

May 2023

RESERVE VOICE

Magazine



Fit to Serve

24/7/365

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National Convention

September 28 – October 1, 2023

Visit Baton Rouge, Louisiana, and join your fellow members as we gather to hear interesting and informative speakers, collaborate, mentor, conduct association business, see old friends, and make new ones.



Registration Information

Standard registration is \$300 and includes the welcome reception (Thursday), all meetings (Thursday-Sunday), lunch (Friday), coffee breaks (Saturday), and the option to purchase tickets for the Memorial Breakfast, Banquet, and tour.

Registration for the meeting will open June 1, 2023, and will be open through September 15, 2023.

Hotel Information

[Hilton Baton Rouge Capitol Center](#)

201 Lafayette St, Baton Rouge, LA 70801

Phone: (225) 344-5866

ROA's room block offers a rate of \$134 (plus tax). Reservations must be made by Monday, September 11, 2023, to enjoy the group rate.

Schedule

Thursday, September 28

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

Friday, September 29

- General Assemblies
- Luncheon with Keynote Speaker
- Tour of the Veterans Museum and USS Kidd (tentative)

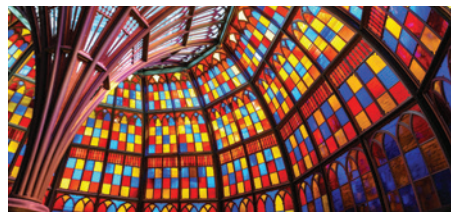
Saturday, September 30

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

Sunday, October 1

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

Photos courtesy Visit Baton Rouge



For registration and more details, visit

www.roat.org/convention



ROA
RESERVE ORGANIZATION OF AMERICA

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

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Medics from the Maryland National Guard 104th Area Support Medical Company based in Reisterstown, Maryland and the 224th Area Support Medical Company located in Gaithersburg, Maryland, run to aid casualties during Exercise Maple Resolve 19-01 at the 3rd Canadian Division Support Base Det Wainwright, Alberta, Canada, Thursday, May 16, 2019. Medics trained to provide care for patients in a mass casualty scenario in response to Canada’s annual brigade level validation exercise for the Canadian Army’s High Readiness Brigade, designed to develop partnerships among forces and increase interoperability in a field training environment. (U.S. Army Reserve photo by Spc. Khylee Woodford)

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The centennial celebration continues!

Fellow ROA members welcome to the 2023 edition of our annual RESERVE VOICE MAGAZINE!

This is a very special edition as we continue to celebrate our centennial year—100 years of service to our nation in support of a strong Reserve and National Guard force. In keeping with tradition, this edition of the RESERVE VOICE MAGAZINE is packed with insightful reports from the Reserve Component chiefs and senior NCOs, the Executive Director's Report, legislative updates, reports from our very active national committees, and much more, including Part II of the ROA history from Executive Director Maj. Gen. Jeff Phillips, USA (Ret.). I hope you'll agree that this is an outstanding and informative read from cover to cover!

As I write this article, we are nearly at the mid-point of our centennial celebration. However, I still have very fond memories of our fantastic annual meeting/national convention held at the Crystal City Marriott in Arlington, Va., in late September/early October last year. What a way to kick off our 100th year in style! Many, many thanks and kudos to our Centennial Celebration Committee, co-chaired by Capt. Henry Plimack, USCGR (Ret.) and Col. Jan Rhodes, USAF (Ret.), and the entire national staff, especially Diane Markham, for the many long days and numerous hours it took to create and execute such a memorable event. We will conclude our centennial celebration at our next annual meeting/national convention, which will be held at the Capital City Hilton in Baton Rouge, La., from September 28-October 1, 2023. Visit roa.org/events for details.

Our Second Century Campaign continues to grow and is above the halfway mark of our \$10 million goal. Whether contributing as an individual or as a department/chapter, every donation is meaningful and much appreciated and will support ROA as we move into our second century of service. In this edition of the RESERVE VOICE MAGAZINE,

Col. Judi Davenport, USA (Ret.), immediate past national president and STARS board chair, poses the ultimate question: To give or not to give? Colonel Davenport provides background on the STARS Foundation, the Second Century Campaign, and the many ways donations help support ROA and its numerous programs. For those who have participated already—thank you very much for your support! If you haven't yet contributed, please seriously consider Judi's question—there is still time to make a difference!

I would be remiss if I didn't take the time to acknowledge and congratulate Chief Master Sgt. Lani Burnett, USAF (Ret.), on her retirement after 20 years of service to ROA. She is truly a class act, poised, professional, and always an excellent source of wisdom and guidance. Lani will be missed! Mahalo! Lani, fair winds and following seas.

As I mentioned in my column in last year's RESERVE VOICE MAGAZINE, ROA is the ONLY Military Service Organization (MSO) or Veterans Service Organization (VSO) whose sole purpose is to advocate on behalf of the Reserves and National Guard. We are the only organization representing all ranks and all services, so be proud of your membership and spread the word!

Serving as your national president is truly an honor and a privilege. I look forward to seeing each of you in Baton Rouge!



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



Photo courtesy of R.A. Ortiz

The perspective of retrospective

Writing a 13,000-word history of ROA since its founding proved instructive. Getting the story right was our top priority, so there was substantial checking and crosschecking of names and dates and extricating details from two or three sources. But the hours vanished as I pored over our shared history. The pages of archived issues of our magazine have a distinct touch. The sound, even the smell, evokes the past. The images in this issue offer a glimpse of the ROA story; of challenges overcome and wins celebrated. The strong mission-driven organization we inherited was never a given, never certain. As you read it, I hope you experience the same sense of camaraderie with those who have gone before us and those we have served with and known.

The fruit of such labor is *perspective*. Perspective helps us make meaning of events. I saw the effect of time on the true importance of an event that appeared great or small, good or bad, fleeting or enduring.

For example, I wanted to know what ROA was saying in 1950 to celebrate the congressional charter we hold so dear, signed by President Truman on June 30 that year. (You can download a file of it as it appears on the brass plaque in the Minuteman Memorial Building; it's on our webpage [Centennial Toolkit](#).) I searched in the June, July, and August 1950 issues of *The Reserve Officer*. There was a celebratory cartoon on the July 1950 inside cover and a mention in the issue's "Washington News Letter" legislation section. And it was called our incorporation, not charter. There was nothing more. Yet what does the perspective of seven decades tell us?

Each year or two brought a crisis of some sort—the 1954 near-mutiny of the Navy Section, membership crises in the pre- and post-WWII period, non-stop assaults on the reserves throughout the McNamara years, the near-death experience of the Coast Guard Reserve, the Pentagon's attempts to poach the Navy's aviation reserves and its "TARs," Guard-Reserve merger threats, and so forth.

These crises inevitably led to a stronger ROA; "what doesn't kill you makes you stronger," a simplistic *bon mot*, perhaps, but not unfounded. The Navy Section's threat of secession from ROA begat a resolve for more equity among sections and the understanding of unity's importance in preserving a strong *total* reserve.

ROA's latest crisis has played out before us. To present eyes, it appears a great affair. How shall it appear in the

perspective that only a decade or more can provide? Yet, this we know, as ROA has done time and again, we always emerge stronger. While far from robust, our finances are no longer endangered by rampant and irresponsible deficit spending.

At the National Council and Leaders Conference just ended, your Executive Committee approved a budget for the rest of the fiscal year, which now ends Dec. 31. To eliminate deficits, the budget cut some \$700,000 in spending but retained essential services and capabilities in such areas as fundraising, communications, and legislative advocacy that will continue to fuel ROA's revitalization, albeit perhaps at a somewhat attenuated rate.

Hard decisions were required to achieve "budget zero" and preserve funding for programs critical to our revitalization. Our fundraising and communications funding will essentially be halved. It's a risk we must take; to counter the risk, we will improve the coordination between our non-fundraising communications (such as social media) and our fundraising activities. We will also weight our communications toward the "external" audience, which comprises potential members, opinion leaders and policy-makers, and donors outside those who already understand ROA.

The budget also allocates funds to hire a new director of operations to fill the void left by Lani Burnett's retirement, and take on the role of membership development. The new director will develop and conduct activities that will strengthen membership, departments, and chapters, working in collaboration with those committees and our presidents. Strong departments and chapters with adequate resources from national (especially a record of success on Capitol Hill and in the Pentagon) drive membership growth.

Budget pressures notwithstanding, our revenues are recovering from the pandemic, which stripped away some \$2 million; Top of the Hill is coming back strongly: nearly \$500,000 already booked through Dec. 31; and the forecast for that period tops \$600,000, with more than \$400,000 in profit for ROA. We are just over halfway to our \$10 million Second Century Campaign goal.

Development for the Citizen Warrior Coalition, with its goal of reforming reserve component policy law to enhance recruiting and retention, is gathering momentum, with five sponsors and \$340,000 in cash and pledges. ROA

has engaged more than 30 firms from national security industry sectors (transportation, energy, manufacturing, healthcare, information technology), including Amazon, Johnson & Johnson, Raytheon, and the Manufacturing Institute. The coalition is establishing partnerships with military workforce development groups such as Veteran Jobs Mission, Hiring Our Heroes, and 50 Strong, along with various VA workforce groups at the state level.

On March 28, the Citizen Warrior Coalition held its first meeting of 2023 at ROA, with sponsors and participants from some thirty companies. A Reserve Chiefs panel and roundtable discussion explored the issues and opportunities to support our Citizen Warriors and families, improve recruiting, retention, and readiness of the Reserve force and help fill the labor gap. You'll find more on the event in these pages.

We are negotiating the lease renewal of our third-floor tenant, Norfolk Southern Corporation. We would look forward to years more of their occupancy, yet we expect a lease rate below what they now pay, which now exceeds the market due to annual escalations built into the expiring lease.

ROA's *raison d'être* is advocacy. In "A centennial of advocacy, part II," you will read of the many legislative and policy wins over the past several years. We did not "take a knee" for COVID, nor did the transition between Susan Lukas and her two successors, Jonathan Sih and now Matthew Schwartzman, slow us on the Hill. Much of the credit belongs to Susan's mentorship of these young professionals.

ROA has, since its founding, advanced "big ideas." Our legislative and military policy agenda is characterized by initiatives that matter. We develop and support legislative, policy, and program initiatives that support readiness and show ROA's bold leadership in the RC arena. We align with the Reserve Forces Policy Board and Reserve chiefs where possible.

We are leveraging our recent and significant progress with law and policy to gain recognition by "four-star" service chiefs. A good example here is our alignment with the Chief of the National Guard Bureau, a four-star member of the Joint Chiefs of Staff, on what we call Sustained Medical Readiness—"24/7/365" military-grade government health care for the Selected Reserve to ensure the health of the force that is expected to "fight tonight." Our leadership has attracted other military and veterans groups to join us.

Another example is ROA's interest in the revolutionary concept of the Air Force Reserve's "space component" model, detailed in these pages. The concept would replace the active- and reserve-component silos everywhere else in DoD with a model that may attain what we have always sought: equity and personnel "mobility" across the barriers

that impede what the Army wistfully once called "continuity of service" between components.

ROA's role in questioning "expertise" and authority within the national security sphere was demonstrated in our successful badgering of DoD to develop a DD Form 214 that accommodates reserve component service.

President-elect Layne Wroblewski, who is retiring from the Air Force Reserve as a lieutenant colonel with command experience, examining misguided thinking, writes:

"ROA's purpose is to support and promote the development and execution of a military policy for the United States that will provide adequate national security. America's energy independence is critical to the success of its economic freedom and entails an 'all of the above' solution to expand alternative energy sources.

"Recently NATO Secretary General Jens Stoltenberg discussed alternative energy at an online seminar titled 'New Ideas for NATO 2030.' Stoltenberg said, "NATO should do its part to look into how we can reduce emissions from military operations. . . We know that heavy battle tanks, fighter jets, and naval ships consume a lot of fossil fuel and emit greenhouse gases. Therefore we have to look into how we can reduce those emissions by alternative fuels, solar panels, or other ways of running our missions." Does the secretary general suggest that placing solar panels on tanks would be good for the environment?

"The M1A2 Abrams main battle tank weighs over 69 tons, holds around 500 gallons of fuel, and cruises around 275 miles, according to globalsecurity.org The Abrams is a large carbon emitter. Suppose we retrofit the Abrams with solar panels. A solar panel, 74 by 41 inches, can produce 400 watts, according to Qcells. About 15 of these babies could fit on something the size of an Abrams. That produces 6,000 watts when the sun is at its peak output. Now let's keep the Honeywell AGT1500 multi-fuel turbine engine on the Abrams but replace some of its power with the 15 solar panels. Big win, right? The turbine engine produces over 1 million watts of power. Solar would equate to .5 percent of the tank's energy needs. Oh, how effective would solar be with night operations? Or in cloudy weather? You get the idea.

“Yes, an all-the-above solution is needed to promote energy independence in America. Placing solar panels at military installations is a huge investment with long-term benefits in reducing the ‘carbon footprint’ of America’s military. Proposing to reduce emissions on heavy battle tanks, fighter jets, and naval ships with solar panels doesn’t pass the science test—or the common-sense test. America’s military equipment should not be the guinea pig testbed for such proposals.”

President-elect Wroblewski’s observation is less a critique of the secretary general than a demonstration of our readiness to “question.”

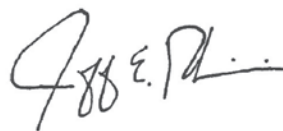
ROA’s ability to question authority led us on the decades-long fight that has produced a modified DD-214 that will better suit the Reserve Components. Our ability to question the notion that it is “rewriting history” to remove from a federal installation the name of a confederate general who fought to divide America and preserve slavery, and replace it with the name of a hero who fought to save America sets us apart. Our ability to question the conventional wisdom of reserve component vs. active component—a construct that predates our founding and is creaking under the weight of operational demands and a changing recruiting and retention context—is already placing us “in front” of the space forces parade.

The will to question and then act has been an ROA hallmark for a century. One Reserve colonel told us, “I’m joining ROA because you’re representing what I need, not what the Pentagon is telling you I need.”

General Pershing told our founders, “The influence of this organization should be very great in arousing our people to the necessity for reasonable appropriations. Just as far as the people become interested in this matter, just that far will Congress stand ready to make the necessary appropriations.”

We have no excuse to be surprised. With the *perspective* of a century’s experience, we understand and confront the cultural biases that influence so much of policy developed by an active-duty-led Pentagon. The rigors of our revitalization have made us leaner and more focused: we are that much more fit for the fight—which is *our* fight. Insofar as we fight well, our nation’s readiness will benefit and we will achieve our founders’ purpose.

To paraphrase Black Jack Pershing, Just as far as ROA takes the fight to those who make policy, to those who pass bills, and to those who sign bills into law . . . just that far will our Reserve Components be made ready.



Jeffrey E. Phillips
ROA Executive Director



ROA Photography by Henry Plimack



**National
Convention**
September 28 – October 1, 2023

For registration and more details, visit
www.roa.org/convention

From an enduring mission to endless possibilities

By Matthew Schwartzman
Director, Legislation and Military Policy

Since joining the team, I have had the pleasure and privilege of working closely with my predecessors Lt. Col. Susan Lukas and Maj. Jonathan Sih.

Susan and I have spent hundreds of hours (not an exaggeration) robustly exchanging ideas and comparing analyses on the legislative process (authorization vs. appropriations, to be exact), the issues that are most important to ROA's current and prospective new members, and military readiness at-large.

During my remarks at ROA's 100th-anniversary convention, I drew the analogy that learning from Susan was like drinking water from a firehose. Put differently, Susan is a well of knowledge that does not run dry.

However, it was not until a colorful back and forth on the B-52 bomber that my eyes were opened to all that was possible through our enduring mission, originally stated as "to support and assist in the development and execution of a military policy for the United States which shall provide adequate National Defense."

And so, from the hundreds of hours spent conversing with Susan; from strategic planning with ROA's executive director, Maj. Gen. Jeff Phillips; from renewed and rejuvenated relationships with Reserve Component leaders, the Reserve Forces Policy Board, and elected officials; from close collaboration with industry partners; from the endless array of possibilities through our enduring mission (to sustain Reserve Component and Total Force readiness); and, most importantly, from the clear direction provided



Current and former legislation and military policy directors Matthew Schwartzman, Susan Lukas, and Jonathan Sih at ROA's 100 year anniversary convention in Crystal City, Virginia, Oct. 2, 2022.

by ROA members nationwide through resolutions; your ROA was proud to unveil an ambitious yet essential legislative agenda for the 118th Congress in the January edition of our monthly *Reserve Voice* newsletter.

ROA's 118th Congress public policy portfolio

- Deliver 24/7/365 medical and dental care for all Selected Reserve members.
- Re-elevate and advance duty status reform.
- Extend tax credit(s) to employers of reserve component service and military spouses.
- Ensure the budgets of Defense and Military Construction and the Department of Veterans Affairs are fully funded; oppose continuing resolution(s).
- Exercise ample oversight over the T-5 managed care contracts and network reductions in Military Treatment Facilities and the TRICARE pharmacy program.
- Provide concurrent and proportional fielding of equipment; replace equipment used beyond the Functional Life Cycle.
- Certify incentive pay parity for reserve component members receiving hazardous duty and aviation incentive pay (HDIP and AvIP).
- Ensure time spent on Active-Duty Training qualifies for educational assistance under the Post 9/11 GI Bill.
- Amend the Internal Revenue Service code to allow reserve component members who travel more than 50 miles to their drilling location to deduct non-reimbursable travel expenses from their annual taxes.
- Establish Department of Defense policy/guidance for computing fully-burdened military personnel costs for the Total Force and a formal definition for the operational reserve.
- Authorize a White House conference on the Citizen Warrior.

- Establish a Reserve Component Health Care and Benefits Task Force to modernize benefit(s) eligibility criteria and eliminate disparities between components.
- Ensure PACT Act implementation meets congressional intent.
- Bar binding arbitration agreements on USERRA issues and override agreements to submit future disputes to binding arbitration.
- Allow retired service members with more than 20 years of service, who possess a skill for which a critical shortage exists, to serve as a paid member of the Ready Reserve and concurrently receive retired pay.
- Expand TRICARE Reserve Select eligibility to members of the Selected Reserve who are enrolled or eligible to enroll in the Federal Employees Health Benefits Program.
- Align eligibility for TRICARE coverage with the age at which personnel of the Retired Reserve begins receiving retired pay.
- Confer veteran status (for purposes of federal hiring veterans' preference) on Reserve Component members after 180 "cumulative" days on active duty.

Altogether, ROA's public policy priorities establish a "readiness infrastructure" that;

1. Enables the National Defense Strategy,
2. Postures the Reserve force to act independently of and succinctly with the Active force,
3. Eliminates systematic disparities in the provision of service-earned benefits between Reserve Component members and their Active Component counterparts,
4. Fortifies a value-centric dual-career path through a mutually advantageous "readiness transaction" between America's businesses and the Reserve Components.

For the 118th Congress, ROA seeks the reintroduction of various pieces of legislation (introduced in previous Congresses) that align with our resolutions, and by extension, our portfolio.

A comprehensive list of these measures is as follows:

H.R.2974/S.3909, *Military Spouse Hiring Act*

Introduced in the 117th Congress by Reps. Delgado, Rodgers, Beyers, Kelly, Panetta, and Bacon, and Sens. Boozman, Hassan, and Rounds, the *Military Spouse Hiring Act* expands the Work Opportunity Tax Credit to include the hiring of military spouses.

This legislation aims to incentivize employers to hire military spouses who face additional barriers to employment, as evidenced by an approximate 23 percent unemployment rate.

See ROA resolution 21-01.



ROA hosts The Military Coalition for a day of advocacy on the Hill in support of the Major Richard Star Act, Feb. 28, 2023.

H.R.1282/S.344, *Major Richard Star Act*

As part of a longstanding effort to provide concurrent receipt to all veterans with a disability rating of 50 percent or less, the *Major Richard Star Act*, introduced by Reps. Bilirakis and Ruiz and Sens. Tester and Moran in the 117th Congress, provides concurrent receipt to the approximate 42,000 Chapter 61 military retirees.

ROA hosted The Military Coalition for a day of advocacy on the Hill on Feb. 28, 2023 to carry the momentum of this effort into the 118th Congress.

H.R.1695, *TRICARE Reserve Select Improvement Act*

Introduced in the 117th Congress by Reps. Kelly, Ryan, Larsen, and Garamendi, the *TRICARE Reserve Select Improvement Act* expands TRICARE Reserve Select eligibility (on the date of enactment, as opposed to in 2030) to include members of the Selected Reserve who are enrolled or eligible to enroll in the Federal Employees Health Benefits Program.

H.R.1836, *Guard and Reserve GI Bill Parity Act*

Passed by the House of Representatives in the 117th Congress, the *Guard and Reserve GI Bill Parity Act* ensures that the time during which members of the National Guard and Reserve serve on active duty for training qualifies for educational assistance under the Post-9/11 GI Bill.

H.R.1836 also requires the Department of Veterans Affairs to provide important transition assistance information to Reserve Component members upon retirement, including a description of the medical care and services for which the member is eligible to receive.

H.R.1854/S.1178, *RECRUIT Act*

Introduced in the 117th Congress by Reps. Ryan, Palazzo, Spanberger, Kelly, Kilmer, Bustos, Radewagen, Moore, Stauber, Crow, and Stefanik; and Sens. Duckworth, Moran, Durbin, Baldwin, Blumenthal, Feinstein, and Rosen, the *RECRUIT Act* provides employers (with less than 500 employees) with a new tax credit for up to 40 percent of the wages paid to a member of the Reserve Components.

See ROA Resolution 21-18.

H.R.1997/S.829, *TRICARE Fairness for National Guard and Reserve Retirees Act*

Introduced in the 117th Congress by Reps. Johnson and Phillips and Sens. Portman and Warren, this bill aligns eligibility for TRICARE health coverage with the age at which Retired Reserve members begin receiving retired pay.

Specifically, members not yet aged 60 but receiving their retirement pay may purchase the standard TRICARE health coverage for retired personnel, as opposed to TRICARE Retired Reserve.

See ROA Resolution 19-01.

See ROA Resolution 21-08.

H.R.2196, *Justice for Servicemembers Act*

Introduced in the 117th Congress by Reps. Cicilline, Takano, Reschenthaler, and Golden, the *Justice for Servicemembers Act* prohibits a pre-dispute arbitration agreement from being valid or enforceable if it requires arbitration of a dispute related to USERRA.

See ROA Resolution 19-33.

H.R.2433, *Veterans Preference for Hiring Act*

Introduced in the 116th Congress by Reps. Hartzler and Cook, this bill modifies the eligibility criteria for conferring veterans' preference on Reserve Component members from serving more than 180 consecutive days on active-duty service to more than 180 cumulative days.

This bill was not re-introduced in the 117th Congress.

See ROA Resolution 19-34.

H.R.3512/S.5142, *Healthcare for Our Troops Act*

Introduced in the 117th Congress by Reps. Kim, Kelly, Ryan, Palazzo, Stefanik, Veasey, and DesJarlais and Sens. Baldwin and Collins, this bill provides premium free, zero

cost-sharing medical and dental coverage for all Selected Reserve members.

See ROA Resolution 19-02.

See ROA Resolution 19-27.

See ROA Resolution 19-37.

H.R.3626/S.1859, *National Guard and Reserve Incentive Pay Parity Act*

Introduced in the 117th Congress by Reps. Ryan and Palazzo and Sens. Duckworth and Cortez Masto, this bill requires hazardous duty and aviation incentive pay parity for Reserve Component members with their Active Component counterparts.

While the *FY 2022 National Defense Authorization Act* included a provision that would provide HDIP and AvIP parity upon a signed certification from the Secretary of Defense (stating that incentive pay parity would not negatively harm Active Component recruiting or retention), the certification has yet to be signed.

H.R.3944, *Burial Equity for Guards and Reserves Act*

Introduced in the 117th Congress by Reps. Pappas, Palazzo, and Kuster, this bill prohibits the Department of Veterans Affairs from establishing a condition for a cemetery grant that restricts the ability of a state to inter certain Reserve Component members (or their spouses and children) at a state-owned veterans' cemetery.

Specifically, the VA cannot restrict the ability of a state to inter a Reserve Component member whose service was terminated under honorable conditions, a member of the Reserve Officers' Training Corps of the Army, Navy, or Air Force who died under honorable conditions, and the spouse, minor child, or unmarried adult child of any member described above.

H.R.4343, *Patriot Retention Act*

Introduced in the 117th Congress by Reps. Wenstrup and Panetta, this bill allows a retired service member (who has more than 20 years of service and possesses a skill for which a critical shortage exists) to serve as a paid member of the Ready Reserve and concurrently receive retired pay.

H.R.9020, *Savings for Servicemembers Act*

Introduced by Reps. Ryan and Kelly and the 117th Congress, the *Savings for Servicemembers Act* modifies the tax deduction for the travel expenses of Reserve Component members attending drill weekends by decreasing the "distance from home requirement" from 100 or more miles to 50 or more miles.

See ROA Resolution 19-28. 

Running before we can walk: relentlessly representing readiness

To get after the advancement of our priorities, your ROA is running before we can walk.

As a legislative aide in the Maryland General Assembly, my favorite day of the legislative session was (by a slim margin) the last one, referred to in Latin as *Sine Die* (Sigh-Neh Dye).

Not because of the seemingly endless number of receptions to attend, not because I was looking forward to having some downtime following an intensive legislative session, but because of the camaraderie between and among professional staff and the state's elected officials.



ROA's legislation and military policy director, Matthew Schwartzman, with former Maryland Governor Larry Hogan, Lt. Governor Boyd Rutherford, First Lady of Maryland Yumi Hogan, and Second Lady Monica Rutherford, Jan. 2019.

Remarkably, even though we all gathered to celebrate what we had accomplished, I found the conversation suddenly shifting to the work still ahead. Here we were not even finished with the final vote for the current legislative session, already looking forward to the first vote of the next one.

As the legislation and military policy director for your ROA, my favorite day of the legislative session has been (by a slim margin) the first one.

Not because of the seemingly endless number of receptions to attend, not because I was looking forward to having some downtime following an intensive legislative session but because of the camaraderie between and among professional staff and the nation's elected officials.

Fast forward from April 8, 2019, to Jan 3, 2023 (the first day of the 118th Congress), as I walked down the steps of the Minuteman Memorial Building and traveled from office to office for many "open house" meetings (with new and seasoned Hill staff and their bosses), I found myself in all too familiar territory.

And so, even though a speaker of the House had not been elected, even though the 118th Congress had not been sworn in, even though Committee and Subcommittee assignments had not been announced, even though we had just gathered to celebrate what we had accomplished in the preceding session (at a series of holiday functions throughout Washington D.C.), I found the conversation suddenly shifting to the work that still lay ahead.

Your ROA was hard at work—relentlessly representing readiness. Your ROA was running before we could walk.

Speaking of new staff, just in time for the beginning of the congressional budgetary cycle, we welcomed Hyeonjo "Hannah" Kim to ROA's revitalized Defense Fellow (Intern) Program.

Hannah joined our team following her graduation from the University of Utah. She earned a bachelor of arts degree in strategic communications and gained valuable experience providing direct support in production and scripting to the ABC4Utah news team.


As ROA's defense fellow, Hannah is responsible for assisting in the development and execution of our legislative communications program, analyzing defense and veterans' policy, and monitoring the proceedings of various congressional committees.

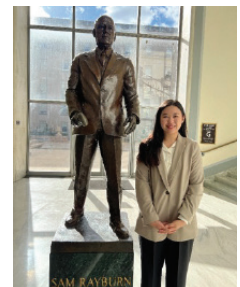
Even before receiving her official ROA e-mail address, Hannah was hard at work acquainting herself with the complicated congressional tunnel system as she embarked on the journey between the Rayburn, Longworth, and Cannon House Office buildings.

And so, even though she was not fully onboarded and had not previously been to Capitol Hill, Hannah was hard at work—relentlessly preparing to represent readiness.

Since joining the team, I have also learned we are not a typical grip and grin advocacy organization.

ROA fights—and we fight to win.

In closing, I leave you with this; it doesn't matter where we are—whether it be from the Minuteman Memorial Building, in the halls of Congress, or in a Zoom meeting—your ROA is relentlessly representing readiness per our mission and in an enduring pursuit of all that is possible. 



ROA's defense fellow, Hannah Kim, navigating the Capitol complex with ease in Washington, D.C., Feb. 2023.

Family Readiness Support Committee

By Jim Semerad, CDR, USN (Ret.)

The Reserve Organization of America (ROA) maintains a committee that explores opportunities to support reserve families.

The Family Readiness Support Committee (FRSC) acts in an advisory capacity on all matters of policy and procedure relating to family matters. The committee also conducts programs in support of reservists' families and manages the Family Support special interest group. <https://www.roa.org/general/custom.asp?page=Committees>

Everyone in ROA has a responsibility to extend the reach of FRSC. We need you as an ambassador to help support the Reserve forces in the services.

The following is an abbreviated version of the Mission of the FRSC:

- A. Advise ROA leadership on matters pertaining to military family needs.
- B. Communicate with and support all local ROA members regarding military families and their needs.
 - 1. Establish family support committees and special interest groups at the local ROA departments and chapter levels. Promote cross-communication of ideas and local efforts in support of military families.
 - 2. Establish and maintain alliances with like-minded organizations to promote and support military families, particularly during deployments.
- C. Support and assist ROA as needed in conjunction with the Department of Defense Family Support Council.
- D. Collaborate with the ROA STAR's Foundation and other ROA committees, as requested, on matters pertaining to the support of our military families.

For example, one team supported by Denise Sickinger and Patriotic Pillowcases for Heroes in her report of activities: March 2022 - 165 pillowcases were delivered to Ft. Hood to an element of 346th Transportation Battalion on orders for duty in Europe.

We are interested in your story. Members should consider doing the Faces of ROA, formerly the Member of the Week. It is a short form to fill out about your experiences and time with ROA. Please include a picture with the information, so other members will know who we are.

The following provides some ideas for you to implement in your area.

- 1. How do you communicate with families?
- 2. Do you have a newsletter, website, FaceBook page, or information board? Do you include Reserve leaders and members?
- 3. Do you have pre-deployment events, family days, or other places where school kits could be provided to families with school-aged children? Did you know we have school kits for children of deployed members?
- 4. Do you have suggestions for how we might reach families who do not have the support of a military installation near their homes? What ideas do you have?

We value your feedback. Please send your answer to the following questions either by:

Email to: FRSC4ROA@gmail.com

Or mail your answers to Anne Groskreutz,
5809 Columbus Ave, Minneapolis, MN
55417-3105.

Please send photos when possible.



A centennial of advocacy

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

Part II, World War II to the present day, continued from Part I in the 2022 RESERVE VOICE MAGAZINE.

“Pursuant to the instructions of the National Council the affairs of the Association will be turned over to the Trustees soon after March 15th. For The Duration.”

**—ROA National President
Lt. Col. James P. Hollers
March 1942**

With these words by National President Lt. Col. James P. Hollers in the March 1942 issue of *The Reserve Officer*, ROA had been inactivated as members of service age were in uniform and answering the nation’s call to duty. The organization and its members had served an indispensable peacetime role in maintaining readiness that would allow the nation to survive the tyranny that threatened its survival. As Gen. George C. Marshall ascended to Chief of Staff of the Army, the ROA’s decades-long efforts made sure some 100,000 officers of the Organized Reserves were fully prepared to help build an army unlike any in the nation’s history.

In 1944, though victory in Europe remained unknown, and it seemed Imperial Japan’s capitulation might drag bloodily into 1946, the ROA trustees would reactivate the ROA. Laying the foundation for the organization’s next 50 years, the trustees voted that memberships in force in January 1942 would remain so. Any other officer in the Army of the United States would be eligible to join.

Among the new members that year were the first female officers. Just eight years later, U.S. Marine Corps Reserve Lt. Rae La Force would be elected the first female Navy junior vice president.

On March 9, 1945, from the historic ROA headquarters at 1726 Pennsylvania Avenue, NW, Brig. Gen. Edward A. “Art” Evans delivered his inaugural address to members in the pages of the June 1945 *The Reserve Officer*. A WWI veteran, Evans was well-acquainted with the challenges ahead, having served in the regular Army and the Organized Reserves. Activated for the war, his service culminated in the General Staff Committee on Reserve Policy chairmanship.

“There is much needed legislation in which Reserve Officers are vitally interested,” Evans wrote. “This legislation...will have a decided effect on the future of National Defense. In this connection, it is essential that membership in the Reserve Officers Association be built up to the maximum.”

With the 1942 inactivation of ROA, the charters of departments and chapters expired. Evans authorized Reserve Officers’ “clubs” to form until the association was reactivated. Led by the former department and chapter officers, all monies collected were sent to National for “impoundment” until the association was reactivated. This informal structure was essential to preserving both leadership and a large membership. It would be essential to re-launching ROA with its political clout intact rather than restarting the organization from scratch.

“National Headquarters has relatively limited means for obtaining this increased membership,” Evans presciently observed, “and we must rely upon the interest and

Nice Pitch!



The July 1950 issue of *The Reserve Officer* announces ROA's new charter.

enthusiasm of Reserve Officers throughout the United States....”

Evans knew members would be the source of insights critical to ROA's advisory value. War Department officials were already asking ROA's new leaders, with whom they had served throughout the war, for advice and guidance on post-war reserve affairs.

“Many complaints have been received in reference to injustices shown to Reserve Officers and inequalities... particularly in connection with promotions,” Evans wrote of a challenge as true as that of the generation that preceded him as it is today. “The Reserve Officers Association intends to do all within its power to assist in the creation of a National Defense system that will give to citizen soldiers all of the rights which are due them.”

While *The Reserve Officer* resumed publication in June, ROA in fact had never ceased bringing members news of Army affairs. From April 1942 through May 1945, editor John Ferguson III brought monthly readers of *The Army Officer* (subtitled “For the reorganized Army”) news of the Army to include explanations of new and changing regulations. Legislation such as the “Uniform Allowance Act,” signed into law by President Roosevelt, providing a \$150 allowance for new officers (except West Pointers), also required careful analysis.

Another example, “The Pay Bill,” with pay and housing rates for every rank and some specialties, such as nurses and “mine-planters,” commanded four full pages of the April issue. Members also got news of the war in features such as “Japan's Streamlined Army.” In his June 1945 article, Executive Director Evans noted that *The Army Officer* “reverts” to *The Reserve Officer*, with Ferguson as editor.

Evans and his small staff—expanded from a single clerk during wartime—reactivated departments and chapters in his first year. These local members attend the first national post-war convention at the Congress Hotel in Chicago from May 31-June 2, 1946. Convention guests included Secretary of War Robert Patterson, whose address was carried by radio, and Army Chief of Staff Gen. Dwight D. Eisenhower. Recognizing that many conventioners had no formal attire available, banquet attire for that year included business suits, Army pinks and greens, and khaki summer service uniforms.

Brig. Gen. Donald Adams was elected national president that year as the convention featured reunions and focused on reform. A rewrite of the constitution and bylaws opened membership to reserve officers of any U.S. armed service. Of the \$5 annual dues, \$2.25 would fund departments and chapters, a practice that survives, with departments now receiving a full half of term dues.

A National Council of three members from each department was established. Council members served staggered three-year terms and were joined by the five immediate past national presidents.

