relief efforts, and missions supporting various federal and civil organizations.

In addition, approximately a thousand Air Force reservists took part in innovative readiness training last year. This real-world training gives our airmen the opportunity to enhance their deployment readiness by providing critical

services to communities in the United States. In 2019, we helped Americans in eight states, providing the equivalent of more than \$11 million worth of medical care and infrastructure improvements to local communities.

The Air Force Reserve's robust contributions to our national defense is a testament to our airmen. It is these dedicated individuals who execute the mission. Therefore, we must provide excellent support to our airmen and their families.

Our squadrons are the heart of our Air Force. As our operational focus shifts to great power competition, we must ensure that both our airmen and our squadrons are ready for the future fight. Last year we developed three strategic priorities:

- prioritizing strategic depth and accelerating readiness.
- developing resilient leaders.
- reforming the organization.

These priorities are guiding our efforts to enhance our operational readiness and take great care of our airmen and their families. These priorities are aligned with secretary of defense, secretary of the Air Force, and chief of staff directives and are designed to enable us to meet the intent of the 2018 National Defense Strategy. We have made significant strides in the past year and are hard at work to build upon these gains in 2020.



Master Sgt. Tatiana Abasolo, a member of the Air Force Reserve's 624th Aeromedical Staging Squadron, provides instruction on how to properly secure a patient for movement during an aeromedical staging and aerial port training at Joint Base Pearl Harbor-Hickam, Hawaii, in March 2019. The event was a collaborative effort to build working relationships between the Hawaii Air National Guard and Air Force Reserve and focused on both medical and aerial port functions. (U.S. Air Force photo by Master Sgt. Theanne Herrmann)

## Prioritize Strategic Depth and Accelerate Readiness

The Air Force Reserve must be able to execute today's missions while we prepare to operate in tomorrow's battlespace. We must remain a lethal and agile force. Therefore, we are focused on *prioritizing strategic depth and accelerating readiness*. This will ensure we are able to provide manpower when required for our nation's defense. Our purpose is to maintain a strategic reserve for sustained operations during major conflicts. In addition, we must be able to provide surge capability necessary for rapid response and support global operations by filling manpower shortfalls.

The Air Force Reserve has improved its readiness over the past year. We are better prepared at the unit level, and our individual readiness has increased. We have further enhanced our combat capabilities by modernizing key weapons systems using National Guard Reserve Equipment Appropriations.

We have increased our full-time manpower by accelerating conversion of select Air Reserve Technician billets to Active/Guard Reserve authorizations, which are easier to fill and have a higher retention rate. We also capitalized on direct hiring authority for civil service positions. This authority, which was recently granted by Congress, gives us the ability to expedite the hiring process for certain career fields. This has greatly reduced our civil service hiring times and enabled us to rapidly fill critical full-time vacancies, particularly in the maintenance career field.

As we continue initiatives to boost full-time manpower, we must also ensure we have the right force mix. Our ratio of part-time to full-time personnel has remained constant for decades. However, in the past 20 years our operational tempo and training requirements have substantially increased. To meet these requirements and maintain readiness, we must increase our full-time manpower from a historical 20 percent of our force to 30 percent.

*"There are leaders at every level of the Air Force Reserve. Our military leaders range from junior enlisted members to senior officers, and we have civilian leaders of every pay grade. Some are formal leaders, others are informal, but all are leaders."*

We must also be prepared to employ and deploy our force. As one of our efforts to increase our operational readiness, we are reviewing how we train our personnel. This includes evaluating how we conduct and plan our exercises. We are currently implementing deliberate exercise planning to ensure our reservists receive the maximum benefit from their training and are prepared for both today's and tomorrow's missions.

### **Develop Resilient Leaders**

Our success as an organization depends on our leaders. There are leaders at every level of the Air Force Reserve. Our military leaders range from junior enlisted members to senior officers, and we have civilian leaders of every pay grade. Some are formal leaders, others are informal, but all are leaders. We need to ensure every leader within our organization is capable, competent, and caring. Therefore, we established *developing resilient leaders* as our second priority.

Two major responsibilities of any Air Force leader are executing the mission and taking care of people. Thus, the intent of this priority is twofold. We must develop leaders who can accomplish the mission and optimize unit performance. We must also ensure all reserve airmen are physically, mentally, and emotionally fit and have access to the resources and support they need to maintain that fitness.

Last year we overhauled our command-level leadership courses. These changes enhanced formal training for our squadron commanders and senior enlisted personnel. We are now turning our focus outward and are seeking leadership development and education opportunities, both internal and external to the Air Force, which will benefit our airmen. We are also evaluating how we select individuals for leadership and command positions to ensure we put the right people in the right jobs.

Our airmen execute the mission, and their families enable them to do so. Therefore, the Air Force Reserve must ensure we provide outstanding support both to our airmen and their families. We recently expanded upon our

existing support programs with new initiatives, including directing all our units to conduct a resiliency tactical pause and initiating a personal wellness outreach and awareness campaign. Many of our wings and members have taken active roles to bolster this effort. We have also been actively pursuing quality-of-life initiatives, such as improved access to health care and childcare, for our airmen and their families, and will continue these efforts in the coming year.

### **Reform the Organization**

The Air Force Reserve has been focused on innovation and improvements for several years. Our final priority, *reforming the organization*, expands these efforts and encourages improvement across the command. Our intent is to increase efficiency and effectiveness by improving processes and internal operations throughout the enterprise. Internal reform not only increases our operational readiness and mission capabilities, it improves our ability to care for our airmen and their families. Furthermore, increasing our efficiency improves our cost-effectiveness, maximizing our use of taxpayer dollars.

Everything we do in the Air Force Reserve should either contribute to our readiness or help our airmen. In the past year, we have implemented process improvements and policy changes that have increased our overall readiness and enhanced support to our airmen. We completed several internal medical process reforms, greatly streamlining these operations. We also took action to fix items that could be easily corrected, such as an overly restrictive participation policy on medical profiles for individuals.

We are now accelerating our improvement efforts and have identified additional internal areas where reforms are necessary. We are currently working to improve those organizational elements that are most in need of improvement. As part of this initiative, we are evaluating our manpower and personnel management programs and processes and taking a holistic approach to reforming this critical aspect of our organization. We are also tackling areas that are problematic for our airmen, such as pay and benefits issues.

Additionally, the Air Force Reserve's Force Generation Center is working to enhance our mobilization and deployment process. This initiative includes automating elements of this process and linking systems to expedite orders approval. As a result, our mobilizing and deploying airmen will be better prepared. Generating expedited orders will reduce gaps in support, including medical coverage and pay, enabling our airmen to receive entitlements and benefits earlier in the deployment process.

The Air Force Reserve stands ready to defend this great nation. In the past year, we have been hard at work. We have made our strategic depth a top priority and improved our readiness. We are focused on developing our leaders and enhancing the overall health of our force, and we are hard at work implementing changes to improve our organization. Guided by these strategic priorities, we are preparing for the future fight while we continue to provide robust support to worldwide operations. 

## L T . G E N . R I C H A R D S C O B E E

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, Lt. Gen. Scobee has full responsibility for the supervision of all U.S. Air Force Reserve units around the world. 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. He 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. He 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 a master's degree in business administration from the University of South Carolina.

## C H I E F M A S T E R S G T . T I M O T H Y C . W H I T E J R .

Chief Master Sgt. Timothy C. White Jr. is the senior enlisted advisor to the chief of Air Force Reserve at the Pentagon, where he represents the highest level of enlisted leadership in the U.S. Air Force Reserve. He provides direction to the enlisted force and represents the interests of more than 55,000 airmen at all levels of government. He also is the command chief master sergeant of Air Force Reserve Command, Robins Air Force Base, Georgia, where he is the principal advisor to the commander of Air Force Reserve Command. In this capacity, he is the commander's primary advisor regarding the welfare, morale, discipline, proper utilization, operational readiness, and war-fighting capability of enlisted U.S. Air Force Reserve personnel stationed worldwide. Since entering the Air Force in 1989, White has held many aircraft maintenance assignments and leadership positions. He has served as command chief at both the wing and numbered Air Force levels and has mobilized and deployed in direct support of Operation Iraqi Freedom and Operation Enduring Freedom. In his civilian capacity, he is a supervising law enforcement officer for a major law enforcement agency in California.



Lt. Gen. Richard Scobee, second from left, and Chief Master Sgt. Timothy White, right, meet with Reservists from the 624th Regional Support Group, Hickam Air Force Base, Hawaii. (Photograph courtesy of Air Force Reserve Command)

# Long-Term Investment

## THE NOAA CORPS PROVIDES ENVIRONMENTAL INTELLIGENCE FROM NATURE'S FRONT LINES

By Rear Adm. Michael J. Silah,  
Director, NOAA Commissioned Officer Corps, and Director, NOAA Office of Marine and  
Aviation Operations

**I**t may come as a surprise that when piloting a Hurricane Hunter aircraft through a category five storm or conning a wave-tossed research vessel in the Bering Sea, collecting data for hurricane forecasts or fisheries management is not necessarily the highest priority for the National Oceanic and Atmospheric Administration Commissioned Officer Corps officers commanding those platforms. Nor should it be. Well-trained officers understand that the well-being of their crew and safe operation of their aircraft or ship come first.

This is not to say that the mission is not important. As anyone who serves in uniform knows, executing the mission successfully is always the goal. The missions supported by NOAA Corps officers include not only collecting hurricane data and monitoring the status of commercially valuable fish stocks, but also mapping, charting, and exploring the U.S. Exclusive Economic Zone, supporting emergency response, conducting oceanographic research, and studying tornadoes, atmospheric rivers, and other weather phenomenon to improve forecasts.

But officers should not attempt to execute the mission without first having confidence in themselves and the readiness of the people and platforms they lead into harm's way. Those conditions can only be met when the

workforce is armed with the proper training, tools, and equipment, and provided a hospitable workplace.

To that end, NOAA and the NOAA Corps are investing in new ships and aircraft, maintenance, and training while working to recruit and retain the very best, brightest, and most motivated professionals the nation has to offer. As with any uniformed service, achieving this is not without its challenges. Like our counterparts, we must navigate budget realities, aging infrastructure, an evolving social and cultural landscape, and a competitive job market.

We are making progress.

### Building NOAA's 21st Century Ship and Aircraft Fleet

Each year, NOAA ships conduct more than 100 missions to collect data critical for nautical charts, fishery quotas, exploration of America's 4.3-million-square-mile Exclusive Economic Zone, storm surge modeling, and weather forecasting. NOAA bureaus, other U.S. government agencies, communities, and businesses nationwide rely on this data to keep U.S. ports open to maritime commerce, understand changes to the planet, monitor the health of fish stocks, and plan for severe storm events.

*"Because NOAA Corps officers work from pole to pole and around the world, and in some of the most extreme environments on Earth, adaptability and innovation are as important to mission success as the best-equipped and most reliable ships and aircraft."*



NOAA Corps officers command the agency's fleet of research and survey ships, whose missions include seafloor mapping, oceanographic research, ocean exploration, and fisheries surveys. (NOAA photo by Andrea Stoneman)

NOAA's ships face challenges similar to other observational infrastructure: age, obsolescence, and finite resources for recapitalization. Since 2008, the NOAA fleet has decreased from 21 to 15 operational ships, and the average age of NOAA ships is approximately 30 years. A number of NOAA ships are already working well beyond their anticipated service life. An extensive review of NOAA's past ship acquisition strategies has led to the inescapable conclusion that the agency's specific requirements are most efficiently met with ships designed for the agency's mission.

This was a lesson learned the hard way. With the goal of reducing procurement costs, NOAA acquired and converted a number of ex-Navy ships that were built for other missions. But these conversions significantly limited standardization of equipment and rotational crewing. They also proved expensive to maintain. As validated by an independent review board, the most efficient model is for NOAA to design and build a minimal number of ship classes that meet the agency's unique mission requirements.

With that goal, we are working with the U.S. Navy to acquire two new oceangoing research vessels after having secured needed funding. Construction of the first vessel is expected to begin in 2021. NOAA's fleet recapitalization plan, released in 2016, calls for additional ships. Even as we work to recapitalize the ship fleet, we are extending the service life of existing vessels to the extent possible and have invested heavily in maintenance.

We are also working to recapitalize the NOAA aircraft fleet. Currently, NOAA has nine aircraft, all of which are piloted by NOAA Corps officers. NOAA aircraft support a wide range of missions, from a high-altitude jet capable of hurricane surveillance to smaller aircraft used for water resource and marine species management. In Fiscal Year 2018, NOAA aircraft conducted more than 1,600 flights in support of hurricane, water supply, and weather forecasting, nautical charting, and fisheries management.

After reviewing NOAA's current and anticipated airborne data collection requirements, we are pursuing strategies to meet those needs. They include acquiring new aircraft, extending the service life of existing aircraft, using unmanned aircraft systems, and expanding partnerships with other agencies and organizations. NOAA is currently in the process of acquiring two new aircraft, a Gulfstream 550 and King Air 350, to supplement the agency's hurricane surveillance and coastal mapping and emergency response capabilities.

## Developing a Mission-ready Workforce

Few qualities are more important to the NOAA Corps than leadership, sound judgment, and problem-solving, whether it be on the flight deck, on the bridge, in the office, or in any of the other dynamic environments in which our officers and civilians work. To ensure they are equipped to perform at the high level we expect of them,



Ens. Alejandro Amezcuia is among the NOAA Corps officers who pilot NOAA's fleet of specialized environmental data-gathering aircraft, which support hurricane forecasting and research, snow surveys, coastal mapping, emergency response, and marine life studies. (NOAA photo by Lt. Conor Maginn)

we are aggressively pursuing several initiatives to provide high-quality training opportunities that apply industry best practices and standards.