The Executive Committee acted on behalf of the National Council between conventions. The committee comprised six National Council members, on staggered terms, with the president, senior vice president, and executive director (new title for the executive secretary) in *ex officio* roles, the latter in a non-voting capacity. The senior and three other vice presidents (all Army officers) were retained. The treasurer and, for a short period the past national president, were no longer members.

The Executive Committee appointed the treasurer and executive director, giving it authority over staff previously held by the convention and the president. In 1947, further reform provided for vice presidents and junior vice presidents for each service, replacing the senior and three other vice presidents. The junior VPs were limited to officers below major or lieutenant commander.

The Cold War

The 1948 convention revised the constitution, providing for a national presidency rotating among the services, service assistants on the national staff, and admitting membership to 15,000-member Reserve Officers of the Naval Service. The first naval vice president was elected at the 1949 convention, and a national Reserve Officers Association Ladies Clubs (ROAL) was formed from existing local clubs. By unanimous election, WWI Army nurse and American Legion leader Mrs. Augustus Dunaway, the wife of the ROA California department's executive secretary-treasurer, accepted the duties as ROAL's first president. ROAL would mount an effective campaign in the 1960s, contacting hundreds of members of Congress in support of beleaguered Reserve funding.

That year, composer Lt. Col. Carl Koenig presented his association with “The ROA March (Soldiers of the O.R.C. [Officers Reserve Corps])” and lyrics, with an arrangement by Warrant Officer Soderberg, commander of the First Army Band. In 2022, the score was found in old files at Minuteman Memorial Headquarters and played by the Rockville [Md.] Concert Band at the centennial convention. The score, lyrics, and an audio recording are available on the ROA website.

In the early post-war period, ROA was organized in divisional concept with three divisions, one for each service, including the aerial arm. The revised constitution established an Air Division, foreseeing an eventual Air Force.

ROA returns to the Hill

Even before ROA's reactivation, General Marshall urged the adoption of universal military training to compensate for the near certainty that the country would maintain a peacetime Army large enough for credible defense or war.

Retirement was also a top priority. ROA had advocated for a retirement program for reservists since the 1930s and took up the effort again after the war in what would become the climactic fight at the close of the decade. ROA drafted a bill in concert with the National Guard Association of the United States, the American Legion, the VFW, and the Military Order of the World Wars. The War Department had drafted a bill that was under consideration. This bill, "written by the regular Army and...of benefit only to the regular Army," wrote Executive Director Evans, "while seemingly granting retirement rights to civilian component officers, so restricts the application that it will not be effective...."

Evans noted that of the 835,000 Army officers who served in World War II, just 15,000 were Regular Army. Ninety-eight percent were "civilian officers." The Army required these reserve officers to complete 15 years of active duty to qualify for retirement pay.

Evans wrote, "Why is the Reserve Officers Association so vitally interested in retirement...? It is because we are dedicated to the perpetuation of an adequate National defense for our Nation...it is War Department policy that the Army of the United States, to be available within one year of the start of any future hostilities, would be 4,500,000 strong. The number of Civilian Component Officers needed for this size Army will be over 350,000."

The initial bill took a potentially fatal blow when the Bureau of the Budget reported that it "would not be in accord with the program of the President." Evans went directly to Truman's military aide, Gen. Harry Vaughn, and secured assurances that the President would support retirement. Truman signed into law P.L. 810-80 on June 29, 1948. It had been preceded in May by P.L. 460-80, authorizing inactive duty training pay. ROA was back in the game.

ROA's congressional charter of June 30, 1950 (Public Law 595), was signed by ROA member President Harry S. Truman. This achievement of great significance, called "incorporation," was publicized in muted tones with a congratulatory cartoon in the August 1950 issue of *The Reserve Officer* on the inside front cover and a brief entry in the issue's *Washington News Letter* observing that incorporation "reveals the high stature of the organization in the eyes of Congress and President."

The celebration of National Defense Week that year—a tradition dating back to the 1933 convention

and relaunched in 1948—enlisted the support of senior congressional and military officials such as service secretaries and service chiefs. Eisenhower, Spaatz, and Nimitz were joined by celebrities such as Bob Hope and Army Air Forces veteran Jimmy Stewart who lent their appeal to a media blitz with supportive messages carried by print media and radio.

ROA's chapters and departments sponsored speeches, issued news releases, appeared on local radio, and sponsored local parades. Eisenhower strongly endorsed the week throughout his presidency, and in 1956 proclaimed a special Military Reserve Week.

With the war in Korea three weeks old and reservists clamoring for guidance on activation, ROA provided the current information on every service in the *ROA Washington News Letter*. For Navy members: "Prediction is that portions of the Organized Reserve will be called within ten to fourteen days from date of this News Letter. Remember...if called...persons are guaranteed one year of active duty but may get off duty within six months if warranted from the international viewpoint." Departments were instructed to organize local meetings of Reserve officers and pass along the information.

ROA's most significant achievement of the 1950s was passage of the Armed Forces Reserve Act. Called a Magna Carta for Reservists, the act "established a solid base upon which to build the post-war Reserve Force," according to *The ROA Story*. It created assistant secretaries for reserve affairs, established the Reserve Forces Policy Board, and drafted policies on the use of reserve officers in all grades. The act also established the integrity of units and mobilization procedures in law. It provided a Ready and Standby Reserve with training categories in which drilling and active duty for training participation for each category were mandatory basis. Much of what the Pentagon had kept to its interpretation and discretion was now law.

ROA member and Coast Guard Reserve Cmdr. Walter Handy, who as a captain would later harness ROA to save the Coast Guard Reserve from budget knives, ensured his force had the leadership of a flag officer in peace and not just when operating in war as part of the Navy.

As the unanimously approved bill went from the House to the Senate, ROA confronted unexpected opposition from the National Guard Association, which had proposed 97 amendments to the bill, 96 having been adopted. In an about-face, the Guard association expressed an unfounded concern that the legislation would "federalize" the Guard. In the end, ROA surmounted opposition, and the bill passed. On July 9, 1952, Truman signed it into law as P.L. 476-82.

Membership rolls numbered 55,000 as the 1954 convention opened, down from the 1947 high of 135,000. Warrant officers and flight officers were now eligible. Then, 1955 brought another ROA victory with the Reserve Officers Personnel Act. “In this changed world, our security depends more than ever before upon Organized and Ready Reserves.” President Eisenhower wrote in a message to the national convention that year. The Reserve Readiness Pay Act was passed a year later, compensating reserve officers involuntarily released from active duty. The ROA created the Minuteman of the Year Award in 1958, with RCA chairman David Sarnoff, a USAR brigadier general, accepting the inaugural award.

With Korea past, the Pentagon began a reduction-in-force that devastated the Army and Navy reserves. ROA sprang into action, showing that the RIFs were not cost-effective and destroyed a propensity to serve among “Citizen Warriors,” as Churchill had first described reservists. Legislation passed in 1959 that ended the RIFs. Later that year, ROA notched a win with the “WAC Bill,” giving World War II women auxiliary veterans credit for retirement and pay. It had been a big decade for ROA.

The 1960s and McNamara

ROA entered the 1960s with the creation of a lasting legacy: The Memorial Building Fund. A new headquarters site, in discussion since 1955, was moving to reality. At that convention in Boston the first warrant officer was elected to the Executive Committee, and a woman reached ROA’s penultimate rank, senior vice president. Octogenarian Gen. Douglas MacArthur, a steadfast ROA ally, accepted a plaque from old ROA friends reflecting aloud that “The citizen-soldier has been an ideal to me through all the days of my life.... he has been the bulwark of our defense structure and the mainstay of our security. He is the watchman of our destiny.”

That year, ROA came to the rescue of Air Force Vice Chief of Staff Gen. Curtis LeMay. The general was quoted to President Eisenhower by outraged governors as saying in a meeting with them, “I don’t have any use for the Air Reserve and the Air National Guard.” ROA Past National President Richardson had also been at the meeting where LeMay had spoken and told Eisenhower that LeMay had been misquoted. He had actually said, “I don’t have any use for the Air Reserve Forces unless they are ready.” Ike agreed.

With public sentiment on Vietnam souring in the late sixties, ROA fought to save ROTC, which Marshall had credited (along with ROA) with producing the 100,000-strong cadre of reserve officers upon which was built the WWII Army. Dues in 1961 rose to \$8 (they



ROA’s longstanding tradition of presenting ROTC medals.

would go to \$10 in 1966). In 1965, the Past Presidents Committee was formed.

In 1961, 13 years after its organization, the Confederation Interalliee des Officiers des Reserve (CIOR) welcomed ROA’s membership. Yet ROA’s embrace of CIOR, and its medical complement, CIOMR, was hardly made with enthusiasm, perhaps influenced by the nation’s ambivalence. The insistence of ROA’s European Department, with many ex-pats and the national president paying dues that year out-of-pocket, forced the issue. (Since then, ROA has been largely an enthusiastic member, although the weakening of DoD support since the 1990s has made participation challenging.)

ROA’s many challenges in the years preceding WWII included apathy, communism, atheism, and isolationism. Their post-war successor—JFK’s secretary of defense, Robert S. McNamara—proved formidable. A former reservist, McNamara served as an Army Air Forces analyst in the war. He brought a focus on budgetary discipline. Within weeks of his arrival in the Pentagon from Ford Motor Company, he assaulted the Reserves.

McNamara first eliminated the secretary-level Reserve spokesman and then abruptly called up some 156,000 Army, Navy, and Air Force reservists to buttress forces in Europe.

The activations caught Reserve commanders by surprise, McNamara having laid the groundwork in virtually

secret closed-door meetings with congressional committees. Headlines misleadingly portrayed the reserves as unready (some think playing into the secretary's plans to eliminate the Army Reserve in particular).

ROA went to President Kennedy, protesting that the call-up violated the Reserve Forces Act's guarantee that activations would occur only in times of national emergency. Then ROA defended the actual performance of the troops and units called up, countering media headlines it summarized as "The Performance of the Reserves in the Call Up has Demonstrated their Unreliability."

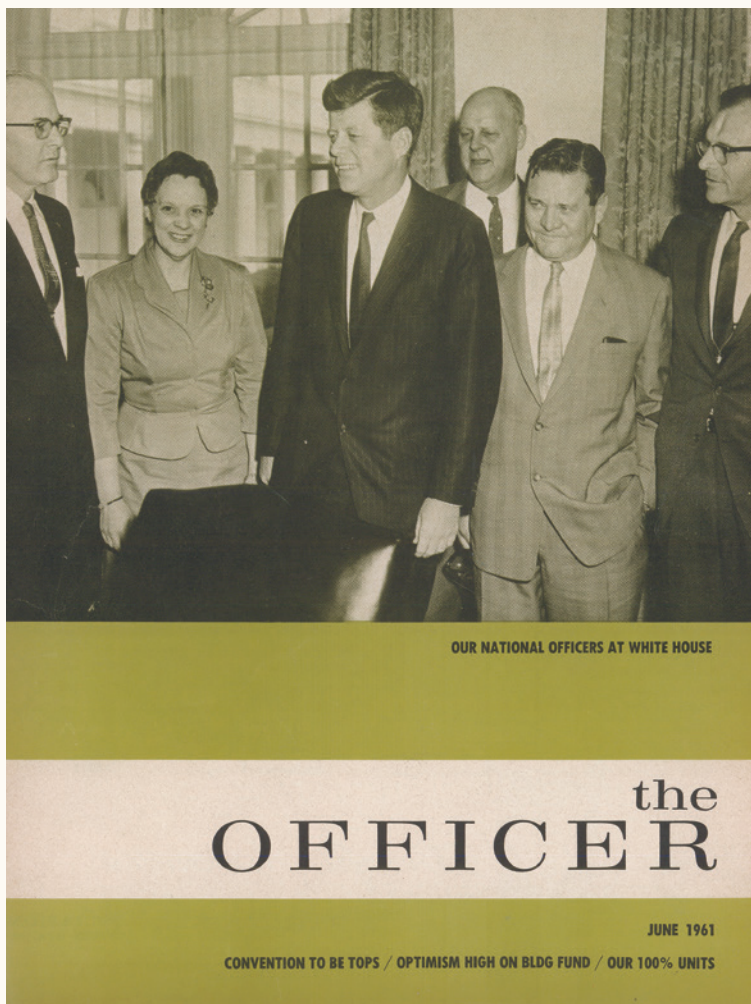
The superb performance of the reserves in the 1962 Cuban Missile Crisis, especially the Air Force Reserve, did not discourage McNamara's plans to cut them. Eight divisions and 58,000 men were to be eliminated from the Army Reserve alone. In a fight lasting well into the decade, ROA pushed back against the "shadow campaign" slurring the reserves. Showing concrete evidence in congressional hearings, ROA rebutted McNamara's case against the Reserve. Executive Director John Carlton asked, "Has the Reserve program been fully supported in spirit and with adequate funding by the Department of Defense?"

Congressional opposition successfully defeated the administration's proposed cuts to defense appropriations and preserved funding for Reserve training. As it had in the 1920s, ROA played a crucial role in the preservation of national military readiness.

Not yet ready to accept defeat, McNamara proposed replacing the venerable four-year program that had furnished millions of Reserve officers with a two-year scholarship program that would produce officers for the regulars. ROA once again weighed in, and Congress defeated the scheme.

A merger of the Army Reserve and the Army National Guard was McNamara's next gambit. On December 12, 1964, McNamara announced his intent to eliminate the Army Reserve, merging it into the Army National Guard and eliminating 150,000 Army reservists. Analyst McNamara, backed by his "whiz kids," forecasted annual savings of \$150 million from the merger.

Army Secretary Stephen Aisles and Chief of Staff Gen. H.K. Johnson called in the Reserve's generals, telling them



ROA's magazine gets a name refresh, dropping "Reserve."

the decision was made and their duty was to "march." Few in Congress dared oppose McNamara, and the nation's media initially proved tractable.

ROA, backed by grassroots activists and allies it had developed in Congress, went to war. A merger of the Air Force Reserve and the Air National Guard was dropped after consensus in the Air Force's leadership failed to develop.

After intense pressure from ROA, the American Legion and the Association of the United States Army also rejected intense lobbying from the Pentagon and joined ROA in opposition to the merger. The Military Order of the World Wars joined the opposition.

Truman told the press, "It won't work," and military writer and analyst S.L.A. Marshall wrote in *The New Republic*, "why the scheme won't work." The merger also failed to win sufficient support from the National Guard or the governors, with some openly opposing it.

When McNamara visited Senate Armed Services Committee Chairman Richard Russell with a proposed bill to give him “command” authority over the services, Russell turned him down. “You know now what you are up against,” he admonished the secretary.

As McNamara’s support eroded, more and more among the defense cognoscenti and media joined in skeptical inquiry of the merger. Ultimately, defense appropriations funding for the Army Reserve were preserved, and the proposed merger was dismissed in 1966.

A new headquarters

While all this was going on, the director of the Selective Service, Gen. Lewis B. Hershey, was marshaling fundraising for the new Minuteman Memorial Building. After an initial but abandoned decision to buy land on Independence Avenue NE, a new site across from the U.S. Capitol was chosen in 1966 and purchased for \$314,000. The now-decrepit 2517 Connecticut Avenue NW location was sold for \$100,000, and ROA temporarily moved to 333 Pennsylvania SW where it would await a new headquarters.



The world learns about the new Minute Man Building.

In late 1966, the Executive Committee approved \$872,500 for construction, out of economic necessity, initially eliminating an elevator connecting the five floors, finishing of the fifth-floor ballroom, landscaping, and a Minuteman statue on the initial plan. After “heated” discussions, the Executive Committee authorized additions bringing the total cost, including land, to \$1.4 million (another \$206,000 would be spent on further upgrades by 1980). On February 27, 1967, a cornerstone ceremony was held across the street in the newly built Dirksen Senate Office Building as it was too cold for a ceremony on the site.

With construction proceeding on schedule, Hershey’s campaign continued to produce results. Departments aimed for \$25 per member, with \$1.5 million expected altogether.

The ROAL pitched in with nearly \$44,000. Substantial donations augmented the fund, an inducement being the planned Hall of Names; a \$100 donation (\$750 today) got the donor’s name inscribed on the 1st-floor atrium wall; for \$500, the name was gilded. Its library housed the extensive collection of ROA’s first president, general, foreign correspondent, and historian Henry J. Reilly, Jr.

ROA’s Minuteman Memorial Headquarters Building was dedicated on February 22, Washington’s Birthday, in 1968. Mortgage-free, it was entirely financed by donations. Yet, no sooner than its dedication did it incur its first expenses: frigid weather had frozen the pipes and flooded the atrium.

By the time the Minuteman Building was dedicated, ROA had won yet another legislative victory, the Reserve Forces Revitalization Act, signed into law on November 30, 1967. All Selected Reserve services were to be prepared for quick mobilization, so the new law required a minimum of 48 drills per year and two weeks of active-duty training. The law also established that Congress would set the strengths of the Selected Reserve.

On the heels of this win, the Navy Reserve’s strength was increased by 3,000, with ROA staunchly supporting the Chief of Naval Operations’ preferences and defeating DoD’s attempt to hold the line at a number the chief thought insufficient. ROA had defeated McNamara and his whiz kids yet again.

ROA again confronts political adversaries

With the momentous sixties passing into history, ROA confronted two more DoD raids on the reserves early in the next decade. First, the entire Coast Guard Reserve allocation was eliminated from the president’s proposed budget. “The Coast Guard Selected Reserve Program will be discontinued by the end of 1971, producing a savings of \$25 million,” read the budget message.

ROA’s Capt. Walter Handy, USCGR, took the challenge head-on. ROA wrote President Nixon and sounded the alarm to House Armed Services Committee chairman Edward Hébert and ROA ally. Senate Armed Services Committee chairman John Stennis closed the deal and added back funding after prompting the Coast Guard commandant in a hearing to state flatly (and courageously) that he needed 15,000 reservists and \$25.9 million, or his force’s readiness was at risk. The Coast Guard Reserve was saved.

No sooner had the Coast Guard Reserve found safe harbor than the Navy roiled seas with a plan to close all Naval Air Reserve stations, transferring the squadrons training to regular Navy and Air Force stations. Despite



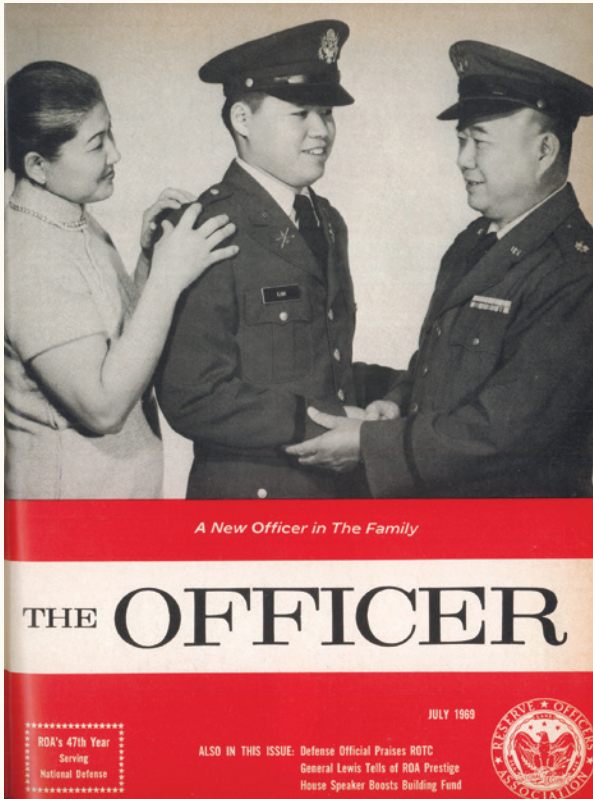
The ROA Minute Man Memorial Building rises, borne by member donations.

a valid rationale that commanding officers would be freed of maintenance burdens, Reservists would be routinely required to airlift to the new locales.

“Reserves...cannot be transferred from one station to another as can Active Duty personnel,” ROA wrote Secretary of the Navy John Chaffee. “They must stay in their localities where they must earn their livings...we

simply cannot agree to the disestablishment of all Naval Air Reserve Stations, since we know from experience it will result in a dramatic diminution in the strength of the Naval Reserve.”

Ultimately, through the persuasive powers of ROA, the Naval Air Reserve joined the Coast Guard Reserve on the Pentagon depredations “survivors list.”



Newly commissioned Army 2nd Lt. Calvin Kam at his pinning by his mother and father, Maj. Yun Yau Kam, USAFR and ROA Dept. of Hawaii President, on the cover of *The Officer*, July 1969. Kam flew 507 combat missions in UH-1 Hueys with the 240th Assault Helicopter Company in Vietnam (above).

Once an association exclusively comprising Army officers, ROA was making solid contributions on behalf of its seaborne complement. Past National President Rear Adm. Ed Reeder told former college roommate Senate Majority Leader Mike Mansfield in 1971 to vote for endangered authorizations for the USS *Nimitz* “or don’t come back to Montana.” Mansfield complied, and the carrier’s funding was secured by that single vote.

In 1974, membership stood at 81,021; the Army section boasted 50,406; Navy, 10,272; Air Force, 20,343. Among the war and baby-boomer generations, cohorts wanted to join ROA in its successive victories, and membership benefited. “Old timers” recall the further beneficial effect of commanders virtually mandating membership among their subordinate officers. ROA’s financials reflect “black ink of \$399,448, up \$69,455 from 1973.

Closing the decade, ROA joined the fight to defeat a DoD move to cut the Navy Reserve’s Training and Administration of the Reserves program; the effort succeeded, and TARs were retained.

Historic achievements of the current membership

It had been six decades since ROA’s founding, and a new American president exuded optimism as the nation shook off its malaise. Rising with the mood were the ROA’s membership rolls: 122,544; with Army at 65,975; Navy, 16,396; and Air Force doubling in less than a decade to 40,173.

Over the decades, the power had shifted from the National Council, which had complete authority to act for the association between conventions, to the Executive Committee. While the committee acquired broad powers, it still, and does to the present day, refer major decisions and resolutions to the council and convention.

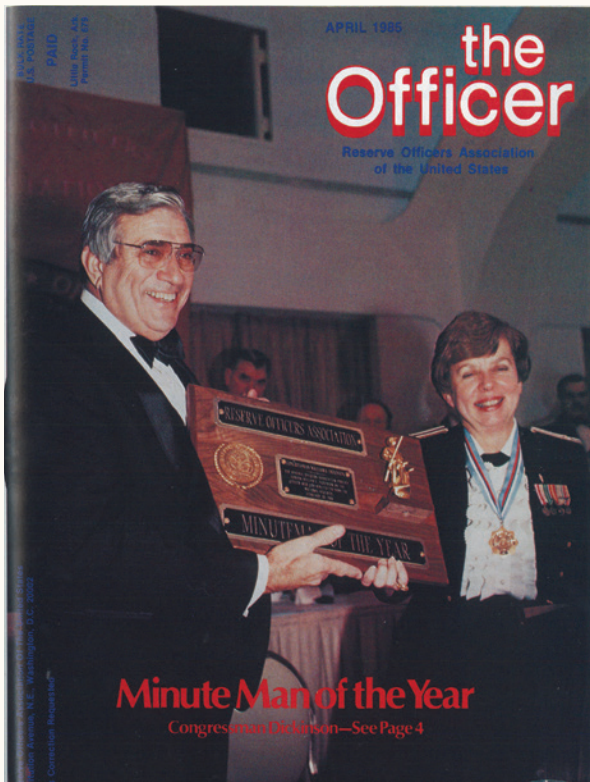
The resolution process defines ROA as a grassroots organization. While slower and perhaps more cumbersome than executive decision-making, forming and approving a resolution means the view is truly the association’s and not merely that of one or a handful of association officials. This collective voice of a broad membership has real political value on Capitol Hill and in the Executive Branch.

By 1981, ROA’s constitution listed 24 committees: the Executive Committee; the Army, Air Force, and Navy committees (with the latter’s Navy, Marine Corps, and Coast Guard subcommittees); the Budget and Finance Committee; and the Resolutions Committee, and Constitution and Bylaws committee. Then there were the Retirement Affairs, Legislative, Publications, Insurance, Minuteman Memorial Building, Long-Range Planning, Reserve Program, ROTC, Junior Officers, CIOR, Warrant Officers, Civil Preparedness, Membership, and Health Services committees.

These committees were joined by those appointed by the president for conventions: Credential, Nominations, and Rules committees. And there were the Past Presidents, Agenda, Awards, Time and Place, and other committees created ad hoc.

Gen. Bernard Rogers, Supreme Allied Commander, Europe, noted the need for CIOR to take a more active role in communicating the importance of NATO to the public. The October 1982 issue of *The Officer* reported the success of the August CIOR Summer Congress in Washington, DC. With Pentagon support for such beneficial programs now a bureaucratically strangled memory, the article reported “support...from the Department of Defense was superb.”

ROA was no stranger to national security issues that transcended the reserves. In 1977, it opposed the Panama Canal Treaty based on the perilous security implications. Two years later, ROA opposed the second Strategic Arms



National President Col. Eileen Bonner presents Rep. William L. Dickinson of Alabama the ROA Minute Man of the Year, Feb. 20, 1985.

Limitations Talks. ROA agreed with several former defense officials, including some former secretaries of defense, that SALT II was a bad bargain for the United States, and ROA was an active participant in the public discussion. Executive Director Maj. Gen. J. Milnor Roberts, former Chief of Army Reserve, received the Distinguished Leadership Award for his role in the debates from the American Security Council.

In 1981, ROA, responding to a request from President Reagan to support the sale of airborne warning and control systems to the Kingdom of Saudi Arabia, abandoned its traditional avoidance of international security politics to comply. With ROA's support, including a full-page *Washington Post* advertisement (presumably paid for by the American Security Council) that proclaimed, "The 128,000-member Reserve Officers Association supports President Reagan's proposal to sell AWACS to Saudi Arabia." The irrepressible national president, Maj. Gen. Evan "Curly" Hultman, worked Congress hard. On October 28, the U.S. Senate, in a 52-48 vote, refused to veto the sale and ROA had another victory—and a grateful president.

Though women had long been eligible for ROA membership, and one had risen to leadership as senior vice

president, it was not until August 1984 that a woman was voted to national presidency. Army Reserve Col. Eileen M. Bonner wryly observed in her October 1984 column in *The Officer*, "The Soviet Embassy, during this past month, has placed ROA on its mailing list. I am delighted at this evidence of our importance to the national security of the country!"

If the Soviets were unhappy with ROA, so was at least one member: Army Reserve Maj. James T. Currie wrote in the Sept. 1984 "Letters" section, "I would respectfully suggest that one reason for the decline in our membership—and I base this observation upon what more than one person has told me was his reason for quitting ROA—is that many Reserve officers have an aversion to the near-automatic ROA support given to every...big-spending proposal from the Pentagon or White House." In context, 1984 was well into the defense rebuilding that characterized the early 1980s. That period did mark a high point in the association's membership numbers.

ROA closed out the decade with victories in support of the elevation of the Veterans Administration to Cabinet status as the Department of Veterans Affairs, passage of the Montgomery GI Bill, and restoration of Reserve Component cuts planned by DoD.

Winning the provision of "grey area" benefits to Reserve Component retirees and the requirement for a Reserve or National Guard officer's assignment to the Joint Staff, ROA moved into the 1990s with further wins. In 1993, educational assistance for Reserve officers on active duty (Active Guard and Reserve) was secured. Shortly thereafter, the establishment of reserve commands among the services represented another ROA win.

The "offsite agreements" of 1993 were among the most dramatic events of that decade. From the forthcoming *The All-Volunteer Force: Fifty Years of Service*, edited by Dr. William A. Taylor and published by the University Press of Kansas:

As a result of Congressional pressure and the Army's requirements forecast, leaders from the active Army, Army National Guard, and Army Reserve met in 1993 at various locations outside the Pentagon—including ROA's headquarters on Capitol Hill.

The active Army wanted to preserve the greatest feasible number of combat units and achieve reductions in Reserve Component strengths to help pay the bill. The Guard wanted to preserve its end strength and retain its balanced structure, especially its aviation and special forces units. The Army Reserve focused on retention of its combat support

and combat service support capabilities. Both Guard and Reserve leaders wanted to ensure that the army could not make force structure changes without their involvement.

“After at times acrimonious discussions, the group arrived at what became known as the Offsite Agreement. The U.S. Army Reserve was to reduce its end strength...and the Army National Guard would also reduce to a lower number,” recalls Sandler. “Additionally, there was a re-definition of missions for each of the components. The Army National Guard would concentrate on combat units while the Army Reserve would concentrate on combat support and combat service support units.... Additionally, in a very contentious decision, the National Guard received most of the Army Reserve’s aviation units.”

Chairman of the Joint Chiefs of Staff Gen. Colin Powell observed, “When we tried to cut back to [what the active-duty-led Pentagon considered] sensible levels, we had our heads

handed to us by the National Guard and Reserve associations and their congressional supporters.”

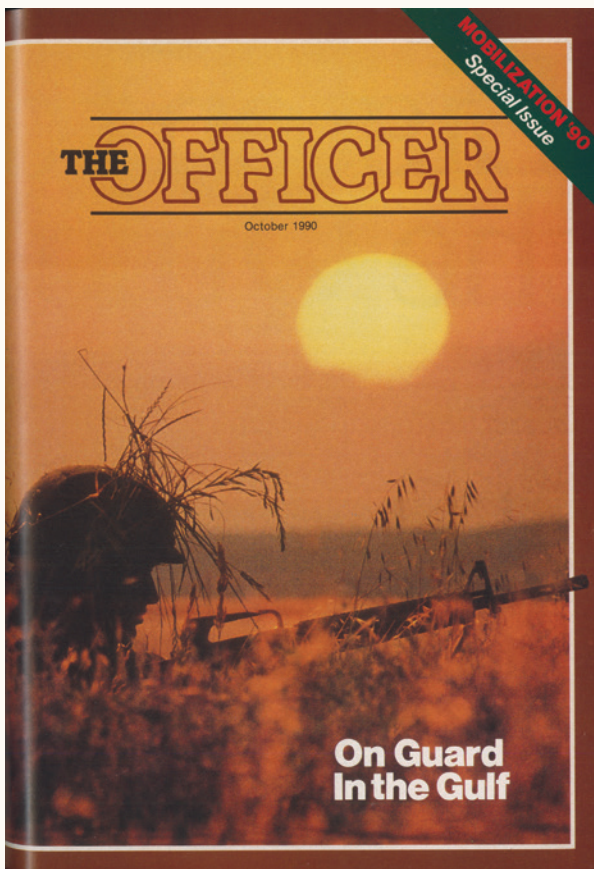
ROA, for a second time, hosted the CIOR Summer Congress and its military competitions that same year. Blocking Pentagon policy misjudgments continued unabated: in 1994, DoD’s effort to cut military technicians in the Army and Air Guard and Reserve came to grief. Dental and medical coverage for Reservists and their families while the citizen warrior is on extended active duty improved under ROA advocacy, and in 1999, hostile fire pay was approved on the same basis as the Active Component. That year, ROA’s advocacy led to three-star rank for the reserve chiefs and the authorization of Ready Reservist participation in the Thrift Savings Plan.

Ominously, membership had dropped to 102,000. Commanders were no longer allowed to pressure their officers into joining. As a new life member in 1995, the author recalls the fear that dropping below 100,000 would cripple ROA’s legislative and policy clout (that concern had prompted a sale on life memberships). Yet, through the decades, ROA achieved some of its greatest successes with rolls far below that magic number. Within the total membership, it had always fallen to the actions of a cadre of dedicated and resourceful ROA members and leaders effectively engaging Congress and the administration on pertinent issues. The service of those members truly engaged and committed to the work never faltered.

ROA’s decline in member rolls below 100,000 as the new century dawned did not equate to a decline in legislative and policy effectiveness. With the Reserve and National Guard fully engaged in a new war, cold-war policies and laws that impeded effectiveness could no longer be ignored. Reform built successively on reform, as investment in upgrading gear and uniforms poured into smaller firms that could nimbly respond to the demands of warriors in combat.

In rapid succession, ROA helped increase basic pay for Reserve Component enlisted members and improved health benefits for federal employees on orders longer than 30 days. Montgomery GI Bill eligibility was extended to 14 years after service. The National Guard got Soldiers’ and Sailors’ Civil Relief Act protection while on Title 32 active duty. In 2006, TRICARE Reserve Select was opened with ROA’s advocacy to all drilling reservists.

With the Minuteman Building showing wear, retired USAFR Maj. Gen. Robert Nester, the national president, secured a loan for significant renovations. The initiative



Operation Desert Shield – dawn of the operational reserve?

was not without risk. Membership had fallen by 2005 to 75,000. As total dues revenue dropped accordingly, the organization's professional staff had to be reduced. Cash flow was down and the association began reluctantly drawing on financial reserves to fulfill the mission.

Nonetheless, ROA's legislative director, retired USNR Capt. Marshall Hanson, continued to achieve wins. Montgomery GI Bill funds were authorized for licensing and certification. ROA won an increase in inactive duty days from 60 to 130. In 2009, TRICARE coverage was extended from 90 to 180 days for activated Citizen Warriors and families before mobilization.

The Post-9/11 Veterans Educational Assistance Act of 2008, which ROA supported in the face of opposition on the Hill and in the Pentagon, soon saw enhancements pushed by ROA, such as opening eligibility to Title 32 Guardsmen. With the defense budget increasingly squeezed by personnel costs (and a Congress unwilling to make the necessary budget increases), the viability of the traditional military retirement program was in doubt.

ROA supported the new "blended retirement" program, essentially a military 401K. For it to provide retiree payments equal to the old program, young warriors had to start contributing early in their careers, precisely when monthly checks from Uncle Sam opened a world of immediate temptations. To enhance the impact of the program, ROA won an extension of DoD contribution-matching from 20 to 26 years.

In 2012, ROA formed the Standing Together for America's Reservists (STARS) Foundation to help fund ROA programs such as education and family support. As a 501(c)(3) corporation, donors more readily recognized STARS as a tax-advantaged contribution—a point that had proven difficult with ROA's lesser-understood status as a 501(c)(19) veterans organization.

A new Family Support Committee absorbed the time-honored ROAL to focus on strengthening ROA's capability to support families. Health Services, Membership, and Building committees were soon established to direct volunteer leaders' efforts on other specific challenges of the day.

By 2023, the Building Committee had proven invaluable in advising and helping to manage repairs to the Minuteman Building that had by then run into the millions of dollars. The entire HVAC system had been replaced, and both freight and passenger elevators were rebuilt. The aging garage door, the ballroom floor, and all "customer-facing" flooring replaced on the fourth and ballroom floors. Extensive renovations refreshed and preserved all exterior surfaces and the superb and unusual



One Voice—One Fight

ROA Expands Membership to Non-Commissioned Officers

As Reserve duty has changed so has ROA. That's why today we're proud to welcome NCOs from all services. Because service isn't about the rank on your sleeve, it's about the sacrifice you make. Today the sacrifices of Citizen Warriors at home and on the battlefield go largely overlooked

by a population weary of war and a Congress strapped for cash. ROA is here to make sure no Reservist, regardless of rank, ever falls through the cracks. Your needs are our mission and that's why we've expanded to make sure all Reservists have a voice, stronger than ever, in the Reserve Officers Association.

**Join Us And Find Out How Strong We Can Be Together
One Voice - One Fight.**

 **RESERVE STRENGTH.
RESERVE LIFE.**
RESERVE OFFICERS ASSOCIATION
www.roa.org

bluestone flooring of the atrium and portico. New LED lighting lowered energy costs. By the centennial convention, the grand building was in the best shape in decades.

Becoming an association of all citizen warriors

Begun in 1922 as an association of Army officers, ROA's record was one of deliberate and considered inclusion. Now noncommissioned officers became the focus of that inclusivity. Much as it would be for the inclusion of all ranks, the argument embraced the need for "new blood" and the belief that an organization claiming to represent all of the nation's reserves should include them all.

It would not be until 2018 that the years-long on-again, off-again effort to open eligibility to all ranks triumphed. The issue—decided in convention—was put to rest once and for all. It is a tribute to the integrity and professionalism of ROA members—many of whose military years were rooted in a starkly different culture—accepted consensus as the orders of the day and put the tumult to rest.

Tumult, however, is in the nature of an organization founded to fight. And fight ROA did, turning its attention and revitalized energies to the larger need, saving the combat-tested A-10 Thunderbolt II "Warthog" from the boneyard.

The Air Force, contending with fierce budgetary constraints, was preparing to sacrifice the A-10 to fund the fighter jets it preferred. ROA argued that no other aircraft could replace the “tank buster” that was built to loiter on the battlefield. Warthog pilots—usually Air Force Reservists—had earned the affection and trust of GIs in muddy boots. With wingmen such as former A-10 pilot Rep. Martha McSally of Arizona, ROA helped win an extension for the A-10. Having bought the A-10 time, ROA pivoted to put a stop to the discharge of immigrants who had been processing into the military and prospects of citizenship.

On the heels of 2018 successes, ROA scored more wins for all federal employees serving in the Reserve Components, securing TRICARE Reserve Select eligibility.

Success on the legislative front was joined by better financial prospects for the association. With expenses cut and revenues strengthened, ROA’s days of crushing external debt were overcome, and the organization was stabilizing financially.

A feeling of optimism and goodwill rose again amongst members once wearied by a narrative of woe. The narrative turned into one of revitalization. In ROA’s departments and chapters, one clear metric was an increase in recruitment. Despite the inevitable declines from the sad passage of faithful older members, one month and then another recorded net increases in the membership rolls.

The pandemic hit ROA hard, but the blow was far from a knockout. Total revenues (largely from the Top of the Hill Banquet and Conference Center, which had grossed \$1 million the year before COVID) declined by \$2 million overall. Membership growth stalled.

Still, ROA took ground on the Hill. At ROA’s urging, President Trump extended National Guard orders to ensure their eligibility for early retirement Earned with deployment credit and educational benefits; the orders had been for 89 days, one day short of the length required for these benefits! ROA got that fixed. With ROA’s help the Deborah Sampson Act was passed, establishing the Office of Women’s Health at VA.

Another win followed in the passage of the Reservists Opportunity Act, authorizing Army Reserve and Guard



President Lt. Col. Don Stockton awards AAFES CEO Tom Shull the 2018 Minuteman Hall of Fame. Over time, Minuteman has become one word.

members’ use of the Army’s Tour of Duty system that eases the identification of next-duty opportunities.

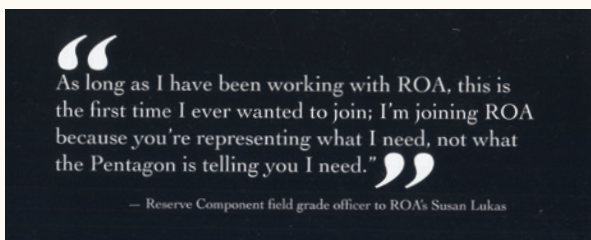
As the nation emerged from the pandemic, members of the Reserve Components emerged from the decades-old nightmare caused by the active-duty-centric DD Form 214 Certificate of Release or Discharge from Active Duty. Notorious for its inability to accurately and fully record a reservist’s full service, the “DD-214” had at times prevented veterans from getting benefits. In one case, ROA succeeded in helping the family of a Korean War veteran whose DD-214 did not record his war service get his VA grave marker. In 2022, to correct the problem, after years of ROA prodding, DoD announced a DD-214-1.

As its centennial rushed on, two victories, both deeply symbolic, were achieved with ROA’s indispensable support. Neither involved the augmentation of weapon systems or the buttressing of defense budgets, yet both were at the heart of readiness—the care for people.

ROA, alone among national military organizations, joined the fight for an Army reservist whose rights to reemployment under the federal Uniformed Services Employment and Reemployment Rights Act were violated by a state government.

Army Reserve Capt. Le Roy Torres returned home from Iraq in 2007. His health damaged from burn pit fumes, he could soon no longer do his job as a Texas state trooper and was forced to resign. In violation of USERRA, the Texas Department of Public Safety refused to accommodate Torres in a less physically demanding role.

The Texas Supreme Court refused to hear the case, and ROA wrote two *amicus* (friend of the court) briefs supporting a hearing by the U.S. Supreme Court. In a rarity, the Court heard the case and, in June 2022, decided



for Torres. The victory strengthened USERRA rights for all who serve their nation and return to civilian employment.


Almost simultaneously, the Senate was threatening to defeat the Sergeant First Class Heath Robinson Honoring our Promise to Address Comprehensive Toxics (PACT) Act of 2022. The act promised to dramatically expand VA health care and benefits for potentially millions of veterans of Vietnam, Desert Storm, Afghanistan, and Iraq affected by toxins such as those emitted from burn pits.

Again the sole national military organization to take up the fight, ROA joined the 24/7 vigil that turned Senate defeat into victory and passage of the PACT Act into law on August 10.

ROA stepped forward to ensure the dignity and rights of individual citizen warriors in these cases. In so doing, it also fulfilled its mission of readiness as young people and those who influence them see that the nation will do right by those who serve “on the ramparts.”

If this reads (and if you, gentle reader, have read this far) as a litany of legislative accomplishments, it is. ROA is the embodiment of a vision shared by veterans a century ago. It is a vision that has been shared by and inspired successive generations. That vision is expressly to influence law and policy as required to ensure a U.S. military fit to respond to any foreign threat. Through the decades, through financial lows and highs, membership swings, administrations and congresses, war and peace, ROA has done precisely that.

It has been a century since Black Jack Pershing told twelve dozen fellow veterans gathered in Washington, “The influence of this organization should be very great in arousing our people to the necessity for reasonable appropriations.... Just as far as the people become interested in this matter, just that far will Congress stand ready to make the necessary appropriations.”

The passage of decades has ratified Pershing’s enduring wisdom—and ROA’s enduring role in American national security. Empowered by a noble purpose, a splendid legacy, and a deserving cause, ROA’s future is bounded only by our ever-renewed powers of service to nation. 



Capt. Walter Handy is presented his 100th birthday cake at ROA by fellow Coast Guardsman Capt. Rafael Ortiz, March 19, 2018.



May 2020 sees magazine return, with new name reflecting all-ranks membership.



Fit to serve

General Daniel R. Hokanson, Chief of the National Guard Bureau recently spoke with RESERVE VOICE MAGAZINE on the need for National Guard and Reserve members to have access to adequate continuous healthcare as a national security priority.

As the 29th Chief of the National Guard Bureau and a member of the Joint Chiefs of Staff, General Hokanson serves as a military adviser to the president, secretary of defense, National Security Council and is the Department of Defense's official channel of communication to the governors and state adjutants general on all matters pertaining to the National Guard. He is responsible for ensuring the more than 453,000 Army and Air National Guard personnel are accessible, capable, and ready to protect the homeland and provide combat ready resources to the Army and Air Force.

Reserve Voice: Can you elaborate on the importance that members of the Reserve Components—especially the Selected Reserves which must be ready to “fight tonight”—have continuity of care to ensure the military’s full understanding of a member’s health status, requisite care, and military readiness?

Gen. Hokanson: Our National Guard Soldiers and Airmen provide an invaluable service to our nation in all mission sets and all domains. With the expanding scope of National Guard missions and a significant increase in activations, it is critical that our force is always ready and fit to fight.

We must take care of our people—and that starts with healthcare. Some 60,000 National Guard Soldiers and Airmen do not have medical insurance. That’s why

Army Staff Sgt. Timothy King concentrates on the planks while being tested on the Army Combat Fitness Test during the Kentucky National Guard Best Warrior Competition in Greenville, Ky. on Nov. 10, 2022. The state-wide competition tests Soldiers on their physical and mental readiness for a chance to compete at the regional competition. (U.S. Army photos by Staff Sgt. Andrew Dickson)



pending legislation to allow every member of the Reserves and National Guard to sign up for TRICARE Reserve Select with no fees or co-pays is on my radar.

Although this legislation comes at a cost, I believe the boost to our readiness would be an incredible return on investment. It will also help us recruit and retain the talented workforce our Nation needs.

RV: Is TRICARE the most effective, efficient, and economical approach to providing National Guard and Reserve comprehensive year-round health coverage compared to other potential avenues such as extending Medicaid or providing

subsidies to purchase insurance through state Affordable Care Act markets?

Gen. Hokanson: I am not wedded to any single approach, as long as every Guardsman has access to healthcare to ensure continuity of care regardless of duty status. Healthcare is a complex problem to solve. We welcome any and all of our various military and civilian partners, especially Congress, to help us develop a solution that makes healthcare accessible and dependable for Guardsmen.

RV: What are you hearing from National Guard and Reserve members on the challenges of maintaining comprehensive year-round health coverage?

Gen. Hokanson: National Guard service members have several challenges to maintaining simple, reliable healthcare coverage. A major hurdle is obviously cost. TRICARE Reserve Select is available to many National Guard service members, but individuals are responsible for paying premiums—plus copays or coinsurance costs. This often results in significant costs for many National Guard members, especially those in the lower ranks. A drill-status E-4, for example, earns only around \$351 per month in basic pay.

Next in line for challenges to accessing health care would be location and changing duty status. First, the normal military healthcare benefit does not prioritize service members who live outside the areas where active component servicemembers are concentrated—which is where most Guard men and women serve. Second, Guard members are activated more than ever—often serving on and off different orders in the same year. This leads to frequent changes in health insurance eligibility depending on status, duration, and continuity of orders. Because of these frequent breaks in coverage, an Airman or Soldier may be required to interrupt care to change medical care providers, seek new referrals to specialists, and will likely experience issues maintaining current and valid entitlement in the military's eligibility database (known as DEERS).

Just last week I was in Oklahoma visiting a commander getting his Battalion ready to mobilize and deploy overseas. His team worked tirelessly with the Army to align required training to eliminate gaps and ensure a single, unbroken set of orders to eliminate issues with healthcare, among others. This type of effort is what we expect from good leaders but is a barrier we should remove from the countless other tasks to get a unit ready to leave their families, communities, and civilian careers to deploy to a combat zone.

RV: How could providing health benefits to National Guard and Reserve members incentivize employers to hire National Guard and Reserve members? Perhaps by decreasing demand

Healthcare for Our Troops Act Backgrounder

Aligned with the Chief of the National Guard Bureau, ROA considers essential seamless healthcare for those who may be called to “fight tonight.” ROA sees great benefit for military readiness in what we call “24/7/365 Sustained medical readiness”—no-fee “military grade” government-provided medical and dental care for Selected Reserve members.

- During the post-9/11 period, more than 20 percent of Reserve Component service members were non-deployable. Another 15 percent were removed from duty during deployment, due to dental issues.
- Sixteen percent of Reserve Component members (roughly 130,000) do not have private health insurance. This is a threat to readiness.

Healthcare that eliminates discontinuity of care between civilian and military providers and adheres to military standards will help readiness, ease the burden on families and employers, and should support recruiting and retention.

The closest legislative solution was introduced in the 117th Congress (H.R.3512/S.5142, *Healthcare for Our Troops Act*); ROA has supported the bill.

“Finding dentists that accept [TRICARE] is far and few between. Another issue is getting the appointments. Sometimes the closest doctor is 30 to 50 miles away, and if you live in Los Angeles that could be two hours,” said Army Reserve dental officer Col. Diana Zscaschel, about the challenges under the TRICARE regime, which she called a “difficult program.” Speaking as a panelist at the March 2022 ROA Reserve Education Forum on dental care, she recalled “. . . a soldier who needed several extractions and a partial . . . teeth missing and a bunch of cavities. That was a year ago, and I still have not gotten the approval for the denture yet.”

“In the active component, we have 100 percent of the care taken care of by the active component. . . .the cost is borne by the U.S. government. When you get to the National Guard and Reserve, we are paying for our own care at our own expense, but we are judged for the same standard for readiness as the active component,” said panelist Col. Scott A. Blum, a dentist in the Air National Guard. “So basically, we are asking the troop who probably can’t even afford the insurance coverage, let alone the copay, in order to stay in the military, you must comply with the standard that the active component has, and this will cost you between \$150 and \$3,000.”

Blum noted that providing better care would likely reduce emergencies, noting that “it costs upwards of two hundred thousand dollars just to fly somebody [deployed] to an area where we can get you care. I believe that readiness is the single biggest impact that we will receive from this. Increased readiness. When you talk about 10 to 15 to 36 percent of our force not dentally available to us, that is a significant burden . . .”

for employer-sponsored health plans?

Gen. Hokanson: Employers are a critical part of the equation. Our Soldiers and Airmen simply could not serve without the support they receive from their civilian employers! On my recent trip to Oklahoma, I heard loud and clear from local aerospace industry leaders that Guard members make great employees, so anything we can do to make them even more compelling hires makes sense. To that point, I’ve had employers tell me Guard member healthcare would be more of an incentive to hire someone in the National Guard than tax breaks.

RV: The National Defense Authorization Act released in December 2022 calls for a study by the Secretary of Defense on providing no-cost TRICARE Reserve Select and dental coverage to all Guard and Reserve members. How will the report from this study impact the consideration of proposal?

Gen. Hokanson: Collecting and analyzing the numbers is necessary and helpful. Studies like this validate the problem and the possible solution sets. We must provide healthcare coverage for every person who serves in uniform, so we are ready when our nation needs us—today and every day. This is why advocating for healthcare for our Guard Soldiers and Airmen is one of my highest priorities.

RV: In the post-9/11 period, a considerable percentage of National Guard and Reserve members were non-deployable due to medical issues. Many that were deployed were subsequently

“Our National Guard and Reserve members make sacrifices every day to keep us safe, and yet too many of them struggle to access high-quality affordable health care. By providing premium-free health insurance, our service members will lead healthier lives, we will improve their readiness for deployment, and they can devote more time to valuable training. Providing all service members with the health coverage they deserve is not only an investment in our national security, but it is also the right thing to do.”

Quote from Sen. Tammy Baldwin (WI) on healthcare

removed from duty during deployment due to dental issues. With the cost of recruiting and maintaining sufficient force with this anticipated medical attrition rate, would investing in proactive health care be a more economical approach to achieving sufficient readily deployable force?

Gen. Hokanson: Absolutely! National Guard service members are experiencing the highest number of activations since World War II, both shoulder-to-shoulder with the active components overseas and responding to disasters here at home. Our medical readiness is foundational to our ability to answer that call. The fact the National Guard does not provide no-cost healthcare—leaving tens of thousands of service members uninsured—impacts our readiness and our ability to recruit and retain the talented workforce we need to accomplish our missions. Failing to provide no-cost healthcare is also in direct contrast to our values of taking care of the men and women who sacrifice so much to serve their nation.

RV: Gen. Hokanson you have noted previously that many Reserve Component members do not have private health insurance. How does this impact deployability and thus readiness?


Gen. Hokanson: As of 2019, 14 percent of National Guard service members reported no medical or hospitalization insurance, which represents about 60,000 of our men and women in uniform. While no-cost TRICARE Prime is offered to National Guard service members on federal orders for more than 30 days, this same eligibility does not extend to Guard Soldiers and Airmen serving in a traditional drill-status or while responding to their communities on state active-duty orders. This has a direct and negative impact on the readiness of our force. If our Guard men and women are unable to seek treatment for a physical ailment or mental health crisis, or to obtain follow-on care due to a lack of insurance, their readiness and ability to serve is degraded. The bottom line—the National Guard is 20 percent of the Joint Force, and the Joint Force cannot fight and win our nation’s wars without the National Guard. Reliable healthcare insurance—regardless of duty

status—means our Guardsmen will be medically ready to support any mission.

RV: With the Guard and Reserves being essential to the national security strategy, does legislation such as the Healthcare for Our Troops Act represent an opportunity for broad bipartisan support in Congress? What are the hurdles for congressional action?

Gen. Hokanson: Yes! As for hurdles, the obvious one is the price tag. It’s not cheap—but the degradation in readiness of our Guard men and women not being medically ready is far more costly. When I talk to our elected leaders about this, my message is our National Guardsmen need healthcare, regardless of duty status. We fight the same wars as our active-duty counterparts. And just like them, we spend weeks, months, even years away from our families. Ideally, new legislation represents an opportunity for Congressional members to support an initiative that is focused on ensuring our Soldiers and Airmen are fit and ready to serve their communities and their nation. It’s just the right thing to do.

RV: A 2021 Institute for Defense Analyses report on medical readiness in the Reserve Components suggested waiving TRICARE Reserve Select premiums—not including the cost of care itself—as a more targeted approach to force readiness. Do you believe this approach would be sufficient, particularly for junior enlisted personnel? Is there an example you can provide where a National Guard and Reserve member would benefit from this targeted approach?

Gen. Hokanson: Waiving TRICARE Reserve Select premiums would be an incremental step in the right direction, but would likely still fall short. The problem isn’t just premiums—it’s access, record-keeping, referrals, cost shares, co-pays, and coverage, to name just a few. Sure, it’s a less-costly approach—but it doesn’t solve the problem of access to care, continuity of care, or medical readiness of our Soldiers and Airmen. And lost readiness—our ability to quickly and effectively mobilize to fight and win our nation’s wars—is far more costly to our nation than the price tag of healthcare. 

Will the U.S. Space Force finally achieve 'Reserve' equity?

By Jeffrey E. Phillips





A SpaceX Falcon 9 rocket carrying the GPS III SV06 payload launches from Space Launch Complex-40 at Cape Canaveral Space Force Station, Fla on Jan. 18, 2023. The overall objective of GPS III is to deliver sustained, reliable GPS capabilities to America's warfighters, our allies, and civil users. GPS provides positioning, navigation, and timing service to civil and military users worldwide. (U.S. Space Force photo by Senior Airman Thomas Sjoberg)

ROA learned toward the end of 2022 that the new U.S. Space Force and a primary personnel source, the U.S. Air Force, are considering a personnel concept that could eliminate the “active versus reserve” paradigm.

I imagine the concept now under consideration will gore an ox or two. Yet upon hearing out Air Force officials during their visits to ROA, I grew more excited by the moment.

ROA’s resolution 22-01 “Space Force Reserve Component(s),” passed during the centennial convention, “urges Congress to maintain a Reserve Component mission in the other armed services and for Space Force to establish a United States Space Force Reserve Component(s).”

Resolution 22-01, whose essence is support of reserve forces *capabilities* in the Space Force, was conceived of and passed in the fluid context attending any new initiative. Recall the dawn of air-power and its post-WWI development. No one then (likely not even Billy Mitchell, Hap Arnold, or Jimmy Doolittle) could precisely foresee how Eddie Rickenbacker’s Hat in the Ring Squadron of 1918 would develop into the United States Air Force and the aviation components of the other services.

Our resolution reflects ROA’s fidelity to its founding purpose, formalizing in the resolution its belief that “the nation will need trained and qualified personnel to immediately surge in support of space active forces” and that “reserve components have successfully augmented the active components and recruited industry specialists who are not interested in serving full-time.”

I agreed with the resolution. Then, on Nov. 8, in a meeting at ROA with Air Force Reserve Maj. Gen. Anne Gunter and her team, my paradigm shifted. General Gunter is the Air Force Reserve point person on the Air Force’s personnel resourcing of the Space Force. The general laid out a concept so, well, revolutionary, that I realized we were confronting the prospect of achieving true integration.

This isn’t integration *among* the components. It’s integration *of* the components – integration into one component (called the Space Force). From that conversation and a follow-on visit by Chief of Air Force Reserve Lt. Gen. John Healy and Command Chief Master Sgt. Timothy White in December, this article is drafted for your consideration.

ROA’s resolution process defines our grassroots nature: our positions are not the fiat of a president or a council or a committee or a board or the staff; they are the word of the membership in convention. Thus, a resolution has profound meaning, importance, and force; from our resolutions come our legislative and policy programs.

And yet, I invite you to consider the *context* of Resolution 22-01, the underlying *intent*, and the century of ROA’s fight for *equity and its consequent readiness*. I suggest we are reading of history in the making . . .

On Dec. 20, 2019, with the signing of Public Law No: 116-92, the Fiscal Year 2020 National Defense Authorization Act, the U.S.

Space Force became the sixth branch of the U.S. Armed Forces.

The FY2020 NDAA assigned the Space Force with the duties of (1) protecting the interests of the United States in space, (2) deterring aggression in, from, and to space, and (3) conducting space operations.

Being the first new military service in more than seventy years, serious questions have arisen about what the organization of the Space Force would look like, as well as the continuum of conflict in the space domain it must address.

In late 2019, senior leaders in the Air and Space forces began developing designs for reserve component integration into the Space Force. (In fact, to “reduce cost and avoid duplication,” the Space Force first relied on the Air Force for approximately 75 percent of its enabling functions.)

Since its establishment, the Space Force has not possessed a conventional reserve component capability. This may be due to the “leanness” of the Space Force’s end-strength and the initial desire to develop a more concrete force structure in future fiscal years. Well, “future fiscal years” are now upon us.

These leaders used the interval to craft an alternative proposal for a new force structure and mixture, which was submitted to Congress in April 2022.

Proposal Summary

The proposal diverges from the conventional active and reserve component force structure. The proposal instead envisions a Space Force comprising “full time” and “part time” members.

The intent of this consolidation of the conventional components is to “maximize flexibilities” in force development, personnel management, and leadership opportunities for the component as a whole.

These “flexibilities” would drive innovation, fortify relationships with commercial partners, and alleviate misconceived perceptions among some in public that military service can impede personal and professional development and success.

The proposal features a single promotion process for all personnel, regardless of full time or less than full time participation status. *The intent is to eliminate “permeability barriers” and ensure equitable opportunities for all members.*

While the proposal does not “replace” the rules on pay, benefits, or retirement, it does provide members the opportunity to earn their required minimum annual balance of fifty points over several years. For example, if a member earned only 20 points in the current year but earned 125 points in the prior year, the member could use points

earned in the year prior and earn two good years instead of one based upon 100-plus points during the two years.

Instead of two separate authorizations and appropriations (as the structure is currently arranged), the Space Force would accommodate a single authorization and appropriation for the Planning, Programming, Budgeting, and Execution process. The intent is to eliminate the tribal rivalry and perennial competition for limited resources, and provide sound options for clear(er) prioritization of requirements and for programmatic tradeoffs.

Unification would benefit command and control; each unit commander would be well equipped to balance mission needs, operations and training requirements, and the personal and professional needs of personnel by use of full- and part-time authorities.

Further, the proposal seeks to facilitate the ease with which members can transition back and forth between “components” to accommodate their preferences. Transitions would no longer require either a new appointment (“scrolling”) for officers or a new enlistment contract for enlisted members.

Again, the desire is to maximize flexibilities both for readiness (personnel management) and the member.


ROA and the nascent Space Force

On June 21, 2022, in partnership with the Space Force Association, ROA hosted a Reserve Education Forum exploring the proposal and the possibility for a Space Force Reserve Component. That session helped shape Resolution 22-01.

Place yourself in an ROA meeting of 1927, perhaps the Omaha Chapter, our oldest, as Air Corps Reserve Col. Charles Lindbergh is lionized for his astounding Atlantic crossing and airpower is no longer an obscurity. With their genius and foresight, what would our founders have thought, were they among us today, about the potential and importance of a strong U.S. military presence in space?

How would they regard the prospect of true integration and “status mobility”? Surely our founders would applaud ROA’s playing a constructive role in the shaping of America’s nascent Space Force!

The Air and Space forces’ proposal is intriguing. Just as occurred in the early decades of the aerial force that ultimately became the Air Force, further evolution is certain. The process will be cause for hope, frustration, disappointment, and elation at various times in various sectors.

Rest assured: ROA is engaged. We look forward to a robust and forward-thinking engagement on this new and exciting and promising frontier as we launch into our second century of service to America! 

The Reserve Forces Policy Board and the Total Force

Maj. Gen. John Hashem, Military Executive, RFPB
Col. Manaal “Pipper” Burge, Senior Advisor, RFPB
Col. Rich Sudder Senior Policy Advisor
Army National Guard

In every war since the American Revolution, the militia—which evolved into the National Guard and Reserves—was mobilized to fight.¹ In fact, the mobilization of Guard and Reserve Personnel in 1961 was crucial in several conflicts including the de-escalation of the Berlin crisis.

Of the Berlin Crisis, George Fielding Eliot, military analyst, wrote that “For the first time in history, a President of the United States found it possible to rely on trained citizen soldiers to support his foreign policy objectives—because for the first time in our history, citizen reserve forces had attained a level of peacetime readiness which enabled them to respond to the call of arms without extensive additional training and preparation.”²

“In 1965 President Johnson chose not to mobilize the guard and reserve for political reasons and instead utilized the draft. The result was devastating. Units had little cohesiveness, individuals didn’t have experience and breakdowns in discipline were frequent. By contrast, the activated Air Guard and Reserve forces, including fighter squadrons and tactical airlift groups, performed with distinction in Vietnam.”³ Gen George S. Brown testifying before the US Senate stated “those [Guard] were the best F-100 squadrons in the field. The aircrews were a little older, but they were more experienced, and the maintenance people were also more experienced than regular units. They had done the same work on the same weapon



Deputy Secretary of Defense Kathleen Hicks speaks at a Reserve Forces Policy Board meeting at the Pentagon, Washington, D.C., Feb. 15, 2023. (DoD photo by U.S. Navy Petty Officer 2nd Class Alexander Kubitzka)

system for years, and they had [personnel] stability that a regular unit doesn’t have.”⁴

In 1970, the SecDef appointed a commission to study ending the draft while political efforts shifted. This commissioned study took into consideration the potential contributions of the Guard and Reserve and set the stage for the Total Force Concept.⁵ Theodore Marrs, a former AL Guardsman turned DASD, is considered the architect of the Total Force. He convinced the CSAF to request a RAND study of future roles for air reserve forces. The study, completed in 1967, said that it would be in the national interest to increase air reserve participation in all major mission areas except for nuclear weapons delivery, and reserve flying units would cost about half as much as active duty units if similarly manned and equipped.

Marrs took the result and set out to convert the Air Force’s Total Force concept to defense policy. In 1970,

1 Air & Space Forces Magazine. “Origins of the Total Force.” Accessed January 19, 2023. <https://www.airandspaceforces.com/article/0211force/>.
2 George Fielding Eliot, *Reserve Forces and the Kennedy Strategy* (1962), p. 2.
3 Air & Space Forces Magazine. “Origins of the Total Force.” Accessed January 19, 2023. <https://www.airandspaceforces.com/article/0211force/>.
4 Gen George S. Brown. US Congress, Senate Committee on Armed Services, Hearings on Nominations of John L. McLucas to be Secretary of the Air Force and Gen George S. Brown to Chief of Staff, U.S. Air Force, Pub. L. No. 93rd Congress, § Armed Services (1973).
5 Air & Space Forces Magazine. “Origins of the Total Force.” Accessed January 19, 2023. <https://www.airandspaceforces.com/article/0211force/>.

Secretary of Defense Laird declared the “Total Force concept” in a memo to military departments, the Joint Chiefs of Staff, and defense agencies. “In many instances the lower peacetime sustaining costs of reserve forces units, compared to similar active units, can result in a larger total force for a given budget or the same size force for a lesser budget.”⁶

More recent Secretaries have criticized the Total Force Concept as outdated. Laird said in February 2006. “Reflecting on all the reasons that the country adopted this concept in the 1970s, one must conclude that, to the contrary, it fits now more than ever. We shouldn’t forget that the Total Force concept was based on the hard lessons of the Vietnam War and fiscal realities. The Guard and Reserve were not mobilized during that conflict because President Lyndon B. Johnson preferred to use the draft rather than risk the political fallout of activating units in America’s heartland.”

The Reserve Forces Policy Board (RFPB) is championing a new Total Force Policy. The RFPB is a federal advisory committee established in law to provide the Secretary of Defense with independent advice and recommendations on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components. The Board met at their February quarterly meeting to vote on and recommend the Secretary of Defense issue a contemporary Total Force Policy (TFP) to set the conditions for the Department of Defense’s strategy and business case to meet the requirements of the National Defense Strategy (NDS).

Historically, Secretaries of Defense have issued TFPs at key inflection points in the strategic environment. Today’s global environment of emerging peers, pacing with China, cyber warfare, the potential for a contested homeland and a need for strategic deterrence is such an inflection point. The new TFP would seek to optimize lethal, sustained, ready, prepared, and available force capabilities to “Defend the Nation” through optimized lethal, sustained, ready, prepared, and available force capabilities; and “Succeed Through Teamwork and Build Unity Within DOD” by capitalizing on the capabilities of the total force and saving the Department significant resources, essential in an era of uncertain budgets and the effect of inflation on the Department’s purchasing power; and “Take Care of our People” through policies beneficial to Reserve Component (RC) service members and their families, such as Duty Status Reform (DSR) and permeability. A TFP closes a gap in the NDS and

Defense Planning Guidance (DPG) where there is little mention of Active and Reserve Component (AC/RC) integration. The TFP would provide comprehensive guidance within the Department and across the military departments to best align business practices, provide efficiencies, and save costs.

We currently have some of the most up-to-date capabilities, experience, and cohesiveness in the Reserve Components. What is lacking is a consistent framework and expectations under which to operate.

The RFPB provides a direct voice, as an independent advisor, to the Secretary focused on:

- Advocating for the RC which accounts for 38% of the Total Force. The RFPB lends a voice to over 1.1 million Guard and Reserve service members who balance civilian life with their commitment to serve the Nation.
- Advising the Secretary on RC policies impacting readiness, modernization, and fiscal efficiency in support of the NDS.
- Providing recurring engagements and correspondence with the Secretary, Office of the Secretary of Defense (OSD) leadership, the military Departments, the seven RC Chiefs, and the Chief, National Guard Bureau.

The Board was established in 1951 and is one of the oldest advisory boards. In 2008, the Commission on the National Guard and Reserves recommended that the RFPB’s governing statute (10 USC 10301) be amended because the board was not structured to obtain and provide directly to the Secretary of Defense a wide range of independent advice on National Guard and Reserve matters due to the nature of its membership and its subordination to other offices within DoD. Other than the chairman, the board’s membership had included only DoD officials and made recommendations through the Assistant Secretary of Defense for Reserve Affairs.

In the National Defense Authorization Act of 2011, Congress significantly revised the operating framework and membership of the RFPB to the present structure. The revised law was effective 1 July 2011. In April 2012, the Board issued its first recommendations under the new structure.

The new RFPB structure authorized 20 Members, by statute, appointed or designated by the Secretary to include a Civilian Chairman, Military Executive, and Senior Enlisted Advisor. Of the 20 members, seven members are

6 Air & Space Forces Magazine. “Origins of the Total Force.” Accessed January 19, 2023. <https://www.airandspaceforces.com/article/0211force/>.

General/Flag Officers nominated from each of the RC components and 10 “At Large” civilian members with significant RC and/or national security expertise.

After ten years, on January 30, 2021, the Secretary directed a zero-based review (ZBR) of all DoD advisory boards. As an interim step to implementing the ZBR, the Secretary directed the immediate suspension of all advisory committee operations. In addition, the Secretary directed the conclusion of service for all DoD advisory committee and subcommittee members.

The Secretary formally approved the RFPB to resume operations on November 29, 2021. The proposed membership was coordinated with OSD, WHLO, and WHS, and was approved in April 2022 allowing this vital board to commence committee operations and develop important policy recommendations pertaining to the reserve component. The new member face chart can be found on the RFPB website at <https://rfpb.defense.gov/>.

The Board revisited TFP, something the previous Board worked diligently on, and new energy towards developing RC issues. The board continues to support the Secretary’s priorities:

- Defend the homeland.
- Take care of our people.
- Succeed through teamwork and the National Defense Strategy Priorities.
- Defend the homeland, paced to the growing multi-domain threat posed by PRC.
- Deter strategic attacks against the US, allies, and partners.
- Deter aggression.
- Build a resilient Joint Force and defense ecosystem.

The Board is actively preparing recommendations for the Secretary through the three subcommittees: Total Force Integration; Homeland Defense, and Integration of Total Force Personnel Policy


The Total Force Integration Subcommittee is currently working on the contemporary TFP. The RC finds itself directly challenged to fulfill operational missions in support of combatant commanders while simultaneously providing strategic depth for execution of Operations Plans and globally integrated campaigns. Historically, the Secretary of Defense has issued an updated TFP and guidance on use of the RC at key inflection points in the strategic environment in order to implement defense

strategy shifts, such as the adoption of the all-volunteer force or the need for operational tempo relief during the Global War on Terrorism.

- The current threat environment of emerging peer competitors increased strategic deterrence, and urgency to modernize in the space and cyber domains of warfare is rapidly developing during growing economic uncertainty and unpredictable defense budgets.
- The RC offers the nation a tremendous surge resource at a fraction of the cost, if the Reserve is accessible, ready, and interoperable with the standing force it will augment.

The Homeland Defense Subcommittee is focused on how the RC (as part of the Total Force) can strengthen the resilience of infrastructure essential for DOD mission execution, including Defense Critical Electric Infrastructure (DCEI). The subcommittee’s recommendations on resilience will be guided by the definition of the term provided by the 2022 National Defense Strategy (NDS): that is, “the ability to withstand, fight through, and recover quickly from disruption.”⁷ Based on senior leader guidance, the recommendations will also be structured to help achieve the NDS goal of strengthening “deterrence by resilience.”⁸ The Subcommittee will also look at recommendations that support, defend, and enhance power projection capabilities of the RC.

The Personnel Subcommittee is focused on taking care of people. They have been looking at Duty Status Reform, Healthcare benefits, educational benefits, childcare and other personnel related issues. February’s Board Meeting hosted Under Secretaries of the military departments and offered an opportunity for discussion regarding these issues.

In just under a year, the new board has already made significant progress with an accelerated meeting schedule and active subcommittees. Two of the three subcommittees are actively working on recommendations for the Secretary in support of the men and women of the Total Force, Our Nation’s Shield. The RFPB has an incredible opportunity in this dynamically changing defense landscape to advocate for the RC through powerful partnerships and timely forward-thinking policies. We are excited at the RFPB for the opportunities to advocate smart recommendations to the Secretary of Defense concerning our RC. 

7 Department of Defense (DOD), *2022 National Defense Strategy*, October 27, 2022, 8, <https://media.defense.gov/2022/Oct/27/2003103845/-1/-1/1/2022-NATIONAL-DEFENSE-STRATEGY-NPR-MDR.PDF>

8 Ibid

The Reserve Component and our future security

Leadership stressed for post-war training

By General Dwight D. Eisenhower

“I can think of no body of men that has greater opportunity for service to our country than the Reserve Forces of the United States, not only as a bulwark of defense in the face of unexpected attack, but as leaders to carry us further along the road of universal and lasting peace.”