In FY 2018, we established a centralized training division to plan, coordinate, and manage training requirements, processes, contracts, tools, and budgets across the organization, with the goal of fostering officer and civilian advancement along well-defined career ladders.

Knowing that we do not always have the in-house resources to provide the highest level of training, and recognizing that our fellow uniformed services share many of the challenges we do, we have partnered with the Navy, Coast Guard, and Military Sealift Command to share experiences and lessons learned, and to transfer best practices to our workforce. We are focused on improving our ship- and aircraft-handling skills and the overall safe operation of our fleet.

An emphasis on training and professional development is just part of the workforce readiness equation, however. We cannot demand or expect a high level of performance without providing a safe, discrimination-free work environment with zero tolerance for sexual harassment and sexual assault. Again, adopting best practices gleaned from other services, we have developed robust training, reporting, counseling, and enforcement policies and procedures for addressing sexual harassment and sexual assault. We will not rest until this problem is eradicated.

Another challenge we are working to address is officer retention. Remaining competitive with the airline and commercial shipping industries, both of which are actively and successfully recruiting experienced officers from the uniformed services, is of utmost importance.

Like their counterparts in other services, NOAA Corps mariners and aviators are deployed for long periods. Many of our ships, for example, are away from home upwards of 220 days a year. We ask junior officers to be deployed 300 days a year or more, and the duration of those assignments can be as long as five years. That's a lot.

Everyone comes to the NOAA Corps with a commitment to serve the nation, and we want to give them reasons to stay. To remain attractive to current officers and potential recruits, we must ensure that officers are able to maintain a reasonable work-life balance in addition to providing professional development opportunities, a path to career advancement, and a more inclusive work environment in which they can thrive.

Expanding the NOAA Corps from 321 to about 400 officers would improve mission readiness and flexibility to meet the demand for the unique skills that our officers provide. It would also reduce the need to extend already long deployments or reassign officers well before they have completed their assignments—a practice often necessary to fill gaps or provide surge support during major events such as oil spills, hurricanes, or other disasters.

## **Partnerships for Innovation**

Because NOAA Corps officers work from pole to pole and around the world, and in some of the most extreme environments on Earth, adaptability and innovation are as important to mission success as the best-equipped and most reliable ships and aircraft. An officer, for example, may be required to go from conducting a routine seafloor

mapping survey or hurricane research mission one moment to responding to an oil spill or searching for a missing mariner the next. New and changing mission requirements also require fresh approaches and tools.

While adaptability is one of the qualities we seek when recruiting officers, it must be further developed. This includes challenging even the most seasoned officers to develop new skills, expand their critical-thinking abilities, and forge new professional relationships outside the agency.

With that in mind, we have embedded officers with other services, including the Coast Guard, Customs and Border Protection, NASA, and the Navy. In all cases, both parties have benefitted. So, too, has the mission, whether through testing and improving unmanned systems, developing new data collection methods, or supporting incident response. We will continue to expand these partnerships and develop new ones in 2020.

## Continuing the Legacy of Science and Service

We do not know what the “father of the NOAA Corps,” Col. Ernest Lester Jones, thought the world might look like in 2020. Nor do we know what future President Thomas Jefferson envisioned when he established NOAA’s root agency, the Survey of the Coast, and charged it with mapping a young nation’s coastline. Whether or not they foresaw that men and women would one day fly giant machines into hurricanes is an open question. But clearly they both knew the importance of understanding the natural world and the value of environmental information to the economy and national security. We also know that they valued science and service and instilled those values in the organizations they created, including the NOAA Corps. Our commitment in 2020, NOAA’s 50th anniversary, is to uphold those values and ensure that the NOAA Corps remains nimble, innovative, and ready to take on the challenges of a dynamic world. 

### REAR ADM. MICHAEL J. SILAH

Rear Adm. Michael J. Silah serves as the director of the National Oceanic and Atmospheric Administration’s Commissioned Officer Corps (NOAA Corps) and NOAA’s Office of Marine and Aviation Operations. Silah was commissioned into the U.S. Navy in 1992 and served in Patrol Squadron Nine as the squadron’s safety officer,

completing three deployments to Southeast Asia and the Persian Gulf. He also served in Naval Force Aircraft Test Squadron before transferring to the NOAA Corps in 2002. He previously served as commanding officer of NOAA’s Aircraft Operations Center and has more than 3,000 flight hours in the P-3 Orion, including more than 1,500 hours as pilot-in-command, and nearly 150 hurricane penetrations. He has received the Department of Commerce’s Gold, Silver, and Bronze Medals, and numerous NOAA Corps Meritorious Service, Commendation, and Achievement medals. He holds a bachelor’s in economics from Duke University and a master’s in public administration from Harvard.



NOAA Corps Director Rear Adm. Michael J. Silah (right), a former NOAA Hurricane Hunter pilot, offers NOAA leaders Dr. Neil Jacobs (left) and retired Navy Rear Adm. Timothy Gallaudet a look at one of the agency’s Hurricane Hunter aircraft during a visit to the NOAA Aircraft Operations Center in Lakeland, Florida. (NOAA photo by David Hall)



## We Serve Two

THE INCREASING DEMANDS OF AN OPERATIONAL RESERVE ARE FORCING CITIZEN WARRIORSTO MAKE HARD CHOICES BETWEEN MILITARY AND CIVILIAN CAREERS

By Elizabeth H. Manning, Managing Editor, and Sarah Moore, Contributing Editor

**K**ristina Sofchak's career in the Army National Guard started off the usual way: She enlisted, went to college, and, after initial military training, worked her "one weekend a month and two weeks a year" as a helicopter mechanic. Then 9/11 happened.

By 2008, she found herself a recent graduate from flight school, divorced, unemployed in civilian life, and preparing to go to the Middle East—again.

"There's just so much training that goes into being a pilot," said Sofchak, now a Chief Warrant Officer 3. "No more one weekend a month and two weeks in the summer."

For a typical Army Guard or Reserve pilot, there's flight training at least once or twice a week on top of weekend drills, annual training, and schools. Then there are the flight physicals, simulator requirements, and, oh yes, that civilian career.



Master Sgt. Miguel Martinez, USAR



Patricia Petersky, contract specialist



Sgt. 1<sup>st</sup> Class Patricia Petersky, ARNG

"If we're not careful, we're going to force people to make a choice, and the Reserve isn't paying my mortgage and is not putting my kids through college," said retired Army Lt. Gen. Jack Stultz, who balanced a civilian career that took him to upper management levels of Procter and Gamble with a military career in which he rose in rank to chief of the Army Reserve and commanding general, Army Reserve Command.

### The Slippery Slope

In the years following the attacks on Sept. 11, 2001, members of the reserve components, who had typically deployed for hurricanes and other domestic emergencies or for missions planned years ahead, suddenly found themselves on the front lines in Afghanistan and Iraq. One deployment over, training for another often followed. That cycle was the transition of the National Guard and Reserve forces from a strategic reserve to an operational

one. Across the reserve components, service members rose to the challenge.

Next year will be the 20th anniversary of the attacks, and increasingly reserve component members are saying this tempo isn't sustainable. It's not just the deployments; it's the ever-greater training and ongoing service requirements between the deployments, too. The words "stress on the force" impacts both their careers, military and civilian. Reserve and Guard service members are having to choose which career will take priority—this year, into the future, always—to a degree previous generations of citizen soldiers, sailors, airmen, Marines, and Coast Guard men and women didn't have to. And how does family and social life fit in?

It's no longer so much an issue of "How do I balance my two careers?" It's more like, "What are my goals overall in life, and how do I pick and choose my commitments to reach them?"



Staff Sgt. April Hill, USAFR



April Hill, transportation manager

The most recent Defense Department report on military demographics found that two-thirds of reserve component personnel in 2017 were under the age of 35. The “one weekend a month, two weeks a year” model is completely foreign to them. Nonetheless, that’s the official obligation.

Before 9/11, Reserve units were used for planned rotations to areas of the world that required military presence. The rotations were uncommon, however, and planned years in advance, allowing unit members to transfer out if they didn’t want to go, opening slots for others who wanted the real-world military experience to transfer in.

Nowadays, the deployment cycle gets most of the blame for stress on the force, but what the civilian press often misses is Professional Military Education (PME) requirements. Increased reliance on military forces translates into increased training and education to maintain a professional force. A waterfall of military support with dollars and policy has led to a dizzying array of mandatory training requirements for all personnel, which increase with rank.

PME for active-duty personnel is usually completed as full-time, resident students. They leave behind their normal duties and make education their full-time job. But PME for the reserve components is usually accomplished

via distance learning—hours of online work, studying, writing papers, taking exams—withouth leaving their civilian jobs aside.

“For example, for NCOs now there are online courses to take before they’re eligible for certain schools,” said Stultz. “How do you do that? I don’t have soldier’s time on Thursdays; I have to do that at home.”

Then there are the inevitable requirements to prepare for weekend duties, all done on personal time and without pay. These range from briefings to prepare, plans to develop, resources to secure, telephone conferences to join. And fitness—that’s on personal time, too. Fitness in general should be part of everyone’s lives; but the specific requirements of the various military branches require specific training in advance. For example, the relatively new Army Combat Fitness Test has unique testing goals such as dragging weights on a sled, shuttle run, and leg tucks on a horizontal bar. Even if Army reservists have a gym nearby with that equipment, access usually means pulling out a personal credit card.

### Pick and Choose

For any member of the Guard or Reserve who wants a civilian career, the challenge starts when looking for a job. Some reserve component members feel they need to be upfront about their military commitments, but advice resources such as G1Jobs.com suggest “keep[ing] your status as a reservist discreet” and gives tips on how to navigate a job interview legally if the citizen warrior fears not getting hired. It’s illegal for employers to discriminate, of course, but there are plenty of ways to mask an aversion to employees they see as not fully committed to the job.

After the hire, civilian employers may not understand the Reserve and Guard schedule. That “one weekend a month and two weeks a year” slogan still reverberates in many employers’ minds. While USERRA (the Uniformed Services Employment and Reemployment Rights Act) protects reserve component members from employment discrimination and requires that employers keep their job available once a citizen warrior returns from any military duty, the law doesn’t protect that citizen warrior from negative perceptions.

Some reserve component members choose to avoid the challenge entirely of meeting employer expectations.

Instead, they continuously seek out orders and volunteer for deployments and mobilizations. It can be a risky practice: Orders can be cut short, and there's no guarantee of future assignments. However, it often provides enough income for members struggling to find a civilian job or simply tired of competing obligations.

Another option is to take up full-time employment in the Active Guard Reserve (AGR) or federal technician system, in which military membership is often a condition of employment in the first place. For example, helicopter maintainers working as federal technicians at a flight facility must be helicopter maintainers in the National Guard or Reserve. They may leave their civilian job on a Friday afternoon and come in to drill on Saturday in uniform performing the same job. However, the number of AGR slots are limited, and they come with their own set of employment issues. Nor does everyone want to effectively be a full-time federal employee.

An Army major who spoke to *Reserve Voice Magazine* but asked that her name not be used said she left the AGR system to finally pursue the civilian career she wanted.

"Besides, if I wanted to be an active-duty soldier, I would've joined active duty," she said. "I always liked the idea of serving the country part-time, though I joined in 2002, and I was constantly deployed, mobilized, or in a military school, so I never had the chance to pursue a civilian career."

In 2015 she decided to finally make the leap from AGR to traditional civilian employment, and it wasn't what she expected. "Though I was upfront and honest about my military service, ultimately my boss got more and more irritated each time I had to take time off work for reserve duty," she said, even after she stopped flying and took a ground-based job because the additional flight training requirements, in addition to the normal drill schedule, were impossible to keep up.

"I'd leave work for drill or military training, and my full-time work would pile up," she said. "Then, when I wasn't at training I'd spend my lunch breaks and evenings trying to catch up with military work. I felt behind in both of my jobs."

Ultimately, she left the private sector and took a federal job because governments tend to be friendlier toward



Chief Warrant Officer 3  
Kristina Sofchak, ARNG



Kristina Sofchak, federal technician, on leave post-deployment

military obligations. "I don't regret leaving AGR to pursue a civilian career that I'm passionate about, but I certainly underestimated the amount of flexibility and balance it takes to tackle two simultaneous careers," she said.

Flexibility and balance seem to be common themes. Sgt. 1st Class Angie Gross, a federal military technician and member of the Army National Guard who runs a coaching business for military moms, said she schedules her clients for evening appointments and for telephone sessions, allowing her to work around her military requirements.

"I've only had one potential client get frustrated with me because I had to change our appointment times, because my military training was taking longer than we were told," she said. She and her service-member husband, also an entrepreneur, tell clients upfront they need to be flexible, and they've managed to juggle both sets of commitments successfully.

For others, it just becomes too much. Adam Moore joined the Air National Guard after his active duty Army enlistment was up. On the civilian side, he worked for the railroad.

"It was pretty hard sometimes," he said. His unit was called up twice for disaster relief—a tornado in Nebraska followed just weeks later by Hurricane Gustav in Louisiana—and his employer threatened to fire him when his unit didn't produce orders in a timely fashion. The issue resolved when Moore brought up ESGR assistance (Employer Support of the Guard and Reserve), but eventually he turned down re-enlistment and chose to pursue his civilian career.

## The Benefits of Serving Two

So why do reserve component members put themselves through the stress of trying to manage, let alone advance, two careers? It's more than the extra paycheck for many; there's the sense of patriotism and the desire to serve your country. In addition, military benefits often exceed those offered in the civilian world, whether it be education opportunities, medical and life insurance, military post privileges, and retirement pay. Eligibility for the Montgomery GI Bill, the Post-9/11 GI Bill, and associated educational programs is particularly attractive as college tuitions rocket upward.

Reserve and Guard service can also be a way to acquire new skills, certification, security clearances, and other expertise that can boost a resumé in the civilian marketplace. It's a double bonus if the qualifications are costly, such as flight school or mechanic training.

The financial boon for citizen warriors is actually a financial windfall for the military, too. Even in the era of the operational reserve, military leaders tout the savings of having a significant segment of their forces parked in a reserve status, paying full dollar only when those individuals are activated. Given that the Guard and Reserve members must maintain their fitness standards and qualifications on their own time and dime, the savings go beyond the military budget's bottom line.

During activations, the military also gets exponential skill sets, from information technology expertise to truck driving, from its reserve component members beyond their military capabilities. For example, *Reserve Voice Magazine* spoke to an Army Reserve lieutenant colonel who had a soldier in his signal unit save the day during a deployment. His unit had run short of the traditional metal support structures for its satellite equipment and was facing

## "PICK AND CHOOSE" IN 3-D

Instead of trying to balance all the legs of the three-legged stool—military career, civilian career, family—many reserve component members that *Reserve Voice Magazine* spoke with thought the only solution was to just put one aside.

"There's just not enough time to do it all and do it all well," one Army Reservist told *Reserve Voice Magazine* off the record. "I decided to focus on both my military and civilian careers instead of a personal life. Both are demanding jobs that I want to excel at. It wouldn't be fair to myself or my partner to start a new relationship knowing I'll always have to choose one of my jobs over them. Inevitably, I'll

be gone for extended periods of time, and I can't expect another person to be OK with that."

When she's out of the Reserve, then she'll bring focus on her personal life again, she said. "But for now I don't even have time to clean my house, let alone find time to seriously date someone."

We spoke with several other members or veterans of the reserve components about how they coped with finding balance and what lessons they've learned along the way.

### Sgt. 1st Class Angie Gross, Army National Guard: "It's all about planning."

Gross seems to have this reservist life all figured out. She's part of a marriage in which both spouses serve in the National Guard, have full-time jobs, have their own separate entrepreneurial businesses, and are parents of two young children.

"It's tough being in the military and meeting the standards," Gross said. "Then you throw in having babies, having to deal with the struggle of being a new mom, wife, and military member—it has its own new level of challenges." She knew other military moms must be having the same struggles, so she started her own life-coaching business helping them learn how to balance life's competing requirements.



Sgt. 1<sup>st</sup> Class Angie Gross,  
Army National Guard

a long wait via the Army supply system. One soldier, a professional carpenter in civilian life, figured out how to build supports from wood, and the communications system went operational on time.

Civilian employers also get exponential capacity from their citizen warrior employees. Over the past couple of decades, surveys have consistently shown that civilian employers rate their reserve component employees high in skills like leadership, teamwork, and dependability.

Click on the “Benefits of Hiring G/R” link on ESGR’s website, and the page starts right off with, “Hiring a Guardsman or a Reservist makes good business sense. These are disciplined and skilled workers who display pride, leadership, responsibility, and professionalism in what they do. They understand the mission of their civilian jobs and make it a priority to get results, all while displaying a strong work ethic. Service members often

possess advanced skills, certifications, education, and are more valuable employees.”

From day one, new recruits are taught how to be responsible followers and leaders. Fast forward a few years, and the 23-year-old sergeant or lieutenant is already a supervisor or manager responsible for the careers, lives, and welfare of typically 30 people assigned to him or her.

## **Moving Toward a Sustainable Model**

As the nation’s National Security Strategy shifts from counterinsurgency focus to potential conflicts with near-peer adversaries, the demand signal for America’s military, including the reserve components, is higher than ever. For a force that has fully shifted from being a strategic reserve geared for near-peer warfare to an operational reserve engaging fully in ongoing operations, that call to duty is more complex than ever.

Gross says the key to being able to balance it all is by planning. That balance is important, too. For example, some think they’re a bad parent if they aren’t with their kids all the time, but that just isn’t the case, she argues. For her own kids, quality family time is planned out, and that balance teaches her children the value in seeing their parents make the world a better place.

She also recognizes the importance of self-care and gets creative in making it happen, even in small ways. “I no longer run because I found I don’t enjoy it,” she said. “I prefer to walk in nature and listen to a good book or podcast, and that’s my self-care.”

### **Senior Airman Adam Moore, Air National Guard: “It wasn’t so much of a burden, but a skill.”**

Moore left the active Army to pursue a full-time civilian career. He still wanted to serve, though, so he also enlisted in the Air National Guard. However, he ran into conflicts with his civilian employer as his career progressed in the National Guard. He was mobilized for several disaster-relief efforts in addition to his standard training. Delays from his unit in producing paperwork to support his service requirements didn’t help. Ultimately, he decided to turn down re-enlistment, not only because of how much employer conflict he was encountering but also because of lack of funding to attend the service school he needed to continue with his Guard career.

The former airman believes that being a Guardsman taught him valuable life lessons, however.

“Balancing my Guard duties along with being gone from home to pursue a challenging career gave me the valuable skill of learning effective time management and learning where to set boundaries and priorities,” he said. “I had to learn to say no to extra engagements because of drill, annual training, or mobilizations. It was a skill to learn to balance and manage your time.”

Moore and his wife met while he was serving on active duty, so his family adjusted to Guard life fairly quickly. “There were a few ‘Daddy don’t go’ moments” with his kids, he said, “but they were young when I enlisted, so they grew up with this.” Finding balance was inherent in their relationship when starting his part-time military journey.

Nevertheless, Moore is an example of how the “pick-and-choose” dilemma meant his Reserve career lost to the stool’s other two legs.

Military leadership not only needs to assess the wide-ranging roles of the reserve components and how best to employ that force, it must do so with full appreciation of the problems its personnel are facing, juggling ever-more demanding military obligations with civilian careers and impatient employers. Physical and mental burnout is a real concern, and offering benefits isn't enough.

"Part of this is, we have to provide more predictability, and stick to it," said Stultz. "It just makes a lot of sense, especially for the reserve components. When I've talked to service members, to employers—especially

employers—they say, I'm ready to do my thing to support you, but I really need a timetable and predictability."

Leadership also needs to allow the reserve components to follow society's trend by breaking away from traditional working models. Examples include telework policies, shifting work hours, and compressing work-week hours to give civilian employees more flexibility.

Two specific ideas along this line:

- Compressing drill schedules, so that reserve component members could take off one or two larger blocks of time per year to complete their

### **Chief Warrant Officer 3 Kristina Sofchak, Army National Guard: "I feel responsible to my country and unit."**

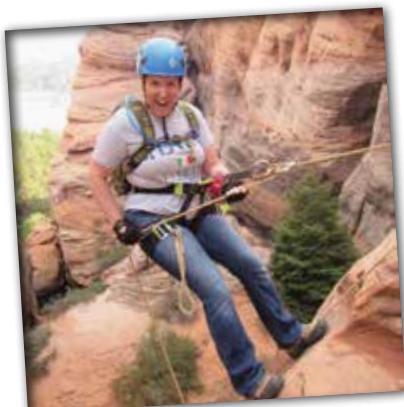
Sofchak started her military career as a helicopter mechanic and was a military technician, a federal employee, for her unit. Like many women in the military, she married another service member. "Having the ease of conversation with someone [who] understood what I was going through was great," she said, and life was good.

Everything changed after 9/11, she said. "This is where a dual-military family becomes difficult because you are expected to perform your job, so who goes home to take care of your personal things?" She'd decided to become a pilot, and the stresses of the dual-military relationship, multiple deployments, and reintegration proved too much for her relationship, which ended in divorce.

Sofchak has reason to be proud of her achievements, but she says it doesn't make dating easy. Some men are intimidated that she's in the military, others worry about being the "single dad" when she deploys again, and she's even run into a "you just want someone to miss you" attitude.

"Military schools for promotion, training for a new helicopter, deployments, service missions for hurricanes, and other things that take me away from home, they all strain new relationships, and then they're over," she says. So, for now, she's solely focused on work and drill and addressing the challenges of living alone.

Sofchak isn't alone in picking this route. For the single service member, finding time to cook healthy meals, clean the house, keep up with family and friends, and drill and maintain physical fitness and self-care require the timing of a professional juggler. At the same time, she says, "I feel responsible to my country and my unit. I want to do a good job so no harm comes to the people I love. I sacrifice so others don't have to, and I'm OK with this decision." 



*Chief Warrant Officer 3  
Kristina Sofchak, ARNG*

drill requirements, instead of spacing it out over a few days per month. Requiring individuals to travel only one or two times per year would save money and ensure that units could conduct collective training with all personnel available. In turn, this approach would be less of a lifestyle disruption.

- Telework that, with the proper equipment, allows reserve component members to accomplish administrative work at home rather than during drill. The days of giving drill credit only to members who physically show up for drill only to do computer work should be over. It's time to embrace the technology and model of a mobile work force, especially if it means members don't have to drive hours to and from drill just for computer work they could set up at home.

The concept of tiered readiness has reappeared in Army circles, though some other services haven't regarded it favorably. At top would be units that are "always ready," meaning a pool of reserve component members who look to deploy, are assigned to numerous short-term assignments, and have a high level of readiness to meet their assigned missions. These units would attract Reserve and Guard who have the flexibility and interest in the kind of missions that deploy frequently.

The second tier would be reserve component members who comprise a strategic reserve. This group would commit to their drill time, complete their required education or compress their drill requirements, and only ramp up to more intensive readiness training should a crucial need develop.

Another model long advocated by many leading authorities, including Stultz, is the "continuum of service," breaking down the policy and administrative barriers between active duty and reserve and allowing service members to switch back and forth more seamlessly to meet both their lifestyle needs and the nation's demands. "In a perfect world, you could have a career in the Army, then want to slide into the Reserve now because you want to try civilian life, but make it easy for people to move back and forth," Stultz said.

Meanwhile, reserve component members are increasingly being forced to make hard choices between careers—they want to serve in the mode of the iconic citizen warrior of lore, but both the military and civilian employers are making it more difficult to do that. So, the first choice: speak up.

"We were really gung-ho after 9/11," Stultz said. "Now we're in a long, long war, and how much can we put on our plates? I would say to people that they need to speak up and say to their leadership, 'Hey, I can't do all this; you're going to force me to make a decision.' Push back, and make them push it up the ladder, because senior leadership is always focused on getting it done. But they need to hear it." 

## ARE YOU A VETERAN IN CRISIS OR CONCERNED ABOUT ONE?

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AND PRESS 1

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and available 24/7 to all service  
members, National Guard, Reserve,  
and their family and friends.*

## STRESS ON THE FORCE: SARAH'S STORY

By Maj. Sarah Moore, U.S. Army Reserves

It took a full-blown anxiety attack that landed me in the emergency room, then numbness in my arm and debilitating back pain for me to realize I couldn't just tough out everything. That, though, is what I'd been hearing for the eight years of my military career.

At that point I was a few months into my first real civilian job, and I was a platoon leader and pilot in the National Guard. Recently returned from a deployment, I was navigating a difficult dual-military relationship, and I was struggling. OK, not struggling, failing. Here's my story and what I learned from this experience.

While I continued to "drive on" (sound familiar?) through my challenges, the stress responses of my body escalated. Eventually my back would lock up, and I couldn't even bend over to tie my shoes without feeling like lightning bolts were zinging up my back. I was little good to anyone, including myself, and had no choice but to seek medical help.

It took this extreme for me to realize that much of this pain was my body's stress response. I'd been driving on and toughing it out for close to a decade and had never given myself the time or means to rest and recharge.

At last the light went on. Those words, *drive on*, may be great motivators when a soldier is training or performing a mission, but they can't be a way of life. Nor do they need to be for us to be effective, hard-charging reservists and Guardsmen and women. The key seems to be keeping each leg of that three-legged stool—military, civilian, and family lives—straight and giving appropriate priorities for each. How do we do that?

### We take care of ourselves.

For me, I wanted to beat my stress naturally. If I wanted to keep flying, which I loved, I didn't want to paste over my physical problems temporarily with pain pills and muscle relaxers. I wanted to get to the root of the issue, to find the time to decompress and get my health back, period. My doctors recommended yoga.

Yoga studios abound in many towns and cities, and sure enough, I found one on the route of my commute home from work. My first session left me with some surprises. First, I felt physical relief almost immediately. Second, I had no idea yoga could have such a profound effect on mental health. I started thinking more clearly and focusing

better in my day-to-day activities and interactions.

About two months later, the numbness in my arm went away. Eventually I learned techniques to help dial down my overreactions when some challenge came along that I didn't have a personal standard operating procedure for.

By the time I deployed again, I'd been practicing yoga and meditation for about a year: I was mostly pain-free, my mobility was largely back to normal, my back wasn't twisting up in spasms anymore, and I felt much more in control of those three legs of the stool.

### And when I deployed...

...I took my wellness regimen along with me. Then I figured, why not share this with others?

I started offering yoga and meditation to my fellow service members under the guidance of a certified instructor back home.

The feedback amazed me. Some comments I received:

- "I can't believe this. I am sleeping better!"
- "I am coping with deployment so much easier."
- "I don't feel so angry."

Leading yoga classes inspired me to continue my own wellness journey and to help others find theirs. I study stress, trauma, and mental conflict and how they impact our physical readiness and mental readiness. I learn and share resilience techniques, and how everyone is different. I became a crisis-response peer counselor in my full-time job. I am certified in aromatherapy for relieving stress. Most recently I certified as a Veteran's Yoga Project instructor (see sidebar).

### Even the VA has gotten in on it.

Veterans Affairs promotes a new model of whole healthcare and supports this approach in facilities across the country. The "Whole Health" model prompts taking charge of your health and well-being and lists connections between your health and different areas of your life.