This message to ROA, reprinted from the July 1946 issue of *The Reserve Officer*, is as valid today as it was nearly 77 years ago. America has come through a long war which, as it did then, required an unprecedented use of Reserve and National Guard forces. In the struggles, these Citizen Warriors proved their worth. General Eisenhower, at the time of this writing the Army Chief of Staff, looks to the future and forms a conclusion that resonates today.

Since your last convention, our country has waged and emerged victorious from a long and costly war. Many of your members have met a soldier's death. I welcome the opportunity to extend to all members of the Reserve Officers Association my sincere greetings and my lasting appreciation of the job you have done so well.

When danger threatened in 1941, the Reserve Officers were a pool of trained leaders on which we drew to build the framework of the most powerful Army in America's history. Without them, no amount of effort or planning could have enabled us to mobilize so quickly and to launch so effectively the offensives that turned the tide of Axis victories into total defeat. The contribution of the Reserve was in keeping with the spirit of service its members have habitually exhibited.

In this latest war, the Reserve Association and, in a larger sense, our Army proved itself the *fighting* exponent of the American way of life. The ranks of the Army were filled by 10,000,000 citizens who left their homes and factories and fields to share in the mighty armed effort that crushed our foes.

The Army of the United States was truly the people of the United States in action. Its virtues were their virtues. Its faults were their faults. Its achievements on the battle fronts of the world were rooted in the homes and towns and cities of the Nation. In its accomplishment of victory, the ingredients were a resolute courage that bore men to supreme heights of sacrifice, the stubborn will to win that ceaselessly urged men to greater effort, and the minds that were relentlessly the enemies' destruction.

Prior to the attack on Pearl Harbor, 80,000 Reserve Officers were ordered to active duty in the preliminary expansion of the Army that made possible our great mobilization. In the days that followed, when we converted our economy to a war for survival, an additional 120,000 Reserve Officers were called. The Reserve gave us a substantial portion of our military leadership and its members, ranging in grade from lieutenant to lieutenant general, held key positions on every staff and in all combat units. They served on all fronts, and shared in the sacrifices of disablement or death. Their success stands as a tribute to the spirit and initiative of the Reserve.

Today, only a few months after its greatest victory, we see the recurring tendency to ignore the Army's achievements and to over-emphasize alleged faults and weakness within it. There were defects in the Army's structure, to be sure, but the carping critic would seemingly have us believe that we *lost* the war. Particularly does the critic aim his shafts at the officer—he would like to give a feeling of guilt to the 800,000 Americans who led our Armies to

victory. Gentlemen, you and I were of that band—and I assure you now that I will go to my grave proud of the fact that I could serve with you, as an officer of the Army, in the most desperate crisis of our national history. We acknowledge need for correction. Neither humans nor human organizations can be perfect. But need for correction does not warrant or excuse criticism inspired either by ignorance or, even worse, an intent to discredit an instrument of the people that has, at least once in every generation, stood between those people and disaster.

The wartime Army of the United States was a mass expression of America. Around a small core of professional soldiers, men and women from all the walks of life, of every race and creed and color, worked and fought and died together in one great offensive team. No one questioned then whether a man was a regular or reserve or national guardsman or selectee or volunteer—whether an officer came from West Point or the Reserve or O.C.S. or directly from civilian life. All of them together, rising above minor differences, built a magnificent unity.

They won us world leadership. The responsibility to maintain and guard what they won is now *our* heaviest responsibility. And here may I emphasize the word “our,” since the responsibility does not pertain merely to the heads of Government or the leaders of the Armed Forces but to every citizen of the United States. What the citizens of the United States as a single team *won*, only the citizens of the United States as a single team can *maintain*. On our future conduct depends the peace of the world for generations to come.

Each Reserve a leader

Therein is a task for which each of you here is qualified to be a leader. We need a deeper realization by all our people that the continuing peace of the world depends in large measure on the strength of the United States and its ability to carry out its international commitments. While our occupation duties in enemy countries are the most tangible and visible of those tasks and require the largest part of our manpower, a balanced military force with both police and offensive capacity must be maintained in a troubled world. The United States cannot be a champion of freedom and a bulwark of democracy if it stands helpless and naked before the world. Beyond all question the masses of our people are aware that the United States must continue strong if the people are to remain secure. But I do not believe that there is sufficient realization of the consequent duty we have to make certain that adequate strength is maintained. The sum total of this is the urgent need for the current extension of Selective Service. A final peace,

satisfactory to every Nation, has not yet been written. Our strength has no other purpose than to assure that those treaties will be written in accord with those principles for which more than 300,000 Americans gave their lives.

As citizens, intimately acquainted with the basic problems involved, you can present to your fellow citizens at home the cold facts of the case. You understand that our aim is to maintain an interim Army, adequate to fulfill the purpose of the American people, the establishment of a lasting peace. You, at least, will not be subject to the accusation that you strive for aggrandizement of the Army. In tweeds, none of you look like brass hats.

We have pledged ourselves with the other United Nations, to a world organization designed to preserve the peace by just arbitration of matters that may endanger the peace. Toward this goal we must work unceasingly. But I cannot repeat too often—until that organization is a proved and functioning establishment able to guarantee international security—the United States itself must be in a position to guard well its own security.

War predictions vicious

Occasionally we hear predictions as to how and where and why the next war will be fought. Such talk is more than foolish: it is vicious. Men acquainted with the battlefield will not be found among the numbers that glibly talk of another war—veterans will work and sweat and sacrifice to prevent the recurrence of such a tragedy.

Moreover, warfare has long been studied, but never yet has anyone predicted accurately the exact nature and conditions of a later conflict. But if ever again we must travel that valley of death, we know that our entry into it will be with incredible suddenness. For that reason, the peacetime establishment must be as close to a minimum wartime organization as the obvious need for economy will permit. To this end, we are now streamlining the War Department, and reorganizing the Army's structure in the light of war and postwar developments. We feel that a close integration of all the Armed Forces is absolutely essential in this age. Again, in the light of lessons already in the book, we seek to simplify command, responsibility, and functions, achieving an efficiency of effort that will assure a maximum of security for every dollar of the taxpayer's money.

There is no component of more importance to the security establishment than the organized Reserve Corps. In the past a fully effective peacetime organization has never been accomplished. The new Reserve Corps can and must become the well-trained citizen Army Reserve required to supplement immediately, in an emergency,

our small Regular Army and our National Guard. The Reserve will have many functions—the greatest of which will be to provide the mass leadership which, regardless of the nature and scope of any conflict, is always a vital ingredient to success in the Reserve Units which we must maintain. There is also a requirement for a large group of highly qualified officers and enlisted men to augment the Regular Army and National Guard in the event of an emergency. It is our aim to give every opportunity to the officers and men of both the Reserve Units and this augmentation group to develop their capacity for leadership.

The quality of leadership

The lack of leadership cannot be compensated for by rank, front, or any of the surface qualities that gain a man the reputation of a winning personality. Soldiers apply an acid test to their officers that only the true leader can survive.

Our men invariably recognize and repudiate pretense, selfishness, evasion of responsibility and dodging of effort. The officer who fakes or shirks or dodges is an open book to them. His position may compel them to obey his orders, but he cannot lead or inspire them.

The officer, however, who puts his job and his men first, who helps them over the hurdles, who knows their problems, who shares their ups and downs without ostentation or pretentiousness, wins their confidence and an eager will to follow him. Moreover, he himself learns from them and in this process of mutual help the whole unit achieves maximum efficiency and morale and becomes an elite unit. Such an officer knows no resentment from his men. Rather, they demand for him a position and respect that comes only to those who have rendered honest service to their fellows. The men strive to perform their duties in such fashion as to win his approval and to reflect credit on his command. The unit, the Army, the country, benefit because of that priceless quality of leadership.

This is the type of officer the Reserve must produce in great numbers.

Great numbers of our Reserve officers have now returned to civil life along with the thousands who were commissioned directly into the Army of the United States. Of these war veterans, 300,000 have already manifested their continuing interest in national security by accepting commissions in the organized Reserve Corps.

Great as is the implication for the future benefit of our security establishment, those proved leaders have even greater opportunity for service to our country in the establishment and maintenance of a secure peace. Their continuing interest on the international and military problems of our country, evidenced by their retention

of their commissions will impel them to keep constantly before our people the basic factors of those problems and the responsibility of the individual citizen toward them.


The veteran influence

The mass influence of the veteran reserves will tend to create realization among our citizenry of our country's need for security during these years of turmoil, misunderstanding—sometimes near chaos. Because they are leaders by instinct and training these officers will constantly support the proposition that the world needs a growth of mutual understanding, that it is important to each country to comprehend the fears, hopes, aspirations and traditions of every other. These officers will provide sturdy support for the concept of the United Nations because from their own experience they have first-hand knowledge of the terrible alternative. They will preach democracy because they have risked their lives to defend it. They will help sustain their country as a great exponent of the democratic method—a nation powerful but tolerant, firm in the right but patient in its dealings with others.

War is not only destructive, it is sterile of positive results. The most that military victory can do is to provide

opportunity to attempt anew the establishment of durable international peace. Likewise, the instruments by which war is primarily waged—that is, Armies, Navies and Air Forces—are essentially negative in purpose. The Reserve officer will help our people to see that while we must provide *now* for our own security—and must take no avoidable risk in connection therewith—we will be able, as progress is realized along the path of organized international cooperation, gradually to reduce the Armed Forces of our country and so avoid the staggering costs of their maintenance. Growing effectiveness in the United Nations will logically be accompanied by a step-by-step-reduction in the resources we are now compelled to devote to our own security.

The goal is a long way off and progress toward it will be tortuous and disappointingly slow. But men who have fought their way through the trials, the obstacles and dangers of the battlefield will not be deterred by these difficulties.

I can think of no body of men that has greater opportunity for service to our country than the Reserve Forces of the United States, not only as a bulwark of defense in the face of unexpected attack, but as leaders to carry us further along the road of universal and lasting peace. 



The USAF's Reserve Advisory Council builds policy recommendations for a ready force


By Maj. Gen. Vanessa Dornhoefer

The Reserve Advisory Council is a professional development board comprising ten Air Force Reserve members. Representative Reserve Citizen Airmen—both officer and enlisted—are selected from different locations and Reserve statuses to provide diverse individuals to develop legislative and policy recommendations that address quality of life, equipment modernization, and military construction issues affecting Air Force Reserve members.

The council works to address issues within the Department of Defense by advising the Chief of the Air Force Reserve and their representatives to the Air Reserve Forces Policy Committee and the Reserve Forces Policy Board. The council also makes recommendations to Headquarters Air Force Reserve staff members on policy issues impacting members of the Reserve Component. It also coordinates with non-governmental agencies, like the Reserve Organization of America, on issues of mutual interest.

Through engagement and data collection at the local unit level, the council identifies and prioritizes potential changes to issues driven by statutory requirements, researches and prepares background information papers, and provides recommendations to Reserve senior leaders. Council members also collect data to support Air Force Reserve requests for study, evaluation, and recommendations on issues affecting Reservists.

In 2022, the Council reinvigorated its efforts after a brief hiatus due to COVID restrictions. Within the past year, it has met virtually and in-person to discuss ongoing initiatives and to begin coordination for the fiscal year 2023 and 2024 Congressional sessions. Recent topics of interest include:

- Addressing the impact to Reserve members on post-deployment downtime being accomplished only in the area of the assigned unit versus at a member's home of record.
- Clarifying to members the effect a Department of Veterans Affairs disability rating has on a member's ability to serve.
- Streamlining Inactive Duty for Training travel reimbursement processes. 

Maj. Gen. Vanessa Dornhoefer, the mobilization assistant to the Air Force's Deputy Chief of Staff for Logistics, Engineering and Force Protection, currently serves as the council's senior mentor. Members serve on the council for a period of two years.

If you have questions on the Reserve Council please email AF.Reserve.Council@us.af.mil

We go together...our way ahead

By Chaplain (Lt. Col.) Vincent A. Cummings, USAR

As I enter the second year of this term as a National Vice President of the Reserve Organization Of America, I want to state again how honored and humbled in the confidence and trust of our Army Section, having been elected to serve as your leader. Over the past year, our organization has faced challenges, but we have endured and collectively set the table for a bright future. The Centennial Celebration, held in conjunction with our National Convention, was a tremendous success.

At our last national section meeting, we were fortunate to have a senior leader from the Army Resiliency Directorate address our body about wellness. As we move into the next 100 years of ROA, I would like to focus initially on this topic, which is essential to maintaining and sustaining a vibrant membership base.

In last year's article, I addressed how we must first begin our journey together in the spirit of "Putting People First," which is the first Line of Effort expressed by our current Chief of Staff of the United States Army, General James C. McConville. This meant that every one of our members, whether having retired, served, or still serving across the United States Army, is our greatest strength and organizational multipliers within the Reserve Organization of America.

I would like to briefly address General McConville's Final Line Of Effort, "Winning Matters," in the context of taking care of ourselves because to get to winning we must put people first, which means a well-rounded outlook on self-care.

To begin with, our Army now subscribes to a complete and total outlook on wellness, known as H2F or Holistic Health And Fitness. The program focuses on placing the needs of Soldiers (including those serving and retirees) front and center in taking command of health, fitness, and well-being in their individual lives. The five components of H2F are Mental, Sleep, Nutritional, Physical, and Spiritual Readiness.


I want to encourage our Soldiers For Life (all of you) to take this challenge seriously in your personal lives. Whether in service to your families or as potential mobilization assets/retiree recalls in any future conflict, these five domains span the entirety of our human condition. As life is filled with challenges, making sure we take care of our mental health, getting enough sleep, eating right, working

out, and connecting with the spiritual around us, are all important in delivering the necessary self-care we need to sustain ourselves along the way.

Next, I would like to spotlight our Citizen Warrior Coalition, which will enhance operational readiness across the reserve components through partnerships with private-sector employers. As finding good labor is increasingly difficult in today's economy, The Citizen Warrior Coalition will provide a platform for reserve component members across the various military services to find unique career and service enhancements funded by like-minded private sector employers.

Additionally, as last year I encouraged philanthropic giving to our ROA STARS Foundation, I also wanted to give an update on the impact that body is having across our communities. Presently, the foundation supports a highly in-demand product known as the Stars in Schools kit, which directs parents and educators to viable resources for sustaining the development and growth of children with deployed parents. As reserve component families are unique, with our children attending schools in civilian communities often far removed from active duty installations, the STARS In Schools Kits are targeted to our reserve component families.

Finally, as many of us have been informed of the passing of our Past National President, Brig. Gen. Mike Silva, I wanted to take a moment to speak of his legacy. President Silva was a leader—one who embodied putting people first—and who firmly believed that winning mattered in areas of life. As we look back upon his life and service, and particularly those whom he touched, let us reflect upon how the example he provided impacts us now in how we also fight, serve, and win in the arenas of our lives.

In closing, the Reserve Organization of America is now moving forward into a second centennial of service. We will continue to stand together to advance our beloved organization's interests. I again would like to restate what our Korean allies state in their native tongue, which best describes where our collective interests lie within the hands of each other. It is Katchi Kapshida—We Go Together! Please join your fellow Army Section Leadership Team and me in this—our collective endeavor—as we continue to find Our Way Ahead...Together! 

ROA's most diverse Section uniquely kicks off its Second Century of Service

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

The Naval Services Section represents the Navy, Coast Guard, Marine Corps, Public Health Service Reserves, and National Oceanic and Atmospheric Administration Corps. These five Uniformed Services serve our nation on land, sea, and air, with activity in the Atlantic and the Pacific regions and throughout America.



U.S. Marine Corps photo by Cpl. James Stanfield



U.S. Navy photo by Caine Storino

- The Marine Corps Reserve has capabilities across the full spectrum of military operations, from humanitarian assistance and disaster relief support to being the most potent combat forces in the world. Their motto, “Augment, Reinforce, Support,” articulates the necessary actions required to provide a sustainable force for the long-term defense of our nation.



(Coast Guard photo/ Petty Officer 3rd Class Aylia Kelley)

- The Navy Reserve works alongside its Active Duty service-members to uphold the Navy’s core values of honor, courage, and commitment. They amplify the service’s core capabilities, which include forward presence, deterrence, sea control, power projection, maritime security, humanitarian assistance, and disaster response.



U.S. Marine Corps photo by Lance Cpl. Juan Diaz

- The Coast Guard Reserve is their service’s dedicated surge force and as a contingency-based workforce, trained locally and deployed globally, to provide appropriately trained personnel to meet mission requirements within the prioritized focus areas of

Defense Operations, Ports, Waterways, and Coastal Security, and Incident Response and Management.

- The Public Health Service (USPHS) is committed to advancing our nation’s public health, serving in agencies across the government (including the Coast Guard and Department of Defense) as physicians, nurses, dentists, veterinarians, scientists, engineers, and other professionals.



- The National Oceanic and Atmospheric Administration’s (NOAA)’s mission is to understand and predict changes in climate, weather, ocean, and coasts, to share that knowledge and information with others, and to conserve and manage coastal and marine ecosystems and resources.



We are fortunate to have four very knowledgeable Executive Committeemen with distinctive resumes representing us.

The team:

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

Uniquely, we also have a Naval Services Junior Vice President, who works with the representatives of each of the Naval Services, and the VP – Bill Kozlowski.

Their contributions are essential in deliberations as we move forward in our Second Century of Service to those who serve:

The Navy Reserve in 2023

Submitted By Capt. Samuel F. Wright, JAGC, USN (Ret.), ROA Executive Committeeman Navy

It seems to be “back to the future” in the Navy Reserve, at least as to terminology. The full-timers who staff reserve centers and perform other vital support services were called TARs (Training & Administration of Reserve) until about 1999 when the abbreviation “FTS” (full-time support) was adopted. Recently, we have returned to the “TAR” name for these officers and enlisted personnel.

The “Navy Reserve Centers” became “Naval Operational Support Centers” (NOSCs) in about 2005. We have returned to the “Navy Reserve Center” name recently.

Going back to the traditional terminology is not for purposes of nostalgia. The terminology change reflects a change in the focus of the Navy Reserve and the other seven Reserve Components of the armed forces.

From July 1953 (the end of the Korean War) until August 1990 (when Iraq invaded Kuwait and President George H.W. Bush responded forcefully), we had a “strategic reserve” that was considered available only for a world war akin to World War II. Fortunately, World War III never happened, and only a handful of Reserve Component units were mobilized for the Vietnam War.

When Iraq invaded and occupied Kuwait, President Bush said, “I never signed off on that memo,” and called up Reserve and National Guard units in support of his successful effort to liberate Kuwait. This marked the start of the transition from the “strategic reserve” to the “operational reserve.” The terrorist attacks of September 11, 2001, expedited that transition, and the focus of the Reserve Components became operational support for intermediate military operations like Operation Enduring Freedom and Operation Iraqi Freedom.

Recently, our military strategy’s focus has changed, which has necessarily changed the focus of the Navy Reserve and the other Reserve Components. Now, the principal focus is on preparation for the possibility of a major war against a near-peer adversary like China or Russia.

This does not mean we are returning to the “good old days” of “one weekend per month and two weeks in the summer—that is all we ask.” The Reserve Components account for 40% of our nation’s pool of trained military personnel. Like their active-duty counterparts, our Navy Reserve sailors must be ready to fight tonight. That means



Photo by Wikipedia

Photo by Burris/Wagnon Architects

inactive duty training (drill) periods will not be limited to weekends or two consecutive eight-hour days. Annual training may last substantially longer than two weeks in some cases.

The need for Navy Reserve sailors and other Reserve Component personnel to serve well beyond the one weekend per month pattern makes effective enforcement of the Uniformed Services Employment and Reemployment Rights Act (USERRA) essential for national defense readiness, now more than ever. USERRA protects the civilian jobs of those who serve our country in the Reserve Components, and USERRA's protection is not limited to the traditional "one weekend per month" pattern. See Law Review 22073 (December 2022) at: cdn.ymaws.com

Navy Reserve sailors in ROA

Unfortunately, only a handful of currently serving Navy Reserve officers and enlisted personnel are ROA members, and the situation is no better in the other seven Reserve Components. We should not expect to get physical access to Reserve Centers to recruit for ROA. Because of legal restrictions that did not exist a generation ago, we will not have that opportunity. What we can do is get access to Reserve units and Navy Reserve sailors electronically.

Please see www.roa.org/lawcenter. You will find, among other things, a 40-minute presentation about USERRA with PowerPoint slides. This presentation can be played to Navy Reserve sailors or other Reserve Component service members as part of their training, or they can watch and listen to it on their own time. The presentation includes a subtle but persuasive pitch to join ROA.

The USMC Reserve looking forward

2022 saw the Marine Corps refine and begin to execute the Commandants Force Design 2030 initiative. A summary statement from page 2:

"Transformation is a process, not an event."

John P. Kotter,
Harvard Business School

Bottom line up front

Submitted by Col. Scott A. Willis, USMCR
Executive Committeeman Marine Corps

This report describes the progress of the Marine Corps on my watch in preparing for the sweeping changes needed to meet the principal challenges facing the institution; effectively playing our role as the nation's naval expeditionary force-in-readiness, while simultaneously modernizing the force in accordance with the National Defense Strategy (NDS)—and doing both within the fiscal resources we are provided. A certain degree of institutional change is inevitable when confronting modernization on this scale, and that type of change is hard. As such, I want to be clear: our force design effort is a work in progress. Thanks to the dedication and effort of a great many Marines, Sailors, and civilians over the last six months, we have come to a clearer understanding of some force design changes we can confidently make today while identifying other areas requiring additional analysis. This report explains, at length and in some detail, my argument for change, our force design methodology and organization, my assessment of the work to date, and the steps we are taking to move the force design effort into the next phase.



USMC Photo/Lisa Ferdinando, General David H. Berger, Commandant

Future Marine Corps Forces Reserve use marks a stark contrast to how leadership traditionally employed the reserves. Though we have had our fair share of combat and call-ups, we've mostly acted as a mirror image of the active side or as a fill-in supplier of bodies for the needs of the Corps. That approach still has its place. When any Service or region commanders need a job done, the Corps will deliver ready Marines, regardless of active or reserve status.

However, Marine Corps Force planners are looking to the reserve side for the first time to take on operational, experimental capabilities and roles at a level the component hasn't faced. The reserves will supplement the active side where needed and take a starring role in duties such as



crisis response in the theaters that are not the Indo-Pacific Command and filling the ranks for Marine Forces South.

Hovering at about 35,000 uniformed Marines, the Marine Corps Reserves is the smallest of the Reserve or Guard components in the Department of Defense. This new mission will require more deployed time and

commitments from Reserve Marines who must still hold down a civilian day job. However, it will also provide a more diverse set of opportunities that other reserve Service components will not get.

This year's ROA annual meeting will be held in Baton Rouge, Louisiana, a short drive from Marine Forces Reserve Headquarters in New Orleans. We will work hard to recruit senior leadership for the event and use this as a showcase to boost Marine Corps Reserve membership in ROA and engagement in the future. We hope to see a large Devil Dog participation, especially amongst the active reserve component.

For more information on Force Design 2030, search www.hqmc.marines.mil for CMC38 Force Design 2030 Report Phase I and II.pdf



*“Tomorrow looks different.
So will we.”*

The U.S. Coast Guard, Public Health Service, and NOAA

2022 was a unique post-COVID year for the three non-DOD Sea Service Components in the Naval Services Section, which are all now led by women!



Admiral Linda Fagan became USCG commandant and first female chief of a US armed service, joining 2021 appointees:



Admiral Rachel Levine USPHS, assistant secretary of health in HHS; and



Rear Admiral Nancy Hann, NOAA Corps director, US Department of Commerce.



U.S. Coast Guard Reserve

*Submitted by John N. Leonard, Ph.D. PMP
Cmdr., USCGR (Ret.)
ROA Executive Committeeman Coast Guard*

In late 2022, USCG Commandant Admiral Linda Fagan, joined by Rear Admiral Miriam Lafferty, USCGR, Assistant COMDT for Reserve, released two forward-looking plans, the US Coast Guard Strategy and USCG Commandant’s Intent. Admiral Fagan’s key message in 2023 is: “Tomorrow looks different. So will we. We will be a more adaptive and connected Coast Guard that generates renewed readiness, resilience, and capability to enhance our Nation’s maritime safety, security, and prosperity.” In short, the USCG will Transform Our Total Workforce to meet the complex demands of 21st Century personnel management.

Like Reserve Component (RC) colleagues in the Navy and Marine Corps, since September 11th, 2001, the 7,000 members of the Coast Guard Reserve Force have primarily focused on training as Individual Mobilization Augmentees, prepared to support the Active Component (AC) by filling critical DoD and DHS AC gaps with quick supplemental staffing. However, the USCG’s Deepwater acquisition program is finally bringing long-overdue new 21st-century cutters, aircraft, and homeland security equipment into the Coast Guard. Crewing and operating all these new assets will require an upskilled AC, plus an expanded RC workforce (8,000-12,000), trained in the latest information technology and cybersecurity skills.

In 2023 and beyond, the USCG Reserve, and all naval service RCs, vigorously supported by ROA, must re-focus efforts on recruiting reservists, training them in groups of detachments for incident response, and preparing as full reserve units to mobilize on land, sea, or air. RCs must plan to respond to any 21st-century contingency or hazard, including strategic conflicts with China or Russia, terrorism, border conflicts, weather disasters, and pandemics.



Yet, since the 1990s post-Cold War downsizing era, USCG, USPHS, and NOAA forces have remained significantly below authorized strength, under-structured, and under-funded to plan for and effectively respond to emerging all-hazard contingency mobilization challenges at home and around the globe. In 2023, ROA will be the lead military coalition advocate to advance proposals in support of reserve mission excellence for all the Sea Services.

U.S. Public Health Service (USPHS)

Led by HHS Assistant Secretary of Health Admiral Rachel Levine and US Surgeon General Vice Admiral Vivek Murthy, actively commissioned USPHS officers to fight disease, conduct research, and care for patients in underserved communities nationwide. The 6,000 Commissioned Corp officers of the USPHS work on the front lines of public health, providing care for USCG, NOAA, Native American Indians, Merchant Mariners, and many other citizens in need. PHS officers serve as medical physicians, nurses, dentists, veterinarians, health scientists, and engineering professionals.



In February 2020, following 30+ years of bureaucratic twists affecting PHS active and reserve officer force management, the Coronavirus (CARES) Act quickly passed Congress in response to the COVID-19 pandemic. After decades of ROA support for USPHS, the CARES Act of 2020 finally provided PHS with the authority and funding to establish a true Ready Reserve Corps (RRC). In two years, the USPHS RRC has grown rapidly from a few dozen PHS officers to a current strength of 4,500 health professionals.

In 2023, ROA's mission is to advocate on behalf of US Health and Human Services for continued recruiting, growth, and enhancement of USPHS readiness, including improved funding, strength, and organizational structure of the Ready Reserve Component.

National Oceanic and Atmospheric Administration (NOAA) Corps


An agency of the Department of Commerce, the NOAA Corps officers are their technical leaders for shipboard and aviation operations in support of U.S. earth science research and weather monitoring conducted around the globe. NOAA Corps strength is 400 maritime officers, and each year NOAA enrolls 15-20 new officer recruits. NOAA candidates attend Basic Officer Training (BOTC) alongside USCG Reserve Officer trainees at the U.S. Coast Guard Academy in New London, CT. Upon graduation, BOTC candidates are commissioned as NOAA ensigns (O-1) who deploy to NOAA survey ships or aviation weather operations facilities in the U.S. Atlantic or Pacific theaters.

Since 2001, NOAA's budget has declined in



real dollars and completely failed to keep pace with the expanding mission tempo that climate change research, extreme weather events, navigational charting, fisheries monitoring, and ocean data surveys have placed on aging NOAA ships, aircraft, and base facilities. NOAA Corps officer strength is down to 330 officers, and the NOAA fleet has significantly declined from 21 to 15 ships.

In 2023, ROA's mission is to support NOAA Corps officer strength, plus NOAA's detailed plan for ship, aircraft, and facilities recapitalization. With strong existing USCG-NOAA partnerships in maritime mobility and global environmental security, ROA should also encourage US national leaders to consider that for efficient service to America's citizens, a better organizational and budgetary fit for NOAA's 12,000 civilians and 400 officers is to move the agency out from the Department of Commerce, into the Department of Homeland Security.

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

A letter to ROA's Air Section

By Lt. Col. Layne R. Wroblewski

Thank you for electing me at the national annual meeting to become your next national president. The challenges facing the nation are real; a pandemic that lingers, the largest debt ever owed by a nation, grocery-impacted inflation—all trials we willingly accept, as no American has ever backed down from a contest. I will be reaching out to you in the days, weeks, and months ahead, asking you to join me in transforming the association to look like the nation's fighting men and women.

But the struggles for the Air Force are in my line of sight. Air Force Reserve Command missed its FY2022 recruiting goal by over 2 percent. That is not a large number (about 1,500); however, AFRC's new reality is that the dynamics of society have changed. For instance, AFRC expects (and budgets) that 70 percent of its accessions come from those coming off active duty (or within the active component), with the remaining being non-prior service (NPS).

These NPS entrants are a fraction of the cost because most can enter the same career field without tech school. The command budgets the majority of its basic training and tech school costs based on 30 percent NPS recruits. More recently, the balance is closer to 60-40 and, and sometimes 50-50 depending on the Air Force Specialty Code. That taxes both the command's budget and the demand for basic training and tech school slots—some of these NPS Airmen wait several months before entering the pipeline to ultimately become a 3-level.

Reserve Wings now have a Development & Training Flight (DTF), designed to prepare NPS before entering basic training; however, many are now in the flight for months longer than originally anticipated because of timing. Moreover, some wings are sending their NPS through basic only to bring them back to the wing, where they wait until a tech school slot becomes available.

Further, we've all read that the target population of eligible recruits is less than 25 percent because of medical conditions, a criminal record, or unauthorized tattoos. The force has enacted small, but pivotal changes to waive some issues and institute dress and relax personal appearance standards, yet maintain the same warfighting standards.

Meanwhile, COVID permanently changed the professional landscape. Pilots who flew commercially during 2001 felt the impacts of furloughs and layoffs. COVID drove a similar reaction in 2020; however, as travel picked up so has the demand for qualified pilots, resulting in a critical shortage. Many pilots are afforded opportunities that dwarf their Reserve compensation and benefits package. Many accessions from the AC are leaving the service for robust career opportunities making a reserve career unnecessary.

While still alive and well, patriotism means something different to those Airmen in the force today who were not alive in 2001. A reserve career, while still providing camaraderie and a sense of belonging, brings different challenges, such as continuing resolutions and reduced budgets. Many of those Airmen have deployed multiple times and want the freedom from being in their AEF bucket periodically.

The command also discharged Airmen (roughly 8,000 troops were discharged from all services combined) for failing or refusing to get COVID-19 immunizations. This particularly impacted the part-time force because many had civilian jobs that did not have the same requirement. Immunization became deeply personal, and Airmen have given up their service careers because of it. Congress is working with DoD to resolve the problem, including removing letters of reprimand issued because of denied exemption requests. However, these discharges are particularly troubling given the force's struggles with recruiting and retaining.

The nation has deployed more of its airmen over the last 30-plus years since Operation Southern Watch. Various commitments to our allies and threats to our national security loom large. The nation still has the greatest air force in the world, but its adversaries are quickly catching up. Gen. Mike Minihan, the commander of Air Mobility Command, sent an internal memo within his warp stating, "I hope I am wrong. My gut tells me we will fight in 2025," while discussing what he believes China will do during the 2024 general election cycle. In the same memo, he describes building a "Joint Force Maneuver Team" that

can mobilize quickly to “fight and win inside the first island chain.”

General Minihan’s memo makes it clear he considers the threat serious and goes so far as to say, “unrepentant lethality matters most. Aim for the head.” Our Reserve Component is the finest in the world, adhering to the same warfighting capabilities as its AC brethren but at a fraction of the cost. It is undeniably clear that the RC will be needed—our tankers are needed everywhere; airlift is a constant requirement and maintainers are in high demand. The need remains, and your ROA team is committed to helping develop constructive solutions that the force can implement to remain the greatest ever.

So how does the threat stack against recruiting and retention? Airmen join for a variety of reasons, but enjoyment of the bureaucracy is not one. Take Airman Wroblewski, who enlists in the 459th Security Forces Squadron at Joint Base Andrews in Camp Springs, Maryland. Wroblewski joins because he wants to serve his country. Airman Wroblewski is NPS and must wait for a basic training slot with the hope (emphasis on hope) that he will be a pipeline recruit and go directly to tech school after basic. Meanwhile, he attends and participates in the 459th’s DTF until his basic training date—perhaps 6 months later. Just before he departs for Lackland in October, his orders are canceled because of a continuing resolution, delaying his departure another three months.

Our Airman finally gets his orders; he must go to the pay office to start his pay, so he’s paid on the 15th and 30th. His flight to San Antonio is placed on his government travel card, where the balance goes delinquent after thirty days because his travel voucher takes three-plus weeks to be processed. His pay doesn’t arrive on the 15th because the pay office did not place the correct coding on his pay status. Tech school slots are few and far between, and the unit must bring him back immediately following basic training. He sits in the squadron for eight months—unqualified. Meanwhile, he fights with his government card before finally getting settled. He then goes to tech school and returns as an apprentice. Airman Wroblewski’s time from enlistment to his first drill as a qualified apprentice? Eighteen-plus months.

The pain doesn’t stop there. Years later, Staff Sergeant Wroblewski oversees young Airmen. At least three of his airmen have performance reports due. He has seen these airmen a total of ten days and must write an enlisted performance report on his evaluation of them in those ten days. The process from notification of the Enlisted Performance


Report (EPR) to the publishing of the EPR in their records? It’s months. Meanwhile, Staff Sergeant Wroblewski submitted the EPRs in a timely fashion, but the deadlines do not change, and the EPR appears to be nine months past due because the process to submit is bureaucratic.

Then there is all of Staff Sergeant Wroblewski’s annual computer-based training. Except, he cannot log in, so he must call a help desk whose wait time on Saturday is ten minutes. Then he must get the flu shot—except AFRC called a safety down day on Sunday, and he must wait until next month. And his pay for a drill weekend? It’s been delayed two weeks because of a computer issue with the Unit Training Assembly Participation System. His annual tour orders must be certified within the Air Force Reserve Order Writing System before he is paid, but the certification never reaches his supervisor. His orders finally get certified—six weeks after completion of his tour. Six years into Staff Sergeant Wroblewski’s career, he has attended 234 days as a qualified Defender with hundreds of hours absorbed by the bureaucracy.

Meanwhile, our staff sergeant comes up for re-enlistment and ponders all these issues, going back to how the bureaucracy serves his country. The three-legged stool doesn’t work well when his RC career creates problems for both his civilian career and family. Disruptions in pay, delays in benefits, and a focus on bureaucracy cause Airmen to constantly reflect.

Fortunately, the issues are solvable but require a return to the mission—fly, fight, and win. It is hard to see how any of the above issues Wroblewski experienced contributed to that mission.

As I come on approach in nine months, I am reminded of the men and women—the Airmen—who went before me in this position. Past National President Lt. Col. Don Stockton, Col. Margaret Cope, Chief Master Sgt. Shane Smith, Col. Anne Knabe; I have attempted not only to keep the plane flying but to climb to higher altitudes, such as these fine men and women. The excitement grows—there remains incredible airspace to navigate. I am hopeful a master sergeant, a senior master sergeant—perhaps a former airman first class who has achieved an incredible career—will finally take the stick and test the aircraft’s rate of climb and speed.