Food, nutrition, and gut health, for example, play a huge role in mental health and overall well-being. The "Whole Health" approach even brings up complementary medicine, such as acupuncture, yoga, tai chi, and mind-



Maj. Sarah Moore, USAR

body therapies, as well as traditional medicine. I was pleasantly surprised to see information on a variety of self-care topics including mindful awareness, yoga, eating to reduce inflammation, avoiding toxins, and much more.

"Self-care is not something you have to figure out on your own," a VA spokeswoman said. The agency lays out eight areas that the "Whole Health" model considers:

- Working your body.
- Surroundings.
- Personal development.
- Food and drink.
- Recharge
- Family, friends, and coworkers.

- Spirit and soul.
- Power of the mind.

For more information on the "Whole Health" program, visit [www.va.gov/wholehealth/](http://www.va.gov/wholehealth/), from where you can access everything from videos to handouts. If you want to start tracking your health, a 15-minute VA video on YouTube explains the agency's various digital tools at [www.youtube.com/watch?v=LyFhki0hrM](http://www.youtube.com/watch?v=LyFhki0hrM).

However you chose to go about your self-care, don't just "drive on" and risk a crisis like I did. Many people are counting on us, among them our own selves. 

## WARRIOR POSE FOR WARRIOR

Numerous nonprofit organizations offer yoga and healing arts classes for serving military, veterans, and their families. The Veteran's Yoga Project, for example, has certified teachers offering hundreds of classes (often for free) each week: [veteransyogaproject.org](http://veteransyogaproject.org) has an interactive map showing U.S. locations.

Yoga for Vets at [yogaforvets.org](http://yogaforvets.org) is another great resource to find free yoga classes worldwide.

If you don't feel like you have time to actually go to a class, both of these organizations offer online yoga and meditation resources, as well as other programs officially endorsed as complementary and alternative medicine for managing pain, improving sleep, and decreasing symptoms associated with stress and trauma. You'll be able to access these programs and start your practice on your own time and in the privacy of your own home.



# The Commander + The First Sergeant

## HOW AN OFFICER AND NCO FORGE THE MOST IMPORTANT RELATIONSHIP WITHIN THE MILITARY

By David Small

**S**earching through movies, books, and other pop culture media, you won't find many quality references to an effectual relationship between a unit-level commander and his or her first sergeant. Drama prefers dramatics. Anecdotally, however, examining the bond and leadership of an effective command team gives clues about a potentially strong lynchpin for mission success, high engagement results, and unit cohesion.

Many units in the company, squadron, or battalion echelons of command have a command triad that includes an officer as the commander, an NCO superintendent who focuses on operations, and a first sergeant who focuses on the people. Operational duties fall to the first sergeant in units without a superintendent. This article focuses on the dynamic between the commander and first sergeant as it is the morale and welfare of the people in the unit that underpin operations. Because of that, the personalities of this duo have perhaps more impact on mission effectiveness than any other relationship in the military.

"A unit takes on the personality of the command team," said Maj. Aaron Testa, former commander of a Maryland Army National Guard headquarters company in the Army's famed 29th Infantry Division. If the command team is lazy, doesn't have military bearing, or doesn't wear the uniform correctly, he said, "then the unit takes on those characteristics. That gets incorporated into how you operate on the battlefield, the safety of the soldiers, and mission accomplishment."

A good Hollywood example of a bad command team is the 1953 movie *From Here to Eternity*, set at Schofield

Barracks, Hawaii, in the months leading up to Pearl Harbor. This movie gives a master class in leadership—how *not* to lead. Company G is commanded by Capt. Dana "Dynamite" Holmes whose sole focus is winning the inter-regiment boxing championship. His sometimes model first sergeant is Milton Warden, played by Burt



Capt. Dana Holmes (Philip Ober), Sgt. Milton Warden (Burt Lancaster), and Robert E. Lee Prewitt (Montgomery Clift) in the 1953 Columbia Pictures film *From Here to Eternity*.

Left: Lt. Col. Bryan Lewis and Master Sgt. Christopher Fickling, commander and first sergeant of 4th Combat Camera Squadron at Joint Base Charleston, South Carolina. (Photo by Staff Sgt. Chris Dyer, 4CTCS)

Lancaster. Their combined personalities imprint onto their unit. With Holmes and Warden unfocused respectively on the mission and soldiers, the duo set themselves up well for plot turns, but not for military excellence.

“The commander is responsible for the mission, and the first sergeant is responsible for the people,” Testa said. The commander plans for the mission by identifying readiness, logistics, or training needs and getting the resources to accomplish those tasks, while the first sergeant ensures the soldiers accomplish those tasks, taking care of them while they do so.

“The commander comes up with the course of action, and it was my job to make that happen,” said Master Sgt. Harold Murdock, an infantry soldier who was Testa’s first sergeant in the company and now is at the National Guard Bureau’s headquarters in Arlington, Virginia. “He was the brain and I was the muscle. He would come up with interesting ways to do something, and I’d put his thoughts into action. I’d look at what tools we had for the mission and how his plan would affect the soldiers. Will it put the soldiers in danger

or affect their morale? From my foxhole, if I saw something that may not have gelled well, I’d speak up.” This balance of responsibility is the same whether in garrison or during an operation, said Testa, including when the Maryland governor mobilized the unit during the Baltimore riots in 2015.

Master Sgt. Christopher Fickling has been a first sergeant with the Air Force Reserve’s 4th Combat Camera Squadron at Joint Base Charleston, South Carolina, for three years. He described two lines of communication within the squadron: The first from the commander through the superintendent regarding operations, the second through the first sergeant as a conduit for morale, welfare, and discipline issues. “My role is to make sure members have what they need and are ready,” Fickling said; “all the little details that help members do what they’re trained to do so they can focus on what they do.”

Lt. Col. Bryan Lewis was about to take command of the 4th Combat Camera Squadron at the time he spoke with the *Reserve Voice Magazine*. Fickling would be his first sergeant. As such, Lewis had a unique perspective of impending expectations for, but little experience with, such a relationship or how it could impact his squadron. Going in, he likened his expectations for division of authority as the commander being the head of the squadron—putting thought to where the squadron was going and how it would get there—and the first sergeant being the heart of the squadron, caring for its members. “When the head and the heart work well together, then the hands (the airmen) can do their jobs,” Lewis said. On Lewis’ first day, Fickling took him to the track as several squadron airmen were taking their physical fitness tests that weekend. “It seems basic and obvious, but from the start he had our airmen’s backs by having my back,” Lewis said.

## **Building a Good Marriage**

Marriage is another analogy for the relationship between a commander and his or her first sergeant. Lewis agreed that the two relationships parallel. Referring to his wife, he said, “When I’m struggling with a glass half-empty, she responds with how the glass is half-full. We’re able to keep each other level. The relationship rights



Capt. Aaron Testa takes command of Bravo Company (Intelligence and Sustainment), Headquarters and Headquarters Battalion, 29th Infantry Division, at the Private Henry G. Costin Armory in Laurel, Maryland, April 6, 2014. The company provides human resources, intelligence, logistics, finance, and surgeon functions for the Army division headquarters. Three units and 180 soldiers from the Maryland and Virginia National Guards comprise the company. (Photo by David Small)

**“A unit takes on the personality of the command team.”**

**Maj. Aaron Testa**

the ship. Likewise, the first sergeant should keep the commander on track and vice versa. At any given time, one is balancing the other out.”

Testa considered the comparison “an oversimplification.” “That would assign roles and create an equality that doesn’t exist,” he said. “You have to respect the chain of command. The command team is by all accounts a professional one. It needs to be that.” His first sergeant, Murdock, saw Testa’s point, but added a caveat to the analogy: the dynamic has to be a *good* marriage. “A lot of marriages are bad. It can’t be combative,” Murdock said. “Some marriages are just out of control. Can you talk about anything, be honest with each other, and have a sense of humor? Maj. Testa and I met those three criteria.”

*From Here to Eternity* literally fails with the marriage metaphor (spoiler alert) as Warden seduces Holmes’ wife. Such an imbalance in the dynamic impacts the mission—in this case, the failure to appropriately train a rifle company before the Japanese attack.

In the opening scene, Holmes offers a new private the job of company bugler if the private joins the boxing team. Private Robert E. Lee Prewitt, played by Montgomery Cliff, turns it down. Warden, the first sergeant, confronts him, “You’ll fight because Captain Holmes wants to be Major Holmes. He’s got an idea he’ll make it if he gets a winning team. And if you don’t do it for him, you’ll do it for me ‘cause my job is to keep him happy, see? The more he’s happy, the less he bothers me and the better I run this company.” There is so much to dissect from that statement, yet Warden follows Holmes’ misguided vision for the company while still protecting the soldiers’ well-being.

Before meeting Testa, Murdock’s marching orders from his command sergeant major were to protect his commander. “You’re the commander’s guard dog. You don’t let somebody mess with your commander,” Murdock said. This mindset came in handy for Murdock and Testa as they dealt with difficult issues such as soldiers’ drug use, suicidal ideations, and other challenges. Yet, Testa’s daily challenge was insulating his soldiers from excessive bureaucracy and keeping unnecessary stress at bay and morale high, he said. “Their wellness and resilience were at stake.”

Sometimes the first sergeant—often having more experience than the officer—must tactfully help a situation that otherwise could go south. Fickling said he will approach Lewis as an advisor. “A first sergeant shouldn’t try and tell a commander what to do. If we know

something to be right, it’s still important to put it the right way. They are making the decision. I have to be able to communicate the way an advisor would communicate. That can be tough with some people.” Murdock’s tour with Testa was his first as a first sergeant, and he likened the experience to a game of chess. “When you’ve been through some things, you learn from the good and bad,” Murdock said. “You can step back from an experience and think about the next move, like chess—but a game you’ve already played before.”

Assessing another plotline in *From Here to Eternity*, Warden manipulates Holmes to keep Prewitt out of the stockade. Warden wants to protect Prewitt (“He’s the best stinkin’ soldier in the whole Army”) and riffs on Holmes’ desire to have Prewitt join the boxing team, pointing out that sending him to the stockade would make him ineligible for the big fight. Warden gets what he wants and makes Holmes think it was his idea. As part of a different command team after Testa, Murdock had a parallel situation to this movie example. His commander wanted to approach his higher headquarters about an issue “with guns blazing to



Lt. Col. Bryan Lewis, commander of the 4th Combat Camera Squadron at Joint Base Charleston, speaks for the first time to the airmen under his command during his change of command ceremony Nov. 2, 2019. (Photo by Air Force Staff Sgt. Corban Lundborg, 4th CTCS)

## FIRST SERGEANT ROLES IN THE NAVY

In the Army, Marine Corps, and Air Force, the first sergeant is typically an E-7 or E-8. Colloquially, the position may be called “first shirt” and in rare, overly familiar situations, “top.” The role is noted by a diamond in the center of the striped rank insignia.

The Navy does not have an equivalent position to the first sergeant, though at higher echelons, the Command Chief Petty Officer program in the Navy aligns with like positions in the other services’ command chief and sergeants major programs.

However, in 1979 the Navy expanded the role of some senior and master chief petty officers, according to the Navy’s Senior Enlisted Academy’s website. It assigned first sergeant-like duties to the highest ranking chief petty officer of the unit and created mid-level enlisted managers from senior technicians. The comparison is significant but not fully equitable.

a two-star.” Murdock told his commander that was not the best way to go about it. “I was his ear, and he approached it differently. We got it done,” Murdock said.

### Truth to Power

Command teams need to remain open-minded. Lewis recognized his lack of experience. “If I go into it intimidated then I think we’re set up for failure from the beginning. You may be a leader by position, but a true leader is open to reproach or questioning. Most who struggle are not.” Added Testa: “The relationship must always remain professional. But the first sergeant also has to be able to be candid, honest, and share feelings about things with the commander. The relationship is going to fail if the trust isn’t there.”

From Murdock’s perspective, the commander needs to create an environment receptive to that feedback. “He was always great with including me in any decision he was about to make,” Murdock said. “There was always a lot of communication between us. He made sure he had my buy-in.”

Fickling said he can be more direct and honest behind closed doors to tackle difficult subjects from all sides. “Conversations in the office can be more relaxed, but in the public view it’s important that I set the example with

customs, courtesy, and respect. When the commander makes a decision, it is the first sergeant’s decision, too.”

One thing the command team must be honest about is each individual’s strengths and weaknesses. “One of my challenges is being too lenient and not holding people accountable,” Testa said. This was even more difficult in a headquarters company with members who ranked higher than the commander. Murdock filled this void for Testa, “When the commander called a formation, everybody had to be there,” Murdock said. “Because he was lower ranking than the lieutenant colonels and majors in the company, they would show up late thinking they were not subject to his orders. Everybody needs to fall in line. When I’d see infractions like that, I’d be the sacrificial lamb and call people out. My junior enlisted soldiers were there on time, but (the officers) would trickle in. I’d stop them at the door and tell them they’re my (kitchen patrol). The message got across. Most of the time they understood.”

Fickling’s strength, coming from the aircraft maintenance world, is his comfort with regulations. “Our job guides were always there. The rules were always right in front of us. The way we’re supposed to do things—you don’t deviate from that. Different commanders have different interpretations of the rules, and I can help guide that.” This strength has helped Fickling integrate his commanders into the traditional reserve as they’ve come from individual reservist programs. “The IMA world is like cowboys in the wild west. You can lose touch with how a squadron works. It’s important for me to be able to remind my commander of the regs to keep us from taking some of the routes we could go down but shouldn’t.”

### Mutual Trust

In *From Here to Eternity*, the one good thing Holmes shows is a level of trust in Warden, even if that trust is born from apathy. When Holmes leaves the company headquarters, he instructs Warden to sign his name to anything that needs done. Later, offering Prewitt a weekend pass, Warden says, “Don’t worry, Holmes signs anything I put in front of him.”

Building trust quickly helps counter the transient nature of the military. “We had a great deal of trust and respect for how we did business,” said Testa. A good way to foster that trust was being an authentic leader, he said. “You have to allow for some personality to come through.” Another reason for trust is the need for constant and effective communication. “The two of you should know everything each other knows,” he said. Murdock said they



Soldiers of Bravo Company (Intelligence and Sustainment), Headquarters and Headquarters Battalion, 29th Infantry Division, at the Private Henry G. Costin Armory in Laurel, Maryland, April 6, 2014. (Photo by David Small)

built trust in each other by doing their jobs and keeping their word. “Going into the situation, you don’t know each other as individuals. Communication was the biggest thing; being honest and communicating.”

A good way to undermine trust is to compromise the other’s authority, Testa said. “The first sergeant and commander should always present a united front and respect for each other. They can disagree in private, but once one makes a decision, the two must present it as one. Likewise, neither person can speak out of turn about the other. Compromising decisions or speaking out of turn would undermine the authority of the other.”

Murdock agreed. “If he went to somebody else instead of coming to me with an issue about me, that would have shown his lack of confidence in me.” But that never happened for Murdock and Testa. “He was never shy with words. He communicated everything. It turned out pretty well,” Murdock said.

In the movie, Warden is constantly criticizing Holmes’ authority. In one scene, Warden lets his guard down when drunk and confides in a drunken Prewitt that he is seeking a commission (his motivation is to marry Holmes’ wife, but he leaves that out). “I don’t want to be an officer,” he says. “I’m happy where I am. I might turn out to be a guy like Holmes. You wouldn’t want me to be a guy like Holmes would you?” Warden undermines Holmes’ authority here by speaking out of turn.

“If the soldiers knew there was any daylight between the first sergeant and the commander, it could affect unit cohesion and ultimately mission success,” said Testa. Murdock echoed this and took it with a grain of humility. “You’ll get some relationships where the first sergeants are so locked in to how they do things and want to do it their way ... thinking that it was their show,” he said. “It wasn’t my show. I might be the top-dog enlisted person, but I have to make sure the commander is a success.”

## THE TOP TOP'S PERSPECTIVE

### Functional chief for the Air National Guard's first sergeants discusses the challenges of being a reserve component first shirt



Chief Master Sgt.  
Lorene Kitzmiller

With 34 years of service under her belt, Chief Master Sgt. Lorene Kitzmiller is now the functional manager for about 875 first sergeants and 150 command chiefs who support 90 wings in more than 50 locations across the Air National Guard. In this role, she shapes the first sergeant program's initiatives, policies, training, utilization, and sustainment and oversees first sergeant deployments.

She has been a first sergeant at the squadron, group, wing, numbered air force, and joint DoD echelons of command. She was the first Air Force leader to graduate from the nonresident course at the U.S. Army Sergeants Major Academy; has served in the Navy, Army Reserve, Army National Guard, and Air National Guard; and is a veteran of Operations Northern Watch, Southern Watch, Iraqi Freedom, Enduring Freedom, and several stateside deployments.

Lewis used his own family to make the same point. "Sometimes one of us makes a decision in front of the kids that the other doesn't agree with. We'll have a discussion about that away from the kids but create transparency as much as their minds can handle if we choose to do it differently the next time. I'm not prone to being right but doing right. If we can have an open

and honest discussion, it'll always stay in house, in the squadron."

Murdock appreciated the open dialog when he didn't agree with one of his commanders. "Nothing was off-limits. We were very transparent. (As a junior soldier) one thing I always hated was not knowing what's going on. The soldiers respect it more when you tell them we messed this one up and changed course."

***"It wasn't my show. I might be the top-dog enlisted person, but I have to make sure the commander is a success."***

***Master Sgt. Harold Murdock***

### Continuous Growth

Asked if he had one piece of advice for a new command team, Testa said, "You're meant to grow. Take the advice of people who have gone before, other leaders you respect. This is the most important relationship you're going to have in the unit. Take time together to get to know

### **From your years of experience, how do you see the dynamic between the first sergeant and commander impacting the mission?**

Mission accomplishment is more than executing technical orders. It's also about culture. If airmen don't see leadership set good examples by treating each other with inclusion, respect, and true caring, they'll follow down the same path. Airmen need to trust that leadership teams support them when they have a problem and need to take a knee, that resources like mental health are not a conviction, and that they are heard when they have innovative ideas. That is what leads to true mission accomplishment.

### **What is the most important thing you tell new first sergeants before they meet their commanders?**

The most important thing is to establish the rules of engagement right away. How does your commander want to receive information? What about the type of info? Should there be a lot of background on the situation? Tell commanders what you know, what you don't know, and when you'll give an update. The commander needs to know about tasks given. The first sergeant should lean forward. Sometimes it is unnecessary to ask in advance. Some authority is inherent with the position. If you give an opinion, already have done your homework with legal, personnel, etc. If not, have the training or experience

to give that input. Don't take anything personally. They bear the responsibility of command. If, however, a commander makes a decision, does something, or says something that keeps you up at night, then tell them your concerns. If that doesn't resolve it, talk to the command chief or other resources like IG. They exist for a reason.

### **What are some additional challenges to the relationship between the two roles in the Reserve Components?**

The Reserve Components face unique challenges with our traditional reservists who fill the roles of first sergeants. In the Air National Guard, first sergeants work, attend school, have families, and are also expected to be fully involved in airmen issues every day of the week. That's a full plate. This job is more than one weekend a month, so they need to be supported with trust and resources. First sergeants need to lean on their full-time staff and networks for assistance in filling some of the gaps. As I've visited first sergeant councils throughout the 54, we're making great strides in getting wing commanders on board to better support their first sergeants. Even with obstacles, first sergeants are properly advising commanders and taking care of airmen both at home and abroad. I'm extremely proud of their accomplishments.

each other on a personal level. Go grab coffee after first formation and converse. It's very hard to balance monthly requirements and fit this in, but you have to communicate to foster this relationship."

Murdock said he had a different idea of the challenges he was about to face going into the job, but Testa alleviated those thoughts with clear guidance and lanes of responsibility. "What worked the best was during his initial counseling with me," said Murdock. "He laid out his expectations. I didn't have to figure him out. It was in black and white on paper. He was able to convey to me my lines of operation. This put me at ease. Everything from there on was based off my commander's intent."

Fickling talked about the need to find common ground in the new relationship so that if philosophies differ, the

command team can still function well. "It's important to find common ground to establish a rapport. It makes it easier to do the work." Fickling and Lewis are still feeling each other out personally and professionally. Said Fickling: "It's an important thing to start a relationship to get the measure of the other person."

For Lewis, as he flew down to Charleston to take command on Nov. 2, 2019, Fickling reached out to him beforehand. "We spoke for more than an hour, of which I spent a majority of the time listening. To me it's like being a lieutenant again where the best advice is to listen to and trust your NCOs. In this case, what I don't know is a lot. What I do know is the first sergeant knows not only what I don't but what I truly need to know." 

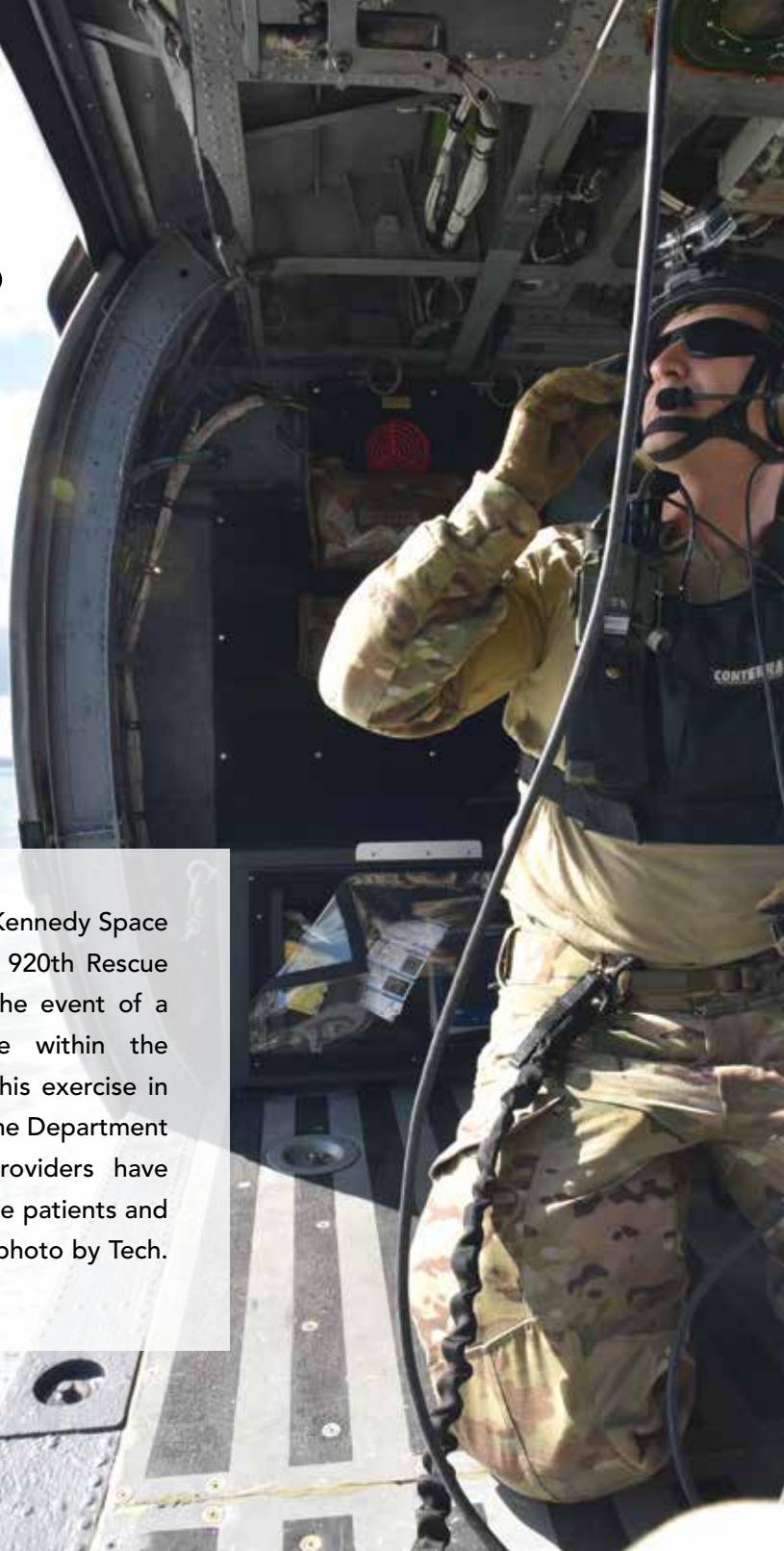
# Behind Enemy Lines and Beyond

THE 920TH RESCUE WING SAVES LIVES FROM COMBAT ZONES TO NATURAL DISASTERS

By Jeanne Kouhestani, Associate Editor

In response to a simulated emergency at Kennedy Space Center, Reserve Citizen Airmen from the 920th Rescue Wing revalidate their response time in the event of a catastrophic, life-threatening occurrence within the capsule of a human spaceflight launch. This exercise in October 2018 marked the first time that the Department of Defense, NASA, and commercial providers have exercised this type of event utilizing 12 live patients and the full array of air assets. (U.S. Air Force photo by Tech. Sgt. Kelly Goonan)

**A Noble Mission**  
“These things we do, that others may live,” is the motto of rescue and an apt description of the 920th’s mission to provide rescue and medical treatment of personnel in distress or imminent danger in combat and humanitarian environments. The 920th is the only such operational wing—and the most highly tasked and heavily deployed since 9/11—in the Air Force Reserve, making up nearly 20 percent of the U.S. Air Force’s total rescue forces.





*A compound in the Helmand Valley, Afghanistan, had been secured by U.S. allied forces, but the enemy was closing in. Two helicopters from the 920th Rescue Wing (RQW) swooped down to hoist out three Danish soldiers and their Afghan interpreter who had been critically injured in a blast from improvised explosive devices (IEDs) littering the area.*

*"We couldn't land anywhere because of the IED threat on the ground, so we had to treat them under the rotor wash of the aircraft," said Joe, a pararescueman and squadron operations superintendent from the 920th (for security purposes, we are using only his first name and the titles of certain other personnel in this story).*

*The helicopters hovered low to avoid enemy fire as Joe directed trauma medical care. The injured men were "pretty messed up," he said, and had to be treated outside in special litters before being hoisted into the aircraft. On board, further treatment and assessment began as the helicopters raced to the nearest medical facility.*

*That day, three out of the four lives were saved. They joined the thousands of warriors from all U.S. military and allied services rescued in combat arenas by the 920th since its predecessor squadron's first save in 1957.*

The 920th, activated in 1997, is located at Patrick Air Force Base in Cocoa Beach, Florida. Twenty-three subordinate groups and squadrons comprise the wing, including geographically separated units at Davis-Monthan Air Force Base, Arizona; Portland, Oregon;

and Joint Base Langley-Eustis, Virginia. In addition to its rescue mission, the 920th supports the 45th Space Wing, NASA, and commercial space agencies, providing safety and security of the Eastern Range during Space Coast launches.