Meanwhile, I commit to recruiting such professionals and engaging them beyond their flight crew, fire team, squad, flight, group, and wing, and to make a difference for all Airmen. The work is enormous, but the workers are few. Who will go for us? 

The National Guard and the National Defense Strategy

By Gen. Daniel R. Hokanson, Chief, National Guard Bureau

The National Guard exists to fight our nation's wars. While our unique structure and authorities enable us to respond to our communities in times of need, our fundamental purpose is to provide the Army and the Air Force with combat-capable formations. This is why the National Defense Strategy, or NDS, is our guiding document, providing strategic direction and establishing priorities for our Armed Forces. But as we rely on the NDS to inform our service, the NDS relies on the National Guard for every aspect of its implementation. To put it plainly: the National Defense Strategy cannot succeed without the National Guard.

The National Guard plays a critical role in every element of the National Defense Strategy. As twenty percent of the Joint Force, we are a significant component of integrated deterrence. Integrated deterrence is about collectively working across the Department of Defense enterprise to maintain our competitive advantage and deter armed conflict. It includes working seamlessly across warfighting domains, theaters, the spectrum of conflict, all instruments of U.S. power, and our network of allies and partners. This component of the NDS is enabled by combat-credible forces prepared to fight and win.

As the combat reserve of the Army and the Air Force—manned, trained, and equipped to fight our nation's wars, and currently serving in every Combatant Command—we play a key role in campaigning. The NDS defines campaigning as the conduct and sequencing of logically linked military activities to achieve strategy-aligned objectives over time. It is concerned with how our forces are postured across the Combatant Commands, targets the most critical competitor activities, and strives to create strategic advantages for the United States and our allies and partners. Campaigning provides options to respond to our competitors' coercion and aggression, and positions the United States and our allies and partners for the greatest strategic advantage.

As a dual-status force that builds key partnerships at every level—including local law enforcement, regional emergency management, the federal interagency, and international state partners—we provide enduring advantages not found anywhere else in DoD. It is these enduring advantages that are necessary to prepare for the challenges ahead.

The 2022 NDS lays out the current security environment in stark and solemn terms. Today, the United States faces two nuclear-capable strategic competitors: China and Russia. The NDS names the People's Republic of China (PRC) as our pacing challenge due to the PRC's "coercive and increasingly aggressive endeavor to refashion the Indo-Pacific region and international system to suit its interests and authoritarian preferences."

While Russia cannot match the PRC's military modernization, Russia's unprovoked invasion of Ukraine and its ongoing brutality against a sovereign nation demonstrates its imperial ambitions. Russia poses an acute threat to global and national security.

In addition to China and Russia, Iran, North Korea, and violent extremist organizations continue to present a persistent threat. But our challenges do not only take the form of violent state and non-state actors; climate change is intensifying natural disasters that threaten both our communities and our nation's critical infrastructure. Climate change, pandemics, and other transboundary threats—both natural and man-made—contribute to the volatile and complex security environment.

But make no mistake: despite these challenges, the National Guard remains ready to deter, defend, and, if necessary, defeat aggression against the United States and our interests and our allies and partners.

In response to the challenges we face at this inflection point in our nation's history—what the National Security Strategy described as "a decisive decade"—the DoD developed four overarching NDS priorities to safeguard and advance vital U.S. national interests. First, we will defend



CNGB administers Oath Patriots game: Army Gen. Daniel Hokanson, chief, National Guard Bureau, administers the Oath of Enlistment to new members of the Massachusetts and Rhode Island National Guard as part of the New England Patriots' Salute to Service game at Gillette Stadium in Foxborough, Massachusetts, Nov. 6, 2022. (U.S. Army National Guard photo by Sgt. 1st Class Zach Sheely)

the homeland. Second, we will deter attacks against the United States, our allies, and our partners. Third, we will deter aggression and be prepared to prevail in conflict when necessary. Fourth, to ensure our future military advantage, we will build a resilient Joint Force and defense ecosystem. These priorities are how we intend to meet and deter threats to our national security and the rules-based international order.

NDS priority: Defending the homeland

The primary NDS priority is defending the homeland, and the National Guard is fundamentally a leader in this regard. The National Guard is a community-based force, and our wide-ranging geographic distribution provides unique advantages in defending the homeland.

Guard members defend the National Capital Region, support Ground Based Missile Defense in Colorado and Alaska, man non-stop, 24-hour intercontinental ballistic

missile defense systems from Alaska and California, and defend American air sovereignty from Florida.

In addition, the National Guard is home to fourteen of the fifty operational space squadrons that play a vital role in our homeland defense. These Air National Guard space units are the Space Force's only unit-equipped surge capability and are currently conducting operations supporting combatant commanders.

Air and space are not the only domains vital to homeland defense; the cyber domain is increasingly contested, both by our strategic competitors and other malicious actors. Here again, the National Guard provides exceptional knowledge, skills, and abilities to the DoD's cyber enterprise in support of the NDS. The National Guard's cyber operations help execute our national security mission, provide a timely response to crisis operations, help project power abroad, and help ensure the safety of our troops.



U.S. Army Gen. Daniel Hokanson, Chief of the National Guard Bureau, jokes with Lt. Col. Steven, 325th Weapons Squadron Director of Operations, before a Weapons School Integration exercise sortie at Nellis Air Force Base, Nevada, June 1, 2022. The role of the Chief of the National Guard Bureau is to serve as a military adviser to the President, Secretary of Defense, 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. (U.S. Air Force photo by Airman 1st Class Josey Blades)

The National Guard also supports “deterrence by resilience”—activities that enable the National Guard to withstand, fight through, and recover quickly from disruption.

From cyberspace to satellites to first-responder communications, the National Guard plays an important role in both deterring and responding to interruptions in these vital sectors. That includes helping partner nations improve climate resilience and working with federal, state, local, tribal, and territorial entities to respond to interruptions to critical services. Our close coordination with partners at every level, our longstanding homeland defense capabilities, and our geographically dispersed forces all strengthen our national resilience. These actions not only enhance our ability to remain responsive to our communities, but also enhance overall deterrence by reducing our competitors’ perception of the benefits of aggression. This benefits both the defense enterprise and the American people.

NDS priority: Deterring strategic attacks against the United States, allies and partners

The second NDS priority is deterring strategic attacks against our homeland and our allies and partners. This priority demonstrates both the interconnected nature of the threats and challenges we face and the cooperative approach we must take to counter them.

The National Guard’s State Partnership Program (SPP) is a unique security cooperation agreement that pairs a state’s National Guard with a partner nation. It supports the NDS by ensuring our nation has trusted, capable, interoperable allies and partners at our side. This is key to both integrated deterrence and campaigning.

The National Guard has partner nations in every Combatant Command. Through the SPP, we give Soldiers and Airmen opportunities to experience the global environment in which we operate. We provide a chance for military-to-military relationships to develop—not just over



CNGB JRTC w MSNG Soldiers: Army Gen. Daniel Hokanson, chief, National Guard Bureau shares a laugh with Mississippi National Guard Soldiers on rotation at the Joint Readiness Training Center, Fort Polk, Louisiana, July 26, 2022. Fort Polk is a premier training center that provides rigorous and realistic pre-deployment training for thousands of Army, Army National Guard and Army Reserve Soldiers every year. (U.S. Army National Guard photo by Sgt. 1st Class Zach Sheely)

the days and weeks we train together, but over decades and the duration of careers. We improve readiness, enhance access and influence, and build cooperation. SPP activities directly support Combatant Command security cooperation objectives, meet our partners' objectives, and retain clear connections to the National Defense Strategy. There is also a non-military dimension to these state-and-nation relationships that involve cultural exchanges, academic endeavors, and emergency management concerns—all of which are vital in our interconnected global environment.

Last summer, approximately 100 Airmen and eight F-16 fighter jets from the South Carolina National Guard participated in an exercise called Relampago 7 with their partner nation, Colombia. It focused on training techniques—including training over the ocean—tactics, and procedures, not only for pilots but for maintenance and

support crews as well. This training not only strengthened interoperability between allies under NATO standards—it strengthened bonds between service members as they talked about family, food, and education. They even played each other in a soccer match.

The value of the SPP goes beyond training and information sharing. Hours after Russia began its unprovoked invasion of Ukraine in February 2022, Ukrainian military officials made a call to a friend more than 6,000 miles away: the California National Guard, their state partner of nearly 30 years.

For three decades, Ukraine and the California National Guard trained, worked, studied, and deployed together. Their pilots flew together. Before the Russian invasion and annexation of Crimea in 2014, the California National Guard had sent dozens of trainers to Ukraine; after the



CNGB SAC-D testimony: Army Gen. Daniel Hokanson, chief, National Guard Bureau, testifies before the Senate Appropriations Committee, Subcommittee on Defense (SAC-D), during the National Guard and Reserve posture hearing in the Dirksen Senate Office Building on Capitol Hill in Washington June 7, 2022. (U.S. Army National Guard photo by Sgt. 1st Class Zach Sheely)

invasion, they sent hundreds. Those trainers helped Ukraine strengthen its forces and build its interoperability with NATO. They developed infantry tactics, established a Ukrainian non-commissioned officers corps, cross-trained cyber operations, and helped build a Joint Operations Center.

But the California National Guard is not the only National Guard that trained Ukrainian soldiers. Before Russia's unprovoked and brutal invasion, Florida National Guardsmen were among the last Americans to leave Ukraine. Weeks later, those National Guard troops and Ukrainian forces reunited in Germany to continue their training—training that continues today with other National Guard units and helps our Ukrainian partners stand strong in the face of Russia's invasion.

The world has noticed the SPP; interest in the program has increased among nations that were horrified by Russia's invasion. Over the past year, I've participated in signing ceremonies formalizing partnerships between the Vermont National Guard and Austria, the Minnesota National Guard and Norway, and the Arizona National Guard and Oman.

Our National Defense Strategy is clear: Mutually beneficial alliances and partnerships are an enduring strength. They are critical for achieving our shared objectives. They are a force for peace, stability, and security. They reinforce the rules-based international order and deter aggression by those who seek to overturn it. No one nation can do this alone. Our security depends on each other.

The SPP currently has 88 partnerships with 100 of the world's nations, and we will continue to grow the program in the years ahead. To uphold the free, open, rules-based international order, we must have strong allies and partners at our side. We must remain the partner of choice to compete with China and Russia.

NDS priority: Deterring aggression, while being prepared to prevail in conflict when necessary

The third NDS priority speaks directly to the National Guard's purpose: fighting and winning our nation's wars. Though we do not seek confrontation or conflict, we are manned, trained, and equipped to prevail when there is no other option. We seek to deter aggression through strength and diplomacy.

The National Guard is an operational force. We participate in combat, peacekeeping and stability operations, training exercises, and humanitarian missions shoulder-to-shoulder with our parent services, the Army and the Air Force. We serve in every Combatant Command, enhance the readiness of the Joint Force, and support Global Force Management Allocation Plan missions. Building enduring advantages means adapting to emerging threats and demands.

To fulfill our NDS obligations of deterring aggression and preparing to prevail in conflict, our equipment must be interoperable and capable on any battlefield, in any domain.

For example, the Air National Guard has twenty-five fighter squadrons, every one of which is essential to the defense of our nation, our integrated deterrence capabilities, and our ability to campaign. We must balance existing fleets and plan new aircraft purchases to ensure all twenty-five squadrons are recapitalized.

The National Guard provides over 430,000 combat-credible Soldiers and Airmen to the Joint Force. This force—the second-largest in the U.S. military behind the regular Army—is experienced, professional, and


formidable. However, we must be fully modernized to remain interoperable with our parent services to successfully deter aggression from our strategic competitors and prevail in conflict when necessary.

NDS Priority: Building a Resilient Joint Force and Defense Ecosystem

The final NDS priority speaks to both policy and people—strengthening the resilience of the Soldiers and Airmen who serve, improving the resilience of the critical infrastructure upon which we rely, and enhancing the resilience of our organization. We know we will face challenges, and we will be called to respond to them. How we prepare now for the challenges ahead will determine the success of the NDS.

A resilient future begins with a resilient force, and a resilient force requires medical readiness. We ask our Soldiers and Airmen to be ready for activation at all times; however, roughly 60,000 Guardsmen are uninsured and lack access to healthcare when they are not in a duty status. If they are unable to seek treatment for a physical ailment

or mental health crisis or obtain follow-on care due to a lack of insurance, it impacts their medical readiness and ability to serve. We cannot surge medical readiness; our people must be ready when they are needed. That is why I continue to advocate for no-cost healthcare for all members of the National Guard, regardless of duty status. It is not only important for readiness, it is the right thing to do for the Soldiers and Airmen who serve our country.

The NDS signals a new era of challenges and opportunities for our nation and a new era of challenges and opportunities for our National Guard. We will continue to defend the homeland and respond to crises at home. We will continue to strengthen our relationships at every level, recognizing our role in an interconnected world. We will continue to build readiness the Joint Force relies on and continue to invest in our Soldiers, Airmen, and National Guard families who make our every mission possible. Whether faced with competition, confrontation, conflict, or crisis, the National Guard is critical to our National Defense Strategy, and we will remain Always Ready, Always There! 



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

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

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

State Of The Army Reserve

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

In today's unpredictable global environment, the Army Reserve is more consequential than ever. Since its establishment 115 years ago, the Army Reserve has never failed to answer the call. In that time, more than one million Army Reserve Soldiers have been mobilized in defense of the nation. On any given day, more than 20,000 Citizen Soldiers are actively engaged across DoD or mobilized in support of combatant commands worldwide. Thousands more participate in deployment training or annual joint exercises that strengthen our alliances and partnerships, contributing to integrated deterrence and campaigning.

The Joint Force cannot deploy, fight, and win without the Army Reserve. The Army provides the bulk of sustainment and enabling forces to other services, and most of these enabling forces reside in the Army Reserve. This consists of capabilities needed for major combat operations—such as theater-opening forces and theater-level sustainment forces—and high-demand career skills that are too expensive to maintain on active duty, such as medical, legal, engineering, port operations, and cyber.

An example of this integral role can be seen across the Indo-Pacific—the Department of Defense's priority theater—where the Army Reserve's regional forces span Hawaii, Alaska, America Samoa, Saipan, Guam, and 12 additional countries. More than 7,000 Soldiers and 43 units enable early-entry theater-opening and sustainment of joint operations across vast distances. Combined with additional staff augmentation and operational support from 13 commands on the mainland, they deliver functional support to US Indo-Pacific Command (USINDOPACOM), U.S. Forces Korea (USFK), U.S. Forces Japan (USFJ), and U.S. Army Pacific (USARPAC).

The Army Reserve also supports Pacific Pathways, a series of key international exercises, including Pacific Sentry and Talisman Saber in Australia, Garuda Shield in Indonesia, and Salaknib in the Philippines. These exercises help deter aggression, build joint readiness and

interoperability, and increase confidence of our allies and partners across the Indo-Pacific.

Preserving the all-volunteer force

In an extremely challenging recruiting environment, the Army Reserve is maximizing every potential source of high-quality accessions while also working to minimize preventable attrition.

We are addressing harmful behaviors such as suicide and sexual harassment and assault. Through quality of life initiatives such as travel and lodging expenses, health and childcare programs, we are continually improving how we take care of our soldiers.

Because 87% of the force integrates military service with civilian careers, an investment into supporting citizen soldiers is essential to creating the kind of rewarding and meaningful experience that will encourage our junior NCOs and officers to stay on as mid-grade leaders. Finding ways to help soldiers grow as individuals—while maintaining fulfilling careers both inside and outside of the military—will ensure they go on to become our best recruiters.

Tough, realistic training, done safely

To shape, grow, and retain the future force, we must optimize the time available for tough, realistic training—done safely. We are focusing on mission-essential tasks while re-energizing training management and maintenance management in order to engage our Soldiers, deepen their technical skills, give them a sense of purpose, and fuel their passions.

In preparation for large scale combat operations in a multi-domain environment, Army Reserve units regularly participate in realistic collective training events. In Fiscal Year 2022, 2,600 Soldiers rotated through the National Training Center at Fort Irwin, California, and more than 1,500 participated in collective training at the Joint Readiness Training Center at Fort Polk, Louisiana, honing the skills needed for future multi-domain operations.



Sgt. Christian Prado, 730th Transportation Company, Los Angeles, California, responds to one of his Soldiers following a simulated chemical attack at Fort McCoy, Wis., July 18, 2021. Roughly 2,000 Soldiers participated in Warrior Exercise in July. WAREX is a training exercise designed to prepare units for conflict and give them the opportunity to train together with other Army Reserve Soldiers. (U.S. Army Reserve photo by Sgt. William A. Parsons)

Supporting our soldiers

Our services' reserve components rely heavily on the support of our families and communities, as well as the persistent willingness of the employers who share their finest talent.

Caring for our families—spread across 1,200 communities—is at the core of our shared Army Values. In the Army Reserve, Family Programs continue to provide our geographically-dispersed Soldiers and families with a clear path to command and community resources, assistance, and referrals for every aspect of military life including childcare, food assistance, behavioral health resources, etc.

The Army Reserve recruits and retains our Soldiers where they live and work. Engaging our employers with advance notification of military commitments and treating them as partners in national security demonstrates that everyone has a role in serving the American people.

To support work-life integration, the Army Reserve's Private Public Partnership Office (P3O) links eligible team members to both immediate and long-term employment opportunities. This year, P3O partnered with more than 150 businesses across career fields such as engineering, healthcare, finance, cyber security, and logistics. Through these connections, 730 Soldiers and family members were hired—an 86% placement rate.

The Army Reserve is also looking to educate transitioning Active Component (AC) service members about Reserve Component (RC) service through the AC2RC program. This allows the nation to retain the service members' valuable talent while providing them with civilian career opportunities. In 2022 we achieved 107% of the Army Reserve AC2RC mission.

To assist with recruiting and retention, P3O is linking transitioning active duty servicemembers to civilian



Army Reserve Best Squad Competitors assault a position on a casualty evacuation lane during the 2022 U.S. Army Reserve Best Squad Competition at Fort McCoy, Wisconsin on May 18th 2022. Approximately 40 Soldiers from across the nation traveled to Fort McCoy to compete in the 2022 U.S. Army Reserve Best Squad Competition from May 14-21, 2022. Photo by Calvin Reimold.

career pathways through continued service in the Army Reserve. This initiative is currently being implemented at Fort Bragg, Fort Stewart, Fort Hood, Fort Bliss, Joint Base Lewis-McChord, and Schofield Barracks. P3O is also working with U.S. Army Recruiting Command to link new recruits in the Army Reserve early in the process with an employment specialist to start their career exploration.

Army Reserve Ambassadors (ARAs) are likewise making a difference for Soldiers and families by leveraging deep ties with legislative, business, and community leaders across America. ARAs are helping to grow the future force by attracting new talent and retaining junior leaders through educational benefits such as awarding Minuteman

Scholarships. These can cover up to four years of full tuition and fees at colleges and universities.

Looking ahead

The Army is undergoing its most transformative change in 40 years. From force structure optimization to equipment modernization and operational realignments, it will take unique strengths and capabilities of all components to ensure we are on a sustainable, strategic path.

It is essential that the American public understand that in order to deliver cutting-edge capabilities around the world and at home, America needs a modernized, powerful, and resilient federal reserve force. We must ensure our adversaries cannot out-range or outpace us on the traditional battlefields or in the new frontiers of space and cyberspace.

Sustaining the all-volunteer force is going to take all of us, and I am counting on the support of our outstanding military and veterans service organizations. I need everyone's help with closing the knowledge divide between America and the military.

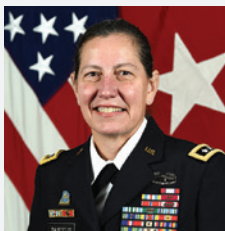
Please seek out individuals of high caliber to join us. I'm asking for your support in encouraging and inspiring our communities, cities—and the employers located therein—to see themselves as partners in national security, educating and encouraging their best talent to serve.

Thank you for all that you do for our reserve components and the nation.

Ready Now!

Shaping Tomorrow...

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



Lt. Gen. Jody J. Daniels assumed duties as the 34th Chief of Army Reserve and 9th Commanding General, U.S. Army Reserve Command, on July 28, 2020, after most recently serving as the Commanding General, 88th Readiness Division, Fort Snelling, Minnesota.

She is a native of Rolla, Missouri, and is a graduate of Carnegie Mellon University where she earned a B.S. in Applied Mathematics (Computer Science). She holds a M.S. and Ph.D. in Computer Science from the University of Massachusetts (Amherst) as well as a M.S. in Strategic Studies from the United States Army War College.

The competitive edge

Command Sgt. Maj. Andrew Lombardo

In an unpredictable global environment, America will call increasingly on the strength of its Warrior Citizens. My troops are prepared to answer that call. We uphold a heritage and tradition of service to country that spans the centuries—all the way back to the Patriots who fearlessly stood shoulder to shoulder with John Parker against an empire at Lexington.

We are global. This past year I engaged with transportation Soldiers deployed to Poland in support of NATO operations. Our Army Reserve Soldiers abroad are stationed in Germany and Italy—“All Ready, Already

Here!”—are poised to support our allies and partners in Europe with a host of critical capabilities.

The Joint Force relies on the Army Reserve to form cohesive teams of lethal, trained, and fit soldiers that are ready to fight and win the nation’s wars. From battle assemblies and ranges to field training and annual training exercises, our noncommissioned officer corps are the competitive human edge against any near-peer adversary. Empowered by the greatest commissioned officers in the world, our noncommissioned officer corps is leading the way, conducting impactful and realistic training that will inspire future generations of soldiers to serve.



Pfc. Logan Schwenk fires an M2 machine gun as his assistant gunner, Spc. Jose Vera, and range safety, Staff Sgt. Antonio Lott, watch during a familiarization range at Fort McCoy, Wisconsin, July 20, 2022. Schwenk and Vera, both combat engineers with the 863rd Engineer Battalion from Darien, Illinois, attended Warrior Exercise 78-22-02, which is run by the 78th Training Division and strengthens individual and collective readiness of Army Reserve Soldiers. Lott’s unit, the 84th Training Division from Garden Grove, California, provided support for the M2 machine gun range. (U.S. Army photo by Staff Sgt. Sarah Zaler)

Tough, realistic training

Every Soldier must be ready to fight and win. Army Reserve commanders and full-time staff are implementing training management practices so that our newest Soldiers can master the fundamentals through continuous, realistic training during battle assembly—building proficiency in basic warrior tasks and military occupational specialties at the platoon level and below. Our company grade leaders



Students and staff with the 89B Ammunition Supply Course conduct sling-load training with a CH-47 Chinook crew at Sparta-Fort McCoy Airport on Feb. 7, 2022, at Fort McCoy, Wis. The Ammunition Supply Course, taught by Regional Training Site-Maintenance staff at Fort McCoy, is a four-week course that provides training for Soldiers who are reclassifying to the 89B military occupational specialty. The CH-47 crew is with the Army Reserve's 7th Battalion, 158th Aviation Regiment of New Century, Kansas. (U.S. Army Photo by Scott T. Sturkol, Public Affairs Office, Fort McCoy, Wis.)

are building on individual and collective training during weekend field exercises, so Soldiers are prepared to execute mission-essential tasks during annual training—and when it counts.

Metrics don't tell the whole story. Lt. Gen. Daniels and I are empowering leaders to take prudent risks at the appropriate level to remove administrative “red tape” during battle assembly. This is a culture shift—optimizing training time to focus on true mission readiness. This allows our Citizen Soldiers to be laser-focused and ready to execute the training plan that has been laid out, whether they are at battle assembly or annual training.

To accomplish this, we must be fit to fight; physically and mentally. Our Soldiers are testing their mental and physical limits and building esprit de corps through challenges and competitions such as the *Double Eagle Fitness Challenge*, which allows Soldiers to post their workout statistics online. And we're spotlighting our best...recognizing individual achievements in a Soldier's respective field, like the Expert Soldier Badge; team events, such as the Best Squad Competition; and even joint competitions, like the Interallied Confederation of Reserve Officers Military Competition.

Retaining the force

Our troops want to be engaged and challenged. Realistic training—done safely—provides purpose and motivation. Tough, challenging exercises give our Soldiers experiences they will want to share with their families, colleagues, and communities. They signed up to Soldier; we're letting them do that.

This matters. The soldiers of the Army Reserve—interspersed across more than 1,200 communities—bring this training and experience home, playing a crucial role in bridging the knowledge divide between the military and the American public. As soldiers learn, train, and grow in the Army Reserve, the knowledge, leadership, and technical expertise they accumulate will also benefit employers.

Supporting soldiers, families, and employers

Our initiative, the *Army Reserve Golden Diamond*, supports the Army's Golden Triangle and focuses on all aspects of a soldier's life. Taking care of the most critical influencers in an Army Reserve soldier's life (battle buddies, families,

and employers) is vital to readiness and success. We are focusing on providing predictability for soldiers, families, and employers through stable training schedules and are continuously pursuing initiatives that support the part-time Citizen Soldier experience. We are committed to helping our Soldiers succeed.

Our leaders are making readiness a reality by empowering junior NCOs to lead and support their soldiers in and out of uniform. Digitalization efforts like the Small Unit Leader Tool and Bring Your Own Device allow leaders to stay connected and virtually manage soldier training from the ease of a smartphone.

Over 22,000 of my Reserve troops are either single parents or dual military...which in many cases threatens their ability to consistently train as soldiers because of limitations in childcare availability. Our new The Troop Program Unit childcare pilot program offers a formalized “no-cost” solution to eligible parents during battle assembly and annual training exercises. We are putting people first.

Thank you for your support

We appreciate ROA's continued efforts in advocating for our outstanding Warrior Citizens and supporting the employers who share America's best talent.

Our Soldiers are leaders of the highest character and excellence, who are building cohesive, disciplined, physically fit, and highly trained Soldiers for Life. With your support, we will remain the most capable, combat-ready reserve force in history.

I wear the United States Army Reserve Command's *Double Eagle* patch every day, and its significance never escapes me. The two eagles' heads are in reference to the unit's motto, “Twice the Citizen,” and their Reserve



Soldiers with the 470th Movement Control Battalion, from Elwood, Illinois, go through primary marksmanship instruction on an M2 machine gun at Fort McCoy, Wisconsin, July 23, 2022. The 78th Training Division conducted Warrior Exercise 78-22-02 July 16-30 in order to build Warfighter collective readiness and prepare units to execute missions in support of Unified Land Operations. (U.S. Army photo by Staff Sgt. Sarah Zaler)

mission. The eagle faces both directions, denoting vigilance and a wide-ranging scope of ability and expertise. Red, white, and blue are the colors of the United States. Gold represents excellence. Every Army Reserve soldier personifies the *Double Eagle*. We look outward to the defense of our nation, answering the call of our nation throughout our 115 years of history... no matter the cost. We also look inward to our nation, our families, our communities, and our employers.

We are Ready Now...

We are *Twice the Citizen!*

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



Command Sgt. Maj. Andrew Lombardo has been selected as the 14th Command Sergeant Major of the Army Reserve, effective April 3, 2020. As the CSM of the Army Reserve, CSM Lombardo is the Senior Enlisted Advisor to the Chief of Army Reserve on all enlisted matters.

CSM Lombardo enlisted in the United States Army in 1985. He attended One Station Unit Training (OSUT) at Fort McClellan, Alabama where he graduated from the U.S. Army Military Police School. He completed a two year Active Duty commitment with the United States Military Academy Military Police Company at West.

Actively advancing service initiatives

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

Established in 1916, the Marine Corps Reserve has distinguished itself through regularly operating alongside the Active Component (AC) in both World Wars, the Korean Conflict, Operations Desert Shield/Desert Storm, and numerous other conflicts, including Operations Enduring Freedom and Iraqi Freedom. Today's Marine Forces Reserve (MARFORRES) sustains that tradition and is ready to provide trained units and qualified individuals for mobilization to active duty in time of war, national emergency, or contingency operations. However, considering the Marine Corps' dynamic Force Design 2030 initiative to modernize itself for peer competition with our pacing threat, the People's Republic of China, and the numerous other bad actors across the world posing threats to our allies, partners, and national interests, the Marine Corps Reserve cannot sit by passively and admire these complex problems. We must be an active partner, helping to advance the service's campaign of learning and the associated effort to determine what the future requirements will be for MARFORRES. Then we must fully participate in the process to update doctrine, capabilities, and capacity, and advance technology development and employment.

The idea of a Reserve Force actively contributing to service-level innovation and evolution was not necessarily on Sgt. Maj. Carlos Ruiz's and my radar as we began our time together as a command team. But when you are responsible for a command consisting of four major subordinate commands, approximately 90,000 Reserve Marines, 158 Reserve Training Centers located throughout the United States, and you become dual-hatted, gaining responsibility for all Marine Corps operations and

activities in U.S. Southern Command (SOUTHCOM), you realize there are new opportunities and synergies that can be leveraged and harnessed for the betterment of the Marine Corps Total Force. For the rest of this article, we would like to share some actions, successes, and updates MARFORRES has made to position itself to better support and advance Service initiatives.



Reserve Marine Lance Cpl. Isaiah Kilian, a bulk fuel specialist with Marine Wing Support Squadron (MWSS) 473, provides security at a forward arming and refueling point on Red beach, California, April 9, 2022. Realistic training is preparing the Marines of MWSS-473 for a month long integrated training exercise which takes place at Marine Corps Air Ground Combat Center Twentynine Palms, California, as well as future deployments. (U.S. Marine Corps photo by Sgt. Matthew Teutsch)

Marine Forces Reserve

Marine Forces Reserve Campaign Plan 2030

The release of MARFORRES Campaign Plan 2030 (MARFORRES CP2030) in October 2021 was an initial milestone to focus the force on advancing Service initiatives. It laid out the enduring principles of the future force, the required efforts, significant stakeholders, and the challenges that must be overcome to build a more capable, lethal, and relevant Marine Corps Reserve. The plan is built around the following strategic themes, lines of operations (LOO), lines of efforts (LOE), and essential relationships:

- Strategic Themes: Relevant, Ready, and Responsive.
- LOOs: Competition, Conflict, and Innovation.
- LOEs: Infrastructure, Talent Management, Capabilities, and Capacity and Utilization and Employment.
- Essential Relationships: MARFORSOUTH, II Marine Expeditionary Force (II MEF), Marine Special Operations Command (MARSOC), and U.S. Naval Forces Southern Command/U.S. 4th Fleet

From broad overarching ideas down to actionable key objectives, the plan provided direction and described opportunities for how Reserve Marines and Sailors can augment the AC in traditional and new ways. Most critical of all, MARFORRES CP2030 is a direct message to our non-obligated leaders, Marines who have completed their initial service contract and serve at their pleasure within the Reserve Component (RC): this is how we must evolve to win future battles, and your personal service and continued leadership are vital to our success.

Using the MARFORRES CP2030 as the base movement, we are fully focused on how the Reserve Force can assist and accelerate Service efforts to address threats from likely and known adversaries. Our proving ground to test emerging concepts and capabilities as well as grow bold small-unit leaders will be in the SOUTHCOM area of responsibility (AOR) of the Caribbean and Central and South America. In the first full year in our dual-hatted roles leading MARFORRES and MARFORSOUTH, Reserve Marines and Sailors have been fully integrated alongside their AC counterparts in exercises and operations in the southern hemisphere as never before. As such, we are exploiting opportunities in SOUTHCOM's "theater



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

of innovation" to explore and advance new Service-level concepts across multiple domains and the spectrum of competition to conflict.

We are also making tremendous strides in recruiting and retaining exceptional Marines. We, as a force, are successful only due to our Marines' unquenchable fighting spirit, which we foster through engaged talent management. MARFORRES will continue to prioritize initiatives that further mature the Force, increase retention and keep vital warrior/leaders in the Marine Corps. MARFORRES CP2030 describes the forward trajectory to increasingly relevant and challenging opportunities for future service in the Reserve Force.



The Marine Innovation Unit visited the National Museum of the Marine Corps during their annual training in Quantico, Virginia, Aug. 1, 2022. The MIU is a newly activated unit designed to accelerate advanced capabilities, transform Naval Service capacity for technology employment, and retain and invest in highly skilled Marines in support of Force Design 2030 and the Commandant of the Marine Corps' initiatives. (U.S. Marine Corps photo by Lance Cpl. George Nudo)

Establishment of new units

Innovation is not a new concept. Advanced capabilities are rapidly developed and harnessed by our adversaries, both state- and non-state actors alike, which introduces significant risk to our nation and our Corps. It has become clear that our legacy paradigm of innovation and development will no longer be successful. Our ability to innovate in response to Service and Joint needs is an under-leveraged strength of the Reserve Force. The increased speed and dynamism of innovation, coupled with the raw drive by the inherent initiative of our Marines, is the core of the newly formed Marine Innovation Unit (MIU). The MIU seeks to support Service-level solutions to today's and tomorrow's most pressing battlefield problems at the speed of relevance.

Officially activating in March 2022, MIU is a key driver of the Campaign Plan's Innovation LOO. Leveraging industry recruiting practices and tools, MIU selected approximately 270 Reserve Marines with identified advanced academic and civilian skill sets from a pool

of roughly 90,000 Marines. With each member boarded and selected for qualifications and experience, this Reserve unit uses those high-level civilian skill sets along with advanced Marine Corps training to accelerate the Service's adoption of advanced capabilities.

The Corps' ability to institute Force Design 2030 is largely dependent upon effectively leveraging our Defense Industrial Base. MIU's Commercial Engagement Branch and Defense Engagement Branch advance these opportunities, whether small-craft capability, software-as-a-service, or through partnership with an agency like the Defense Innovation Unit (DIU), to make relevant and timely solutions available to the Total Force.

MIU put theory into practice when it collaborated with the 4th Marine Logistics Group (4th MLG) to provide direct support to Mountain Training Exercise 3-22. Through the 4th MLG, exercise participants were exposed to the latest commercial Night Vision Goggle technology, handheld, multi-spectrum radios, and biomechanical monitoring devices. MIU's Red Cell provided threat

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scenarios involving small, unmanned aircraft systems to provide realism and learning points to better prepare our Marines and Sailors for conflict.

MIU's partnership with the Marine Corps Warfighting Lab (MCWL) was codified by activating seven Science and Technology Liaison Officers who are assigned to government and DoD organizations to build durable partnerships for capability development. Working with the Total Force, MIU conducted 27 separate engagements across data, cyber, experimentation, information, unmanned aerial systems, and wargaming that complement MARFORRES CP2030 Competition and Conflict LOOs.

The ongoing effort to establish two Littoral Craft Companies (LCC) is arguably the most comprehensive initiative to date, intending to produce strong linkages across the MARFORRES CP2030. The effort directly supports site optimization, talent management, new platforms and technologies integration, Congressional interests, experimentation, and wargaming support as well as MARFORSOUTH and MARSOC integration. Actions across these LOEs and key objectives are aligned in the pursuit of achieving our vision of redefining the role the Marine Corps Reserve plays in defense of our nation.

The LCC initiative emerged in response to a 2020 Service-level decision directing the divestment of two Reserve companies from the 4th Assault Amphibian Battalion. The plan directed Alpha and Bravo companies to transition from the aging amphibious assault vehicles (AAV) to the new amphibious combat vehicles (ACV), and Charlie Company (located in Galveston, Texas) and Delta Company (located in Tampa, Fla.) to deactivate in fiscal years 2025 and 2024, respectively. Preserving these two healthy companies, along with their well-established combat culture built around a "crewed" concept of employment, became an opportunity to demonstrate what talent management is all about. Situated on coastal key terrain in Florida and Texas, their critical facilities offer exceptional littoral training venues and wide-ranging opportunities for Joint and Interagency maritime partnerships within the Gulf coast region that would be unaffordable to replicate or reestablish.