An HH-60 Pave Hawk crew returns to Patrick Air Force Base, Florida, after being stood down from Hurricane Irma rescue operations in 2017. Personnel and aircraft assigned to the Air Force Reserve's 920th Rescue Wing evacuated ahead of Hurricane Irma's destructive path. The rescue aircraft were prepositioned inside the Orange County Convention Center in Orlando to serve as first responders after the storm. 920th rescue teams canvassed the state of Florida for two days before it was determined that no air rescues were needed. (U.S. Air Force photo by 1st Lt. Stephen J. Collier)

The wing operates through a triad rescue structure:

- HC-130 Combat King fixed-wing aircraft, converted from transport aircraft to conduct combat search-and-rescue operations.
- HH-60G Pave Hawk search-and-rescue helicopters to fly into enemy territory to recover personnel.
- Three squadrons of Guardian Angel, a ground-based human weapons system comprising special operations combat rescue officers who lead the group; pararescuemen, known as PJ's, the most highly trained trauma paramedics in the U.S. military; survival, evasion, resistance, and escape specialists; and a support team that includes radio, intelligence, parachute rigger, weapons, and other critical specialists who deploy with them.

Guardian Angel may deploy with the 920th aircraft, but often integrates with other military units as required by combatant commanders.

A PJ's primary function is as a personnel recovery specialist with emergency medical capabilities in humanitarian and combat environments. PJs deploy through whatever means available by land, air, or sea into any type of environment, from deserts to mountains to

oceans, to recover personnel in life-threatening situations, often while evading the enemy. The 920th rescued former Navy SEAL Marcus Luttrell in Afghanistan, documented in Luttrell's *New York Times* bestseller *Lone Survivor*, which later became a silver-screen blockbuster. No doubt the exploits and skills of PJs and their Guardian Angel counterparts have been the basis for many a nail-biting rescue scene in a fictional adventure movie or book.

But combat rescue isn't the only way the 920th saves lives. The Command Chief Master Sergeant has worked in different capacities with ROA for the past decade while juggling his reserve and civilian jobs. He related a couple of stories that illustrate how the 920th overcomes obstacles to orchestrate humanitarian rescues.

The 920th is often tasked to offer rescue support during hurricanes, but the state governor first must request the help of federal assets. The Chief remembers watching the weekend news in 2017 as Hurricane Harvey planted itself over Texas, releasing a fury of rainfall with nowhere to drain. The flooding was catastrophic. By Monday morning, the wing was anxious to help but was not yet tasked. "When people are dying, it's a very difficult thing for us to watch when we have complete capability to do very technical, high-risk rescues ... things that are difficult for local authorities to do," the Chief said. So, the wing commander authorized a training exercise in Texas. If tasked, they would be in position to respond immediately. If not, they would receive valuable mobilization training. That afternoon, 121 operations and support personnel and five aircraft were deployed to Texas. They had arranged to base operations at a local airport and, upon arrival, coordinated with local emergency managers. Their first rescue was a family clinging to the roof of a sheriff's SUV that had been swept away; the family was plucked off just before hitting a bridge. "By the time we were formally tasked, we had rescued 165 people," the Chief said. By the end of that week, the 920th had saved 230 lives in the Houston area (the wing saved more than 1,100 people in New Orleans after 2005's Hurricane Katrina).

In 2018, the rescue of a German father and son from their burning, sinking sailboat more than 500 miles offshore in the Atlantic Ocean required the 920th's rescue triad. The son made a frantic call to his mother in Germany before his satellite phone died. Through a chain of contacts ending with the U.S. Coast Guard, the 920th was alerted. The Coast Guard can only do rescues within 100 miles of shore because of fuel limitations. With their mid-air refueling capability (see "Harrowing Flights: Midair Refueling,"

page 88), the 920th's HC-130s and Pave Hawks have a virtually unlimited range. But an operation over open ocean is especially risky. The aircraft have nowhere to land, and dropping a PJ into the sea with a zodiac boat is dangerous: A PJ drowned about 17 years ago when he was washed under a ship during a rescue operation. Nevertheless, the commander decided to accept the risk.

The HC-130s were "literally in pieces" while in maintenance, the Chief said, but the wing's aircraft mechanics made all necessary fixes and had the aircraft inspected and rigged in hours. In the meantime, a reservist was located on the base who spoke fluent German and could provide translation for victims and crew on the aircraft. In roughly four hours from initial contact, the 920th launched staggered flights tracking the boat's emergency beacon. It took about four hours and several midair refuelings to get there, but the two sailors were reached in time. The son was badly burned, so he was flown directly to a trauma center, the helicopter landing on a nearby high school football field. "From no warning whatsoever, we generated four aircraft, crews, and launched without even being on alert," the Chief said. The German government awarded the 920th the German medal of honor for rescues at sea, the first ever awarded to a non-German entity.

Because humanitarian crises are unplanned and unscheduled, the wing sends out calls for volunteers for help. Although it often means taking time from civilian jobs with little notice, the 920th never has a shortage of part-time reservists to perform or support the rescues along with their full-time counterparts.

## An Operational Reserve

Col. Kurt Matthews was the 920th Wing Commander before transferring last fall to his current post as vice commander, 22nd Air Force at Dobbins Air Reserve Base, Georgia. Matthews, a helicopter and fixed-wing pilot, has been in and out of Patrick AFB at increasing levels of responsibility since he left active duty to be a citizen airman in 1992. Before taking command of the 920th three years ago, he served for six months as the wing's operations group commander. The experience gave him a broad perspective on the difficulties facing the wing as well as its greatest strength, he said. After taking command, he challenged his force to "lean forward" just a bit to bring them even closer to their highest potential and to develop a culture of readiness so that "whatever is asked of us, we're ready to do it." He was not disappointed.



The 920th RQW's first female combat search and rescue pilot is a major with the 39th Rescue Squadron. She has logged approximately 3,000 hours of flight time throughout her Air Force career. Some of that flight time includes deployments to places like Afghanistan, Iraq and the Horn of Africa. (Photo by Senior Airman Brandon Kalloo Sanes)

"The greatest strength of the 920th is that they have a can-do attitude," Matthews said. "It combines determination, innovation, and resiliency all in one. This wing will get the mission done despite any challenges that it's given, and it will do it dynamically with whatever resources are on hand. But they always succeed."

The wing has received numerous honors and awards for excellence over the years, and in 2017, it received the 10th Air Force Power and Vigilance Award for the first time, which recognized the best wing in the numbered Air Force. In 2018, the wing was awarded the Air Force Association's Outstanding Wings of the Year for the Air Force Reserve Command, another first.

Saving lives is exciting business and a great motivator for excellence. Matthews emphasized that all jobs in the wing are essential to the success of the whole. The commander of the 920th Logistics Readiness Squadron, a full-time Air Reserve Technician, concurs. "Even though our logistics guys do a lot of the behind-the-scenes grunt work, that we have a hand in potentially providing life-saving rescue support is cool," she says.

The challenges have been difficult, however. The wing's funding and manpower are based on a traditional strategic reserve model. Its one-weekend-a-month, two-weeks-a-year training standard has been obsolete for two



An HH-60G Pave Hawk helicopter from the 943rd Rescue Group, Davis-Monthan Air Force Base, Arizona, refuels from an HC-130 P/N King aircraft from the 920th Rescue Wing over Portland, Oregon. The refueling was part of a wing-wide training exercise among the 920th Rescue Wing's geographically separated units from Portland, Tucson, Arizona, and Cocoa Beach, Florida. (U.S. Air Force photo/Tech. Sgt. Anna-Marie Wyant)

## HARROWING FLIGHTS: MIDAIR REFUELING

Its midair refueling capabilities enable the 920th Rescue Wing to conduct rescues in enemy territory, far out to sea, and in treacherous conditions. Wing Commander Col. Kurt Matthews, an HC-130 and HH-60 Pave Hawk pilot, described this dangerous operation.

We train just like we fight. We train primarily to do our aerial fueling at night with all the lights out and no radio communications whatsoever. We use night-vision devices to see and radar to locate each other. We add aspects of doing that in bad weather; at only 500 feet above the ground to stay low below enemy radar; in mountainous terrain; and over the ocean where there is no horizon, and if we are unsuccessful and can't get the gas, we will have to ditch our aircraft.

In the process, the HC-130 pulls down to its lowest possible speed with 70 percent flaps, just about the speed it would be landing with. If we lose an engine, we'll have just enough power to recover before we would crash. We are put into a very vulnerable position just so we can slow down enough to extend the hoses.

Now we refuel with hose and probes. There is a drogue at the end of an 80-foot hose off a pod from the tanker, and the helicopter must maneuver to make contact with that drogue with the probe that extends off the front of that helicopter. We must be careful not to chop the hose off with our rotor blades, which can happen. We also have to be careful not to hit the empennage or the tail of the HC-130 because during this process, we get within 20 feet of each other. We are flying close formation in these different conditions.

And then that drogue, basically a parachute on the end of an 80-foot hose, is not the most stable platform, so it takes an acquired skill to be able to connect successfully and then to stay on the hose to get the gas we need. If the coupling isn't successful, fuel will spray all over the helicopter, and if there is any spark, that's not so good. So, we have to be careful, in a combat situation, not to automatically punch out flares during a refueling operation. We can do this simultaneously with one helicopter off each pod on both sides of the C-130, which we often do because of lack of fuel. If the helicopters run out, we have to ditch; we are not always in a place where we can get to land, or we might have to land in enemy territory without the gas.

decades. The 920th is an operational reserve unit, with 22 separate deployable assets and additional training time needed for its rescue mission. The wing's operations tempo surged after 9/11 and has not abated. Because of the war on terrorism and counter extremism, it currently sustains a 1:4 mobilization-to-dwell tempo, said the commander of the 920th Operations Group (OG). That means for every month spent on active duty, airmen are back in their civilian jobs and regular reserve training

for four months. For an individual citizen airman, that breaks down to three- to six-month deployments about every year and a half.

"So, while at home we are training for the unexpected near-peer conflict," the OG said. "We also have airmen who are upgrading in their respective Air Force specialty codes. And as the rescue unit, we get additional taskings not on our normal deployment cycle. We have to find a way to grow our force to meet that requirement because,

right now, we are trying to do it with too small of a force, which is causing this high optempo."

Another monkey wrench is budget, and the continuing resolutions (CRs) that clog the flow of funding most years. "When we operate under a CR, those are mission degraders for us," the OG said. "We only get a small portion of our budget, which makes our planning and participation in training very difficult ... especially with a part-time force that requires a lot of planning up front so they can arrange for time off with their employers."

The good news is that the 920th has received funding to replace its aging aircraft, mitigating risk, decreasing maintenance costs, and increasing capabilities, said the OG. The Vietnam-era HC-130Ns are being replaced with new HC-130Js, with delivering scheduled to start in the spring of 2020. The HH-60G Pave Hawks will be upgraded to combat-rescue helicopters in coming years. New facilities are also being built to accommodate bigger Guardian Angel squadrons and more personnel.

## A Patriotic Line of Credit

The wing does multiple deployments in multiple locations with multiple assets—yet is still funded as a strategic reserve. "Unlike a number of other units who might deploy as an entire wing, we are continuously deploying," the Chief said. The high optempo puts a strain on family life and on civilian employers. The OG said the wing periodically holds an appreciation day to educate employers about the mission and thank them for their support. This has helped employers feel a part of the mission. However, although laws protect reservists from being fired, a lot of companies simply won't hire them.

"When 9/11 happened, I was a young E-6," the Chief said. "I was at the height of my technical training and I was mad. I was willing to drop everything that I had and went out the door three days later to respond to that. And every one of us here in the military at that time equally did that, and since then we have been in this very high, increased optempo and fighting that battle. Many of my colleagues have lost multiple jobs and have gone through multiple divorces. Ultimately, how I look at it is America has been relying on a patriotic line of credit from people like me and a lot of others who saw those buildings fall. But now our kids have grown up watching their parents deploy, lose their jobs, get divorced, and leave every year and a half for six months at a time. They didn't see those buildings fall, so they don't have that same emotional attachment to it."

## A Total Force Partner

The biggest challenge to the 920th is that the Air Force Reserve must match duty requirements and compliance one-for-one with the active component, Col. Matthews said. Yet it must do so with limited time, manpower, and resources. "Over the past 20 years we've been engaged in a global war on terror and counter extremism at the same time the Air Force has been struck by half. The only way the Air Force can do what it is doing is because, as a service, it has embraced total force integration," Matthews said.

The 920th has a 30 percent full-time workforce of Air Reserve Technicians, Active Guard and Reserve members, and civilians, and 70 percent traditional part-time reservists spread over four geographic locations. About 25 percent of the full-time slots are vacant, putting an extra burden on the full-time force with the wing's high optempo.

"I would like to see the budgeting and manpower processes of our [Major Command] headquarters reformed," Matthews said. "They are operating off processes that are 20 years old ... that don't match what the Reserve has become. The Reserve has become a total force partner with active duty, so we have to reform our budgeting processes, manpower in place, and paradigms to meet the requirements of our mission today if it is going to succeed in remaining an operational reserve." 

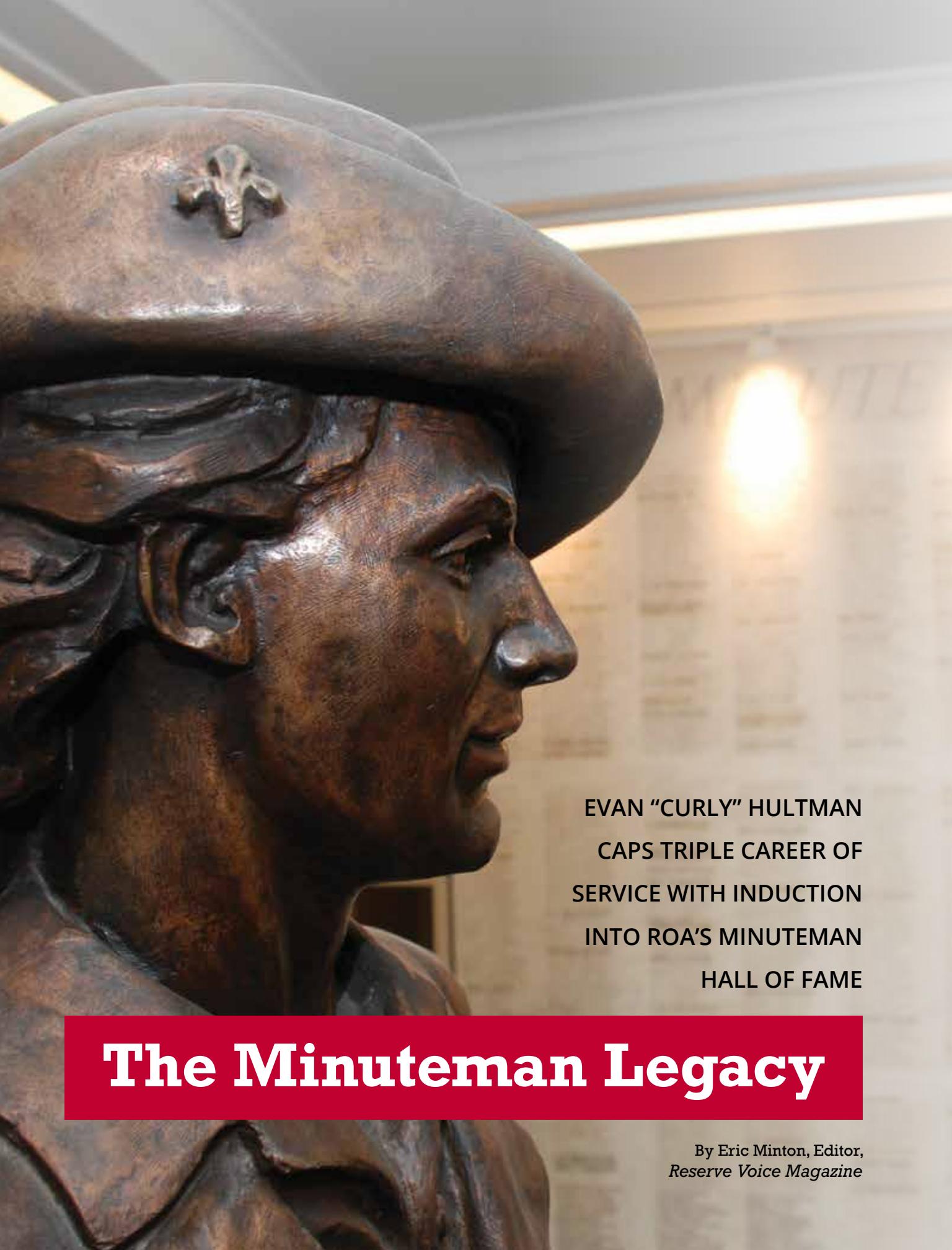
## HELP WANTED

Pararescuemen, colloquially known as PJs, are the most highly trained and versatile personnel recovery specialists in the world and are the nation's force of choice for executing the most perilous, demanding, and extreme rescue missions globally. They are the highest medically trained and trauma-capable special operators among all the services.

Becoming a pararescueman requires a special mentality oriented toward problem-solving as well as the physical, mental, and spiritual endurance to make it through the two-plus years of intensive training. Only 10 to 15 out of 200 recruits make it through the training pipeline.

The same mentality is required of the members of the support teams that deploy with the PJs and Guardian Angel. Although no pararescue personnel at the current time are women, about 25 percent of the 920th's support teams are.

How these men and women do their jobs is critical to the success of a mission. If you're that kind of person and would like to learn more, the 920th wants to hear from you. Visit [www.920rqw.afrc.af.mil](http://www.920rqw.afrc.af.mil) for more information about the 920th RQW.



EVAN "CURLY" HULTMAN  
CAPS TRIPLE CAREER OF  
SERVICE WITH INDUCTION  
INTO ROA'S MINUTEMAN  
HALL OF FAME

# The Minuteman Legacy

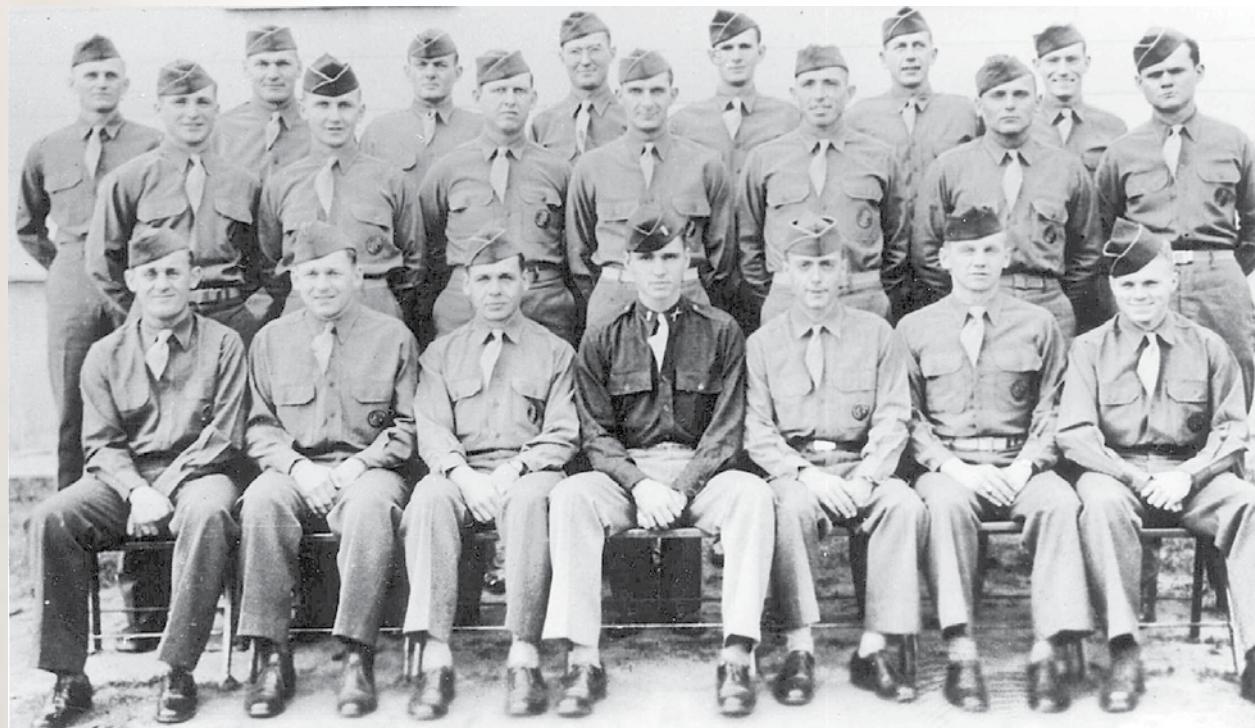
By Eric Minton, Editor,  
*Reserve Voice Magazine*

**O**f all the experiences that came with attending the 2008 Interallied Confederation of Reserve Officers (CIOR) conference in Istanbul, Turkey, my fondest memory is of a quick walk one morning from the Istanbul Convention and Exhibition Centre to the Hilton Istanbul Bosphorus, the conference's headquarters hotel. The distance was only 300 meters, about 1,000 feet, but the walk was more a sprint as I was accompanying Maj. Gen. Evan "Curly" Hultman. I was then a spry (so I thought) 50, and he was about to turn 83. We conversed the entire way, but I was barely able to keep up with his pace and his mind. He strolled into the hotel as if coasting on skates, wearing that beaming expression I never saw leave his face. I came gasping after, astonished that a man and his wit can move, simultaneously, with such alacrity.

While recalling that walk to Hultman as we talked on the phone recently, he explained his incredible fitness by simply saying, "I lettered in track at Iowa." That would be the University of Iowa, where he ran the 440, 880, mile, and cross county. This simple statement from him was, for me, gazing into another of the many facets of Curly Hultman, a lifetime soldier, scholar, civil servant, and, as I now learn, athlete who was inducted into the Minuteman Hall of Fame during ROA's 2019 convention last September in Des Moines, Iowa.

When asked about his feelings in that moment, he described his shock. "I knew nothing. I was called up to the stage, and I didn't think it was anything involving me. I thought it was a presentation to the U.S. Senator Joni Ernst. I had no idea I was going to receive an award at all, so I was floored when they announced my award." He'd get another surprise a couple of months later when his local chapter of the American Legion called him to the stage in their new hall. Hultman thought he was going to be thanked for his role in the chapter's move to its new location, and he was: the thank you was in the form of the new building being named Hultman Hall in honor of his long service to the Legion.

This has become something of a habit for Hultman, organizations honoring him for a lifetime of service and he being surprised at the adulation. When he was called to the stage at the 2009 CIOR meeting in Bulgaria, he said he was expecting to be recognized for his accepting a leadership role in one of the organization's programs. "Lo and behold, they honored me as the honorary president of CIOR for life," one of only two people who have been so titled. "It was a total shock to me. I was truly speechless." For all of his accomplishments, Hultman considers his honorary CIOR presidency and his Minuteman Hall of Fame induction to be "the very highest honors bestowed



Class 396, Ft. Benning Infantry School, December 1944, included Evan L. Hultman, front row, far right.



Maj Gen Hultman with his wife, Betty Ann, at ROA's 2009 National Convention in Orlando, Florida. Married 73 years when she died in 2017, they met—and he was immediately smitten—in the ninth grade. (ROA photo by Eric Minton)

on me. I've marveled at the men and woman who have received that honor, and to be considered among them..."

His voice trails off and I take in the rarity of the moment: Curly Hultman is truly speechless. I don't want that. Time to get him talking about a life lived by one of the most fascinating people I've ever met.

"He's had three careers, and all three have been at the pinnacle," said his daughter, Heidi Warrington, joining in the phone conversation. She is a retired Army Reserve colonel and a lifetime ROA member. Her father's three careers were in the Army, as a lawyer, and in politics. "Not only did he excel as a reservist, he excelled in his civilian job with which his reserve career competed," she says.

Hultman, who enlisted in the Army and later became an officer, served 3½ years in World War II as a member of the 103rd Infantry Division, which became a reserve division after the war. He was a captain and battalion commander when he joined ROA in 1947 due to the direct influence of the division commander, then Maj. Gen. Hanford MacNider. At the end of the two-week summer camp, the division held a parade after which its members were paid in cash. "Standing beside the pay table was a little table that had a sign, 'ROA,' and standing behind the table was the division commander, and beside the sign was \$5," Hultman said. "You kind of liked the division commander, so whatever he belonged to, you wanted to belong to." Hultman said 100 percent of the unit joined ROA.

He took his membership seriously. He was elected national president for 1981–1982 and served as ROA's executive director 1986–1993. He similarly embraced a duty to CIOR, serving as president 1992–1994, and has attended every international conference since 1973.

"I think it is vital," Hultman said of ROA. "It is the primary representative of the reservists, and there is truly a greater challenge and need for reservists today than ever before in the history of our military. But like all entities of volunteerism—and we start with our military itself today—there's a real challenge of membership. Recruitment today in the reserve and volunteer organizations like the American Legion is far more difficult than it was in my lifetime because there are so many more demands and challenges in society as a whole. That's why it's so much more important even today than it has been in the past."

"He believes in the power of organization and the combined force in people all across the United States from different backgrounds and services having a voice in Congress," his daughter said.

Hultman's legal career took him into politics, completing two terms as a U.S. attorney and twice elected Iowa's attorney general. He helped U.S. Attorney General Bobby Kennedy draft the Civil Rights Act, according to Warrington. He also had a brush with Hollywood when Robert Redford produced and narrated the 1992 documentary *Incident at Oglala* about the 1975 murder of two FBI agents on the Pine Ridge Indian Reservation and the subsequent trials. Hultman, who appears in the film, was special prosecutor in the conviction's appeal before the federal appellate courts.

Hultman put a lot of effort into community service around his hometown of Waterloo, Iowa, too. Much of that was in the realm of sports. While our conversation was supposed to focus on the military and civic career that led to his induction into the Minuteman Hall of Fame, we spent more time talking about sports simply because a conversation with Curly Hultman always turns down some fascinating avenue you never knew was on the map. Back in 2008, when I got home from the CIOR conference in Istanbul, I told my wife about that brisk walk I shared with Hultman (I'm sure it was my first tale of my trip) and that we needed to use Curly as our inspiration to be fit 30 years hence so that we could continue our baseball-related travels around the country. When I told Hultman this, he replied, "My favorite sport was baseball."

Indeed, he was so good that, during World War II, he was the only nonprofessional starter on the Camp Hood

baseball team before he shipped overseas. Playing shortstop, he said he batted about .380 during his Army baseball career even though he was competing against Major Leaguers, though he was helpless against one, the Brooklyn Dodgers' Van Lingle Mungo. "He struck me out four straight times. I maybe fouled the ball one time in those four at bats. Boy, he had a curve ball." By the time Hultman was serving in Korea, he had moved from shortstop to third. Eventually, as his arm wore down, he moved to second. Back in Waterloo and working as a practicing lawyer, he helped organize a community league of teams and played right field.

I noted that he used past tense when describing baseball as his favorite sport. "I don't like baseball as much as I did 20, 25, 50, 75, 94 years ago," he replied.

"You were a baseball fan from the moment you were born?" I asked. "Yes. My grandfather was a good baseball player," he said. Well, of course.

Hultman delved into other sports, too. He served as a recruiter for the Waterloo Wildcats basketball team, then a member of the National Basketball Association. He worked with a semipro football team that was affiliated with the Chicago Bears. He played football himself at East Waterloo High in addition to being on the track team, but though baseball was his favorite sport, when the school started a baseball team in his junior year, he decided to forego the diamond. "I was the captain of the track team," he said. "I couldn't tell those guys, well I'm going to the baseball team."