Transitioning the legacy AAV companies into LCCs presents an ideal opportunity to rapidly integrate new platforms and technology in the form of commercially available, dual-use littoral craft while also demonstrating talent management, retention, and site optimization goals. Leveraging National Guard and Reserve Equipment



U.S. Marine Corps Lt. Col. Timothy Riemann, inspector instructor of 4th Assault Amphibian Battalion, shakes hands with a Colombian Marine while aboard a Colombian Marine Corps combat riverine boat on the Atrato River near Colombian Naval Base Turbo, Colombia, Jan. 24, 2023. U.S. Marine Corps Lt. Gen. David Bellon, commander of U.S. Marine Corps Forces, South and Marine Forces Reserve, his staff, and leaders of 4th AAB traveled to Colombia to meet with leadership of the *Infantería de Marina Colombiana* (Colombian Marine Corps) to continue to strengthen the partnership between the two Navies and Marine Corps. (U.S. Marine Corps photo by Sgt. Colton K. Garrett)

Appropriation funding, MARFORRES seeks approval to procure these commercially available vessels using the DIU Commercial Solutions Opening competitive process and Other Transactional Authority. This innovative model offers direct access to vendors able to produce dual-use, state-of-the-art littoral craft on an expedited delivery timeline.

MARFORRES and MIU are coordinating closely with MCWL to posture the LCCs to provide live force-experimentation capacity in support of service-level littoral maneuver, mobility, and sustainment learning demands. These experimentation efforts are expected to rapidly increase support of the service-level Experimentation Plan, allowing MARFORRES to contribute significantly to informing Headquarters Marine Corps of the enduring Total Force capability/capacity requirements and solutions for littoral operations, maneuver, reconnaissance/counter-reconnaissance, and tactical littoral mobility and sustainment.

Lastly, deliberate planning efforts have expanded for LCC participation during future bilateral and multilateral exercises, as well as smaller waterborne Theater Security Cooperation (TSC) activities in the SOUTHCOM AOR. Key opportunities also exist for II MEF and MARSOC integration, particularly in relation to the “Surveillance and Reconnaissance” and “Kinetic and Non-Kinetic Fires and Effects” focus areas from the MCWL Littoral Maneuver Experimentation Plan. These latter efforts further illustrate how the complementary relationships between MARFORRES, MARFORSOUTH, as well as II MEF and MARSOC, can produce wide-ranging operational benefits for the Total Force Marine Corps.

Marine Forces Reserve/Marine Forces South Synergy

In the last year, after the co-location of MARFORSOUTH with MARFORRES in New Orleans, these three-star commands are functioning daily as fully operational and

complementary staffs, meeting Title 10 requirements. In fiscal year 2022, Reserve Forces accounted for 84 percent of personnel deployed in the SOUTHCOM AOR as compared with only 10 percent in 2021. Leveraging Reserve Marines has allowed us to substantially increase presence in the SOUTHCOM AOR. This has been accomplished through the selective activation and deployment of Reserve Marine Forces to execute TSC events, joint combined exercises, and key community relations activities in support of the Geographic Combatant Commander’s (GCC) campaign objectives.

TSC in the SOUTHCOM AOR is critical to the security of not only our southern approaches, key maritime terrain, and sea lines of communication, but also integrated deterrence in support of global competition. MARFORRES, through its execution of MARFORSOUTH operations, activities, and investments, is enabling strategic partner nations to secure their respective territorial waters and exclusive economic zones through an iterative approach to training and interoperability. In fiscal year 2022,



U.S. Marine Corps Sgt. Brian Wu, left, with 4th Air Naval Gunfire Liaison Company, Marine Forces Reserve, in support of Special Purpose Marine Air-Ground Task Force UNITAS LXIII, gives a thumbs up to Terceiro-Sargento (Sergeant Brazilian Marine Corps) Igor Aleixo, a forward observer with the Brazilian Marine Corps, during call for fire drills as part of exercise UNITAS LXIII at São Pedro da Aldeia, Brazil, Sept. 5, 2022. Marine Light Attack Helicopter Squadron (HMLA) 773 and 4th ANGLICO cross trained with the Brazilian Marine Corps by conducting simulated close air support drills, which consists of locating targets from the ground and relaying coordinates to assets in the sky to destroy. (U.S. Marine Corps photo by Cpl. Colton K. Garrett)

Marine Forces Reserve



U.S. Marines with Marine Light Attack Helicopter Squadron (HMLA) 773, 4th Marine Aircraft Wing, Marine Forces Reserve in support of Special Purpose Marine Air-Ground Task Force UNITAS LXIII, conduct flight operations near the Christ the Redeemer statue at Corcovado Mountain, Rio de Janeiro, during exercise UNITAS LXIII, Sept. 12, 2022. UNITAS is the world's longest-running annual multinational maritime exercise that brings together forces from 19 countries to enhance interoperability during littoral and amphibious operations to build on existing regional partnerships and create new enduring relationships that promote peace, stability, and prosperity in the U.S. Southern Command's area of responsibility. (U.S. Marine Corps photo by Cpl. Jonathan L. Gonzalez)

MARFORRES supported 10 separate TSC events in six countries in the AOR. These events include but are not limited to Mobile Training Teams and Subject Matter Expert Exchanges supporting events such as riverine training, noncommissioned officer/staff noncommissioned officer development, and amphibious command and control; staff-to-staff engagements in planning groups; and major bilateral/multilateral exercises. These engagements are developed in concert with partner nations to contribute to long-term plans for development of security forces and regional stability.

The 2022 National Defense Strategy recognizes that for a comprehensive national strategy to deter conflict in an era of Strategic Competition, it must include deliberate approaches for integrated deterrence and a campaigning approach to competition. To that end, MARFORRES has been and will continue to be, an integral part of countering adversarial gray-zone actions globally, as planned through the Global Force Management process. Additionally, the alignment of respective MARFORRES and MARFOR SOUTH tasks and functions has enabled

the optimization of Reserve Force readiness and increased Service support to SOUTHCOM campaign goals.

Further, in the context of competing, our asymmetric advantage over adversaries is our ability to integrate with partner nations, the Joint Force, and other federal agencies across all domains. Examples of missions suitable for Marine Reserve integration range from civil affairs projects assisting with infrastructure and public health and welfare to countering illegal, unregulated, and unreported fishing within the SOUTHCOM AOR. Such challenges are often leveraged by our adversaries to set the conditions for sea control/sea denial as they threaten the sovereignty of our partners as well as key maritime approaches. Effective partnerships with AC Marines, Joint Forces, and partner nations are not just vital to the integrated defense of our southern approaches but also nests with global priorities and homeland defense.

MARFORRES will now be the lead participant in the annual, multi-national exercise UNITAS. In 2023, Colombia will host the exercise. We will work alongside them and as many as 20 other navies across the Western



U.S. Marines with Kilo Battery, 2nd Battalion, 14th Marine Regiment, Marine Forces Reserve, prepare an M142 High Mobility Artillery Rocket System to be loaded onto a KC-130J Super Hercules, assigned to Marine Aerial Refueler Transport Squadron 152, while conducting a HIMARS rapid insertion training event during Weapons and Tactics Instructor course 2-22 at Marine Corps Air Station Yuma, Arizona, April 6, 2022. Kilo Battery conducted their annual training with WTI 2-22, enabling their Marines, and the aircrew training with WTI, to conduct a complex training evolution and certify that they are fully mission capable. (U.S. Marine Corps photo by Cpl. Brendan Mullin)

Hemisphere, Europe, and Africa to forge stronger partnerships and deter potential adversaries by demonstrating that we are united in values and long term, regional-security objectives. Concurrently, this training provides Reserve Marines and Sailors unique experiences visiting other countries and working with our allies and partners. As we enter this new era, MARFOR SOUTH will continue to provide MARFORRES opportunities to deploy Reserve Marines to SOUTHCOM on challenging, meaningful exercises and missions. It is during these deployments that bold leaders will emerge as they learn to rise to the complex challenges of operating in new environments. As these leaders are identified, they will be at the front of the line for enhanced professional development and future opportunities.

As MARFORRES and MARFOR SOUTH further collaborate with strategic partners, the by-products of increased interoperability and improved information

sharing will facilitate cross-boundary coordination with adjacent combatant commands. The MARFORRES and MARFOR SOUTH team exploits our asymmetric advantage to ensure future force objectives are, as the Commandant's Force Design 2030 describes: "capable of successfully competing and winning in the gray zone...a single integrated force...purpose-built to support joint maritime campaigning, inherently capable of facilitating other joint operations."


Conclusion

The Marine Corps Reserve possesses capabilities across the spectrum of military operations, from humanitarian assistance and disaster relief support to cyber operations to the most advanced kinetic capabilities in the world. The vision for MARFORRES is to be a ready-trained force led by bold, exceptional small-unit leaders capable of short-notice integration with the AC to fight and win

Marine Forces Reserve

our nation's hardest battles. To develop and sustain these leaders, MARFORRES units will continue to participate in numerous large exercises worldwide, such as in Norway, South Korea, the Balkans, Thailand, Morocco, and throughout Central and South America. Additionally, we will leverage our Service-level exercises, such as Integrated Training Exercise, where leaders and their Marines will receive the critical training and repetitions necessary to realize this vision.

The strategic themes Relevant, Ready, and Responsive are just as appropriate today as they were yesterday and

characterize the actions required to provide a sustainable force for the long-term defense of our nation. In 2023, we will publish the MARFORRES CP2030 Annual Update, which will reaffirm what the Marine Corps Reserve set out to do in the original Campaign Plan, what we learned and accomplished along the way, the challenges we experienced, and where we must adjust and evolve as part of the Total Force. In the end, Marines will continue to answer their "irrational call to service," and we will levy upon them the training and challenges worthy of their commitment. 



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



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

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

A strategic awakening: Delivering a more responsive, ready, and lethal Navy Reserve force

The Navy Reserve is undertaking a generational transformation to deliver a force designed, trained, and ready to fight and win—confidently and boldly—in sustained, multi-domain combat operations.

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

Throughout 2022, the Navy Reserve continued its long, proud tradition of supporting Navy, Marine Corps, and Joint operations around the globe, providing the operational support and strategic depth our nation and Navy demand. As our 105,000-member Ready Reserve force enters another year in this critical decade—a decade characterized by renewed strategic competition—we remain steadfastly committed to our singular priority: warfighting readiness.

For 108 years, since the Navy Reserve's inception on March 3, 1915, Citizen Sailors across the country have answered the nation's call to service. Established prior to America's entry into World War I, the Naval Reserve Force—as it was called until 2005—has responded in every global conflict since, establishing enduring relevance by balancing the recurring tension between current readiness and future capability, and by delivering strategic depth.

In World War I, over a quarter of a million reserve sailors—more than half of the wartime Navy—served on active duty. During World War II, reserve sailors were critical to the fight, with three million members representing over eighty percent of the Navy serving through the course of the conflict. One hundred thousand reserve sailors

mobilized in the opening months of the Korean War, and 22,000 reported for duty during Operations Desert Shield and Desert Storm.

Since 9/11, the Navy Reserve has mobilized over 97,000 reserve sailors to Iraq, Afghanistan, the Horn of Africa, and other global hot spots in our efforts to combat terrorism, and, more recently, in support of COVID-19 relief. In times of crisis and national emergency, the reserve force has been ready, and we have delivered.

Last year, in this space, Force Master Chief Hunt and I used the opportunity of the Centennial of the Reserve Organization of America to glance in our own long wake to assess the Navy Reserve's progress. This year, we look forward as we accelerate our pursuit of the peerless warfighting readiness necessary to address the complex challenges of this century. To ensure that readiness, we are transforming the Navy Reserve to deliver a force that is designed, trained, and ready to fight and win—confidently and boldly—in sustained, multi-domain combat operations. As such, we have challenged the force to adapt, with maximum urgency and velocity, to prepare for long-term strategic competition with adversaries increasingly seeking to reshape the rules-based international order.



PACIFIC OCEAN (Oct. 9, 2022) The Arleigh Burke-class guided-missile destroyer USS Chung-Hoon (DDG 93) takes on fuel during a replenishment-at-sea with the fleet replenishment oiler USNS Henry J. Kaiser (T-AO 187). Chung-Hoon is currently operating with Nimitz Carrier Strike Group in preparation for an upcoming deployment. (U.S. Navy photo by Mass Communication Specialist 3rd Class Kenneth Lagadi)

Urgent transformation of the Navy Reserve

In 2020, I issued the Navy Reserve Fighting Instructions (NRFI) to detail the efforts necessary to generate the combat power and critical strategic depth the Navy requires to prevail in conflict. As the Navy Reserve assumed primary responsibility for the design and development of reserve forces ready to contribute in warfare, we embraced the imperative to transform the reserve force—structurally, procedurally, and operationally—to align with strategic priorities calibrated for a competitive security environment. This generational transformation proceeds along four lines of effort necessary to deliver ready units of action and augmentation manpower to support Navy and joint warfighting and enabling requirements throughout the spectrum of conflict—all

at a resource-informed cost. These four lines of effort are: Design the Force, Train the Force, Mobilize the Force, and Develop the Force.

Design the Force

The “Design the Force” line of effort is reshaping the Navy Reserve to deliver warfighting depth where needed most, with a favorable return on investment given the importance of every sailor’s contribution to warfighting capacity. Over the last two years, we have repurposed those capabilities and associated capacity designed for a low-end fight, ad hoc support, or administrative control burdens. Instead, we have designed and delivered high-end, combat-credible units and the leading-edge capabilities demanded by our Navy Service Components, Numbered Fleet, and Joint Force commanders.



PACIFIC OCEAN (June 19, 2018) Chief Boatswain's Mate Thania Shirley holds Engineman 2nd Class Bryson Isaac Ostrander both assigned to Coastal Riverine Squadron (CRS) 3 during the launch of the unmanned aerial vehicle (UAV) aboard MKVI patrol boat during the UAV training exercise conducted by Coastal Riverine Group (CRG) 1 Training and Evaluation Unit. CRG provides a core capability to defend designated high value assets throughout the green and blue-water environment and providing deployable Adaptive Force Packages (AFP) worldwide in an integrated, joint and combined theater of operations. (U.S. Navy photo by Chief Boatswain's Mate Nelson Doromal Jr/Released)

Train the Force

For the two decades following the unprovoked attacks of 9/11 and during our global fight against violent extremism, the Navy Reserve provided operational support in land-based combat environments. Navy sailors often required specialized training outside their career specialties when preparing to deploy jointly with our Army and Air Force counterparts in these non-maritime roles. While the demand for this operational support still exists, the strategic shift to peer adversaries in the maritime domain has forced a dramatic evolution in the way the reserve force trains to deliver ready forces. The “Train the Force” line of effort focuses our training resources on providing reserve sailors the “reps and sets”

they need to excel, on day one, in their wartime roles in a maritime fight. The philosophy underlining this effort is that each SELRES sailor’s peacetime training and active-duty service must translate directly to readiness in their warfighting billet. Billet-based activation—activating individual sailors and Reserve Units of Action to their programmed maritime assignments—represents an important inflection for the Navy Reserve in our transformation from a legacy force providing individual augmentees mobilized for land-based conflict against non-state, violent extremism. Going forward, and when necessary, we will plan to activate units of action to meet those requirements if appropriate for reserve support. We will only activate individual sailors into roles

that align with the skills and training required for their wartime billet and their specific experience and qualifications. In this way, billet-based activation provides sailors valuable real-world experience while preserving strategic depth for the new reality of multi-domain warfare in competition amongst peer and near-peer adversaries.

Mobilize the Force

A reserve force designed and trained to fight and win must be ready and capable of mobilizing rapidly and at scale—to get to the fight and provide the strategic depth necessary to sustain multi-domain combat operations. Our legacy approach to mobilization, wherein individual reserve sailors process through a single centralized facility to receive specialized training over the course of several months, does not meet the demands of our complex and rapidly evolving security environment. The “Mobilize the Force” line of effort was tasked with the imperative to mass mobilize the entire reserve force in 30 days. To that end, we have developed adaptive mobilization processes tailored to each billet and distributed mobilization pathways to bring mobilization-ready sailors into their active-duty warfighting role efficiently and at scale. We are aggressively exercising these processes through force-wide mobilization exercises that stress-test our capabilities and drive further improvements.

Develop the Force

Last year, I issued the Navy Reserve Fighting Instructions 2022, introducing a fourth line of effort, “Develop the Force.” This line of effort is focused on our most important asset: our nation’s reserve sailors. We understand the vital importance of recruiting, developing, and retaining every individual who has committed to serve and are deeply committed to their welfare.

The “Develop the Force” line of effort includes support for the professional, military, and personal growth of our sailors, as well as initiatives that minimize administrative distractions, enhance talent management, and improve quality of life. This is not a top-down effort; we are listening to our deck plate sailors and are moving out with urgency to drive consequential improvements. We are committed, at every level, to enhancing the care and support for Selected Reserve (SELRES) and Training and Administration of Reserves (TAR) sailors—and their families—to maintain health, welfare, and readiness, with



LONG BEACH, Calif. (Aug. 4, 2022) Capt. Jason S. Eckhardt, commanding officer of Navy Reserve Center (NRC) Los Angeles, operates a 34-foot Sea Ark patrol boat, under instruction from Machinist Mate 1st Class Ralph Valledor, a tactical craft coxswains instructor assigned to Maritime Expeditionary Security Squadron (MSRON) 11, during training as part of the Maritime Expeditionary Security Force (MESF) Boat University (BU) coxswain course off the coast of Long Beach, Calif. MESF BU is designed to train and qualify the MESF to sustain mobilization readiness. MESF is a core Navy capability that provides port and harbor security, high value asset security, and maritime security in the coastal and inland waterways. (U.S. Navy photo by Chief Boatswain’s Mate Nelson Doromal Jr./Released)

particular emphasis on mental health, resiliency, and suicide awareness.

Additionally, the Navy Reserve is dedicated to instilling a problem-solving culture that rewards innovation. We have already moved out on a series of initiatives that are changing the way we work. The COVID-19 pandemic hastened the adoption of new technologies and distributed work. The Navy Reserve is leveraging these new technologies and modalities as a springboard to enable our distributed workforce. We recognize the imperative to do so, given we are a force with sailors in nearly every zip code in every state and territory. This isn’t simply about providing better tools for the work we are already doing; it is about rethinking command relationships, workflows, and training to make the reserve force more agile, responsive, and ready.

Finally, we will develop a positive culture of dignity and respect by living our Navy’s core values: honor, courage, and commitment. Let us be clear—we will enable and

empower our sailors, embrace ownership and ingenuity, and reinforce the simple, unifying concept that commands will take care of their people, all while removing barriers that constrain our warfighting advantage. It is incumbent upon us to foster inclusion and equity, allowing our Navy Reserve to harness the entirety of our diverse talent. This is embedded in our ethos.

Facing the challenges of tomorrow: Battle Orders 2032

The Navy Reserve Fighting Instructions (NRFI) is a plan of action for transforming the Navy Reserve and delivering ready units of action and augmentation manpower to support Navy warfighting throughout the spectrum of conflict. NRFI 2022 challenged the force to adapt to reflect an increasingly competitive strategic landscape. If we are to remain ahead of threats in the coming decade, we must

transform our force with urgency to face the challenges of today while also preparing for the future. This year I released Battle Orders 2032, a vision for the Navy Reserve that extends the lens of organizational and operational improvement further into the future. Battle Orders 2032 describes a vision for how the Navy Reserve will organize, man, train, equip, and mobilize more efficiently, design our force to be more effective and responsive, and achieve world-class status as an elite warfighting organization.

Battle Orders 2032 nests within a tightly integrated series of strategic guidance released over the last year. The 2022 National Defense Strategy defines a clear set of national security objectives, emphasizing long-term strategic competition with China as our pacing challenge and the imperative to sustain military advantage against Russia. The Chief of Naval Operations, Admiral Mike Gilday, made clear the Navy's role in



SEAL BEACH, Calif. (Aug. 4, 2022) Capt. Jason S. Eckhardt, commanding officer of Navy Reserve Center (NRC) Los Angeles, visits the weapons simulator trainer during Maritime Expeditionary Security Squadron (MSRON) 11 August drill weekend onboard Naval Weapons Station Seal Beach, Calif. MESF is a core Navy capability that provides port and harbor security, high value asset security, and maritime security in the coastal and inland waterways. (U.S. Navy photo by Chief Boatswain's Mate Nelson Doromal Jr./Released)

NAVY RESERVE 2032 VISION

The Navy Reserve Battle Orders 2032 demonstrates the approach to better organize units, leverage information technology, inculcate a world-class culture to recruit and retain talent and take care of sailors, manage career paths, and use the full extent of the potential brought to bear by our sailors and civilian workforce to create mission and mobilization readiness.

On any given day in 2032, the Navy Reserve Force is diligently building warfighting readiness and providing real-world support to the Navy and Joint Force. It has been this way throughout the history of the Navy Reserve, and yet it is now—in 2032—very different. Sailors are intimately familiar with the details of their mobilization billets and focus precious drill and active-duty time on qualifications and certifications to perform those specific roles because their readiness requirements are tailored to their unique mobilization billet.

All Reserve administration is managed in the cloud, providing uninterrupted access, automated routing and archiving, and full data integration with Navy systems. SELRES sailors leverage an online digital dashboard that reflects their mobilization and mission readiness status in real-time, along with training requirements, planned orders, and travel information. The integrated tracking and reporting systems provide transparency at all levels, including the SELRES member, unit Commanding Officer, Navy Reserve Center staff, and supported command staff.

The Navy Reserve has become more specialized, with many sailors serving in focused operational fields or reserve-only units for multiple tours to gain and maintain subject matter expertise. This deep knowledge eliminates learning and performance gaps between active and reserve sailors.

Broader innovation efforts inform the workflow and



U.S. Cyber Command members work in the Integrated Cyber Center, Joint Operations Center at Fort George G. Meade, Md., April. 2, 2021.

means to educate, train to, and achieve reserve readiness standards. SELRES routinely move between regular and higher operational tempo drilling assignments over the span of a career and are able to self-declare their eligibility for one of several drilling models to accommodate their availability and ability to contribute to the Navy. Transitions between reserve and active status, and back, seamlessly capture retirement points, update pay disbursements, and close out administrative accounts in near real-time.

At the core of this vision remains the enduring foundation of professional, empowered, well-trained sailors who are prepared to fight and win wars.

his Navigation Plan 2022: we must provide the most capable force possible to our Navy's Numbered Fleets to deliver integrated all-domain naval power to the Joint Force in competition, crisis, and conflict. Battle Orders 2032 charts a course for the Navy Reserve that aligns our ends, ways, and means to the strategic direction of the Navy—and the nation. Moreover, Battle Orders 2032 reinforces my vision for the Navy Reserve: we are focused unambiguously on warfighting readiness. Each line of effort underway in support of the Navy Reserve's

wholesale transformation underscores warfighting readiness as our singular priority.

With the resurgence of a pacing challenge, the Navy recognizes that warfighting readiness demands a more continuous, iterative force design process to focus modernization efforts and accelerate the delivery of required capabilities. Battle Orders 2032 articulates the Navy Reserve's partnership with Active Component leaders to build a long-range force design plan that maintains our warfighting edge in this critical decade and beyond.

The Navy Reserve portion of the Navy's force design effort encompasses the capabilities and capacity that fulfill our existential imperative to provide strategic depth. We deliver depth to the Total Force through three complementary reserve employment models:

- Readiness units augment active Navy units with additional qualified personnel.
- Stand-alone operational units (e.g., Fleet Logistics Support squadrons) supplement the Navy and Joint Force or reinforce active units (e.g., Maritime Security Squadrons, Cargo Handling Battalions, etc.) with mirror capabilities.
- Individuals with unique skills enhance the Total Force through application of specific skills.

Navy Reserve readiness units, operational units, and unique skills constitute flexible, scalable, cost-effective, and sustainable capacity in the form of warfighting-ready sailors and trained units, delivered with speed.

Within the construct of these employment models, we are divesting legacy capabilities in order to underwrite growth in capacity and capabilities that address the demands of the future operating environment. Relevance in multi-domain warfighting remains the guiding principle for modernizing the Reserve Force. As such, we are investing aggressively in modern, relevant capabilities that directly align with winning future wars. We continue to expand our capacity in Maritime Operations Centers, contested logistics, surge maintenance, long-range fires, and Naval Special Warfare while concurrently investing in new technologies and capabilities in space, cyber, imagery analysis, battle damage assessment and repair, autonomous and uncrewed platforms, artificial intelligence, machine learning, data analytics, and additive manufacturing.

Our investment strategy postures the Navy Reserve to exploit emerging concepts and technologies. This design approach intentionally harnesses the unique skills and experience resident in our diverse workforce to deliver robust and continuous innovation across functional areas. The technology and operating concepts have evolved, but our asymmetric advantage remains, as it has been since the birth of the Navy Reserve in 1915, our people.

Building our asymmetric advantage

Throughout its rich history, the Navy Reserve has proven to be an elite fighting force—a deep well of strategic depth from which our great nation has drawn time and again to

prevail in crisis and conflict. The talent our Navy Reserve sailors bring to bear provides an unequivocal asymmetric advantage against any adversary. As we transform how we organize, train, and mobilize this force to meet the strategic demands of the future, we have not lost sight of our collective responsibility to recruit and retain our precious talent.

It is no secret that we are competing for a discriminating labor force under rapidly evolving economic conditions. The labor market in the United States is the tightest in recent memory, with more job openings than people to fill them. However, the turmoil and uncertainty of the last few years have shown that many Americans are more likely than ever to pursue work for organizations that provide purpose to their lives and align with their deeper values. While we are in competition with other employers to attract and retain the best and brightest, our theory of the fight is this: the Navy Reserve is the employer of choice for those seeking challenge, purpose, and personal growth within a cohesive community of diverse and motivated individuals. And we are at general quarters to spread that message to talented Americans yearning to serve.

The challenge of recruiting and retaining talent is distinct for a Reserve Component. It demands a different point of view, aimed at a different audience than our Active Component counterparts. With that in mind, the Navy Reserve established the Navy Recruiting Reserve Command, led by a senior TAR Officer and staff. Navy Recruiting Reserve Command is charged expressly with retaining sailors transitioning from active duty for continued service in the Reserve Force and recruiting new accessions with the right skills directly into Reserve service. Carving out the reserve recruiting and retention effort as a distinct mission requiring adequate resources aligns our force design to our singular priority of delivering warfighting readiness. Further, these efforts will ensure we have the right number of sailors, in the right places, with the skills our Navy needs when they are needed.

To bolster these structural changes to our recruiting and retention efforts, we have also launched a series of initiatives to benefit sailors and enhance the value of continued service. We are rewarding prior active service with affiliation bonuses for enlisted sailors and deferring involuntary activations to provide the flexibility sailors need during their transition from active duty to civilian life. We have rolled out innovative policies to help sailors balance the demands of family, work, and service. Last year we authorized maternity leave for SELRES sailors and


began piloting childcare programs for SELRES and TAR parents during drill weekends. These investments in our workforce are as important to developing and retaining a resilient, ready Force as those investments we make in new technologies and hardware.

Beyond the Horizon

The Navy Reserve has a clear vision of the future as we work to deliver the capability and capacity necessary to provide strategic depth in an increasingly competitive security landscape. We have made great strides in modernizing the processes associated with organizing, manning, training, equipping, and mobilizing the force. But there is

much we still must do to achieve and sustain world-class status as an elite warfighting organization.

The Navy Reserve has much to be proud of. We are moving out with urgency, not to the next waypoint or even to the horizon, but to what lies beyond. Given the strategic importance of the balance of this century, the Navy Reserve will be ready to fight, confidently and boldly, and win in conflict.

Reserve sailors are ready, and are delivering superb work in every domain, in every theater around the globe, every day. Our Navy is stronger for what the Navy Reserve brings to the fight. As it has for well over a century, America's Navy Reserve remains "Ready Now." 



Vice Adm. John B. Mustin is the 15th Chief of Navy Reserve, and as Commander, Navy Reserve Force, he leads approximately 59,000 reserve component personnel who support the Navy, Marine Corps, and joint forces. A 1990 graduate of the U.S. Naval Academy, he served as an active duty surface warfare officer on Aegis cruisers and destroyers for 11 years, completing several deployments. In 2019, he became the first reserve officer to command a strike group when he returned to active duty to assume command of Expeditionary Strike Group Two in Little Creek, Virginia.

Affiliating with the Navy Reserve in 2001, he later deployed to Kuwait as a commanding officer of an expeditionary boat unit in support of Operation Enduring Freedom. Selected to reserve command four times, his commanding officer experiences span the Chief of Naval Operations staff, the Joint Staff, U.S. Fleet Forces, and Naval Expeditionary Combat Command. His flag tours include roles as the deputy commander of Commander, Naval Surface Forces U.S. Pacific Fleet; the deputy commander of Commander, Naval Surface Forces Atlantic; as the inaugural deputy commander of the re-established U.S. Second Fleet; and as the Vice Commander at U.S. Fleet Forces.



Force Master Chief Tracy L. Hunt is the 17th Force Master Chief of the Navy Reserve. Prior to this position, his most recent assignment was as the Command Master Chief, Commander, Navy Reserve Forces Command, headquartered in Norfolk, Virginia. He is designated as a surface, expeditionary, and aviation warfare specialist. Previous assignments include Maritime Expeditionary Boat Detachment Four Two Two, Annapolis, Maryland; Navy Cargo Handling Battalion One, Yorktown, Virginia; Navy Reserve Recruiting Command Area Northeast, Washington, DC; USS JOHN F KENNEDY (CV 67), Mayport, Florida; Shore Intermediate Maintenance Activity, Mobile, Alabama; and USS AVENGER (MCM 1), Charleston, South Carolina. Hunt was selected to the Command Senior Chief Program in 2009, and was assigned to USS RODNEY M DAVIS (FFG 60), Everett, Washington. Follow on Command Master Chief tours include Navy Recruiting District Philadelphia, Pennsylvania; Navy Reserve Center Washington, DC; and Naval Air Facility Washington, DC. He is a graduate of the Senior Enlisted Academy and Command Master Chief/Chief of the Boat Capstone Course.

A ready Coast Guard Reserve = A ready Coast Guard

By Rear Adm. Miriam Lafferty, Assistant Commandant for Reserve, U.S. Coast Guard, and Master Chief Petty Officer of the Coast Guard Reserve Timothy Beard

Since World War II, the Coast Guard and its Reserve Component, the Coast Guard Reserve, have never been more closely aligned.

Our combined strength and operational integration mean that the Department of Homeland Security, the Department of Defense, as well as our state and local partners are able to rely upon the Coast Guard and the Coast Guard Reserve for its contingency response capabilities.

These partnerships have become stronger and, frankly, more crucial.

Today we're in a period where the Coast Guard's value proposition is recognized more than ever. Between the White House, Congress, our Department, and our partners, there's an incredible demand on the Coast Guard, which means our reservists are also in high demand.

Based on the size and scale of the event, access to a dedicated surge force is imperative; it must be flexible and nimble enough to deliver the capabilities and skillsets required. Couple this requirement with growing day-to-day responsibilities, unplanned emergencies, as well as emerging aggression from several hostile states, and it certainly suggests the Coast Guard Reserve will continue to be engaged in both the near and long term.

We have been challenged to adapt to increasing environmental, climate, and geopolitical contingencies. In the last year alone, more than 1,800 sets of orders were issued to reservists who deployed in support of the Coast Guard's 11 statutory missions, as well as supporting DHS and DoD.

What's inspirational is that many of those reservists on active duty volunteered for their orders. They recognized

the need for trained professionals in environments where the goal is clear, but the path is not. They brought their talents to bear in ways that have earned praise from the highest levels of DHS.

From the response to Typhoon Merbok that threatened more than 600 rural Alaska residents at the onset of an Arctic winter to the intense pace and complex facets of welcoming Afghan refugees in Operations Allies Welcome; from the response to the devastating Category 4 Hurricane Ian that wreaked over \$100B in damage in Florida last September to the assistance we provided to Customs and Border Protection at the Southwest border, our reservists continue to answer the call.

But while the Coast Guard Reserve has always been known for our ability to respond to contingencies and planned events, we're also seeing a major increase in demand for support to the Coast Guard's steady-state operations.

Since 2018, reservists have supported the Coast Guard's Parental Leave Program, which ensures a seamless transition for commands with active duty personnel welcoming a new family member. The program, which is a benchmark across all services, has since expanded to 12 weeks for all new parents, not only allowing reservists to support their Active Component counterparts but also helping them gain and sharpen skillsets that transfer to and build competencies.

Similarly, our reservists are assisting with the challenging recruiting environment experienced by all branches of the military. They have been on the front lines of the recruiting effort, not only staffing many of the positions at

Coast Guard Reserve



A 45-foot Response Boat-Medium from Coast Guard Station Seattle and an MH-65 dolphin helicopter from Coast Guard Air Station Port Angeles conduct hoisting training on Jan. 25, 2016, near Elliott Bay, Wash. Crews from both units conduct weekly training to ensure they remain proficient at hoisting and medical evacuations. U.S. Coast Guard photo by Petty Officer 2nd Class Logan Kellogg.

Headquarters dedicated to identifying and employing new tactics and policies, but also providing staffing support to almost 60 local recruiting offices around the country.

The Coast Guard Reserve excels at this dual system of support, responding to contingencies as well as an upward trend of support to steady-state operations, due in large part to our unique model of integration.

Whether it's a natural disaster, environmental response, migrant interdiction operations, large-scale national events, or responding to any number of our other missions, Coast Guard reservists have been fully integrated at all levels of the chain of command across all operational programs.

They work alongside active duty counterparts, using the same platforms and equipment and attending the

same trainings as their full-time colleagues. The majority of our billets are located at active duty units.

We've employed this model of integration since 1995, and we continue to see great success as our members contribute daily to the Coast Guard's missions.

The concept of integration as the norm serves us in other capacities as well. When we work with our DoD partners and the joint force, our personnel are ready to immediately integrate and contribute to the mission. With our work in the Combatant Commands and Joint Task Forces, and through our Port Security Units, we expand our talent for speaking many operational languages.

The Coast Guard's commitment and mission at Naval Station Guantanamo Bay is coming to an end after 20



A Coast Guard Station Key West law enforcement crew alerted Sector Key West watchstanders of this migrant vessel about 3 miles south of Key West, Florida, July 6, 2022. The people were repatriated to Cuba on July 8, 2022. (U.S. Coast Guard photo by Station Key West)

Coast Guard Reserve



Coast Guardsmen from Port Security Unit 307 conduct seaward security for Department of Defense assets and personnel at Naval Station Guantanamo Bay, Cuba, June 16, 2022. During the nine-month deployment, unit operations focused on maritime defense, providing more than 30,000 hours of around-the-clock waterside and shore side anti-terrorism and force protection. Coast Guard photo Lt. Cmdr. Glenn Sanchez.

years. Our PSUs will regroup, reassess, and recommit to their roots in national defense. The creativity and initiative of their training have been inspiring, and as we recognize the pacing threat from China and Russia, we realize the importance of strengthening our expeditionary forces and joint training. We are committed to our priority of ensuring our PSUs are ready to be onsite anywhere in the world within 96 hours, and we're working to remove all barriers to meeting that objective.