It was another sports-related decision that proved to be a defining event of his life. When he was a high school junior, he wrote the annual musical, which starred "my lady, who was to be my beauty for 73 years," he said. That would be the former Betty Ann Hook, whom he met in ninth grade homeroom thanks to the alphabet putting her in the seat in front of his. "Dad was so infatuated, he dipped her long braid into the ink well and drew a heart on the wood desk top," Warrington said.

But let's pause here; yes, Curly Hultman wrote a musical, and he was good enough that he insisted on a caveat: if he was going to write it, Betty was going to be the lead. Then his football coach called him into his office before his senior season and told him he was going to either play football or be in that musical. "You can't do both," Hultman recalled the coach telling him; "It wouldn't be fair for both." Hultman decided to pass up his senior football season. "Toughest decision I had to make. But what I owed to the musical and the 600 or 700 students involved, he was right." During the war, that coach wrote Hultman a letter he received on Christmas



ROA Past President Hultman walks the red carpet during the 2010 ROA Midwinter Meeting in Washington, D.C. (ROA photo by Eric Minton)

Eve. Enclosed was a copy of the local newspaper featuring Hultman's selection as the outstanding athlete of the year. "It was a real downer (Christmas Eve at war), and it was a real picker-upper (the coach's letter). That's the story of my life. I've had so many breaks and help along the line."

Hultman continues sharing his optimistic effervescence and community spirit as he approaches 95. Warrington said he spends his mornings at a coffee shop in Waterloo. "The forefathers of the town, of which he's one, meet and have coffee and solve the world's problems," she said.

Growing up during the Great Depression when "things in my family were not tough—they were unbelievably bad," Hultman ended up fulfilling a triad of careers to their heights. The way he sums up the story of his life gives you a glimpse into why he is so often ambushed with honors. "I've had opportunities, and that's the story of my career and life. Opportunity, opportunity, opportunity, opportunity, opportunity, and a corollary of opportunity is leadership. Opportunity has forced leadership on me. That I believe is the story of the United States. If we have a weakness, it's those who do not take advantage of those opportunities of leadership. I've been blessed and given those opportunities, and leadership pathways have come and been part of that responsibility."

# A Yellow-Ribbon Mad Scramble

## ROA LEARNS LESSONS HOSTING TABLE AT DALLAS EVENT

By Susan Lukas, ROA Director of Legislation and Military Policy

**ROA** National staff members got a big morale boost when they received an invitation from the Air National Guard to host a table at its Yellow Ribbon event in Dallas December 14-15. ROA contacted the Department of Texas to see if it would take on the opportunity to reach out to approximately 500 Guard members and their families. A resounding “Yes we will,” was the response.

Greater Dallas/Chapter 18 Secretary/Treasurer Marco Marin immediately registered for the event and ordered an ROA tablecloth and banner from the ROA store at [www.promoplace.com/roa](http://www.promoplace.com/roa). He then promoted the event on the department’s Facebook page to help with public awareness and marketing and to encourage members to volunteer and participate in the effort.

Col. Ralph Hockley, Carolyn Hockley, and Maj. Norma Fuentes worked on filling the two-day event with volunteers and handout materials for the table. Other volunteers included Capt. Ron Frazee, Capt. Heath Scott, and Maj. Donald Crawford.

**HINT:** Consider asking volunteers to fill a two-hour time slot. This is more manageable and more likely to elicit a favorable response than an open-ended request without any indication of how much of their weekend will be taken.

Though the event was successful and the Department of Texas volunteers easy to work with, anyone involved in hosting an event this size knows that being flexible is one of the most important requirements.

**HINT:** Several days before the event, have a telephone conference call to work out the details of set-up, manning, and tear-down of the ROA-hosted table.

The volunteers were scheduled to set up the ROA table on Friday in preparation for arrival of attendees at 7:30 the next morning. But the tables weren’t there; the exhibit



Col. Ralph Hockley, Maj. Norma Fuentes, and Carolyn Hockley work the ROA table at a Yellow Ribbon event in Dallas, Texas. (ROA Photo by Susan Lukas)

hall was a huge expanse of empty space. The hotel was running behind schedule, and the tables would not be ready until Saturday morning.

That wasn’t the only challenge. That same evening, Marco Marin was facing his own personal challenge and was unavailable; all of the supplies were at his house and inaccessible.

In addition, the STARS school kits were delayed in the Christmas delivery rush. ROA learned on Friday that they would not be delivered until after the event.

As a result, Fuentes and Carolyn Hockley worked late into Friday night copying handouts on a home printer hoping the ink cartridges would last. They made a run to Walmart for card stock and ribbon to make student kit replacements. Ralph also ordered signs that were given to members to post at a bulletin board at their installation.

**HINT:** People are typically drawn to your table because something catches their eye. At Dallas, it was the red and white mints along with the red, white, and blue star ribbons tying the STARS school

notification cards together. More eye-catching ROA logo handouts are available at the ROA store.

After the mad scramble to set up the table, ROA was ready for action. The Yellow Ribbon organizers made sure they scheduled hourly breaks for attendees to visit the tables.

In between breakouts, the ROA staff and volunteers brainstormed about what departments could do to prepare for a Yellow Ribbon event and what materials the found were useful.

The handouts of the legislative agenda, legislative accomplishments, and information papers were helpful for staff explaining to attendees who stopped by what actions and the issues ROA has worked on behalf of National Guard and Reserve members. Membership brochures and applications were given to those who stayed to talk and seemed interested in ROA activities.

Maj. Norma Cabana spoke at two sessions and had great response to the new STARS school notification cards. These were developed from her own personal experience with her daughters' school while she was deployed.

Instructions to parents are emphasized on the new form; a prominent second card goes to school principals and counselors. The flip side of the school's card is for the deploying/deployed/returning parent to prepare for his or her child's school. STARS kit inserts were a great success because they were tangible items that the families could use immediately.

Overall, it was a good event. ROA staff saw how important it was for deploying members to attend and found it an opportunity to reach hundreds of serving members and their families to explain how ROA can help them. To see scheduled events, go to [www.yellowribbon.mil](http://www.yellowribbon.mil) and click on the Events tab. 

## MEMBERSHIP RECRUITMENT: OUTREACH EVENTS

Outreach events are great tools for informing members about ROA and recruiting new members to ROA departments and chapters. The following information may be helpful in organizing such events.

**Outreach Events:** These can be generated by the department/chapter or you can use scheduled local events, such as Yellow Ribbon, Veterans Day, Memorial Day, commander calls, family support, annual picnics, lunch or other social gathering, chamber of commerce, and Employer Support of the Guard and Reserve (ESGR).

**Event Supplies:** Give your volunteers ROA polo shirts, cups, tumblers, and pens to reward them for their time and to emphasize the ROA logo. ROA mugs also could be an incentive for each membership application received on the day of the event. You can get an ROA banner and table cloths through the following website: [www.promoplace.com/roa/chapter-items.htm](http://www.promoplace.com/roa/chapter-items.htm)

Go to [www.promoplace.com/roa](http://www.promoplace.com/roa) for ROA logo items such as clothing, tumblers, mugs, pens, portfolios, and hand sanitizers.

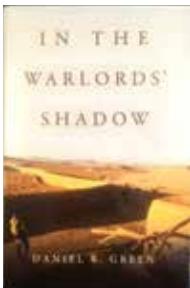
**ROA Documents:** Have a minimum of 100-150 copies of the Membership Application, Legislative Agenda, Legislative Accomplishments, and ROA Position Papers. All of these are posted on the ROA website and can be printed locally by the department/chapter. The exception is the membership brochure, which is available from the ROA store at [www.promoplace.com/roa/chapter-items.htm](http://www.promoplace.com/roa/chapter-items.htm)

**Fee Incentive:** Because Yellow Ribbon events draw service members from across the country, departments may want to agree to pay for each applicant's first-year membership fee as an incentive to join.

### Nebraska Area Service Organizations Join Together for Annual Winery Outing



Members from ROA, Navy League, Sub Vets, and the Association of Naval Aviation joined forces for the Annual Joint Nebraska Area Service Organizations Winery Outing, a picnic with wine and music at Deer Springs Winery, in Lincoln, Nebraska. Special guests were crew members of the USS Nebraska SSBN 739 and USS Omaha LCS 12.



***In the Warlord's Shadow:  
Special Operations Forces,  
the Afghans, and Their Fight  
Against the Taliban*, by Daniel  
R. Green. Naval Institute Press,  
2017, 304 pages.**

U.S. Navy Reserve Cmdr. Daniel R. Green, an ROA member, has seen more of the war in Afghanistan than about anyone else I know. By “more of the war,” I don’t mean more combat but more of the total experience of the Special Operations Forces’ efforts to win an insurgency deep in Taliban country, an endeavor that has so vexed U.S. military and diplomatic regimes.

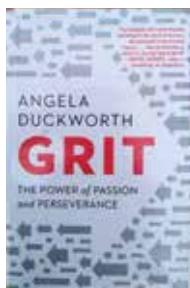
As the reader shall discover in his book *In the Warlord's Shadow*, our nation—and the Afghan people—have been the beneficiaries of remarkable men and women who function as warrior-sages in circumstances nearly unimaginable in their home country.

I first met Green in 2001 when we worked in a Pentagon room sifting through résumés for Secretary of Defense Rumsfeld’s use to select appointees. Green had yet to join the Navy; 9/11 changed that. In this, his third book, he describes the struggles of the provincial reconstruction team he advised as a State Department official from 2005–2006. A key initiative was called Village Stability Operations, an effort to synthesize military “hard power” and good governance “soft power” to help local Afghan leaders resist the Taliban and stabilize their communities.

Toward the book’s end Green offers his concise and profoundly useful insights from years spent in war, both in uniform and mufti. This one caught my eye: “Too often, success is measured by what the U.S. does to an indigenous population versus what comes from that population, which is the fundamental determinant of the success of the totality of our efforts.”

That could’ve been written in 1974. Have we learned nothing?

*Jeffrey Phillips, ROA Executive Director*



***Grit: The Power of Passion  
and Perseverance*,  
by Angela Duckworth. Scribner,  
2016, 333 pages.**

*Grit* is such a good, strong, determined word. But can “grit” indeed make us a personal and professional success, beyond the

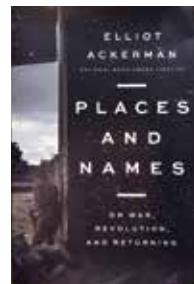
talents we start out with? Most importantly, if we’re a bit short on grit, can we discover more?

For author and psychology professor Angela Duckworth, the answers to both is a resounding “Yes!” In a TED talk that describes her research, she emphasizes “Grit is a special blend of passion and perseverance for very long-term goals ... having stamina; sticking with your future.”

In her book she blends anecdotes about West Point cadets and Jeff Bezos with a four-step program on how to “grow” grit, emphasizing the positive with statements such as “Experiment! Try! You’ll certainly learn more than if you didn’t!”

*Grit* debuted on the Marine Corps Commandant’s reading list for 2019, but its insights are equally applicable in military crises or in daily life. Readable and immediately applicable, its focus on goal-setting and consistency is a fresh blend of ideas on the classic path to individual success.

*Mary Eileen Manning is an ROA member, a retired Marine, and a current State Department Foreign Service Officer.*



***Places and Names: On War,  
Revolution, and Returning*, by  
Elliott Ackerman. Penguin Press,  
2019, 232 pages.**

As far as street cred goes, Elliott Ackerman just about has it all: Marine infantry platoon leader turned special-ops recon, five deployments to Iraq and Afghanistan, Silver Star, living in the Middle East, journalist in war-torn Syria.

But a blow-by-blow is not what *Places and Names* is about. Rather, it’s a collection of reflections linked not so much by time as by experience. In a Syrian refugee camp, he meets a former Al Qaeda fighter and realizes via scribbles on a hand-drawn map that they shared not only areas of operation but also the intense bonds that conflict can inspire. In Fallujah, he evacuates a weeping Marine who can’t stop thinking about his young daughter, only to wonder later, after he himself becomes a father, whether he can ever reconcile “normal life” and soldiering.

Despite the near-constant hop in time and place, Ackerman’s spare, graceful prose—he travels “a wisp of a road,” watches missiles “gulp whole buildings from a city”—and unadorned reflection buoys the writer’s mantra “Less is more.”

*Elizabeth H. Manning,  
Reserve Voice Magazine Managing Editor.*



# TOP TEN REASONS TO HIRE MEMBERS OF THE GUARD AND RESERVE

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## WHY MEMBERS OF THE GUARD AND RESERVE MAKE GOOD EMPLOYEES

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### 10. GLOBAL PERSPECTIVE

Military employees have experiences that directly relate to current world events.

### 9. ON-TIME, ALL THE TIME

Military employees know that every second counts.

### 8. FIRST CLASS IMAGE

Military employees understand a professional appearance is a must.

### 7. CALM UNDER PRESSURE

Military employees are resilient and know how to handle stress, both on and off the job.

### 6. “CAN DO ATTITUDE”

Military employees possess critical skills and understand that nothing is impossible.

### 5. PHYSICAL CONDITIONING

Military employees are in top physical condition, resilient, and drug-free.

### 4. UNDERSTAND DIVERSITY

Military employees have succeeded in a very diverse workplace.

### 3. RESPONSIBILITY

Military employees know how to make decisions and take responsibility for meeting objectives.

### 2. PROFESSIONALISM

Military employees have a high degree of integrity, an air of self-respect, and a sense of honor.

### 1. LEADERSHIP

Military employees are excellent leaders and outstanding followers: loyal, dedicated, and highly motivated.

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## Member Benefits

Membership in the Reserve Organization of America gives you unique access to the tools and resources you need in your military and civilian lives. While the greatest ROA member benefit is advocacy, membership in ROA affords you access to many valuable programs.



Visit [www.roa.org/memberbenefits](http://www.roa.org/memberbenefits) for more information.