As we look forward, we must evolve our capabilities to achieve the needs of the nation. We recently released the Reserve Component Action Plan (RCAP), which is aligned with the Coast Guard Strategy and supported by the Deputy Commandant for Operations as well as the Deputy Commandant for Mission Support. It follows close on the heels of our release of Publication-R, the doctrine for the Coast Guard Reserve.

As part of the RCAP, we are completing an audit of every position to ensure every billet is directly correlated to support one of the six Coast Guard operational mission programs.

This plan ensures that the efforts of our reservists directly contribute to the current and future priorities of the Coast Guard; it also focuses on the metrics and how we assess readiness. We're identifying barriers to readiness in training, staffing, medical, and dental.

This plan is the vision for how we work across Headquarters to transform the total workforce in alignment with the Coast Guard Strategy. It also prioritizes our people—our greatest asset—and it works to make it easier for our members to serve.

One of those transformational areas is in the cyber domain. As you've read in the news lately, the advent of cyber warfare has changed what an attack on our nation

looks like. This threat impacts critical infrastructure, cuts across geographic boundary lines, and threatens the safety and security of America.

As a result, the Coast Guard is fast-tracking and enhancing our investment in cyber security with the creation of our Cyber Mission Specialist rating and Cyber Mission Manager warrant officer specialty. Coast Guard reservists are quickly becoming a necessary part of the fight in that new cyber domain.

We already have 50 people assigned to reserve cyber billets, and in the coming years, we'll be tripling their presence. This will include billets at a Cyber Protection Team, a program of reserve cyber subject matter experts at our Sectors, Districts and Areas, and the establishment of a new reserve Coast Guard unit at USCYBERCOM.

Many of the reservists serving in these cyber-related billets come with years of working in related civilian jobs, channeling industry-level knowledge, training, and experience into the challenges of the cyber domain.

This is demonstrated by Chief Petty Officer David Crenshaw, an establishing member of the 1941 Cyber Protection Team (CPT) who serves as the crew chief for the team's first mission element. His work hunting for malicious cyber activity targeting maritime-critical infrastructure is supported by skills from his civilian job, where he manages the information security engineering team for a company in the finance sector.



Petty Officer 1st Class Lecia Mauge-Chan (standing) and Petty Officer 2nd Class Amanda Lewis (seated) stand watch as operations specialists in the command center of Coast Guard Sector Hampton Roads in Portsmouth, Virginia, March 20, 2019. U.S. Coast Guard photo Matt Sprague.

Like our cyber mission reservists, so many of our people come with a host of skills that we're only scratching the surface of employing. In harnessing these bonus skillsets, the possibilities abound.

For example, in Southern Florida, we have reservists deployed to assist with migrant interdiction operations as part of Operation Vigilant Sentry (OVS). Around September, the incident commander determined there was a need for aerostat support from CBP, but Hurricane Ian's deadly winds near Key West were hampering operations.

One of our reservists, LCDR Jay Perdue, is a Goodyear blimp pilot in his civilian job. He volunteered his years of experience to assist the CBP folks in ensuring the safe landing of the aerostat craft.

We have people who work in transformation management who can assist with managing the changes coming from the Commandant's strategy. We have police officers who bring years of law enforcement experience as part of

Coast Guard Reserve


OVS. Like LCDR Perdue and Chief Crenshaw, our Coast Guard reservists bring their civilian skills as nurses, carpenters, lawyers, and firefighters, and they're interested in the option to voluntarily employ their full range of talents in a way that benefits the Coast Guard.

We're working on developing the technology to both capture and employ these skillsets with the potential to match a Coast Guard operational need with a reservist willing to utilize their unique skillset.

We both appreciate that level of passion and love of service. We know what it's like to sacrifice time away from

family and employers to serve our country. Every time we ask a reservist to come on orders, whether for contingency or day-to-day ops, they are setting their own priorities and family responsibilities aside to serve the nation.

Coast Guard success depends on having a Reserve that's at full strength, armed with the right competencies, and resourced to respond. We are honored to represent this amazing group of people, and the future looks bright.

Semper Paratus. 



Rear Adm. Miriam L. Lafferty serves as the Assistant Commandant for Reserve at Coast Guard Headquarters, Washington, D.C., where she provides operationally capable and ready Reserve personnel to support Coast Guard surge and mobilization requirements worldwide. Most recently, Rear Admiral Lafferty served as the Deputy Director of Operations for U.S. Northern Command advising the Combatant Commander on operational matters including planning and executing land, air and maritime Homeland Defense, as well as Defense Support of Civil Authorities operations.

Prior to her tour at U.S. Northern Command, Rear Admiral Lafferty served in various reserve leadership roles as the Reserve Officer, Deputy Commandant for Operations in Washington, D.C.; Reserve Chief of Staff, Atlantic Area in Portsmouth, VA; and Senior Reserve Officer, District Seven in Miami, FL; where she provided expertise and strategic guidance on mobilization and augmentation readiness, training and employment of Reserve forces. Other Reserve assignments include the Executive Officer for the Coast Guard Reserve Unit at U.S. Southern Command, Atlantic Area Cutter Forces Branch and Sector North Carolina in the Contingency Planning Department.



Master Chief Petty Officer of the Coast Guard Reserve Timothy A. Beard assumed the duties of the 8th Master Chief Petty Officer of the Coast Guard Reserve on May 19, 2022. MCPO-CGR Beard is the senior enlisted member of the Coast Guard Reserve and the principal advisor to the Commandant on all enlisted personnel matters.

MCPO-CGR Beard is a graduate of Reserve Class 19 of the Coast Guard Chief Petty Officer's Academy and National Defense University Keystone Joint Command Senior Enlisted Leader Course, Class 22-2, and other service-related schools. MCPO-CGR Beard holds a Bachelor of Science Degree from American Military University in Criminal Justice.

Ready Now and Transforming for the Future

By Lt. Gen. John Healy, Chief of Air Force Reserve

It is both an honor and a privilege to be the Chief of the Air Force Reserve and the Commander of Air Force Reserve Command, serving over 70,000 Citizen Airmen. Having served as a Citizen Airman for 24 years, the one thing that has remained constant throughout my career is the importance of our Airmen. It is my responsibility to ensure that the Air Force Reserve remains a mission-ready organization where people want to stay and serve this great nation.

Upon taking command, I published a Task Order that accomplishes two things. First, it empowers leaders by identifying the steps every Citizen Airman needs to take to ensure we are an integral part of the Air Force the nation Needs to deter and, if necessary, defeat a peer adversary. Second, it outlines my two strategic priorities: Ready Now and Transforming for the Future.

Ready Now

Ready Now focuses on the basic blocking and tackling that must be completed to ensure all Citizen Airmen are medically ready, physically fit, and proficient in their Air Force Specialty Code responsibilities. All Reservists must maintain basic readiness, which includes being actively engaged in generating personal and unit readiness. Loss of proficiency is unacceptable. Every Citizen Airman owns their readiness and will work diligently to be an effective warfighting element within their unit. The desired end state is for all assigned personnel to be resilient and ready to answer the nation's call.

A critical component to a resilient and ready force of Citizen Airmen is the role of our first sergeants – “first shirts” in Air Force vernacular. Our first sergeants are resiliency integrators who liaise directly with senior leadership and supporting agencies to ensure the needs of our airmen are addressed. We have hired 21 full-time first sergeants, which has resulted in faster response time for



Air Force Reserve Commander Lt. Gen. John Healy spoke with the media during a base visit to Joint Base Elmendorf-Richardson to reinforce the importance of Reserve Citizen Airmen to the F-22 mission and its overall success. (U.S. Air Force photo by Senior Airman Erica Webster)

crisis management and intervention. Of course, readiness and resilience also apply to the civilian workforce. For our civilians, enabling resiliency means acting expediently to ensure our military members have the resources necessary for their assigned missions.

Achieving the priority of Ready Now depends upon three Lines of Effort:

- 100% of AFRC Unit Type Codes in the 'Available' phase able to deploy within 72 hours
- 80% of AFRC units have resiliency programs implemented by the end of CY23
- Capitalize on Air Force Generation/Expeditionary Air Base capabilities

The readiness of the Air Force Reserve was recently demonstrated when the 55th Weather Reconnaissance Squadron, known as the Hurricane Hunters, flew five WC-130J aircraft in January 2023 to support atmospheric



U.S. Air Force Lt. Gen. John Healy, chief of Air Force Reserve and commander Air Force Reserve Command, and six Distinguished Flying Cross recipients pose for a photo in front of a C-17 Globemaster III aircraft after the DFC ceremony at Joint Base Charleston, South Carolina, Nov. 21, 2022. The DFC ceremony was the largest of its kind, and 51 Airmen were presented the DFC for their heroic actions during the Operation Allies Refuge evacuation. Five Reserve Citizen Airmen from the 315th Airlift Squadron were among the recipients. (U.S. Air Force photo by Capt. Shane Ellis)

river operations in response to the extensive flooding in California. Flying out of Sacramento Mather Airport, 49 Citizen Airmen, consisting of two aircrews and 32 maintainers, completed 14 missions and dropped 246 sondes that helped in weather forecasting.

We further showed our readiness in the recent Haitian Humanitarian Mission in October 2022, known as Operation Fueled Commitment. From supporting fuel delivery and load planning to providing hazardous material experts and joint inspectors, a total of 15 Citizen Airmen from the 482nd Fighter Wing, Homestead Air Reserve Base, FL, assisted in Haiti relief missions. The strategic readiness of Homestead Air Reserve Base proved to be critical, as it was used to enable 48 C-130 sorties over 28 days which provided over \$500K worth of aid for a population of 11.7 million. In total, 119K gallons of fuel were delivered to provide emergency power generation to support the Haitian humanitarian crisis.

Transforming for the Future

Transforming for the Future means the Air Force Reserve will continue to build a ready force optimized to support our nation. The Air Force Reserve of 2035 will look different. We will pivot to missions that evolve from the Secretary of the Air Force's Operational Imperatives and move toward future capabilities as part of developing the Air Force the nation needs. Additionally, the Air Force Reserve will operationalize the use of data and analytics as a weapon system. Finally, we will build new processes and tools that support resourcing our airmen and missions. Our focus will be on providing commanders at all levels with vital data needed for better mission execution. To achieve the priority of Transforming for the Future, we will focus on the following three Lines of Effort:

- Program strategic depth with surge capacity supporting emerging missions/capabilities
- Develop Business Intelligence and Analytics at scale



A U.S. Marine Corps F-35C Lightning II prepares to receive fuel from the Okies of 507th Air Refueling Wing July 13, 2022, at RIMPAC 22 over Hawaii. More than 180 Airmen from the 507th ARW participated in the joint exercise July 27-Aug.2, 2022. Members from across the wing traveled as a cohesive unit to provide support to the exercise. (U.S. Air Force photo by Lt. Col. Amanda Hacman)

- Foster Continuous Improvement and Innovation across the enterprise

The strategic depth and surge capacity of the Air Force Reserve can be seen in our support to the U.S. Space Force. The space professionals in the Air Force Reserve are vital to the success of the U.S. Space Force and our nation's security. However, the law does not currently allow the integration of the Reserve component and Active-duty Space Force in a single, seamless personnel system. There is a current legislative proposal that provides an innovative solution to this problem. If approved and enacted by Congress, it will create a single construct where space professionals will have part-time opportunities as Guardians in the Space Force and can transition back to full-time or continue service in a part-time status with ease. This construct would likely increase retainability and permeability by removing barriers to continued military service and adding greater

flexibility to balance their military service, civilian careers, and family obligations, ultimately fostering a more diverse and inclusive force. These part-time Guardians will maintain the same level of readiness as the full-time members and continue their professional development and training. This single construct is a groundbreaking idea and will maximize mission effectiveness, resiliency, and efficiency while providing a continuum of service for all. This proposal supports how we transform for the future and equip our highly valued Reserve Citizen Airmen with the tools for personal and professional success.

As the Department of the Air Force's most data-mature major command, we continue to deploy business intelligence tools that combine system data in novel ways to enable data-driven decisions at the speed of relevance. Transformation requires not only system enhancements but changes in institutional mindset as we strive to increase the data accessibility and fluency of our force. Instead of relying

on anecdotal evidence, leaders at all levels will leverage business analytics and intelligence to influence decisions on where to invest resources to maximize readiness. To Transform for the Future, we are standing up the Air Force Reserve's Transformation and Innovation Office (TIO) at Robins AFB, GA, with operating locations at the Pentagon, Air Reserve Personnel Center at Buckley SFB, CO, and Air Reserve Component Work Project (ARCWERX) in Tucson, AZ to drive and institutionalize solutions across the enterprise. The TIO is expanding its capacity by hiring operations analysts (15A and GS-1515s) and innovation professionals to meet the increasing demand.

Foundational activities

In order to enable the Lines of Effort that support the two strategic priorities of Ready Now and Transforming for the Future, three key foundational activities are required:

- Programming
- Human Capital Management
- Financial Management


These foundational activities underpin all resourcing decisions with the Air Force Reserve and the Department of the Air Force, and they must be fully integrated and aligned.

Through the planning, programming, budgeting, and execution process, financial resources will be allocated to

the proper mission sets to ensure the Air Force Reserve continues to deliver strategic depth and surge capacity.

Our Human Capital Management strategy ensures our manning and recruiting efforts are focused on talent acquisition and training to ensure a ready force. Detailing, in writing, our foundational strategies is an essential first step to synchronizing and aligning enterprise activity around our priorities.

To be successful, we must leverage our resources to better shape the required training capacity for formal schools, manpower, and Reserve Personnel Appropriation funding to optimize Unit Type Code health. Accurately supplied data from the wing level ensures we can attack challenges and incorporate programmatic and resourcing solutions to secure funding closer to the point of need. My target lies in upgrading and modernizing our programmatic and fiscal processes to better achieve readiness for the high-end fight.

By focusing on our readiness and transformation, the Air Force Reserve will continue to meet the intent of the National Defense Strategy. In alignment with Department of Defense and Air Force Operational Imperatives, we will improve the capabilities of our force, increase our lethality, and enhance the quality of life for our Airmen. As a result, we will remain a combat ready force that supports the Total Force to defend our nation and become the Air Force Reserve the nation Needs. 



As Chief of Air Force Reserve, **Lieutenant General John Healy** serves as principal adviser on reserve matters to the Secretary of the Air Force and the Air Force Chief of Staff. As Commander of Air Force Reserve Command, he has full responsibility for the supervision of all U.S. Air Force Reserve units around the world.

General Healy was commissioned in 1989 as a graduate of the ROTC program at the University of Connecticut. He was part of the initial cadre for the C-17 Globemaster III program and has more than 5,000 flying hours, including 402 combat hours.

The general has commanded at the squadron, Vice Wing, and Numbered Air Force level. Prior to his current assignment, he was the Deputy to the Chief of Air Force Reserve.

General Healy has earned numerous major awards and decorations, including the Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit, and the Defense Meritorious Service Medal.

He has a bachelor's degree from the University of Connecticut and a MA from Webster University.



THE ROA

STARS

FOUNDATION

STANDING TOGETHER FOR
AMERICA'S RESERVISTS

To give or not to give; is that the question?

By Col. (Ret.) Judi Davenport

This is an exciting time for ROA Standing Together for America's Reservists (STARS) Foundation and, consequently, the Reserve Organization of America (ROA). Not many organizations have survived 100 years of service to this great nation. ROA is uniquely positioned to represent the reserve community and their families through legislation, outreach programs on the chapter/department level, and Reserve Component programs such as the Yellow Ribbon program.

The mission of the STARS Foundation, as a 501(c)(3), is to carry out the charitable and educational purposes of the Reserve Organization of America (ROA), a congressionally chartered corporation, for so long as such an organization is exempt from federal income tax under section 501(c)(19) of the internal revenue code (IRC). The Foundation shall not benefit any organization other than ROA, except the Foundation may make contributions to other not-for-profit organizations exempt from income tax under section 501(c)(3) of the IRC. Like all non-profits, the STARS and thus ROA's continued existence depends on membership and the generous support of members like you and our Citizen Warrior Coalition partners.

The establishment of the 2nd Century Campaign to commemorate the 100th anniversary of ROA is a unique time to assist ROA. Your financial support goes towards continuing current STARS programs such as the reserve education forums, the school kit program for children

of deployed family members, family readiness outreach programs, and scholarships. ROA, through the STARS Foundation, is working to develop new programs and outreach to the community based on the needs we hear from our serving reserve community.

The STARS Board is working to establish a relationship with the Military Child Education Coalition (MCEC). There is still much work to do to ensure that all reserve members and their families receive fair and equitable treatment among the armed forces of the United States.

There is still much to be accomplished at ROA. Through your support, whether it is \$10, \$50, \$100,000, insurance/stock transfer, or planned giving—every dollar is making a difference.

We are five months into our 100th anniversary, with many planned activities to come.

I have reached out to many of you directly in my role as the chair of the STARS Foundation. I am profoundly grateful to those who have answered the call for financial support—each of you is indispensable to this mission. I know many of you would like to assist financially but have reasons you can't at this time. We are all grappling with rising inflation and out-of-sight cost of living expenses; I get it!

ROA relies on its loyal members' generous investment of time, talent, and treasure. I want to let you know that many members not currently in a position to


ROA would like to recognize
our corporate supporters



support ROA financially are making vital contributions by recruiting new members, helping out your local chapters and departments, and being active ambassadors in their communities. We need all of these, and all of us, to move onward into our next century.

I hope you will be able to join us at the annual meeting in Baton Rouge, La., at the end of September 2023. Go to the website ROA.com for additional information on events, meetings, family readiness, etc. Stay on top of

ROA activities and issues on social media platforms like Facebook or Twitter.

I want to close with heartfelt sadness for the loss of two stalwart supporters of ROA and past national presidents, Brig. Gen. Michael Silva and Capt. Dave Woods. Our thoughts and prayers are with their families. 

*Col. Judi Davenport, U.S. Army (Ret.),
STARS Foundation chair*

I am profoundly grateful to those who have answered the call for financial support—each of you is indispensable to this mission.

Mentorship for Army Reserve Officers


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

Nearly every profession has an organization devoted to providing members with tools to further their career path. Professional organizations may offer resume reviews, job boards, networking events, and professional development opportunities such as seminars and continuing education courses. Networking and professional development events allow members to discuss professional topics and career advice. Members connect with colleagues to exchange ideas and share information—all with the goal not only for their personal development but of strengthening the profession itself. Military associations like ROA and SARCA serve many valuable roles in providing information to their members. One of those roles is to facilitate sharing of knowledge and experience between senior leaders and those not as far along on their career paths. The camaraderie among military members, regardless of service, is strong and lifelong. We see this every day when we engage with our Veterans. There is an instant connection when you meet someone wearing a veteran ball cap or tee shirt. It is readily apparent when we encounter a service member in uniform as well. The desire to continue to serve this nation never fades away. We want to continue our service and help educate and advise the next generation of Citizen-Soldiers. Mentoring is one tool to share knowledge, skill sets, experiences, and expertise. Mentoring can be formal or informal and is often a combination of both. There is no exact timeline for how often to meet or how the meetings should take place. In many cases, the mentoring can begin through a casual encounter and can last for many years.

At SARCA, we are fortunate to have members who have advanced to the general officer ranks. Our members are both active and retired Army Reserve senior leaders. Some of our active Army Reserve members recognize and are experiencing the current challenges facing mid-grade leaders. Our retired members continue their service as corporate board members and senior executives, university professors, and entrepreneurs, not to mention their continued service to the military as an Army Reserve Ambassador or volunteer with Employer Support of the Guard and Reserve (ESGR).

SARCA has recognized the value of interpersonal connections through our dinners and meetings. In many cases, mid-grade officers were invited to attend these dinners and meetings by senior officers who were mentoring and sharing insight into current issues facing senior military and civilian leaders. The geographic dispersion of the Army Reserve often does not make it easy for junior and mid-grade officers to have those valuable conversations with senior leaders outside of a formal evaluation environment.

SARCA's mission is to support the United States Army Reserve in its role as a vital part of the Army, develop and mentor senior leaders of the Army Reserve, and provide a forum for dialogue among Army Reserve leaders. Our focus is to encourage our members to mentor Army Reserve Soldiers to help prepare them to become future senior leaders. We also provide, in person or virtually, opportunities for our members to network and exchange ideas. SARCA is developing a mentoring program to do just that. Our mentoring program is designed to bring senior leaders to a central location and venue, such as Command and General Staff College, leaders conferences, and military organization meetings such as AUSA and ROA, to facilitate networking and mentoring opportunities. The conversations can continue through phone, text, email, and virtual platforms. The advice may focus on current issues, career advice, or other topics.

We have members who are interested in being mentors, and we can begin to facilitate the conversations today. Our initial focus will be on those officers preparing for battalion command and key staff positions. If you are a mid-grade Army Reserve officer and are interested in having a former senior leader share their experience and knowledge with you, contact us at sarcamembership@gmail.com, and let's get the conversation started. The photo was taken during the SARCA Dinner at the Army Navy Club in Washington, DC, during the SARCA Annual Meeting in October 2022. This was a great opportunity for networking and engaging senior Army Reserve leaders! 



The revitalized SARCA, supported by ROA, meets during the centennial convention.

If you are a mid-grade Army Reserve officer and are interested in having a former senior leader share their experience and knowledge with you, contact us at sarcamembership@gmail.com, and let's get the conversation started.

The Second Century Opportunity

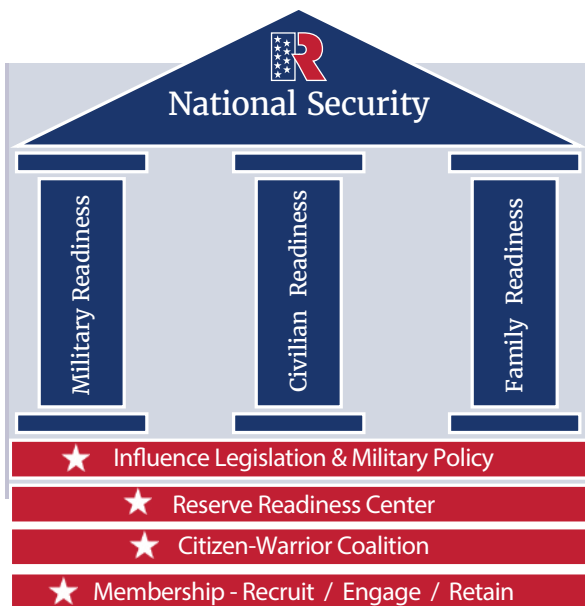
As we celebrate ROA's Centennial and move into our second century of service to America, ROA's unique mission in support of our Citizen Warriors as they guarantee our military's readiness is more critical today than at any point in our first 100 years. For ROA and its century-long mission, we live in a pivotal moment of American history.

The founding members of ROA, WWI combat veterans, knew the "war to end all wars" would not be America's last call on its citizens to defend freedom. General of the Armies John J. "Black Jack" Pershing and his fellow founding members were right. Throughout the ensuing century, American men and women, our Citizen Warriors, have answered the call—some paying with their lives.

As they have in every war, the Reserve and National Guard have served an essential role alongside their active-duty counterparts in preserving freedom around the globe. After 20 years fighting the Global War on Terror, the role of the Reserve and National Guard has only increased—now regularly deploying as part of the Total Force.

American national security requires larger Reserve Components and a broad and deep set of skills integrated from the civilian workforce. It requires civilian employers who support the "twice-the-citizen" service of Reservists and Guardsmen on their payroll. With the Reserve Component growing to as much as 50% of the Total Force (and over 53% of the Total Army), our founding members are once again being proven right.

As ROA heads into our next 100 years of support to our Citizen Warriors, we are well-positioned to answer the call in our second century. Transitioning from an all-officer association to an all-ranks association was a key strategic move in preparation for our role to support all Citizen Warriors. This strategic shift was codified at our 99th National Convention by adopting the name Reserve Organization of America.



ROA'S Citizen Warrior value chain

ROA has reaffirmed its strategic plan going into our second century. ROA has built its value chain in support of national security through our focus on readiness on three pillars—military readiness, civilian job readiness, and family readiness.

These three pillars are founded on:

Influence Legislation & Military Policy

ROA is America's leading advocate for members of the reserve components, their families, and veterans of the Reserve force. Supporting the Reserve force is part of what other groups do. It's all ROA does. Reserve and National Guard members face the unique burden of balancing civilian and military commitments. Too often, despite the good intentions of senior leaders, the Reserve force is treated as an afterthought in law and policy, in modernization, training, use, funding, and benefits. America's Reserve force deserves a dedicated voice to ensure readiness and forge equity in military and veterans' policy.



Reserve Readiness Center

A key element to supporting our Citizen Warriors and their families is the launch of ROA's Reserve Readiness Center. The Reserve Readiness Center will provide a single point of access to the resources and services needed to support our Citizen Warriors and their families across their careers. Likewise, for those who have completed military service, the Reserve Readiness Center will provide specific resources to guide them through retirement.

 Community Discussions	 Family Readiness + Support	 New Member Orientation	 Employment Center Portal	 Training Portal
 Law Center	 Physical Training	 Promotional Packet Review	 ROA Life 101	 Mental Health

The mentorship portal: ROA Navigator

ROA's new Mentorship Program will connect members of all ranks—harnessing the enormous experience of more seasoned members to benefit those starting their military journey. Being a citizen warrior brings unique challenges; it's fitting that ROA provides a program specifically designed for the Reserve Components—no other mentor program is so targeted.

Membership – Recruit / Engage / Retain

ROA's ability to stay relevant depends on maintaining a significant and active membership base. ROA's value proposition is as strong as at any point in our first century because of our members.

Citizen Warrior Coalition

**Great Power Competition: Supporting our citizen warriors & their families—
The case for hiring Reservists & embracing “dual career” paths.**

A key component to readiness is the civilian employment of our Reserve and National Guard members. Unfortunately, Citizen Warrior unemployment rate is at 11%—one of the highest in the country.

While “military employment” programs focus on those transitioning from Active Duty, ROA’s Citizen Warrior Coalition is the only military workforce development program solely focused on educating American businesses about the value of the Reserve Component labor force and the positive impact “dual career” employees bring to their company and in turn to our national defense—a win/win/win. A win for American business—the country’s most dedicated and highly trained workforce. A win for our Citizen Warriors—a successful civilian career path. A win for our nation—a dual career merges the best of business and leadership skills.

**Citizen Warriors
constitute some
40% of the
Total Force and
over 53% of the
“Total Army”**

THE CALL . . .

Today, we must answer the call to help secure a future as great as our past. There is no limit to what a dedicated group can accomplish when they join with One Voice in One Fight. One Voice with one message and One Fight with one goal—position ROA to best serve past, present, and future reservists and their families into the next 100 years.

ROA—through our Standing Together for America’s Reservists Foundation (STARS)—has launched the Second Century Campaign to meet our mission. The Campaign will provide the additional financial resources required to deliver on ROA’s value chain. It’s not an option; our Citizen Warriors and our nation depend on us!

To date, the campaign has raised \$5 million toward the \$10 million goal.

Our freedoms depend on the Citizen Warriors who stand ready when called. Our nation’s future is in their hands; supporting them is in ours. Join the nearly 5,000 members of ROA who have made a gift to the Second Century Campaign.

WILL YOU STAND WITH US?

**ONE
VOICE,
ONE
FIGHT.**



Punchbowl ROA Memorial Campaign

In recognition of ROA's Centennial, the Department of Hawaii, along with ROA National and the STARS Foundation, have launched the Punchbowl ROA Memorial Campaign as part of ROA's Second Century Campaign.

The Campaign will replace the current bronze ROA Memorial plaque at the National Memorial Cemetery of the Pacific with a new one that recognizes the 75th Anniversary and honors ROA's century of service to our Nation. The new ROA Memorial plaque will be rededicated at the Punchbowl on Memorial Day—May 29, 2023—exactly 25 years after the original dedication, with a reception to follow.

Additionally, the Campaign will provide the financial resources required to deliver on ROA's value chain at the local and national levels.



Current plaque



New plaque

Reserve Component chiefs and private-sector leaders discuss recruiting and retention at ROA

Jeffrey E. Phillips

Welcoming the reserve component leaders, and representatives of military groups, and private-sector employers, ROA's Citizen Warrior Coalition on March 28 hosted a panel and small-group discussions at its Minuteman Memorial Building titled Recruiting & Retention to Achieve Readiness—in partnership with American Business.

The panel, moderated by Mark Elliott, Global Head of Military and Veterans Affairs at JPMorgan Chase and a member of the Veteran Jobs Mission, included Lt. Gen. Jody J. Daniels, Chief of Army Reserve; Lt. Gen. Jon A. Jensen, Director, Army National Guard; Lt. Gen. John P. Healy, Chief of Air Force Reserve; Rear Adm. Miriam L. Lafferty, Assistant Commandant for Reserve at Coast Guard; Mr. Gregg T. Habel, Executive Director of U.S. Marine Corps Forces Reserve; and Master Chief Petty Officer Tracy L. Hunt, Command Master Chief, Commander, Navy Reserve Forces Command.

Sponsored by corporate-sector partners such as the American Trucking Associations, the Manufacturing Institute of the National Association of Manufacturers, and the American Association of Port Authorities, the Citizen Warrior Coalition develops legislative and policy initiatives that support the hiring and retention of Reserve Component members and their spouses.



Master Chief Petty Officer Tracy Hunt (in black uniform jacket) discusses Navy Reserve employment initiatives during one of the small-group roundtables at ROA, March 28.



Lt. Gen. John Healy listens to comments by ROA Memorial Building Committeeman Col. Don Brown, U.S. Air Force Reserve (Ret.).

As a “two-way street,” the coalition develops and promotes initiatives that incentivize and facilitate business in its hiring and support. Tax credits for employers of RC members and “24/7/365” military-grade government-provided health care, which we call ‘sustained medical readiness,’ for the Selected Reserve are just two such initiatives.

ROA is working toward a White House conference on the Citizen Warrior that would examine and prompt reforms in our organization and use of the Reserve Components to enhance their sustainability in their role as an operational reserve.

In a panel and then small-group discussions, the leadership of our reserve components shared the challenges and initiatives associated with recruiting and retaining quality men and women. Each leader shared insights useful in enhancing the partnership between the military and corporate sectors that could improve recruiting and retention.

Lieutenant General Daniels addressed “reciprocal credentialing” and how Army Reserve soldiers get credit for skills such as cyber, firefighting, and others. “The active component gets credit for some of them, but the reserve component does not. How does that make any sense? So, we’re going and fighting that battle.”



Lt. Gen. Jody Daniels discusses progress in issuing orders 180 days before deployment, to help family and employer planning; the Army Reserve has gone from one percent to 85 percent. From left: panel moderator Mark Elliott; Gregg Habel, U.S. Marine Corps Forces Reserve; Lt. Gen. John Healy, Air Force Reserve; Lt. Gen. Daniels; Lt. Gen. Jon Jensen, Army National Guard; Rear Adm. Miriam Lafferty, Coast Guard Reserve; and Master Chief Petty Officer Tracy Hunt, Navy Reserve.

The panel and roundtables addressed pressures on employers and the military family contending with sustained high operations tempos.

“The culture that I perpetuate in the Air Force Reserve is all about providing the member and the family with stability and predictability so they can pursue both a military career and a civilian career,” said Lt. Gen. John Healy, Chief of Air Force Reserve and an airline pilot in his civilian life, acknowledging the need for the military to accommodate the needs of the employer and the Citizen Warrior.

Quoted in an April 3 Air Force news article on the panel, Healy said, “I think the companies that hire them on the outside deserve that same level of stability and

predictability so they will know when they are going to need more help and when they won’t.”

“We’re looking at a concept called ‘multi-capable Airmen,’ where we are trying to define how we can leverage a Reservist’s civilian experience into their Reserve duty,” Healy said. “We’re also looking at if there is a means by which industry can take advantage of the skillsets Reservists obtain by being military members.”

The Air Force article stated, “In addition to recruiting, retention, and partnering, the panel discussed a host of other topics, including industry labor gap analysis, certifications, pay, compensation and benefits, health care, professional growth and development, and spouse and family support. The Citizen Warrior Coalition was established to assist the Reserve and National Guard with their recruitment and retention efforts and to build partnerships with corporate America. The goal is to educate employers on the value of hiring Reserve and National Guard service members and how a strong and ready Reserve force supports national security.”

ROA thanks the many participants, including Hearst Corporation, Amazon, Hiring our Heroes, Capital Bank, J&J, Verizon, HCA Healthcare, Virginia Transpiration Construction Alliance, Builders FirstSource, JP Morgan Chase/Veteran Jobs Mission, Airlines for America, National Association of Broadcasters, Recruit Military, 50-Strong, ESGR, Raytheon Space, The Value of a Veteran, Friendly Forces, U.S. Chamber of Commerce, and Fox Corporation.

We especially thank the leaders of the Reserve Components for their attendance and invaluable insights!



Retired U.S. Army Maj. Joshua Echols, Raytheon Intelligence & Space Military Program manager (left), engages the panel on the value of a SkillBridge program for the reserve components. Behind and to Josh’s left is David Vardeman, senior vice president, Not for Profit and Global Business Development, Capital Bank, an ROA sponsor.

As March Madness concludes, so does one of the most successful months in ROA's history.

FOR MORE THAN A CENTURY WE HAVE WORKED OUR LEGISLATIVE AGENDA ON CAPITOL HILL, ADVANCING THE CAUSE OF OUR RESERVE COMPONENTS (BOTH NATIONAL GUARD AND RESERVE, **ALL RANKS, AND ALL SERVICES**). MARCH BROUGHT A SUCCESSION OF EVENTS DEMONSTRATING OUR COMMITMENT AND VALUE TO THE UNIFORMED FORCES.



March 7: Our Top of The Hill Banquet and Conference Center was the location for the Commandant of the Coast Guard's "State of the Coast Guard Address." Our unique and strategic location was ideal for Adm. Linda L. Fagan's congressional audience.



Video available at https://www.youtube.com/watch?v=ckhUJAc_5i8.

Commandant of the Coast Guard Adm. Linda L. Fagan delivers her State of the Coast Guard address at ROA.

March 11: We honored our founding father, General of the Armies, Gen. John J. Pershing, U.S. Army, by having ROA President Capt. Bob Carmack, U.S. Coast Guard (Ret.), and President-elect, Lt. Col. Layne R. Wroblewski, U.S. Air Force Reserve, place a wreath at General Pershing's gravesite in Arlington National Cemetery, and then go to the Lee House in Washington, D.C., to commemorate ROA's replacement version of the lost historic plaque. This is the exact location where Pershing conceived of ROA in 1922.

National President Carmack and President-elect Wroblewski honor General Pershing at Arlington National Cemetery.



National President Carmack and President-elect Wroblewski with the ROA headquarters plaque at the Lee House (now joined to the Blair House).



Legislative and Military Policy Director Schwartzman briefs ROA's advocacy campaign.



Maj. Gen. Gunter discusses Space Force staffing.



Budget and Finance Committee Chair Robinson briefs the ROA budget.

March 12-14: ROA commenced its National Council and Leaders Conference with meaningful discussions by the Executive Committee, STARs Board, and the National Council with a presentation on the proposed Space Force Reserve structure by Maj. Gen. Anne B. Gunter, USAFR. This was followed by ROA department representatives visiting with their congressional leaders on Capitol Hill.

March 28: ROA hosted the Citizen Warrior Coalition for a comprehensive morning session.

In the afternoon, the highlight, ROA held its Reserve Chiefs Forum, moderated by retired Col. Mark Elliott, USA currently Global Head of Military and Veteran Affairs for JP Morgan Chase & Co., with the following panelists:

- Lt. Gen. Jody J. Daniels, Chief of Army Reserve and Commanding General, U.S. Army Reserve Command
- Lt. Gen. Jon A. Jensen, Director, Army National Guard
- Lt. Gen. John P. Healy, Chief of Air Force Reserve and Commander, Air Force Reserve Command
- Rear Adm. Miriam L. Lafferty, Assistant Commandant for Reserve at Coast Guard
- Gregg T. Habel, Executive Director of U.S. Marine Corps Forces Reserve (MFR) and U.S. Marine Corps Forces North (MFN)
- Master Chief Petty Officer Tracy L. Hunt, Command Master Chief, Commander, Navy Reserve Forces Command

The session was attended by many corporate and industry representatives and was streamed live via [ROA's YouTube channel](#).

And now, another productive ROA month begins.



ROA's Centennial has started, and now a second Century of Service begins

Submitted by Co-Chairs: Capt. Henry E. Plimack, USCGR (Ret.) and Col. Jan L. Rhoads, USA (Ret.)

ROA's National Convention in Washington, DC, commenced our association's Centennial Celebration. This will be our second Century of Service to American military readiness with unique representation of the Reserve Components on Capitol Hill.

The crown jewel of the Centennial Convention is a wreath-laying ceremony at our founder's statue, General of the Armies, John J. Pershing, in the WWI Memorial.

This special event was highlighted by the presence of (L-R): Clifton Truman Daniel, President Harry S. Truman's grandson (Truman signed ROA's Congressional Charter on June 30th, 1950); Rear Admiral Robert D. Reilly USN (Ret), ROA's First President - Colonel Henry J. Reilly's grandnephew; and Major General Evan "Curly" Hultman, USA (Ret), former ROA President and





Executive Director—accompanied by his daughter, Colonel Heidi Warrington, USA (Ret).

This evolution was made possible with the support of Humana, the Doughboy Foundation, and the Morgan State University Pershing’s Angels Honor Guard, *pictured above*.

This ceremony was preceded by a VIP Reception in the Willard Hotel’s Grant Suite, sponsored by Capital Bank.

And followed by a Reception in the Willard Hotel’s Crystal Room, where ROA was founded on October 2nd, 1922, *pictured top left*.

As can be seen in this image, the reception proved to be a true celebration of our Century of Service, thanks to the support of our ROA STARS Foundation and participation by our membership.

Whether it was the selection of Judi and John Davenport to receive the Harry S. Truman Achievement Award for their lifetime of service to the association from Harry S. Truman’s grandson, Clifton Truman Daniel—a first for dual awards, and a first for presentation by a Truman family member. Clearly, this was a recognition well deserved.

Or, the awarding of the Alex A.C. Gerry Writing Award, posthumously to Colonel Richard E. Nelson III, accepted by his son Lieutenant Richard Nelson IV, USN, in the presence of Colonel Gerry’s daughters Priscilla and Marisol.

Or, the Children’s Writing Contest winners, twins Isabella and Olivia Fishman, and Joseph P. Hettich—who



delivered his paper at the Convention Gala, with his father onboard.

Joseph is a very accomplished Boy Scout and will be someone to watch downstream.

Our Centennial would not have been complete without a Challenge Coin. This was one of our first Line of Effort accomplishments. They are now available in the ROA Store found at www.promoplace.com/roa



A key Centennial Line of Effort was to restore our plaque at the Blair House, the US President's Guest House. These are the before and after images:



To kick start the Centennial, a key Line of Effort was our video project, which is now available on our homepage (www.roa.org), featuring key leaders in our All Services, All Ranks organization.

This will serve as an excellent introduction to who we are, what we have done, and are currently doing. It is a valuable tool for ROA indoctrination and recruitment.

And, to adorn the ROA Building at 1 Constitution Avenue, NE, a centennial flag was created with feather flags and stickers on our lobby doors and windows, proclaiming our 100 years of service.

Key to understanding the role of ROA on Capitol Hill is our listing of Legislative Achievements over the past 100 years, and those since October 2nd, 2022. During events, posters will be exhibited for each decade's legislation.

Featured online are ROA's 100 years of Legislative Achievements, also sorted by Service and year (www.roa.org).

Our latest achievement was our support of the PACT Act legislation. Here we provided an Amicus Brief, "Friend of the Court," to the Supreme Court in support of the *Torres v. Texas of Department of Public Safety*. During our Centennial Convention,





2022 Twice the Citizen recipients Dr. Anthony Szema (left), USAR Capt. Le Roy Torres, and wife Rosie.

Rosie Torres, wife of Leroy Torres and co-founder of Burn Pits 360, gave thanks to ROA for supporting her husband’s case—which culminated in the passing of the PACT Act, providing medical care for him and other military members exposed to battlefield toxicity, like burn pits:

Sponsored by Senators Blunt and Peters, the US Senate recognized ROA’s contributions to a *Century of Service* by unanimous passing Senate Resolution 820, citing:

Resolved, That the Senate

- (1) recognizes that the Reserve Organization of America is a respected advocate for national security and readiness;
- (2) honors the vital role the Reserve Organization of America has played throughout the organization’s 100 years of service in strengthening the strategic and operational role of the Reserve components of the United States military; and
- (3) supports the Reserve Organization of America’s focus on the readiness of the Reserve components and the care of those who serve in the Reserve and National Guard, their families, and veterans of the Reserve components.

In our January Reserve Voice, ONLINE: ROA unveiled its public policy agenda for the 118th Congress,



with ambitious and yet essential supporting materials to be provided in the future.

For further details, visit: <https://cdn.ymaws.com/www.roa.org/resource/resmgr/rv/2023jan/Military-Legislative-Policy.pdf>

ROA’s achievements and agenda were discussed at an in-person, and streamed online, meeting of American Legion Post 20 at the National Press Club by our Executive Director, Jeff Phillips. He was the keynote speaker at this event conceived during our Centennial Convention.

Key to the public and government leaders knowing who we are is our “Faces of ROA” weekly online post-



ROA’s Phillips discusses ROA’s role in supporting a very busy Reserve force.

ings, found at (<https://www.roa.org/blogpost/1650035/News--Views>).

These brief quotes and images provide insight into our diverse membership.

Here are some of the postings already online. This year, others will appear weekly throughout the Centennial:

Faces of ROA



USAFR MAJ.
HOLLY COOKSON

“ROA has offered me several opportunities where I have represented not only the Air Force Reserve Command but sometimes the only representative of the United States Military among our Allies and International Partners.”



www.roa.org

Faces of ROA



(RET.) CAPT.
HENRY PLIMACK

USCG

“Where else can a member of the Reserve Components meet and learn directly from National and Service Leadership.”



www.roa.org

Faces of ROA



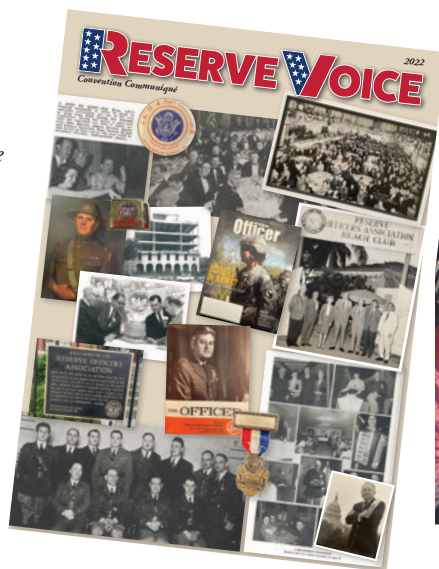
CAPT.
MATTHEW FEEHAN

USAR

“I am proud to be a member of the Reserve Organization of America because ROA has represented the often nuanced interests of Reserve members of the Armed Forces and has advocated on my and others’ behalf for a brighter future.”



www.roa.org



ROA's *Reserve Voice* has featured our Centennial, and in this edition, you are reading our committee's latest submission:

On the international scene, we have had recognition at the UPOFA Congress in South America. At the CIOR and CIOMR Summer Congresses in Europe, we also had recognition and will continue to be recognized as both of these Confederations celebrate their 75th Anniversary.

Dr. Marc Lemmermann, a member of the German CIOR Delegation, joined us in Washington, DC, for our Centennial.

Pictured here with Truman Achievement Award recipient Colonel John Davenport.

During the convention's Naval Services Section meeting, in keeping with featuring our founders, Admiral Robert D. Reilly, USN (Ret), the grandnephew of ROA's first President, Colonel Henry J. Reilly, gave an extensive and fascinating presentation on the life and career of his granduncle. It was so well received that we will be recording it for future viewing.

A special thank you to our Centennial Celebration Committee members who faithfully supported our Centennial for over two years. Their dedicated work, exemplified by their 21 Lines of Effort, enabled ROA's objective of getting greater visibility and engagement.



Dr. (Lt. Col.) Marc Lemmermann.



Henry J. Reilly grandnephew Adm. Robert Reilly.

Centennial Committee Contributors	
Dale J. Andersen	Kelly Matthews
Kalen Arreola	Mike Moose
Greg Bules	Rick Nelson
Robert H. Carmack	Sean Osmond
Judi A. Davenport	John R. O'Shea
Jennifer Franco	Henry E. Plimack
Carmen D. Gentile	Peter Powell
Paul T. Kayye	Sherman R. Reed
Paul F. Keane	Jan L. Rhoads
Ann P. Knabe	Richard B. Stephens Jr.
Jerry E. Kromrey	James R. Sweeney II
Diane Markham	McKinley Williams Jr.

And, a special thank you to past-President Don Stockton, for having the foresight to form this committee; past-President, and the latest Truman Achievement Award recipient, Judi Davenport, for keeping the committee's fire alive and enabling many of our efforts as Chair of the STARS Foundation; and our current President, Bob Carmack, who has also kept our efforts in the forefront and is enabling Lines of Effort to remain active throughout the rest of our Centennial year. One example might be a wreath-laying ceremony at our founder, General of the Armies, John J. Pershing's gravesite in Arlington National Cemetery, during our National Council & Leaders Conference in March.


We will also continue the postings each week of the "Faces of ROA" during our Centennial year, thanks to Kalen Arreola and her KMC Digital Team and the Legislative Achievements processed by our Legislative Director, Matt Schwartzman.

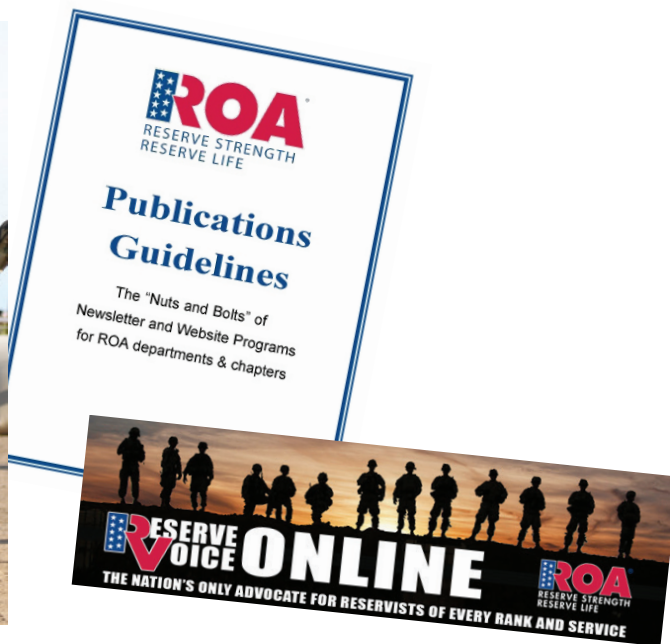
Bradley Carlson's MNPC development firm has kicked off our Second Century Campaign, and we are off to a great start. You too can be part of ROA's growth. Visit <https://www.roa.org/donations/donate.asp?id=21933>

And please don't forget—Departments, Chapters, and Committees, there is a lot of Centennial material on our website's Toolkit Page: <https://www.roa.org/page/roa-centennial>

Be sure to work on your state and local proclamations and make use of the videos and stills from our Centennial National Convention and recruit new members with the "Century of Service to America" video on our Homepage.

After all, we are a grassroots organization. The more congressional district constituents, the more ROA has influence.

Let's make our second Century of Service even stronger with your engagement in our events and by bringing in new members and retaining our current ones. Nourish them with personal communications and invite them to actively participate—even if just online. 



Maintaining ROA outreach

Communications and Marketing Committee

Capt. Henry E. Plimack, USCGR (Ret.), Chair
 Lt. Col. Peter Powell Jr., USAR, Vice-Chair

Since its founding by General of the Armies John “Black Jack” Pershing, ROA has been a strong advocate that “has championed the cause of the Reserve Components at home and in war.” This has been proven by the influence and credibility ROA has developed within the Pentagon, Congress, and The White House.


One of the means ROA uses to inform the public and Service members is the Communications and Marketing Committee. The committee advises the Reserve and Guard members of the uniformed Services, the public, and our national leaders, of ROA’s events and achievements. Our charge is to act in an advisory capacity on all matters involving internal and external communications of the organization and to market our organization, principally through social media. By doing so online, we strive for a strong national defense by using our Reserve Components. This is accomplished using the RESERVE VOICE MAGAZINE, RESERVE VOICE ONLINE, News and Views at roa.org, and social media platforms (i.e., Facebook, Instagram, etc.).

Another responsibility of our committee is the review and recognition of department and chapter newsletter editors, as well as website webmasters, for their efforts in keeping their membership informed. This is accomplished

through criteria established in our ROA Publication Guidelines, which the committee continually updates. Newsletters are eligible for the Sword and Pen and Ben Franklin Award. Websites can receive the Sword and Screen and the Brigadier General Sarnoff Award.

Additionally, there is the Colonel Thomas F. Royals ROA National Minuteman Media Award, named after the longtime ROA Public Affairs Committee chairman, who significantly raised ROA visibility throughout the military and civilian community. This award recognizes an individual from any media platform who, on a national scale, significantly promotes public awareness of the members of the uniformed serves of the United States. Our committee also seeks candidates for this recognition each year.

ROA members experienced with social media, photographers, writers, journalists, or videographers, are encouraged to join the Communications and Marketing Committee. We meet virtually so that you can contribute from your home office.

Your participation will ensure that ROA outreach reaches Congress and the military community, and that the voice of the Reserve Components—all ranks, all services—will be heard on Capitol Hill. 

New department plans its future

By Lt. Col. Richard Stephens, Jr.

Department of the Southeast (DOTS) members converged in Baton Rouge, Dec. 2-4, 2022, to set a course for the new department. The new DOTS comprises Alabama, Arkansas, Louisiana, Mississippi, and Oklahoma. It wasn't all work, though, as the twelve attendees and their spouses ate French and creole meals in the evenings and watched a college football game.

Lt. Col. Layne Wroblewski, ROA national president-elect, MAJ Reece Newsome, DOTS president, and Capt. Robert Carmack, USCGR (Ret.), ROA president, welcomed attendees to the department's meeting on Dec. 3 at LSU's ROTC building.

"Glad to see this happening," Carmack said. "The Department of the Southeast can serve as a model of how we can make this work."

Wroblewski said the department's formation was not an act of survival but was formed because "we share common interests." Then everyone settled into work.

First order of business: review and amend a 15-page semi-final constitution and by-laws. Written by Col. Edward Isom, USA (Ret.), AL Chapter, and Lieutenant Colonel Wroblewski in the summer of 2022, they were sufficiently final to be used by ROA's National Executive Committee to approve the new department at the national convention, Sept. 29. Several issues emerged, were discussed, and decided, such as how to rotate ExCom officers between states; ensuring equal status between chapters in each state and the department; what constitutes a meeting quorum; creating a department bank account; and dissolution of chapters.

During a three-and-a-half-hour stretch, attendees voted on multiple proposals and accepted DOTS' first governing documents. Whew! Pressure subsided.

Not entirely, though: a small matter of fleshing out next year's national convention remained. The fledgling department had volunteered to host the 2023 end-of-100-years-of-ROA celebration at Baton Rouge, Sept. 28-Oct.1. The team discussed financing, finding sponsors,

tours and activities in the town, and many other topics. Everyone agreed a playbook was needed with milestones and ongoing meetings being held between ROA national and the department's host committee.

Thanks, Col. Danny Allen, for becoming lead planner of the host committee, and to Col. Clay LeGrande, USAR (Ret.), Col. Shirley Martin, USAR (Ret.), Captain Eilers, and Major Newsome (all from LA's chapter), and Col. Don Brown, USAFR (Ret.), AL Chapter, for assisting planning efforts!


Attendees agreed the Hilton Baton Rouge Capitol Center, 201 Lafayette Street, was suitable for next year's meetings, lodging, dining, socializing, and parking. The hotel is conveniently located one block from the Mississippi River and is close to visitor attractions.

Typical department updates and discussions followed: setting a date for the next department annual meeting, membership, and grassroots activities by Colonel Martin, finances by Lt. Col. Richard Stephens, and legislative priorities (newly formed committee led by Colonel Brown). For service section updates, Colonel Anderson provided information about Minuteman Scholarships and recruiting, Lieutenant Colonel Wroblewski showed a video of the new B-21 Raider bomber, and Captain Eilers gave an update on service COVID-19 vaccination status.

Collaboration. Consensus-building. Decision making. Fatigue. Enough for one day—time for college football!

Members of four of the five states have SEC football teams. The LSU Tigers fought a spirited battle for the SEC Championship, but the Georgia Bulldogs won (GA 50, LSU 30).

Afterward, meeting attendees and their spouses ate a well-earned dinner at the Capital City Grill. Col. John Hauschild, former ROA president (1999-2000), joined too.

There's lots to do in the next nine months to prepare to host a national convention, but this crew is up to the task. Well done, DOTS! 

Recognition in New Jersey

By Maj. Paul David Roman, AUS (Ret.)

The State of New Jersey is home to several military installations. The largest of these is the Joint Base-McGuire-Dix-Lakehurst, located in the center of the southern half of our state. It is the only Joint Base that is home to elements of each of the eight uniformed services. The only other active base in the State is Picatinny Arsenal at the northern end of the state, which is also home to elements of most of the services.

The Coast Guard National Training Center is located in Cape May at the southern end of the famous Jersey Shore. The Coast Guard also operates Air Station-Atlantic City and a few small boat stations responsible for the Jersey coastline and part of Delaware Bay. Their station at Sandy Hook is part of the security for the lower New York Harbor.

The Army Reserve, the New Jersey Army National Guard, and the New Jersey Air Guard also operate from centers, armories, and stations around the state, with significant elements of each calling the Joint Base their home.

The ROA Department of New Jersey, founded in 1926, is comprised of three service-oriented Chapters—Army, Air Force, and Sea Services—and a fourth chapter populated primarily by retirees. After many years of having small chapter meetings in various locations, the downsizing experienced in recent years has caused the department to consolidate its operations through the Executive Committee (EXCOM), which includes the department officers, trustees, and chapter presidents.

In the past few years, the department held its quarterly EXCOM meetings in the recently renovated Timmerman Conference Center on the Fort Dix portion of the Joint Base. This center is a focal point for many Reserve training and administrative functions and is the Joint Base's home for the annual Retiree's Day program.

In the Timmerman lobby, in 2017, the Army Reserve management granted to the Department of New Jersey, an entire side wall of the lobby for the department to finally have a central display of all of its recognition plaques along with the national charter and mission statement all mounted under a gold banner indicating the national organization and department names.

Before the updating and installation of each of the seven plaques, a policy was developed to identify the purpose of each plaque and the plan for qualification and recognition of those who are honored. Each plaque lists successive awardees.

Plaque #1 is the Past Presidents' Award. Those listed also receive an award with a small gavel mounted next to the citation.

Plaque #2 is the ROA National Leadership from the Department of New Jersey. The upper section is entitled "Elected National Offices," with the lower section being entitled "Appointed National Offices."

Plaque #3 recognizes those department members on whom has been conferred the recognition as Minutemen-Brigade of Volunteers Award. This award is issued by National Headquarters and is presented by the department "in recognition of noteworthy volunteer activity in ROA, particularly in membership solicitation and retention, as well as demonstrating unquestioned dependability and loyalty to ROA traditions."

Plaque #4 is Col. Raymond O. Ford, AUS/Captain Ralph J. Diverio, USCGR Memorial Award. This is the Department of New Jersey's highest award. The citation states, "This award is the highest department award recognizing a Department of New Jersey member who has made an outstanding, significant, and lasting contribution to the Department." The department president may submit a candidate to the Board of Trustees for consideration and selection. Colonel Ford was a member of Lt. Gen. George S. Patton's staff during World War II and was a department and chapter leader for many years serving as Department President in 1957.

Captain Diverio served as National ROA president in 1988 and department president in 1980. He also founded the Coast Guard Chapter in the Department of New Jersey and represented the United States as president of the International ROA Association (CIOR).

Plaque #5 is the Nathan Hale Award recognizing prominent federal, state, and local government or civic leaders "for outstanding and dedicated individual service in the interest of national security." The concept is that

patriotic dedication to country was epitomized in the person of Nathan Hale.

Plaque #6 is the Department of New Jersey Outstanding Chapter Award. This recognition was first awarded in 1994. However, due to the consolidation of chapter operations, this award has only been awarded on a special recognition basis.


Plaque #7 is the Colonel Charles H. Brauer Memorial Award. This award is an endowed life membership in ROA presented to a junior officer in the U.S. Army Reserve. Awardees are recommended by the leadership of Army Chapter 23 (Lightning Chapter). Colonel Brauer was Commander of the First Brigade, 78th Division (Training), Fort Hancock (Sandy Hook), NJ. He also served as the reserve center commander. He later rose to brevet brigadier general as assistant division commander of the 78th Division. He also served as a Regimental Commander in the 78th Infantry Division during World War II. Colonel Brauer served as the Department of New Jersey President in 1976.

The Department also, from time to time, has awarded endowed scholarships to junior officers and to graduating ROTC cadets from one of the five university programs in New Jersey. The department president may also present certificates of appreciation to department members deserving special recognition. The department may issue a

plaque or other suitable offering to guest speakers or others who have rendered a notable service to the Department or special support of the Reserve Components.

The Department of New Jersey, in its long history of 97 years, started with, as best we can tell, over forty chapters, identified with most of the major towns and a few counties in the state. During the post-World War II years, a series of consolidations began. In the late 70s, the Department still had ten chapters. In the late 90s, the consolidations continued, resulting in three service-oriented chapters and three geographic chapters (north, central, and south) We then entered the 21st Century with the current structure of four chapters working in concert with all Department activities.

Recognition is often a key to retention, which is very true in our case. Our relatively small membership is due in part to the limited number of Reservists based in New Jersey, and our leadership has limited access to units. We are not afforded opportunities to address the troops.

We take every opportunity that comes our way, but it isn't easy to access potential members in any organized fashion. However, we will continue to do whatever is possible. With our small but highly dedicated cadre of leaders and our relatively comfortable savings, thanks to previous endowments, we will endeavor to ensure that ROA has every possible opportunity to show the flag and educate our peers and our community. 



“As the Capital City of Louisiana, Baton Rouge is the heart and soul of the state’s eclectic culture. With over 300 years of history, Baton Rouge has a colorful story to tell, which can be tasted through our culinary offerings, seen through the picturesque views of the Mississippi River and historical landmarks, and experienced through the vibrant arts and culture scene. Every day in the “Red Stick” is worth celebrating, even more so through our festivals and events held throughout the year. So, sit back, relax, and let us make the planning easy — we’ll be waiting to welcome you with Southern hospitality and an authentic Louisiana experience!”

— Visit Baton Rouge

 **National Convention**
September 28 – October 1, 2023

www.roa.org/convention

 **Visit BATON ROUGE**
AN AUTHENTIC LOUISIANA EXPERIENCE

Preserving USERRA Rights for dual employees

Brigadier General Michael J. Silva won an important, precedent-setting USERRA case in 2009

By Capt. Samuel F. Wright, JAGC, USN (Ret.)

Silva v. Department of Homeland Security, 2009 M.S.P.B. 189 (2009).

We mourn the recent loss of Brig. Gen. Michael J. Silva, USAR, a life member of the Reserve Organization of America who served a career in the Army and Army Reserve (including combat service in Iraq) and held important ROA offices at the chapter (local), department (state), and national levels, culminating in serving as our National President from 2013 to 2015. General Silva was a great supporter of the Law Review Library and the service

Members Law Center, possibly because of his difficulties enforcing his rights under the Uniformed Services Employment and Re-employment Rights Act (USERRA) when he left his civilian job in 2006 to deploy to Iraq and returned in 2007 to seek re-employment.

From June 2005 until May 2006, Silva was employed by a company called SPS Consulting LLC, which had a contract with the United States Department of Homeland Security (DHS). SPS provided employees to fill two positions at the headquarters of a DHS component, United States Customs & Border Protection (CBP). Silva held one of those two positions, the Financial

Manager (FM) position. In that capacity, he worked at a CBP facility and worked directly with CBP employees. Although Silva was not a federal employee in the traditional sense, DHS and SPS each had control over important aspects of his employment. In legal parlance, DHS and SPS were his “joint employers.”

In February 2006, General Silva was selected to command the 411th Engineers, an Army Reserve engineering unit scheduled to mobilize and deploy to Iraq in May 2006. He notified both SPS and DHS that he would be leaving his civilian job to serve our country in Iraq, and he suggested a specific person fill his civilian job on an interim basis while serving in Iraq. At the request of DHS, SPS hired the person that Silva had suggested to fill the FM position while General Silva was on active duty in Iraq, and the interim fill did well. General Silva remained on active duty for 15 months, mostly in combat in Iraq. When he left active duty in August 2007, he met the five USERRA conditions for re-employment:

- a. He left his civilian job to perform uniformed service.
- b. He gave prior notice to the civilian employer.
- c. He did not exceed the five-year limit on the duration of his service.
- d. He served honorably and was released from active duty without receiving a disqualifying bad discharge from the Army.
- e. After being released from active duty, he made a timely application for re-employment with his pre-service employer. He applied to both SPS and DHS.

SPS initially offered to reemploy Silva in the FM position, as required by USERRA, but the DHS Contracting Officer's Technical Representative (COTR) strenuously objected and told SPS that the contract with the company would be canceled if it reinstated Silva to his pre-service

position. The COTR was most pleased with the performance of the interim fill and did not want to see her displaced.

As 1st Lt. Tara C. Buckles and I explained in detail in Law Review 23001 (January 2023), USERRA requires the civilian employer to reinstate the returning veteran in the appropriate position of employment even if that means that the interim fill must be displaced. USERRA would not be worth much if the employer were able to defeat the rights of the returning veteran simply by filling the position.

After he was not reemployed, as required by USERRA, Silva filed a formal, written USERRA complaint with the Veterans' Employment and Training Service of the United States Department of Labor (DOL-VETS), alleging that both SPS and DHS had violated USERRA when they refused to reinstate him. DOL-VETS investigated his complaint and found it to have merit. The agency referred Silva's complaint against SPS to the United States Department of Justice (DOJ) and his complaint against DHS to the United States Office of Special Counsel (OSC).

DOJ refused Silva's request for representation and, in accordance with standard DOJ practice, declined to explain the rationale for the declination. Silva then retained private counsel (ROA life member Thomas Jarrard) and sued SPS in the United States District Court for the Eastern District of Virginia in accordance with section 4323 of USERRA. That lawsuit settled for an undisclosed but apparently substantial amount.

In accordance with section 4324 of USERRA, DOL-VETS referred Silva's complaint against DHS to the United States Office of Special Counsel (OSC). That agency filed suit against DHS in the United States Merit Systems Protection Board (MSPB). DHS argued that the MSPB did not have authority because Silva was never a federal employee in the traditional sense. The MSPB rejected the DHS argument, holding that DHS was the joint employer of Silva, and when DHS (through the COTR) stood in the way of Silva's exercise of his right to re-employment, DHS violated USERRA, and the MSPB had the authority and responsibility to order relief.

Importance of this case

More than four million Americans work for the federal government as contract employees, on top of the 2.1 million traditional federal employees. Thousands of those contract employees have left their civilian jobs or will leave their civilian jobs to serve our country in

uniform. As a result of the Silva precedent, these contract employees have an effective way to enforce their USERRA rights against federal Executive Branch agencies that try to stand in the way of USERRA enforcement.

Please join or support the Reserve Organization of America (ROA).

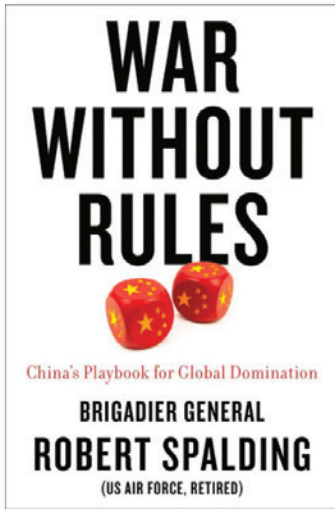
This article is one of 2,000-plus "Law Review" articles available at www.roa.org/lawcenter. The Reserve Officers Association, now doing business as the Reserve Organization of America (ROA), initiated this column in 1997, and we add new articles each month.

ROA is more than a century old—it was established on 10/1/1922 by a group of veterans of "The Great War," as World War I was then known. One of those veterans was Capt. Harry S. Truman. As President, in 1950, he signed our congressional charter. Under that charter, our mission is to advocate for the implementation of policies that provide for adequate national security. For more than a century, we have argued that the Reserve Components, including the National Guard, are a cost-effective way to meet our nation's national defense needs.

Through these articles and by other means, including *amicus curiae* ("friend of the court") briefs that we file in the Supreme Court and other courts, we educate service members, military spouses, attorneys, judges, employers, ESGR volunteers, DOL investigators, congressional and state legislative staffers, and others about the legal rights of service members and about how to exercise and enforce those rights. We supply information to service members, without regard to their membership status, or lack thereof, in our organization, but please understand that ROA members, through their dues and contributions, pay the cost of providing this service and all the other great services that ROA provides.

If you are now serving or have ever served in any of our country's eight uniformed services, you are eligible for membership in ROA, and a one-year membership only costs \$20 or \$450 for life membership. Enlisted personnel, as well as officers, are eligible for full membership, and eligibility applies to persons who are serving or have served in the Active Component of the armed forces, as well as the National Guard and Reserve. If you are eligible, please join. You can join online at www.roa.org or call ROA at 800-809-9448. If you are not eligible, please contribute to help us continue our vital work. You can send us a contribution at:

Reserve Organization of America
1 Constitution Avenue NE
Washington, DC 2000214



BOOK REVIEW:

War without Rules: China's Playbook for Global Domination, By Brig. Gen. Robert Spalding, U.S. Air Force (Ret.)

By Maj. Gen. Jeffrey E. Phillips, USA (Ret.)

War without Rules: China's Playbook for Global Domination, by retired Air Force Brig. Gen. Robert Spalding, interprets the writings of two influential Chinese colonels. Spalding argues that Chinese Communist Party actions over the past two decades prove that the party considers itself at war with the West in general—and with the United States in particular.

“All warfare is deception,” wrote Sun Tzu. Chinese colonels Qiao Liang and Wang Xiangsui appended the 2,500-year-old-work with the declaration in their own book: “The only rule in Unrestricted Warfare is that there are no rules.”

Spalding contends that the book, *Unrestricted Warfare* (1999), is as authoritative and predictive as it is hard to read. This unintelligibility to Western readers, he argues, has prevented its appreciation here. Spalding's interpretation reveals a sweeping campaign against the U.S., which the CCP regards as its chief opponent—its “enemy.”

“Over 20 years ago and before the arrival of the iPhone, *Unrestricted Warfare* offered a new vision for war,” Spalding wrote for this review of his book. “This vision foresaw the rise of the internet and the spread of globalization. While the internet and globalization were new, the two [Peoples Liberation Army] Air Force colonels relied on centuries of Chinese doctrine on warfare to envision a world where western rules regulating combat no longer applied. Breaking out of the western boundaries of war enabled the two colonels to apply their brand of warfare to the commonplace and day-to-day.

“As a result, Western democracies have been caught off guard and left defenseless, and their openness becomes a key vulnerability for the CCP to exploit. To combat this change in doctrine, the West must shift from a rules-based to an interests-based approach. Realizing their society has been laid bare to attack, they must switch to the defense to protect their social, political, and cultural institutions. Finally, Western democracies must switch from a finite and embrace an infinite approach to war. Using these three key changes will enable Western democracies to effectively counter the CCP's unrestricted warfare doctrine.”

In the publisher's summary, *War without Rules* urges

Americans to pay close attention to the CCP's main playbook, *Unrestricted Warfare*. Little known in the U.S. or to Western policymakers, *Unrestricted Warfare* is the blueprint for China's quest to achieve dominance and unseat America's global leadership. . . . the CCP believes there is no sector of life outside the realm of war. The CCP has promised to use corporate espionage, global pandemics, and trade violations as strategies to achieve dominance—all of which are eerily echoed in the headlines. Consider just a few of the CCP's recent actions:

- Seized on COVID as a weapon to be used to their benefit, not a humanitarian crisis to be solved
- Viewed the climate change issue as a bargaining chip to win them economic concessions from global elites in return for reforms that they never intended to make

- Sponsored corporate espionage on a scale beyond what the United States acknowledges
- Launched unrelenting cyberattacks against Western companies and governments
- Fueled America's deadly fentanyl drug crisis by allowing illegal smuggling of banned substances
- Used slave labor to produce goods such as clothing for sale to Western shoppers

Once Americans are aware of China's tactics and the nature of the war being waged, Spalding shows us how the U.S. can fight back against the CCP threat. It is the most critical challenge of our generation.

General Spalding spoke at a forum in Washington, DC, recently, the first I had heard of him or his book. I was struck by his assertion that China is not a "near-peer competitor" or a "great power competitor," but an enemy. An enemy is an entity that "is actively opposed or hostile to someone or something" and intends harm, according to several definitions.


As he spoke, it became clear that his assertion was based on an interpretation of China's actions *vis-à-vis* Liang and Xiangsui's writings.

But do the writings of these two colonels—or the implications—reflect CCP policy?

Spalding examines what has actually occurred—in Hong Kong, on the sea, in the markets, on the internet, with Chinese students abroad fed propaganda to blunt appreciation of Western freedom—China has decided to be at war with the U.S. We are reading of Chinese attempts to influence American lawmakers, notably in Utah ("Key takeaways from AP's report on China's influence in Utah," Associated Press, March 27, 2023). It is a campaign waged with deception and with no rules against an enemy that does not consider itself at war (usually a perilous situation for the latter).

It is a war, Spalding contends, with hoped-for domination achieved without the kind of "shooting" war America has narrowly prepared for. But such a "kinetic" outcome is always possible in war . . .

Making his case, Spalding "walks back" China's actions to *Unrestricted Warfare's* publication: two decades of evidence that, to quote one reviewer, "offer a gripping tale of the multiple battlefronts of China's war against America."

Retired U.S. Air Force Brig. Gen. Robert Spalding is a former White House National Security Council senior director for strategic planning. He served in senior positions of strategy and diplomacy within the Defense and State Departments for more than 26 years. He is the founder and CEO of SEMPRES, an EMP-hardened micro data center. *War without Rules* and his previous book, *Stealth War*, are available on Amazon and elsewhere. 



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